

Downtown Revitalization & Management

City Planning 642-001

CENTER CITY DISTRICT

- (1) A brief history of the original downtowns
- (2) The story of decline & the old urban narrative
- (3) The post-industrial age: diversification of downtowns + anchor institution, research & innovation districts
- (4) Income disparities, urban poverty & equity
- (5) Downtowns in different urban settings

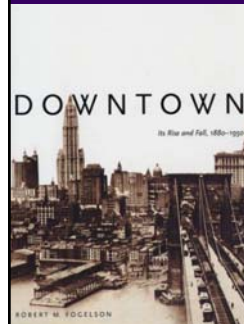
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To understand where downtowns are going,
it is helpful to understand where they came from

A history of original Downtowns

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Origin of the term: "Downtown"



Downtown: American term
invented at end of the 19th century.

"City Center" European term also
applied to pre-civil war U.S. cities:

A mixed-use place, combining
business & residential, usually
adjacent to the port

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Like all the original colonies & all global cities ,
Philadelphia began as a waterfront city



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Like all the original colonies & all global cities ,
Philadelphia began as a waterfront city



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San Francisco, 1854



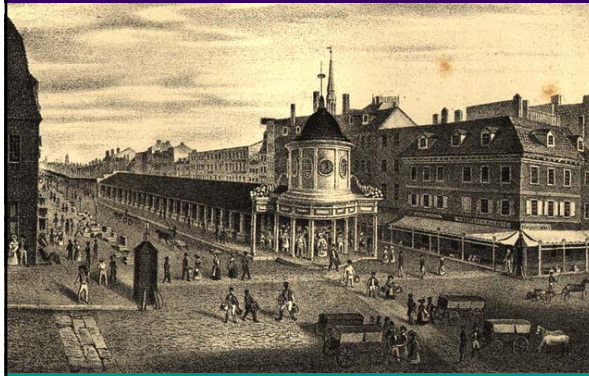
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San Francisco, 1878



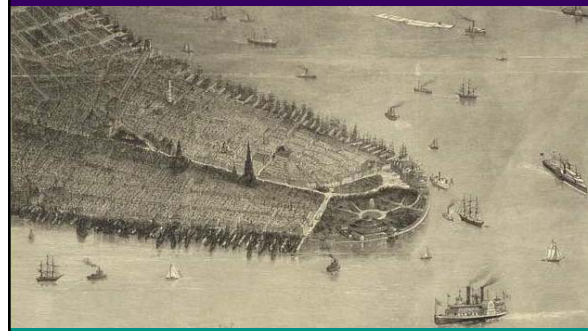
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Front & Market: Residences upstairs from shops



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Term “downtown” originated in Manhattan
To describe the lower end of the island



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Dense cluster of commercial property
Started to squeeze out residential
Particularly during industrial expansion after Civil War
Description of land-use & economic function



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A purely business & commercial center emerges
“Downtown” noisy & congested;



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To avoid noise & congestion
 "Uptown" - north of Canal St. - is where the wealthy moved
 Home & work begin to separate



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Most European cities had height limits



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Uniform building code requirements
 Residential & commercial remained mixed well after WW 2



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American cities in the 19th century before zoning
 were more of a free-for-all



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Philadelphia 1849: Wealthy move west away from port



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Mid 19th century industrialization occurs outside
 these boundaries in next ring of neighborhoods



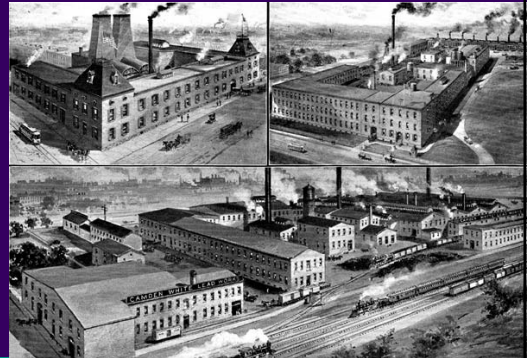
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Philadelphia in 1900



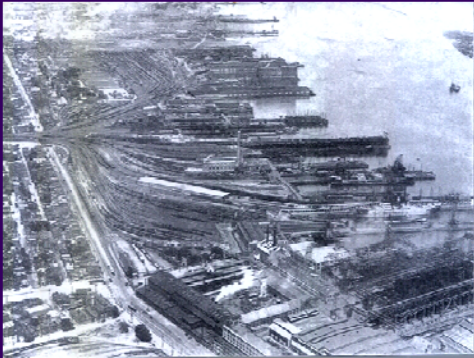
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Industries locate on waterfront for power & transport



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Waterfront exported coal, 1910



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A working waterfront



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Railroads supplied factories



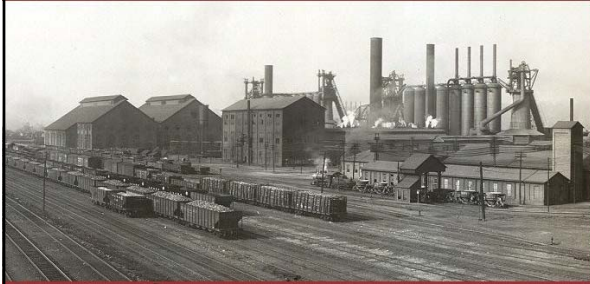
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Minneapolis: Gold Medal flour mills



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Carnegie Steel, Youngstown, Ohio 1910



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Manufacturing was labor-intensive: Detroit



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Manufacturing was skill-intensive



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Large factories often developers of rowhouses



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Mass produced working class neighborhoods



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Milltowns: Manayunk: 1926



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Urbanization & manufacturing went hand in hand

1790: only 5% of Americans lived in cities

1870: 25% of Americans lived in cities

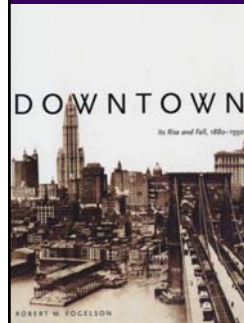
In 1870, there were only 2 American cities with a population of more than 500,000

By 1900, there were 6; 3— New York, Chicago, & Philadelphia had over one million inhabitants.

1920: 50% of American population lived in cities



The emergence of “downtown”: 1870s



Rapidly expanding urban economy & migration from rural area to cities

Growth of professional & managerial functions not requiring physical labor

Intense competition between cities

Intense competition for space within cities

No height controls

Few historic buildings or crown properties that limit the push to go up

Technological innovation:
Otis Elevator + Structural Steel



Elisha Otis introduced first elevator Crystal Palace, World's Fair, 1853 in NYC



Installed first one at 488 Broadway in 1857, NYC



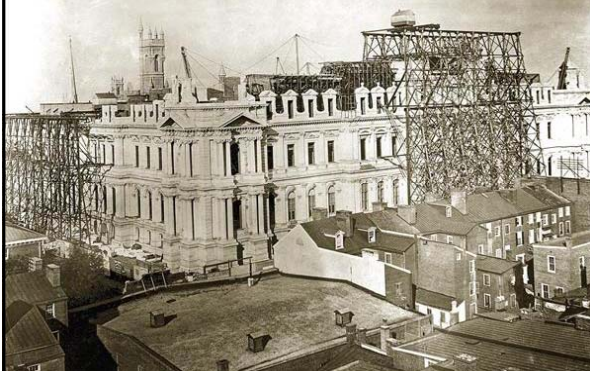
1860: Typical commercial buildings 4-6 story masonry load bearing structures



Elevator made taller buildings more feasible



Started in 1870, Philadelphia's City Hall



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Was world's tallest masonry load-bearing building when it was completed in 1900



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In the aftermath of 1871 Great Chicago Fire



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Louis Sullivan designs structural steel frame building
Home Insurance Building, 1885



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Dominic Vitiello, Pennsylvania Railroad Headhouse
May have been first



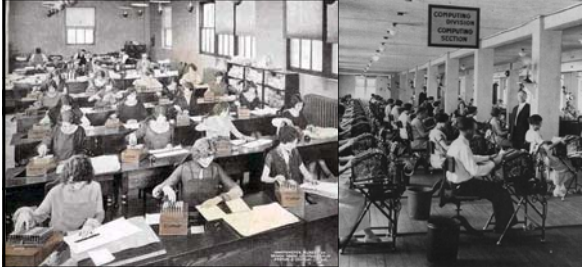
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Structural steel + elevators
Makes possible the skyscraper:



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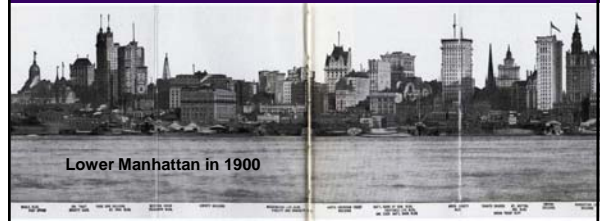
Banking, finance & insurance,
management functions for manufacturing economy



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As commercial uses squeeze out residential
Creates "Downtown" Technology enables greater height

European travelers astounded
by the "High Sierra" of buildings "Urban Alps"
Existed no place else on earth



Lower Manhattan in 1900

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1876

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1913: "downtown" = lower portion of Manhattan
Phrase generalized to other cities



37 years later

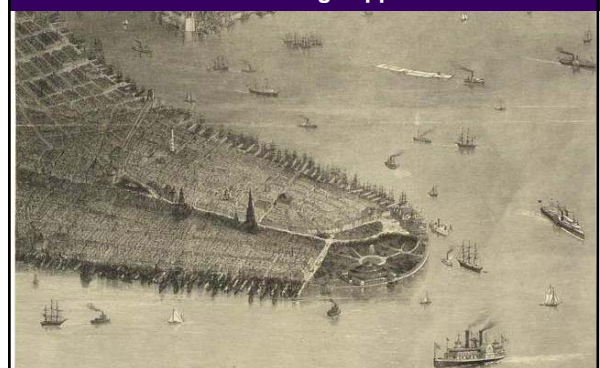
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Marvel at transformation of China's cities in 26 years



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The same thing happened in NYC: 1876



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In almost the same amount of time: 37 years



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Philadelphia's skyline 1840s



PHILADELPHIA.

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Philadelphia's first skyscraper: Land Title Building



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City skyline in 1913



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Electric trolleys accelerate dense development



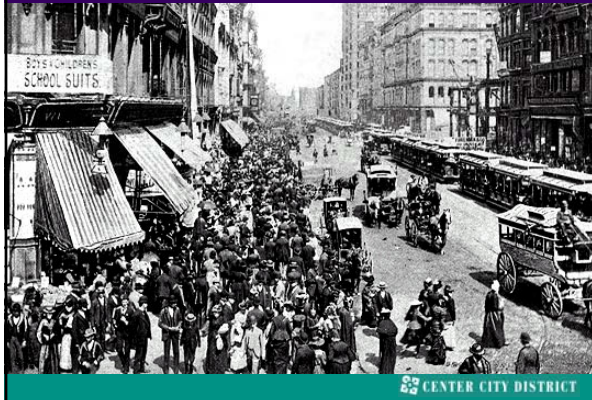
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Market Street, San Francisco, 1904



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Created extraordinary crowds at street level



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Sometimes major traffic jams



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Creates market for 19th century urban shopping street



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Lower Broadway, Manhattan: 1885 & 1907



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State Street in Chicago



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Era of great department stores begins



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Carson Pirie Scott on State Street in Chicago



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John Wanamaker (opened 1876)



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Strawbridge & Clothier



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Lit Brothers Department Store



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Gimbels Department Store



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Market Street: prime shopping street in region



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In the era when people dressed up to go downtown



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Subways & elevated lines followed:
Broad Street line excavation under City Hall



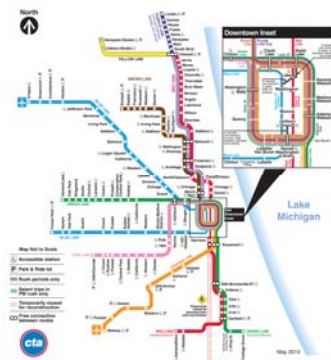
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Downtowns supported by hub & spokes transit systems



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Chicago Transit system & loop

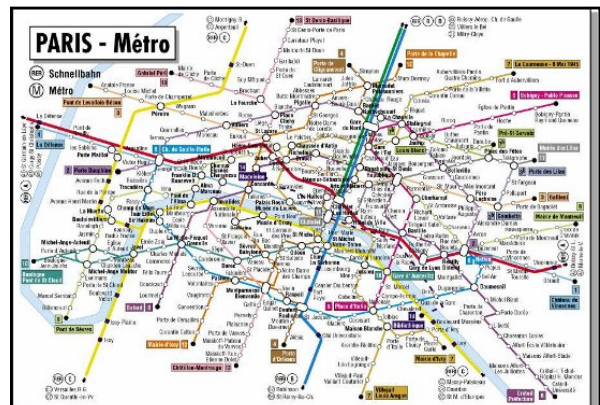


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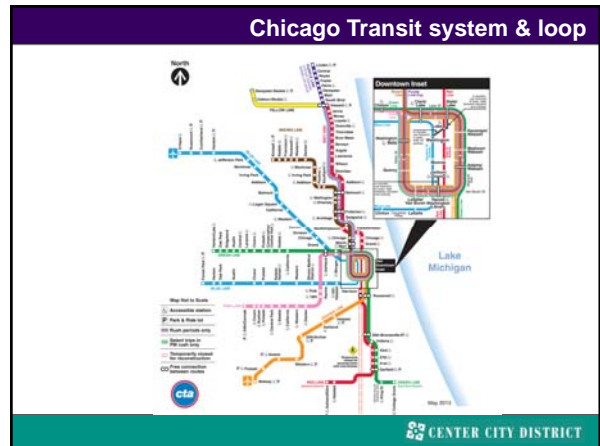
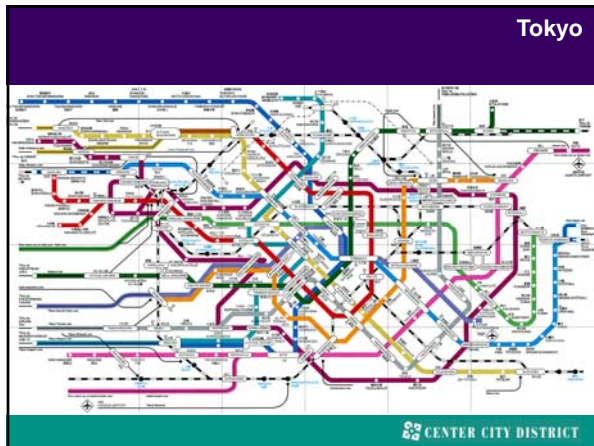
Contrast to London, England



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Single use office district with supportive retail
Concentrated assessed value for city taxes
contains the seeds of its own destruction

“Single Use” = Over-specialization

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New transportation technology
The very first ad for a car

DISPENSE WITH A HORSE

and save the expense, care and anxiety of keeping it. To run a motor carriage costs about 1/4 cent a mile.

THE WINTON MOTOR CARRIAGE

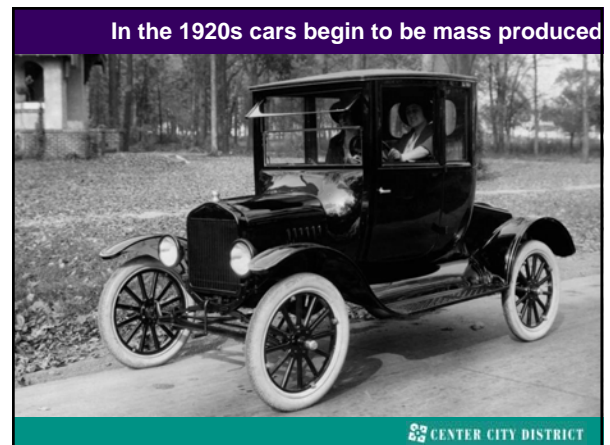
is the best vehicle of its kind that is made. It is handsomely, strongly and yet lightly constructed and elegantly finished. Fully equipped. Speed from 3 to 26 miles an hour. The hydrocarbon motor is simple and powerful. No odor, no vibration. Suspension Wire Wheels. Pneumatic Tires. Ball Bearings. \$287. Send for Catalogue.

Price \$1,000. No Agents.

THE WINTON MOTOR CARRIAGE CO., Cleveland, Ohio.

Car promises mobility, speed, none of the odors or manure produced by a horse

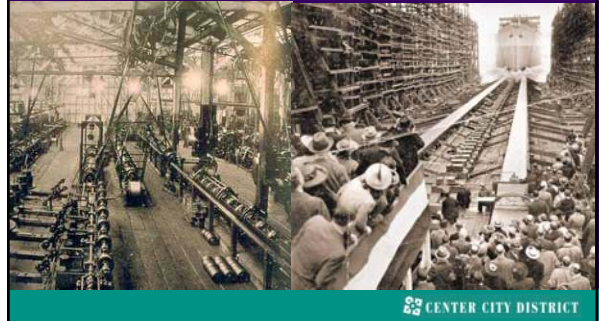
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Labor intensive
Manufacturing age was also ending



Temporary delayed by World War 2



Immediately after World War II
Factories were moving out the city



Steel plants losing market share to international competition

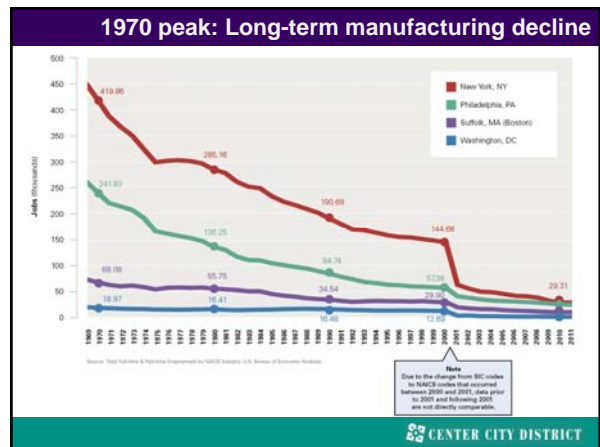
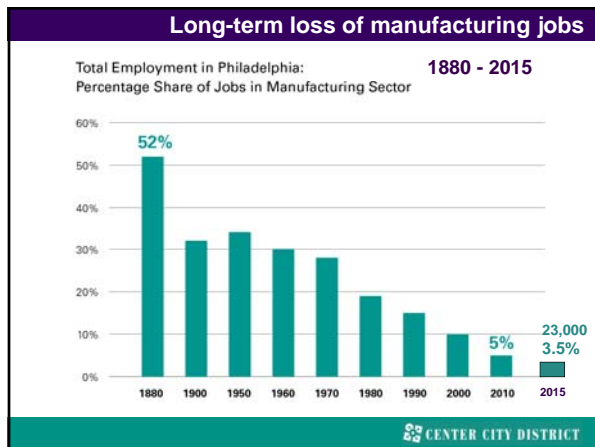
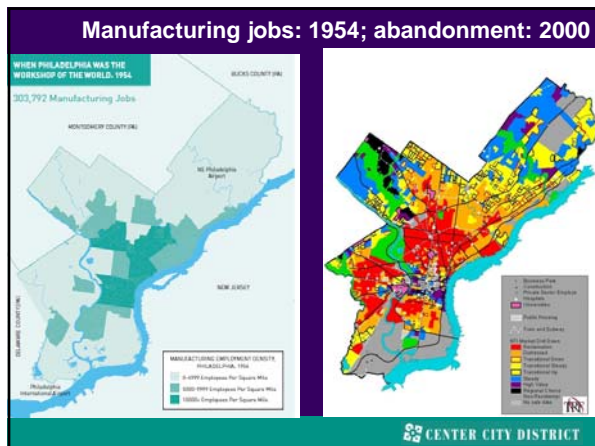


Same with auto industry in Detroit



Abandoned Packard manufacturing plant in Detroit





Rates of decline vary But all wound up in the same place

% Change in Manufacturing Jobs				
Years	Philadelphia, PA	Suffolk, MA (Boston)	New York, NY	Washington, DC
1970-1980	-43.7%	-18.1%	-32.1%	-13.5%
1980-1990	-37.8%	-38.0%	-33.1%	0.5%
1990-2000	-32.3%	-13.4%	-24.1%	-23.0%
2000-2010	-55.0%	-64.3%	-79.7%	-86.5%
2001-2011	-39.6%	-45.8%	-54.4%	-60.2%
1970-2011	-89.3%	-84.3%	-93.0%	-91.0%

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More downtown land devoted to car uses



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Urban parking lots created as buildings lose value in Depression



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Buildings left empty are demolished for parking lots



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By the 1960s the car was king & fuel was cheap
Elvis' car in Memphis



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My first car in 1970: 1964 VW- Full tank = \$3.10



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Federal policies gave priority to the car



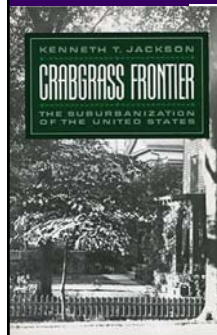
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Those prices & policies fueled several decades of decentralization & sprawl



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History of suburbanization & Redlining



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Post WW 2: mass production of housing: Levittown

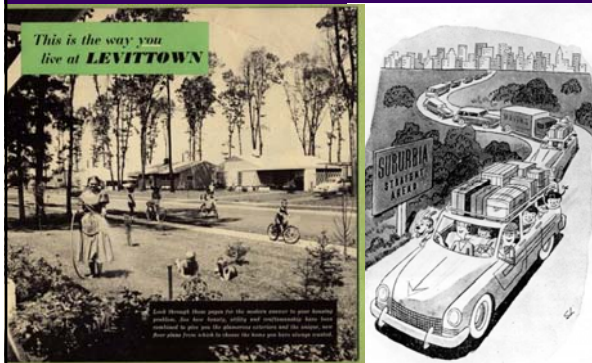


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Aggressively marketed



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Aimed at families with children



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Federally insured GI Mortgages

**"After total war
can come total living"**



It's a promise!




GENERAL ELECTRIC


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Cross promotion of products

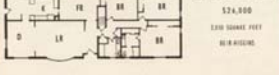
Reward Yourself
with the pleasure of smooth smoking



Get a fresh start with a freshly-lit PALL MALL



ALLENDALE, NEW JERSEY
\$24,500
1,300 SQUARE FEET
20-0 ROOMS



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Kodak

Stop wishing...start snapping those indoor shots you've always wanted to take

It's easy with flash!

Kodak says it's "smoothing special"

Flash using your Kodak camera...it's all so simple! Just push the flash button...and you're ready to snap! The flash is built into the camera...so you can snap away with ease! The flash is built into the camera...so you can snap away with ease! The flash is built into the camera...so you can snap away with ease!

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KODAK


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Significant new supply: Levittown



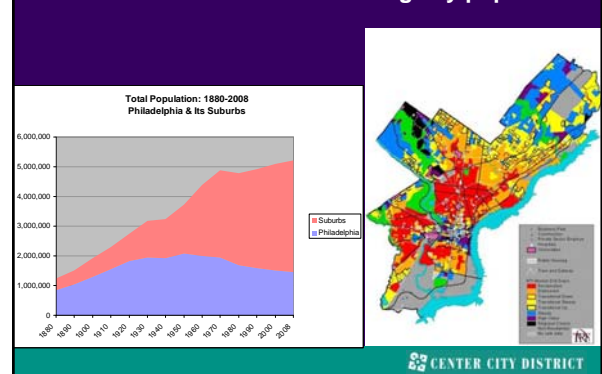
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Residential abandonment: Kensington



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Movement of middle class to the suburbs Declining city population



Sequence of suburbanization Synchronized with baby boom: without friction



Residential: 1946-47,
accelerates through 1950s

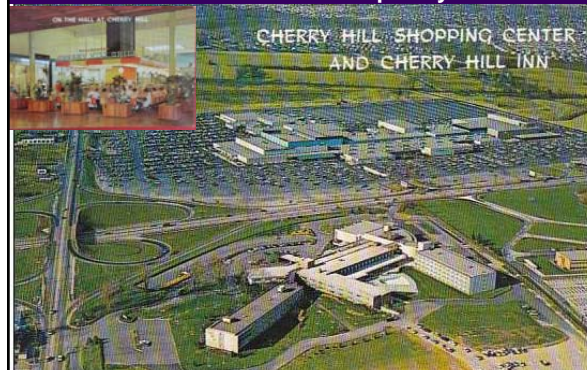
1960: 31% population suburbs
2010: 51% population suburbs

Regional shopping centers,
15,000 - 1955-1977

Office parks

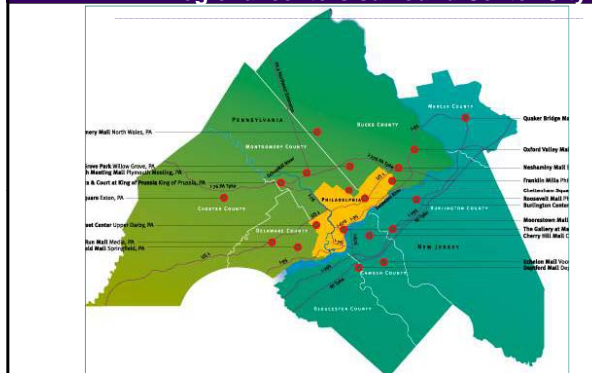
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Completely auto-centric



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17 regional centers surround Center City



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Market Street lost market share to suburban malls



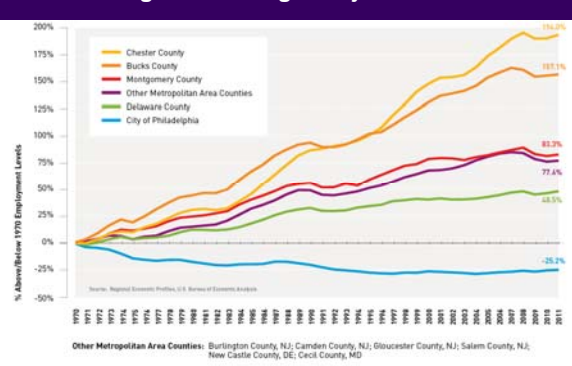
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1969: largely single use; 9-5 activity centers Just before decline



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Declining share of regional jobs: 1970-2011



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1970: 74% of commercial office space in CBD
 2010: 65-70% commercial office space in suburbs
 Push: urban decline; pull: auto-orientation



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Highway oriented; ample parking



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Landscaping; green amenities



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"Campus" Selling tranquility



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Greenfields as part of marketing strategy



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Cities get left behind: Times Square seedy district



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Place of porno shops, peep shows & prostitution



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Squalid street scenes



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1976



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Subway cars lathered with graffiti



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Frightening images of abandoned South Bronx



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Streets devoid of activity



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9 to 5 downtowns; empty streets at night



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Neglected facades, solid security gates



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Seattle: 1971

Between January 1970 & December 1971, Boeing laid off 65,000 people, almost 2/3 of its workforce.



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1975 bankruptcy



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1975 bankruptcy



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Downtown Denver, 1976



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The old story of decline from the 1960- 1970s



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A tale of cities emptying out



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Shopping streets abandoned



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Factories left empty



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Urban housing falling down



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Decade of movies: cities as dangerous places
1981 John Carpenter, *Escape from New York*. Set in 1997



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The premise



It is 1997 & a nearly destroyed New York City has become a walled prison for over 3 million convicted criminals who have lost, but survived, a brutal war against the United States Police Force.

In this maximum security prison-city, escape has been made impossible – every bridge is mined and walled, the surrounding waters are filled with deadly electricity....

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Here's the challenge....(from promotional liner)



"Snake Plissken (Kurt Russell) is sent alone on a mission he must rescue the President of the United States whose plane crashes in NYC on its way to a world summit conference; the President is carrying papers that are crucial to the survival of the US.

Snake is pitted against roving street gangs of violent criminals & the crazies, the criminally insane, who live in the subways & break through the floors or pour out of manholes in hordes like sewer rats to attack whomever they can."

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A mild caricature of Manhattan in 1970s



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After decades of movies like this...



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Everyone now agrees that cities are back



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Ever since Seinfeld, Friends & Sex and the City, we've know cities are safe & hip places to be



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Because crime moved to the New Jersey suburbs



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Attracting young professionals & Millennials



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Significant volume of returning empty-nesters



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Is economic development primarily talent retention?



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What about cost & tax competitiveness?



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1950s urban renewal played major role in many cities



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1953: the demolition of "Chinese wall"



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Penn Center



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1960s & 1970s: all buildings connected to transit



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1980s office boom:



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1990: 38 million s.f. of office space



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The transition from industrial cities....



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To post-industrial cities driven by “clean” industries



From manual labor.....



To intellectual labor: knowledge industries



Renewal facilitated growth of health care & education

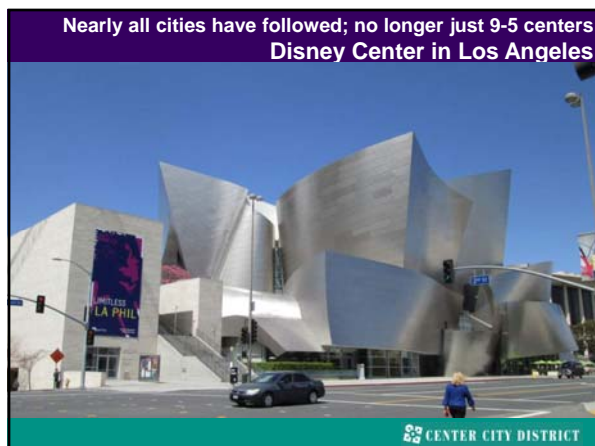
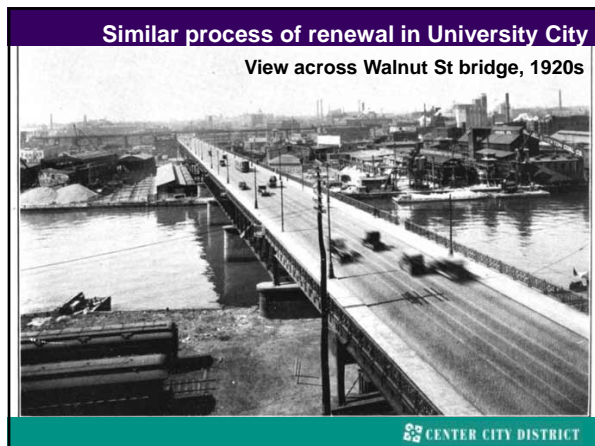


Creating a new employment base downtown



Removed industrial infrastructure
Resulted in new downtown office buildings





Convention centers & new hotels



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59% of expenditures of hotel guests Made outside hotel on shopping & dining



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Downtown sports facilities



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Urban retail has been rebounding Michigan Avenue, Chicago



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New retail entertainment destinations: Fort Worth



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Times Square is a totally family-friendly destination



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Restaurants & outdoor cafes



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Downtowns are active & animated after dark



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Energy factor: costs have gone up & stayed up



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Adjusting for inflation energy costs now 67% higher



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People no longer laugh at this



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Energy costs relate to generational change in cultural values
Most coveted mode of transportation: 1964



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A new generation values the live/work environment
Culturally rich, diverse & walkable cities



Most coveted mode 2017: sustainable life-style



Cities have not only rebounding as places to work



Emerging as vibrant places to live, Indianapolis



Energy has driven new development patterns



Older cities converting lofts to housing: Milwaukee



New construction has diversified land-use: Minneapolis



New downtown housing: San Diego



Newer cities are increasing density of development
Filling in parking lots: Charlotte & Orlando



Parking lots have been filled in Denver, Colorado

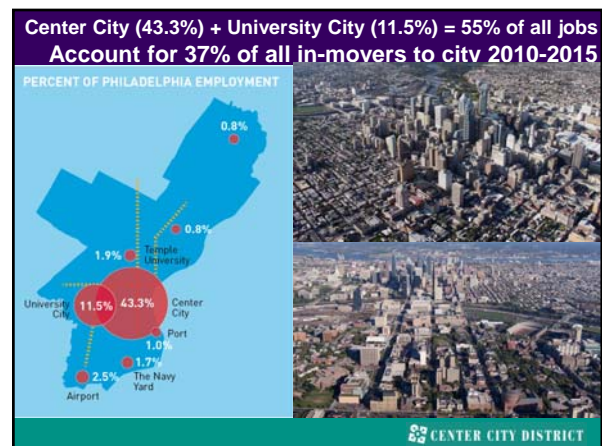
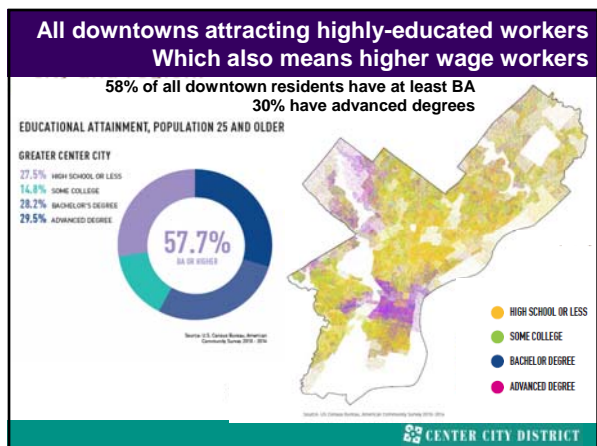
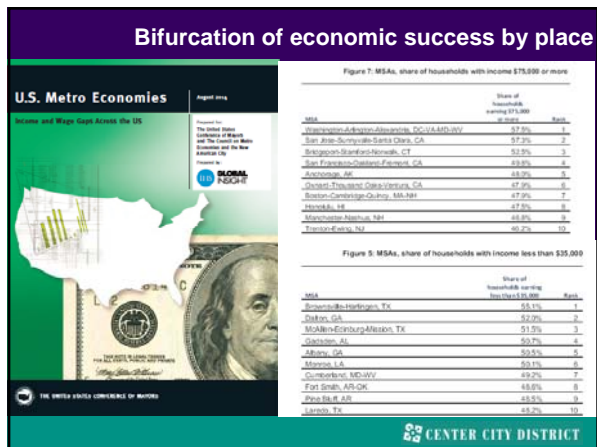
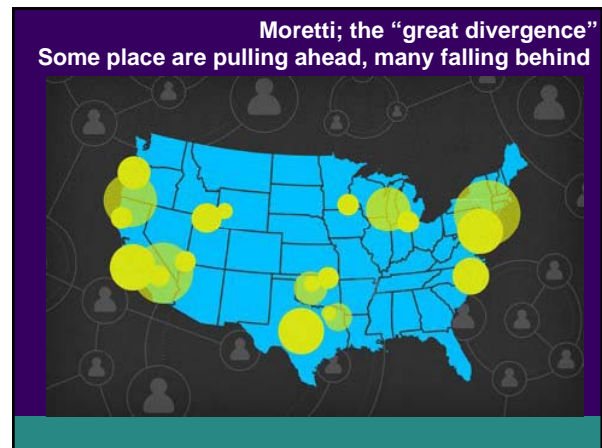
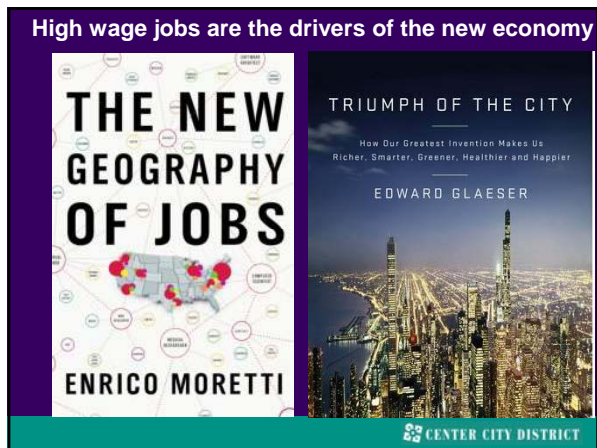


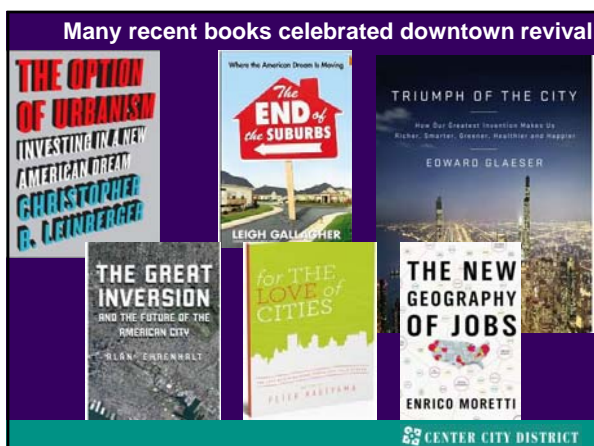
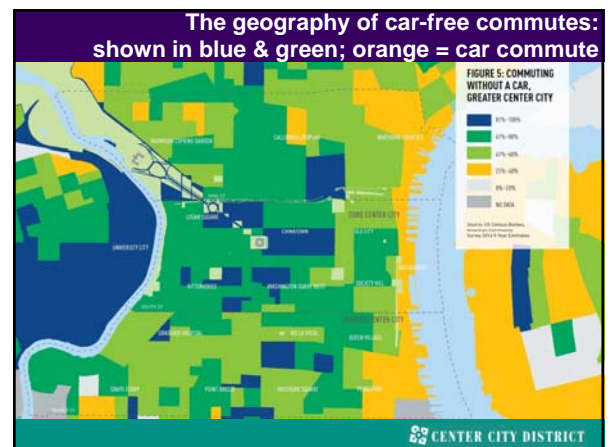
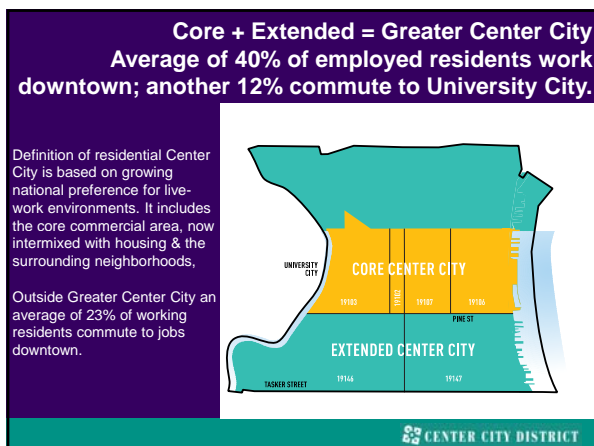
Atlanta, Georgia



The original "downtown"
has become a thriving, mixed-use, live-work setting







International
Downtown
Association

IDA

**DOWNTOWN REBIRTH
DOCUMENTING THE
LIVE-WORK DYNAMIC IN
21ST CENTURY U.S. CITIES**

Prepared for the International Downtown Association
By the Roundtable Center City District
Paul B. Lane and Lauren M. Stille

-
- CENTER CITY DISTRICT

FIGURE 3: WHERE DOWNTOWN WORKERS LIVE

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FIGURE 7: COMMUTING WITHIN A C.A., CITY AND REGION

0-10,000
10,000-20,000
20,000-30,000
30,000-40,000
40,000-50,000

RAIL LINES

Source: U.S. Census Bureau, Census of Population and Housing, 2000, Table C2001, "Commuting to Work by Mode." Data for the Los Angeles-Long Beach-Anaheim, CA MSA.

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



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City	% Below Poverty Line
Philadelphia, PA	26.0%
Baltimore, MD	23.6%
Boston, MA	22.6%
New York City, NY	20.9%
Washington, DC	17.7%

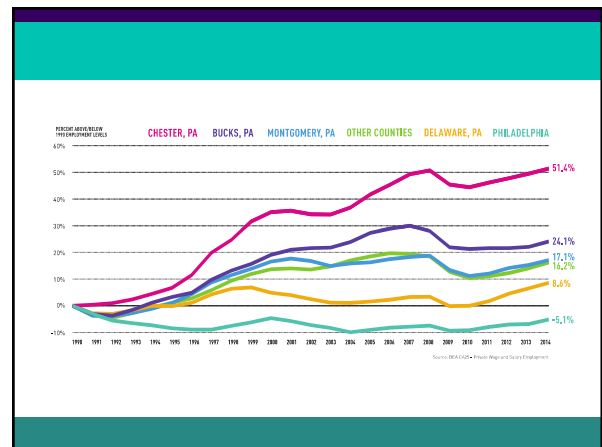
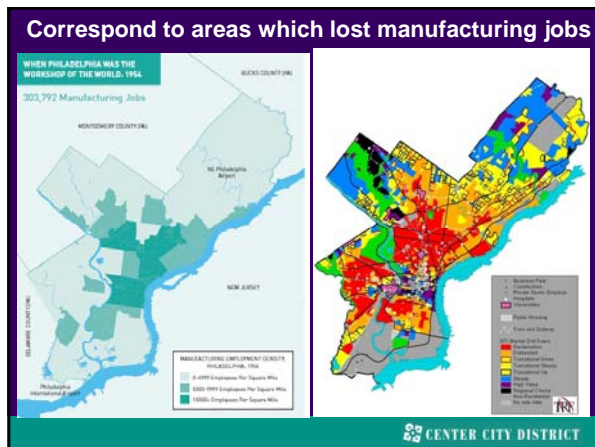
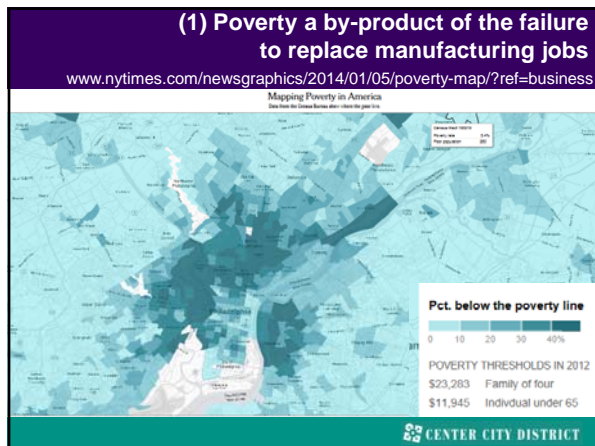
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FIGURE 18: PHILADELPHIA POVERTY AND TRANSIT ACCESS TO DOWNTOWN



Source: Source: U.S. Census Bureau, Local Employment-Household Dynamics, 2010 (LHD), Sample Frame: 1990-2010, No. 100, No. 1000.

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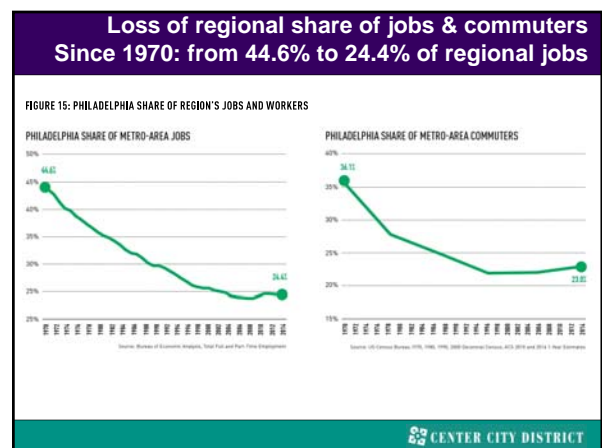


Slower growth = higher poverty

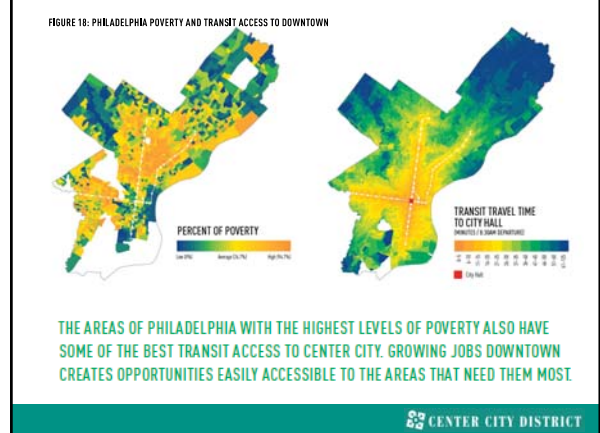
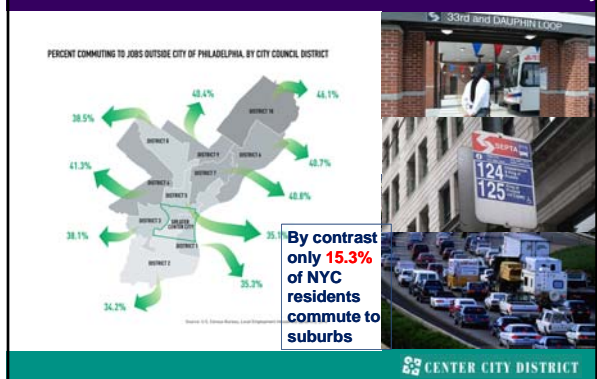
+ High unemployment levels

City	% Below Poverty Line
Philadelphia, PA	26.0%
Baltimore, MD	23.6%
Boston, MA	22.6%
New York City, NY	20.9%
Washington, DC	17.7%

CENTER CITY DISTRICT



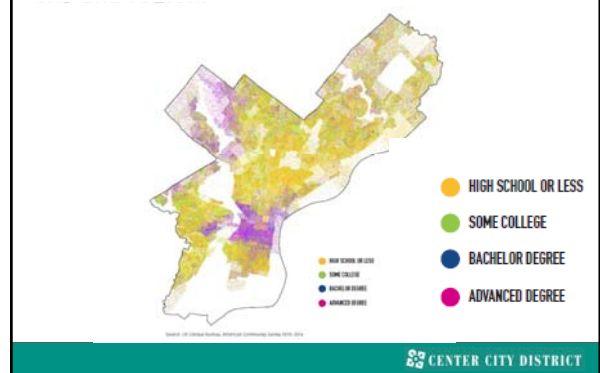
Outside Center City 188,000 Phila. residents (40% of workforce) Reverse commute to suburbs each day



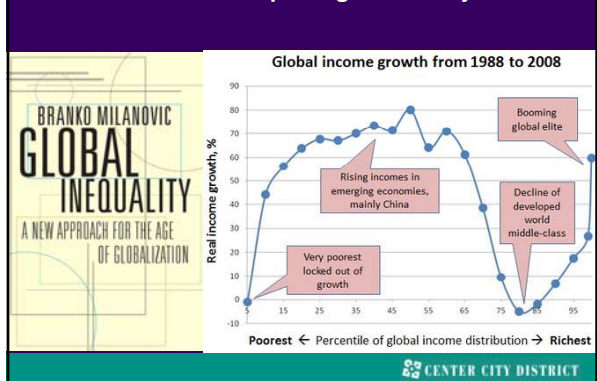
Is the revival of Center City & University City not big enough to offset citywide industrial decline



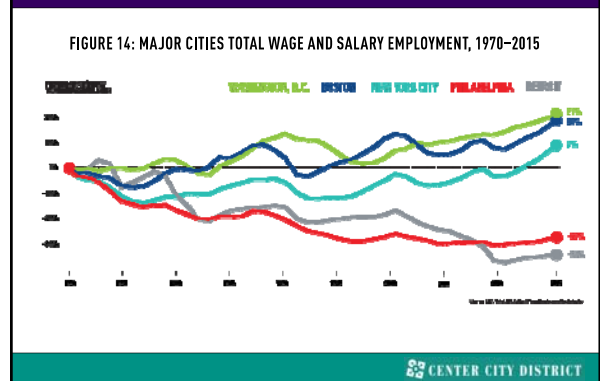
(3) Is poverty a result of low-educational attainment in economy that shifted to knowledge-industries?



(4) Or a by-product of globalization? A result of exporting unskilled jobs abroad



Rates of revival differ dramatically Manufacturing decline uniform; post-industrial revival is not



Houston, Seattle, San Francisco

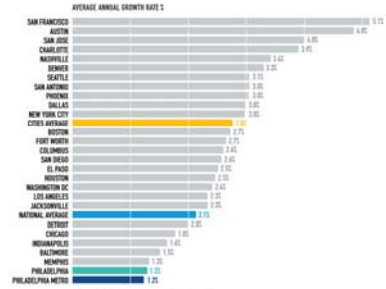
Comparison with Other Cities 1970-2013: Indexed Employment



Source: "Real GDP & Real Wage Employment by Industry" U.S. Bureau of Economic Analysis

Largest 25 American cities; coming out of recession

AVERAGE ANNUAL GROWTH IN PRIVATE WAGE AND SALARY JOBS, 2010 TO 2016



Source: BLS, Quarterly Census of Employment and Wages

Many cities are growing; many are contracting

The Economist

May 30th 2015

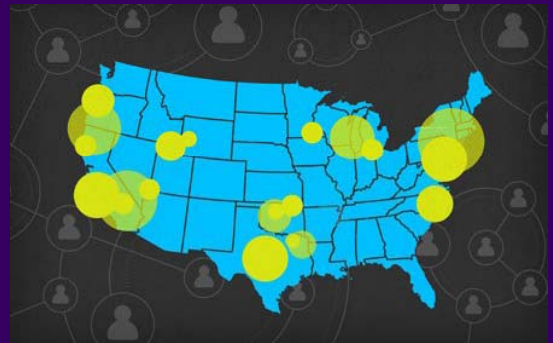
One of the biggest challenges for the world this century is how to accommodate the hundreds of millions of people who will flock to cities, especially in emerging economies.

Coping with this human torrent will be fearsomely difficult—but at least the problem is widely acknowledged. That is not true of another pressing urban dilemma: what to do with cities that are losing people.

CENTER CITY DISTRICT

Moretti; the "great divergence"

Some place are pulling ahead, many falling behind

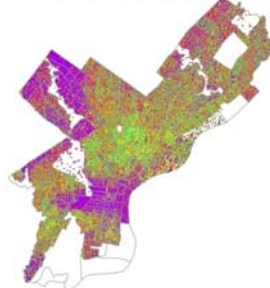


How much of each city is engaged in new economy?

WHERE THE JOBS ARE, 2014



Educational Attainment for Civilian Employed Population 25 to 64 (2011)



The density of employment in the CBD, concentrated at the center of transit, reaches 202 jobs per acre, compared to a suburban density of 6.7 jobs per acre.

How much of the nation is engaged in new economy?



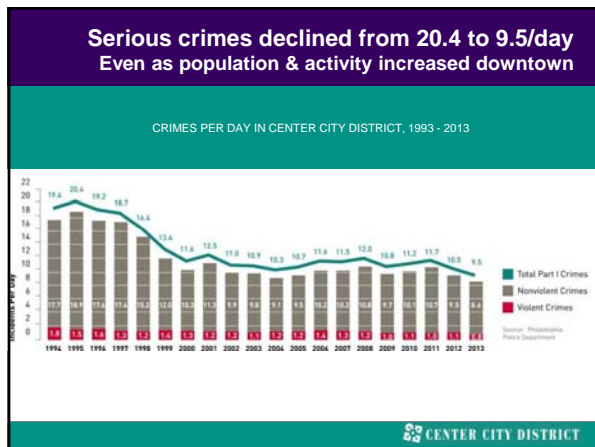
CENTER CITY DISTRICT



Land Area	
Clinton's America	Trump's America
15%	85%
530,000 square miles	3,000,000 square miles
Population	
Clinton's America	Trump's America
54%	46%
174 million	148 million
Popular Vote	
As of Wednesday, Nov. 10.	
For Clinton	For Trump
50.4%	49.6%
61.8 million	60.8 million

CENTER CITY DISTRICT





Overrun with children

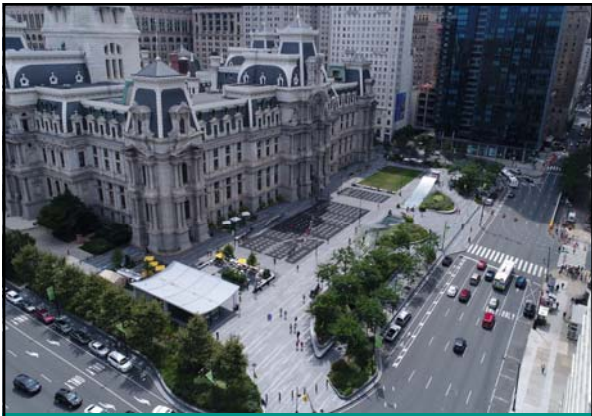


CENTER CITY DISTRICT

1970's barren plaza: barriers & changes in elevation



CENTER CITY DISTRICT



CENTER CITY DISTRICT

Removing steps and barriers



CENTER CITY DISTRICT

Walk directly in from the street



CENTER CITY DISTRICT

Goal: Create first-class gateway to transit



CENTER CITY DISTRICT

Gateway to downtown office district



Unobstructed views: National historic landmark



Place where people come to read or work



See local performing artists



Attractive water feature



Rented for parties, conventions & weddings



Is this the privatization of public space?



CENTER CITY DISTRICT

UCD is improving the quality of public spaces



CENTER CITY DISTRICT

Reclaiming barren places, creating the Porch



CENTER CITY DISTRICT

Public space evaluation

- Compare Penn Center office plaza, between 15th and 16th Streets, Market to JFK Boulevard with Commerce Square, north side of the 2000 block of Market Street
- Compare the beer garden at the Dow Building on the SW corner of 6th and Market Street with the public spaces surrounding the federal courthouse on the NW corner of 6th and Market
- Or analyze Municipal Services Building Plaza, 1400 JFK Boulevard and offer suggestions as to what should this space become in the context of improvements to Dilworth Park and those at Love Park that are underway

CENTER CITY DISTRICT

Penn Center, 15th and Market Street



CENTER CITY DISTRICT



CENTER CITY DISTRICT

Commerce Square: 2000 block Market St. North side



Commerce Square: 2000 block Market St. North side



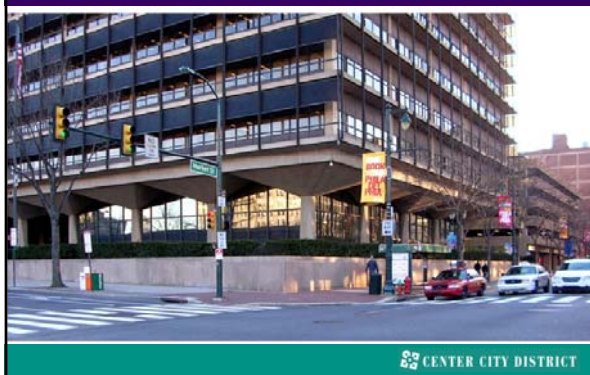
6th & Market Street



Dow Chemical Building



Blank walls facing the street



Independence Beer Garden



What lessons for the Federal Courthouse



Municipal Services Building Plaza;
aka Reyburn Plaza



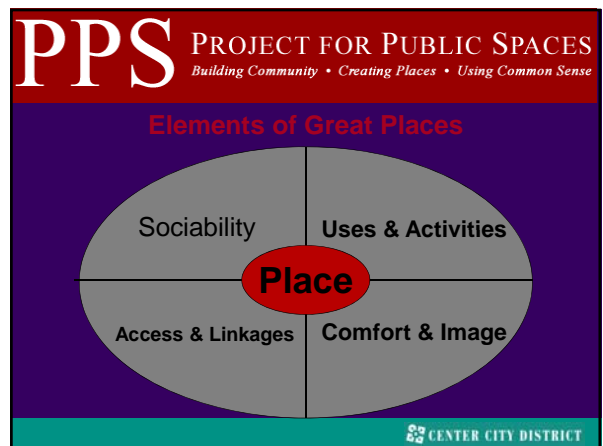
In context of Dilworth Park



Love Park: opening in 2017



What is the role & function of this place?
Can there be too many public spaces?



1 Record Location

2 Evaluate the Place

Comfort & Image strongly disagree ← → strongly agree

Attractive	1	2	3	4	5
Feels Safe	1	2	3	4	5
Clean/well maintained	1	2	3	4	5
Comfortable places to sit	1	2	3	4	5
average rating:					

Access & Linkages

Identifiable from a distance	1	2	3	4	5
"Walkable"	1	2	3	4	5
Connected to adjacent areas	1	2	3	4	5
Adequate information/signage	1	2	3	4	5
average rating:					

Uses & Activities

Mix of stores/services	1	2	3	4	5
Community events/activities	1	2	3	4	5
Active adjacent uses	1	2	3	4	5
Economic vitality of area	1	2	3	4	5
average rating:					

Sociability

People in groups	1	2	3	4	5
Evidence of volunteerism	1	2	3	4	5
Sense of pride and ownership	1	2	3	4	5
Children and seniors are present	1	2	3	4	5
average rating:					

Overall Rating:

3 Identify Opportunities

- What do you like best about this place?
- List three things that you would do to improve this place that could be done right away and that wouldn't cost a lot:
- What 3 changes would you make in the long term that would have the biggest impact?
- Ask someone who is in the "place" what they like about it and what they would do to improve it. Their answer:
- What local partnerships or local talent can you identify that could help implement some of your proposed improvements? (e.g. artists, musicians, gardeners, etc.) Please be as specific as possible.

PLACE GAME