Philadelphia: downtown residential revival
A long time in the making

As late as 1954: 304,000 manufacturing jobs

1970s a period of rapid de-industrialization

Old manufacturing areas = blighted areas in 2000

Post WW 2: mass production of housing: Levittown
Aggressively marketed as alternative to the city

Significant new supply across the region

Job Loss + Redlining + Suburbanization = housing abandonment

Postwar suburbanization

Even in 1950s strong residential cluster around Rittenhouse Square
East side of Center City was in decline

Creation of national park on east side started 1940s

500 block of Chestnut Street

Early 19th century & Victorian architecture
Historic buildings we would not demolish today

1950s: center of garment industry in Philadelphia

Demolished as obsolete

Relocated to Callowhill Corridor

Low density, large lots
All very symmetrical, but not well used

Surrounded by institutional, corporate and federal buildings

Formal urban renewal began at the river

1908: economic gateway to the city
Delaware Ave. dominated by trucks & trains

Working class neighborhoods adjacent to port
Residential decline a bi-product of industrial decline

Ships were unloaded manually, 1962
Labor intensive jobs

Labor intensive industry: Longshoremen

Changes in transportation technology, growth of sunbelt & global economy

Mechanization of moving goods and products

From container ship

To trains.......
Or trucks; significant reduction in need for labor
Huge gains in efficiency

Loading & unloading moves away from central waterfront

Packer Marine Terminal

Similar process in San Francisco
Move to Oakland
Port of Oakland California

West 57th Street, Pier 97 in the 1960s
Move across to New Jersey

Port Elizabeth/Newark Marine Terminal

1950s: working waterfront was in decline
Finger piers become obsolete

Left to deteriorate

Economic base of residential neighborhoods eroded

Old Food Distribution Center on Dock Street

Location today

1908: from ship to shore to local stores
Ever more congested with cars

1950s seriously deteriorated markets
Moved to South Philadelphia

Food Distribution Center

Location today

Persuaded federal government essential to renewal
Dilworth supervises demolition

Replaced by new construction to signal change
I.M. Pei townhouses

Very selective process of demolition & preservation

Preservation of only colonial & federal architecture
Industrial and Victorian was demolished
Creation of Society Hill

1956: 567 properties designated for preservation

Distinctive light fixtures & brick pavers

Creation of Delancey Park for children
Three bears park

Expansion of McCall Public School

System of greenways

To link Society Hill to the National Historical Park

Small scale places

Major stimulus to downtown living
1963 boundaries of Center City quite distinct
Outside these boundaries: working class, lower income communities

Framed by highways in the 1963 plan

Demolition of industrial era train tracks
Creation of modern new Office District

University City: a parallel process of transformation

Downtown holds 42% of all city jobs; University City = 11%
8% of city’s land area, holds 53% of city’s jobs

Like large rock in pond, creation 20th century downtown produced transformational ripple effects
Proximity to employment gives value to neighborhoods. Gentrification is a by-product of economic transformation.

Renovation began to spread outward in 1970s.

Crosstown expressway.

Typical condemnation letter:

Dear Mr. and Mrs. Hoblaker:

This is to inform you that your Department of Highways has decided, on the basis of comprehensive engineering and traffic studies, to build or improve the above highway, and to use your funds if necessary to acquire right of way from the above property.

In the next few weeks it will be necessary for Department staff members, local independent real estate brokers retained by the Department of Highways, or both, to inspect the property so that a proper determination of its value can be made.

Please note that your property has not been condemned, and you are not required to move from the premises. When your counsel is eventually required, you will be visited by the right of way agent who will explain your rights to relocation assistance and moving costs.

We think you in advance for the cooperation we are sure you will give your Highway Department and its employees throughout the making of this highway improvement.
Neighborhood opposition to demolition

Inter-racial alliances

Strong community opposition: striking of Crosstown

Downtown population grew slowly, but steadily 1980s

Residential continuity to the south

An easy walk into the business district
Downtown Living: Long-Term Trend or Flash in the Pan?

Importance of Reading Viaduct renovation

Vine Street discontinuity on the northern side

Difference in density

Philadelphia House Sales in 2013 Q3

Different experience on the northern edge

Reading Viaduct
I-95 to the east: 1968

Separated the city from the waterfront

Only giants can cross

Creating a challenge for waterfront development

1960s & 1970s a new office district
1980's office boom transformed skyline

But a recession & declining federal resources left
A degraded & squalid public environment:

1991: focus on the basics: cleaning

Public safety
Community Service Representatives
- 42 CSR's
- 4 Supervisors
- 7 days per week

Partnership with the police

Since 1995 serious crimes cut in half
declined from 18.2 to 9.9/day
Even as population & activity increased downtown
Reversing polarity:
Downtown diversified in the 1990s

Added more amenities

Continuous growth in fine dining restaurants

Updated retail, dining, cultural & educational offerings
within walking distance

Easy access to 5 hospitals
providing world-renowned medical care

It became a more attractive place to live
1953: the demolition of Pennsylvania Railroad

Penn Center

1950s & 1960s renewal adds Modernist office product

South Broad Street inventory: 40% vacant in 1990

Inventory from 1890s to 1920 becomes outmoded:
For prime office use: New York & Baltimore
Los Angeles Broadway: 1920s

Bunker Hill drew commercial life out of old downtown & towards the freeway

Broadway moves down market, decline, deteriorate

Bradbury Building
These are the buildings in every city that get renovated for housing

Wall Street: 1995

1995: empty after 5:00 pm & on weekends

21 million SF vacant office space
20% commercial vacancy rate
Over-reliance on FIRE sector
Quiet after dark

Commercial Vacancy Rental Rates 1984-1994
The Downtown Alliance

Formed in 1995

Mission: To create and promote a safe, clean, live-work, totally wired community, which showcases the nation’s most historic neighborhood and serves as the financial capital of the world for the 21st century.

Method: Strengthen and Diversify the core commercial sector

1996: 4.5 million sf. Vacant Class “C” office space
   Within core of business district

- Retained architect & developer to evaluate buildings
- Survey to determine best buildings: floor layout, window size & exposure
- Detailed economic analysis of 10 buildings: evaluation for code compliance, cost-estimate, pro-formas.

10 year residential tax abatement
   Approved 1997

- Extraordinary costs of converting from vacant office or industrial to residential use
- 10 year abatement on improvements
- Available city wide
10 year residential tax abatement

Value of improvement abated

Taxes on unimproved value continue to be paid

Case study of one of first conversions:
Vacant industrial building

Vacant building paying $25,651 in RE taxes
Blighting influence for over a decade

$17.2 million spent to create 162 apartments.
Project continued to pay $25,651 in RE taxes on unimproved value; City forgoes $530,000 in RE taxes on improvements for 10 years.

• Project created 250 construction jobs & generated $514,000 in city taxes during construction
• Project created 10 permanent jobs which generate $16,000 per year in new wage taxes.

40% of tenants were new to city & their new spending in town + new wage taxes generate $980,000 per year in new municipal taxes

10 year residential tax abatement

Value of improvement abated

Taxes on unimproved value continue to be paid

1997 Residential Preferences Survey
Of downtown office workers
Of those who would consider making move to Center City:

• 79% were between the age of 21 to 49 years old
• 65% held a professional position
• 43% attended graduate school or more
• 32% had a household income of $100,000 or more
1997 Residential Preferences Survey

- 63% of employees commute 30 minutes or more to work each day
- 20% of employees who do not live in Center City would consider living in Center City in the future
- 82% were attracted by the ability to walk to work
- 74% were attracted by the proximity to arts, entertainment & restaurants

But a look at the real estate pages in 1997.....

Heavily marketed by developers building at scale
Clean, tranquil & green

Great place to raise kids

Promoting the opportunity

Urban developers not carrying out development at the scale of suburban developers.

- Make Your Move to Center City Ad Campaign
- Placed in newspapers and magazines in 1997
- Limited run/conversation with brokers.

Targeted to different audiences
Promoting downtown living

Living in the Center of Everything

- Description of neighborhoods
- List of downtown amenities
- List of neighborhood services
- 50,000 brochures distributed to real estate brokers, downtown employees, and students

The passage of the 10-year tax abatement in 1997: triggered significant increase in housing production
Tapped into deeper trends

Built on a long tradition of downtown living

Built on improved downtown amenities

2006: Why move to Center City? Convenience

- 600 responses from 62 condo & rental buildings in CCD
- 500 responses

- 40% moved in from outside the city
- 73% work downtown,
- 16% work in University City

- 35% hold jobs in the office sector
- 20% work in education & health services;
- 24% listed themselves as “retired.”

- 50% walk to work
- 28% take public transportation.
1998–2018: 180 buildings converted to residential use

Expanded in 2000 to include all new construction

Who? 46% of residents in core, ages 20-34
Large cohort of empty nesters

Significant volume of returning empty nesters & they have driven up housing prices

Renters are younger
Younger home-buyers are moving outward

Queen Village
Greater Center City: Girard Avenue to Tasker St

Broad range of housing types appeal to people at all stages of their lives, strengthening Center City’s ability to retain residents long-term as their needs change.
### Diversity of housing stock

While 77% suburban housing units are single-family, downtown offers historic or new high-rise apartments, condos, colonial, federal & late 19th century rowhouses, brownstones & trinities, newly-constructed townhouses, converted lofts & repurposed office buildings.

<table>
<thead>
<tr>
<th>Housing Units by Type</th>
<th>Single Family/Row</th>
<th>Condo/Co-op</th>
<th>High-Rise</th>
<th>Infill/Other</th>
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<td>Infill/Other</td>
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<td>85%</td>
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</table>

### Protections for lower income homeowners

- **Longterm Owner-Occupants Program.** Established in 2014, if a home's value increases by over 300%, the homeowner cannot be taxed on the value above that 300% mark. For example, if a home's value shoots up from $100,000 to $340,000, the homeowner won't have to pay taxes on the $240,000.

- **Owner Occupied Payment Agreement.** For those who have fallen behind on their property tax, the Owner Occupied Payment Agreement (OOPA) provides homeowners with an opportunity to enter into a payment plan. Depending on household income, there are different tiers of payment: 10%, 8%, 5%, and 0%.

- **Homestead Exemption.** Available to almost all homeowners in Philadelphia, regardless of age, location, or income. The exemption shaves $40,000 off the assessed value of a house for local real estate tax purposes.

- **Property Tax/Rent Rebate Program.** This program, paid for by the Pennsylvania Lottery, offers tiered tax or rent relief to those 65 and older, those with disabilities, and those with a certain income level. There are four income tiers, the highest being a $250 rebate for those making $18,001 to $35,000. The lowest is for those earning below $8,000 a year, who can get $650 back. For renters, there are only two tiers: those who earn less than $8,000 get $650 back; those who earn between $8,001 and $15,000 get $500 back.

- **Real Estate Tax Deferral.** This program allows an eligible homeowner to put off paying any year-over-year property-tax increase of 15% or more until the house is sold. That deferred payment becomes a lien on the house that incurs an interest rate of 2%.

### Vulnerable populations

- **Lower income renters**
- **Homeowners on fixed incomes: seniors**
- **Working class homeowners**
- **Rising tax assessments**
- **Cultural/ethnic/racial change**

### Defining new boundaries for Center City

**2002: In depth look at 2000 census**

- **Art Museum**
- **Logan Circle**
- **West of Broad**
- **Rittenhouse/Fitler Square**
- **South of South**
- **Northern Liberties**
- **Waterfront Society Hill**

### Expanding boundaries of Center City

- **Core area**
- **Extended area**

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<thead>
<tr>
<th>Area</th>
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<th>1970</th>
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### Household growth by decade, 1970-2000

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### Smaller, more affluent, better educated

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### Profound long-term demographic changes

- Arthur Nelson, *Annals*

### Shrinking household size

- Shrinkage household size is fueling demand for apartments. In 1967, only 8% of Americans lived alone; rose to 15% in 2016.

- Across the city, 55% of those living alone are renters.

- Philadelphia average household size has contracted from 3.0 persons in 1970 to 2.6 in 2015.

- For every 100 people, 5 additional housing units are required today compared to 1970.

- In most neighborhoods of Core Center City, household size averages just 1.6 persons per unit.
Use of LEHD tool

Definition of residential Center City is based on growing national preference for live-work environments. It includes the core commercial area, now intermixed with housing & the surrounding neighborhoods.

Outside Greater Center City an average of 25% of working residents commute to jobs downtown.

Early 2000s; increase in strollers

35,738 babies have been born to greater center city parents since 2000

2003: Can Center City’s public schools be more neighborhood oriented?
2004 Launched a new effort in partnership with Jim Nevels & Paul Vallas: www.CenterCitySchools.com

The region's best classroom is right in your backyard. In fact, it is your backyard.

2004 effort: listed all types of schools: Funding William Penn Foundation & Commonwealth

Welcome to your child's new classroom. You've got a front row seat.

Brewster: For all new Brewster classroom information, go to www.CenterCitySchools.com

October 22nd, 2005, Noon to 3pm

Elementary School Fair

District sought to grow market share downtown

In 2005 & 2006 hosted very successful school fairs

Expanded schools website to serve these families

Expanded schools website to serve these families

Strong parent involvement in Center City schools

Many cities don’t have the infrastructure
75% of children living in Greater Center City Attend one of 19 elementary public schools between Girard & Tasker

67% attend their catchment area (neighborhood) school

Population growth driven our focus on parks Children are filling up our parks

Uncertainty about upper grades makes retention a challenge

Births to Center City parents, as a percent of citywide births, have been growing since 2000 & accounted for 11% of all citywide births in 2015.

In most areas of city, number of school-age children (5-18) closely tracks number of births in prior 17 years.

But most recent ACS data for Greater Center City for 2011-2015 show that while there were 11,039 births to Center City parents in that five-year period, only 8,386 children under age 6 remain, suggesting a 24% departure rate by the time young children reach school age.

Elsewhere in city, the difference between births & school-age children is less than 3%.
Fast & slow growth cities

"Island" cities + strong growth

"Peninsula" cities + fast growth

Seattle + fast growth

Vancouver = fast + immigration

Boston + strong growth
Sprawl cities + strong growth

City of Houston: 1.9 million people

Manhattan: 1.9 million people

In between: Chicago + slow growth

Expansive & Available land + slow growth

Achieving affordability

- Public sector supplies
  - Publicly owned
  - Publicly subsidized
  - Protections for lower income homeowners

Increasing supply and filtering

- Inclusionary zoning
  - Public sector requires developers to allocate
  - Public creates incentives for private sector to provide
    (density bonuses)

- Sprawl (anti-density)

- Providing access to jobs; not housing

San Francisco’s housing is hugely expensive

But no one in Victorian San Francisco
Want to achieve affordability
By looking like Vancouver

New York City is 14% above 1970 job levels

Growing at 2.6% annually, significantly above national rate of 1.7%

People are voting with their feet. Since 2006, the population has increased at a rate of over 5,000 per month...

New housing units have not kept pace with population growth since the end of the recession

- Supply has not kept pace with demand, contributing to an increase in rent
- The Mayor’s housing plan calls for the creation or preservation of 200,000 units of affordable housing by 2024

Source: U.S. Census Bureau, Population Estimates Program

Source: Population Estimates Program
Housing New York
Mandatory Inclusionary Housing

Housing New York
A Five-Borough, Ten-Year Plan

Housing New York is a comprehensive plan to build and preserve 200,000 units of high-quality affordable housing over the next decade. The Plan will create opportunities for New Yorkers with a range of incomes, from the very lowest to those in the middle class, and will foster vibrant and diverse neighborhoods.

Proposed Requirements Would Be The Most Rigorous of Any Major U.S. City

<table>
<thead>
<tr>
<th>AMI</th>
<th>Income</th>
<th>Sample Occupation</th>
<th>Affordable Housingrott for 2022</th>
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<tbody>
<tr>
<td>40%</td>
<td>$31,080</td>
<td>Security Guard</td>
<td>$775</td>
</tr>
<tr>
<td>60%</td>
<td>$46,620</td>
<td>Paramedic</td>
<td>$1,150</td>
</tr>
<tr>
<td>80%</td>
<td>$62,150</td>
<td>School bus driver</td>
<td>$1,550</td>
</tr>
<tr>
<td></td>
<td></td>
<td>Teacher + assistant principal</td>
<td>$1,950</td>
</tr>
<tr>
<td>100%</td>
<td>$77,700</td>
<td>Firefighter + mediator</td>
<td>$2,350</td>
</tr>
<tr>
<td>120%</td>
<td>$93,240</td>
<td>Firefighter + server</td>
<td>$2,350</td>
</tr>
</tbody>
</table>

* For a household of three people

Achieving affordability

- Public sector supplies
  - Publicly owned
  - Publicly subsidized

- Inclusionary zoning
  Public sector requires developers to allocate
  Public creates incentives for private sector to provide
  (density bonuses)

- Filtering: Joe Cortright

- Sprawl (anti-density) Tory Gattis

- Providing access to jobs; not housing

Houston: Trends in a totally different environment
Houston: Trends in a totally different environment

City built on energy industry

Both refining & exporting

Built around aerospace industry

Boom or bust market
2.2% growth rate since 2009
4 of top 16 cities

PRIVATE WAGE & SALARY JOBS AVERAGE ANNUAL CHANGE, 2007-2017

Fast growing residential city

Population of Houston, TX
Source: US Census data

A city growing steadily more diverse
Through immigration

Houston: 1873

1931
Today: no legacy transit system from pre-auto era

By the end of the decade, Houston was 355 square miles with nearly 2 million residents.
Central Houston: area within & immediately adjacent to the inner highway loop

Three major employment nodes
Downtown, Uptown & Texas Medical Center

Downtown Houston: 156,000 jobs

The Texas medical center: 87,000

Uptown: 49,000 jobs
Harris County: 1300 Sq miles

The last time we annexed anything was 1854

Highway rings

Philadelphia, PA

Houston: a city without a zoning code

Corporate office park: underground tunnels & sky-bridges
Inherited perhaps the worst streetscapes in America

Focus on transportation investments: reinforce core

Added light rail & generous streetscape
- Coordinated by HDMD
- METRO LRT basic construction
- TIRZ funded upgrades
- CHI led public square initiative
- TOD office building
- METRO office building and transit center
- HDMD maintenance

Diversifying land use downtowns

Performing Arts Center

Downtown sports facilities
Continue improvements to the public realm

Emphasize placemaking; downtown amenities

Discovery Green

Discovery Green 2008

Places for families with children

Discovery Green | Development Impact
Buffalo Bayou Park

- 175 acres
- 2.1 miles...as crow flies
- Green bayou drainage way with trails built in 1960s

BID and TIF District focused on housing

Houston

The BID and TIF Districts are focused on housing and provide a framework for sustainable, mixed-use development. These districts are designed to encourage the construction of new housing and commercial development in the downtown area.

The Downtown Living Initiative (DLI) is a program that seeks to promote the development of new residential and commercial projects in the downtown area. The DLI is funded by a combination of public and private sources, including federal, state, and local government grants, as well as private investment.

The DLI program includes the following key components:

- ** rezoning and rezoning changes**: This component includes the rezoning and rezoning changes that are necessary to facilitate the development of new residential and commercial projects in the downtown area.

- **urban design guidelines**: These guidelines are intended to ensure that new development in the downtown area is consistent with the overall character and character of the downtown area.

- **financing**: The financing component includes the sources of funds that will be used to finance the development of new residential and commercial projects in the downtown area.

- **land use**: The land use component includes the planning and zoning decisions that will be made to facilitate the development of new residential and commercial projects in the downtown area.
Houston

Goal is to create quality streetscape

5,000 units completed; 2,000 underway

Single family houses at the edge

Center is growing denser with multi-family housing
The speed of growth establishes context

City of Houston: 1.9 million people
Manhattan: 1.9 million people

Different physical forms & constraints

One size does not fit all