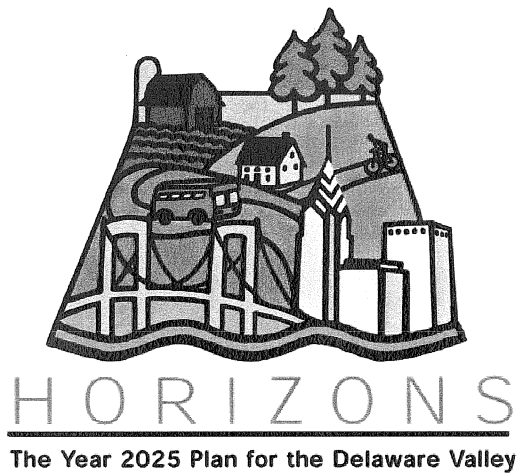




SUMMARY OF PUBLIC WORKSHOPS



DELAWARE VALLEY REGIONAL PLANNING COMMISSION
JANUARY 2000



SUMMARY OF PUBLIC WORKSHOPS



DELAWARE VALLEY REGIONAL PLANNING COMMISSION
JANUARY 2000

H O R I Z O N S

THE YEAR 2025 PLAN FOR THE DELAWARE VALLEY

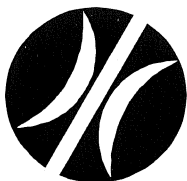
SUMMARY OF PUBLIC WORKSHOPS

January 2000

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Created in 1965, the Delaware Valley Regional Planning Commission (DVRPC) is an interstate, intercounty and intercity agency which provides continuing, comprehensive and coordinated planning for the orderly growth and development of the Delaware Valley region. The region includes Bucks, Chester, Delaware, and Montgomery counties as well as the City of Philadelphia in Pennsylvania and Burlington, Camden, Gloucester, and Mercer counties in New Jersey. The Commission is an advisory agency which divides its planning and service functions between the Office of the Executive Director, the Office of Public Affairs, and three line Divisions: Transportation Planning, Regional Planning, and Administration. DVRPC's mission is to emphasize technical assistance and services and to conduct high priority studies for member state and local governments, while determining and meeting the needs of the private sector.



The DVRPC logo is adapted from the official seal of the Commission and is designed as a stylized image of the Delaware Valley. The outer ring symbolizes the region as a whole while the diagonal bar signifies the Delaware River flowing through it. The two adjoining crescents represent the Commonwealth of Pennsylvania and the State of New Jersey. The logo combines these elements to depict the areas served by DVRPC.

DELAWARE VALLEY REGIONAL PLANNING COMMISSION

Publication Abstract

TITLE	Date Published: January 2000
HORIZONS: The Year 2025 Plan for the Delaware Valley	Publication No. 00006
Summary of Public Workshops	

Geographic Area Covered: Nine-county DVRPC region: Bucks, Chester, Delaware, Montgomery and Philadelphia counties in Pennsylvania; Burlington, Camden, Gloucester and Mercer counties in New Jersey.

Key Words: Horizons; Year 2025 Plan; Public Participation; Workshops; Break-out groups; Trends; Land Use; Transportation; Environment; Economic Development; Technology; Housing; Taxes; Intergovernmental Cooperation; Education; Investing

ABSTRACT

In 1999, DVRPC began to prepare a new long-range regional plan - ***Horizons, The Year 2025 Plan for the Delaware Valley***. In order to gather the most recent and relevant local information, assess public sentiment, and assure support for ongoing implementation, four public workshops were held in October and November, 1999 to solicit public input and comment. This report includes all comments received at those workshops, together with the results of an exercise to prioritize investments in the region's future.

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HORIZONS
The Year 2025 Plan for the Delaware Valley

SUMMARY OF PUBLIC WORKSHOPS
January 2000

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HORIZONS
The Year 2025 Plan for the Delaware Valley

SUMMARY OF PUBLIC WORKSHOPS
January 2000

INTRODUCTION AND BACKGROUND

In 1999, the Delaware Valley Regional Planning Commission (DVRPC) began a two-year effort to prepare a new long-range regional plan - ***Horizons, The Year 2025 Plan for the Delaware Valley***. As the designated Metropolitan Planning Organization (MPO) for the nine-county Philadelphia-Camden-Trenton metropolitan area, DVRPC is required to prepare and maintain a long-range plan in order to guide highway and transit investments and receive federal transportation funds. More importantly, as a regional planning agency, DVRPC has a responsibility to continually monitor conditions and trends across the region, assess significant factors of change, and develop a vision of where the region should be going in the future.

The 2025 Plan will build upon the extensive work undertaken in preparing ***Direction 2020***, DVRPC's Land Use and Transportation Plan for the Year 2020, which was completed and adopted in 1995. A Plan update is required now in order to maintain the federally-required 20 year planning horizon. Given the relatively recent completion of data gathering, analysis, and recommendations of the 2020 Plan, the Year 2025 Plan will focus on reviewing and refining the goals and policies of the 2020 Plan, preparing revised population and employment forecasts to the year 2025, and developing a refined regional planning vision for both land use and transportation facilities.

PUBLIC PARTICIPATION

In order to gather the most recent and relevant local information, assess public sentiment, and assure continuing support for ongoing implementation, DVRPC will seek to maximize opportunities for public participation in the development of the Year 2025 Plan. As with the Year 2020 Plan, DVRPC will employ a variety of strategies in order to solicit comments and feedback regarding the policies and direction of the planning process. Newsletters, surveys, a website, public workshops and hearings will all be utilized to create opportunities for the public to learn about the Plan and provide information, opinions and ideas. All public input will be reviewed and considered by the DVRPC staff and Board members in the development of the Plan's policies and projects.

The first opportunity for public participation in the Year 2025 Plan was in October and November of 1999, as DVRPC held four public workshops across the region. Held on

weekday evenings after work to maximize the opportunities for attendance, each workshop was designed to provide an introduction to DVRPC, the purpose of the Plan, and background on current land use and transportation conditions and recent trends in the region. Following a light dinner and presentations by a guest speaker and DVRPC staff, participants were able to divide into smaller groups for discussion and solicitation of comments. At the end of each session, participants were asked to distribute hypothetical funding across six categories to illustrate relative priorities for regional investments.

The dates and locations of the four workshops were as follows:

- October 28, 1999 - Park Ridge at Valley Forge Hotel, King of Prussia, Pennsylvania
- November 4, 1999 - Rowan University, Glassboro, New Jersey
- November 9, 1999 - International House, University of Pennsylvania, Philadelphia, Pennsylvania
- November 15, 1999 - Burlington Meeting House, Burlington, New Jersey

Invitations to the workshops were sent to the several thousand people on DVRPC's mailing list, distributed through the region's TMA's, forwarded by e-mail to a wide variety of organizations and committees, and listed in area newspapers. There was no fee for attending. Each workshop was attended by between 50-100 people, for a total of almost 300 attendees over the four evenings. Participants were primarily citizens with some local and state officials and professional staff.

STRUCTURE OF THE WORKSHOPS

At each of the three suburban workshops, participants were asked to register for one of three break-out discussion groups: 1) Existing Centers, Cities and Older Suburbs; 2) Growing Suburbs; or 3) Rural Exurbs. Depending on local interest and number of participants, these groups were sometimes combined into two discussion groups. For the workshop in Philadelphia, participants were asked to register for either: 1) Center City; 2) the Neighborhoods; or 3) the City in the Region. Given the interest at that workshop, the Center City and Neighborhood discussion was combined and there were two sessions of the City in the Region. A total of 11 break-out groups convened over the four evenings.

Upon entering, each participant was given a copy of ***Horizons Report #1: The Shape of Things to Come: Thinking About the Region's Future***, which provided background information on DVRPC, the planning process, the policies of the existing Year 2020 Plan, and current regional trends and their consequences. Each participant was also given a list of questions for consideration in the break-out discussions, which followed the presentations by DVRPC staff. Finally, each participant was given \$100 in

\$10 denominations of DVRPC “play money” to deposit among the six categories as denoted below. The discussion questions were as follows:

1. Consider the statement of conditions and issues in your area. Are there others that should be considered in the context of the regional plan?
2. Given current conditions and long-term trends, what should be the primary policy directions for the region as we move forward?
3. What specific actions are needed to change any adverse trends in your area in regard to land use or transportation conditions?
4. How can the regional plan best be used to influence change in the region?
5. What are the opportunities for regional cooperation? Inter-municipal cooperation? City-suburb cooperation? Cooperation between the states?
6. What are your priorities for investing in the region’s future?
 - Preserving farmland and open space
 - Revitalizing towns and cities
 - Bicycle and pedestrian facilities
 - Building new roads
 - Building new public transit systems
 - Improving existing transportation facilities

SUMMARY OF DISCUSSIONS AND COMMENTS

Each of the break-out discussion groups was moderated by a DVRPC staff member, with a second staff member recording all comments on a board that could be viewed by the group to assure accuracy in reporting. Discussions were often wide-ranging, reaching beyond the defined questions and issues identified in the staff presentations. Nevertheless, comments could generally be grouped into one of ten categories:

- Trends and Forces
- Land Use, including municipal decision making
- Transportation, including highways, transit, bicycles and goods movement
- Environment and Resource Protection, including open space
- Economic Development
- Technology, including impacts of the Internet and e-commerce
- Housing
- Taxes
- Intergovernmental Cooperation, including city and suburban relations
- Education and Civic Dialogue

Each of these will be summarized in turn:

Trends and Forces

Participants generally agreed with the trends as presented by staff, particularly the demographic information regarding the aging of the population. An aging population will create new needs for transportation, housing and services. Other significant trends were the increase in car ownership, vehicle miles traveled and suburb-to-suburb trips. It was noted that *"we have a car oriented society; people love their cars, privacy and space."* Other trends and forces discussed were the increasing ethnic mix within the City of Philadelphia and that federal and state policies have not been as beneficial to cities. It was stated that city decline will not reverse *"until we lower taxes, improve schools, and reduce crime."*

Land Use

Land Use comments covered a wide range of issues, from the revitalization of underutilized buildings and brownfields in the city to efforts to manage growth in the suburbs. In the cities and older suburbs along the Delaware River, waterfront development was identified as key to revitalization efforts. Increasing lot sizes and housing unit sizes in the cities would also make them more attractive. It was noted that *"Preservation, if done wisely, can make economic sense."* In the suburbs, it was consistently noted that municipalities do not have the tools to manage development. Regulatory ideas raised were infrastructure concurrency, impact fees, protection from curative amendments, and reducing the reliance on the property tax which creates a ratable chase. Planning ideas raised were higher-density zoning at existing centers or transit stations, promoting commercial uses within urban neighborhoods, promoting cluster and planned residential development, providing incentives for businesses to locate near transit, and working to encourage the creation of centers. One participant noted, however, that *"having centers in suburbs is almost contradictory."* It was also noted that *"Smart Growth" does not mean "No-Growth,"* and that while the states can provide new tools for local land use control, *"the only top-down (ie. State) land use control is education."*

Transportation

Transportation comments could be grouped into sub-categories of General, Highway, Transit, Other Modes, Freight, and Bicycle/Pedestrian:

General: While the suburbs were originally attractive as a less-congested option than the cities, this is no longer the case. Planning should focus on suburb to suburb commuting. More consideration needs to be given to the impact of transportation facilities on land use and development. Job access and reverse commuting was also

raised as an issue, particularly the *“last mile connector.”* There was some discussion about the future of telecommuting as a means to reduce traffic, but it was also noted that telecommuting has its drawbacks, including *“a lack of social interaction and idea sharing around the water cooler.”* Finally, it was noted in several sessions that cost is the greatest determinant of total car use and the true cost of transportation should be recouped through higher gas taxes. It was stated that outside forces may eventually limit future auto use, such as lack of imported oil, military conflicts, or global warming.

Highway: It was noted by several participants that the true cost of automobile use is not recognized, including air pollution, congestion and water pollution. It was suggested that proposed roadway projects conduct a cost/benefit analysis of all impacts and comparison with alternative modes. Ideas for improving roadway efficiency included High Occupancy Vehicle (HOV) lanes and congestion pricing. A suggestion was also made to standardize intersection design throughout the region for left turns, through movements and right turns. Major highway projects identified included the Pennsylvania Turnpike/I-95 interchange in Bucks County and the new New Jersey Turnpike interchange in Burlington County.

Transit: There was extensive discussion regarding the market for and operation of transit service. It was noted that transit service does not cover many areas, particularly for suburb to suburb commuting. People are often not aware of service even where it does exist. Expanded marketing of transit was recommended. Other recommendations include integration between systems such as PATCO and SEPTA, increased levels of service, and improved personal security. Incentives for individuals to use transit and for businesses to locate at transit-accessible locations should be pursued. Transit agencies should also partner for transit-oriented developments. In regard to the proposed South Jersey Light Rail line from Camden to Trenton, there were a number of concerns regarding cost, noise, availability of parking, and ridership levels.

Other Modes: Vanpool service has been on the decline in recent years, due in part to worker's schedules that prevent ridesharing, the need to access day care, and parking costs. Preferential tax breaks and incentives for vanpool users may increase their usage. It was noted that DVRPC should work with the county and transit providers to design paratransit services. Other alternatives such as small aircraft, high speed lines, monorails, and ferry service along the Delaware and Schuylkill should also be considered for future service.

Freight: Goods movement is increasing, which is a reflection of a strong economy. Home deliveries will become more common due to the Internet and electronic shopping. One strategy for moving goods would be to utilize transit lines, although there will likely be community opposition to freight trains on commuter lines.

Bicycles/Pedestrians: More emphasis needs to be placed on the development of bicycle and pedestrian trails, particularly in light of the aging population. There is a conflict, however, between bicyclists who desire on-road vs. off-road facilities. Wider shoulders and sidewalks would increase pedestrian activity and improve access to transit. In Philadelphia, it was noted that a lack of parking is viewed by some as a constraint on growth, but *"a pedestrian environment is what is special about Center City"* and should be protected, perhaps by perimeter parking lots with more shuttle services.

Environment and Resource Protection

A number of participants felt that the presentation of trends did not sufficiently discuss environmental concerns, including water supply and aquifer levels, loss of tidal wetlands, stormwater runoff impacts, energy supply and sources, and natural systems planning based on watershed or other bio-regional delineations. The plan should address these issues, and promote a regional network of greenways, similar to the Year 2020 Plan, that includes both urban and natural areas. Urban parks were recognized as a key amenity for quality of life. While some questioned whether we can protect our environment given global rates of population growth, it was also noted that the relatively low rates of growth in the region may help to create a sustainable future.

Economic Development

The corporate trend is to move out to open space in the suburbs to avoid the city wage tax, attract high quality workers, and draw on a better school system. The best hope for urban revitalization is to provide incentives for redevelopment, such as expedited permits, Business Improvement Districts, tax breaks for renovation of historic buildings, assistance with brownfield remediation, and opportunities for public-private partnerships. Building codes should be revised as needed to facilitate redevelopment in older areas. On a regional scale, *"companies are attracted based on quality of life and quality of the workforce."* A recommendation was to create a targeted marketing campaign to keep students in the region after graduation.

Technology

Many respondents felt that the plan should address how technology will impact land use and transportation planning and the revitalization of urban areas. Changing transportation technology may address air pollution concerns and increase the efficiency of the highway and transit systems. The rise of electronic commerce and telecommuting will reduce the number of trips for business and shopping, but could have negative effects such as a decline in local retail and increased decentralization.

Housing

Some participants felt that the housing market demands larger homes on wider lots and planners should accommodate this market, while others felt that if more choices were made available the market would widen to include different housing types. It was noted that builders and developers only comply with existing plans and ordinances so the issue is with the local municipalities and not the private developers. In Philadelphia, incentives, loans and tax breaks for middle-income housing should be created, and not just focus on low-income housing. The City needs larger housing units at lower density with amenities such as extra bathrooms, off-street parking and yards to be competitive with the suburbs.

Taxes

"The tax structure in Pennsylvania should be reevaluated. The Plan should address the issue of the regional tax structure and the impacts on the City." In Philadelphia, the wage tax drives out both residents and jobs. *"Regional tax base sharing would have tremendous benefits... as a means of regional growth management, not a handout to the City."* We should look for City and suburban cooperation opportunities to promote tax base sharing as a "win-win" situation.

Intergovernmental Cooperation

Incentives for cooperation are needed among groups of municipalities, between municipalities and their counties, between counties within the region, between the two states, and between neighboring regions. Intergovernmental cooperation is essential for transportation corridor planning, for open space preservation and greenways, for economic development and the port, for drinking water supply and quality protection, and for land use planning. *"Efforts to manage suburban growth will have positive impacts for the City and should be supported by City residents and politicians."*

Education and Civic Dialogue

"Education of citizens and elected officials is critical. People need to understand the impacts of individual actions just as elected officials need to understand impacts of policy actions." We need to increase funding for education on regional thinking, particularly among the children that will inherit the future, and make public participation easier, so more "regular" people can get involved. There is no true forum for regional decision-making outside of DVRPC. DVRPC should be a "positive champion for the region" and network with the many citizen groups to "build communities by building relationships among people" and create a broader public forum for regional discussions. DVRPC should also provide more outreach to regional and community newspapers, as well as TV news, to portray a more positive image of the region. While

awareness and education are the key to changing our trends, it will take a real effort with a budget for marketing and public education.

INVESTING IN OUR FUTURE

The final exercise of the Public Workshops was an opportunity for the participants to “put their money where their mouth is” by selecting among competing priorities for future investment. Upon entering, each participant was given \$100 in DVRPC play money. At the end of the discussions, each was asked to distribute the money, in \$10 increments, among six possible choices for future spending in infrastructure “piggy banks.” While funding programmed by DVRPC through the regional Transportation Improvement Program (TIP) is limited to the four transportation categories, the first two categories were included to illustrate relative preferences and priorities.

- Preserving farmland and open space
- Revitalizing towns and cities
- Bicycle and pedestrian facilities
- Building new roads
- Building new public transit systems
- Improving existing transportation facilities

The distribution of funding for each of the four workshops and in total are shown on the following pages. Most surprising and instructive was how close the results were for each of the four sessions, reflecting a sense of consensus - at least among those who attended these workshops - in suburban Pennsylvania, suburban New Jersey, and the City of Philadelphia.

Preserving Farmland and Open Space: This spending category was first or second at all venues, ranging from 22% (King of Prussia) to 30% (Burlington). Clearly, meeting attendees viewed preservation of open space, natural features and farmland as critical components of the region’s future planning, in conjunction with the maintenance and expansion of the built environment.

Revitalizing Towns and Cities: The workshop percentages for this category were fairly consistent, ranging from 21% (Gloucester) to 28% (King of Prussia). Overall, this was the highest spending category among Workshop attendees. The strong support for this category is consistent with the high response for maintaining existing transportation systems.

Developing Bicycle and Pedestrian Facilities: This category received relatively consistent rankings, between 5-12%, and was overall twice as high as the response for Building New Roads. Given the relatively low level of funding for these activities

in the past, this appears to be a fairly strong endorsement for additional funding and emphasis for this transportation category.

Building New Roads: This was the lowest priority among the six categories and received relatively consistent rankings at all of the venues, averaging just 5% overall. At least in the collective opinions of the meeting participants, the construction of new roads is a lower priority infrastructure expenditure for the future.

Building New Public Transit Facilities: At the four workshops, support for building new public transit facilities was higher, ranging from 11% (Burlington) to 21% (Philadelphia). The key finding is that all groups ranked this category higher than Building New Roads.

Improving Existing Transportation Facilities: The workshop percentages ranged from 17% (King of Prussia) to 22% (Burlington), the highest of the four transportation categories. The issue of maintaining the existing transportation system has been a strong theme at DVRPC for the past decade. Workshop attendees seemed to understand the importance of maintaining what we have, even though there are demands for new transportation facilities and services.

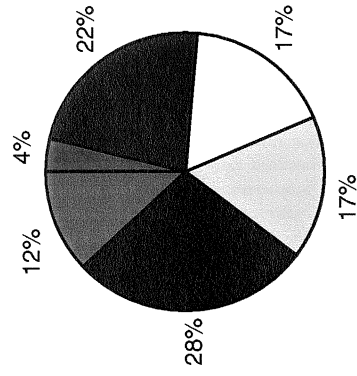
CONCLUSION

The outcome of this public involvement exercise strongly supports the goals and policies of the adopted Year 2020 Land Use and Transportation Plan. Key policies in the Plan call for the revitalization of the region's core cities and other older places, maintaining existing infrastructure systems, minimizing the development of new highways, expanding public transit service and alternative modes like walking and bicycling and preserving significant open space and farmland resources. The Year 2020 Plan is intended to be a foundation for development of ***Horizons, the Year 2025 Plan***. It appears that, at least among the 300 plus attendees at the Community Workshop meetings, there is strong support to continue and strengthen current policy approaches in the new plan.

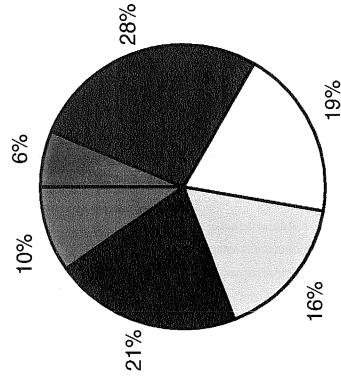
In the coming year, DVRPC will continue to prepare Plan documents and solicit public input to the development of the Plan. A report on Issues and Choices for the region will be completed during the winter, a draft Land Use Plan will be available in the summer, and a draft Transportation Plan will be available in the Fall. DVRPC will utilize the comments and direction received from these workshops in the preparation of those documents and hold additional public forums as more information becomes available. Plan material will also be posted on the DVRPC website - www.dvrpc.org - where comment and feedback is always welcome.

HORIZONS 2025 SUMMARY OF WORKSHOP RESULTS

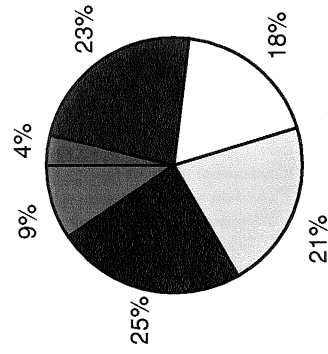
VALLEY FORGE, PA
OCTOBER 28, 1999



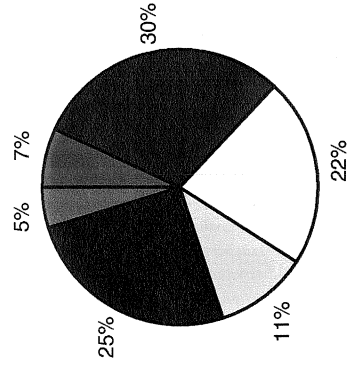
GLASSBORO, NJ
NOVEMBER 4, 1999



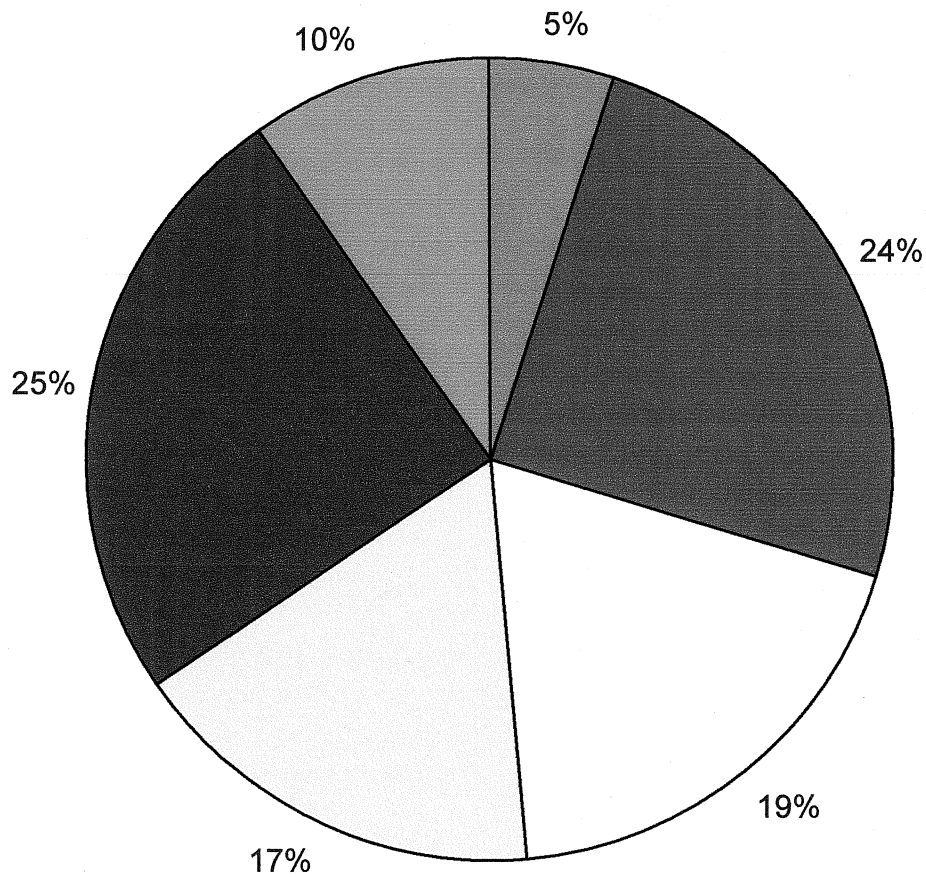
PHILADELPHIA, PA
NOVEMBER 9, 1999



BURLINGTON, NJ
NOVEMBER 15, 1999



**HORIZONS 2025
SUMMARY OF WORKSHOP RESULTS
WORKSHOP TOTAL**



Building New Roads



Preserving Farmland and Open Space



Improving Existing Transportation Facilities



Build New Public Transit Facilities



Revitalize Towns and Cities



Develop Bicycle and Pedestrian Facilities



HORIZONS 2025 WORKSHOP

**Park Ridge Hotel, Valley Forge, PA
October 28, 1999**

Existing Centers, Cities and Older Suburbs

LAND USE

1. Municipalities need to support higher-density zoning at appropriate locations, such as in existing centers or at transit stations.
2. However, the cost of municipal services limits support for residential development. Most municipalities would rather have commercial because of the ratables chase.
3. Older communities need maintenance and upkeep, but have a shrinking tax base.
4. Townships do not control development or ask for sufficient mitigation of impacts. Seek a higher level of Developer contributions for services, for both capital and operating expenses.
5. Different Models can work in different areas:
 - Manayunk - non-government model, led by business
 - Trenton - good public-led model
6. Need for more innovation at local level - ie. Zoning
7. Adjoining townships do not have standing to address impacts.
8. Create regional telecommuting hubs.

TRANSPORTATION

1. Link transportation hubs to centers - ie. Plymouth Mall, Exton.
2. Transit agency cannot now do transit-oriented development (TOD), as Washington Metro can.
3. Lack of sidewalks limit access to transit. Design around transit would increase use.
4. Use employment clusters as transit destinations with higher density and mixed use.
5. Auto dependence leads to air pollution, congestion, water pollution.
 - Car travel is artificially inexpensive
 - External costs are not considered
6. Outside forces may limit future auto use
 - Imported oil
 - Lack of world oil production
 - Global warming

7. Two earner households tend to travel in different directions with limited transit options.
8. For reverse commutes, there is a need for a last mile connector.

ENVIRONMENT AND RESOURCE PROTECTION

1. We are destroying our recreational resources
 - Lack of parks and open space
 - Urban parks are a key amenity for quality of life - active recreation, paths, etc.
 - State view does not support urban parks
2. We need a regional network of greenways, that includes both urban areas and natural areas.

TAXES

1. Regional tax rates (property, insurance, wage) are high and a disincentive for locating here.
2. The current reliance on property taxes forces farmers to sell.
3. An alternative could be Land-based taxation, whereby we tax land rather than building value to encourage urban development - for urban areas only. Pennsylvania currently allows cities and boroughs to use split-rate taxation - used in Western Pennsylvania.
4. Also explore opportunities for Regional tax base sharing.
 - Would be positive
 - Need to link with reduction in city wage tax
5. Regional cultural tax may be first step
6. Another approach could be to trade off a lower city wage tax for residents for much lower business tax and higher commuter tax.

ECONOMIC DEVELOPMENT

1. The best hope for urban revitalization is to provide incentives for redevelopment:
 - Look for funding beyond taxes
 - Business Improvement Districts - ie. City Avenue
 - Remove obstacles - expedite permits
 - Private sector opportunities in public spaces, such as concessions, etc.
2. Permits and licenses in city discourage development because of costs and time.
3. Building codes in many older communities prevent higher-density development or redevelopment.
4. In contrast, the statewide New Jersey Building Code facilitates redevelopment in older areas. Should be considered for Pennsylvania, or at least Philadelphia.

5. Provide information and case studies about what works, such as Conshohocken, where they used UDAG funds for redevelopment.
6. High-tech companies are attracted to areas because of availability of quality employees and a high quality of life. We need to retain students in this region and maintain our quality of life.

TECHNOLOGY

1. E-Commerce could lead to:
 - Decline of local retail
 - Less traffic to malls
2. Telecommuting - could limit congestion
 - How to encourage
 - Incentive
 - May have limited impacts

EDUCATION AND CIVIC DIALOGUE

1. No true forum for regional decision-making: people act in their own local interest. Philadelphia needs a city-wide view, as well as neighborhood plans.
2. Lack of knowledge at local level
 - Need for training and technical assistance
3. Awareness and education are key
 - Takes a real effort
 - Budget for marketing, public education

HORIZONS 2025 WORKSHOP

**Park Ridge Hotel, Valley Forge, PA
October 28, 1999**

Growing Suburbs

LAND USE

1. NIMBY (Not in my backyard) is still a problem within the region.
2. To some, the word SPRAWL may mean Some People Really Appreciate Wider Lots.
3. Cluster development and PRD (Planned Residential Development) are good ideas to regulate development within the region.
4. Inter-municipal cooperation is still a problem within the region. Municipalities do not like to cooperate on common issues.
5. The plan should address how proposed MPC (Municipalities Planning Code) Amendments will impact planning within the region.
6. The plan should address the older population within the region and senior issues that will affect planning in the region.
7. The growing Wilmington Area should be addressed in the plan.
8. There is an inflexible approach to planning within the region; the plan needs to address how planning can be more flexible.
9. The plan should deal with planning for poorer communities surrounded by wealthier communities within the region.

TRANSPORTATION

1. More consideration needs to be given to the impact of transportation improvements on land use.
2. More emphasis needs to be placed on the development of bicycle and pedestrian trails.
3. Job access and reverse commute is a critical issue. The plan should address a regional approach to this issue.

ENVIRONMENT AND RESOURCE PROTECTION

1. The environment is and will continue to impact planning within the region.
2. The plan should address how road improvements have and will impact the environment within regional corridors.
3. Energy prices and availability are very important. The plan does not address new sources of supply and the greater availability of these sources.

4. The plan should evaluate the cost of land use and transportation projects versus the preservation of the environment.
5. The plan should address personal or neighborhood environment as well as the environment as a whole.

TECHNOLOGY

1. The plan should devote more space to the issue of how technology will impact land use and transportation planning.
2. As telecommuting for work becomes more prevalent, the plan needs to address the impacts of telecommuting on planning.
3. Technology has impacted the issue of centralization by the nature of technological advances that have promoted decentralization. The issue of centralization versus decentralization should be discussed.
4. The plan should address how E-Commerce will impact certain sectors of the economy.

HOUSING

1. Builders in the region only comply with existing plans and ordinances so the issue is with plans and ordinances not the builder.
2. Sustainability in the housing market is a must to ensure a strong housing market.
3. If the market calls for larger homes and wider lots, planning should work with the market not against it.
4. The problem with housing in the region is that people only buy what is available. If there were more choices, many home buyers may seek alternatives.
5. Financing currently available to many homebuyers is based on the type of development that is present within the region.

HORIZONS 2025 WORKSHOP

**Park Ridge Hotel, Valley Forge, PA
October 28, 1999**

Growing Suburbs/Rural Exurbs

TRENDS AND FORCES

1. Disposable income not forecasted, yet has great impact
2. Forecasted VMT is bothersome. Improved city living would reduce VMT
3. Will city decline ever reverse? Not until we lower taxes, improve schools, and reduce crime
4. Cure for cities must be our priority
5. Quality of life not adequately addressed in DVRPC literature

LAND USE

1. Can we learn from urban areas as we plan for suburbs, and learn from suburbs as we plan for exurbs?
2. Need concurrency between growth and infrastructure
3. Make DVRPC plan consistent with Chester County's Landscapes
4. Pennsylvania is primarily a rural state, yet our needs in SEPA are to control growth. Can legislation be passed for the SE portion of the state only?
5. Get rid of curative amendments

TRANSPORTATION

1. Air travel was not addressed. Example of issue - Wings Field.
2. Population growth follows transportation improvements.
3. Roads are congested and walking is not an option in most suburban areas. Having wider shoulders for pedestrians was suggested to enable people to walk more, including on those narrow country lanes.
4. Data for transportation planning is outdated - need ways to update data inputs more frequently
5. Request auto makers to manufacture smaller, cleaner cars
6. The auto and gas lobbies prevent reduction in car usage
7. Incentives are needed to get people to take transit. Example: R5 should stop in Parkesburg more often. Another example - reinstitute rail service connecting Philadelphia and Allentown
8. Look at other transportation alternatives such as the OSPREY, Hi Speed Lines and Monorails

9. Integrate transportation with land use. Despite intentions, they are still not linked. Provide incentives to do so, as in Landscapes, which offers \$ and technical assistance to do so
10. ROWs could be used for transit
11. Cross county metro is a good idea
12. PENNDOTs policy is that roads are built because people want them. Instead, provide people with alternatives, like transit, bike paths and pedestrian ways, and go on faith that people will use them. Providing transportation alternatives will improve quality of life much better than increasing driving speed, which is not an indicator quality of life, yet that's what PennDOT measures.
13. Bike lanes/trails are a key ingredient in transportation improvements, but they are very controversial and difficult to implement. Neighbors fear "*bad*" people will use the trails, and often succeed in holding up or stopping trail development. Example - Radnor trail resistance.
14. For the bike plan, include bike capacity on feeder roads too
15. Conduct cost/benefit analysis of new roads, examining impact on water quality, costs to clean the water impaired by transportation improvements, additional air pollution created and affect on public health, impact of loss of farmland on local economy and ability to feed us, and compare with alternatives of transit such as high quality buses.

ENVIRONMENT AND RESOURCE PROTECTION

1. Its impossible to protect resources when each MCD must plan for all uses
2. Water issues need addressing: need to educate, show how to reduce impervious coverage, and offer incentives toward water resource planning
3. Explain what happens to resources as result of development, for example, address diminished aquifer recharge due to impervious coverage and piping of runoff
4. Stormwater management needs to address water quality
5. PADEP never denies a permit application

INTERGOVERNMENTAL COOPERATION

1. Is inter-*regional* cooperation addressed in the plan? Drinking water issues are a key example of why it must be.
2. Home rule of MCDs causes them to look after themselves. Need incentives to get MCDs to cooperate and operate collectively. TMAs are an example of cooperation.
3. Promote COGs, though many local governments don't like "*regionalism*." Some mistrust of regionalism is logical because the nature of politics is that some areas will receive more favorable treatment than others.

HORIZONS 2025 WORKSHOP

**Rowan University, Glassboro, NJ
November 4, 1999**

Existing Centers, Cities and Older Suburbs

TRENDS AND FORCES

1. Regional trends are influenced to a great degree by extra-regional factors. Therefore, DVRPC should coordinate efforts with neighboring regions.
2. Increases in leisure time will affect travel demand, most likely increasing tourism travel.
3. A decline in sociability, as people are becoming more solitary, may affect transportation and land use.
4. Take a holistic approach to planning with regard to the relationships between land use, development and transportation.

LAND USE

1. Loss of land to transportation uses negatively affects the quality of life.
2. Farmland is being lost to development. Not just farmland, but farming itself must be preserved.
3. Land use controls and management – particularly in the areas of brownfields redevelopment, and preservation of open space, farmlands, and the built environment – are currently insufficient to the task of changing negative trends in transportation, air quality, and land use. The current regulatory environment creates a disincentive to urban redevelopment.
4. The Southern New Jersey Light Rail Transit System (SNJLRTS) offers an opportunity for transit-oriented development in the riverfront communities along the eastern bank of the Delaware. How will this affect property values?
5. There is a resurgence in city living. The building stock (age, design, condition) is a factor.
6. Resolve the conflicts between environment and land use economics, and between control of development and rights of property owners.
7. Walt Disney World as a model for development – is it workable for local communities?
8. Focus on demolition or adaptive re-use of vacant structures, and on urban Superfund sites.
9. Bring zoning ordinances up to date, to accommodate the increased demand for home-based businesses.
10. Change the tax structure to put an end to the wasteful chase for ratables, and to ease the burden of tax-exempt properties on urban municipal budgets.

11. Implement development impact fees as a way of leveling the playing field for already-transit-oriented Urban Enterprise Zone (UEZ) land vis a vis greenfield development sites.
12. Fear of urban crime must be overcome before urban neighborhoods can expect to lure suburbanites.

TRANSPORTATION

1. The implementation of auto-restricted and auto-free zones may have a positive impact on trends, as they have had in Europe.
2. Growth in transit use is stymied because of a lack of integration between systems – a lack of an easy-to-use transfer between PATCO and SEPTA, for example – as well as insufficient marketing of existing services.
3. Trends do not include the current resurgence in waterborne transportation.
4. While the private automobile is here to stay, cost is the greatest determinant of the amount of use (VMT) each car receives.
5. Improve the level of service of transit, and more people will use transit.
6. Personal security must be addressed before increases in transit use may be realized.
7. Mounting traffic congestion is a disincentive to suburban sprawl, as increasing numbers of people realize that there's more to life than sitting in traffic.
8. Change public perceptions regarding mass transit through marketing, education.
9. Make mass transit more convenient; integrate systems; and encourage transit-oriented development.
10. Make municipalities aware of their public investment choices: transit versus parking.

ENVIRONMENT AND RESOURCE PROTECTION

1. The trends as presented do not factor water supply as a limit to regional growth. Conversely, the adoption of desalinization technology may remove that limit.
2. Youth today are extremely concerned – and worried – about the future of the environment.
3. Loss of tidal wetlands is an important issue.
4. The growing percentage of land covered with impervious surfaces poses a threat to the water supply.

TECHNOLOGY

1. Unforeseen changes in transportation technology (hovercars, etc.) may render moot many of the trends and forecasts regarding traffic congestion and air pollution.

2. The emergence of electronic commerce will have unforeseen impact on travel demand and highway safety (as automobiles, pedestrians and bicyclists must contend with an increasing presence of delivery trucks).
3. Changes in technology – personal rapid transit and “*smart cards*” are examples – will affect transit ridership.
4. With technological advances, will we ever need to go out of the house? Will pollution continue to get worse?

HORIZONS 2025 WORKSHOP

**Rowan College, Glassboro, NJ
November 4, 1999**

Growing Suburbs

TRENDS AND FORCES

1. The region's population is getting older and we have to deal with this. We don't want to lose good people like senior citizens. We need to implement a plan to keep senior citizens and enhance their ability to stay longer.
2. Seniors are vocal at public meetings and want better transportation and more sidewalks. The needs of teens are important, too.
3. The level of growth was never projected and infrastructure has not kept up with it.
4. We've become more mobile in the last 25 years. Today, Mom and Dad and the kids all have cars.
5. People love their cars, privacy, and space. We have a car-oriented society; people want convenience.
6. Families are generally getting smaller, with no more than 2-3 kids.

LAND USE

1. Developers won't give up their land. Therefore, township zoning is very important.
2. Good planning is difficult due to the proliferation of the larger chain stores (such as pharmacies). It requires strong-willed municipal governments.
3. Speculators will argue against downzoning. It is difficult to stop the sale of land to developers.
4. Development can't be stopped. Creating centers is one way to deal with growth. Town centers can foster a feeling of community. In Florida, they are building town centers near housing.
5. Do towns with centers have the same problems? In Pitman, New Jersey, people do walk into town.
6. Having centers in suburbs is almost contradictory. Washington Township has no legitimate center but is using land effectively for parks, fields, and recreation. This attracts people.
7. There is a need to connect all of the little, individual developments.
8. The construction of senior housing has been used as a strategy to lower growth.
9. It is not too late to preserve open space. We need to plan from this point on.

TRANSPORTATION

1. Many roads are narrow and unsafe. Drivers don't adhere to speed limits.
2. Highway construction adversely affects traffic.
3. Transportation is hampered by intersection problems. Standardize intersection design. Provide lanes for left turns, through movements, and right turns. Adding turn lanes and road widening should be done as development occurs.
4. Introduce legislation to force builders to be responsible for transportation improvements and contribute for schools, police, and other services required by new development. Developers must see how development affects the whole community.
5. The Black Horse Pike (Route 42) divides the town in two; you wouldn't want to walk across it. Trying to walk from a store to a supermarket can be difficult.
6. DVRPC's charts show the declining usage of public transportation. Everybody wants a car. They do not want to get off a bus and walk three blocks. Transit is out there, but no one uses it. There is no marketing plan for transit.
7. There are no transportation alternatives to driving a car. Public transportation is only a partial solution. Gloucester County has a feeder bus program, but they only go certain places. In Collingswood, New Jersey, it's possible to get anywhere by public transit.
8. There is a need for the light rail line in South Jersey. Elsewhere, house values have actually gone up when new train service was instituted. But nearby residents are concerned about noise and other adverse impacts of the light rail line.
9. Bike paths should be put in.

TECHNOLOGY

1. One effect of e-commerce is that distribution hubs may migrate where land is cheap. This could have a large impact on local roads.
2. With more cars on the highway, we will see more ITS (intelligent transportation systems) and VMS (variable message signs).
3. Atlanta is covered by VMS. Here, we only have it on Route 42.

INTERGOVERNMENTAL COOPERATION

1. The New Jersey State Plan has wisdom: it enables small pockets of community development. The State Plan is advisory and long-term.
2. In Florida, the counties implement the master plan. In New Jersey, the counties only advise. Municipalities have home-rule and zoning powers, and they are not about to give them up.

EDUCATION AND CIVIC DIALOGUE

1. DVRPC's citizens committee has no one representing auto travelers.
2. Solving our problems will require a multi-pronged approach.

HORIZONS 2025 WORKSHOP

Rowan University, Glassboro, NJ
November 4, 1999

Rural Exurbs

TRENDS AND FORCES

1. Need to address mobility, transportation mode, and need for services for an aging population.
2. May need to import labor as population ages.
3. As aging babyboomers desires change, what will happen to *"starter mansions"*?
4. We may have more intergenerational households - Need for *"granny flats,"* which zoning usually doesn't permit. MCDs should make it easier for extended families to live together.
5. Trend toward retirement campuses: usually gated communities with both independent and assisted living arrangements, common dining halls, trails and recreational facilities, and transportation needs provided by the facility. These are planned communities for the aging.

LAND USE

1. Infrastructure development has tremendous impact on growth. Examples: Blue Route and Rt 55. Wastewater treatment plants are also responsible for growth.
2. Regional Growth Boundary - good idea, but when new roads and/or interchanges are built, boundary gets expanded. Examples: NJ Turnpike, 322 by-pass. Impact can be to promote growth where it shouldn't be, such as in South Harrison Township. One solution is to build by-passes without interchanges, and make them 2 lanes instead of 4.
3. Need a way to direct growth to centers, and preserve rural lands without taking away farmers' equity.
4. Protecting large landowner's (ie. farmers) equity can lead to sprawl. Example: 1 acre zoning instead of agricultural zoning. How should their land be allowed to be developed to protect their equity and still produce good development patterns?
5. Washington Township is a great example of sprawl. It has no town center. Are there examples of planned town centers in our region? Not too many! Chesterbrook, Rt 130 Willingboro Town Center.
6. TDRs are very problematic - need to more effectively address windfalls and wipeouts.
7. South Jersey has a chance to be proactive in planning. But problems in implementation of good plans persists. Example: Woolwich and its *"Plans for the*

Environs." Was never implemented because there was no \$ for the Master Plan and zoning changes to be made, and, even if they were, the plan called for small centers/villages which would need small treatment plants or package plants and public water systems , but NJDEP would not give approvals. Meantime, developers are buying up land and developing 2 to 3 acre lots, producing the very sprawl the plan intended to avoid.

8. Impact fees should only focus on needed infrastructure improvements, not on schools.
9. Small townships (like South Harrison) have no political clout, and consequently get stuck with undesirable land uses (like interchanges).
10. Small communities' local officials are no match for well-heeled developers, and consequently have to put up with amounts and types of development they do not want.

TRANSPORTATION

1. Pureland Industrial Complex lacks transit service. Employers are not complaining, and the unemployed, who cannot access the jobs there, are unheard.
2. DVRPC should work with the county and transit providers to design paratransit services.
3. Transit companies do not publicize their routes well. Transit connections exist, but its difficult for people to find out about them.

ENVIRONMENT AND RESOURCE PROTECTION

1. Aquifer levels are sinking and the Tri-County Water Quality Management Board does not seem concerned - why not?
2. Gloucester County Utility Authority needs to be reined in.

INTERGOVERNMENTAL COOPERATION

1. Need incentives for municipalities to be consistent with county plans, like Chester County does with Landscapes. Gloucester County should develop similar incentive program.
2. Role of counties should be strengthened.
3. Small townships cannot compete for ratables with townships that have large industrial parks that build on spec.

HORIZONS 2025 WORKSHOP

**International House, Philadelphia, PA
November 9, 1999**

Center City and the Neighborhoods

TRENDS AND FORCES

1. There is an increasing ethnic mix in the City. The Latino population may eventually be as large as the white or African-American. Plan for a more diverse population.
2. The quality of the school system and education will impact on growth trends, either positively or negatively.
3. Population and the number of school children are growing in certain neighborhoods of the City. People are already moving back into the City.
4. An accurate Census count is critical so the City can receive its fair share of funding.
5. Trends may be understated. There could be more growth in the suburbs and even further decline in the City.
6. Educational performance will always lag in areas of concentrated poverty. Efforts should be made to create schools with a diverse population and support a culture of education in all city neighborhoods and ethnic groups.
7. Philadelphia is not perceived as a progressive leader or innovator.
8. The mixed income and racial neighborhoods of Philadelphia are a strong positive.

TRANSPORTATION

1. What are the regional expenditures for highway, transit and other infrastructure in the City versus the suburbs? Have our patterns of investment supported suburban sprawl? DVRPC should conduct and release this analysis.
2. Better service to suburban job centers is needed for City residents, together with better information on that service.
3. Telecommuting could increase among suburban residents employed in the City as a way to avoid the City wage tax and SEPTA costs.
4. Consider ferry service as transit along the Delaware and Schuylkill. This would also help to promote waterfront development.
5. Lack of parking in the City could be a constraint on growth, but too much parking is a negative. A pedestrian environment is what is special about Center City and needs to be protected.
6. Provide perimeter parking around Center City with more shuttle services within. Educate people about transit options.

7. Make City more bicycle and pedestrian friendly.

ENVIRONMENT AND RESOURCE PROTECTION

1. Can we protect our environment and resources given global rates of population growth?
2. Low rates of growth may actually be a positive for this region if we are to be more sustainable.
3. Not enough attention is given to natural systems planning. Use a bio-regional approach to planning, such as watershed boundaries, rather than political boundaries.

ECONOMIC DEVELOPMENT

1. Not enough nighttime activity in Center City. Need more pedestrians on the street.
2. Large, non-local corporations are not good neighbors. If they are not vested in the area, they will not consider local impacts in their location decisions.

HOUSING

1. Philadelphia's housing stock is older, smaller and with fewer amenities than the suburbs. Lower density, larger units with more amenities (extra bathrooms, off-street parking, yards) are needed to help attract people back.
2. Housing rehabs are happening throughout the City, including conversions of commercial or industrial space to residential. Housing rehab is expensive and needs incentives for redevelopment such as tax breaks or low cost loans.
3. Provide incentives and breaks for middle-income housing, not just low-income in the City.

TAXES

1. People avoid city residency because of high taxes. This impacts the Census counts and elections, as well as direct city revenue.
2. Wage tax limits opportunities for employment growth.
3. Regional tax base sharing would have tremendous benefits. Need to promote as a means of regional growth management, not a handout to the City.
4. Look for City and Suburban cooperation opportunities to promote tax base sharing. Needs to be a "win-win" for both.

INTERGOVERNMENTAL COOPERATION

1. Suburban development does not reflect true costs, such as costs for infrastructure, air or water pollution, or food costs due to loss of farmland.
2. Poor air quality is due to forces outside the city, such as suburban traffic and power plants.
3. Congestion is a greater problem outside of the City.
4. Suburban sprawl is a major issue impacting the City. Efforts to manage suburban growth will have positive impacts for the City and should be supported by City residents and politicians.

EDUCATION AND CIVIC DIALOGUE

1. Education of citizens and elected officials is critical. People need to understand the impacts of individual actions just as elected officials need to understand impacts of policy actions.
2. Because of the fragmentation in the suburbs with many towns, there are fewer opportunities for broader public forums. DVRPC can help to create that larger forum.
3. Need to build communities by building relationships among people. Support civic and community groups.
4. DVRPC should be a positive champion for the region and network with the many citizen groups. Provide outreach to both the regional newspapers and the community newspapers, as well as TV news, to provide information to portray a positive image of the region.
5. Media image of the City is usually negative. The news will focus on crime events, when crime trends are actually decreasing in the City.
6. It is hard to know the perception or reality regarding crime conditions, but the perception affects suburban visitors. There is distrust of the officially-reported statistics.
7. The media does not cover such projects as the Roosevelt Boulevard Study, which could have many public benefits, but instead concentrates on the Schuylkill Valley Metro because the Philadelphia Inquirer is primarily a suburban newspaper.
8. Market to attract and keep college students within the region.

HORIZONS 2025 WORKSHOP

**International House, Philadelphia, PA
November 9, 1999**

The City within the Region #1

LAND USE

1. The plan should stress the revitalization of the underused buildings and brownfields within the city and other urban areas as key to restraining sprawl.
2. The plan should stress the importance of waterfront development to revitalization efforts within the city.
3. With a decreasing household size, the city should reevaluate lot sizes. The plan should address the issue of increased lot sizes as a way of promoting revitalization in the city and other urban areas.
4. The plan should promote the development of commercial uses within neighborhoods as a means to revitalize neighborhoods and the city as a whole.

TRANSPORTATION

1. More consideration needs to be given to the impact of suburb to suburb commuting.
2. More emphasis needs to be placed on new public transit or revitalization of the existing transit system.
3. The plan should stress that reinvestment in transit/infrastructure would promote the development of new/alternative transit systems within the region.
4. The current tax structure should be evaluated. The true cost of transportation improvements should be recouped at the gas pump.
5. Roadway construction should be reevaluated. The plan should stress the use of public transit systems over new road construction.
6. Neo-traditional development is thwarted by current road standards. The plan should promote development that is conducive to the public transportation system.
7. Job access and reverse commute is a critical issue. The plan should address a regional approach to this issue.

ECONOMIC DEVELOPMENT

1. Overall job growth is more important than an increase in general household income.

2. City shoppers are now shopping in the suburbs. The plan should address how economic revitalization efforts will lead to an increase in economic self-sufficiency.
3. Development within the Port of Philadelphia is disjointed. The plan should promote a regional approach to the development in the area of the port.
4. Brownfield redevelopment is essential to the revitalization of the city. A coordinated regional approach should be stressed in the plan regarding redevelopment.

TECHNOLOGY

1. The plan should devote more space to the issue of how technology will impact the revitalization of existing urban areas.
2. Auto growth may or may not slow down but telecommuting may become more common. The plan should address the impacts of telecommuting on land use.
3. E-business is not for everyone. The issue of centralization versus decentralization should be discussed in the plan.
4. The plan should address how E-Commerce will impact the small business sector in the general economy.

TAXES

1. The tax structure in Pennsylvania should be reevaluated. The plan should address the issue of the regional tax structure and the impacts on the city.

INTERMUNICIPAL COOPERATION

1. Inter-municipal cooperation is still a problem within the region. The plan should emphasize ways by which the city can cooperate with the suburbs and the City of Pittsburgh.
2. The plan should promote regional cooperation in economic development, including development of the port and brownfields revitalization.

HORIZONS 2025 WORKSHOP

International House, Philadelphia, PA
November 9, 1999

The City within the Region #2

TRENDS AND FORCES

1. Demographic figures on age distribution are shocking, particularly the increase in older folks and sharp decline in younger adults.
2. There are not enough 20-30 year olds in center city, thus there is no big pull for people in this age group to live in the city. Conversely, because the only young people really are in center city, this makes center city more attractive than the suburbs.
3. These factors, combined with little projected job growth, result in a dreary picture for the next 25 years.
4. Federal and state policies are not as beneficial to cities.
5. Many suburbanites are happy with the choices they've made.

LAND USE

1. Open space legislation is pending in many towns in the region.
2. Food supply is threatened with the loss of farmland.
3. There are psychological benefits to preserving green areas and open space.
4. Pennsylvania and New Jersey should look to Maryland's Smart Growth initiatives for leadership and ideas.
5. "Smart" growth is distinct from "no growth" initiatives, which many municipalities are pursuing. We cannot preserve all open space, and many "no growth" initiatives are reactive responses to land consumption. "Smart" growth can mean changing regulations to make shopping centers more attractive and environmentally sound.
6. Many towns do not have the tools to defend against lawsuits from developers who wish to develop the land.
7. We cannot forget that landowners do possess private property rights and can develop their land.
8. Pennsylvania has many fragmented municipalities, with a powerful tradition of home rule.
9. We need to address watershed, forest, and farmland management and the impacts development has on these.
10. Washington Township in Mercer County is attempting to create a town center that includes public space. This could serve as a model for other towns in the region.

11. Camden's redevelopment does not address the fears that people still have about the city.
12. There is a lack of human scale in the suburbs and in other regions of the country. Philadelphia's "*horse scale*" is a definite advantage.

TRANSPORTATION

1. Suburbs were originally easier to get around, so people moved from the city to the suburbs to avoid the congestion and traffic of the city. These benefits are no longer as prevalent.
2. It would be helpful if DVRPC presented more hard data on the economic impacts and associated costs of driving, including the lost labor costs that come with commuting.
3. It is much more difficult for kids to get around in the suburbs, since most cannot walk to school (like in the city), thus placing an additional burden on the parents.
4. There has been a sharp decline in privately run vanpool services, i.e. the Vanpool Corporation of New Jersey has gone from 60 vans in 1983 to 6 vans in 1999. Center city garages have also begun adding surcharges for vans, and the operators face difficulties in the increase in flextime schedules and access to day care needs of their customers.
5. We need to explore HOV lanes in the region, such as San Francisco's successful program of high occupancy lanes, particularly on bridges.
6. We need to explore congestion pricing in the region.
7. Transit's radial system is a drawback for suburb-to-suburb commuting.
8. Trips from South Jersey to the city almost always include driving, even to transit.
9. There may be drawbacks to telecommuting, including a lack of social interaction and idea sharing around the water cooler.

ECONOMIC DEVELOPMENT

1. We need renovation of old historic buildings. As companies move out of old industrial buildings in city to suburban locations, these buildings need to be retrofitted for residential use.
2. Many companies prefer or require larger, newer, more modern facilities that usually are located in the suburbs. Truck-intensive industries favor suburban locations.
3. Suburban job sites are often more energy efficient, yet produce more construction waste, and often the cumulative impacts of locating in the suburbs are less efficient.
4. The corporate trend is to move out to open space in suburbs, for a variety of reasons: to avoid the city wage tax, to attract high quality workers who might prefer a suburban location, and to draw on a better school system.

INTERGOVERNMENTAL COOPERATION

1. We need more intermunicipal planning to bring about open space preservation.
2. We need regional awareness and coordination among municipal plans.

EDUCATION AND CIVIC DIALOGUE

1. We need to increase funding for education on regional thinking.
2. We need to make public participation easier, so more "*regular*" people can have collective political power to bring about these changes.

HORIZONS 2025 WORKSHOP

**Burlington Meeting House, Burlington, NJ
November 15, 1999**

Existing Centers, Cities and Older Suburbs

TRENDS

1. The disturbing demographics on aging and the region's population pyramid can also be an advantage, since new retirees contribute money into the economy.
2. The aging population is working longer and more flexible hours, which will put new demands on transit.
3. There are not enough workers to fill service jobs.

LAND USE

1. There is great potential for redevelopment of the riverfront and old industrial areas. We must consider what the best uses are for the riverfront.
2. We need to group services in accordance with land uses and population demographics.
3. Preservation, if done wisely, can make economic sense.
4. The only top-down land use power is education.
5. We need state regulations on improving infrastructure.
6. There will be new construction of housing in the city. We need incentives for people to move back to the city.
7. Businesses should be required to locate near transit. We need to make it a disincentive for businesses to locate in the exurban industrial parks.

TRANSPORTATION

1. There has been a steady decline in vanpool services. Parking garages have also begun charging extra for vans.
2. Tax laws need to be changed to give more benefits to transit and vanpool users, rather than giving larger parking subsidies to employers.
3. If all kids could walk to school, this would cut down on congested roads, since there would be fewer school buses.
4. Where is a vehicle for local government officials and planners to correct transportation problems? Too often local governments' visions are based on increasing the tax base and approving new development, rather than thinking about the traffic impacts of new development.
5. A County Access Management Plan (done in conjunction with DOT) can influence land use decisions.

6. Bicycle and pedestrian facilities are important, particularly with the aging population. We should investigate new ways to get around, for example, many seniors in retirement communities use golf carts.
7. SUV (sport utility vehicle) emissions standards are improperly classified with heavier trucks. EPA is working on reclassifying SUVs to adhere to the stricter emissions standards of cars.
8. Projected ridership on the proposed Southern New Jersey Light Rail Transit System indicates 6,000 trips per day or 3,000 riders per day. As Burlington County's population is approximately 176,000, how can we justify subsidizing those 3,000 riders?
9. Who will ride the SNJLRTS? The riverfront towns are deserted. Will there be adequate parking at each station? Will outsiders take resident parking spaces? Can existing facilities and roads handle the traffic? Will traffic overrun these towns?
10. Riverton is projected to see 1,000 riders per day, while only 45 parking spaces are planned. There is not any space for development or redevelopment in these towns.
11. One of NJ Transit's goals with the new SNJLRTS is to revitalize the riverfront towns along the line. These towns grew up around the railroad.
12. There will also be economic benefits to the rail line, such as the redevelopment of the Roebling steel mill site, the arrival of a new drug company in Willingboro, the Heritage Trail development, and the new food distribution center. The new drug company in Willingboro will employ 800 people, many of whom are expected to use the light rail system. This was a factor in the company's decision to locate in Willingboro.
13. SEPTA's regional rail line stations also have parking insufficiencies, such as the R3 station in Yardley. The regional rail system is also costly and offers poor service.

TECHNOLOGY

1. E-commerce is already reducing trips, particularly the number of days and hours bankers work, since many of them are now able to work at home. This has also had an effect on vanpools.
2. E-commerce may not have as much of an effect on shopping trips, since there are social benefits to place-based shopping.
3. Online communities do exist, since many people no longer know their neighbors.

INTERGOVERNMENTAL COOPERATION

1. We need to create incentives for local governments to think regionally, beyond the home rule stronghold.

EDUCATION AND CIVIC DIALOGUE

1. We need more citizen groups and visionary planners to further dialogue on regionalism.
2. Everyone needs to think about what he or she is personally willing to give up to make regionalism work.
3. We need to educate all age groups on regionalism. The children of today will have much different obligations in the future than we do, for example, dealing with potential water shortages.
4. We need a vision on what impact explosive population growth will have on the shape of our cities and region.

HORIZONS 2025 WORKSHOP

**Burlington Meeting House, Burlington, NJ
November 15, 1999**

Growing Suburbs and Rural Exurbs

TRENDS AND FORCES

1. Regions are knitting together and, in the process, losing their sense of identity. It may not be possible to salvage their identity.
2. It is important to distinguish between the trends of boroughs and townships which have the same name (e.g., Bordentown and Burlington, New Jersey and Bristol, Pennsylvania).
3. The projected greater growth of regional employment vs. the smaller projected gains in population is attributable to factors such as labor force participation.
4. Suburb to suburb trips are increasing.

LAND USE

1. Residential development is moving further and further out.
2. The 2025 plan should assist rural townships, too. Rural areas can have centers with mixed uses, apartments, and townhouses, and then the surrounding areas can be preserved.
3. A pilot program fosters mortgages for homes near transit stations.
4. Local governments have less power in New Jersey than they do in Pennsylvania.
5. Southampton Township, New Jersey is going into debt; it currently has no economic base, nor an economic plan. The township must contend with a lot of regional vehicular traffic on routes that traverse the township (e.g., Route 206). One solution for the Township's problems would be to utilize the New Jersey State Plan in conjunction with local zoning ordinances.

TRANSPORTATION

1. The Pennsylvania Turnpike/I-95 interchange in Bucks County is a major issue. The Philadelphia region has an incomplete beltway system. The affected townships (i.e., Middletown, Bensalem, and Bristol) are concerned that the project may cause the loss of tax ratables, but their opposition may be softening. Local residents are fearful of pollution caused by idling vehicles, and there may be adverse impacts to endangered plants. The Pennsylvania Economy League is undertaking a study of the project's economic impacts.

2. The new New Jersey Turnpike interchange in Burlington County will open December 10. This improvement has fostered significant economic development (and all types, too).
3. Many traffic lights are not timed correctly. Sometimes, only 2-3 cars can get through on a phase. The signals should be coordinated.
4. At some I-295 interchanges, it is difficult for trucks to make turns. New Jersey DOT is actively looking at this situation.
5. Goods movement activity is increasing. The proliferation of trucks is reflective of the good economy. Home deliveries, too, will become more common.
6. The recent decision to ban some trucks on certain state highways was a knee-jerk reaction.
7. One strategy for moving goods would be to utilize public transportation rail lines. Amtrak is presently moving freight on its passenger trains, and SEPTA has looked at this in the past. Some local citizens would not want to see freight moving through their communities on the proposed South Jersey light rail line.
8. Public transportation authorities are having mixed results in working with freight railroads on the joint use of rights-of-way. SEPTA's Schuylkill Valley Metro initiative has hit a snag with the Norfolk Southern. However, the New Jersey Transit station in Falls Township, Pennsylvania will open soon.
9. Projected growth in bicycle and pedestrian modes may not be realistic. Proper land uses must support it. Many bikers want to share the road; they do not want to be relegated to off-road facilities. For example, the biking community was not enthusiastic about using a PECO right-of-way for a bike path.

ENVIRONMENT AND RESOURCE PROTECTION

1. In places like Atlantic City, the State of New Jersey rubberstamps environmental reviews and minimizes natural features like wetlands.
2. The major hurdle associated with brown fields is their remediation. Some areas like Trenton are moving ahead aggressively with brown field redevelopment (e.g., the baseball park).
3. We need to purchase open space to preserve it.

ECONOMIC DEVELOPMENT

1. The nature of manufacturing employment has changed. Some of these jobs are low paying.
2. Service employment represents local dollars.
3. It is difficult to fill white collar jobs with local people. Many people must come from outside the region.
4. At this time, many types of jobs are combined in the service sector. It would be more insightful to differentiate among these jobs.
5. We need to create jobs in center cities.

INTERGOVERNMENTAL COOPERATION

1. It is very good to get the townships to work together. Corridor planning can be highly effective in getting townships to work together and relieve traffic congestion. It is important for the staff person of such an effort to have sufficient freedom to make this successful.
2. Traditionally, DVRPC works more closely with the county governments than with townships. The counties are a good resource for the townships. However, many MCDs do not work with the counties.

