September 26-27, 2019

PROJECT DEVELOPMENT 101
"Bringing It All Together"

PIDC

PACDC
PHILADELPHIA ASSOCIATION
OF COMMUNITY DEVELOPMENT CORPORATIONS

Driving growth to every corner of Philadelphia

Part 1 - Presenters

COMMUNITY DEVELOPMENT LEADERSHIP INSTITUTE

Sarah Stroney
PIDC

Facilitator

Maria Gonzalez
HACE

Blane Stoddart
BFW Group

Laura M. Spina
Philadelphia Planning Commission

Angel Rodriguez
PRA/Land Bank

John Mondlak
Planning & Development

PIDC

PACDC
PHILADELPHIA ASSOCIATION OF COMMUNITY DEVELOPMENT CORPORATIONS

Driving growth to every corner of Philadelphia

EXISTING OR NEW NEIGHBORHOOD PLANS

COMMUNITY DEVELOPMENT LEADERSHIP INSTITUTE

Laura M. Spina

Director of Community Planning

Department of Planning and Development

Philadelphia City Planning Commission

PIDC

PACDC PHILADELPHIA ASSOCIATION OF COMMUNITY DEVELOPMENT CORPORATIONS

Driving growth to every corner of Philadelphia

Neighborhood Planning & Development

PIDC-PACDC

26 September 2019

PCPC

PHILADELPHIA CITY
PLANNING COMMISSION

Laura M. Spina
Director of Community Planning

City of Philadelphia

WHO WE ARE

PHILADELPHIA CITY PLANNING COMMISSION

COMMISSION

- Appointed by the Mayor
- Ex-officios

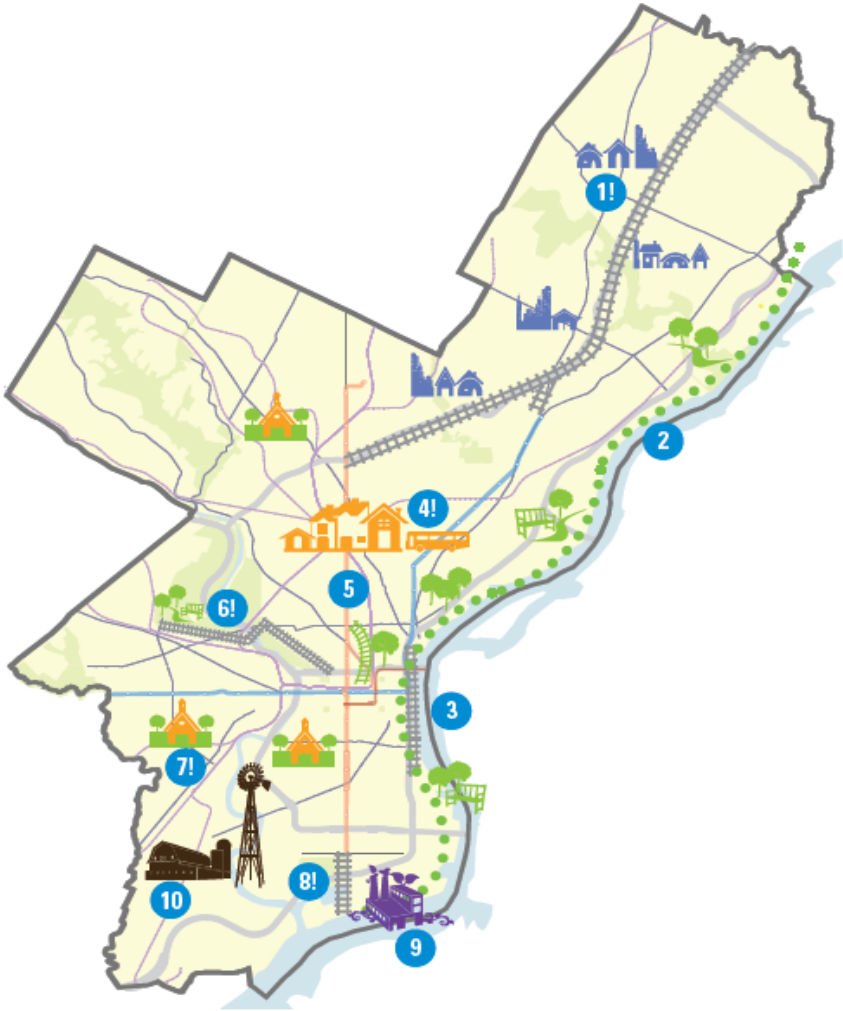
STAFF Divisions:

- Citizens Planning Institute
- Community Planning
- Development and Zoning
- Implementation
- Policy and Analysis
- Urban Design

CITY CHARTER | MANDATES

Required by Philadelphia Home Rule Charter:

- Physical Development Plan of the City – The Comprehensive Plan
- Zoning Ordinances, Maps, and Amendments
- Capital Program and Budget
- Streets and Land Subdivisions
- Recommendations to Council

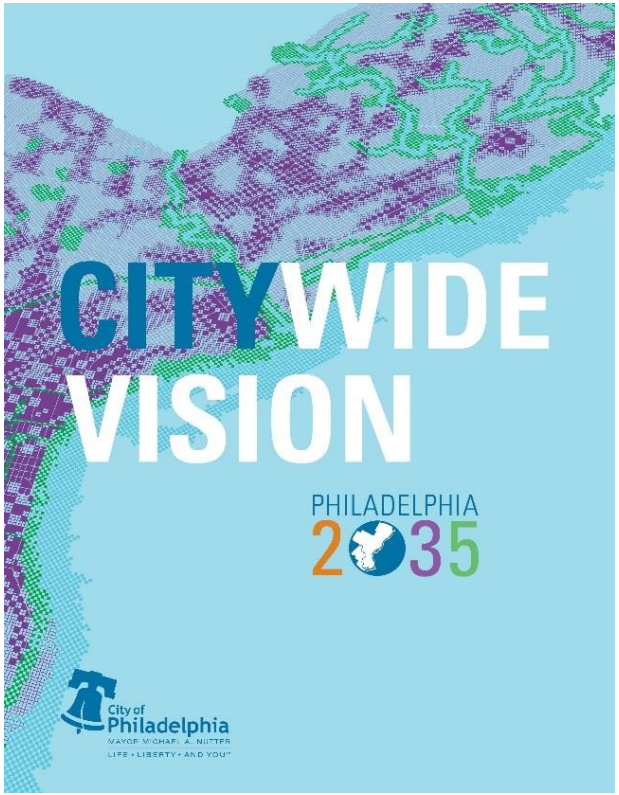


THE COMPREHENSIVE PLAN

Philadelphia2035

PHASE 1 | THE CITYWIDE VISION

- Establish a 25 year vision for the City of Philadelphia
- Broad, citywide goals and recommendations
- Guide City budgets, collaborations, and investments in the built environment
- Make development patterns more predictable for citizens, community groups, developers and investors



ADOPTED JUNE 2011

PHASE 1 | THE CITYWIDE VISION

Philadelphia2035 is organized into three forward-looking and aspirational themes:

THRIVE

Neighborhoods
Improve neighborhood livability

Economic Development
Make Philadelphia more competitive in the metropolitan region

Land Management
Capitalize on land assets

CONNECT

Transportation
Improve transportation safety, efficiency, and convenience

Utilities
Adapt utility services to changing technology and consumption patterns

RENEW

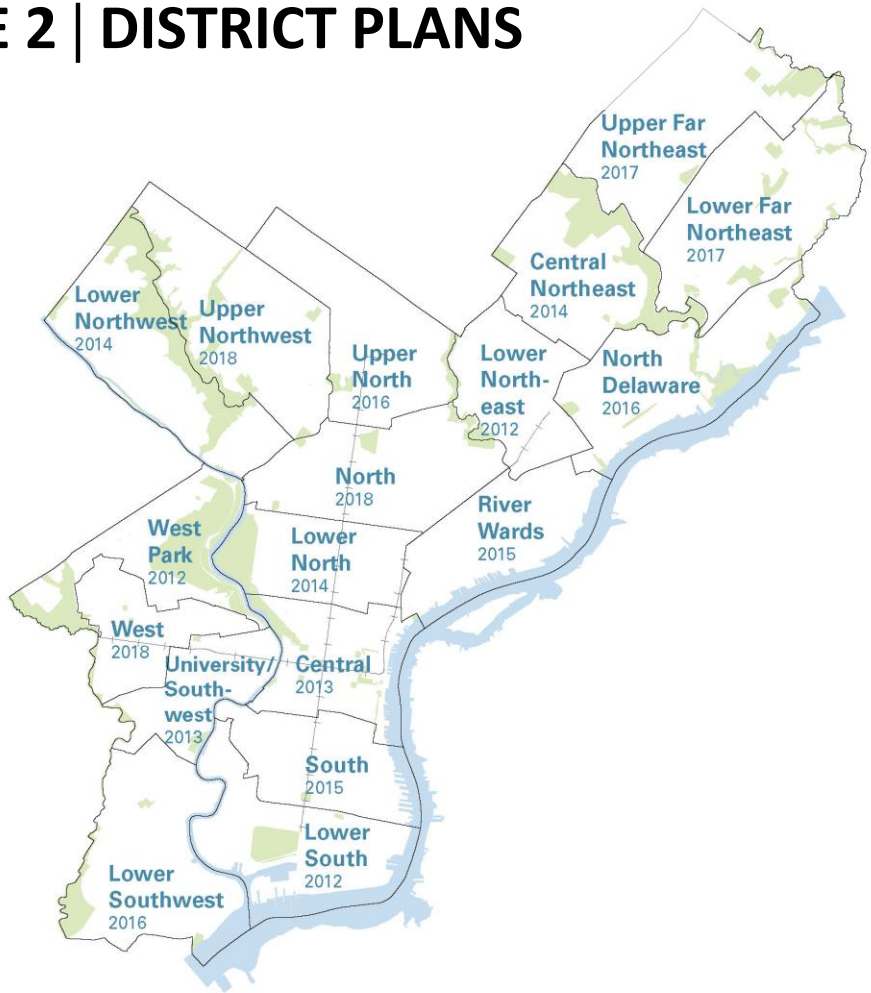
Open Space
Increase equitable access to our open-space resources

Environmental Resources
Fulfill city obligations to meet ambitious federal environmental standards

Historic Preservation
Preserve and reuse historic resources

Public Realm
Achieve excellence in the design and quality of Philadelphia's built environment

PHASE 2 | DISTRICT PLANS



- 10-year time frame
- Apply the recommendations of the ***Citywide Vision*** to specific areas
- Focus on:
  - City-owned land and assets
  - Land use and zoning recommendations
  - Focus Areas

PHASE 2 | DISTRICT PLANS

OVER-ARCHING COMMUNITY DESIRES

- HOUSING
- ZONING
- TRANSIT
- HISTORIC PRESERVATION
- GREENING

Source: uwishunu

ENGAGEMENT

COMPREHENSIVE PLAN | COORDINATION

- Steering committees
- One-on-one interviews
- Public meetings

THRIVE

COMMERCE DEPARTMENT

DIV. OF HOUSING & COMMUNITY DEVELOPMENT

PIDC

PHA

CONNECT

STREETS DEPARTMENT

oTIS

PENNDOT

SEPTA

PPA

RENEW

PARKS & RECREATION

WATER DEPARTMENT

OFFICE OF SUSTAINABILITY

HISTORICAL COMMISSION

COMPREHENSIVE PLAN | CPI

PHILADELPHIA citizens PLANNING INSTITUTE

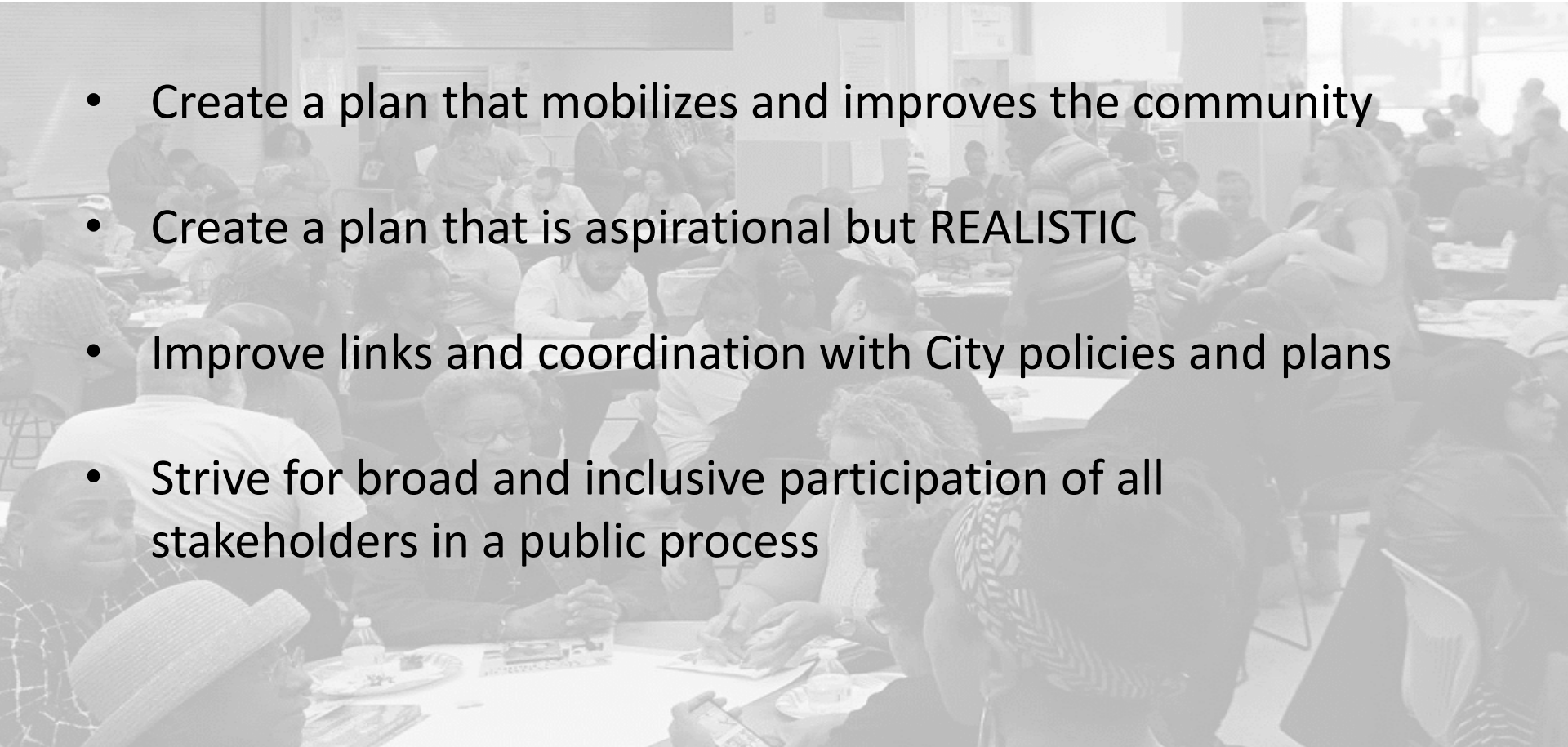
MISSION: to empower citizens across the city to take a more active role in shaping the future of their neighborhoods.

www.citizensplanninginstitute.org

NEIGHBORHOOD PLANS

IMAGE: Partnership Project

NEIGHBORHOOD PLANS | OBJECTIVES



- Create a plan that mobilizes and improves the community
- Create a plan that is aspirational but REALISTIC
- Improve links and coordination with City policies and plans
- Strive for broad and inclusive participation of all stakeholders in a public process

NEIGHBORHOOD PLANS | GUIDELINES

- Establish an advisory committee – include City Agencies
- Be consistent with the City's Comprehensive Plan and respect other plans done in the area
- Meet with stakeholders
- Advertise the planning process to the general public and hold public meetings
- Select consultants using an open and fair bidding procedure

PHILADELPHIA CITY PLANNING COMMISSION

1515 ARCH STREET, FLOOR 13
www.phila.gov
www.phila2035.org
215-683-4615

City of Philadelphia

CASE STUDY OF A MASTER PLAN -- HACE

COMMUNITY DEVELOPMENT LEADERSHIP INSTITUTE

Maria N. Gonzalez

President & CEO

HACE

PIDC

PACDC
PHILADELPHIA ASSOCIATION OF COMMUNITY DEVELOPMENT CORPORATIONS

Driving growth to every corner of Philadelphia

COMMUNITY REVITALIZATION

Neighborhood Development Planning

Demographics
Needs
Assets
Trends
Funding Opportunities
Environmental Scan
Meetings
Stakeholder Committee
Resident Surveys
Focus Groups
Elected Officials
City Departments
Community Input
Projects
Programs
Activities
Partnerships
Priorities

Benefits of Community Planning

- Resident involvement = Buy-in
- Establish Priorities based on Resident and Stakeholder Input
- Codify Community Priorities
- Develop Case for Support
- Provides a Road Map to Garner Support
- Invites other Partners to Support Plan Activities
- Develop a Baseline to Measure Community Impact

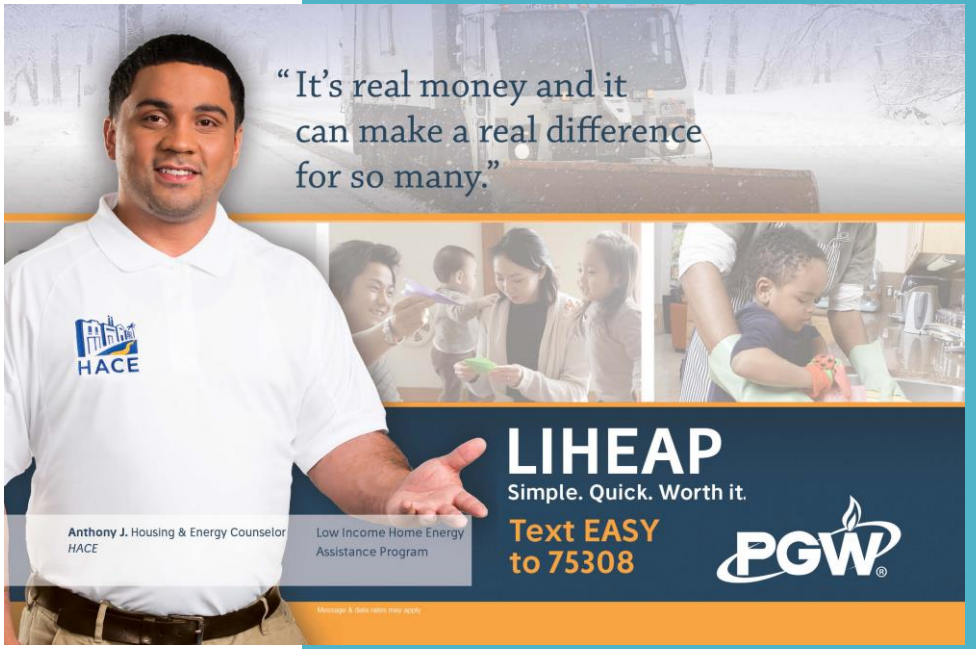
Things to consider

- Community & Stakeholder Expectations
- Manage Risk
- Organizational Capacity Needs
- Neighborhood Infrastructure Needs
- Funding Environment
- Market Trends
- Who are your Partners?
- Foster Ongoing Community Support
- Communication

1995 Plan Goal: Stabilization

- Development of Affordable Rental Housing
- Main Street Program
- HACE Management Company
- Housing Counseling Program

Housing Counseling Program
Neighborhood Energy Center



HACE
Management Company

Caribe Development Zone

2005 -2015 Plan Attract New Investment

- Homeownership Development
- Vacant Property Rehabilitation
- Attract Social Service Providers to create jobs
- Capital improvements to El Centro de Oro
- Open Space Redevelopment

Lawrence Court Homeownership Development
3300 N. Lawrence Street, 19140
50 units

Homeownership Development

- Increase housing opportunities
- Build Wealth
- Equitable Development
- Housing & Credit Counseling
- Down payment Assistance

El Centro de Oro Commercial Corridor

Open Space Development

Community Beautification * Resident Engagement

The Good Lands 2025 Neighborhood Plan

CRIME/SAFETY FOCUS OF NEIGHBORHOOD PLAN

Key Issues

- Crime
- Conrail Land
- Encampments

Crime Prevention Through Environmental Design

- Lighting
- Security/Control Access
- Activate Public Spaces
- Manage Landscaping
- Eyes on the Street
- Territorial Enforcement

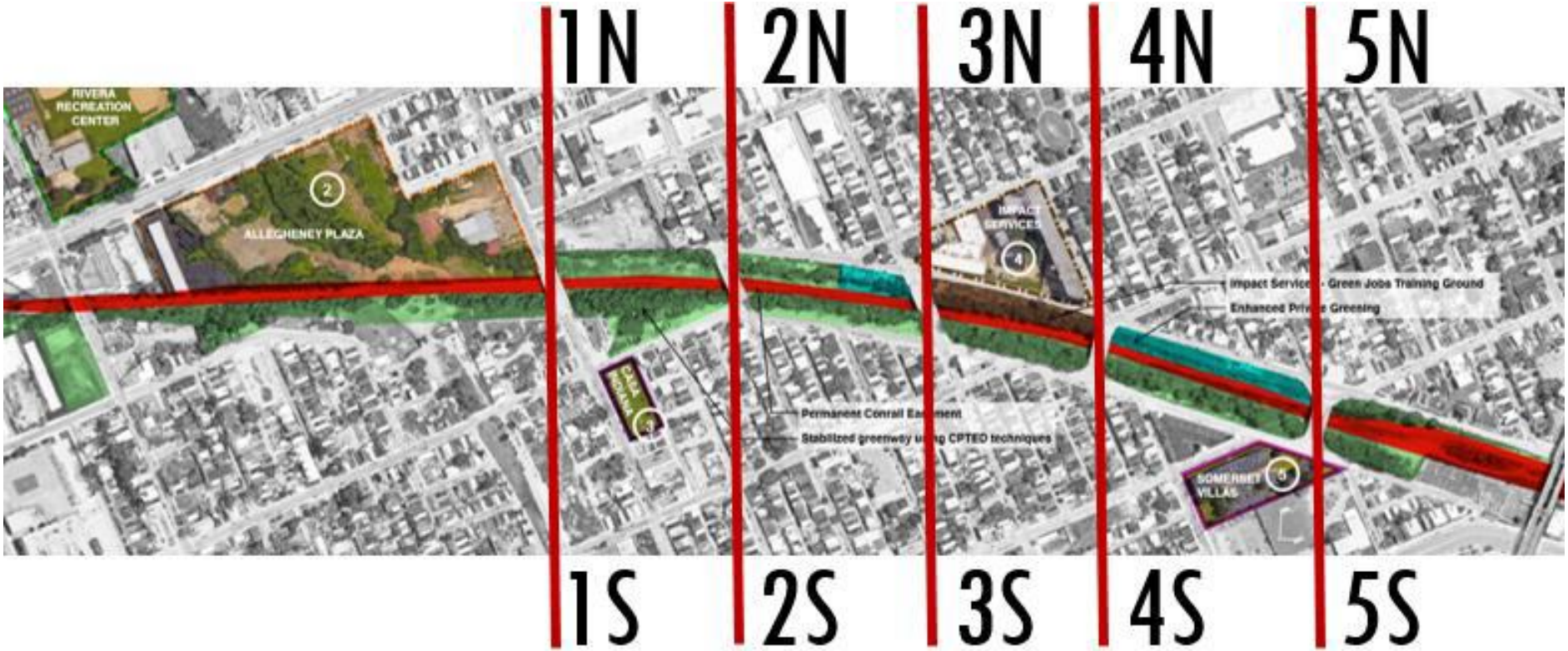
Conrail Land Clean Up

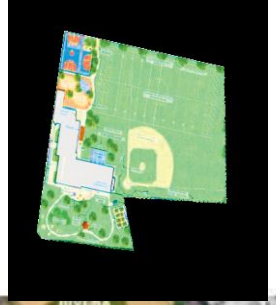
- Comprehensive Strategy to Eliminate Encampments, Address Crime and Homelessness
- Clean and Secure Conrail Land
- Partnerships to Preserve and Build Upon Investments

Reclaiming Our Neighborhood

SafeGrowth

- Coalition of Stakeholders
  - Police
  - Managing Director's Office
  - Conrail
  - Department of Health & Human Services
  - Residents
  - Churches
  - Other Local Organizations
- Livability Academy
  - Civic Engagement
  - Leadership Building
- Safety Audits
- Anti-Litter Strategy
- Zoning – RCO Process


1N
2N
3N
4N
5N
RIVERA RECREATION CENTER
ALLEGHENEY PLAZA
Permanent Conrail Easement
Stabilized greenway using CPTED techniques
Impact Services - Green Jobs Training Ground
Enhanced Private Greening
SOMERSET VILLAS
1S
2S
3S
4S
5S



N 3N 4N 5N

3S 4S 5S

GAINING SITE CONTROL

COMMUNITY DEVELOPMENT LEADERSHIP INSTITUTE

Angel B. Rodriguez

Executive Director
Philadelphia Land Bank

Senior Vice President of Land Development, **PHDC**

Deputy Executive Director, Real Estate
Philadelphia Redevelopment Authority

PIDC

PACDC
PHILADELPHIA ASSOCIATION OF COMMUNITY DEVELOPMENT CORPORATIONS

Driving growth to every corner of Philadelphia

PHILADELPHIA LAND BANK

Inventory of Public Property for Acquisitions

- City of Philadelphia Department of Public Property
  - Actively Managed Inventory
  - Surplus Inventory – Vacant Property Review Committee (VPRC)
- PIDC – City Surplus
- Philadelphia Housing Authority (PHA)
  - Auction Properties
- Philadelphia Land Management Department
  - Philadelphia Redevelopment Authority
  - Philadelphia Land Bank
  - PHDC
  - Vacant Property Review Committee (VPRC)

PHILADELPHIA
LAND BANK

There are the two types of dispositions:

- Competitive Sales (DEFAULT)
- Non-Competitive Sales

PHILADELPHIA LAND BANK

Competitive Sales – DEFAULT

- Competitive Sales are used where there are multiple applicants for a single parcel.
- Competitive Sales invite bids for City properties.
- Property prices will be established using an appraisal.
- Properties will be placed on the market for a period of 30 days.
- The City retains its rights to approve or reject a Qualified Bid based on clear criteria, including price.

PHILADELPHIA LAND BANK

Non-Competitive Sales

- A Non-Competitive Sales, as permitted pursuant to the Disposition Policy, is not considered a competitive sale.
- The City may direct the transfer of property or properties to a specific entity without a competitive process for:
  - The development of an assemblage (75% of land),
  - Business expansion,
  - Affordable Housing Development or Community based facilities
  - Side/rear yards, , Garden/ Community Garden Agreement

What is the Non-competitive Sales process?

SEE HANDOUT

Private Acquisitions

- Sheriff Sales:
  - http://www.officeofphiladelphiasheriff.com/en/real-estate/sheriffs-sale-webapp
- *Market Rate Sales*

Available Resources for planning?

- Free on-line tools :
  - *www.Philadelphialandbank.org*
  - *www.Property.phila.gov*
  - *www.Atlas.phila.gov*
  - http://www.officeofphiladelphiasheriff.com/en/real-estate/sheriffs-sale-webapp

PRE-DEVELOPMENT PLANNING

COMMUNITY DEVELOPMENT LEADERSHIP INSTITUTE

Blane F. Stoddart

President and CEO

BFW Group, LLC

PIDC

PACDC
PHILADELPHIA ASSOCIATION OF COMMUNITY DEVELOPMENT CORPORATIONS

Driving growth to every corner of Philadelphia

Construction Project Managers

Because The Built Environment Was Built For People

What We Do

- Owners Representation
- Construction Project Management
- Program Management
- Quality Assurance/Quality Control (QA/QC)
- Cost Estimating/ Budgeting
- Scheduling/ Safety
- On Site Construction Administration
- Real Estate Development Consulting
- Capital Fundraising

COMCAST TECHNOLOGY CENTER

Church of Jesus Christ of Latter-day Saints

Before

After

TASKER VILLAGE

PIDC Class A-Office Renovation

Request for Quotation RFQ

- Utilized by buyers/requestors to prescreen potential bidders
- Used to negotiate deals or final pricing
- Flexible
- More options to buyers
- Not as legally stringent

Request for Proposal RFP

Utilized to select winning bidder

Best bid or lowest bid

Best bid

- Scoring system
- Goals and vision of purchaser (Includes diversity goals)

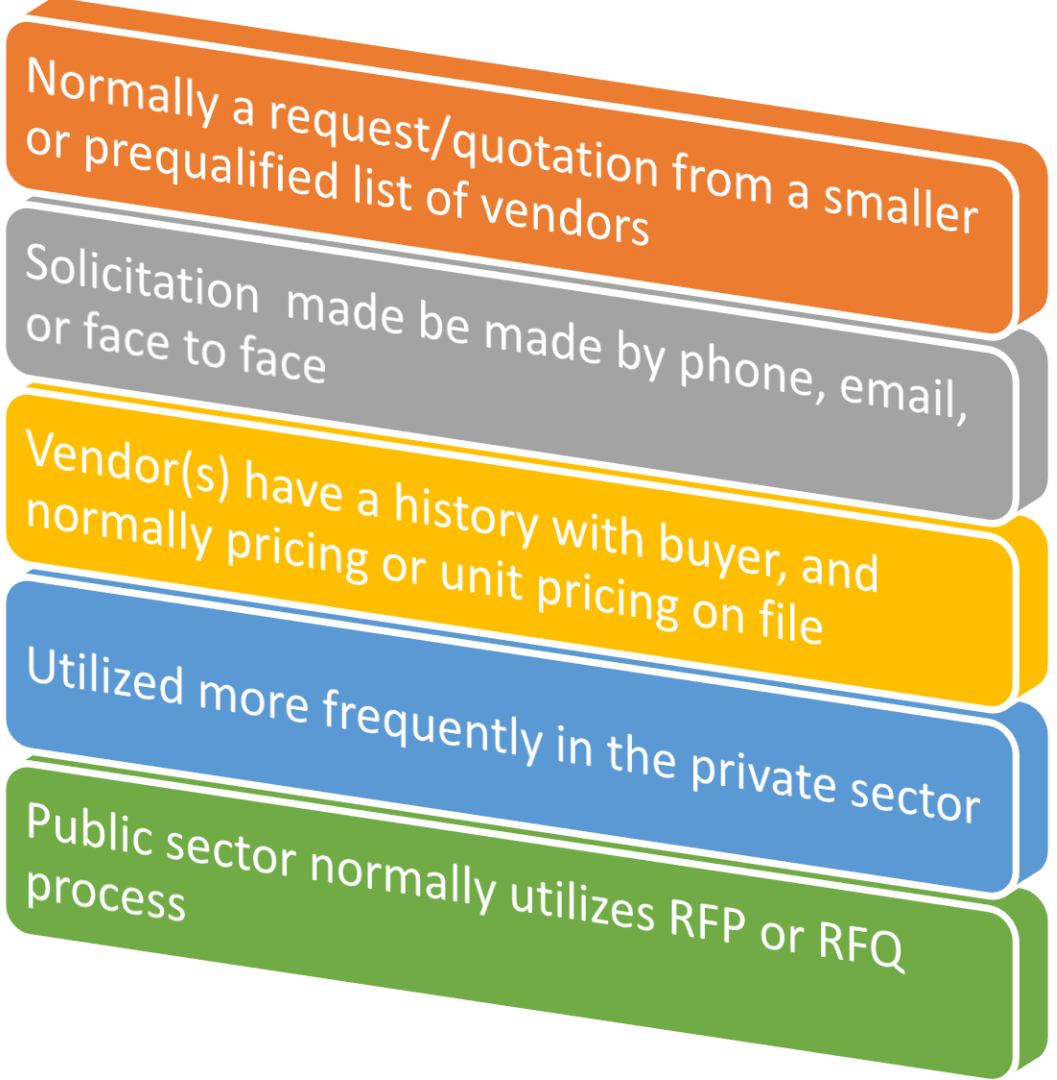
Lowest bid

- Normally the winner of RFP
- May not include goals and vision of purchaser

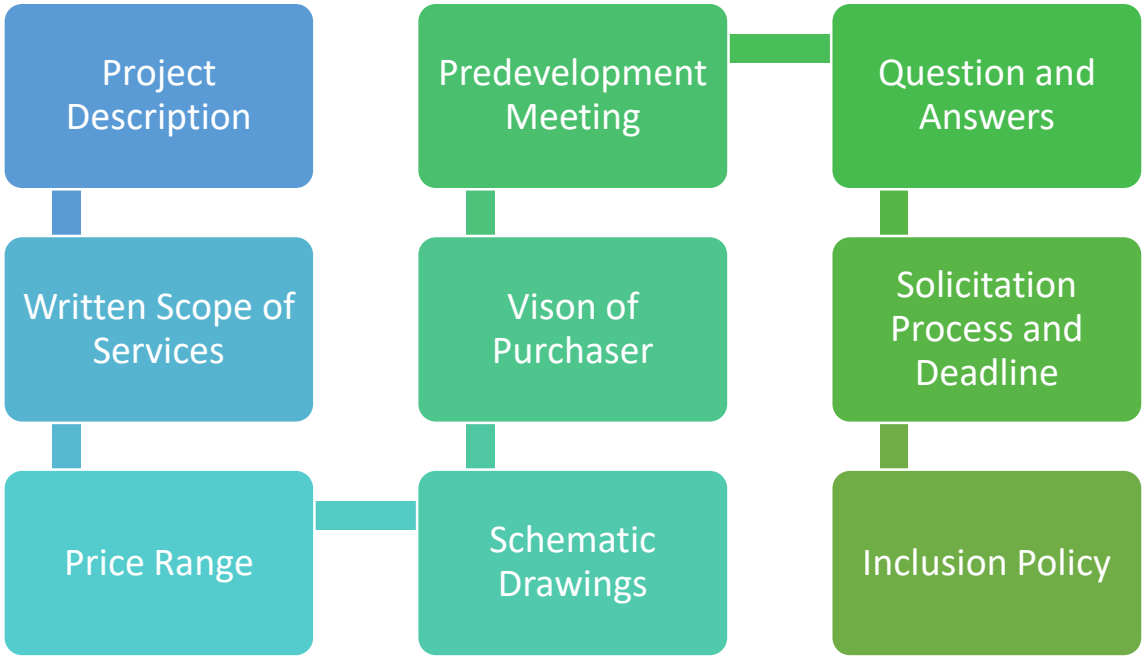
Fixed Price, Lowest Bidder or GMP Contract– race to the bottom

- Leads to the utilization of the same vendors
- Suppresses diversity goals

Direct Solicitation



Tools for Procuring Professional Services and General Contractors



DEVELOPER SERVICES COMMITTEE

COMMUNITY DEVELOPMENT LEADERSHIP INSTITUTE

John Mondlak, Esq.

Deputy Director of Development Services

Office of Planning and Development

City of Philadelphia

PIDC

PACDC
PHILADELPHIA ASSOCIATION OF COMMUNITY DEVELOPMENT CORPORATIONS

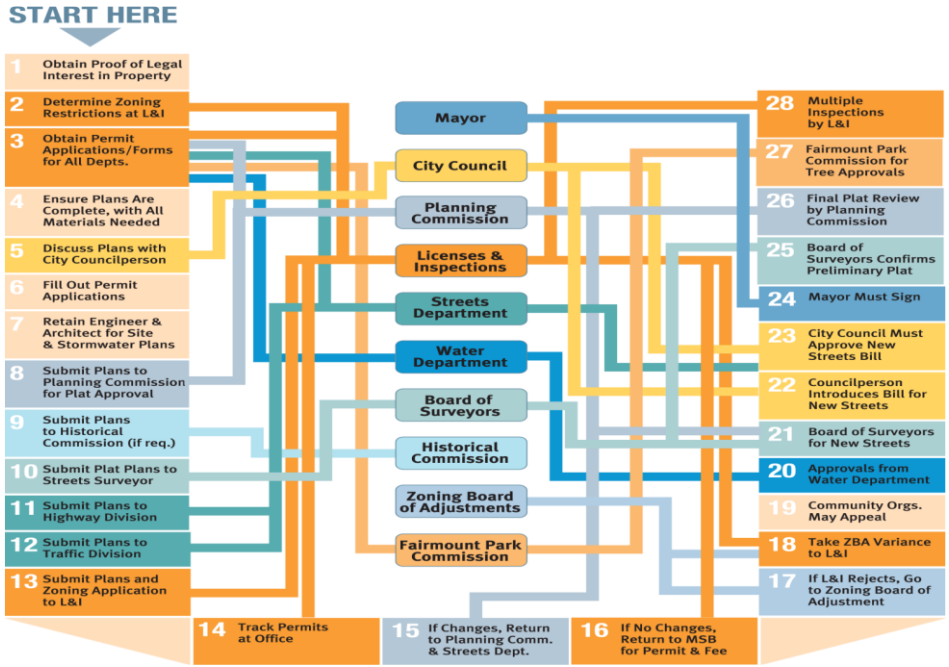
Driving growth to every corner of Philadelphia

Department of Planning & Development

Division of Development Services

City of Philadelphia

Overview


START HERE
1 Obtain Proof of Legal Interest in Property
2 Determine Zoning Restrictions at L&I
3 Obtain Permit Applications/Forms for All Depts.
4 Ensure Plans Are Complete, with All Materials Needed
5 Discuss Plans with City Councilperson
6 Fill Out Permit Applications
7 Retain Engineer & Architect for Site & Stormwater Plans
8 Submit Plans to Planning Commission for Plat Approval
9 Submit Plans to Historical Commission (if req.)
10 Submit Plat Plans to Streets Surveyor
11 Submit Plans to Highway Division
12 Submit Plans to Traffic Division
13 Submit Plans and Zoning Application to L&I
Mayor
City Council
Planning Commission
Licenses & Inspections
Streets Department
Water Department
Board of Surveyors
Historical Commission
Zoning Board of Adjustments
Fairmount Park Commission
28 Multiple Inspections by L&I
27 Fairmount Park Commission for Tree Approvals
26 Final Plat Review by Planning Commission
25 Board of Surveyors Confirms Preliminary Plat
24 Mayor Must Sign
23 City Council Must Approve New Streets Bill
22 Councilperson Introduces Bill for New Streets
21 Board of Surveyors for New Streets
20 Approvals from Water Department
19 Community Orgs. May Appeal
18 Take ZBA Variance to L&I
17 If L&I Rejects, Go to Zoning Board of Adjustment
14 Track Permits at Office
15 If Changes, Return to Planning Comm. & Streets Dept.
16 If No Changes, Return to MSB for Permit & Fee

Problem
Solved

Overview - Our People

Division of Development Services

Early 1990's

PIDC
Driving growth to every corner of Philadelphia

Early 2000's

Department of Commerce
CITY OF PHILADELPHIA
LIFE • LIBERTY • AND YOU™

2011

2017

Department of
Planning and Development

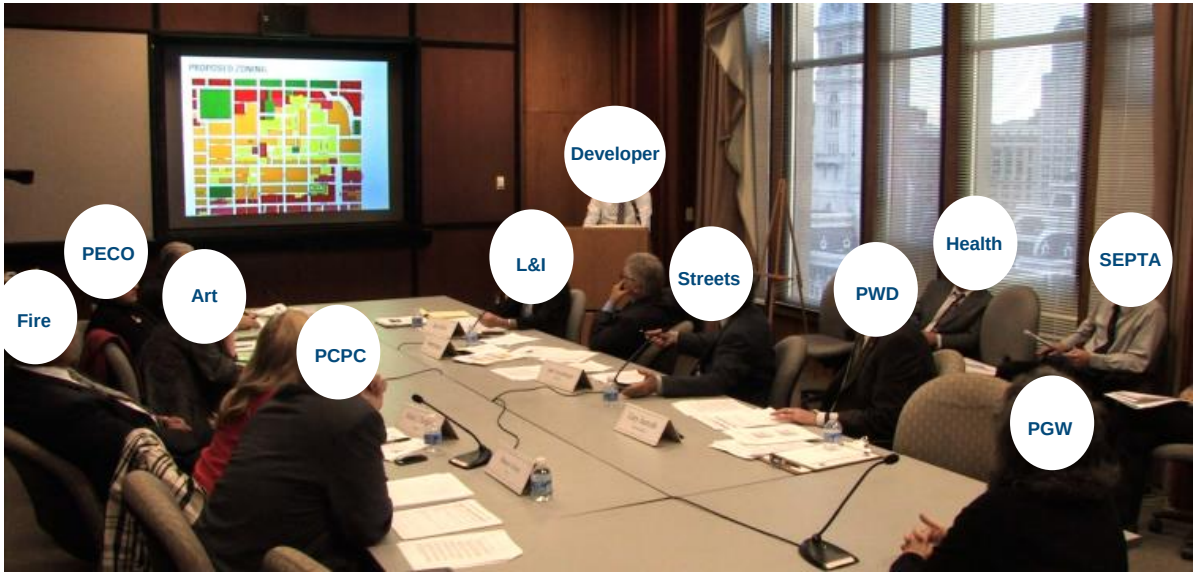
In FY 2019, Development Services…

Engaged directly with developers of +70 projects…

totaling 8,500 residential units and

1.3 million sf non-residential uses

- Art Commission
- City Planning Commission
- Department of Commerce
- Department of Licenses and Inspections
- Department of Public Health
- Department of Public Property
- Department of Records
- Division of Housing and Community Development
- Fire Department
- Historical Commission
- PECO
- PGW
- PIDC
- Philadelphia Redevelopment Authority
- Streets Department
- Veolia Energy
- Verizon
- Water Department



Existing Programs – Development Services Committee

Division of Development Services

Su	M	T	W	Th	F	Sa
					1st	
					3rd	

CHOP Physician and Administrative Office Building

Venice Innovation Island

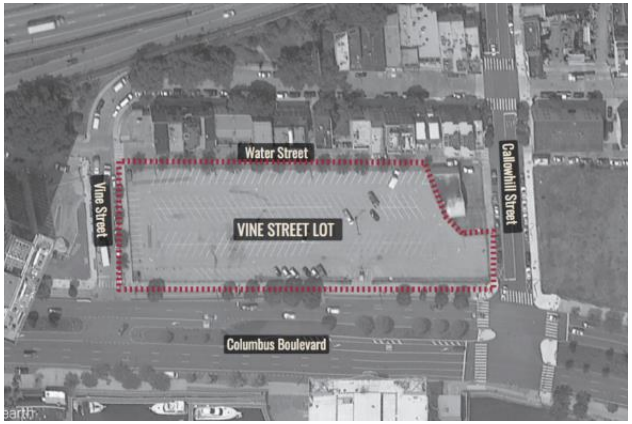
CASA Indiana

University Place 3.0

Piazza Terminal

Sharswood Development

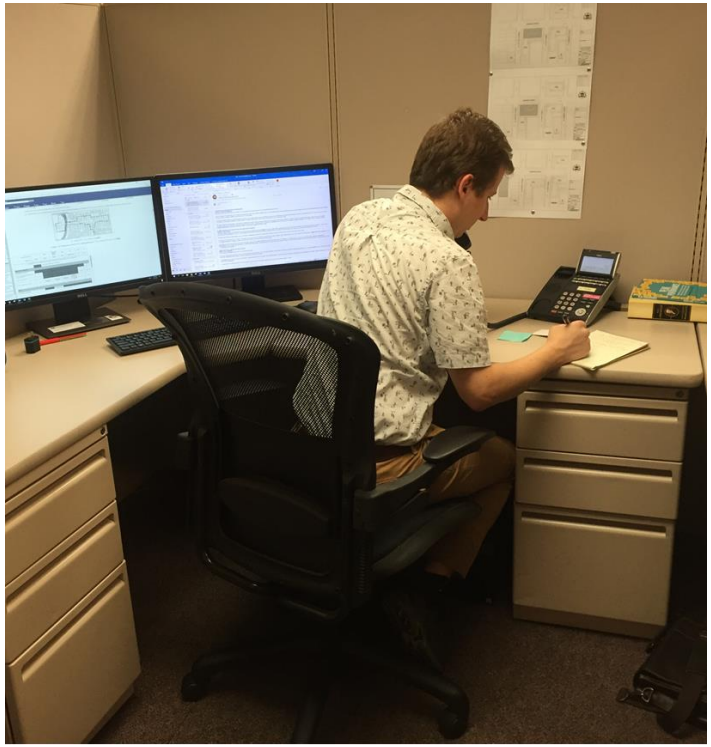
300 N. Christopher Columbus Blvd



1801 Vine Street Hotel

Existing Programs – Project Assistance

Division of Development Services

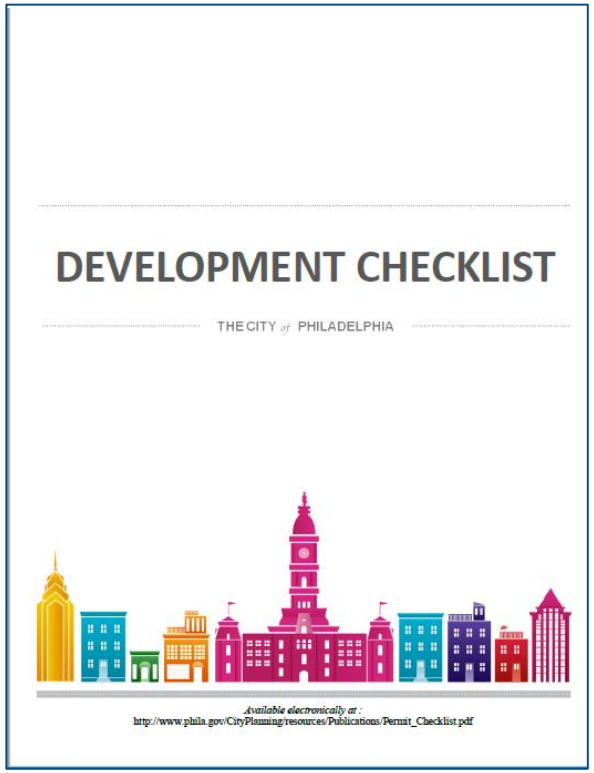


The Papermill: 5000 Flat Rock Road

Base Zoning | Philadelphia Code 14-403	
I-2, Medium Industrial Intended to accommodate light industrial uses, moderate-impact uses, and employment activities such as manufacturing, distribution, processing, industrial parks, and other activities.	
Historic Designation | 14-1005 through 14-100	
The structure is within the Main Street Manayunk Historic District, but is "Non-Contributing". Historical Commission approval is required for any activity. Limited demolition and construction are likely to be approved administratively, but a major overhaul or demolition could require full Commission review. Any use of federal funds for the project could trigger a lengthy historical review process.	
Flood Controls | 14-704(4)	
Regulatory Floodway	Most of the parcel, including the entire existing structure, is within the Regulatory Floodway. No encroachment (fill, new construction, or any development) is generally permitted in the floodway except for docks, public utilities, trails, roadways, and bridges which are determined to not increase the Base Flood Elevation.
Special Flood Hazard Area (FEMA Zone AE)	Some of the northeastern fringe of Venice Island, expanding into a larger triangle southeast of Fountain Street, is not within the Floodway but is within the Special Flood Hazard Area. In this area, residential structures must be elevated above the regulatory flood elevation and other structures must either be so elevated or designed to be floodproof. Several uses that could release hazardous materials or trap vulnerable people in event of a flood (hospitals, etc.) are prohibited.
Use Regulations | 14-403(2) and Table 14-602-3	
Permitted by-right: Limited and general Industrial, research and development, wholesale, distribution, storage, trucking and transportation terminals, passive recreation, safety services, transit, utilities and services, wireless service facilities, business and professional offices, group medical practitioners, government, building supply sales, animal services other than boarding, building services, business support, financial services except personal credit establishments, maintenance and repair of consumer goods, marina, non-accessory parking, radio/television/recording, most vehicle sales and services, all urban agriculture.	
Dimensional Standards | 14-701	
Max. Occupied Area	100% of the Lot
Front Yard	0 ft.
Side Yard	6 ft. if used
Rear Yard	8 ft. if used
Waterfront Setback	50 ft. from the top of the banks of the river and canal[1]
Max. Height	No limit or 60 ft.[2]

Existing Programs – General Assistance

Division of Development Services

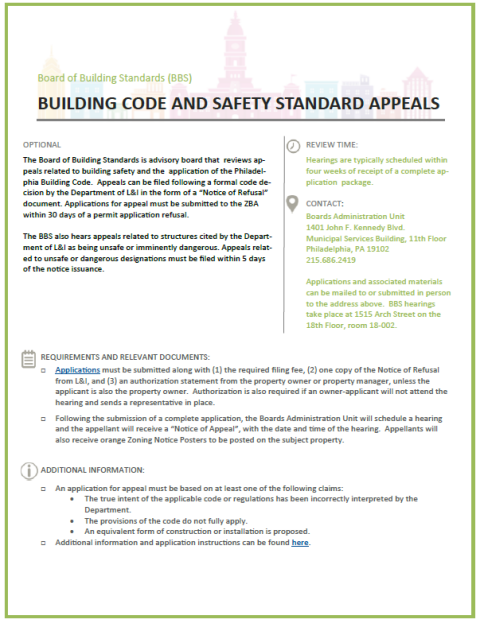


DEVELOPMENT CHECKLIST

THE CITY of PHILADELPHIA

Available electronically at :
http://www.phila.gov/CityPlanning/resources/Publications/Permit_Checklist.pdf

https://www.phila.gov/media/20190212105254/FINAL-Permit-Checklist_January2019.1-1.pdf



Board of Building Standards (BBS)

BUILDING CODE AND SAFETY STANDARD APPEALS

OPTIONAL

The Board of Building Standards is advisory board that reviews appeals related to building safety and the application of the Philadelphia Building Code. Appeals can be filed following a formal code decision by the Department of L&I in the form of a "Notice of Refusal" document. Applications for appeal must be submitted to the ZBA within 30 days of a permit application refusal.

The BBS also hears appeals related to structures cited by the Department of L&I as being unsafe or imminently dangerous. Appeals related to unsafe or dangerous designations must be filed within 5 days of the notice issuance.

REVIEW TIME:

Hearings are typically scheduled within four weeks of receipt of a complete application package.

CONTACT:

Boards Administration Unit
1401 John F. Kennedy Blvd.
Municipal Services Building, 11th Floor
Philadelphia, PA 19102
215.686.2419

Applications and associated materials can be mailed to or submitted in person to the address above. BBS hearings take place at 1515 Arch Street on the 18th Floor, room 18-002.

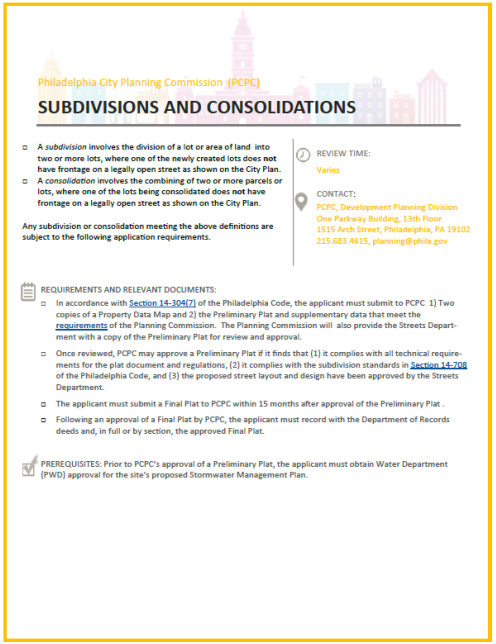
REQUIREMENTS AND RELEVANT DOCUMENTS:

- Applications must be submitted along with (1) the required filing fee, (2) one copy of the Notice of Refusal from L&I, and (3) an authorization statement from the property owner or property manager, unless the applicant is also the property owner. Authorization is also required if an owner-applicant will not attend the hearing and sends a representative in place.
- Following the submission of a complete application, the Boards Administration Unit will schedule a hearing and the appellant will receive a "Notice of Appeal", with the date and time of the hearing. Appellants will also receive orange Zoning Notice Posters to be posted on the subject property.

ADDITIONAL INFORMATION:

- An application for appeal must be based on at least one of the following claims:
  - The true intent of the applicable code or regulations has been incorrectly interpreted by the Department.
  - The provisions of the code do not fully apply.
  - An equivalent form of construction or installation is proposed.
- Additional information and application instructions can be found here.

https://www.phila.gov/media/20190517120440/Bldg-Stds-Appeals-Fact-Sheet.pdf



Philadelphia City Planning Commission (PCPC)

SUBDIVISIONS AND CONSOLIDATIONS

- A *subdivision* involves the division of a lot or area of land into two or more lots, where one of the newly created lots does not have frontage on a legally open street as shown on the City Plan.
- A *consolidation* involves the combining of two or more parcels or lots, where one of the lots being consolidated does not have frontage on a legally open street as shown on the City Plan.

Any subdivision or consolidation meeting the above definitions are subject to the following application requirements.

REVIEW TIME:

Varies

CONTACT:

PCPC, Development Planning Division
One Parkway Building, 13th Floor
1515 Arch Street, Philadelphia, PA 19102
215.683.4615, planning@phila.gov

REQUIREMENTS AND RELEVANT DOCUMENTS:

- In accordance with Section 14-304(7) of the Philadelphia Code, the applicant must submit to PCPC 1) Two copies of a Property Data Map and 2) the Preliminary Plat and supplementary data that meet the requirements of the Planning Commission. The Planning Commission will also provide the Streets Department with a copy of the Preliminary Plat for review and approval.
- Once reviewed, PCPC may approve a Preliminary Plat if it finds that (1) it complies with all technical requirements for the plat document and regulations, (2) it complies with the subdivision standards in Section 14-708 of the Philadelphia Code, and (3) the proposed street layout and design have been approved by the Streets Department.
- The applicant must submit a Final Plat to PCPC within 15 months after approval of the Preliminary Plat .
- Following an approval of a Final Plat by PCPC, the applicant must record with the Department of Records deeds and, in full or by section, the approved Final Plat.

PREREQUISITES: Prior to PCPC's approval of a Preliminary Plat, the applicant must obtain Water Department (PWD) approval for the site's proposed Stormwater Management Plan.

https://www.phila.gov/media/20190517123345/Subdiv-Lot-Adjustments-Fact-Sheet.pdf

Existing Programs – Educational Materials

Division of Development Services

COMMITTEES & COMMISSIONS

- *Real Estate Subcommittee of the City Council Regulatory Reform Commission;*
- *Vacant Property Review Committee;*
- *Historical Commission Financial Hardship Committee;*
- *Project review committees for PRA*
- *RFP/I review committees for Public Property*
- *Coordinate a Brownfields Funding Working Group*
- *Zoning Technical Committee*
- *Legislative Review Committee*
- *ZBA Alternate*

CITY DEVELOPMENT PROJECTS

22nd Police District Relocation

Police HQ

Viaduct Park

Schuylkill River Trail Swing Bridge

Conclusion

PULLING THE BUDGET TOGETHER

COMMUNITY DEVELOPMENT LEADERSHIP INSTITUTE

Sarah Stroney

Vice President, Project Finance

PIDC

PIDC

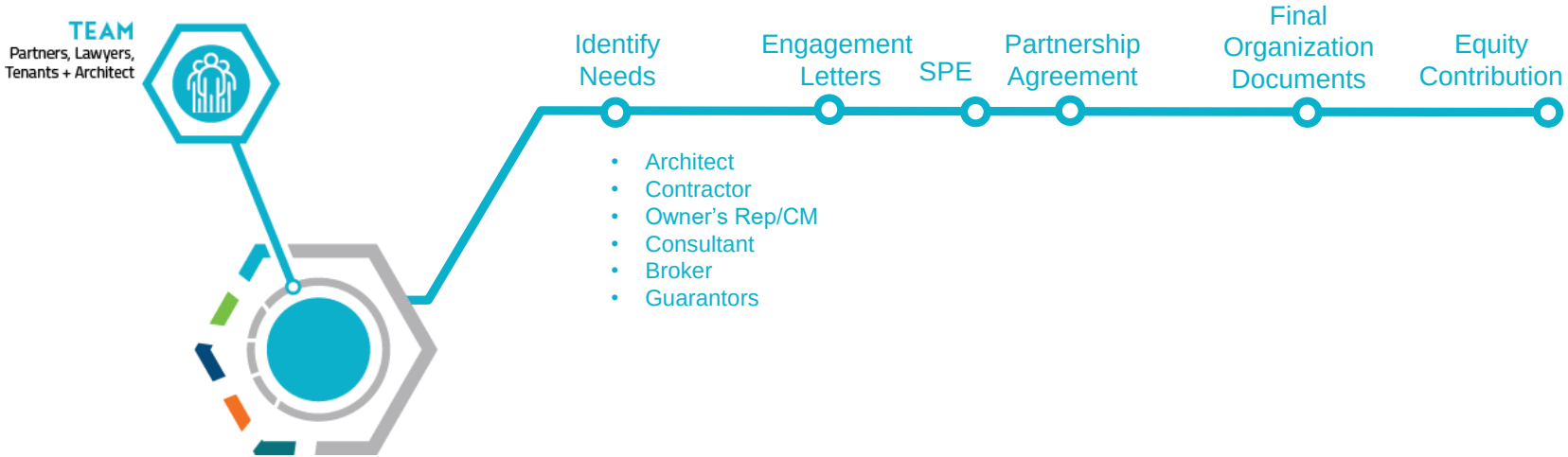
PACDC
PHILADELPHIA ASSOCIATION OF COMMUNITY DEVELOPMENT CORPORATIONS

Driving growth to every corner of Philadelphia

LEAVING THE STATION

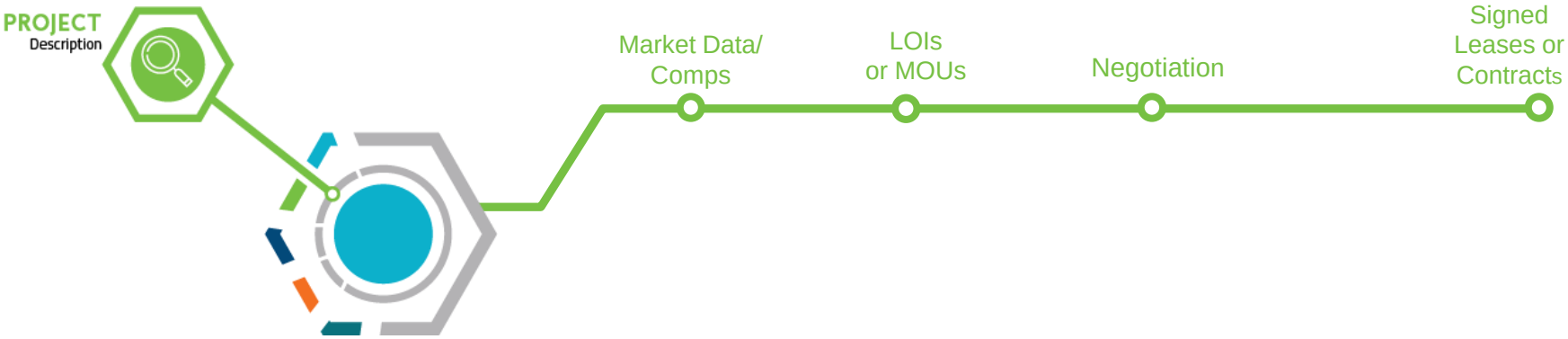
KEEPING IT ON TRACK

Forming the Team



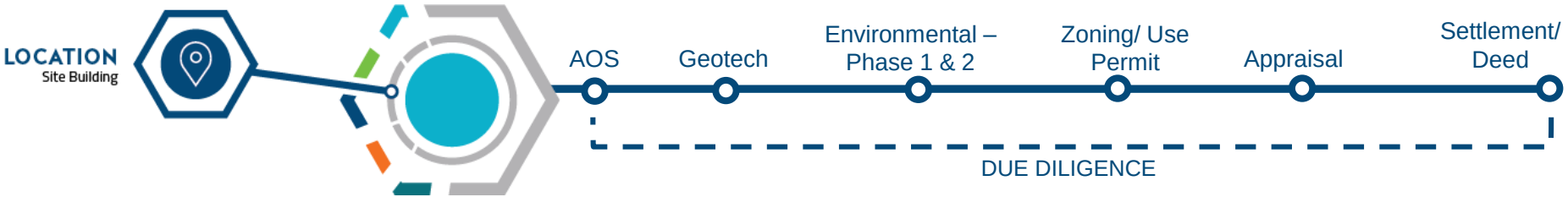
KEEPING IT ON TRACK

Defining the Project



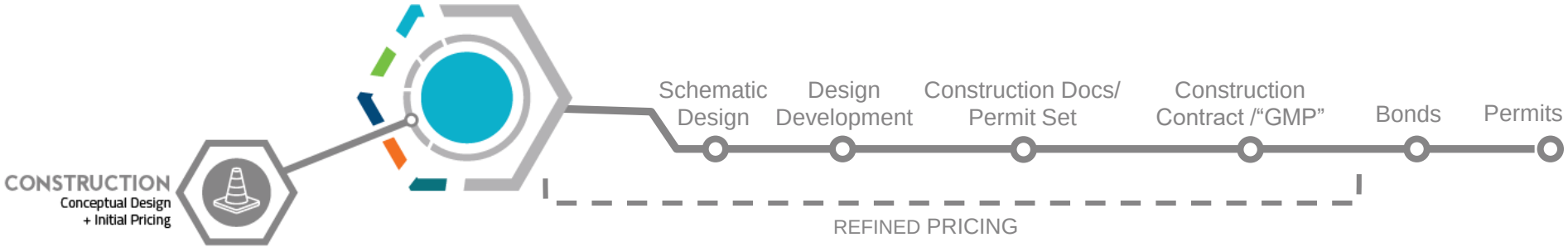
KEEPING IT ON TRACK

Acquiring the right place



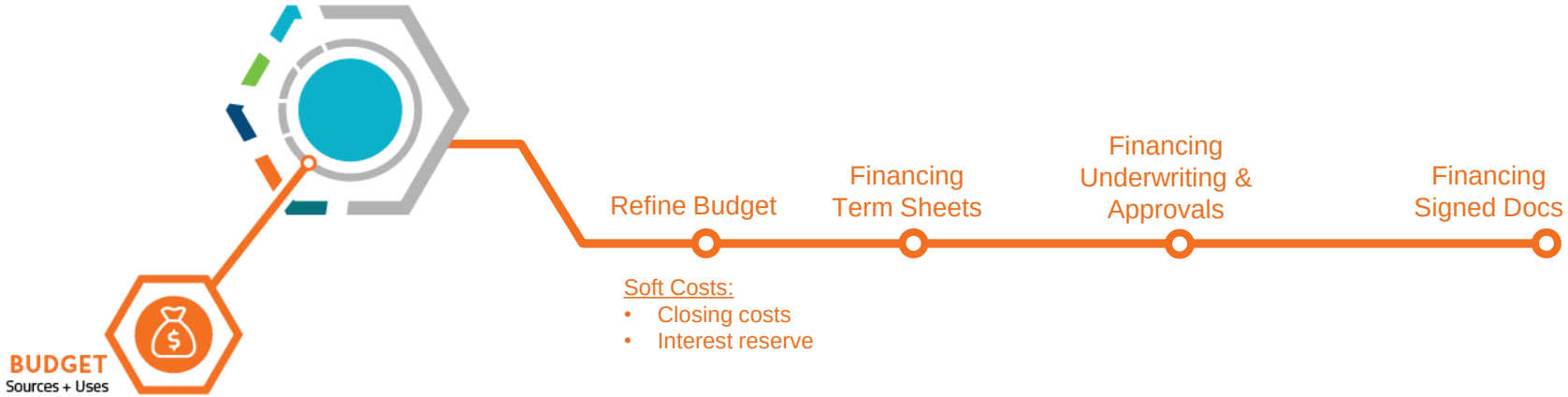
KEEPING IT ON TRACK

Understanding Costs + Sources



KEEPING IT ON TRACK

Finalizing Construction Plans



KEEPING IT ON TRACK

Planning for Ongoing Operations

OPERATION
Operating Projections

Refine Projections

- Vacancy %
- Taxes
- Insurance
- Capital reserve
- Mgmt fees
- Debt service

Appraisal

Final Projections

PIDC

Thank you! See you tomorrow.

COMMUNITY DEVELOPMENT LEADERSHIP INSTITUTE

Part 2 – “Show Me the Money”

Tomorrow, Friday, September 27, 2019

8:30 AM – 9:10 AM

Registration, Continental Breakfast and Networking

9:15 AM – 12:45 PM

Program

PIDC

PACDC

PHILADELPHIA ASSOCIATION OF COMMUNITY DEVELOPMENT CORPORATIONS

Driving growth to every corner of Philadelphia