

BROAD

13th

12th

11th

10th

9th

8th

PHILADELPHIA
MARKET STREET East

ELEVATED
PARK

LOFTS

CHINATOWN

Philadelphia Market East

STRATEGIC PLAN

July 2009

CONVENTION C



THE GALLERY/ MARKET EAST STATION

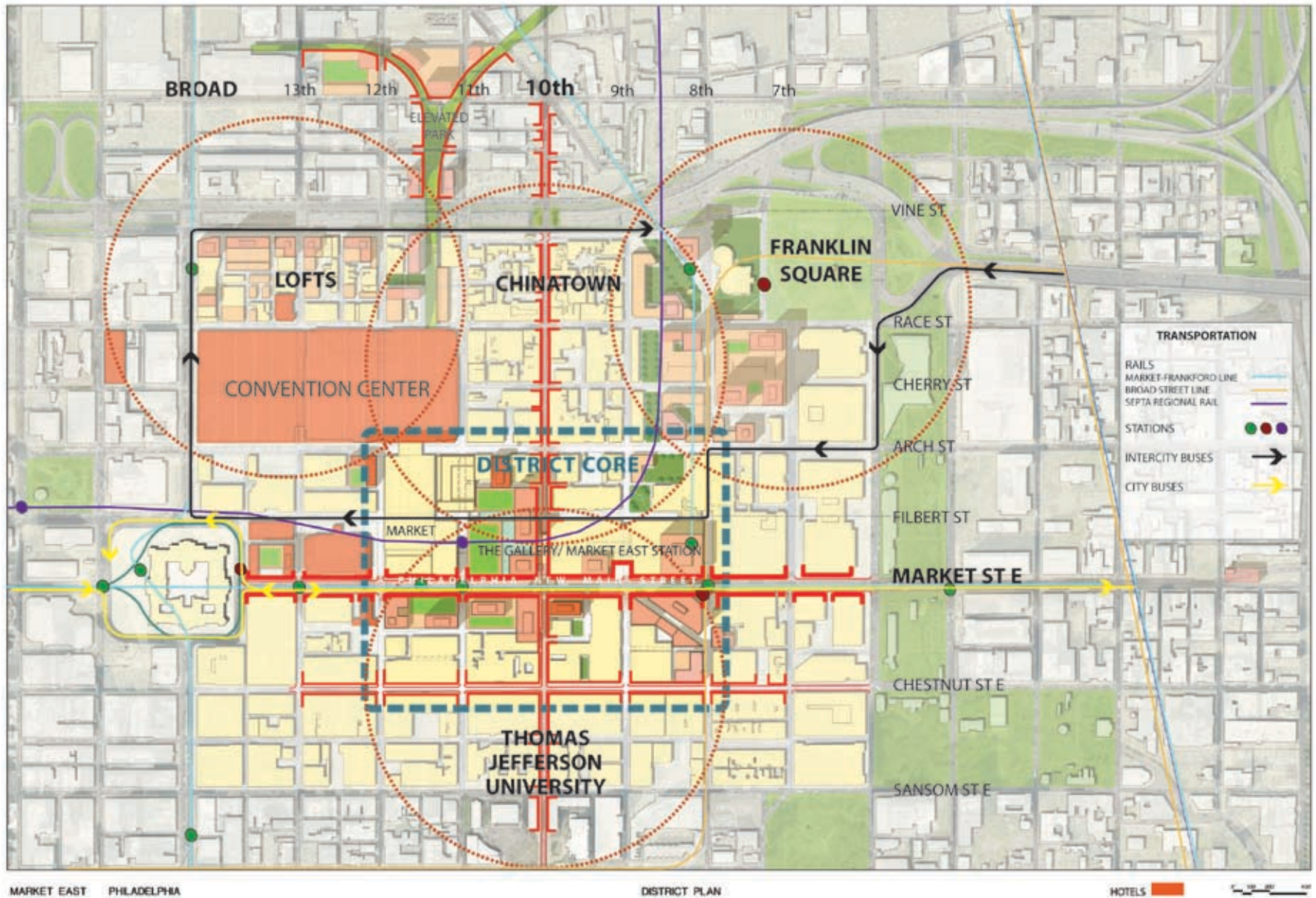
Philadelphia City Planning Commission

EHRENKRANTZ ECKSTUT & KUHN ARCHITECTS

PARSONS BRINCKERHOFF



Market East Planning Area



INTRODUCTION

The Market East District is one of the most vital and important areas in Center City Philadelphia. Its assets include not only neighborhoods like Chinatown and Washington Square West, but an outstanding transit infrastructure, excellent highway access, a rich history, retail destination and attractions like the Independence Mall and the Pennsylvania Convention Center. But Market East has yet to perform up to its potential and leverage the tremendous public investments that sit within its boundaries.

This plan for Market East creates a vision that is integral with strategy. One that is not dominated by one use or project, but is characterized by the diversity of forms and activities that have marked Market Street's colorful and proud three-hundred year history. It seeks to position the Market East District to play a part in a more sustainable future for the City by improving street-level air quality, promoting transit ridership and leveraging the city's existing investment in one of the richest transit hubs to be found in an American City.

The vision and strategy for Market East are both centered on Market Street. It is the key to unlocking the value of the rest of Market East. Like San Francisco's Market Street or Michigan Avenue in Chicago, Market Street has always been the "Main Street" of Philadelphia. As in those cities, the dynamic between the district and its most important street is symbiotic:

Market East cannot fully thrive without a healthy Market Street. But for this to happen, all of Market East's constituents need to be present on, and fully engage Market Street.

The vision is based on key strategies for restoring Market Street's role as Philadelphia's Main Street:

- focusing on places instead of projects by improving Market Street's pedestrian environment;
- bringing everyone onto Market Street;
- achieving maximum density;
- promoting a mix of uses;
- creating a new expanded intermodal transit center

It also proposes strategies to allow the rest of the district to take maximum advantage of existing and future public investments:

- establishing Tenth Street as a new neighborhood Main Street, central to Chinatown and Thomas Jefferson University (Jefferson);
- creating opportunities for Chinatown and Jefferson to expand
- establishing a new hotel district as well as a new loft district; and
- expanding the boundaries of Market East by making new connections across the Vine Expressway and to the Delaware River Waterfront.



Market Street Mall Elevation



Everyone is off Market Street

RESTORING MARKET STREET'S ROLE AS PHILADELPHIA'S "MAIN STREET"

RE-ROUTING BUS TRAFFIC

As San Francisco and Chicago have shown, there are certain qualities and basic elements that are necessary for big city main streets to succeed: a comfortable and managed public realm, a mix of uses, higher densities and last, but not least, an inclusive environment welcoming to all segments of the city. For Market Street to be restored to its role as Philadelphia's Main Street, these qualities all clearly need to be present. But Market Street needs to be more. Our vision seeks to capture the boldness and diversity Philadelphia's "main street" demands.

Market Street's sidewalk environment is not in itself unattractive. Indeed, its streetscape elements are every bit as appealing as those of its counterparts in other cities. Perhaps the biggest challenge to creating a comfortable environment on Market Street, however, is taming the tremendous number of buses that line its curbs in the morning and evening rush hours. These buses not only produce toxic fumes, they also block sight lines between one side of the street and the other, and slow traffic to a crawl.

The Plan proposes alleviating much of this bus traffic by rerouting the twelve NJ Transit commuter bus lines that presently run on Market

Street over to Filbert Street. This move, which would involve converting several blocks of Arch Street and Filbert Street to two-way traffic would eliminate over two-thirds of the westbound bus traffic during Market East's peak hours, while preserving the basic function of NJ Transit's Center City loop. Throughout its history, transport and commerce have jockeyed for dominance on Market Street. Getting the right balance between the two is central to restoring Market Street as Philadelphia's Main Street.



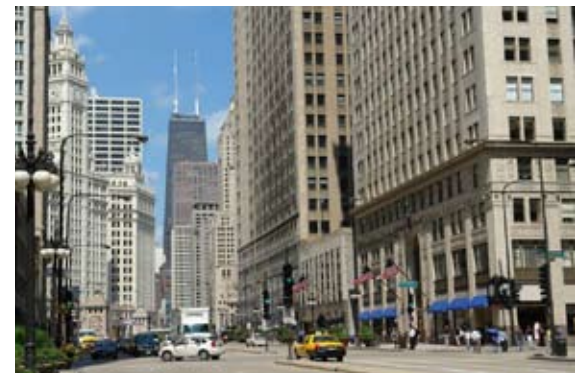
New route for NJ Transit Commuter Bus Lines - off Market Street



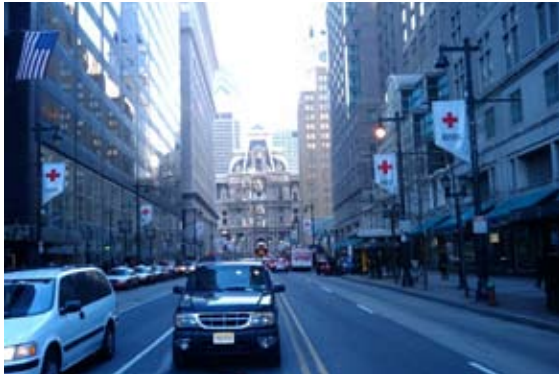
A "wall" of buses



Market Street, San Francisco



Michigan Avenue, Chicago



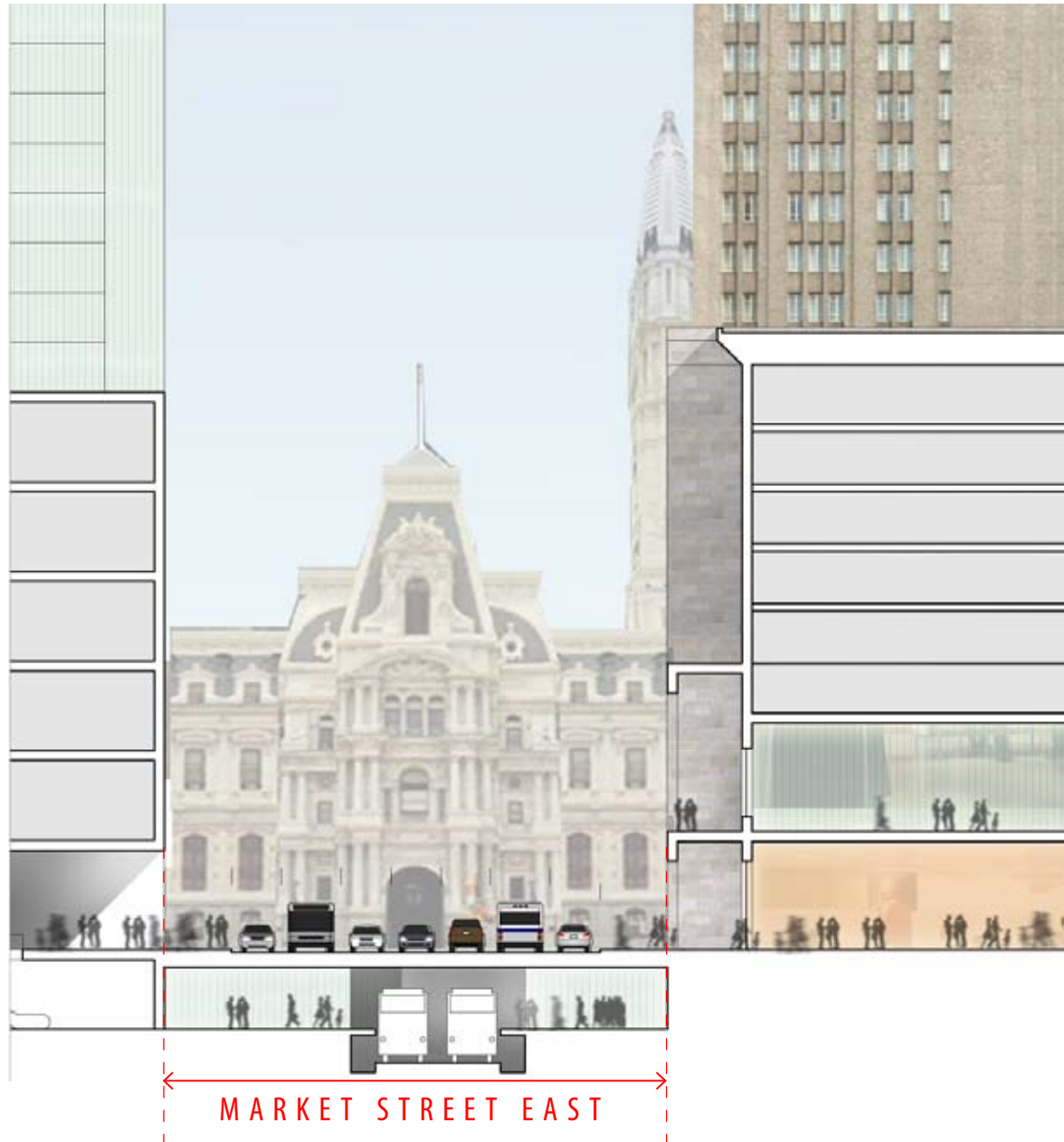
Market Street, Philadelphia



Market Street at night, Philadelphia



Market Street from 6th Street, Philadelphia, ca. early 1900s



BRINGING EVERYONE TO MARKET STREET

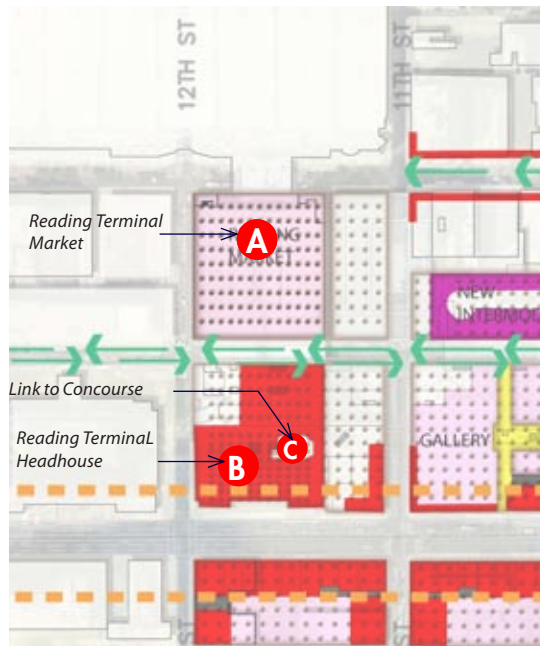
PUTTING THE MARKET BACK ON MARKET STREET

Market Street has been centered on commerce since the colonial era when merchants and farmers set up shops and stalls at the foot of what was then called “High Street”. This continued through the 19th century when “Shambles” market stalls occupied the middle of the street, and into the first half of the twentieth century as grand department stores like Wanamakers, Lit Brothers and Strawbridges made Market East the destination for the city’s middle class.

Market Street today does, to be sure, have its share of retail activity. But it does not benefit from the unique destinations that Center City’s “main street” demands. The irony is that while the district can boast of retail destinations like the Reading Terminal Market, the Gallery, and Chinatown, none of them have a meaningful presence on Market Street.

Reading Terminal Market is one of the most vibrant public markets in the U.S. and attracts millions of visitors a year. Its mix of visitors and locals gives it a rare authenticity. With Convention Center traffic expected to double after the expansion, Reading Terminal Market is poised for growth.

The Plan proposes restoring the Market’s presence on Market Street by expanding it into the Reading Terminal Headhouse. The Headhouse is underutilized and its grand character and tall ceiling heights suggest an ideal setting for a unique public use like a market. Existing leases also provide a window of opportunity to re-envision how the Headhouse is programmed.



Plan showing the Reading Terminal Headhouse and Market



Reading Terminal Market



Reading Terminal Headhouse



Link to Concourse



An expanded space for the Reading Terminal Market will not only allow the market to tie into social and food industry trends, like the locally-grown and organic food movements, but will also provide opportunities to meet the anticipated demand for more unique high-end dining after the Convention Center Expansion opens. The underground Concourse, presently a vast and oversized space, presents another prime opportunity for food-oriented programming, even perhaps showcasing flavors of Philadelphia's proud and diverse food culture.

Last, but not least, while the Convention Center's address on Market Street is maintained, the revitalized Headhouse will provide a clear front door entrance to the existing Market East transit hub. The strategy is not only to provide improved signage to direct passengers to the Transit Hub and restore the historic Headhouse's bold outsized canopy, but to make the entrance to the Transit Hub part of a larger vision, integrated into a major new downtown food destination and culinary institute to give the Headhouse a presence commensurate with its importance to the district and the region.



Ferry Terminal, San Francisco

The Reading Terminal Headhouse is underutilized and its grand character and tall ceiling heights suggest an ideal setting for a unique public use like a market



Reading Market

The underground Concourse, presently a vast and oversized space, presents another prime opportunity for food-oriented programming, even perhaps showcasing flavors of Philadelphia's proud and diverse food culture



A New Culinary Institute

A major new downtown food destination and culinary institute to give the Headhouse a presence commensurate with its importance to the district and the region.

BRINGING EVERYONE TO MARKET STREET

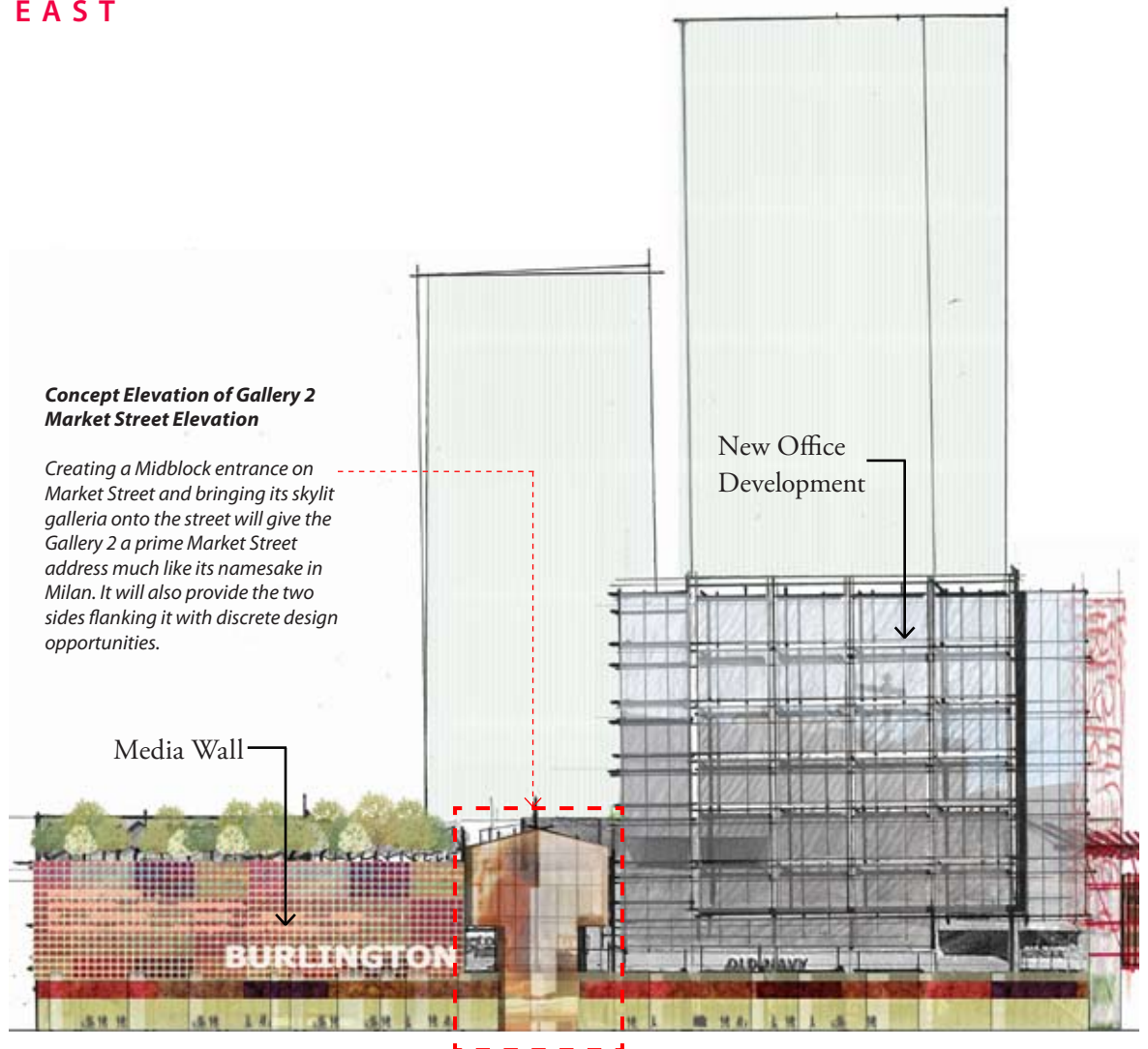
THE GALLERY, AT MARKET EAST

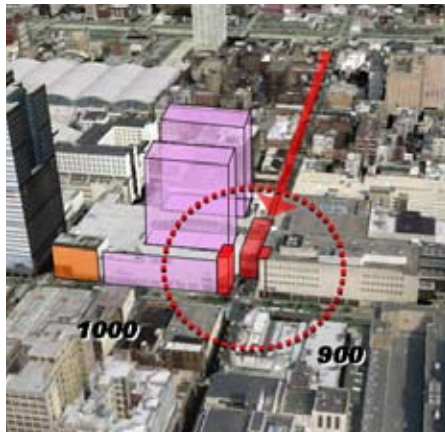
The Gallery is one of Market East's unique destinations, with a thriving food concourse, multi-level spaces flooded with sunlight, and major national retailers. But its upper levels have struggled and the Gallery's inward focus and block-long monolithic façade have been cited as impediments to more significant investment in this stretch of Market Street.

The possibilities for the Gallery are many, but the basic principles are simple: active street level storefronts, pedestrian sense of scale, and a diverse and vertically divided façade.

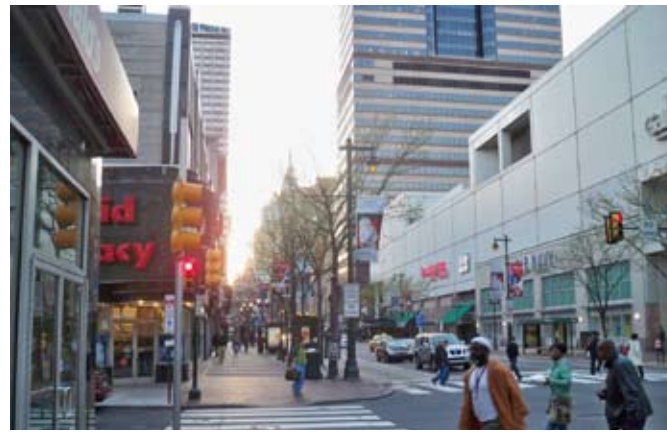
Creating a midblock entrance on Market Street and bringing its sky lit galleria onto the street will give the Gallery 2 a prime Market Street address much like its namesake in Milan. It will also provide the two sides flanking it with discrete design opportunities. The large blank walls of the Burlington Coat Factory, for

Gallery Mall Existing Façade





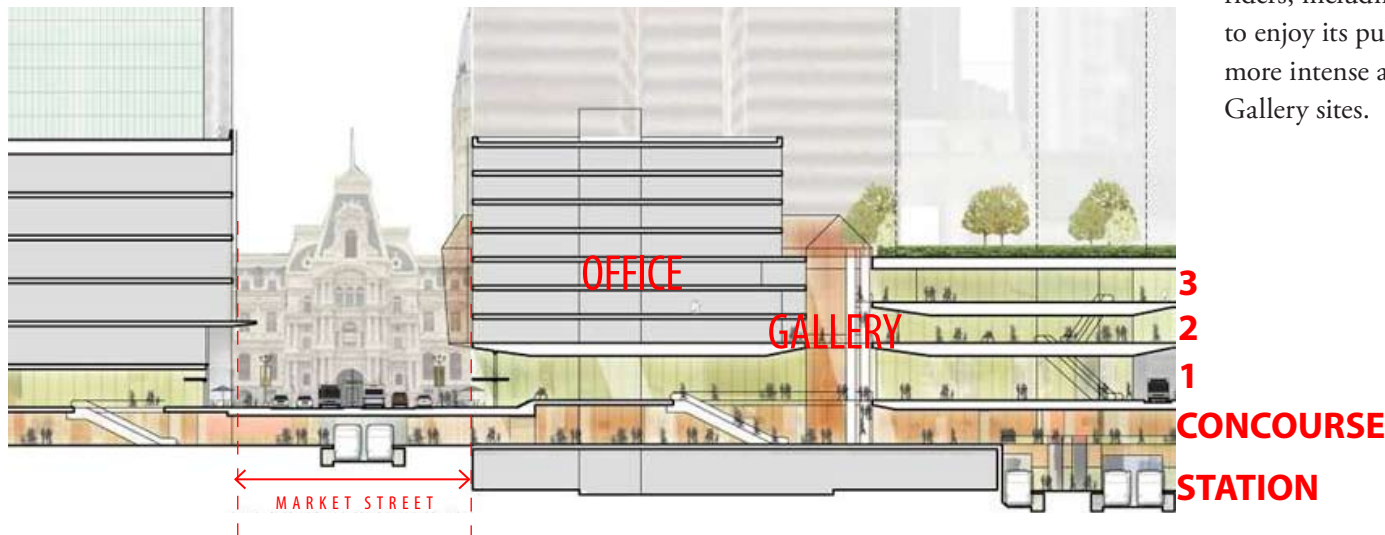
Creating a midblock entrance and office development



View of Gallery Mall Façade

instance, could be refashioned as a “media wall” displaying news and events, advertisements, as well as transit wayfinding. Office development on the east side of Gallery 2, above which are located the pads for air-right structures, could provide the impetus to open-up the north side of the façade.

Today, the Gallery is fully integrated with transit, and indeed is one of the best examples of joint development in the U.S. The vision seeks to expand on this success by bringing more transit riders, including long-distance bus passengers, to enjoy its public environments and to support more intense and diverse development onto the Gallery sites.



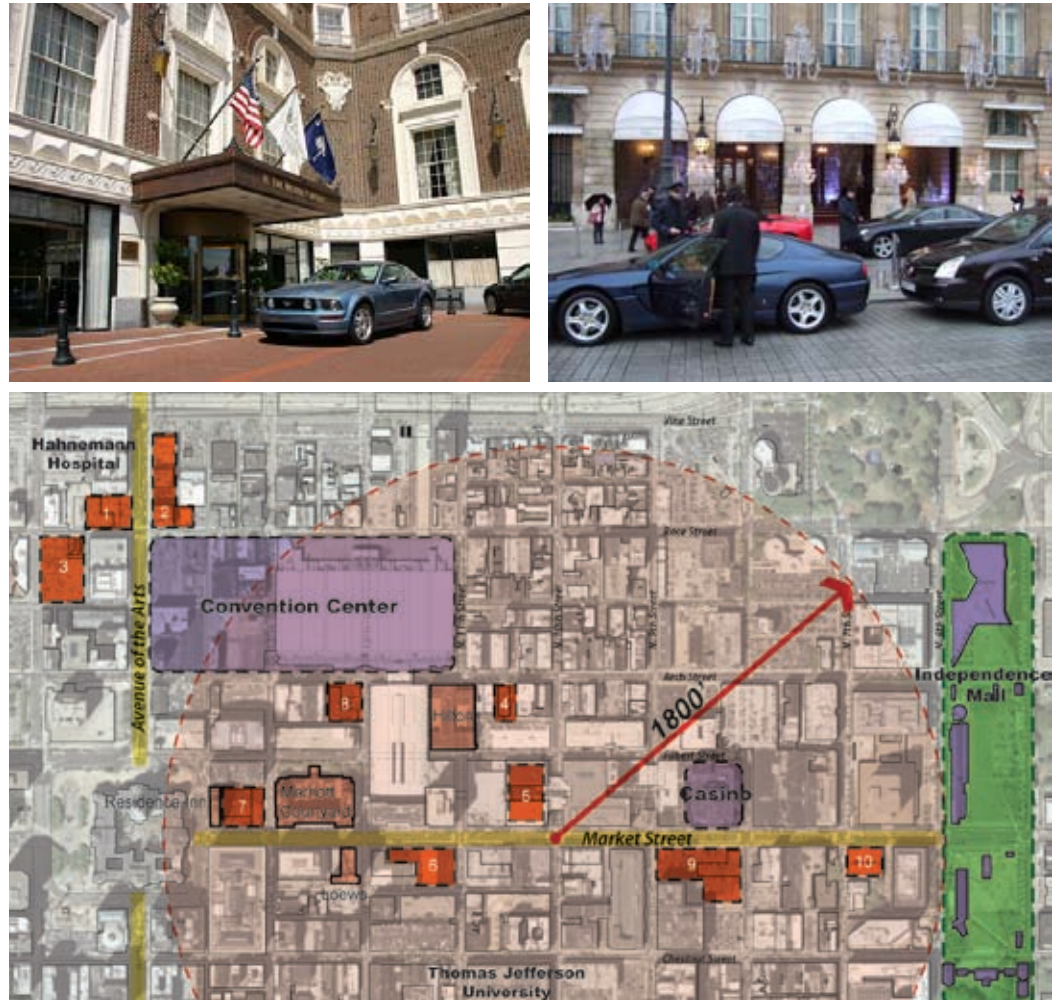
Left: Section looking west showing the relationship between the Gallery and Market Street

BRINGING EVERYONE TO MARKET STREET

THE HOTEL DISTRICT

The City anticipates that the expanded Convention Center will generate a demand for 2,000 hotel rooms, or a net increase of 1,200 additional hotel rooms. While one of the scenarios discussed for achieving this gain has included a convention center hotel, this would involve significant subsidies with limited site selection and questionable impact on Market East's street life.

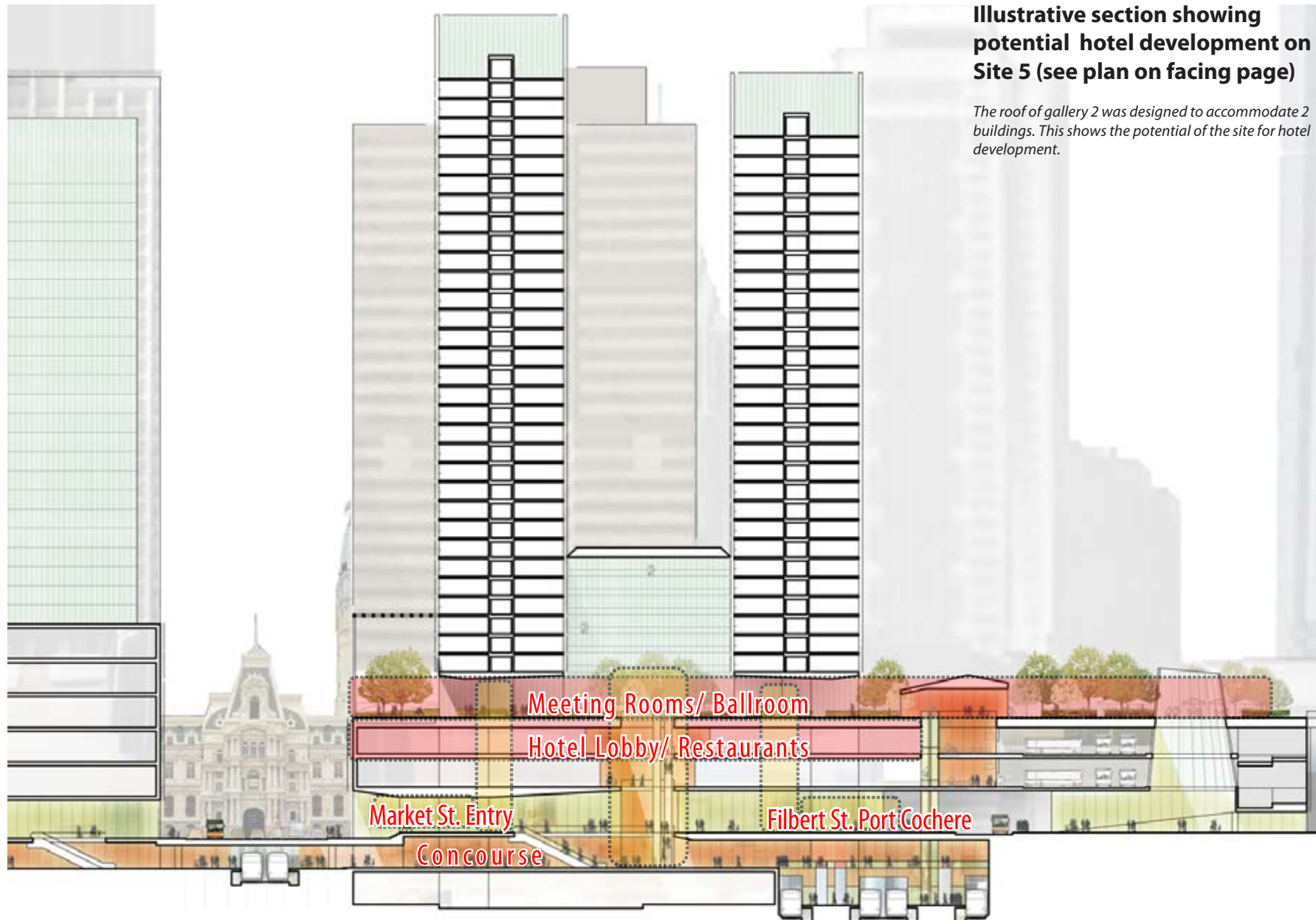
The plan recommends a more flexible approach, identifying multiple sites for smaller hotels. There are at least ten possible new sites. Every one of these has the potential to be the site for a great hotel. A “district” approach could be implemented incrementally. Hotel development on infill sites could restore key gaps in the fabric. Multiple hotels, with their seven-day-a-week operations open at all hours, will ultimately have great potential to activate the District's public environment. A de facto hotel district is already in place. The strategy is to expand on this and continue it to the Independence Mall area, expanding Market East's connections to one of the nation's great tourist destinations.



Existing and Potential Hotel District

Illustrative section showing potential hotel development on Site 5 (see plan on facing page)

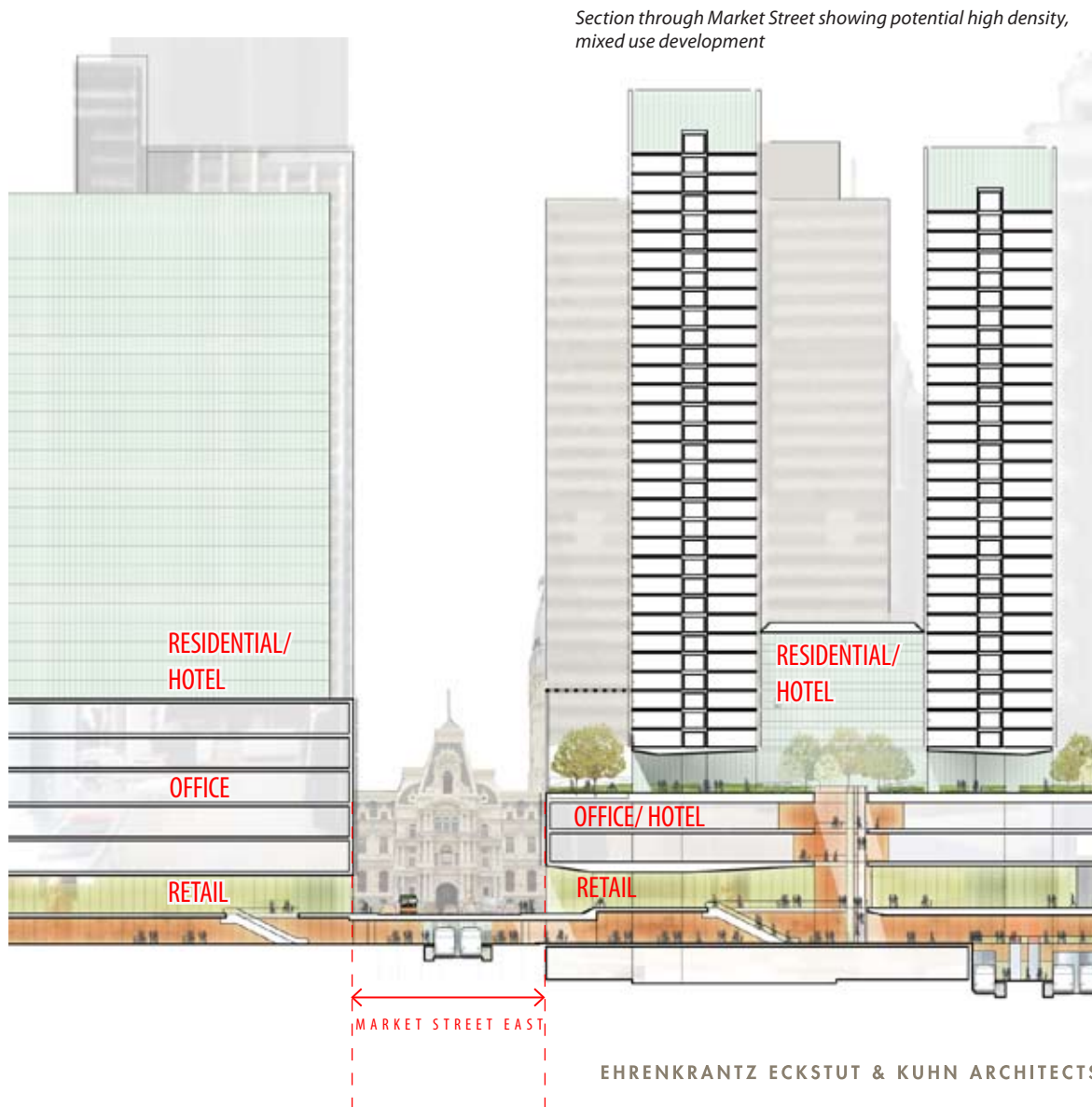
The roof of gallery 2 was designed to accommodate 2 buildings. This shows the potential of the site for hotel development.



MAXIMUM DEVELOPMENT ON MARKET STREET

The improved environment on Market Street created by a newly imagined and reskinned Gallery 2, revitalized Reading Terminal Headhouse and significantly reduced bus traffic, will provide unmistakable and tangible signals for new investment in Market East.

New development on Market Street will be a key component of a revitalized Market East District. As such, development on Market Street must maximize the existing public investment in the infrastructure of Market East. It also needs to be designed in a way that reinforces the vision of reestablishing Market Street as Center City's Main Street, i.e., creating a sense of variety and avoiding long monolithic façade treatments, and maintaining continuous street-level retail to enhance the pedestrian environment. The core development area, the blocks on the north and south side of Market Street between Eighth and Twelfth Streets offer two distinct types of development opportunities: development opportunities on the north side of Market Street are primarily adaptive reuse and air rights development of the Gallery Mall blocks. South side of Market Street opportunities exist for large redevelopment. The vision for Market East should not only be able to accommodate, but embrace these differences.





Existing Girard Estate: under-utilized site on Market Street



Illustrative development along Market Street



TENTH STREET

In the new vision for bringing everyone onto Market Street, Tenth Street will play a central role. Tenth Street has a larger significance in the city, linking several neighborhoods. Within the Market East District, Tenth Street has already been adopted as the main spine for Thomas Jefferson University and Chinatown. But neither the Chinatown nor Jefferson-oriented segment of Tenth Street extends to Market Street. We propose recognizing Tenth Street's status as a main street by connecting the two segments and engaging Tenth Street with Market Street.

On the north side of Market Street, this will involve programming the ground levels of both sides of the key blocks between Arch Street and Filbert Street with retail. Transforming the Gallery's existing Tenth Street overpass into an Asian-themed gateway and introducing Asian-oriented merchandising at the street level of Gallery 1 and Gallery 2 in a way that complements the Gallery's existing broad-based merchandising scheme will establish a presence for Chinatown on Market Street and mark Tenth Street as major crossroads.

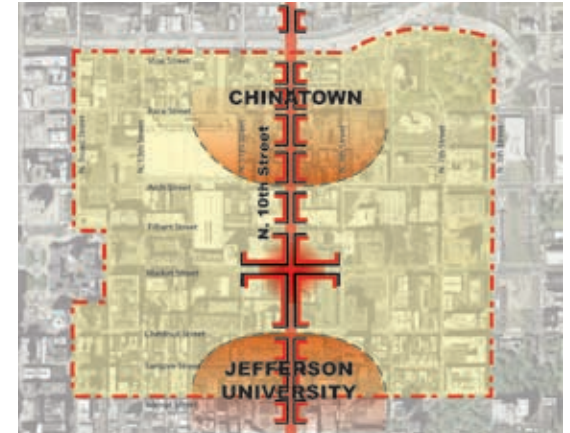
On the south side, improved wayfinding for



Before: Gallery Mall Entrance at 10th and Market Streets



After: with new gateway

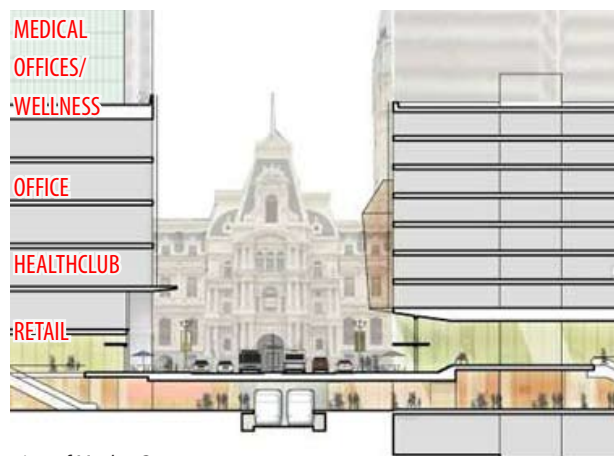


Chinatown and Jefferson on 10th Street

Within the Market East District, Tenth Street has already been adopted as the main spine for Thomas Jefferson University and Chinatown. But neither the Chinatown nor Jefferson-oriented segment of Tenth Street extends to Market Street.

On the north side of Market Street, this will involve programming the ground levels of both sides of the key blocks between Arch Street and Filbert Street with retail.

On the south side, improved wayfinding for Jefferson at the intersection of Tenth and Market Streets would help orient visitors and patients to Jefferson's facilities while giving that key intersection a larger significance.



Section of Market Street

Jefferson at the intersection of Tenth and Market Streets would help orient visitors and patients to Jefferson's facilities while giving that key intersection a larger significance. Including Jefferson in a new development on one of the potential development parcels on the south side of Market Street would engage the hospital and the university with Market Street in an even more meaningful way. While there are several possibilities for mixed-use programming that would be appropriate for Jefferson, a wellness center or student or

faculty housing on Market Street have compelling logic. The Girard Estates block is already assembled and large enough to accommodate a significant mixed-use development that could bring Jefferson to Market in the near term. The benefits to Jefferson are manifold, including stabilization of an important campus edge, improved arrival and better wayfinding for drivers coming from the Vine Street expressway.

Chestnut Street

Chestnut Street's mix of retail, restaurants, hotels and institutions gives it strong future potential as a thriving mixed-use neighborhood retail street. With its intimate scale and mix of historic buildings and contemporary institutional facilities, the challenges for Chestnut Street have less to do with physical design, but rather more related to developing a creative and coordinated merchandizing strategy for the section between 8th Street and 13th Street, one that leverages the vital 13th Street corridor and the presence of Jefferson University. This effort could start with programming the significant street level frontage occupied by Jefferson University's Gibbon Building, presently occupied by offices, with more street-oriented activity.



Jefferson on 10th Street



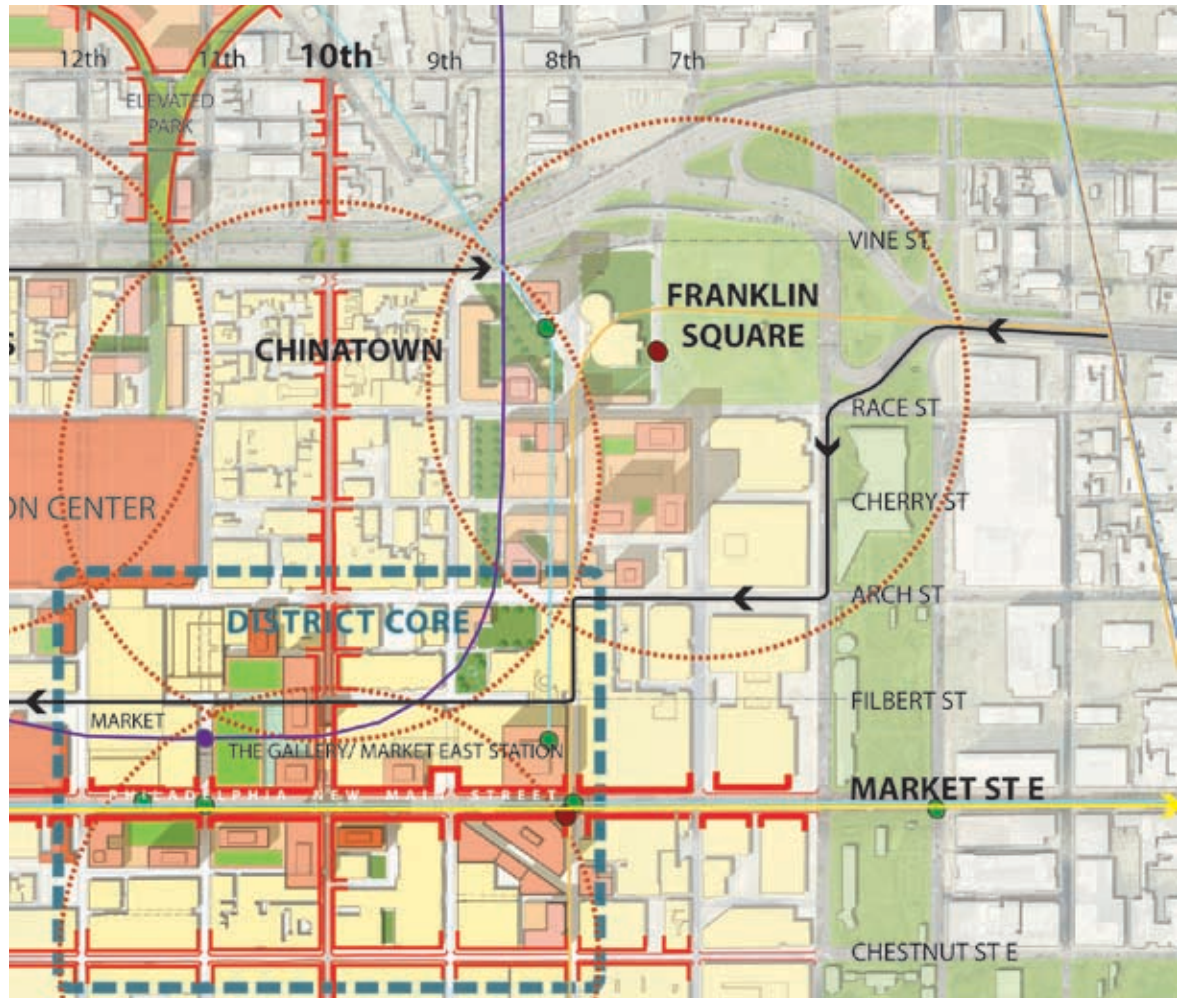
Chestnut Street

BEYOND MARKET STREET

A PLAN FOR CHINATOWN'S PRESERVATION & GROWTH

Establishing a presence for Chinatown on Market Street is part of a broader strategy for Chinatown's preservation and growth. West of 9th Street, the vision is one of preserving the small scale and low-rise character of Chinatown together with strategic actions to strengthen and reinforce key locations. On Arch Street we propose new development on the south side of the street to fill the gap created when the Greyhound Bus facility is replaced by the proposed intermodal center (see page 18). This move will also eliminate bus traffic and improve air quality on Chinatown's streets. Reorienting and redesigning the existing Filbert Street transit entrance at Tenth Street will help strengthen Tenth Street as a neighborhood main street and bridge the gap between Chinatown and Market Street.

The plan also recognizes Chinatown's latent potential for growth by providing opportunities for expansion toward Franklin Square and north of Vine Street. In the area around Franklin Square, several major parcels are controlled by various city agencies, including the police headquarters, which the City is seeking to relocate, and two parcels controlled by the



Illustrative plan showing the opportunity for Chinatown's growth

Redevelopment Authority. High-rise development has had proven market acceptance in other North American Chinatowns. Changes to the traffic patterns around Franklin Square will create better pedestrian access to one of the city's major open spaces and allow these sites to be more effectively leveraged for residential development, as well as community facilities such as a school or recreation center. Reopening PATCO's Franklin Square station will create even more value for these parcels.

Chinatown has already begun to expand to the north. Improving and expanding the Tenth Street overpass will strengthen the link between Chinatown and this area and facilitate growth in this direction.

Vancouver Coal Harbor Sea Wall Promenade



Before: 10th and Filbert Streets



After, with new transit entrance and retail



Franklin Square aerial view of possible development

BEYOND MARKET STREET

A NEW LOFT DISTRICT

The area north of the convention Center and west of the Reading Terminal Viaduct is one of the most interesting in the Market East District. Left somewhat isolated by the Vine Expressway, the Reading viaduct and Broad Street, it is characterized by medium-rise loft buildings and intimate alleys lined with two and three story rowhouses. Many of the buildings are historic and/or eligible for historic designation. With the completion of the Convention Center expansion, however, the area's isolation will be more significant. This is an area that needs to be redefined. The area's surface parking lots, which presently serve Hahnemann hospital and its associated medical office buildings, provide numerous development opportunities. New loft buildings would provide the appropriate complement to the intimate scale of the alleys and streets, as well as the existing buildings.



The Highline, New York City



A New Loft District, north of the Convention Center



Existing Streets in Loft District

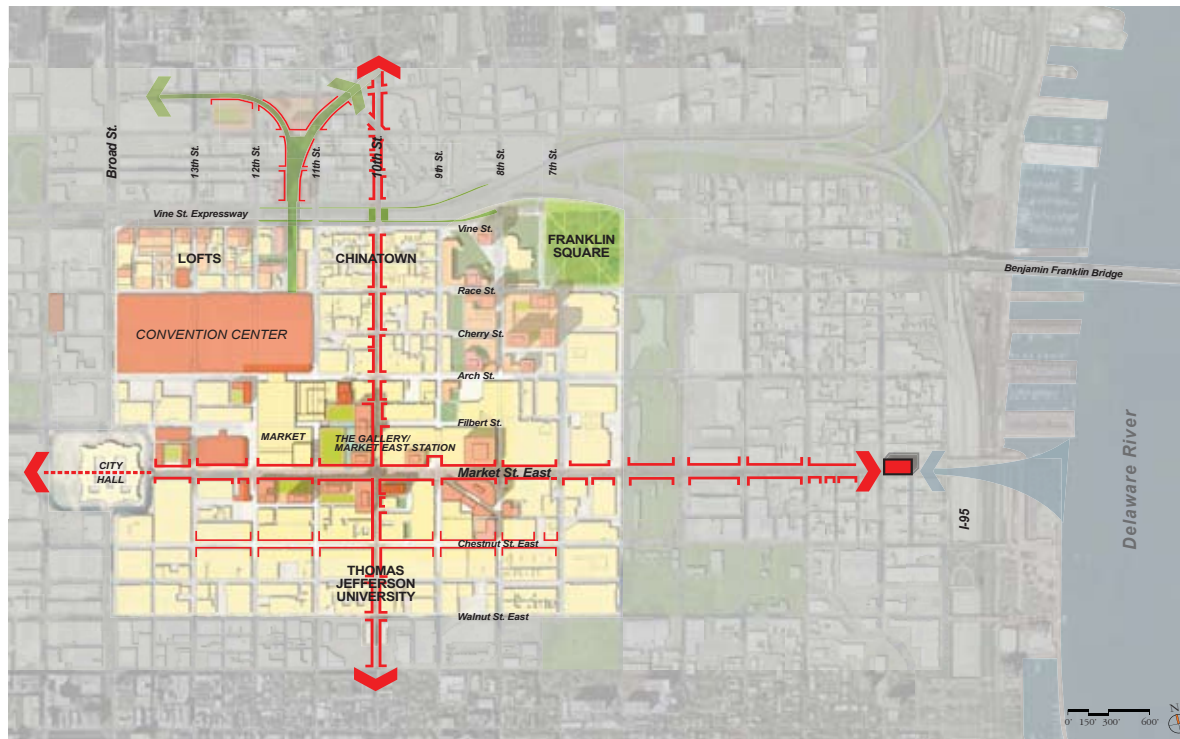


Existing character of Loft District

NEW CONNECTIONS

The greatest potential of the loft area however, is for it to expand beyond its boundaries. A prime opportunity to accomplish this lies in reclaiming the Reading Terminal Viaduct as an elevated park. This would not only help reconnect the area to the loft district north of the Vine Expressway, but would establish a unique new Center City open space, and provide valuable impetus for development along its sides.

Market Street must similarly make connections beyond the District's boundaries. Directly to the east, a physically small, but historically significant project, The President's House will help Independence Mall directly engage Market Street. Connecting to the Delaware River Waterfront is a broader, long term goal for the city that may ultimately involve extending the bridge over I-95 and solving other complicated infrastructure constraints. But a similarly strategic intervention at Second Street, however, may serve in the interim to bring the presence of the waterfront toward Market Street, providing a vertical terminus.



Illustrative Plan - New Connections

BEYOND MARKET STREET

ENHANCING THE LINK BETWEEN MARKET EAST'S TRANSPORTATION LINES

The four block corridor of Market Street between 8th Street and 12th Street sits on top of what is arguably one of the richest transit hubs of any city in the U.S. The hub encompasses SEPTA's Market East Regional Rail Station, the Market Frankford Line's 8th and 11th Street Stations and PATCO's 8th Street Station, all linked together by large, if not overly generous, underground concourses and flooded with generous clerestory windows.

But Market East has yet to fully realize the value of this infrastructure, which represents a public investment that in today's world would be unimaginable. For all its ubiquity, wayfinding to the stations from Market Street is surprisingly unclear. The transit complex sits below one of the City's busiest bus corridors, and beneath the country's second largest Greyhound Bus Terminal, but links between them are indirect, and less than hospitable.

The Bus Terminal itself is part of the problem. Although pleasant, clean and well-lit on the inside, the Terminal's bunker-like exterior has a damaging effect on Filbert Street and Tenth Street; the wide gap its bus parking creates on

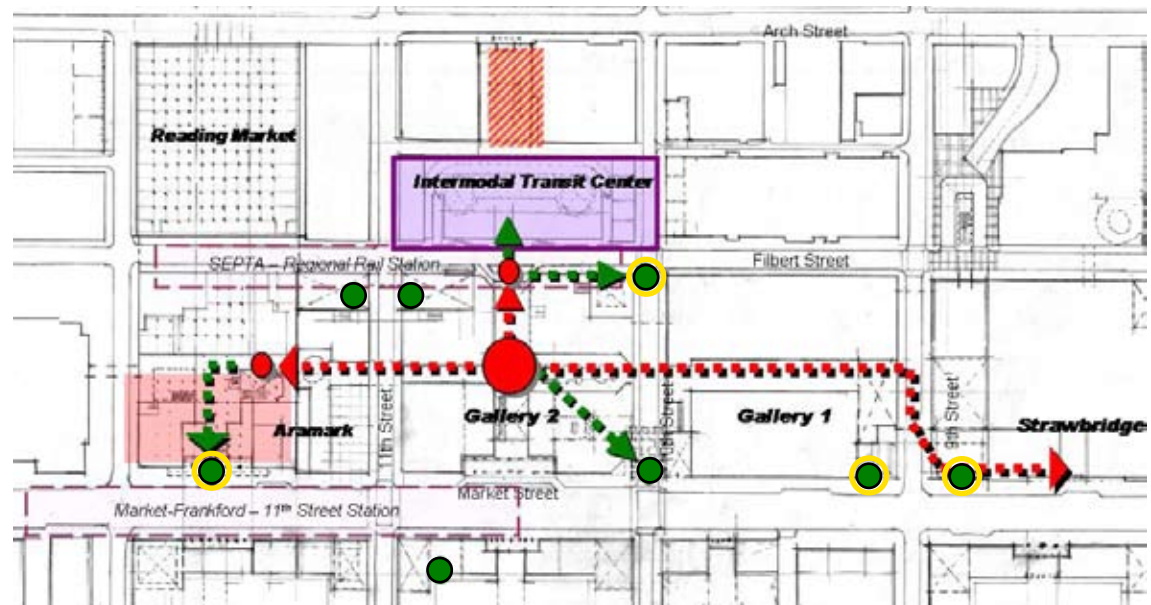
Historic Reading Terminal



SEPTA Commuter Rail, below the Gallery



A "wall" of buses along Market Street



Illustrative Plan of Intermodal Transit System

Arch Street cripples one of Chinatown's most important retail street, and its ability to take full advantage of Convention Center traffic. Finally, it occupies what is a very desirable and well located development parcel.

The strategy is to integrate the different transportation modes and integrate transit with development in order to provide an improved experience for passengers, an improved environment on Market Street and in Chinatown. This strategy will also create additional capacity for buses and increased opportunities for development. The Plan proposes eliminating the existing Greyhound Bus Terminal and integrating bus waiting and loading into a new multi-level facility that spans Filbert Street. This would provide an all-weather connection for bus passengers between the buses and the transit hub through the Gallery.

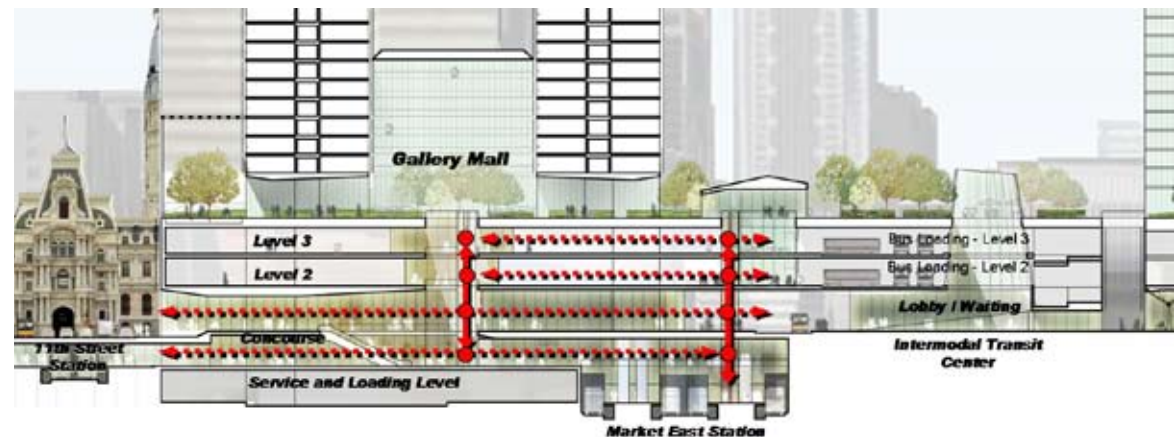
The improved access and wayfinding to a newly integrated intermodal transit hub can be achieved through a combination of improved signage and bold design interventions that will give transit an address at key locations. Entrances to the Hub can be integrated with a mid-block

entrance to the Gallery, the Reading Terminal Headhouse perhaps with a restored canopy, and a newly reoriented 10th Street entrance for Chinatown. More efficient use of above-grade space would add capacity while alleviating traffic congestion on Market Street, allowing the City to consolidate the numerous buses that load and unload in Chinatown on nearby streets.



Greyhound Buses, visible from the gap along Arch Street

A new intermodal center, that uses existing infrastructure to integrate various modes of transportation

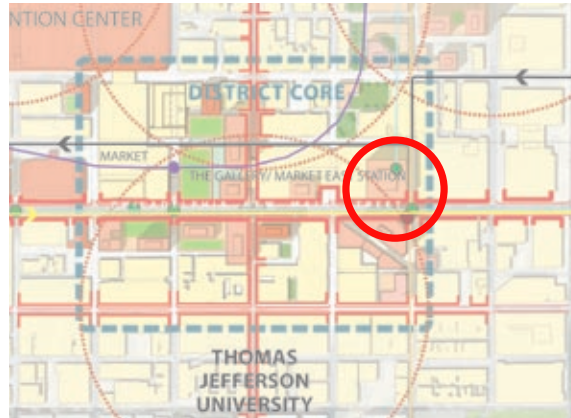


BRINGING EVERYONE TO MARKET STREET

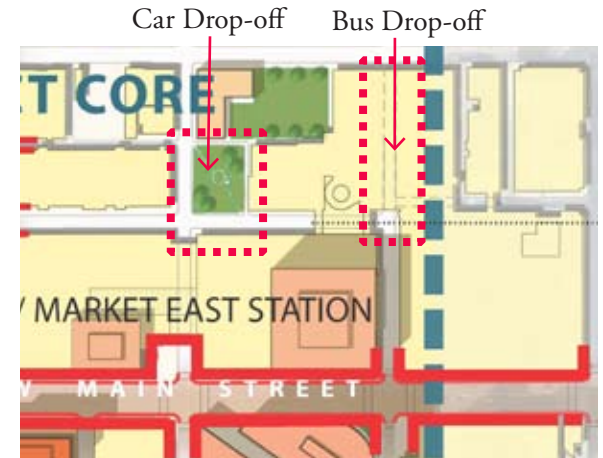
THE PROPOSED SLOTS PARLOR

The primary design and planning challenges for the proposed slots parlor are accommodating access and using its presence to activate the street-level of Market Street. The plan transforms 8th Street between Filbert and Arch Street, a covered street lined with largely vacant retail, into the casino's bus pick-up and drop-off area. Turning this area into one of the casino's front doors would provide what is presently an unmanaged and threatening environment with a sense of ownership, and a source of funding for much needed physical improvements. Automobile access, typically a valet experience in gaming facilities, should be located off Market Street and ideally on the north side of Filbert Street.

The decision by PREIT and Foxwoods to locate the proposed casino to the Strawbridge building provides an established, if not solid framework for its presence on Market Street. The casino's location opens up attractive opportunities for street level restaurants. The corner of Eighth and Market Street would make an ideal location for an entertainment venue that could take advantage of casino-generated visitors, and help activate a key corner in evening hours.



The Slots Parlor



Proposed Location for the Slots Parlor at 8th and Market Street

SUSTAINABILITY

PUTTING MARKET EAST ON A SUSTAINABLE PATH

The vision for the Market East District will put the district on the path to a more sustainable future. By consolidating bus drop-offs, the intermodal transportation center will reduce Vehicle Miles Traveled (VMTs), improve street level air quality, and facilitate transit ridership. On a broader level, it will help the City of Philadelphia achieve its larger agenda of becoming a more sustainable city in several ways including: helping to focus future development in the district that has the best transportation infrastructure in the city and directing development to existing, underutilized sites, including the area around Franklin Square and along Market Street.



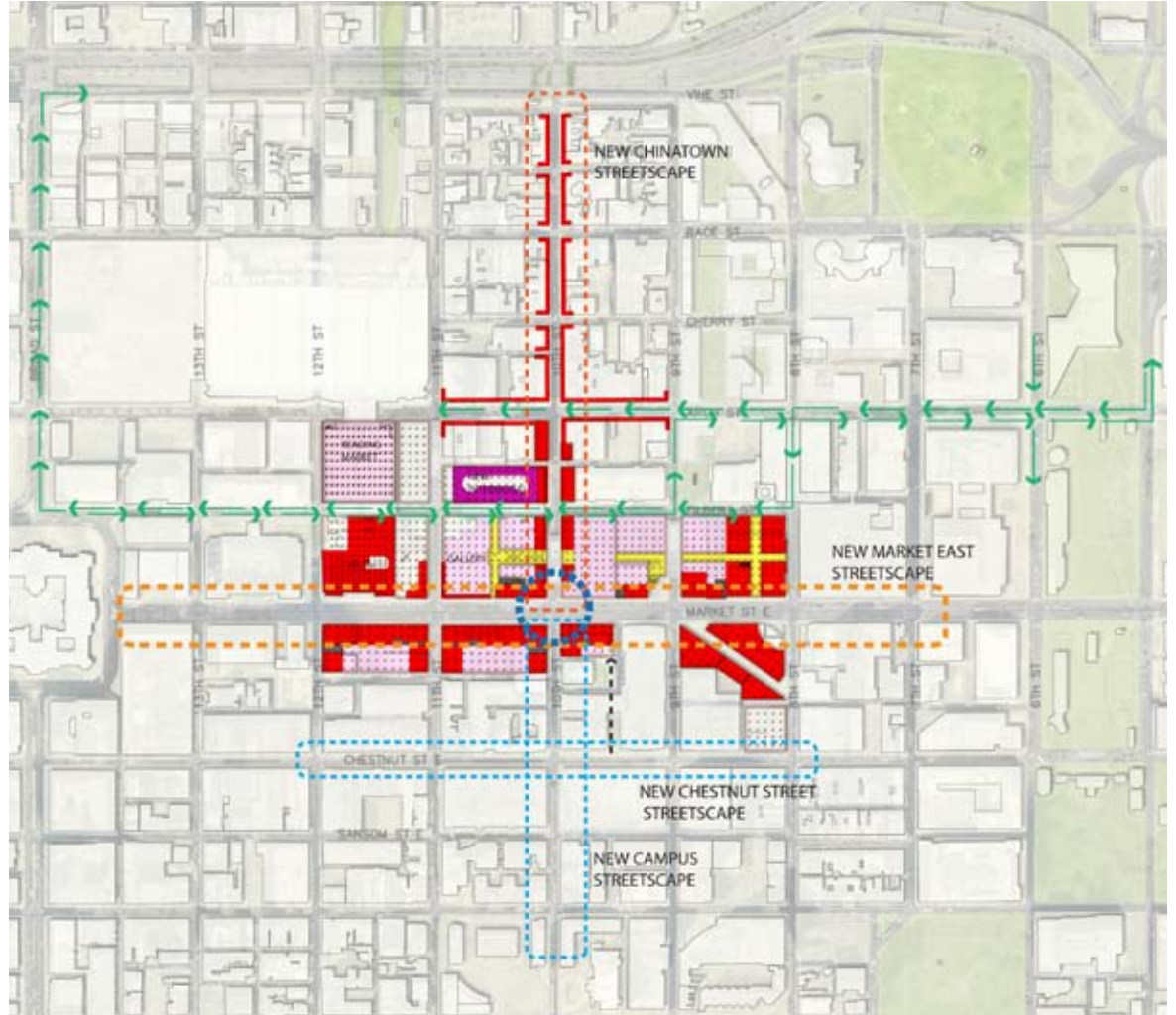
IMPLEMENTATION

The Market East Strategic Plan is not intended to be an aspirational masterplan, but rather a working document in which strategy is integral with vision.

The plan balances the comprehensive long-term economic development strategies with aggressive short term goals addressing existing issues like street-level air quality. It seeks to achieve maximum flexibility by including all markets and all uses.

While the focus has been on identifying early actions achievable in the first three to five years, it is essential to achieve a critical mass of parallel, but related actions on Market Street. The Plan's strategies for the Gallery, revitalizing the Reading Terminal Market and Tenth Street provide vehicles for achieving this goal. Finally, both vision and strategy are based on starting with publicly controlled land and identifiable sources of public money, and leveraging these actions to advance public and private initiatives together.

First Phase Actions



IMPLEMENTATION

SHORT TERM ACTIONS

- Intermodal Transportation Facility
- New Streetscape along Market Street
- New 10th Street Streetscape
- New Chinatown Gateway (at 10th Street)
- New Gallery Street-oriented Storefronts
- New Concourse level retail
- Re-merchandise Reading Market Terminal
- Move Hard Rock to Casino location
- 8th Street Garage redevelopment

CITY POLICY ISSUES

- Hotel district policies
- Gallery 2 changes
- Relocation of NJ Transit Buses
- City land dispositions
- Intermodal application
- Retail incentives on Chestnut Street
- Retail incentives on 10th Street
- Residential incentives on Market Street

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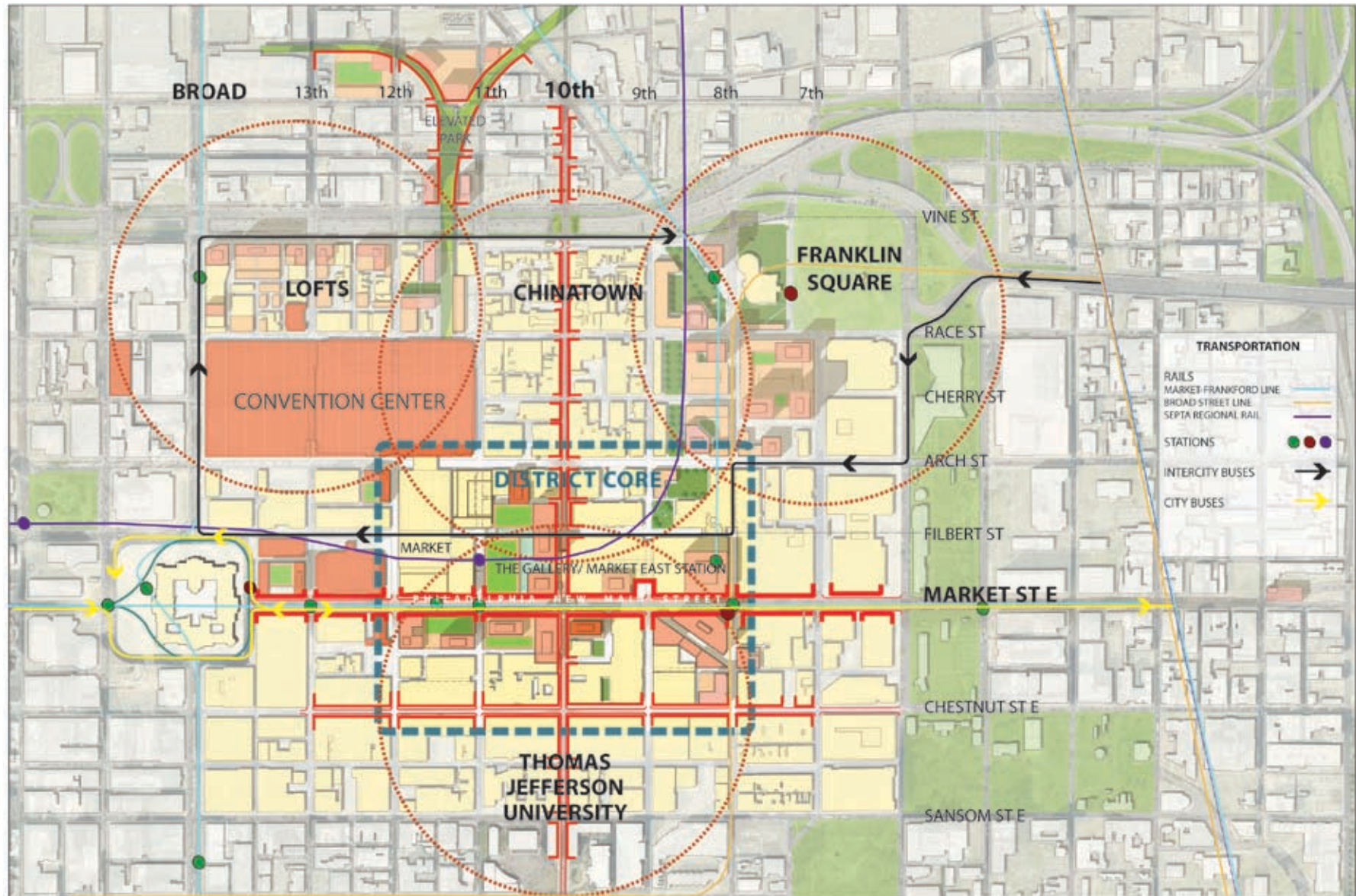
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