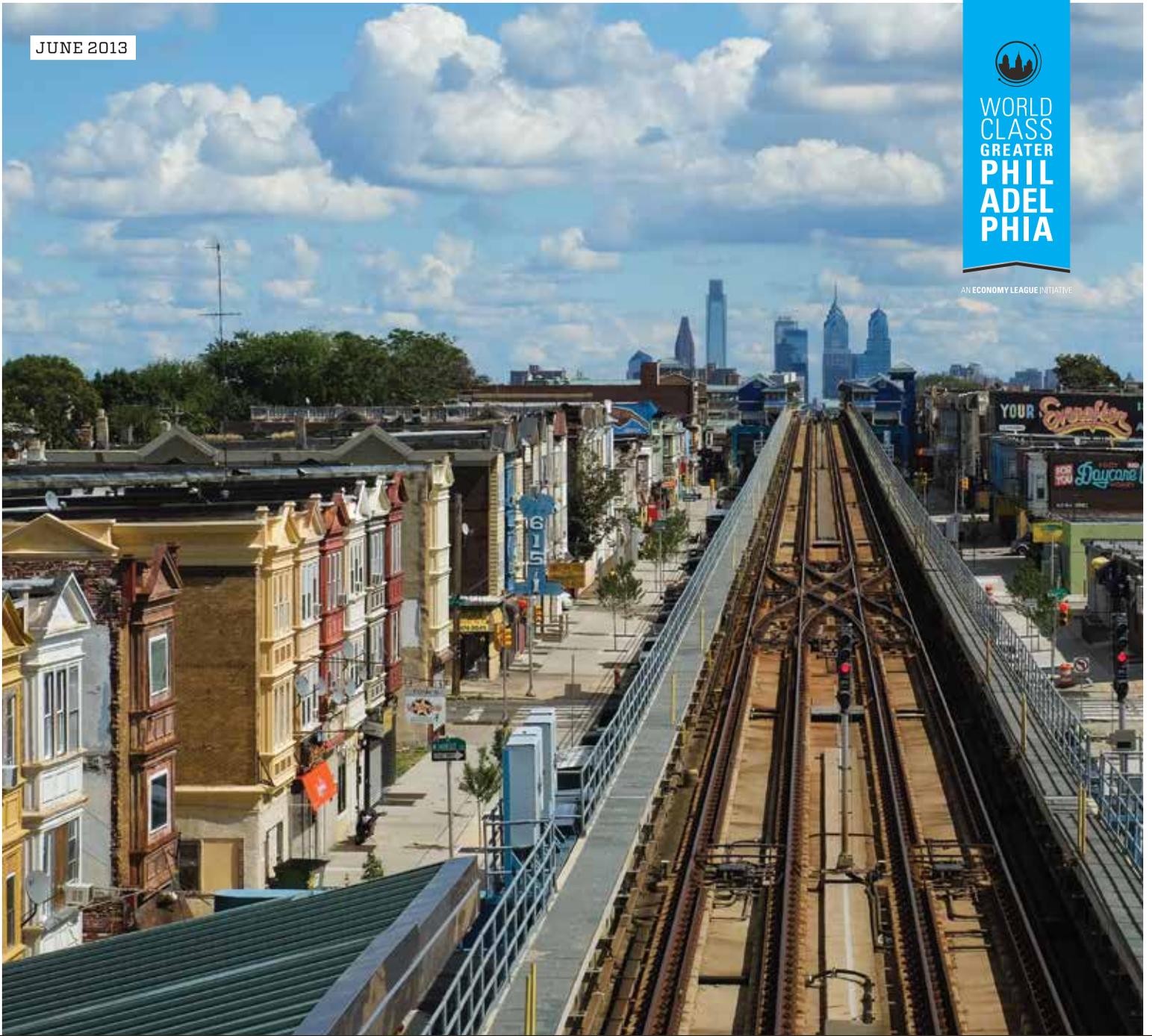


JUNE 2013



WORLD
CLASS
GREATER
PHILADELPHIA

AN ECONOMY LEAGUE INITIATIVE



INFRASTRUCTURE **GPS**

STRATEGIES FOR A WORLD CLASS GREATER PHILADELPHIA



WHERE DO WE WANT TO
END UP AS A REGION?

WHAT ARE THE BEST
PATHS TO GET THERE?

HOW CAN WE TRACK
OUR PROGRESS?

The ability of Greater Philadelphia's business, civic, and philanthropic leaders to develop and maintain shared answers to these questions is crucial to realizing a brighter future for our region.

This Global Positioning Strategy (GPS) aims to help in this important work by outlining a shared agenda for making Greater Philadelphia's infrastructure more effective and reliable. The goals, strategies, and regional indicators contained in this GPS are the culmination of a multi-year regional priority-setting and strategy development effort that has drawn upon the collective wisdom and passion of hundreds of area business, civic, philanthropic, government, and community leaders. This regional strategic framework emerged from the work of a cross-sector Infrastructure Strategy Team made up of business executives, civic leaders, and issue experts convened in late 2012 and early 2013 by the Economy League and the Urban Land Institute's Philadelphia District Council as part of the World Class Greater Philadelphia initiative.

This is one of three Global Positioning Strategies developed through the World Class initiative. Similar GPSes focus on strategies for improving education and talent development outcomes and boosting business growth in Greater Philadelphia.

WHY A GLOBAL POSITIONING STRATEGY FOR GREATER PHILADELPHIA?

While traditional roadmaps are static, a GPS is dynamic and responsive to change. This GPS lays out World Class infrastructure destinations or shared goals for our region, the most promising strategies or pathways for getting there, and key regional indicators for tracking our progress—all with an eye toward helping focus and guide cross-sector collaboration for regional impact.



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THE WORLD CLASS INFRASTRUCTURE GPS

The World Class Infrastructure Strategy Team identified nine priority strategies for developing and maintaining World Class infrastructure in Greater Philadelphia over the long term.

By addressing current needs and building on existing assets and opportunities, these strategies will make Greater Philadelphia's transportation, water, energy, and open space infrastructure more effective and reliable, contribute to a more productive and sustainable regional economy, and enhance quality of life. Successful implementation will require ongoing focus and collaboration among local business, civic, philanthropic, and government leaders.

WORLD CLASS INFRASTRUCTURE VISION

Greater Philadelphia has convenient connections to regional, national, and global destinations and efficiently provides the infrastructure necessary for business success and high quality of life.

WORLD CLASS STRATEGIES

GLOBAL & NATIONAL CONNECTIONS

- › DEVELOP PHILADELPHIA INTERNATIONAL AIRPORT AS A WORLD CLASS FACILITY
- › IMPROVE INTERCITY RAIL CONNECTIONS WITH KEY METROS
- › ENHANCE CAPACITY ON THE REGION'S FREIGHT RAIL NETWORKS

DESTINATION

Greater Philadelphia connects with the largest and fastest-growing metropolitan areas in the world.

REGIONAL MOBILITY

- › BRING THE REGION'S TRANSIT SYSTEMS UP TO A STATE OF GOOD REPAIR
- › UPGRADE AGING ROADS AND BRIDGES
- › STRENGTHEN CONNECTIONS BETWEEN THE REGION'S ECONOMIC HUBS

DESTINATION

The region's transit and road networks provide convenient and efficient connections to communities and employment centers.

SUSTAINABLE SYSTEMS

- › MODERNIZE AND PROTECT THE REGION'S EXISTING WATER INFRASTRUCTURE
- › ENHANCE REGIONAL ENERGY INFRASTRUCTURE
- › PRESERVE AND EXPAND THE REGION'S NETWORKS OF PARKS AND OPEN SPACE

DESTINATION

Modernized energy and water systems and open space networks enhance business performance and quality of life.

GLOBAL & NATIONAL CONNECTIONS

Convenient connections to global and domestic centers of commerce have a direct bearing on a region's economic vitality and help attract and retain world class talent. Taking full advantage of Greater Philadelphia's location at the center of the northeastern United States will require strengthening existing connections and developing new ones with established and emerging markets.

DESTINATION

Greater Philadelphia connects with the largest and fastest-growing metropolitan areas in the world.

How will we get there?

WORLD CLASS STRATEGIES

- › DEVELOP PHILADELPHIA INTERNATIONAL AIRPORT AS A WORLD CLASS FACILITY
- › IMPROVE INTERCITY RAIL CONNECTIONS WITH KEY METROS
- › ENHANCE CAPACITY ON THE REGION'S FREIGHT RAIL NETWORKS

PROMISING PATHWAYS

ENHANCING PHL'S CAPACITY AND FACILITIES

Constrained runway and facility capacity limits Philadelphia International Airport's ability to realize its full potential as an economic driver for the region and gateway to the world for businesses, residents, and tourists. Coordinated and sustained support from a broad base of local leaders will be required to shepherd PHL's ambitious Capacity Enhancement Program through to completion.

MAKING THE BUSINESS CASE FOR MORE NONSTOP FLIGHTS TO KEY INTERNATIONAL MARKETS

Nonstop international flights are a key service for existing businesses and residents and can be a deciding factor for businesses determining whether to expand into our region. Making a strong business case for additional direct service from PHL to established and emerging markets will support ongoing efforts to court airlines to establish these connections.

ADVANCING STRATEGIC RAIL INVESTMENTS ALONG THE NORTHEAST CORRIDOR

Amtrak, SEPTA, NJ Transit, and private freight railroads all use the Northeast Corridor rail line within Greater Philadelphia. Capacity bottlenecks and aging infrastructure on the Corridor make all of these services prone to delays and threaten the performance and reliability of intercity and freight service entering and leaving the Philadelphia area.

TRACKING PROGRESS

- › International destinations served by passenger air
- › Amtrak ridership



Between 1997 and 2012, Amtrak ridership in Greater Philadelphia rose by 26%—three times faster than regional population growth.

(The Brookings Institution)

REGIONAL MOBILITY

Regional transportation systems that effectively integrate transit and roads reduce congestion, facilitate economic growth, and allow labor markets to better serve employer needs. The deteriorating condition of many of Greater Philadelphia's roads, rail lines, and bridges threaten regional mobility and competitiveness.

DESTINATION

The region's transit and road networks provide convenient and efficient connections to communities and employment centers.

How will we get there?

WORLD CLASS STRATEGIES

- › BRING THE REGION'S TRANSIT SYSTEMS UP TO A STATE OF GOOD REPAIR
- › UPGRADE AGING ROADS AND BRIDGES
- › STRENGTHEN CONNECTIONS BETWEEN THE REGION'S ECONOMIC HUBS

PROMISING PATHWAYS

MAKING CRITICAL BRIDGE REPLACEMENTS ON SEPTA REGIONAL RAIL LINES

Deferred maintenance on its rail bridges is forcing SEPTA to plan for weight restrictions and closures that will compromise the performance of the regional rail system that carries more than 125,000 riders daily. Continued lack of investment will further degrade service levels, increasing automobile congestion and inhibiting economic growth and opportunity.

REBUILDING I-95 AND RECONNECTING THE REGION TO THE CENTRAL DELAWARE WATERFRONT

With much of Interstate 95 in Pennsylvania at or approaching the end of its useful life, Greater Philadelphia faces the challenge of rebuilding its primary north-south vehicular corridor at significant cost. A successful rebuild will require creative solutions to overcome funding shortfalls and potential traffic disruptions while strengthening connections to the Delaware River waterfront and its emerging amenities and development opportunities.

EXTENDING THE BROAD STREET SUBWAY LINE TO THE PHILADELPHIA NAVY YARD

The Philadelphia Navy Yard has reemerged as one of the region's primary economic hubs, but limited transit access constrains opportunities for continued growth. SEPTA, the City of Philadelphia, the Philadelphia Industrial Development Corporation, and others have explored extending the Broad Street Line to the Navy Yard. Significant public and political support will be necessary to secure dedicated funding and proceed with implementation.

TRACKING PROGRESS

- › Share of the region's bridges classified as structurally deficient
- › Average commute time

In 2011, 590 state-owned bridges in the region were structurally deficient—a 12% reduction from the 2007 total but still short of state-of-good-repair goals.*

(Delaware Valley Regional Planning Commission)

**does not include New Castle County, Delaware*

Explore the **Regional Mobility GPS** strategies at worldclassgreaterphila.org/regionalmobility

SUSTAINABLE SYSTEMS

Regions that reduce energy consumption, better manage water resources, and increase the resiliency and reliability of power and water systems will be best equipped to handle the impact of extreme weather and prove more attractive to next-generation workers and businesses that place a premium on environmental stewardship.

DESTINATION

Modernized energy and water systems and open space networks enhance business performance and quality of life.

How will we get there?

WORLD CLASS STRATEGIES

- › MODERNIZE AND PROTECT THE REGION'S EXISTING WATER INFRASTRUCTURE
- › ENHANCE REGIONAL ENERGY INFRASTRUCTURE
- › PRESERVE AND EXPAND THE REGION'S NETWORKS OF PARKS AND OPEN SPACE

PROMISING PATHWAYS

REPLACING AGING WATER DISTRIBUTION AND TRANSMISSION PIPES

Many of the water distribution and transmission pipes in older communities across our region are in need of replacement. Recent water main breaks in and around Philadelphia have demonstrated the adverse impact of service disruptions on regional economic productivity and quality of life.

EXPANDING GREEN STORMWATER INFRASTRUCTURE IN THE REGION'S CORE COMMUNITIES

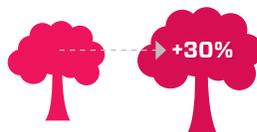
Green infrastructure that absorbs stormwater or otherwise diverts it from aging and overburdened sewerage systems can reduce capital costs, add greenery to streetscapes, and mitigate the impact of extreme weather events on communities and watersheds in the region.

INVESTING IN INFRASTRUCTURE TO CAPITALIZE ON EMERGING ENERGY SECTOR OPPORTUNITIES

Greater Philadelphia's ability to fully capitalize on economic development opportunities linked to the rapidly evolving energy sector will depend on the capacity of the region's infrastructure to accommodate industry activity and growth. Strategic investments to expand rail capacity and modernize power distribution systems while preserving environmental and community health will help the region take advantage of these opportunities.

TRACKING PROGRESS

- › Frequency of disruptions to power and water supply services
- › Acreage of protected open space



Between 2000 and 2011, the amount of publicly protected open space in the region rose by 30%.*

(Delaware Valley Regional Planning Commission)

*does not include New Castle County, Delaware

Explore the Sustainable Systems GPS strategies at worldclassgreaterphila.org/sustainablesystems

GETTING THERE TOGETHER

This World Class Infrastructure GPS points to priority investments that will be critical to driving long-term economic growth and opportunity in Greater Philadelphia.

The strategies in this GPS highlight opportunities to support existing efforts in our region and underscore where new initiatives and investments are needed. The GPS will serve as a framework for ongoing convening, monitoring, research, and strategy adjustment by the Economy League and will be updated over time to accommodate input from additional regional stakeholders and shifts in the economic landscape.

The GPS's ultimate success, however, will be measured by the extent to which regional leaders and organizations align behind the World Class infrastructure goals, strategies, and indicators. It will require raising public awareness of the need for and value of infrastructure investment and working together to address the chronic shortage of funding that has limited investment in the region's transportation, water, energy, and open space systems. We encourage you to share this GPS with other leaders and consider the following questions:

- › **HOW DO THE WORLD CLASS STRATEGIES LAID OUT IN THIS GPS IMPACT YOUR WORK?**
- › **HOW CAN YOU MAKE THE CASE FOR INVESTING IN WORLD CLASS INFRASTRUCTURE IN OUR REGION?**
- › **DO YOU WANT TO BE PART OF A COLLABORATIVE EFFORT TO MAKE AN IMPACT IN OUR REGION?**

Visit worldclassgreaterphila.org and get involved with collaborative efforts to make Greater Philadelphia's infrastructure more effective and reliable.

WORLD CLASS GREATER PHILADELPHIA INFRASTRUCTURE STRATEGY TEAM LEADERSHIP



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World Class Greater Philadelphia is a business- and civic-led initiative to develop and advance a shared agenda for regional growth and opportunity in the Philadelphia area. Facilitated by the Economy League of Greater Philadelphia, the World Class initiative leverages the collective power of the region's business, nonprofit, government, philanthropic, and community leaders for lasting regional impact in three primary areas: education and talent development, business growth, and infrastructure.

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The Economy League of Greater Philadelphia is an independent, nonpartisan, nonprofit organization committed to ensuring the region's prosperity through analysis and action. We bring together established and emerging leaders to understand the region's challenges and work toward innovative solutions.

WORLD CLASS GREATER PHILADELPHIA INVESTORS

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