

Future of downtowns

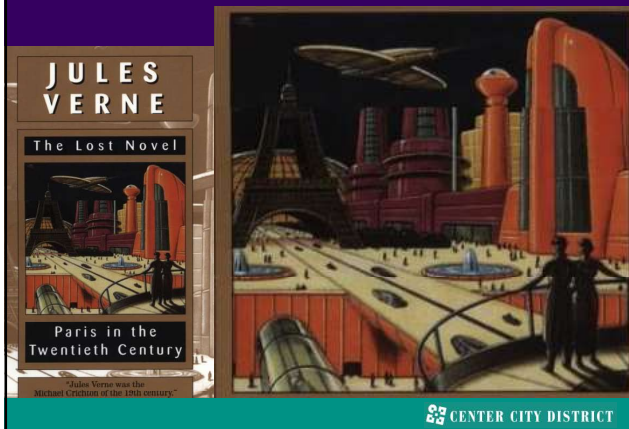
CENTER CITY DISTRICT

1913 image of future of NYC



CENTER CITY DISTRICT

19th century vision of future of Paris



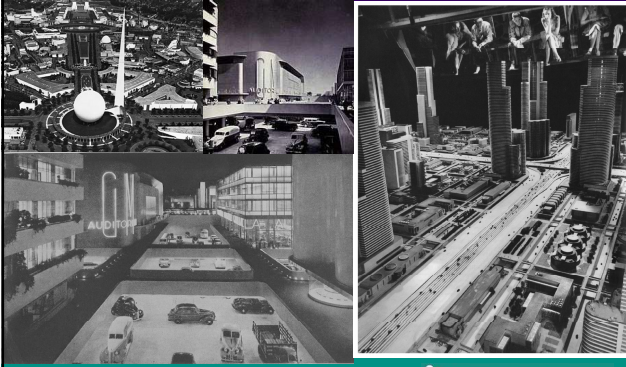
CENTER CITY DISTRICT

1931 plan for the future of Moscow

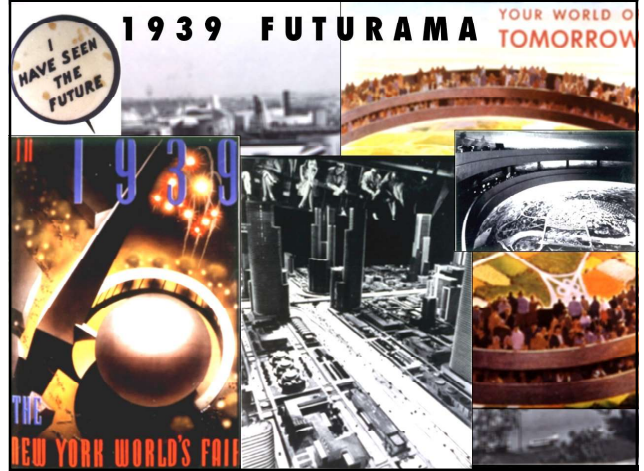


CENTER CITY DISTRICT

1939 World's Fair in NYC  
Norman Bel Geddes designed...



CENTER CITY DISTRICT



Vision of interstate highways & freeways



CENTER CITY DISTRICT

Recurring dream of mode separation



CENTER CITY DISTRICT



Partially attempted in Rio de Janeiro  
Dedicated high-speed roads within cities



CENTER CITY DISTRICT

Partial mode separation



CENTER CITY DISTRICT

More fully realized in Brasilia



CENTER CITY DISTRICT

We fell in love with the automobile  
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 1/3 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. Easily managed. Speed from 3 to 20 miles an hour.

Price \$1,000. No Agents. The hydrocarbon motor is simple and powerful. No odor, no vibration. Suspension Wire Wheels. Pneumatic Tires. Ball Bearings.  Send for Catalogue.

THE WINTON MOTOR CARRIAGE CO., Cleveland, Ohio.

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

CENTER CITY DISTRICT

Didn't understand unintended consequences  
Future filled with traffic congestion & air pollution



CENTER CITY DISTRICT

Challenges that exist in new growth cities



CENTER CITY DISTRICT

Public health challenges



CENTER CITY DISTRICT

Emptying out of US city centers



CENTER CITY DISTRICT



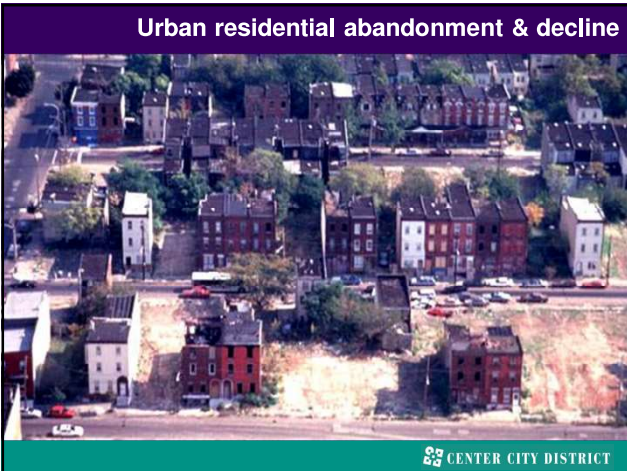
The total loss of density: Downtown Denver, 1976



Commercial area deterioration



Urban residential abandonment & decline



Very large promises being made for driverless cars  
Optimistic & skeptical







19<sup>th</sup> c German vision of personal transportation in 2000



CENTER CITY DISTRICT

Skeptical about panaceas

Uber wants to fly you to your destination in a drone



CENTER CITY DISTRICT

(1) Everything we have learned in last half-century  
Successful cities are places where pedestrians feel welcomed



CENTER CITY DISTRICT

Human beings are social animals like to be with other people



CENTER CITY DISTRICT

People like to watch other people  
Successful cities create spaces for social gathering



CENTER CITY DISTRICT

Cars have a place in urban life



CENTER CITY DISTRICT

But they shouldn't be allowed to dominate urban life



CENTER CITY DISTRICT

Copenhagen



CENTER CITY DISTRICT



40-50 years of implementation: same place in 2016



CENTER CITY DISTRICT

Copenhagen "shared streets"



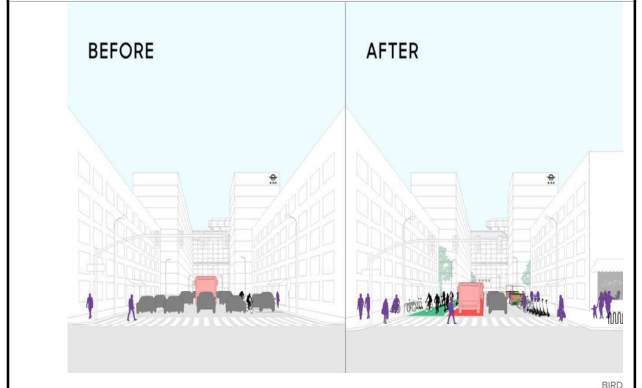
CENTER CITY DISTRICT

Copenhagen designed for multiple modes  
Achieve a balance between order and diversity



CENTER CITY DISTRICT

Scooters too; but we need to design for them



CENTER CITY DISTRICT

Not all streets need to be the same  
You can design for a different balance



CENTER CITY DISTRICT

Times Square: Before & after



CENTER CITY DISTRICT

Eliminated roadway redundancy



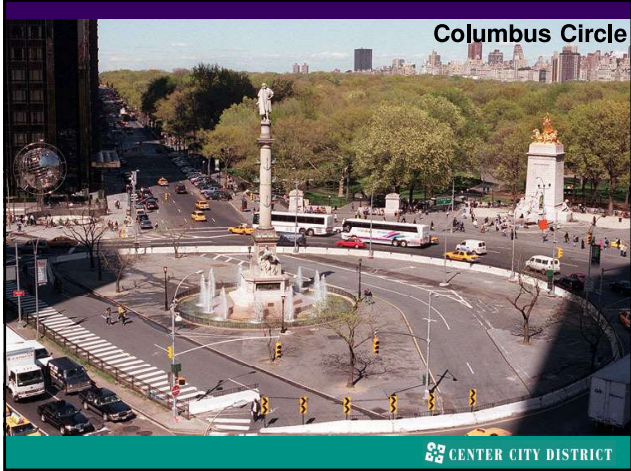
CENTER CITY DISTRICT

Columbus circle; 1940s



CENTER CITY DISTRICT





Place & need for high speed, limited-access highways; but try not to allow them to penetrate into the city center



CENTER CITY DISTRICT

They can't help but disrupt the fabric



CENTER CITY DISTRICT

Design many streets for people



CENTER CITY DISTRICT

(2) In global economy, digital technology provides mobility & choice; post-industrial work can be performed anywhere



CENTER CITY DISTRICT



When people can work anyplace, the quality of a specific place defines its competitiveness



CENTER CITY DISTRICT

Placemaking has become part of economic development



CENTER CITY DISTRICT

Not just leisure;  
work meetings happen in public spaces



CENTER CITY DISTRICT

Digital technology allows work to occur anywhere



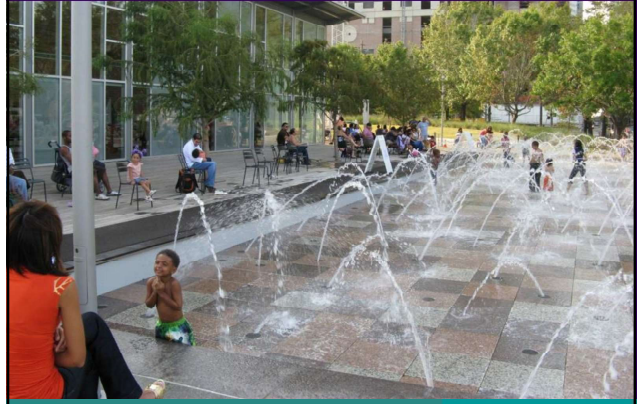
CENTER CITY DISTRICT

Green space as anchor for innovation district



CENTER CITY DISTRICT

Parks for children: Houston, Texas



CENTER CITY DISTRICT



CENTER CITY DISTRICT

Parks for older people



CENTER CITY DISTRICT



Quality public spaces part of the competitiveness of a place  
Retail & restaurants are more successful



CENTER CITY DISTRICT

Great public spaces promote tourism



CENTER CITY DISTRICT

Central to Vancouver's *Living First* Strategy



CENTER CITY DISTRICT

Major commitment to quality public spaces



CENTER CITY DISTRICT

Developers pay for waterfront & park infrastructure  
Must be in place before development opens



CENTER CITY DISTRICT

“If we are to persuade North Americans to live at high density,  
we are going to have to provide high quality public spaces”



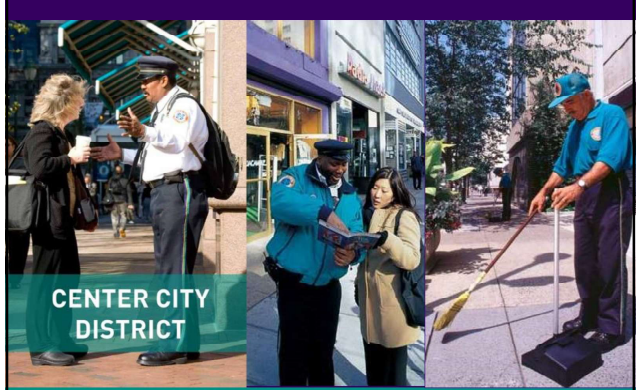
CENTER CITY DISTRICT

(3) Many things are done best at regional scale  
Placemaking may require new smaller scale management structures



CENTER CITY DISTRICT

BIDs play a significant role in placemaking



CENTER CITY DISTRICT

CENTER CITY DISTRICT



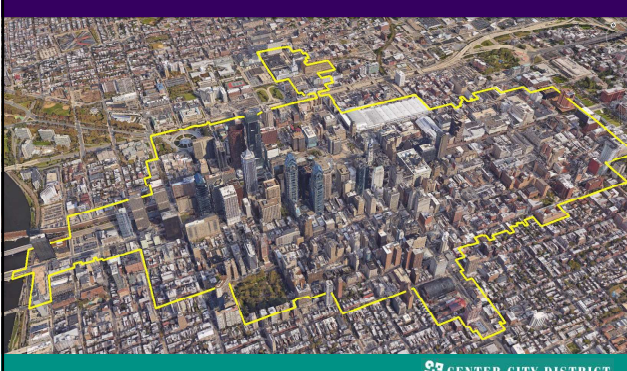
Not only for basic management  
Providing higher levels of services



BIDs: drivers of streetscape improvements



Smaller scale, hand-crafted approach to city management  
People whose job it is to improve all aspects of one place



BIDs have been key creators of quality public spaces



**(4) Density matters = thick labor markets**



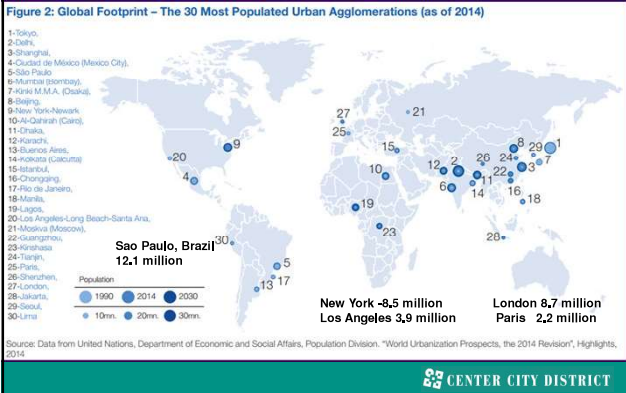
CENTER CITY DISTRICT

**Creates diverse job opportunities  
Density is a relative term: one size does not fit all**

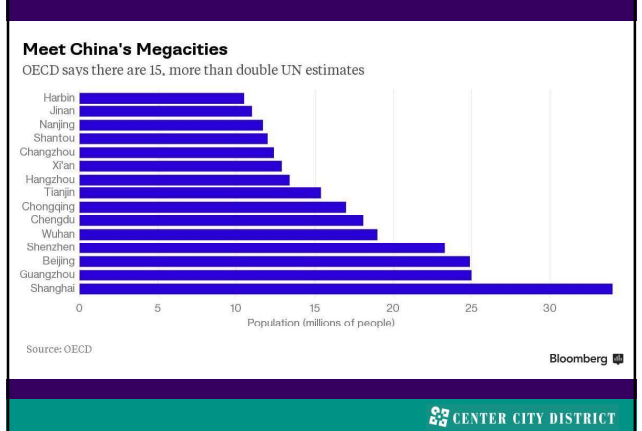


CENTER CITY DISTRICT

**More than 100 Chinese cities have population over 1 million  
10 US cities have population over 1 million, 2 mega cities  
2 European megacities; 5 South & Central American cities**



**15 cities over 10 million in population**





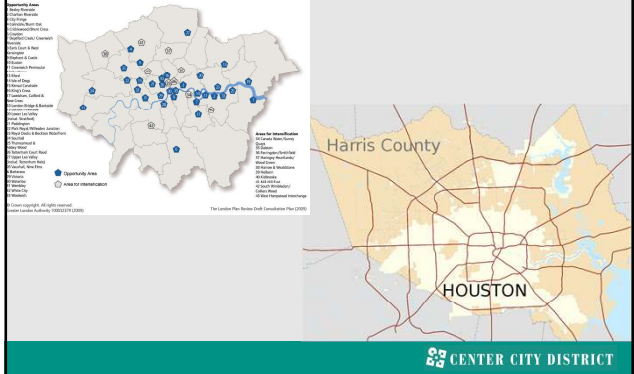
Varying population density, Area: 1,572sq km or 607sq miles;  
London Population = 8.7m (2016)



1751 Sq Kilometers; 676 square miles;  
2.2 million population



Difference in density  
14,332 persons/square mile  
3,254 persons/square mile



London: relatively uniform commercial density

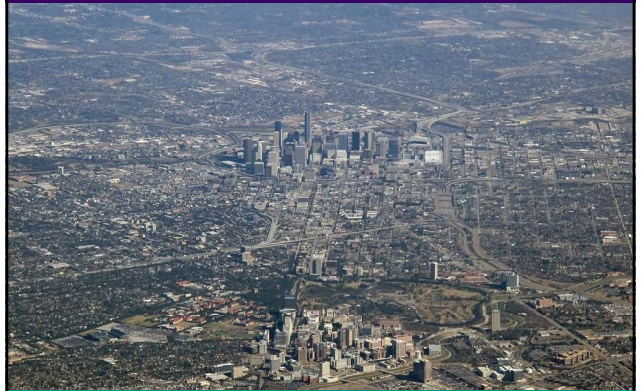


Now adding a series of skyscrapers



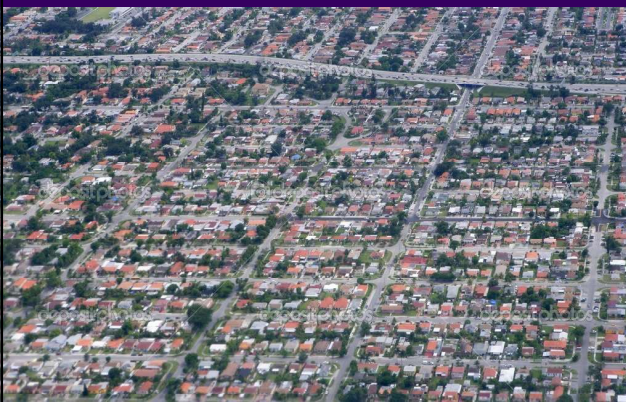
CENTER CITY DISTRICT

Houston; 3-5 nodes of high density



CENTER CITY DISTRICT

Houston single family density



CENTER CITY DISTRICT

London residential density  
Understanding local context



CENTER CITY DISTRICT



(5) Jane Jacobs: Density+ mixed primary uses  
Creates the most competitive places



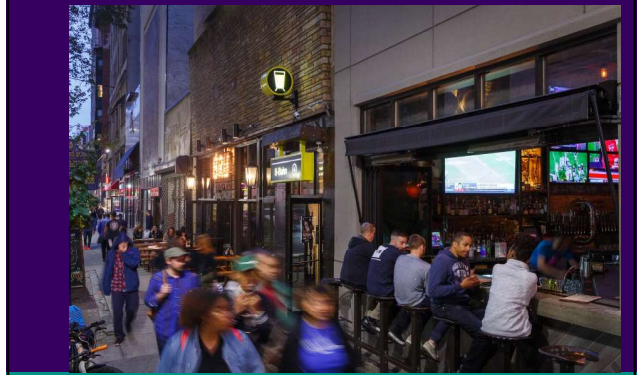
Uses that generate activity by day  
& not only at rush hour and lunchtime



Uses that generate activity at night:  
Arts & entertainment



Uses that generate activity at night:  
Restaurants & cafes



**Creates a well-used and safe street**

“The public peace is not kept primarily by the police. It’s kept primarily by an intricate, almost unconscious, network of voluntary controls & standards among people themselves & enforced by people themselves.”



 CENTER CITY DISTRICT

**Economic risks in single-use, over-specialization  
Mid-20<sup>th</sup> century central business district**



 CENTER CITY DISTRICT

**It lost market share because of the automobile**



 CENTER CITY DISTRICT

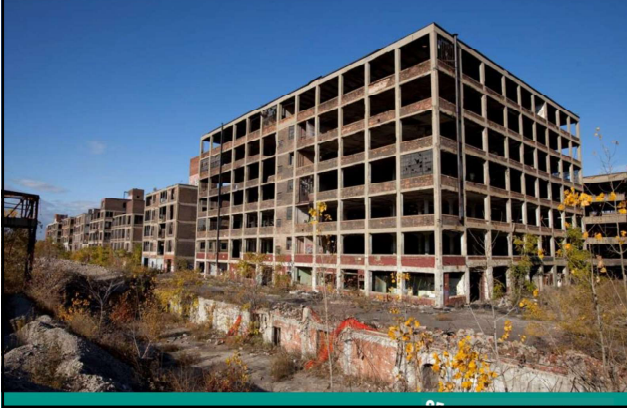
**Now so too with suburban office campuses  
& shopping centers**



 CENTER CITY DISTRICT



Risks when any place overspecializes in one sector  
**Abandoned Packard manufacturing plant in Detroit**

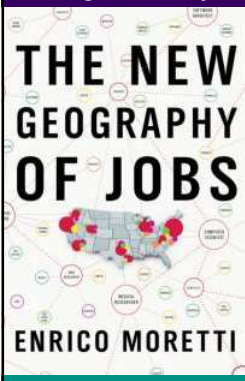


Diversification of employment sectors + residential is key  
**Balance specialization & diversification**



CENTER CITY DISTRICT

(6) The nature of the economy is changing  
 High skilled jobs are drivers of the new economy  
 "Great divergence"



Places that pull ahead are dense with high-skilled innovation jobs & those jobs create more spin off & lower skilled jobs than traditional professional services  
*The Innovation sector drives growth & opportunity for others*



CENTER CITY DISTRICT

Places that pull ahead; dense with innovation jobs  
 Can also be places that over-specialize

**Valley of the Kings**  
 Tech companies valued at more than \$1bn  
 ● Private  
 ● Public  
 Valuation July 2015, \$bn

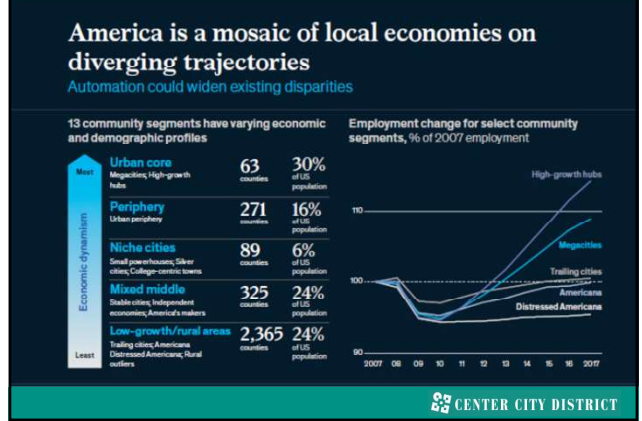
Company	Valuation (\$bn)
Uber	46.00
Substack.com	10.00
Dropbox	8.00
Airbnb	7.00
Facebook	150.00
Google	240.00
Apple	350.00
Oracle	23.00
San Jose	10.00

CENTER CITY DISTRICT

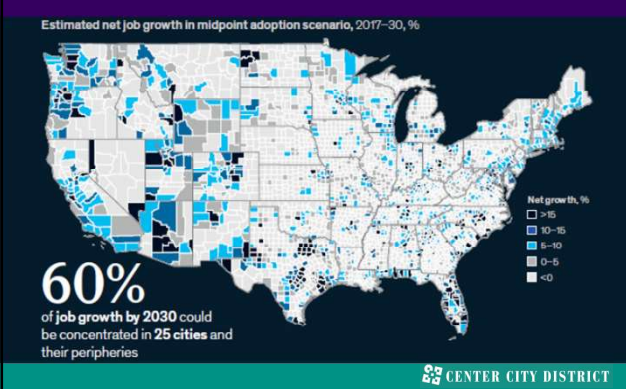
## Rate of growth varies dramatically between US cities



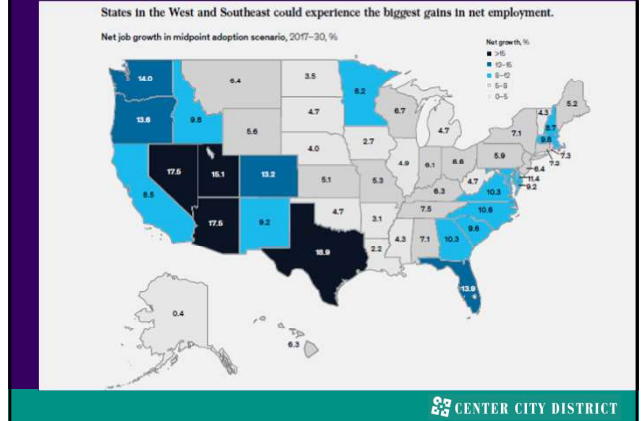
## Diverse urban cores are growing fastest



## Prediction that 60% of growth concentrated in just 25 regions

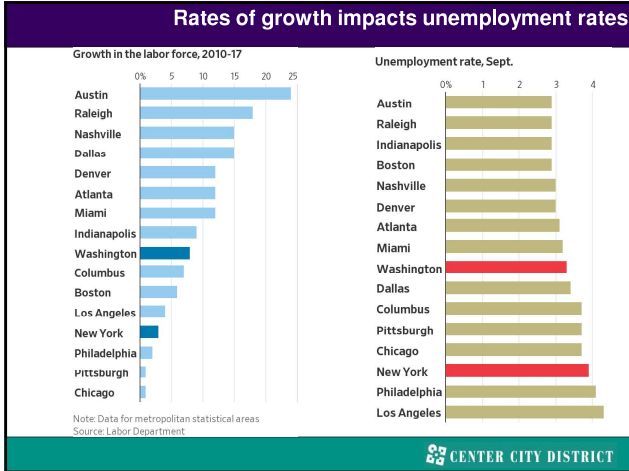


## Predict that by 2030: growth will be more uneven

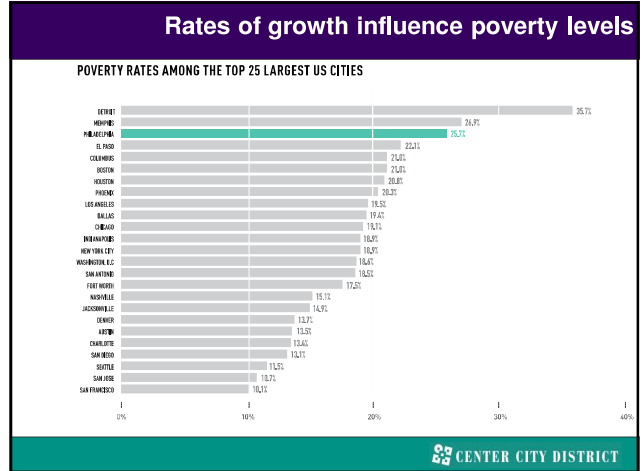




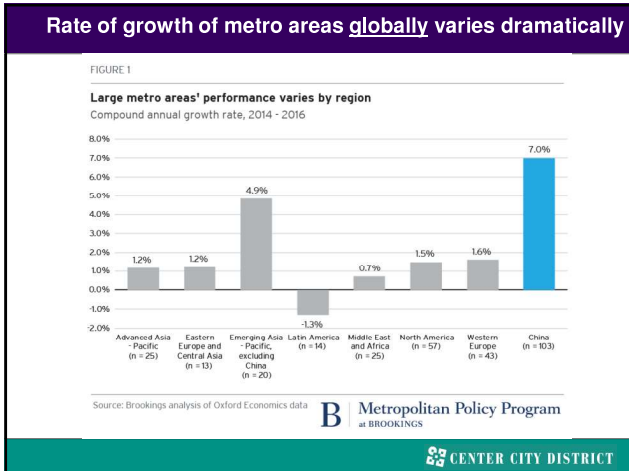
## Rates of growth impacts unemployment rates



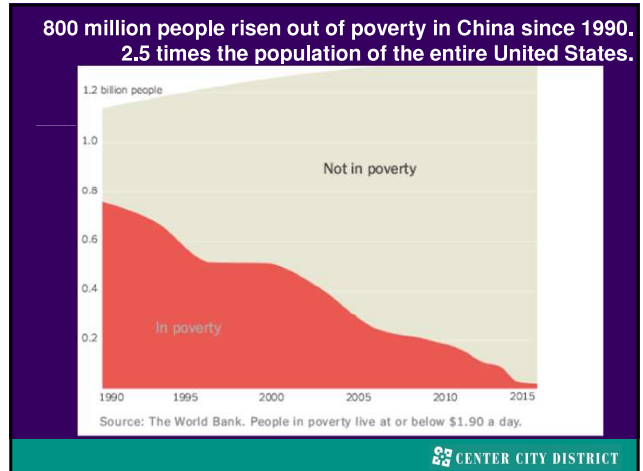
## Rates of growth influence poverty levels



## Rate of growth of metro areas globally varies dramatically



## 800 million people risen out of poverty in China since 1990. 2.5 times the population of the entire United States.

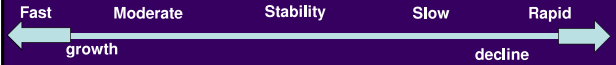


### Reduction in poverty: China

<https://www.nytimes.com/interactive/2018/11/18/world/asia/china-social-mobility.html>

<https://www.nytimes.com/interactive/2018/11/18/world/asia/china-social-mobility.html>

### Where is your city on a continuum of urban growth trends?



New cities built for first time for 21<sup>st</sup> century economy

Old cities in decline 19<sup>th</sup> & 20<sup>th</sup> century industrial economies

Old cities re-inventing/repositioning themselves for 21<sup>st</sup> c

### Brookings typology for China



Metropolitan Policy Program at BROOKINGS

### 7. Design matters: rather than blank & boring walls



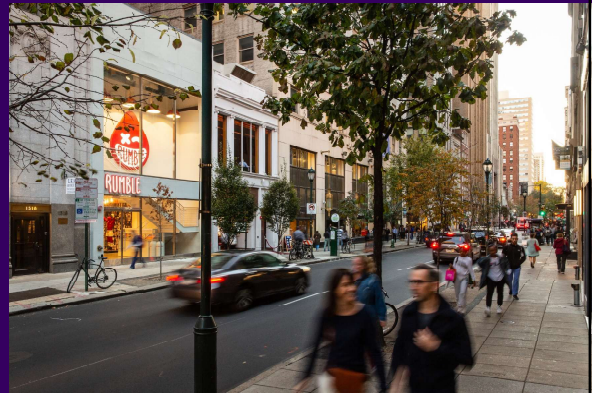


Frequent doors, openings produce activity



CENTER CITY DISTRICT

Places of interest that pull you along



CENTER CITY DISTRICT

Buildings designed to activate .....



CENTER CITY DISTRICT

Rather than deaden the street



CENTER CITY DISTRICT

Uses that generate high volumes of pedestrians



CENTER CITY DISTRICT

Buildings that spill out onto the sidewalk



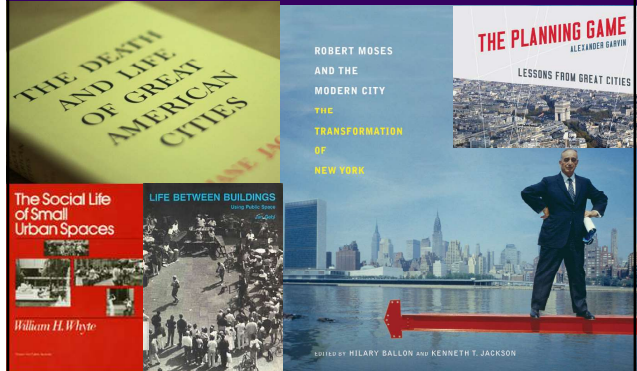
CENTER CITY DISTRICT

....and put "eyes on the street"



CENTER CITY DISTRICT

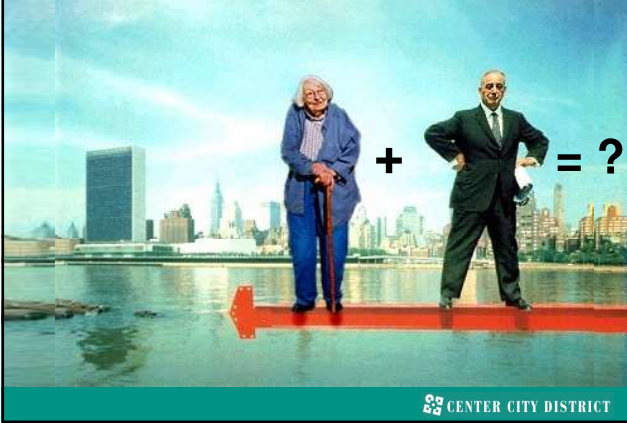
How do we combine attention to pedestrian scale with the need to think & build big?



CENTER CITY DISTRICT



How do we solve this equation?



Major challenge/opportunity in mega cities  
Building big & creating quality human spaces



Risks with massive, rapidly constructed new centers  
Employment: Empire State Plaza, Albany



Cabrini Green public housing in Chicago

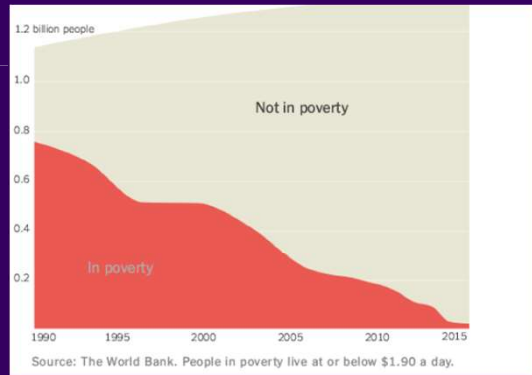


Cities experiencing rapid population growth



CENTER CITY DISTRICT

Dramatically & rapidly reducing poverty.



CENTER CITY DISTRICT

Special challenge: producing volume & quality public space



CENTER CITY DISTRICT

Houston: adding natural landscapes back into city



CENTER CITY DISTRICT



## 8. Geography shapes cities: cities on islands



## Some cities can achieve affordability through bonuses If the city can accept the density

**What is the Affordable Housing Bonus Program (AHBP)?**

The AHBP is a program to increase the amount of affordable housing built in San Francisco. The program offers housing developers incentives, including increased density and height, in return for building more permanently affordable homes into their projects.

AHBP offers several options, indicated as follows (click on the program name for details):

Program Name	Percentage of Permanently Affordable Housing
Currently	12%
State Program	13-20%
Local Program	30%
Local Program	100%

GET PROJECT UPDATES: Sign up for the mailing list to receive updates. Unsubscribe at any time. [Subscribe to Updates](#)

**Affordable Housing Bonus Program (AHBP)**

- Background
- Program Timeline
- Applicable Areas & Maps
- Resources
- The Legislation
- Meetings and Events
- Studies and Background Information
- In This Menu
- Frequently Asked Questions
- Local Coastal Program Amendment
- Invest in Neighborhoods
- Public Land for Housing
- Sustainable Development
- Urban Forest Plan
- WalkFast

CENTER CITY DISTRICT

## NYC has a long tradition of high-density housing Demand outpacing supply



## Market can support most demands for inclusionary zoning

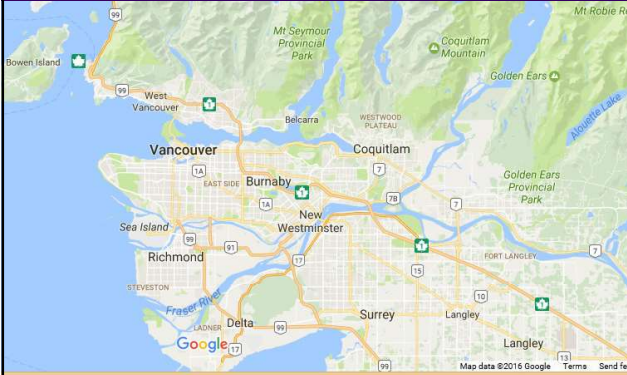
**Our Affordable Housing Tools Working Together NYC**

- Reform of State 421-a tax exemption program will require affordable housing in every rental building receiving benefits
  - More affordable housing
  - Broader range of incomes
  - No benefits for luxury condos
- Mandatory Inclusionary Housing
- Zoning for Quality and Affordability will promote senior and affordable housing, aid efficient use of housing subsidies and promote better buildings

Strategic use of subsidy programs and key development projects allow the City to reach a wide range of incomes

CENTER CITY DISTRICT

### Cities on peninsulas



CENTER CITY DISTRICT

### Vancouver, British Columbia Major destination: Asian immigrants; Canadian California Huge commitment to high density housing



CENTER CITY DISTRICT

### By contrast, San Francisco



CENTER CITY DISTRICT

### Trying to address affordability challenges

A screenshot of the San Francisco Planning Department website, specifically the Affordable Housing Bonus Program (AHBP) page. The page features a navigation menu with options like 'About Us', 'Plans & Programs', 'Permits & Zoning', 'Enforcement', 'Public Hearings', and 'Resource Center'. The main content area highlights the AHBP, mentioning that Mayor Ed Lee signed the 100% Affordable Housing Bonus Ordinance into law on July 29, 2016. Below this, there are three columns representing different housing programs: 'Currently' (12% Affordable Housing), 'State Program' (13-20% Affordable Housing), and 'Local Program' (30% Permanently Affordable). A fourth column shows 'Local Program' (100% Permanently Affordable). The page also includes a sidebar with 'Plans & Programs' and a search bar.

CENTER CITY DISTRICT



**Huge resistance to high rise**



CENTER CITY DISTRICT

**Solutions: increase supply to lower price**

**Beijing targets housing affordability, nearly quadruples land release to boost flat supply**

December 2017: A surge in the amount of land made available for residential development in Beijing this year has some market watchers forecasting downward pressure on middle class home prices in the capital starting in 2018



And – building new adjacent cities

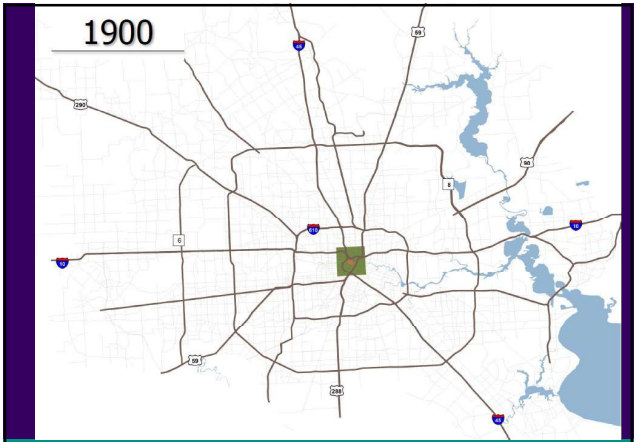
CENTER CITY DISTRICT

**One American solution has been sprawl**

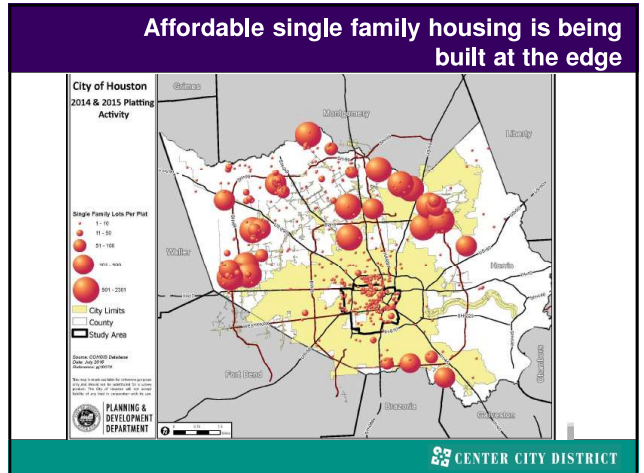
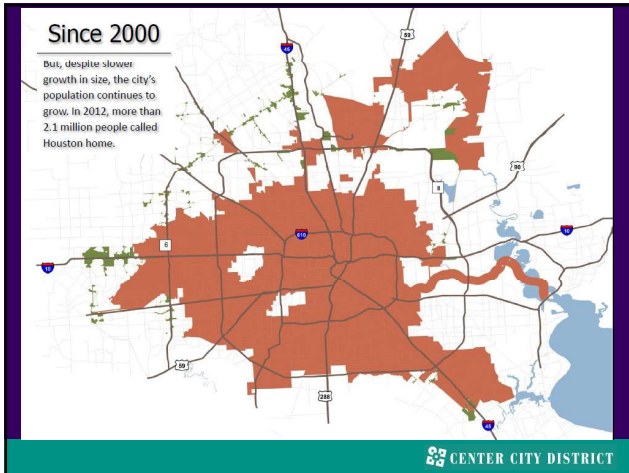
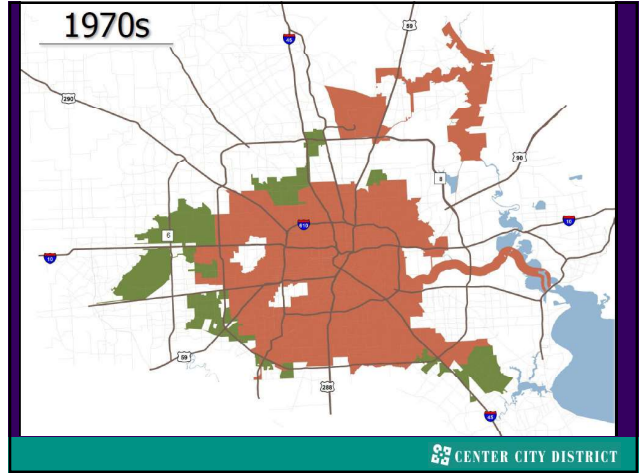
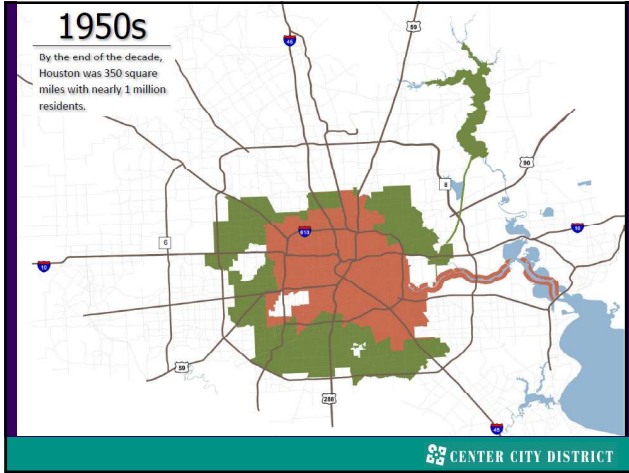


CENTER CITY DISTRICT

1900

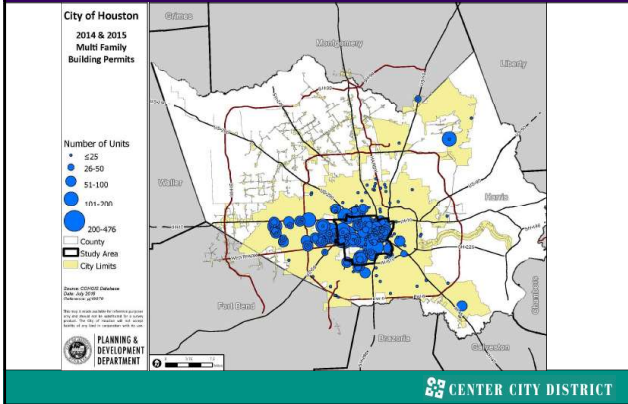


CENTER CITY DISTRICT





**Center is growing denser with multi-family housing**



**(9) Transportation infrastructure best funded at the national or continental level**

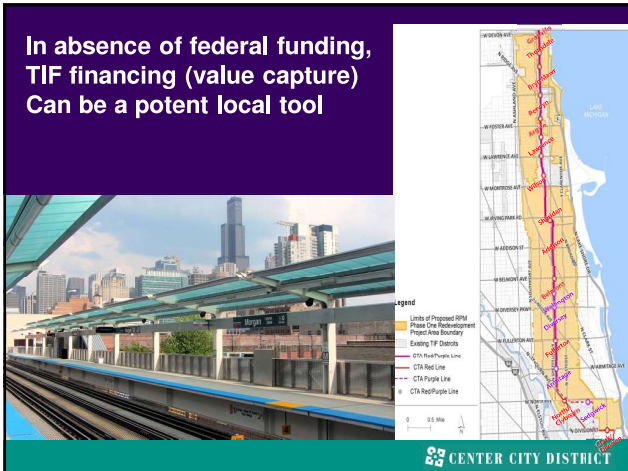


**China has become the global leader**



**There are cities that have built at regional scale  
Denver: new growth city building regional system**





**10. National tax rates reflect public priorities & determine what is possible at the local level**  
**U.S. & Western Europe: declining federal tax rates**

Progressive income tax introduced in 1918

70% top tax rate highest income brackets between 1919-1922

Cut in the 1920s 25%  
 FDR -1933 63%; 79% in 1937

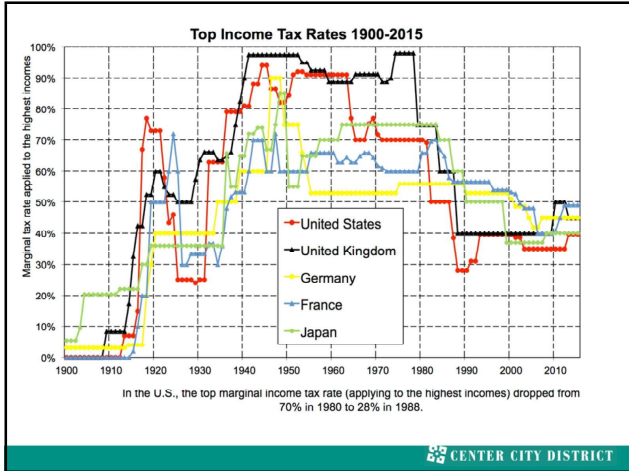
88% in 1942 - World War 2

90% thru 1950s, period of greatest prosperity in US

**CAPITAL**  
*in the Twenty-First Century*

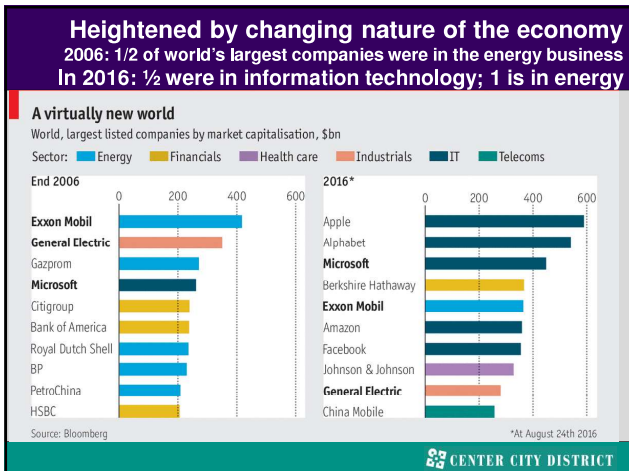
**THOMAS PIKETTY**  
TRANSLATED BY ARTHUR GOLDENBERG





Cutting national tax rates drives high levels of growth  
& produce growing extremes of income  
“Great divergence”

CENTER CITY DISTRICT



### Innovation economy pushes this to greater extremes

# THE NEW GEOGRAPHY OF JOBS

ENRICO MORETTI

Places that pull ahead are dense with high-skilled innovation jobs & those jobs create more spin off & lower skilled jobs than traditional professional services  
*The Innovation sector drives growth & opportunity for others*

CENTER CITY DISTRICT

Federal government cutting back on social safety net & funds for affordable housing & Democratic left calling for much higher federal tax rates to fund redistribution



CENTER CITY DISTRICT

Conservative Republicans in control nationally  
Across the country, this has led to city legislation that seeks to carry out redistribution at the local level

An Analysis of Tax Abatements in Philadelphia

Office of the Controller, City of Philadelphia  
April 20, 2018

City of Philadelphia

BILL NO. 18051

Introduced April 12, 2018

Coauthors: Council Members: Council President: Council, Councilmembers: Quakertown, Darshan, Eschewen, Gonzalez, Hays, Reynolds, Drown and Jones

Referred to the Committee on Finance

**AN ORDINANCE**

Providing for a program to the City with the construction of certain and other and allowing the City to acquire, own, lease, sell, lease, license, or otherwise dispose of property and development of property and development of property, in order to support economic development and to provide affordable housing, including, but not limited to, the sale or lease, and the provision of services to Philadelphia, the State of Pennsylvania, or other entities and individuals.

THE COUNCIL OF THE CITY OF PHILADELPHIA HEREBY ORDAINS:

SECTION 1. Title 19 of the Philadelphia Code is hereby amended to read as follows:

TITLE 19. FINANCE, TAXES AND COLLECTIONS.

CHAPTER 19-400. Construction Incentive Tax.

§ 19-400. Purpose of law.

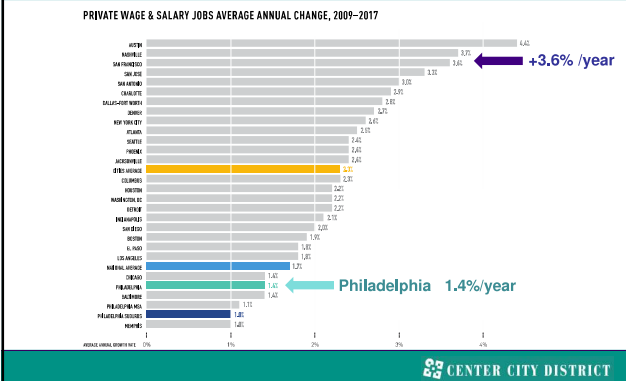
(1) There is hereby created a tax on the privilege of constructing any structure for human occupancy, including any residential, commercial or industrial occupancy, or making any improvements to any such structure, for which a building permit is required pursuant to § 24-2-01.1.

(2) The purposes of this Chapter are to: improve the City's financial condition; increase the City's revenue; and to provide for the construction, maintenance, and improvement of public infrastructure, including streets and sidewalks, which are in the public interest.

City of Philadelphia

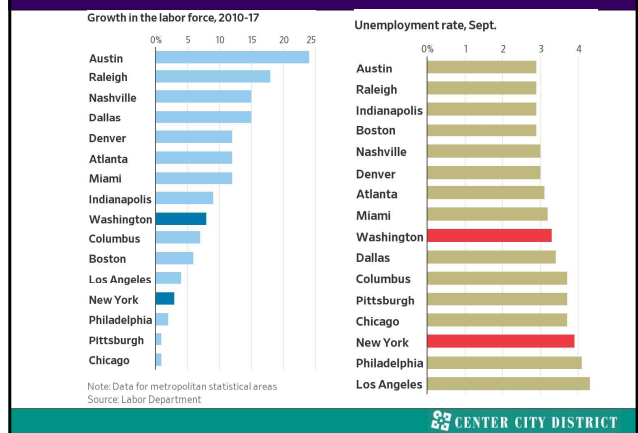
CENTER CITY DISTRICT

What San Francisco can support with 3.6% growth rate  
Is very different from what PHL's 1.4% rate can support  
One size does not fit all: Create market sensitive alternatives



CENTER CITY DISTRICT

Is market strong enough to support locally imposed mandates



CENTER CITY DISTRICT



## Not focused mega challenges like global warming



 CENTER CITY DISTRICT

## Themes to consider for presentations

1. Designing cities for people
2. Quality public spaces make cities successful
3. New organizations for local place management?
4. Density matters
5. Economic diversification matters
6. Nature of the economy is changing
7. Design matters
8. Geography (and climate) shapes cities
9. Transportation & infrastructure investment can redefine and reposition cities –national & regional scale (new methods for local financing)
10. National tax policies shape local realities (addressing unemployment and poverty)

 CENTER CITY DISTRICT

For each group, there are two components to the final presentation:

- A presentation to the class in Powerpoint that highlights the cities you have chosen to focus on, the trends, challenges and opportunities they may share in common; the policy, planning, transportation or development issues you chose to focus on; any significant differences or lessons to be learned between the cities. Not every member in the group needs to speak, but every member of the group should have assisted in some way to create the final presentation.
- An overview provided to me (one per team) that should list your project team members, summarize how you divided the work among your team (who did what), your sources of information and a list of any information you would like to have had, but either couldn't find or didn't have the time

 CENTER CITY DISTRICT