In 1997, West Philadelphia’s anchor institution leaders, real estate developers and community members came together to begin a new organization. They endeavored to address an urgent crisis of neighborhood disinvestment, while endowing the nascent group with ample flexibility to someday steward the hoped-for consequences of growth.

Spoiler alert: It worked.

As University City District (UCD) celebrated its twentieth anniversary in 2017, the area we serve was alive with activity that not even our visionary founders could have anticipated: $2.1 billion of real estate investment over the past two years; $1 billion in annual R&D expenditures; and 80,000 jobs concentrated in two square miles. UCD’s role in this emerging boomtown is to invest in the shared infrastructure, both literal and figurative, of a successful place through the foundational infrastructure of clean and safe streets; the commercial infrastructure that supports neighborhood businesses; the civic infrastructure that allows the commons – public spaces and sidewalks – to be as dynamic and lively as the new metropolis rising around it; and, increasingly, a 21st century opportunity infrastructure to ensure that the benefits of growth accrue broadly to neighboring communities.

Here at UCD, we believe the purpose of a great place is to create the platform for human potential to thrive. That is the real power of a place like University City and I think it is the highest calling of our collective work.

That’s why we support local businesses owners looking to grow and expand here in our community, and assist residents seeking to rehab their vacant or distressed homes. That’s why we created the West Philadelphia Skills Initiative, which allows talented West Philadelphia residents to connect to life-changing opportunities at world-renowned institutions like CHOP, Drexel and Penn. That’s why we started our landscaping venture Green City Works, so that local residents could contribute to the greening and transformation of our campuses, our streets and our parks.

This is what UCD is all about, and it’s certainly what University City is about. Together, we are in the business of changing places and changing lives. The pages that follow offer a glimpse of this collaborative work from the past year. As University City District celebrated the past, we worked in 2017 to invent and shape a new future for the neighborhood we love.

Sincerely,

Matt Bergheiser
President, University City District
UCD was founded in 1997 by a partnership of world-renowned anchor institutions, small businesses and residents to provide supplemental public safety and maintenance services throughout the district. Even as our mission evolved over those 20 years, ‘Clean and Safe’ has always been the core of UCD’s work. Our team of safety ambassadors and public space maintenance professionals has grown from a small crew to over 80 individuals who keep the neighborhood safe and welcoming for residents, students, employees and visitors alike. Crews work directly with the community by tabling at safety fairs, assisting with neighborhood cleanups, and providing services like walking escorts and vehicle lock-out assistance. In 2017, safety ambassadors collectively rode 340 miles a day (the approximate distance between Philadelphia and Boston), and the entire team cleaned and patroled over 160 commercial and residential blocks.

150,135 bags of trash collected in 2017

160,000 hours of patrol and cleaning coverage in 2017
Signature Events

UCD’s portfolio of free community events – designed to activate public spaces, support local businesses and build community – has grown significantly over 20 years. Throughout the summer we continued our destination events like the Baltimore Avenue Dollar Stroll, 40th Street Summer Series, Movies in Clark Park, and University City Dining Days. From May through September, PECO sponsored weekly performances at The Porch at 30th Street Station so that local employees, travelers and passersby could enjoy music, dance, and theater onsite. We launched a new networking series called University City MIX for local professionals to meet and mingle at restaurants throughout the district. All told, 2017 was our most robust year of programming to date, offering ample opportunities to celebrate with our community.

22 straight weeks of free events across our 2017 summer season

40,000+ attendees of all UCD events in 2017
Since partnering with SEPTA in 1999 to create, operate and manage the Loop Through University City (LUCY) Shuttle, UCD has worked to make traveling through the district safer and more convenient for pedestrians, cyclists, drivers and public transit riders. Today, there are two LUCY routes for local employees and students, with nearly 800,000 rides in the past year. In 2017, we expanded our transportation planning work: supporting SEPTA in route analysis; collaborating with the City and the Pennsylvania Department of Transportation on safety improvements to the I-76 ramps at University Avenue; and implementing a new protected bike lane on Chestnut Street with the City and other partners. By harnessing the power of data, we will continue to develop new resources and strategies to inform transit decisions that improve safety, accessibility and mobility throughout the district and region.
One of UCD’s most longstanding goals has been to enhance and promote University City’s unique neighborhood assets. Our early work – focused on showcasing this beautiful and diverse district through marketing efforts and destination events – has blossomed into a suite of services for local homeowners and businesses. Throughout our history we have helped small businesses access the capital needed to renovate, expand or open; provided data to inform business decisions; and built awareness through marketing support. Project Rehab strengthens our residential community by assisting local property owners as they bring vacant or distressed real estate back to useful life. Over the years, we’ve transformed burnt-out shells into new residential units, saved architectural gems from the wrecking ball, and turned vacant lots into community assets like The Dirt Factory, our compost facility. Highlights of 2017 include supporting Dock Street Brewery’s expansion into a canning operation and cocktail lounge, and helping Rosa’s Fresh Pizza open a second storefront for their socially conscious enterprise on 40th Street.

$3 million in market value created through Project Rehab in 2017

$163,000 raised to assist University City businesses in 2017
UCD’s efforts to transform public spaces in our district began in 2011, and we have quickly earned a reputation as a national leader in placemaking. Through projects like The Porch at 30th Street Station, the forthcoming Trolley Portal Gardens, Parklets, pedestrian plazas and more, we have made the neighborhood a greener, more vibrant place for local residents, employees and visitors. 2017 brought us close to the finish line of our ambitious, $4.5 million Trolley Portal Gardens – the future home of an open space and restaurant, Trolley Car Station – that will be completed early in 2018. We also launched Just Spaces, an initiative designed to ensure public spaces are deeply inclusive and just. The project marks the next phase of our approach to placemaking, as we work with experts and community members to improve the spaces we design and manage while contributing to vital conversations about equity and justice taking place across the nation.

70,000 square feet of concrete activated plus 45,000 more to come in 2018!

$150,000+ in 2017 food truck sales at The Porch at 30th Street Station
Since 2011, UCD has worked to build bridges that connect talented local residents to the opportunities created by University City’s thriving economic engine. We developed our West Philadelphia Skills Initiative (WPSI) job training program to not only help our neighbors find employment, but build pathways to career success. In 2017, the Skills Initiative continued to provide hard and soft skills training that helps formerly unemployed residents access life-changing opportunities, while supporting the district’s largest employers in their search for a talented workforce. Our unique approach to workforce development continues to attract interest from national stakeholders: this past year, the Brookings Institution recommended that the Skills Initiative be expanded in order to build a more inclusive innovation district, and UCD was asked to lead the opening plenary of the National Fund for Workforce Solutions’ annual event. In 2017, the program served the largest number of jobseekers to date, and participants benefited from a nearly 30% hourly wage increase after completing the program.

<table>
<thead>
<tr>
<th>Graduates connected to employment in 2017</th>
<th>$15.4 million in wages since inception</th>
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<td>157</td>
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In 2016, UCD merged its expertise in placemaking and workforce development, creating a commercial landscaping social venture with the purpose of employing local residents while greening and beautifying the district. Green City Works (GCW) flourished in its second full year of operation. In 2017 GCW added new staff, expanded its services, and reached approximately $1 million in total revenue for the year. GCW added clients like Brandywine Realty Trust to its portfolio, and continued working with the University of the Sciences to green and beautify their footprint, including a complete reimagining of a major campus space. Green City Works is dedicated to serving as an exemplary employer that provides good pay, full benefits, full-time and year-round work; we have maintained this commitment throughout the colder months by offering career advancement training and ongoing work in snow removal and winter plantings. GCW also serves as a blueprint for University City District’s deeper exploration of additional social enterprise models.

53 sites maintained by Green City Works

1.5 million+ square feet maintained by Green City Works in 2017
Throughout 2017, we celebrated 20 years of neighborhood impact in ways both big and small. In our 20 Years, 20 Stories series, we used profiles, videos, photos, and recollections to knit a tapestry of the stories that make University City such a wonderful place. We demonstrated our appreciation for University City’s robust civic sector by working with the five civic associations on our board, committing both financial and technical assistance to projects that are meaningful to each neighborhood. Throughout the month of August, we celebrated local workers through Employee Appreciation Days at The Porch, providing giveaways and food truck discounts. The year culminated with our annual State of University City in November, in which we honored our founding board members and celebrated the past, present and future with remarks from our President, Matt Bergheiser, as well as our respective founding and current board chairs, Drexel University’s President John Fry and University of Pennsylvania’s Executive Vice President Craig Carnaroli.

The pages that follow provide an overview of how UCD has changed in the past 20 years and the impact we have made on our community. We look forward to supporting this dynamic and diverse community for the next 20 years, working with our partners to uphold UCD’s motto of Changing Places and Changing Lives.
University City District Milestones

1997
UCD founded

1999
UCD opens office at 3940 Chestnut Street
LUCY Bus launches Partnership with SEPTA on University City bus loops

2001
UC Bright program initiated Initiative to brighten streets west of 40th Street
Philadelphia Orchestra plays Clark Park

2004
First 40th Street Summer Series UCD and Penn's free concert series
Custom-designed chairs that launched UCD's development of social seating

2005
University City Dining Days debuts UCD's restaurant promotion

2007
Philadelphia Orchestra returns to Clark Park

2009
Baltimore Avenue lighting project UCD installs 71 new pedestrian lights to brighten Baltimore Ave.

2010
First Baltimore Avenue Dollar Stroll Debut of the mega-popular street festival featuring $1 deals

2011
The Porch at 30th Street opens West Philadelphia Skills Initiative established UCD's job training program connecting unemployed neighbors to work

2012
The Dirt Factory opens UCD's community compost facility on a formerly vacant lot
First Pedestrian Plaza installed

2013
Heart & Soul roaming piano pop-up Eight artistically designed pianos made for public enjoyment
Looped In social chairs installed Custom-designed chairs that launched UCD's development of social seating

2014
Lancaster Avenue pedestrian lighting Debut of Movies in Clark Park

2015
West Philadelphia Skills Initiative opens new headquarters
Upgrades to The Porch including custom swings and decking

2016
The Porch 2.0 Market Street Bridge pedestrian improvements

2017
Trolley Portal Gardens construction begins Public space and restaurant at 40th St. Trolley Portal

UCD's Logos
1997-2006
2007-2012
2013-PRESENT
Neighborhood Trends Over 20 Years

Cumulative Development Since 2002 (SF)

University City Population

Employment in University City

Decline in Serious Crimes

UCD
Philadelphia

Source: Philadelphia Police Department Police Statistics, as reported to UCD Excludes homicides due to very low incidence rate.

Decline in Quality of Life Crimes
UCD’s Impact Throughout West Philadelphia

- Green City Works Projects
- Businesses Assisted
- Project Rehab Properties
- WPSI Participants
- Public Spaces
- Public Space Maintenance Deployment
- Public Safety Ambassador Coverage
- University City Institutions
UCD FY2017 Financial Results

**FY17 Sources: $10,156,367**

- Board Contributions: 45.4%
- Fee-for-Service Income: 31.5%
- Grant Support and Tax Credits: 16.5%
- In-Kind Contributions: 3.2%
- Community Contributions and Sponsorships: 2.9%
- Interest Earned: 0.4%

**FY17 Uses: $10,080,545**

- Clean and Safe: 39.6%
- Planning and Economic Development: 14.3%
- LUCY® Transit Services: 12.8%
- West Philadelphia Skills Initiative: 9.0%
- Green City Works: 8.2%
- Events, Marketing and Communications: 7.6%
- Administration: 7.1%
- Development: 1.4%
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University City Science Center
University of the Sciences

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PECO
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Radnor Property Group
Renaissance Healthcare & Rehabilitation
Southern Land Company
The Barra Foundation
The Pennsylvania Department of Conservation & Natural Resources
The Restaurant School
The Study at University City
The Wistar Institute
University Enterprises
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$1,001 - $5,000
3737 Chestnut Apartments
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Director of Strategic Initiatives and Communications
University City District (UCD) was founded in 1997 by a partnership of world-renowned anchor institutions, small businesses and residents to improve economic vitality and quality of life in Philadelphia’s University City. Our primary mission is community revitalization. We work within a place-based, data-driven framework to invest in world-class public spaces, address crime and public safety, bring life to commercial corridors, connect low-income residents to careers, and promote job growth and innovation.

To make a secure, online donation to UCD, please visit: www.universitycity.org/donate