

COUNCIL OF THE CITY OF PHILADELPHIA
COMMITTEE ON RULES

Room 400, City Hall
Philadelphia, Pennsylvania
Friday, November 21, 2014
10:20 a.m.

PRESENT:

COUNCILMAN WILLIAM K. GREENLEE, CHAIR
COUNCILMAN BOBBY HENON
COUNCILMAN DENNIS O'BRIEN
COUNCILWOMAN BLONDELL REYNOLDS BROWN
COUNCILMAN MARK SQUILLA
COUNCILWOMAN MARIAN B. TASCO

RESOLUTION 140759 - Resolution authorizing
Council's Committee on Rules to hold public
hearings to investigate the preservation and
development of industrial land in the City of
Philadelphia.

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COUNCILMAN GREENLEE: Good morning, everyone. This is the Committee on Rules. Joining us here are Councilman Henon, the sponsor of the resolution before us; Councilman O'Brien; and Councilwoman Reynolds Brown; myself, Bill Greenlee.

Ms. Marconi, will you please read the title of the resolution before us today.

THE CLERK: Resolution 140759, resolution authorizing Council's Committee on Rules to hold public hearings to investigate the preservation and development of industrial land in the City of Philadelphia.

COUNCILMAN GREENLEE: Thank you.

Before we call up our witnesses, I recognize Councilman Henon.

I just want to say for all of you who have submitted written testimony, we'd appreciate it if you could -- those statements will be made part of the

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2 record. If you could summarize your
3 statements. And you'll be called up in
4 panels and we could have discussion and
5 questions after your presentations.

6 So, first, let me recognize
7 Councilman Henon.

8 COUNCILMAN HENON: Thank you,
9 Mr. Chair and members of the Committee,
10 for indulging me for the mic for a brief
11 statement. So I appreciate it, and thank
12 you for all who have joined us here and
13 taking the time out in your busy
14 schedule.

15 I introduced this resolution to
16 have an open and thoughtful discussion on
17 how the City can preserve industrial
18 land. Land that will allow for
19 industrial uses by-right is often
20 undervalued. It provides stability for
21 existing businesses, opportunities for
22 expansion, and it could be used as a tool
23 in attracting outside businesses to right
24 here in our great city.

25 So I'm holding these

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2 hearings -- we are holding these hearings
3 to decide how we could take action on the
4 recommendation in the Manufacturers Task
5 Force report, quote, "preserve industrial
6 land," unquote. The recommendation
7 explicitly calls upon the work the PIDC
8 did in 2010 when they assembled the
9 study. There are these sectors that once
10 served as the backbone to our economy,
11 employed generations of Philadelphians,
12 including my own father, and today
13 100,000 Philadelphians are still employed
14 in production, distribution, repair, and
15 similar industrial activities,
16 contributing 322 million annual to the
17 City of Philadelphia.

18 The sector looks a little bit
19 different than it was at the time of my
20 father when he was employed. Smokestacks
21 that dotted the skylines are no longer
22 around. Today it's powered by clean,
23 efficient, and advanced technologies
24 driven by innovation. It draws on an
25 educated workforce first in STEM subjects

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2 in school and simulation robotics,
3 fabricating and much, much more. These
4 changes in the sectors have left some of
5 the industrial properties obsolete, no
6 longer viable or attractive to the
7 sector. We need to talk about these, and
8 we need to talk about them in a
9 productive way, in a collaborative way
10 for the future and the great
11 opportunities for the creative reuse.

12 We've seen progress recently.
13 For example, just a few weeks ago, I
14 joined the Eni and Yingling families,
15 along with many of our City leadership,
16 in breaking grounds on a new facility
17 with Dietz and Watson situated next to
18 their current operation. We as a city
19 were the beneficiaries of the hard work,
20 hustle -- we had to hustle a little bit
21 and a bit of good luck assembling one of
22 the most complicated land transactions in
23 the history of this city to make that
24 happen. As a result, hundreds of jobs
25 were saved and new ones were created

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2 right here in our city.

3 The flip side of that scenario
4 is, were there other places for Dietz and
5 Watson to go? Were they engaged in other
6 competitions with other cities and other
7 states where companies have this
8 competitive edge over us here in the
9 City? In order to put our best foot
10 forward in recruiting them, we need every
11 tool at our disposal. So along with the
12 competitive tax and regulatory supports,
13 preserving industrial land could be one
14 of those tools, and I look forward to
15 exploring it and a more detailed look as
16 we proceed with these hearings.

17 So, again, I appreciate you all
18 taking the time for coming in and having
19 an interest and passion in preserving
20 industrial land and creating jobs right
21 here and growing our growth in the City
22 of Philadelphia.

23 Thank you, Mr. Chairman.

24 COUNCILMAN GREENLEE: Thank
25 you, Councilman. I think I speak for all

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2 of us in thanking you for all the hard
3 work you've done on this issue and will
4 be continuing to do.

5 Ms. Marconi, will you call the
6 first panel, please.

7 THE CLERK: Alan Greenberger,
8 Michael Cooper, and Eleanor Sharpe.

9 COUNCILMAN GREENLEE: And while
10 they're approaching, I want the record to
11 reflect Councilwoman Tasco, a member of
12 the Committee, is also present.

13 (Witnesses approached witness
14 table.)

15 COUNCILMAN GREENLEE: Good
16 morning, all.

17 (Good morning.)

18 COUNCILMAN GREENLEE:
19 Mr. Greenberger, if you want to start.
20 Identify yourself and proceed.

21 DEPUTY MAYOR GREENBERGER: I
22 think I'm the lead-off hitter. And thank
23 you for your reminder about summarizing.
24 I much prefer to summarize as well.

25 So good morning, Councilman

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2 Greenlee and members of the Rules
3 Committee. We do appreciate this
4 opportunity to speak about this
5 resolution, and thank you, Councilman
6 Henon, for introducing it, because this
7 is a very important topic.

8 People remember the 1950's and
9 maybe even before that when probably half
10 of the City's employment base was in
11 manufacturing or industrial uses.
12 Obviously things have changed
13 dramatically, but I think the thing that
14 doesn't get talked about is that the
15 industrial sector in the City today is
16 actually pretty strong and vibrant. It's
17 not 1950, we all admit that, but it is a
18 strong sector in the economy.

19 And just for some context,
20 Councilman Henon said there's about
21 104,000 people are employed in industrial
22 classified positions. There's 670,000
23 jobs in this city. So a little bit of a
24 correction in our text. That's about one
25 out of every six, six and a half jobs has

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2 an industrial relationship. And that
3 ranges from large and small-batch
4 manufacturing, wholesale distribution,
5 transportation logistics, and utilities.
6 They come in all shapes and sizes, small
7 machine shops in Tacony, large
8 distributors in Eastwick, but mostly
9 important is that they employ a very wide
10 range of people in our city, different
11 levels of skill, different levels of
12 educational attainment. And I believe
13 even more important than that, the
14 average wage in the industrial sector is
15 probably \$50,000 or more. Many times
16 that comes with good benefits. Those are
17 hugely important to -- they provide
18 upward mobility in your career, and
19 they're why we need to be paying
20 attention to industrial development.

21 There's about 17,600 acres of
22 industrially zoned land in the City, and
23 as Councilman mentioned, in partnership
24 with PIDC, the Commerce Department and
25 Planning Commission produced an

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2 industrial market and land use strategy
3 to catalogue these areas and help us
4 understand which ones can grow, which
5 ones we need to transition out, because
6 some of them were more sort of 19th
7 century industrial areas, and we
8 identified that about 90 percent of the
9 industrial activity in Philadelphia
10 occurs in 13 specific districts, and
11 those are detailed in the report.

12 One of the more interesting
13 ones that we're spending a lot of time on
14 and you'll be hearing more about over the
15 years is in the Lower Schuylkill, where
16 we think there's tremendous capacity for
17 industrial expansion.

18 But these are critical to
19 making this city work. As you know, last
20 year I served as Co-Chair with Councilman
21 Henon, who really inspired the Mayor's
22 Manufacturing Task Force. That had 30
23 different executives representing
24 businesses from all over the City,
25 different size companies. We identified

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2 clearly the kinds of things we needed to
3 make the industrial sector better -
4 predictability, more by-right industrial
5 zoning, buffering from residential
6 neighborhoods, close proximity to
7 highways. These are the kind of things
8 that industry needs.

9 And I'm happy to report that
10 we've made good, strong progress during
11 the last seven years with regard to this
12 industrial base. You all know about the
13 Navy Yard, and there are businesses down
14 there that are as wide-ranging as
15 Tastykakes, Rhoads Industry, RevZilla,
16 and Aker Shipyard. And, by the way, I
17 was down at the Aker Yard recently with a
18 visit from some Norweigan Parliament
19 members, and standing next to 1,000 foot
20 ship that was under construction, a lot
21 of people walking around doing things,
22 and the Norweigan delegation had
23 mentioned in their follow-on report that
24 it was the first time in their visit in
25 the United States -- they went to several

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2 cities -- that they actually saw people
3 making something, which was kind of --
4 they were very excited by that. And I
5 urge you all to go down to Aker. This
6 ship is incredibly impressive, and
7 there's more in the pipeline.

8 Penn Jersey Paper constructed a
9 250,000 square foot LEED-certified
10 industrial building in the Northeast.
11 It's not all about the Navy Yard.
12 Samuels and Son Seafood, Sysco have
13 recently completed very substantial
14 state-of-the-art expansions at the Food
15 Distribution Center on Packer Avenue.
16 The refinery story is a fabulous one of a
17 change in both the source of domestic
18 production, but the expansion of it to
19 become more efficient and profitable.
20 Small -- medium-sized business like Vacco
21 Metals, United Scrap, Northeast Building
22 Products, Common Markets, Spike's Trophy,
23 Lannett Pharmaceuticals, Medical Products
24 Laboratories, these are a very wide range
25 of sectors that are all involved in the

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2 manufacturing world. And actually even
3 the University of Pennsylvania Hospital
4 is involved in a version of manufacturing
5 related to gene therapy. And, of course,
6 Councilman mentioned Dietz and Watson,
7 which was a rather extraordinary effort
8 to preserve industrial land and make
9 something possible that, frankly, had we
10 not done it, Dietz and Watson over the
11 years would be gone.

12 So for these industrial
13 companies, the condition, zoning, and
14 affordability of the land they occupy and
15 that of their neighbors remains an
16 important factor in weighing expansion
17 and relocation. As an Administration, in
18 coordination with our partners at PIDC
19 and in coordination with Council, we're
20 committed to advancing industrial
21 development and building the workplaces
22 of tomorrow for Philadelphians of all
23 ages, skill sets, and educational
24 attainments.

25 Thank you.

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2 COUNCILMAN GREENLEE: Thank
3 you, Mr. Greenberger.

4 Whoever would like --

5 DEPUTY MAYOR GREENBERGER: Do
6 you want to do all three?

7 COUNCILMAN GREENLEE: Yes.
8 Let's hear from all three and then we'll
9 go.

10 Ms. Sharpe.

11 MS. SHARPE: So I'm going to
12 summarize my points as well.

13 COUNCILMAN GREENLEE: Thank
14 you.

15 MS. SHARPE: My name is Eleanor
16 Sharpe. Good morning, Councilman
17 Greenlee and members of the Rules
18 Committee. I am the Deputy Executive
19 Director of the Philadelphia Planning
20 Commission and I'm here to testify about
21 the Planning Commission's role in
22 industrial land preservation and
23 development.

24 The City Planning Commission
25 has worked with our sister agencies and

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2 with City Council in recent decades to
3 send a consistent message that
4 industrially zoned land is an essential
5 and limited resource that requires
6 thoughtful management. To that end, the
7 Planning Commission is involved in
8 supporting this initiative in two ways:
9 to preserve the most viable industrial
10 land and also to reposition former
11 industrial sites for new users.

12 In terms of preservation of
13 viable industrial lands as identified by
14 the 2010 study, industrial land and
15 market study, the City's Comprehensive
16 Plan, Philadelphia 2035, the citywide
17 vision suggests that a managed reduction
18 to approximately 16,000 acres of
19 industrially zoned land by the year 2035.
20 Going forward, the plan calls for
21 Philadelphia to continue to rightsize its
22 inventory of industrially zoned land
23 while ensuring an adequate supply and
24 distribution to meet current and evolving
25 demands.

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2 Between 1990 and 2008, the
3 City's inventory was reduced from 19,000
4 acres to 17,800 acres, and as the Deputy
5 Mayor mentioned, we're currently at about
6 a total of 17,600 acres of land zoned for
7 industrial use.

8 And as he also mentioned, the
9 13 large industrial districts that we
10 have identified are 100-plus acres, which
11 have appropriate infrastructure, zoning,
12 workforce access, contiguous industrial
13 use, and room for expansion. These
14 districts are prime candidates to
15 reinforce industrial use and support
16 investment through consistent zoning,
17 infrastructure investment, and special
18 management, and attraction/retention
19 programs.

20 Through our Philadelphia 2035
21 district plans, we continue to propose
22 subsequent zoning remappings to affirm
23 areas of continued industrial activities.
24 This is especially true in Lower South,
25 Lower North, the River Wards District,

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2 the Lower Northeast, and the Lower
3 Northwest districts.

4 Most importantly, we coordinate
5 with other City agencies to both oppose
6 changes to use in industrial districts at
7 the Zoning Board of Adjustment as well as
8 to support appropriate changes in those
9 districts.

10 In terms of repositioning
11 former industrial sites for new users, we
12 consider a number of factors, such as,
13 first, the extent to which conversion to
14 a non-industrial use poses a risk to
15 operational viability of neighboring
16 industrial activities; second, whether
17 candidate sites or areas remain
18 well-suited for continued industrial use;
19 and, third, whether proposed
20 non-industrial use offers the City and
21 surrounding communities a new and valued
22 service that cannot be reasonably
23 accommodated in other nearby districts.

24 The Philadelphia City Planning
25 Commission will continue to work with our

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2 sister agencies and City Council in a
3 thoughtful and careful management of
4 industrial land.

5 Thank you for the opportunity
6 to appear before the Committee today.
7 I'll turn it over to Mike Cooper.

8 COUNCILMAN GREENLEE:

9 Mr. Cooper, if you'd like to identify
10 yourself and proceed, please.

11 MR. COOPER: Thank you. Good
12 morning, Chairman Greenlee and members of
13 the Rules Committee. My name is Michael
14 Cooper. I'm the Director of the newly
15 created Office of Manufacturing and
16 Industry in the Department of Commerce.
17 My previous role was, for the past seven
18 years, working for the Philadelphia
19 Industrial Development Corporation
20 managing business development, client
21 relations for their industrial sector.
22 I'm pleased to join you here today to
23 talk about one of the most important
24 issues I deal with every day and speak to
25 manufacturers and industrial businesses

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2 as well.

3 Facilitating business growth is
4 the core mission of the Department of
5 Commerce and PIDC. On a daily basis, we
6 are in direct communication with dozens
7 of companies and their consultants to
8 discuss plans for growth, always making
9 the case that Philadelphia is the right
10 place for their business. In these
11 routine, yet competitive conversations, I
12 can tell you with certainty that
13 operational efficiency is always the
14 number one factor considered. Industrial
15 businesses don't operate as office space
16 businesses do. The layout of their
17 facility, the number of docks, the size
18 of their elevator, the temperature of
19 their storage space, the supported weight
20 of the floors, the space in between
21 columns, all of these are important
22 factors that can inhibit operational
23 efficiency, which adds costs onto
24 businesses that already operate at low
25 margins.

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2 The answer to providing these
3 efficiencies in Philadelphia is to
4 maintain a healthy, active, diverse
5 industrial real estate portfolio by
6 protecting existing industrial districts,
7 identifying and preparing new sites for
8 new construction, encouraging building
9 reuse for small to medium-sized makers
10 and manufacturers, and shielding existing
11 businesses from competing uses or
12 interests. This was the direct
13 recommendation of the Manufacturing Task
14 Force.

15 We know that Philadelphia has a
16 number of competitive advantages. The
17 City has immediate proximity to
18 one-quarter of the United States'
19 population within a day's drive using 95
20 and the Turnpike, and we have active
21 port, rail, and airport infrastructure
22 that provides for efficient materials and
23 product distribution. We also have a
24 concentration of higher education
25 institutions, hospitals, federal research

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2 laboratories, and large manufacturers
3 that have spawned entire supply chains of
4 secondary and tertiary suppliers.

5 However, none of these factors
6 matter if companies cannot find the right
7 building or land parcel to achieve their
8 level of efficiency. Philadelphia has a
9 much older building stock than the rest
10 of our region, and so many of these
11 aforementioned competitive advantages can
12 still be obtained in a suburban location,
13 but in a newer building.

14 As the Deputy Mayor noted in
15 his remarks, the 2010 land use strategy
16 was a pivotal moment for industrial
17 development. While the need to define an
18 inventory of the City's industrial sector
19 was overdue, the study was also in
20 response to an active real estate market
21 that saw incredible price pressures on
22 industrial real estate to be rezoned for
23 other sometimes competing uses.

24 To provide you with some
25 context, a typical industrial building in

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2 Philadelphia will sell between \$20 to \$30
3 a square foot. If you take that same
4 building, flip the zoning and sell it for
5 the new use, that figure can grow as high
6 as \$90 a square foot. And so if you are
7 a commercial building owner, there is
8 incentive to rezone and develop for
9 another use, irrespective of the effects
10 it will cause on surrounding properties
11 and businesses. And if the market is
12 allowed to erode because of passive
13 oversight, that sector will migrate
14 outside the City and take those critical
15 jobs for our citizens with it. In fact,
16 just this past Wednesday, I stood in
17 front of the Zoning Board of Adjustment
18 in opposition to a large apartment/retail
19 development that seeks to rezone an
20 industrial building in the heart of one
21 of these identified corridors.

22 Philadelphia's industrial
23 character remains an important part of
24 our city's past, present, and future.
25 The quality jobs and opportunities for

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2 economic mobility provided to our
3 residents of the City are why we work so
4 hard to grow this particular sector.

5 I'd be happy to take any
6 questions you may have.

7 COUNCILMAN GREENLEE: Thank you
8 to all three.

9 Let me just start out by -- and
10 maybe Ms. Sharpe or whoever might be the
11 best answer to this -- give the best
12 answer to this. You talk about the
13 reducing of the inventory of industrially
14 zoned land and you think the right size
15 may be about 16,000 acres. Is that --

16 MS. SHARPE: I believe that's
17 what the study said.

18 COUNCILMAN GREENLEE: Do you
19 know right now of the land that is zoned
20 industrial how much of that is vacant?

21 MR. COOPER: The City's --
22 different brokerage firms weigh the
23 City's industrial vacancy differently. I
24 think more often than not we're hearing
25 figures between our main brokers between

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2 6 and 9 percent. There is a higher
3 degree of vacancy in the larger buildings
4 than the smaller buildings. Sometimes
5 that's about the obsolescence of the
6 building. If it's an older building,
7 multi stories, that tends to sometimes
8 improve vacancy.

9 We're pretty on par with the
10 rest of the region in terms of vacancy.
11 We don't tend to have an oversupply. We
12 don't develop on spec. And so our
13 stability is pretty good in terms of a
14 vacancy rate, but the ones that are
15 vacant and have been vacant for some time
16 are usually due to some sort of problem
17 with the building, stability, the cost of
18 infrastructure and redevelopment.

19 COUNCILMAN GREENLEE: And do
20 they tend to be in some particular
21 sections of the City or are they kind of
22 spread around, the vacant properties?

23 MR. COOPER: I think you'd find
24 a higher degree of the vacant properties
25 are the ones that are the multi-stories

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2 that are surrounded by residential.

3 Those tend to not lend themselves well to
4 modern process, and those are the ones
5 that we have a harder time finding users
6 for.

7 We do have a lot of success
8 stories, and we see a lot of creative
9 redevelopment. The Globe Dye Works is a
10 perfect example of taking a large
11 industrial complex. But that's usually
12 where we find the vacant ones, in the
13 small neighborhoods surrounded by
14 residential with poor access.

15 DEPUTY MAYOR GREENBERGER:

16 Think of the old Tastykake plant on
17 Hunting Park Avenue as an example of
18 something where the process just can't
19 work there anymore. It's across the
20 street from a residential area, very
21 tough to repurpose as industrial.

22 COUNCILMAN GREENLEE: Right.
23 Exactly.

24 And just one more question.

25 Mr. Cooper, you talked about being at the

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2 Zoning Board. Are there a lot of
3 requests to try to get industrially zoned
4 land zoned something else or used for
5 something else?

6 MR. COOPER: Yes. As I said,
7 the price pressure -- if you take an
8 average acre of industrial land, you're
9 talking about a significantly higher
10 value if you change that use to
11 residential or commercial. And so
12 industrial buildings tend to lend
13 themselves well for entertainment venues,
14 for residential. And so if you're a
15 commercial building owner, you stand to
16 make a lot more money if you redevelop
17 for an alternative use other than
18 industrial. And so we're constantly
19 fighting back and pushing back against
20 rezoning of industrial properties in
21 industrial corridors.

22 COUNCILMAN GREENLEE: That was
23 going to be my question. You have to go
24 through a lot of times opposing those
25 kind of applications.

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2 DEPUTY MAYOR GREENBERGER:

3 Yeah. We sometimes don't make a lot of
4 friends on that, but we do need to do it.
5 And to just sort of give you a real sort
6 of picture in your head, think about
7 things like American Street or the
8 western part of Washington Avenue from
9 Broad to Grays Ferry. These are areas
10 that are under constant development
11 pressure and legitimate development
12 pressure. And I wouldn't call them
13 heated debates, but we've had some pretty
14 active conversations between Commerce and
15 Planning and now with the Office of
16 Manufacturing about how to -- where to
17 draw the line, because we understand that
18 there's other pressures that are
19 intruding on what historically have been
20 industrial development, and we're
21 sensitive to them and we are constantly
22 rethinking in places like that where's
23 the right line. And some of it can
24 appropriately be rezoned, particularly in
25 these older areas, but then using

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2 American Street as an example, you get
3 further up on American Street, up Oxford,
4 Montgomery, there's some very big modern
5 industrial operations, distribution
6 operations, a lot of trucks, and we
7 absolutely have to hold the line on those
8 things, because the economic pressures
9 that Mike described will force them out
10 eventually.

11 COUNCILMAN GREENLEE: Okay.

12 Thank you.

13 Councilman Henon.

14 COUNCILMAN HENON: Thank you,
15 Mr. Chair.

16 I just want to make a comment
17 on your Aker Yards visit. I happen to be
18 one of five members to the Philadelphia
19 Shipyard Development Corporation Board,
20 which is essentially the landlord for the
21 Navy Yard -- well, Aker Yards, not
22 necessarily the Navy Yard itself. But
23 there are sustainable jobs down there,
24 well over 1,000 jobs, and a whole lot of
25 activity and ship orders in the pipeline.

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2 We're going to keep people employed for a
3 long time. And our Aker Yards is -- I'm
4 going to say it's the most technically
5 advanced shipyard in the United States
6 that competes with the Jones Act, which
7 is from U.S. port to U.S. port and where
8 we fly the American flag.

9 So we should all be proud of
10 everybody's involvement down there at
11 Aker Yards, and hope that their supplier
12 network feeds some of the industries that
13 we have here in manufacturing and the
14 like and the different sectors, because
15 as everybody had mentioned, our port, our
16 rail, our roadways, and our airport is
17 definitely attractive to anybody who
18 wants to come here and do business and
19 move product around. We can reach 60
20 percent of the population of the East
21 Coast within two hours in one form of
22 transportation or another.

23 All right. Enough of that.
24 You had mentioned -- and I'll ask a
25 general question, whoever wants to answer

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2 it, and you may answer it differently.

3 But why is the preservation of industrial
4 land so important?

5 DEPUTY MAYOR GREENBERGER:

6 Well, I think simply -- and it may be
7 restating it a bit. The City -- there
8 are many parts of the City that are
9 growing. As it grows for residential
10 property, for attendant commercial
11 property, the values of land go up, so
12 the economic pressures to get empty land,
13 particularly industrial land, in certain
14 places in the City, those pressures are
15 intense, and left to its own devices,
16 those properties will sell and be
17 redeveloped as something else and they
18 will be taken out of industrial
19 production.

20 The other piece of it is that
21 the businesses who are still there,
22 because there are neighborhoods where
23 that happens -- Lower American Street is
24 a good example -- the businesses that are
25 still there who have been there a very

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2 long time, I think -- and this is a
3 conversation we actually had with one of
4 the business owners -- understand that
5 even though other development is
6 happening around them knowingly -- and
7 these are businesses in this one instance
8 I'm thinking of, a guy who gets trucks at
9 4:00 in the morning to get his day
10 started with deliveries. He knows that
11 eventually as residential and commercial
12 surround him, people are going to start
13 saying, I don't like those trucks at 4:00
14 in the morning. Something has got to
15 give. This guy is disturbing my life.
16 And you sort of say, Well, wait a minute.
17 I mean, the place you knew -- not you as
18 a tenant maybe, but you as a developer
19 knew that you were developing in an
20 industrially mixed area and now you're
21 complaining about it. And I think those
22 pressures not only take land out of
23 circulation in some places, but they also
24 put pressure on existing businesses that
25 make this kind of efficiency of their

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2 operations compromised.

3 So holding the line where it
4 counts is critical, both to future
5 development but also to existing
6 businesses.

7 COUNCILMAN HENON: And I've
8 heard similar stories on encroachment,
9 and the fact of the matter is, the
10 industry, manufacturers and other parts
11 of industry, want to be and are good
12 neighbors and responsible and understand
13 the sensitivity to encroachment and
14 things like that. So, I mean, I think as
15 we discuss the preservation of industrial
16 land, those conversations, as we put
17 policies together, are going to be a
18 major part of the fabric of Philadelphia.

19 We talk about -- a couple other
20 things. You talk about the value of
21 land, not having a higher value, but in
22 fact there is a high value of industrial
23 land, and I think we have --

24 DEPUTY MAYOR GREENBERGER: As
25 long as it's protected as industrial

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2 land.

3 COUNCILMAN HENON: As long as
4 it is protected and preserved. Because
5 not only are we creating jobs in
6 neighborhoods, they're in neighborhoods.
7 I have them. I have manufacturers in my
8 district that you wouldn't even know
9 they're manufacturers, but a little truck
10 traffic here and there. I mean, they
11 employ 30, 40 people with simulation
12 innovative technology that are there.
13 They're conformed right there as far as
14 the aesthetic look and feel of the
15 neighborhood. They support the Boys and
16 Girl Clubs and their local churches and
17 they are a part of the neighborhood, and
18 they are very, very good, sustainable
19 jobs where people can raise their family
20 and, more importantly, they can walk for
21 most of them. These are in the
22 neighborhoods.

23 So protecting and preserving
24 land, giving the ability for neighborhood
25 folks to raise their family here and walk

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2 to work I think is extremely important.

3 Are there other cities that run
4 up against this problem with land
5 preservation that you're aware of?

6 MR. COOPER: Yes. So in
7 addition to my full-time job, I actually
8 sit as a Board member of the Urban
9 Manufacturing Alliance, which is a
10 national collaborative of cities, all
11 focused on thinking about industrial and
12 manufacturing as a long-term economic
13 vision. So I do have the opportunity to
14 talk a lot to my peers.

15 Especially in places like San
16 Francisco and New York, the price
17 pressures are far worse in terms of
18 residential. And so the -- especially in
19 some of those districts, affordable
20 housing also tends to be in very high
21 demand and few locations.

22 Philadelphia doesn't have the
23 undersupply problem of residential. We
24 have residential of all classifications.
25 If you're looking at New York and San

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2 Francisco, they do have problems with an
3 undersupply of affordable housing, and so
4 industrial becomes the first candidate to
5 be slaughtered, for lack of a better
6 word, in terms of removing to another
7 different classification. Then there's
8 also -- we also have the extreme
9 opposite, which is in places like Detroit
10 where they have large, large open spaces,
11 brownfields, existing buildings that
12 they're having trouble kind of moving
13 back in. We fit right in the middle, and
14 I think we are a national model for lots
15 of other cities who are confronting this
16 problem. Our studies and kind of
17 forward-thinking about creating
18 industrial development districts has been
19 something that lots of other cities have
20 looked at and replicated. Detroit and
21 Indianapolis have both conducted land use
22 strategies similar to ours following that
23 after seeing the success that we've had.

24 This is a constant problem in
25 cities, though. Manufacturing is easy

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2 and industrial use is easy in rural areas
3 where land is plentiful and available.
4 When you're densely developed, there is
5 cost pressures all around. So I think
6 our problem is very similar to a lot of
7 other problems, and I think that's a lot
8 of why this organization that I'm
9 referencing was created in the beginning.

10 COUNCILMAN HENON: I have some
11 more questions, but I'll defer to other
12 Councilmembers.

13 COUNCILMAN GREENLEE: Thank
14 you, Councilman.

15 Councilwoman Tasco.

16 COUNCILWOMAN TASCO: Good
17 morning. Thank you for coming to
18 testify. I have a district that has
19 very, very, very little industrial
20 operations and/or vacant land to develop,
21 but I want to ask a question. The other
22 day when we were having the discussion
23 about Philadelphia becoming an energy
24 hub, there was a lot of discussion about
25 bringing manufacturing into the City of

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2 Philadelphia, and all of us who are
3 probably 50 and over understand what
4 manufacturing was in the old days before
5 the flight. How do we define or what
6 would manufacturing entail in the new
7 21st century? It would not be the large
8 factories, but how do you define
9 manufacturing?

10 DEPUTY MAYOR GREENBERGER:
11 Well, one of the things -- that's a good
12 question. One of the things I've said a
13 number of times, Councilwoman, is other
14 than maybe food products, Tastykake being
15 a good example where they're putting out
16 millions of Tastykakes a year, the
17 likelihood of Philadelphia or, for that
18 matter, any city of our type being the
19 kind of place again where we're going to
20 make millions of something, cars for
21 example, highly unlikely, because modern
22 high-scale, big-scale manufacturing
23 requires basically horizontal production.
24 The Tastykake model, the old Tastykake
25 model of eight floors of sugar moving up

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2 and packaging moving down, just can't
3 work anymore. So the very big stuff
4 requires a massive amount of land, and
5 it's very hard to accumulate that kind of
6 land in a city, particularly an old city.

7 But what I think we will see
8 and are seeing in fact are both smaller
9 operations, certainly cleaner operations,
10 tending towards more specialty. So I was
11 going to say in reference to something
12 Councilman Henon said about Aker
13 Shipyards, a lot of Philadelphians don't
14 know, for instance, that railcars are
15 being assembled in Philadelphia in a
16 building right behind the IKEA in South
17 Philadelphia. A lot of people don't know
18 that helicopters are being assembled up
19 in the Northeast on the grounds of the
20 Northeast Airport by private business.
21 These are businesses that can pretty
22 happily operate without significant
23 pollution, in some cases without any
24 pollution at all. They can manage the
25 flow of goods in and out to not be a

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2 disturbance or have a significant impact
3 on neighborhoods, and they come in this
4 variety of -- Aker is a unique case
5 because they're building thousand-foot
6 ships, but the railcar assembly thing is
7 an interesting thing. It was an old
8 industrial building. I think it was --
9 they were making -- before that it was
10 Unique Industries, I think. Yeah, it was
11 Unique Industries. It was converted.
12 They spent -- Hyundai Rotem spent \$30
13 million converting that plant. I don't
14 think anybody -- and a lot of people are
15 down there at the IKEA and the Lowe's. I
16 don't think anybody knows what goes on in
17 there. It's quiet. It's interior.
18 There's a rail siding.

19 So I think we can see and
20 absorb a lot more of that kind of
21 business, as well as the much smaller
22 scale kind of industrial businesses that
23 are sometimes referred to, I think, as
24 batch manufacturing, like a dress maker
25 who is worried about producing a few

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2 hundred garments a year, not millions of
3 garments a year. In fact, there have
4 been from time to time apparel designers
5 in town who have done just that. There's
6 a small operation -- I'm not going to say
7 whose district it is, because it's in one
8 of those border areas, possibly between
9 Councilman Henon, Councilman Clarke, and
10 Councilman Squilla, but it's somewhere in
11 that node up there. They're designing
12 fabric patterns that they sell
13 commercially to clothing manufacturers or
14 product manufacturers, but they also
15 produce the pattern on material as part
16 of their operation. So half a floor are
17 a lot of young people at computers doing
18 design work and the entire other floor is
19 a printing operation. It sits right in
20 the middle of a burgeoning residential
21 area. It's fine. You'd never know. You
22 wouldn't care. You'd be perfectly happy.
23 And to the point about walking, a lot of
24 people that live up there walk to work.
25 I think those are the kinds of

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2 things we'll see more and more of.

3 COUNCILWOMAN TASCO: Okay.

4 Thank you very much. I just want to say
5 that I do have Cardone.

6 DEPUTY MAYOR GREENBERGER: You
7 do have Cardone. That's right. That is
8 the largest manufacturing operation in
9 the City of Philadelphia.

10 COUNCILWOMAN TASCO: And maybe
11 smaller companies. But thank you very
12 much.

13 COUNCILMAN GREENLEE: Thank
14 you, Councilwoman.

15 Councilman Henon.

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

18 Again, once known as the
19 workshop of the world, specializing in
20 specialty manufacturing is, I think, a
21 legacy that still lives and that's going
22 to grow.

23 I got a couple questions. When
24 you talk about rightsizing and a lot of
25 them -- well, more recently a lot of talk

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2 about Philadelphia and Philadelphia
3 becoming an energy hub. So there's
4 rightsizing for industry. So there's a
5 twofold question. One, are we prepared
6 for the increase or the boom in industry,
7 whether it's an energy hub and it's
8 cottage industries that will support the
9 local network and being a part of the
10 chain of building stuff and moving
11 things? Are we prepared as a city from a
12 policy perspective and from a land
13 preservation to prepare for some of this
14 increase in industries?

15 DEPUTY MAYOR GREENBERGER:
16 Well, I'm going -- I'll start the answer,
17 and then maybe you'd like to finish this
18 one off, Mike.

19 I think the answer is that we
20 are and we aren't. I think it cuts both
21 ways, and as you know from the Task
22 Force, a lot of those issues were
23 identified. So let me -- if you just
24 take them one by one.

25 Energy: Manufacturers, most

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2 manufacturers, are significant consumers
3 of energy. So access to reliable,
4 relatively inexpensive energy sources,
5 ideally cleaner-burning energy sources,
6 whether that's from what is producing the
7 electricity or the direct source itself,
8 those are critical. We have pretty good
9 infrastructure in the City, but we don't
10 have ideal infrastructure.

11 For instance, if we wanted to
12 talk about access to cleaner-burning,
13 cheaper natural gas, as you know, there's
14 no direct -- and you've heard this in
15 Council before -- there's no direct pipe
16 that gets the things that are going on
17 150 miles from here directly into the
18 City. Gas goes down to Houston, comes
19 back on a major pipeline that comes up
20 the East Coast. It's priced accordingly
21 as it makes that movement. So there are
22 infrastructure improvements that need to
23 happen to make the energy piece of it
24 better.

25 The work at the Task Force, we

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2 talked a lot about talent. There's a lot
3 of people who are in the City who are
4 capable and want to work, would want to
5 work in manufacturing. There are also a
6 lot of issues that are systemic to a big
7 city like Philadelphia -- and not just
8 Philadelphia -- about how they're being
9 educated and whether they're capable
10 right now of getting into a manufacturing
11 situation and being productive.

12 Manufacturers told us time and time again
13 that it's not so much about specific
14 skill training, which many of them can do
15 in-house and do in-house, but it's often
16 about work readiness, it's about
17 literacy, it's about numeracy, it's about
18 the consistency of coming to work
19 prepared to work. So we have issues
20 there. We have the talent. We have the
21 people, but we also have some issues.

22 And then on the land side, I
23 think it's very much the same thing. We
24 probably have sufficient acreage to
25 support an expansion of the industrial

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2 base. The question is, do we always have
3 it in the amount necessary? Has the
4 property got other environmental issues
5 that are going to take significant
6 dollars to make ready?

7 And so that's a question that
8 can cut both ways, and I think the
9 ability to actually aggregate big pieces
10 of land -- and as you know from what we
11 went through with Dietz and Watson, they
12 wound up acquiring, what, 26, 30 acres of
13 property in a 50-acre parcel that we were
14 able to put together. It was hard
15 putting together 50 acres of land. And
16 that's in a way -- it's a big, but in a
17 certain way mid-sized business that
18 simply needed that kind of territory.

19 So, again, the land is there,
20 but sometimes it's not in the right
21 condition. So I think every asset that
22 we have -- and we do have considerable
23 assets -- has some aspect that we need to
24 work on as a city to make better and more
25 ready for a bigger industrial expansion.

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2 COUNCILMAN HENON: Do we have
3 an official or is there a guide or
4 official or unofficial industrial land
5 use policy that we're kind of like
6 operating under now until we get some
7 collaborative effort and move something
8 forward in preserving our industrial
9 land?

10 DEPUTY MAYOR GREENBERGER:
11 Yeah. There are a number of them. I
12 mean, Eleanor is holding this thing
13 called Industrial Land Policy, which was
14 a report that goes back to 2008. I think
15 you take these various studies that have
16 been done. This land policy, the
17 industrial land survey -- here it is.
18 They got the props. The land survey and
19 now the district-by-district planning
20 that we're doing that is taking the
21 advice from these plans and trying to
22 apply it to real land in real
23 neighborhoods and saying where do we need
24 to protect industrial land. So I think
25 that cumulatively becomes a policy at

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2 least on the land side of the thing.

3 You know, the rest of it I
4 think is the kinds of things that we've
5 asked Mike now to work on permanently
6 that are based on the recommendations of
7 the Task Force and how do we deal with
8 the talent issues. I'm sure you'll hear
9 more about that from other people who are
10 testifying. How do we deal with the
11 talent issues, how do we deal with the
12 energy issues. These are all things that
13 are in motion that are involving a lot
14 more people than simply us.

15 COUNCILMAN HENON: As the
16 materials change -- I'll just use an
17 example, and I know that the City and
18 multiple departments, PIDC and Commerce,
19 is dealing with -- as the material
20 changes and we adapt to 2014, more
21 environmentally friendly and stormwater
22 issues and retention and sensitivity
23 about the stormwater runoff, I mean, it
24 does create other opportunities for
25 supplier network and cottage

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2 industries --

3 DEPUTY MAYOR GREENBERGER: Yes,
4 it does.

5 COUNCILMAN HENON: -- that we
6 need to continue to support. So, I mean,
7 in preparation of the resurgence of
8 manufacturing and industry, I'm sure
9 we're keeping all of that in mind,
10 because that is a reality and work with
11 several companies that have had that
12 experience currently.

13 IRMX designation of -- new
14 zoning designation, Eleanor, can you
15 explain that and the intent of that and
16 how things are moving forward.

17 MS. SHARPE: Sure. The intent
18 of Industrial and Residential Mixed Use
19 zone and the idea was to open up light
20 industrial with compatible other uses,
21 and what we found is that, especially in
22 our work looking along Washington Avenue,
23 is that we don't necessarily want --
24 there's no limitation in that designation
25 as it currently is in the Code. That

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2 provides for a combination of uses. So
3 any one of those allowable uses can be
4 put up by-right in that zone. So even
5 though it's an IRMX zone, you could put
6 up a fully residential building without
7 any industry or any commercial in there.

8 So one of the things we're
9 considering in our continuous review of
10 the Code in terms of amendments is
11 looking at IRMX and seeing, since we've
12 had two years of the Code, how it's
13 really working, and we're contemplating
14 changing that, that it could never be 100
15 percent fully residential per se, that
16 there would have to be at least a 10
17 percent set-aside for one of the other
18 uses, which would allow the mixed-use
19 component of it.

20 It's a use that a lot of
21 feedback we've gotten from people that
22 the transition from industrial to IRMX
23 seems to be a desirable --

24 COUNCILMAN HENON: It seems to
25 be more comparable with a lot more input

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2 from the stakeholders, correct?

3 MS. SHARPE: Yeah. So there's
4 some tweaks --

5 COUNCILMAN HENON: It's an
6 attempt to make it --

7 MS. SHARPE: Palatable.

8 COUNCILMAN HENON: Right, and
9 more attractive for light industrial use.

10 MS. SHARPE: Exactly. So we've
11 had some success with that.

12 DEPUTY MAYOR GREENBERGER: And
13 there are examples all over the City, I'm
14 sure also in your district, where there
15 is compatibility between industrial uses
16 and residential uses. I mean, people
17 have to behave properly, and I think
18 actually, by and large, as you were
19 pointing out earlier, industrial users
20 who are kind of enveloped in
21 neighborhoods tend to behave very well.
22 They're very sensitive to the kind of
23 impacts that they have, and I think they
24 manage it quite well. And there's
25 certain kinds of businesses that can do

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2 that all day long, the ones I just
3 mentioned. You know, up around 8th and
4 Fairmount, there's a tofu manufacturer on
5 one side of the street on Fairmount. On
6 the other side of the street is a cabinet
7 maker, millwork shop, and they do pretty
8 well amidst -- really surrounded by
9 residential neighborhoods. It's not
10 perfect, but it works quite well. And
11 the best part of it is -- and this is
12 where I think the City has a potential
13 big advantage over the suburbs -- is that
14 increasingly people don't want or can't
15 afford to be spending an hour or two of
16 their lives every day getting to and from
17 work, particularly in an industrial job
18 that may be way out in some part of the
19 world where there's either insufficient
20 mass transit or you absolutely must have
21 a car and spend a couple hours in it a
22 day. This is -- I mean, you see this in
23 the millennial population. They want to
24 live in town. They want to work in town.
25 They'd like to be able to get between

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2 their work and their home with relative
3 ease. Well, it's the same way for
4 industrial jobs. I mean, it's
5 historically what it was. And one of the
6 things that has concerned me greatly over
7 the years is that as we develop these
8 sort of bigger, more efficient industrial
9 nodes, whether it's up in the Far
10 Northeast or down in the Navy Yard, I'm
11 very concerned about how people in any
12 neighborhood in this city get to those
13 jobs, because if you don't have a belief
14 that you can get there in a reasonable
15 way and still take care of your family
16 and get your kids to school and day care
17 and all this stuff, you're not going to
18 think of those jobs as an opportunity for
19 you.

20 So I think we really need to be
21 thinking through the interconnections as
22 well as the kind of baseline locations
23 for industrial activity.

24 COUNCILMAN HENON: And lastly
25 for me, two things. One, how do we

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2 improve the ZBA process and how do we --
3 as we move towards some sort of land
4 preservation for industrial land? How do
5 we improve the process, including the
6 RCOs in some of this a little more, if
7 they're not already?

8 And for Mike Cooper, you had
9 mentioned in your testimony about passive
10 oversight. How do we provide an active
11 oversight, or is that improving the ZBA
12 process what you were referring to?

13 DEPUTY MAYOR GREENBERGER: Let
14 me start that one with the first part of
15 the question. Eleanor said, You have to
16 answer that one.

17 The Zoning Board -- I mean, and
18 this has happened over really the last
19 couple of years of a lot of discussions
20 and I think even training. The Zoning
21 Board is trying hard to be a place where
22 variances to zoning, in whatever form
23 they are, are based on true hardship.
24 It's not a perfect system, and because we
25 haven't -- we are in the process of

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2 remapping and correcting a lot of zoning
3 throughout the City, we know that there
4 are going to be instances where there is
5 a need for a variance because the land
6 use as currently defined is obsolete, but
7 we haven't gotten around with Council to
8 remapping it yet. So variances are going
9 to be needed.

10 And at the same time, they're
11 trying to look carefully at how to hold
12 the line on random variances that were
13 endemic to the system before. And I
14 think the way they do that is, they have
15 shown a willingness, which we're happy
16 about, to rely more and more on Planning
17 Commission testimony at ZBA and support
18 from Planning Commission where it's clear
19 that a district plan is suggesting a
20 different land use, but it hasn't
21 happened yet. We support those kind of
22 variances.

23 But the other side of it, we're
24 more actively holding the line against
25 certain things that we think don't

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2 represent true hardship. The Zoning
3 Board has been very good about trying to
4 pay attention to that. It's not a
5 perfect system, doesn't work every single
6 time. We're not right every single time
7 possibly, but I think these are now
8 becoming accumulated habits, and what we
9 hope -- two things have to happen in
10 response to them. One is that we have to
11 continue to get the remappings done in an
12 efficient way so that land use is
13 correctly zoned, and that will help, and
14 the other is that we have to be clear in
15 our own intentions. And particularly in
16 relationship to this, we have to kind of
17 hold the line where we think a line has
18 to be held, and probably make some people
19 mad about it who have other development
20 ideas in mind.

21 We're not wanting to get in the
22 way of good, responsible development in
23 the City, but this is a particular area
24 where we possibly have to hold the line
25 against a proposal in hand versus a

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2 possibility later on.

3 And to your question about
4 IRMX, the reason we're looking at it
5 again is because, again, left to its own
6 devices, the R could overwhelm the I
7 pretty consistently, even though the
8 mixed-use idea is a fundamentally good
9 one, but the market may drive this in one
10 direction. And so we've said when the
11 zoning law passed a couple of years ago,
12 we said -- and it's still going to be
13 true -- we're going to have to tinker
14 with it, refine it, look at how some of
15 these concepts have worked out, and make
16 adjustments. Because zoning in
17 particular, the whole basis of zoning, is
18 about separation of uses, which came out
19 of the growth of industry and pollution
20 and danger and all the things that you
21 needed to separate these kind of
22 industrial uses from residents as well.
23 Life has changed. To Councilwoman
24 Tasco's question earlier, industrial uses
25 can live with residential areas, but it's

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2 got to be done smartly and carefully.

3 MS. SHARPE: And just to
4 respond about the ZBA, it's not only the
5 Planning Commission's perspective that we
6 represent when we appear before, because
7 we coordinate with PIDC and Commerce if a
8 case comes before us that's going to
9 appear at the ZBA requesting any changes
10 to industrial land use. So we try to --
11 we maintain an interagency conversation
12 and coordination to make sure we address
13 it holistically.

14 MR. COOPER: And, Councilman,
15 to your point about the RCOs, about the
16 registered community organizations, one
17 issue that I've kind of noticed in doing
18 this a number of times in both capacities
19 that I've served in this role, when an
20 applicant is asked to get community
21 support, they go to the RCO, which
22 overwhelmingly is residential neighbors.
23 And so you'll get a letter of support
24 from an organization that represents
25 neighbors that may not represent the

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2 business interest in that area. Those
3 interests are not always aligned. And
4 this was the case most recently with the
5 case I was referring to on Wednesday
6 where an applicant came in for a large
7 apartment complex with a letter of
8 support from the community organization.
9 None of those community members were
10 business members in the local area. In
11 fact, there are lots of BIDs and business
12 organizations all around the City that
13 have active interest that meet regularly.
14 So I think in the cases where industrial
15 rezoning is up for discussion, I think
16 asking applicants to go visit business
17 organizations as well, especially when
18 it's going from industrial to
19 non-industrial, is also part of the
20 conversation.

21 To your second question, yeah,
22 that's exactly what I was referring to,
23 just the idea that we all have to keep on
24 going with monitoring where industrial
25 properties are in the various stages of

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2 the market, which ones are candidates for
3 being rezoned, and then deciding smartly
4 which of those we need to push back
5 against and which ones can transition.

6 I'm the industrial advocate in
7 the Commerce Department and I can say
8 unequivocally that there are industrial
9 properties right now in the City that
10 probably shouldn't be industrial
11 properties anymore, and I'm perfectly
12 happy to let those transition to other
13 uses. And there are neighborhoods that
14 have just simply outgrown, and you look
15 at Northern Liberties 20 years ago, it
16 looks a lot different than it does today.
17 That's fine. I think our industrial land
18 use strategy was good in the sense that
19 it consolidated where the majority of our
20 activities are and where they are not,
21 and where they are not, you're not going
22 to find any pushback from us in that
23 context. I think it's more about
24 preserving what we have and figuring out
25 what opportunities come up now that can

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2 service the future.

3 Part of this is also about --
4 you asked, Councilman, earlier about our
5 ability to -- are we ready to facilitate
6 industrial growth. I'd say yes, and I'd
7 say that for two reasons. One, we have
8 good infrastructure now that we're
9 constantly looking to improving, but
10 second, we're also planning for the
11 future too, knowing that there are going
12 to be uses coming in the next five, ten,
13 15 years that we'll want to respond to,
14 but we have to have places to have them
15 locate, to build, and to expand. In
16 doing that, that's why Planning is so
17 instrumental in industrial land
18 development.

19 DEPUTY MAYOR GREENBERGER: I
20 apologize. I have to add one thing to
21 Mike's comments, because it was something
22 I was thinking of before and I sort of
23 blanked out on it.

24 This is very much about a
25 culture change in the City. I'd say ten

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2 years ago, a lot of people just kind of
3 assumed that Philadelphia was past some
4 industrial set -- an industrial future,
5 and I think the change in the culture
6 because of the activism on your part, on
7 Council's part, particularly on
8 Councilman Henon's part, activism in the
9 Administration has kind of put it back on
10 the table, and I think we all now espouse
11 that as being, no, this is a real thing.

12 And the one other point I was
13 going to make which is related to it is
14 that -- about the case study that Mike
15 referred to about this conflict
16 potentially between RCOs or residential
17 neighborhoods and businesses, is, yeah,
18 we have to be listening to the
19 businesses, but at the bottom of it, all
20 those businesses have employees. In
21 industry most of those employees are
22 likely to be Philadelphians. So they may
23 not be living in the neighborhood, all of
24 them, but they're getting to this
25 business every day, and that business is

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2 obviously vital to their lives. And if
3 that business leaves because we can't
4 accommodate it anymore, then those jobs
5 just went with it. And so there's a lot
6 of -- it's not just businesses and
7 individuals. It's also individuals and
8 individuals.

9 COUNCILMAN GREENLEE: Thank
10 you. Thank you, Councilman.

11 First, the record will reflect
12 that Councilman Squilla, a member of the
13 Committee, is present.

14 Councilwoman Reynolds Brown.

15 COUNCILWOMAN BROWN: Yes.

16 Thank you.

17 Good morning. And I do also
18 want to join you in saluting Councilman
19 Bobby Henon for putting this back on the
20 table in a very tangible, comprehensive
21 way, which then drives work out of the
22 Commerce Department to relook at how we
23 can maximize this for area citizens.

24 I have two questions. One,
25 where does zoning connect or intersect

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2 with the Land Bank activity, the Land
3 Bank process?

4 DEPUTY MAYOR GREENBERGER: I'll
5 try that one.

6 COUNCILWOMAN BROWN: Does it?

7 DEPUTY MAYOR GREENBERGER:

8 Yeah, it will. Obviously the Land Bank
9 is an emerging reality, so operationally
10 it doesn't yet, but the Land Bank is,
11 first and foremost, is trying to
12 accumulate and make a single disposition
13 process around public land, which is
14 owned by lots of -- three or four
15 entities now. We're trying to make it
16 one entity, one disposition process.

17 Most of that land -- well, I
18 shouldn't say this. Some of that land is
19 certainly -- it's in neighborhoods that
20 are in some level of trouble. It often
21 is land that was residential and,
22 therefore, still was zoned residential.

23 COUNCILWOMAN BROWN: I see.

24 DEPUTY MAYOR GREENBERGER: So
25 in that sense, the intersection is that

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2 if the land still is appropriately
3 residential, we're probably okay. Now,
4 is it the right residential? Don't know.
5 As Land Bank starts to be in the business
6 of accumulating parcels that can then be
7 redeveloped, they will then have to
8 intersect with Planning around, okay,
9 we've, let's say -- just take an example.
10 We've accumulated an entire block of
11 empty land here from multiple agencies.
12 We'd like to see it redeveloped. As a
13 disposition or as an opportunity that is
14 put out in the private sector, we're
15 putting it out presumably with
16 limitations, either the zoning was
17 correct or the zoning needs to be
18 changed. And so that's, I think, where
19 the intersection will happen.

20 COUNCILWOMAN BROWN: And so
21 that's where the intersection will
22 happen. So to that point, does Planning
23 keep an inventory of what the needs are
24 from a moderate residential standpoint
25 where we have a shortage of opportunities

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2 for housing for the disabled? Some might
3 argue we have a shortage of opportunity
4 for housing for seniors. And so does
5 Planning keep an inventory of where the
6 needs are so that as dispositions are
7 happening with the pending Land Bank
8 and/or manufacturing, those needs are
9 attached to opportunities where
10 developers are then responding to our
11 needs based on what they are?

12 MS. SHARPE: Yes. If I
13 understand your question correctly, is
14 Planning at the table when a lot of these
15 decisions are being made to meet some of
16 the needs that we have out in the
17 community?

18 COUNCILWOMAN BROWN: Yes.

19 MS. SHARPE: Yes, we are,
20 especially through our district plan
21 process where we work very hand in hand
22 with the community to understand what a
23 lot of those needs are, and that's a lot
24 of how our recommendations are based. We
25 are part of the working group of the Land

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2 Bank, the new Land Bank strategy. So as
3 that unfolds, we're a critical partner in
4 how that happens, so we will be bringing
5 our voice to bear in that as well. And
6 we work very closely with Commerce and
7 with Mike Cooper on a lot of industrial
8 activity.

9 As I mentioned earlier,
10 Planning doesn't work in a vacuum when it
11 comes to industrial land stuff. We work
12 in partnership with Commerce and PIDC
13 around discussions of how to move forward
14 on any changes to industrial land in the
15 City.

16 COUNCILWOMAN BROWN: Okay.

17 MS. SHARPE: So we are there.

18 COUNCILWOMAN BROWN: So now
19 define "community." Is community the
20 District Councilpeople? Is community --

21 MS. SHARPE: Everybody.

22 COUNCILWOMAN BROWN: --
23 organizations like Liberty Resources and
24 others?

25 MS. SHARPE: For us in our

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2 district plan process, we have a large
3 list of stakeholders, which includes City
4 Council, other City agencies,
5 neighborhood organizations, and
6 residents. So it's everybody. Everybody
7 becomes a part of the process.

8 COUNCILWOMAN BROWN: Okay.

9 Then my last question, to the issue of
10 employment, are your departments able to
11 project employment needs? Presume the
12 training doesn't exist for a particular
13 line of work. Where is the training in
14 this pipeline so that as activity happens
15 in the great way on the manufacturing
16 end -- the good news is that, as
17 Councilman Bobby Henon indicated, we end
18 up employing a lot of Philadelphia
19 residents. Where is training in that
20 pipeline so that we as a city are not
21 caught flatfooted with manufacturing
22 having a dynamic opportunity and we don't
23 have the trained workforce to make the
24 match happen?

25 DEPUTY MAYOR GREENBERGER:

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2 Right. There are a number of entities --
3 I'm going to let Mike sort of detail a
4 little bit of that, particularly related
5 to manufacturing, but also this is where
6 the coordination with PhillyWorks, what
7 used to be called Workforce Development
8 Corporation, really becomes critical.
9 And they are in the middle -- and I'm on
10 the Board of this, so I probably know
11 more details than I want to and won't
12 sort of make this a big thing here. But
13 they're in the middle of restructuring
14 how the workforce system presents itself
15 in the neighborhoods of the City. And
16 it's referred to as a "no wrong door"
17 policy, because they have two funding
18 streams. They have a funding stream for
19 anybody who wants to come in looking for
20 work. Those used to be called
21 CareerLink. And then they have a funding
22 stream related to TANF, which used to
23 referred to as public assistance. And
24 they're trying to basically set up
25 centers and systems where at some point

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2 because of the regulatory environment
3 those different clients have to be sorted
4 out and handled separately because of
5 regulation, but they all come in looking
6 for work and they all come in with
7 certain skills or certain lack of skills,
8 and the system is trying to adjust to
9 that as a kind of reality. It's just
10 people coming in the door looking for
11 work.

12 So some of the -- particularly
13 at the kind of very basic level of
14 training, work readiness, they're trying
15 to address that. They're trying to steer
16 their clients to training and systems at
17 various levels of skill that are relative
18 to what they need. And there is a whole
19 world of them beyond them of people who
20 are in that training world.

21 I'm going to turn it over to
22 Mike to talk about how that training
23 world shows up in the manufacturing side.

24 MR. COOPER: Absolutely. And
25 to your question, Councilwoman, the

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2 availability of skilled workforce to take
3 these jobs that we're growing was the
4 number one issue that was discussed in
5 the Task Force, and that's something that
6 companies are thinking more and more
7 about, they're concerned about. The
8 average age of a manufacturing worker in
9 Philadelphia, most of them are
10 baby-boomers, and so in the next ten to
11 15 years, they'll be transitioning out of
12 that workforce and --

13 COUNCILWOMAN BROWN: Do we have
14 a pipeline ready, skilled?

15 MR. COOPER: And that was the
16 biggest concern. So I'm glad to say
17 we're at the beginning stages of
18 developing one. So starting this fall,
19 the School District of Philadelphia will
20 be opening a Center for Advanced
21 Manufacturing, which is going to be at
22 the Ben Franklin High School on the
23 corner of Broad and Spring Garden.

24 COUNCILWOMAN BROWN: That's
25 great news. Councilman Jones needs to

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2 hear that, because there have been too
3 many of us in this room who have been
4 deeply concerned about the lack of that.
5 So that needs to be blown up.

6 MR. COOPER: And this school is
7 going to be a public magnet high school
8 under the auspices of the School District
9 of Philadelphia. It's privately funded
10 through the John and Leigh Middleton. It
11 is made in the mold of an existing school
12 that is located in Lehigh Valley that is
13 a project-based learning laboratory high
14 school that will teach current systems
15 and current technology. These programs
16 will be guided by industry advisory
17 groups.

18 And so just last week, several
19 of us and Steve Jurash behind me
20 organized a series of manufacturers from
21 Philadelphia to come to the School
22 District to help guide the School
23 District on what technologies and what
24 equipment are going to be the most
25 useful, not today but in the future, so

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2 that students can be trained on them,
3 ready to go as soon as they graduate.

4 We've then started
5 conversations already with the Community
6 College about building a feeder program.
7 So presumably if this all works according
8 to plan, students may be able to go for
9 five years studying at the Center for
10 Advanced Manufacturing and be able to
11 come out with a high school diploma and a
12 certificate or an Associate's in some
13 sort of trade or some sort of skill.

14 So building this pipeline is
15 obviously something we're thinking about.
16 There are other institutions outside of
17 the School District that have taken up
18 this charge. So I know West Catholic
19 High School is already developing their
20 own program for manufacturing. Welding
21 is taught at about three schools already,
22 and that's a constant need, but things
23 like mechatronics, which is more or less
24 pre-engineering, 3D graphing, and then a
25 whole bunch of other things such as

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2 industrial equipment maintenance, these
3 are all going to be taught in lab-based
4 settings at the School District. And so
5 that's slated to open this fall. They've
6 already started recruiting. They've
7 already --

8 COUNCILWOMAN BROWN: Fall 2014?

9 MR. COOPER: 2015, fall 2015.

10 COUNCILWOMAN BROWN: That's
11 exciting.

12 MR. COOPER: And so the
13 equipment has already been ordered as of
14 two weeks ago.

15 So we're building the pipeline.
16 We're at the beginning stages. It's
17 going to take some time, but we're all
18 very encouraged with where this is
19 heading, and the next step is to fill
20 those classrooms.

21 COUNCILWOMAN BROWN: That's
22 extremely, extremely exciting. So who
23 does one see regarding recruitment?

24 MR. COOPER: The recruitment --
25 the School District is managing the

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2 recruitment. So they're doing the same
3 procedures that they do for normal magnet
4 school high school recruitment. Our
5 issue is that most parents, teachers,
6 guidance counselors aren't thinking about
7 manufacturing as viable career options
8 for students, and so we're in the midst
9 of trying to get some more visibility
10 around the issue and advocacy to try to
11 get parents thinking a little bit more
12 about why these careers are so good for
13 their kids and what they can provide in
14 terms of long-term career growth.

15 DEPUTY MAYOR GREENBERGER: It's
16 been said a lot, but it's worth
17 repeating. A skilled welder can and will
18 make a six-figure income pretty steadily.
19 These are really good jobs.

20 COUNCILWOMAN BROWN: That's a
21 new challenge. I appreciate hearing
22 about that now, because we as
23 Councilmembers can play a role in helping
24 parents and counselors understand that
25 there's -- it's not a new paradigm, but

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2 it is a new paradigm of opportunity for
3 our young people if they know about it.

4 So I am interested in having a
5 follow-up conversation on what we need to
6 do in working with the District to deepen
7 the awareness, understanding of this
8 really exciting, exciting opportunity.

9 MR. COOPER: I'll follow up
10 with your office to set that up.

11 COUNCILWOMAN BROWN: Please.
12 Kellan White.

13 Thank you.

14 COUNCILMAN HENON: If I can
15 just opine on that just briefly.
16 Councilwoman, that was a major concern
17 for the Task Force and the working group
18 and all the stakeholders, including the
19 School District, on how we market and how
20 we educate not just the students in the
21 individual public school system, but the
22 parents and the communities on the
23 opportunities in advanced manufacturing
24 and the manufacturing sector at all
25 levels. So that is a serious focus and

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2 concern, and they have a plan. We do
3 have a plan as a city, as a Task Force,
4 as an Office of Manufacturing with the
5 School District to reach out and
6 communicate with the parents and the
7 families in the communities about
8 manufacturing.

9 COUNCILWOMAN BROWN: There is
10 no reason for the School District not to
11 fill those classrooms and have a wait
12 list given the number of young people
13 that opt not to go to college.

14 DEPUTY MAYOR GREENBERGER: It's
15 absolutely true.

16 COUNCILWOMAN BROWN: There's no
17 reason. So we will seize the moment
18 during budget hearings to get an update
19 on where the School District is with
20 that, knowing that September 15th the
21 gates open.

22 DEPUTY MAYOR GREENBERGER: And
23 if we could find ways to -- you're all
24 aware in your own neighborhoods, in your
25 own districts of who is doing things, who

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2 is making things, where the industrial
3 things are. I mean, one of the things
4 that was discussed a lot at the Task
5 Force was that young people don't know.

6 COUNCILWOMAN BROWN: They
7 really don't.

8 DEPUTY MAYOR GREENBERGER: They
9 just don't know. They don't know those
10 jobs are out there. It's some building.
11 A bunch of people go into it at the
12 beginning of the day. They come out at
13 the end of the day. And they don't know,
14 and they don't know that there's
15 opportunity there.

16 I'm an architect, so I love
17 seeing things get built. So I was
18 particularly excited going to Aker, but I
19 can't help but think that young people
20 being exposed to that kind of physical
21 making something and there's a result at
22 the end wouldn't be exciting to them. It
23 would have to be.

24 COUNCILWOMAN BROWN: So having
25 done a lot of this and worked in higher

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2 ed and the whole nine yards, meeting
3 young people where they are is vitally
4 important, and we know that social media
5 captures everybody's attention. Of
6 course, I'm told that it's now only my
7 generation now that's into Facebook,
8 because they're into other things. So in
9 the followup, I will be quite interested
10 in knowing what methodologies and
11 strategies are being used to meet young
12 people where they are, because the
13 traditional approaches to recruitment
14 don't work. They simply don't work. And
15 maybe even having a couple young people
16 at the table to hear from them what would
17 capture their attention on an opportunity
18 like this would be of great value. You
19 have the Youth Commission. That's really
20 a challenge and a question to take to the
21 Youth Commission, where they can be -- I
22 mean, that's a group of highly motivated
23 young people that come from across the
24 City who are looking for work to do, and
25 a challenge -- to present this challenge

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2 to them would be of great value.

3 MR. COOPER: Just to give you
4 an example, Councilwoman. On National
5 Manufacturing Day, which was the first
6 week of October, we had 125 students from
7 five different School District schools
8 visit manufacturing plants in their
9 neighborhoods for a tour and to meet
10 employees. So we took very careful time
11 to make sure that each school was matched
12 up with a manufacturer that was in their
13 immediate vicinity.

14 COUNCILWOMAN BROWN: Very good.

15 MR. COOPER: Just so they could
16 see it. And the reactions we got from
17 the kids were overwhelmingly positive.
18 They were excited. They were energized.
19 And so we need to find ways to connect
20 all the different -- the various
21 communities of people in the City, the
22 companies, the parents, the teachers, the
23 guidance counselors and, of course, the
24 students. But all of your points are
25 spot on.

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2 COUNCILWOMAN BROWN: Well, I
3 look forward to my office being a part of
4 that at that aspect of capturing the
5 attention of young people.

6 Thank you very much.

7 COUNCILMAN GREENLEE: Thank
8 you.

9 And I just want to say -- thank
10 you, Councilwoman -- to the other people
11 waiting, we're getting to you soon,
12 because we want to get through everybody
13 here.

14 Councilman Squilla.

15 COUNCILMAN SQUILLA: And I just
16 have a quick question. I apologize.
17 Thank you, Mr. Chair.

18 I know, Eleanor, we spoke about
19 that with the IRMX and I know you had
20 spoken about that earlier about maybe
21 changing that subtly to maybe emulate
22 CMX-3 or parking issues, but I know with
23 assembly too, assembly in IRMX even
24 though -- if we want to keep small light
25 industrial work in some of these

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2 buildings, whether it's a school or old
3 factory, making the work/live space, so
4 you can still keep industrial in the mix.
5 That also has some big rooms that
6 communities could use and stuff like
7 that. An assembly becomes -- I guess
8 it's a special exception, so it's not as
9 bad, but I don't know if that's something
10 that --

11 MS. SHARPE: We can think about
12 that.

13 COUNCILMAN SQUILLA: -- we need
14 to look at as far as -- these buildings
15 are gigantic, and sometimes in order to
16 keep the light industrial use there, we
17 need to add some other uses as part of
18 it, because if not, some of these
19 developers say, Well, let's just make it
20 all residential or let's do this, and I
21 think we want to stay away from that.

22 MS. SHARPE: That's what we're
23 trying to get away from. As Mike
24 mentioned earlier, the cost per square
25 footage is much more attractive as

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2 residential than industrial. So we're
3 not trying to have it to turn over just
4 solely be residential. But we can talk
5 about what all the changes are with it.

6 COUNCILMAN SQUILLA: I'm
7 excited about the changes. It makes a
8 lot of sense, and I think it will lend us
9 more to keep that light industrial or the
10 industrial work in those facilities
11 because of the changes that would need to
12 be made. And I know people don't like
13 changing the Code and stuff, but
14 sometimes as we learn, we need to tweak
15 it.

16 MS. SHARPE: Yeah.

17 DEPUTY MAYOR GREENBERGER:
18 We're okay fixing the Code. We do that
19 all day long.

20 COUNCILMAN SQUILLA: Right.
21 And if not, we'll introduce an ordinance.

22 COUNCILMAN GREENLEE: We've
23 done a few of those.

24 COUNCILMAN SQUILLA: Thank you.

25 COUNCILMAN GREENLEE: Thank

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2 you, Councilman.

3 The three of you, thank you
4 very much. Good morning. Thank you for
5 all the great information.

6 Ms. O'Connell, you have the
7 next panel?

8 THE CLERK: Paul Luff, Gary
9 Fudala, Ron Ramstad.

10 COUNCILMAN GREENLEE: As
11 they're approaching, I just want to
12 repeat, we still have a lot of people who
13 want to speak and I just respectfully ask
14 everyone to keep their initial comments
15 brief and then we'll have some question
16 and discussion after that.

17 (Witnesses approached witness
18 table.)

19 COUNCILMAN GREENLEE: So
20 whoever would like to go first. Sir, why
21 don't you identify yourself and proceed.

22 MR. LUFF: Good morning. Thank
23 you. My name is Paul Luff. I'm the Vice
24 President of Development for Active
25 Radiator Supply Company. We have 140,000

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2 square feet of manufacturing space and
3 well over 100 employees here in the Port
4 Richmond area. I'm also a
5 Secretary/Treasurer of the neighborhood
6 industrial district, or the NID, known as
7 Port Richmond Industrial Development
8 Enterprise, PRIDE. I'm going to take
9 somewhat of a microscopic view to the
10 situation today, but I am here definitely
11 in support of preservation of the
12 industrial land here in Philadelphia.
13 It's getting wiped out everywhere
14 possible, and it appears to affect
15 neighborhoods in waves, and right now our
16 area, our PRIDE district, is currently
17 under that kind of attack. We have
18 approximately 50 businesses in that two
19 square mile area, and the NID has an
20 additional tax that came through an
21 ordinance through these Chambers to
22 provide for additional safety, security,
23 and cleaning.

24 One of our industrial buildings
25 just changed to apartments. Recently

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2 this industrial building was right in the
3 middle of PRIDE and it was rezoned into
4 40 apartments. The rezoning process was
5 done to the absolute minimum standards of
6 the law. And if you're not an avid
7 reader of the City papers, you missed
8 that it was going to get rezoned.

9 So one of the things that
10 happened, that industrial business
11 slipped away from us because we didn't
12 even know it as a NID that it was being
13 rezoned from industrial in our own
14 district to an apartment complex, located
15 in the middle of and within 40 yards, 40
16 yards, about the distance of this room,
17 of an industrial warehouse, a 24-hour
18 manufacturing location and our own plant
19 with operations on two shifts. We do not
20 have industrial -- I'm sorry. We do have
21 our industrial area in a mixed
22 residential neighborhood. It's been that
23 way forever, and we do co-exist, as you
24 heard earlier. There are challenges for
25 that existence today. Actions like this

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2 apartment transformation will exacerbate
3 the community problems and expectations
4 as you heard.

5 But in addition to that, as the
6 Treasurer of our NID, we just lost money.
7 We lost 3 percent of our industrial tax
8 base for our PRIDE group, without having
9 a voice to even say that we could not do
10 that.

11 Now, I'm sure, Council, if you
12 lost 3 percent of your revenue and tried
13 to find out where you're going to get it
14 from, you're going to have to make some
15 changes, as we are, which is unfortunate.

16 I ask you to consider two
17 things. Have the rezoning process
18 changed to require certified written
19 notification to all the surrounding
20 properties so as to give at least, I
21 suggest, a 250 yard radius to the
22 neighbors with proper notification. This
23 will allow the changes to, if they get
24 approved, to have that proper voice.

25 The second thing here is, I'm

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2 here for jobs. I ask you to maintain and
3 grow that industrial base. Jobs of the
4 smaller industrial businesses created
5 good for the City, as most people work
6 for those businesses, our business as an
7 example, most of the people are City
8 residents. They buy in the City. They
9 live here. Without those industrial and
10 manufacturing buildings, the City will
11 not have the opportunity for a good-sized
12 segment of the young people to grow and
13 better themselves in this family.

14 I thank you for your time.

15 COUNCILMAN GREENLEE: Thank
16 you, Mr. Luff.

17 Are neither Mr. Fudala or
18 Ramstad here?

19 MR. COOPER: Mr. Fudala just
20 stepped out for a moment. I can try to
21 go find him.

22 COUNCILMAN GREENLEE: Okay.

23 Do you have any questions?

24 COUNCILMAN HENON: Mr. Luff, I
25 just want to thank you for coming down

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2 here and paying attention to it. Like
3 you said, a lot of folks, especially some
4 of the small businesses, which make up --
5 predominantly the City is made up of
6 smaller businesses -- don't have the
7 opportunity to pay attention to some of
8 this. So I know PRIDE personally is
9 extremely active. It's one of the great
10 business corridor designations that we
11 have here and you understand the
12 opportunities for new jobs and business.
13 So your input is important here and will
14 be taken back at the level when we
15 collaboratively put together on land
16 preservation.

17 As far as the notification, we
18 can have an offline conversation about
19 notification. PRIDE, are you a
20 registered RCO?

21 MR. LUFF: I believe we are,
22 yes.

23 COUNCILMAN HENON: So we should
24 talk on the side. You can speak with
25 Andrew in my office. Notification was

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2 something when we were going through the
3 new changes with the RCOs, I think it was
4 made a lot more, I guess, inclusive and
5 better for businesses. So if it's not
6 happening, we should have that
7 conversation.

8 Thank you, though.

9 MR. LUFF: Thank you.

10 COUNCILMAN GREENLEE: Thank
11 you.

12 Mr. Fudala, if you'd like to
13 make your statement.

14 MR. FUDALA: Sorry. Nature
15 called there.

16 COUNCILMAN GREENLEE: As a
17 61-year-old man, I truly understand.

18 MR. FUDALA: I got you beat by
19 one.

20 So over my last 41 years in
21 manufacturing, I've seen Philadelphia
22 change dramatically, especially in the
23 past 30 years where we continue to lose
24 manufacturing jobs. The manufacturing
25 plants were pouring down, turned into

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2 retail stores, apartments, condos,
3 destroying the -- helping to destroy the
4 industrial base.

5 That was the old news. Today,
6 I see a big change. I see the President,
7 the Governor, and the Mayor of
8 Philadelphia all really revitalizing
9 manufacturing and industrial sites. The
10 School District in particular -- I can
11 talk very well about that -- is investing
12 a tremendous amount of money in the
13 training. They've recently opened up two
14 welding training programs. I heard West
15 Catholic mentioned the other day. They
16 have actually started an industrial
17 program there, advanced engineering
18 technology program. Community College of
19 Philadelphia also has an advanced
20 manufacturing program that's being fairly
21 successful. I serve on the School
22 District's CTE program, which is the
23 Construction Trades Education Advisory
24 Board. I also serve on four of the
25 vocational-technical high schools

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2 advisory boards, along with community
3 colleges. It's definitely growing.

4 I heard the Councilwoman's
5 concerns about are we going to have the
6 skills. The money is being invested for
7 the skills to be there, but where are
8 those jobs going to be if we continue to
9 lose industrial sites? We'll be spending
10 the money to train these young people and
11 then sending them outside of the City for
12 jobs. I'm not sure how that's good for
13 the City.

14 PTR in particular continues to
15 grow at a fairly good pace. We currently
16 have 234 employees. We added 55 jobs, 55
17 good jobs this year. Fifty of them are
18 manufacturing jobs, union, ironworker
19 jobs here in the City. We're intending
20 to hire no less than 50 more in 2015. It
21 will put us pretty close to 300
22 employees.

23 We continue to grow. We
24 continue to advance. We're going to need
25 more space. We are working with the City

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2 currently on looking at an additional
3 site across the street from our plant
4 right on Sepviva Street, and we also are
5 working with a neighbor next door to rent
6 a part of a property from him. So our
7 growth continues. We will need to
8 continue to grow. We have a 100,000
9 square foot manufacturing plant and we're
10 bursting at the seams.

11 So I heard some of the
12 testimony about the large industrial
13 sites, but we're going to be in a large
14 industrial site. I'm hoping that it
15 continues to be here in the City since
16 we've been here since 1907. Still a
17 family-owned business, continue to do.

18 We really represent the City
19 well. We represent America well, and
20 industry is strong. Our pay is extremely
21 well - benefits, medical coverage, full
22 medical for the family paid 100 percent
23 by the company, pensions that are just --
24 defined pension plans, unheard of today,
25 very strong. We need to keep this base

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2 growing.

3 The School District is
4 investing the money. The City is
5 investing the money. PWDC has been doing
6 a wonderful job with PhillyWorks today, I
7 guess it's called, is doing a wonderful
8 job with us, helping us find candidates
9 to employ. They do some basic training
10 programs. We do a lot of in-house
11 training programs that they help us fund
12 a little bit, and it has just been a real
13 success story, but we need the growth of
14 it.

15 Retail stores are wonderful.
16 Condos are good. People need places to
17 stay, I understand that, and everybody
18 has a right to try and develop, but in
19 the right area. If you have
20 tractor-trailers running at 6 o'clock in
21 the morning to 8, 9 o'clock at night and
22 you're a resident next door, you're not
23 going to be too happy when we have 20 to
24 25 trucks a day that's just outgoing, not
25 counting the incoming freight.

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2 There's a tremendous amount of
3 residual jobs that are created that are
4 not necessarily employed right at our
5 company, for example. It's all the
6 support companies that we buy from in the
7 City that also deliver to us, produce
8 more and more jobs.

9 I think it's imperative that we
10 continue to grow the industrial part of
11 the City, along with the residential
12 areas, but in the right order. Mixing
13 them, especially the heavier industry
14 like PTR is, just won't work. It's going
15 to cause all kinds of problems, and you
16 as Councilmen are going to be getting a
17 lot of phone calls from your constituents
18 saying, Hey, I don't like this noise, I
19 don't like this situation I have. I
20 think that we can be good neighbors, so
21 long as we plan to be good neighbors and
22 we don't mix houses with the heavier
23 industry.

24 Thank you.

25 COUNCILMAN GREENLEE: Thank

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2 you, Mr. Fudala, and thank you for being
3 in the City for all these years.

4 Just a real quick question from
5 me, getting back to the educational
6 piece. Do you notice a lot of students
7 actually interested in these programs?
8 Has it grown, to your knowledge, and how
9 much has it grown into them actually
10 getting jobs, if you have some feel for
11 that?

12 MR. FUDALA: The answer is yes.
13 This past -- a couple months ago I
14 actually was one of the panelists at the
15 Governor's job summit that was held in
16 Pittsburgh, and I heard the same thing
17 really across -- really everywhere, all
18 across the state, is there's jobs there,
19 industrial jobs there. There are not the
20 skills to fill those jobs. So the
21 Councilwoman's concerns about that
22 earlier were actually pretty valid
23 concerns.

24 I think Philadelphia is doing a
25 great job getting ready for this. This

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2 Ben Franklin School is going to be just
3 terrific. PTR has robots. We've got
4 high-tech -- higher and higher
5 technology. It isn't what it used to be
6 when I was a young man, and it continues
7 to grow.

8 You have to be able to do
9 programming. You have to understand how
10 to do the programming on C&C equipment.
11 You have to understand how to do it on
12 the robots, and it's very sophisticated.
13 The support element of that is very
14 sophisticated. The schools are preparing
15 for that. They really are. It is -- you
16 have to put the horse before the cart.
17 So by the schools getting on board and
18 really getting those training programs
19 going, it will allow that base of very
20 talented young people to come in and do
21 these more advanced jobs than what our
22 forefathers were or what I started doing
23 years ago.

24 So we run a -- right now we
25 have a co-op program. We bring in

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2 between 12 and 15 young juniors and
3 seniors in high schools a year. We also
4 work with some of the colleges on
5 engineering. But these kids come in and
6 I'll tell you, you would be amazed at the
7 talent they have. You know, you think of
8 auto body, for example. Auto body,
9 you're thinking, Okay, the guy is going
10 to be fixing your car. Well, we have to
11 paint our product. We're working with
12 metal. It has to be a fine finish. It
13 goes in behind the stores. People see
14 this. They don't want something that
15 looks bad. So we've hired auto body
16 students to come in and become our
17 finishers and painters.

18 Electricians, same thing. We
19 bring them in from either Thomas Edison
20 High School or Mercy Vo-Tech, and they
21 work with our program. Welder
22 fabricators, we're working with Randolph
23 Skill Center, Edison High School.
24 Swenson just is getting going again on
25 their program. Dobbins has a program.

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2 Mastbaum has a program. So, yeah, I
3 mean, this is really turning out into
4 jobs. They come in as co-op students,
5 they make a pretty good pay. I've had
6 mothers come up to me and say, Jose is
7 the highest paid person in our household.
8 And he's going to continue to be. A
9 welder-fitter in our plant makes about
10 \$60,000 a year, with benefits probably
11 closer to 70. So it can be very
12 successful, a good living. You're not
13 going to get rich, but you're going to be
14 able to provide well for a family, be a
15 solid citizen.

16 COUNCILMAN GREENLEE: Terrific.

17 MR. FUDALA: They're the jobs
18 we need. Working at some of the retail
19 stores, no benefits, part-time work,
20 never a hope of getting full-time work,
21 trying to work two or three of those jobs
22 to support your family, that's a pretty
23 hard life, I think.

24 COUNCILMAN GREENLEE: Right. I
25 got you. I appreciate that.

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2 Councilman Squilla.

3 COUNCILMAN SQUILLA: Thank you,
4 Mr. Chair.

5 Gary, I have a couple
6 questions, because I know PTR is in my
7 district. The building you're talking
8 about that got remapped or rezoned, what
9 is the address?

10 MR. FUDALA: That's the --

11 MR. LUFF: Well, 2180, I guess
12 it is.

13 MR. FUDALA: Is it Sepviva?

14 MR. LUFF: East Venango.

15 COUNCILMAN SQUILLA: And by
16 rezoned, was it a variance through the
17 Zoning Board or was --

18 MR. LUFF: Yes. That's my
19 understanding. It went through. It was
20 an industrial building, two-story
21 industrial building that -- oh, by the
22 way, two of the three people that I
23 mentioned in my testimony in its
24 proximity are his building and ours, and
25 nobody knew about the zoning change until

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2 they started repurposing the building.

3 COUNCILMAN GREENLEE: Was it
4 posted?

5 COUNCILMAN SQUILLA: Is PRIDE
6 an RCO?

7 MR. LUFF: Yeah.

8 COUNCILMAN SQUILLA: They are?
9 If PRIDE is an RCO --

10 (Audience member speaking.)

11 COUNCILMAN GREENLEE: Sir, you
12 can't talk --

13 MR. LUFF: We're a NID.

14 COUNCILMAN SQUILLA: Would the
15 NID be interested in registering as an
16 RCO?

17 MR. LUFF: I think so, yes.

18 COUNCILMAN SQUILLA: Because
19 notifications go out to the registered
20 community organizations, and a lot of the
21 NIDs and BIDs throughout the City are
22 registered as registered community
23 organizations, so they would be notified
24 of every zoning change or application in
25 their district within their boundaries.

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2 So that may give you a good opportunity.

3 Plus there's a new plan coming out for --

4 I don't know if you heard about the 2035

5 plan where they're remapping the whole

6 City of Philadelphia. Starting, I

7 believe, in the new year, that area of

8 Port Richmond, Upper/Lower Northeast,

9 whatever they want to call it, in their

10 plan is going to be remapped also, and

11 you want to be a part of that process, of

12 the PRIDE being in that planning to make

13 sure your voice is heard during this

14 whole process, not just the community

15 groups and other RCOs, because they also

16 contact the RCOs, registered community

17 organizations, when they're redoing the

18 mapping throughout the City. They have

19 done some areas already, but I would

20 recommend -- and I'll have Sean from my

21 office reach out to the PRIDE to make

22 sure they register to become an RCO.

23 Because that's really important to be a

24 part of the process and understanding --

25 sometimes if you're not part of the

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2 process, you come in too late to fight it
3 and everything is already done. So we
4 want you to be part of that, because we
5 need your information and your knowledge
6 in order to move forward and also whether
7 to protect the properties for industrial
8 use or to maybe use it and still keep
9 light industrial if certain areas may not
10 still fit within the industrial
11 mechanism. That IRMX zoning may be
12 appropriate in those areas too.

13 So that's something -- but we
14 can get feedback from you, from the
15 PRIDE, and from other businesses around
16 that community. At least you have
17 representation.

18 So that would be my suggestion,
19 and so we need to keep that dialogue open
20 and communications open so that you're a
21 part of the process, and that's a very
22 important part of moving forward. Thank
23 God that parcel, that whole part of the
24 City, isn't done yet, but I'm thinking
25 the beginning of next year, 2015, they

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2 will start that process. Right now
3 they're doing Lower South Philadelphia.
4 So they're in that area. But then they
5 will -- and then once that's done, the
6 planning stage, it then comes to Council
7 for introduction. So then we would
8 introduce the whole remapping area once
9 the community input and all the processes
10 is done through the Planning Commission,
11 the people that were here before you, and
12 then present it to us and then we
13 introduce that. That will be a new
14 mapping, remapping that whole area.

15 MR. LUFF: Thank you.

16 COUNCILMAN GREENLEE: Thank
17 you, Councilman.

18 Thank you both. Thank you for
19 all you're doing in the City.

20 Ms. O'Connell, who is next?

21 THE CLERK: Thomas Dalfo and
22 Stephen Jurash.

23 COUNCILMAN GREENLEE: If you
24 can both approach.

25 (Witnesses approached witness

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2 table.)

3 COUNCILMAN GREENLEE: Thank you
4 for your patience. We have both of your
5 testimonies here, so they will be made
6 part of the record. So if you just
7 summarize and then be available for any
8 questions, comments, please.

9 Whoever would like to go first.

10 MR. JURASH: Hi. I'm Steve
11 Jurash. Good morning, Chairman Greenlee,
12 members of the Committee of Rules. My
13 name is Stephen Jurash. I'm President
14 and CEO of the Manufacturing Alliance of
15 Philadelphia, a trade association for the
16 more than 1,100 manufacturing companies
17 in Philadelphia, and I'm here in support
18 of the resolution. I also want to thank
19 Councilman Henon. This has been a battle
20 I've been fighting for 14 years to try
21 and protect our industrial land, and I'm
22 glad it's finally getting some good
23 traction. So thank you, Councilman, for
24 your efforts.

25 In September 2007, I produced a

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2 White Paper for the Urban Industry
3 Initiative, entitled "Industrial Land
4 Use - Preservation for the Future," which
5 provided a snapshot of industrial land in
6 Philadelphia and compared it with nine
7 other U.S. cities - Newark, New York,
8 Baltimore, Boston, Pittsburgh, Cleveland,
9 Indianapolis, Chicago, and Minneapolis -
10 all cities facing similar pressures upon
11 their industrially zoned land. The study
12 was done because this city was beginning
13 to lose its industrial land and with it,
14 not only a significant reduction in an
15 already important tax base, but the
16 foundation for a living wage for the
17 City's poor neighborhoods.

18 Back in 2007, Philadelphia's
19 industrial land was firmly in the sight
20 of developers, anxious to convert
21 relatively inexpensive industrial land
22 into commercial or residential land in
23 order to reap huge profits. The ensuing
24 Great Recession ended this for a time,
25 but with the improving economy, our

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2 industry land today has once again come
3 under attack.

4 For every acre of industrial
5 land we lose, we lose the opportunity to
6 provide a family-sustaining wage to our
7 residents. These jobs, most of which
8 require only a high school diploma,
9 provide an average annual wage of \$54,734
10 a year, including benefits, according to
11 the 2012 Bureau of Labor Statistics'
12 report on the Philadelphia market. This
13 alone should give us pause in how we view
14 the value of this scarce and valuable
15 resource.

16 As this pressure on our
17 industrial land grows, those
18 manufacturing companies which we
19 represent are growing increasingly
20 concerned about their ability today and
21 in the future to expand their operations.
22 If a company needs to grow and enlarge
23 its footprint, the last thing we want is
24 for them to encounter either opposition
25 to this expansion or the inability to

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2 find the land needed for expansion. When
3 this happens, many of them will do
4 something they never would have
5 considered before. They'll look and find
6 opportunities that exist outside the City
7 of Philadelphia. Unfortunately, we've
8 already lost hundreds of manufacturing
9 jobs for these very reasons.

10 Then there are those companies
11 who would consider Philadelphia an ideal
12 location for which to manufacture their
13 products for a variety of motivations,
14 like proximity to markets, central
15 location or availability of supply chain.
16 For them, Philadelphia would most likely
17 be rejected as a viable location if in
18 their research they discovered that the
19 industrially zoned area they might occupy
20 held no guarantee that at some future
21 time they would end up with a day care
22 center or residential tower near their
23 facility due to rezoning or variance.

24 Today, in 2014, as in 2007 when
25 our White Paper was published, many of

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2 the conditions remain the same. First
3 and foremost, the City of Philadelphia
4 must recognize the value of the
5 industrial sector, a recognition which
6 would be affirmed by a zoning strategy
7 that protects industrial land. This was
8 certainly a key finding in the Mayor's
9 Manufacturing Task Force. This
10 protection would not only preserve land
11 for present-day use, but for future as
12 well and assert the importance of the
13 industrial sector in terms of
14 Philadelphia's long-term economic growth.

15 A key component of this
16 recommendation is protection for needed
17 industrial land, protection being defined
18 as a safeguard from rezoning and
19 variances and infringement by other types
20 of land uses, as well as thorough
21 consideration of the impact mixed uses
22 might have; in other words, the law of
23 unintended consequences. In addition,
24 the establishment of strong industrial
25 districts will create and promote

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2 incentives for businesses to remain and
3 to relocate in Philadelphia.

4 Thank you.

5 COUNCILMAN GREENLEE: Thank
6 you.

7 Mr. Dalfo.

8 MR. DALFO: Good morning,
9 Mr. Chairman and members of the
10 Committee. Thank you for having me speak
11 here today. My name is Tom Dalfo and I
12 represent PIDC, and I'll be real brief.

13 Since our founding 56 years
14 ago, PIDC has closed more than 6,000
15 transactions involving real estate and
16 financing, an enormous percent of which
17 have focused on the industrial sector.
18 Put another way, we were into industrial
19 way before it was cool.

20 But I won't repeat the summary
21 statistics of my colleagues. Suffice it
22 to say, we support industrial. It's been
23 an important part of the portfolio of
24 efforts and activity that PIDC has
25 undertaken since our creation.

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2 And I would also reiterate what
3 my colleagues have said previously, is
4 the importance of industrial jobs. One
5 of the things to note about industrial
6 jobs is that industrial jobs are really
7 neighborhood jobs. There's almost no
8 industry in Center City, in University
9 City. That's two large employment
10 centers in Philadelphia. Nearly one --
11 actually, more than one in three
12 industrial jobs of all jobs in the
13 neighborhoods are industrial jobs. Let
14 me repeat that. More than one in three
15 jobs in the neighborhoods are industrial,
16 very much a neighborhood issue for the
17 preservation of industrial land.

18 I would also like to note that
19 this hearing is very timely. After
20 seeing decades of erosion of industrial
21 activity in Philadelphia certainly and
22 the United States in general, we've seen
23 in the past several years a change, and
24 the changes occurred for a couple
25 different reasons. International

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2 corporations are looking to reevaluate
3 their supply chains. Unrest overseas,
4 natural disasters have caused supply
5 disruptions, made companies realize that
6 having all of your production facilities
7 in the Far East or another low-cost
8 location is a problem. If there's a
9 disruption, you can't get your goods to
10 market and you have disruption, that
11 jeopardizes your business. So we're
12 seeing companies reevaluate reshore,
13 bringing things back to the United
14 States, something that would have been
15 unheard of only a few years ago, but
16 we're seeing it more and more.

17 In addition, I would say the
18 relatively recent development of domestic
19 energy supplies that aren't subject to
20 some of the issues that we've seen from
21 oversea sources is a tremendous
22 opportunity for Philadelphia;
23 specifically, the development of the
24 Marcellus Shale gas formation just a
25 hundred or so miles from Philadelphia.

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2 Really those things come together to do a
3 couple things that really put
4 Philadelphia on the edge of a new
5 industrial renaissance.

6 However, that's not something
7 that's guaranteed. As we talked before,
8 people talked about workforce readiness
9 was very, very important. One of the
10 things, one of the critical things, that
11 we need to have is that we have
12 industrial sites and industrial buildings
13 available when the opportunities come
14 along. And if we have industrial sites
15 that are hard to acquire or expensive to
16 acquire, it's not a zero-sum game. We're
17 sitting here in a competitive
18 environment. When somebody is
19 considering Philadelphia either as their
20 home and expanding or locating to the
21 City, they're looking at other
22 alternatives. If we're hard to develop
23 in for an industrial use, then that's
24 going to be a problem. That's going to
25 tilt the scale in favor of another

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2 location.

3 So preserving industrial
4 districts, trying to keep out disruptive
5 uses, which are important uses, they just
6 need to occur in the locations that
7 they're designed to occur. Industry in
8 many cases needs to be buffered. Prior
9 people who testified talked about modern
10 industry is very different, and that's
11 very, very true. It is not as intensive
12 or have spillover impacts as much as it
13 did in years past, but that said, it
14 still often needs to be separated from
15 non-industrial uses. And if those uses
16 come in, they compromise the certainty
17 that's necessary for industrial companies
18 to make very sizable investments into
19 properties. Without that certainty,
20 they'll look elsewhere, as Mr. Jurash had
21 indicated, and I think that really runs
22 the risk as we're looking at a new
23 national industrial sort of reemergence,
24 that we'll sit on the sidelines instead
25 of being front and center, which is

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2 really where I think the City has a true
3 opportunity to be.

4 Thank you for your time. I'm
5 happy to answer any questions you may
6 have.

7 COUNCILMAN GREENLEE: Thank
8 you.

9 Are there any questions,
10 comments at all?

11 Councilman Henon.

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

14 Gentlemen, thank you for coming
15 in. Let me start with Mr. Dalfo. So
16 we've heard earlier this morning from
17 other folks who have testified about how
18 much land we have. How much land do we
19 have? Again, I know it's worth
20 repeating, industrial land.

21 MR. DALFO: I guess the
22 latest --

23 COUNCILMAN HENON: And you can,
24 I'm sure, break that down from active and
25 vacant. Maybe not here today.

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2 MR. DALFO: Actually, I can't
3 do that. What I can tell you is that the
4 Planning Commission's estimates are that
5 we have about 17,600 acres of
6 industrially zoned land in the City, and
7 the industrial land strategy and
8 subsequent sort of analysis indicate that
9 that's more land than is necessary. So
10 some of the land can come out of the
11 industrial inventory. And I think to
12 reiterate what some other folks have
13 said, not every industrial acre is
14 sacred. Some can go. Some should go,
15 and we recognize that. That was part of
16 the impetus for the study, because we
17 felt when we would analyze things and
18 we'd come before Council or come before
19 the Zoning Board of Adjustment, that the
20 Planning Commission, the Commerce
21 Department, PIDC would be better served
22 if we didn't sound like a broken record.
23 If we had to protect every acre of
24 industrial land, then it sort of would
25 mute the impact of our analysis. So we

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2 went through the analysis to figure that
3 out.

4 So 16,000 acres, give or take,
5 is probably the optimal amount to address
6 industrial needs for the foreseeable
7 future. The issue with that, however, is
8 the right acres have to be protected, and
9 part of the challenge that we face is
10 that the land that's attractive to an
11 industrial user in an industrial district
12 is also attractive to non-industrial
13 users who want to get into that district
14 because it has good locational
15 attributes, it's got some scale, it's got
16 good traffic, access. So whether it's
17 retail or residential, sort of the issue
18 is, we can scale back the industrial
19 acreage, but even if you scale back, that
20 won't eliminate conflict, because some of
21 the acres that are good for industrial
22 are also attractive to these other uses
23 and they're going to continue to compete
24 for them, and we'd love to see some
25 mechanisms put in place to help make that

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2 more of a challenge than it may already
3 be, because once these industrial
4 properties go, they don't come back to
5 industrial. It's pretty rare. There's
6 only been a handful of zoning from
7 non-industrial land to industrial land,
8 one of which was a key one that this body
9 approved earlier this year that supported
10 the Dietz and Watson transaction. So it
11 can happen when there's a compelling
12 project, but I'd say that as good as a
13 project that turned out to be, that
14 really ought not be our model for how we
15 do industrial development and activity,
16 because that one took an enormous amount
17 of effort and cooperation amongst a whole
18 host of people in the public sector, all
19 of which should be applauded. But if
20 that's the routine, then people who
21 aren't as committed to the City like
22 Dietz and Watson will look elsewhere.

23 COUNCILMAN HENON: Which leads
24 to the more comfort of predictability for
25 businesses, not only that we need to

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2 attract but for businesses that need to
3 grow. I mean, they got to know.

4 So what are the characteristics
5 of Philadelphia's industrial land that
6 set us apart from other cities? Are
7 there?

8 MR. DALFO: I'd say we have
9 the --

10 COUNCILMAN HENON: Location,
11 proximity to all of the means of
12 transportation, including public transit.

13 MR. DALFO: I think good
14 industrial land characteristics are
15 probably common amongst urban areas. So
16 the ones that we have, we have the zoning
17 and the entitlement in place. That's
18 important.

19 There's a series of
20 transactions that happened a couple of
21 years ago where a large suburban company
22 made a decision to purchase real estate.
23 They did not move forward with the
24 project, but the reason they made the
25 decision to purchase a large industrial

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2 parcel in the City was I think in the end
3 ultimately the result of the zoning was
4 in place to support it. It's tough to
5 get by-right industrial zoning in the
6 region. The suburban communities have
7 smaller scale industrial bases and
8 they're a little bit more challenging.

9 So I think having this
10 entitlement in place, having the zoning
11 saying you can do these things here
12 by-right, not with a variance, not with a
13 special exception, not with a permit,
14 most investors, most developers do not
15 want to go through that process. They
16 want to understand the certainty, and
17 that they'll play by the rules if they
18 understand what those rules are. So
19 that's an important piece.

20 The scale of many parcels,
21 that's a little bit of a challenge in the
22 City, but we've been able to sort of
23 cobble together and acquire parcels that
24 have enough scale for modern industry.
25 The pricing, the pricing has to be good.

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2 And I think the key part is that its
3 access -- it has good infrastructure and
4 is accessible to labor. And I think when
5 you put those together, Philadelphia
6 starts to rise in terms of having a suite
7 of attractive features that make us
8 compare well to some of the surrounding
9 markets.

10 COUNCILMAN HENON: I think you
11 touched on infrastructure. I mean, to
12 somebody's front-end costs, that's got to
13 be invaluable, the access to the
14 infrastructure that we have here in the
15 City.

16 MR. DALFO: Yeah. In some
17 suburban communities and other
18 jurisdictions, they can't have a
19 conversation with a manufacturer because
20 they don't have the water and wastewater
21 treatment capacity. We have that all day
22 long. We're in good shape that way.
23 When somebody comes in and says, I need
24 to use a million and a half gallons of
25 water a day, the Water Department can

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2 supply that in a heartbeat. Not an
3 issue. And they can handle the
4 wastewater treatment as well if treated
5 appropriately.

6 So those are important features
7 that in another community that might be
8 very welcoming, that would mean they have
9 to go and do a \$30 or \$50 million
10 expansion of their water and waste
11 treatment facilities, which many
12 communities are reluctant to do, or
13 they're trying to preserve much of that
14 for projected residential growth. We
15 have the luxury of a system that's able
16 to handle a lot more activity than we
17 had. We rarely bump up against those
18 limits related to infrastructure.

19 COUNCILMAN HENON: Thank you.

20 COUNCILMAN GREENLEE: Thank
21 you, Councilman.

22 Okay. Thank you both. Thank
23 you for your patience, hanging in there.

24 (Thank you.)

25 COUNCILMAN GREENLEE:

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2 Ms. O'Connell, who else do we have here?

3 THE CLERK: Richard Gorodesky,
4 Anne Fadullon, Andrew Sharp.

5 (Witnesses approached witness
6 table.)

7 COUNCILMAN GREENLEE: Is
8 Mr. Sharp not here?

9 THE CLERK: Mr. Sharp is not
10 here, so Joe Grace.

11 COUNCILMAN GREENLEE: Joe
12 Grace. Mr. Grace, if you could come up
13 too.

14 Mr. Gorodesky, Ms. Fadullon,
15 both of you we have your testimony, so
16 that will be made part of the record, if
17 you can just then make your statement,
18 whoever would like to start.

19 Joe, why don't you come up too.

20 (Witness approached witness
21 table.)

22 MR. GORODESKY: Good morning --
23 or good afternoon, Councilman Greenlee
24 and fellow members of the Rules
25 Committee. Thank you for inviting me

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2 here today. My name is Richard
3 Gorodesky. I'm Senior Vice President at
4 Colliers International, a commercial
5 industrial real estate broker
6 specializing in the industrial real
7 estate sector. Thank you for the
8 opportunity to summarize my testimony.
9 I'm going to try and skip some of the
10 things that were already discussed here.

11 COUNCILMAN GREENLEE: Thank
12 you.

13 MR. GORODESKY: And we'll get
14 through that and maybe we'll get to some
15 of the questions and answers.

16 COUNCILMAN GREENLEE: Thank
17 you.

18 MR. GORODESKY: I do want to
19 talk about some of the most -- which of
20 the following generates the demand for
21 the manufacturing and the industrial real
22 estate located in the City? Do you think
23 it's new companies starting up? Do you
24 think it's companies that are located
25 outside of the eight-county region -

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2 Bucks County, Montgomery County, even
3 South Jersey? Are they coming into
4 Philadelphia? Do you think it's
5 companies coming to the City from other
6 parts of the country? No. It's coming
7 from companies already located in the
8 City, relocating from one building to
9 another building, by far is the highest
10 generator of demand.

11 What do these companies look
12 for? They look for proximity to their
13 existing employees, which are in the
14 neighborhoods. They look for proximity
15 to the decision-makers' home, and they
16 look for a setting that is conducive to
17 the traffic flow and traffic patterns
18 that are required by the nature of their
19 operation, and if it's possible, they
20 look for the ability to expand without
21 having to relocate.

22 Let me talk about some recent
23 transactions that happened within the
24 past 12 months. You may or may not be
25 aware of a company called AGAS

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2 Manufacturing. I think it's in
3 Councilman Henon's district. They're at
4 2701 East Tioga Street. They recently --
5 they were a tenant in a building and they
6 needed to grow. They're a manufacturer
7 and distributor of flags, and they bought
8 a 130,000 square foot building on Tioga
9 Street. They could have had their lease
10 end and they could have moved, but they
11 chose to stay.

12 A company called Rush Order
13 T's, they're in the Far Northeast part of
14 Philadelphia. They were leasing a 25,000
15 square foot building and they are
16 relocating to a 63,000 square foot
17 building on Commerce Way, formerly
18 occupied by Reco. You may remember Copy
19 Quick. It was a vacant building.

20 Northeast Building Products, I
21 think we're all familiar with them.
22 They're a manufacturer of windows and
23 doors. They recently purchased 327 Chew
24 Avenue, which was a Cardone building.
25 It's a 170,000 square foot building. So

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2 they're keeping what they have and are
3 expanding into another building in
4 another neighborhood.

5 A smaller company called Riley
6 Moving and Storage, they purchased a
7 building at 9800 Ashton Road, which is
8 the road that leads into the airport.
9 That building is 24,000 square feet.
10 They're relocating from a building that
11 they leased on Torresdale Avenue that was
12 10,000 square feet. So they're growing
13 and they're staying and they're buying.

14 We talked about Dietz and
15 Watson, but what's really sort of
16 interesting about Dietz and Watson is, as
17 you may -- I'm sure you remember,
18 probably five, six years ago that very
19 site was looked at very heavily by
20 Walmart and some other retailers that
21 would have gone right along with them.
22 In fact, there was a prominent developer
23 that had it under contract, and then the
24 deal went south for a variety of reasons.
25 The market changed. It never happened.

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2 At the time, Dietz and Watson was
3 expanding. They went to New Jersey.
4 Unfortunately, they had a fire in that
5 building that caused them to get back in
6 the market. Going forward to today, the
7 opportunity was there at this time
8 because the retail deal didn't happen,
9 and now we have a brand new \$240 million
10 investment being made right on Tacony
11 Street, and Dietz and Watson is going to
12 expand and they're going to stay and
13 they're sinking their roots even deeper
14 into the City.

15 Another example is Lannett.
16 Lannett has occupied three different
17 buildings in Northeast Philadelphia.
18 Last December, a year ago, they purchased
19 the former IRS building, 11501 and 601
20 Roosevelt Boulevard, Northeast
21 Philadelphia. Those two buildings,
22 another great example, those two
23 buildings were bought by a shopping
24 center developer several years ago.
25 Unfortunately for them, they were not

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2 able to get zoning. Even though through
3 their best efforts they wanted to have it
4 rezoned to retail, it didn't happen.
5 They lost the building. The building was
6 then put back on the market and it was
7 sold to Lannett, who was going to be
8 moving into the two buildings, 650,000
9 square feet, pharmaceutical
10 manufacturing. So if that had gone
11 retail, it would have been another
12 shopping center.

13 What do all these companies
14 have in common that I've just talked
15 about? They're companies that were
16 already located in Philadelphia and they
17 all needed to expand.

18 Industrial companies do not
19 like to move far from their existing
20 employee base. They also like to stay
21 near major highways, particularly I-95,
22 when it's not under construction. I had
23 to say that. It wasn't in my testimony,
24 but I had to add that. Or Route 1.

25 Like these recent examples,

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2 companies seeking to lease or purchase
3 industrial facilities in Philadelphia
4 generally come from other locations in
5 Philadelphia. What happens to the
6 buildings that they vacate? Usually
7 they're sold or leased to other smaller
8 companies that are, in turn, moving up
9 and then made available now for them to
10 move into, and sometimes they are
11 converted into other adaptive reuses.
12 Charter schools are a perfect example.

13 About five or six years ago,
14 Bensalem created a river district, which
15 was originally drafted as a rezoning to
16 residential, not an overlay, but a rezone
17 to residential. So if you were an
18 industrial occupant and you moved out of
19 the building in that zone, it was
20 automatically by-right converted to
21 residential zoning. The owners sued the
22 township, and ultimately it was changed
23 to an overlay, combining industrial,
24 residential, and commercial uses. So
25 far, just one property is being developed

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2 to residential, which happens to be a
3 60-acre former Pennwalt site on State
4 Road near Station Avenue. That's known
5 as Waterside.

6 Let's talk about broadening, I
7 guess, manufacturing to include the port,
8 which is more distribution. As you may
9 or may not know, the port of Philadelphia
10 has reported five consecutive years of
11 double-digit growth, and it's the number
12 one importer of perishables in the United
13 States. Eighty percent of the cocoa
14 beans that come into the United States
15 come in through the port of Philadelphia.

16 The Delaware River channel is
17 being deepened to 45 feet, and that's now
18 60 percent complete and it will be 100
19 percent complete by 2017. That will
20 drive even more business to our ports and
21 higher demand for warehousing space.

22 Tioga Marine Terminal just
23 signed a company called Fibria, which is
24 bringing 350,000 tons of paper onto that
25 port, and that generated significant rail

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2 infrastructure investments. It's a
3 beautiful thing. We also had 180,000
4 cars come through the port in
5 Philadelphia last year alone.

6 So what types of industrial
7 sectors are strong in the City? Here are
8 a few examples:

9 Food distribution. Think about
10 Quaker Valley Foods, Kings Seafood;
11 pharmaceutical manufacturing and
12 distribution like Lannett; helicopter
13 rotor manufacturing. We talked about
14 Agusta; automotive parts remanufacturing,
15 like Cardone; paper converting, like Case
16 Paper or Paperwork Industries.

17 Do you notice any similarities
18 among these names? No. There are no
19 similarities. That's the point. The
20 thing that I hope jumps out at you when
21 you think about the industrial and
22 manufacturing base in Philadelphia is
23 diversity. Diversity. That is and has
24 always been the strength of
25 Philadelphia's industrial and

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2 manufacturing core. Unlike places like
3 Seattle, which has a huge dependence on
4 one company, Boeing, or Detroit, which is
5 now finally beginning to wean itself off
6 of its historical dependence on the auto
7 industry, unlike these cities,
8 Philadelphia has diversity. And just
9 like any investor understands, a diverse
10 portfolio protects the assets from the
11 wild market swings that affect so many
12 other parts of the country. Philadelphia
13 has always been able to sustain its
14 economy through the inevitable downturns
15 because of this diversity. Steady Eddie
16 and a good industrial balance which
17 trickles down to steady, good-paying jobs
18 that stay here for the long term.

19 To some, the perception of
20 industrial real estate is smokestacks,
21 derelict properties, too many trucks, too
22 much noise, too much odor. In reality,
23 the industrial sector is one of the most
24 sought-after segments of all commercial
25 real estate by institutional investors.

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2 The industrial sector is a producer of
3 good-paying jobs, and it's a creator of
4 new businesses that grow and put roots in
5 the City's neighborhoods, which tends to
6 make it difficult for them to relocate to
7 the suburbs.

8 Think back to the year 2007 at
9 the height of the last real estate boom,
10 similar to what we're seeing now. At
11 that time, there was a movement to allow
12 residential development on much of our
13 industrially zoned properties. Only the
14 market with its inevitable
15 self-correction in 2008 put a halt to
16 that ill-advised plan. Let's take a
17 lesson from history and not make the same
18 mistakes.

19 COUNCILMAN GREENLEE:

20 Ms. Fadullon.

21 MS. FADULLON: My name is Anne
22 Fadullon and I'm President of the
23 Building Industry Association. I'm here
24 to represent the home building industry
25 in the region.

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2 First, I want to thank
3 Councilman Greenlee and the members of
4 the Rules Committee for allowing us to
5 testify today and taking on this
6 important issue. I particularly want to
7 thank Councilman Henon for his leadership
8 and the great work that he did with the
9 Dietz and Watson project. That's
10 fabulous.

11 Even though I represent the
12 region's home builders, I'm not here to
13 recommend that we rezone the whole City
14 residential. I just want to make that
15 clear. In fact, quite the contrary.

16 COUNCILMAN GREENLEE: That
17 wouldn't be a popular position today.

18 MS. FADULLON: Quite the
19 contrary. I think we in the residential
20 home building industry realize that
21 probably the best thing for our industry
22 is a well-employed workforce, and in
23 order to do that, we need to promote as
24 much job creation as we can in the City
25 of Philadelphia, and beyond that, we need

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2 to make sure that the jobs that we are
3 creating are those that provide a livable
4 wage with decent benefits.

5 So we are here to support
6 industry in the City of Philadelphia.
7 Obviously we do think that there are some
8 changes that have occurred in the City in
9 the way business gets done, where we feel
10 that some potential rezoning of
11 particularly ICMX properties may make
12 sense in certain neighborhoods and
13 certain communities, but we could not be
14 more supportive of the creation of
15 industry and the further development of
16 any type of job creation that happens in
17 our city.

18 Thank you.

19 COUNCILMAN GREENLEE: Thank
20 you. Thank you for your brief testimony.
21 I appreciate that. Thank you.

22 Mr. Grace.

23 MS. FADULLON: I've been here
24 before.

25 COUNCILMAN GREENLEE: Yeah.

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2 MR. GRACE: Mr. Chairman, I'll
3 try to -- I don't think I can beat Anne,
4 but I'm going to try. I'm Joe Grace.

5 COUNCILMAN SQUILLA: Thank you.

6 COUNCILMAN GREENLEE: Thanks
7 for coming, Joe. I appreciate it.

8 MR. GRACE: I'm the Director of
9 Policy at the Greater Philadelphia
10 Chamber of Commerce. Thanks for the
11 opportunity to be here today to testify
12 on the resolution looking at the
13 preservation and the development of
14 industrial land.

15 Just a few points that we
16 thought it was important to come over and
17 testify. We don't want to -- as others
18 have done, we want to commend Councilman
19 Henon and the Mayor's Manufacturing Task
20 Force for the work in this really
21 important area of trying to revive
22 manufacturing in the City. We're
23 conducting a campaign right now, as I
24 think all of you know, called a Roadmap
25 for Growth in which we're trying to

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2 examine ways to promote job creation and
3 growth in our city, and one of the things
4 we've already studied is looking at the
5 jobs and population in our city. And as
6 we lost several hundred thousand jobs
7 over the last 30 years, many of them
8 manufacturing jobs, we've gained some
9 service-industry jobs, not several
10 hundred thousand. But as a result of
11 losing manufacturing jobs, gaining some
12 service-industry jobs, income is very
13 flat in the City right now. We rank 24th
14 out of 25 cities in the country on median
15 income. That's because manufacturing
16 jobs pay more family-sustaining wages
17 than service-industry jobs do. So it's
18 an important indicator to think about as
19 we try to revive the manufacturing
20 industry. You can have a big impact, not
21 only on job creation but on income as
22 well.

23 All I want to say in addition
24 to that is that we really do support a
25 revived manufacturing base. We support

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2 the idea of creating an energy hub here
3 in the City. And I want to incorporate,
4 if I could, our testimony from our
5 President last Thursday at the Council
6 hearing on the energy hub to specifically
7 just make two points from that testimony.

8 We proposed a series of action
9 steps. One of them you're undertaking
10 here today, that Council should carefully
11 consider preserving by-right zoning in
12 industrial corridors, particularly along
13 the Lower Schuylkill waterfront and the
14 Delaware waterfront. These locations are
15 so close to rail lines, ports, and
16 highways. We think it's vital and could
17 be vital to helping to attract energy
18 companies to Philadelphia to preserve
19 these tracts for industrial zoning.

20 The only other thing I'd
21 mention from that testimony,
22 Mr. Chairman, is that we noted that
23 according to the American Petroleum
24 Institute, the jobs being created by the
25 oil and gas industry in Pennsylvania are

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2 at about 102,000 jobs as of a year ago.

3 They're projected to go to 220,000 jobs

4 by 2020. That's 100,000 more jobs. The

5 goal for all of us, of course, is to try

6 to get a goodly number of those jobs here

7 in Philadelphia. We think preserving

8 land for industrial zoning to attract

9 these kind of companies is a step in that
10 direction.

11 Thank you.

12 COUNCILMAN GREENLEE: Thank
13 you.

14 Just a quick question from me,

15 Mr. Grace, and you may have said this.

16 I'm not sure. Is the Chamber involved

17 with the Administration, working with the

18 Administration on these kind of things as

19 far as the zoning and figuring out the

20 right fit for the number of industrially

21 zoned land?

22 MR. GRACE: Well, I would say

23 two things. One, we definitely

24 participated in the Mayor's Manufacturing

25 Task Force. Tom Moore from Select

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2 Greater Philadelphia participated
3 throughout. We have a new head of Select
4 Greater Philadelphia, Matt Cabrey, who
5 already is participating in these
6 discussions with PIDC. So the answer
7 would be a definite yes.

8 We also want to work with City
9 Council. Very briefly, the Councilman,
10 Councilman Henon, introduced a bill
11 yesterday to expand the Job Creation Tax
12 Credit, particularly as it applies to
13 manufacturing. Not to jump ahead of
14 ourselves, but we will support that bill.

15 COUNCILMAN GREENLEE: Okay.

16 Thank you.

17 Councilman Henon.

18 COUNCILMAN HENON: Thank you,
19 Mr. Chairman.

20 And, again, thank you for your
21 testimony. I want a little clarity,
22 although I appreciate all the accolades.
23 A deal like Dietz and Watson doesn't get
24 done by one person alone. So as Tom
25 Dalfo had mentioned, what we're trying to

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2 do here is to avoid a job-by-job
3 situation, to try to set a framework down
4 where everybody is included at the table,
5 and I appreciate working and the work
6 that you do with your group. I think
7 your input is critical, because there are
8 some things that we still need to flesh
9 out, but for the interest of jobs and
10 preservation, just your approach here I
11 think is important, especially when it
12 comes to ICMX, its intent, its purpose,
13 and how we move forward.

14 I do have one quick question
15 for you. When you take a look at or one
16 of your members takes a look at a
17 prospective site in mind and it happens
18 to be zoned industrial in some form or
19 fashion, what do you guys -- so what
20 happens from there when they move forward
21 or what do we need to do?

22 Let me ask the question a
23 little different. So as you know, this
24 is important to all Philadelphians and
25 it's important to you and all of our

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2 members. As we move forward with this,
3 it would be great to continue to have an
4 open dialogue and conversation as a
5 situation -- if a situation arises where
6 industrial comes into play.

7 MS. FADULLON: Right. So
8 essentially what happens is, most of our
9 members obviously are opportunistic and
10 they tend to go where they feel that
11 they're going to be economically
12 successful in producing a project. And
13 so they probably are interested mostly in
14 areas where there's already activity,
15 residential activity occurring, where
16 they think there's going to be a strong
17 market. And so typically they would look
18 for something, again, where there's
19 already a strong residential market.
20 We're not as adventurous as some of even
21 my own members would like to spout that
22 they are. And you look at that, and then
23 you have to sort of balance it. If it
24 isn't something that's already zoned
25 residential or what you are interested in

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2 using, what's going to be the cost for
3 you to get through the approvals process.
4 And while the BIA was a big supporter of
5 having the new Zoning Code and there's a
6 lot of great things in the new Zoning
7 Code, I think there's also things as we
8 we're going through the process that we
9 realize that could be tweaked or amended,
10 and I do think that a slow pace of the
11 remapping is a really big issue. And
12 with the input -- and we also are not in
13 a situation, I think, where there's sort
14 of a real understanding of the Code and
15 how it's tied to the remapping and then
16 the variance process, where as we have --
17 unfortunately, more and more of our
18 members and I think even for the
19 community and the City is, you're getting
20 support from an RCO, you're getting
21 support from a Councilperson, but the ZBA
22 may say yea or nay.

23 So I think the lack of surety
24 and the lack of transparency some bit in
25 that process is troublesome, not just for

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2 residential developers, to be honest with
3 you, but I think for anybody trying to do
4 development in the City. And so I think
5 while we're having conversation about
6 specific issues and specific things, I
7 think there is probably a need to take a
8 little bit of a broader look at how we
9 could really promote development and
10 investment in the City on a broader base.

11 COUNCILMAN HENON: And I agree,
12 and one of my questions was how is the
13 remapping going, but you kind of answered
14 it, and I'm glad you're a part of the
15 process, because sometimes timing is
16 critical, and now is the time while the
17 remapping is taking place and people are
18 having these conversations, especially
19 publicly.

20 Rich, I got a question or two
21 for you, and, Anne, feel free to jump in.
22 So one would think -- is it fair for one
23 to think that somebody who is a landowner
24 of an industrial property to sit on it,
25 more or less, I guess -- is it an

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2 incentive for somebody to sit on a piece
3 of land that's zoned industrial because
4 they think that the higher and best use
5 would be commercial?

6 MR. GORODESKY: That's a
7 question that really can't be responded
8 to on a blanket basis. It's completely
9 case by case, neighborhood by
10 neighborhood, almost corner by corner.
11 It could have a different answer.

12 COUNCILMAN HENON: And are
13 there other considerations and costs than
14 just the purchase of the land, like
15 infrastructure? Is there a better use of
16 industrial land with the infrastructure
17 that it has as opposed to a commercial or
18 mixed use?

19 MR. GORODESKY: I sort of heard
20 two questions there. You talked about
21 other factors besides the cost, which I
22 started thinking about the cost of
23 stormwater remediation, but I don't think
24 you want to go there, unless you do.
25 Then we can talk about that. I think

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2 you're wondering about the highest and
3 best use of a --

4 COUNCILMAN HENON: Just the
5 highest use.

6 MR. GORODESKY: Again --

7 COUNCILMAN HENON: Because I
8 think best use would be discretionary,
9 could be a little discretionary.

10 MR. GORODESKY: It's too hard
11 to answer. If you take a building in the
12 Philadelphia Industrial Park, Byberry
13 East tract, let's say, Holt's, 50,000
14 square foot distribution building, that's
15 not going to be converted to residential.
16 There's no demand there. It's an
17 industrial park, and it's always going to
18 be an industrial building for as long as
19 we can see.

20 If you look at a building like
21 2200 East Venango that was sold recently
22 and was always an industrial building,
23 then it was converted, that's a good
24 example, because that was a two-story
25 building. The building was on the market

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2 for probably two years. The physical
3 characteristics of the building were such
4 that it became less attractive as an
5 industrial use, and the market at the
6 same time was creeping up northward. And
7 it's probably a stretch and you would
8 know, it's going now into a market that
9 is sort of a new frontier for
10 residential. And whether it works or not
11 remains to be seen, but one thing I do
12 know is that I've been in this business a
13 long time. Markets do what they do.
14 They change.

15 And going back to the
16 diversity, it's so important to have a
17 diverse industrial base, because it's
18 predictable. Companies, as someone
19 earlier testified, companies love
20 predictability and stability, and without
21 that, it makes it very difficult to plan
22 and grow.

23 COUNCILMAN HENON: That's been
24 consistent from what I've been hearing
25 over the last several years, especially

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2 when there is a resurgence and a
3 potential boom with some industry. So
4 having a designated district in
5 Philadelphia makes -- it appears to make
6 it a little more desirable in attracting
7 new business.

8 MR. GORODESKY: Yes.

9 COUNCILMAN HENON: Thank you
10 all. I appreciate it.

11 COUNCILMAN GREENLEE: Thank
12 you.

13 Councilman Squilla.

14 COUNCILMAN SQUILLA: Thank you.

15 And I wanted to ask you a
16 question, because obviously the purpose
17 of the Zoning Code was to try to limit
18 the number of variances, the change in
19 the Zoning Code, and to make it
20 as-of-right building so people could come
21 in and understanding what they can and
22 cannot do.

23 Do you see that the new Zoning
24 Code has created that?

25 MS. FADULLON: I think if you

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2 look at it overall, there is a minimal
3 reduction in variances. Unfortunately,
4 there's certain districts where variances
5 have actually gone up - RSA-5, I think
6 CMX-2, and ICMX. And I think part of
7 that again is the tie between the Code
8 and the remapping and the remapping
9 taking a long time. And so I think some
10 of that is a little bit of catchup, but I
11 also think there's certain things
12 where -- we have a big city and we have a
13 big diverse city, and one of the things
14 that the Code did, which I think was
15 good, was reduce the number of overall
16 types of districts that we have, but sort
17 of a by-product of that is you have some
18 consistency in districts that doesn't
19 necessarily make sense across the
20 different neighborhoods that we have in
21 Philadelphia. And so I think we're
22 seeing variance requests due to that
23 nature that maybe the exact size of a
24 house in the Northeast isn't exactly what
25 it should be in Northern Liberties, isn't

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2 exactly what it should be
3 in Society Hill, isn't exactly what it
4 should be in West Philadelphia.

5 COUNCILMAN SQUILLA: So you're
6 saying it's harder to have a
7 one-size-fits-all for everything.

8 MS. FADULLON: It's difficult.
9 I mean, it's great to have a Code that
10 would be more simplistic, but it's very
11 difficult in a city the size and
12 diversity and the age of Philadelphia to
13 have a one-size-fits-all Code. But we
14 don't necessarily want to go back to
15 where we have a different Code in every
16 neighborhood either. So I think we're
17 still in the process. We're three years
18 in. It took us 50 years to get here. So
19 I think we're still in the process of
20 figuring out that balance, but I think we
21 need to acknowledge that we're figuring
22 out that balance and it shouldn't be
23 something that's static. It should be
24 sort of a movable document that we come
25 together and try to figure this out.

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2 I mean, in particular around
3 this issue, the industrial, we've been
4 working with the City Administration.
5 We've been working with City Council.
6 We're having a dialogue and trying to
7 figure it out, and I think it's important
8 that we do that and that we can't be
9 afraid of changing something that we
10 worked so hard to create, because part of
11 creating it was to say we don't want it
12 to be like this, and only do it every 50
13 years. We want to stay on top of it and
14 make it work the best that we can for the
15 City.

16 COUNCILMAN SQUILLA: So it's a
17 living, breathing document that can move
18 forward, and as we see tweaks and
19 problems that were maybe unintended
20 consequences of what we thought would
21 happen, we should be able to go in there
22 and change certain parts of it to enhance
23 it and make it actually better.

24 MS. FADULLON: Right. Right.
25 I mean, I think as knowledgeable as we

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2 all like to think we are, it's not easy
3 for us to figure out, again, all those
4 different unintended consequences and the
5 sort of legs that something is going to
6 have. So we have to be open to saying,
7 you know, We thought it was going to work
8 this way, it didn't quite work that way,
9 let's rethink it.

10 COUNCILMAN SQUILLA: Thank you.

11 COUNCILMAN GREENLEE: Thank
12 you.

13 Thank you all. Thank you for
14 hanging in there for a couple hours until
15 it was your time. I appreciate that.

16 Unless somebody has any other
17 comments, Councilman Henon, thank you for
18 your leadership on this issue, and the
19 Rules Committee hearing on Resolution No.
20 140759 will be in recess to the call of
21 the Chair.

22 Thank you.

23 (Committee on Rules recessed at
24 12:40 p.m.)

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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

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