

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE ON RULES

Room 400, City Hall
Philadelphia, Pennsylvania
Wednesday, February 12, 2014
10:10 a.m.

PRESENT:

COUNCILMAN WILLIAM K. GREENLEE, CHAIR
COUNCILWOMAN CINDY BASS
COUNCILMAN W. WILSON GOODE, JR.
COUNCILMAN BOBBY HENON
COUNCILMAN JAMES KENNEY
COUNCILMAN DENNIS O'BRIEN
COUNCILWOMAN BLONDELL REYNOLDS BROWN
COUNCILMAN MARK SQUILLA
COUNCILWOMAN MARIAN B. TASCO

BILLS 130817, 130908, 130920, and 130955

- - -

1

2 COUNCILMAN GREENLEE: Good
3 morning, everyone. Can I have
4 everybody's attention, please.

5 This is the Committee on Rules.
6 For the record, we have a quorum with
7 Councilman Kenney, the Vice Chair of the
8 Committee; Councilman Goode; Councilwoman
9 Bass; and Councilman Henon.

10 Before we have the title read
11 of the first bill, I just want to make an
12 announcement. Bill No. 130817, which is
13 the North Broad Street advertising, at
14 the request of the sponsor will be held
15 to the call of the Chair. And although
16 we have to do it officially in a few
17 minutes in a public meeting, Bill No.
18 130920, which is the medical clinic
19 zoning piece, will be held until February
20 25th at 1:00 p.m. But, again, we have to
21 make that official in a little bit.

22 Ms. Marconi, will you please
23 read the title of the first bill before
24 us today.

25 THE CLERK: Bill No. 130955, an

1 2/12/14 - RULES - BILL 130955, etc.
2 ordinance continuing the Chestnut Hill
3 Business Improvement District in the area
4 that generally includes both sides of
5 Germantown Avenue from 7640 to 8705,
6 certain blocks of streets that intersect
7 that portion of Germantown Avenue, and
8 both sides of Bethlehem Pike from 10 to
9 105; approving an extension to the
10 boundaries of the District, and
11 continuing Chestnut Hill Business
12 Improvement District, Incorporated, a
13 Pennsylvania nonprofit corporation, as
14 the neighborhood improvement district
15 management association for the District;
16 approving a new plan for the District,
17 including a list of proposed improvements
18 and their estimated cost, and providing
19 assessment fees to be levied on property
20 owners within the District; authorizing
21 the Director of Commerce, on behalf of
22 the City, to execute an agreement with
23 Chestnut Hill Business Improvement
24 District, Incorporated relating to the
25 District; and reauthorizing Chestnut Hill

1 2/12/14 - RULES - BILL 130955, etc.
2 Business Improvement District,
3 Incorporated to assess property owners
4 within the District a special property
5 assessment fee to be used in accordance
6 with the approved plan; all in accordance
7 with the provisions of the Community and
8 Economic Improvement Act, and under
9 certain terms and conditions.

10 COUNCILMAN GREENLEE: Thank
11 you. Our first witness is?

12 THE CLERK: Karen Fegely.

13 COUNCILMAN GREENLEE: As
14 Ms. Fegley is approaching, just for the
15 record, I want to make it clear that we
16 cannot approve this bill out of Committee
17 today. According to state law, we have
18 to wait another, I believe it's, 45 days.
19 So there will be another hearing,
20 although we will be considering an
21 amendment to this bill today.

22 Ms. Fegley, good morning.

23 (Witness approached witness
24 table.)

25 MS. FEGELY: Good morning,

1 2/12/14 - RULES - BILL 130955, etc.
2 Mr. Chairman, members of City Council.
3 My name is Karen Fegely and I'm the
4 Director of the Office of Neighborhood
5 Economic Development within the City of
6 Philadelphia Commerce Department.

7 You have my submitted written
8 testimony, so I'll just do an abridged
9 version?

10 COUNCILMAN GREENLEE: Please.
11 Thank you.

12 MS. FEGELY: I'm here to
13 testify in support of Bill 130955,
14 continuing the Chestnut Hill Business
15 Improvement District and approving a new
16 ten-year plan for services and
17 improvements, including estimated costs
18 and the method of assessing property
19 owners.

20 Ten years ago, property owners
21 and business people in Chestnut Hill came
22 together to plan and pay for supplemental
23 services and improvements through the
24 creation of a BID. BIDs are one of the
25 best examples of collaboration between

1 2/12/14 - RULES - BILL 130955, etc.
2 the City and our neighborhood commercial
3 areas, and this effort deserves our
4 support of the City.

5 Thank you for your
6 consideration. Happy to answer any
7 questions.

8 COUNCILMAN GREENLEE: Thank
9 you, Ms. Fegley. Thank you for
10 condensing your testimony.

11 See how she did that,
12 everybody? Hope you were taking notes.

13 MR. KELSEN: We're taking
14 notes.

15 COUNCILMAN GREENLEE: Thank
16 you.

17 Any questions for Ms. Fegley?
18 (No response.)

19 COUNCILMAN GREENLEE: Seeing
20 none, thank you very much.

21 Ms. Marconi, who else do we
22 have today?

23 THE CLERK: Martha Sharkey,
24 Seth Shapiro, and Anne McNally.

25 (Witnesses approached witness

1 2/12/14 - RULES - BILL 130955, etc.
2 table.)

3 COUNCILMAN GREENLEE: Good
4 morning, folks.

5 (Good morning.)

6 COUNCILMAN GREENLEE: Nice to
7 see you. Whoever would like to -- I
8 think, Ms. Sharkey, your name was
9 mentioned first. However you'd like to
10 go. Just identify yourself for the
11 record and proceed.

12 MR. SHAPIRO: Good morning,
13 Chairman Greenlee, members of the Rules
14 Committee. My name is Seth Shapiro. I'm
15 the President of The Nauset Group, a real
16 estate investment and advisory firm
17 located in Philadelphia. Our offices
18 have been located in Chestnut Hill since
19 our founding ten years ago. Prior to
20 founding The Nauset Group, I served in
21 leadership positions with Toll Brothers
22 and Westrum Development Company. I've
23 also served on the Board of various
24 Philadelphia non-profits, including Mt.
25 Airy USA, the Philadelphia Gas Works, and

1 2/12/14 - RULES - BILL 130955, etc.

2 Operation Understanding.

3 For the past four years, I have
4 been a member of the Board and Chairman
5 of the Board of the Chestnut Hill
6 Business Improvement District. Our
7 District is centered around Germantown
8 Avenue commercial corridor in the
9 Chestnut Hill neighborhood and
10 encompasses unit blocks and a few other
11 ancillary commercial notes. Our District
12 consists of 321 buildings that are either
13 commercial or non-owner-occupied
14 residential properties.

15 Our BID was formed in 2004 and
16 had a five-year renewal approved in 2009.
17 Since our last renewal, we've worked hard
18 to counter some of the economic
19 challenges that have faced all urban
20 corridors in Philadelphia and throughout
21 the country. We have been successful
22 through strategic planning and
23 creativity, and in no small part due to
24 the fantastic assortment of locally and
25 regionally owned businesses in our retail

1 2/12/14 - RULES - BILL 130955, etc.

2 core.

3 Like other corridors and
4 neighborhoods of the City, we struggle
5 with vacancies, competition from suburban
6 malls, big-box stores, Internet commerce,
7 and a diminishing level of state and
8 federal support for urban areas. Also,
9 like other Philadelphia neighborhoods,
10 we're faced with aged infrastructure and
11 building stock, both of which are very
12 expensive to maintain.

13 We've maintained a healthy
14 corridor during these challenging times
15 by focusing on four core areas. We've
16 continued the fundamental blocking and
17 tackling of clean, safe, and beautiful.
18 We've focused on retail recruitment,
19 filling our vacant storefronts. We've
20 introduced a marketing program, and we've
21 formed strategic partners with our
22 institutional neighbors, like Morris
23 Arboretum, Chestnut Hill College,
24 Chestnut Hill Hospital, and the Woodmere
25 Art Museum.

1 2/12/14 - RULES - BILL 130955, etc.

2 Significantly, we've also
3 rethought how the business organizations
4 in Chestnut Hill work together, and we've
5 combined the operations of the Parking
6 Foundation, Business Association, and
7 Improvement District under one Executive
8 Director, Marsha Sharkey.

9 Over the last several months,
10 we've held meetings of all sizes with our
11 membership to discuss the past BID
12 performance and future plans. We've done
13 substantial outreach beyond what's
14 specified by the applicable statutes.
15 Our Board considered the renewal of our
16 BID over the course of three formal and
17 several informal meetings. We all
18 believe that this authorization is vital
19 to the survival and prosperity of our
20 corridor.

21 We appreciate the assistance of
22 Councilwoman Bass and her staff, and we
23 request your support in reauthorizing the
24 Chestnut Hill District.

25 Thank you.

1 2/12/14 - RULES - BILL 130955, etc.

2 COUNCILMAN GREENLEE: Thank
3 you. We'll hear from all three and then
4 if there's any questions. Please
5 identify yourself and proceed.

6 MS. SHARKEY: Good morning,
7 Chairman Greenlee and members of the
8 Rules Committee. My name is Marsha
9 Sharkey. I'm the Executive Director for
10 the Chestnut Hill Business Improvement
11 District, the Business Association and
12 the Parking Foundation. I started my
13 position in November 2013. I manage four
14 BID staff members, including our retail
15 recruiter and a part-time administrative
16 team member and two part-time maintenance
17 crews as a part our BID district. My
18 family moved to the Chestnut Hill area in
19 2007 when I served as a community manager
20 for the Chestnut Hill Community
21 Association. My passion for Chestnut
22 Hill has definitely grown and blossomed
23 over the past seven years, which prompted
24 me to return to the community and serve
25 now as the Executive Director for the

1 2/12/14 - RULES - BILL 130955, etc.
2 Business District.

3 As Seth Shapiro has discussed
4 in his remarks, the BID has focused on
5 four core areas: clean, safe, and
6 beautiful; retail recruitment; marketing;
7 and strategic partnerships with
8 neighboring institutions. I'd like to
9 provide a more in-depth look into a few
10 of those initiatives.

11 The retail recruitment program
12 started in 2010. Since that time, 19 new
13 businesses have opened and the vacancy
14 rate in Chestnut Hill has dropped from 20
15 percent to 11 percent. We've experienced
16 the opening of eight new restaurants and
17 11 new retail shops. Many of these
18 businesses have opened as a result of the
19 retail recruitment program.

20 In addition to retail
21 recruitment, the hiring of a marketing
22 firm has given Chestnut Hill a stronger
23 presence throughout our region. The
24 marketing firm has helped to build
25 partnerships with many organizations and

1 2/12/14 - RULES - BILL 130955, etc.
2 assisted with the creation of several
3 promotions and events, including our
4 Second Sunday Promotion and Harry Potter
5 Weekend. In addition with the assistance
6 of the marketing firm, Chestnut Hill had
7 a presence at the Philadelphia Flower
8 Show last year, and we'll have another
9 presence this year. Because of these
10 activities, we have doubled the total
11 number of contacts within our database,
12 and Chestnut Hill also received the "Best
13 of Philly" award for Main Street Shopping
14 from Philadelphia Magazine.

15 You can see the marketing
16 efforts, beautification projects,
17 cleaning program, and safety initiatives
18 certainly continue to improve the overall
19 experience in Chestnut Hill. Through all
20 of these efforts, the BID has impacted
21 the lifestyle of business owners,
22 property owners, residents, and certainly
23 our visitors.

24 Looking ahead, the Chestnut
25 Hill BID will continue to focus on the

1 2/12/14 - RULES - BILL 130955, etc.
2 retail recruitment program and enhance
3 marketing efforts. In addition, we will
4 evaluate and build upon the fundamental
5 clean, safe, and beautiful initiatives.
6 As discussed by Seth, we are working with
7 an aged infrastructure. Improvements to
8 the infrastructure are planned through
9 improvement of tree wells and lighting.
10 Gateway signage is also being evaluated,
11 along with various green space
12 initiatives.

13 The projected annual income of
14 the BID will total \$320,000 from
15 commercial and residential rental
16 properties within the Business
17 Improvement District. This assessment
18 will continue to be equitably apportioned
19 among all benefiting commercial
20 properties within the service area. Due
21 to the citywide reassessments, the
22 Chestnut Hill BID is planning to adopt a
23 new recommended formula to determine each
24 property's assessment, dividing the total
25 assessed value of the property for the

1 2/12/14 - RULES - BILL 130955, etc.
2 tax year by the total value of all
3 commercial properties in the service
4 area, multiplying that result by the
5 annual budget amount for the service
6 area. And these assessments will
7 continue to help us further the mission
8 of the BID and improve our business
9 district. We look forward to
10 communicating these efforts at our annual
11 meeting and through regular
12 communications with our membership.

13 I think it's important to note
14 that outside of the BID, Chestnut Hill
15 has a very active community with many
16 volunteer organizations helping to
17 improve our community, including the
18 Community Association and the Garden
19 District Fund. Within the business
20 community, our Business Association is a
21 membership organization supporting 125
22 businesses and 100 Association
23 professional members. The Parking
24 Foundation manages our six parking lots
25 within the business district, and many of

1 2/12/14 - RULES - BILL 130955, etc.
2 our neighboring organizations work with
3 us, including Morris Arboretum, Chestnut
4 Hill Hospital, the Historical Society,
5 and Woodmere Art Museum. They all
6 provide crucial support to enhance our
7 Chestnut Hill community. The BID
8 certainly prides itself on strong
9 partnerships with all of these
10 organizations to continue to build a
11 strong community and a thriving corridor.

12 Our BID has made a significant
13 impact on our community. As a near
14 neighbor who has been in the area since
15 2007, a customer of too many stores along
16 the Avenue, and Executive Director, I am
17 certainly committed to continuing the
18 important work of the Chestnut Hill
19 Business Improvement District in
20 partnership with the Business Association
21 and the Parking Foundation. We
22 appreciate Councilwoman Bass and her
23 staff and request your support in
24 reauthorizing the BID.

25 COUNCILMAN GREENLEE: Thank

1 2/12/14 - RULES - BILL 130955, etc.

2 you.

3 Ms. McNally, and then we'll
4 have questions.

5 Sir, you want to testify too?

6 You're part of the same --

7 MS. SHARKEY: Same group.

8 MS. McNALLY: Good morning,
9 Chairman Greenlee and members of the
10 Rules Committee. My name is Anne McNally
11 and my family has owned McNally's Tavern
12 in Chestnut Hill for over 90 years. We
13 live, work, attend schools, and we shop
14 in this Northwest section of the City. I
15 have been a member of the BID for -- I
16 have to check -- three years, and I truly
17 believe that supporting our main street
18 merchant -- first of all, because I am
19 one -- and I do know firsthand what it's
20 like to open and greet my early morning
21 arriving employees and to lock up at the
22 end of the day. Our motto in Chestnut
23 Hill is "Keep It Local."

24 What makes Chestnut Hill unique
25 is our balance of town, gown -- Chestnut

1 2/12/14 - RULES - BILL 130955, etc.
2 Hill College -- art, and ground as in
3 Fairmount Park. We host Woodmere,
4 Chestnut Hill College, Morris Arboretum,
5 Fairmount Park in the Wissahickon, and we
6 also have faith communities of 19
7 congregations and assemblies of seven
8 schools. Many communities boast one
9 major attraction. We have a multitude of
10 reasons to come to Chestnut Hill, and
11 with the resources of the BID, we are
12 moving forward in a conscious collective
13 showcasing and highlighting our local
14 treasures.

15 All small business districts
16 are struggling to survive in big cities.
17 With competition from online shopping and
18 the draw of downtown Philadelphia,
19 Chestnut Hill continues to be a
20 destination where an attractive main
21 street draws and serves almost everyone's
22 needs. We would like the BID to help us
23 sustain and grow towards offering more to
24 our community and visitors in the future.
25 The BID's benefits have been many, but

1 2/12/14 - RULES - BILL 130955, etc.
2 the fact that Chestnut Hill is now a
3 destination visitors -- I'm sorry;
4 destination, visitors will return -- do
5 you think I can read my own handwriting?
6 I'm sorry.

7 COUNCILMAN GREENLEE: I have
8 that problem all the time. Don't worry
9 about it.

10 MS. McNALLY: Visitors will
11 return to our community.

12 Before the BID, we were many
13 "I's" as in small individual stores. Now
14 with the BID we continue to thrive as
15 "we."

16 The McNally family has come to
17 realize the importance of continuity and
18 continued growth one generation to the
19 next, seeing as I'm the fourth. We also
20 realize its sustainability depends on
21 healthy outside factors as well. Through
22 the BID, the support of an Executive
23 Director and staff to help us become a
24 community in the best sense of the word
25 has been key to our success.

1 2/12/14 - RULES - BILL 130955, etc.

2 I hope that went smoother than
3 it sounded. I'm almost done. You can
4 tell that this is not what I do for a
5 living here.

6 As a small business owner,
7 though, I wear many hats. My strengths
8 keep me afloat. My weaknesses have been
9 offset by what the BID offers -
10 workshops, classes for my staff,
11 marketing solutions, collective
12 advertising opportunities, which with my
13 small budget I could not do without the
14 BID, and addressing lighting and safety
15 issues that also deal with all the new
16 complications of parking tickets, whether
17 it's small business owners or visitors to
18 Chestnut Hill. The BID has offered
19 models and strategies for working
20 together. Stores regularly spun their
21 wheels for years, but the BID has brought
22 us -- did I write this?

23 Stores have been spinning their
24 wheels for years, but the BID has brought
25 us together in a way to be stronger.

1 2/12/14 - RULES - BILL 130955, etc.

2 One conversation I engage in
3 regularly is with customers new to
4 Chestnut Hill. I love to ask people if
5 this is their first visit. Inevitably,
6 they say now that they found Chestnut
7 Hill, they'll be back. Chestnut Hill
8 does have something to offer everybody.
9 We hope we have put Chestnut Hill on your
10 map. Allow the BID to help us put
11 Chestnut Hill on others' maps.

12 I appreciate you listening
13 today, and I'm available to answer
14 questions. I do do better one on one
15 than reading from a script. But, again,
16 thank you for your time this morning.

17 COUNCILMAN GREENLEE: Thank
18 you, and we're going to hear from the
19 gentleman, but we just want to put on
20 record, it was mentioned here, we love
21 your sandwiches up there.

22 MS. McNALLY: Oh, thank you.
23 We talked about that as an effort to
24 maybe bring some, but we decided another
25 day.

1 2/12/14 - RULES - BILL 130955, etc.

2 COUNCILMAN GREENLEE: That
3 might be taken the wrong way. You got to
4 watch.

5 MS. McNALLY: That's what we
6 decided.

7 COUNCILMAN GREENLEE: There's
8 so many eyes looking in here, so...

9 MS. McNALLY: Thank you.

10 COUNCILMAN GREENLEE: Sir,
11 please identify yourself and proceed and
12 then we'll have questions.

13 MR. SNOWDEN: Good morning,
14 Chairman Greenlee and members of the
15 Rules Committee. My name is Richard
16 Snowden. For the past 35 years, I have
17 been engaged in the development and
18 management of commercial and residential
19 properties in the Chestnut Hill section
20 of Philadelphia, as well as natural
21 resource and energy properties in other
22 states. For over 20 years, I have served
23 as a Director of all of the major
24 organizations in Chestnut Hill, and I was
25 a founder and first Chairman of the

1 2/12/14 - RULES - BILL 130955, etc.

2 Preservation Alliance for Greater
3 Philadelphia.

4 In 1981, with my grandmother
5 and sisters, I founded Bowman Properties
6 in response to the physical deterioration
7 we saw occurring in our community,
8 particularly in the middle and South Hill
9 sections of Germantown Avenue. Chestnut
10 Hill is a place our family knows very
11 well and has deep affection for, having
12 been a part of that community since 1871.

13 To date, our company has
14 acquired and rehabilitated 78 buildings,
15 primarily in the Chestnut Hill Business
16 District, encompassing 109 apartments and
17 80 commercial locations. Bowman is a
18 unique real estate organization doing
19 historically sensitive adaptive reuse of
20 buildings that we hold as long-term
21 investments. In 34 years, Bowman has
22 sold only three properties. We believe
23 in long-term ownership bringing stability
24 to our community and the perspective to
25 plan and build for the future.

1 2/12/14 - RULES - BILL 130955, etc.

2 This spring, Bowman will break
3 ground for its most ambitious project to
4 date, a fresh market, gourmet grocery
5 store, additional retail space, and 20
6 condominiums on the side of the former
7 Magarity Ford property.

8 Over much of the past 65 years
9 Chestnut Hill has enjoyed a stellar
10 reputation as one of the first
11 communities in the nation to foster and
12 promote a main street renaissance.
13 During those years, the charming
14 buildings along Germantown Avenue, our
15 iconic parking lot system, and Chestnut
16 Hill's vociferous community organizations
17 made our community a model for commercial
18 corridor success before smart growth and
19 walkable communities were fashionable.
20 By the late 1990s, however, malls, the
21 Internet, and changing demographics had
22 diminished Chestnut Hill's luster.
23 Different strategies were required.
24 Beginning in 1997, Bowman began
25 advocating for the creation of a special

1 2/12/14 - RULES - BILL 130955, etc.
2 services district. As many of you know
3 well, in Chestnut Hill change comes
4 slowly with much deliberation, occasional
5 acrimony, and a heck of a lot of talk.
6 Seven years later, our Business
7 Improvement District was created.

8 The formation of the BID is as
9 important in our community's history as
10 the coming of the railroads in the 19th
11 century and the establishment of Chestnut
12 Hill's civic groups during the
13 renaissance of the 1940s, because its
14 dedicated funding stream allowed the
15 neighborhood to intelligently plan
16 community initiatives. Even with a
17 relatively small budget, our BID is a
18 superb catalyst that fosters partnership,
19 leading to safety and beautification
20 improvements and, most importantly, our
21 vibrant retail recruitment program,
22 resulting in dozens of new businesses
23 opening and flourishing on Germantown
24 Avenue.

25 Without doubt, the BID has

1 2/12/14 - RULES - BILL 130955, etc.
2 helped to improve more than the business
3 community. As a real estate professional
4 for 30-plus years, with a particular
5 expertise in Chestnut Hill, I can say
6 unequivocally that the BID and resulting
7 improvements along Germantown Avenue
8 translate directly as increased real
9 estate values community-wide,
10 particularly in the properties in the
11 several blocks adjacent to Germantown
12 Avenue, primarily in the area where we
13 propose to extend our District.

14 During the recent real estate
15 downturn, Chestnut Hill property remained
16 stable and in many cases increased in
17 value. I do not believe that this would
18 have been possible to the degree it had
19 if the BID had not been in place. Going
20 forward, with an expanded District and
21 budget, we have many opportunities
22 through matching grants in concert with
23 other community and public partners to
24 tackle infrastructure challenges such as
25 streetlights, streetscape improvements,

1 2/12/14 - RULES - BILL 130955, etc.
2 beautification projects, and safety
3 initiatives. Our BID, though, is more
4 than dollars. It is now stitched into
5 the fabric of our neighborhood as a body
6 that helps bring everyone together for
7 community benefit, right at the heart of
8 the Hill, on our main street, where we
9 certainly hope we're going to see all of
10 you very soon shopping, dining, and
11 perhaps residing on beautiful Germantown
12 Avenue.

13 Thank you.

14 COUNCILMAN GREENLEE: Thank
15 you, Mr. Snowden. I know we have --
16 first let the record reflect Councilman
17 O'Brien, a member of the Committee, is
18 present.

19 I think there were a couple
20 questions here. I just had one.
21 Ms. Sharkey, you may be the best one to
22 answer this. I know every time we hear
23 testimony on a BID, there's usually one
24 or two people who are opposed, think it
25 hasn't served their purpose. Could you

1 2/12/14 - RULES - BILL 130955, etc.
2 maybe briefly go into -- as this has
3 evolved, as the BID has evolved, have
4 there been questions raised, and can you
5 maybe just briefly talk about how you've
6 addressed them.

7 MS. SHARKEY: Yes, there have
8 been questions raised. As I stated, I
9 started this position in November of
10 2013, so I've just been here a couple of
11 months now, but since I've started, I've
12 had several meetings and reached out
13 proactively to some near neighbors. As I
14 started reaching out to introduce myself
15 to them and then as the BID
16 reauthorization has come up, I've been a
17 part of conversations with some of my
18 colleagues and also with Seth Shapiro as
19 well.

20 COUNCILMAN GREENLEE: Okay.
21 Thank you.

22 Councilman Kenney, then
23 Councilwoman Bass.

24 COUNCILMAN KENNEY: Thank you.
25 First of all, McNally's is

1 2/12/14 - RULES - BILL 130955, etc.

2 awesome.

3 MS. McNALLY: Thank you.

4 COUNCILMAN KENNEY: That
5 Schmitter should be -- that's a sin.

6 MS. McNALLY: I just do want to
7 remind you, though, that being a small
8 business in the City of Philadelphia has
9 such enormous challenges that it is a
10 struggle, and as I said, as fourth
11 generation, we are fortunate that we own
12 our building. My grandfather -- why the
13 trolley tracks ended where it did. But,
14 again, it is a struggle every day, and
15 when my kids talk about owning a business
16 and working, we hope to continue to be
17 here, and that's part of what the BID is
18 all about.

19 COUNCILMAN KENNEY: The number
20 of times I've been in there, one thing I
21 can tell you being from South
22 Philadelphia, you walk in there for the
23 first time and you're like a neighbor.
24 Everybody treats you like you live in the
25 neighborhood.

1 2/12/14 - RULES - BILL 130955, etc.

2 MS. McNALLY: Good. And, you
3 know, all of Chestnut Hill is like that.

4 COUNCILMAN KENNEY: And the
5 food is terrific.

6 MS. McNALLY: Great. Thank
7 you.

8 COUNCILMAN KENNEY: Has there
9 been any effect or projected effect about
10 AVI and the new AVI assessments? Does it
11 bring you up or down or keep you the
12 same? Do you know yet?

13 MS. SHARKEY: I'm going to pull
14 Seth in.

15 MR. SHAPIRO: Thanks,
16 Councilman Kenney. It's been mixed.
17 There are -- and I hate to use the
18 language -- clear winners and losers in
19 AVI. There are folks whose properties
20 hadn't been looked at in a while who are
21 seeing enormous assessments, particularly
22 some of our residential properties.
23 There are some who have seen slight
24 reductions.

25 I think that in renewing the

1 2/12/14 - RULES - BILL 130955, etc.
2 BID, it has been a particular challenge,
3 because there are folks who have been hit
4 with big increases in their taxes due to
5 AVI who are, therefore, even more
6 sensitive to BID assessments. Likewise
7 from a communication perspective, the
8 change of the millage has presented a
9 sort of communications issue for us,
10 explaining how your BID assessments
11 change.

12 COUNCILMAN KENNEY: And you
13 think you're probably going to need a
14 year of experience to kind of figure it
15 out?

16 MR. SHAPIRO: Yes.

17 COUNCILMAN KENNEY: Just
18 curious as to whether -- I know you must
19 have taken it into account.

20 MR. SHAPIRO: And we're
21 keeping -- despite the increases in
22 assessed values with the Actual Value
23 piece, we've kept our budget
24 proportionally the same, notwithstanding
25 that we've increased our total geographic

1 2/12/14 - RULES - BILL 130955, etc.
2 area. So that the total budget has gone
3 up, but proportionally it's gone up the
4 same as the properties in question.

5 COUNCILMAN KENNEY: I'm not
6 familiar exactly with your budget, but
7 what percentage would you use for
8 advertising?

9 MR. SHAPIRO: What percentage
10 for advertising? We do next to no paid
11 advertising, but we do have a marketing
12 firm. We probably spend 20 percent of
13 our budget on marketing.

14 COUNCILMAN KENNEY: Give me
15 some examples of your marketing efforts.

16 MR. SHAPIRO: So, for instance,
17 last year we did a partnership with the
18 Philadelphia Horticultural Society. They
19 opened a pop-up store around the holidays
20 in Chestnut Hill. We had a display at
21 the Flower Show, thinking that Flower
22 Show customers are similar to the
23 customers who would shop in Chestnut
24 Hill. So production of a huge backdrop
25 that goes behind, collateral materials to

1 2/12/14 - RULES - BILL 130955, etc.
2 put out. We also hired a marketing firm
3 who helps us get placed in places like
4 Philadelphia Magazine.

5 COUNCILMAN KENNEY: That's what
6 I meant by "advertising." I wasn't
7 talking about radio or TV or print.

8 MR. SHAPIRO: Well, but we
9 spend very little on paid advertising.
10 We get media by using our consultants.

11 COUNCILMAN KENNEY: Good.
12 Thank you.

13 Thank you.

14 COUNCILMAN GREENLEE: Thank
15 you, Councilman.

16 The record will reflect that
17 Councilwoman Reynolds Brown, a member of
18 the Committee, is present.

19 Councilwoman Bass.

20 COUNCILWOMAN BASS: Good
21 morning. Thank you, Mr. Chairman.

22 Let me first say, number one,
23 thank you all for being here, and as you
24 know, Chestnut Hill is part of the 8th
25 District and I'm just so very proud to be

1 2/12/14 - RULES - BILL 130955, etc.

2 here and to be in support of you today.

3 I do want to just take a moment

4 and recognize that I think that the

5 entire Council recognizes that doing

6 business in Philadelphia can be

7 challenging, and when you look at AVI and

8 when you look at changes to the U&O tax

9 and a number of different measures, we

10 want you to know that we really have put

11 a lot of thought and will continue to put

12 a lot of thought into these matters,

13 because it's important to me that

14 Chestnut Hill and all of my commercial

15 corridors are strong, that we're

16 supportive of them, and that they have

17 the help and assistance that they need.

18 So I just wanted to, number one,

19 recognize that.

20 Beyond that, I wanted to again

21 say thank you, because good communities

22 just don't happen. It requires folks

23 from the community, it requires the

24 business community, it requires the City

25 to be involved, it requires your elected

1 2/12/14 - RULES - BILL 130955, etc.
2 officials. All of these folks have to
3 come together and make a determined
4 effort that we are going to do what we
5 need to do to make sure that our
6 commercial corridor is strengthened, that
7 we attract customers, that we have a good
8 mix of products and services. And so
9 it's very, very important that all of
10 those things work together.

11 And I want to just say that
12 we've had a great working relationship.
13 I look forward to working with you all
14 and supporting you in the future and that
15 you're doing just a great job. So I look
16 forward to being as supportive as I
17 possibly can, and whatever else I can do,
18 you know our office is here to be
19 helpful.

20 Thank you.

21 MR. SHAPIRO: Thank you.

22 MS. McNALLY: Do you have any
23 connections with the snow that's coming
24 again?

25 COUNCILWOMAN BASS: I'm

1 2/12/14 - RULES - BILL 130955, etc.

2 praying.

3 COUNCILMAN GREENLEE: We wish

4 we did.

5 Thank you, Councilwoman.

6 COUNCILMAN O'BRIEN: The only
7 thing worse than the weather is asking us
8 to intervene.

9 COUNCILMAN GREENLEE: I think
10 that would be political interference,
11 Councilman.

12 Any other questions or
13 comments?

14 (No response.)

15 COUNCILMAN GREENLEE: Seeing
16 none, thank you all very much. Thank you
17 for all you do up there. Thank you.

18 We don't want to have any
19 political interference coming out of this
20 City Council.

21 Ms. Marconi, I think we have a
22 couple other witnesses.

23 THE CLERK: Barry Blum and
24 Sanjiv Jain.

25 COUNCILMAN GREENLEE: Please.

1 2/12/14 - RULES - BILL 130955, etc.

2 Good morning.

3 (Witness approached witness
4 table.)

5 MR. BLUM: Good morning. My
6 name is --

7 COUNCILMAN GREENLEE: Sit down
8 first and talk into the microphone,
9 because we got to get it. Just please
10 state your name for the record and
11 proceed.

12 MR. BLUM: My name is Barry
13 Blum. I own the property at 43-45 East
14 Chestnut Hill Avenue. It's an antique
15 shop. I'm a third-generation dealer.
16 We've had a business in Chestnut Hill for
17 over 40 years. We've been in the City
18 for over 60 years.

19 I am the only retail
20 establishment on my street. Our business
21 had never been included in any Chestnut
22 Hill event or promotion. My building and
23 others near me, we have no sanitary
24 sewers. Basically we're all still in
25 cesspools. I am, once again, the only

1 2/12/14 - RULES - BILL 130955, etc.

2 retail establishment on my street. I
3 have no parking.

4 I'm not interested in the BID
5 coming up. I have no trees for the BID
6 to hang sparkling lights in front of my
7 store. I have no space for them to come
8 and put a wine barrel with flowers. I
9 put my own flowers out. I actually see
10 no advantage to my building being in the
11 BID to pay -- it looks like it could be
12 with my new assessment from AVI, it could
13 cost me close to another thousand dollars
14 a year. I'd like them to tell me an
15 advantage to having my one retail
16 establishment now included in the BID as
17 it expands. I personally just don't see
18 it.

19 I like Chestnut Hill, been
20 there a long time. There's a ton of
21 vacancies up there. Our prime block is
22 almost 50 percent vacant. That's the
23 8500 block of Germantown Avenue. It's
24 been that way for a while. It just
25 didn't happen.

1 2/12/14 - RULES - BILL 130955, etc.

2 All the other people that spoke
3 were right. We do compete with the
4 suburbs. Our 8 percent sales tax. My
5 few customers I have complain about it
6 all the time. The bulk of my business is
7 not in the 19118 zip code where my shop
8 is. The man that just testified here,
9 Mr. Snowden, is my best customer in
10 Chestnut Hill. When I told him that one
11 day, he says, I'm sorry to hear that.

12 I said, That's the way it is.
13 I wish there were more.

14 But a lot of us up there, I'm
15 not selling to people that live in the
16 Chestnut Hill area. There's no reason
17 for my business to be there. If I didn't
18 own the business, the building, I
19 wouldn't be there. I'd move out
20 yesterday. The BID is only going to cost
21 me more money, and it's money that I
22 could spend for national advertising in
23 antique trade publications that bring
24 people in from out of town. I have an
25 upscale shop. I sold to the White House

1 2/12/14 - RULES - BILL 130955, etc.
2 when the Kennedys were in. I sell to
3 museums. I do have a lot of wealthy
4 customers. Unfortunately, they're not
5 from the 19118 zip code and the zip codes
6 below it.

7 But I am -- I guess I'm a good
8 face to have in Chestnut Hill because the
9 people that I do attract, that do come to
10 me, but I personally -- once again, I see
11 no advantage to my building and my
12 doctor's office, who is next to me, for
13 him to be in the BID. And I am part of
14 the growing movement that wants to be the
15 51 percent that wants to vote the BID
16 down. I have spoken to other business
17 people up there. I asked them has the
18 BID been advantageous to your business.
19 Many of them said no. It's just an added
20 cost. It does nothing for me.

21 So if you have any questions,
22 I'd be happy to answer them. I've never
23 testified before in a hearing before,
24 so...

25 COUNCILMAN GREENLEE: That's

1 2/12/14 - RULES - BILL 130955, etc.
2 okay. You did fine, sir. Let me just
3 ask, and I know a couple other members
4 have questions. Just one general
5 question. Have you had any conversation
6 with the folks of the BID to make some
7 suggestions or maybe --

8 MR. BLUM: Well, there was a
9 meeting. I had an inkling this was going
10 to come when Richard was in my shop a
11 couple weeks ago. I told him, I said,
12 I'm getting killed with costs here. The
13 City assessed my property at 881,000. I
14 would love anybody here to pay me less
15 than that today, you can have my
16 building. I've since had it reduced, but
17 my taxes since Michael Nutter has been in
18 office started around 4,500. Next year
19 they're proposed to be around 11, 12
20 thousand dollars. I mean, when does it
21 stop?

22 COUNCILMAN GREENLEE: I
23 understand, but I was just wondering,
24 have you had any direct conversation with
25 the BID, like any suggestions to them,

1 2/12/14 - RULES - BILL 130955, etc.

2 members of the Board?

3 MR. BLUM: I've given them good

4 suggestions that I think would improve

5 things in Chestnut Hill. Nobody has to

6 come to Chestnut Hill to look at empty

7 storefronts, and when we've had

8 storefronts that have been empty --

9 there's two storefronts across from me.

10 One was an antique shop. This April will

11 be three years that that property has

12 been available and vacant. It's

13 supposedly -- I think I know who is going

14 in there. I'm waiting. Another one

15 across has been vacant now since last

16 April, "available" in the window. I

17 mean, there's just -- there's a lot of

18 available property, and I honestly

19 believe that if it would cost less to be

20 in business in the City of Philadelphia,

21 they would fill up. But when you get

22 bills -- once again, I'm on cesspools.

23 There's no sanitary available to me.

24 This is the 21st century. I don't have

25 20th century plumbing up there, and I'm

1 2/12/14 - RULES - BILL 130955, etc.
2 not the only one. It's not available. I
3 keep hearing that it's going to be
4 available. It's not. I'd love to have
5 it. Would that help the neighborhood
6 where I am, the pocket where I am? Yeah,
7 it would. We can maybe put a restaurant
8 or a coffee shop in there. I could
9 actually maybe do something, improve upon
10 my property and let some more people live
11 there. I can't.

12 COUNCILMAN GREENLEE: No; I
13 understand.

14 MR. BLUM: You can't provide me
15 the simple basic necessary services from
16 the 20th century. You can't give me 20th
17 century plumbing and we're in the 21st
18 century. And I just -- you know, to have
19 to pay more money, I pay stormwater
20 runoff money. Okay? And where does the
21 stormwater go? Into my cesspool, and I
22 have to pay to get it pumped out. I
23 mean, I just don't know when the costs
24 stop.

25 So I'm not for my building

1 2/12/14 - RULES - BILL 130955, etc.
2 being a part of the BID the way it's
3 proposed.

4 COUNCILMAN GREENLEE: Okay. I
5 appreciate that. I appreciate what
6 you're saying.

7 Councilman Kenney.

8 COUNCILMAN KENNEY: I just want
9 to just echo Councilman Greenlee's
10 questions relative to your involvement.
11 Have you been involved with the BID at
12 all?

13 MR. BLUM: No. My building was
14 never included.

15 COUNCILMAN KENNEY: It was
16 never -- I'm sorry. Go ahead.

17 MR. BLUM: It was never
18 included in the previous BID. What
19 they've done, they've now -- the way the
20 BID is now proposed, if you read it, they
21 have private residences that would now be
22 included in the BID, not as a private
23 residence, but if someone has a big old
24 Chestnut Hill house and they have
25 decided, you know what, it's getting

1 2/12/14 - RULES - BILL 130955, etc.
2 tough to maintain this house, my gas
3 bills are high and I'm getting old, I
4 think I'm going to have an apartment in
5 there or I'm going to rent my house,
6 maybe I'm going to retire to the
7 mountains or the shore, that house would
8 then -- that private residence would now
9 become a part of the Business Improvement
10 District, and that private residence will
11 now have to pay to that. And I believe
12 that a ton of these people have no idea
13 that it's going to cost them money, the
14 private residences. And if you were to
15 look, I have the ordinance as the way
16 it's proposed, in this envelope, there's
17 going to be a ton of private residents
18 that will now be a part of the Business
19 Improvement District should they decide
20 to even rent their garage in the back of
21 their house. It will now be considered a
22 business and it's going to cost them
23 money.

24 I have asked what's it going to
25 cost me to have my building a part of the

1 2/12/14 - RULES - BILL 130955, etc.
2 BID. They can't tell me even what it's
3 going to cost me when I sat at a meeting
4 with them. I said, Tell me what the
5 advantages are to have my building as
6 part of the BID. They can't tell me.
7 It's for the good of -- everything is
8 Germantown Avenue. I'm not on Germantown
9 Avenue. I'm a half a mile from it.

10 COUNCILMAN GREENLEE: Let me
11 just, before I recognize Councilwoman
12 Reynolds Brown, let me just repeat what I
13 said earlier. This committee would not
14 approve this bill, again, according to
15 state law for another probably somewhere
16 around 45 days. So I would suggest maybe
17 you have some more discussion to find out
18 some of the answers to your questions to
19 the Board members. So there will be time
20 to possibly -- I'm not saying it's going
21 to answer all your questions, but
22 possibly address some of your issues.

23 Councilwoman Reynolds Brown,
24 then Councilwoman Bass.

25 COUNCILWOMAN BROWN: Good

1 2/12/14 - RULES - BILL 130955, etc.

2 morning. What is your name, sir?

3 MR. BLUM: My name is Barry
4 Blum, B-L-U-M. I have Blum Antiques at
5 45 East Chestnut Hill Avenue.

6 COUNCILWOMAN BROWN: You have a
7 what?

8 MR. BLUM: An antique store at
9 45 East Chestnut Hill Avenue.

10 COUNCILWOMAN BROWN: So first
11 let us say thank you for showing up,
12 because the beauty of this process is
13 that it allows all citizens, irrespective
14 of their point of view, to show up and
15 make your case. So we appreciate that.

16 Your concerns have raised a few
17 questions for me. So you've given me the
18 type of business, and so this may require
19 a point of information by either the
20 sponsor of the bill or the Chair of the
21 BID. Does a scale structure exist that
22 factors in net revenues of those
23 businesses involved in the BID or is
24 there a universal flat one rate for
25 everybody who is in the BID, irrespective

1 2/12/14 - RULES - BILL 130955, etc.
2 of what type of business they have? So
3 Mr. Chairman or the sponsor of the bill.

4 COUNCILMAN GREENLEE: I think
5 the question by the Councilwoman was, is
6 there a flat rate or is it taken into
7 account the revenue and --

8 COUNCILWOMAN BASS: Seth.

9 COUNCILMAN GREENLEE: Seth can
10 do that? I was going to ask Ms. Leonard,
11 if not.

12 If you can answer, Mr. Shapiro,
13 that's fine.

14 MR. SHAPIRO: Yeah. I'll do
15 it. It's a flat rate based on your real
16 estate assessment. So we don't base it
17 on revenues, Councilwoman Brown. We
18 based it on what your assessed value from
19 the City is.

20 COUNCILWOMAN BROWN: Okay.

21 MR. SHAPIRO: And everyone pays
22 fairly based on their assessed value from
23 the City.

24 COUNCILMAN GREENLEE: Thank
25 you.

1 2/12/14 - RULES - BILL 130955, etc.

2 COUNCILWOMAN BROWN: And so
3 what are some of the collective benefits
4 that everybody in the BID should
5 minimally receive?

6 MR. SHAPIRO: I'm going to get
7 a little more comfortable.

8 COUNCILMAN GREENLEE: Please.

9 COUNCILWOMAN BROWN: And let me
10 put this in perspective. As an at-large
11 person, I pay attention to these economic
12 development opportunities in the
13 District, but recognizing fully that the
14 District Councilperson has their say and
15 often times their way, but as an
16 at-larger, I'm curious to know what some
17 of the answers are.

18 MR. SHAPIRO: Absolutely. And,
19 look, I appreciate that you have always
20 been very interested in businesses around
21 the City. So your involvement is
22 welcomed.

23 We talked about it a little bit
24 in our testimony. We have focused
25 particularly lately significantly on

1 2/12/14 - RULES - BILL 130955, etc.
2 marketing. So when Councilman Kenney
3 asked about what we're spending on
4 marketing, 20 percent of our budget goes
5 to marketing. So things like talking
6 displays at the Flower Show and trying to
7 appeal to the people who are attending
8 the Flower Show. I would argue that
9 whether you're on the Avenue or off the
10 Avenue and regardless of what sort of
11 business, certainly the kind of people
12 who go to the Flower Show probably are
13 interested in antiques. So I would argue
14 that those are services that apply to
15 everyone.

16 COUNCILWOMAN BROWN:

17 Universally across the board.

18 MR. SHAPIRO: Mr. Blum talked
19 about the vacancies, and our retail
20 recruitment program isn't specific to any
21 geographic location in the neighborhood.
22 It's trying to fill vacancies throughout
23 the neighborhood. So that's another one.

24 We also act as an advocate. So
25 whether it's reaching out to many of you

1 2/12/14 - RULES - BILL 130955, etc.
2 during AVI on behalf of our property
3 owners and residents, whether it's
4 reaching out to our Councilwoman when
5 we're having issues with community
6 policing or whether we're having issues
7 with snow removal or things like that.
8 That extends to everybody.

9 Those are a couple examples,
10 and I can give you more. Certainly the
11 partnerships that we've created with our
12 neighboring institutions. So when we've
13 done -- we've helped the Woodmere do jazz
14 concerts. We've helped the Arboretum do
15 Adirondack chair displays, and those are
16 all things that bring people generally to
17 the whole neighborhood. And, by the way,
18 the value that that creates accrues not
19 only to commercial properties but, as he
20 talked about, residential properties.
21 And just to clarify, if you are
22 owner-occupied residential -- it talks
23 about property owners. If you are
24 owner-occupied residential, unlike the
25 Center City District, we do not charge

1 2/12/14 - RULES - BILL 130955, etc.
2 owner-occupied residences. What we
3 charge is people who are renting for
4 business income. So Mr. Snowden, who
5 testified earlier, is someone who owns
6 residential properties on the Avenue and
7 off the Avenue and some of the ones in
8 new places that we're taking, and he will
9 tell you that he gets to charge higher
10 rents because of the work of the BID.

11 COUNCILWOMAN BROWN: Okay. And
12 so, sir, given that information, what
13 would be your preferred best remedy for
14 your circumstance as you've just
15 described it? Because at the end of this
16 rainbow, the hope is that BIDs lift up
17 businesses and not become a burden to the
18 participants. So what would be your
19 preferred best remedy?

20 MR. BLUM: My preferred best
21 remedy for my business would have my
22 business excluded from the BID. Like I
23 say, I am the only business on my street.
24 There are no other retail businesses.
25 I'm it. If you look at the information

1 2/12/14 - RULES - BILL 130955, etc.
2 sheet that they gave me about the BID,
3 you'll see they provided security cameras
4 on Germantown Avenue. I'm nowhere near
5 Germantown Avenue. They planted flowers
6 on Germantown Avenue. I'm nowhere near
7 Germantown Avenue. They put lights on
8 some trees. I have no trees in front of
9 my store. I don't even have parking in
10 front of my store. There's no parking on
11 the one side of my street. So all the
12 things that they have there --

13 COUNCILWOMAN BROWN: All of the
14 benefits as they've been described --

15 MR. BLUM: -- are for
16 Germantown Avenue. So they want me to
17 pay money and they'll put more flowers
18 and they'll try to hire a retail
19 recruiter to fill the business on
20 Germantown Avenue that have been empty
21 for many years.

22 I have occupied my business
23 since I've been in junior high school,
24 and before that we were on Pine Street in
25 Philadelphia. Like I say, I'm a

1 2/12/14 - RULES - BILL 130955, etc.
2 third-generation antique dealer. I'm not
3 a junk shop. I have good things. But, I
4 mean, there's no -- it's just -- it's
5 just one more nail in the coffin that
6 makes me want to move out of the City of
7 Philadelphia because of the cost of doing
8 business here, you know, and that's all I
9 can tell you.

10 COUNCILWOMAN BROWN: Well,
11 Councilwoman Bass has spoken aptly to the
12 fact that we on Council clearly recognize
13 that we could and should do better when
14 it comes to doing the cost of business.
15 And so to the leader on this effort,
16 Mr. Seth, what provisions or
17 considerations are given to businesses
18 who, in their view, will not be huge
19 beneficiaries in a way that the majority
20 will be?

21 And I think what I hear you
22 saying is one size fits all doesn't work
23 for you here.

24 MR. BLUM: No. No, ma'am.

25 MR. SHAPIRO: So, Councilwoman,

1 2/12/14 - RULES - BILL 130955, etc.
2 certainly we reach out to all of our
3 business owners. And, again, I'm a
4 volunteer on this work, but I volunteered
5 my time with our Executive Director to
6 meet with Mr. Blum and two of his
7 business owning neighbors to talk
8 specifically about how the BID can help
9 their specific portion of the
10 neighborhood. And we said to them if you
11 have ideas of things you would like us to
12 invest in, we'd be happy to, and just
13 we'll work with you to come up with
14 those.

15 To the issue of how does it
16 impact different people, I would argue
17 that because your BID assessment is
18 commensurate with your property value, if
19 he's correct, then a business on the
20 Avenue should obviously be worth a lot
21 more than his business, because he's
22 saying it has all the benefits. Well, if
23 their business is worth more, they pay
24 higher rent. The property is worth more
25 and they pay a higher bid assessment.

1 2/12/14 - RULES - BILL 130955, etc.
2 Because it's linked to property value, if
3 you really get no benefit for being in
4 Chestnut Hill, your property value
5 shouldn't be as high as the rest of
6 Chestnut Hill. If it is high, then
7 clearly you are getting a benefit. So I
8 would argue that the way you guys
9 designed the BID process to be based off
10 property values is fair and does
11 compensate for the fact that it impacts
12 different people differently.

13 COUNCILWOMAN BROWN: I see.
14 Okay. Well, what I'm hearing is that
15 there's a willingness for parties to sit
16 down and figure out how you can be kept
17 whole while the effort is made to achieve
18 the goals of the BID. That would be my
19 assessment of the exchange.

20 MR. BLUM: Thank you.

21 COUNCILMAN GREENLEE: And,
22 again, there's going to be some time that
23 you can certainly have more conversation
24 before we have to take this issue up
25 again, and that date will be advertised

1 2/12/14 - RULES - BILL 130955, etc.

2 when we have the second hearing.

3 Councilwoman Bass.

4 COUNCILWOMAN BASS: Thank you.

5 Mr. Blum, so I just wanted to,
6 I guess, really echo what's already been
7 said, and that I really think this is
8 something that we can work out. I think
9 that we can find a remedy that's going to
10 work for you, that's going to work for
11 the BID. I'm willing to personally be
12 involved to try to get your support to be
13 on board with this and find out exactly
14 what we can do to personalize it towards
15 your situation.

16 So I don't want you to walk
17 away thinking that we're being
18 dismissive. As I said earlier in my
19 comments, we're very cognizant of the
20 fact that it can be a challenge to do
21 business here in Philadelphia. We don't
22 want you to leave. We don't want you to
23 go anywhere else. We want you to stay in
24 Chestnut Hill at your location, and we
25 want to draw additional business to you.

1 2/12/14 - RULES - BILL 130955, etc.

2 So I think that this is
3 something that we can work out, and like
4 I said, our office will be in touch and
5 try to really remedy this situation so
6 that it is something that works for you
7 as well.

8 MR. BLUM: Thank you.

9 COUNCILMAN GREENLEE: Thank
10 you. Thank you, Mr. Blum.

11 Sir, you want to testify?

12 MR. JAIN: Yes. My name is --

13 COUNCILMAN GREENLEE: Sir, if
14 you're going to talk, you've got to come
15 to the microphone.

16 (Witness approached witness
17 table.)

18 MR. JAIN: Hi. My name was
19 announced earlier.

20 COUNCILMAN GREENLEE: Say that
21 again.

22 MR. JAIN: My name was
23 announced earlier.

24 COUNCILMAN GREENLEE: Okay.

25 MR. JAIN: I was just waiting

1 2/12/14 - RULES - BILL 130955, etc.
2 to come up. So my name is Sanjiv Jain,
3 and I own several properties in Chestnut
4 Hill on the Avenue. I am President of
5 Legacy Real Estate. We have a real
6 estate brokerage in Chestnut Hill. I'm
7 also a partner in Chestnut Hill Coffee
8 Company. I'm also one of the co-founders
9 of the Business Improvement District when
10 we got it going ten years ago. I've been
11 Co-Chair of the Business Improvement
12 District. I've been on either executive
13 committees or on the boards of every
14 organization in Chestnut Hill and very
15 actively involved there. I think that's
16 probably all you need to know about my
17 resume.

18 I am incredibly pleased with a
19 lot of the things that we have been able
20 to accomplish in the Business Improvement
21 District. Unfortunately, I think I'm
22 probably not very popular here right now.
23 So this is not a popularity contest. But
24 there's several property owners that have
25 voiced some concerns about the current

1 2/12/14 - RULES - BILL 130955, etc.

2 renewal of the Business Improvement
3 District. I also have some real
4 concerns.

5 We had some conversation today.
6 I've also set up a meeting with Martha
7 for Tuesday of next week to follow up on
8 more of this to see if some of them can
9 be worked through. I don't know that
10 some of them can. They're pretty big
11 issues. The two main ones are that it's
12 a ten-year renewal instead of a five-year
13 renewal, which doesn't give as much of an
14 opportunity for people to step in and
15 respond as property owners or as members
16 that are paying the taxes to -- if
17 they're not pleased with how the last
18 five years have gone, to be able to step
19 in and say, Hey, this is not going the
20 way that we wanted to.

21 And the other thing is the
22 concerns over the expanded geography. So
23 that's --

24 COUNCILMAN GREENLEE: Okay.

25 MR. JAIN: -- the main things.

1 2/12/14 - RULES - BILL 130955, etc.

2 The BID, the way it was
3 originally started, what the focus is is
4 quite different than what the BID budget
5 and what the BID focuses on today.
6 Originally it was much more of a focus
7 and when we pitched it to get it going on
8 marketing, on security, although
9 there's -- a lot of the terms are being
10 used, but the impact on the Avenue is a
11 little bit different than it was.

12 The staff is fabulous in the
13 office, huge contribution to the Avenue.
14 The Business Improvement District being
15 organized and being a way for the
16 businesses to have a voice to be able to
17 communicate to different City offices has
18 been incredibly valuable. So I don't
19 want you to misinterpret what I'm saying
20 here, that I think that a business
21 improvement district is not very
22 valuable. If I felt that way, I wouldn't
23 have been a part of it for so many years
24 and everything. But I just wanted to
25 also say that there's some things that

1 2/12/14 - RULES - BILL 130955, etc.
2 we're talking through.

3 COUNCILMAN GREENLEE: Okay.
4 And, again, as I said a couple times,
5 there will be at least 45 days. You
6 should continue that conversation. Maybe
7 you won't be satisfied with everything.
8 Obviously when you have discussions with
9 people, not everybody is satisfied with
10 everything.

11 MR. JAIN: Of course.

12 COUNCILMAN GREENLEE: But
13 hopefully it can be worked out to the
14 best of your needs.

15 MR. JAIN: So one -- I'm sorry.
16 One quick thing is, you had asked some
17 questions earlier about impacts on people
18 of AVI and so on, and I don't think that
19 that's a part of what you're asking, but
20 I did want to speak to that. I just
21 pulled up a couple of notes.

22 On one of our properties -- and
23 we have several -- we actually had a
24 success in the informal or preliminary
25 review.

1 2/12/14 - RULES - BILL 130955, etc.

2 COUNCILMAN GREENLEE: You're in
3 the minority there, sir.

4 MR. JAIN: I know. Very much
5 so. And it was reduced by 95 percent.

6 COUNCILMAN GREENLEE: Wow.

7 MR. JAIN: So --

8 COUNCILMAN GREENLEE: You are
9 definitely in the minority there.

10 MR. JAIN: Very much so. But
11 it was very shocking what first came back
12 and it was very obvious, and I was
13 pleased. But there have been others.
14 We've had many of our properties that
15 have in the value assessment came in more
16 than ten times what it used to be, but --

17 COUNCILMAN GREENLEE: And were
18 they appealed? Did you also go through
19 the --

20 MR. JAIN: Yes. We've got
21 several waiting on appeal. And I'm not
22 going to lie to you. There are several
23 that we fared better on. So there is
24 that. But the impact on how it impacts
25 the real estate taxes on several of the

1 2/12/14 - RULES - BILL 130955, etc.
2 properties have more than doubled. And
3 then, of course, the Business Improvement
4 District tax on top of that gets impacted
5 proportionally, and that's where -- to
6 speak to -- there's many apartment
7 buildings and apartments and multi units
8 on unit blocks that have high values.
9 And so they are great to include in the
10 Business Improvement District assessment,
11 but at times it might be challenging to
12 look those folks in the face and say,
13 You're getting an equal value just
14 because your building is valued the same
15 as the business on the Avenue and yet
16 that's where a lot of the benefits are
17 going to be applied.

18 COUNCILMAN GREENLEE: Okay.

19 MR. JAIN: Thank you.

20 COUNCILMAN GREENLEE: Stay
21 there a second.

22 Councilman Kenney.

23 COUNCILMAN KENNEY: Just one
24 comment, because I've had this personal
25 experience relative to another business

1 2/12/14 - RULES - BILL 130955, etc.
2 improvement district and some of the
3 similar complaints, both from residents
4 and from people who had been on East
5 Passyunk Avenue in South Philly for a
6 long time and didn't see the efficacy of
7 doing something like this. The property
8 values of the residential properties in
9 that community have skyrocketed as a
10 result, I believe, of the improvement and
11 stabilization and expansion of the
12 Avenue. The fact that there are four
13 Craig LaBan three-bell restaurants on one
14 street now has, despite the fact that the
15 person living on 12th and McKean doesn't
16 believe that's the case, their property
17 value is now worth more as a result of
18 having the amenities that are on that
19 street, and the flow of people and the
20 buzz and the stories in the paper and the
21 iconic fountain that is there, you see in
22 the newspaper all the time. That
23 improves the value of people's
24 residential property. I mean, it's been
25 shown through studies to do that. And I

1 2/12/14 - RULES - BILL 130955, etc.
2 know it's a difficult translation to a
3 resident that's been living in a row
4 house on Fernon Street for the past 40,
5 50 years, but it's in fact true. And the
6 opposite is also true, that when a street
7 goes down, the neighborhood properties go
8 down. And I think the case I would point
9 to South 7th Street in South Philadelphia
10 where when I was growing up in the '60s
11 and '70s, it was the mecca of shopping
12 anywhere. It was predominantly Jewish
13 merchants who were immigrant folks. You
14 bought every article of clothing and
15 every food you ate and you banked there,
16 and the neighborhood around it was
17 stable. When those older folks moved on,
18 passed on, and their kids didn't want to
19 run the stores anymore, it went down and
20 the neighborhood around it went down.

21 So I think that there is a
22 correlation between investing on
23 Germantown Avenue and what happens to the
24 surrounds of Germantown Avenue. Same
25 thing with East Passyunk Avenue. I mean,

1 2/12/14 - RULES - BILL 130955, etc.

2 I saw it happen, and it's been studied
3 and been proven to be the case. And I do
4 hear your -- I mean, you sound very fair
5 as to things you like and you don't like,
6 and AVI you seem like you had some
7 winners and some losers there and you're
8 taking advantage of the opportunity to
9 appeal. So I look forward to you working
10 with them to try to kind of get it better
11 in your head for what's moving forward.

12 MR. JAIN: Yeah, and I agree
13 with your statements. I think where
14 there may be some disagreement is the
15 rate being the same.

16 COUNCILMAN KENNEY: I hear you.

17 MR. JAIN: That just because
18 you have a multi unit or an apartment
19 building that may have the same value as
20 a business -- and I have some of those
21 restaurants. I actually brought Mica
22 into Chestnut Hill. I brought Stella
23 Sera into Chestnut Hill. I brought
24 Chestnut Hill Coffee Company, which does
25 over 400 transactions a day, into

1 2/12/14 - RULES - BILL 130955, etc.
2 Chestnut Hill. I brought Penzeys Spices.
3 So I've brought -- many of those are my
4 tenants in my commercial buildings. So I
5 enjoy and see the impact that it's made,
6 as well as I have many of the apartments
7 that are there. But I also see where
8 when the rate is the same, I'm not able
9 to look at the person that's a neighbor
10 of mine in the face and say, Yes, on my
11 building on Germantown Avenue, I pay this
12 rate, and your building happens to be
13 valued the same and you pay the exact
14 same rate, and yet when we see where the
15 Business Improvement District spends the
16 money, trust me you're getting value and
17 that you're getting value equal to what
18 you're being charged.

19 COUNCILMAN KENNEY: I
20 understand. Thank you.

21 MR. JAIN: But these are all
22 things that I'm looking forward to that
23 can be worked out, because as
24 Councilwoman Bass said, this has been a
25 terrific thing that we've had there and

1 2/12/14 - RULES - BILL 130955, etc.

2 it's made a real contribution.

3 COUNCILMAN GREENLEE: And I
4 think continued discussion always helps.

5 Before you leave, Councilwoman
6 Bass.

7 But is there anyone else here
8 that wants to testify on this bill, on
9 the Chestnut Hill BID?

10 MR. JAIN: Thank you.

11 COUNCILMAN GREENLEE: Why don't
12 you come up while the question -- sir,
13 wait a minute. Councilwoman Bass.

14 MR. JAIN: I'm sorry.

15 COUNCILMAN GREENLEE: No, sir,
16 come on up right there at the chair.

17 You stay.

18 Councilwoman Bass.

19 COUNCILWOMAN BASS: Good
20 morning.

21 MR. JAIN: Good morning.

22 COUNCILWOMAN BASS: So as it's
23 been echoed, this is a process, and we
24 still have time to make some changes.

25 And I know that you said you were one of

1 2/12/14 - RULES - BILL 130955, etc.
2 the founders and very active on the early
3 end of the BID being started. I'm
4 assuming are you still a Board member and
5 still involved?

6 MR. JAIN: I'm still involved,
7 yes.

8 COUNCILWOMAN BASS: So you go
9 to the Board meetings?

10 MR. JAIN: No. I've missed
11 several. I was mentioning to Seth
12 when -- I've missed the last several
13 Board meetings, so when the topic of
14 renewing and how it was going to be
15 renewed and expanded, I was not present.
16 I was in Seattle for one. I think I was
17 in another state for another, so...

18 COUNCILWOMAN BASS: Okay.
19 Well, I guess the point that I'm making
20 is --

21 MR. JAIN: We're going to pick
22 that up.

23 COUNCILWOMAN BASS: -- that
24 your involvement is critical towards
25 getting the resolution or getting this to

1 2/12/14 - RULES - BILL 130955, etc.
2 where you want it to be and to a point
3 that's going to be amenable for everybody
4 involved. I just want to encourage your
5 continued involvement and participation,
6 and I know you said that you were
7 originally -- that the focus, you thought
8 the focus had changed of the BID?

9 MR. JAIN: It has.

10 COUNCILWOMAN BASS: Would you
11 elaborate on that a little bit.

12 MR. JAIN: Well, so when myself
13 and several others -- I know he hasn't
14 introduced himself yet, but Paul and
15 several of us, after two failed attempts
16 to get a business improvement district
17 passed in Chestnut Hill, we met with
18 people, went door to door. A big part of
19 that was support -- that the BID was
20 going to be supporting the Parking
21 Foundation, and probably I think about 10
22 percent almost of the budget for many
23 years was actually contributed to the
24 Parking Foundation. And then as Board
25 members change, as focus changes, some of

1 2/12/14 - RULES - BILL 130955, etc.
2 those things went away. Marketing had
3 been supported at different times, and a
4 big thing was foot traffic early on, how
5 to increase foot traffic, and then over
6 the years, a different focus went to, No,
7 that's for the Business Association, not
8 for the Business Improvement District.
9 But for those of us that were there
10 pitching it when we were getting the
11 yes's of support, I remember what it was
12 that got the support.

13 And the other thing is -- so
14 it's some things like that. And
15 different focus in marketing and also
16 much more of a focus on physical
17 improvements at this time rather than
18 originally when we went to get it
19 improved, because shopkeepers oftentimes
20 are like, We can have pretty trees and
21 you can have nice lights, but tell me
22 what's getting more people into my stores
23 and tell me where the business is. And
24 so I hear a lot more of that being on the
25 street. And being involved in a business

1 2/12/14 - RULES - BILL 130955, etc.
2 and a partner in one where it really gets
3 impacted by foot traffic and you're
4 making transactions which are a buck or
5 two or three at a time in a coffee shop
6 and foot traffic goes up and down, you
7 really feel it.

8 COUNCILWOMAN BASS: Okay.
9 Well, we're going to continue to work
10 with you and with the BID to make
11 Chestnut Hill what it is that folks want.
12 I think that people talk about the lights
13 and the trees and things like that, how
14 does that affect my business, I think it
15 makes a huge impact in terms of whether
16 people drive down Germantown Avenue and
17 they want to get out of their cars and
18 stop and, Oh, look at that cute little
19 shop, I want to go in there, or if they
20 just keep on going and maybe lock the
21 doors and I don't want to get out of my
22 car, I don't want to stop here, you know.
23 And so Chestnut Hill I think has done a
24 really good job, but we need to make sure
25 that folks like you are really at the

1 2/12/14 - RULES - BILL 130955, etc.

2 table. So our office, like I said, we're
3 here. We want to be involved and
4 helpful.

5 MR. JAIN: You've been
6 fabulous.

7 COUNCILWOMAN BASS: Thank you.

8 MR. JAIN: I apologize for
9 interrupting you, but your office and
10 yourself have always been available.
11 Calls are always returned. When I swing
12 by if you're not here -- I was here last
13 week and just swung by and said hi to the
14 staff. So you've been incredibly
15 supportive and accessible and on the
16 ground.

17 COUNCILWOMAN BASS: Say that
18 again. Say it again.

19 MR. JAIN: No, but you have.
20 You come to things. You send people.
21 You're very actively involved. You do
22 the time.

23 COUNCILWOMAN BASS: I'm glad to
24 hear it. Thank you very much.

25 COUNCILMAN GREENLEE:

1 2/12/14 - RULES - BILL 130955, etc.

2 Councilwoman Bass is particularly
3 appreciative you came today, sir.

4 Councilman Kenney.

5 COUNCILMAN KENNEY: Just one
6 quick comment. As I was going on and
7 gushing about East Passyunk Avenue and
8 its success, I just noticed in the corner
9 Councilman DiCicco is still here, and
10 largely to his leadership and stewardship
11 of his district, a lot of that stuff
12 happened and why we have the results that
13 we have today. So I didn't want him to
14 go unnoticed or unacknowledged about the
15 success of East Passyunk Avenue. So
16 thanks.

17 COUNCILMAN DiCICCO: Thank you
18 for that commercial.

19 COUNCILMAN KENNEY: You're
20 welcome.

21 COUNCILMAN GREENLEE: Thank
22 you. Thank you, sir.

23 Sir, please, identify yourself
24 and proceed.

25 MR. ROLLER: My name is Paul

1 2/12/14 - RULES - BILL 130955, etc.

2 Roller, born, raised, probably die in
3 Chestnut Hill. Hopefully not too soon.

4 COUNCILMAN GREENLEE: Hopefully
5 not, no.

6 MR. ROLLER: Saint Joe's Prep,
7 University of Pennsylvania.

8 COUNCILMAN GREENLEE: Please
9 proceed.

10 COUNCILMAN KENNEY: Take as
11 much time as you'd like.

12 MR. ROLLER: My pleasure.

13 I'll keep talking about
14 Councilperson Bass, and I do echo that
15 actually. We'll start off with that.
16 And thank you. You've been a supporter
17 of us as well as the Avenue, and it's
18 good to see people actually on the
19 street. And on the street is really the
20 theme, feet to the street. And I was
21 also involved with Sanjiv, as he hinted
22 upon, in the early days of the BID, and
23 we tried to make it incredibly
24 egalitarian, incredibly democratic. One
25 of the major thrusts is that we wanted to

1 2/12/14 - RULES - BILL 130955, etc.
2 make sure that on the Board there was a
3 strong representation from
4 retailers/restaurant people, people whose
5 incomes are on the street.

6 Ultimately, I also own two
7 properties as well as two restaurants,
8 and I like Sanjiv, despite the fact he's
9 brought competition in restaurants to
10 Germantown Avenue. But the concept is
11 that we really need to get more people to
12 the street.

13 The BID, the initial BID and
14 the budget and the way it was set up, it
15 was more designed to that. The
16 representation was more towards that. We
17 have 80-some thousand dollars worth of
18 wayfaring signs, which came from the
19 first ten years budget, which are in
20 storage somewhere. There's a lot of
21 stops and starts and things like that.

22 I would like to see -- just to
23 say, and hopefully this dialogue because
24 we're here will continue with those in
25 the BID itself and the Board. I have

1 2/12/14 - RULES - BILL 130955, etc.
2 been part of the BID Board over the years
3 as well as the Parking Foundation and all
4 those good things. Taxation without
5 representation, a lot of folks in the
6 area on the street truly feel that
7 they're not represented, and that's
8 something that really needs to be
9 addressed by the BID.

10 The extension of the footprint,
11 one of the things that we were very
12 sensitive to ten years ago when we were
13 designing the BID was to make sure -- I
14 mean, literally we went down Germantown
15 Avenue, looked at people's houses who
16 were in fact residences and made sure
17 that they were excluded. So this is a
18 very contrary move to include a block
19 back. One of the things about that and
20 one of the things I think that is --
21 there's a different rate at which they --
22 there's a trickle-down effect, not that I
23 believe in Reaganomics, but that the fact
24 that this expansion, a lot of folks are
25 included. Now they're not paying now,

1 2/12/14 - RULES - BILL 130955, etc.
2 but if, for instance, I rent my property,
3 I am now making that BID assessment. A
4 lot of folks if they do already -- Sanjiv
5 has some rentals. You do not have a
6 triple net lease with your residents. It
7 can be a financial burden when all the
8 sudden you've got this BID assessment
9 layered on top. I know of a couple of
10 very large property owners with multiple
11 units that that is their complaint.

12 The ten-year expansion, to echo
13 what Sanjiv said, I don't see what the
14 harm is to keeping it to five and five.
15 I believe in term limits. Sorry. I
16 think it's good to have checks and
17 balances along the way, and I think a
18 five-year examination -- and let's face
19 it, property owners are busy. Most of
20 them don't even read when they get that
21 32-page envelope from the City.

22 So I think that the important
23 part is that -- and I do believe in the
24 benefit of a BID. The little white
25 lights and all that good stuff, the

1 2/12/14 - RULES - BILL 130955, etc.

2 flowers, there is a lot of good, but I
3 think it just needs to be readjusted so
4 it is constantly feet to the street.

5 As a property owner approaching
6 retirement age, I've got to tell you,
7 that appeals to me the most. The fact
8 that more lively, the stronger the
9 business area, having no vacancies on the
10 street, which is a major problem in
11 Chestnut Hill, that those items are what
12 are going to make my property more
13 valuable, in which case if I can raise
14 the rent, I'm perfectly happy to pay more
15 taxes and so forth.

16 So that's it in summary, and,
17 again, thank you, Councilperson Bass, and
18 thank you all.

19 COUNCILMAN GREENLEE: Thank you
20 very much.

21 Councilwoman.

22 COUNCILWOMAN BASS: I just
23 wanted to thank you for your comments.
24 And, again, as I keep saying, we've got
25 some time. So that's the good news. So

1 2/12/14 - RULES - BILL 130955, etc.
2 we don't have to stand with a product as
3 it is right now. There's a possibility
4 that some of these things that you're
5 suggesting, particularly things that
6 don't really cost anything, that we could
7 reexamine and figure out ways to make
8 them fit. So let's keep talking.

9 MR. ROLLER: That gives me
10 hope. Thank you.

11 COUNCILMAN GREENLEE: Thank
12 you. Thank you very much.

13 Anyone else here to testify on
14 this bill, Bill No. 130955?

15 (No response.)

16 COUNCILMAN GREENLEE: Seeing
17 none, I know the other bill we're taking
18 up, you've been here very patient over
19 there. Just hang in there for about two
20 more minutes. We just got to do some
21 administrative things and then we'll be
22 hearing your bill.

23 I'm going to temporarily recess
24 the public hearing and go into a public
25 meeting for two issues. First,

1 2/12/14 - RULES - BILL 130955, etc.

2 Councilwoman Bass, I recognize you for an
3 amendment to Bill No. 130955.

4 COUNCILWOMAN BASS: Thank you,
5 Mr. Chair. I move approval of the
6 amendment for Bill No. 130955, which has
7 been circulated.

8 (Duly seconded.)

9 COUNCILMAN GREENLEE: It's been
10 moved and seconded.

11 All in favor?

12 (Aye.)

13 COUNCILMAN GREENLEE: Opposed?

14 (No response.)

15 COUNCILMAN GREENLEE: Hearing
16 none, Bill No. 130955 is amended per
17 Councilwoman Bass, and that bill will be
18 now re-referred back to a public hearing.
19 Again, which will be advertised somewhere
20 in the 45-day range.

21 Also, the Chair recognizes
22 Councilman Kenney.

23 COUNCILMAN KENNEY: Thank you,
24 Mr. Chairman. I move that the public
25 hearing and public meeting on Bill No.

1 2/12/14 - RULES - BILL 130955, etc.

2 130920 stand in recess until a date
3 certain, Tuesday, February 25th, 2014 at
4 1:00 p.m.

5 (Duly seconded.)

6 COUNCILMAN GREENLEE: It's been
7 moved and seconded.

8 All in favor?

9 (Aye.)

10 COUNCILMAN GREENLEE: Opposed?
11 (No response.)

12 COUNCILMAN GREENLEE: Hearing
13 none, that bill, Bill No. 130920, will be
14 held until February 25th, 2014 at 1:00
15 p.m. For everybody's information, that's
16 the bill on the medical clinics in the
17 1st Councilmanic District.

18 Completing that business of the
19 meeting, we will now go back into our
20 public hearing, and Ms. Marconi, will you
21 please read the title of Bill No. 130908.

22 THE CLERK: Bill No. 130908, an
23 ordinance to amend the Philadelphia
24 Zoning Maps by changing the zoning
25 designations of certain areas of land

1 2/12/14 - RULES - BILL 130955, etc.
2 located within an area bounded by Spruce
3 Street, Juniper Street, Cypress Street,
4 Watts Street, Pine Street and Broad
5 Street, by amending Chapter 14-500 of the
6 Zoning Code entitled "Overlay Zoning", by
7 amending Chapter 14-700 of the Zoning
8 Code entitled "Development Standards",
9 and by amending Chapter 14-800 of the
10 Zoning Code entitled "Parking and
11 Loading", under certain terms and
12 conditions.

13 COUNCILMAN GREENLEE: Thank
14 you.

15 Mr. Kramer.

16 MR. KRAMER: Good morning,
17 Chairman Greenlee, members of the Rules
18 Committee. I am William Kramer, Division
19 Director of the Development Division of
20 the Philadelphia City Planning
21 Commission. I am here today to testify
22 on Bill No. 130908, which was introduced
23 into City Council December 5th, 2013.

24 The purpose of Bill No. 130908
25 is to rezone the property bounded by

1 2/12/14 - RULES - BILL 130955, etc.
2 Spruce, Juniper, Cypress, Watts, Pine,
3 and Broad Streets to "CMX-5" Commercial
4 and expand the area that permits such
5 zoning to have an FAR of 1,600 percent.

6 Bill No. 130908 will also make
7 changes to the Center City Overlay to
8 allow eating and drinking establishments
9 and to allow ingress and egress to the
10 property for loading and parking. Bill
11 No. 130908 also changes the parking and
12 loading regulations for the site to allow
13 only one loading space for every 450,000
14 square feet of gross floor area, to
15 permit undersized loading spaces, and to
16 waive the number and size of the curb
17 cuts for the loading spaces.

18 A companion Streets bill to
19 strike and vacate a portion of Cypress
20 Street has also been drafted to enable
21 this development.

22 This will permit the
23 construction of the new Avenue Place
24 development, which includes a residential
25 tower, a five-star hotel, retail space,

1 2/12/14 - RULES - BILL 130955, etc.
2 and off-street parking.

3 The Philadelphia City Planning
4 Commission will consider Bill No. 130908
5 and its companion Streets bill at its
6 meeting of February 18th, 2014. Given
7 the significant nature of this
8 development proposal, we respectfully ask
9 Council to hold action on this
10 legislation in order to allow the
11 Commission an opportunity to review it.
12 The proposal will be presented with a
13 staff recommendation of approval.

14 I'd be happy to answer any
15 questions you may have.

16 COUNCILMAN GREENLEE: Thank
17 you, Mr. Kramer. Just a couple points.
18 First of all, the sponsor of this bill,
19 Councilman Squilla, would like to see
20 this bill moved forward at least out of
21 Committee, and since your meeting is
22 February 18th, the earliest that Council
23 as a whole could approve it would be the
24 27th; am I right?

25 MR. KRAMER: Yes, sir.

1 2/12/14 - RULES - BILL 130955, etc.

2 COUNCILMAN GREENLEE: So there
3 would be time to have some discussion
4 between the Committee approval and the
5 final approval in City Council.

6 Secondly, could you or do you
7 know -- I know you said it will be
8 recommended with approval by the staff.
9 Is there any particular issue you think
10 from the Planning Commission's
11 perspective that could be a problem?

12 MR. KRAMER: We had a staff
13 meeting with regards to this project
14 yesterday. There were no particular
15 issues. Certainly a lot of discussion,
16 nothing that would majorly change this,
17 but there were certain questions that
18 were raised with regards to with the
19 striking of Cypress Street, whether this
20 can go. There was concerns about a
21 lay-by lane, but a lot of this stuff is,
22 in the overall essence of things, stuff
23 that can be worked out and agreed to.
24 But it's an opportunity for the Planning
25 Commission to see it, and the way it

1 2/12/14 - RULES - BILL 130955, etc.
2 stands now, they don't get a chance to
3 even look at this.

4 We normally would have taken
5 this in January at our January meeting.
6 However, the development team was in
7 negotiations with the community to
8 resolve other issues and concerns, which
9 then at their request we held it from
10 that meeting, and that's why we're in the
11 position we're in at this time.

12 COUNCILMAN GREENLEE: I
13 understand. But I appreciate that,
14 because the kind of things you just
15 mentioned sounds like something that
16 could get worked out.

17 MR. KRAMER: Right.

18 COUNCILMAN GREENLEE: It sounds
19 like issues that could be worked out.

20 MR. KRAMER: There was nothing
21 presented that made us believe that this
22 is something that we would come in and
23 say lop off the top ten floors or
24 anything. No, no, no.

25 COUNCILMAN GREENLEE: Okay.

1 2/12/14 - RULES - BILL 130955, etc.

2 Thank you.

3 Councilman Kenney.

4 COUNCILMAN KENNEY: They all
5 just went, Ohhh.

6 If you know or could you find
7 out, does the Planning Commission have
8 the capacity to have special meetings to
9 meet by telephone or to meet by Skype? I
10 mean, when you have something of this
11 magnitude that is such a game changer for
12 the City, are you required to only meet a
13 certain number of times or could you just
14 say we need to get this talked about and
15 approved so we can keep the process
16 going? Can you do it legally by either
17 telephone, conference call or Skype?

18 MR. KRAMER: I don't believe
19 that we can -- I don't know that we've
20 ever done it with the technological
21 components of Skype or any of those
22 components, but there have been occasions
23 where the Commission has met on a special
24 occasion. It's not easy for us to do.
25 There are Sunshine requirements for

1 2/12/14 - RULES - BILL 130955, etc.
2 publication. We have to advertise that
3 we're having a meeting under the Sunshine
4 Laws.

5 COUNCILMAN KENNEY: How many
6 days?

7 MR. KRAMER: But it takes this
8 amount of time, and I don't know the
9 exact number of days that we have to
10 notify. But there have been meetings.
11 As a matter of fact, there is a special
12 meeting being convened by the Commission
13 at the end of February for purposes of
14 dealing with the capital program, which
15 is not on our yearly scheduled meetings,
16 but which gets scheduled in as needed.
17 So that we could do that, but at this
18 point, this was coming up for a February
19 meeting, and after it was scheduled for
20 our February meeting, this hearing was
21 scheduled, so...

22 COUNCILMAN KENNEY: Despite the
23 fact that it's probably going to be
24 approved, I just think that the
25 questionable delay puts in financing

1 2/12/14 - RULES - BILL 130955, etc.
2 people's minds and other people and
3 developers' minds this -- we still have a
4 hurdle to get over and we're still not
5 over it, it's not tied up in a bow and
6 ready to go.

7 I just want to -- we should
8 investigate the possibility of maybe
9 changing what you need changed in order
10 to be able to have more flexibility and
11 when you meet on projects of this size.

12 MR. KRAMER: I will take that
13 back to the Commission.

14 COUNCILMAN KENNEY: One of the
15 problems I faced yesterday with a
16 commercial laundry development in
17 Southwest Philly is, they need a plumbing
18 permit. The plumbing permit is --
19 they're trying their best to get it done,
20 but there's one guy doing plumbing
21 permits. And now I have these equity
22 partners who are invested in the laundry
23 saying, Well, how long is it going to
24 take me to get my plumbing permit, and we
25 can't tell them. So it's things like

1 2/12/14 - RULES - BILL 130955, etc.
2 that I think that put little bumps in the
3 road that we need to smooth out to make
4 it easier to do commercial or residential
5 development in the City.

6 MR. KRAMER: I will take those
7 comments back to my Director.

8 COUNCILMAN KENNEY: Thank you.

9 COUNCILMAN GREENLEE: Thank
10 you, Councilman.

11 Councilwoman Reynolds Brown.

12 COUNCILWOMAN BROWN: Good
13 morning. I want to underscore Councilman
14 Kenney's concerns regarding timing and
15 how we in government sort of figure it
16 out. When we know that a project of this
17 scale and magnitude face any kind of risk
18 at all, that raises question marks, and
19 we know the, quote, short-term and
20 long-term yield it's going to have on a
21 host of different industries. So if
22 there is no written protocol or
23 procedure, then the ask would be that
24 internally you all sort of figure that
25 out. So when we come upon this type of

1 2/12/14 - RULES - BILL 130955, etc.
2 opportunity again going forward, there's
3 some precedent that says given the
4 timeline, given the questions that might
5 be raised, we can use this avenue to get
6 this done in a way that that meets
7 everyone's expectations.

8 MR. KRAMER: I will take those
9 comments back to the office, certainly.

10 COUNCILMAN GREENLEE: Thank
11 you, sir.

12 Councilwoman, thank you.

13 Before Councilman Henon, the
14 record will reflect Councilwoman Tasco, a
15 member of the Committee, is present.

16 Councilman Henon.

17 COUNCILMAN HENON: Thank you,
18 Mr. Chair.

19 Mr. Kramer and Mr. Kelsen, good
20 morning. Thank you for testifying here
21 today. So prior to the project rollout
22 and your presentation, before we get into
23 some of those specifics, can you tell us
24 has there been any indication, as
25 Councilman Kenney has been saying, of

1 2/12/14 - RULES - BILL 130955, etc.
2 predictability in responsible development
3 now since the new Zoning Code has taken
4 place and some of the changes after a
5 year to get to a point not just in the
6 development of this magnitude, because it
7 will certainly get the attention that it
8 deserves, but in the capacity of
9 development in general? Are we headed in
10 the right direction with the way our
11 Zoning Codes have been adjusted and over
12 the last year and a half since the new
13 adoption of the reform?

14 MR. KRAMER: If I may, most --
15 I would answer that that, yes, I believe
16 it has been. I would think that, as I've
17 said in other meetings, the Zoning Code
18 is a living document, and as we learn
19 different things -- for example, at
20 yesterday's meeting, there was discussion
21 because Mr. Kelsen's request with regards
22 to loading is not the first time we've
23 seen that, and we are now discussing what
24 we may need to make changes to in the
25 loading requirements. These are constant

1 2/12/14 - RULES - BILL 130955, etc.
2 things that we constantly evaluate. I
3 sit on a Zoning Technical Committee where
4 we sit with representatives of the
5 Department of License and Inspections and
6 try to resolve some of those bumps in the
7 highway to make it easier so that
8 developments aren't going to
9 unnecessarily be having to jump hurdles
10 or go through hoops in order to
11 unnecessarily be developed. We're
12 looking to have responsible development
13 and development that's quality and
14 development that will take into account
15 the betterment of the City of
16 Philadelphia. And so sometimes there's
17 things that we put in there that are
18 intended for that and sometimes they get
19 in the way and we have to evaluate those,
20 and we constantly are trying to do that.
21 I'm not going to say we're a hundred
22 percent accurate, but we're doing the
23 best we can.

24 COUNCILMAN HENON: So we're
25 moving in the right direction.

1 2/12/14 - RULES - BILL 130955, etc.

2 MR. KRAMER: I believe so, yes,
3 sir.

4 COUNCILMAN GREENLEE:
5 Mr. Kelsen, before you start, if I could,
6 just keep in order here, any other
7 questions for Mr. Kramer first?

8 (No response.)

9 COUNCILMAN GREENLEE: Seeing
10 none, Mr. Kelsen, and you could answer
11 Councilman's question and then if you
12 want to go into your testimony.

13 COUNCILMAN KELLY: Be happy to.
14 Good morning, members of the Committee.
15 Peter Kelsen.

16 Councilman, I will tell you,
17 having the benefit of having served on
18 the Zoning Code Commission and having the
19 benefit of practicing --

20 COUNCILMAN GREENLEE: Mr.
21 Kelsen, a little closer to the
22 microphone.

23 MR. KELSEN: -- and having the
24 benefit of practicing development zoning
25 in Philadelphia, I'll tell you, it is

1 2/12/14 - RULES - BILL 130955, etc.
2 better. It's a lot better. It's more
3 predictable. There are, as Mr. Kramer
4 said -- and he and I discuss this on a
5 regular basis -- there are still some
6 bumps in the road. We're trying to clean
7 up those bumps. We've learned a lot in
8 the last year plus as to what should be
9 fixed and what is working.

10 I think it's fair to say, from
11 my perspective and I think the
12 development community and the
13 neighborhood community, things are much
14 more predictable. I will tell you that
15 in about five seconds when I get into
16 this presentation, this project is
17 probably the best template that we can
18 offer to how the new Zoning Code outreach
19 process and how we've involved the
20 neighbors from the beginning and how
21 we've reached consensus and not
22 opposition from organized groups because
23 of the way the new code and the way
24 Council has, frankly, demanded that
25 outreach effort between the development

1 2/12/14 - RULES - BILL 130955, etc.
2 community and the neighborhood
3 communities. So that's working I think
4 very effectively.

5 COUNCILMAN HENON: And that's
6 great, and I'm glad to hear that. And I
7 think it's important that we as a city,
8 as a department, and as a developer with
9 something like this, this actually could
10 be the first test pilot on how you have
11 the process occurring at the same time,
12 the CDR process, the community
13 involvement, and a little more regulatory
14 predictability in moving forward
15 responsibly where everybody has a way in.
16 So I'd be interested to see some of the
17 measurables at the end of the process to
18 see if it actually works or not. I'm
19 encouraged about it, so I look forward to
20 it.

21 Thank you, Chair.

22 COUNCILMAN GREENLEE: Thank
23 you, Councilman.

24 Mr. Kelsen, if you want to
25 proceed.

1 2/12/14 - RULES - BILL 130955, etc.

2 MR. KELSEN: Sure. Let me
3 begin. Mr. Chairman, members of the
4 Rules Committee, my name is Peter Kelsen.
5 I'm here on behalf of Dranoff Properties
6 and SLS Hotels to present to you our
7 proposed development of the SLS
8 International Hotel and Residences on the
9 property that's located in the southeast
10 corner of Broad and Spruce Streets.

11 SLS International Hotel and
12 Residences promises to be a game-changing
13 development which will serve to anchor
14 the Avenue of the Arts South. Located
15 directly across Broad Street from the
16 Kimmel Center, SLS International will be
17 a mixed-use development reflecting
18 world-class architecture, configured as a
19 567-foot tall 47-story building. This
20 \$200 million development, members of
21 Council, will include a 149-room luxury
22 boutique hotel with ballrooms, spa
23 facilities, 123 luxury residential
24 condominium units. The ground floor of
25 the building, as you can see from the

1 2/12/14 - RULES - BILL 130955, etc.

2 depiction, will feature a signature
3 destination restaurant. It will have
4 interior parking and loading facilities.

5 The overall development will
6 contain approximately 423,000 square feet
7 of above-grade new construction. It will
8 consist of a bold street-embracing podium
9 with a slim elegant tower rising 567 feet
10 above the Avenue of the Arts. It will be
11 a beacon. The property will be jointly
12 developed by Dranoff Properties and SLS
13 Hotels.

14 Dranoff Properties is excited
15 to expand its investment in development
16 of residential and commercial properties
17 along South Broad Street. SLS
18 International will be a unique addition
19 to Dranoff's other properties, which
20 include Symphony House, 777 South Broad
21 Street, and the soon-to-be-completed
22 SouthStar Lofts, which is located at
23 Broad and South Streets.

24 We are very excited and pleased
25 that SLS Hotels has chosen this location

1 2/12/14 - RULES - BILL 130955, etc.
2 as their first Philadelphia market
3 project. They will enter Philadelphia
4 market and they'll establish a
5 world-class luxury hotel at this location
6 and in our city. The project will build
7 on SLS's internationally recognized hotel
8 brands. They include the SLS Beverly
9 Hills, the Redbury chain. SLS Hotels
10 operate in two dozen locations. They
11 include Miami, Los Angeles, New York, Las
12 Vegas, and Asia and hopefully soon
13 Philadelphia.

14 In order to accomplish this
15 development, we are requesting that City
16 Council approve certain amendments to the
17 Philadelphia Zoning Code. They are
18 required in order for us to proceed with
19 this development. Let me describe them
20 briefly to you.

21 We are requesting that Council
22 approve Bill No. 130908 as introduced by
23 Councilmember Squilla and allow the
24 following zoning changes to occur:

25 We are asking for a remapping

1 2/12/14 - RULES - BILL 130955, etc.
2 of this property from its current
3 designation of CMX-4 to CMX-5. We are
4 asking that the Center City/University
5 City floor area ratio map allowing the
6 CMX zoning of this site to contain a
7 permitted floor area of 1,600 percent.
8 That's the FAR we need to develop this
9 site. We ask for a modification of
10 supplemental use controls that will allow
11 the enclosed parking garage accessory to
12 this development to be permitted at this
13 location. This will be private parking,
14 not public parking. Permitting the
15 required vehicular access to the site
16 from Broad Street and loading, trash
17 storage, and vehicular egress along
18 Spruce Street. And to permit a reduction
19 in the maximum amount of loading required
20 in this district, recognizing the fact
21 that less loading is required for our
22 operations, and we also seek to limit the
23 amount of street way that is going to be
24 burdened by loading areas. It's been a
25 discussion point with our neighbors.

1 2/12/14 - RULES - BILL 130955, etc.

2 In terms of the community
3 outreach that I mentioned with Councilman
4 Henon, we're proud to advise you that the
5 developers worked closely with immediate
6 residents and stakeholders in connection
7 with these development plans. In fact,
8 the proposed development plans that I'm
9 going to present to you today actually
10 reflect a number of changes that have
11 been incorporated in our design that
12 resulted from the collegial community
13 interactions we've had. We've worked
14 closely with the Washington Square Civic
15 Association and Councilman Squilla's
16 Office to ensure a full and transparent
17 community dialogue from the beginning
18 through the present. And, in fact, a
19 Washington Square West letter of
20 non-opposition was issued last night and
21 has been submitted, I believe, to
22 Council.

23 SLS International will produce
24 significant economic benefits to the City
25 of Philadelphia and the Commonwealth of

1 2/12/14 - RULES - BILL 130955, etc.
2 Pennsylvania and to our School District.
3 That's both during the construction
4 period and upon completion and operation.
5 As indicated in the Economic Impact Study
6 performed by Econsult Solutions, copies
7 of which we've given you, this project
8 will generate approximately \$20 million
9 in local and state tax revenues during
10 the construction period. It would be it
11 about two years of construction.
12 Approximately \$10 million in local school
13 and state tax revenues will be generated
14 annually upon completion and operation of
15 the project. Let me be specific.
16 The \$242 million construction
17 output will support 1,600 jobs and would
18 generate \$6,500,000 of tax revenues to
19 the City of Philadelphia. The annual
20 economic and fiscal impact generated from
21 the estimated spending by new net
22 residents in the condominium tower, by
23 the commercial operations of the hotel,
24 and by the visitors spending by hotel
25 guests commencing in Year 5 of operations

1 2/12/14 - RULES - BILL 130955, etc.
2 will reach \$63 million in total output
3 each year. It will support 750 jobs and
4 generate \$4,500,000 in City tax revenues
5 annually. This project will generate to
6 the City of Philadelphia \$4,600,000 in
7 upfront transfer taxes and \$2,400,000 in
8 real estate property and use and
9 occupancy tax revenues annually. A
10 detailed analysis of these benefits and
11 the fiscal impacts are in the Econsult
12 study. Mr. Mullin is here today to
13 provide additional information if there
14 are any questions.

15 The hotel will employ 408
16 full-time positions. That's not
17 including the valet operation and not
18 including the positions created in the
19 luxury tower.

20 The developer has entered into
21 an Economic Opportunity Plan with the
22 City of Philadelphia's Office of Economic
23 Opportunity. A copy of that executed
24 plan has been provided to Council. I
25 believe there's an amendment, because the

1 2/12/14 - RULES - BILL 130955, etc.
2 original ordinance had an unexecuted
3 version of an earlier plan. So that's
4 now finalized.

5 Specifically, let me give you
6 the participation ranges for that
7 Economic Opportunity Plan that has been
8 set for this project. They include
9 minority participation for professional
10 services of 5 to 10 percent; construction
11 at 20 to 25 percent; female-owned
12 business/professional services 5 percent,
13 construction 7 percent. Employment goals
14 for local residents have been set at 50
15 percent.

16 We have also established the
17 following construction goals, and you've
18 heard me talk about this on previous
19 occasions. Minority apprentices, 50
20 percent of all hours worked; minority
21 journeymen, 32 percent of all hours
22 worked; female apprentices, 7 percent of
23 all hours worked; and female journey
24 persons, 2.5 percent.

25 Subject to your approval,

1 2/12/14 - RULES - BILL 130955, etc.
2 members of Council, construction of this
3 project would begin in the fall of 2014,
4 this fall, and be completed in
5 approximately two years.

6 I thank you for your support.
7 I and the team would be happy to answer
8 any questions you may have.

9 COUNCILMAN GREENLEE: Thank
10 you, Mr. Kelsen. Just financing, any
11 public financing?

12 MR. KELSEN: We anticipate that
13 the project would be subject to an
14 application for RCAP grant that will be
15 submitted. I don't believe it's been
16 submitted yet. And there would also be
17 the benefit of the tax abatement for the
18 commercial developer.

19 COUNCILMAN GREENLEE: And the
20 EOP that you reference would be offered
21 at the meeting as an amendment, as you
22 said.

23 MR. KELSEN: Yes. And I
24 believe that's been submitted, and I
25 would ask that to be amended -- to be

1 2/12/14 - RULES - BILL 130955, etc.
2 part of the amendment.

3 COUNCILMAN GREENLEE: It has
4 been, yes. And it got the approval of
5 Councilman Goode too, which is obviously
6 very important in this case.

7 MR. KELSEN: Thank you, sir.
8 We're learning. We're learning.

9 COUNCILMAN GREENLEE: Just one
10 other thing. When you talked about the
11 interaction with the community, about how
12 many meetings would you say you had? I
13 don't need a specific number. And over a
14 period of time about how long?

15 MR. KELSEN: We've actually had
16 meetings every week of the Washington
17 Square community group. I would say that
18 all in, there have probably been at least
19 10 to 12 meetings that consist of formal
20 meetings with Washington Square either at
21 the Zoning Committee or the Board
22 meeting, individuals meetings with the
23 stakeholders and Councilmembers of the
24 Center City One condominium located
25 immediately adjacent to us, discussions

1 2/12/14 - RULES - BILL 130955, etc.
2 with our Watts Street neighbors. So,
3 Councilman Greenlee, I'm going to say at
4 least ten. We'll have additional
5 meetings. As this project moves forward,
6 should it be approved, we will have Civic
7 Design Review. That's another
8 opportunity for formalized meetings with
9 the RCO in terms of their participation,
10 as well as formal meetings with the
11 Planning Commission at that stage of it.

12 I anticipate that as the
13 construction process moves on, there will
14 be additional meetings on a regular basis
15 with the residents of Center City One as
16 well as liaisons with the representatives
17 of the community groups. So as I said to
18 Councilman Henon, this is a pretty good
19 example of how you do good outreach on
20 both sides of the aisle.

21 COUNCILMAN GREENLEE: And I
22 understand, did you reference that
23 Washington Square West has a
24 non-opposition position?

25 MR. KELSEN: They do, and I

1 2/12/14 - RULES - BILL 130955, etc.
2 could hand up a copy. This came in early
3 this morning. I do have a copy I can
4 submit to Council. It is dated February
5 12th and it is addressed to Councilman
6 Squilla. May I hand that up, Councilman?

7 COUNCILMAN GREENLEE: Okay.

8 That's fine. Thank you.

9 Councilman Henon.

10 COUNCILMAN HENON: Thank you,
11 Mr. Chair.

12 Mr. Kelsen, I just wanted to
13 circle back. So ten meetings. You're
14 going to have the Planning Commission
15 open-to-the-public meeting.

16 MR. KELSEN: Yes.

17 COUNCILMAN HENON: You're going
18 to have CDR. You're going to have the
19 RCO and ongoing meetings to have the
20 neighborhood included in every step of
21 the way of this project; is that correct?

22 MR. KELSEN: That's absolutely
23 correct. In fact, the Planning
24 Commission, which is scheduled for
25 Tuesday of next week, is a public

1 2/12/14 - RULES - BILL 130955, etc.
2 meeting. The RCO meeting of the Planning
3 Commission will be a public meeting, but
4 prior to that, Councilman, as a result of
5 the RCO regulations, there will be a
6 formal public meeting of the Washington
7 Square Civic Association preparatory to
8 the CDR where we'll present more of our
9 plans at that time. That's in addition
10 to what I'll call the private meetings
11 we're having with our neighbors to
12 discuss the construction schedule,
13 timing, and impacts.

14 COUNCILMAN HENON: And I think
15 that's a credit to the developer and your
16 team that you have down on the grassroot
17 level working with the community and, of
18 course, the great Councilman of the 1st
19 District, Mr. Squilla, making sure that
20 everybody is working together, as he
21 always tries to compromise and put people
22 in the position to have any kind of --
23 who has any stake in it whatsoever, to
24 come out with a favorable agreement.

25 So, again, I'm just pointing

1 2/12/14 - RULES - BILL 130955, etc.
2 out that far above and beyond what's
3 required by law and is in the Zoning Code
4 Commission, that this team has made the
5 effort and it's going to continue to make
6 the effort. So I hope you -- again, be
7 interested to see what the benchmarks are
8 and your measurables at the end of the
9 project.

10 Thank you.

11 COUNCILMAN GREENLEE: Thank
12 you, Councilman.

13 Councilwoman Reynolds Brown.

14 COUNCILWOMAN BROWN: Thank you.
15 Good morning.

16 MR. KELSEN: Good morning.

17 COUNCILWOMAN BROWN: As you can
18 see, I was over here commiserating with
19 my colleague Councilman Goode to look at
20 the MBE/WBE goals. So I thank you for
21 the information you've shared.

22 Please cite for us by way of
23 example types of professional services
24 opportunities that would be available for
25 women and people of color.

1 2/12/14 - RULES - BILL 130955, etc.

2 MR. KELSEN: I think broadly
3 defined, they would be part of the
4 architectural and plan design aspects of
5 this project. They may involve, for
6 example, landscape design, mechanical,
7 HVAC, all different types of ranges of
8 where we are in terms of the design of
9 the project in terms of its permitting
10 and planning.

11 In terms of the construction --

12 COUNCILWOMAN BROWN: So that
13 might include interior design as well?

14 MR. KELSEN: It might include
15 interior design as well. It could
16 involve any professional design, whether
17 it might include marketing, for example.

18 COUNCILWOMAN BROWN: Now, I
19 know well of Mr. Dranoff's terrific
20 practice in blending brick and mortar
21 with the arts. And so when we look at
22 the -- and let me know what happens in
23 the industry. Do you hire out artists to
24 lend their artwork? What happens on that
25 aspect, on that side of the ledger when

1 2/12/14 - RULES - BILL 130955, etc.

2 it comes to engaging artists who want to
3 show their craft in a beautiful building
4 like this?

5 MR. KELSEN: Well, we have in
6 the past actually opened certain spaces.
7 Like SouthStar Lofts, which is being
8 constructed, one of the agreements we
9 made with the Planning Commission as part
10 of that process was to make certain areas
11 available to local artists to display
12 their works, and I would imagine that as
13 we evolve our process on this signature
14 building, there will be opportunities for
15 art as part of the operation and design.
16 Mr. Dranoff has always had good relations
17 with the art community. In fact,
18 University of the Arts is a neighbor of
19 ours. So we'll be working very closely
20 with them to find good opportunities to
21 showcase as appropriate.

22 COUNCILWOMAN BROWN: Is that a
23 part of the written plan?

24 MR. KELSEN: That is not part
25 of the Economic Opportunity Plan, but as

1 2/12/14 - RULES - BILL 130955, etc.

2 we get a chance to evolve our design,
3 Councilwoman -- and, again, we're still
4 at the zoning stage -- we will have more
5 opportunities to explore that.

6 COUNCILWOMAN BROWN: Very well.

7 MR. KELSEN: We understand this
8 is a very unique location and this is a
9 building that, as I said earlier, SLS
10 International, we're paying homage to
11 what occurred at that site with
12 Mr. Gamble and his team, and I think
13 you'll be very pleased as we go forward
14 and you'll see recognition items
15 associated with that as part of this
16 development.

17 COUNCILWOMAN BROWN: Very, very
18 good. And so I would add in addition to
19 Mr. Gamble as far as south as Fitzwater
20 with the Brandywine Workshop, where I
21 know Mr. Dranoff has done a lot of work,
22 engaging every medium of art up and down
23 that strip I think helps -- it becomes a
24 win-win for everybody.

25 MR. KELSEN: We think that's a

1 2/12/14 - RULES - BILL 130955, etc.

2 great idea, and it will definitely be
3 explored.

4 COUNCILWOMAN BROWN: Lastly,
5 help me understand the number 50 percent
6 local. How did you arrive at that? What
7 drives that number? What factors do you
8 consider for 50 versus 35 versus 85?

9 MR. KELSEN: This actually came
10 from the Office of Economic Opportunity.
11 This is their suggested number for a
12 project like this, and what I believe is
13 the intent, is the goal is to ensure that
14 in the construction and operation phase,
15 that local residents, residents of the
16 City of Philadelphia, are appropriately
17 represented in the workforce.

18 So, Councilwoman, we accepted
19 that ratio, which is a fairly new ratio
20 coming out from the Office of OEO,
21 because we think it's achievable and we
22 think it's the right thing to do.

23 COUNCILWOMAN BROWN: Okay. All
24 right, then. Thank you again for your
25 testimony.

1 2/12/14 - RULES - BILL 130955, etc.

2 MR. KELSEN: Thank you so much
3 for your consideration.

4 COUNCILMAN GREENLEE: Thank
5 you, Councilwoman.

6 Councilman Kenney.

7 COUNCILMAN KENNEY: Just
8 quickly on a personal note. Early in
9 January, it was announced a game-changing
10 project for Market Street, the new
11 Comcast building and NBC, and I think the
12 beginning of this month, we get another
13 game-changing announcement or completion
14 of a process that brings another game
15 changer to South Broad Street. One of
16 these a month would be just fabulous from
17 now on. Keep them coming.

18 MR. KELSEN: I'd love to be
19 here once a month and put these on.

20 COUNCILMAN KENNEY: I'm sure
21 you would.

22 MR. KELSEN: We should be so
23 lucky.

24 COUNCILMAN KENNEY: But I also
25 want to compliment the Dranoff Properties

1 2/12/14 - RULES - BILL 130955, etc.
2 for their high end, high class successful
3 development that really changes the face
4 of this city every time they do something
5 different. So congratulations and thank
6 you.

7 MR. KELSEN: Thank you very
8 much.

9 COUNCILMAN GREENLEE: Thank
10 you, Councilman.

11 Councilman Squilla, please.

12 COUNCILMAN SQUILLA: Thank you,
13 Mr. Chairman.

14 COUNCILMAN GREENLEE:
15 Councilman Squilla's microphone, please.

16 COUNCILMAN SQUILLA: Thank you,
17 Mr. Chairman.

18 I do want to reiterate
19 something that Councilman Henon said and
20 also about the process of the meetings.
21 The Dranoff team has been very receptive
22 to meeting over and over and over again,
23 which a lot of times you don't get with
24 developers in the City. But, I mean, we
25 mentioned the process too, and they

1 2/12/14 - RULES - BILL 130955, etc.
2 really tried to go above the process.
3 Now, we were at a meeting last night
4 where some residents believe they maybe
5 weren't part of the whole process because
6 it was outside the RCO area being flyered
7 and something like that. That's
8 something that we may have to work on
9 later on with some of these individual
10 processes. But following the regular
11 guidelines and rules, they tried to go
12 beyond the scope of it. And even after
13 that meeting which happened, the Dranoff
14 team actually reached out to the
15 residents on Camac Street and gave them
16 their cards to hear their concerns, and
17 most of their concerns had to do with
18 deliveries and Spruce Street activity,
19 and still willing to work with them even
20 though they felt like they may have been
21 excluded from the initial process of all
22 the hearings and all the meetings that
23 Wash West had had.

24 So a lot to times you don't see
25 that happening, when they get a letter

1 2/12/14 - RULES - BILL 130955, etc.
2 from the community group, figuring, All
3 right, now we're done, we don't need the
4 community group anymore. Yet they still
5 were there willing to work with them and
6 even work with some of the people who
7 felt that they weren't included in the
8 earlier process.

9 So I just want to give a great
10 credit to the whole team, the Dranoff
11 team, that really met with everybody we
12 asked them to meet with, worked with us,
13 worked with the regulations of the RCO
14 proposals and also went beyond that. And
15 even as far as the hiring practices and
16 setting up meetings. We have a future
17 meeting, a tentative meeting set up with
18 group for the SLS and Dranoff for Unite
19 Here. So other things that are
20 constantly moving forward and they're
21 willing to sit down and talk and work
22 things out. So I appreciate it. I
23 really enjoyed working with you guys.
24 I'd love to see this move forward and
25 happy that you guys are so great to work

1 2/12/14 - RULES - BILL 130955, etc.
2 with.

3 MR. KELSEN: Thank you,
4 Councilman. We very much appreciate all
5 your efforts.

6 And to go back to what
7 Councilman Henon said, we met with the
8 Councilman, and he told us exactly who he
9 wanted us to meet with well before we
10 made any public announcements.

11 And your leadership has really
12 resulted in this collegial dialogue that
13 we've had on a project that's pretty big
14 and pretty monumental. So thank you for
15 your help.

16 COUNCILMAN GREENLEE: Thank
17 you.

18 MR. KELSEN: Mr. Chairman, in
19 the interest of time, I do have two other
20 witnesses, but I don't necessarily know
21 if you need them, but I don't want to
22 presume. So we have Mr. Mullin available
23 if you have any questions beyond what I
24 testified to on the economic impact of
25 this marvelous project as well as our

1 2/12/14 - RULES - BILL 130955, etc.
2 architects who have come down from New
3 York to provide you with more detail
4 about the architecture. They're from
5 Kohn Pedersen Fox, world-class firm, and
6 you know them well because you have many
7 of their projects in Philadelphia, Logan
8 Square and University of Penn and other
9 places. So happy to describe it if you
10 would like us to.

11 COUNCILMAN GREENLEE:
12 Mr. Kelsen, I understand there is a
13 request to hear from Mr. Mullin. Is
14 there any from the architects? No. So
15 maybe just Mr. Mullin. I think you did a
16 pretty thorough job of explaining most of
17 it.

18 MR. KELSEN: He's taught me
19 very well.

20 COUNCILMAN GREENLEE: Okay.
21 Mr. Mullin, maybe you can just identify
22 yourself for the record.

23 Councilman, do you have a
24 specific question?

25 COUNCILMAN GOODE: Yes.

1 2/12/14 - RULES - BILL 130955, etc.

2 COUNCILMAN GREENLEE: Why don't
3 you just identify yourself and then we'll
4 hear the question from Councilman Goode
5 rather than going through a whole
6 presentation.

7 MR. MULLIN: Sure. My name is
8 Stephen Mullin. I'm President of
9 Econsult Solutions, Inc. here in
10 Philadelphia. And I do have -- I think
11 you do have a page and a half testimony.

12 COUNCILMAN GREENLEE: Yes.

13 MR. MULLIN: I'd be happy to
14 summarize in 45 minutes or less.

15 COUNCILMAN GREENLEE: That's
16 what we're afraid of. That's exactly
17 what we were thinking about.

18 MR. MULLIN: That's why I'm
19 surprised that the vote wasn't to see the
20 architects and the pictures.

21 MR. KELSEN: He delivered a
22 book instead of testimony.

23 COUNCILMAN GREENLEE: I
24 absolutely thought that. That's why I'm
25 going to see -- Councilman Goode, why

1 2/12/14 - RULES - BILL 130955, etc.

2 don't you ask your question.

3 COUNCILMAN GOODE: I just want
4 him to read the testimony.

5 MR. MULLIN: Just offer it?

6 Okay.

7 Good morning, Chairman Greenlee
8 and members of the Committee on Rules.
9 As we noted before, I do have written
10 testimony. I'd like to summarize it here
11 really briefly, especially since Peter
12 Kelsen mentioned both the description of
13 the project and our estimates of the
14 economic impact. I will note we have --
15 the numbers that I have in my written
16 testimony are for the City only. Peter
17 mentioned city and state combined. So
18 some of the numbers might not have jived
19 there.

20 But we do believe two main
21 components here. One is the construction
22 period. It's a \$200 million project,
23 will generate almost a quarter of a
24 billion dollars of overall activity, and
25 support 1,600 jobs and generate \$11

1 2/12/14 - RULES - BILL 130955, etc.
2 million of tax revenues during the
3 construction period. So it's an
4 immediate payback on any type of big
5 investment like this, which is also one
6 of the nice things about these.

7 And also the operations, the
8 unique nature of the project,
9 residential, hotel, where it is on the
10 Avenue of the Arts across from the
11 Kimmel, and helping increase the vitality
12 of Avenue of the Arts on South Broad, we
13 estimate, as Peter mentioned, over \$60
14 million a year of ongoing economic
15 activity there. And I do note that one
16 of the things -- when we forecast and
17 look, there are standard models that we
18 use and there are ranges here. Our view
19 is that the nature of the project and the
20 location of the project, not just due to
21 the complementary, the stuff that Dranoff
22 Properties -- the projects that Dranoff
23 Properties have produced before here, but
24 also the nature makes us very comfortable
25 that our estimates are conservative. My

1 2/12/14 - RULES - BILL 130955, etc.
2 own view is that the numbers will be
3 significantly higher, but we constrain
4 ourselves with our models.

5 So overall we believe this
6 is -- the dollar, employment, and tax
7 impacts for this project will be very
8 significant even for -- even per dollar
9 of investment.

10 COUNCILMAN GREENLEE: Okay.
11 Thank you. And the whole economic impact
12 that you submitted will be made part of
13 the record, sir.

14 Councilman Goode.

15 COUNCILMAN GOODE: Thank you,
16 Mr. Chairman.

17 Good morning, Mr. Mullin.

18 MR. MULLIN: Good morning.

19 COUNCILMAN GOODE: I don't
20 question most of the numbers, but I take
21 issue with part of the analysis,
22 partially because there's another
23 analysis out regarding Brewerytown
24 development where the same type of
25 assumptions are made even though that

1 2/12/14 - RULES - BILL 130955, etc.
2 development is completed. This
3 development is not completed. But in
4 either case, I need some more
5 understanding of how you actually do the
6 economic and physical impact related to
7 net new residents and net new spending
8 power.

9 On Page 15 of the analysis, it
10 says, While it is unknown who will occupy
11 the residential units within SLS
12 International Hotel and Residences and
13 where they will come from, some
14 reasonable assumptions can be made from
15 which an estimate can be made of the net
16 new residents and, therefore, spending
17 power that will be brought into the City
18 and Commonwealth.

19 I question that within this
20 study, as I questioned that within the
21 Brewerytown study. If you don't know who
22 is going to move there, then two things
23 are true. You don't know where they're
24 moving from and you don't know how they
25 spend their money now.

1 2/12/14 - RULES - BILL 130955, etc.

2 MR. MULLIN: Right.

3 COUNCILMAN GOODE: So how do
4 you estimate that if you don't know who
5 is moving there?

6 MR. MULLIN: On two fronts.
7 The basic story is once we make that --
8 once we make that estimate, then it's
9 based on assumptions of spending, prior
10 spending and increased spending.

11 COUNCILMAN GOODE: But that's a
12 huge assumption.

13 MR. MULLIN: Absolutely.

14 COUNCILMAN GOODE: So if you
15 don't know where those people live now
16 and what they're spending now, then your
17 assumptions are wrong or not necessarily
18 right.

19 MR. MULLIN: I'd go with the --
20 there would be a broader confidence level
21 into our assumption, but --

22 COUNCILMAN GOODE: So this part
23 of the analysis is somewhat of a guess?

24 MR. MULLIN: Yes, but let me
25 note the one thing that we did look at

1 2/12/14 - RULES - BILL 130955, etc.
2 and Dranoff Properties has done work here
3 in the City to take a look at the other
4 condo towers in the City and take a look
5 at sort of what's been new to City versus
6 people moving inside from the City here
7 in these towers and used that sort of as
8 a basis.

9 COUNCILMAN GOODE: So is the
10 assumption that Philadelphians can't
11 afford to live there?

12 MR. MULLIN: Oh, no. I don't
13 think so at all. In fact --

14 COUNCILMAN GOODE: So how do we
15 know that people who live in Philadelphia
16 and who spend in Philadelphia now won't
17 be moving there?

18 MR. MULLIN: They may, but
19 that's one of the things -- if someone
20 moves from Philadelphia -- I happen to
21 believe the net new is a good story, but
22 also if someone moves from Philadelphia
23 and opens up a house in Philadelphia and
24 so the housing market works better and
25 there's potential for people moving in

1 2/12/14 - RULES - BILL 130955, etc.

2 from outside of Philadelphia to their
3 houses on that too.

4 COUNCILMAN GOODE: But we don't
5 know who is going to move in.

6 MR. MULLIN: No, we don't.

7 COUNCILMAN GOODE: So they may
8 live here already and they may spend here
9 already.

10 MR. MULLIN: Yes.

11 COUNCILMAN GOODE: Thank you.

12 Thank you, Mr. Chairman.

13 COUNCILMAN GREENLEE: Thank
14 you.

15 Any other questions for
16 Mr. Mullin?

17 (No response.)

18 COUNCILMAN GREENLEE: Seeing
19 none, thank you.

20 MR. MULLIN: Thank you.

21 COUNCILMAN GREENLEE: Thank you
22 all very much.

23 Ms. Marconi, I think we just
24 have --

25 MR. KELSEN: I would just

1 2/12/14 - RULES - BILL 130955, etc.
2 request on the record that this move with
3 the suspension of the rules.

4 COUNCILMAN GREENLEE: Fine.
5 Thank you.

6 Ms. Marconi, who else do we
7 have?

8 THE CLERK: Bill Golderer and
9 Brandon Evans.

10 COUNCILMAN GREENLEE: Please
11 come forward.

12 Other than these two gentlemen,
13 is there anyone else here to testify on
14 this bill?

15 (No response.)

16 COUNCILMAN GREENLEE: No?
17 Okay. So these will be the last two
18 witnesses.

19 (Witnesses approached witness
20 table.)

21 COUNCILMAN GREENLEE: Please,
22 sir, identify yourself for the record and
23 proceed.

24 REVEREND GOLDERER: Good
25 morning, Mr. Chairman and members of the

1 2/12/14 - RULES - BILL 130955, etc.
2 Committee. My name is Reverend Bill
3 Golderer. I'm the founder of Broad
4 Street Ministry and the Senior Pastor of
5 Arch Street Presbyterian Church. Both
6 congregations are in the heart of Center
7 City Philadelphia, and I come before you
8 today to speak in connection with Bill
9 130908 and share my perspective as an
10 immediate stakeholder most immediately
11 impacted by the proposed legislation.

12 Broad Street Ministry is
13 located at 315 South Broad Street and is
14 the location of both our Sunday services,
15 worship services, and the location where
16 our social service offerings are
17 delivered. I founded Broad Street
18 Ministry in 2005 after that building had
19 been dark for almost 12 years, and during
20 the intervening years, it has grown into
21 a vibrant community that is both a
22 thriving worshipping community, a center
23 for experimental arts, and sanctuary that
24 extends welcome to some of Philadelphia's
25 most vulnerable adults.

1 2/12/14 - RULES - BILL 130955, etc.

2 Broad Street Ministry serves
3 over 50,000 three-course meals per year
4 by way of sit-down meals for those
5 experiencing homelessness and those who
6 are hungry provided four times per week.
7 In connection with our meal services,
8 Broad Street Ministry provides a wide
9 range of additional supportive services
10 that help our neighbors rebuild their
11 lives.

12 For instance, 1,800
13 Philadelphians receive their mail there
14 five days a week. We provide clothing
15 and personal care items to those who are
16 struggling. In addition, through
17 partnerships with proven and
18 high-performing social service providers,
19 Broad Street Ministry provides medical
20 and psychiatric referrals, housing
21 referrals through an organization known
22 as Bethesda Project, legal services
23 through the Homeless Advocacy Project,
24 and veteran services, to only name some
25 of our efforts.

1 2/12/14 - RULES - BILL 130955, etc.

2 The developer of the proposed
3 Avenue place development has presented to
4 all of you a very exciting project for
5 South Broad Street and the area near our
6 church. I'm convinced that a world-class
7 city like Philadelphia can provide both
8 investment opportunities for high-end
9 residential and hospitality industry
10 leaders while also providing important
11 and effective services for the most
12 vulnerable members of our city.

13 We have in the past and will
14 continue in the future stay aware of our
15 church's works impact on our immediate
16 neighborhood. We've maintained
17 conscientious and positive relationships
18 with the local neighborhood group, the
19 Washington Square West Civic Association,
20 the 6th District Police Department, the
21 University of the Arts, and our other
22 institutional and residential neighbors.
23 We have enjoyed the support of the local
24 hospitality industry, including valuable
25 financial support from hotels like the

1 2/12/14 - RULES - BILL 130955, etc.
2 Ritz Carlton and important institutions
3 like the Union League and thriving
4 restaurants like Zahav. We hope to have
5 similar relationships with Mr. Dranoff
6 and with the hotel and condominium
7 association that will arise in connection
8 with the Avenue place development.

9 I was pleased to have been
10 invited to a stakeholder meeting, which
11 was hosted by Mr. Dranoff. During the
12 meeting, Mr. Dranoff indicated that he
13 would visit with myself and the leaders
14 of Broad Street Ministry to discuss the
15 implications of this project to our real
16 estate and our ongoing operations.
17 Unfortunately that meeting has not yet
18 occurred. I am sure that Mr. Dranoff
19 will take time to sit with us, his
20 nearest neighbor, and discuss this
21 extraordinary project. We will advise
22 Councilman Squilla when that meeting has
23 occurred and would expect that the
24 meetings will occur prior to final City
25 Council vote on this legislation.

1 2/12/14 - RULES - BILL 130955, etc.

2 I understand that a project
3 this complicated as the one proposed by
4 this will require significant
5 accommodation from the Commonwealth of
6 Pennsylvania and the City of
7 Philadelphia. I'm taking time to speak
8 with this committee today to make sure
9 that you and other members of City
10 Council consider ways to ensure that the
11 accommodations made for those who are the
12 most blessed in our city will not have
13 any adverse impact on those whose
14 struggle is so significant.

15 As I noted previously, it's my
16 hope and conviction that in a city as
17 creative and as compassionate as
18 Philadelphia, we can come together to
19 ensure that all might have the
20 opportunity to experience wellbeing,
21 welcome, and opportunity.

22 Thank you for the opportunity
23 to speak.

24 COUNCILMAN GREENLEE: Thank
25 you, Reverend, and I'm sure, as you said,

1 2/12/14 - RULES - BILL 130955, etc.
2 you will be keeping Councilman Squilla
3 advised and I'm sure he will be working
4 with you and advise us as far as all that
5 process goes.

6 Why don't we continue. I know,
7 sir, you're from Unite Here, right?

8 MR. EVANS: Yes.

9 COUNCILMAN GREENLEE: So why
10 don't we just finish with the Reverend.
11 Stay there, but any questions?

12 Councilman Kenney.

13 COUNCILMAN KENNEY: I don't
14 want to disjoint the record with going to
15 the next witness, but I just want to give
16 you a little bit of perspective. I mean,
17 more than 20 years ago when I first got
18 here, this conversation would not be
19 going on. There would have been a
20 frightened, panicked, craziness about
21 having this kind of opportunity next door
22 to people who need some help and are
23 being fed and getting their mail there
24 and all. To me it's a testament to the
25 Mary Scullions and all the other people

1 2/12/14 - RULES - BILL 130955, etc.
2 of this world and yourself included that
3 has brought this issue to the point where
4 we don't panic anymore. We fix it. We
5 figure out a way to live together. And I
6 remember calling Sister Mary a while ago.
7 There was a house up for sale right next
8 to Project HOME. There were three new
9 in-fill townhouses up for sale right next
10 to Project HOME at \$400,000 each. So the
11 whole argument about degrading
12 neighborhood value because homeless
13 people or struggling people are around
14 went totally out the window. And it's
15 just nice to see this whole discussion
16 happening without picketing and signs and
17 activists. These are our people, they're
18 here, they need help. These are people
19 we want to bring in, our people, we want
20 them here, and we can co-exist. And I
21 think it's a tremendous perspective to
22 see 20-some years later. So I encourage
23 you to keep up the conversation, and
24 Councilman Squilla I'm sure will moderate
25 it appropriately.

1 2/12/14 - RULES - BILL 130955, etc.

2 REVEREND GOLDERER: I look
3 forward to the conversation.

4 COUNCILMAN GREENLEE: Thank
5 you. Thank you very much.

6 Sir, please identify yourself
7 and proceed.

8 MR. EVANS: Good afternoon,
9 Council. Brandon Evans from Unite Here,
10 Local 274, the hotel and food service
11 workers union. I would just keep my
12 comments brief.

13 We would like to see the
14 project go forward with a labor peace
15 agreement. Much like many of you on
16 Council know, we were able to do the W
17 Element project at 14th and Chestnut.
18 We've also done these agreements
19 nationally with SLS. We have a good
20 working relationship, and we'd just like
21 to see a labor peace agreement on this
22 project.

23 COUNCILMAN GREENLEE: Okay.
24 And I was going to ask you and you kind
25 of answered it. Your union in the past

1 2/12/14 - RULES - BILL 130955, etc.

2 has worked with SLS, so it's not been
3 adversarial in other cities?

4 MR. EVANS: No. We were able
5 to come to an agreement in Los Angeles.

6 COUNCILMAN GREENLEE: Great.
7 As you saw with the other project you
8 just referenced, we want to see that work
9 too. Hopefully not at the last minute
10 like that one.

11 Councilman Henon.

12 COUNCILMAN HENON: Thank you,
13 Mr. Chair.

14 There's a lot of meetings going
15 on, as you heard today. Have you or your
16 leadership reached out and had started
17 talks, working towards any kind of labor
18 peace agreement?

19 MR. EVANS: We would like to.
20 Last I checked, I believe we've tried to
21 get a meeting together, but we have yet
22 to sit down.

23 COUNCILMAN HENON: Okay. Well,
24 perfect opportunity to begin an outreach,
25 and I encourage, as I think the process

1 2/12/14 - RULES - BILL 130955, etc.
2 has been moving forward. I'm pretty
3 confident that you guys will at least sit
4 down and have the conversation moving
5 forward.

6 The City municipal workers here
7 in the City of Philadelphia put out a
8 report last year showing the impact of
9 poverty that their members have taken on
10 and how many are below the national
11 standard of poverty -- the poverty level,
12 and they're represented. They're
13 represented workers for workers' rights
14 and healthcare. So I'm sure your
15 employees would also enjoy opportunities
16 to have gainful employment, new members,
17 at least some members that are being
18 displaced, opportunities to just to live
19 paycheck to paycheck. So keep us all
20 posted on how things are going.

21 Thank you.

22 MR. EVANS: Will do. Thank
23 you, Councilman.

24 COUNCILMAN GREENLEE: Any other
25 questions?

1 2/12/14 - RULES - BILL 130955, etc.

2 Councilman Squilla. I'm sorry.

3 COUNCILMAN SQUILLA: One last

4 thing is -- and I appreciate you guys for

5 testifying. I will be involved directly

6 with both meetings. We'll set them up.

7 We have a tentative meeting for Unite

8 Here with your representatives, and we

9 will make sure we have that meeting set

10 up with the church to get everything

11 resolved before this is finalized,

12 everything is finalized. So I appreciate

13 you guys coming here testifying. I

14 believe we'll be able to work out any and

15 all problems that we have. I'm not going

16 to say everybody is going to get a

17 hundred percent of what they want, but we

18 will definitely have conversation to be

19 able to work through any problems.

20 So thank you guys for

21 testifying, and I will be there to work

22 with you.

23 MR. EVANS: Thank you,

24 Councilman.

25 REVEREND GOLDERER: Thank you.

1 2/12/14 - RULES - BILL 130955, etc.

2 COUNCILMAN GREENLEE: Thank you
3 both. Thank you for all the work you do.

4 Any other questions -- I'm
5 sorry. Any other witnesses on 130908?

6 (No response.)

7 COUNCILMAN GREENLEE: Seeing
8 none, just again for the record, Bill No.
9 130817 will be held to the call of the
10 Chair. Bill No. 130920 will be held
11 until February 25th at 1:00 p.m., and
12 Bill No. 130955 is being held per state
13 law for another advertised hearing.

14 That completes the hearing of
15 the Committee on Rules. We will now go
16 into our public meeting.

17 Councilman Kenney, movement on
18 the amendment, please.

19 COUNCILMAN KENNEY: Thank you,
20 Mr. Chair. I move that the amendment to
21 Bill No. 130908, which includes the
22 executed EOP plan, be approved.

23 (Duly seconded.)

24 COUNCILMAN GREENLEE: It's been
25 moved and seconded that the amendment be

1 2/12/14 - RULES - BILL 130955, etc.

2 approved.

3 All in favor?

4 (Aye.)

5 COUNCILMAN GREENLEE: Opposed?

6 (No response.)

7 COUNCILMAN GREENLEE: Hearing

8 none, Bill No. 130908 is amended.

9 Councilman Kenney.

10 COUNCILMAN KENNEY: Thank you,

11 Mr. Chairman. I move that Bill 130908,

12 as amended, be reported out of this

13 committee favorably and a request made

14 for rules suspension to allow first

15 reading at our next Council session.

16 (Duly seconded.)

17 COUNCILMAN GREENLEE: It's been

18 moved and seconded.

19 All in favor?

20 (Aye.)

21 COUNCILMAN GREENLEE: Opposed?

22 (No response.)

23 COUNCILMAN GREENLEE: Hearing

24 none, Bill No. 130908, as amended, is

25 reported out of this committee favorably

1 2/12/14 - RULES - BILL 130955, etc.
2 with a rules suspension to allow for
3 first reading at our next session of
4 Council.

5 That concludes the business of
6 the Rules Committee today. Thank you all
7 for your participation.

8 (Committee on Rules concluded
9 at 12:10 p.m.)

10 - - -

11

12

13

14

15

16

17

18

19

20

21

22

23

24

25

1
2
3
4
5
6
7
8
9
10
11
12
13
14
15
16
17
18
19
20
21
22
23
24
25

CERTIFICATE

I HEREBY CERTIFY that the
proceedings, evidence and objections are
contained fully and accurately in the
stenographic notes taken by me upon the
foregoing matter, and that this is a true and
correct transcript of same.

MICHELE L. MURPHY
RPR-Notary Public

(The foregoing certification of this
transcript does not apply to any reproduction
of the same by any means, unless under the
direct control and/or supervision of the
certifying reporter.)

A	115:18 133:16	aged 9:10 14:7	Angeles 101:11	14:18
abatement 107:17	additional 24:5	ago 5:20 7:19	140:5	appreciate 10:21
able 59:19 60:18	57:25 105:13	41:11 59:10	Anne 6:24 17:10	16:22 21:12
61:16 68:8	109:4,14 133:9	78:12 137:17	announced 58:19	44:5,5 47:15
91:10 139:16	address 46:22	138:6	58:23 117:9	49:19 88:13
140:4 142:14,19	addressed 28:6	agree 67:12	announcement	120:22 121:4
above-grade	78:9 110:5	agreed 87:23	2:12 117:13	142:4,12
100:7	addressing 20:14	agreement 3:22	announcements	appreciative 75:3
abridged 5:8	Adirondack	111:24 139:15	121:10	apprentices
absolutely 49:18	51:15	139:21 140:5,18	annual 14:13 15:5	106:19,22
110:22 123:24	adjacent 26:11	agreements 114:8	15:10 104:19	approached 4:23
128:13	108:25	139:18	annually 104:14	6:25 37:3 58:16
accepted 116:18	adjusted 94:11	ahead 13:24	105:5,9	131:19
access 102:15	administrative	44:16	answer 6:6 21:13	approaching 4:14
accessible 74:15	11:15 81:21	Airy 7:25	27:22 40:22	80:5
accessory 102:11	adopt 14:22	aisle 109:20	46:21 48:12	appropriate
accommodation	adoption 94:13	Alliance 23:2	86:14 94:15	114:21
136:5	adults 132:25	allow 21:10 85:8	96:10 107:7	appropriately
accommodations	advantage 38:10	85:9,12 86:10	answered 139:25	116:16 138:25
136:11	38:15 40:11	101:23 102:10	answers 46:18	approval 82:5
accomplish 59:20	67:8	144:14 145:2	49:17	86:13 87:4,5,8
101:14	advantageous	allowed 25:14	anticipate 107:12	106:25 108:4
account 31:19	40:18	allowing 102:5	109:12	approve 4:16
48:7 95:14	advantages 46:5	allows 47:13	antique 37:14	46:14 86:23
accrues 51:18	adversarial 140:3	ambitious 24:3	39:23 42:10	101:16,22
accurate 95:22	adverse 136:13	amenable 71:3	47:8 54:2	approved 4:6
accurately 146:5	advertise 90:2	amend 83:23	antiques 47:4	8:16 89:15
achievable 116:21	advertised 56:25	amended 82:16	50:13	90:24 109:6
achieve 56:17	82:19 143:13	107:25 144:8,12	anybody 41:14	143:22 144:2
acquired 23:14	advertising 2:13	144:24	anymore 66:19	approving 3:9,16
acrimony 25:5	20:12 32:8,10	amending 84:5,7	120:4 138:4	5:15
act 4:8 50:24	32:11 33:6,9	84:9	apartment 45:4	approximately
action 86:9	39:22	amendment 4:21	64:6 67:18	100:6 104:8,12
active 15:15 70:2	advise 103:4	82:3,6 105:25	apartments 23:16	107:5
actively 59:15	135:21 137:4	107:21 108:2	64:7 68:6	April 42:10,16
74:21	advised 137:3	143:18,20,25	apologize 74:8	aptly 54:11
activists 138:17	advisory 7:16	amendments	appeal 50:7 63:21	Arboretum 9:23
activities 13:10	Advocacy 133:23	101:16	67:9	16:3 18:4 51:14
activity 119:18	advocate 50:24	amenities 65:18	appealed 63:18	Arch 132:5
124:24 125:15	advocating 24:25	amount 15:5 90:8	appeals 80:7	architects 122:2
Actual 31:22	affect 73:14	102:19,23	applicable 10:14	122:14 123:20
adaptive 23:19	affection 23:11	analysis 105:10	application	architectural
add 115:18	afford 129:11	126:21,23 127:9	107:14	113:4
added 40:19	afloat 20:8	128:23	applied 64:17	architecture
addition 12:20	afraid 123:16	anchor 99:13	apply 50:14	99:18 122:4
13:5 14:3	afternoon 139:8	ancillary 8:11	146:20	area 3:3 11:18
100:18 111:9	age 80:6	and/or 146:22	apportioned	14:20 15:4,6

16:14 26:12 32:2 39:16 78:6 80:9 84:2 85:4 85:14 102:5,7 119:6 134:5 areas 6:3 9:8,15 12:5 83:25 102:24 114:10 argue 50:8,13 55:16 56:8 argument 138:11 arrive 116:6 arriving 17:21 art 9:25 16:5 18:2 114:15,17 115:22 article 66:14 artists 113:23 114:2,11 arts 99:14 100:10 113:21 114:18 125:10,12 132:23 134:21 artwork 113:24 Asia 101:12 asked 40:17 45:24 50:3 62:16 120:12 asking 36:7 62:19 101:25 102:4 aspect 113:25 aspects 113:4 assemblies 18:7 assess 4:3 assessed 14:25 31:22 41:13 48:18,22 assessing 5:18 assessment 3:19 4:5 14:17,24 38:12 48:16 55:17,25 56:19 63:15 64:10 79:3,8 assessments 15:6 30:10,21 31:6 31:10	assistance 10:21 13:5 34:17 assisted 13:2 associated 115:15 association 3:15 10:6 11:11,21 15:18,20,22 16:20 72:7 103:15 111:7 134:19 135:7 assortment 8:24 assuming 70:4 assumption 128:12,21 129:10 assumptions 126:25 127:14 128:9,17 ate 66:15 attempts 71:15 attend 17:13 attending 50:7 attention 2:4 49:11 94:7 attract 35:7 40:9 attraction 18:9 attractive 18:20 at-large 49:10 at-larger 49:16 authorization 10:18 authorizing 3:20 available 21:13 42:12,16,18,23 43:2,4 74:10 112:24 114:11 121:22 avenue 3:5,7 8:8 16:16 23:9 24:14 25:24 26:7,12 27:12 37:14 38:23 46:8,9 47:5,9 50:9,10 52:6,7 53:4,5,6,7,16,20 55:20 59:4 61:10,13 64:15	65:5,12 66:23 66:24,25 68:11 73:16 75:7,15 76:17 77:10 78:15 85:23 93:5 99:14 100:10 125:10 125:12 134:3 135:8 AVI 30:10,10,19 31:5 34:7 38:12 51:2 62:18 67:6 award 13:13 aware 134:14 awesome 29:2 Aye 82:12 83:9 144:4,20 a.m 1:7 B B 1:14 back 21:7 45:20 63:11 78:19 82:18 83:19 91:13 92:7 93:9 110:13 121:6 backdrop 32:24 balance 17:25 balances 79:17 ballrooms 99:22 banked 66:15 barrel 38:8 Barry 36:23 37:12 47:3 base 48:16 based 48:15,18,22 56:9 128:9 basic 43:15 128:7 Basically 37:24 basis 97:5 109:14 129:8 Bass 1:10 2:9 10:22 16:22 28:23 33:19,20 35:25 46:24 48:8 54:11 57:3 57:4 68:24 69:6	69:13,18,19,22 70:8,18,23 71:10 73:8 74:7 74:17,23 75:2 76:14 80:17,22 82:2,4,17 beacon 100:11 beautification 13:16 25:19 27:2 beautiful 9:17 12:6 14:5 27:11 114:3 beauty 47:12 began 24:24 beginning 24:24 97:20 103:17 117:12 behalf 3:21 51:2 99:5 believe 4:18 10:18 17:17 23:22 26:17 42:19 45:11 65:10,16 78:23 79:15,23 88:21 89:18 94:15 96:2 103:21 105:25 107:15,24 116:12 119:4 124:20 126:5 129:21 140:20 142:14 benchmarks 112:7 beneficiaries 54:19 benefit 27:7 56:3 56:7 79:24 96:17,19,24 107:17 benefiting 14:19 benefits 18:25 49:3 53:14 55:22 64:16 103:24 105:10 best 5:25 13:12	19:24 27:21 39:9 52:13,19 52:20 62:14 91:19 95:23 97:17 Bethesda 133:22 Bethlehem 3:8 better 21:14 54:13 63:23 67:10 97:2,2 129:24 betterment 95:15 Beverly 101:8 beyond 10:13 34:20 112:2 119:12 120:14 121:23 bid 5:24 8:15 10:11,16 11:14 11:17 12:4 13:20,25 14:14 14:22 15:8,14 16:7,12,24 17:15 18:11,22 19:12,14,22 20:9,14,18,21 20:24 21:10 25:8,17,25 26:6 26:19 27:3,23 28:3,15 29:17 31:2,6,10 38:4,5 38:11,16 39:20 40:13,15,18 41:6,25 44:2,11 44:18,20,22 46:2,6 47:21,23 47:25 49:4 52:10,22 53:2 55:8,17,25 56:9 56:18 57:11 61:2,4,5 69:9 70:3 71:8,19 73:10 76:22 77:13,13,25 78:2,9,13 79:3,8 79:24 BIDs 5:24 52:16
--	--	--	---	---

BID's 18:25 big 18:16 31:4 44:23 60:10 71:18 72:4 121:13 125:4 big-box 9:6 bill 2:11,12,17,23 2:25 3:1 4:1,16 4:21 5:1,13 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 46:14 47:1,20 48:1,3 49:1 50:1 51:1 52:1 53:1 54:1 55:1 56:1 57:1 58:1 59:1 60:1 61:1 62:1 63:1 64:1 65:1 66:1 67:1 68:1 69:1,8 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1,14,14,17 81:22 82:1,3,6 82:16,17,25 83:1,13,13,16 83:21,22 84:1 84:22,24 85:1,6 85:10,18 86:1,4 86:5,18,20 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1 99:1 100:1 101:1,22	102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1,8 131:14 132:1,2 132:8 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1,8 143:10,12,21 144:1,8,11,24 145:1 billion 124:24 bills 1:15 42:22 45:3 bit 2:21 49:23 61:11 71:11 137:16 blending 113:20 blessed 136:12 block 38:21,23 78:18 blocking 9:16 blocks 3:6 8:10 26:11 64:8 BLONDELL 1:13 blossomed 11:22 Blum 36:23 37:5 37:12,13 41:8 42:3 43:14 44:13,17 47:3,4 47:4,8 50:18 52:20 53:15	54:24 55:6 56:20 57:5 58:8 58:10 board 7:23 8:4,5 10:15 42:2 46:19 50:17 57:13 70:4,9,13 71:24 77:2,25 78:2 108:21 boards 59:13 boast 18:8 BOBBY 1:11 body 27:5 bold 100:8 book 123:22 born 76:2 bought 66:14 boundaries 3:10 bounded 84:2,25 boutique 99:22 bow 91:5 Bowman 23:5,17 23:21 24:2,24 Brandon 131:9 139:9 brands 101:8 Brandywine 115:20 break 24:2 Brewerytown 126:23 127:21 brick 113:20 brief 139:12 briefly 28:2,5 101:20 124:11 bring 21:24 27:6 30:11 39:23 51:16 138:19 bringing 23:23 brings 117:14 Broad 2:13 84:4 85:3 99:10,15 100:17,20,23 102:16 117:15 125:12 132:3,12 132:13,17 133:2 133:8,19 134:5	135:14 broader 128:20 broadly 113:2 brokerage 59:6 Brothers 7:21 brought 20:21,24 67:21,22,23 68:2,3 77:9 127:17 138:3 Brown 1:13 33:17 46:12,23,25 47:6,10 48:17 48:20 49:2,9 50:16 52:11 53:13 54:10 56:13 92:11,12 112:13,14,17 113:12,18 114:22 115:6,17 116:4,23 buck 73:4 budget 15:5 20:13 25:17 26:21 31:23 32:2,6,13 50:4 61:4 71:22 77:14,19 build 12:24 14:4 16:10 23:25 101:6 building 9:11 29:12 37:22 38:10 39:18 40:11 41:16 43:25 44:13 45:25 46:5 64:14 67:19 68:11,12 99:19 99:25 114:3,14 115:9 117:11 132:18 buildings 8:12 23:14,20 24:14 64:7 68:4 bulk 39:6 bumps 92:2 95:6 97:6,7 burden 52:17	79:7 burdened 102:24 business 3:3,11 3:23 4:2 5:14,21 8:6 10:3,6 11:10 11:11 12:2 13:21 14:16 15:8,19,20,25 16:19,20 18:15 20:6,17 23:15 25:6 26:2 29:8 29:15 34:6,24 37:16,20 39:6 39:17,18 40:16 40:18 42:20 45:9,18,22 47:18 48:2 50:11 52:4,21 52:22,23 53:19 53:22 54:8,14 55:3,7,19,21,23 57:21,25 59:9 59:11,20 60:2 61:14,20 64:3 64:10,15,25 67:20 68:15 71:16 72:7,8,23 72:25 73:14 80:9 83:18 145:5 businesses 8:25 12:13,18 15:22 25:22 47:23 49:20 52:17,24 54:17 61:16 business/profes... 106:12 busy 79:19 buzz 65:20 B-L-U-M 47:4 C call 2:15 89:17 111:10 143:9 calling 138:6 Calls 74:11 Camac 119:15
---	--	--	--	--

cameras 53:3	110:11 140:13	14:22 15:14	105:4,6,22	cognizant 57:19
capacity 89:8	143:10,20	16:3,7,18 17:12	108:24 109:15	collaboration
94:8	Chairman 5:2	17:22,24,25	116:16 118:4,24	5:25
capital 90:14	7:13 8:4 11:7	18:4,10,19 19:2	124:16,17	collateral 32:25
car 73:22	17:9 22:14,25	20:18 21:4,6,7,9	127:17 129:3,4	colleague 112:19
cards 119:16	33:21 48:3	21:11 22:19,24	129:5,6 132:7	colleagues 28:18
care 133:15	82:24 84:17	23:9,15 24:9,15	134:7,12 135:24	collective 18:12
Carlton 135:2	99:3 118:13,17	24:22 25:3,11	136:6,9,12,16	20:11 49:3
cars 73:17	121:18 124:7	26:5,15 30:3	141:6,7	College 9:23 18:2
case 47:15 65:16	126:16 130:12	32:20,23 33:24	citywide 14:21	18:4
66:8 67:3 80:13	131:25 144:11	34:14 37:14,16	City/University	collegial 103:12
108:6 127:4	challenge 31:2	37:21 38:19	102:4	121:12
cases 26:16	57:20	39:10,16 40:8	civic 25:12 103:14	color 112:25
catalyst 25:18	challenges 8:19	42:5,6 44:24	109:6 111:7	combined 10:5
CDR 98:12	26:24 29:9	47:5,9 56:4,6	134:19	124:17
110:18 111:8	challenging 9:14	57:24 59:3,6,7	clarify 51:21	Comcast 117:11
center 51:25 85:7	34:7 64:11	59:14 67:22,23	class 118:2	come 18:10 19:16
99:16 102:4	chance 88:2 115:2	67:24 68:2 69:9	classes 20:10	28:16 35:3 38:7
108:24 109:15	change 25:3 31:8	71:17 73:11,23	clean 9:17 12:5	40:9 41:10 42:6
132:6,22	31:11 71:25	76:3 80:11	14:5 97:6	55:13 58:14
centered 8:7	87:16	139:17	cleaning 13:17	59:2 69:12,16
century 25:11	changed 71:8	chosen 100:25	clear 4:15 30:18	74:20 88:22
42:24,25 43:16	91:9	church 132:5	clearly 54:12 56:7	92:25 111:24
43:17,18	changer 89:11	134:6 142:10	CLERK 2:25	122:2 127:13
certain 3:6 4:9	117:15	church's 134:15	4:12 6:23 36:23	131:11 132:7
83:3,25 84:11	changes 34:8	CINDY 1:10	83:22 131:8	136:18 140:5
87:17 89:13	69:24 71:25	circle 110:13	clinic 2:18	comes 25:3 54:14
101:16 114:6,10	85:7,11 94:4,24	circulated 82:7	clinics 83:16	114:2
certainly 13:18,22	101:24 103:10	circumstance	close 38:13	comfortable 49:7
16:8,17 27:9	118:3	52:14	closely 103:5,14	125:24
50:11 51:10	changing 24:21	cite 112:22	114:19	coming 25:10
55:2 56:23	83:24 91:9	cities 18:16 140:3	closer 96:21	35:23 36:19
87:15 93:9 94:7	Chapter 84:5,7,9	citizens 47:13	clothing 66:14	38:5 90:18
CERTIFICATE	charge 51:25 52:3	city 1:2,6 3:22 5:2	133:14	116:20 117:17
146:2	52:9	5:5 6:2,4 9:4	CMX 102:6	142:13
certification	charged 68:18	17:14 29:8	CMX-4 102:3	commencing
146:19	charming 24:13	34:24 36:20	CMX-5 85:3	104:25
CERTIFY 146:3	check 17:16	37:17 41:13	102:3	commensurate
certifying 146:23	checked 140:20	42:20 48:19,23	code 39:7 40:5	55:18
cesspool 43:21	checks 79:16	49:21 51:25	84:6,8,10 94:3	comment 64:24
cesspools 37:25	Chestnut 3:2,11	54:6 61:17	94:17 96:18	75:6
42:22	3:23,25 5:14,21	79:21 84:20,23	97:18,23 101:17	comments 36:13
chain 101:9	7:18 8:5,9 9:23	85:7 86:3 87:5	112:3	57:19 80:23
chair 1:10 2:7,15	9:24 10:4,24	89:12 92:5	codes 40:5 94:11	92:7 93:9
47:20 51:15	11:10,18,20,21	95:15 98:7	coffee 43:8 59:7	139:12
69:16 82:5,21	12:14,22 13:6	101:6,15 102:5	67:24 73:5	commerce 3:21
93:18 98:21	13:12,19,24	103:24 104:19	coffin 54:5	5:6 9:6

commercial 6:2 8:8,11,13 14:15 14:19 15:3 22:18 23:17 24:17 34:14 35:6 51:19 68:4 75:18 85:3 91:16 92:4 100:16 104:23 107:18	18:8 24:11,19 34:21 98:3	compliment 117:25	considerations 54:17	conversation 21:2 41:5,24 56:23 60:5 62:6 137:18 138:23 139:3 141:4 142:18
commiserating 112:18	community 4:7 11:19,20,24 15:15,17,18,20 16:7,11,13 18:24 19:11,24 23:7,12,24 24:16,17 25:16 26:3,23 27:7 34:23,24 51:5 65:9 88:7 97:12 97:13 98:2,12 103:2,12,17 108:11,17 109:17 111:17 114:17 120:2,4 132:21,22	components 89:21,22 124:21	considered 10:15 45:21	conversations 28:17
Commission 84:21 86:4,11 87:25 89:7,23 90:12 91:13 96:18 109:11 110:14,24 111:3 112:4 114:9	community's 25:9	compromise 111:21	considering 4:20	conviction 136:16
Commission's 87:10	community-wide 26:9	concept 77:10	consist 100:8 108:19	convinced 134:6
committed 16:17	companion 85:18	concert 26:22	consists 8:12	copies 104:6
committee 1:3 2:5 2:8 4:16 7:14 11:8 17:10 22:15 27:17 33:18 46:13 84:18 86:21 87:4 93:15 95:3 96:14 99:4 108:21 124:8 132:2 136:8 143:15 144:13 144:25 145:6,8	company 7:22 23:13 59:8 67:24	concerts 51:14	constructed 114:8	copy 105:23 110:2 110:3
committees 59:13	compassionate 136:17	concluded 145:8	construction 85:23 100:7 104:3,10,11,16 106:10,13,17 107:2 109:13 111:12 113:11 116:14 124:21 125:3	core 9:2,15 12:5
Commonwealth 103:25 127:18 136:5	compensate 56:11	concludes 145:5	consultants 33:10	corner 75:8 99:10
communicate 61:17	compete 39:3	condensing 6:10	contacts 13:11	corporation 3:13
communicating 15:10	competition 9:5 18:17 77:9	conditions 4:9 84:12	contain 100:6 102:6	correct 55:19 110:21,23 146:8
communication 31:7	complain 39:5	condo 129:4	contained 146:5	correlation 66:22
communications 15:12 31:9	complaint 79:11	condominium 99:24 104:22 108:24 135:6	contest 59:23	corridor 8:8 9:14 10:20 16:11 24:18 35:6
communities 18:6	complaints 65:3	condominiums 24:6	continue 13:18,25 14:18 15:7 16:10 19:14 29:16 34:11 62:6 73:9 77:24 112:5 134:14 137:6	corridors 8:20 9:3 34:15
	complementary 125:21	conference 89:17	continues 18:19	cost 3:18 38:13 39:20 40:20 42:19 45:13,22 45:25 46:3 54:7 54:14 81:6
	completed 107:4 127:2,3	confidence 128:20	continuing 3:2,11 5:14 16:17	costs 5:17 41:12 43:23
	completes 143:14	confident 141:3	continuity 19:17	Council 1:2 5:2 34:5 36:20 54:12 84:23 86:9,22 87:5 97:24 99:21 101:16,21 103:22 105:24 107:2 110:4 135:25 136:10 139:9,16 144:15 145:4
	Completing 83:18	configured 99:18	contrary 78:18	Councilman 1:10 1:11,11,12,12 1:13 2:2,7,8,9 4:10,13 5:10 6:8 6:15,19 7:3,6
	completion 104:4 104:14 117:13	congratulations 118:5	contributed 71:23	
	complicated 136:3	congregations 18:7 132:6	contribution 61:13 69:2	
	complications 20:16	connection 103:6 132:8 133:7 135:7	control 146:22	
		connections 35:23	controls 102:10	
		conscientious 134:17	convened 90:12	
		conscious 18:12		
		consensus 97:21		
		conservative 125:25		
		consider 86:4 116:8 136:10		
		consideration 6:6 117:3		

11:2 16:25 19:7 21:17 22:2,7,10 27:14,16 28:20 28:22,24 29:4 29:19 30:4,8,16 31:12,17 32:5 32:14 33:5,11 33:14,15 36:3,6 36:9,11,15,25 37:7 40:25 41:22 43:12 44:4,7,8,9,15 46:10 48:4,9,24 49:8 50:2 56:21 58:9,13,20,24 60:24 62:3,12 63:2,6,8,17 64:18,20,22,23 67:16 68:19 69:3,11,15 74:25 75:4,5,9 75:17,19,21 76:4,8,10 80:19 81:11,16 82:9 82:13,15,22,23 83:6,10,12 84:13 86:16,19 87:2 88:12,18 88:25 89:3,4 90:5,22 91:14 92:8,9,10,13 93:10,13,16,17 93:25 95:24 96:4,9,13,16,20 98:5,22,23 103:3,15 107:9 107:19 108:3,5 108:9 109:3,18 109:21 110:5,6 110:7,9,10,17 111:4,14,18 112:11,12,19 117:4,6,7,20,24 118:9,10,11,12 118:14,15,16,19 121:4,7,8,16 122:11,20,23,25	123:2,4,12,15 123:23,25 124:3 126:10,14,15,19 128:3,11,14,22 129:9,14 130:4 130:7,11,13,18 130:21 131:4,10 131:16,21 135:22 136:24 137:2,9,12,13 138:24 139:4,23 140:6,11,12,23 141:23,24 142:2 142:3,24 143:2 143:7,17,19,24 144:5,7,9,10,17 144:21,23 Councilmanic 83:17 Councilman's 96:11 Councilmember 101:23 Councilmembers 108:23 Councilperson 49:14 76:14 80:17 Councilwoman 1:10,13,14 2:8 10:22 16:22 28:23 33:17,19 33:20 35:25 36:5 46:11,23 46:24,25 47:6 47:10 48:5,8,17 48:20 49:2,9 50:16 51:4 52:11 53:13 54:10,11,25 56:13 57:3,4 68:24 69:5,13 69:18,19,22 70:8,18,23 71:10 73:8 74:7 74:17,23 75:2 80:21,22 82:2,4	82:17 92:11,12 93:12,14 112:13 112:14,17 113:12,18 114:22 115:3,6 115:17 116:4,18 116:23 117:5 counter 8:18 country 8:21 couple 27:19 28:10 36:22 41:3,11 51:9 62:4,21 79:9 86:17 course 10:16 62:11 64:3 111:18 Co-Chair 59:11 co-exist 138:20 co-founders 59:8 craft 114:3 Craig 65:13 craziness 137:20 created 25:7 51:11 105:18 creates 51:18 creation 5:24 13:2 24:25 creative 136:17 creativity 8:23 credit 111:15 120:10 crews 11:17 critical 70:24 crucial 16:6 curb 85:16 curious 31:18 49:16 current 59:25 102:2 customer 16:15 39:9 customers 21:3 32:22,23 35:7 39:5 40:4 cute 73:18 cuts 85:17	Cypress 84:3 85:2 85:19 87:19 D dark 132:19 database 13:11 date 23:13 24:4 56:25 83:2 dated 110:4 day 17:22 21:25 29:14 39:11 67:25 days 4:18 46:16 62:5 76:22 90:6 90:9 133:14 deal 20:15 dealer 37:15 54:2 dealing 90:14 December 84:23 decide 45:19 decided 21:24 22:6 44:25 dedicated 25:14 deep 23:11 defined 113:3 definitely 11:22 63:9 116:2 142:18 degrading 138:11 degree 26:18 delay 90:25 deliberation 25:4 delivered 123:21 132:17 deliveries 119:18 demanded 97:24 democratic 76:24 demographics 24:21 DENNIS 1:12 department 5:6 95:5 98:8 134:20 depends 19:20 depiction 100:2 describe 101:19 122:9	described 52:15 53:14 description 124:12 deserves 6:3 94:8 design 103:11 109:7 113:4,6,8 113:13,15,16 114:15 115:2 designation 102:3 designations 83:25 designed 56:9 77:15 designing 78:13 despite 31:21 65:14 77:8 90:22 destination 18:20 19:3,4 100:3 detail 122:3 detailed 105:10 deterioration 23:6 determine 14:23 determined 35:3 develop 102:8 developed 95:11 100:12 developer 98:8 105:20 107:18 111:15 134:2 developers 91:3 103:5 118:24 development 5:5 7:22 22:17 49:12 84:8,19 85:21,24 86:8 88:6 91:16 92:5 94:2,6,9 95:12 95:13,14 96:24 97:12,25 99:7 99:13,17,20 100:5,15 101:15 101:19 102:12 103:7,8 115:16 118:3 126:24
--	---	---	--	--

127:2,3 134:3 135:8 developments 95:8 dialogue 77:23 103:17 121:12 DiCicco 75:9,17 die 76:2 different 24:23 34:9 55:16 56:12 61:4,11 61:17 72:3,6,15 78:21 92:21 94:19 113:7 118:5 differently 56:12 difficult 66:2 diminished 24:22 diminishing 9:7 dining 27:10 direct 41:24 146:22 direction 94:10 95:25 directly 26:8 99:15 142:5 Director 3:21 5:4 10:8 11:9,25 16:16 19:23 22:23 55:5 84:19 92:7 disagreement 67:14 discuss 10:11 97:4 111:12 135:14 135:20 discussed 12:3 14:6 discussing 94:23 discussion 46:17 69:4 87:3,15 94:20 102:25 138:15 discussions 62:8 108:25 disjoint 137:14 dismissive 57:18	displaced 141:18 display 32:20 114:11 displays 50:6 51:15 district 3:3,10,12 3:14,15,16,20 3:24,25 4:2,4 5:15 8:6,7,11 10:7,24 11:11 11:17 12:2 14:17 15:9,19 15:25 16:19 23:16 25:2,7 26:13,20 33:25 45:10,19 49:13 49:14 51:25 59:9,12,21 60:3 61:14,21 64:4 64:10 65:2 68:15 71:16 72:8 75:11 83:17 102:20 104:2 111:19 134:20 districts 18:15 dividing 14:24 Division 84:18,19 doctor's 40:12 document 94:18 doing 23:18 34:5 35:15 54:7,14 65:7 91:20 95:22 dollar 126:6,8 dollars 27:4 38:13 41:20 77:17 124:24 door 71:18,18 137:21 doors 73:21 doubled 13:10 64:2 doubt 25:25 downtown 18:18 downturn 26:15 dozen 101:10	dozens 25:22 drafted 85:20 Dranoff 99:5 100:12,14 114:16 115:21 117:25 118:21 119:13 120:10 120:18 125:21 125:22 129:2 135:5,11,12,18 Dranoff's 100:19 113:19 draw 18:18 57:25 draws 18:21 drinking 85:8 drive 73:16 drives 116:7 dropped 12:14 due 8:23 14:20 31:4 125:20 Duly 82:8 83:5 143:23 144:16 E earlier 46:13 52:5 57:18 58:19,23 62:17 106:3 115:9 120:8 earliest 86:22 early 17:20 70:2 72:4 76:22 110:2 117:8 easier 92:4 95:7 East 37:13 47:5,9 65:4 66:25 75:7 75:15 easy 89:24 eating 85:8 echo 44:9 57:6 76:14 79:12 echoed 69:23 economic 4:8 5:5 8:18 49:11 103:24 104:5,20 105:21,22 106:7 114:25 116:10 121:24 124:14	125:14 126:11 127:6 Econsult 104:6 105:11 123:9 effect 30:9,9 78:22 effective 134:11 effectively 98:4 efficacy 65:6 effort 6:3 21:23 35:4 54:15 56:17 97:25 112:5,6 efforts 13:16,20 14:3 15:10 32:15 121:5 133:25 egalitarian 76:24 egress 85:9 102:17 eight 12:16 either 8:12 47:19 59:12 89:16 108:20 127:4 elaborate 71:11 elected 34:25 elegant 100:9 Element 139:17 employ 105:15 employees 17:21 141:15 employment 106:13 126:6 141:16 empty 42:6,8 53:20 enable 85:20 enclosed 102:11 encompasses 8:10 encompassing 23:16 encourage 71:4 138:22 140:25 encouraged 98:19 ended 29:13 energy 22:21 engage 21:2	engaged 22:17 engaging 114:2 115:22 enhance 14:2 16:6 enjoy 68:5 141:15 enjoyed 24:9 120:23 134:23 enormous 29:9 30:21 ensure 103:16 116:13 136:10 136:19 enter 101:3 entered 105:20 entire 34:5 entitled 84:6,8,10 envelope 45:16 79:21 EOP 107:20 143:22 equal 64:13 68:17 equitably 14:18 equity 91:21 especially 124:11 essence 87:22 establish 101:4 established 106:16 establishment 25:11 37:20 38:2,16 establishments 85:8 estate 7:16 23:18 26:3,9,14 48:16 59:5,6 63:25 105:8 135:16 estimate 125:13 127:15 128:4,8 estimated 3:18 5:17 104:21 estimates 124:13 125:25 evaluate 14:4 95:2,19 evaluated 14:10 Evans 131:9
---	---	---	--	---

137:8 139:8,9 140:4,19 141:22 142:23 event 37:22 events 13:3 everybody 6:12 21:8 29:24 47:25 49:4 51:8 62:9 71:3 98:15 111:20 115:24 120:11 142:16 everybody's 2:4 83:15 everyone's 18:21 93:7 evidence 146:4 evolve 114:13 115:2 evolved 28:3,3 exact 68:13 90:9 exactly 32:6 57:13 121:8 123:16 examination 79:18 example 94:19 109:19 112:23 113:6,17 examples 5:25 32:15 51:9 exchange 56:19 excited 100:14,24 exciting 134:4 excluded 52:22 78:17 119:21 execute 3:22 executed 105:23 143:22 executive 10:7 11:9,25 16:16 19:22 55:5 59:12 exist 47:21 expand 85:4 100:15 expanded 26:20 60:22 70:15 expands 38:17	expansion 65:11 78:24 79:12 expect 135:23 expectations 93:7 expensive 9:12 experience 13:19 31:14 64:25 136:20 experienced 12:15 experiencing 133:5 experimental 132:23 expertise 26:5 explaining 31:10 122:16 explore 115:5 explored 116:3 extend 26:13 extends 51:8 132:24 extension 3:9 78:10 extraordinary 135:21 eyes 22:8	factors 19:21 47:22 116:7 failed 71:15 fair 56:10 67:4 97:10 fairly 48:22 116:19 Fairmount 18:3,5 faith 18:6 fall 107:3,4 familiar 32:6 family 11:18 17:11 19:16 23:10 fantastic 8:24 far 85:5 102:8 112:2 115:19 120:15 137:4 fared 63:23 fashionable 24:19 favor 82:11 83:8 144:3,19 favorable 111:24 favorably 144:13 144:25 feature 100:2 February 1:7 2:19 83:3,14 86:6,22 90:13 90:18,20 110:4 143:11 fed 137:23 federal 9:8 fee 4:5 feel 73:7 78:6 fees 3:19 feet 76:20 80:4 85:14 100:6,9 Fegely 4:12,25 5:3,12 Fegley 4:14,22 6:9,17 felt 61:22 119:20 120:7 female 106:22,23 female-owned 106:11	Fernon 66:4 figure 31:14 56:16 81:7 92:15,24 138:5 figuring 120:2 fill 42:21 50:22 53:19 filling 9:19 final 87:5 135:24 finalized 106:4 142:11,12 financial 79:7 134:25 financing 90:25 107:10,11 find 46:17 57:9,13 89:6 114:20 fine 41:2 48:13 110:8 131:4 finish 137:10 firm 7:16 12:22 12:24 13:6 32:12 33:2 122:5 first 2:11,23 4:11 7:9 17:18 21:5 22:25 24:10 27:16 28:25 29:23 33:22 37:8 47:10 63:11 77:19 81:25 86:18 94:22 96:7 98:10 101:2 137:17 144:14 145:3 firsthand 17:19 fiscal 104:20 105:11 fit 81:8 fits 54:22 Fitzwater 115:19 five 60:18 79:14 79:14 97:15 133:14 five-star 85:25 five-year 8:16	60:12 79:18 fix 138:4 fixed 97:9 flat 47:24 48:6,15 flexibility 91:10 floor 85:14 99:24 102:5,7 floors 88:23 flourishing 25:23 flow 65:19 Flower 13:7 32:21 32:21 50:6,8,12 flowers 38:8,9 53:5,17 80:2 flyered 119:6 focus 13:25 61:3,6 71:7,8,25 72:6 72:15,16 focused 9:18 12:4 49:24 focuses 61:5 focusing 9:15 folks 7:4 30:19 31:3 34:22 35:2 41:6 64:12 66:13,17 73:11 73:25 78:5,24 79:4 follow 60:7 following 101:24 106:17 119:10 food 30:5 66:15 139:10 foot 72:4,5 73:3,6 footprint 78:10 Ford 24:7 forecast 125:16 foregoing 146:7 146:19 formal 10:16 108:19 109:10 111:6 formalized 109:8 formation 25:8 formed 8:15 9:21 former 24:6 formula 14:23
---	--	---	---	--

forth 80:15	35:14 120:16	106:5 120:9	127:22 130:5	111:18 116:2
fortunate 29:11	134:14	137:15	137:14,19	120:9,25 140:6
forward 15:9	G	given 12:22 42:3	139:24 140:14	Greater 23:2
18:12 26:20		47:17 52:12	141:20 142:15	green 14:11
35:13,16 67:9	gainful 141:16	54:17 86:6 93:3	142:16	Greenlee 1:10 2:2
67:11 68:22	Gamble 115:12	93:4 104:7	Golderer 131:8	4:10,13 5:10 6:8
86:20 93:2	115:19	gives 81:9	131:24 132:3	6:15,19 7:3,6,13
98:14,19 109:5	game 89:11	glad 74:23 98:6	139:2 142:25	11:2,7 16:25
115:13 120:20	117:14	go 7:10 28:2	good 2:2 4:22,25	17:9 19:7 21:17
120:24 131:11	game-changing	43:21 44:16	7:3,5,12 11:6	22:2,7,10,14
139:3,14 141:2	99:12 117:9,13	50:12 57:23	17:8 22:13 30:2	27:14 28:20
141:5	garage 45:20	63:18 66:7 70:8	33:11,20 34:21	33:14 36:3,9,15
foster 24:11	102:11	73:19 75:14	35:7 37:2,5 40:7	36:25 37:7
fosters 25:18	Garden 15:18	81:24 83:19	42:3 46:7,25	40:25 41:22
found 21:6	gas 7:25 45:2	87:20 91:6	54:3 69:19,21	43:12 44:4
Foundation 10:6	Gateway 14:10	95:10 96:12	73:24 76:18	46:10 48:4,9,24
11:12 15:24	general 41:4 94:9	115:13 119:2,11	78:4 79:16,25	49:8 56:21 58:9
16:21 71:21,24	generally 3:4	121:6 128:19	80:2,25 84:16	58:13,20,24
78:3	51:16	139:14 143:15	92:12 93:19	60:24 62:3,12
founded 23:5	generate 104:8,18	goal 116:13	96:14 109:18,19	63:2,6,8,17
132:17	105:4,5 124:23	goals 56:18	112:15,16	64:18,20 69:3
founder 22:25	124:25	106:13,17	114:16,20	69:11,15 74:25
132:3	generated 104:13	112:20	115:18 124:7	75:21 76:4,8
founders 70:2	104:20	goes 32:25 50:4	126:17,18	80:19 81:11,16
founding 7:19,20	generation 19:18	66:7 73:6 137:5	129:21 131:24	82:9,13,15 83:6
fountain 65:21	29:11	going 21:18 26:19	139:8,19	83:10,12 84:13
four 8:3 9:15	gentleman 21:19	27:9 30:13	Goode 1:11 2:8	84:17 86:16
11:13 12:5	gentlemen 131:12	31:13 35:4	108:5 112:19	87:2 88:12,18
65:12 133:6	geographic 31:25	39:20 41:9	122:25 123:4,25	88:25 92:9
fourth 19:19	50:21	42:13 43:3 45:4	124:3 126:14,15	93:10 96:4,9,20
29:10	geography 60:22	45:5,6,13,17,22	126:19 128:3,11	98:22 107:9,19
Fox 122:5	Germantown 3:5	45:24 46:3,20	128:14,22 129:9	108:3,9 109:3
frankly 97:24	3:7 8:7 23:9	48:10 49:6	129:14 130:4,7	109:21 110:7
fresh 24:4	24:14 25:23	56:22 57:9,10	130:11	112:11 117:4
frightened 137:20	26:7,11 27:11	58:14 59:10	gourmet 24:4	118:9,14 121:16
front 38:6 53:8,10	38:23 46:8,8	60:19 61:7	government	122:11,20 123:2
fronts 128:6	53:4,5,6,7,16,20	63:22 64:17	92:15	123:12,15,23
full 103:16	66:23,24 68:11	70:14,21 71:3	gown 17:25	124:7 126:10
fully 49:13 146:5	73:16 77:10	71:20 73:9,20	grandfather	130:13,18,21
full-time 105:16	78:14	75:6 80:12	29:12	131:4,10,16,21
Fund 15:19	getting 41:12	81:23 89:16	grandmother	136:24 137:9
fundamental 9:16	44:25 45:3 56:7	90:23 91:23	23:4	139:4,23 140:6
14:4	64:13 68:16,17	92:20 93:2 95:8	grant 107:14	141:24 143:2,7
funding 25:14	70:25,25 72:10	95:21 102:23	grants 26:22	143:24 144:5,7
further 15:7	72:22 137:23	103:9 109:3	grassroot 111:16	144:17,21,23
future 10:12	give 32:14 43:16	110:14,17,18	great 30:6 35:12	Greenlee's 44:9
18:24 23:25	51:10 60:13	112:5 123:5,25	35:15 64:9 98:6	greet 17:20

grocery 24:4 gross 85:14 ground 18:2 24:3 74:16 99:24 group 7:15,20 17:7 108:17 120:2,4,18 134:18 groups 25:12 97:22 109:17 grow 18:23 growing 40:14 66:10 grown 11:22 132:20 growth 19:18 24:18 guess 40:7 57:6 70:19 128:23 guests 104:25 guidelines 119:11 gushing 75:7 guy 91:20 guys 56:8 120:23 120:25 141:3 142:4,13,20	122:9 123:13 hard 8:17 harm 79:14 Harry 13:4 hate 30:17 hats 20:7 head 67:11 headed 94:9 healthcare 141:14 healthy 9:13 19:21 hear 11:3 21:18 27:22 39:11 54:21 67:4,16 72:24 74:24 98:6 119:16 122:13 123:4 heard 106:18 140:15 hearing 4:19 40:23 43:3 56:14 57:2 81:22,24 82:15 82:18,25 83:12 83:20 90:20 143:13,14 144:7 144:23 hearings 119:22 heart 27:7 132:6 heck 25:5 held 2:14,19 10:10 83:14 88:9 143:9,10 143:12 help 15:7 18:22 19:23 21:10 34:17 43:5 55:8 116:5 121:15 133:10 137:22 138:18 helped 12:24 26:2 51:13,14 helpful 35:19 74:4 helping 15:16 125:11 helps 27:6 33:3 69:4 115:23	Henon 1:11 2:9 93:13,16,17 95:24 98:5 103:4 109:18 110:9,10,17 111:14 118:19 121:7 140:11,12 140:23 Hey 60:19 hi 58:18 74:13 high 45:3 53:23 56:5,6 64:8 118:2,2 higher 52:9 55:24 55:25 126:3 highlighting 18:13 highway 95:7 high-end 134:8 high-performing 133:18 Hill 3:2,11,23,25 5:14,21 7:18 8:5 8:9 9:23,24 10:4 10:24 11:10,18 11:20,22 12:14 12:22 13:6,12 13:19,25 14:22 15:14 16:4,7,18 17:12,23,24 18:2,4,10,19 19:2 20:18 21:4 21:7,7,9,11 22:19,24 23:8 23:10,15 24:9 25:3 26:5,15 27:8 30:3 32:20 32:24 33:24 34:14 37:14,16 37:22 38:19 39:10,16 40:8 42:5,6 44:24 47:5,9 56:4,6 57:24 59:4,6,7 59:14 67:22,23 67:24 68:2 69:9 71:17 73:11,23	76:3 80:11 Hills 101:9 Hill's 24:16,22 25:12 hinted 76:21 hire 53:18 113:23 hired 33:2 hiring 12:21 120:15 Historical 16:4 historically 23:19 history 25:9 hit 31:3 hold 23:20 86:9 holidays 32:19 homage 115:10 HOME 138:8,10 homeless 133:23 138:12 homelessness 133:5 honestly 42:18 hoops 95:10 hope 6:12 20:2 21:9 27:9 29:16 52:16 81:10 112:6 135:4 136:16 hopefully 62:13 76:3,4 77:23 101:12 140:9 Horticultural 32:18 Hospital 9:24 16:4 hospitality 134:9 134:24 host 18:3 92:21 hosted 135:11 hotel 85:25 99:8 99:11,22 101:5 101:7 104:23,24 105:15 125:9 127:12 135:6 139:10 hotels 99:6 100:13 100:25 101:9	134:25 hours 106:20,21 106:23 house 39:25 44:24 45:2,5,7,21 66:4 100:20 129:23 138:7 houses 78:15 130:3 housing 129:24 133:20 huge 32:24 54:18 61:13 73:15 128:12 hundred 95:21 142:17 hungry 133:6 hurdle 91:4 hurdles 95:9 HVAC 113:7
I				
				iconic 24:15 65:21 idea 45:12 116:2 ideas 55:11 identify 7:10 11:5 22:11 75:23 122:21 123:3 131:22 139:6 imagine 114:12 immediate 103:5 125:4 132:10 134:15 immediately 108:25 132:10 immigrant 66:13 impact 16:13 55:16 61:10 63:24 68:5 73:15 104:5,20 121:24 124:14 126:11 127:6 134:15 136:13 141:8 impacted 13:20 64:4 73:3 132:11

impacts 56:11 62:17 63:24 105:11 111:13 126:7 implications 135:15 importance 19:17 important 15:13 16:18 25:9 34:13 35:9 79:22 98:7 108:6 134:10 135:2 importantly 25:20 improve 13:18 15:8,17 26:2 42:4 43:9 improved 72:19 improvement 3:3 3:12,14,23 4:2,8 5:15 8:6 10:7 11:10 14:9,17 16:19 25:7 45:9 45:19 59:9,11 59:20 60:2 61:14,21 64:3 64:10 65:2,10 68:15 71:16 72:8 improvements 3:17 5:17,23 14:7 25:20 26:7 26:25 72:17 improves 65:23 include 64:9 78:18 99:21 100:20 101:8,11 106:8 113:13,14 113:17 included 37:21 38:16 44:14,18 44:22 78:25 110:20 120:7 138:2 includes 3:4 85:24 143:21	including 3:17 5:17 7:24 11:14 13:3 15:17 16:3 105:17,18 134:24 income 14:13 52:4 incomes 77:5 incorporated 3:12,24 4:3 103:11 increase 72:5 125:11 increased 26:8,16 31:25 128:10 increases 31:4,21 incredibly 59:18 61:18 74:14 76:23,24 indicated 104:5 135:12 indication 93:24 individual 19:13 119:9 individuals 108:22 industries 92:21 industry 113:23 134:9,24 Inevitably 21:5 informal 10:17 62:24 information 47:19 52:12,25 83:15 105:13 112:21 infrastructure 9:10 14:7,8 26:24 ingress 85:9 initial 77:13 119:21 initiatives 12:10 13:17 14:5,12 25:16 27:3 inkling 41:9 inside 129:6	Inspections 95:5 instance 32:16 79:2 133:12 institutional 9:22 134:22 institutions 12:8 51:12 135:2 intelligently 25:15 intended 95:18 intent 116:13 interaction 108:11 interactions 103:13 interest 121:19 interested 38:4 49:20 50:13 98:16 112:7 interference 36:10,19 interior 100:4 113:13,15 internally 92:24 International 99:8,11,16 100:18 103:23 115:10 127:12 internationally 101:7 Internet 9:6 24:21 interrupting 74:9 intersect 3:6 intervene 36:8 intervening 132:20 introduce 28:14 introduced 9:20 71:14 84:22 101:22 invest 55:12 invested 91:22 investigate 91:8 investing 66:22 investment 7:16 100:15 125:5 126:9 134:8	investments 23:21 invited 135:10 involve 113:5,16 involved 34:25 44:11 47:23 57:12 59:15 70:5,6 71:4 72:25 74:3,21 76:21 97:19 142:5 involvement 44:10 49:21 70:24 71:5 98:13 in-depth 12:9 in-fill 138:9 irrespective 47:13 47:25 issue 31:9 55:15 56:24 87:9 126:21 138:3 issued 103:20 issues 20:15 46:22 51:5,6 60:11 81:25 87:15 88:8,19 items 80:11 115:14 133:15 I's 19:13	job 35:15 73:24 122:16 jobs 104:17 105:3 124:25 Joe's 76:6 jointly 100:11 journey 106:23 journeymen 106:21 JR 1:11 jump 95:9 junior 53:23 Juniper 84:3 85:2 junk 54:3
K				
K 1:10 Karen 4:12 5:3 keep 17:23 20:8 30:11 43:3 73:20 76:13 80:24 81:8 89:15 96:6 117:17 138:23 139:11 141:19 keeping 31:21 79:14 137:2 KELLY 96:13 Kelsen 6:13 93:19 96:5,10,15,21 96:23 98:24 99:2,4 107:10 107:12,23 108:7 108:15 109:25 110:12,16,22 112:16 113:2,14 114:5,24 115:7 115:25 116:9 117:2,18,22 118:7 121:3,18 122:12,18 123:21 124:12 130:25 Kelsen's 94:21 Kennedys 40:2 Kenney 1:12 2:7 28:22,24 29:4				
J				
Jain 36:24 58:12 58:18,22,25 59:2 60:25 62:11,15 63:4,7 63:10,20 64:19 67:12,17 68:21 69:10,14,21 70:6,10,21 71:9 71:12 74:5,8,19 JAMES 1:12 January 88:5,5 117:9 jazz 51:13 Jewish 66:12 jived 124:18				

29:19 30:4,8,16 31:12,17 32:5 32:14 33:5,11 44:7,8,15 50:2 64:22,23 67:16 68:19 75:4,5,19 76:10 82:22,23 89:3,4 90:5,22 91:14 92:8 93:25 117:6,7 117:20,24 137:12,13 143:17,19 144:9 144:10 Kenney's 92:14 kept 31:23 56:16 key 19:25 kids 29:15 66:18 killed 41:12 Kimmel 99:16 125:11 kind 31:14 50:11 67:10 88:14 92:17 111:22 137:21 139:24 140:17 know 17:19 25:2 27:15,22 30:3 30:12 31:18 33:24 34:10 35:18 41:3 42:13 43:18,23 44:25 49:16 54:8 59:16 60:9 63:4 66:2 69:25 71:6,13 73:22 79:9 81:17 87:7 87:7 89:6,19 90:8 92:16,19 113:19,22 115:21 121:20 122:6 127:21,23 127:24 128:4,15 129:15 130:5 137:6 139:16 known 133:21 knows 23:10	Kohn 122:5 Kramer 84:15,16 84:18 86:17,25 87:12 88:17,20 89:18 90:7 91:12 92:6 93:8 93:19 94:14 96:2,7 97:3 L L 146:14 LaBan 65:13 labor 139:14,21 140:17 land 83:25 landscape 113:6 lane 87:21 language 30:18 large 79:10 largely 75:10 Las 101:11 Lastly 116:4 late 24:20 lately 49:25 laundry 91:16,22 law 4:17 46:15 112:3 143:13 Laws 90:4 layered 79:9 lay-by 87:21 leader 54:15 leaders 134:10 135:13 leadership 7:21 75:10 121:11 140:16 leading 25:19 League 135:3 learn 94:18 learned 97:7 learning 108:8,8 lease 79:6 leave 57:22 69:5 ledger 113:25 Legacy 59:5 legal 133:22 legally 89:16	legislation 86:10 132:11 135:25 lend 113:24 Leonard 48:10 letter 103:19 119:25 let's 79:18 81:8 level 9:7 111:17 128:20 141:11 levied 3:19 liaisons 109:16 License 95:5 lie 63:22 lifestyle 13:21 lift 52:16 lighting 14:9 20:14 lights 38:6 53:7 72:21 73:12 79:25 Likewise 31:6 limit 102:22 limits 79:15 linked 56:2 list 3:17 listening 21:12 literally 78:14 little 2:21 33:9 49:7,23 61:11 71:11 73:18 79:24 92:2 96:21 98:13 137:16 live 17:13 29:24 39:15 43:10 128:15 129:11 129:15 130:8 138:5 141:18 lively 80:8 lives 133:11 living 20:5 65:15 66:3 94:18 loading 84:11 85:10,12,13,15 85:17 94:22,25 100:4 102:16,19 102:21,24	local 17:23 18:13 104:9,12 106:14 114:11 116:6,15 134:18,23 139:10 locally 8:24 located 7:17,18 84:2 99:9,14 100:22 108:24 132:13 location 50:21 57:24 100:25 101:5 102:13 115:8 125:20 132:14,15 locations 23:17 101:10 lock 17:21 73:20 Lofts 100:22 114:7 Logan 122:7 long 38:20 65:6 91:23 108:14 long-term 23:20 23:23 92:20 look 12:9 15:9 34:7,8 35:13,15 42:6 45:15 49:19 52:25 64:12 67:9 68:9 73:18 88:3 98:19 112:19 113:21 125:17 128:25 129:3,4 139:2 looked 30:20 78:15 looking 13:24 22:8 68:22 95:12 looks 38:11 lop 88:23 Los 101:11 140:5 losers 30:18 67:7 lot 24:15 25:5 34:11,12 39:14 40:3 42:17	55:20 59:19 61:9 64:16 72:24 75:11 77:20 78:5,24 79:4 80:2 87:15 87:21 97:2,7 115:21 118:23 119:24 140:14 lots 15:24 love 21:4,20 41:14 43:4 117:18 120:24 lucky 117:23 luster 24:22 luxury 99:21,23 101:5 105:19 M Magarity 24:7 Magazine 13:14 33:4 magnitude 89:11 92:17 94:6 mail 133:13 137:23 main 13:13 17:17 18:20 24:12 27:8 60:11,25 124:20 maintain 9:12 45:2 maintained 9:13 134:16 maintenance 11:16 major 18:9 22:23 76:25 80:10 majority 54:19 majorly 87:16 making 70:19 73:4 79:3 111:19 malls 9:6 24:20 man 39:8 manage 11:13 management 3:15 22:18
--	---	--	--	---

manager 11:19	65:24 66:25	27:17 33:17	106:9,19,20	120:24 127:22
manages 15:24	67:4 78:14	70:4 93:15	minute 69:13	130:5 131:2
map 21:10 102:5	89:10 118:24	members 5:2 7:13	140:9	143:20 144:11
maps 21:11 83:24	137:16	11:7,14 15:23	minutes 2:17	moved 11:18
Marconi 2:22	means 146:21	17:9 22:14 41:3	81:20 123:14	66:17 82:10
6:21 36:21	meant 33:6	42:2 46:19	misinterpret	83:7 86:20
83:20 130:23	measurables	60:15 71:25	61:19	143:25 144:18
131:6	98:17 112:8	84:17 96:14	missed 70:10,12	movement 40:14
MARIAN 1:14	measures 34:9	99:3,20 107:2	mission 15:7	143:17
MARK 1:13	mecca 66:11	124:8 131:25	mix 35:8	moves 109:5,13
market 24:4	mechanical 113:6	134:12 136:9	mixed 30:16	129:20,22
101:2,4 117:10	media 33:10	141:9,16,17	mixed-use 99:17	moving 18:12
129:24	medical 2:18	membership	model 24:17	67:11 95:25
marketing 9:20	83:16 133:19	10:11 15:12,21	models 20:19	98:14 120:20
12:6,21,24 13:6	medium 115:22	mentioned 7:9	125:17 126:4	127:24 128:5
13:15 14:3	meet 55:6 89:9,9	21:20 88:15	moderate 138:24	129:6,17,25
20:11 32:11,13	89:12 91:11	103:3 118:25	modification	141:2,4
32:15 33:2 50:2	120:12 121:9	124:12,17	102:9	Mt 7:24
50:4,5 61:8 72:2	meeting 2:17	125:13	moment 34:3	Mullin 105:12
72:15 113:17	15:11 41:9 46:3	mentioning 70:11	money 39:21,21	121:22 122:13
marks 92:18	60:6 81:25	merchant 17:18	43:19,20 45:13	122:15,21 123:7
Marsha 10:8 11:8	82:25 83:19	merchants 66:13	45:23 53:17	123:8,13,18
Martha 6:23 60:6	86:6,21 87:13	met 71:17 89:23	68:16 127:25	124:5 126:17,18
marvelous 121:25	88:5,10 90:3,12	120:11 121:7	month 117:12,16	128:2,6,13,19
Mary 137:25	90:19,20 94:20	method 5:18	117:19	128:24 129:12
138:6	107:21 108:22	Miami 101:11	months 10:9	129:18 130:6,10
matching 26:22	110:15 111:2,2	Mica 67:21	28:11	130:16,20
materials 32:25	111:3,6 118:22	Michael 41:17	monumental	multi 64:7 67:18
matter 90:11	119:3,13 120:17	MICHELE	121:14	multiple 79:10
146:7	120:17 135:10	146:14	morning 2:3 4:22	multiplying 15:4
matters 34:12	135:12,17,22	microphone 37:8	4:25 7:4,5,12	multitude 18:9
maximum 102:19	140:21 142:7,9	58:15 96:22	11:6 17:8,20	municipal 141:6
ma'am 54:24	143:16	118:15	21:16 22:13	MURPHY 146:14
MBE/WBE	meetings 10:10,17	middle 23:8	33:21 37:2,5	Museum 9:25
112:20	28:12 70:9,13	mile 46:9	47:2 69:20,21	16:5
McKean 65:15	89:8 90:10,15	millage 31:8	84:16 92:13	museums 40:3
McNally 6:24	94:17 108:12,16	million 99:20	93:20 96:14	
17:3,8,10 19:10	108:19,20,22	104:8,12,16	110:3 112:15,16	N
19:16 21:22	109:5,8,10,14	105:2 124:22	124:7 126:17,18	nail 54:5
22:5,9 29:3,6	110:13,19	125:2,14	131:25	name 5:3 7:8,14
30:2,6 35:22	111:10 118:20	minds 91:2,3	Morris 9:22 16:3	11:8 17:10
McNally's 17:11	119:22 120:16	mine 68:10	18:4	22:15 37:6,10
28:25	135:24 140:14	minimally 49:5	mortar 113:20	37:12 47:2,3
meal 133:7	142:6	Ministry 132:4,12	motto 17:22	58:12,18,22
meals 133:3,4	meets 93:6	132:18 133:2,8	mountains 45:7	59:2 75:25 99:4
mean 41:20 42:17	member 8:4	133:19 135:14	move 39:19 54:6	123:7 132:2
43:23 54:4	11:16 17:15	minority 63:3,9	78:18 82:5,24	133:24

nation 24:11	28:13 55:7	31:24	officially 2:16	114:14,20 115:5
national 39:22	97:20 102:25	November 11:13	officials 35:2	134:8 141:15,18
141:10	109:2 111:11	28:9	offset 20:9	opportunity
nationally 139:19	133:10 134:22	number 13:11	off-street 86:2	60:14 67:8
natural 22:20	net 47:22 79:6	29:19 33:22	oftentimes 72:19	86:11 87:24
nature 86:7 125:8	104:21 127:7,7	34:9,18 85:16	Oh 21:22 73:18	93:2 105:21,23
125:19,24	127:15 129:21	89:13 90:9	129:12	106:7 109:8
Nauset 7:15,20	never 37:21 40:22	103:10 108:13	Ohhh 89:5	114:25 116:10
NBC 117:11	44:14,16,17	116:5,7,11	okay 28:20 41:2	136:20,21,22
near 16:13 28:13	new 3:16 5:15	numbers 124:15	43:20 44:4	137:21 140:24
37:23 53:4,6	12:12,16,17	124:18 126:2,20	48:20 52:11	opposed 27:24
134:5	14:23 20:15	Nutter 41:17	56:14 58:24	82:13 83:10
nearest 135:20	21:3 25:22		60:24 62:3	144:5,21
necessarily	30:10 38:12	O	64:18 70:18	opposite 66:6
121:20 128:17	52:8 85:23 94:3	objections 146:4	73:8 88:25	opposition 97:22
necessary 43:15	94:12 97:18,23	obvious 63:12	110:7 116:23	order 86:10 91:9
need 31:13 34:17	100:7 101:11	obviously 55:20	122:20 124:6	95:10 96:6
35:5 59:16	104:21 116:19	62:8 108:5	126:10 131:17	101:14,18
73:24 77:11	117:10 122:2	occasion 89:24	139:23 140:23	ordinance 3:2
89:14 91:9,17	127:7,7,16	occasional 25:4	old 44:23 45:3	45:15 83:23
92:3 94:24	129:5,21 138:8	occasions 89:22	older 66:17	106:2
102:8 108:13	141:16	106:19	once 37:25 40:10	organization
120:3 121:21	news 80:25	occupancy 105:9	42:22 117:19	15:21 23:18
127:4 137:22	newspaper 65:22	occupied 53:22	128:7,8	59:14 133:21
138:18	nice 7:6 72:21	occupy 127:10	ones 52:7 60:11	organizations
needed 90:16	125:6 138:15	occur 101:24	ongoing 110:19	10:3 12:25
needs 18:22 62:14	night 103:20	135:24	125:14 135:16	15:16 16:2,10
78:8 80:3	119:3	occurred 115:11	online 18:17	22:24 24:16
negotiations 88:7	nonprofit 3:13	135:18,23	open 17:20	organized 61:15
neighbor 16:14	non-opposition	occurring 23:7	opened 12:13,18	97:22
29:23 68:9	103:20 109:24	98:11	32:19 114:6	original 106:2
114:18 135:20	non-owner-occ...	OEO 116:20	opening 12:16	originally 61:3,6
neighborhood	8:13	offer 21:8 97:18	25:23	71:7 72:18
3:14 5:4 6:2 8:9	non-profits 7:24	124:5	opens 129:23	output 104:17
25:15 27:5	normally 88:4	offered 20:18	open-to-the-pu...	105:2
29:25 43:5	North 2:13	107:20	110:15	outreach 10:13
50:21,23 51:17	Northwest 17:14	offering 18:23	operate 101:10	97:18,25 103:3
55:10 66:7,16	note 15:13 117:8	offerings 132:16	operation 8:2	109:19 140:24
66:20 97:13	124:14 125:15	offers 20:9	104:4,14 105:17	outside 15:14
98:2 110:20	128:25	office 5:4 35:18	114:15 116:14	19:21 119:6
134:16,18	noted 124:9	40:12 41:18	operations 10:5	130:2
138:12	136:15	58:4 61:13 74:2	102:22 104:23	overall 13:18
neighborhoods	notes 6:12,14 8:11	74:9 93:9	104:25 125:7	87:22 100:5
9:4,9	62:21 146:6	103:16 105:22	135:16	124:24 126:5
neighboring 12:8	noticed 75:8	116:10,20	opportunities	Overlay 84:6 85:7
16:2 51:12	notify 90:10	offices 7:17 61:17	20:12 26:21	owned 8:25 17:11
neighbors 9:22	notwithstanding	official 2:21	49:12 112:24	owner 20:6 80:5

owners 3:20 4:3 5:19,20 13:21 13:22 20:17 51:3,23 55:3 59:24 60:15 79:10,19 ownership 23:23 owner-occupied 51:22,24 52:2 owning 29:15 55:7 owns 52:5 O'Brien 1:12 27:17 36:6 P page 123:11 127:9 paid 32:10 33:9 panic 138:4 panicked 137:20 paper 65:20 Park 18:3,5 parking 10:5 11:12 15:23,24 16:21 20:16 24:15 38:3 53:9 53:10 71:20,24 78:3 84:10 85:10,11 86:2 100:4 102:11,13 102:14 part 8:23 11:17 17:6 23:12 28:17 29:17 33:24 40:13 44:2 45:9,18,25 46:6 61:23 62:19 71:18 78:2 79:23 108:2 113:3 114:9,15,23,24 115:15 119:5 126:12,21 128:22 partially 126:22 participants 52:18	participation 71:5 106:6,9 109:9 145:7 particular 26:4 31:2 87:9,14 particularly 23:8 26:10 30:21 49:25 75:2 81:5 parties 56:15 partner 59:7 73:2 partners 9:21 26:23 91:22 partnership 16:20 25:18 32:17 partnerships 12:7 12:25 16:9 51:11 133:17 part-time 11:15 11:16 passed 66:18 71:17 passion 11:21 Passyunk 65:5 66:25 75:7,15 Pastor 132:4 patient 81:18 Paul 71:14 75:25 pay 5:22 38:11 41:14 43:19,19 43:22 45:11 49:11 53:17 55:23,25 68:11 68:13 80:14 payback 125:4 paycheck 141:19 141:19 paying 60:16 78:25 115:10 pays 48:21 peace 139:14,21 140:18 Pedersen 122:5 Penn 122:8 Pennsylvania 1:6 3:13 76:7 104:2 136:6	Penzeys 68:2 people 5:21 21:4 27:24 39:2,15 39:24 40:9,17 43:10 45:12 50:7,11 51:16 52:3 55:16 56:12 60:14 62:9,17 65:4,19 71:18 72:22 73:12,16 74:20 76:18 77:4,4,11 91:2 111:21 112:25 120:6 128:15 129:6,15 129:25 137:22 137:25 138:13 138:13,17,18,19 people's 65:23 78:15 91:2 percent 12:15,15 32:12 38:22 39:4 40:15 50:4 63:5 71:22 85:5 95:22 102:7 106:10,11,12,13 106:15,20,21,22 106:24 116:5 142:17 percentage 32:7,9 perfect 140:24 perfectly 80:14 performance 10:12 performed 104:6 period 104:4,10 108:14 124:22 125:3 permit 85:15,22 91:18,18,24 102:18 permits 85:4 91:21 permitted 102:7 102:12 permitting 102:14 113:9	person 49:11 65:15 68:9 personal 64:24 117:8 133:15 personalize 57:14 personally 38:17 40:10 57:11 persons 106:24 perspective 23:24 31:7 49:10 87:11 97:11 132:9 137:16 138:21 Peter 96:15 99:4 124:11,16 125:13 phase 116:14 Philadelphia 1:2 1:6 5:6 7:17,24 7:25 8:20 9:9 13:7,14 18:18 22:20 23:3 29:8 29:22 32:18 33:4 34:6 42:20 53:25 54:7 57:21 66:9 83:23 84:20 86:3 95:16 96:25 101:2,3 101:13,17 103:25 104:19 105:6 116:16 122:7 123:10 129:15,16,20,22 129:23 130:2 132:7 134:7 136:7,18 141:7 Philadelphians 129:10 133:13 Philadelphia's 105:22 132:24 Philly 13:13 65:5 91:17 physical 23:6 72:16 127:6 pick 70:21 picketing 138:16	pictures 123:20 piece 2:19 31:23 Pike 3:8 pilot 98:10 Pine 53:24 84:4 85:2 pitched 61:7 pitching 72:10 place 23:10 26:19 85:23 94:4 134:3 135:8 placed 33:3 places 33:3 52:8 122:9 plan 3:16 4:6 5:16 5:22 23:25 25:15 105:21,24 106:3,7 113:4 114:23,25 143:22 planned 14:8 planning 8:22 14:22 84:20 86:3 87:10,24 89:7 109:11 110:14,23 111:2 113:10 114:9 plans 10:12 103:7 103:8 111:9 planted 53:5 please 2:4,22 5:10 11:4 22:11 36:25 37:9 49:8 75:23 76:8 83:21 112:22 118:11,15 131:10,21 139:6 143:18 pleased 59:18 60:17 63:13 100:24 115:13 135:9 pleasure 76:12 plumbing 42:25 43:17 91:17,18 91:20,24 plus 97:8
---	---	---	--	---

pocket 43:6	preliminary 62:24	108:18	125:19,20 126:7	proposals 120:14
podium 100:8	Prep 76:6	problem 19:8	133:22,23 134:4	propose 26:13
point 47:14,19	preparatory 111:7	80:10 87:11	135:15,21 136:2	proposed 3:17
66:8 70:19 71:2	Presbyterian 132:5	problems 91:15	138:8,10 139:14	41:19 44:3,20
90:18 94:5	presence 12:23	142:15,19	139:17,22 140:7	45:16 99:7
102:25 138:3	13:7,9	procedure 92:23	projected 14:13	103:8 132:11
pointing 111:25	present 1:9 27:18	proceed 7:11 11:5	30:9	134:2 136:3
points 86:17	33:18 70:15	22:11 37:11	projects 13:16	prosperity 10:19
Police 134:20	93:15 99:6	75:24 76:9	27:2 91:11	protocol 92:22
policing 51:6	103:9,18 111:8	98:25 101:18	122:7 125:22	proud 33:25
political 36:10,19	presentation 93:22 97:16	131:23 139:7	promises 99:12	103:4
popular 59:22	123:6	proceedings 146:4	promote 24:12	proven 67:3
popularity 59:23	presented 31:8	process 47:12	promotion 13:4	133:17
pop-up 32:19	86:12 88:21	56:9 69:23	37:22	provide 12:9 16:6
portion 3:7 55:9	134:3	89:15 97:19	promotions 13:3	43:14 105:13
85:19	Preservation 23:2	98:11,12,17	prompted 11:23	122:3 133:14
position 11:13	President 7:15	109:13 114:10	properties 8:14	134:7
28:9 88:11	59:4 123:8	114:13 117:14	14:16,20 15:3	provided 53:3
109:24 111:22	presume 121:22	118:20,25 119:2	22:19,21 23:5	105:24 133:6
positions 7:21	pretty 60:10	119:5,21 120:8	23:22 26:10	providers 133:18
105:16,18	72:20 109:18	137:5 140:25	30:19,22 32:4	provides 133:8,19
positive 134:17	121:13,14	processes 119:10	51:19,20 52:6	providing 3:18
possibility 81:3	122:16 141:2	produce 103:23	59:3 62:22	134:10
91:8	previous 44:18	produced 125:23	63:14 64:2 65:8	provisions 4:7
possible 26:18	106:18	product 81:2	66:7 77:7 99:5	54:16
possibly 35:17	previously 136:15	production 32:24	100:12,14,16,19	psychiatric
46:20,22	prides 16:8	products 35:8	117:25 125:22	133:20
posted 141:20	primarily 23:15	professional	125:23 129:2	public 2:17 26:23
potential 129:25	26:12	15:23 26:3	property 3:19 4:3	81:24,24 82:18
Potter 13:4	prime 38:21	106:9 112:23	4:4 5:18,20	82:24,25 83:20
poverty 141:9,11	print 33:7	113:16	13:22 14:25	102:14 107:11
141:11	prior 7:19 93:21	program 9:20	24:7 26:15	110:25 111:3,6
power 127:8,17	111:4 128:9	12:11,19 13:17	37:13 41:13	121:10 143:16
practice 113:20	135:24	14:2 25:21	42:11,18 43:10	146:15
practices 120:15	private 44:21,22	50:20 90:14	51:2,23 55:18	publication 90:2
practicing 96:19	45:8,10,14,17	project 24:3	55:24 56:2,4,10	publications
96:24	102:13 111:10	87:13 92:16	59:24 60:15	39:23
praying 36:2	proactively 28:13	93:21 97:16	65:7,16,24 79:2	pull 30:13
precedent 93:3	probably 31:13	101:3,6 104:7	79:10,19 80:5	pulled 62:21
predictability	32:12 46:15	104:15 105:5	80:12 84:25	pumped 43:22
94:2 98:14	50:12 59:16,22	106:8 107:3,13	85:10 99:9	purpose 27:25
predictable 97:3	71:21 76:2	109:5 110:21	100:11 102:2	84:24
97:14	90:23 97:17	112:9 113:5,9	105:8	purposes 90:13
predominantly		116:12 117:10	property's 14:24	put 21:9,10,19
66:12		121:13,25	proportionally	33:2 34:10,11
preferred 52:13		124:13,22 125:8	31:24 32:3 64:5	38:8,9 43:7
52:19,20			proposal 86:8,12	49:10 53:7,17

92:2 95:17 111:21 117:19 141:7 puts 90:25 p.m 2:20 83:4,15 143:11 145:9	range 82:20 133:9 ranges 106:6 113:7 125:18 rate 12:14 47:24 48:6,15 67:15 68:8,12,14 78:21 ratio 102:5 116:19,19 RCAP 107:14 RCO 109:9 110:19 111:2,5 119:6 120:13 reach 55:2 105:2 reached 28:12 97:21 119:14 140:16 reaching 28:14 50:25 51:4 read 2:10,23 19:5 44:20 79:20 83:21 124:4 reading 21:15 144:15 145:3 readjusted 80:3 ready 91:6 Reaganomics 78:23 real 7:15 23:18 26:3,8,14 48:15 59:5,5 60:3 63:25 69:2 105:8 135:15 realize 19:17,20 really 34:10 56:3 57:6,7 58:5 73:2 73:7,24,25 76:19 77:11 78:8 81:6 118:3 119:2 120:11,23 121:11 124:11 reason 39:16 reasonable 127:14 reasons 18:10 reassessments 14:21	reauthorization 28:16 reauthorizing 3:25 10:23 16:24 rebuild 133:10 receive 49:5 133:13 received 13:12 receptive 118:21 recess 81:23 83:2 recognition 115:14 recognize 34:4,19 46:11 54:12 82:2 recognized 101:7 recognizes 34:5 82:21 recognizing 49:13 102:20 recommendation 86:13 recommended 14:23 87:8 record 2:6 4:15 7:11 21:20 27:16 33:16 37:10 93:14 122:22 126:13 131:2,22 137:14 143:8 recruiter 11:15 53:19 recruitment 9:18 12:6,11,19,21 14:2 25:21 50:20 Redbury 101:9 reduced 41:16 63:5 reduction 102:18 reductions 30:24 reexamine 81:7 reference 107:20 109:22 referenced 140:8	referrals 133:20 133:21 reflect 27:16 33:16 93:14 103:10 reflecting 99:17 reform 94:13 regarding 92:14 126:23 regardless 50:10 regards 87:13,18 94:21 region 12:23 regionally 8:25 regular 15:11 97:5 109:14 119:10 regularly 20:20 21:3 regulations 85:12 111:5 120:13 regulatory 98:13 rehabilitated 23:14 reiterate 118:18 related 127:6 relating 3:24 relations 114:16 relationship 35:12 139:20 relationships 134:17 135:5 relative 44:10 64:25 relatively 25:17 remained 26:15 remapping 101:25 remarks 12:4 remedy 52:13,19 52:21 57:9 58:5 remember 72:11 138:6 remind 29:7 removal 51:7 renaissance 24:12 25:13	renewal 8:16,17 10:15 60:2,12 60:13 renewed 70:15 renewing 30:25 70:14 rent 45:5,20 55:24 79:2 80:14 rental 14:15 rentals 79:5 renting 52:3 rents 52:10 repeat 46:12 report 141:8 reported 144:12 144:25 reporter 146:23 representation 77:3,16 78:5 representatives 95:4 109:16 142:8 represented 78:7 116:17 141:12 141:13 reproduction 146:20 reputation 24:10 request 2:14 10:23 16:23 88:9 94:21 122:13 131:2 144:13 requesting 101:15 101:21 require 47:18 136:4 required 24:23 89:12 101:18 102:15,19,21 112:3 requirements 89:25 94:25 requires 34:22,23 34:24,25 residence 44:23
Q quality 95:13 quarter 124:23 question 32:4 41:5 48:5 69:12 92:18 96:11 122:24 123:4 124:2 126:20 127:19 questionable 90:25 questioned 127:20 questions 6:7,17 11:4 17:4 21:14 22:12 27:20 28:4,8 36:12 40:21 41:4 44:10 46:18,21 47:17 62:17 86:15 87:17 93:4 96:7 105:14 107:8 121:23 130:15 137:11 141:25 143:4 quick 62:16 75:6 quickly 117:8 quite 61:4 quorum 2:6 quote 92:19	R radio 33:7 railroads 25:10 rainbow 52:16 raise 80:13 raised 28:4,8 47:16 76:2 87:18 93:5 raises 92:18			

45:8,10 residences 44:21 45:14 52:2 78:16 99:8,12 127:12 resident 66:3 residential 8:14 14:15 22:18 30:22 51:20,22 51:24 52:6 65:8 65:24 85:24 92:4 99:23 100:16 125:9 127:11 134:9,22 residents 13:22 45:17 51:3 65:3 79:6 103:6 104:22 106:14 109:15 116:15 116:15 119:4,15 127:7,16 residing 27:11 resolution 70:25 resolve 88:8 95:6 resolved 142:11 resource 22:21 resources 18:11 respectfully 86:8 respond 60:15 response 6:18 23:6 36:14 81:15 82:14 83:11 96:8 130:17 131:15 143:6 144:6,22 responsible 94:2 95:12 responsibly 98:15 rest 56:5 restaurant 43:7 100:3 restaurants 12:16 65:13 67:21 77:7,9 135:4 result 12:18 15:4 65:10,17 111:4 resulted 103:12	121:12 resulting 25:22 26:6 results 75:12 resume 59:17 retail 8:25 9:18 11:14 12:6,11 12:17,19,20 14:2 24:5 25:21 37:19 38:2,15 50:19 52:24 53:18 85:25 retailers/restau... 77:4 rethought 10:3 retire 45:6 retirement 80:6 return 11:24 19:4 19:11 returned 74:11 reuse 23:19 revenue 48:7 revenues 47:22 48:17 104:9,13 104:18 105:4,9 125:2 Reverend 131:24 132:2 136:25 137:10 139:2 142:25 review 62:25 86:11 109:7 Reynolds 1:13 33:17 46:12,23 92:11 112:13 rezone 84:25 re-referred 82:18 Richard 22:15 41:10 right 27:7 39:3 59:22 69:16 81:3 86:24 88:17 94:10 95:25 116:22,24 120:3 128:2,18 137:7 138:7,9 rights 141:13	rising 100:9 risk 92:17 Ritz 135:2 road 92:3 97:6 Roller 75:25 76:2 76:6,12 81:9 rollout 93:21 Room 1:6 row 66:3 RPR-Notary 146:15 rules 1:3 2:5 3:1 4:1 5:1 6:1 7:1 7:13 8:1 9:1 10:1 11:1,8 12:1 13:1 14:1 15:1 16:1 17:1,10 18:1 19:1 20:1 21:1 22:1,15 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1 37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1 54:1 55:1 56:1 57:1 58:1 59:1 60:1 61:1 62:1 63:1 64:1 65:1 66:1 67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 82:1 83:1 84:1,17 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1 99:1,4 100:1 101:1 102:1 103:1	104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1,11 120:1 121:1 122:1 123:1 124:1,8 125:1 126:1 127:1 128:1 129:1 130:1 131:1,3 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1,15 144:1,14 145:1 145:2,6,8 run 66:19 runoff 43:20 S safe 9:17 12:5 14:5 safety 13:17 20:14 25:19 27:2 Saint 76:6 sale 138:7,9 sales 39:4 sanctuary 132:23 sandwiches 21:21 sanitary 37:23 42:23 Sanjiv 36:24 59:2 76:21 77:8 79:4 79:13 sat 46:3 satisfied 62:7,9 saw 23:7 67:2 140:7 saying 44:6 46:20 54:22 55:22 61:19 80:24	91:23 93:25 says 39:11 93:3 127:10 scale 47:21 92:17 schedule 111:12 scheduled 90:15 90:16,19,21 110:24 Schmitter 29:5 school 53:23 104:2,12 schools 17:13 18:8 scope 119:12 script 21:15 Scullions 137:25 Seattle 70:16 second 13:4 57:2 64:21 seconded 82:8,10 83:5,7 143:23 143:25 144:16 144:18 Secondly 87:6 seconds 97:15 section 17:14 22:19 sections 23:9 security 53:3 61:8 see 6:11 7:7 13:15 27:9 38:9,17 40:10 53:3 56:13 60:8 65:6 65:21 68:5,7,14 76:18 77:22 79:13 86:19 87:25 98:16,18 99:25 112:7,18 115:14 119:24 120:24 123:19 123:25 138:15 138:22 139:13 139:21 140:8 seeing 6:19 19:19 30:21 36:15 81:16 96:9 130:18 143:7
---	--	--	---	--

seek 102:22	shared 112:21	58:11,13 63:3	Society 16:4	specified 10:14
seen 30:23 94:23	Sharkey 6:23 7:8	69:12,15 75:3	32:18	spend 32:12 33:9
sell 40:2	10:8 11:6,9 17:7	75:22,23 86:25	sold 23:22 39:25	39:22 127:25
selling 39:15	27:21 28:7	93:11 96:3	solutions 20:11	129:16 130:8
send 74:20	30:13	108:7 126:13	104:6 123:9	spending 50:3
Senior 132:4	sheet 53:2	131:22 137:7	somewhat 128:23	104:21,24 127:7
sense 19:24	shocking 63:11	139:6	soon 27:10 76:3	127:16 128:9,10
sensitive 23:19	shop 17:13 32:23	Sister 138:6	101:12	128:10,16
31:6 78:12	37:15 39:7,25	sisters 23:5	soon-to-be-com...	spends 68:15
Sera 67:23	41:10 42:10	sit 37:7 56:15	100:21	Spices 68:2
serve 11:24 99:13	43:8 54:3 73:5	95:3,4 120:21	sorry 19:3,6	spinning 20:23
served 7:20,23	73:19	135:19 140:22	39:11 44:16	spoke 39:2
11:19 22:22	shopkeepers	141:3	62:15 69:14	spoken 40:16
27:25 96:17	72:19	site 85:12 102:6,9	79:15 142:2	54:11
serves 18:21	shopping 13:13	102:15 115:11	143:5	sponsor 2:14
133:2	18:17 27:10	situation 57:15	sort 31:9 50:10	47:20 48:3
service 14:20 15:3	66:11	58:5	92:15,24 129:5	86:18
15:5 132:16	shops 12:17	sit-down 133:4	129:7	spring 24:2
133:18 139:10	shore 45:7	six 15:24	sound 67:4	Spruce 84:2 85:2
services 5:16,23	short-term 92:19	size 54:22 85:16	sounded 20:3	99:10 102:18
25:2 35:8 43:15	show 13:8 32:21	91:11	sounds 88:15,18	119:18
50:14 106:10,12	32:22 47:14	sizes 10:10	south 23:8 29:21	spun 20:20
112:23 132:14	50:6,8,12 114:3	Skype 89:9,17,21	65:5 66:9,9	square 85:14
132:15 133:7,9	showcase 114:21	skyrocketed 65:9	99:14 100:17,20	100:6 103:14,19
133:22,24	showcasing 18:13	slight 30:23	100:23 115:19	108:17,20
134:11	showing 47:11	slim 100:9	117:15 125:12	109:23 111:7
session 144:15	141:8	slowly 25:4	132:13 134:5	122:8 134:19
145:3	shown 65:25	SLS 99:6,7,11,16	southeast 99:9	Squilla 1:13 86:19
set 60:6 77:14	side 24:6 53:11	100:12,17,25	SouthStar 100:22	101:23 110:6
106:8,14 120:17	113:25	101:8,9 103:23	114:7	111:19 118:11
142:6,9	sides 3:4,8 109:20	115:9 120:18	Southwest 91:17	118:12,16
Seth 6:24 7:14	signage 14:10	127:11 139:19	spa 99:22	135:22 137:2
12:3 14:6 28:18	signature 100:2	140:2	space 14:11 24:5	138:24 142:2,3
30:14 48:8,9	114:13	SLS's 101:7	38:7 85:13,25	Squilla's 103:15
54:16 70:11	significant 16:12	small 8:23 18:15	spaces 85:15,17	118:15
setting 120:16	86:7 103:24	19:13 20:6,13	114:6	stability 23:23
seven 11:23 18:7	126:8 136:4,14	20:17 25:17	sparkling 38:6	stabilization
25:6	significantly 10:2	29:7	speak 62:20 64:6	65:11
sewers 37:24	49:25 126:3	smart 24:18	132:8 136:7,23	stable 26:16 66:17
Shapiro 6:24 7:12	signs 77:18	smooth 92:3	special 4:4 24:25	staff 10:22 11:14
7:14 12:3 28:18	138:16	smoother 20:2	89:8,23 90:11	16:23 19:23
30:15 31:16,20	similar 32:22	snow 35:23 51:7	specific 50:20	20:10 61:12
32:9,16 33:8	65:3 135:5	Snowden 22:13	55:9 104:15	74:14 86:13
35:21 48:12,14	simple 43:15	22:16 27:15	108:13 122:24	87:8,12
48:21 49:6,18	sin 29:5	39:9 52:4	specifically 55:8	stage 109:11
50:18 54:25	sir 17:5 22:10	social 132:16	106:5	115:4
share 132:9	41:2 47:2 52:12	133:18	specifics 93:23	stake 111:23

stakeholder 132:10 135:10	42:7,8,9	34:15 77:3	5:22 102:10	76:10 91:12,24
stakeholders 103:6 108:23	stores 9:6 16:15	stronger 12:22	support 5:13 6:4	92:6 93:8 95:14
stand 81:2 83:2	19:13 20:20,23	20:25 80:8	9:8 10:23 16:6	126:20 129:3,4
standard 125:17	66:19 72:22	structure 47:21	16:23 19:22	135:19
141:11	stories 65:20	struggle 9:4 29:10	34:2 57:12	taken 22:3 31:19
Standards 84:8	stormwater 43:19	29:14 136:14	71:19 72:11,12	48:6 88:4 94:3
stands 88:2	43:21	struggling 18:16	104:17 105:3	141:9 146:6
start 76:15 96:5	story 128:7	133:16 138:13	107:6 124:25	takes 90:7
started 11:12	129:21	studied 67:2	134:23,25	talk 25:5 28:5
12:12 28:9,11	strategic 8:22	studies 65:25	supported 72:3	29:15 37:8 55:7
28:14 41:18	9:21 12:7	study 104:5	supporter 76:16	58:14 73:12
61:3 70:3	strategies 20:19	105:12 127:20	supporting 15:21	106:18 120:21
140:16	24:23	127:21	17:17 35:14	talked 21:23
starts 77:21	stream 25:14	stuff 75:11 79:25	71:20	49:23 50:18
state 4:17 9:7	street 2:13 13:13	87:21,22 125:21	supportive 34:16	51:20 89:14
37:10 46:15	17:17 18:21	subject 106:25	35:16 74:15	108:10
70:17 104:9,13	24:12 27:8	107:13	133:9	talking 33:7 50:5
124:17 143:12	37:20 38:2	submit 110:4	supposedly 42:13	62:2 76:13 81:8
stated 28:8	52:23 53:11,24	submitted 5:7	sure 35:5 73:24	talks 51:22
statements 67:13	65:14,19 66:4,6	103:21 107:15	77:2 78:13,16	140:17
states 22:22	66:9 72:25	107:16,24	99:2 111:19	tall 99:19
statutes 10:14	76:19,19,20	126:12	117:20 123:7	Tasco 1:14 93:14
stay 57:23 64:20	77:5,12 78:6	substantial 10:13	135:18 136:8,25	taught 122:18
69:17 134:14	80:4,10 84:3,3,3	suburban 9:5	137:3 138:24	Tavern 17:11
137:11	84:4,4,5 85:20	suburbs 39:4	141:14 142:9	tax 15:2 34:8 39:4
Stella 67:22	87:19 99:15	success 19:25	surprised 123:19	64:4 104:9,13
stellar 24:9	100:17,21	24:18 62:24	surrounds 66:24	104:18 105:4,9
stenographic	102:16,18,23	75:8,15	survival 10:19	107:17 125:2
146:6	109:2 117:10,15	successful 8:21	survive 18:16	126:6
step 60:14,18	119:15,18 132:4	118:2	suspension 131:3	Taxation 78:4
110:20	132:5,12,13,17	sudden 79:8	144:14 145:2	taxes 31:4 41:17
Stephen 123:8	133:2,8,19	suggest 46:16	sustain 18:23	60:16 63:25
stewardship	134:5 135:14	suggested 116:11	sustainability	80:15 105:7
75:10	streetlights 26:25	suggesting 81:5	19:20	team 11:16 88:6
stitched 27:4	streets 3:6 85:3	suggestions 41:7	swing 74:11	107:7 111:16
stock 9:11	85:18 86:5	41:25 42:4	swung 74:13	112:4 115:12
stop 41:21 43:24	99:10 100:23	summarize	Symphony	118:21 119:14
73:18,22	streetscape 26:25	123:14 124:10	100:20	120:10,11
stops 77:21	street-embracing	summary 80:16	system 24:15	Technical 95:3
storage 77:20	100:8	Sunday 13:4		technological
102:17	strengthened	132:14	T	89:20
store 24:5 32:19	35:6	Sunshine 89:25	table 4:24 7:2	telephone 89:9,17
38:7 47:8 53:9	strengths 20:7	90:3	37:4 58:17 74:2	tell 20:4 29:21
53:10	strike 85:19	superb 25:18	131:20	38:14 46:2,4,6
storefronts 9:19	striking 87:19	supervision	tackle 26:24	52:9 54:9 72:21
	strip 115:23	146:22	tackling 9:17	72:23 80:6
	strong 16:8,11	supplemental	take 34:3 56:24	91:25 93:23

96:16,25 97:14 template 97:17 temporarily 81:23 ten 5:20 7:19 59:10 63:16 77:19 78:12 88:23 109:4 110:13 tenants 68:4 tentative 120:17 142:7 ten-year 5:16 60:12 79:12 term 79:15 terms 4:9 61:9 73:15 84:11 103:2 109:9 113:8,9,11 terrific 30:5 68:25 113:19 test 98:10 testament 137:24 testified 39:8 40:23 52:5 121:24 testify 5:13 17:5 58:11 69:8 81:13 84:21 131:13 testifying 93:20 142:5,13,21 testimony 5:8 6:10 27:23 49:24 96:12 116:25 123:11 123:22 124:4,10 124:16 thank 4:10 5:11 6:5,8,9,15,20 10:25 11:2 16:25 21:16,17 21:22 22:9 27:13,14 28:21 28:24 29:3 30:6 33:12,13,14,21 33:23 34:21	35:20,21 36:5 36:16,16,17 47:11 48:24 56:20 57:4 58:8 58:9,10 64:19 68:20 69:10 74:7,24 75:17 75:21,22 76:16 80:17,18,19,23 81:10,11,12 82:4,23 84:13 86:16 89:2 92:8 92:9 93:10,12 93:17,20 98:21 98:22 107:6,9 108:7 110:8,10 112:10,11,14,20 116:24 117:2,4 118:5,7,9,12,16 121:3,14,16 126:11,15 130:11,12,13,19 130:20,21 131:5 136:22,24 139:4 139:5 140:12 141:21,22 142:20,23,25 143:2,3,19 144:10 145:6 thanks 30:15 75:16 theme 76:20 thing 29:20 36:7 60:21 62:16 66:25 68:25 72:4,13 108:10 116:22 128:25 142:4 things 35:10 42:5 50:5 51:7,16 53:12 54:3 55:11 59:19 60:25 61:25 67:5 68:22 72:2 72:14 73:13 74:20 77:21 78:4,11,19,20	81:4,5,21 87:22 88:14 91:25 94:19 95:2,17 97:13 120:19,22 125:6,16 127:22 129:19 141:20 think 7:8 15:13 19:5 27:19,24 30:25 31:13 34:4 36:9,21 42:4,13 45:4 48:4 54:21 57:7 57:8 58:2 59:15 59:21 61:20 62:18 66:8,21 67:13 69:4 70:16 71:21 73:12,14,23 78:20 79:16,17 79:22 80:3 87:9 90:24 92:2 94:16 97:10,11 98:3,7 111:14 113:2 115:12,23 115:25 116:21 116:22 117:11 122:15 123:10 129:13 130:23 138:21 140:25 thinking 32:21 57:17 123:17 third-generation 37:15 54:2 thorough 122:16 thought 34:11,12 71:7 123:24 thousand 38:13 41:20 77:17 three 10:16 11:3 17:16 23:22 42:11 73:5 138:8 three-bell 65:13 three-course 133:3 thrive 19:14 thriving 16:11	132:22 135:3 thrusts 76:25 tickets 20:16 tied 91:5 time 12:12 19:8 21:16 27:22 29:23 38:20 39:6 46:19 55:5 56:22 65:6,22 69:24 72:17 73:5 74:22 76:11 80:25 87:3 88:11 90:8 94:22 98:11 108:14 111:9 118:4 121:19 135:19 136:7 timeline 93:4 times 9:14 29:20 49:15 62:4 63:16 64:11 72:3 89:13 118:23 119:24 133:6 timing 92:14 111:13 title 2:10,23 83:21 today 2:24 4:17 4:21 6:22 21:13 34:2 41:15 60:5 61:5 75:3,13 84:21 93:21 103:9 105:12 132:8 136:8 140:15 145:6 told 39:10 41:11 121:8 Toll 7:21 ton 38:20 45:12 45:17 top 64:4 79:9 88:23 topic 70:13 total 13:10 14:14 14:24 15:2 31:25 32:2 105:2	totally 138:14 touch 58:4 tough 45:2 tower 85:25 100:9 104:22 105:19 towers 129:4,7 town 17:25 39:24 townhouses 138:9 tracks 29:13 trade 39:23 traffic 72:4,5 73:3 73:6 transactions 67:25 73:4 transcript 146:8 146:20 transfer 105:7 translate 26:8 translation 66:2 transparent 103:16 trash 102:16 treasures 18:14 treats 29:24 tree 14:9 trees 38:5 53:8,8 72:20 73:13 tremendous 138:21 trickle-down 78:22 tried 76:23 119:2 119:11 140:20 tries 111:21 triple 79:6 trolley 29:13 true 66:5,6 127:23 146:7 truly 17:16 78:6 trust 68:16 try 53:18 57:12 58:5 67:10 95:6 trying 50:6,22 91:19 95:20 97:6 Tuesday 60:7 83:3 110:25
--	--	---	---	--

TV 33:7	Universally 50:17	129:5	120:9 121:21	welcome 75:20
two 11:16 27:24	University 76:7	veteran 133:24	124:3 137:14,15	132:24 136:21
42:9 55:6 60:11	114:18 122:8	vibrant 25:21	138:19,19 140:8	welcomed 49:22
71:15 73:5 77:6	134:21	132:21	142:17	wellbeing 136:20
77:7 81:19,25	unknown 127:10	Vice 2:7	wanted 34:18,20	wells 14:9
101:10 104:11	unnecessarily	view 47:14 54:18	57:5 60:20	went 20:2 66:19
107:5 121:19	95:9,11	125:18 126:2	61:24 76:25	66:20 71:18
124:20 127:22	unnoticed 75:14	visit 21:5 135:13	80:23 110:12	72:2,6,18 78:14
128:6 131:12,17	upfront 105:7	visitors 13:23	121:9	89:5 120:14
type 47:18 48:2	upscale 39:25	18:24 19:3,4,10	wants 40:14,15	138:14
92:25 125:4	urban 8:19 9:8	20:17 104:24	69:8	weren't 119:5
126:24	USA 7:25	vital 10:18	Wash 119:23	120:7
types 112:23	use 30:17 32:7	vitality 125:11	Washington	West 103:19
113:7	93:5 102:10	vociferous 24:16	103:14,19	109:23 119:23
	105:8 125:18	voice 61:16	108:16,20	134:19
U	usually 27:23	voiced 59:25	109:23 111:6	Westrum 7:22
Ultimately 77:6	U&O 34:8	volunteer 15:16	134:19	we'll 11:3 13:8
unacknowledged		55:4	wasn't 33:6	17:3 22:12
75:14	V	volunteered 55:4	123:19	55:13 76:15
underscore 92:13	vacancies 9:5	vote 40:15 123:19	watch 22:4	81:21 109:4
undersized 85:15	38:21 50:19,22	135:25	Watts 84:4 85:2	111:8 114:19
understand 41:23	80:9	vulnerable	109:2	123:3 142:6,14
43:13 68:20	vacancy 12:13	132:25 134:12	way 20:25 22:3	we're 6:13 9:10
88:13 109:22	vacant 9:19 38:22		38:24 39:12	21:18 27:9
115:7 116:5	42:12,15	W	44:2,19 45:15	31:20 34:15
122:12 136:2	vacate 85:19	W 1:11 139:16	49:15 51:17	37:24 43:17
understanding	valet 105:17	wait 4:18 69:13	54:19 56:8	50:3 51:5,6 52:8
8:2 127:5	valuable 61:18,22	waiting 42:14	60:20 61:2,15	57:17,19 62:2
unequivocally	80:13 134:24	58:25 63:21	61:22 77:14	70:21 73:9 74:2
26:6	value 14:25 15:2	waive 85:16	79:17 87:25	77:24 81:17
unexecuted 106:2	26:17 31:22	walk 29:22 57:16	93:6 94:10	88:10,11 90:3
Unfortunately	48:18,22 51:18	walkable 24:19	95:19 97:23,23	91:4 95:11,21
40:4 59:21	55:18 56:2,4	want 2:11 4:15	98:15 102:23	95:22,24 97:6
135:17	63:15 64:13	17:5 21:19 29:6	110:21 112:22	103:4 108:8,8
union 135:3	65:17,23 67:19	34:3,10 35:11	133:4 138:5	111:11 115:3,10
139:11,25	68:16,17 138:12	36:18 44:8	wayfaring 77:18	120:3 123:16
unique 17:24	valued 64:14	53:16 54:6	ways 81:7 136:10	we've 8:17 9:13
23:18 100:18	68:13	57:16,22,22,23	weaknesses 20:8	9:15,18,19,20
115:8 125:8	values 26:9 31:22	57:25 58:11	wealthy 40:3	10:2,4,10,12
unit 8:10 64:8	56:10 64:8 65:8	61:19 62:20	wear 20:7	12:15 31:23,25
67:18	various 7:23	66:18 71:2,4	weather 36:7	35:12 37:16,17
Unite 120:18	14:11	73:11,17,19,21	Wednesday 1:7	42:7 51:11,12
137:7 139:9	Vegas 101:12	73:22 74:3	week 60:7 74:13	51:13,14 63:14
142:7	vehicular 102:15	75:13 91:7	108:16 110:25	63:20 68:25
units 64:7 79:11	102:17	92:13 96:12	133:6,14	80:24 89:19
99:24 127:11	version 5:9 106:3	98:24 114:2	Weekend 13:5	94:22 97:7,19
universal 47:24	versus 116:8,8	117:25 118:18	weeks 41:11	97:21 103:13,13

104:7 108:15 121:13 134:16 139:18 140:20 whatsoever 111:23 wheels 20:21,24 white 39:25 79:24 wide 133:8 William 1:10 84:18 willing 57:11 119:19 120:5,21 willingness 56:15 WILSON 1:11 window 42:16 138:14 wine 38:8 winners 30:18 67:7 win-win 115:24 wish 36:3 39:13 Wissahickon 18:5 witness 4:11,23 4:23 6:25 37:3,3 58:16,16 131:19 137:15 witnesses 6:25 36:22 121:20 131:18,19 143:5 women 112:25 wondering 41:23 Woodmere 9:24 16:5 18:3 51:13 word 19:24 work 10:4 16:2,18 17:13 35:10 52:10 54:22 55:4,13 57:8,10 57:10 58:3 73:9 115:21 119:8,19 120:5,6,21,25 129:2 140:8 142:14,19,21 143:3 worked 8:17 60:9 62:13 68:23 87:23 88:16,19	103:5,13 106:20 106:22,23 120:12,13 140:2 workers 139:11 141:6,13,13 workforce 116:17 working 14:6 20:19 29:16 35:12,13 67:9 97:9 98:3 111:17,20 114:19 120:23 137:3 139:20 140:17 works 7:25 58:6 98:18 114:12 129:24 134:15 Workshop 115:20 workshops 20:10 world 138:2 world-class 99:18 101:5 122:5 134:6 worry 19:8 worse 36:7 worship 132:15 worshipping 132:22 worth 55:20,23 55:24 65:17 77:17 wouldn't 39:19 61:22 Wow 63:6 write 20:22 written 5:7 92:22 114:23 124:9,15 wrong 22:3 128:17	104:25 105:3 125:14 133:3 141:8 yearly 90:15 years 5:20 7:19 8:3 11:23 17:12 17:16 20:21,24 22:16,22 23:21 24:8,13 25:6 26:4 37:17,18 42:11 53:21 59:10 60:18 61:23 66:5 71:23 72:6 77:19 78:2,12 104:11 107:5 132:19,20 137:17 138:22 yesterday 39:20 87:14 91:15 yesterday's 94:20 yes's 72:11 yield 92:20 York 101:11 122:3	\$400,000 138:10 \$6,500,000 104:18 \$60 125:13 \$63 105:2 1 1st 83:17 111:18 1,600 85:5 102:7 104:17 124:25 1,800 133:12 1:00 2:20 83:4,14 143:11 10 3:8 71:21 106:10 108:19 10:10 1:7 100 15:22 105 3:9 109 23:16 11 12:15,17 41:19 12 1:7 41:19 108:19 132:19 12th 65:15 110:5 12:10 145:9 123 99:23 125 15:21 130817 1:15 2:12 143:9 130908 1:15 83:21 83:22 84:22,24 85:6,11 86:4 101:22 132:9 143:5,21 144:8 144:11,24 130920 1:15 2:18 83:2,13 143:10 130955 1:15 2:25 3:1 4:1 5:1,13 6:1 7:1 8:1 9:1 10:1 11:1 12:1 13:1 14:1 15:1 16:1 17:1 18:1 19:1 20:1 21:1 22:1 23:1 24:1 25:1 26:1 27:1 28:1 29:1 30:1 31:1 32:1 33:1 34:1 35:1 36:1	37:1 38:1 39:1 40:1 41:1 42:1 43:1 44:1 45:1 46:1 47:1 48:1 49:1 50:1 51:1 52:1 53:1 54:1 55:1 56:1 57:1 58:1 59:1 60:1 61:1 62:1 63:1 64:1 65:1 66:1 67:1 68:1 69:1 70:1 71:1 72:1 73:1 74:1 75:1 76:1 77:1 78:1 79:1 80:1 81:1 81:14 82:1,3,6 82:16 83:1 84:1 85:1 86:1 87:1 88:1 89:1 90:1 91:1 92:1 93:1 94:1 95:1 96:1 97:1 98:1 99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1,12 144:1 145:1 14th 139:17 14-500 84:5
--	--	---	--	---

14-700 84:7 14-800 84:9 149-room 99:21 15 127:9 18th 86:6,22 1871 23:12 19 12:12 18:6 19th 25:10 19118 39:7 40:5 1940s 25:13 1981 23:4 1990s 24:20 1997 24:24	96:1 97:1 98:1 99:1 100:1 101:1 102:1 103:1 104:1 105:1 106:1 107:1 108:1 109:1 110:1 111:1 112:1 113:1 114:1 115:1 116:1 117:1 118:1 119:1 120:1 121:1 122:1 123:1 124:1 125:1 126:1 127:1 128:1 129:1 130:1 131:1 132:1 133:1 134:1 135:1 136:1 137:1 138:1 139:1 140:1 141:1 142:1 143:1 144:1 145:1 20 12:14 22:22 24:5 32:12 50:4 106:11 137:17 20th 42:25 43:16 43:16 20-some 138:22 2004 8:15 2005 132:18 2007 11:19 16:15 2009 8:16 2010 12:12 2013 11:13 28:10 84:23 2014 1:7 83:3,14 86:6 107:3 21st 42:24 43:17 25 106:11 25th 2:20 83:3,14 143:11 27th 86:24 274 139:10	3 30-plus 26:4 315 132:13 32 106:21 32-page 79:21 321 8:12 34 23:21 35 22:16 116:8 4 4,500 41:18 40 37:17 66:4 400 1:6 67:25 408 105:15 423,000 100:6 43-45 37:13 45 4:18 46:16 47:5,9 62:5 123:14 45-day 82:20 450,000 85:13 47-story 99:19 5 5 104:25 106:10 106:12 5th 84:23 50 38:22 66:5 106:14,19 116:5 116:8 50,000 133:3 51 40:15 567 100:9 567-foot 99:19 6 6th 134:20 60 37:18 60s 66:10 65 24:8 7 7 106:13,22 7th 66:9 70s 66:11 750 105:3 7640 3:5 777 100:20	78 23:14 8 8 39:4 8th 33:24 80 23:17 80-some 77:17 85 116:8 8500 38:23 8705 3:5 881,000 41:13 9 90 17:12 95 63:5
--	---	---	---