

# THE TRIANGLE AREA

PHILADELPHIA, PENNSYLVANIA

REPORT AND RECOMMENDATIONS

to the

Philadelphia City Planning Commission

and

Philadelphia Redevelopment Authority

URBAN LAND INSTITUTE

WASHINGTON, D. C.

January 17, 1951

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# TRIANGLE REDEVELOPMENT AREA

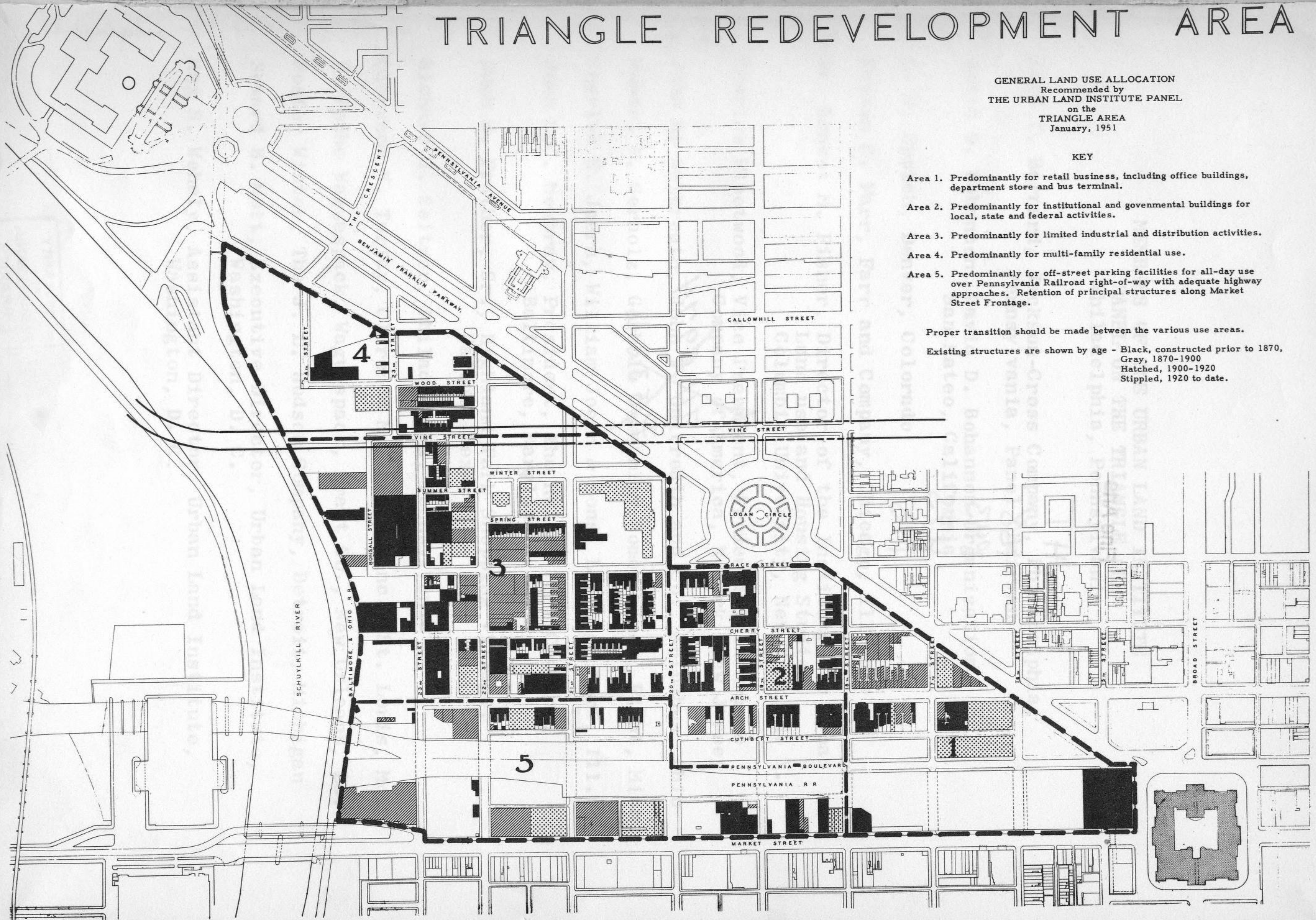
GENERAL LAND USE ALLOCATION  
 Recommended by  
 THE URBAN LAND INSTITUTE PANEL  
 on the  
 TRIANGLE AREA  
 January, 1951

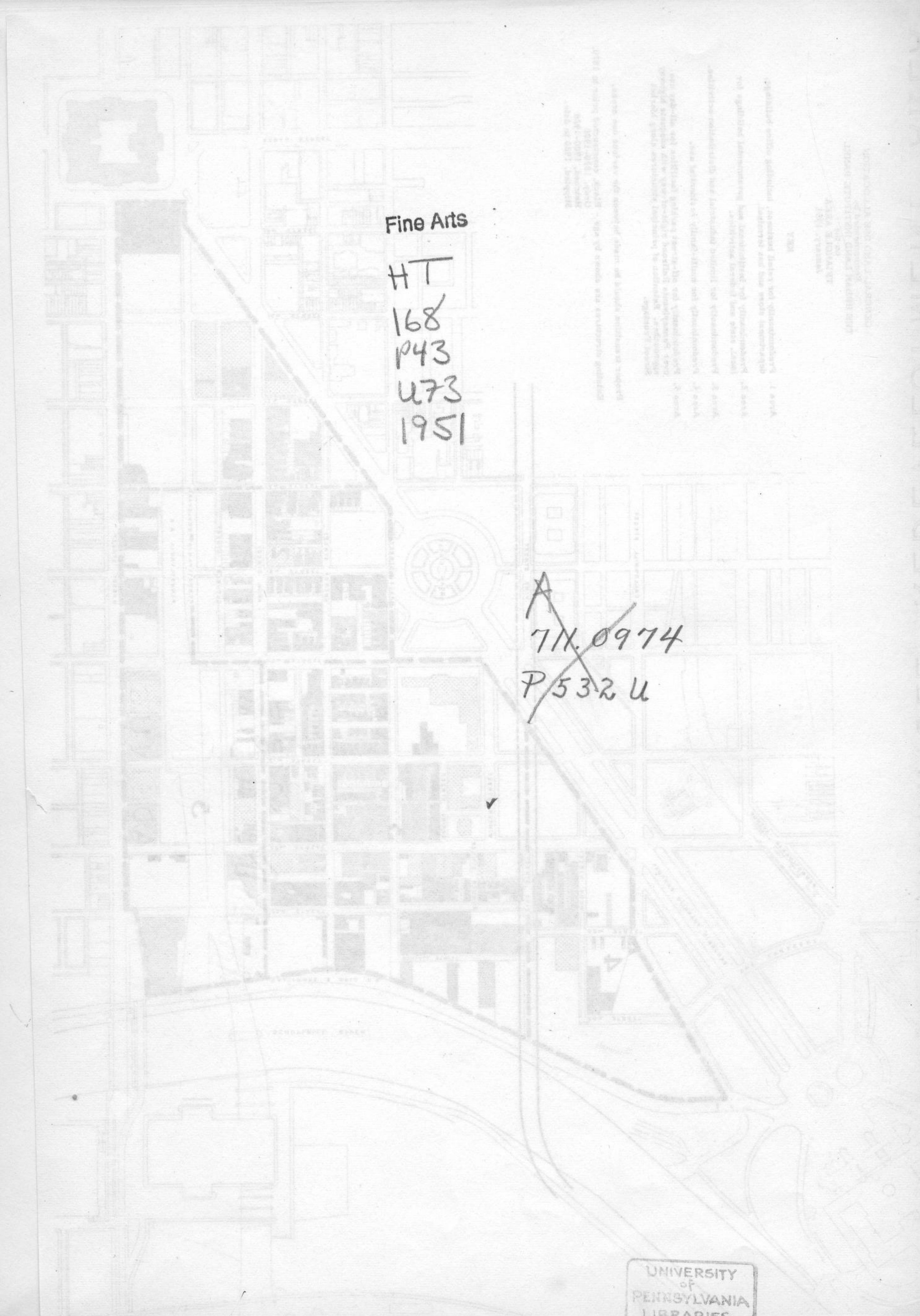
## KEY

- Area 1. Predominantly for retail business, including office buildings, department store and bus terminal.
- Area 2. Predominantly for institutional and governmental buildings for local, state and federal activities.
- Area 3. Predominantly for limited industrial and distribution activities.
- Area 4. Predominantly for multi-family residential use.
- Area 5. Predominantly for off-street parking facilities for all-day use over Pennsylvania Railroad right-of-way with adequate highway approaches. Retention of principal structures along Market Street Frontage.

Proper transition should be made between the various use areas.

Existing structures are shown by age - Black, constructed prior to 1870,  
 Gray, 1870-1900  
 Hatched, 1900-1920  
 Stippled, 1920 to date.





Fine Arts

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REPORT AND RECOMMENDATIONS OF THE URBAN LAND  
INSTITUTE PANEL ON THE TRIANGLE AREA

The Panel Session of the Urban Land Institute on the redevelopment of the Triangle Area of Philadelphia was held at the Warwick Hotel Ballroom, on Wednesday, January 17th, 1951, Mr. Boyd T. Barnard, Philadelphia, Chairman of the Panel, presiding.

INTRODUCTORY STATEMENTS

MR. SELTZER, President, Urban Land Institute: I think you are all cognizant of the fact that the panel of the Urban Land Institute is here in Philadelphia at the invitation of the Redevelopment Authority, the City Planning Commission and the Dock Street Businessmen's groups. Today's meeting is concerned entirely with the Triangle. First of all, I want to express our appreciation for the magnificent way the Redevelopment Authority, the Planning Commission and the Dock Street merchants have prepared and briefed us on this problem. We have never had better, and few times have we ever had anything to equal it.

Our method of handling these meetings is to give you our recommendations and then to throw the meeting open to a question and answer period.

The Chairman of the Triangle Panel is Boyd T. Barnard of Philadelphia. Without further ado, I will turn the meeting over to him.

CHAIRMAN BARNARD: Ladies and Gentlemen: I think just a few explanatory remarks must be made before we get into the questions that are to be expounded by the Panel. I think I ought to first tell you that this group which represents a great many communities throughout the country has studied a number of cities. The value that seems to have come from such meetings as opposed to some other groups that may have investigated the same problems, seems to lie in the complete objectivity which this panel has to the various city problems. We find in all cities various groups advocating certain types of improvements for certain areas and certain solutions. They become at odds, and sometimes even embittered. In many cases opposing ideas have been reconciled after their problems have been explored by a group such as this particular panel, which works on a completely objective basis, for no member of the panel has any axe to grind. I say that because I want you to know that those of us in Philadelphia who have studied this problem in connection with the work of this Panel have tried to keep our personal views pretty much in the background, and for that reason no member of the panel that is from Philadelphia will express the views of the panel, although we agree with those views. We have

been primarily furnishing data and information for the benefit of the panel rather than trying to expound our own personal views on these problems. That seems to be a better procedure for this type of work.

Now, the introductions of these men. On my extreme right is a Philadelphian whom you know. He has been President of the National Association of Real Estate Boards. He will succeed Richard J. Seltzer, also of Philadelphia, as President of the Urban Land Institute. Mr. Philip W. Kniskern.

Next is Mr. Hugh Prather, from Dallas, Texas. Mr. Prather is a very successful operator and builder. He has developed one of the show places of the country outside of Dallas, an operation of 1300 acres, which is completely sold out. It includes a successful business development which has been a model of many successful business developments constructed since the war.

Next is David D. Bohannon of San Francisco, also a very large operator and community and shopping center developer on the West Coast. Next is Mr. Wagnespach, of New Orleans, a realtor and operator in all types of real estate, but particularly business and industrial properties. Their firm manages many office buildings and he will speak later on that subject.

The next is Mr. John Mowbray of Baltimore. Mr. Mowbray, as you may know, is the successful developer of the famous Rowland Park in Baltimore, which, altogether, is a development, I think, of about 3,000 acres. That has also been one of the models and one of the most successful, high-grade developments in the country, and has been so considered over a period of many years.

The next gentleman to me at my right is from Chicago, Mr. N. C. Farr. Mr. Farr is so many things it is hard to know where to begin and end. I think I might say that as regards our group of the Panel, I think he comes nearer to being the Ed Hopkinson of Chicago, than any man I know. He is a great public citizen as well as a successful businessman.

On my left is Mr. Richard J. Seltzer of Philadelphia, President of the Institute, whom you all know.

Next is Charles Fleetwood of Newark and New York. Mr. Fleetwood is of the Prudential Life Insurance Company, the Vice President of that Company. He was in Philadelphia for some years back in the '30s. He holds a most important position with Prudential.

The next gentleman is Clarence Turley, of St. Louis. Mr. Turley is very experienced and skilled in

commercial property work, particularly office buildings. He is a Past President of the Building Owners and Managers Association.

The next is Chas. Joern, of Chicago. He is also a developer of commercial enterprises in the Chicago area. He has done a great deal of development along commercial and civic center lines.

Next is Mr. R. P. Gerholz, present President of the National Real Estate Boards, also a very extensive land developer.

Next is L. F. Eppich, from Denver, Col., the "grand old man" of our profession. I say "old" advisedly, because he doesn't want to be called "old", probably, but he is a Past President of the National Association of Real Estate Boards and a very valuable man for this organization and the Panel. On the extreme left is Walter S. Schmidt, of Cincinnati. He is a Past President of the Urban Land Institute and the National Association of Real Estate Boards. His experience is very wide in all real estate matters, particularly industrial and commercial. He is the prime developer of a great deal of the central city of Cincinnati.

Next is Mr. Hugh Potter, another large land developer of Houston, Texas--the developer of the famous River

Oaks. Mr. Potter is Chairman of the Dock Street Panel, which will present its report tomorrow.

There are two or three members of the panel not sitting with us that were in the deliberations, and I want to mention their names to you. They are Foster Winter of Detroit, Vice President of the great J. L. Hudson Department Store in Detroit, which is presently engaged in one of the largest shopping center developments in the country. He was with us but had to leave. The other is John Galbreath, of Columbus, Ohio, a large developer. Many of you know of his activities. Presently he is building a large office building in the Pittsburgh area for the U. S. Steel Corporation. He also was with us on the panel but is unable to be here.

#### CONCLUSIONS AND RECOMMENDATIONS

I will read the questions and the various Panel members designated will give us the Panel's answers. These questions were furnished to the Panel by the Planning Commission. There are 20 of them, and we have had a chance to consider them before we came to Philadelphia. We were briefed with a great deal of material sent out some weeks in advance which has been reviewed here, and added to.

The first question will be handled by Mr. Fleetwood. There are two parts to it:

No. I - A. Can the Triangle be developed in such

a way that it offers attractive investment possibilities and, at the same time, builds up and strengthens values in the remaining part of the city center rather than draining off existing values in other areas, thereby blighting other sections?

MR. CHARLES FLEETWOOD: The Panel believes that the Triangle can be developed successfully provided it is done over a period of years and provided also that certain basic conditions are met.

These conditions are, first, of course, the elimination of the Broad Street Station and the Chinese Wall.

The second condition is the completion of the Vine Street bridge and that, we understand has already been approved--and suitable replanning of various streets and roadways affording access to and through the Triangle.

The third condition is acquisition by the Redevelopment Authority of certain privately owned property within the area; rezoning and resale to new owners and developers at prices which will permit a fair return after development, assuming the best and highest use of the land in conformance with a broad master plan approved in advance.

Fourth, Provision for adequate parking.

It is the opinion of the Panel that a gradual and orderly development of the Triangle is indicated to avoid draining off property values in other areas of the city.





The speed will depend upon a number of factors such as demand for the various types of space, which will be covered by the answer to question No. 15 in this report.

CHAIRMAN: Part "B" of the question is as follows:

I - B: The answers to questions II-D, IV-A,C, and V-A,B, below are greatly influenced by the type of developer. If a single large corporation builds and leases the development of an entire block or on several contiguous blocks, the possibilities are much broader than would be the case if the land were divided into small parcels sold separately for individual development. What are the advantages and disadvantages of each type of approach, and which is preferable?

MR. FLEETWOOD: Let us assume that this question is directed primarily towards the commercial part of the Triangle since the advantages of developing the area allocated to housing under one ownership which will carry out a uniform plan are obvious, and we don't think requires too much discussion. If such a purchaser who will pay a fair price can be found, the panel is certainly in accord that this would be preferable to piecemeal development by different owners.

In regard to the areas set aside for commercial uses the large developer who is in position to undertake the improvement of one or several contiguous blocks would be preferable provided development could be geared to the demand for

office and commercial space. Any large oversupply of either would depress property values in the present business district and might jeopardize the success of the Triangle, itself.

It should be borne in mind that large developers, including insurance companies, savings banks, etc., would have no problem of financing. On the other hand, such institutions are strictly regulated as to amount, type, and quality of investments.

Very few are willing to undertake the risks incident to the direct ownership and management of unproven real estate where extensive construction is involved and income is to be derived from a large number of tenants on short term leases. Such risks are much more readily accepted by private owners operating with their own equity capital and borrowed mortgage money.

By way of summary, every effort should be made to interest the large institutional type of developer, but in the opinion of the Panel, the private developer should certainly not be overlooked or excluded from participation in the development.

CHAIRMAN: The next item will be handled by Mr. Mowbray.

Question II - A: To what extent should the strategic location of the Triangle as an entrance to the central

city district be considered in planning for its development?

MR. JOHN McC. MOWBRAY: The Panel recognizes that the strategic location of the Triangle as an entrance to the Central City demands especial consideration in planning for its development. The controls to be imposed to obtain this result should be practical in their application so as not to retard the orderly growth of the area.

First, the usual guiding and restraining influence of zoning ordinances limiting height, coverage, use, etc., will not be sufficient in themselves to create the effect desired.

Secondly, the panel looks with favor on the proposal to reserve a prominently located area on which a civic center may be erected. The public ownership of this group of buildings should provide an unusual opportunity to achieve an outstanding result.

Thirdly, we recommend the employment of the most able and distinguished designers available to study and report on possibilities of landscaping and developing the approaches to the area, particularly over Vine Street and Benjamin Franklin Parkway. Statues of historic interest could probably be relocated from other areas and incorporated into the plan for the civic buildings as well as other groups.

CHAIRMAN: The second part of the question is:

II. B: To what extent is architectural design important in the development? Should there be an attempt to secure harmony of design and building over a large area?

MR. MOWBRAY: This question could well be considered in connection with Question No. 2. To make the Triangle worthy of its physical position as the most important gateway to the central city the control of architectural design of all building is of primary importance. This can best be achieved by requiring approval of all designs planned for the area by a committee composed of men and women who not only understand the theory and practice of good design, but of individuals as well, who have had actual experience in building and operating large commercial undertakings. In approving plans the committee should be guided by the following general principles.

1. Standards set should be sufficiently flexible as to encourage the prompt rebuilding of the area. This calls for as much common sense as it does theoretical knowledge.

2. Harmony of design is to be desired, but this should not lead to monotony. Varied styles of design should be encouraged; qualified architects designing to meet the requirements of their clients can and should produce a better result than to require conformity to a too rigid plan and uniform style of architectural treatment.

CHAIRMAN: The next question is still on this general subject of architectural design.

II. C: In view of the great volume of pedestrian traffic that will enter the central district through the Triangle, is it reasonable to anticipate a convenience, or "show window" type of development, consisting, for example, of branches of main banks, display space with perhaps limited sales, branch offices of major utilities, newspaper subscription and want-ads, and displays and contact points for other major city enterprises wishing to attract the public? That will be answered by Mr. Farr.

MR. NEWTON FARR: We believe that the present facilities in the Suburban Station concourse are adequate for these purposes. It is our experience in other cities that passengers going to and from suburban trains are not in the habit of stopping for major purchases within or adjacent to the station. Display spaces for the advertising of merchandise or services to be sold elsewhere are good advertising and can produce substantial revenue from the rental of show windows. This would have to do with the display cabinets and cases along the line of pedestrian traffic where people can inspect quickly articles that are on display, but are not for sale.

CHAIRMAN: The final part of a question is:

II. D: Could two-part two-level shops be

developed successfully facing both on principal streets and also on sunken pedestrian esplanades in the center of the blocks underpassing existing streets? - Mr. Mowbray will handle that part.

MR. JOHN McC. MOWBRAY: The building of two-level shops is not recommended. Except in a few isolated cases when unusual conditions prevail, experience with this type of shop has not been satisfactory from the economic standpoint. The cost of construction has been higher than of conventional shops. Service lanes are difficult, if not impossible, to provide which would limit the type of business to those requiring a minimum of delivery service. The commuter traffic, on which these shops must in a large measure depend, is in too big a hurry to reach their destinations to shop in volume, except for incidentals, such as cigarettes, coffee, etc. The panel was informed that one of the purposes that led to the suggestion of providing two-level shops was to create a pleasant outlook to the individuals arriving by train. A treatment of the concourse wall with lighted show windows advertising local merchants' goods and historic places in the city would help to achieve this result without risk of much capital and perhaps provide some revenue.

CHAIRMAN: The next general type of subject has to do with land use. It is in three parts: -

Question III. A: What types of development are most desirable for the most centrally located part of the Triangle, between City Hall and 18th Street? That will be handled by Mr. Farr.

MR. NEWTON C. FARR: The area between the City Hall and 18th Street constitutes six full city blocks and two triangular half blocks. The two triangular blocks have frontages on Benjamin Franklin Parkway between 16th and 18th Streets and contain one modern building occupied by the Bell Telephone Co. There are three full blocks fronting on Market Street, presently occupied by the Broad Street Station and its rail approaches. These three blocks will remain intact after the removal of the Broad Street Station and the Chinese Wall, with the exception of the taking of the North 53 feet for the widening of Pennsylvania Boulevard. They will have a total frontage on Market Street of approximately 1300 feet by a depth to Pennsylvania Boulevard of approximately 250 feet after leaving 16th and 17th Streets open. The block between Pennsylvania Boulevard and Arch Street, 16th and 17th Streets is improved with two large office type buildings except for the S. E. Corner of 17th and Arch Streets. The block immediately to the west contains an assortment of old commercial and residential buildings with the exception of the Arch Street Presbyterian Church at the west end and includes the air rights over the Pennsylvania

Railroad Suburban tracks, presently occupied as a parking lot. This block we recommend be reserved for a Bus Terminal.

The block between Arch and Cherry Streets, 17th and 18th Streets, contains the Robert Morris Hotel, in addition to an assortment of miscellaneous old buildings. It is our opinion that this entire area should be developed primarily with office buildings, hotels and department stores, with shops on the ground floor where needed. Provision should be made for off-street loading and unloading, as there will probably be no alleys. In view of the fact that the other blocks are all fairly well occupied, we believe that the first major developments should be on the Market Street side and that at least one office building should be built there at an early date.

CHAIRMAN: Question III. B: Which, if any, could properly be developed in the Triangle, of the following:

- (a) a major hotel
- (b) a department store
- (c) an amusement center

MR. FARR: It is our opinion that there is a need for a modern new hotel in the central district of Philadelphia, and if so, it might properly be located in the Triangle area, possibly on Market Street. This hotel should supplement and replace facilities of some of the older downtown hotels.



A portion of Market Street between 15th and 18th Streets should provide a suitable location for a major department store. This might either serve a new downtown department store or replace one of the older existing stores by creating a new modern merchandising building in line of the population trend to the west. If the present City Hall and County Building were to be relocated to open Market and Broad Streets as through streets, this would be particularly appropriate.

We do not believe that an amusement center is appropriate within this area. This does not apply to the motion picture theaters which are now located on Market Street, but rather to the addition of other amusement facilities such as a sports arena as a center of attraction.

As to a hotel to supplement and replace facilities of some of the older downtown hotels, in arriving at that conclusion we do not have full statistics on occupancy and the total number of rooms and other statistics that are essential in studying in detail the actual location and actual need, but our comment is based on our general knowledge of the hotel situation in Philadelphia.

Question: C., of Question III:

Is it reasonable to attempt to reserve the section of the Triangle between 18th and 20th Streets from Logan Circle to Pennsylvania Boulevard as an extension of the civic

center, now existing around Logan Circle, for such buildings as Federal and State offices, museums, cultural institutions, and so forth?

MR. FARR: We do not have a complete list of needs for public buildings in Philadelphia, and it is possible that future needs will develop additional buildings. However, the area between 18th and 20th Streets from Logan Circle to Pennsylvania Boulevard would seem to be needed for a modern city Hall, Courts Building and County Building. Facilities might be provided for a State office building and various Federal agencies and courts. In addition, there should be centered in such an area, buildings for museums and exhibitions, cultural institutions and possibly headquarters for various trade organizations. All of these buildings would need to have adequate parking space within the area. In the assembly of the land for these purposes, provision should be made for the widening of 18th and 20th Streets.

The next group of questions will be handled by Mr. Turley and Mr. Wagnespach.

Question IV. A: Granted that there is a very large area to be developed, is it desirable to concentrate office space in tall buildings covering a relatively small portion of the ground, the remainder to be used for low commercial buildings and pedestrian esplanades?

MR. CLARENCE TURLEY: It is not desirable to concentrate office space in unreasonably tall buildings on small lot areas. The ideal building would be 12 to 15 stories in height, covering, for office floors, about 60% of the site area of the specific project.

A portion of available ground will probably be used for other purposes such as hotel or department store and while competition with existing structures plus monumental pride of owners or principal tenants around whose occupancy buildings are developed, might create buildings up to 20 stories in height, it is still the recommendation of the Panel that an effort be made to hold the average height of office buildings to 15 stories with 60% land coverage for typical floors, each building to provide reasonable parking facilities for the building occupants, preferably within the structure or within the area of the site or close by.

If all sites in the area east of 18th Street, were improved with office buildings, the maximum net rentable area of new construction created should in no case exceed 5,000,000 square feet. Any excess would create intolerable congestion in the area. This would be enough to supply the city for at least 20 years, based on the past rate of absorption during the last 16 years.

Parking, transportation, and congestion tend to limit size, hence the Panel feels that 12 to 15 stories is

recommended with 60% land coverage for office floors.

It might be necessary for the sponsor of a project upon a given site to provide for future expansion of occupants. Because of the recommended height limitation, a larger site would be required than needed for the initial portion of the building. In this case, one-story taxpaying buildings should be erected upon the excess portion of the site until the necessity for expansion occurs, with recapture clause within an agreed period if the ultimate building is not erected.

The timing of new construction should be controlled in such a manner that the tenanting of new buildings would not create excessive vacancies in existing buildings in the central district.

Question No. IV - B. What are the minimum, maximum, and optimum of square feet of floor space that should be provided on one floor of an office building?

MR. TURLEY: The Panel is of the opinion that the minimum number of square feet of net rentable area per typical floor for economic and efficient operation is 7500 square feet; the maximum 30,000 and the optimum 18,000 to 20,000 square feet.

Question No. IV. C. How much importance should be attached to providing summer air-conditioning?

MR. WAGNEPACK: The Panel recommends that no office

building, hotel or department store be erected without year round heating and cooling systems, including humidity control.

Question No. IV. D. What is the most desirable form, dimensions and orientation for office structures, considering light, prevailing winds, problems of heating and air-conditioning, and so forth?

MR. WAGNEPACK: The Panel feels that there is no general answer to this question--each structure should be individually studied to obtain the best building possible for a given site.

So far as prevailing winds are concerned, this ceases to be a factor in the modern, year-round air-conditioned building and the former desire for north light has been minimized by modern illumination, giving constant light on all exposures.

Excessive northern exposure creates need for additional heating capacity and larger western exposure requires additional tonnage for cooling. These factors should be considered in the orientation of each structure.

Question IV E. What is the most desirable width, depth, and height of a typical center city retail store building? How can the necessary services best be provided?

MR. CHARLES E. JOERN: The Panel feels that the requirements of the various types of businesses differ so

greatly that it is impossible to set forth any specific dimensions in a general way.

Structures must be so designed and engineered to give the greatest flexibility in width for future regrouping of space with the least expense.

It is desirable to have flexibility in depth so space diversion will accommodate the requirement of different businesses. This can be accomplished at the ends of buildings if the overall building continues from block to block.

Ceiling height variations are determined by the size of floor area and usually are higher as total space increases. Mezzanines should be provided where necessary. There is a definite tendency to lower ceiling heights because of heating, air conditioning and building cost. Many studies have been made on this subject.

Necessary services can generally be best provided by the occupants, as requirement for services are determined largely by specific types of merchandising and character of contract between owner and tenant.

CHAIRMAN: The next general subject is on parking and will be handled by Mr. Bohannon. It is in two parts:

Question: No. V - A: What is the most desirable way to handle parking? The second part of the question is, (B), What is the most desirable way to handle truck loadings?

MR. DAVID D. BOHANNON: Parking must be considered

as a most important factor in the entire redevelopment program. There should be no difficulty in developing the car parking ratio for the residential development. We do recommend that not less than one parking space for two families be provided. We would normally recommend a higher ratio than this, but it is felt that the type of housing to be developed in the Triangle will be multi-family buildings and the close proximity to transportation would indicate a less intensive use of private automobiles.

The problem elsewhere in the Triangle will require extensive planning and engineering analysis. The most intensive development will be in the small Triangle lying east of 18th Street. Our recommendation that this area be developed for office building and possible department store use indicates a need for parking at least sufficient for the convenience of the tenants of the office buildings. Parking is so directly a part of each classification of improvement that it must be studied separately for each type of use as well as needs for the total development.

It is highly desirable that parking space be provided within the area, preferably within the structure or very conveniently close thereto. Inasmuch as land coverage in the office building recommendation does not exceed 60 per cent, it will permit of car storage area below surface in many cases.

In the event a department store is developed in the

area east of 18th, a substantial amount of parking will be required for customer use. Again, we are influenced by the excellent mass transportation that is available and feel that the high ratio of parking per square foot of commercial area currently required in new shopping centers will not necessarily apply. However, the commercial value of the Market Street frontage as well as the department store will be materially improved if adequate and convenient parking can be made available.

Considerable study has been made as to where parking space could be developed. We urge that sound study of this subject be continued. The present study indicates the area north of the rear of Market Street bounded by 20th and 22nd Streets over the Pennsylvania Railroad right-of-way can be developed for parking on a multi-level basis. This area fully developed will accommodate several thousand cars. We hesitate to recommend such a large concentration of cars in this location without full assurance of satisfactory traffic facilities which would permit the rapid dispersal of cars at the peak hours.

It is important that each institutional or governmental structure be planned to provide as much parking as possible as a part of the planning and development of the site.

In any part of the area developed for light industrial purposes, parking for each such structure should be



required as a part of the site development in accordance with the number of employees or car spaces generated by the indicated industry.

We would prefer to have general parking as related to the commercial and shopping areas distributed rather than concentrated in one or two large facilities.

In order to keep the project on a self-sustaining and financially sound basis, the cost of developing multi-level parking must be evaluated. There is ample evidence that this can be accomplished on a four-level type of structure, but is not necessarily limited thereto.

Our experience and studies indicate that it is feasible for all day parking to satisfactorily serve to a distance of 1500 feet, and for retail shoppers a distance of 500 feet is acceptable. The ideal location of the Triangle area as related to the central city fully justifies investment of private capital for the provision of parking facilities which should be self-supporting.

As to the question "What is the most desirable way to handle truck loading?" - All truck deliveries should be eliminated from the streets and should be in courts or rear alleys. Office buildings, department store and institutional structures should provide truck service through the basement. We recommend that architectural studies include loading-dock facilities.

CHAIRMAN: This next question is one in which there is a great deal of interest.

Question No. VI. A. Does the Section of the Triangle between 20th Street and the Schuylkill River lend itself to housing development? Mr. Gerholz.

MR. ROBERT P. GERHOLZ: The Panel members are agreed that the area located between 20th Street and the river unquestionably lends itself to a housing development such as the one currently projected for this area by the Philadelphia Planning Commission, but the panel does not consider housing either the highest or best use for this entire area.

Land acquisition at \$125,000 an acre would necessitate a write-down that is practically prohibitive, especially when a sounder economic use is indicated. Further, the panel would emphasize that the construction of several thousand housing units would necessitate providing schools, playgrounds, and other neighborhood amenities, within the area. We are all aware of the current demand for housing plus the added impact of the defense effort, and believe that a large housing project constructed at one time might succeed in this area, provided the rents did not exceed \$30.00 per room per month. But a significant fact, which must not escape us, is the rehabilitation, restoration and construction of housing units in the Rittenhouse Square area, which might be

seriously affected by a large housing development in the Triangle.

The panel would strongly recommend that housing be limited to the small Triangle area North of Vine Street.

CHAIRMAN: The next part of that subject is:

VI - B. Are there other uses for these sections which would be more desirable from:

(1) The city-wide viewpoint, i.e., producing a most harmonious and desirable development of the surrounding area, and strengthening values over a wide area;

(2) The point of view of securing highest values in the Triangle area itself?

Are points of view (1) and (2) above, in conflict?

MR. CHARLES FLEETWOOD: Presently, in many cities there is a growing demand for relatively small modern two and three story buildings which offer office space combined with facilities for laboratory research, light manufacturing, distribution and servicing functions.

Such buildings are usually designed for a single specific tenant and are generally of fireproof construction. Many are air-conditioned, set back a short distance from the street and suitably landscaped. They present a very attractive appearance. Leases are usually for long terms to strong and often nationally known tenants. The financing of such properties presents no problem. Many have been sold upon

completion to insurance companies and similar investors.

The southern part of the Triangle, north of Arch Street between 20th and the River, appears to offer unusual opportunities for this type of improvement as an alternative to the development of housing.

The Panel recommends that this possibility be thoroughly explored. It offers a means of attracting desirable new businesses to the city.

CHAIRMAN: The next general subject is Timing.

Question No. VII. - A What should be the timing of development? Should a large area be developed at one time to produce a single, unified project, or should construction be spread over a number of years?

MR. DAVID D. BOHANNON: In the opinion of the Panel, it is desirable to develop a unified project with related units completed at one time. Each classification of use should be scheduled for completion as soon after demolition of existing structures as possible. In view of the national emergency, we strongly recommend that planning proceed in anticipation of physical improvement. During this period, only those structures should be removed or demolished which will be required for the construction of boulevards and road and street development, all other structures should be retained for present use until such time as it is possible to proceed with new construction.

In view of the above condition, we recommend that the master plan be kept fluid as to actual building dimensions and specific uses, as changing conditions may dictate somewhat different uses than those that we would recommend if immediate construction were feasible.

The basic land use pattern has been most competently studied by the Planning Commission, and we find no major criticism but do recommend certain modifications which, in our opinion, will better conform to the traffic location and space requirements for the highest land use.

To be more specific in answering Question 15, a practical approach for partial development is to analyze the specific uses that may be profitably developed at an earlier date than now appears to be feasible for the commercial portions of the Triangle. The area set aside for housing and institutional uses can be frozen as to design providing great care is taken to have the basic site plan related to the adjoining areas both as to traffic movement and orientation.

If the area designated as housing is not developed as a whole, the minimum that should be constructed at one time should be of sufficient size to insure neighborhood character. This could quite properly be limited to the acreage lying north of the Vine Street overpass.

CHAIRMAN: The next question deals with publicizing

the Plan.

Question No. VII, (B) - Could the preparation and wide publicizing of a broad and inspiring plan for this area of itself create values by attracting outside firms to locate in the area? Could the complete rebuilding of a major section of the heart of the city be done in such a way that it would produce a new attitude toward the city by Philadelphians and also by people outside the city, thereby creating an environment favorable to increased prosperity?

How should the development of the area be handled so as to attract the greatest possible attention?

This will be handled by Mr. Hugh Prather.

MR. HUGH PRATHER: Assuming that a practical plan of redevelopment worthy of the great 200 acre Triangle area can be agreed upon, it will undoubtedly be one that will enthrall and challenge the interest and support of all Philadelphians. This will also serve to spread the exciting news of Philadelphia's progressive planning era now coming to fruition after years of tireless effort, technical research and wise and considered decisions.

The announcement of an overall and definite plan with all the details will at once invite the inquiry of varied business interests, and now that the Pennsylvania Railroad has definitely announced that the Chinese Wall will be removed during 1952, this announcement alone should

stimulate interest in the area and progressively influence values upward as different stages of the final redevelopment are reached.

It is also very certain that civic bodies and all associations interested in city planning and beautification throughout America will quickly and freely publicize this great stimulus to Philadelphia's civic progress.

All this will serve to greatly awaken the citizenship of this city. This and other planned changes will understandably create a different mental attitude towards growth and inevitable and necessary redevelopment in a great city's progress. The Panel believes that unless there is a favorable attitude on the part of the public, there is no real impetus to push to completion even excellent planning.

The outside world of American cities will look with admiration and wonder and considerable satisfaction to the City of Brotherly Love, which is shaking off conservatism and commanding the respect, if not the envy, of a fast-moving American economy.

CHAIRMAN: Gentlemen, that concludes the questions presented to us by the Planning Commission, and the answers thereto.

QUESTIONS AND ANSWERS

CHAIRMAN: I should now like to refer back to the very beginning of the discussion. Mr. Fleetwood handled the first two questions, as you will recall, which were as follows:

"Can the Triangle be developed in such a way that it offers attractive investment possibilities and, at the same time, builds up and strengthens values in the remaining part of the city center rather than draining off existing values in other areas, thereby blighting other sections?"

"If a single large corporation builds and leases the development of an entire block or on several contiguous blocks, the possibilities are much broader than would be the case if the land were divided into small parcels sold separately for individual development. What are the advantages and disadvantages of each type of approach, and which is preferable?"

Now, Mr. Fleetwood, I have a question from the floor:

Give the reasons why you think the large development for the housing program is better than several small ones?

MR. FLEETWOOD: Principally the question of money. That is the first consideration. Secondly, the fact that if you develop this area as a whole, you will secure a better uniformity of development and neighborhood characterizations.

Now, to go back to this question of money. Your