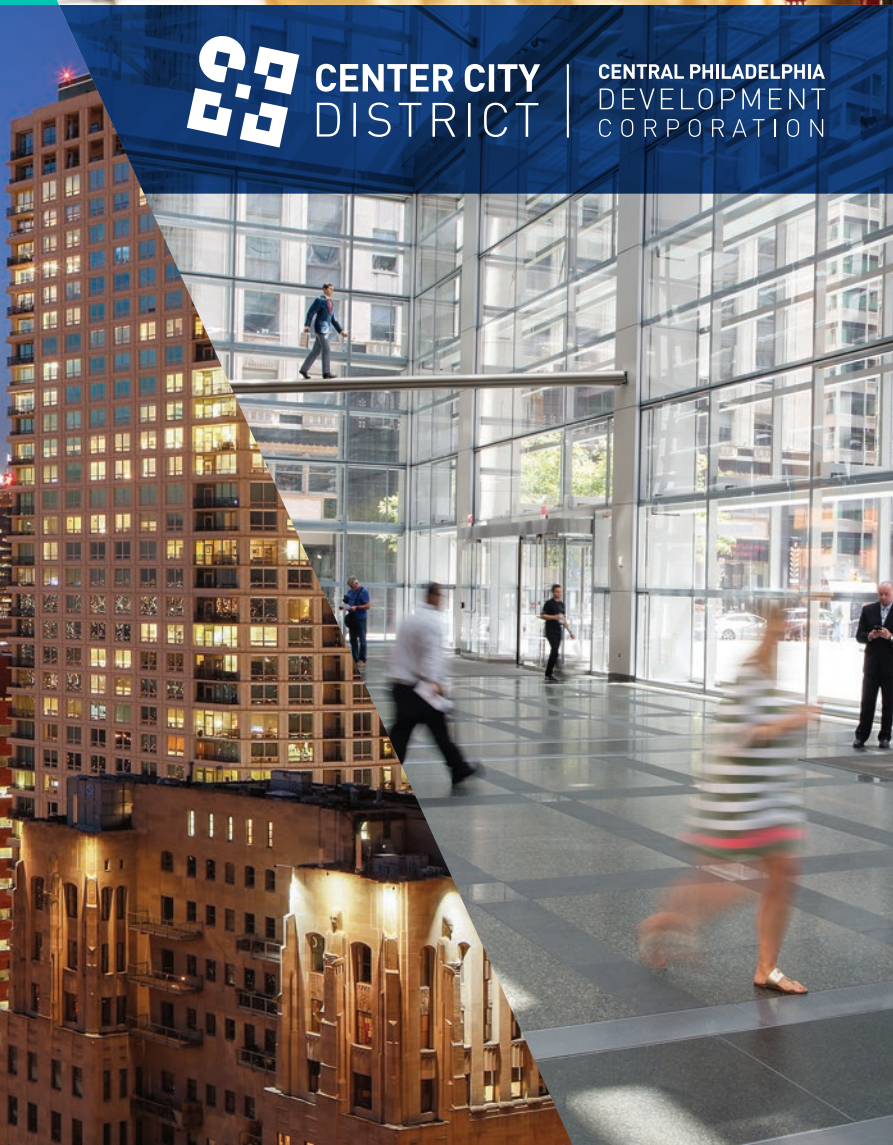
2017

STATE OF CENTER CITY

PHILADELPHIA

CENTER CITY DISTRICT | CENTRAL PHILADELPHIA DEVELOPMENT CORPORATION



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CONTENTS

INTRODUCTION & OVERVIEW	**1**
OFFICE	**7**
HEALTHCARE & HIGHER EDUCATION	**14**
CONVENTIONS, TOURISM & HOTELS	**20**
ARTS, CULTURE & CIVIC LIFE	**26**
RETAIL	**30**
EMPLOYMENT	**36**
TRANSPORTATION & ACCESS	**46**
DOWNTOWN LIVING	**51**
DEVELOPMENTS	**60**
CENTER CITY DISTRICT	**65**
ACKNOWLEDGEMENTS	**75**

James B. Abbott

INTRODUCTION & OVERVIEW

A DIVERSIFIED CENTER FOR EMPLOYMENT: Center City is the largest place of employment in the city and region, with 292,746 wage and salaried jobs and another 8,500 self-employed individuals, freelancers and those compensated as partners. Girard Avenue to Tasker Street, river to river, is just 5.7% of the city's land area, but generates 32% of all property tax revenue for the City and School District, holds 42% of all jobs, and accounts for at least 43% of the wage tax generated by jobs in Philadelphia.

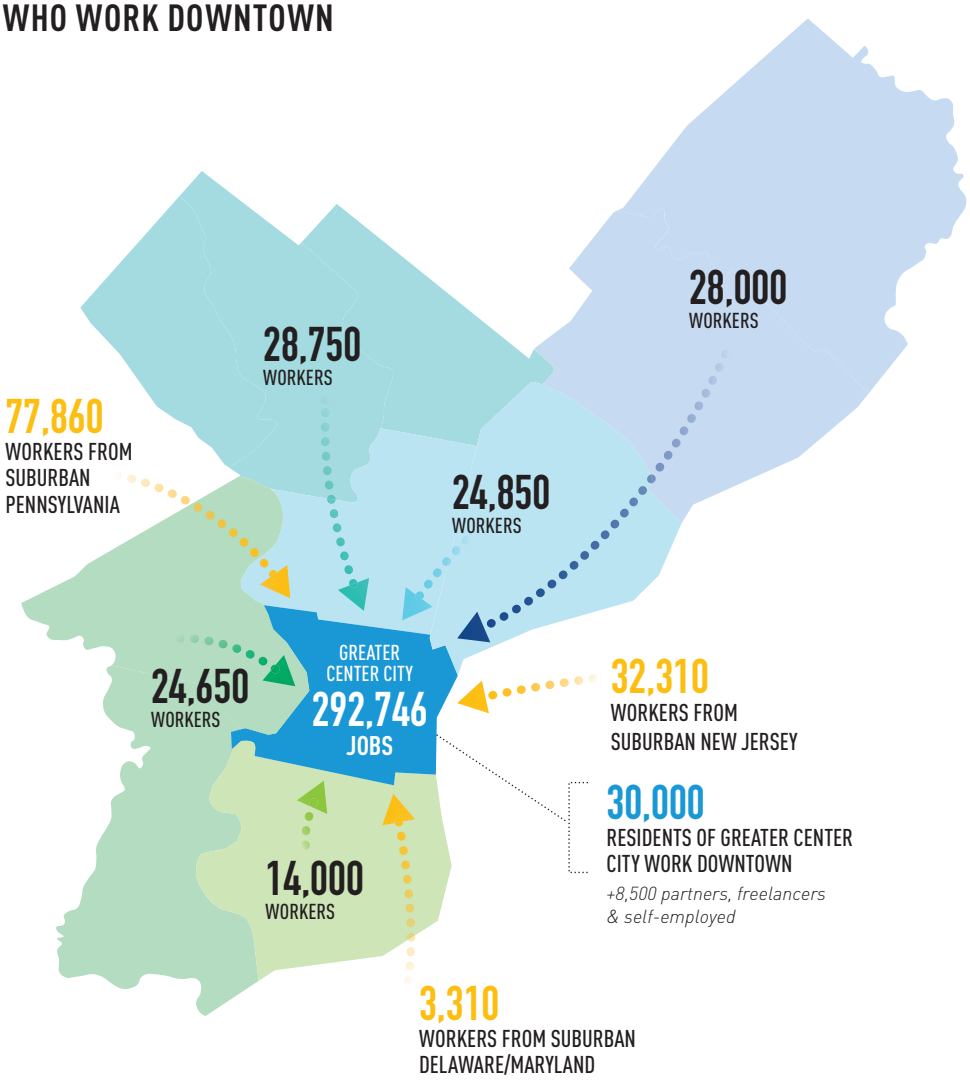
Located at the center of the region's transit and highway network, 49% of downtown jobs are held by commuters from outside the city who also patronize downtown restaurants, retailers and cultural institutions; 51% of jobs are held by Philadelphia residents. Transit makes possible a level of density and accessibility unmatched in the region, concentrating jobs at 59 per acre in Center City and at 38 per acre in University City, compared to 4 per acre in the rest of Philadelphia and less than 1 per acre in the suburbs.

Transit accessibility enables 25% of the workers living in city neighborhoods outside Greater Center City to commute to jobs downtown; another 6% work in University City. In all of these neighborhoods, more people work downtown than in the area where they live. The diversity of opportunity downtown makes this possible. While 38% of Center City jobs require at least a bachelor's degree, 30% are accessible to those with an associate degree, while another 32% require no more than a high school diploma.

Diversification is the defining strength of downtown's economy. Professional, business and financial services, real estate and information — prime office-using industries — account for 39.6% of downtown jobs, occupying almost 41 million square feet of space. Education and health services, the largest sector citywide, is the second largest downtown with jobs provided by 15 colleges and universities and five hospitals, accounting for 19.8% of Center City employment. Entertainment, leisure, hospitality and retail provide 15.6% of downtown jobs in 419 arts and cultural institutions, 11,139 hotel rooms, 1,049 retail premises and 464 full-service restaurants. Federal, state and local government employment provides 13.2% of Center City jobs.

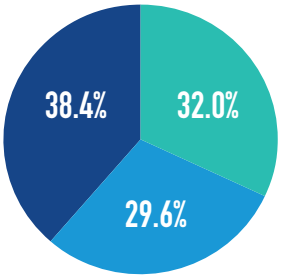
Across the country, diverse, mixed-use places are outperforming single-use employment districts and the value of their real estate has significantly increased. Philadelphia is

NUMBER OF NEIGHBORHOOD AND REGIONAL RESIDENTS WHO WORK DOWNTOWN



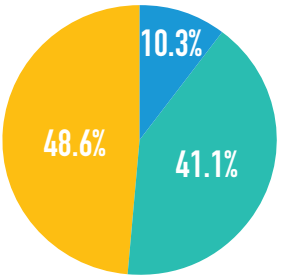
Source for Page Graphics: Bureau of Labor Statistics, Current Employment Statistics

PERCENT OF DOWNTOWN JOBS BY LEVEL OF EDUCATION



32.0% HIGH SCHOOL OR LESS
29.6% SOME COLLEGE/ASSOCIATE
38.4% BACHELOR'S DEGREE OR MORE

WHERE DOWNTOWN WORKERS LIVE



10.3% GREATER CENTER CITY
41.1% ELSEWHERE IN PHILADELPHIA
48.6% OUTSIDE PHILADELPHIA

enjoying the longest period of economic expansion since the mid-1980s, adding 40,000 jobs in the last 11 years, with positive growth in all but one year since 2005. In 2016, Philadelphia grew by 2.4%, adding 16,000 jobs. Growth has been driven entirely by private-sector gains, with public-sector employment continuing a 25-year trend of contraction.

But job growth in Philadelphia is uneven. Education and health services have grown by 55% since 1990; leisure and hospitality employment is up 56%; professional and business services are 11% above 1990 job levels. Manufacturing, however, has continued its historic contraction, shedding 70% of its remaining jobs since 1990. More troubling, jobs in finance and information services — prime growth sectors for most 21st century cities — are down 40% citywide since 1990.

Between 2010 and 2015, professional and business services employment was up 1.8% per annum in Philadelphia, surpassing the regional figure of 1.5%, but well below both the national rate of 3.2% and the 3.8% per year growth rate in the 25 largest cities.

The same pattern holds for education and health services. The only sectors in which Philadelphia matches or surpasses the growth of its peers are entertainment, leisure, hospitality and retail. These industries animate the city. They attracted 12.4 million visitors from throughout the region and around the world in 2016. They provide important entry-level jobs for residents. But they are the by-product of increased visitation and a growing downtown population, not prime drivers of additional job creation.

Still, the dramatic expansion of Comcast, the retention of Aramark's corporate headquarters, the rapid growth of start-

ups, investments in innovation made by major employers and local institutions and the eagerness of suburban firms to connect with Center City's educated, skilled workforce are all positive trends upon which to capitalize. Philadelphia's decline in the early- and mid-20th century resulted from over-reliance on contracting manufacturing sectors and failure to capture the growth of post-industrial and emerging innovation industries. Complacency and celebration of the status quo are never hallmarks of successful cities.

A comparison with East Coast peers underscores that Philadelphia must accelerate its economic recovery, particularly in this era of limited support from higher levels of government. Other northeast cities that hemorrhaged manufacturing rebounded through more robust, post-industrial growth. Using 1970 as the baseline, New York's total employment is up 12%, Boston's is up 21% and Washington, D.C.'s is up 24%. By contrast, Philadelphia has 25% fewer jobs than it did in 1970.

This is a prime reason for Philadelphia's high poverty and unemployment rates and why 39% of working residents from each Council District are reverse commuting to the suburbs. Education levels required for jobs in the suburbs are not significantly different than those in the city. The suburbs simply have more jobs and continue to add them faster. Philadelphia still has 6% fewer jobs than in 1990; our suburbs are up 24%.

With more dynamic growth of transit-accessible jobs, Philadelphia can achieve major reductions in unemployment and poverty. Key to this is lowering barriers to growth and advancing the agenda for tax reform: reducing local government's tax dependency on highly mobile wages and business revenues and relying more on the property tax locally to fund municipal services and improved public schools.

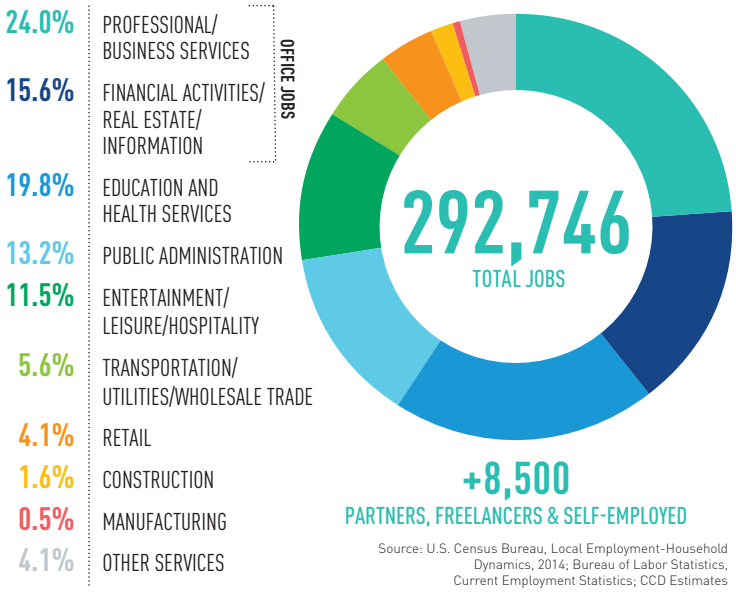
FASTEST GROWING PLACE TO LIVE: Greater Center City has capitalized on growing national preferences for diverse and walkable, live-work places. It is the fastest growing residential section of Philadelphia, with an estimated 188,000 residents in 2016. In the last five years, 25% of all in-movers to Philadelphia have moved into downtown, including a sizable share of the largest demographic group nationally, 20 to 34 year olds. Millennials now constitute 40% of downtown's population, followed closely by empty nesters and growing numbers of families with children.

While 87% of suburban residents commute from home by car to work, 62% of Greater Center City residents commute without a car since 40% work in the downtown and 12% work in University City. The compact, intimate-scaled street-grid Philadelphia inherits from the 17th century promotes walkability and reinforces density, concentrating 60 residents per acre in the Core and 47 per acre in the extended neighborhoods — compared with 37 per acre in the rest of Philadelphia and just six people per acre in the suburbs. Single-use, suburban zoning separates residents from commercial districts. Downtown land-use diversity co-mingles living, working, retail, dining, cultural, entertainment and educational offerings, while density makes possible frequent public transit, cab, ride- and bike-sharing services. Regionally, 86% of all households own at least one car and 52% own two cars. In the Core, 48% of all households own no vehicles; in Extended neighborhoods the number is 34%.

Fifty-nine percent of Greater Center City residents have a bachelor's degree or higher. This critical mass of talent, combined with the steady stream of graduates from 19 colleges and universities in and around Greater Center City, is exercising a powerful draw for employers. Almost monthly, suburban firms are announcing new downtown locations.

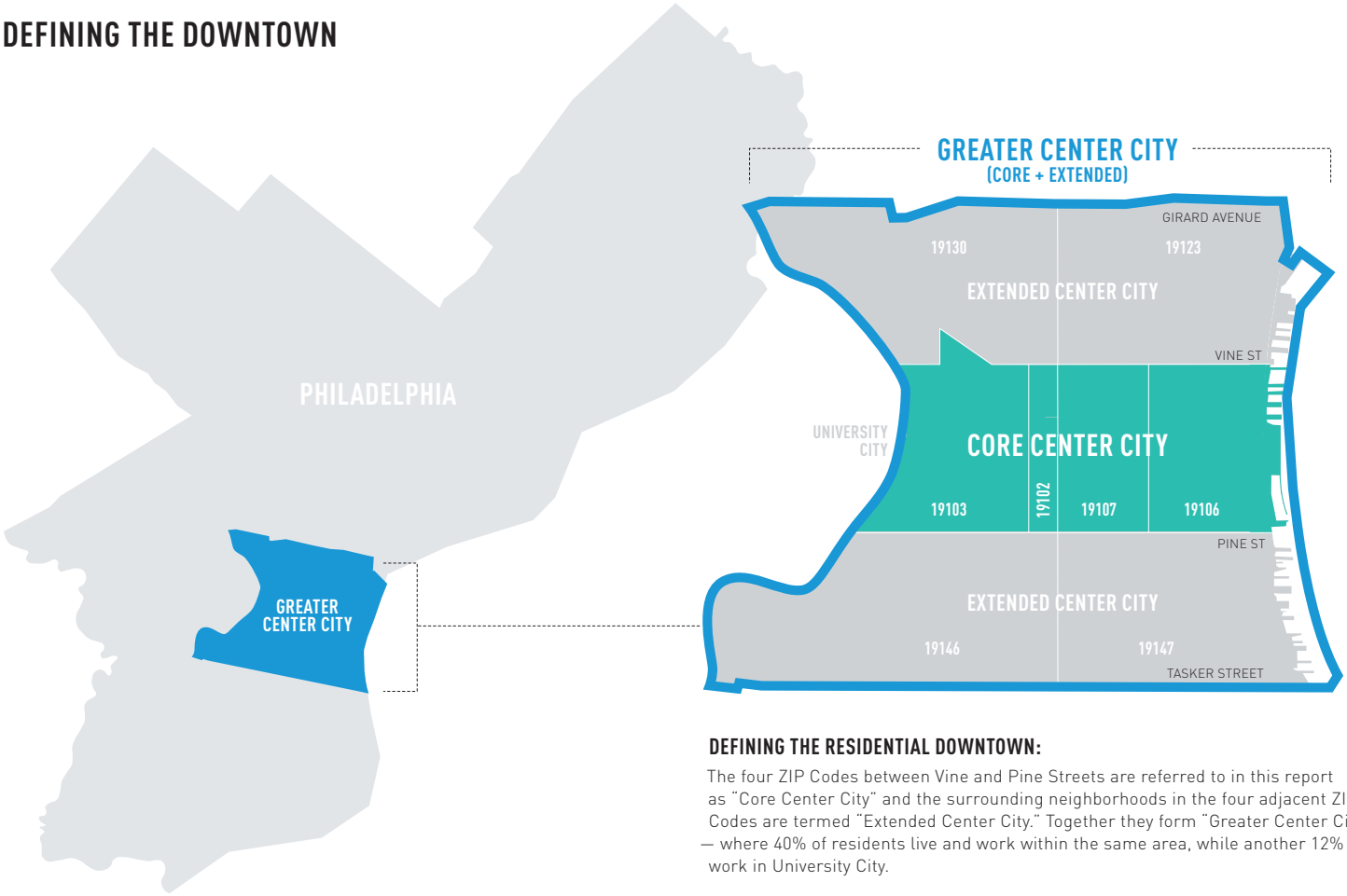
The millennial cohort, which has been delaying marriage, family formation and homeownership, is a major source of demand for surging apartment construction downtown. But downtown is also capitalizing on a national shift away from homeownership among many age groups. In the 1990s, the city accounted for only 24% of the region's multifamily permits and just 18% of overall housing permits. In 2015, Philadelphia accounted for 52% of the region's new multifamily units and 38% of overall housing permits — a percentage larger than our current share of the region's population. A significant portion of that new supply was delivered downtown.

GREATER CENTER CITY WAGE & SALARY EMPLOYMENT



Source: U.S. Census Bureau, Local Employment-Household Dynamics, 2014; Bureau of Labor Statistics, Current Employment Statistics; CCD Estimates

DEFINING THE DOWNTOWN



DEFINING THE RESIDENTIAL DOWNTOWN:

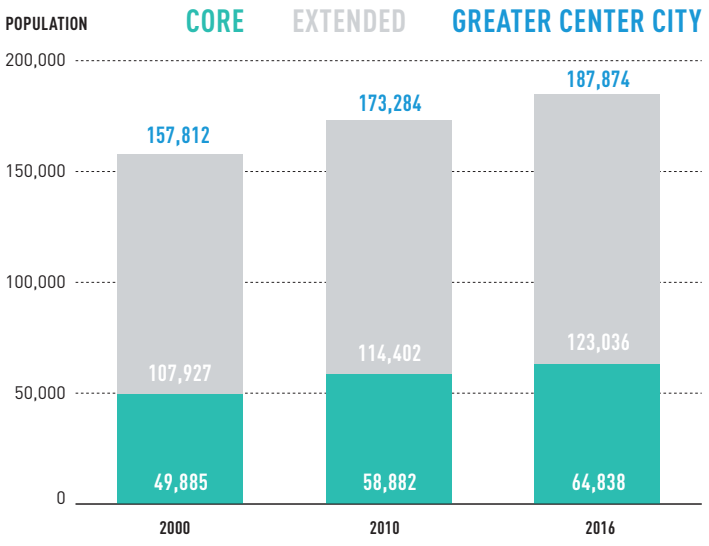
The four ZIP Codes between Vine and Pine Streets are referred to in this report as "Core Center City" and the surrounding neighborhoods in the four adjacent ZIP Codes are termed "Extended Center City." Together they form "Greater Center City" — where 40% of residents live and work within the same area, while another 12% work in University City.

A steady stream of condos and single-family homes were also added to Greater Center City in the past year. Housing values have now surpassed levels prior to the Great Recession with long-term appreciation since 2000 averaging 6% per year. The extraordinary diversity of housing types allows households to stay in Center City as their needs change over time.

At the same time, Greater Center City has 5,200 units of subsidized housing intermixed with market-rate apartments, row-homes and condominium buildings. Within a half-mile of the outer edges of the expanding downtown are another 3,100 subsidized units providing an opportunity for local government to stabilize lower-income residents near Philadelphia's prime employment center as market conditions continue to improve.

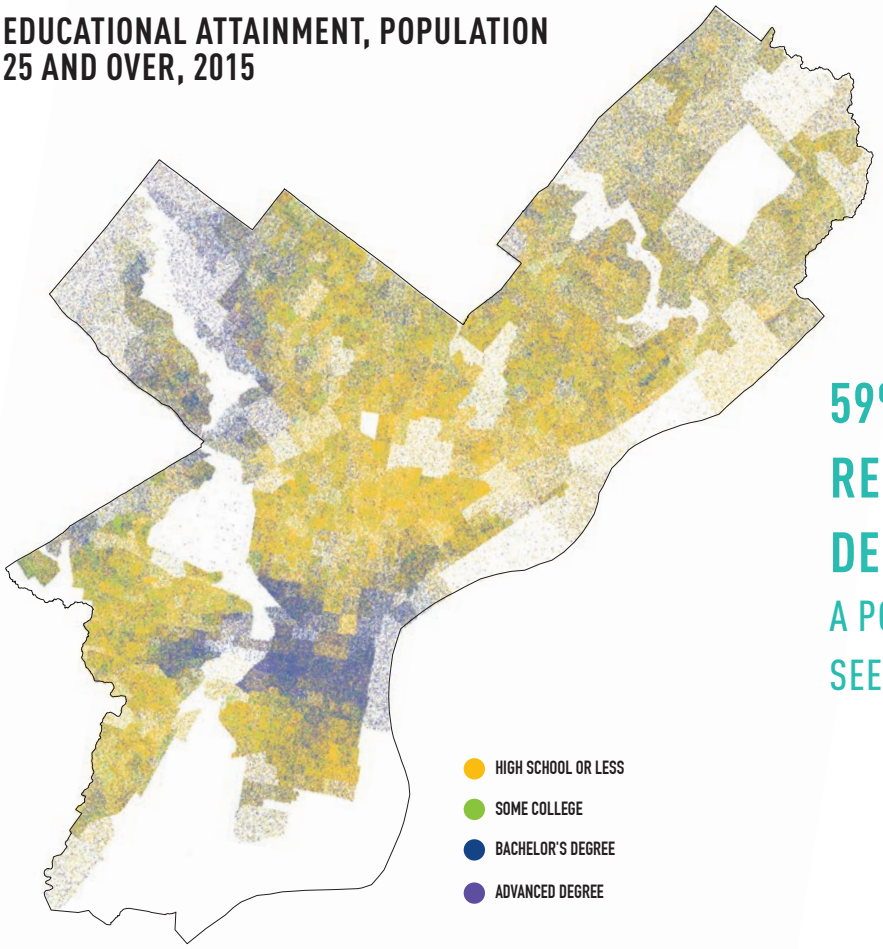
Greater Center City has a lower percentage of households with children than the rest of Philadelphia, although 33,471 children have been born to downtown parents since 2000. Parents can

GREATER CENTER CITY POPULATION



Source: U.S. Census Bureau, 2000 and 2010 Decennial Census; CCD Estimates

EDUCATIONAL ATTAINMENT, POPULATION 25 AND OVER, 2015



Source: U.S. Census Bureau, American Community Survey 2011–2015

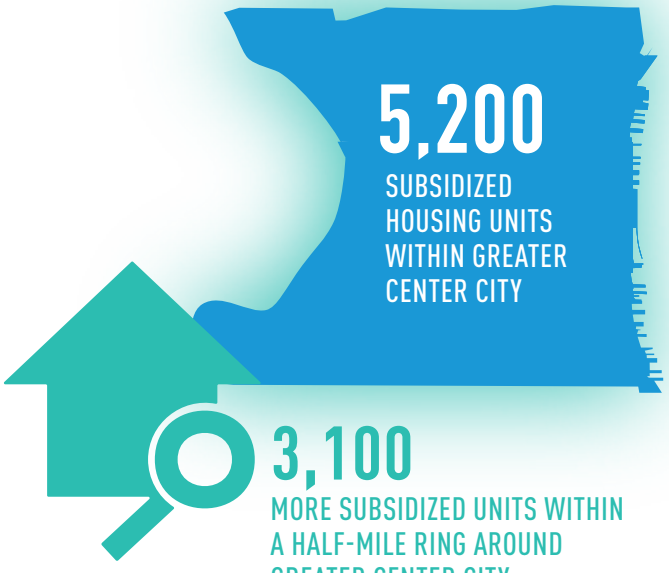
59% OF GREATER CENTER CITY RESIDENTS HAVE A BACHELOR'S DEGREE OR HIGHER,

A POWERFUL ATTRACTOR FOR BUSINESSES SEEKING TALENT.

enjoy the convenience of walking their children to one of the 19 Greater Center City elementary schools, where 7,899 students were enrolled in 2016. School district data show that 81% of students in public classrooms in Greater Center City come from the downtown, a significant increase from a decade ago. An equally important metric: while Center City has three high quality independent schools, 76% of children in Greater Center City attend public school, comparable to the citywide average of 80%.

More robust job growth will not only provide expanded opportunities for Philadelphia residents, it ensures that developers can fill new apartments now under construction. More certainty about long-term school funding will also help retain millennials as they form families. Together, they can underwrite long-term demand for for-sale housing and continue to expand the circle of neighborhood revitalization.

AFFORDABLE HOUSING IN AND AROUND GREATER CENTER CITY



A MANAGED PLACE, PLANNING FOR THE FUTURE: For 26 years, CCD has enhanced public spaces, reinforcing private-sector investment and supplementing city services. In partnership with Central Philadelphia Development Corporation (CPDC), research, planning and advocacy has guided investments and shaped policies that enhance downtown competitiveness. Today, sidewalks, filled with pedestrians and outdoor cafés, are cleaned seven days a week and graffiti is removed from the ground floor of building façades and from street furniture. Uniformed Community Service Representatives work in partnership with the Philadelphia Police Department, providing a welcoming presence for pedestrians and helping to reduce the number of serious crimes by 39% since 1993, while theft from auto has been cut by 89% and retail theft by 50%.

CCD maintains nearly all of the $146 million streetscape and public space improvements it has made in the last 20 years, routinely cleaning, updating and refurbishing pedestrian, transit and vehicular directional signs, disk and bus shelter maps and interpretive panels along the Benjamin Franklin Parkway. CCD has installed almost 2,200 pedestrian-scale light fixtures since 1996, doubling or tripling nighttime illumination, supporting the evening economy. CCD programs color-changing lights on building façades along the Avenue of the Arts and maintains the illumination on public sculptures on the Benjamin Franklin Parkway. CCD manages and programs four parks it has renovated and is overseeing the conversion of the first phase of the defunct Reading train viaduct into the new Rail Park.

CPDC was formed 61 years ago as the private-sector leadership group that partnered with local government at the inception of downtown revival. CCD was formed 26 years ago, after a decade of federal disengagement and a major recession rendered Center City's public domain a dirty and dangerous place to be avoided. Today, Center City is more vibrant and investment is stronger than any time since the late 1940s, when suburbanization and de-industrialization first drained life and jobs out of the city. But changes at the national and state levels could challenge Philadelphia more than any time in recent memory. Managing and enhancing our competitive assets and planning strategically for future growth has never been more essential to our success and to the creation of opportunity for residents.

CENTER CITY KEY FACTS

CENTER CITY KEY FACTS	
Total Wage & Salary Jobs	292,746
Partners & Self-Employed Workers	8,500
Office Square Feet	40,989,449
Office Occupancy	87.8%
Coworking Square Feet	370,589
Hotel Rooms	11,139
Hotel Room Occupancy	78.0%
Average Daily Room Rate	$191
Retailers	1,049
Full-Service Restaurants	464
Cafés/Bakeries/Quick-Service Restaurants	450
Hospitals*	5
Arts & Cultural Institutions	419
Colleges & Universities	15
Total Enrollment in Higher Education	32,550
Annual Philadelphia International Airport Passengers	30,155,090
Annual Amtrak 30th Street Station Passengers	4,328,718
Average Weekday Center City Transit Ridership (All Modes)	310,062
Housing Units Completed in 2016	2,506
Average Home Sale Price	$456,728
Apartment Median Asking Rent	$1,950
Greater Center City Population	187,874
Percent of Residents with a Bachelor's or More	59%

*Magee Rehabilitation Hospital has entered into a preliminary agreement to become part of Thomas Jefferson University. This would reduce the number of Center City hospitals to four.

CENTER CITY IS MORE VIBRANT THAN AT ANY TIME IN THE LAST 70 YEARS.

BUT CHANGES AT THE NATIONAL AND STATE LEVELS REQUIRE AN EVEN GREATER EFFORT LOCALLY TO MANAGE AND ENHANCE OUR COMPETITIVE ASSETS AND TO ENSURE MORE ROBUST AND INCLUSIVE GROWTH.

Matt Stanley

OFFICE

Forty percent of downtown jobs are concentrated in 41 million square feet (sf) of commercial office space, with most located in the high-rise towers that define the downtown skyline. Well-served by transit, office buildings provide the densest concentration of jobs and the most diverse employment opportunities: high-skilled positions requiring at least a college degree, technical, support and clerical jobs, as well as building engineers and managers, security personnel and custodians. Every time tenants turn over, construction trades are called on to renovate space. Office workers spend time and money in shops and stores, restaurants, and entertainment venues, creating more than $200 million in annual downtown retail demand. Business travelers accounted for almost one-third of all hotel room nights in 2016.

Despite new added supply, Center City's office occupancy rate slightly decreased from 88.5% in 2015 to 87.8% in 2016, though still surpassing suburban occupancy levels of 85.9%. Trophy building occupancy was 93%, while Class A and B were at 89% and 88%, respectively. Even though average asking rent rose from $27.44/sf to $29.60/sf, this is still far lower than the leading markets nationally — approximately a third of asking rents in Midtown Manhattan ($82.19), and only half of asking rates in Boston ($55.97) and Washington, D.C. ($52.79). Some of the highest rents in Center City ($31.27) can be found on West Market Street and JFK Boulevard, where the occupancy rate was 88.6% in 2016. Demand for creative office space is pushing rents higher in this subsector of the market, with rents averaging $33.65/sf in the East Market subsector, according to data from Savills Studley.

Creative and amenity-rich shared offices, such as coworking spaces, are stimulating leasing activity, particularly from national operators, who now manage 64% of the 370,589 sf of downtown coworking space, with an additional 80,000 sf in the pipeline. Despite the perception that coworking spaces are filled with young entrepreneurs and startups, many large companies looking to test the market are leasing space in coworking spaces downtown. Coworking office space comprises only 1% of Center City's total office inventory, but continues to grow and accounted for 13% of all leasing activity in 2016.

Most of the larger leases in 2016 followed Center City's historic pattern of renewals and movement within the market, with the two largest deals being the relocation of companies headquartered in Center City. Aramark Corporation chose to

keep 1,200 of its employees in Center City and signed a lease for almost 300,000 sf at 2400 Market Street, currently under construction. Five Below also opted to keep its headquarters downtown, securing 180,000 sf in the historic Lits Building at 701 Market Street. The transactions were also notable in that they signaled an expansion of preferences beyond the towers of West Market Street to include more diverse space throughout the downtown.

Another encouraging trend is the leasing of 1.1 million square feet by firms coming in from outside the city. JLL calculates that these transactions represented 21% of all downtown space leased in 2015 and 2016. While some relocations have been large, most newcomers into the Philadelphia market leased small or gateway offices to attract young, educated workers who live in Greater Center City. The latest example of this was the announcement in early 2017 that Malvern-based Vanguard Group is opening a 16,000 sf innovation center at 2300 Chestnut Street. The City of Philadelphia is looking to capitalize on this growing trend and, in 2017, launched a new incentive program called Gateway Philly to attract more suburban firms to open gateway offices in Philadelphia.

Rising demand for downtown office space and Philadelphia's favorable prices in comparison with other large markets spurred more office building acquisitions from out-of-town investors; 75% of the 3.8 million sf of office space that exchanged hands in Center City in 2016 was purchased by national investors. Among the notable transactions were: 1700 Market Street, acquired by Shorenstein Properties in January; a portfolio of four office buildings in Old City, including The Bourse, acquired by MRP Realty; and the Two Liberty Place office space, acquired by Coretrust Capital Partners. The first two sizable office acquisitions of 2017, Three Parkway and a portion of the Wanamaker Building, also went to national buyers.

Strong fundamentals are also driving new office development, with six commercial projects in various stages of development that will add 2.8 million sf and represent a $2.1 billion investment downtown. The largest of these projects, Liberty Property Trust's Comcast Technology Center, will add 1.3 million sf of Trophy space to Center City upon completion in 2018. Other notable projects include: PMC Property Group's 2400 Market, which will house Aramark's headquarters and add 485,000 sf of office space once complete; National Real Estate Development's mixed-use East Market, which will add 175,000 sf of creative office space later this year; and Oliver Tyrone Pulver Corporation's proposed 1301 Market that will add 840,000 sf of office along East Market, if constructed.

Despite these positive trends, Center City's office sector continues to lag compared to other peer markets. A simple measure of success is the premium businesses are willing to pay to be in the employee- and amenity-rich CBD, as opposed to the suburbs. A sampling of major CBD markets nationwide by Newmark Grubb Knight Frank shows an average CBD, Class A premium of 25% in 2016 — rising to 124% in Boston and 77% in Washington, D.C. In Philadelphia, the premium on Class A downtown space is just 7%, comparable to many sprawling Sunbelt metros. This is in part attributable to the unique reliance of local government on wage and business taxes, as well as on Use and Occupancy tax for the schools, adding significantly to tenant occupancy costs and suppressing rents.

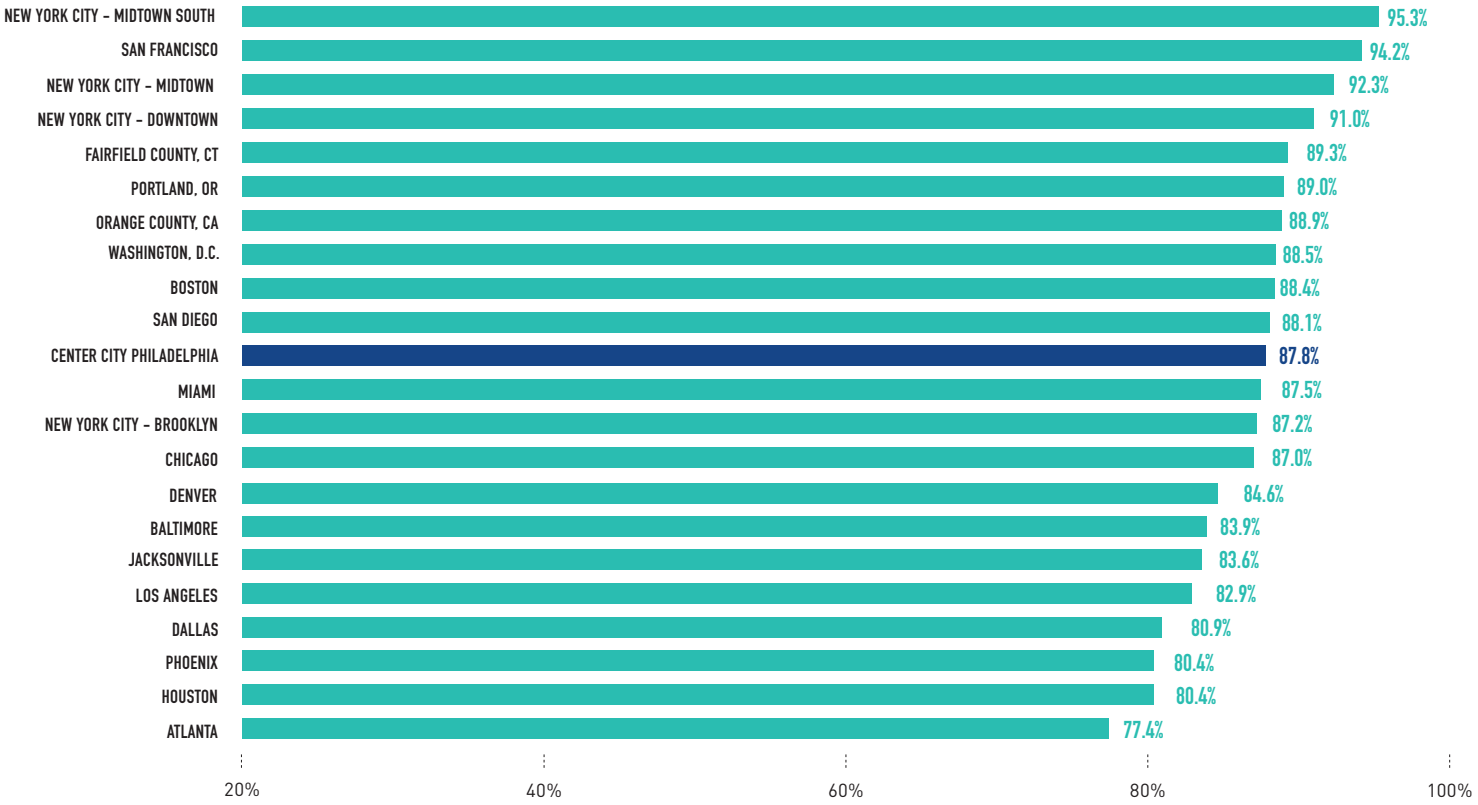
With tax reform on the horizon, Philadelphia is poised to capitalize on all its inherent competitive advantages and enter a new era of dynamic growth.

TRADITIONAL OFFICE SUBMARKETS

	TOTAL INVENTORY (SF)	VACANT (SF)	OCCUPANCY RATE	2016 ABSORPTION (SF)	AVERAGE ASKING RENT
West Market	25,782,472	2,939,202	88.6%	378,585	$31.27
East Market	6,288,490	597,407	90.5%	100,121	$25.93
Independence Square	4,852,963	800,739	83.5%	-130,178	$29.91
Walnut / South Broad	4,065,524	674,877	83.4%	-150,610	$26.91
CENTER CITY	**40,989,449**	**5,012,225**	**87.8%**	**197,918**	**$29.60**

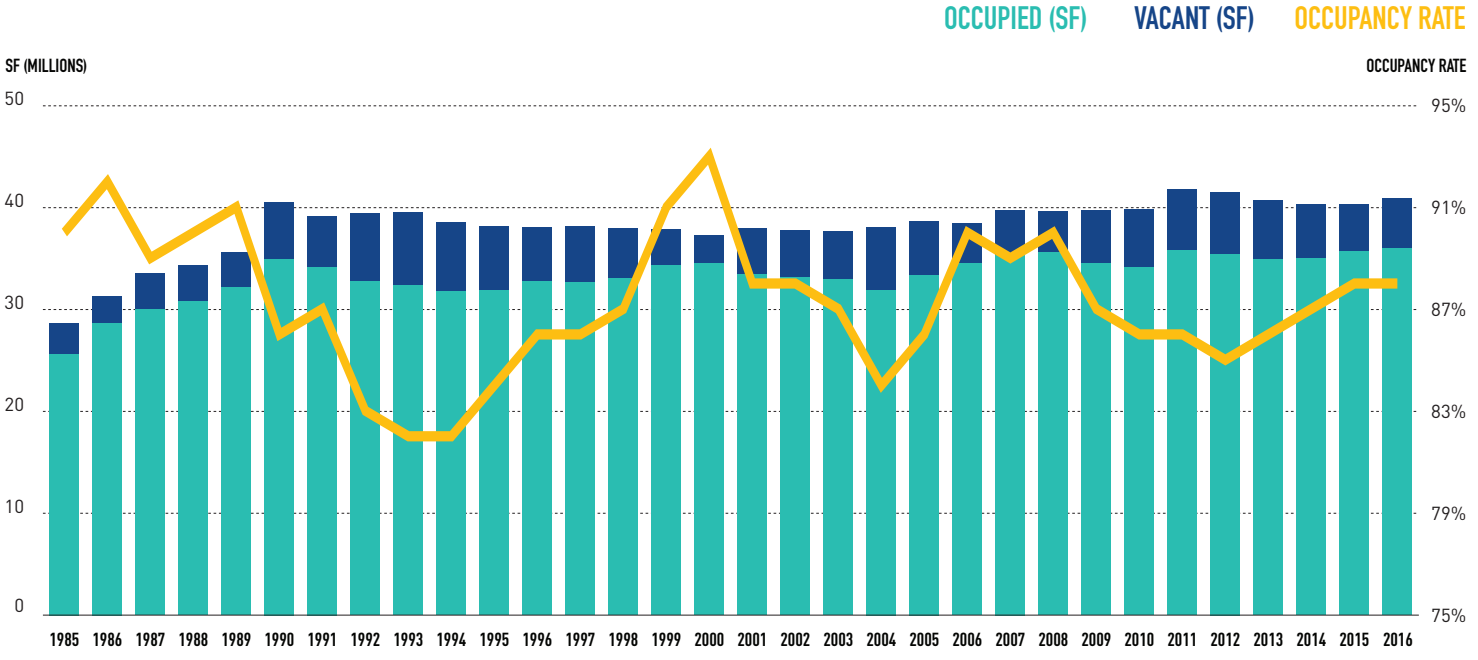
Source: Newmark Grubb Knight Frank

CENTRAL BUSINESS DISTRICT OCCUPANCY, 2016



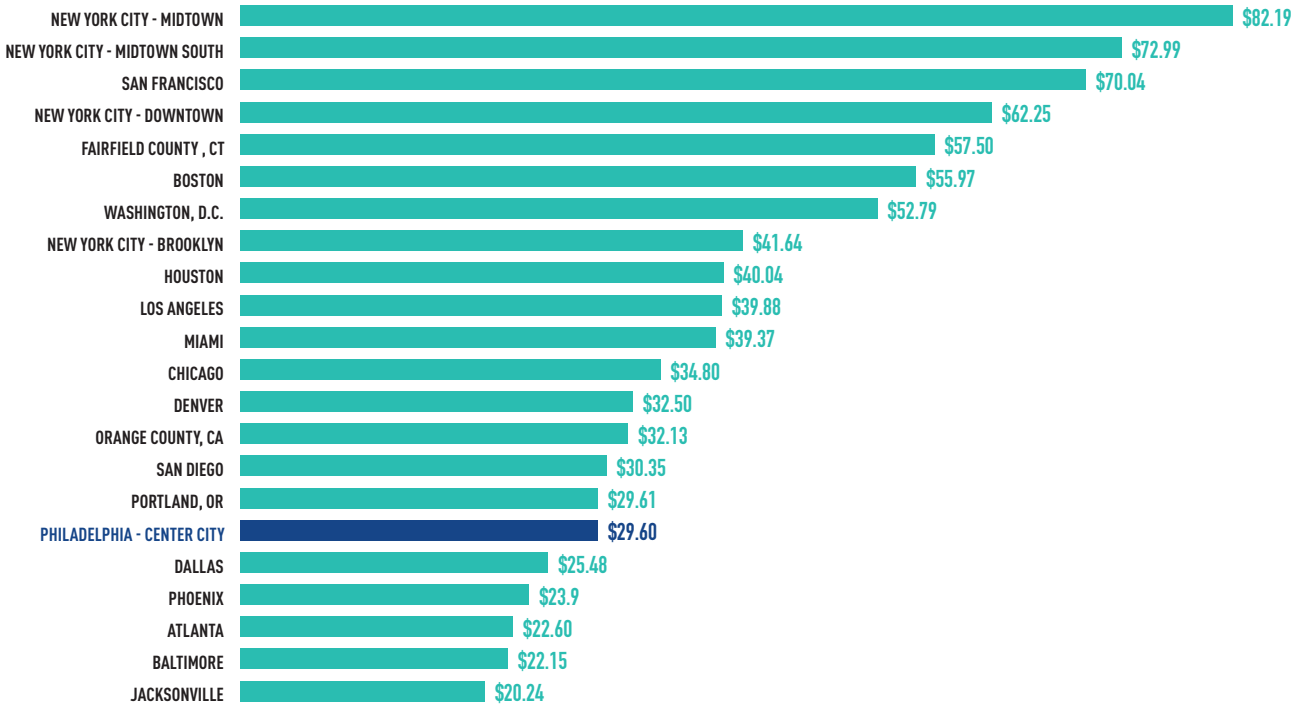
Source: Newmark Grubb Knight Frank

CENTER CITY PHILADELPHIA OFFICE MARKET, 1985–2016



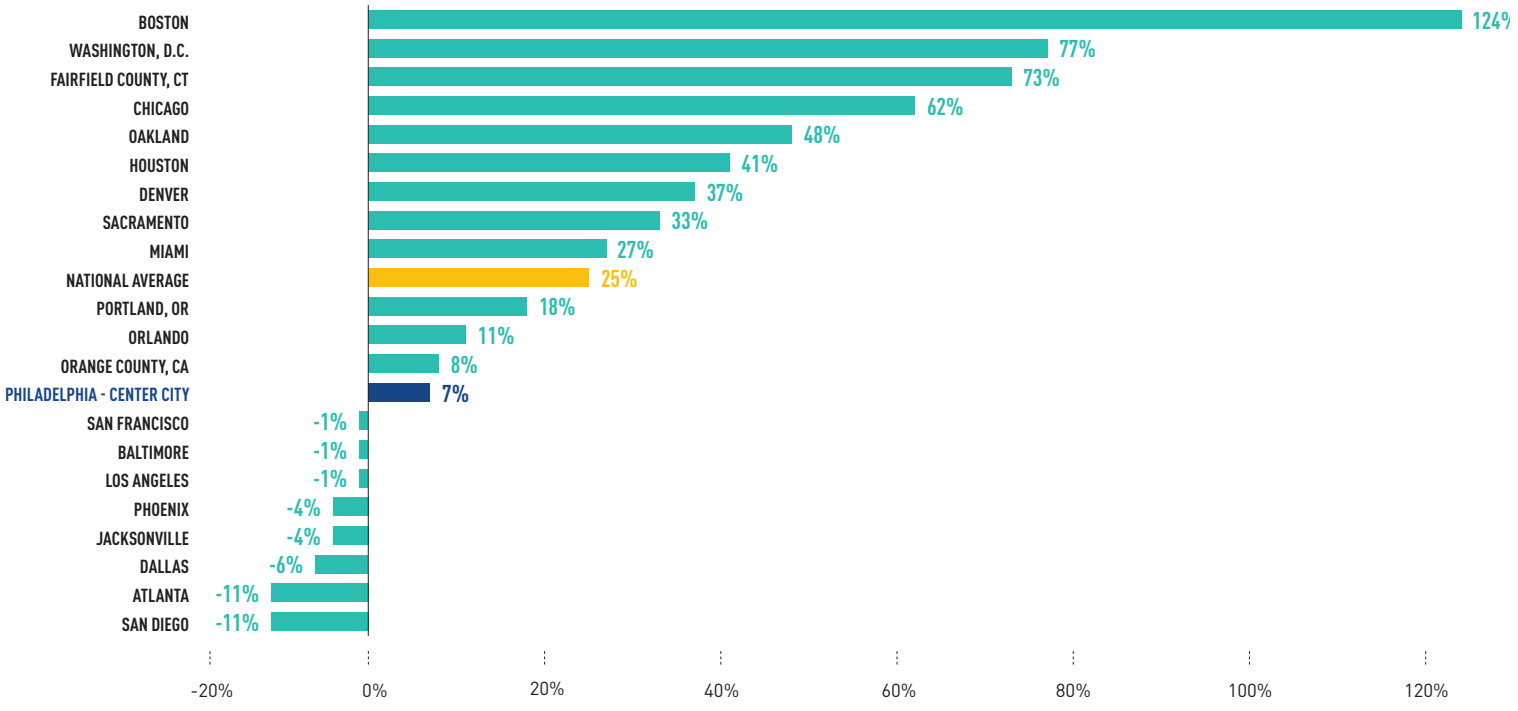
Source: Newmark Grubb Knight Frank

CENTRAL BUSINESS DISTRICT AVERAGE ASKING RENT PER SF, Q4 2016



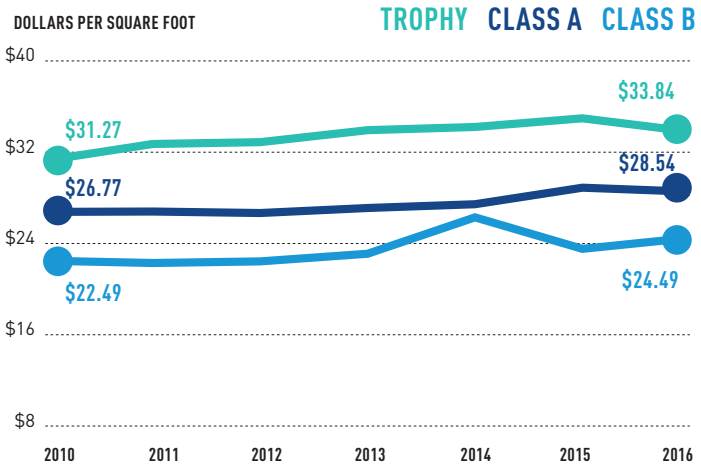
Source: Newmark Grubb Knight Frank

DOWNTOWN PREMIUM: CBD CLASS A RENTS COMPARED TO REGIONAL RENTS, 2016



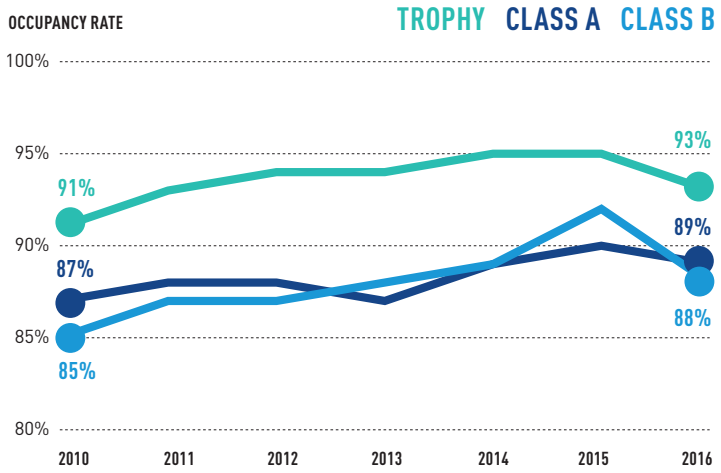
Source: Newmark Grubb Knight Frank

CENTER CITY AVERAGE ASKING RENT



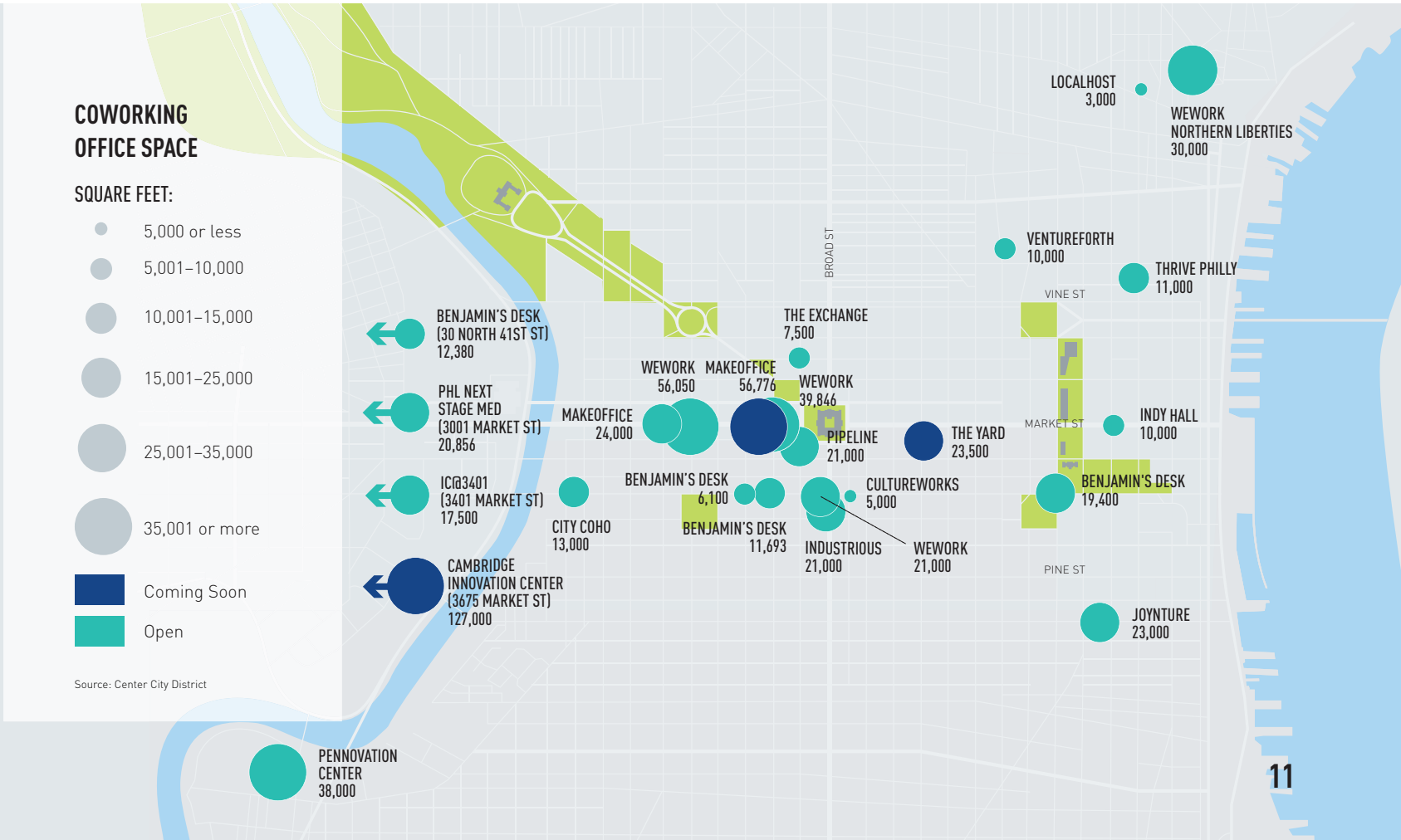
Source: JLL Research

CENTER CITY OCCUPANCY RATE BY CLASS



Source: JLL Research

MANY COWORKING SPACES ARE PROVIDING AN EASY WAY FOR SUBURBAN AND NATIONAL FIRMS TO TEST THE CENTER CITY MARKET AND ACCESS LOCAL TALENT.



SIGNIFICANT OFFICE LEASING TRANSACTIONS IN CENTER CITY, 2016

MARKET WEST				
Tenant	Building	Class	Size (SF)	Type
Aramark	2400 Market Street	A	279,300	Relocation within market
Comcast Corporation	Two Logan Square	Trophy	81,000	Expansion in market
Graham Company	Graham Building	A	76,812	Renewal
Montgomery McCracken	BNY Mellon	Trophy	67,000	Relocation within market
WeWork	1900 Market Street	A	56,050	New to market
Pennoni	1900 Market Street	A	55,060	Relocation and expansion
Berger & Montague	Beneficial Bank Building	A	43,000	Relocation and expansion
WeWork	1601 Market Street	A	39,846	New to market
Hogan Lovells	BNY Mellon	Trophy	34,395	Relocation
Carpenter Technology	BNY Mellon	Trophy	22,000	New to market
MARKET EAST				
Tenant	Building	Class	Size (SF)	Type
Five Below	Lits Building	B	180,000	Relocation within market
GSA (Health and Human Services)	801 Market Street	B	97,000	Relocation within market
Liberty Resources	801 Arch	B	44,286	Renewal with expansion
The Yard	Steele Building	A	23,500	New to market
Bohlin Cywinski Jackson	1100 Ludlow	A	18,525	Relocation within market

Source: JLL Research

21%

OF ALL LEASING ACTIVITY

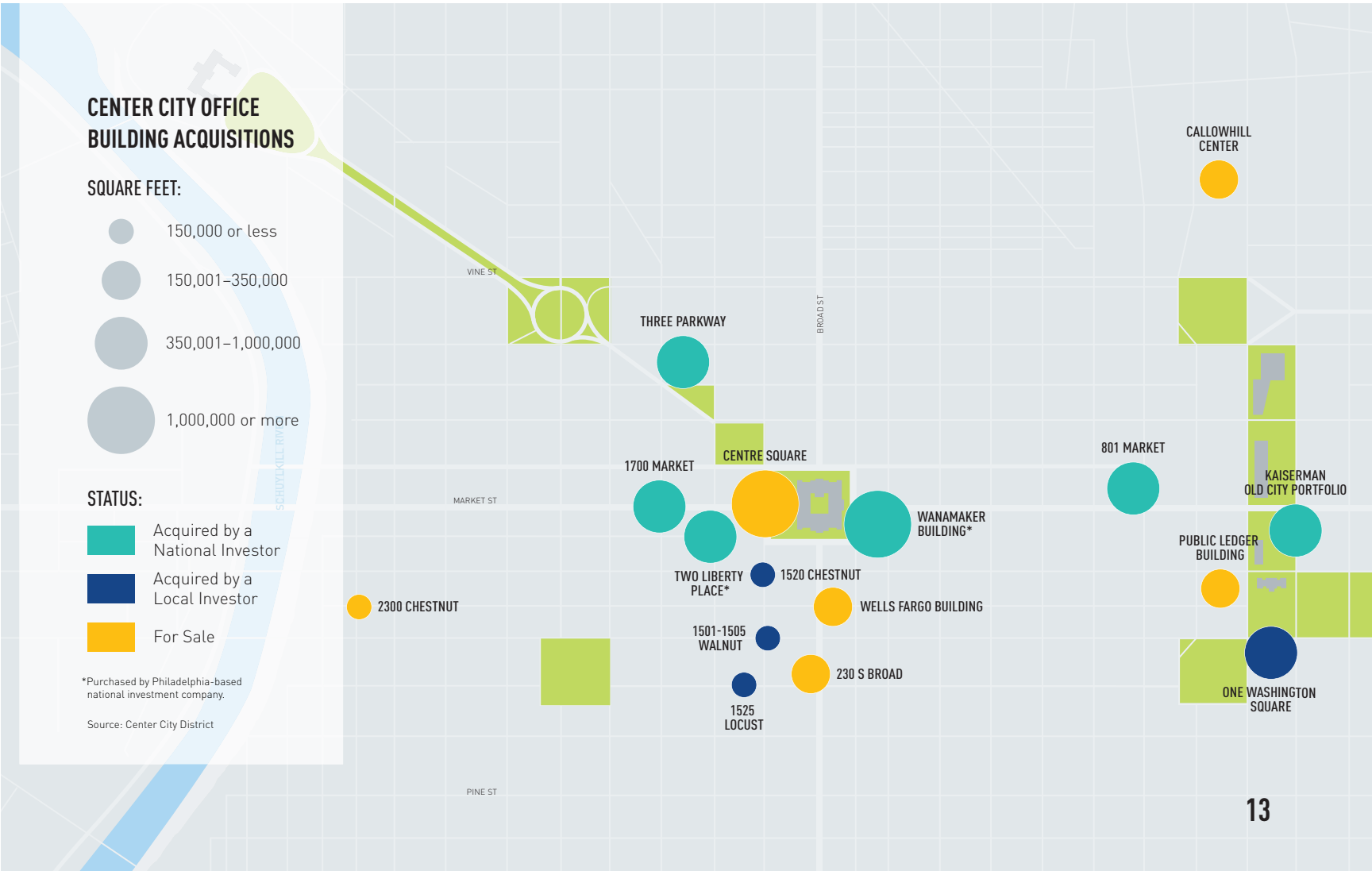
IN 2015 AND 2016 (1.1 MILLION SQUARE FEET)

WAS BY FIRMS MOVING IN FROM OUTSIDE THE CITY.

CENTRAL BUSINESS DISTRICT COMPLETIONS, 2016

	COMPLETIONS (SF)	COMPLETIONS AS PCT OF EXISTING CBD	COMPLETIONS AS PCT OF NATIONAL COMPLETIONS
New York-Midtown	1,946,970	0.7%	12.1%
Seattle-Downtown	1,734,083	3.3%	10.8%
Washington, D.C.	1,189,719	1.0%	7.4%
Chicago	1,103,100	0.8%	6.9%
New York-Midtown South	1,056,500	1.6%	6.6%
Boston	1,007,561	1.5%	6.3%
Nashville	855,000	7.2%	5.3%
Portland-Central City	751,094	2.9%	4.7%
Cincinnati	703,000	4.3%	4.4%
Dallas	671,330	1.8%	4.2%
Center City Philadelphia	176,799	0.4%	1.1%
All Other Cities	4,194,114	1.5%	26.0%
UNITED STATES CBD TOTAL	**16,103,471**	**1.1%**	**100.0%**

Source: JLL Research



HEALTHCARE & HIGHER EDUCATION

Matt Stanley

Healthcare and educational institutions account for 37% of all jobs in Philadelphia, the largest sector in the city, while downtown, "eds & meds" provide 19.8% of all jobs. From 2005 to 2015, Philadelphia's higher education sector experienced modest job growth of 9%, while the healthcare and social assistance sector grew by 23%.

The Thomas Jefferson University and Health system, Center City's largest private employer, employed 13,778 people in 2016, a 15% increase over the previous year. Jefferson continued to expand in 2016 through several mergers and partnerships. The Aria-Jefferson Health merger was completed in 2016, and Jefferson Health acquired a controlling interest in the Rothman Orthopaedic Specialty Hospital in Bensalem, N.J., Jefferson's ninth hospital in the region. Jefferson Health and Kennedy Health, based in Voorhees, N.J., signed a binding agreement to merge, while Jefferson Health established a new kidney transplant center at Ninth and Chestnut Streets and, in partnership with Rothman Institute, created a multimillion-dollar "spine center of excellence" in South Philadelphia. In addition, Thomas Jefferson University and Philadelphia University expect to complete their merger in 2017. Magee Rehabilitation Hospital recently entered into a preliminary agreement to become part of Thomas Jefferson University as well.

Penn Medicine, Drexel University and Children's Hospital of Pennsylvania (CHOP) increased their combined number of jobs in Center City to 8,148, while nine smaller institutions employed more than 3,100 employees.

Net patient revenue at Center City hospitals — Thomas Jefferson University Hospital, Pennsylvania Hospital, Wills Eye Hospital and Hahnemann — totaled $2.43 billion in 2015, a slight increase from $2.30 billion in 2014. In January 2017, Vybe Urgent Care opened a new facility in Center City, joining Jefferson Hospital and the myDoc chain as the only urgent care centers located downtown.

In fall 2015, Center City's 15 institutions of higher education reported enrollment of more than 32,500 students. Immediately adjacent to downtown, Drexel University, University of Pennsylvania (Penn), University of the Sciences, and Temple University enrolled an additional 75,431, for a total population of more than 107,000 students in or adjacent to downtown. Students rent apartments, shop, frequent bars and restaurants, and enjoy the many amenities of Center City.

Of the 27,872 degrees conferred by Philadelphia-based educational institutions in 2015, 50% were bachelor's degrees (13,914) and 42% were at the master's or doctoral level (11,799). These schools produced a 13% increase in technology and engineering graduates between 2013 and 2015, providing a new cohort of potential employees for Science, Technology, Engineering and Math (STEM) occupations. Philadelphia also has experienced a 69% increase in international students in the past decade. At the same time, 64% of all graduates stayed in the region in 2015.

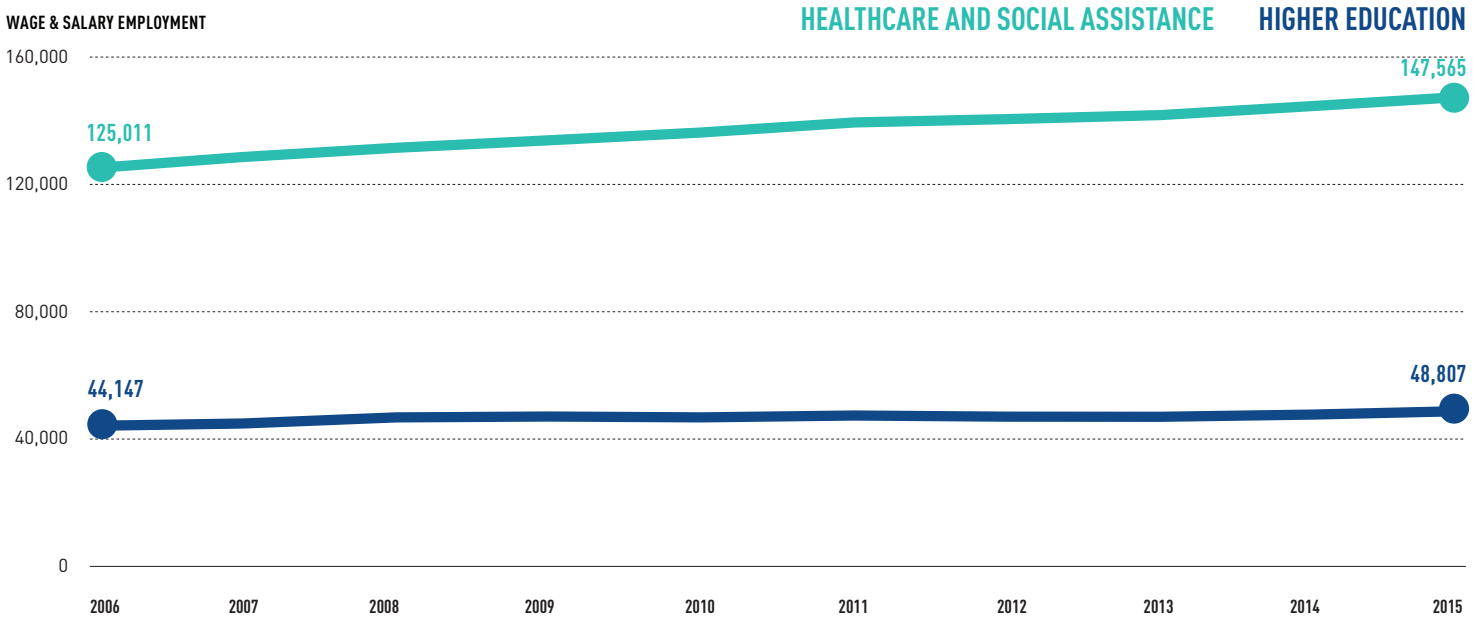
This year, Drexel University expects to open the Thomas R. Kline Institute of Trial Advocacy at 12th and Chestnut Streets. CHOP's 23-story research tower, the Roberts Center, on the western edge of Center City near the South Street Bridge, is expected to open with 855 employees, as the first phase of a multi-year, 466,000-square-foot development.

According to the National Science Foundation's Higher Education Research and Development Survey, combined research spending at Drexel, Temple, Thomas Jefferson, and Penn totaled $1.34 billion in 2015, up from $1.30 billion in 2014. These institutions launched 27 startups in 2015, applied for a total of 330 patents, and generated income from active licenses totaling $44.5 million. Patent applications were up 38% in 2015, compared to the previous year.

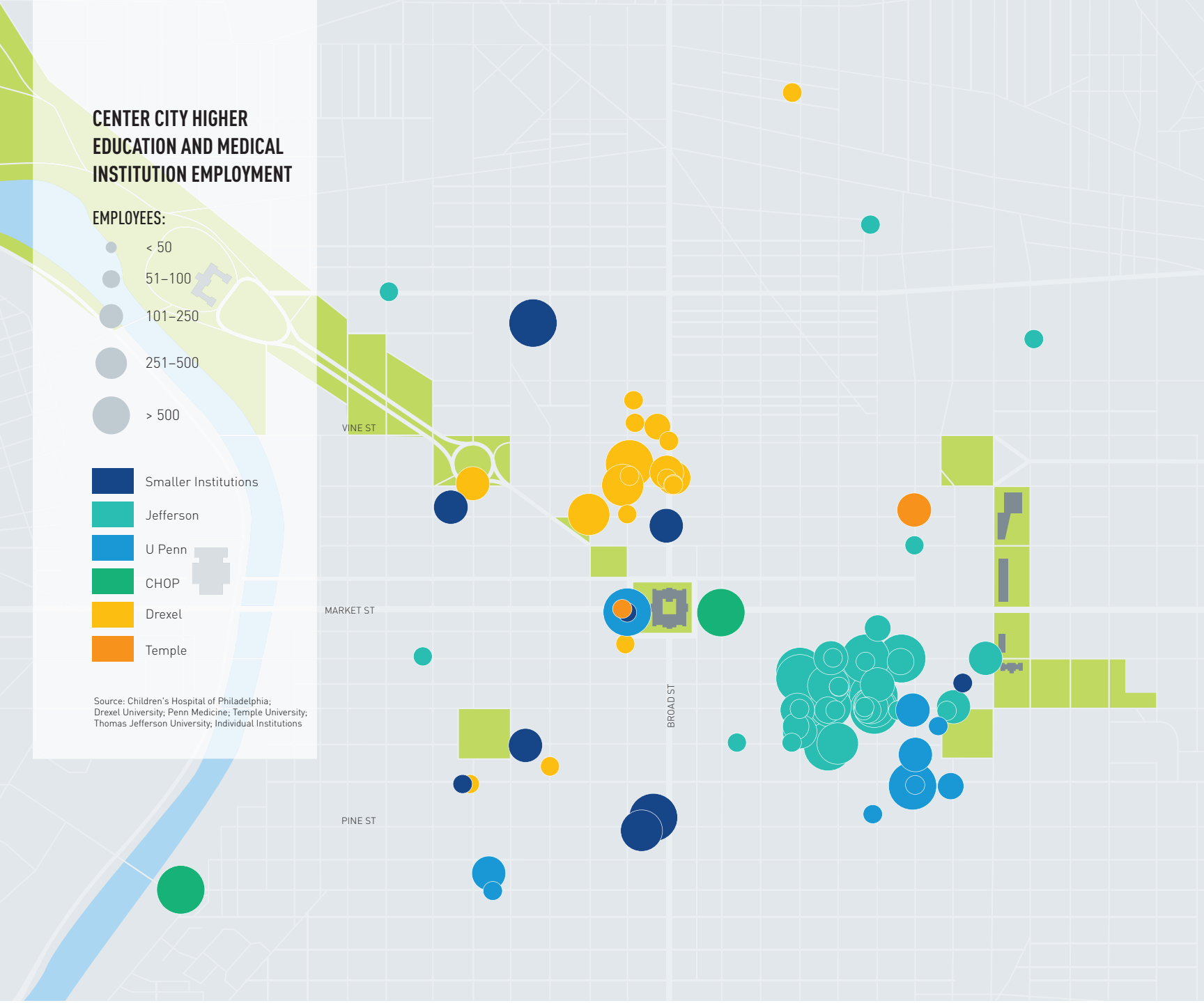
The city's medical and academic research institutions received $857 million in National Institutes of Health grants in 2016, putting Philadelphia fourth nationally, behind Boston, New York, and Seattle. The Brookings Institution named Philadelphia one of the world's Knowledge Capitals, defined as "19 mid-sized, highly productive innovation centers in the United States and Europe with talented workforces and elite research universities." These centers of innovation can serve as generators of new firms and expanded employment opportunities for the region.

EDUCATION AND HEALTH SERVICES EMPLOYMENT IN PHILADELPHIA GREW STEADILY BY 16% BETWEEN 2006 AND 2015, HELPING BUFFER THE CITY FROM THE GREAT RECESSION.

PHILADELPHIA EDUCATION AND HEALTH SERVICES EMPLOYMENT



Source: U.S. Bureau of Labor Statistics, Quarterly Census of Employment & Wages

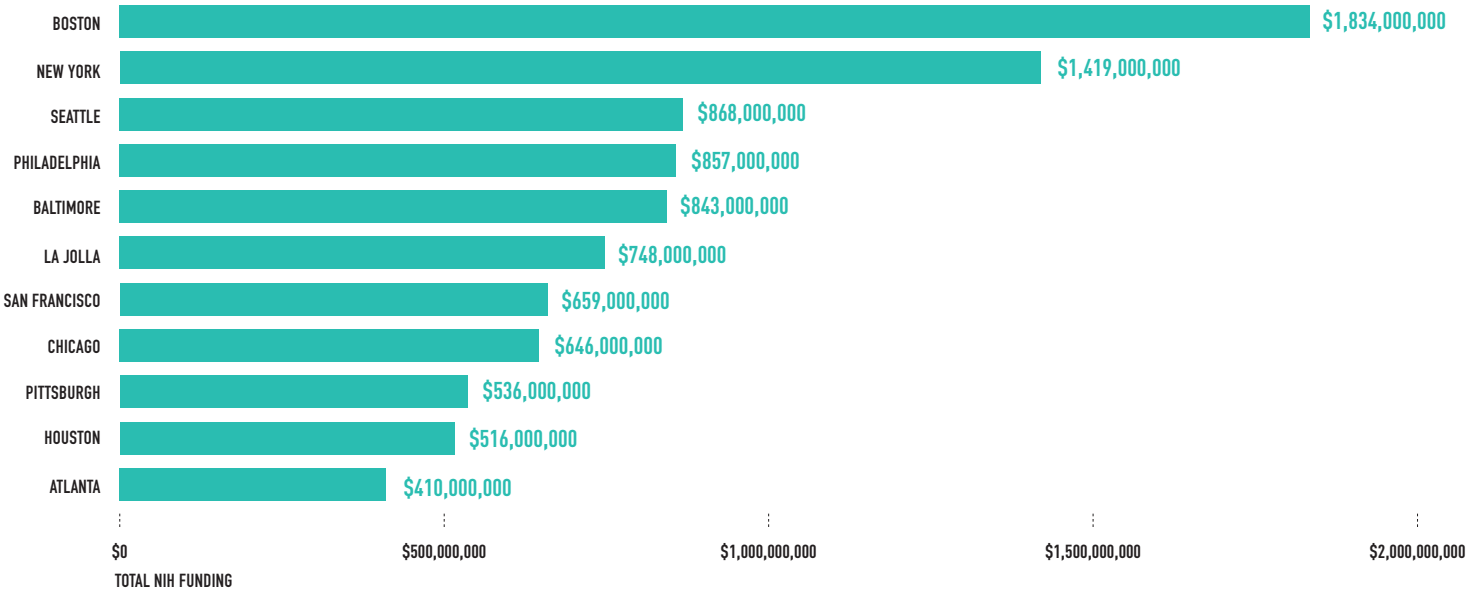


HEALTHCARE AND EDUCATION PROVIDES

58,500 JOBS IN CENTER CITY

AND DRAWS 32,550 STUDENTS INTO DOWNTOWN.

NATIONAL INSTITUTES OF HEALTH FUNDING, 2016

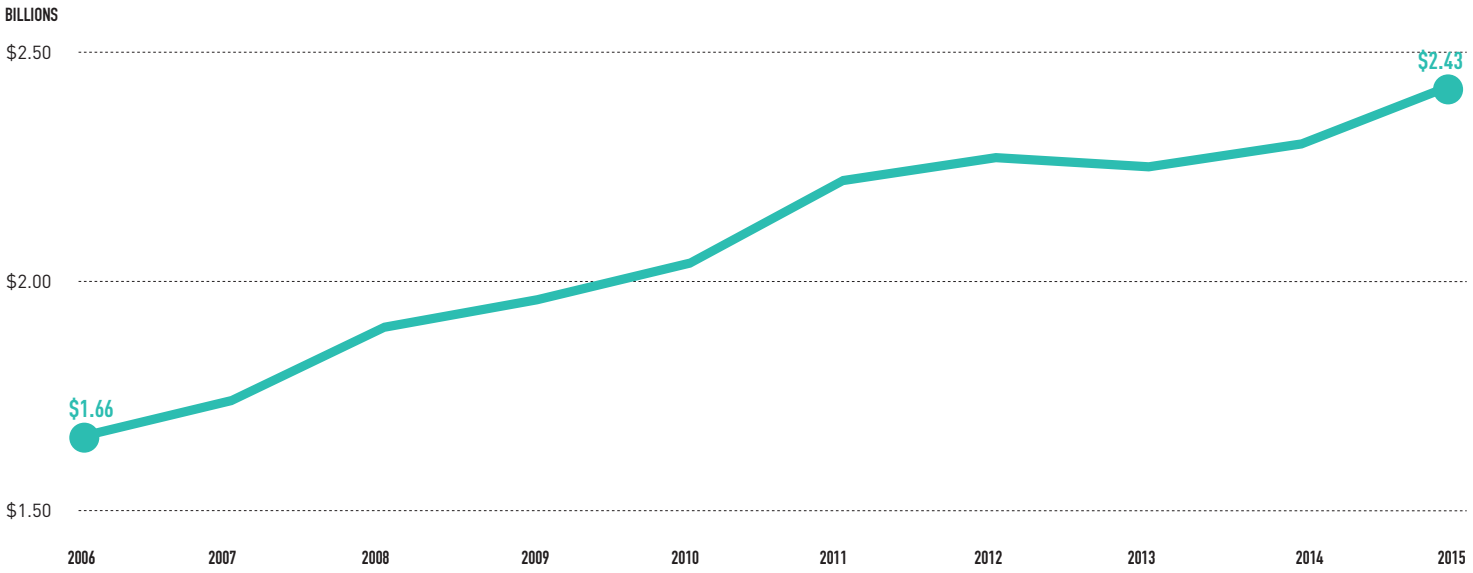


Source: U.S. Department of Health & Human Services, National Institutes of Health

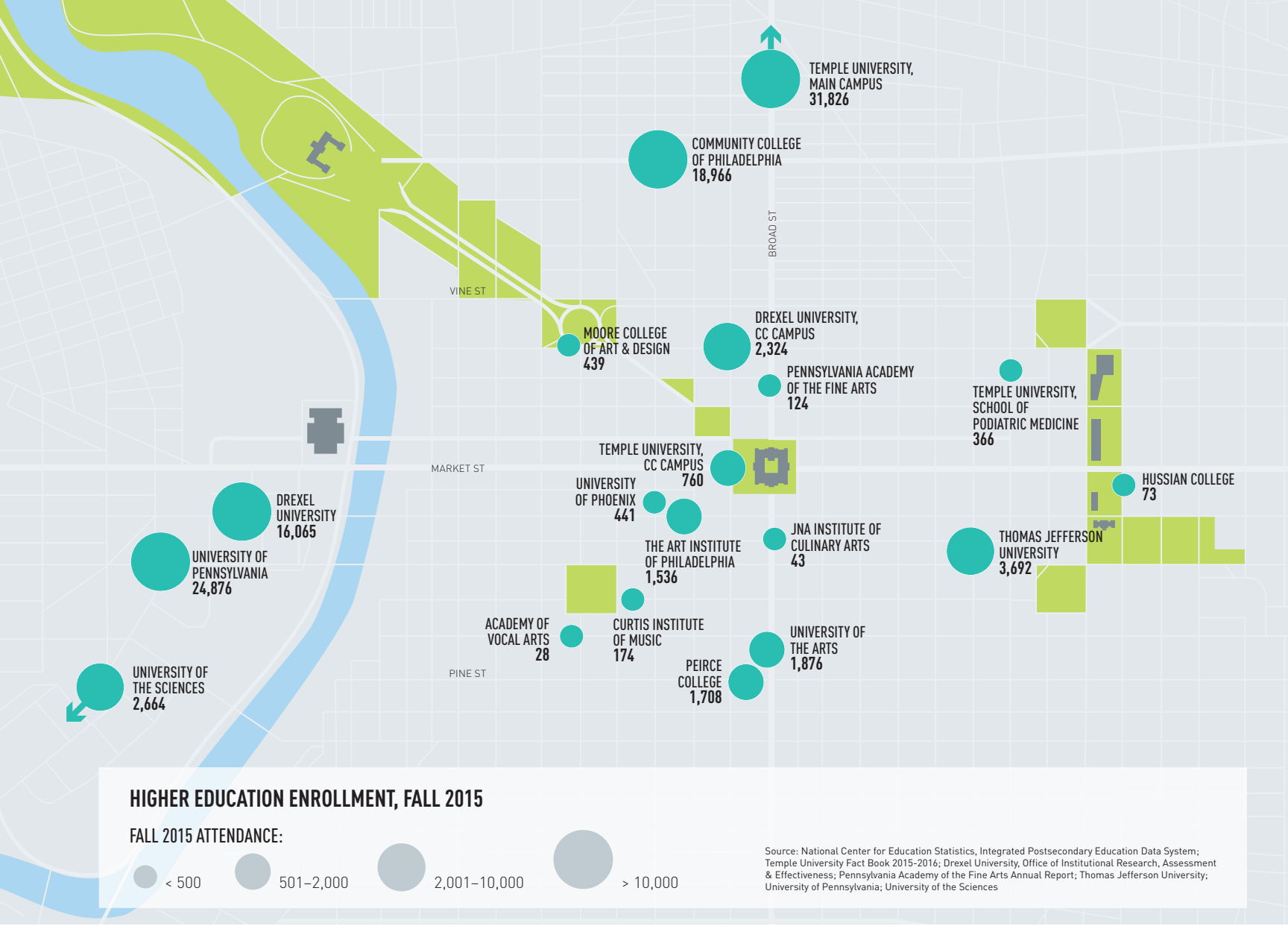
PHILADELPHIA RANKS 4TH NATIONALLY, SECURING

$857 MILLION IN NIH GRANTS IN 2016.

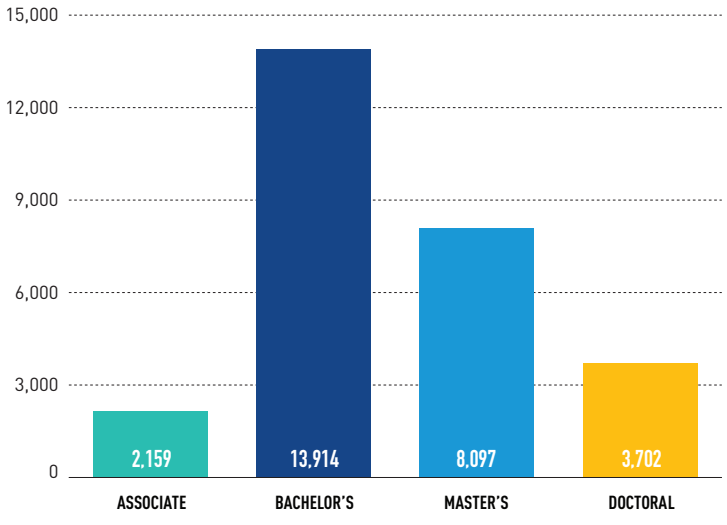
CENTER CITY HOSPITAL NET PATIENT REVENUE



Source: Pennsylvania Healthcare Cost Containment Council



DEGREES CONFERRED BY PHILADELPHIA COLLEGES AND UNIVERSITIES, 2015



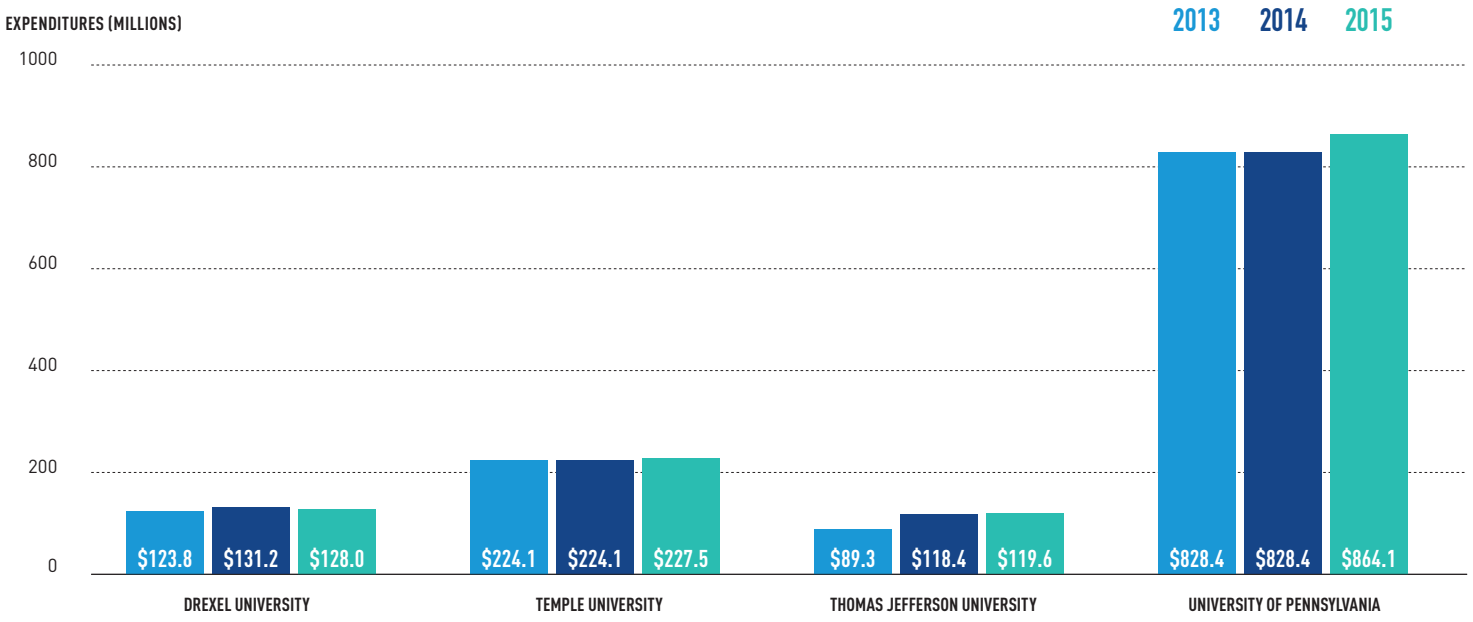
Source: U.S. Department of Education, National Center for Education Statistics

25,713

STUDENTS GRADUATED

FROM PHILADELPHIA COLLEGES AND UNIVERSITIES IN 2015 WITH A BACHELOR'S DEGREE OR HIGHER.

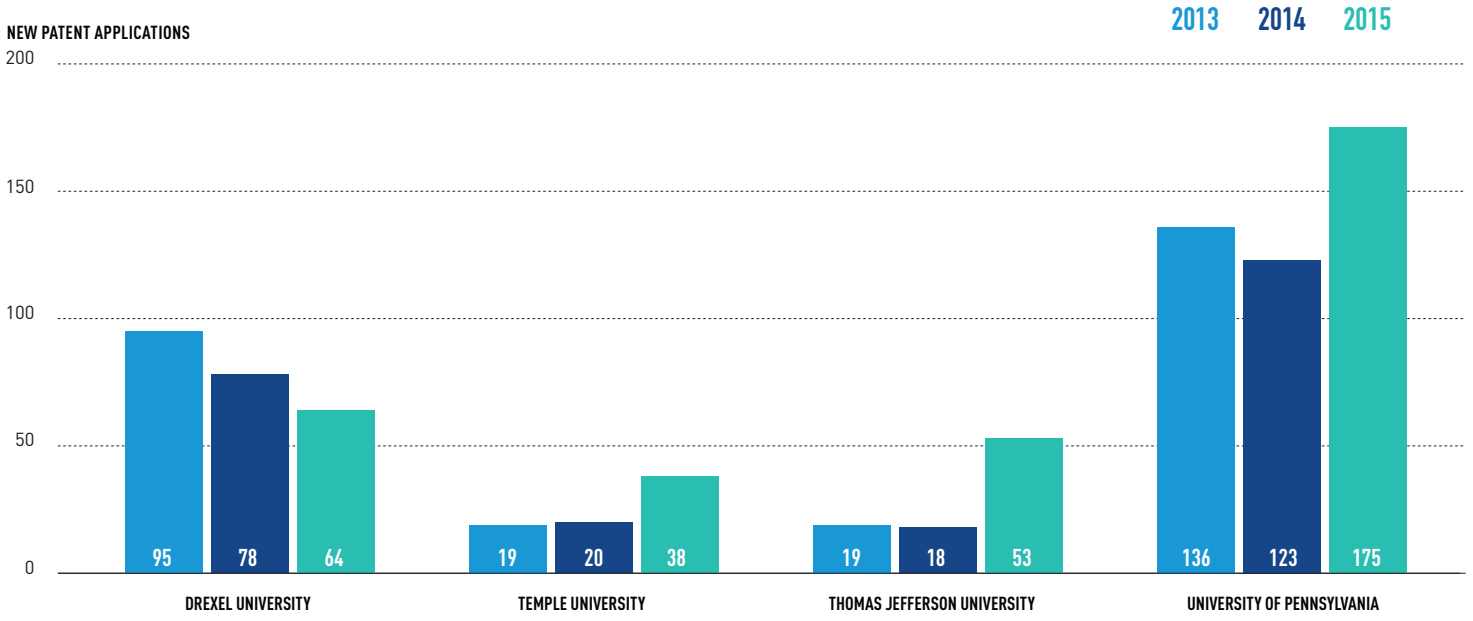
RESEARCH EXPENDITURES AT CENTER CITY AND ADJACENT UNIVERSITIES



Source: National Science Foundation, National Center for Science & Engineering Statistics, Higher Education R&D Survey

RESEARCH EXPENDITURES AND PATENTS DRIVE INNOVATION AND CAN CREATE THE NEXT ECONOMY FOR PHILADELPHIA.

NEW PATENT APPLICATIONS AT CENTER CITY AND ADJACENT UNIVERSITIES



Source: Association of Technology Managers, Licensing Activity Survey FY2015

Matt Stanley

CONVENTIONS, TOURISM & HOTELS

Hospitality and leisure is the fastest growing sector of employment in Philadelphia, with jobs up 23% since 2010 and up 59% since 1990. Major public and private investments made in the Pennsylvania Convention Center, tourism and cultural attractions, and hotels and restaurants, have paid dividends not only in expanded employment opportunities for Philadelphia residents, but also in the animation of Center City and the diversification of downtown land use.

In 2016, the Pennsylvania Convention Center hosted 19 conventions and trade shows and three gate shows of 2,000 attendees or more, pushing attendance to 1,100,000. Hotel occupancy peaked at 97.6% during the Democratic National Convention (DNC) and, according to CBRE Hotels, boosted revenue per available room in the third quarter 19.2% higher than the same period in 2015. Twenty-three conventions and trade shows of 2,000 or more are slated for 2017 with the Philadelphia Convention & Visitors Bureau projecting up to $660 million in Convention Center-related business for 2017. The spring 2017 NFL Draft and the fall Army-Navy Game will bring a total of 267,000 attendees to the city.

Leisure room nights totaled 1,006,000 in 2016, an increase of 53% from 2007 levels. Leisure travel now accounts for 32% of the downtown's occupied hotel room nights, surpassing the commercial share at 30% and almost equal to the demand generated by group and convention business (33%). Saturday night remains the busiest night of the week at Center City hotels, with the occupancy rate hitting 87.9%. The impact of the DNC and increased leisure travel brought more than 5 million visitors to Independence National Historical Park in 2016, up from 4.3 million during the previous year.

Together, conventions, trade shows and leisure travel pushed Center City's 2016 hotel occupancy rate to a modern-day record of 78%, with a total of 3.2 million occupied hotel room nights. The average daily room rate (ADR) for Center City reached $191, topping pre-recession levels. Adjusting for inflation, however, ADR actually declined, as limited demand from business travelers, the highest rate payers, reflected very limited office-sector growth and the limited number of major corporate headquarters in the city.

Still, 12 hotel projects that are underway or proposed will bring the downtown room supply to more than 13,000. These include the Four Seasons, Cambria Hotel & Suites, Aloft Hotel, Fairfield Inn and Suites and W Hotel and Element by Westin — all currently under construction — as well as the planned Kimpton, Hyatt Centric, SLS LUX, Hyde and Marriott AC. The Divine Lorraine, a residential/mixed-use project currently under redevelopment, will also include a boutique hotel with 46 rooms.

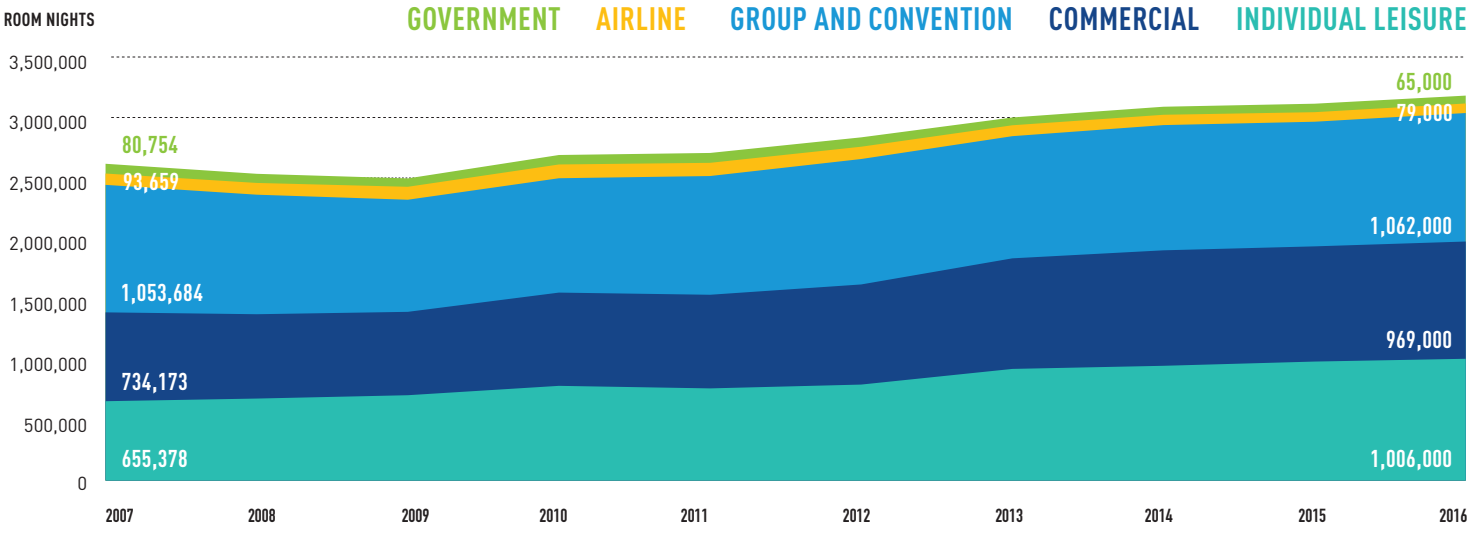
Older hotels are responding with rebranding and renovations. The Hyatt at the Bellevue completed an $8 million renovation in 2016, while the Hilton Philadelphia at Penn's Landing is undergoing a two-year, $15-million, property-wide redesign. The Independence Visitor Center is investing $15 million in a renovation that will enlarge the gift shop and terrace overlooking the Mall. In the historic district, the Museum of the American Revolution opened in early April 2017.

33,665

JOBS ARE PROVIDED

BY CENTER CITY RESTAURANTS, HOTELS, CULTURAL AND ENTERTAINMENT DESTINATIONS.

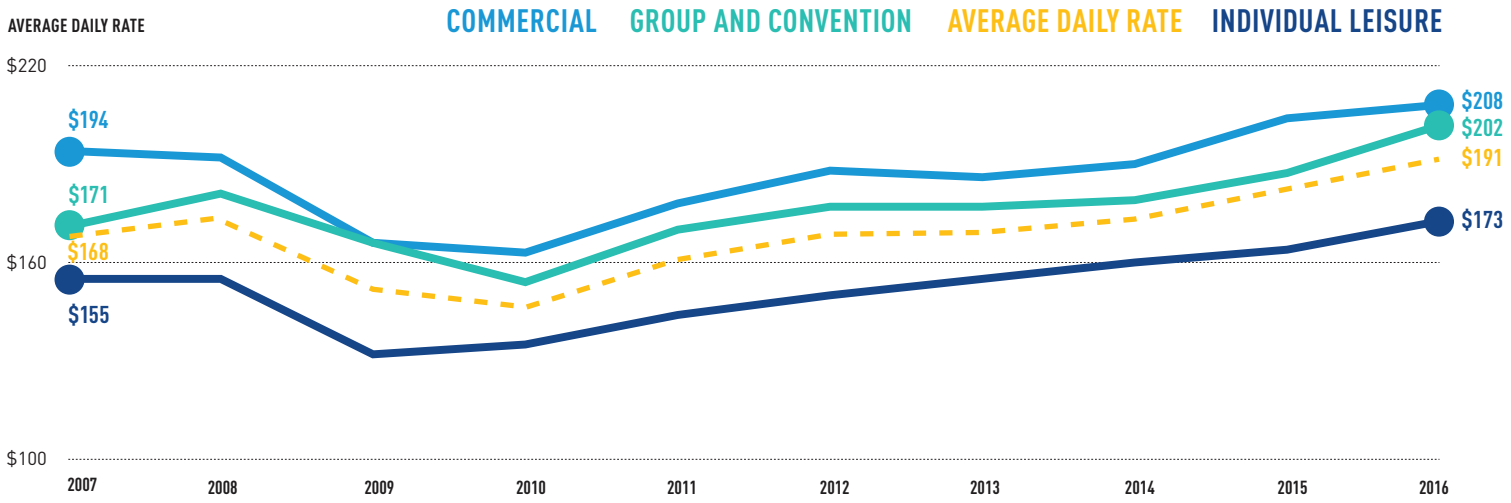
OCCUPIED CENTER CITY HOTEL ROOMS BY PURPOSE OF TRIP



Source: CBRE Hotels - Provided by Philadelphia Convention & Visitors Bureau

3.18 MILLION TOTAL OCCUPIED ROOM NIGHTS IN 2016

AVERAGE DAILY ROOM RATE FOR CENTER CITY HOTELS

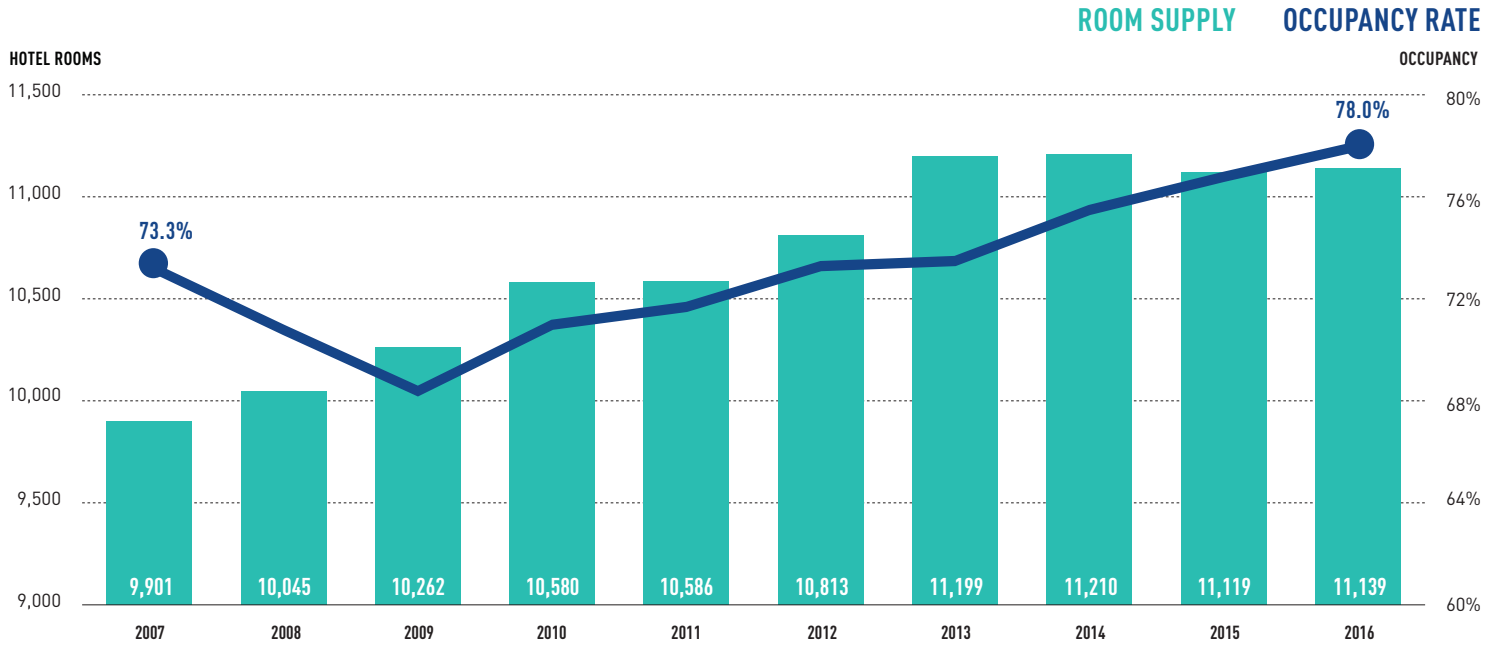


Source: STR, Inc. and CBRE Hotels - Provided by Philadelphia Convention & Visitors Bureau

11,139 HOTEL ROOMS

ACHIEVED A 78% OCCUPANCY RATE IN 2016.

AVAILABILITY AND OCCUPANCY OF CENTER CITY HOTEL ROOMS



Source: STR, Inc. - Provided by Philadelphia Convention & Visitors Bureau

MAJOR CITIES: AVERAGE DAILY ROOM AND OCCUPANCY RATE COMPARISON

CITY	OCCUPANCY RATE	AVG DAILY ROOM RATE
Manhattan	81%	$257
Boston	81%	$251
Washington, D.C.	78%	$224
Philadelphia	78%	$191
Chicago	75%	$205
Baltimore	67%	$162
Atlanta	72%	$155

Source: STR, Inc. - Provided by Philadelphia Convention & Visitors Bureau

WITH STRONG OFFICE SECTOR GROWTH, **DEMAND FROM BUSINESS TRAVELERS WILL INCREASE AVERAGE DAILY ROOM RATES,** MAKING IT EASIER TO FINANCE NEW HOTELS.

INTERNATIONAL VISITORS TO THE PHILADELPHIA FIVE-COUNTY REGION BY COUNTRY, 2015

17%	UNITED KINGDOM
10%	GERMANY
9%	CHINA
8%	INDIA
5%	FRANCE
4%	ITALY
3%	SOUTH KOREA
3%	SPAIN
3%	BRAZIL
2%	NETHERLANDS
36%	ALL OTHER

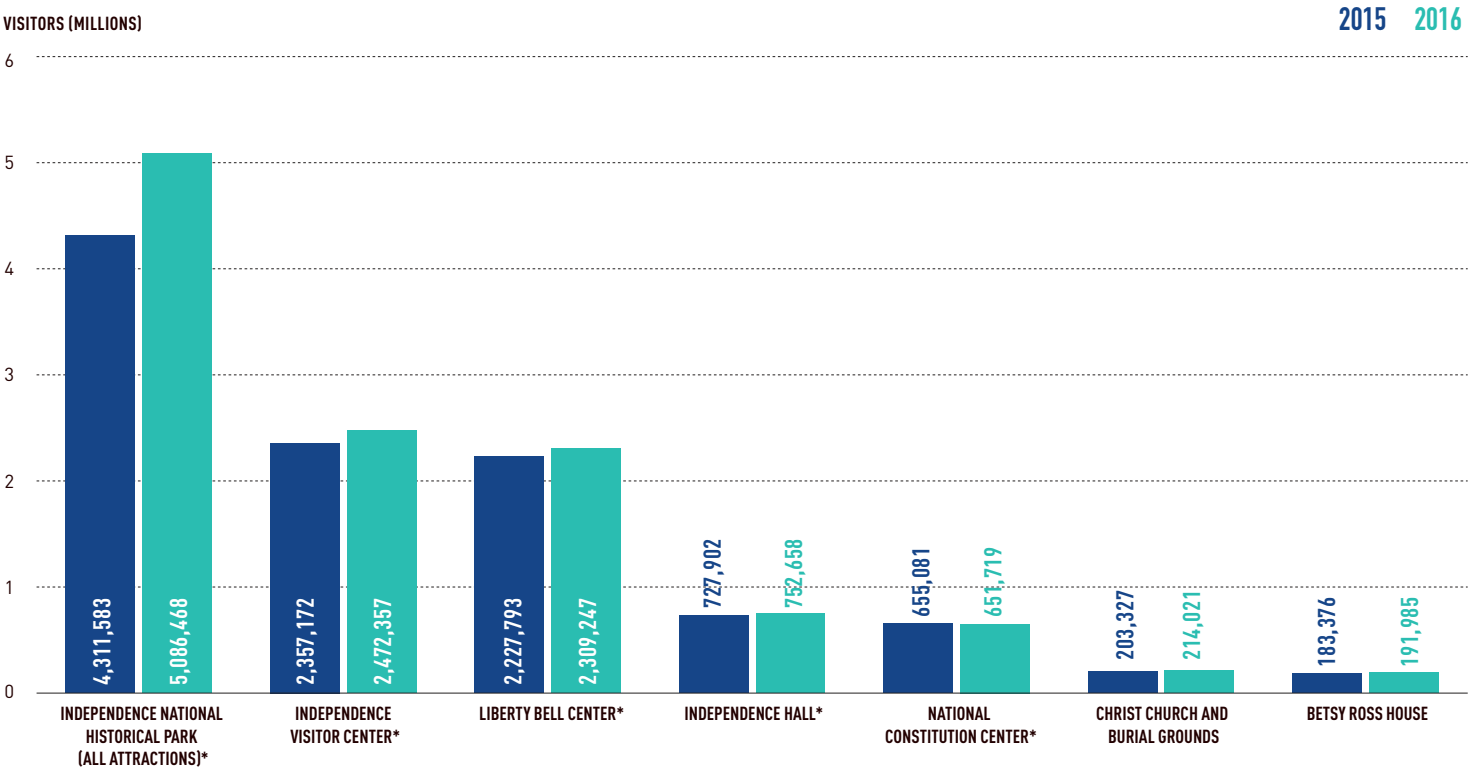
Source: Tourism Economics Global Cities Travel - Provided by the Philadelphia Convention & Visitors Bureau

THE UNITED KINGDOM, GERMANY, CHINA AND INDIA ACCOUNT FOR

44%

OF ALL INTERNATIONAL TRAVELERS TO PHILADELPHIA IN 2015.

ATTENDANCE AT ATTRACTIONS ON INDEPENDENCE MALL, 2015-2016



*Note: Attendance for Independence National Historical Park is an estimate of the number of unique visitors to the Park and does not represent the sum of all visits to individual Park attractions.

Source: CBRE Hotels - Provided by Independence Visitor Center Corporation

LARGEST CONVENTIONS, TRADE AND GATE SHOWS; OTHER MAJOR PUBLIC EVENTS, 2016

CONVENTION & TRADE SHOWS	ATTENDANCE
*Democratic National Convention	40,000
Philadelphia Marathon	32,000
African Methodist Episcopal Church	30,000
Rock & Roll Half Marathon	24,000
2016 Northeast Qualifier Volleyball	20,500
American Association for Clinical Chemistry, Inc.	20,000
American Institute of Architects	16,000
ACN, Inc.	15,000
Brewers Association	13,500
American Chemical Society	12,000
American Speech-Language-Hearing Association	11,000
Society of Cable Telecommunications Engineers, Inc.	10,000
Society of Women Engineers	10,000
DIA	7,000
American Political Science Association	7,000
National Funeral Directors Association	6,000
Urban Land Institute	3,200
CoreNet Global	2,010
Special Libraries Association	2,000

*Pre-Convention Estimates

Source: Philadelphia Convention & Visitors Bureau

GATE SHOWS	ATTENDANCE
Auto Show	246,000
Flower Show	249,000
ComicCon	35,000

Source: Pennsylvania Convention Center

LARGEST CONVENTIONS, TRADE AND GATE SHOWS; OTHER MAJOR PUBLIC EVENTS, ANTICIPATED FOR 2017

CONVENTION & TRADE SHOWS	ATTENDANCE
2017 NFL Draft	200,000
Army-Navy Game	67,000
Philadelphia Marathon	30,000
LIGHTFAIR International	23,000
Rock & Roll Half Marathon	23,000
2017 Northeast Qualifier Volleyball	17,000
International Association of Chiefs of Police	14,000
Risk and Insurance Management Society, Inc.	12,000
American Water Works Association, Inc.	12,000
National Black MBA Association, Inc.	12,000
The American Society for Cell Biology	9,000
American Osteopathic Association	8,000
American Association of Nurse Practitioners	7,250
Modern Language Association	7,200
EDUCAUSE	7,000
PMMI- The Association for Packaging and Processing Technologies	5,000
American Occupational Therapy Association	5,000
UBM, LLC	5,000
Association for Middle Level Education	4,500
National Association of Elementary School Principals	3,000
Out and Equal	3,000
NeighborWorks America	2,200
Bayada Home Health Care	2,130
AVID Center	1,800

Source: Philadelphia Convention & Visitors Bureau

2016 TOTAL CONVENTION CENTER ATTENDANCE:

1,100,000

ANTICIPATED CONVENTION CENTER ATTENDANCE FOR 2017:

1,075,000

Source: Pennsylvania Convention Center

ARTS, CULTURE & CIVIC LIFE

Photo by J. Fusco for Visit Philadelphia™

Center City attracted more than 13.1 million visitors from throughout the region and around the world to an extraordinary variety of arts and cultural activities in 2016. This represented an 18% increase over 2014, the last year full data were available. Approximately 55% of guests enjoyed free admission with children 18 and under comprising 20% of visitors, reflecting visitation by 20,857 school groups and the growing appeal of Center City as a family-friendly destination.

With 419 non-profit arts organizations, Philadelphia's downtown is second only to Midtown Manhattan in the total number of arts and cultural organizations, surpassing the downtowns of Washington, D.C., Chicago, San Francisco and Boston.

While cultural institutions are clustered along the Avenue of the Arts, the Benjamin Franklin Parkway and in the Historic District and Old City, the map on page 28 clearly shows how many blocks in Philadelphia's walkable downtown are enriched with arts, cultural and civic attractions.

Several destinations experienced significant growth in attendance in 2016, including the Pennsylvania Academy of the Fine Arts (PAFA), the Pennsylvania Ballet, and Independence National Historical Park. PAFA saw attendance reach 238,000, up 71% from 2015. The Pennsylvania Ballet enjoyed an 18% increase in attendance, as did Independence National Historical Park, receiving 5,086,468 visitors. With more than 4,000 murals completed during the last 30 years, the Mural Arts Program's outdoor gallery drew over 20,000 participants to its events and tours during 2016.

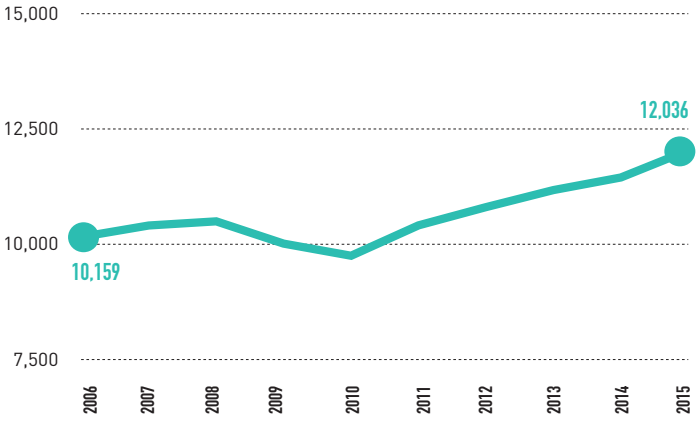
The Benjamin Franklin Parkway will commemorate its 100th anniversary beginning this September with 15 months of events, exhibitions and community conversations, highlighting unparalleled educational and cultural opportunities for millions of people. The Philadelphia Museum of Art welcomed 775,024 patrons, and The Barnes Foundation experienced a 7% increase in attendance. Planned events at the Barnes and at other cultural attractions helped Philadelphia earn accolades from the *New York Times* as one of the "10 Places to See Public Art in 2017." The vitality of Center City's organizations helped drive an 18% increase in citywide arts, entertainment and recreation employment since 2006, as this sector provided 12,000 jobs in 2015, while also increasing the number of patrons frequenting restaurants before and after events.

Improvements and new projects in Center City continue to diversify park, civic, and cultural spaces in Philadelphia. The Museum of the American Revolution opened in spring 2017, while renovations to LOVE Park/JFK Plaza are expected to be completed in the fall. The City of Philadelphia announced a $500 million program, Rebuild Philadelphia, aimed at renovating neighborhood parks, recreation centers, playgrounds, and libraries across the city. On October 31, 2016, city and state leaders joined Center City District in celebrating the groundbreaking for Phase 1 of the Rail Park, a $10.3 million project inspired by New York City's High Line. The project will transform a dilapidated quarter-mile portion of the former Reading Viaduct into a vibrant green space, serving as a stimulus for a mixed-use, mixed-income, live-work neighborhood unlike any other in Philadelphia.

Reading Terminal Market, hosting a remarkable 6,734,806 visitors in 2016, is one of many public spaces offering a taste of Philadelphia's culinary riches. Two Pennsylvania Horticultural Society Pop-Up Gardens in Center City drew more than 75,000 guests in 2016. Parks on Tap, a partnership between Philadelphia Parks & Recreation, Fairmount Park Conservancy and FCM Hospitality, hosted pop-up beer gardens in four Center City locations and attracted more than 11,000 people. The Schuylkill Banks trail and greenway continued to demonstrate how public spaces not only provide healthy, sustainable activities (1,135,348 pedestrian and 581,534 cyclist trips in 2016, up 98% from 2015) but also stimulate private and institutional real estate investment. Two new sections of the 2.38-mile trail will open in 2017: Bartram's Mile and the South Street to Christian Street extension, which will be joined together by later phases.

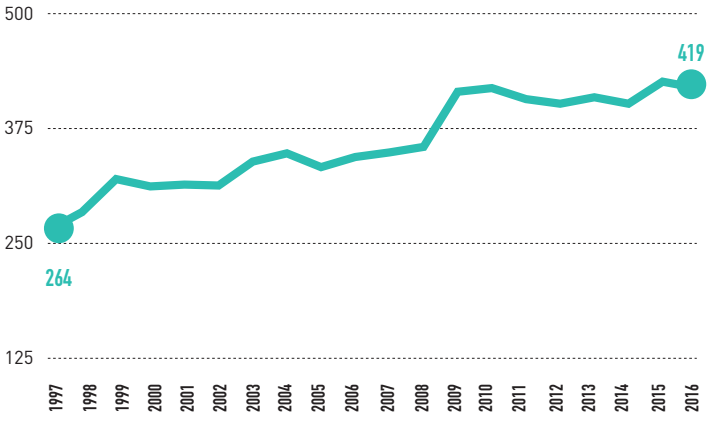
PHILADELPHIA RANKS SECOND, BEHIND ONLY MIDTOWN MANHATTAN, IN THE NUMBER OF DOWNTOWN ARTS AND CULTURAL ORGANIZATIONS.

PHILADELPHIA ARTS, ENTERTAINMENT, AND RECREATION WAGE & SALARY EMPLOYMENT



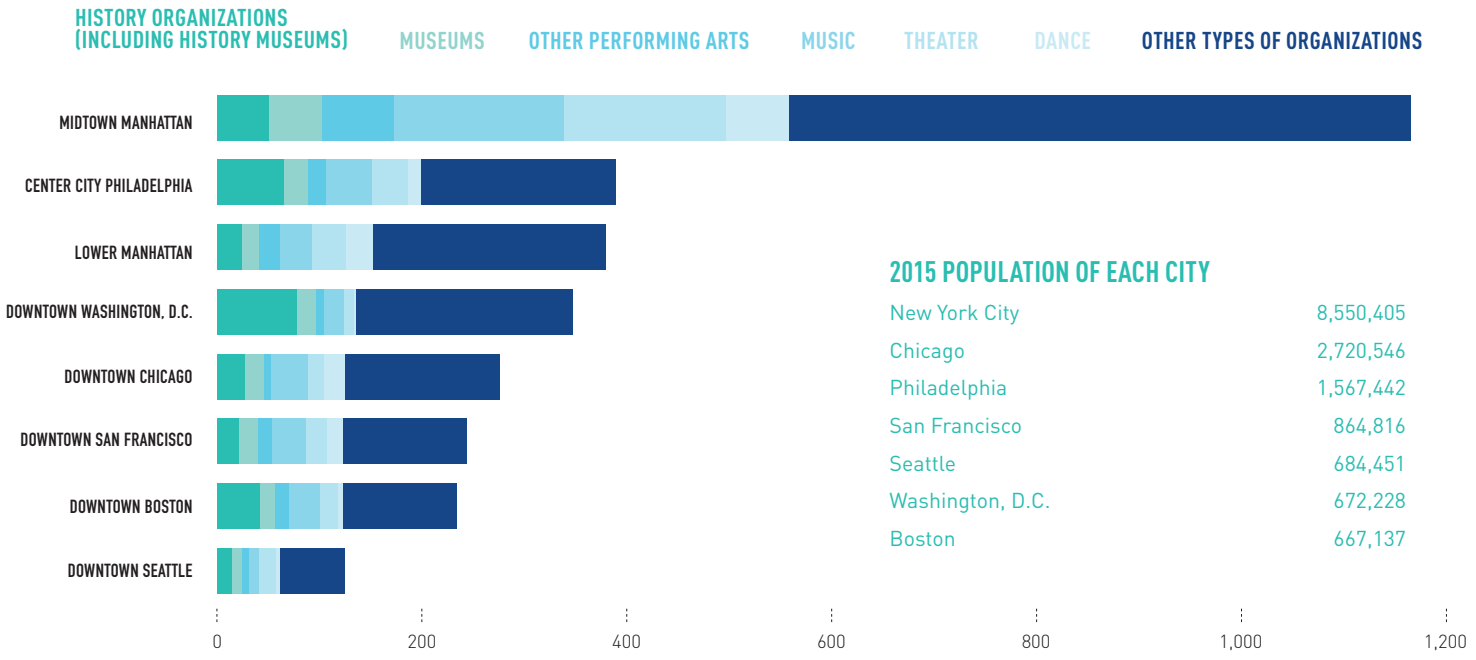
Source: Bureau of Labor Statistics, Quarterly Census of Employment & Wages

CENTER CITY NONPROFIT ARTS ORGANIZATIONS



Source: National Center for Charitable Statistics databases, compiled by the Greater Philadelphia Cultural Alliance and DataArts

DOWNTOWN ARTS AND CULTURAL ORGANIZATIONS, 2016

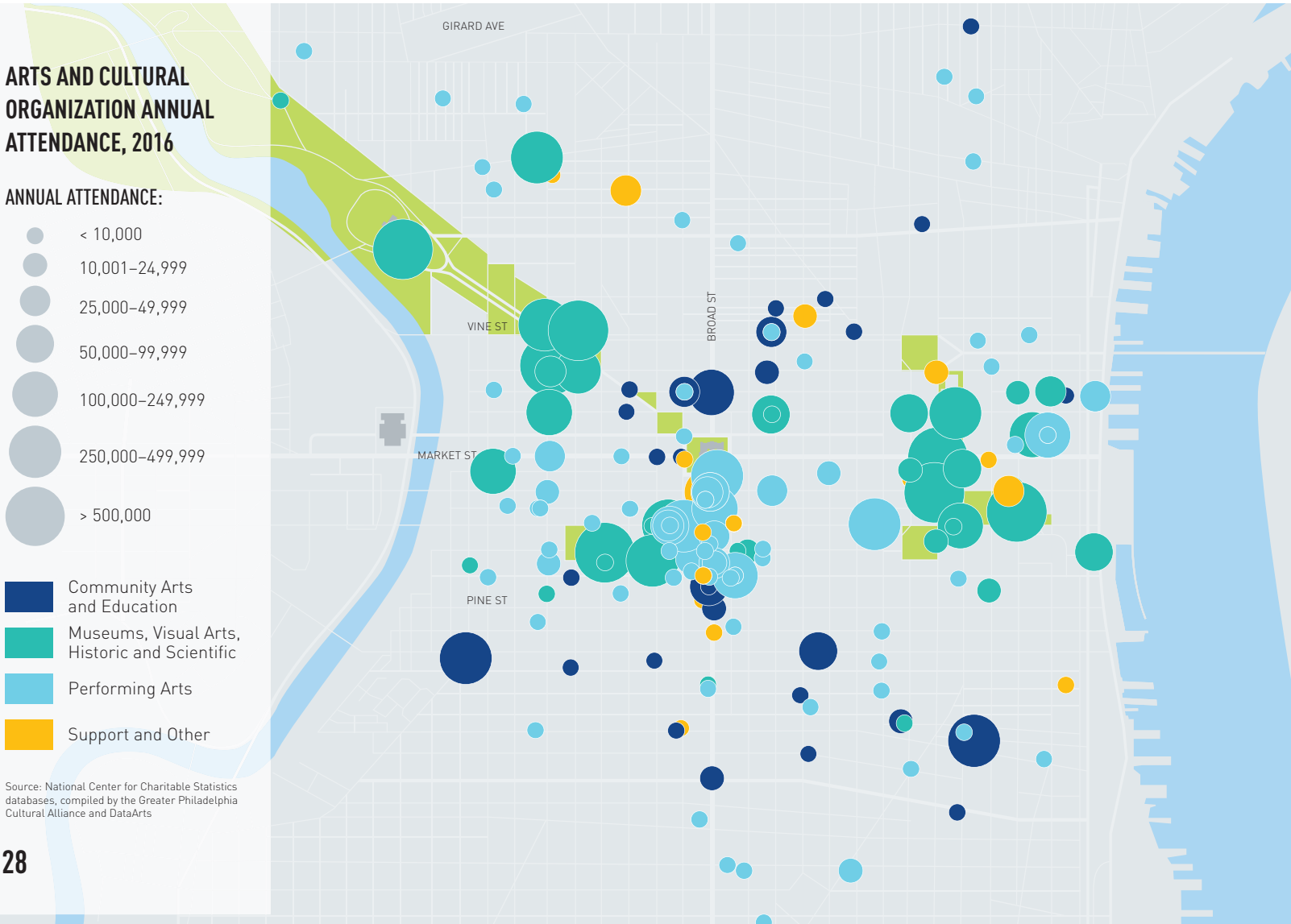


2015 POPULATION OF EACH CITY

New York City	8,550,405
Chicago	2,720,546
Philadelphia	1,567,442
San Francisco	864,816
Seattle	684,451
Washington, D.C.	672,228
Boston	667,137

Source: National Center for Charitable Statistics databases, compiled by the Greater Philadelphia Cultural Alliance and DataArts

ARTS AND CULTURAL ORGANIZATION ANNUAL ATTENDANCE, 2016



Source: National Center for Charitable Statistics databases, compiled by the Greater Philadelphia Cultural Alliance and DataArts

PERFORMING ARTS ORGANIZATION ATTENDANCE

ORGANIZATION	2015	2016
Kimmel Center	919,674	850,000
Walnut Street Theatre	365,000	365,000
Arden Theatre Company	101,495	94,163
Pennsylvania Ballet	79,520	93,546
Opera Philadelphia	69,274	70,941
Philadelphia Theatre Company	49,563	50,572
FringeArts	40,000	40,000
The Wilma Theater	28,697	29,506
Philadelphia Chamber Music Society	29,100	28,549
Curtis Institute of Music	25,350	26,300
InterAct Theatre Company	7,795	7,822

Source: Individual Institutions

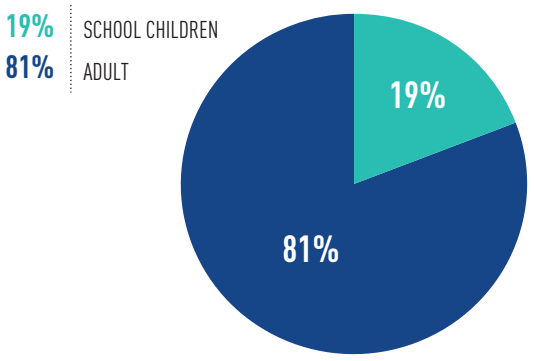
MUSEUM AND ATTRACTION ATTENDANCE

ORGANIZATION	2015	2016
Reading Terminal Market	6,338,964	6,734,806
Liberty Bell Center	2,227,793	2,309,247
Schuylkill Banks	867,600	1,716,882
Franklin Square	999,481	1,114,950
Franklin Institute	1,020,571	1,034,744
Philadelphia Museum of Art	751,797	775,024
Independence Hall	727,902	752,658
National Constitution Center	655,081	651,719
Eastern State Penitentiary	350,795	388,995
The Barnes Foundation	238,669	256,382
Academy of Natural Sciences of Drexel University	227,424	246,780
Pennsylvania Academy of the Fine Arts	138,809	238,000
University of Penn Museum of Archaeology and Anthropology	174,031	183,921
Mütter Museum	145,641	150,140
National Museum of American Jewish History	107,072	108,849
African American Museum	83,249	85,228
The Oval*	205,000	40,000
Philadelphia History Museum	25,000	25,000

Source: Individual Institutions and PKF Consulting

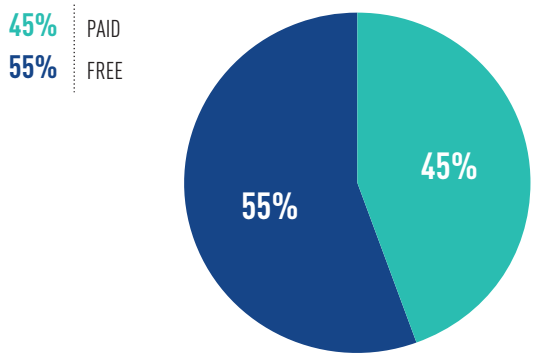
** 2015 figure relied heavily on Saint Gobain exhibit*

ANNUAL ATTENDANCE AT CENTER CITY ARTS AND CULTURE DESTINATIONS BY AGE



Source: National Center for Charitable Statistics databases, compiled by the Greater Philadelphia Cultural Alliance and DataArts

2016 CENTER CITY ARTS & CULTURE ATTENDANCE BY ADMISSIONS TYPE



Source: National Center for Charitable Statistics databases, compiled by the Greater Philadelphia Cultural Alliance and DataArts

Under Armour

RETAIL

Center City's thriving retail scene is the result of more than two decades of diversified development, as convention, tourism, entertainment and residential growth has dramatically expanded upon the base of retail customers provided by major office and institutional employers. Almost a half million workers, residents and visitors each day generate more than $1 billion in retail demand for goods and services within the downtown core and in surrounding neighborhoods.

As Center City's purchasing power has continued to increase, so has the demand for retail space as more than 48 national retailers have chosen a Center City location since 2013, diversifying the existing mix of local boutiques and independents, while creating both new entry-level and higher-skilled jobs downtown.

CBRE calculates that retail rents in Center City have risen faster during the past five years than they have in all peer cities but Miami. As space became scarce on Walnut Street, both local and national retailers expanded to adjacent blocks, broadening Philadelphia's prime retail district. The most recent retailers to enter the market on the west side of Center City in the last year include SPiN, SoulCycle, SLT, Warby Parker, Rag & Bone, Thos. Moser, Target, Bonobos, A.C. Moore and Old Navy.

Seeking lower rents and larger floorplates, other retailers are signing leases in new developments currently being constructed in the Center City East retail district on both Market and Chestnut Streets. They include Target, MOM's Organic, Design Within Reach, Five Below, Iron Hill Brewery and P.J. Clarke's.

Retail growth is also occurring on West Market Street, as well as in the Fairmount neighborhood. New entries include drybar, sweetgreen, Naf Naf Grill, Verts, Wawa, bFresh, Natuzzi, Target, Snap Kitchen and the relocation of the Fairmount Whole Foods into a new 55,000-square-foot space, making it the largest location for the grocer in the country. Success in the core is also pushing more price-conscious retailers in outward concentric rings to Center City's extended neighborhoods.

More than 2 million square feet of retail is currently under development, as older shopping streets are transformed and Philadelphia's prime shopping district continues to expand. The biggest investment is happening east of Broad Street, where full-block sites can accommodate large-scale projects. Center City East will add more than 1 million square feet of retail over the next few years, representing an $815 million investment in an area that had lagged for decades. The same trends driving

new development are increasing the investment appeal of retail properties downtown, with the average sales price reaching almost $700/sf in 2016.

Change is readily apparent in surging pedestrian volumes. While most of Center City's pedestrian traffic peaks during the week around lunchtime and late afternoon, the area between Rittenhouse Square and Broad Street peaks on weekends, as a destination for dining, shopping and entertainment. Recently opened retailers have transformed West Chestnut Street from a less desirable retail location into one where pedestrian counts have increased by almost 50% over 2013 volumes. With foot traffic that now equals if not surpasses that of West Walnut Street, West Chestnut's transformation is a good indication that destination retailers can locate almost anywhere in Center City's walkable downtown and shoppers will follow.

Even as new restaurant districts continue to emerge in neighborhoods that surround the downtown, Center City has been recognized as one of the top restaurant and dining destinations in the country, with 464 full-service restaurants between Vine and South Streets, river to river. During typically slow weeks in mid-winter and at the end of summer, Center City District Restaurant Week, with its specially priced offerings, draws huge volumes of city and suburban residents as well as students.

Center City retail growth has been strongly supported by the Philadelphia Retail Marketing Alliance, a collaboration of the CCD, City of Philadelphia, PIDC, the Philadelphia Convention & Visitors Bureau, Visit Philadelphia, and major downtown retail brokers. The business attraction initiative includes direct outreach to brokers and store representatives, detailed data and research on market trends, advertising, story placements in trade publications to elevate Philadelphia's retail profile and a highly promoted, online presence (www.PhiladelphiaRetail.com) that positions Center City as an attractive retail location.

RETAIL DEMAND FOR SHOPPERS' GOODS, 2016

JOB MARKET	CORE CENTER CITY	GREATER CENTER CITY
Office Workers	168,868	195,087
Other Workers	79,939	97,659
Total Workers	248,807	292,746
RESIDENTIAL MARKET		
Owner Occupied	24,783	84,941
Renter Occupied	40,055	102,933
Population	64,838	187,874
VISITOR MARKET		
Hotel Rooms	10,755	10,755
Overnight Visitors	3,061,949	3,061,949
DOLLARS OF DEMAND FOR SHOPPERS' GOODS		
Office Workers	$179,675,530	$207,572,559
Other Workers	$42,287,742	$51,661,615
Residents	$124,488,960	$360,718,080
Overnight Visitors	$410,301,099	$410,301,099
TOTAL	**$756,753,331**	**$1,030,253,354**

** Dollars of demand for each market segment are CCD calculations based on retail industry standards.*

Job Market Source: OnTheMap, Local Employment Dynamics Partnership, U.S. Census Bureau; U.S. Census Bureau, American Community Survey 2011–2015; Visitor Market Source: Visit Philadelphia and Philadelphia Convention & Visitors Bureau

CENTER CITY RETAILER TYPE, 2016

77% BOUTIQUE/INDEPENDENT/ LOCAL RETAILERS

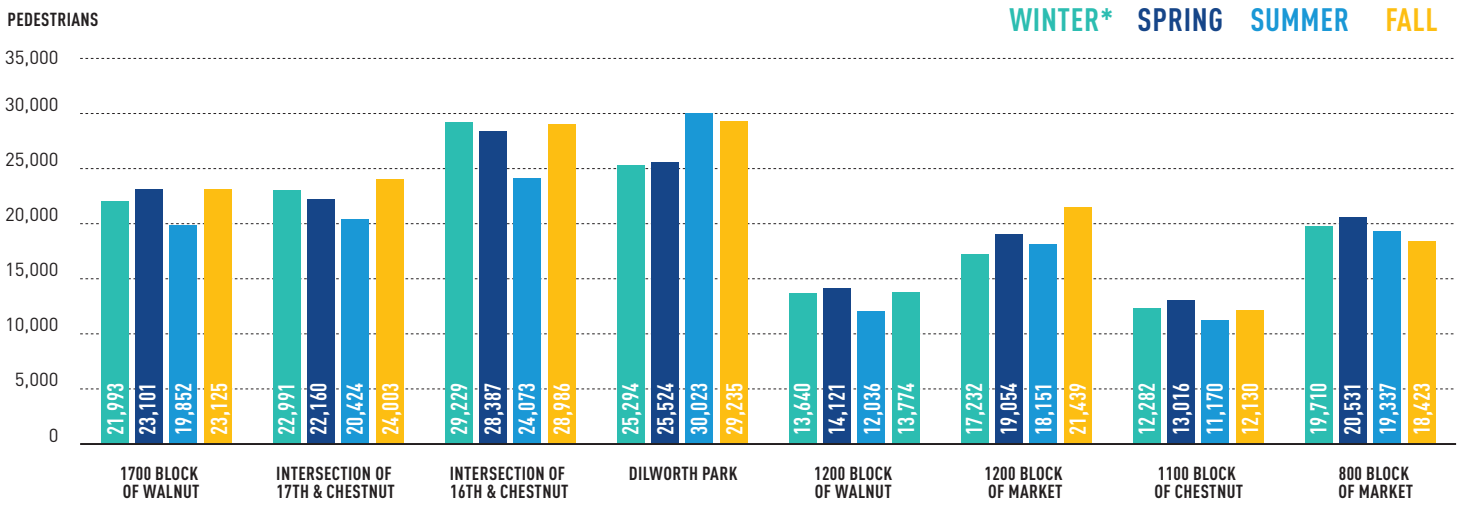
23% NATIONAL RETAILERS

Source: Retail Survey, Center City District

CENTER CITY IS DIFFERENTIATED FROM OTHER RETAIL DISTRICTS BY THE DIVERSE ARRAY OF LOCAL PROPRIETORS THAT MAKE UP

77% OF THE DOWNTOWN'S TENANT MIX.

AVERAGE DAILY PEDESTRIAN ACTIVITY BY SEASON, DECEMBER 2015–NOVEMBER 2016

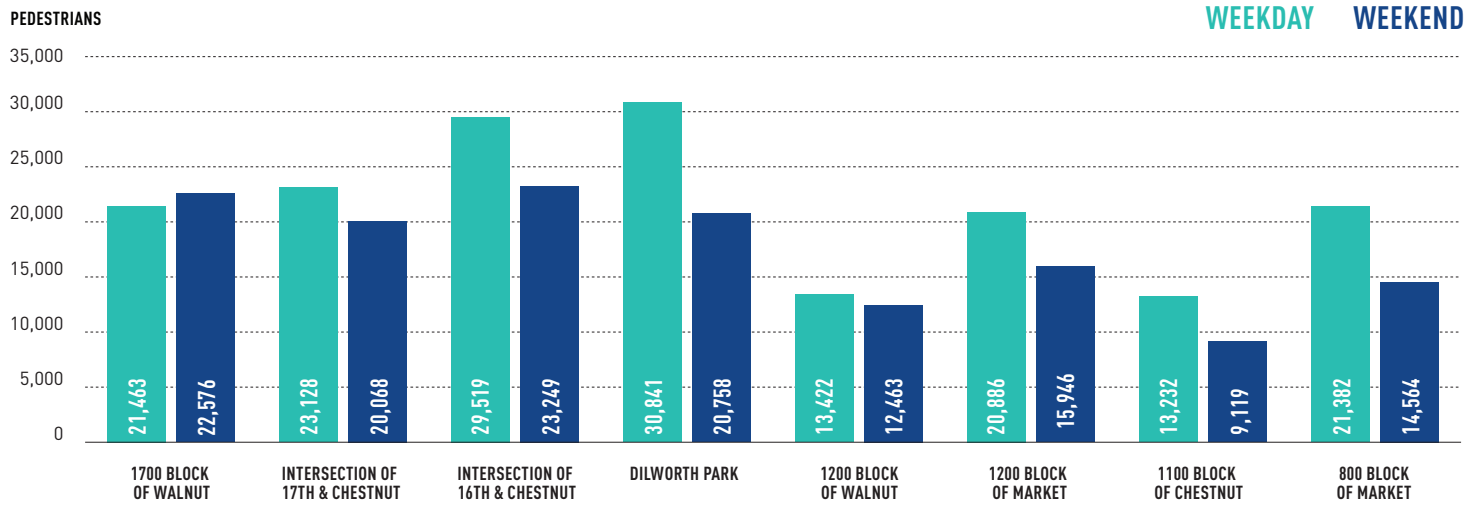


Source: Eco-Counter Pedestrian Counts, Placemeter, Center City District

*Note: Winter includes December 2015, January 2016 and February 2016

PEDESTRIAN VOLUMES ON CHESTNUT STREET NOW SURPASS WALNUT STREET, **WHILE EVENTS AND ATTRACTIONS IN DILWORTH PARK HAVE MADE IT INTO A PROMINENT DOWNTOWN DESTINATION.**

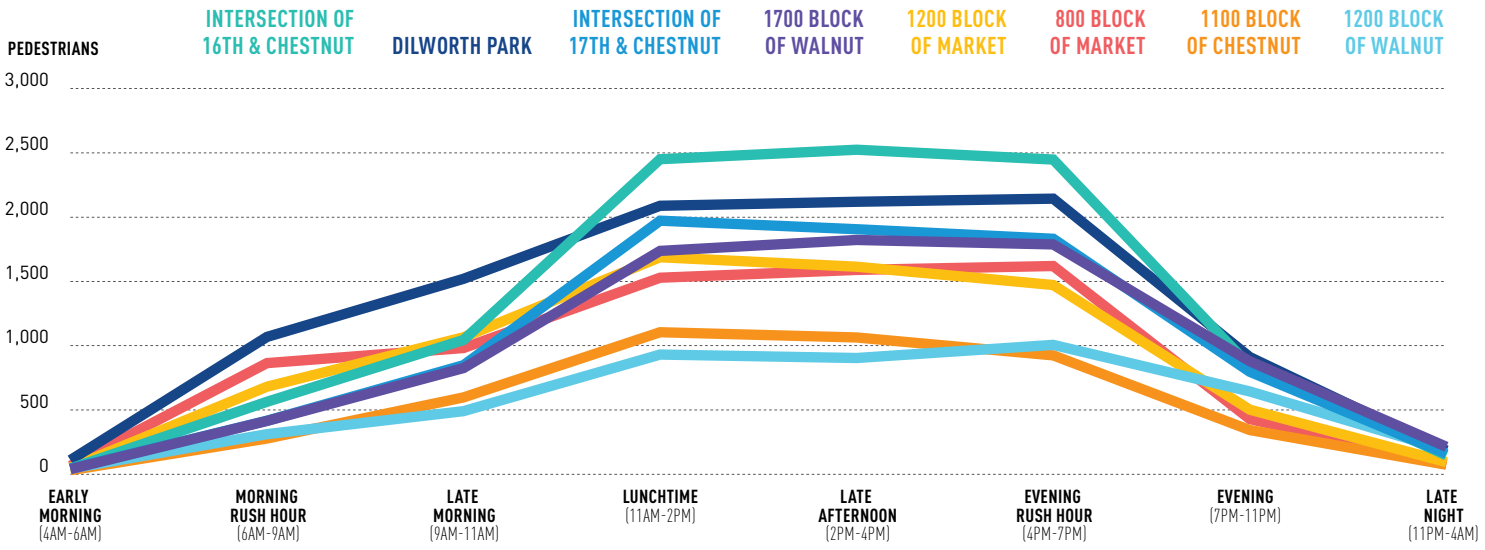
AVERAGE DAILY PEDESTRIAN ACTIVITY BY WEEKDAY/WEEKEND, 2016



Source: Eco-Counter Pedestrian Counts, Placemeter, Center City District

431
OUTDOOR SEATING LOCATIONS

AVERAGE HOURLY PEDESTRIAN ACTIVITY BY TIME OF DAY, 2016



Source: Eco-Counter Pedestrian Counts, Placemeter, Center City District

CENTER CITY STOREFRONTS, 2016

1,049	RETAILERS
1,228	SERVICE PROVIDERS
1,006	FOOD ESTABLISHMENTS

Source: Retail Survey, Center City District

CENTER CITY RETAILERS, 2016

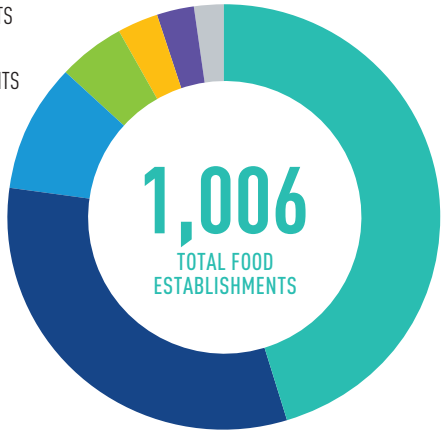
235	APPAREL
173	JEWELRY/WATCHES
144	FOOD OR DRINK
123	HOME/GARDEN
107	ART/COLLECTIBLES/ HOBBIES
43	ELECTRONICS
39	BEAUTY/HEALTH/FITNESS
36	PHARMACY
27	OPTICAL
19	MUSIC/VIDEO/VIDEO GAMES
18	BOOK/MAPS
85	OTHER

Source: Retail Survey, Center City District

MILLENNIALS ENTERING THEIR PEAK CONSUMER-SPENDING YEARS REPRESENT 40% OF DOWNTOWN'S POPULATION. CENTER CITY HAS SEEN AN INFLUX OF FOOD AND BEVERAGE, WELLNESS, VALUE AND EXPERIENTIAL RETAIL CONCEPTS, REFLECTING HOW THIS POWERFUL DEMOGRAPHIC GROUP IS CHOOSING TO SPEND THEIR MONEY.

CENTER CITY FOOD ESTABLISHMENTS, 2016

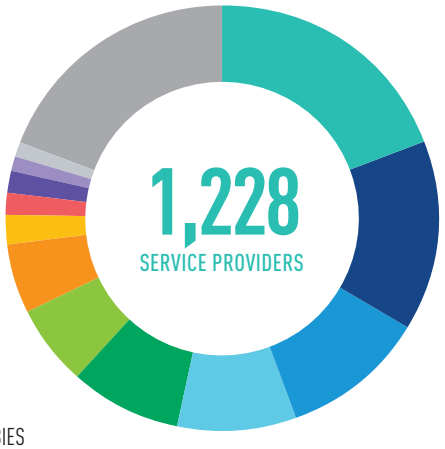
464	FULL-SERVICE RESTAURANTS
322	TAKEOUT/SANDWICH/ QUICK SERVICE RESTAURANTS
100	COFFEE SHOPS
48	BARS/NIGHTLIFE ESTABLISHMENTS
28	BAKERIES
26	ICE CREAM/WATER ICE/ FROZEN YOGURT
18	ALL OTHERS



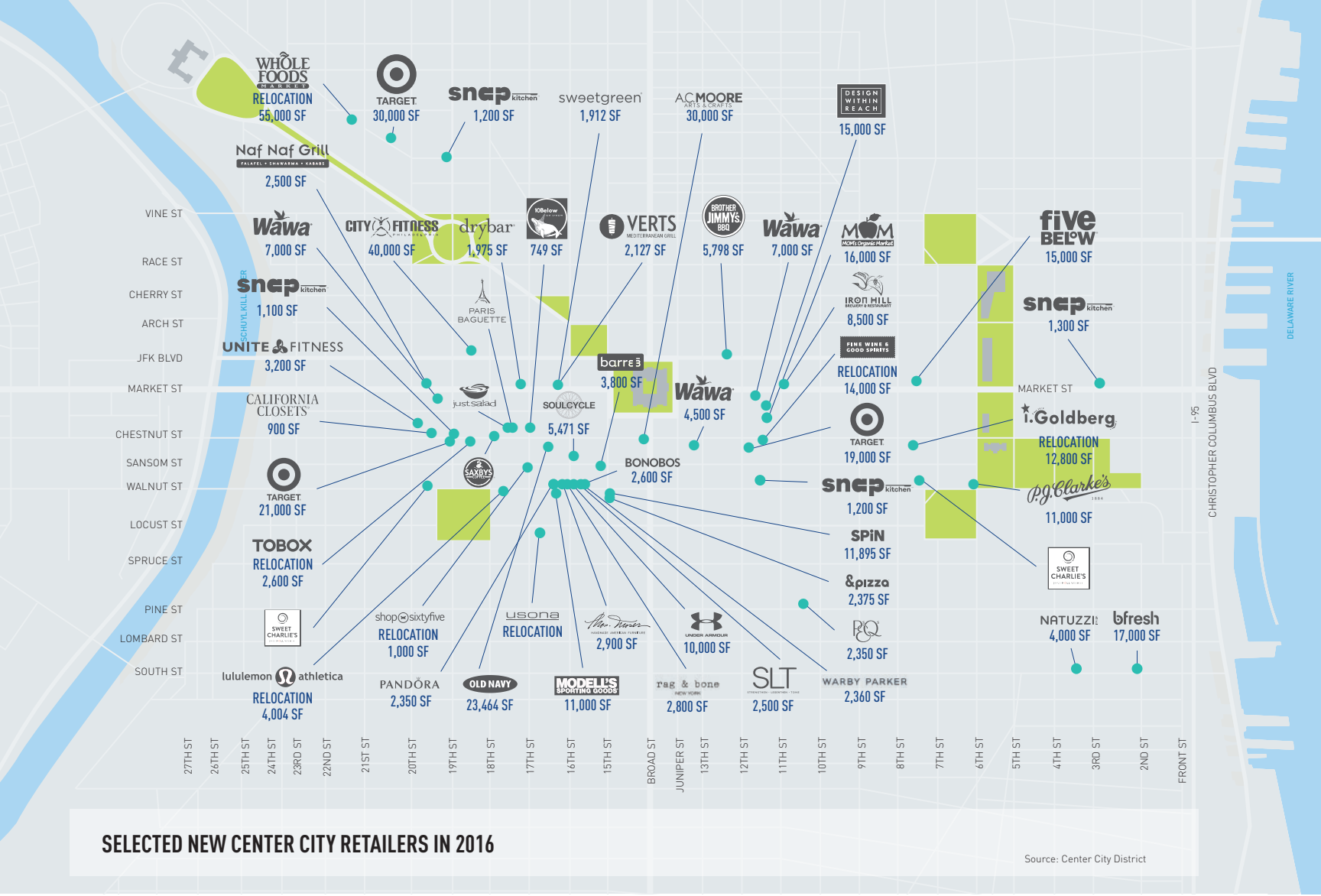
Source: Retail Survey, Center City District

CENTER CITY SERVICE PROVIDERS, 2016

238	BEAUTY
177	HEALTH
132	REAL ESTATE
108	BANK/FINANCIAL
104	LEGAL
74	LAUNDRY
66	FITNESS
26	INSURANCE
23	CHILDCARE
19	ACCOUNTING
15	ART/COLLECTIBLE/HOBBIES
14	DELIVERY
232	OTHER



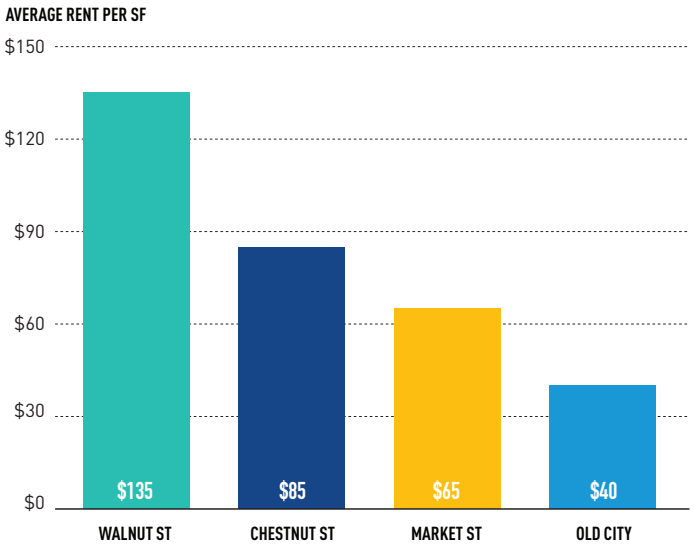
Source: Retail Survey, Center City District



SELECTED NEW CENTER CITY RETAILERS IN 2016

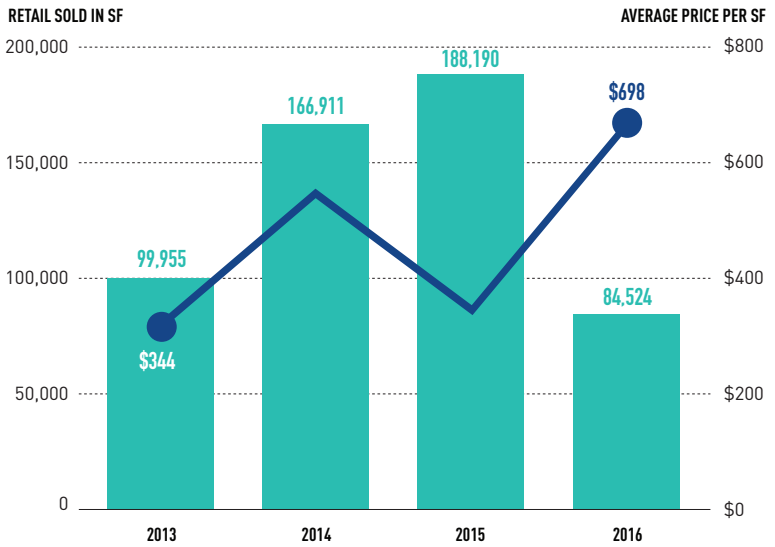
Source: Center City District

PRIME RETAIL RENTS, 2016



Source: Cushman & Wakefield

SALES OF CENTER CITY RETAIL BUILDINGS



Source: JLL Research

EMPLOYMENT

Matt Stanley

Philadelphia is enjoying the longest period of expansion since the Federal Bureau of Labor Statistics started keeping track in 1969, adding 40,000 jobs in the last 11 years with positive growth in all but one year since 2005. In 2016, Philadelphia's employment grew by 2.4%, adding 16,000 jobs and outpacing the region and the nation as a whole. Growth has been driven entirely by private-sector gains, with public-sector employment continuing a 25-year trend of contraction. However, this follows a long period where Philadelphia steadily lost jobs and recently has seen a comparatively modest recovery.

As the Great Recession came to an end, large cities outperformed the overall economy between 2010 and 2015. Nationally, while private-sector jobs grew annually at 2.1%, the 25 most populous cities grew at 2.8% per year. Philadelphia lagged at 1.1% per year. To be sure, the national urban average is pulled up by Sun Belt cities like Austin, San Francisco, and San Jose. But Detroit and Memphis have outperformed Philadelphia recently, as did major Northeast corridor cities — Boston, New York, Washington, D.C. and Baltimore. Recent local news is very positive, but limited to a few areas within the city.

Center City accounts for 42% of all Philadelphia jobs; another 11% are concentrated in University City. Center City holds 292,746 wage and salaried positions and approximately 8,500 more individuals compensated as partners, self-employed, or working freelance. Located at the center of the region's transit and highway network, 49% of downtown jobs are held by commuters from outside the city; 51% are held by Philadelphia residents. Transit makes possible a level of density and accessibility unmatched in the region. Jobs are concentrated at 59 per acre in Center City and at 38 per acre in University City, compared to just 4 per acre in the rest of Philadelphia and less than 1 per acre in the suburbs.

Density and transit accessibility enable 25% of the workers from city neighborhoods outside of Greater Center City to commute to jobs downtown, while another 6% work in University City. In all of these neighborhoods, more people work downtown than in the area in which they live. This is made possible by the broad range of opportunities downtown. While 38% of Center City jobs require at least a bachelor's degree, 30% are accessible to those with an associate degree, while another 32% require no more than a high school diploma.

Diversification is a defining strength of the downtown economy. Professional, business and financial services, real estate and information — the prime office-using industries — comprise 40% of downtown jobs. Education and health services, the largest sector citywide, is second largest downtown, with 20% of all jobs. Entertainment, leisure, hospitality and retail hold a 16% share, while federal, state and local government employment provides 13% of all Center City jobs.

But job growth in Philadelphia has been uneven. Leisure and hospitality employment is up 56% since 1990; education and health services have grown by 55%; professional and business services are now 11% above 1990 job levels. Manufacturing, however, has continued its historic contraction, shedding 70% of its remaining jobs since 1990. More troubling, jobs in finance and information services — prime growth sectors for most 21st century cities and the city's highest paying jobs — are down 40% citywide since 1990. Overall, between 1990 and 2016, the percent of regional jobs located in Philadelphia contracted from 30% to 24%.

Between 2010 and 2015, professional and business services employment was up 1.8% per annum in Philadelphia, surpassing the regional figure of 1.5%, but well below both the national rate of 3.2% and the 3.8% per year growth rate in the 25 largest cities. In Philadelphia's largest employment sector — Education and Health services — the annual growth rate of 0.9% lags the region (1.6%), the nation (2.5%) and the 25 largest cities (3.7%). Our fastest growing sector has been Entertainment, Leisure, and Hospitality, expanding by 3.3% per year, but lower than the trends in other large cities. This sector provides valuable entry-level jobs for residents. But they are the by-product of a growing downtown population and increased visitation, not prime drivers of other jobs.

A comparison of Philadelphia with East Coast peers tells the broader story of incomplete revival. Other northeast cities that hemorrhaged manufacturing employment rebounded more strongly with post-industrial growth. Using 1970 as the baseline, New York's total employment is up 12%, Boston's is up 21% and Washington, D.C.'s is up 24%. By contrast, Philadelphia has 25% fewer jobs than it did in 1970 and is still 6% below 1990 levels.

This is a prime reason why 39% of working residents from each Council District are reverse commuting to the suburbs. Education levels required for jobs in the suburbs are not significantly different than those in the city. The suburbs simply have more jobs and have continued to add them faster. Philadelphia still has 6% fewer jobs than in 1990, while the suburbs are up 24%. Without more dynamic growth of transit-accessible jobs in the city, we stand little chance of achieving major reductions in unemployment and poverty and older neighborhoods will continue to see residents moving out to be closer to their jobs.

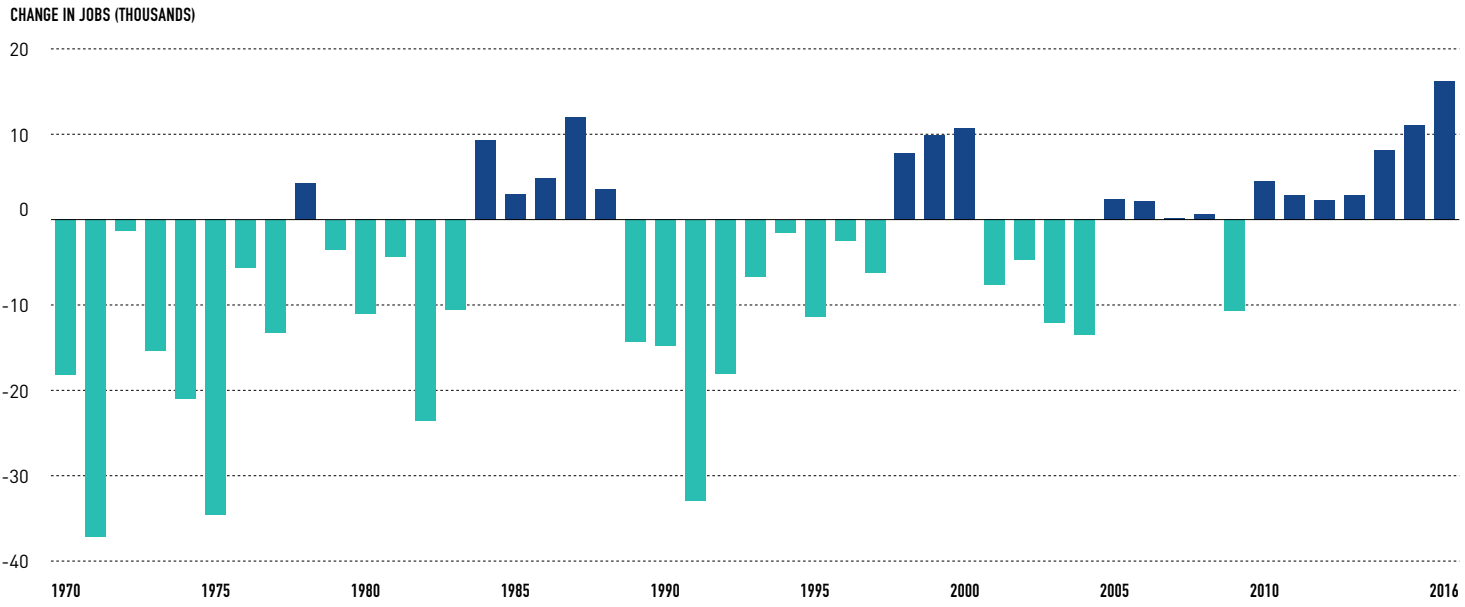
Philadelphia's growth has been constrained by a tax structure that hasn't kept pace with the changing economy. Reliance on wage and business taxes may have made sense in the industrial age, built on fixed assets like factories and railroads. But in today's highly mobile, digital economy, our tax structure depresses job growth at the very moment the city's inherent advantages have come to the fore.

Mayor Jim Kenney has supported modest reductions to wage and business taxes. But state legislation endorsed by the Mayor and sponsored by bi-partisan leadership in Harrisburg and a broad cross-section of business, labor and civic leaders in Philadelphia will enable the City to reduce more significantly its dependency on highly mobile wages and business revenues and rely more on the property tax — also the foundation for funding schools. With this plan in place, Philadelphia could grow many more transit-accessible jobs, helping to achieve major reductions in unemployment and poverty, while retaining a far larger number of existing residents and recent college graduates.

RECENT JOB GROWTH IN PHILADELPHIA HAS BEEN QUITE POSITIVE.

BUT OUR RATE OF REBOUND FROM MANUFACTURING DECLINE LAGS BEHIND EAST COAST PEERS. THE MORE TRANSIT-ACCESSIBLE JOBS THE CITY CREATES, THE MORE OPPORTUNITIES ARE PROVIDED FOR EXISTING RESIDENTS AND FOR LOCAL COLLEGE GRADUATES FROM OTHER REGIONS.

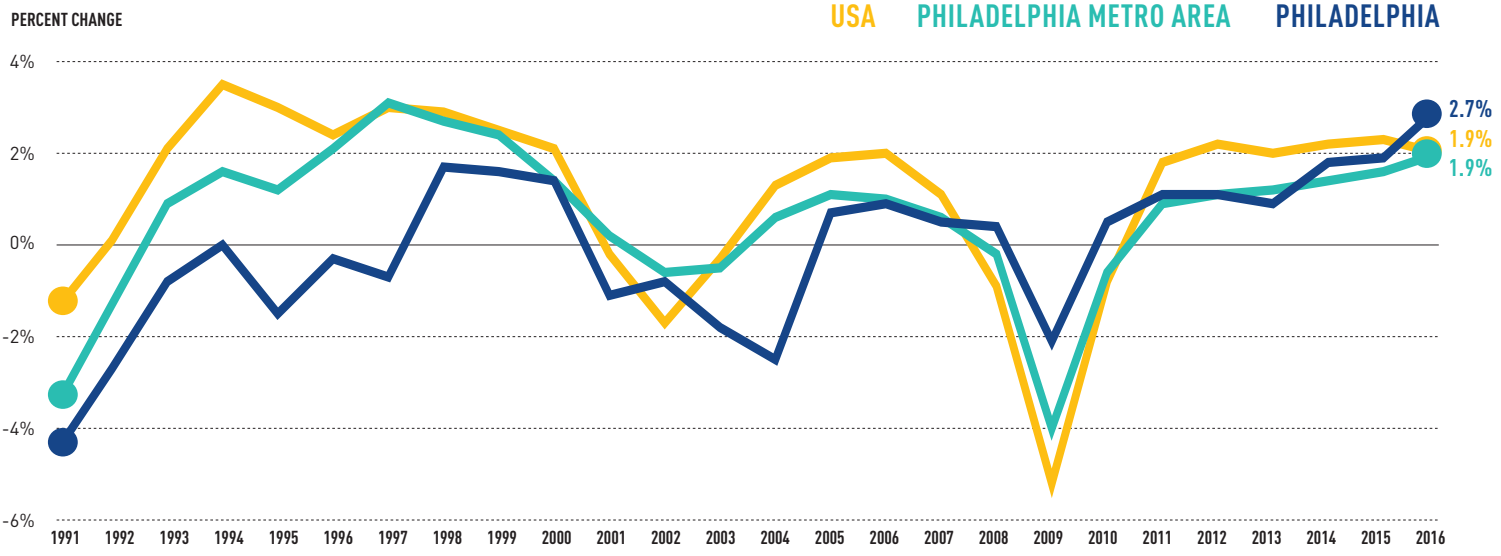
PHILADELPHIA ANNUAL CHANGE IN JOBS, 1970–2016



Source: Bureau of Labor Statistics, Current Employment Statistics

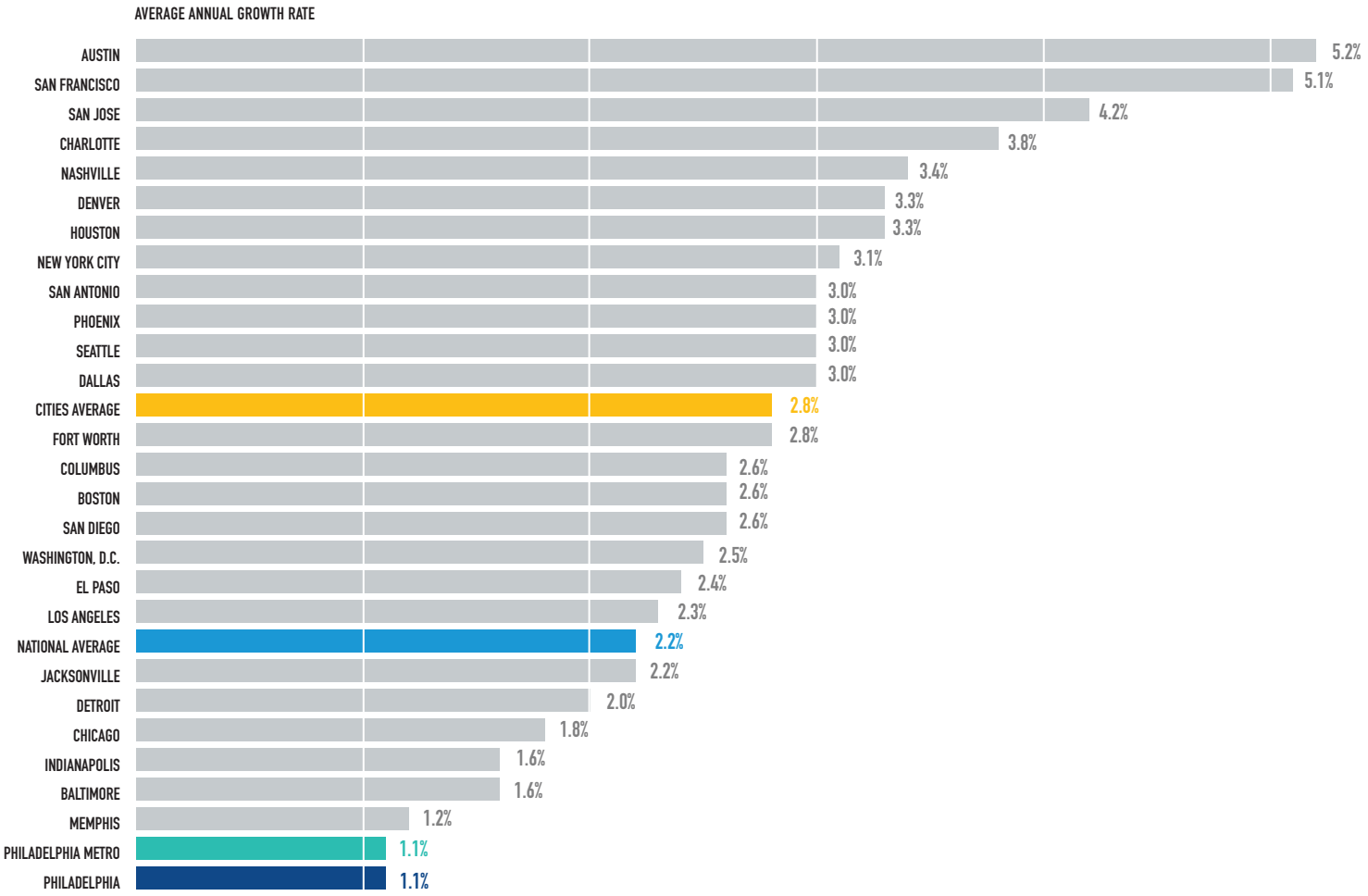
COMPARED TO PAST PERFORMANCE, PHILADELPHIA IS DOING VERY WELL.

PRIVATE WAGE & SALARY PERCENT CHANGE, 1991–2016



Source: Bureau of Labor Statistics, Current Employment Statistics

MAJOR CITIES: AVERAGE ANNUAL GROWTH IN PRIVATE WAGE & SALARY JOBS, 2010–2015

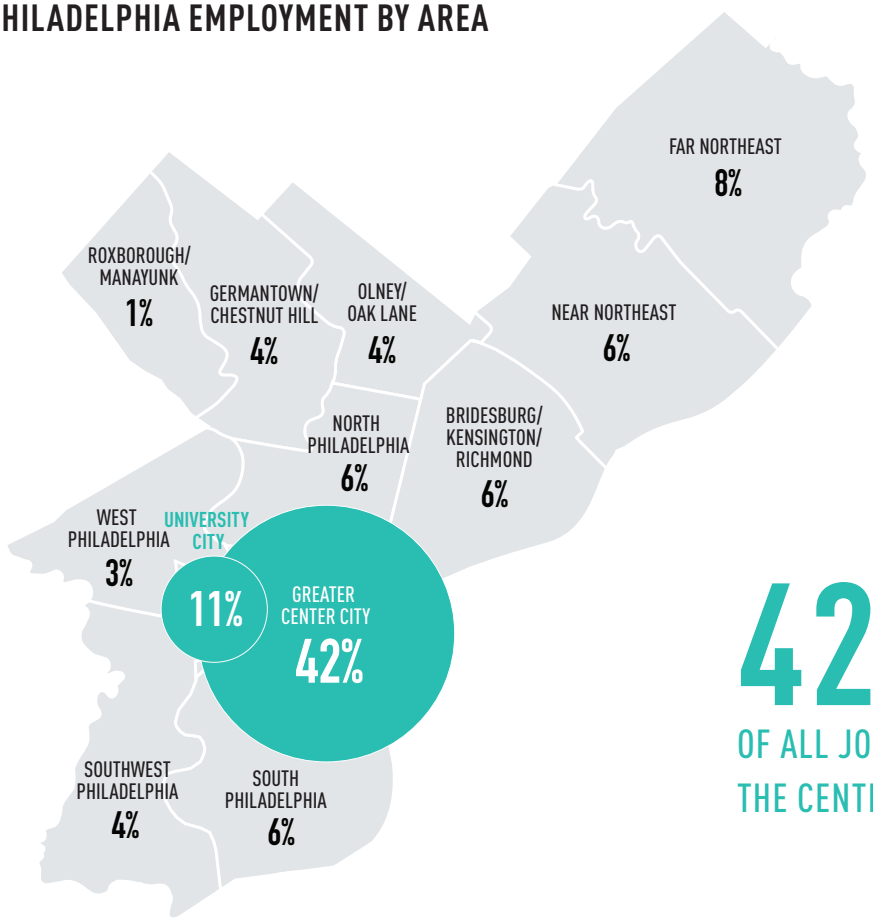


Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages

THE NATIONAL ECONOMIC REVIVAL HAS BEEN LED BY CITIES,

BUT PHILADELPHIA IS GROWING SLOWEST AMONG THE 26 LARGEST CITIES.

PHILADELPHIA EMPLOYMENT BY AREA



Source: U.S. Census Bureau, Local Employment-Household Dynamics, 2014

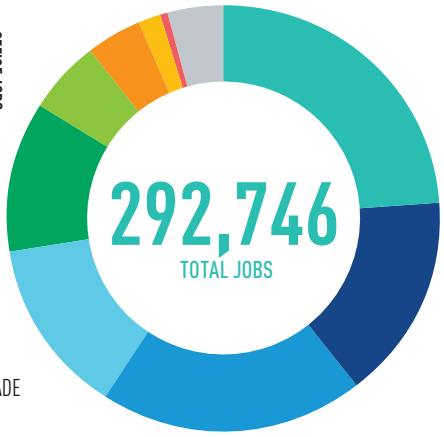
42%

OF ALL JOBS IN PHILADELPHIA ARE LOCATED AT THE CENTER OF THE REGION'S TRANSIT SYSTEM.

GREATER CENTER CITY WAGE & SALARY EMPLOYMENT

OFFICE JOBS

- 24.0% PROFESSIONAL/ BUSINESS SERVICES
- 15.6% FINANCIAL ACTIVITIES/ REAL ESTATE/ INFORMATION
- 19.8% EDUCATION AND HEALTH SERVICES
- 13.2% PUBLIC ADMINISTRATION
- 11.5% ENTERTAINMENT/ LEISURE/HOSPITALITY
- 5.6% TRANSPORTATION/ UTILITIES/WHOLESALE TRADE
- 4.1% RETAIL
- 1.6% CONSTRUCTION
- 0.5% MANUFACTURING
- 4.1% OTHER SERVICES



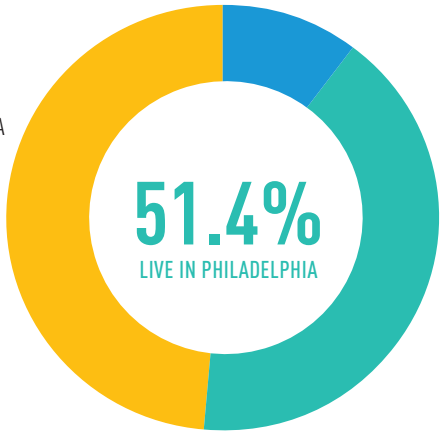
+8,500

PARTNERS, FREELANCERS & SELF-EMPLOYED

Source: U.S. Census Bureau, Local Employment-Household Dynamics, 2014; Bureau of Labor Statistics, Current Employment Statistics; CCD Estimates

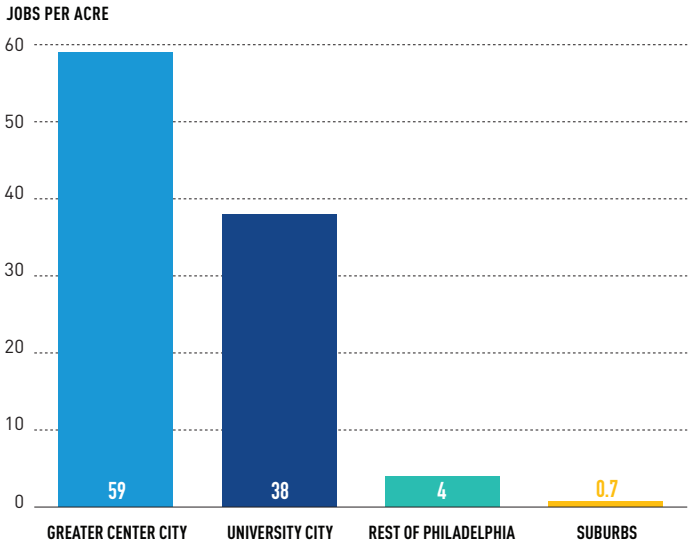
WHERE DOWNTOWN WORKERS LIVE

- 10.3% GREATER CENTER CITY
- 41.1% ELSEWHERE IN PHILADELPHIA
- 48.6% OUTSIDE PHILADELPHIA



Source: U.S. Census Bureau, Local Employment-Household Dynamics, 2014

EMPLOYMENT DENSITY



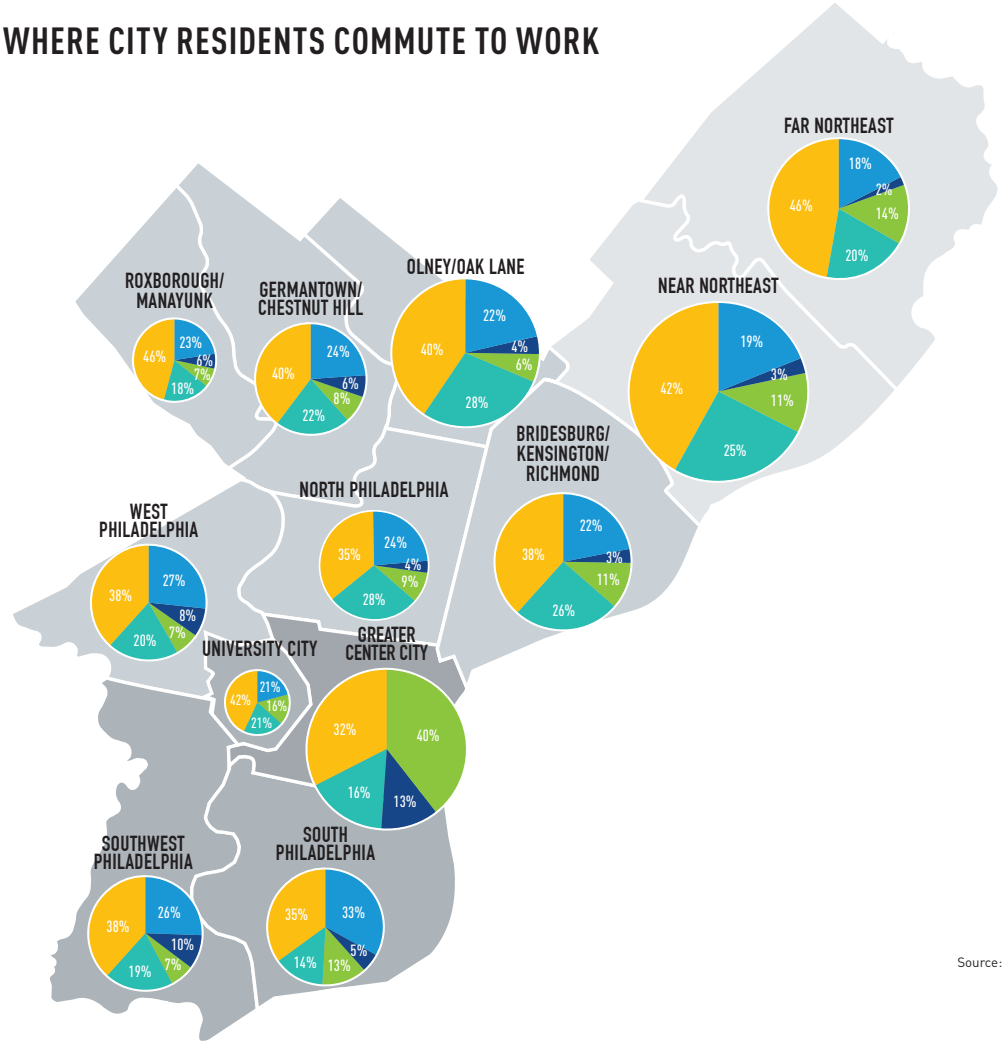
Source: Bureau of Labor Statistics, Current Employment Statistics; U.S. Census Bureau, Local Employment-Household Dynamics

WHILE 25% OF RESIDENTS OUTSIDE GREATER CENTER CITY COMMUTE DOWNTOWN TO WORK,

39%

REVERSE COMMUTE TO THE SUBURBS.

WHERE CITY RESIDENTS COMMUTE TO WORK



VOLUME OF WORKERS LIVING IN AREA

CIRCLE SIZE ON THE MAP IS RELATIVE TO THE NUMBER OF WORKERS LIVING IN THE AREA

PERCENT OF WORKERS EMPLOYED IN

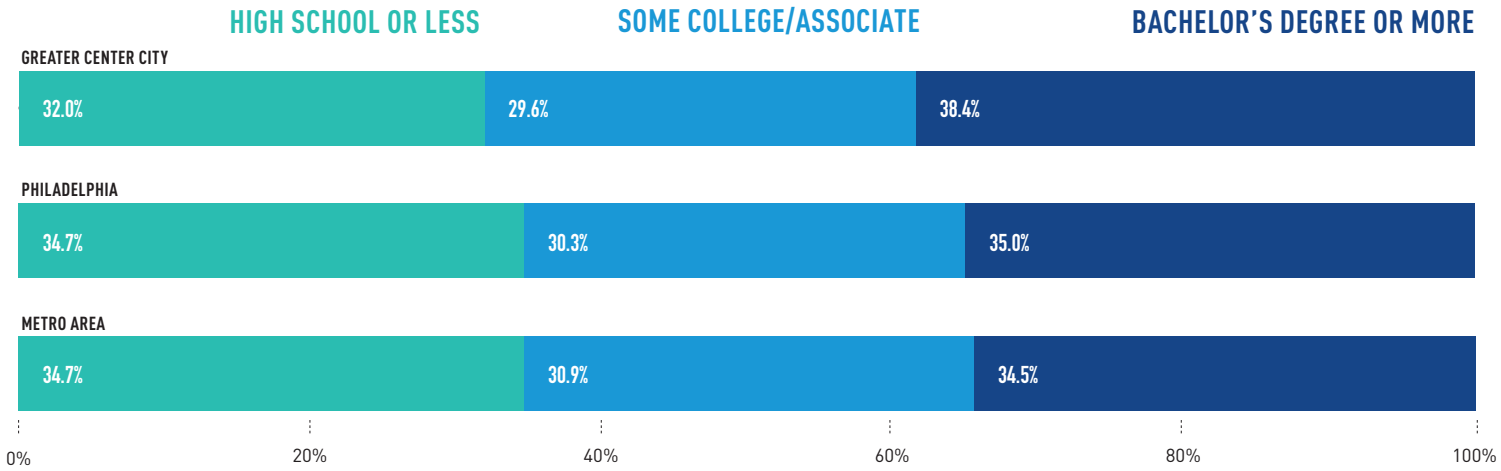
- Greater Center City
- University City
- Same Area
- Rest of Philadelphia
- Outside Philadelphia

PERCENT WORKING IN GREATER CENTER CITY AND UNIVERSITY CITY

- 25% or Less
- 25.1% to 35%
- 35.1% to 45%
- More than 45%

Source: U.S. Census Bureau, Local Employment-Household Dynamics, 2014

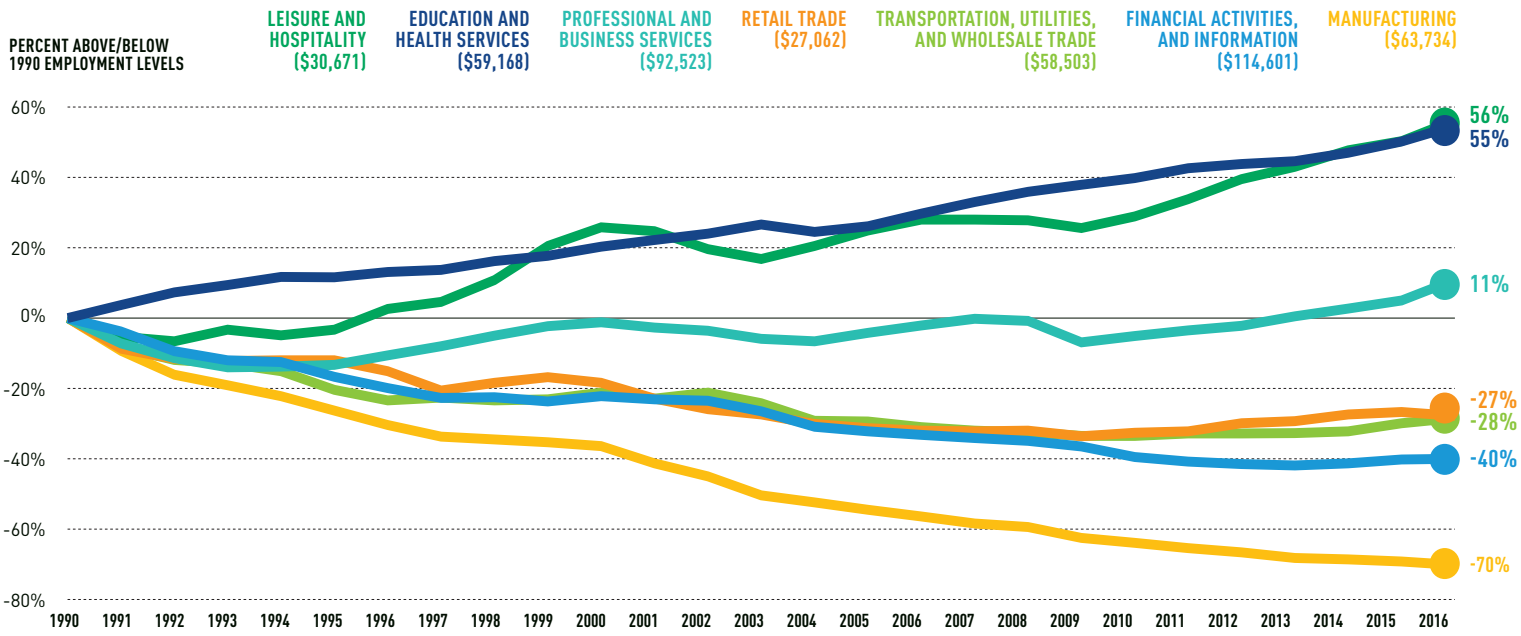
PERCENT OF JOBS BY LEVEL OF EDUCATION, WORKERS 30 AND OLDER



GREATER CENTER CITY PROVIDES A BROAD RANGE OF JOBS

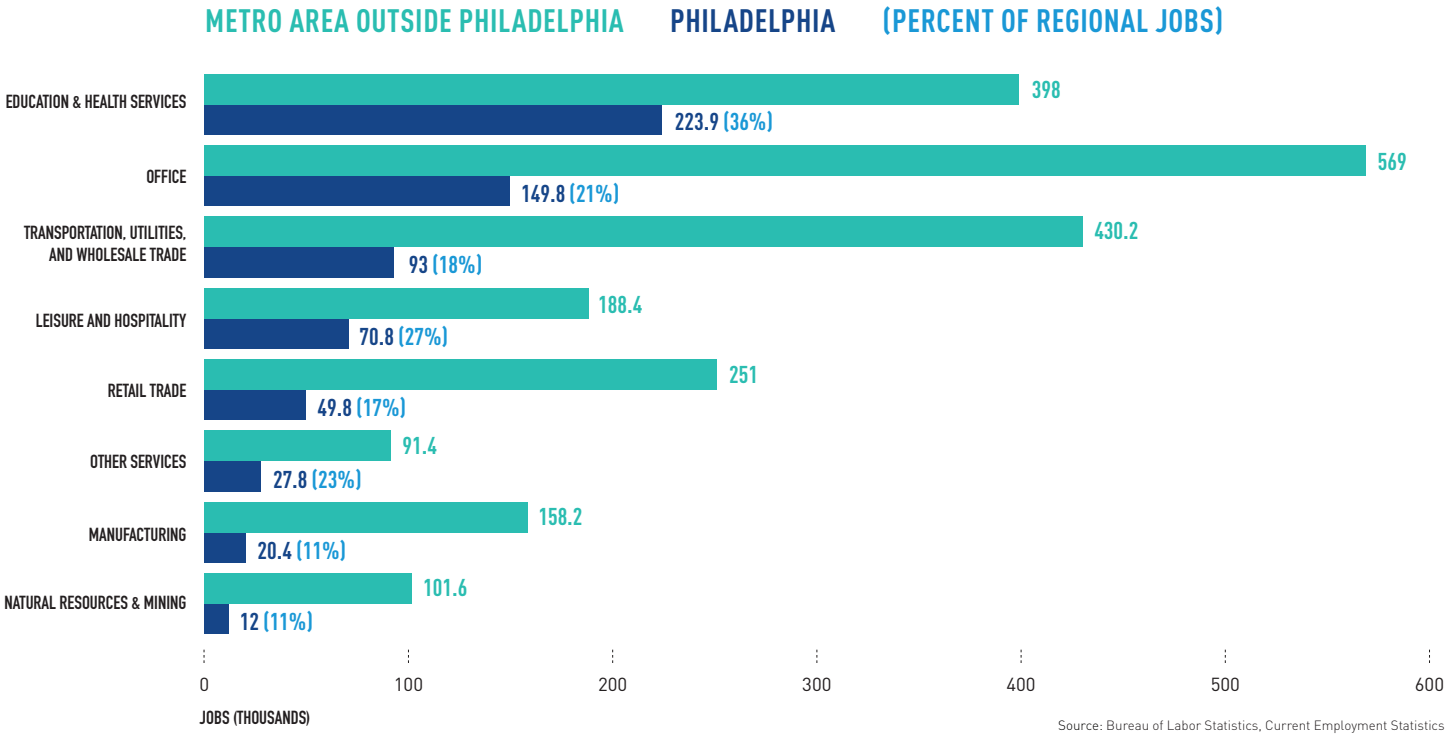
ACCESSIBLE TO WORKERS AT ALL SKILL AND EDUCATIONAL LEVELS.

PHILADELPHIA PRIVATE WAGE & SALARY JOBS BY SECTOR, 1990–2016 (AVERAGE EARNINGS)



Source: Bureau of Labor Statistics, Current Employment Statistics, 2016; Average Earnings from Quarterly Census of Employment and Wages, 2015

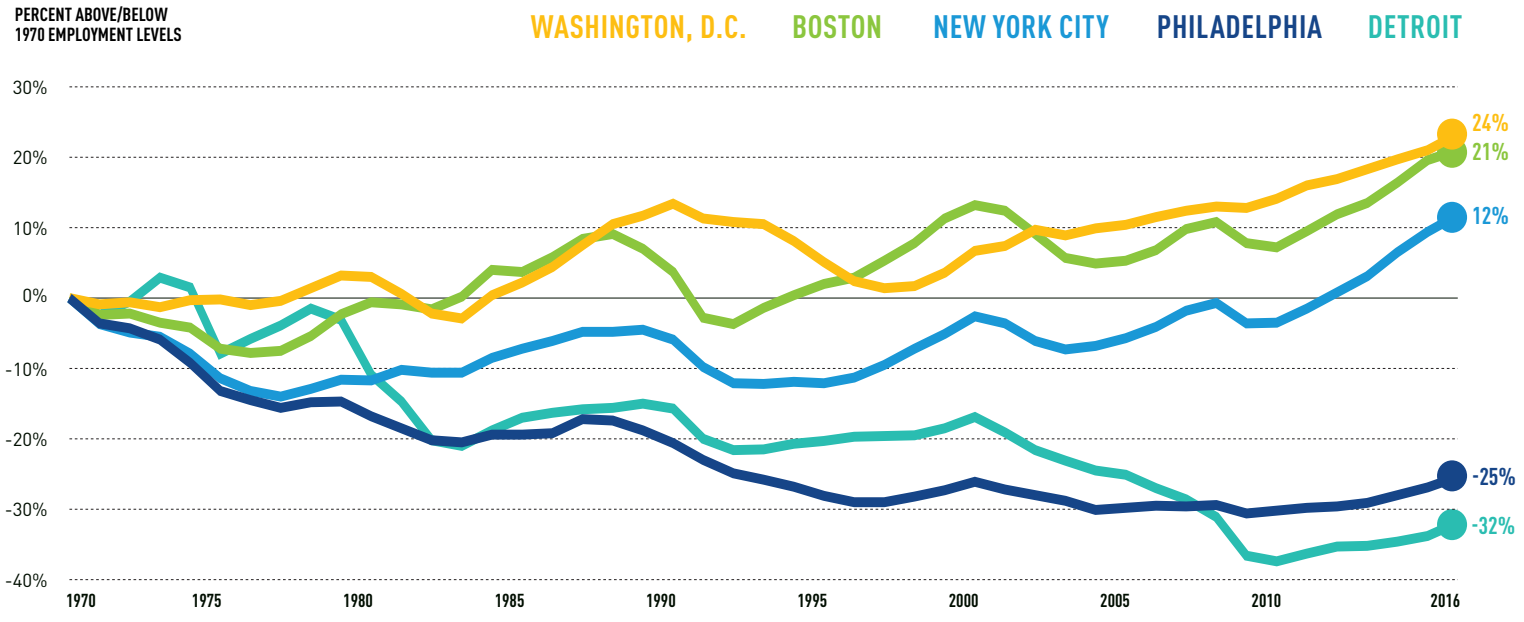
PHILADELPHIA AND METRO AREA JOB COUNTS BY SECTOR, 2016



Source: Bureau of Labor Statistics, Current Employment Statistics

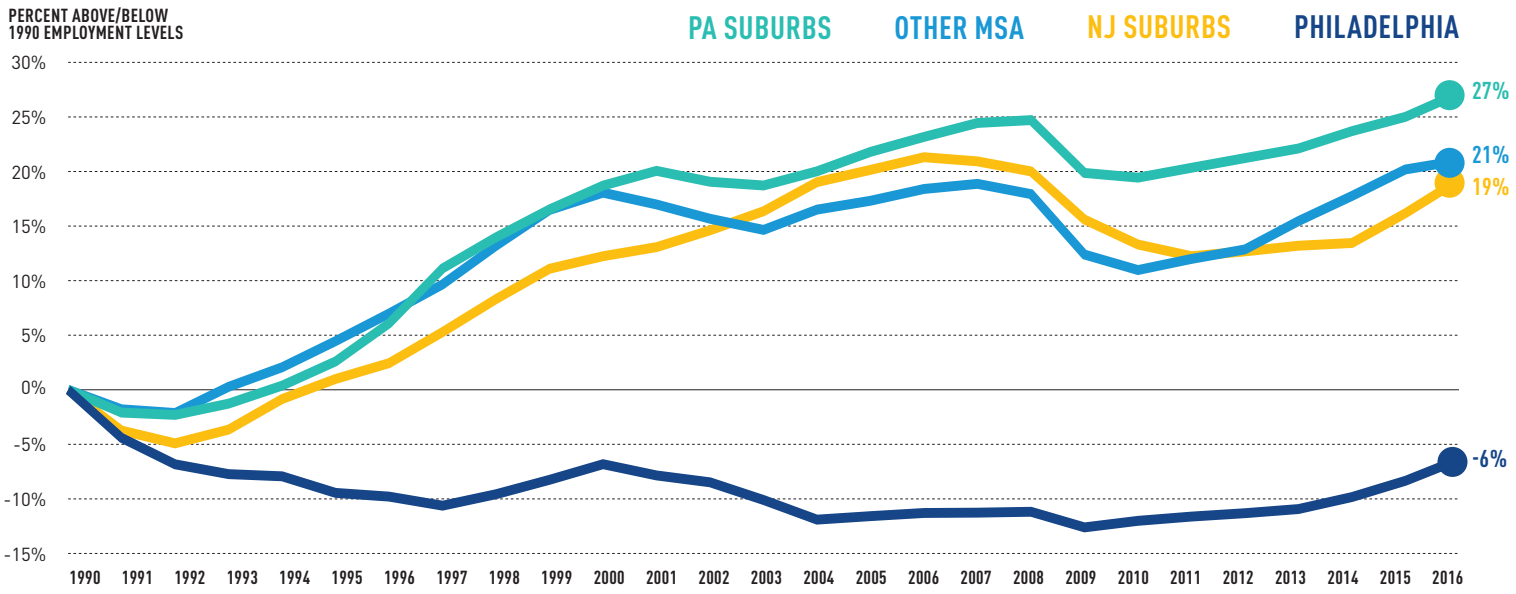
PHILADELPHIA'S LARGEST MARKET SHARE OF REGIONAL JOBS: EDUCATION AND HEALTH SERVICES, LEISURE AND HOSPITALITY.

MAJOR CITIES TOTAL WAGE & SALARY EMPLOYMENT, 1970–2016



Source: Bureau of Economic Analysis, Total Full & Part-Time Employment by Industry

REGIONAL TOTAL WAGE & SALARY EMPLOYMENT, 1990–2016



Source: Bureau of Labor Statistics, Current Employment Statistics

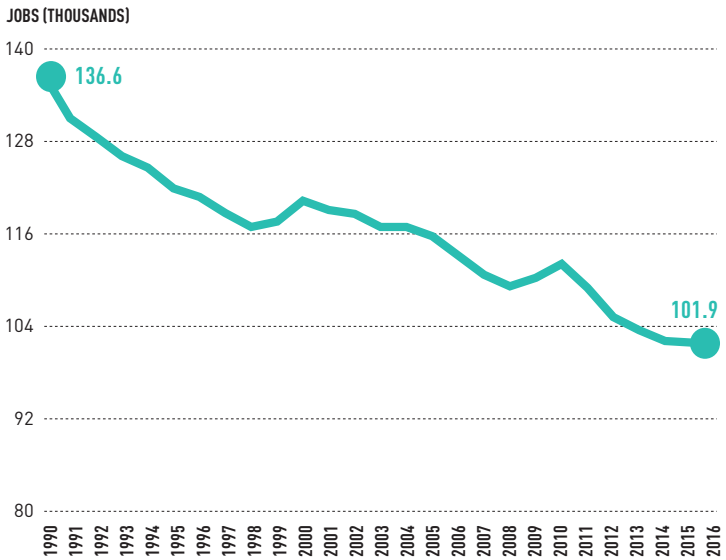
AVERAGE ANNUAL GROWTH IN PRIVATE WAGE & SALARY JOBS BY SECTOR, 2010–2015

SECTOR	PHILADELPHIA	PHILADELPHIA METRO AREA	MAJOR CITIES*	USA
Education and Health Services	+0.9	+1.6	+3.7	+2.5
Professional and Business Services	+1.8	+1.5	+3.8	+3.2
Entertainment, Leisure and Hospitality	+3.3	+2.5	+4.1	+3.0
Financial Activities, Real Estate, and Information	-0.9	-0.2	+1.7	+0.9
Retail	+1.5	+0.7	+2.2	+1.6
Transportation, Utilities, and Wholesale Trade	+1.5	+0.7	+2.2	+2.1
Other Services	+1.6	+0.9	-1.2	-0.2
Manufacturing	-3.2	-0.9	+0.6	+1.4
Construction	+2.8	+1.9	+4.0	+3.2
TOTAL	**+1.1**	**+1.1**	**+2.8**	**+2.2**

Source: Bureau of Labor Statistics, Quarterly Census of Employment and Wages

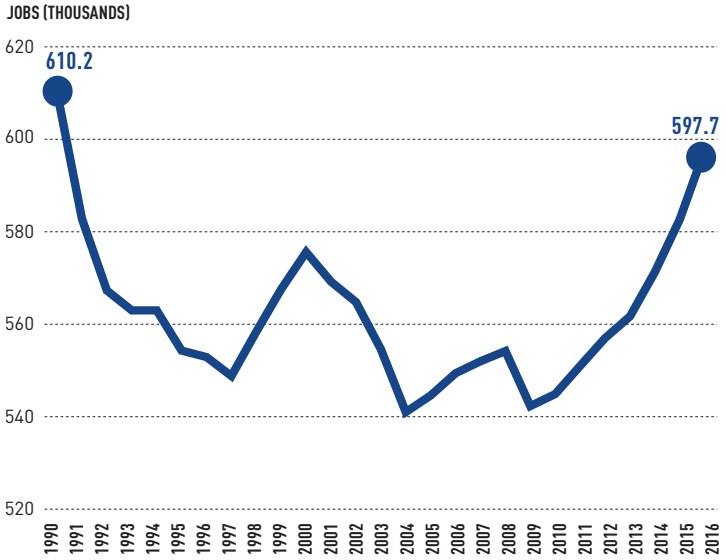
** See Page 39 for List of Major Cities.*

PHILADELPHIA PUBLIC-SECTOR JOBS, 1990–2016



Source: Bureau of Labor Statistics, Current Employment Statistics

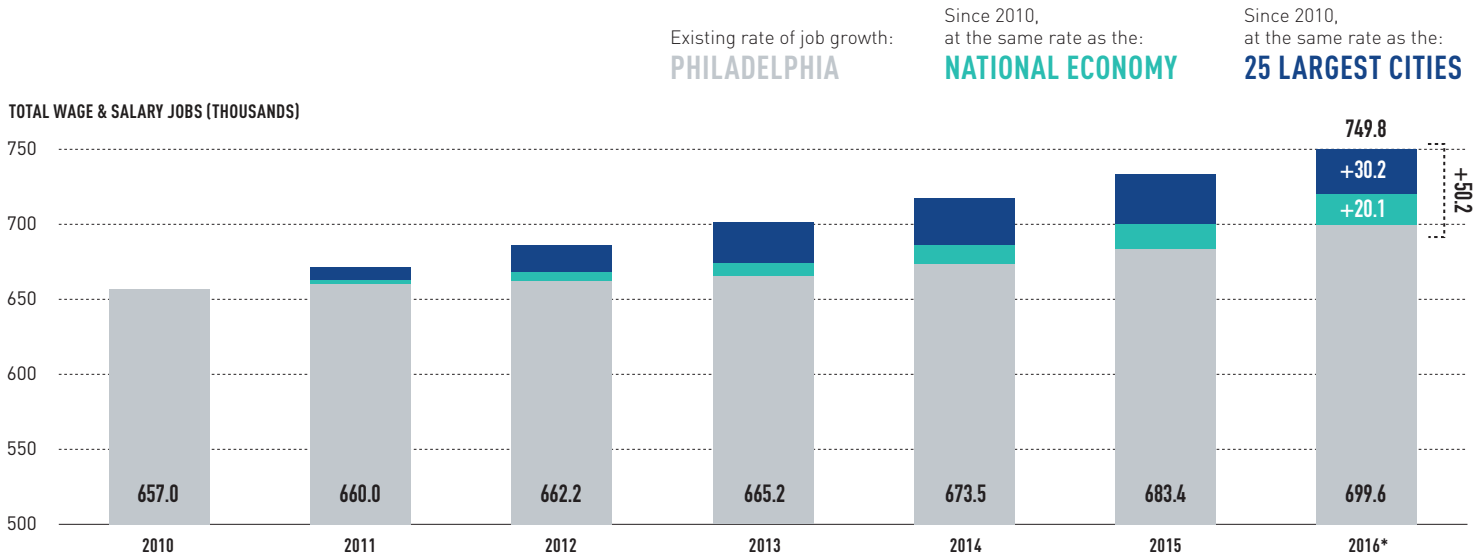
PHILADELPHIA PRIVATE-SECTOR JOBS, 1990–2016



Source: Bureau of Labor Statistics, Current Employment Statistics

HAD PHILADELPHIA ADDED JOBS SINCE 2010 AT THE SAME RATE AS THE NATIONAL ECONOMY OR AT THE SAME RATE AS THE 25 LARGEST CITIES, **PHILADELPHIA WOULD HAVE 32,000 TO 50,000 MORE JOBS THAN IT CURRENTLY HAS.**

GROWING AT A FASTER RATE



Source: Bureau of Labor Statistics, Current Employment Statistics; 2016 Growth Rate from Quarterly Census of Employment and Wages

* Preliminary value

Peter Tobia

TRANSPORTATION & ACCESS

Greater Center City is the largest employment center in the region, with almost 300,000 jobs concentrated at 59 per acre, compared to 0.7 per acre in the suburbs. Downtown is well-served by three interstate highways, but its density is made possible by an integrated regional transit system that consists of 13 rail lines, 3 rapid transit lines, 5 trolley lines and 29 bus routes that carry more than 310,000 riders each weekday into Greater Center City. If downtown workers relied on cars to the same degree as commuters across the region, those workers would require a surface parking lot of 2.6 square miles, an area larger than William Penn's original plan for the city. Aside from overwhelming the capacity of the streets and leaving little space for other uses, those additional drivers would have a significant impact on air quality. During the six-day SEPTA strike in November 2016, levels of fine particulate matter increased fourfold — to levels well in excess of the standard.

Transit enables more than 1 million residents of surrounding suburban counties to live within one mile of a rail station, connecting them directly to downtown's employers, retail shops, restaurants, educational, medical, arts and cultural institutions. Fifty percent of city residents can commute by transit to Center City in 30 minutes or less; 61% of those who live in Greater Center City can get to City Hall (the geographic center of downtown) in 15 minutes or less.

Center City's transit connectivity is particularly important to lower income residents who do not own cars: 32% of downtown jobs require no more than a high-school diploma, while another 30% require an associate degree.

The Market-Frankford and Broad Street Lines carry 44% of all Center City bound SEPTA riders with the busiest station on each line located under Dilworth Park at City Hall. SEPTA's bus network carries another 29% of downtown transit riders, with 7 lines into Center City running on headways of 10 minutes or less. Regional Rail lines stopping at 154 suburban stations in Pennsylvania, New Jersey and Delaware converge in Center City, accounting for 13% of riders. The trolley lines that serve Delaware County, West and Southwest Philadelphia bring another 8% of commuters, while the PATCO High Speed Line from South Jersey carries 5% of riders. An additional 1% of riders arrive on NJ Transit buses that run along Market Street.

Greater Center City, 7.7 square miles between Girard Avenue and Tasker Street, concentrates 188,000 residents, living at 60 persons per acre, compared to 6 per acre in the suburbs; 62% of these residents commute to work without a car. In Center City neighborhoods closest to the concentration of employment on West Market (Rittenhouse Square, Chinatown, Washington Square West, and Logan

Square), 40% or more walk to work. The proximity to businesses and services allows 6% of residents to work from home — double the citywide average. Center City District's biennial survey of bicycle commuters documents a 79% increase between 2010 and 2016 in morning rush-hour bicycle commuting to Center City.

Philadelphia International Airport (PHL), just 22-minutes by train and 15 minutes by car from downtown, puts half of the country's population within two hours' flying time, supporting business, conventions and leisure travel. More than 30 million passengers utilized PHL in 2016, flying to and from 95 domestic and 36 international destinations.

Amtrak's 30th Street Station provides 49 daily trains to New York City and 39 to Washington, D.C. Annual Amtrak ridership at 30th Street Station, the third-busiest Amtrak station in the country, was more than 4.3 million in 2016, up 4.6% from the previous year with average weekday ridership up by 5.3% to 13,260.

A major overhaul of a portion of Interstate 95 is underway while eventually the highway will be rebuilt through the entire city. In 2017, the first direct link between I-95 and the Pennsylvania Turnpike will open just north of Philadelphia. To the west, PennDOT is studying the possibility of opening the shoulder of I-76 to traffic during peak hours to help alleviate congestion.

PHL PASSENGERS, 2016

25,963,459
DOMESTIC

4,191,631
INTERNATIONAL

Source: Philadelphia International Airport

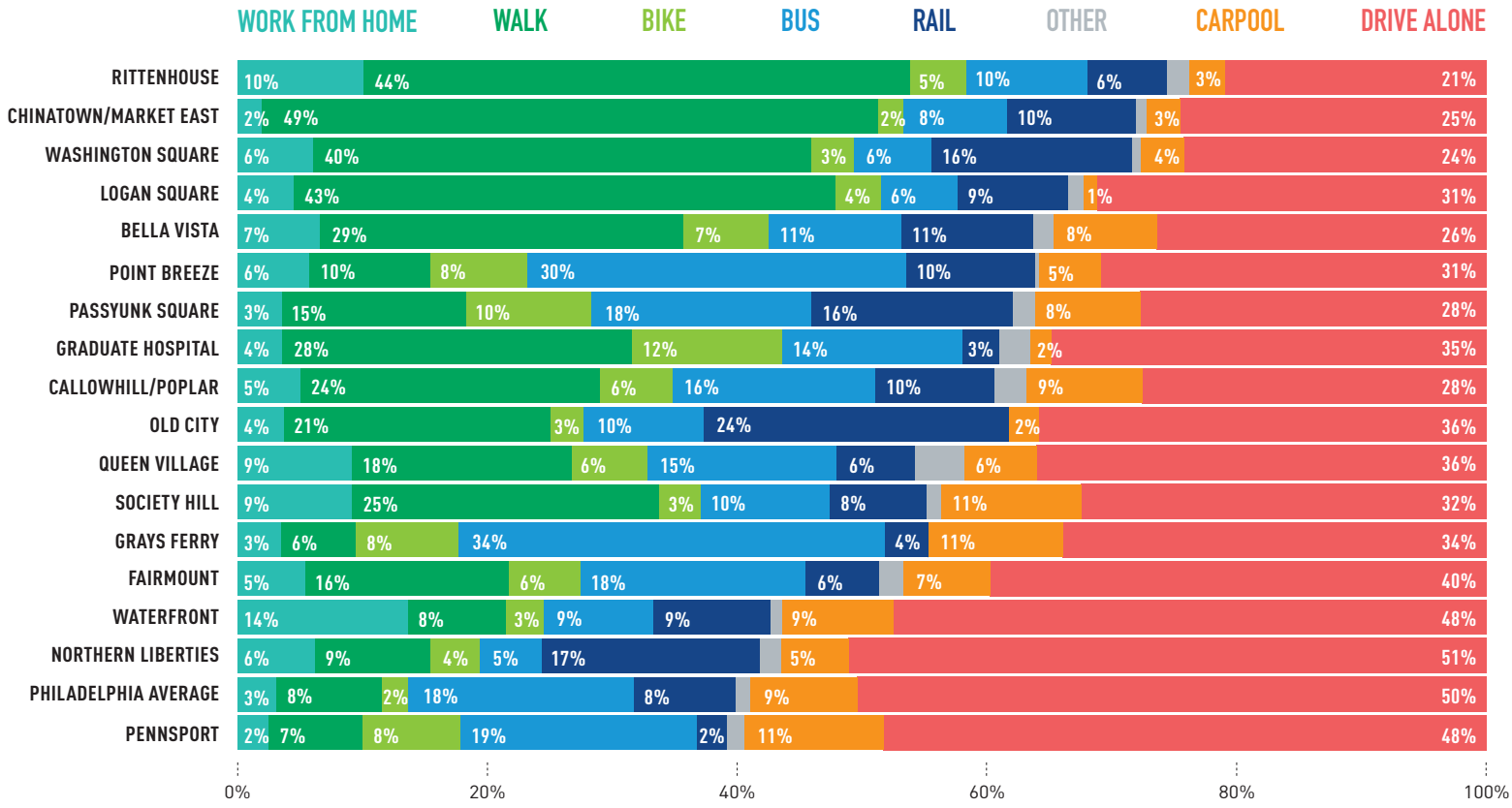
AMTRAK ANNUAL RIDERSHIP AT 30TH STREET, 2016

13,260
AVG WEEKDAY RIDERSHIP

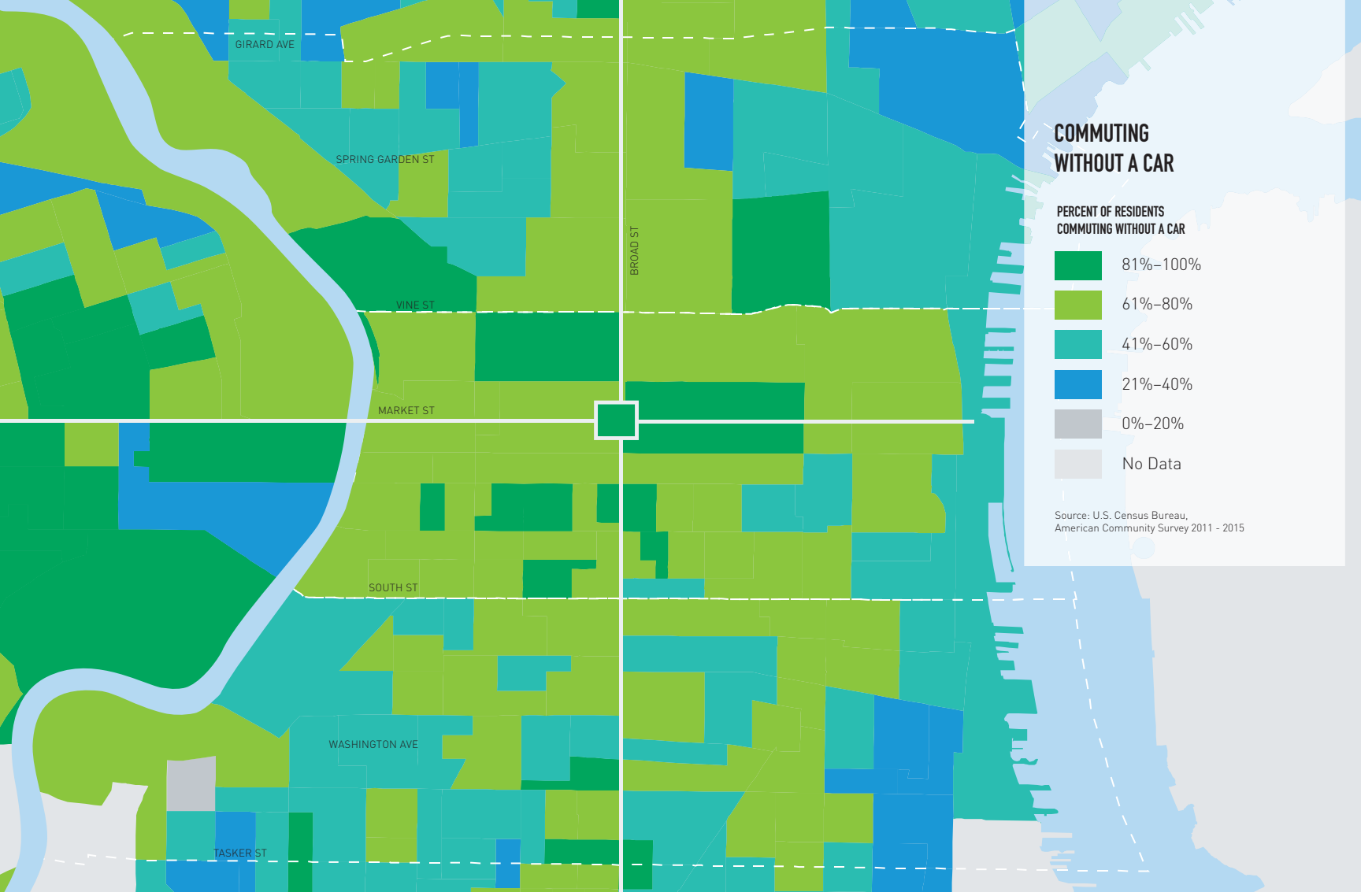
4,328,718
ANNUAL RIDERS

Source: Amtrak

MEANS OF TRANSPORTATION TO WORK BY NEIGHBORHOOD

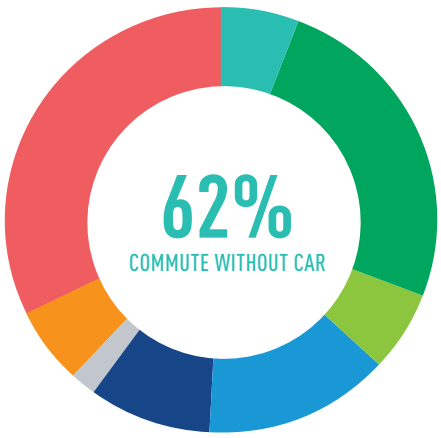


Source: U.S. Census Bureau, American Community Survey 2011–2015



GREATER CENTER CITY MEANS OF TRANSPORTATION TO WORK

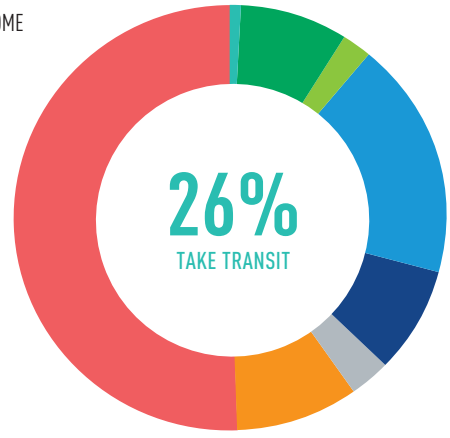
6%	WORK FROM HOME
25%	WALK
6%	BIKE
14%	BUS
9%	RAIL TRANSIT
2%	OTHER
6%	CARPOOL
32%	DRIVE ALONE



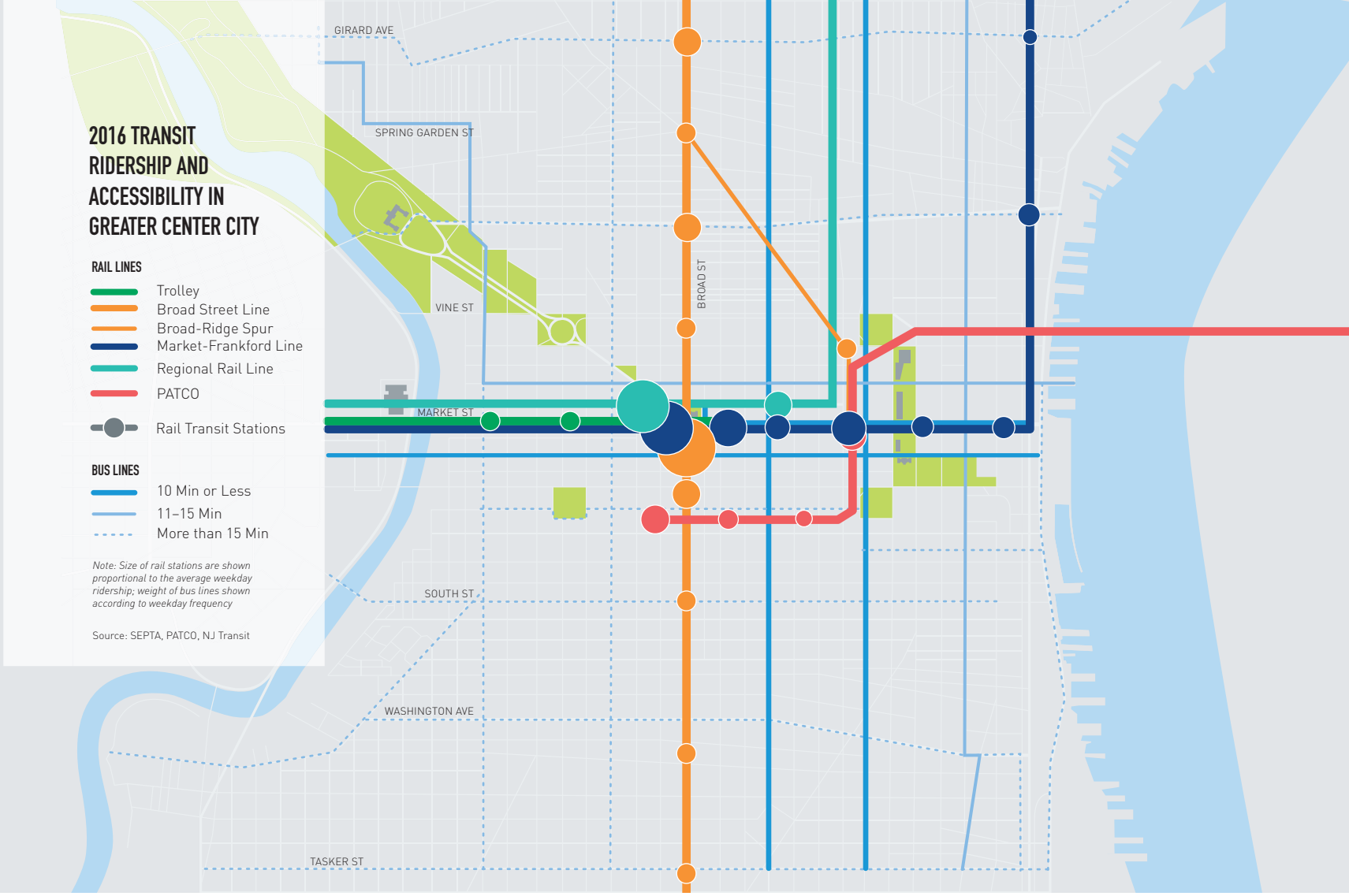
Source: U.S. Census Bureau, American Community Survey 2011 - 2015

PHILADELPHIA MEANS OF TRANSPORTATION TO WORK

3%	WORK FROM HOME
8%	WALK
2%	BIKE
18%	BUS
8%	RAIL TRANSIT
3%	OTHER
9%	CARPOOL
50%	DRIVE ALONE



Source: U.S. Census Bureau, American Community Survey 2011 - 2015



AVERAGE WEEKDAY RIDERSHIP, 2016

BROAD ST LINE, 21%

STATION	RIDERSHIP
City Hall	31,462
Walnut - Locust	6,683
Spring Garden	5,863
Tasker - Morris	4,091
Girard	3,828
Ellsworth - Federal	3,104
Lombard - South	2,676
8th Street (Spur)	2,517
Race - Vine	2,264
Fairmount	1,728
Chinatown (Spur)	181

REGIONAL RAIL, 13%

STATION	RIDERSHIP
Suburban Station	25,049
Jefferson Station	14,369

MARKET-FRANKFORD LINE, 23%

STATION	RIDERSHIP
15th Street	32,105
8th Street	9,801
11th Street	8,146
13th Street	6,664
Girard	4,356
5th Street	3,507
2nd Street	3,453
Spring Garden	2,973

TROLLEY LINE, 8%

STATION	RIDERSHIP
15th Street	11,099
Juniper Street	7,988
19th Street	3,534
22nd Street	2,978

BUS LINES, 29%

BUS LINE	RIDERSHIP
SEPTA Bus	89,895

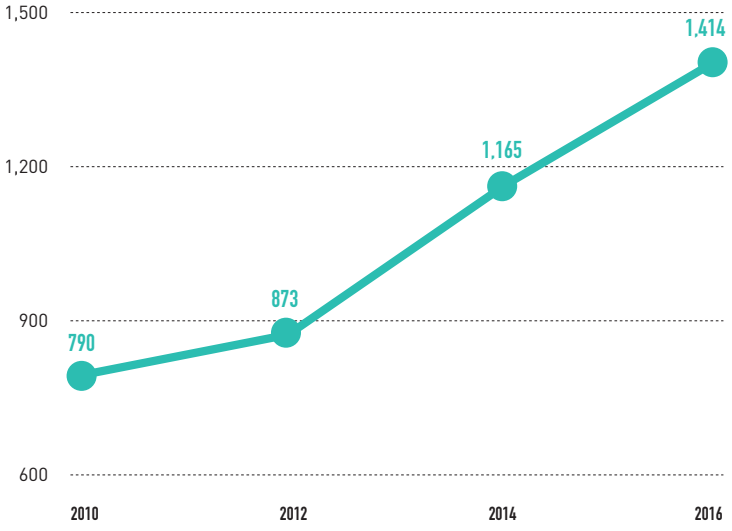
NJ TRANSIT, 1%

BUS LINE	RIDERSHIP
NJ Transit Bus	3,509

PATCO, 5%

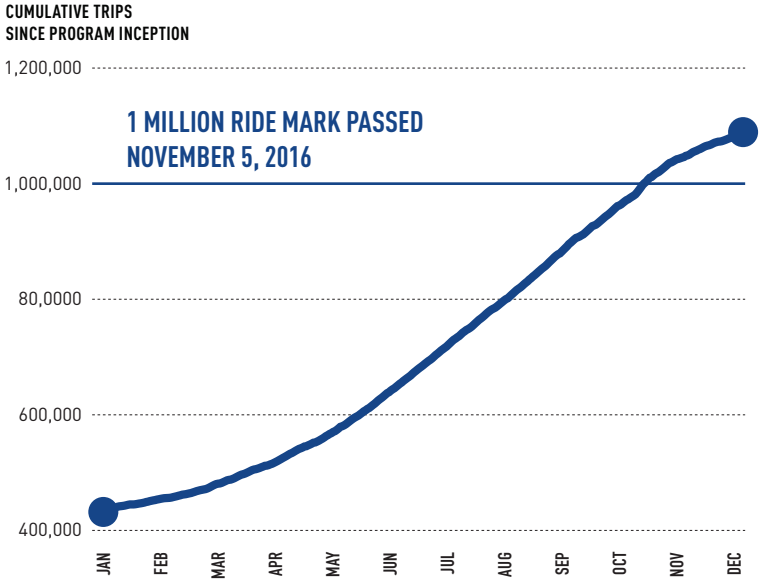
STATION	RIDERSHIP
16th & Locust	7,084
8th & Market	5,597
13th & Locust	1,791
10th & Locust	1,767

A.M. RUSH, HOURLY AVERAGE BIKE COMMUTERS NORTHBOUND TO CENTER CITY, 2010-2016



Source: Center City District 2010-2016 Bicycle Surveys

INDEGO: CUMULATIVE DAILY RIDES, 2016

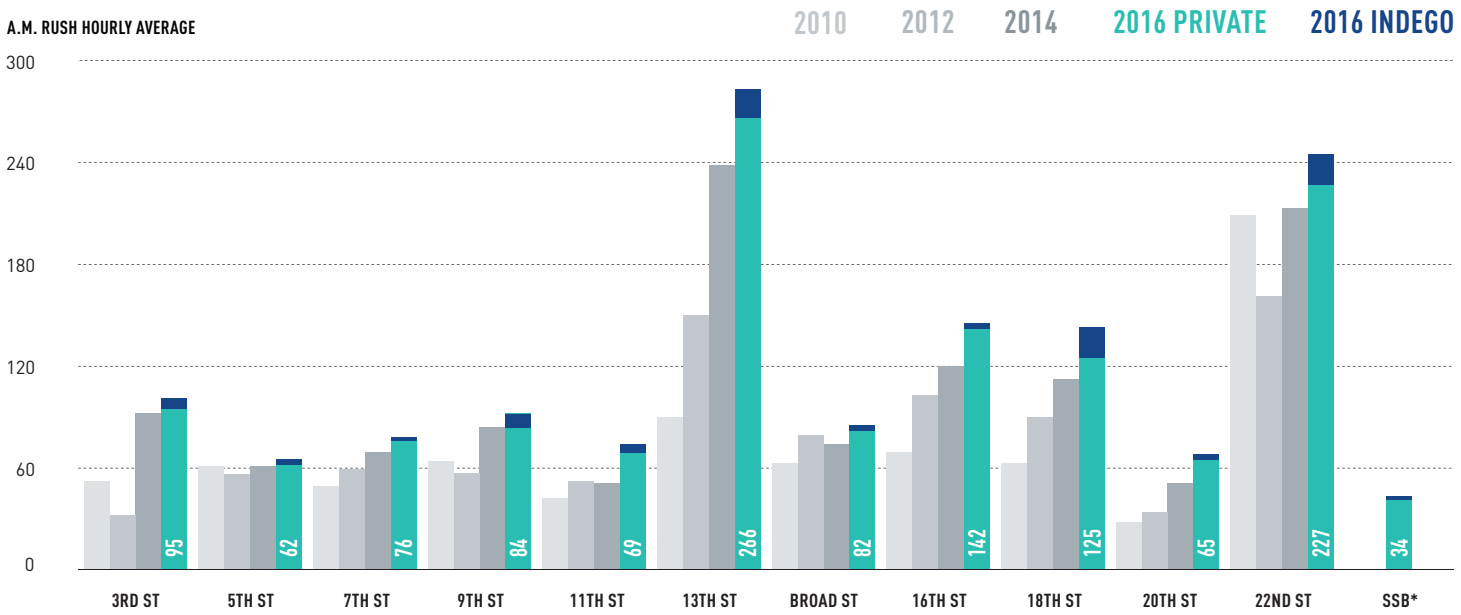


Source: Indego

BICYCLE COMMUTING INTO CENTER CITY HAS INCREASED DURING THE MORNING RUSH HOUR BY

79% SINCE 2010.

AVERAGE HOURLY BICYCLE MORNING RUSH, COMMUTERS BY STREET (NORTHBOUND STREETS AT SPRUCE STREET, 8 A.M. TO 9 A.M.)



** South Street Bridge Ramp*

Source: Center City District Bicycle Surveys, 2010-2016

Matt Stanley

DOWNTOWN LIVING

Greater Center City has capitalized on the growing national preference for diverse and walkable, live-work places. It has emerged as the fastest growing residential section of Philadelphia, with an estimated 188,000 residents in 2016. In the last five years, 25% of all in-movers to Philadelphia have moved to the downtown, including a sizable portion of the largest demographic group in the country, 20 to 34 year olds. Millennials now constitute 40% of downtown's population, followed closely by empty nesters and a growing number of families with children.

While 87% of suburban residents commute from home by car to work, 40% of Greater Center City residents work near where they live downtown and 12% work in University City. As a result, 62% commute without a car and 40% forgo the costs of car ownership entirely. Unlike single-use, suburban neighborhoods, separated by zoning from commercial establishments, the diversity of downtown provides extensive retail, dining, cultural, entertainment and educational offerings within walking distance.

The compact and intimate-scale street-grid that Philadelphia inherited from the 17th century not only promotes walkability, it reinforces density, concentrating 60 residents per acre in the Core and 47 per acre in the extended neighborhoods — compared with 37 per acre in the rest of Philadelphia and just six people per acre in the suburbs. Density makes possible frequent public transit, cab, ride- and bike-sharing services. Regionally, 86% of all households own at least one car, with 52% owning two cars. In the Core, 48% of all households do not own any vehicles, while the number in the extended neighborhoods is 34%.

Fifty-nine percent of Greater Center City residents have a bachelor's degree or higher. In combination with the 19 colleges and universities in and around Greater Center City, this critical mass of talent is exercising a powerful draw on employers as, almost monthly, suburban firms are announcing new downtown locations.

The millennial cohort, which, in general, has been delaying marriage, family formation and homeownership, has been a major source of demand for the surge in apartment construction downtown. But there has also been a national shift away from homeownership for many age groups. In 2016, Greater Center City saw the completion of a record-high 1,833 apartment units. Since the end of the recession in 2012, 5,957 rental

WHERE RESIDENTS GO TO WORK

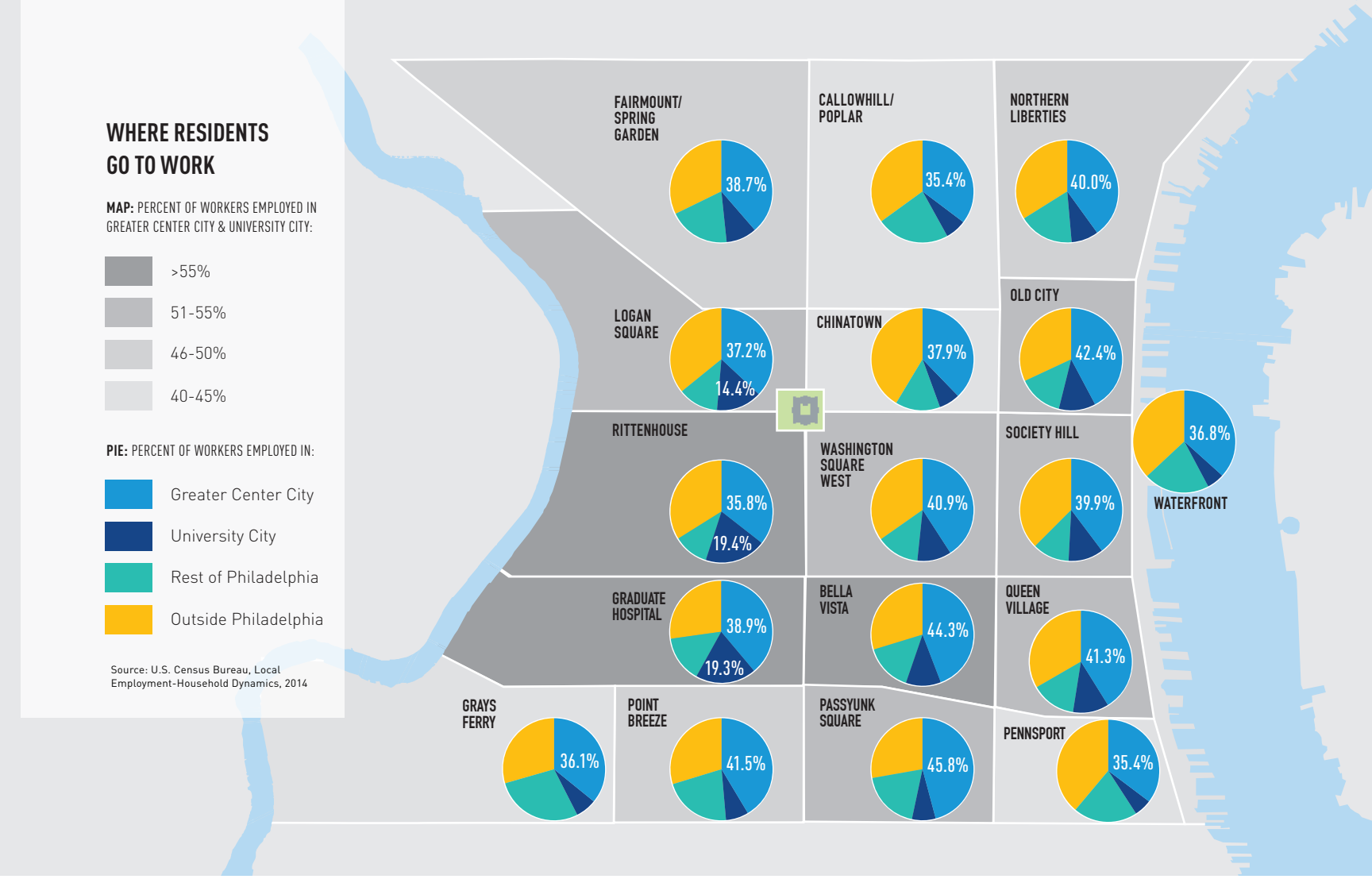
MAP: PERCENT OF WORKERS EMPLOYED IN GREATER CENTER CITY & UNIVERSITY CITY:

- >55%
- 51-55%
- 46-50%
- 40-45%

PIE: PERCENT OF WORKERS EMPLOYED IN:

- Greater Center City
- University City
- Rest of Philadelphia
- Outside Philadelphia

Source: U.S. Census Bureau, Local Employment-Household Dynamics, 2014



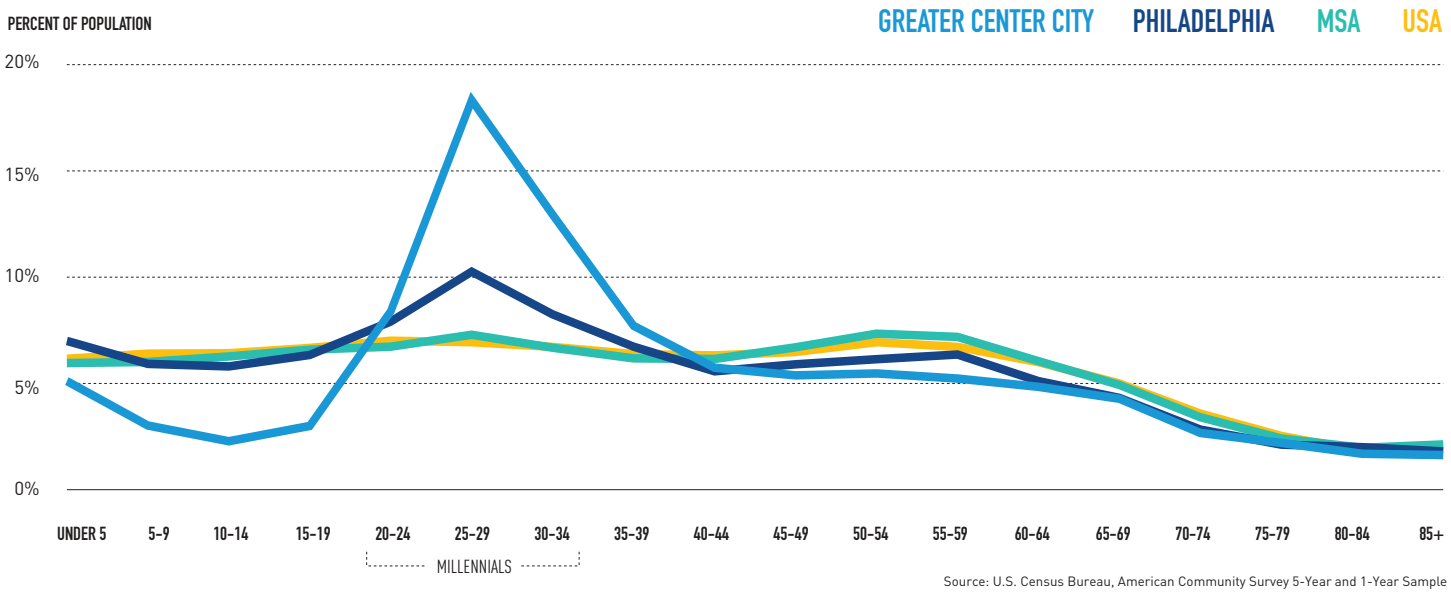
units have been brought to market in Greater Center City, with rents and occupancy rates remaining high.

In addition to apartments, 145 condominium units and 528 single-family homes were added to Greater Center City in the past year. Much of this for-sale construction is occurring in the extended neighborhoods adjacent to the central business district. Housing values have now surpassed levels prior to the Great Recession with long-term value appreciation since 2000 averaging 6% per year. The extraordinary diversity of housing types allows households to stay in Center City as their needs change over time. At the same time, Greater Center City has 5,200 units of subsidized housing with another 3,100 units within a half mile of the outer edges of the expanding downtown.

Greater Center City has a lower percentage of households with children than the rest of Philadelphia, although 33,471 children have been born to Greater Center City parents since 2000. Parents can enjoy the convenience of walking their children to one of the 19 Greater Center City elementary schools, where 7,899 students were enrolled in 2016. School District data show that 81% of students in public classrooms in Greater Center City come from the downtown, a significant increase from a decade ago. An equally important metric: while many Center City parents rely on the three independent schools in Center City and those elsewhere in the city and region, 76% of children in Greater Center City attend public school, quite comparable to the citywide average of 80%. Bolstered by active "Friends" groups who are supplementing School District resources, enrollment in Greater Center City's public elementary schools continues to rise, up 5% since 2010 with overcrowding now becoming a challenge in some locations.

Given the significant volume of new apartment construction underway, Philadelphia will need more dynamic job growth and more certainty about long-term school funding to maximize the extraordinary competitive advantages we now have in Center City.

COMPARATIVE AGE DISTRIBUTION

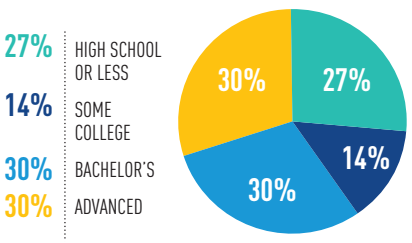


Source: U.S. Census Bureau, American Community Survey 5-Year and 1-Year Sample

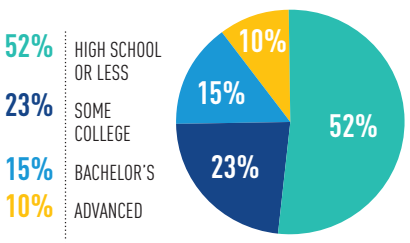
CENTER CITY IS BENEFITTING FROM A PRONOUNCED CONCENTRATION OF MILLENNIALS. RETAINING THEM AS THEIR CAREERS ADVANCE AND THEY FORM FAMILIES WILL YIELD LONG-TERM DIVIDENDS TO THE CITY.

EDUCATIONAL ATTAINMENT, POPULATION 25 AND OLDER

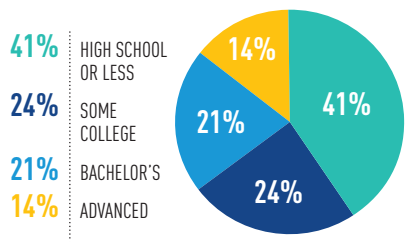
GREATER CENTER CITY



PHILADELPHIA

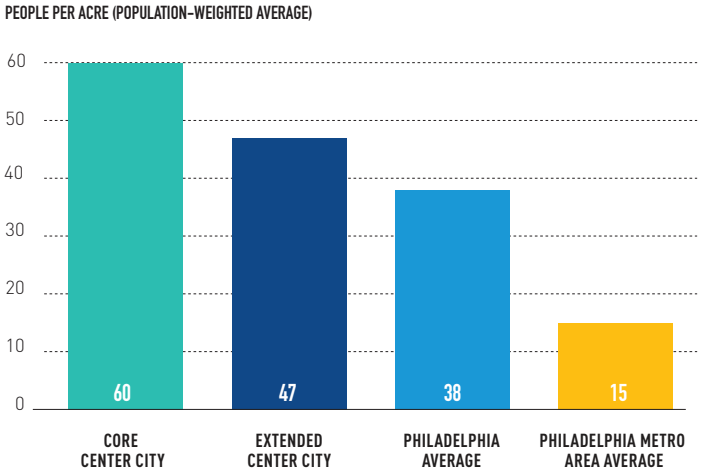


PHILADELPHIA METRO AREA



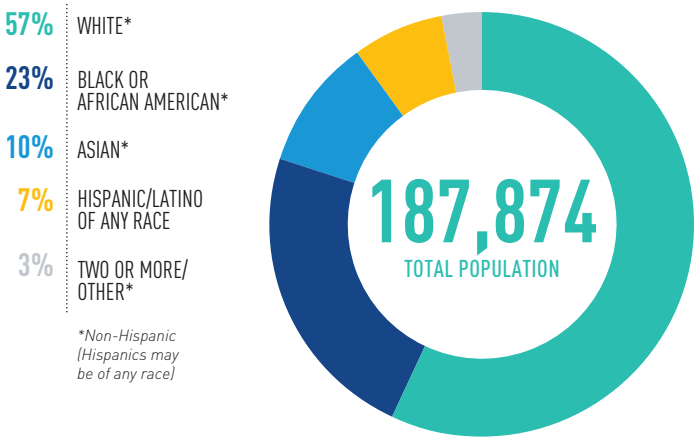
Source: U.S. Census Bureau, American Community Survey 2011-2015

COMPARATIVE POPULATION DENSITY



Source: Center City District Calculation from 2015 ACS 5-Year Data

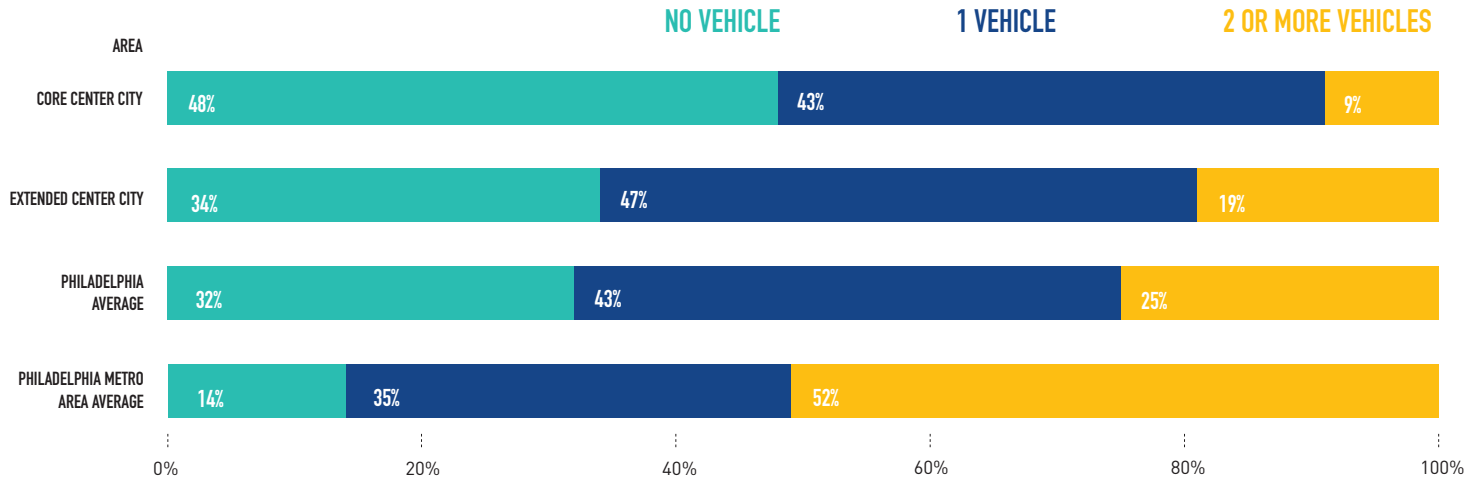
GREATER CENTER CITY RACIAL DIVERSITY



Source: U.S. Census Bureau, American Community Survey 2011 - 2015

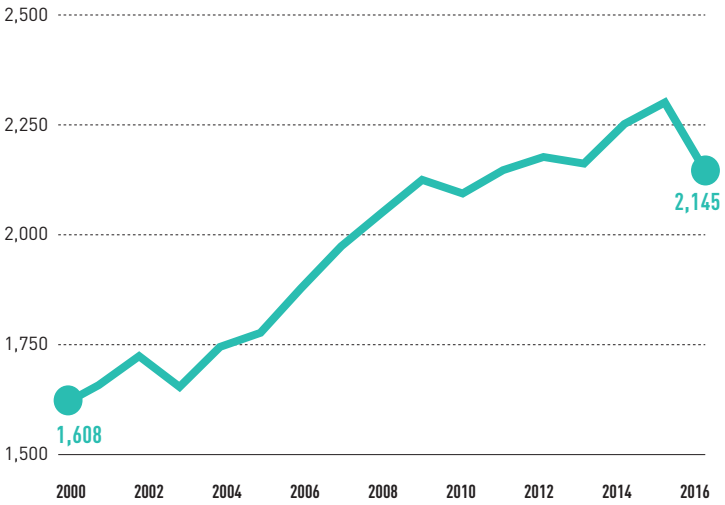
THE DENSITY OF DOWNTOWN POPULATION AND THE DIVERSITY OF LAND-USE ENABLES **40% OF CENTER CITY RESIDENTS TO FORGO THE EXPENSES ASSOCIATED WITH CAR OWNERSHIP.**

NUMBER OF VEHICLES PER HOUSEHOLD, 2015



Source: U.S. Census Bureau, American Community Survey 2011 - 2015

BIRTHS TO GREATER CENTER CITY PARENTS, 2000–2016



Source: Bureau of Health Statistics and Research, PA Department of Health; analysis by Philadelphia Department of Public Health

33,471

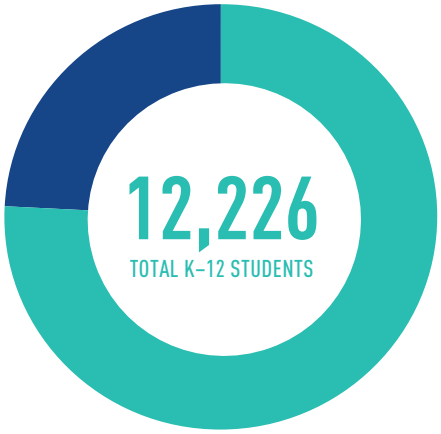
BABIES HAVE BEEN BORN TO GREATER CENTER CITY PARENTS SINCE 2000.

PHILADELPHIA K - 12 EDUCATION ENROLLMENT

GREATER CENTER CITY

76% PUBLIC

24% PRIVATE

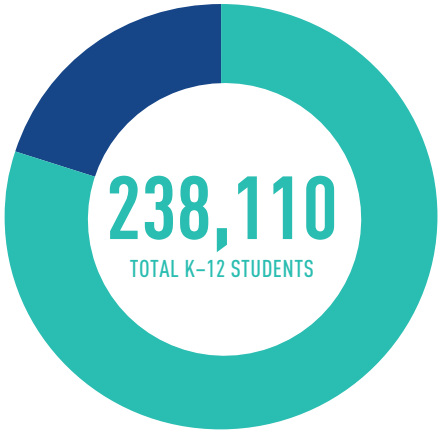


Source: U.S. Census Bureau, American Community Survey 2011 - 2015

PHILADELPHIA

80% PUBLIC

20% PRIVATE



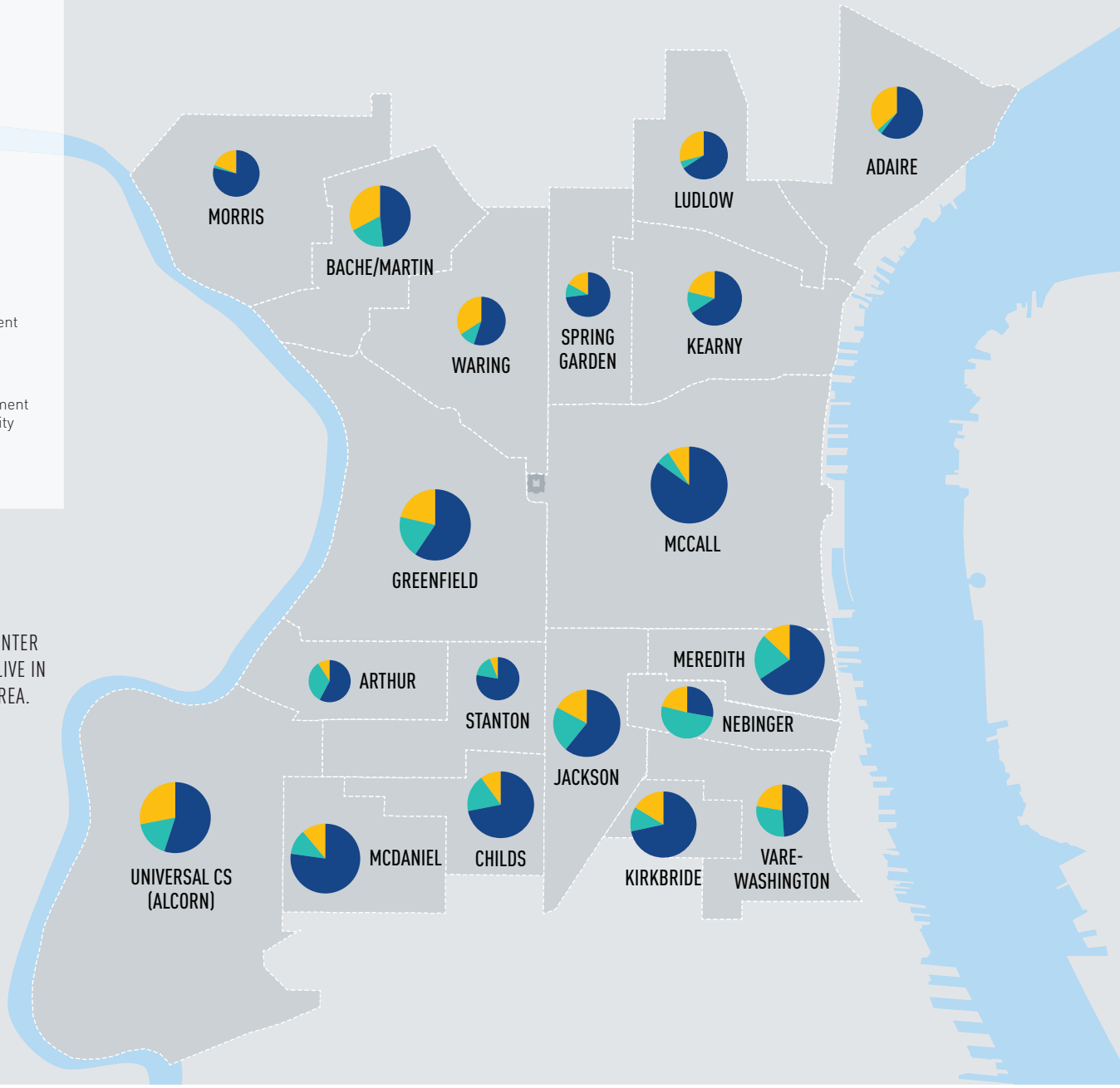
Source: U.S. Census Bureau, American Community Survey 2011 - 2015

K-8 PUBLIC SCHOOL ENROLLMENT BY STUDENT HOME

CIRCLE SIZE ON THE MAP IS RELATIVE TO SIZE OF ENROLLMENT.

- Live within Catchment
- Live Elsewhere in Greater Center City
- Live Outside Catchment & Greater Center City

Source: Philadelphia School District



65%
OF STUDENTS IN GREATER CENTER CITY ELEMENTARY SCHOOLS LIVE IN THE SCHOOL'S CATCHMENT AREA.

81%
OF THE STUDENTS COME FROM GREATER CENTER CITY NEIGHBORHOODS.

K-8 PUBLIC SCHOOL ENROLLMENT

	2010	2016	% CHANGE
Greater Center City Schools	7,555	7,899	5%
Schools Outside GCC	93,951	86,672	-8%
PHILADELPHIA	**101,506**	**94,571**	**-7%**

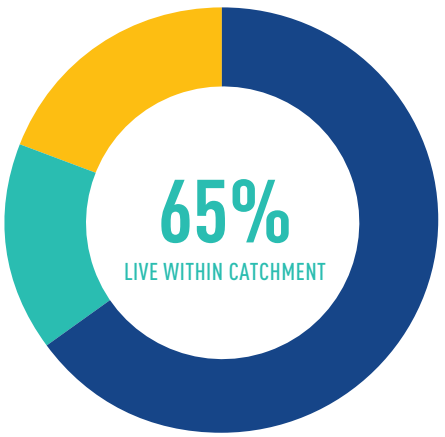
Source: Philadelphia School District

GREATER CENTER CITY K-8 PUBLIC SCHOOL ENROLLMENT BY STUDENT HOME

65% LIVE WITHIN CATCHMENT

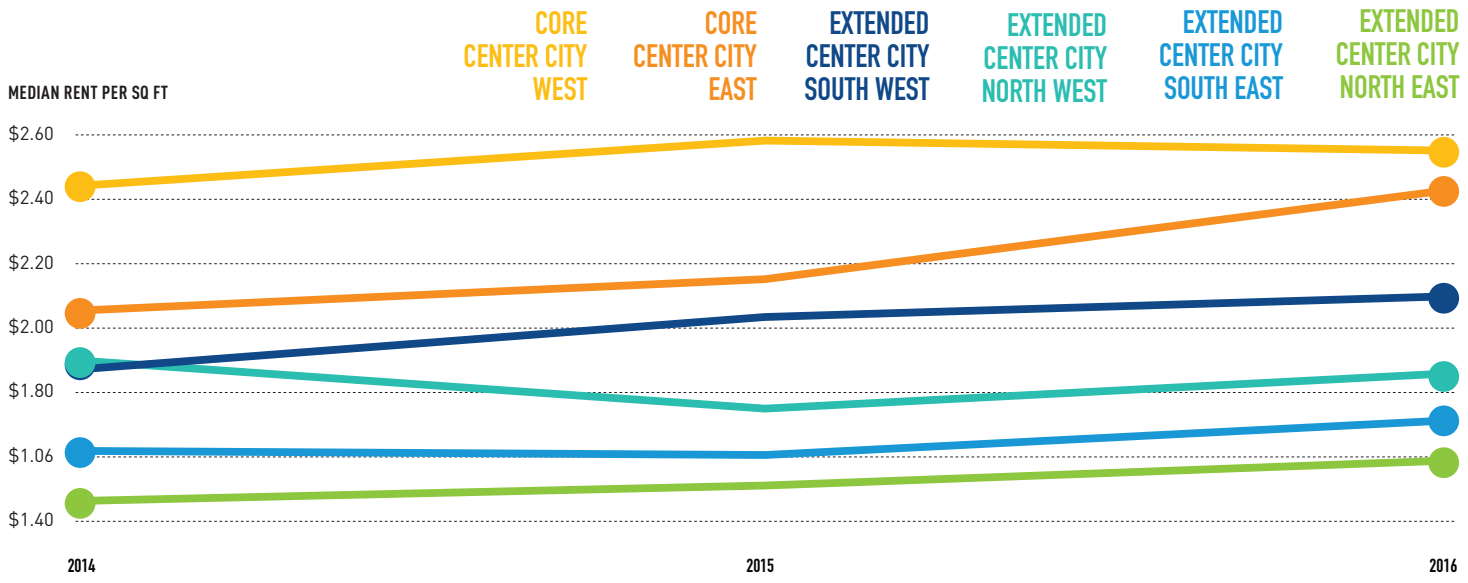
16% LIVE ELSEWHERE IN GREATER CENTER CITY

19% LIVE OUTSIDE OF GREATER CENTER CITY



Source: 2016 Philadelphia School District

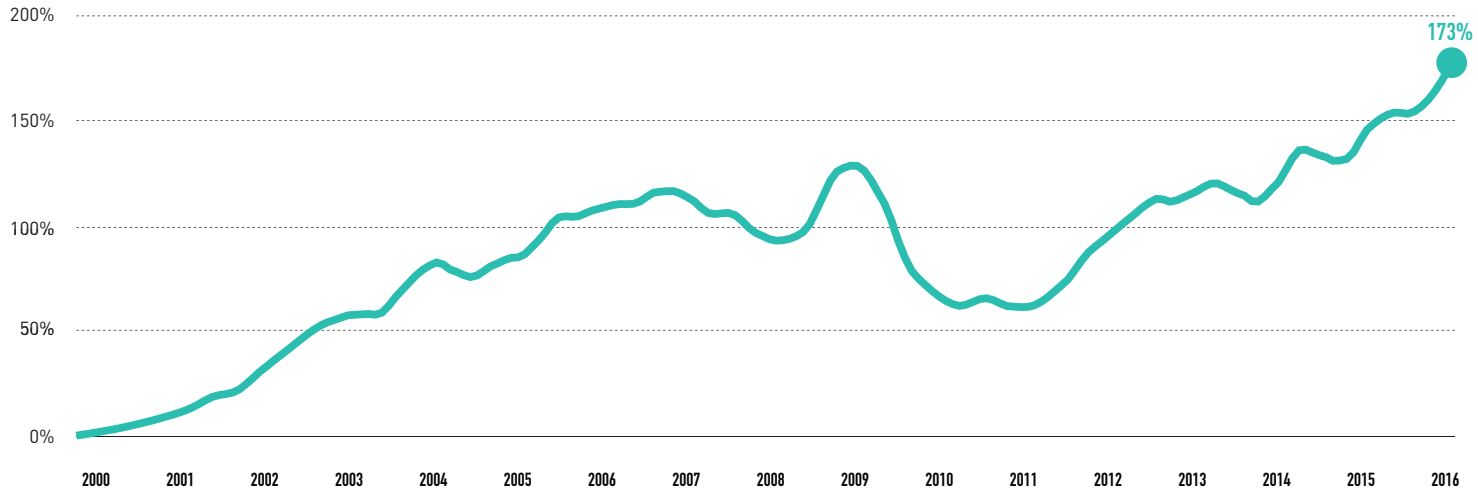
MEDIAN RENT PER SQUARE FOOT, 2014–2016



Source: RentHub

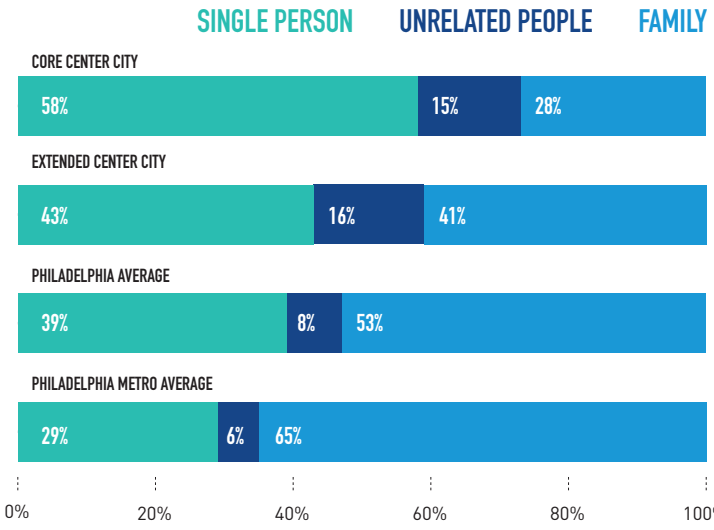
A STEADY INCREASE IN DOWNTOWN HOUSEHOLDS HAS SUPPORTED THE CONSTRUCTION OF NEW APARTMENTS, TOWNHOUSES AND CONDOMINIUMS, AS **RENTS AND SALES PRICES HAVE CONTINUED TO RISE.**

GREATER CENTER CITY PERCENT CHANGE IN HOUSE PRICES, 2000–2016



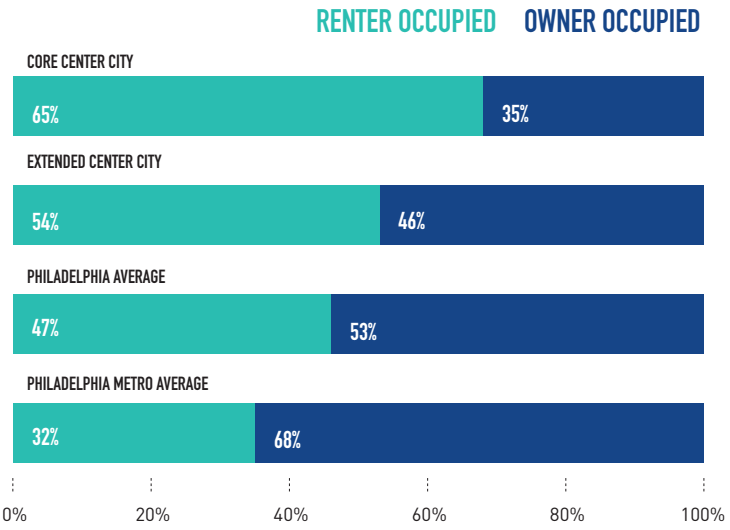
Source: Econsult Solutions, Philadelphia Housing Index

HOUSEHOLD TYPE



Source: U.S. Census Bureau, American Community Survey 2011 - 2015

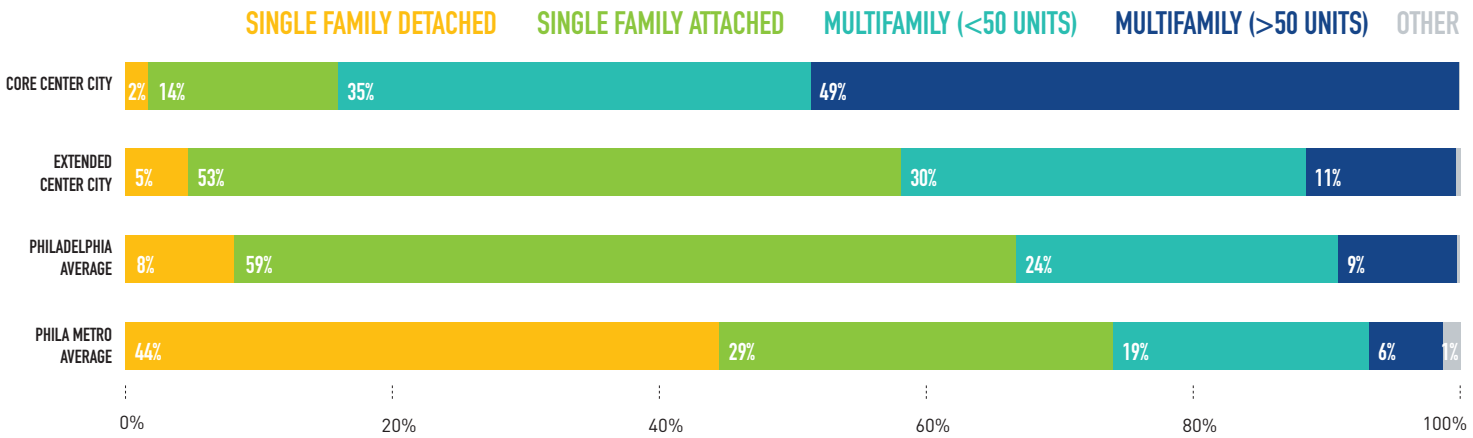
HOUSEHOLD TENURE



Source: U.S. Census Bureau, American Community Survey 2011 - 2015

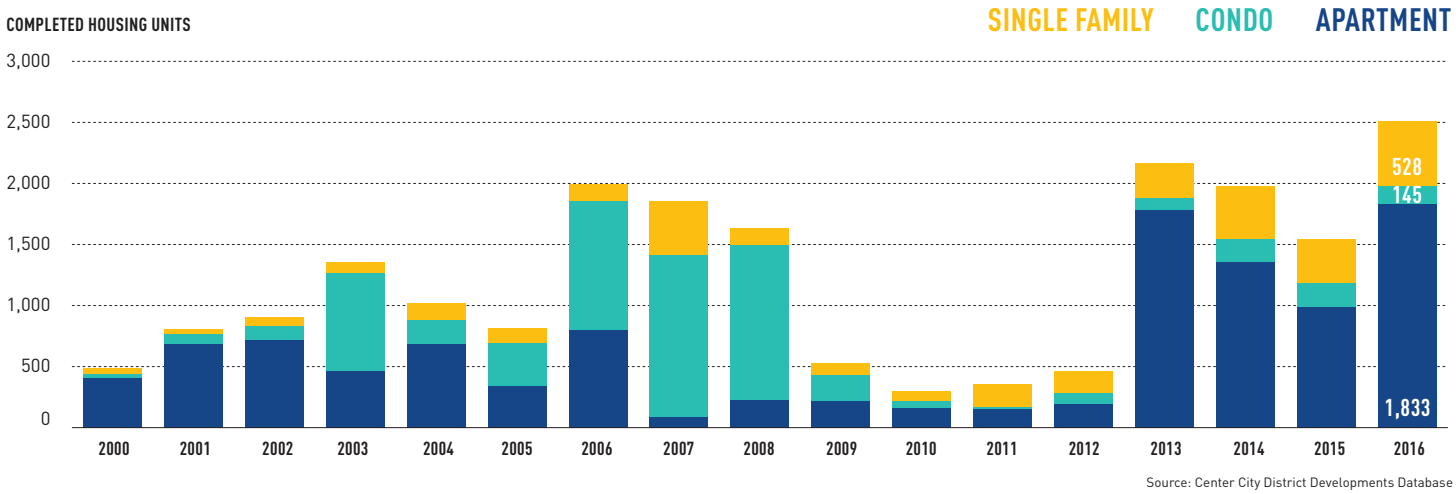
CENTER CITY HAS A VERY HIGH CONCENTRATION OF **SINGLE-PERSON HOUSEHOLDS WHO RENT APARTMENTS IN LARGE, MULTI-FAMILY BUILDINGS.**

HOUSING UNIT TYPE



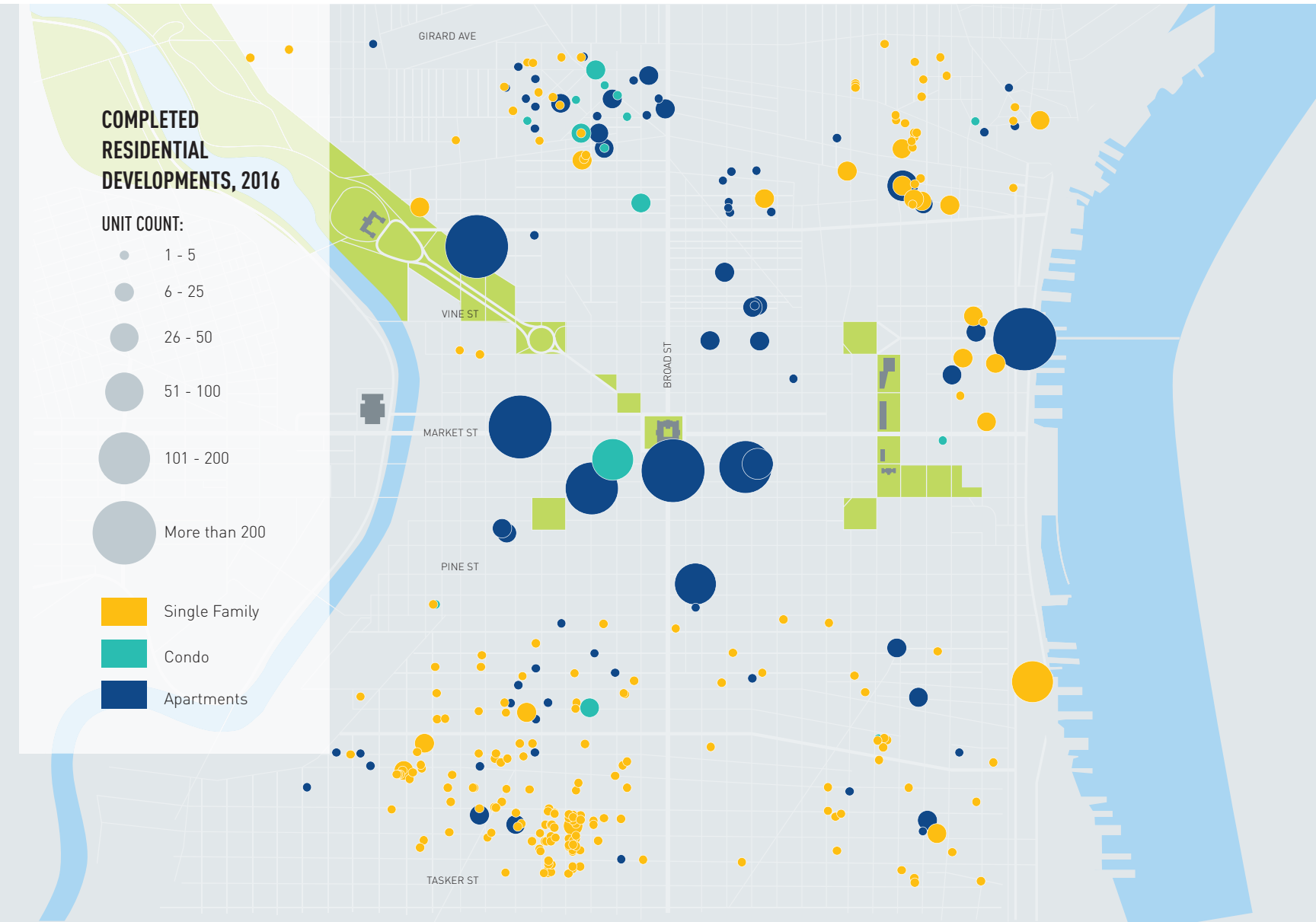
Source: U.S. Census Bureau, American Community Survey 2011 - 2015

COMPLETIONS, 2000–2016: 20,725 HOUSING UNITS



Source: Center City District Developments Database

2,506 NEW UNITS OF HOUSING WERE COMPLETED IN GREATER CENTER CITY IN 2016, THE LARGEST NUMBER IN THE LAST 17 YEARS.



James B. Abbott

DEVELOPMENTS

Seventeen major development projects, totaling $808 million, were completed in 2016 between Fairmount and Washington Avenues, river to river. Another 42 projects of all types, totaling $5.4 billion in new investment were under construction at the end of December 2016, while 22 more, totaling $3.3 billion, have been proposed and are in the conceptual phases of pre-construction.

Of the 59 projects that were completed or under construction in 2016, more than half involved residential components: 24 are residential/mixed-use; another eight were exclusively residential. Remaining projects include nine commercial/mixed-use developments, six hospitality projects, five public space improvements, as well as retail, healthcare, education, and cultural developments. All are categorized by type and are mapped on page 62.

The largest development in the city's history is Liberty Property Trust's $1.5 billion Comcast Technology Center. The new tower, rising at 18th and Arch Streets, will add more than 1.3 million square feet of Trophy office space downtown, all of which will be leased by Comcast. The balance of the project will be made up of 12 floors for the Four Seasons Hotel and three condominium units.

PMC Property Group is expanding the former Marketplace Design Center into a 608,000 sf office building with Aramark taking 300,000 sf of space for the relocation of its headquarters. A much smaller cluster of creative office spaces are under construction east of Broad Street, signaling a new interest in the rapidly improving East Market corridor, as well as in more flexible, non-traditional workspace.

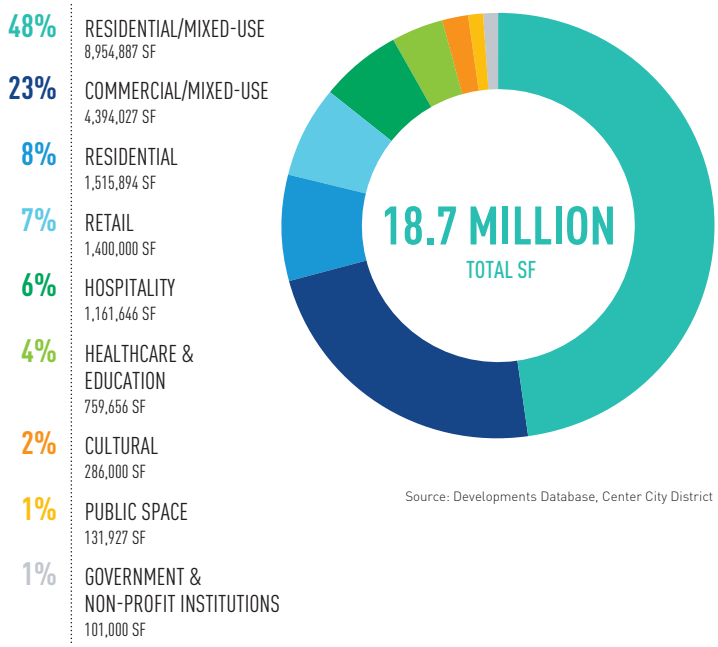
Significant improvements in the management of the Pennsylvania Convention Center, a strong sales effort by the Philadelphia Convention & Visitors Bureau and well-targeted, successful advertising for leisure travel by Visit Philadelphia have created more demand for downtown hotel rooms. Seven hotel projects are under construction, including a new Four Seasons, Cambria Hotel & Suites, Aloft Hotel, Fairfield Inn and Suites, the Divine Lorraine, and W Hotel and Element by Westin. These projects will add more than 1,500 new hotel rooms, pushing the downtown supply close to 12,400 rooms by 2018.

Since 2000, Center City's population has increased 19%, as millennials, empty-nesters, and families with children have chosen to live near work and a broad range of dining, cultural, and entertainment offerings. As of the end of 2016, following the delivery of a record number of new residential units, 3,954 more were under construction, with 69% scheduled for completion in 2017, 21% in 2018 and the remainder in 2019. Several thousand more units have been announced.

The combined effect of a growing residential population, increasing overnight visitation and steady job growth has spurred several large-scale retail projects, such as National Real Estate Development's East Market project, with Phase I scheduled for completion in 2017, and PREIT and Macerich's redevelopment of The Gallery, scheduled for completion in 2018. More than 1.6 million square feet of retail was either completed in 2016 or under construction, with a majority located east of Broad Street, where there is room to accommodate the larger floorplates that big-box retailers prefer.

In addition to the developments map on page 62, readers can download a full-color PDF with renderings and descriptions of all 81 major developments, at centercityphila.org/developments.

MAJOR DEVELOPMENTS COMPLETED AND UNDER CONSTRUCTION IN 2016 IN CENTER CITY BY TYPE AND SQUARE FOOTAGE



Source: Developments Database, Center City District

MAJOR PROJECTS COMPLETED & UNDER CONSTRUCTION IN 2016 IN CENTER CITY

$6.2 BILLION
IN MAJOR DEVELOPMENTS

4,394,027 SF
OF COMMERCIAL/MIXED-USE

5,494
RESIDENTIAL UNITS

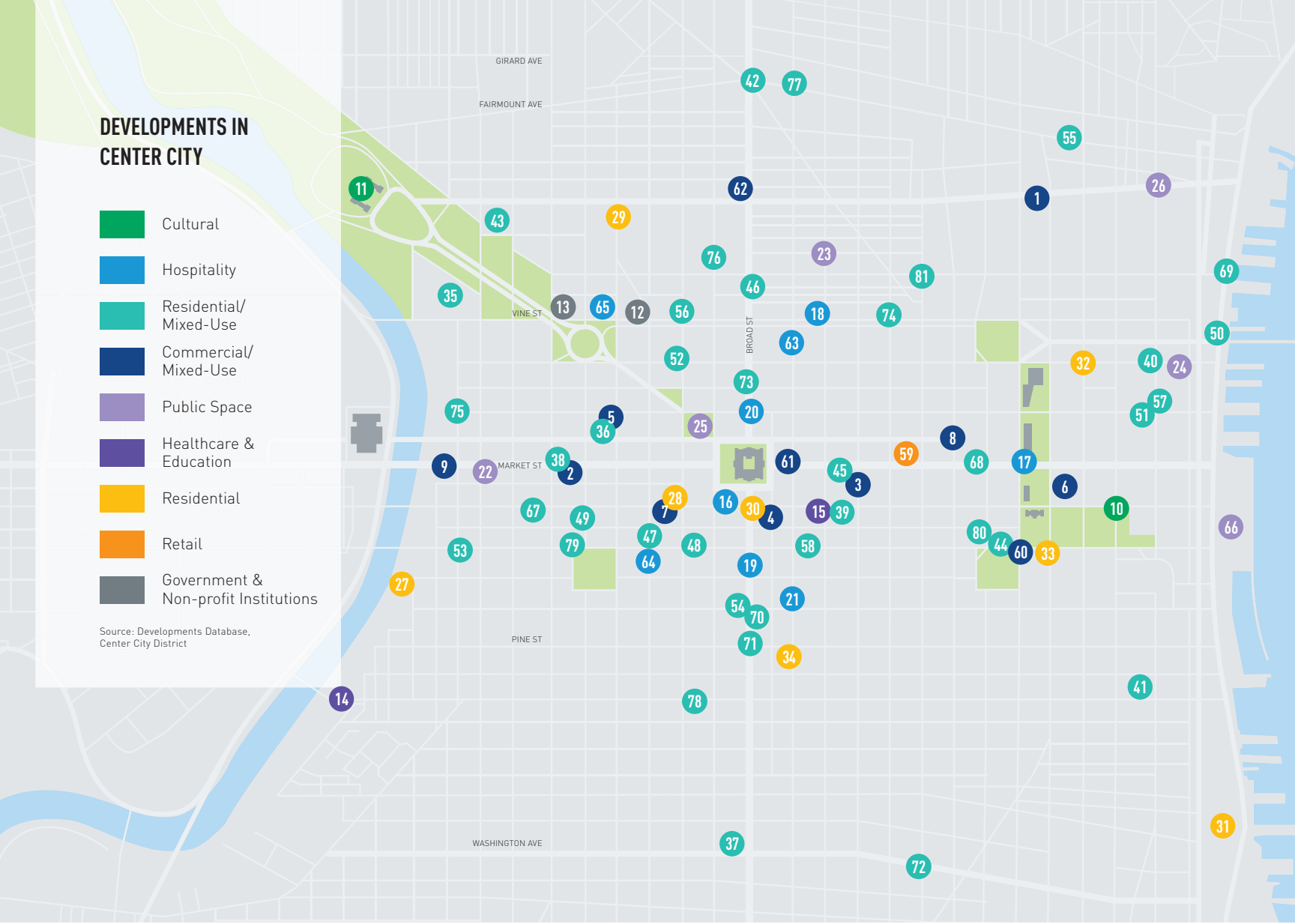
1,665,555 SF
OF NEW RETAIL

1,628
HOTEL ROOMS

Source: Developments Database, Center City District

Note: Several of the projects included on the map had not yet announced completion dates, development costs, or square footage as of the end of Q4 2016. As a result, these figures are not included in the respective totals.

DEVELOPMENTS IN CENTER CITY



Source: Developments Database, Center City District

PROPOSED MAJOR PROJECTS IN CENTER CITY

$3.3 BILLION
IN MAJOR DEVELOPMENTS

4,952
RESIDENTIAL UNITS

886
HOTEL ROOMS

2,520,000 SF
OF COMMERCIAL/MIXED-USE

549,541 SF
OF NEW RETAIL

Source: Developments Database, Center City District

PROJECTS COMPLETED OR UNDER CONSTRUCTION IN 2016

COMMERCIAL/MIXED-USE

1. SoNo
2. Stock Exchange Building Renovation
3. The Steele Building
4. The Hale Building
5. Comcast Technology Center
6. Independence Collection
7. 1618-22 Chestnut
8. PPA 8th & Filbert Garage
9. 2400 Market Street

CULTURAL

10. Museum of the American Revolution
11. Philadelphia Museum of Art Expansion

GOVERNMENT & NON-PROFIT INSTITUTIONS

12. Philadelphia Pennsylvania Mormon Temple
13. The Free Library of Philadelphia Parkway Central Renovation

HEALTHCARE & EDUCATION

14. Children's Hospital of Philadelphia - Schuylkill Avenue Phase I
15. Thomas R. Kline Institute of Trial Advocacy

HOSPITALITY

16. W Hotel and Element by Westin
17. Independence Visitor Center
18. Best Western Hotel Plus
19. Cambria Hotel & Suites
20. Aloft Hotel
21. Fairfield Inn and Suites by Marriott

PUBLIC SPACE

22. 22nd and Market Memorial
23. Rail Park, Phase 1
24. Race Street Connector, Phase 2
25. John F. Kennedy Plaza/LOVE Park
26. Spring Garden Street Connector

RESIDENTIAL

27. One Riverside
28. The Residences at Two Liberty Place
29. NorthxNorthwest
30. The Griffin
31. BridgeView
32. 401 Race Street
33. 500 Walnut
34. Waverly Court

RESIDENTIAL/MIXED-USE

35. Park Towne Place
36. The Sterling
37. Lincoln Square
38. 1919 Market
39. The Collins
40. Bridge
41. Abbotts Square
42. Divine Lorraine
43. Rodin Square
44. The Curtis
45. East Market
46. Hanover North Broad
47. The Latham
48. The Beacon
49. The Harper
50. One Water Street
51. 218 Arch Street
52. One Franklin Tower
53. The Roosevelt Apartments
54. 1401 Spruce Street
55. Transatlantic
56. 1601 Vine Street
57. The National
58. 1213 Walnut

RETAIL

59. Fashion Outlets Philadelphia

PROPOSED PROJECTS

COMMERCIAL/MIXED-USE

60. The Washington
61. 1301 Market Street
62. 510 North Broad

HOSPITALITY

63. Marriott AC
64. Hyatt Centric
65. Kimpton Hotel

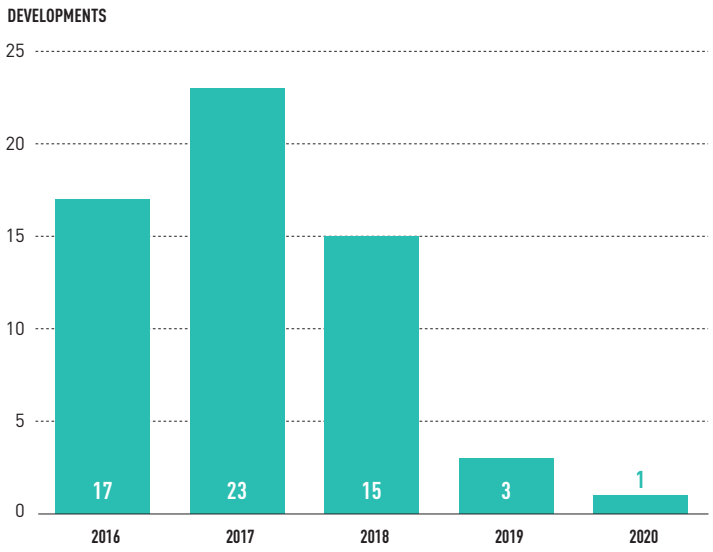
PUBLIC SPACE

66. Penn's Landing

RESIDENTIAL/MIXED-USE

67. 2012 Chestnut
68. Mellon Independence Center (MIC) Tower
69. Renaissance Plaza
70. SLS LUX Philadelphia Hotel & Residences
71. The Hyde
72. 9th and Washington
73. 142 North Broad
74. Eastern Tower Community Center
75. River Walk
76. The Hamilton
77. 1300 Fairmount
78. Royal Theater
79. 1911 Walnut Street
80. 702 Sansom
81. 900-934 Callowhill

MAJOR DEVELOPMENTS COMPLETED AND UNDER CONSTRUCTION IN 2016



Source: Developments Database, Center City District

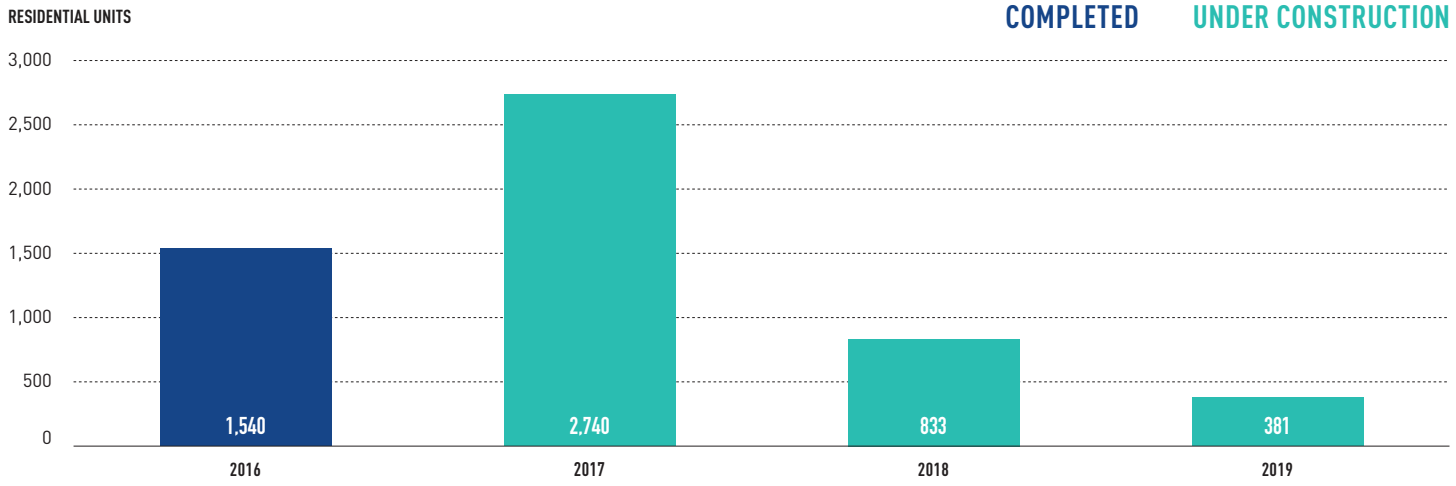
MAJOR DEVELOPMENTS IN CENTER CITY

21% COMPLETED
52% UNDER CONSTRUCTION
27% PROPOSED

Source: Developments Database, Center City District

THE LARGEST DEVELOPMENT IN THE CITY'S HISTORY IS THE **$1.5 BILLION COMCAST TECHNOLOGY CENTER RISING AT 18TH AND ARCH STREETS.**

DELIVERY OF RESIDENTIAL UNITS IN MAJOR DEVELOPMENTS COMPLETED OR UNDER CONSTRUCTION IN 2016 IN CENTER CITY



Source: Developments Database, Center City District

Matt Stanley

CENTER CITY DISTRICT

For 26 years, the Center City District has enhanced public spaces, reinforced private-sector investment and supplemented municipal services with a simple, but ambitious goal: a clean, safe and attractive Center City. In partnership with Central Philadelphia Development Corporation, research, planning and advocacy have guided investments and policies that enhance the competitiveness of downtown.

Today, 128 uniformed sidewalk cleaners and supervisors work seven days a week, manually and mechanically cleaning sidewalks, CCD-managed parks and, by contract, two SEPTA Regional Rail stations. They ensure that Center City opens clean each morning and remains clean throughout the day and into the evening. Specially trained crews remove graffiti from the ground floor of building facades, light poles, signs and street furniture. In 2016, 427 graffiti tags were removed quickly from building surfaces, as well as thousands of stickers and posters from street furniture. In 2017, CCD will clean the exteriors of city-owned trash receptacles. This continuous attention to cleanliness prompted 65% of 2,399 respondents to the CCD's 2016 Customer Satisfaction Survey to rate Center City "much cleaner" than other areas in Philadelphia.

Complementing cleaning crews, the CCD deploys 45 uniformed Community Service Representatives (CSRs) who work in partnership with the Philadelphia Police Department to deter crime, provide a welcoming presence for workers, residents, and visitors and engage in outreach services to homeless individuals. Since 1993, the number of serious, Part One crimes committed each day has been reduced by 39%, while theft from auto has been cut by 89% and retail theft by 50%. Responding to the 2016 Customer Satisfaction Survey, 82% stated they feel safe "always" or "most of the time" they are in Center City. Reducing aggressive panhandling and the number of individuals sleeping on streets and in transit stations are high priorities to enhance public safety.

Overall, the visibility of uniformed CCD personnel is essential to success: sidewalk cleaners at work throughout the day and evening hours send the reassuring message that someone is responsible for the management of public spaces. CSRs report other quality of life problems to responsible public agencies, routinely communicate with the police and engaged in 154,000 sustained conversations with pedestrians in 2016 — the vast majority focused on providing information and directions to

places downtown. The continuous deployment of cleaning and public safety teams prompted 74% of survey respondents to report seeing CCD personnel "every time" or "most of the time" they are downtown.

The CCD maintains nearly all of the $146 million in capital investments in Center City's streetscape and public spaces it has made in the last 20 years, routinely cleaning, updating and refurbishing an inventory of 674 pedestrian and vehicular directional signs, 258 diskmaps, 240 transit portal signs at 84 portal entrances, 66 bus shelter map signs and 55 interpretive signs along the Benjamin Franklin Parkway. The CCD continues to maintain 260 of the 2,189 pedestrian light poles it has installed since 1996 (the remainder are maintained by the Philadelphia Streets Department) as well as the 446 light fixtures on 12 building façades along the Avenue of the Arts and 74 light fixtures illuminating 20 sculptures on the Benjamin Franklin Parkway.

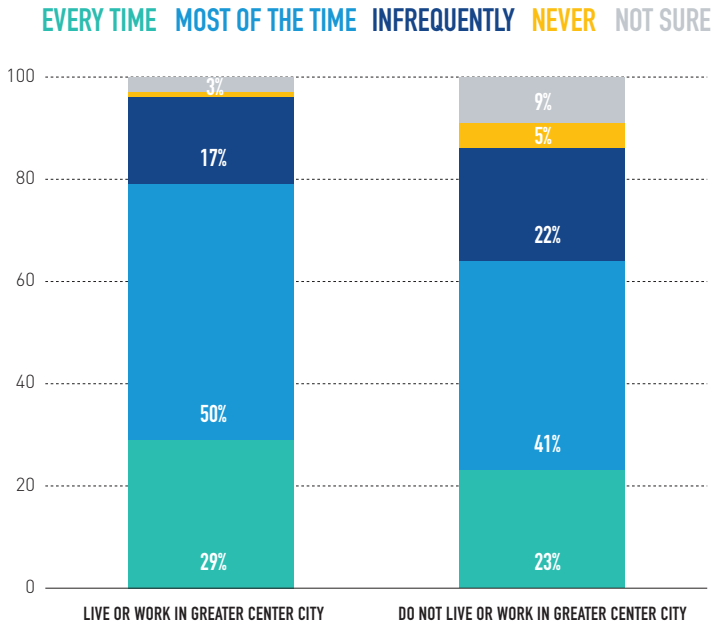
In 2016, the CCD pruned 535 trees out of its total inventory of 745, planted 5,900 bulbs to keep our parks and streetscape attractive and maintained 86 hanging baskets along West Walnut and East Market Streets. CCD also installed 3,785 banners, 289 transit shelter posters, and 189 digital promotions as a reliable and affordable means of promoting arts, cultural and civic organizations.

CCD now manages and programs four parks that are within a half-mile walk for 48% of downtown's workforce and 26% of Greater Center City's residential population. On any given day you can see office workers and shoppers eating lunch in John F. Collins Park, municipal employees, visitors and medical students enjoying a cup of coffee at Cret Park and children playing in Sister Cities Park. Sitting atop the city's subway and trolley lines and a short walking distance from regional rail, Dilworth Park has become a major destination for residents from across the city and region with programmed activities all year long.

CCD provided 200 public events in Dilworth Park in 2016 and served 61,000 skaters at the Rothman Institute Ice Rink, a 30% increase over 2015. Augmenting ice skating, this year the CCD partnered with Greater Philadelphia Gardens to create America's Garden Capital Maze on the Greenfield Lawn. The Maze attracted 4,100 daily visitors in December, when visitors also shopped at the Made in Philadelphia Holiday Market.

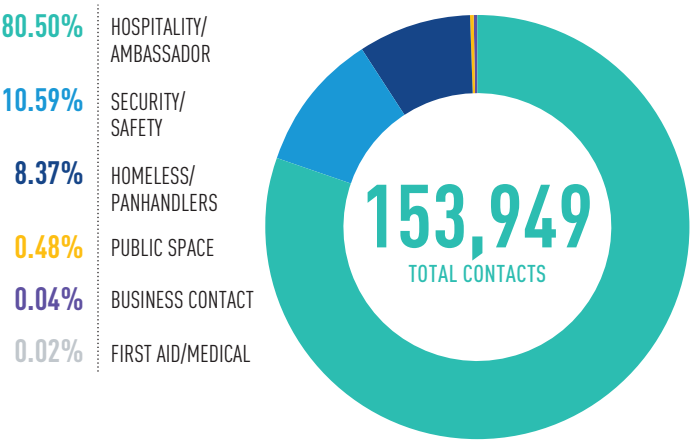
Respondents to a 2016 Parks Intercept Survey of 600 users of CCD-managed parks underscored the diversity of those who come from throughout the entire city and region to enjoy our public spaces. Eighty-four percent of annual Customer Satisfaction Survey respondents felt parks provide a great addition to downtown's quality of life.

HOW OFTEN DO YOU SEE CCD PERSONNEL WHEN YOU ARE IN CENTER CITY?



Source: 2016 Customer Satisfaction Survey, Center City District

COMMUNITY SERVICE REPRESENTATIVE CONTACTS



Source: 2016 Daily Activity Logs, Center City District

To ensure ongoing improvements to CCD parks and public spaces and to support the creation of new amenities, the Center City District Foundation (CCDF) was launched in May 2016 as the CCD's fundraising affiliate. CCDF's current priorities include: the addition of flexible, innovative play equipment for children as well as better accommodations for after-work events at Sister Cities Park; the installation at Dilworth Park of a permanent work of performance art, *Pulse*, created by internationally-known artist Janet Echelman; and further enhancements to John F. Collins Park. Just north of Vine Street, CCD is managing construction of the first phase of the Rail Park, which got underway in October 2016. When completed in early 2018, the Rail Park will become the city's newest elevated public park with a distinctive design that celebrates Philadelphia's industrial past and cultural heritage. The CCDF is working to secure the final funding needed to reach the $10.3 million construction cost. For more information on these and other initiatives that will sustain the quality of life for all Philadelphians, visit www.supportccdf.org.

THE CENTER CITY DISTRICT HAS EXPERIENCED A SIGNIFICANT REDUCTION IN CRIME IN THE LAST 23 YEARS.

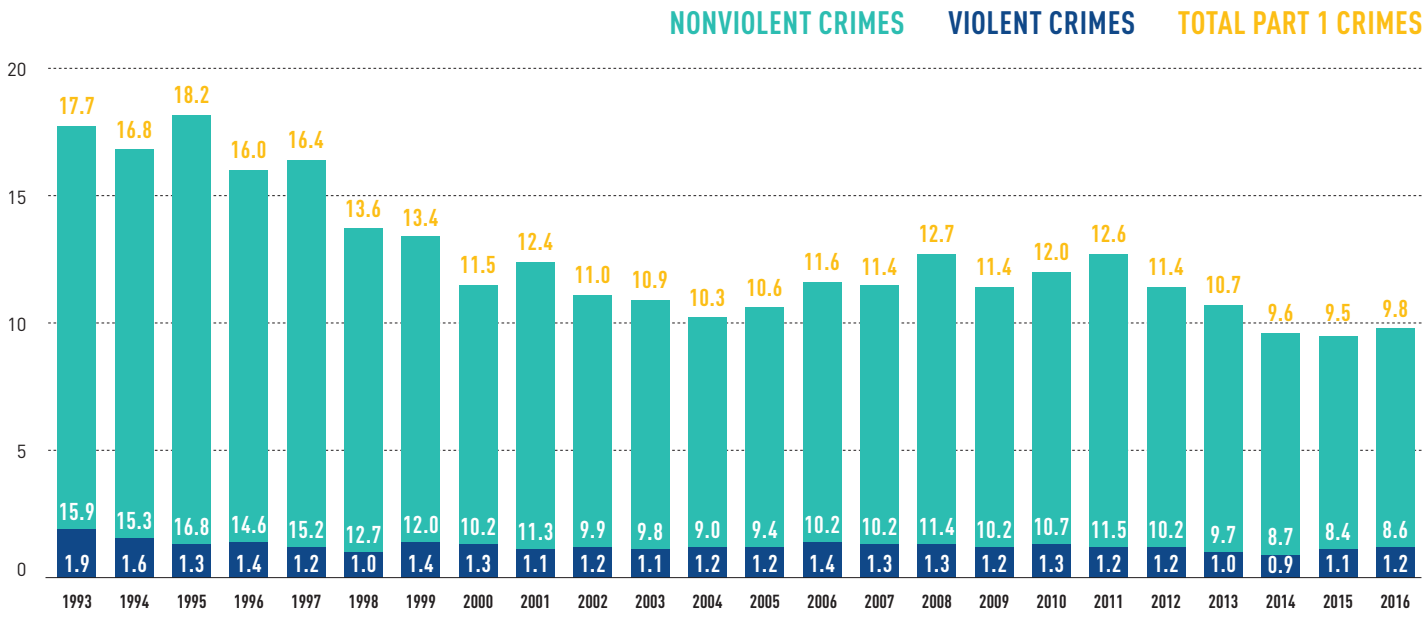
(23-YEAR CHANGE, 1993-2016)

-89% THEFT FROM AUTO

-50% RETAIL THEFT

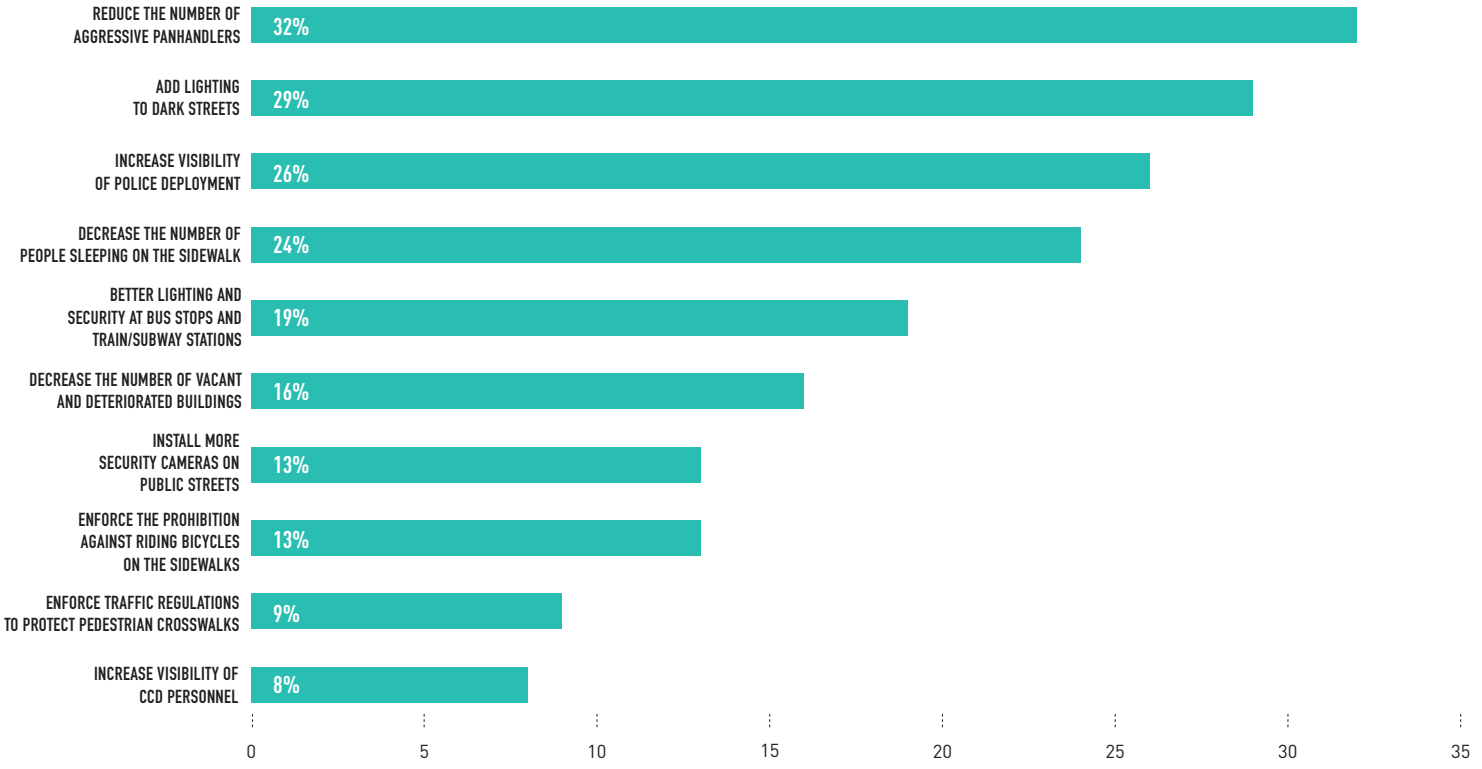
-39% SERIOUS CRIMES

PART 1 CRIMES PER DAY IN THE CENTER CITY DISTRICT, 1993–2016



Source: Philadelphia Police Department

SUGGESTED CHANGES TO IMPROVE SAFETY IN CENTER CITY



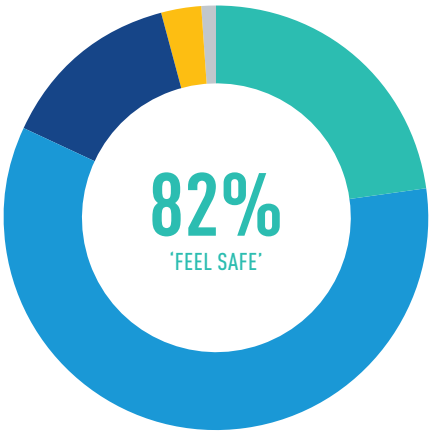
Source: 2016 Customer Satisfaction Survey, Center City District

70% OF SURVEY RESPONDENTS

COME TO CENTER CITY TO DINE;
59% COME TO SHOP.

PERCEPTION OF SAFETY IN CENTER CITY

23%	I ALWAYS FEEL SAFE
59%	I FEEL SAFE MOST OF THE TIME
14%	I OCCASIONALLY FEEL UNSAFE
3%	I OFTEN FEEL UNSAFE
1%	NOT SURE



Source: 2016 Customer Satisfaction Survey, Center City District

CENTER CITY DISTRICT CLEANING AND PUBLIC SAFETY BY THE NUMBERS, 2016

174
ALERTS SENT

3,533
INDIVIDUALS, BUSINESSES OR ORGANIZATIONS RECEIVING ALERTS

128
UNIFORMED CLEANING PERSONNEL AND SUPERVISORS

100+
POLICE OFFICERS AND COMMUNITY SERVICE REPRESENTATIVES STAND JOINT ROLL CALL AND COORDINATE DEPLOYMENT

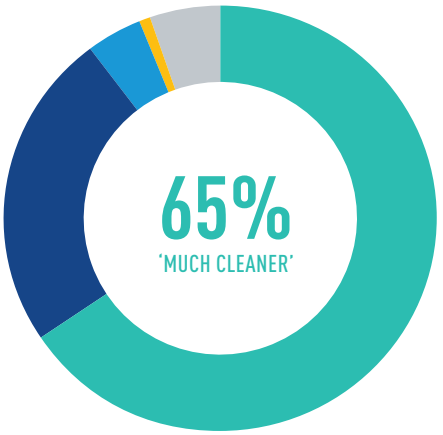
427
GRAFFITI TAGS REMOVED FROM BUILDING FAÇADES

85% OF SURVEY RESPONDENTS

FEEL THINGS IN CENTER CITY ARE HEADED IN THE RIGHT DIRECTION.

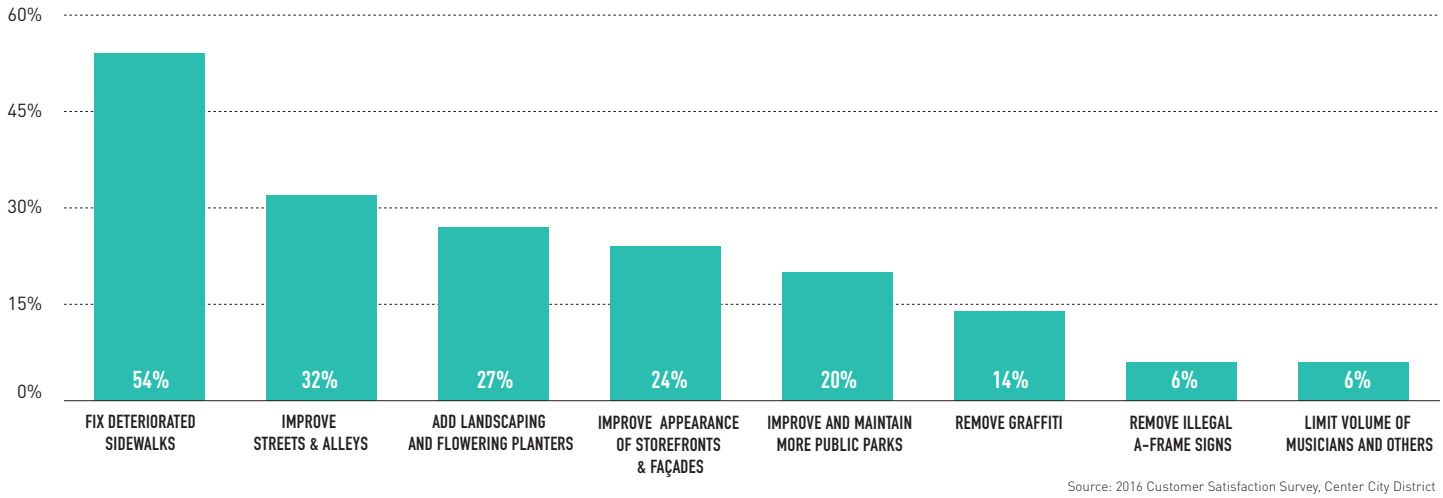
CLEANLINESS OF CENTER CITY SIDEWALKS VS. OTHER PARTS OF PHILADELPHIA

65%	MUCH CLEANER
24%	ABOUT THE SAME
4%	SOMEWHAT DIRTIER
1%	MUCH DIRTIER
5%	NOT SURE



Source: 2016 Customer Satisfaction Survey, Center City District

SUGGESTED PHYSICAL CHANGES TO IMPROVE CENTER CITY AS A PLACE TO WORK OR LIVE

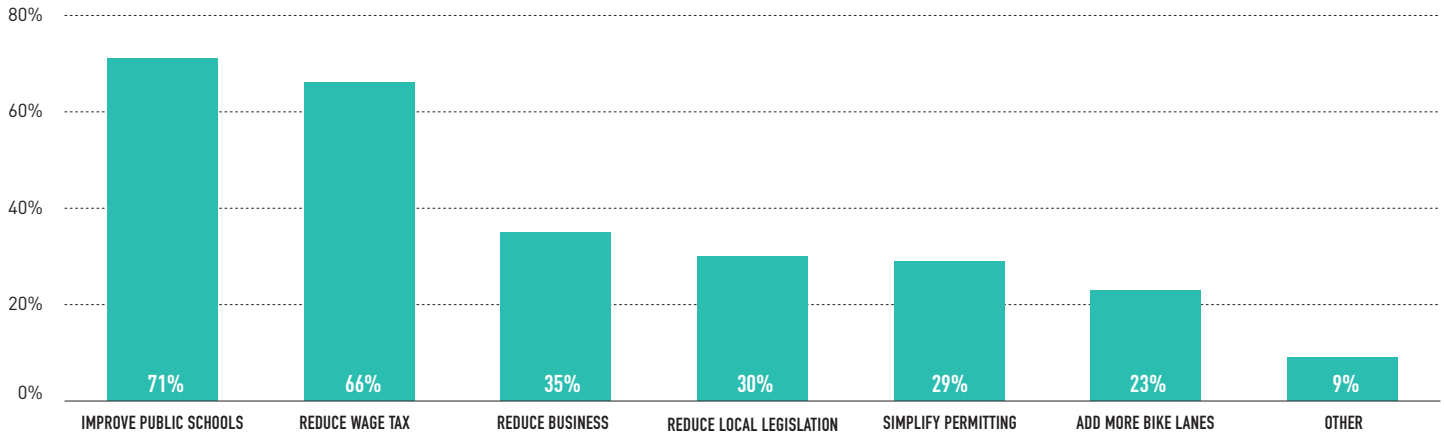


Source: 2016 Customer Satisfaction Survey, Center City District

54% OF SURVEY RESPONDENTS

SUGGEST IF PRIVATE PROPERTY OWNERS FIXED THEIR DETERIORATED SIDEWALKS, IT WOULD SIGNIFICANTLY ENHANCE THE APPEARANCE OF CENTER CITY.

SUGGESTED CHANGES TO IMPROVE CENTER CITY AS A PLACE TO DO BUSINESS



Source: 2016 Customer Satisfaction Survey, Center City District

CENTER CITY DISTRICT STREETSCAPE ASSETS, 2016

1,167 LANDSCAPING

- 745 STREET TREES
- 191 PLANTERS
- 86 HANGING BASKETS
- 145 TREES IN 4 PARKS

1,293 SIGNS

- 434 PEDESTRIAN DIRECTIONAL SIGNS
- 258 DISKMAP SIGNS
- 240 TRANSIT PORTAL SIGNS AT 84 PORTAL ENTRANCES
- 240 VEHICULAR DIRECTIONAL SIGNS
- 66 BUS SHELTER MAP SIGNS
- 55 PARKWAY INTERPRETIVE SIGNS

4,263 ART IN TRANSIT ADS

- 3,785 BANNERS
- 289 POSTERS
- 189 DIGITAL PROMOTIONS INSTALLED

945 STREET FURNITURE

- 63 ADJUSTABLE HONOR BOX CORRALS
- 33 FIXED (IN-GROUND) HONOR BOX CORRALS
- 19 ON-STREET BIKE RACKS
- 32 PARK BIKE RACKS
- 31 PARK BENCHES
- 767 ON-STREET BOLLARDS

2,910 LIGHT FIXTURES

- 2,189 PEDESTRIAN LIGHT POLES*
- 75 CITY HALL LIGHTING - 10 LOCATIONS
- 74 LIGHT FIXTURES ILLUMINATING 20 SCULPTURES
- 12 LIGHTED PARKWAY BUILDING FAÇADES
- 446 LIGHT FIXTURES ON 12 AVENUE OF ARTS BUILDING FAÇADES
- 114 LIGHT FIXTURES ILLUMINATING 3 UNDERPASSES

*Reflects total number of pedestrian light poles installed since 1996. Of these, CCD maintains 260 light poles. The remainder are maintained by the Philadelphia Streets Department.

CENTER CITY DISTRICT STREETSCAPE MAINTENANCE, 2016

STREET LANDSCAPING	
Trees Pruned	535
Trees Replaced	39
Shrubs, Perennials, & Vines Planted	165
Bulbs Planted	1,100
LIGHTING	
Pedestrian Light Poles Repaired	2
Pedestrian Poles Relamped	94
Parkway Sculpture Lights Relamped	7
Parkway Façade Lights Replaced	2
Avenue of the Arts Façade Light Fixtures Replaced	75
SIGNS	
Wayfinding Signs Cleaned	137
Wayfinding Signs Refurbished	149
Wayfinding Signs Replaced	281
Wayfinding Signs Updated	38
Transit Portal Signs Cleaned	41
Parkway Signs Cleaned	35
Bus Shelter Signs Cleaned	24
Portal Signs Installed	15
CCD PARKS	
Shrubs, Perennials, & Grasses Planted	5,340
Trees Planted	23
Trees Pruned	80
Bulbs Planted	4,800
Benches Refurbished	31
OTHER	
Newspaper Corrals Serviced	110
Bollard Caps Replaced	90

Source: Center City District

EVENTS HOSTED IN CENTER CITY DISTRICT PARKS IN 2016

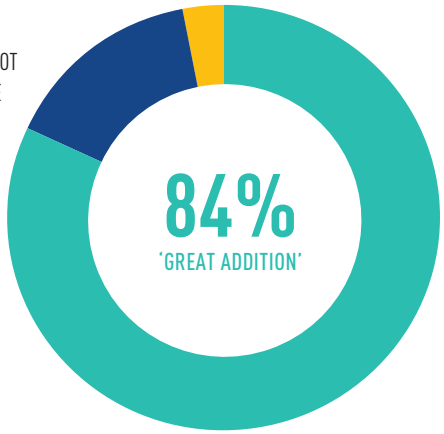
PARK	EVENTS
Dilworth Park	196
Sister Cities Park	69
John F. Collins Park	8

PERCEPTION OF CCD PARKS

84% A GREAT ADDITION

14% AN IMPROVEMENT BUT NOT CONVENIENT/ATTRACTIVE

2% NOT A GOOD USE OF RESOURCES



Source: 2016 Customer Satisfaction Survey, Center City District

61,000 ICE SKATERS
AT DILWORTH PARK IN 2016

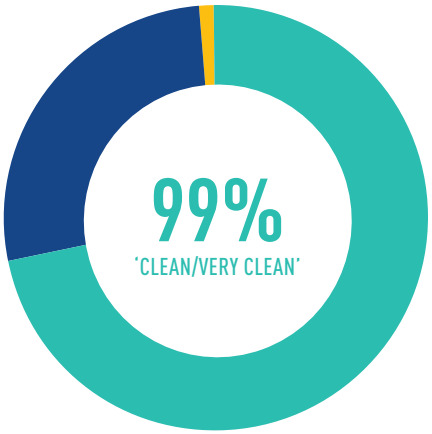
223,000 VISITORS
TO AMERICA'S GARDEN CAPITAL MAZE AT DILWORTH PARK IN 2016

CLEANLINESS OF CCD PARKS

72% VERY CLEAN

27% CLEAN

1% SLIGHTLY DIRTY



Source: Parks Intercept Survey 2016, Center City District

31,000 PEDESTRIANS
PER WEEKDAY ENTERED DILWORTH PARK IN 2016

PERCEPTION OF SAFETY IN CCD PARKS

70% VERY SAFE

25% SAFE

4% SOMEWHAT SAFE

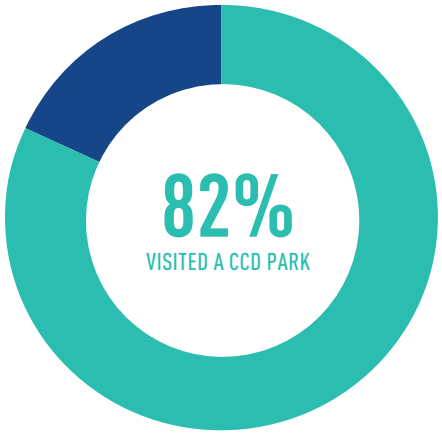
0.3% NOT AT ALL SAFE

Source: Parks Intercept Survey 2016, Center City District

37,500 PEDESTRIANS
PER WEEKEND DAY ENTERED DILWORTH PARK IN DECEMBER 2016

RESIDENTS OR WORKERS WHO HAVE VISITED A CCD PARK IN THE PAST YEAR

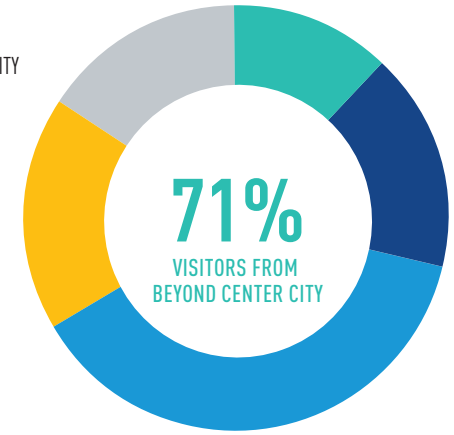
82% VISITED A CCD PARK
18% VISITED NONE



Source: 2016 Customer Satisfaction Survey, Center City District

HOME AREA OF PARK VISITORS

12% CORE CENTER CITY
17% EXTENDED CENTER CITY
38% PHILADELPHIA NEIGHBORHOODS
18% SUBURBS
15% OTHER



Source: Parks Intercept Survey 2016, Center City District

Philly by Air

CENTER CITY DISTRICT CAPITAL INVESTMENTS, 1997-2016

PROJECT	YEAR	CCD FUNDS	FEDERAL	CITY	STATE	FOUNDATIONS	OTHER DONORS	TOTAL
Center City Streetscape	1997-98	$21,000,000		$5,000,000				$26,000,000
Market East Streetscape	2000			$7,500,000				$7,500,000
Office District Lighting	2002	$2,300,000		$400,000			$300,000	$3,000,000
City Hall Façade Lighting	2004	$135,000		$140,000			$525,000	$800,000
Logan Circle Pedestrian Access	2004					$1,500,000		$1,500,000
Parkway Lighting	2004-05				$2,220,000	$3,000,000	$30,000	$5,250,000
3 Parkway Plaza, Phase I	2005						$450,000	$450,000
City Hall Holiday Lighting	2005	$400,000						$400,000
Pedestrian Lighting	2005	$1,250,000		$400,000		$35,000	$215,000	$1,900,000
Bus Shelter Signs	2006-07				$109,200			$109,200
Aviator Park	2006-07		$1,750,000					$1,750,000
Dilworth Plaza, Design	2006-10	$1,555,900				$1,701,900	$151,500	$3,409,300
City Hall Portal Lighting	2007			$125,000				$125,000
Honor Box Corrals	2007	$14,000					$86,000	$100,000
Parkway Signs	2007			$2,600		$450,000	$70,000	$522,600
Pedestrian Lighting	2007	$347,000		$390,000			$365,000	$1,102,000
Sculpture Lighting	2007					$10,000		$10,000
South Broad Lighting, Phase I-IV	2007-12				$350,000	$1,219,000	$1,015,900	$2,584,900
3 Parkway Plaza, Phase II	2008	$516,000			$1,320,000		$42,000	$1,878,000
Transit Portal Signs, Phase I-IV	2008-13	$146,200			$433,300	$587,000	$514,100	$1,680,600
2nd Street Civic Improvements	2009			$955,000				$955,000
Chestnut Park, Phase I	2009					$91,900		$91,900
Delaware River Trail	2009			$250,000		$323,000		$573,000
TreeVitalize	2009				$100,000			$100,000
Chestnut Park, Phase II	2010					$210,500		$210,500
Sister Cities, Phase I	2010	$66,100					$186,500	$252,600
LED Lighting 21st, 22nd, 23rd Street Underpasses	2010-11	$94,000					$40,000	$134,000
Chestnut/John F. Collins Park	2011	$14,700				$190,000	$1,400	$206,100
Sister Cities, Phase II	2011	$53,700	$388,700		$1,985,900	$393,700		$2,822,000
Pedestrian Lighting	2011-12	$196,400		$1,788,700			$405,900	$2,391,000
Dilworth Park, Design & Construction	2011-14	$15,764,230	$15,000,000	$5,750,000	$16,350,000	$1,826,285	$6,066,226	$60,756,741
Rail Park, Phase I	2011-14	$75,631		$750,000		$32,649		$858,280
John F. Collins Park	2012	$8,733						$8,733
Sister Cities, Phase III Completion	2012-13	$153,600	$1,117,100		$503,900	$551,900	$10,000	$2,336,500
City Hall Lighting Improvement	2012-14			$142,332				$142,332
Bus Shelter Signs	2013				$46,238			$46,238
Pedestrian Lighting	2014			$30,820				$30,820
Dilworth Park Construction	2015	$2,088,811			$23,801	$28,055		$2,151,039
City Hall Gates	2015	$2,393		$1,425,435		$50,000		$2,140,667
City Hall Gates Lighting	2016			$228,500			$414,717	$643,217
Rail Park Phase I	2015-16			$2,800,000	$4,125,300	$2,322,500	$750,826	$9,998,626
TOTAL		**$46,182,398**	**$18,255,800**	**$28,078,387**	**$27,567,639**	**$14,523,389**	**$11,640,069**	**$146,247,682**

This publication is produced by a dedicated team of the Center City District staff working consistently over the course of many months. The *State of Center City* team, led by Nancy Goldenberg, Vice President of Planning and Development, and Executive Director, Center City District Foundation, includes Jack Denison, Research Assistant; Casandra Dominguez, Manager of Business Retention and Retail Attraction; Francisco Garcia, Research Assistant; Linda Harris, Director of Communications and Publications; Garrett Hincken, Director of Research and Transportation Policy; Bonnie Thompson, Director of Web Development and Interactive Marketing; and R.J. White, Manager of Interactive Marketing. This publication was designed by Amy Yenchik, CCD's Creative Director, and by Graphic Designers Michael Choi and Tran La.

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