



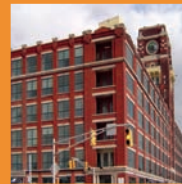
Delaware Valley
Regional Planning
Commission



CROSSING BOUNDARIES

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MARCH 2005



PHILADELPHIA & CAMDEN
CITY / SUBURB
COLLABORATION INITIATIVE



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DVRPC would like to thank the representatives from the planning agencies and municipalities who participated in this study. The information you provided is appreciated.

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Delaware Valley
Regional Planning
Commission



Created in 1965, the Delaware Valley Regional Planning Commission (DVRPC) is an interstate, intercounty and intercity agency that provides continuing, comprehensive and coordinated planning to shape a vision for the future growth 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. DVRPC provides technical assistance and services; conducts high priority studies that respond to the requests and demands of member state and local governments; fosters cooperation among various constituents to forge a consensus on diverse regional issues; determines and meets the needs of the private sector; and practices public outreach efforts to promote two-way communication and public awareness of regional issues and the Commission.



Our logo is adapted from the official DVRPC seal, 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. The two adjoining crescents represent the Commonwealth of Pennsylvania and the State of New Jersey.

DVRPC is funded by a variety of funding sources including federal grants from the U.S. Department of Transportation's Federal Highway Administration (FHWA) and Federal Transit Administration (FTA), the Pennsylvania and New Jersey departments of transportation, as well as by DVRPC's state and local member governments. The authors, however, are solely responsible for its findings and conclusions, which may not represent the official views or policies of the funding agencies.

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CROSSING BOUNDARIES:

EXECUTIVE SUMMARY

During fiscal year 2005, the Delaware Valley Regional Planning Commission (DVRPC) contracted with the William Penn Foundation to identify and help promote the Delaware Valley's older suburbs. The broader project includes various tasks, such as interviews with community officials, conferences, real estate and promotional marketing activities, as well as documentation of key study outcomes. The *Crossing Boundaries* assessment is the initial study task and product of the two-year contract. The study was prepared in consultation with the project's Study Advisory Committee.

The *Crossing Boundaries* study summarizes the results of a mailed survey and follow-up interviews with municipal and agency representatives from southeastern Pennsylvania and South New Jersey townships, boroughs and counties located adjacent to the City of Philadelphia and the City of Camden. The purpose of the survey was to define and evaluate barriers and opportunities for greater collaboration between the cities of Philadelphia and Camden and their adjacent suburban counties and municipalities. The study included a proactive outreach and coordination process to obtain information about past and current collaborative activities, as well as barriers that may inhibit collaboration and lessons learned from both successful and unsuccessful efforts that could be applied to facilitate future collaborative endeavors.

The outcome of the survey and interview process provides an inventory of current and potential inter-governmental and inter-agency collaborative activities (issues, plans and projects), focusing on the functional areas of land use planning, transportation, infrastructure, economic development and open space/recreation. Through tables and maps, the survey findings are highlighted in the analysis that follows. The complete survey and interview responses can be found in the Appendix, including a copy of the survey instrument. The list of the Delaware Valley's City/Suburb collaborative activities to date is impressive, and the comments of local officials and staff provided a solid record of potential barriers that need to be overcome and helpful lessons to guide future collaborative endeavors. DVRPC hopes that municipal and agency officials who review this report will be able to apply the lessons learned and the summary of current collaborative examples to overcome real or perceived local barriers, and to continue progress on City/Suburb collaboration in the Philadelphia and Camden region.

CROSSING BOUNDARIES:

PHILADELPHIA & CAMDEN CITY/SUBURB COLLABORATION INITIATIVE

BACKGROUND

This report is one of the specific products defined in the scope of work for the Delaware Valley Regional Planning Commission's (DVRPC) Fiscal Years 2005 and 2006 project, *Strategies for Older Suburbs*, funded by the William Penn Foundation. The broader project includes various tasks that are intended to identify and promote the Delaware Valley's older suburbs, including surveys and interviews with community officials, conferences, real estate and promotional marketing activities and documentation of key study outcomes. The *Crossing Boundaries* assessment is the initial study task and product, prepared in coordination with the project's Study Advisory Committee.

PURPOSE

The *Crossing Boundaries* study is intended to define and evaluate barriers and opportunities for greater collaboration between the cities of Philadelphia and Camden and their adjacent suburban counties and municipalities. The study included a proactive outreach and coordination process with city, county, township and borough officials, as well as non-profit and private organizations.

SURVEYS AND INTERVIEWS

The study design involved two phases. The first phase focused on developing and disseminating a survey to key staff or officials in the City of Philadelphia and Camden, as well as counties and municipalities located adjacent to them. The second phase included follow-up interviews with key municipal or agency officials to elaborate on those initiatives identified or to obtain answers from non-respondents. The outcome provides an inventory of current (2004), recent and potential inter-governmental and inter-agency collaborative activities focusing on the functional areas of land use planning, transportation, infrastructure, economic development and open space/recreation.



Older suburbs have common issues and concerns about the quality of life in their communities.



The county and municipality surveys and follow-up interviews were intended to provide an initial identification of the following categories of information related to inter-municipal cooperation or coordination between or around the City of Camden and the City of Philadelphia:

- **Current or Previous Collaboration Initiatives** with suburban counties or municipalities.
- **Current or Pending Issues** across suburban county and municipality boundaries.
- **Barriers to Collaboration** across suburban county and municipality boundaries.
- **Collaboration Lessons Learned** (from previous or current collaborative efforts, including unsuccessful ventures) that could advance prospects for future initiatives.
- **Potential Collaboration Opportunities** (new) with suburban counties or municipalities.

THE SURVEY FORM

A copy of the survey form is included in Appendix II of this report. The survey form was accompanied by a cover letter that provided background about the overall project, the *Crossing Boundaries* study, the purpose of the survey questions, introduction of the subsequent interviews and DVRPC contact information. The survey's few questions were intended to be relatively straightforward and easy to complete.

STUDY MUNICIPALITIES

The municipalities and counties listed below are located adjacent to the City of Philadelphia and/or the City of Camden. They were chosen through consultation with the Study Advisory Committee at their initial meeting in September 2004. Figure 1 illustrates their location around the core cities.

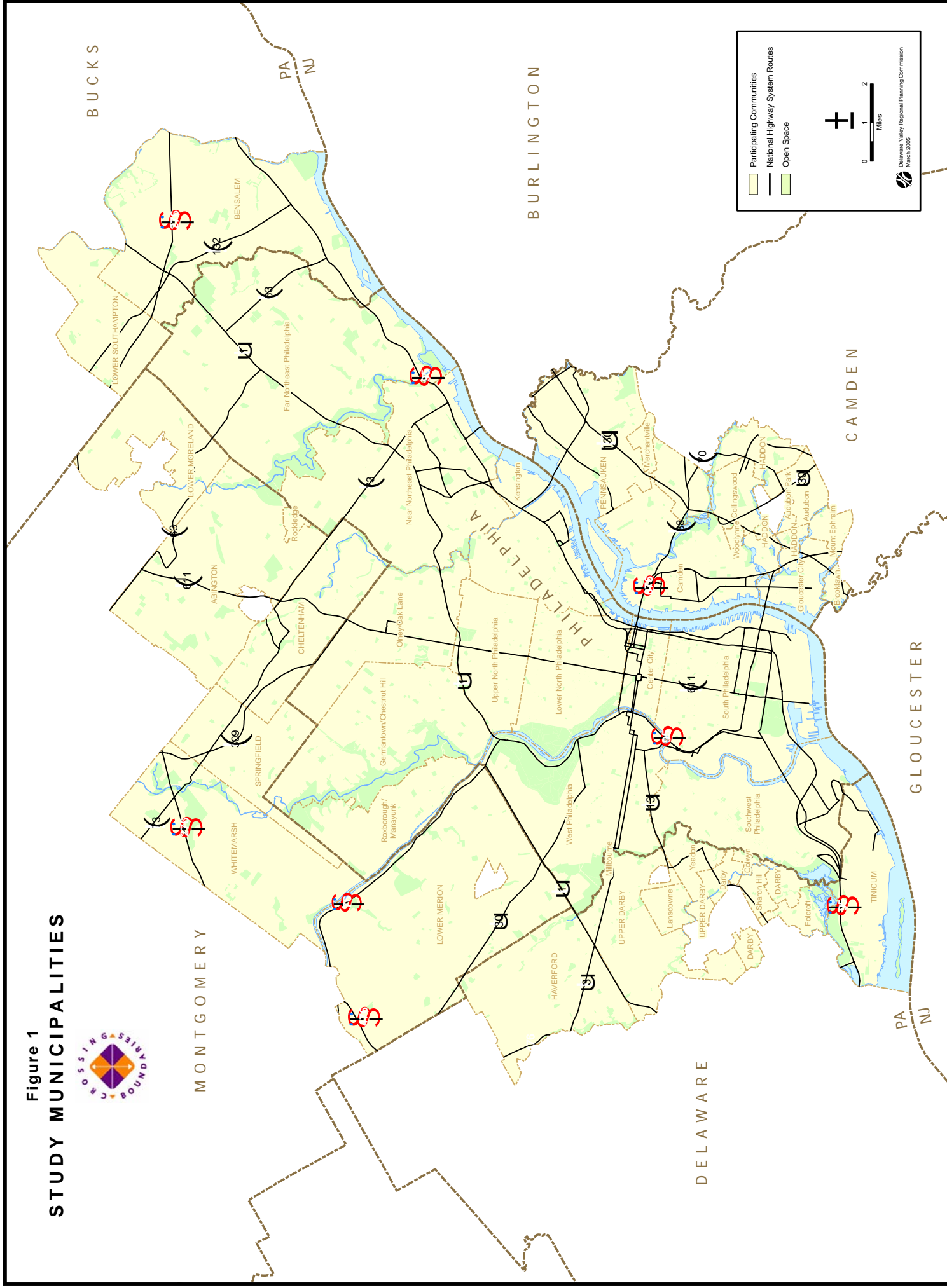
City of Philadelphia	Springfield Township
Bucks County	Whitemarsh Township
Bensalem Township	Lower Merion Township
Lower Southampton	Camden County
Delaware County	City of Camden
Haverford Township	Pennsauken Township
Millbourne Borough	Cherry Hill Township
Upper Darby Township	Woodlynne Borough
Yeadon Borough	Collingswood Borough
Darby Borough	Haddon Township
Colwyn Borough	Audubon Park Borough
Darby Township	Gloucester City
Folcroft Borough	Audubon Borough
Tinicum Township	Merchantville Borough
Montgomery County	Mt. Ephraim Borough
Lower Moreland Township	Brooklawn Borough
Abington Township	Gloucester County
Rockledge Borough	Burlington County
Cheltenham Township	



Pedestrian trails and greenways span municipal and county borders in the Delaware Valley.



Figure 1



With the help of the respective counties, the survey was administered in September 2004 to previously identified municipal contacts as well as to the city and county planning agencies. The Survey form included a note that an email version of the Survey was also available and that respondents could fill out either the mailed or email versions. A total of 37 municipal surveys were distributed and eight responses were received, for an initial response rate of 21.6%. DVRPC staff then contacted representatives from the cities and counties, as well as a representative from each of the listed municipalities, for a follow-up interview. Although some municipal representatives still did not respond, this approach increased the overall responses to 19 out of 37 potential respondents (51.4%). An interview with the City of Philadelphia Water Department was also undertaken as a result of comments on their role in fostering cooperation provided by several respondents. (Only three communities (8.1%) both responded to the mailed survey and also participated in a follow-up interview.)

The emphasis of the telephone and in-person interviews was to ask the city, county or municipal representative to either elaborate on their mailed survey response or to provide an initial response to the survey questions. The complete survey and interview responses, arranged by County and municipality, are provided in Appendix I. These responses are summarized in the Survey Analysis section, that follows, as well as on the accompanying charts and maps (Figures 2 to 9).

THE SURVEY/INTERVIEW ANALYSIS

The outcome of the survey and interview process resulted in some unexpected and significant findings in terms of the number of current collaborative initiatives, the identification of barriers and lessons and the identification of potential collaborative efforts between Philadelphia, Camden and adjacent suburban communities. The survey/interview summaries for each of the respondents are summarized in Appendix I.

CURRENT AND PAST COLLABORATIVE INITIATIVES

Figures 2, 3 and 4 summarize and map past and current collaborative initiatives, as identified by the respondents, between the cities of Philadelphia and Camden and adjacent suburban communities.



- Figure 2, Key Findings – Current Areas of Collaboration, shows a total of 34 collaborative initiatives, organized by state and by the six functional areas where collaboration is occurring or has in the past. Open Space/Recreation activities (10), followed by Inter-Municipal (9) and Revitalization (6) projects are the predominant areas of collaboration with 25 total responses (73.5%). Examples of all six functional areas of collaboration are present in Pennsylvania. According to the New Jersey respondents, Highway Corridors and Watersheds have not been areas of collaboration to date.
- Figure 3 is a regional map with the approximate geographic locations of the 34 Collaborative Projects. A letter-number code corresponds to the respective county and each project.
- Figure 4 lists each of the Collaborative Projects, by county. Each project is assigned to a functional category and a brief summary of the project is also provided.

FIGURE 2: AREAS OF COLLABORATION

	<i>NJ</i>	<i>PA</i>
Highway Corridors		4
Open Space/Recreation	3	7
Infrastructure	1	2
Watersheds		2
Revitalization	2	4
Inter-municipal	4	5
Collaborative Projects	10	24

SOURCE: DVRPC, 2005

Highlights of the findings include:

- The Philadelphia City Planning Commission is actively involved in more recent commercial and neighborhood revitalization planning initiatives along city/suburb highway boundaries, working with communities in Bucks, Delaware and Montgomery counties. Through its North Delaware

Riverfront Plan, it has been working with Bucks County. The interstate East Coast Greenway corridor involves cooperation with Delaware and Bucks counties.

- There has been and continues to be a strong role by the City of Philadelphia Water Department to foster collaboration through its various watershed programs and older sewage treatment agreements, which affect communities in Bucks, Delaware and Montgomery counties. Public outreach, usually managed by private non-profit organizations, is included with the watershed initiatives.
- Municipal involvement in City/Suburb collaborative activities is often preceded by or in conjunction with multi-municipal cooperation and coordination by neighboring suburban communities in an area or along a transportation corridor.
- Significant collaborative projects are already underway (such as the Special Services District along City Avenue, between Lower Merion and Philadelphia) or are getting started (such as the Cheltenham Avenue commercial area marketing initiative between the City and Cheltenham Township in Montgomery County, and the Baltimore Avenue redevelopment assessment involving five communities in eastern Delaware County and the adjacent, West Philadelphia City Council district in the City).
- The Camden County Improvement Authority is a key partner encouraging City/Suburb collaboration between the City of Camden and adjacent Camden County municipalities, through economic development and revitalization initiatives.
- The Camden HUB study, which focuses on revitalization and transportation, involves the City and 14 suburban municipalities in Camden County and has been coordinated by Rutgers University.
- The Camden Regional Impact Council involves 13 municipalities and the New Jersey Office of Smart Growth.



Camden County Parks Department worked with DVRPC on a countywide open space plan.



Figure 3

 Delaware Valley Regional Planning Commission
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FIGURE 4: COLLABORATION PROJECTS			
BUCKS COUNTY			
MAP#	PROJECT	CATEGORY	DESCRIPTION
B-1	Route 13 Study	Highway Corridor	Bucks County municipalities have been working together with the county on transportation improvements.
B-2	Northern Delaware Riverfront Plan	Open Space/Recreation	Bensalem has been working with Philadelphia on revitalizing the northern portion of the Delaware riverfront.
B-3	Inter-municipal efforts	Inter-municipal	Various Bucks County municipalities have created the Lower Bucks Transportation Management Association (TMA).
DELAWARE COUNTY			
D-1	Philadelphia International Airport	Infrastructure	Tinicum Township and Philadelphia work cooperatively on airport activities.
D-2	Eastern Delaware County COG	Inter-municipal	The Eastern Delaware County Council of Governments (COG) is made up of Upper Darby, Lansdowne, East Lansdowne, Yeadon, and Clifton Heights. They work together on revitalization efforts.
D-3	Baltimore Avenue Revitalization Plan	Revitalization	The Eastern Delaware County COG is working with Philadelphia and DVRPC on the revitalization of this corridor from 52 nd Street in Philadelphia to Bishop Avenue in Upper Darby.
D-4	TCDI Grants	Revitalization	The Eastern Delaware County COG received two TCDI planning grants that totaled \$119,000 for streetscape improvements and an overlay zone for Baltimore Pike.
D-5	Sewage Agreement	Inter-municipal	There is an ongoing agreement between the Delaware County Regional Authority (DELCORA) and Philadelphia to transit sewage to Philadelphia for treatment.
D-6	Cobbs Creek Greenway	Open Space/Recreation	Philadelphia and Delaware County are working collaboratively on the joint development of the Cobbs Creek Greenway.
D-7	Fort Mifflin-Tinicum Trail	Open Space/Recreation	Philadelphia and Delaware County are working on the development and implementation of the Fort Mifflin-Tinicum Trail.
D-8	Transit Improvements	Infrastructure	Delaware County is working with Philadelphia and SEPTA to improve transit service.
MONTGOMERY COUNTY			
M-1	City Avenue Special Services District	Inter-municipal	The City Avenue District was created by ordinance by Lower Merion Township and Philadelphia in 1996 to improve safety, aesthetics and operations along City Avenue.
M-2	Revitalization Plans	Revitalization	The Northwest Section of Philadelphia and Cheltenham are undertaking a joint planning effort that will include a strategic revitalization plan for 5 commercial corridors.
M-3	Route 309	Highway Corridor	Improvements are scheduled for 2005 and will require collaboration from Cheltenham Township and Philadelphia.
M-4	Rock Hill/Belmont Hills	Highway Corridor	This corridor appears on PennDOT's 2-year plan. Lower Merion is working with Philadelphia on the implementation of the improvements.
M-5	Revitalization Plans	Revitalization	Rockledge Borough and Philadelphia are working on plans for Huntingdon Avenue and Oxford Avenue.
M-6	Hazardous Household Study	Inter-municipal	DVRPC has worked with Philadelphia and 4 suburban counties on household hazardous waste collection programs. These are administered by individual municipalities. The program began in 1996 and is still in operation.
M-7	Wissahickon Trail	Open Space/Recreation	Montgomery County and Philadelphia are working collaboratively on the extension of the Wissahickon Trail.
M-8	Tookany Creek Trail	Open Space/Recreation	Montgomery County and Philadelphia are working collaboratively on the development of the Tookany Creek expansion into Fairmount Park.
PHILADELPHIA COUNTY			
P-1	Schuylkill River Trail	Open Space/Recreation	Connects Philadelphia with Valley Forge Park. Collaboration between Philadelphia and Montgomery County has been ongoing.
P-2	Watershed Plans	Watershed	The Philadelphia Water Department, Montgomery County, and the respective watershed partnerships have development Watershed Management plans (WMPs) for the Tookany/Tacony-Frankford Watershed and the Cobbs Creek Watershed. These entities will continue to collaborate on developing other WMPs for the Pennypack, Poquessing, and Wissahickon Watersheds.
P-3	Schuylkill Heritage Trail	Open Space/Recreation	The Schuylkill River Green Association works with the Philadelphia Water Department and the Fairmount Park Commission.
P-4	I-76 Traffic Management	Highway Corridor	Philadelphia and Montgomery County are partnering with DVRPC and PennDOT to develop a management plan for traffic.
P-5	Philadelphia Water Department (PWD)	Watershed	PWD and its partners manage five watersheds via the following partnerships: Tookany/Tacony-Frankford, Darby-Cobbs, Pennypack, Poquessing, and Wissahickon partnerships. Each partnership is guided by a steering committee made up of local leaders whom are major stakeholders for each of their watersheds.
CAMDEN COUNTY			
C-1	Shared Municipal Agreements	Inter-municipal	The Borough of Woodlynne purchases gas from Collingswood Borough.
C-2	High School	Inter-municipal	Woodlynne Borough sends students to Collingswood High School.



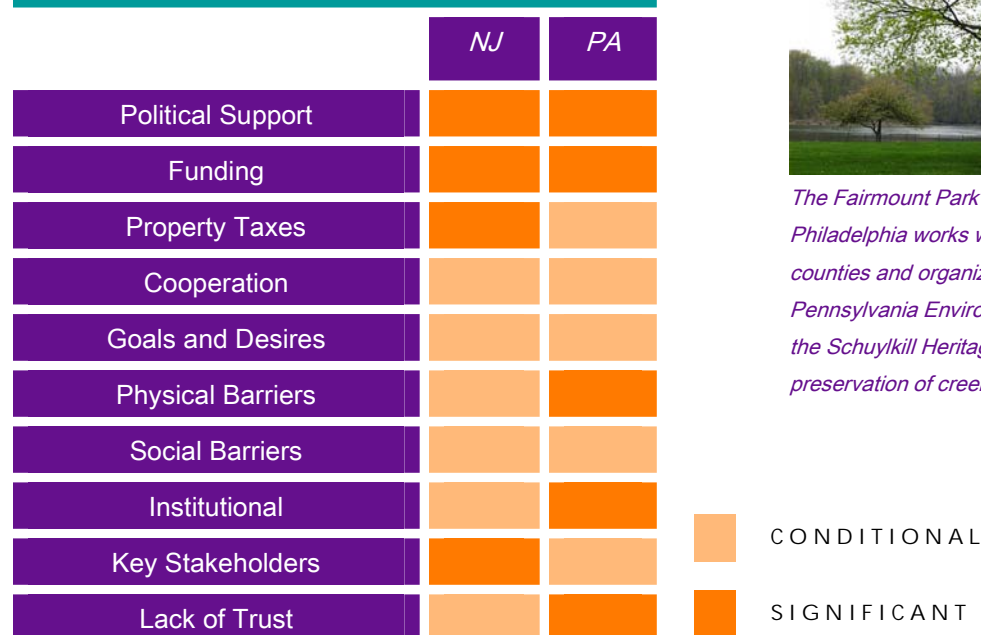
FIGURE 4: COLLABORATION PROJECTS (CAMDEN COUNTY CONTINUED)			
MAP#	PROJECT	CATEGORY	DESCRIPTION
C-3	High School	Inter-municipal	Merchantville sends students to Pennsauken High School.
C-4	Preservation Grants	Revitalization	Pennsauken, Camden and Merchantville received the first multi-municipal neighborhood preservation grant.
C-5	PATCO Study	Infrastructure	Collingswood, Haddon Township and Haddonfield have been working on PATCO improvements with DRPA.
C-6	Waterfront Access	Open Space/Recreation	Camden and Pennsauken have been working together on improvements to their waterfronts.
C-7	Camden County Open Space	Open Space/Recreation	Camden County Park Department has been working with DVRPC and municipalities to develop a countywide open space plan.
C-8	Camden HUB	Revitalization	The Camden HUB study has involved the participation of 14 surrounding communities around Camden for the redevelopment of the region.
C-9	“Two Cities: One Waterfront”	Open Space/Recreation	Camden City and Philadelphia are working together on improvements to the waterfront.
C-10	Empowerment Zones	Inter-municipal	In 1994, Philadelphia and Camden worked together to set up their empowerment zones.

SOURCE: DVRPC, 2005

BARRIERS & LESSONS LEARNED

A key aspect of the Survey Analysis was to determine the respondents' perspectives on barriers that may inhibit City/Suburban collaboration and lessons learned from their involvement in such collaborative ventures to date. The findings are intended to determine what works and what does not, but also to provide helpful insights and recommended approaches to guide the participants in future collaboration activities.

FIGURE 5: BARRIERS TO COLLABORATION



The Fairmount Park Commission in Philadelphia works with adjoining counties and organizations such as the Pennsylvania Environmental Council and the Schuylkill Heritage Foundation on the preservation of creeks in the Delaware

SOURCE: DVRPC, 2005

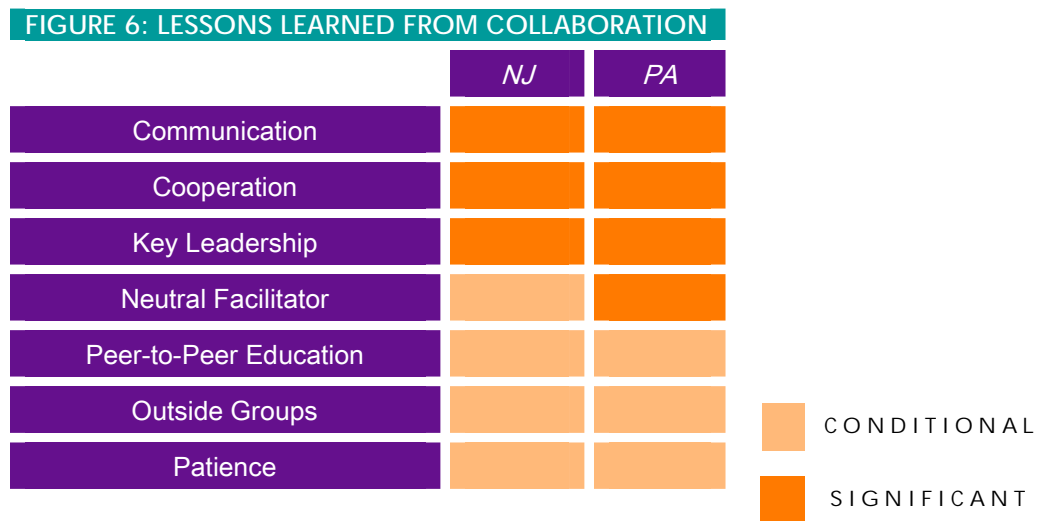
Figures 5 and 6 refer to Barriers and Lessons that are either “Significant” or “Conditional.” The following definitions clarify the significance of dividing the responses into these two categories.

- **Significant Barriers** are derived from each respondent’s top three barriers.
- **Conditional Barriers** are those identified by respondents as being important, but which could be worked through if a significant barrier(s) was not also present. They are, therefore, secondary concerns in terms of gauging existing or potential collaboration activities.



- **Significant Lessons** are those that require a community to be more prepared going into a collaborative venture with another community, or which are deemed essential for a successful collaboration.
- **Conditional Lessons**, while also important, are ones that would not deter a community from working with another community in the future.

For both the Pennsylvania and New Jersey respondents, the most **significant barriers** were identified as **political support** and **funding**. For respondents from both states, **cooperation**, **goals and desires** and **social barriers** were identified as **conditional barriers**. There were different responses, by state, for the remaining barriers, with **property taxes** and **key stakeholders** being more important for the New Jersey respondents than in Pennsylvania. The Pennsylvania respondents considered barriers such as physical, institutional and lack of trust more important than those identified by the respondents from New Jersey.



SOURCE: DVRPC, 2005

Highlights of the findings for Lessons Learned include:

- **Motivation for Collaboration.** It is clear, from reviewing the survey and interview responses, that the “traditional” barriers (lack of trust, different political parties, race and fear of big city domination), while still present under the surface, have been much less influential or even unimportant as barriers to or determinants of City/Suburb collaboration today. A more pragmatic posture and attitude appear to be prevalent, by both

professional staff and local elected officials. This has resulted in a new emphasis on achieving something that works, to benefit all the participants and to solve common issues or problems, rather than worrying about whether a community wins or loses.

- **Cooperation.** This is the fundamental and essential Lesson for City/Suburb collaboration. Municipal representatives, whether from townships, boroughs or cities, need to approach City/Suburb collaboration as a cooperative venture if it is to have any chance for success.
- **Key Leadership for Collaboration.** Leadership, usually by a local elected official(s), is still a critical factor to get collaborative initiatives underway. Key staff people, like municipal managers, planning directors or other senior staff, are also needed to help move projects and collaborative activities ahead.
- **Communication.** Communicating the reason(s) for the collaborative initiative, as well as the process and the outcome, are also important. Often, where multiple municipalities are involved, a key spokesperson is needed to serve as a representative for the group and as a liaison with the pertinent City staff or study committee. This person will then have the dual role of communicating study outcomes and process issues back to the other municipalities, while also serving as their representative on the steering committee.
- **Peer-to-Peer Education, Outside Groups** and **Patience** were Conditional Lessons Learned, while using a **Neutral Facilitator** was more Significant for the Pennsylvania respondents than the New Jersey communities.

POTENTIAL COLLABORATIVE INITIATIVES

Figures 7, 8 and 9 summarize and map potential collaborative initiatives, as identified by the respondents, between the cities of Philadelphia and Camden and adjacent suburban communities.

- Figure 7, Key Findings – Potential Areas of Collaboration, shows a total of 25 potential collaborative initiatives, by state, subdivided into the six functional areas described for Figure 2. Of this total, 21 (84%) are located in Pennsylvania, where projects in each functional category are



identified. The primary functional categories for potential projects are Highway Corridors (6), Infrastructure (5) and Multi-Municipal (4). According to the New Jersey respondents, collaborative Open Space/Recreation, Watershed and Revitalization activities are not presently contemplated.

- Figure 8 is a regional map of the approximate geographic locations of the 25 Potential Collaborative Projects, with a letter-number code that corresponds to the respective county and project.
- Figure 9 lists each of the Potential Collaborative Projects, by county. Each project is assigned a functional category and a brief project summary is also provided.

FIGURE 7: POTENTIAL AREAS OF COLLABORATION

	<i>NJ</i>	<i>PA</i>
Highway Corridors	1	5
Open Space/Recreation		5
Infrastructure	2	3
Watersheds		3
Revitalization		2
Inter-municipal	1	3
Potential Collaboration	4	21

SOURCE: DVRPC, 2005

Highlights of the Potential Areas of Collaboration are:

- The 2004 Gaming (gambling) legislation in Pennsylvania offers a new area of collaboration for the City of Philadelphia and Bucks and Delaware counties. Each has supported a DVRPC study, included in the agency's Fiscal Year 2006 work program to address transportation, land use and signage issues along the general I-95 corridor, as it relates to the potential locations of gaming facilities in each county, between the City of Chester and Bensalem Township. Cross boundary issues (like billboards and traffic) that will affect New Jersey will also be addressed.

- Various highway corridors between Philadelphia and the adjacent suburban counties were also identified as potential transportation and land use studies with adjacent counties, including Roosevelt Boulevard and Bustleton Pike (Bucks), Route 309, Woodhaven Road, Old York Road, and Cottman Avenue and Ridge Pike (Montgomery).
- Delaware River development, open space and recreational activities were also identified, working through the Delaware River Port Authority and Bucks County.
- An EPA-funded, \$1million Schuylkill River Watershed initiative will be underway soon, with a study steering committee including Philadelphia, Montgomery, Chester, Berks and Schuylkill counties.
- The need to collaborate on the impact of possible PATCO extensions in New Jersey, including a possible extension in Philadelphia to 30th Street, was also identified.



The Ben Franklin Bridge connects the Cities of Philadelphia and Camden.



Figure 8

KEY FINDINGS:
POTENTIAL COLLABORATIVE PROJECTS



MONTGOMERY

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BURLINGTON

CAMDEN

GLOUCESTER

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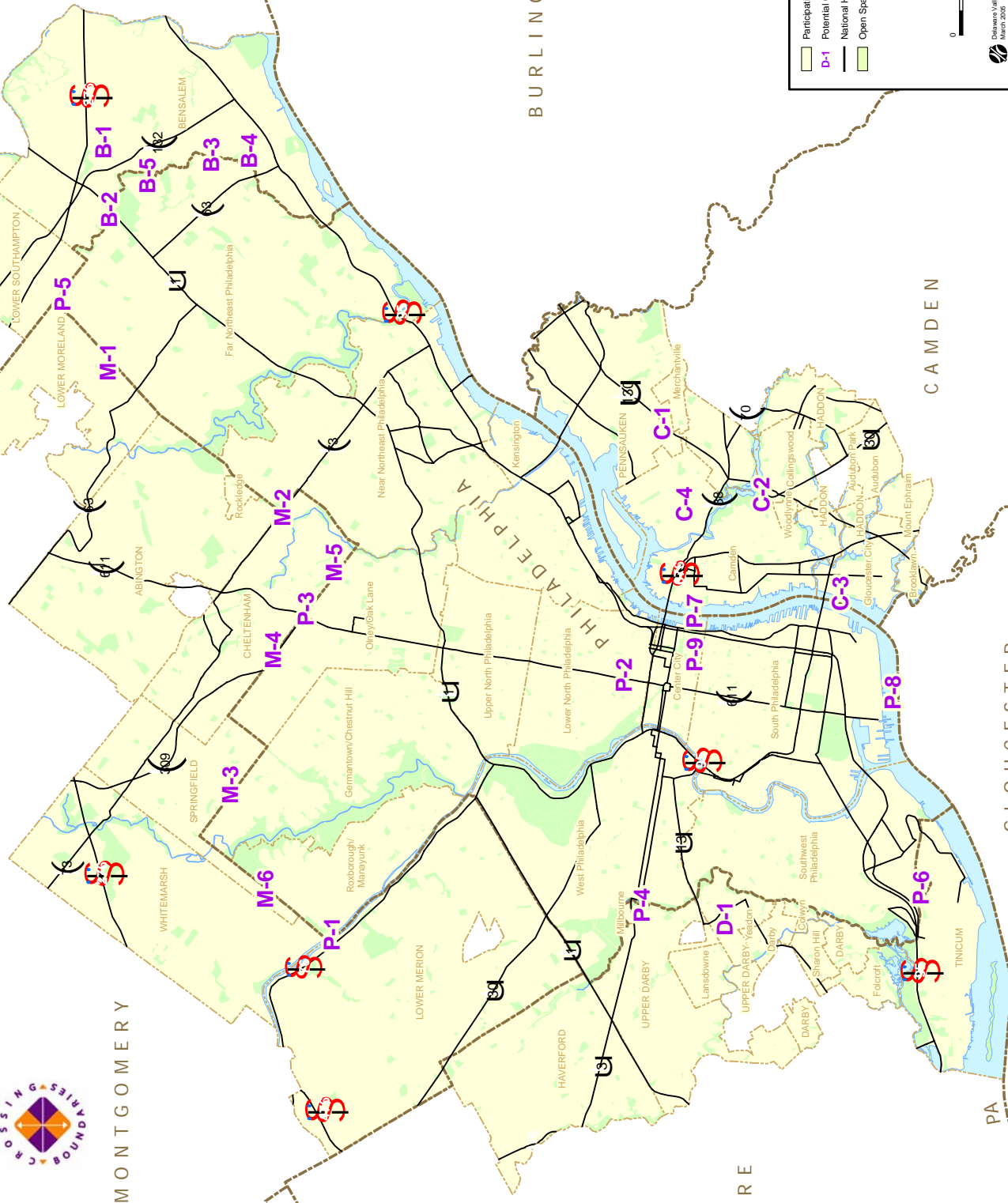
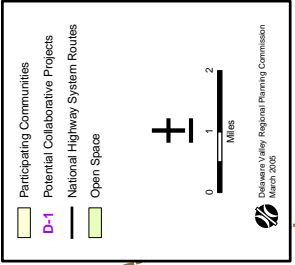


FIGURE 9: POTENTIAL COLLABORATIVE PROJECTS			
BUCKS COUNTY			
MAP#	PROJECT	CATEGORY	DESCRIPTION
B-1	Slot machines	Open Space/Recreation	The anticipated placement of slot machines at Philadelphia Park in Bensalem can be expected to have impacts – traffic, crime, social services and increased demand for housing- on the surrounding communities.
B-2	Roosevelt Boulevard	Highway Corridor	This is a major arterial that links the city of Philadelphia and Bensalem. Improvements should include both municipalities.
B-3	Poquessing Creek	Open Space/Recreation	This creek forms the boundary between Philadelphia and Bensalem. Both would benefit from its protection. The Philadelphia Water Department's River Conservation Plan will be an opportunity to work together.
B-4	Gravel Pike Bridge	Infrastructure	This bridge spans Poquessing Creek and has been closed for many years. The municipality would like this bridge taken down. The removal of this bridge would require the cooperation of Bucks County and Philadelphia.
B-5	Immigrants	Inter-municipal	Bensalem has had an increase in Russian immigrants from Northeast Philadelphia. Collaboration on social services should be done.
DELAWARE COUNTY			
D-1	Cobbs Creek Environmental Center	Open Space/Recreation	The Borough of Yeadon purchased the Yeadon Swim Club, which abuts the MacDade shopping center. The environmental center should be explored as an areawide center.
MONTGOMERY COUNTY			
M-1	Woodhaven Road	Highway Corridor	Several studies have examined options for the continuation of the Woodhaven Expressway into Montgomery County. More coordination will be needed to advance this idea.
M-2	Cottman Avenue/Route 73	Highway Corridor	This is a major arterial that should be studied by Cheltenham and Philadelphia.
M-3	Willow Grove Avenue and Bethlehem Pike	Highway Corridor	This is a major commercial arterial that should be studied by Springfield Township and Philadelphia.
M-4	Immigrant Services	Inter-municipal	Cheltenham Township and Philadelphia share a Korean neighborhood. More coordination on social services is needed.
M-5	Joint Marketing	Inter-municipal	As the Cheltenham Initiative advances, there may be an opportunity for a common marketing strategy.
M-6	Trails and Greenways	Open Space/Recreation	Montgomery County continues to develop opportunities for trails and greenways. There may be opportunities to work with Philadelphia regarding trails through Fairmount Park or connecting with Pennypack Park.
PHILADELPHIA COUNTY			
P-1	Schuylkill Watershed Initiative	Watershed	This project will look at conditions in the Schuylkill Watershed extending through Montgomery, Berks, Chester, and Schuylkill counties.
P-2	Urban Watershed Conference	Watershed	The Water Department will be sponsoring a conference on urban watersheds. There may be an opportunity to work with suburban counties.
P-3	Old York Road to Broad Street	Highway Corridor	There is a need for improved bus services along Old York Road and Broad Street.
P-4	West Market Street to Millbourne and Upper Darby	Revitalization	While several redevelopment efforts have begun, more coordination with SEPTA's Market-Frankford rehabilitation should be considered.
P-5	Bustleton Road	Highway Corridor	The City of Philadelphia and Bucks County should work together on improvements.
P-6	Philadelphia International Airport	Infrastructure	The airport is located in Delaware County and Philadelphia County. More coordination planning about future plans of the airport should be done.
P-7	Delaware River Development	Open Space/Recreation	The City needs to work with the Delaware River Port Authority (DRPA) regarding the proposed tram and ferry service.
P-8	Ferry Service	Open Space/Recreation	Gloucester County and Philadelphia will be working together to study the feasibility of passenger ferry service between their two waterfronts. DVRPC will undertake the study.
P-9	PATCO extension	Infrastructure	PATCO is considering extending service to 30 th Street or a new alignment along Delaware Avenue. This will require the cooperation of PATCO, SEPTA, and Philadelphia.
CAMDEN COUNTY			
C-1	Route 130 Corridor	Highway Corridor	Building upon the work in Burlington County, municipalities would like to work together to revitalize this corridor in Camden County.
C-2	Ferry Avenue Station	Revitalization	Camden, Collingswood and Woodlynne would like to see this station revitalized with a mix of uses.
C-3	Southport Study	Infrastructure	DVRPC will undertake a study to look at PATCO transit access to the Southport redevelopment area in Gloucester City.
C-4	Regional Impact Council (RIC)	Inter-municipal	The Office of Smart Growth oversees this collaborative effort. It involves the cooperation of Camden City and adjoining municipalities.

SOURCE: DVRPC, 2005



CONCLUSIONS

Collaboration, like a good marriage, requires compromise, listening, and shared ideas to forge a common bond and actions, without sacrificing the identity and individuality of either partner. While witnessing the political process of drafting and enacting legislation has been likened to “sausage making,” collaborative activities require an open and deliberative process, even though they can sometimes be equally messy.

This study represents the first attempt to systematically identify and categorize the City/Suburb collaborative activities (both current and potential) between Philadelphia, Camden and their respective suburban counties and municipalities. The number, breadth and accomplishments of the collaborative initiatives already underway, as well as those that may be underway soon, was a surprising but extremely positive finding of the survey and interview process. Old stereotypes, prejudices and barriers to collaboration, while still present, have begun to fade away in the face of a new breed of pragmatic elected officials and professional staff, more concerned with finding ways to make things work and to solve common problems, rather than continuing to dwell on what does not. This is a refreshing perspective, and bodes well for the region’s future, which will require new partnerships and approaches to achieve change and to resolve issues and problems that do not stop at municipal and county boundaries.

DVRPC hopes that those who read this study will gain new insights into the potential for additional collaboration throughout the Delaware Valley region. It is recommended that this study be revisited in five years to track continued progress on current collaboration and to continue to identify new avenues for City/Suburb collaboration in the future.



Figure 8

KEY FINDINGS: POTENTIAL COLLABORATIVE PROJECTS



MONTGOMERY

PA
NJ

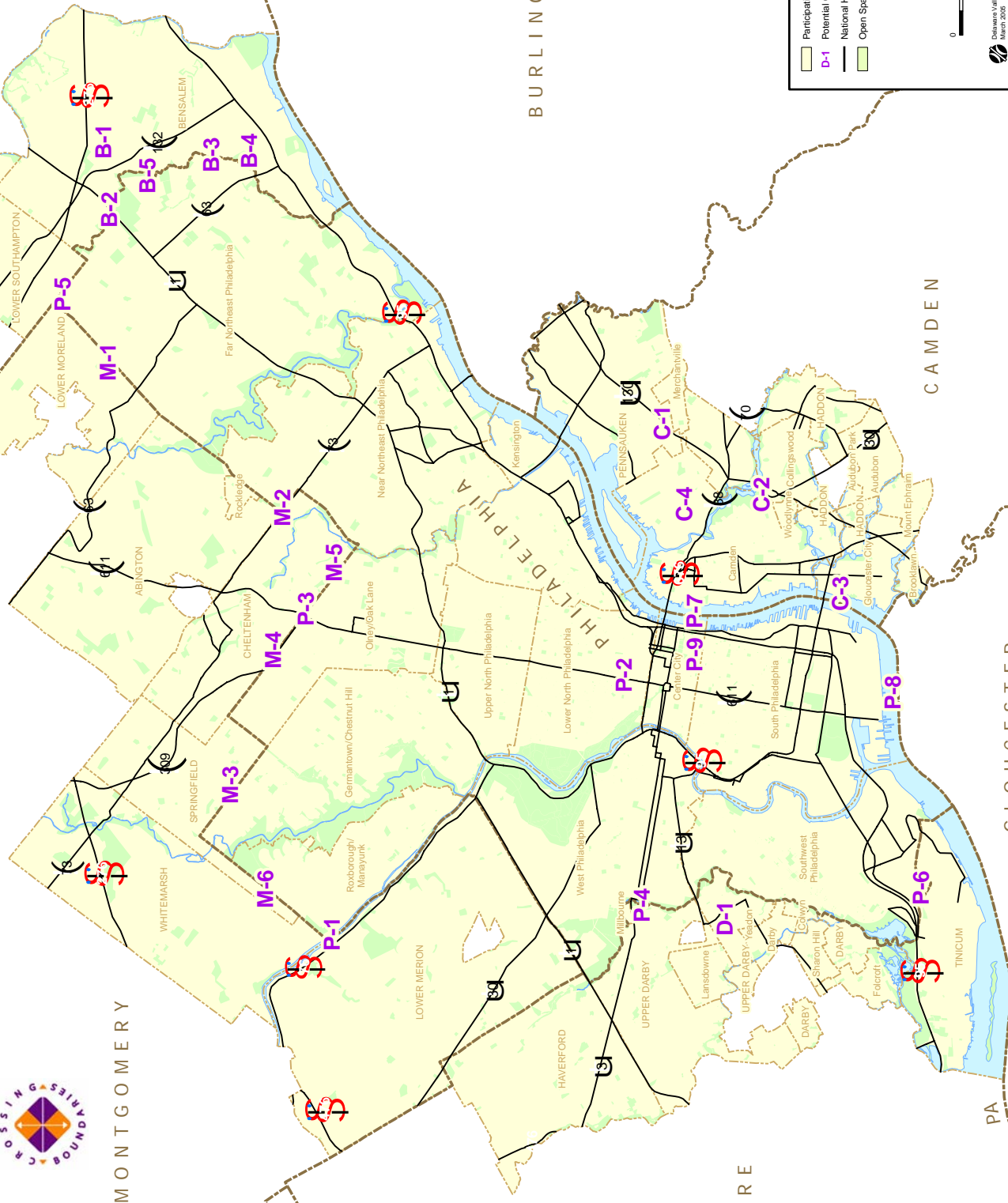
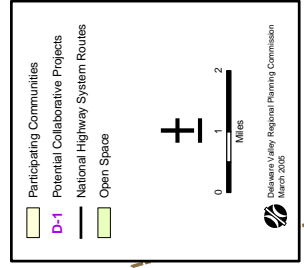
BURLINGTON

DELAWARE

CAMDEN

GLOUCESTER

PA
NJ



CONCLUSIONS

Collaboration, like a good marriage, requires compromise, listening, and shared ideas to forge a common bond and actions, without sacrificing the identity and individuality of either partner. While witnessing the political process of drafting and enacting legislation has been likened to “sausage making,” collaborative activities require an open and deliberative process, even though they can sometimes be equally messy.

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Appendix I:

SUMMARIES OF INTERVIEW & SURVEY RESPONSES



DELAWARE
VALLEY
REGIONAL
PLANNING
COMMISSION

Pennsylvania Respondents

Philadelphia City Planning Commission, Gary Jastrzab, Director of Comprehensive Planning 10/5/04

HISTORY OF COLLABORATION

- City Avenue Special District - see Montgomery County for description
- Fox Chase/Rockledge commercial district - see Montgomery County for description
- Delaware County and five municipalities in eastern Delaware County to develop a scope of work for a study of the Baltimore Avenue corridor from 52nd Street in West Philadelphia through Clifton Heights Borough. This project is supported by Councilwoman Blackwell and the elected officials in the Delaware County communities, and will be funded through DVRPC TCDI grants, Delaware County Renaissance program, and William Penn Foundation funding through this project. RFP to be issued by end of 2004 (study will start in early 2005).
- Cheltenham Avenue corridor - The City Planning Commission is also working with the state Department of Community and Economic Development (DCED) on a joint study of the Cheltenham Avenue corridor, including an examination of the commercial districts on both the Philadelphia and Cheltenham Township sides of the road and an assessment of the feasibility of establishing a joint Special Services District similar to the City Avenue model. This project is funded primarily by DCED.
- Woodhaven Road extension - see Montgomery County for description
- North Delaware River - The City Planning Commission has commissioned an extensive study and plan for the Delaware River north of Center City to the Bucks County line. While the original planning process did not include any collaboration with Bucks County, the City and the County are now beginning to communicate around their respective plans for the waterfront. See Bucks County for additional description.
- Watershed and Stream Corridor Planning - The Philadelphia Water Department has undertaken a number of initiatives that involve comprehensive planning in and around water bodies that extend into the suburban counties. These include: Darby - Cobbs Creek Watershed Management Plan (completed) and Tookany/Tacony-Frankford Watershed Management Plan (near completion)
- Darby - Cobbs Creek Act 167 Stormwater Management Plan (completed - citywide stormwater ordinance pending)

- Tookany/Tacony-Frankford Act 167 Stormwater Management Plan (just beginning); Pennypack Watershed River Conservation Plan (in preparation); and Poquessing Watershed River Conservation Plan (to begin in January)
- In addition, the Philadelphia Water Department has participated in the Schuylkill River and Wissahickon Creek planning initiatives. See Montgomery County for description. More information on Water Department initiatives will be forthcoming.
- Household Hazardous Waste Collection - See Montgomery County for description.
- East Coast Greenway - The City of Philadelphia, through its Streets Department and the Department of City Planning, have cooperated on developing an alignment for the East Coast Greenway, a proposed off-road trail that will eventually connect Maine to Florida through the major east coast cities. The City has developed an overall alignment through the city, and is working to develop some specific trail segments, such as the Kensington/Tacony rail-to-trail.

POTENTIAL AREAS FOR COLLABORATION

- Slot Machines - It is anticipated that the Philadelphia Park Race Track, located in Bensalem, will be one of the sites to accommodate slot machines. This facility, located near Roosevelt Boulevard (Route 1) and Street Road, can be expected to draw expanded traffic, new development and area land use changes, and additional advertising and billboards in the area. Bucks County and the City of Philadelphia have agreed to cooperatively support a planning study at the Delaware Valley Regional Planning Commission to examine these issues in both jurisdictions and develop recommendations to mitigate their adverse impacts.
- Roosevelt Boulevard - Roosevelt Boulevard, or Route 1, is a major arterial through northeast Philadelphia and southern Bucks County. Carrying over 60,000 vehicles a day, there is certainly a common interest in maintaining this road and planning for its safe and efficient use. Philadelphia is planning for significant new housing at Byberry.
- Other major road corridors identified for potential collaboration:
- - Old York Road to Broad Street - need for improved bus service into Montgomery County
- - West Market Street to Millbourne and Upper Darby - coordinated with SEPTA's Market-Frankford line rehabilitation along this corridor, in Delaware County.
 - Cottman Avenue to Township Line Road into Montgomery County
 - Bustleton Avenue into Bucks County
 - Willow Grove Avenue from Chestnut Hill into Wyndmoor, Montgomery County

- Ridge Avenue extending west from Roxborough into Montgomery County
- Philadelphia Airport - The Airport is located, in part, within Delaware County. The City and the County need to coordinate in planning for the future of the airport, including changes in access and possible expansion.
- Delaware River development - Development in Philadelphia's central waterfront is managed in part by Penns Landing Corporation, together with the City's PIDC. The City needs to work more closely with the Delaware River Port Authority, which is in the best position to coordinate waterfront development between the City of Philadelphia and the City of Camden, New Jersey. The proposed tram connection and the ferry service provide the links between the two sides of the river.
- Gloucester County has proposed a study to be undertaken by DVRPC in 2005 to examine the feasibility of establishing a ferry service between Gloucester County and the Philadelphia Navy Yard.
- PATCO extension - PATCO and the Delaware River Port Authority are currently studying the possibility of extending PATCO service into Gloucester County, but also connecting that service into Philadelphia. Possible routes within Philadelphia include an extension to 30th Street Station, or a new alignment along the Delaware River extending to the Navy Yard. The City, SEPTA and PATCO need to work together on this major new initiative.

LESSONS AND/OR BARRIERS

- City Planning Commission staff noted that they are very open to opportunities for collaboration with their adjoining communities but that the extent of issues and responsibilities within the city limits the degree that they can look for such opportunities. They identified DVRPC as being in the best position to help facilitate that collaboration by identifying opportunities and bringing the parties together. Peer-to-peer education and information sharing, such as through the DVRPC Land Use and Development Committee, has proven very valuable.
- Direct collaboration between elected officials has proven harder, often due to opposing political parties between city (Democratic) and suburban (Republican) representatives. Suburban elected officials, in particular, may also feel under pressure from their constituents to avoid direct involvement with the city, even if the elected representative recognizes the value in doing so.
- In a number of the ongoing collaborations, it was not the local elected officials who initiated the project, but an outside party. For example, Father Rashford of St. Joseph's University was identified as the catalyst for the City Avenue Special District; State

Representative Dwight Evans for the Cheltenham Avenue study; and DVRPC for the Baltimore Avenue project. Once the project is organized and the professional staffs begin working together, the local political officials are then more likely to become involved and more likely to support the effort.

- The processes to advance projects are both more time consuming and more complex within the City than in adjoining communities, which may lead to frustration for the suburban partners. As was identified by Montgomery County, it is often difficult to know who to seek out on a specific issue, and it is also unclear who is responsible for making decisions within the City.

Philadelphia Water Department, Howard Neukrug, Director, Office of Watersheds and Joanne Dahme, Watersheds Program Manager, 11/23/04.

HISTORY OF COLLABORATION

The Philadelphia Water Department, through its Office of Watersheds, has perhaps the most significant outreach and city-suburb collaboration efforts of any city agency. Created in 1998, the Office of Watersheds seeks a broader approach - both in terms of geography and in stakeholder participation - to protect the drinking water and natural resources of Philadelphia. Recognizing that traditional “end of pipe” solutions are not sufficient to protect water quality, the Department undertakes a watershed-based approach, and works beyond the city boundaries to address the entire watershed.

Since 1998, the Department has completed or is working on watershed planning efforts in five major river watersheds that extend into Delaware, Montgomery and Bucks counties. In addition, the Department is directly involved as partners with both the Schuylkill River Source Water Assessment Partnership, and the Delaware River Source Water Assessment Partnership. Collectively, these efforts cover the entire area of the City of Philadelphia and all of the surrounding communities.

The five watershed planning areas are:

- Darby - Cobbs Watershed: Bordering southwest Philadelphia and Delaware County, the Darby-Cobbs watershed includes parts of Lower Merion and Narberth in Montgomery county, and all or parts of 9 municipalities in eastern Delaware County.
- Tookany/Tacony- Frankford: This watershed extends from the Delaware River up through the Frankford, Port Richmond and Olney neighborhoods of Philadelphia into Cheltenham Township and Jenkintown Borough in Montgomery County.

- Wissahickon Watershed: The Wissahickon extends from the Schuylkill River, through the Roxborough and West Mt. Airy and Chestnut Hill neighborhoods of Philadelphia, into Springfield, Whitemarsh, Whitpain, Lower and Upper Gwynedd townships in Montgomery County.
- Pennypack Watershed: This watershed extends through Holmesburg and Northeast Philadelphia into Abington, Lower Moreland, Upper Moreland, and Horsham townships in Montgomery County.
- Poquessing Watershed: Bordering Northeast Philadelphia and Bucks County, the Poquessing extends from the Delaware River into Bensalem and Lower Southampton townships in Bucks County.

For each of these plans, the Water Department contracts with another organization to assist with management and outreach (generally the Pennsylvania Environmental Council, or Heritage Conservancy). A Steering Committee includes city, county, municipal, state, and federal agency representatives, together with local and area non-profit organizations and other interested parties.

POTENTIAL AREAS FOR COLLABORATION

A significant new effort will be getting underway soon, the Schuylkill River Watershed Initiative. Funded through a \$1 million watershed grant from the U.S. Environmental Protection Agency (EPA), the project will be managed by the Partnership for the Delaware Estuary with a management committee including representatives of EPA, PADEP, DRBC and the Philadelphia Water Department. Including local match and leveraged funds, the project will have up to \$5 million available. This project will look at conditions in the Schuylkill River watershed extending up through Montgomery, Chester, and Berks and into Schuylkill counties. County and municipal representatives will be involved as well. Priorities are to protect the Schuylkill River as a drinking water source, promote recreation, and promote the historic and cultural heritage of the area. A specific list of projects will be identified up and down the river to protect water quality.

For all of the planning projects underway or completed, there remains significant needs for implementation. To that end, the Water Department has already undertaken a number of improvement projects both within the City and in the suburban communities. For example, they designed and paid for site improvements at Norristown High School to improve stormwater management. They are also working with a number of municipalities and non-profit organizations outside of the City to secure additional funding or to directly fund the implementation of specific site improvements.

The Water Department will also be sponsoring a conference on urban watershed management and will be looking for partnering opportunities to help promote that conference and its lessons.

LESSONS AND/OR BARRIERS

- City-suburban collaboration for the Water Department was a matter of enlightened self-interest. By designing and funding improvements upstream, the water quality of the streams in Philadelphia will realize more significant improvements than if addressed just within the City alone.
- By using an outside contractor (in most cases the Pennsylvania Environmental Council), the Water Department was able to stay somewhat in the background, and avoided the perception of a City initiative imposed on its suburban neighbors. PEC was able to act as a neutral facilitator for the projects.
- It takes a while to build the relationships and trust needed to move these efforts forward. For example, the Cobbs Creek plan was the result of a five-year planning process, but that time enabled the Water Department to show its long-term commitment and even to implement some demonstration projects to show results and benefits.
- While significant resources have been spent on collaborative planning, the resources needed to address all of the problems and implement all of the solutions are far greater and are not fully available. Perhaps \$1 billion will be spent over the next 20 years, but as much as \$4 billion is really needed. This will ultimately limit the degree of success, and may limit the degree of trust or satisfaction with the process among the partners.

Despite its successes, the Water Department still acknowledges a certain lack of trust or suspicion among its suburban neighbors regarding the motives of the City. This is perhaps the greatest barrier to city-suburb collaboration.

Bucks County

Bucks County Planning Commission, Lynn Bush, Executive Director, 10/14/04.

HISTORY OF COLLABORATION

There has been very little direct collaboration between Bucks County and Bucks County municipalities with the City of Philadelphia. Although they share a border along the Delaware River and along two municipalities (Bensalem Township and Lower Southampton Township), the view of the County Planning Director is that the issues at the border of these communities have not been pressing or as much of a concern as in other areas of the County, so there has not been a pressing need or cause to bring the City and the adjoining municipalities together.

One area where there is collaboration is the area of sewer service. The Bucks County Water and Sewer Authority has an agreement with the Philadelphia Water Department, whereby there is a daily permitted load of sewage that is sent to a Philadelphia wastewater treatment plant from Bucks County. This agreement has had some conflicts over time regarding the extent of that permitted load.

POTENTIAL AREAS FOR COLLABORATION

- Delaware River Waterfront Redevelopment- The Bucks County Planning Commission has taken the lead to develop a plan for the Delaware River in Bucks County from the Philadelphia city line to Morrisville, inclusive of six municipalities (Bensalem, Bristol Township, Bristol Borough, Tullytown, Falls and Morrisville). The consultant firm HNTB has been hired to develop the plan. Although this planning area immediately adjoins the Philadelphia waterfront, and the Philadelphia City Planning Commission has prepared a North Delaware Riverfront Plan, there has been very little coordination of efforts to date. The Bucks County plan is examining development opportunities, seeking to protect historic and cultural resources, and provide expanded public access to the waterfront, goals that are very similar to the Philadelphia plan. Several waterfront developments are already proceeding in Bucks County, including residential developments in Bristol Township and Bensalem and industrial developments in Falls Township.
- Delaware River Port - There is a designated Port of Bucks County in Falls Township near Pennsbury Manor. Although not very active, there is still deepwater access to this location and a limited amount of shipping activity. Bucks County may have a common interest with the City of Philadelphia to maintain the Delaware River shipping channels to continue access to this Port.
- Slot Machines - It is anticipated that the Philadelphia Park Race Track, located in Bensalem, will be one of the sites to accommodate slot machines. This facility, located near Roosevelt Boulevard (Route 1) and Street Road, can be expected to draw expanded traffic, new development and area land use changes, and additional advertising and billboards in the area. Bucks County and the City of Philadelphia have agreed to cooperatively support a planning study at the Delaware Valley Regional Planning Commission to examine these issues in both jurisdictions and develop recommendations to mitigate their adverse impacts.
- Roosevelt Boulevard - Roosevelt Boulevard, or Route 1, is a major arterial through northeast Philadelphia and southern Bucks County. Carrying over 60,000 vehicles a day,

there is certainly a common interest in maintaining this road and planning for its safe and efficient use.

- Route 13 - Another major arterial crossing from northeast Philadelphia into Bucks County, Route 13 runs closely parallel to I-95 along the Delaware River waterfront. As new development proceeds along the waterfront in both communities, this road has the potential to see increased traffic. Bensalem Township has recently completed a planning study of Route 13, examining issues of traffic calming, pedestrian access and economic revitalization. There was no coordination with the City of Philadelphia on this study.
- Poquessing Creek - The creek is the actual border between Bensalem Township and the City of Philadelphia, from its mouth at the Delaware River to the border with Lower Southampton Township. While the Philadelphia Water Department has undertaken some collaborative efforts with adjoining communities to protect other waterways, including the Pennypack Creek and Tacony Creek extending into Montgomery County, there has been no such effort to date along the Poquessing Creek.
- Immigrant Services - The historically large presence of Russian immigrants in northeast Philadelphia has recently expanded into Bensalem Township in Bucks County. There may be an opportunity to link social services to assist these immigrant communities across county lines.

LESSONS AND/OR BARRIERS

While there is no direct conflict or point of contention that was identified by Bucks County, one historical limit to collaboration with the City may well be due to politics, with Bucks County and Bensalem Township historically Republican-dominated and the City of Philadelphia Democratic. Mayor DiGirolimo of Bensalem Township is pro-growth and development, and may view the recent residential and commercial developments in northeast Philadelphia as competition for his community. Alternatively, he may be open to collaborative initiatives that can support expanded growth in both communities.

William Cmorey, Director of Community Development, 12/13/04.

HISTORY OF COLLABORATION

- Bensalem Township does not have an extensive history of collaboration or even interaction with the City of Philadelphia. In recent years, Mayor Joseph DiGirolamo has initiated several multi-municipal efforts, including a Lower Bucks County Transportation Management Association (TMA), an anti-graffiti program and a litter clean-up program,

but these have involved Bucks County municipalities only and not the City of Philadelphia.

- One area where collaboration has recently begun is along the Delaware River. When the City of Philadelphia was working on their Northern Delaware Riverfront Plan, the City did reach out to Bensalem Township. Mayor DiGirolamo and William Cmorey both participated in some of the public involvement and coordination meetings that were sponsored by the Philadelphia City Planning Commission. Since completion of that plan, though, there have not been any discussions between the Township and the City in this area. Bensalem Township, in response to Philadelphia's efforts along the river, has recently encouraged the Bucks County Planning Commission to initiate a riverfront plan for the lower Bucks County communities. To date, there has not been outreach from the County to the City.
- Bensalem Township has also sponsored a planning study of Route 13 to examine issues of traffic calming, pedestrian access and economic revitalization. Although this road continues into the City of Philadelphia as Frankford Avenue, there was not any coordination with Philadelphia for this study.

POTENTIAL AREAS FOR COLLABORATION

- Slot Machines - The anticipated placement of slot machines at the Philadelphia Park Race Track, located in Bensalem, can be expected to have impacts on a larger surrounding area, including Northeast Philadelphia. Bensalem Township has recently convened a Township Committee to examine the impacts of gambling and to offer recommendations on how to respond. Potential issues include increased traffic, crime, expanded jobs, and need for housing, need for expanded social services, and need for additional police. Bensalem could coordinate these responses with the City of Philadelphia.
- Roosevelt Boulevard - While there has not been coordinated planning between the Township and the City along Roosevelt Boulevard/Route 1, this is the major arterial that links the two communities and should be examined jointly.
- Poquessing Creek - The creek forms the border between the Township and the City and both sides will benefit from its protection and careful stewardship. The Philadelphia Water Department has indicated that they will be initiating a River Conservation Plan for the Poquessing in early 2005. This will be a direct opportunity to bring the communities together.

- Gravel Pike Bridge - This small bridge that spans the Poquessing Creek just north of Woodhaven Road in the vicinity of Franklin Mills has been closed for several years. The Township contends that the bridge is unsafe and is the cause of flooding in the area, as debris becomes clogged under the bridge and causes water to back-up around it. The Township would like to see the bridge removed and not replaced. This bridge is under the jurisdiction of Bucks County.
- Immigrants - While Bensalem has seen some increase in Russian immigrants within the Township moving up from Northeast Philadelphia, they have not yet witnessed any social issues or problems that they have had to address. Generally, social service issues are addressed through pertinent Bucks County departments.

LESSONS AND/OR BARRIERS

- Despite political differences (Bensalem is Republican; Philadelphia is Democrat), the Township and the Mayor indicated that they are open to working collaboratively where there is a common problem and a common will to address the issue. To date, the Mayor has initiated several multi-municipal programs within Bucks County, but would be open to working with Philadelphia as needed.
- One barrier identified was the disparity between the sizes of the governments between the Township and the City. It was felt that the Township could move much more quickly than the City and was more flexible to address a given issue. It was also noted that the Township's financial condition is much more sound than the City, so that they have the resources to address certain issues that perhaps the City does not. On the other hand, it was also noted that the City is able to access certain sources of funds, particularly federal and state funding, that the Township cannot.
- Another barrier identified was the difficulty in identifying the appropriate office or individual to contact within the City of Philadelphia for a given issue or problem. A suggestion from the Township was for the City to designate a single point of contact for their adjoining neighbors, who could connect the adjacent municipalities with the appropriate contact within the City government for a given issue. This simple suggestion could positively support collaboration between the City of Philadelphia and all of its suburban neighbors.

Delaware County Planning Department, John Pickett, Director, Eugene Briggs, Manager of Policy Planning, and Lee Senior, 11/17/04.

HISTORY OF COLLABORATION

- Delaware County shares a boundary with the City of Philadelphia between the Delaware River and Montgomery County (Route 1). The following nine communities share at least a partial boundary with the City: Haverford Township, Upper Darby Township, Millbourne Borough, Yeadon Borough, Darby Borough, Colwyn Borough, Darby Township, Folcroft Borough and Tinicum Township. There have been limited collaborative activities between the County or the above-mentioned municipalities and the City of Philadelphia. Two activities are currently underway:
- Baltimore Pike Corridor Initiative with Councilwoman Janie Blackwell and adjoining neighborhood in West Philadelphia. Delaware County communities got together through the Eastern Delaware County Council of Governments (COG), which resulted in a multi-municipal comprehensive plan, funded through the Department of Community and Economic Development; DVRPC-funded studies, one that focused on traffic improvements and the other on streetscape, planning and zoning and potential corridor reinvestment opportunities. These studies helped to lay the groundwork for the new, William Penn Foundation and TCDI-funded initiative, which will use a consultant to assess common issues like streetscape improvements and redevelopment potential along the corridor, in both the City and the County, over the next two years. Local State Representatives will also be involved in this initiative. Non-COG members (Upper Darby Township and Clifton Heights Borough) will also be involved.
- Sewage Treatment. There is an on-going agreement between the Delaware County Regional Authority (DELCORA) and the City to pump sewage from eastern Delaware County communities to the City's Southwest Treatment Plant (near the Airport) for treatment.

POTENTIAL AREAS FOR COLLABORATION

An area of potential collaboration is the runway extension project at the Philadelphia International Airport. Although owned and operated by the City of Philadelphia, about 50% of its land area and some significant maintenance and terminal facilities are located in Tinicum Township, Delaware County. The issues of lost property tax ratables, encroachment on residential neighborhoods and impacts on quality of life (particularly, noise and traffic) has stifled collaboration on such issues as airport capacity expansion.

LESSONS AND/OR BARRIERS

Lessons learned include: Keep state legislators and other elected officials informed about studies, plans and issues, including them on study committees where possible. Strength in numbers (at least for the smaller Delaware County communities) works, since it lessens the perception that Philadelphia will “take over” a project. Communities want assurances that each will have an equal vote and say in the outcome of a study or project. The county is a key player in bringing the communities together cooperatively and pushing them toward new initiatives. Local leadership is also needed, to try new approaches and to sell the concept of multi-municipal planning and cooperation on projects to get things done for all.

Barriers include: local and regional politics; personalities; history (dealing with neighbors over the years); attitude that Philadelphia is the cause of local problems rather than realizing or accepting that the area has a shared destiny; lack of leadership in the past to first, form a COG and second, start the initiative with the City. The different land use character between the County (more commercial) and this portion of the City (more residential) has also been a barrier.

While race may have been a barrier in the past, it has most likely been supplanted by economics and income now. In fact, Yeadon, Colwyn, Millbourne and Sharon Hill have all shifted from majority Caucasian to African-American between the 1990 and 2000 Censuses. Some of these new residents feel that they are moving up and have arrived in suburbia, even though many would view the neighborhoods where they now reside as having many physical and social problems. (However, compared to where they moved from in the City, the neighborhoods are in better condition.)

Some political affiliation is beginning to change, although very slowly. There have not been many new residents recruited into the political process.

Darby Borough, Mark Possenti, Borough Manager

The survey was returned with no answers, just that that Darby Borough has not participated in any collaborative efforts, nor do they have any potential areas for collaboration.

Darby Township, John Ryan, Jr., Manager, 12/16/04.

There is no history of collaboration between the township and the City, other than the sewage treatment agreement through DELCORA. There are no barriers that he perceives, but the

township shares only a very small area at either end of a bridge with the City. Any potential cooperation issue would be reviewed objectively to determine whether the township wanted to be involved.

Millbourne Borough, Ms. Dru Stroud, Borough Manager, 12/06/04.

Not aware of any initiatives in the past or currently other than the sewage treatment agreement through DELCORA. Borough is very supportive of the Gateway project, working with Upper Darby Township. Redevelopment of the Sears property in the borough is a key local revitalization project that has been delayed by the property owner. Borough believes the Census to be inaccurate and that an additional 500 people may be residents in extended families and small units within existing housing stock. They have an extensive Asian population due to immigration. Barriers to collaboration have not come up during her seven-year tenure.

Tinicum Township, Norbert Poencarz, Township Manager, 11/29/04.

The township has and continues to work cooperatively with the City of Philadelphia. About 60% of the Philadelphia International Airport (PIA) is located in Tinicum. There is an existing agreement with the City of Philadelphia related to development activities at PIA. In terms of development at PIA, the City has agreed to comply with all township building and land use codes, ordinances and regulations. Building permit applications are submitted to the township for review by the City.

The township has also been involved in airport issues, including noise studies and the EIS for the proposed airport runway extension. Using Federal Aviation Agency funding, 440 homes in the township are being noise-proofed.

Upper Darby Township, Tom Judge Jr., Manager, 12/06/04.

HISTORY OF COLLABORATION

Agreement with City for sanitary water treatment, which includes Upper Darby Township, East Lansdowne Borough, Millbourne Borough, a small portion of Lansdowne Borough and Haverford Township. The agreement was initiated in the 1960s. There have been periodic meetings with the Philadelphia Water Department, and the township retains a consultant to review their reports and audit them.

There is also coordination with the Fairmount Park Commission that keeps the township informed of their activities along the Cobbs Creek area.

The township has been involved in a consultant study (under contract to the Water Department) of the Darby Creek Watershed (with the Department of Environmental Protection), which also involves Millbourne, focusing on open space and flood control, as well as potential impacts to sanitary sewer improvements.

The City Police Department's District 19 has coordinated with ranking officers on crime efforts.

The City Planning staff reached out to the Township on a possible joint TCDI project at the initiation of the program, but the City project was in the University City area that was geographically far from the Township's Gateway project.

The current initiative is the Baltimore Pike corridor study working with Eastern Delaware County COG, the adjacent neighborhood in West Philadelphia and Councilwoman Blackwell.

POTENTIAL INITIATIVES

- Possibly a joint project in the 63rd Street and Market Street areas in coordination with the reconstruction of SEPTA's Market/Frankford EL.
- Continuing the cooperative police department activities.
- Updating the language in the sanitary sewer agreement.

BARRIERS AND/OR LESSONS LEARNED

- The barriers "are only in our minds," but they reflect attitudes about not wanting to be part of the City and a feeling that West Philadelphia wants to dump its problems on eastern Delaware County.
- There is often a feeling that when you meet with staff from the City you never know what authority they have or how they are organized to make decisions.
- Blending of demographics across the City/County boundaries. They have to explain to new residents that Upper Darby "is not the City."
- Housing is a key issue. Section 8 vouchers (1200) have been provided to City residents (by the Philadelphia, Delaware County and Chester housing authorities) who use them to seek housing in Upper Darby and in eastern Delaware County. The township has combated slumlords by initiating an aggressive landlord rental housing

inspection program, and they are in negotiations with Millbourne Borough to take over housing enforcement in the borough by contract.

- Responding in terms of the “Mutual Benefit” concept is key; not the old-fashioned City vs. Suburb attitude.
- Cooperation with the City has to go hand-in-hand with cooperation and technical assistance, working with the Delaware County Planning Department, the County Commerce Department and other municipalities in eastern Delaware County.
- The Township has a new Comprehensive Plan (adopted), prepared with the assistance of Wallace Roberts & Todd. They have also been cooperating with the University of Pennsylvania as a “laboratory” for case study sites by Master of City Planning student teams.

Yeadon Borough, Jacquelyn Purifoy-Brinkley, Borough Council President, 12/08/04.

HISTORY OF COLLABORATION

No real efforts in the past other than the sewage treatment agreement with DELCORA. There was some discussion of working with Fairmount Park Commission to lease a portion of Cobbs Creek Park, which abuts the borough, for \$1 a year, for community use but this was never acted on.

CURRENT INITIATIVE

Baltimore Pike Corridor Revitalization Plan, working with the adjacent neighborhood in Philadelphia and Councilwoman Janie Blackwell. The study was initiated by DVRPC, using William Penn Foundation, DVRPC and Delaware County funding, through the Eastern Delaware County Council of Governments, as a follow-up to 2001 revitalization study by DVRPC for the Delaware County portion of the corridor. Consultant selection is in process and the study will be underway in early 2005.

BARRIERS AND/OR LESSONS LEARNED

There are few barriers as far as Yeadon is concerned. Their goal is how to work together to solve common problems. However, there have been concerns and some resistance expressed by other communities in eastern Delaware County. Bias is still an issue, and crime spills over from the City into the suburban communities. There has been an increase in local drug activity after the City cracked down on their side of the line. There is a fear of the City taking over the adjacent suburbs by some.

Key ingredients are organization, commitment and tenacity (as evidenced by the citizens committee in the adjacent Philadelphia neighborhood). They also have a very well informed person as their leader. Local elected official leadership is also needed (she has a very good personal relationship with Councilwoman Blackwell). Overcoming bias is needed. “Delaware County is in a cocoon.” Many in the county are not involved in City issues and still have a “fear factor” in terms of the City.

The future will be challenging. The issue of class is becoming more prominent, because of the widening gap between the haves and the have-nots. For about the past ten years, new homeowners in the borough do not have the same values as older residents. There is a concerted effort underway to teach them new values. The West Yeadon Civic Association, for example, formed a committee to meet with new residents as well as those experiencing problems. Southeast Asians are locating in Upper Darby and Millbourne, while African immigrants are locating in Yeadon. African-American police officers now live in the community, which also helps.

POSSIBLE NEW INITIATIVES

Collaboration with the Cobbs Creek Environmental Center would be desirable in the future. The borough purchased the Yeadon Swim Club, which abuts the rear of the MacDade Boulevard shopping center. An RFP to revitalize the shopping center property is in process, possibly including mixed-use development. The environmental center concept should also be explored with the goal of an areawide center, not just for borough resident use. Such a center could be affiliated with the City, too.

Montgomery County Planning Commission, Kenneth Hughes, Director and Brian O’Leary, Director of Countywide Planning, 10/15/04.

HISTORY OF COLLABORATION

There has been a relatively strong history of collaboration between Montgomery County and the City of Philadelphia across a range of interests and agencies, both at the county and the individual municipal level. Montgomery County shares a border with the City of Philadelphia along seven municipalities: Lower Moreland, Abington, Rockledge, Cheltenham, Springfield, Whitemarsh and Lower Merion. In addition, the Schuylkill River forms a border between the County and the City along Lower Merion Township.

- City Avenue Special Services District - Following preliminary discussions in the early 1990s, the City Avenue District was created by ordinance of Lower Merion Township

and the City of Philadelphia in 1996, and incorporated by the State in 1997. The district works with property owners on both sides of City Avenue to improve safety, expand common marketing, and work to improve the aesthetics and operation of the street. Funding is provided through a property assessment of the local property owners.

- Rockledge and Fox Chase - The Borough of Rockledge partnered with the Philadelphia Commerce Department and Philadelphia Streets Department on several grant applications for this common commercial area. They were successful in securing both a Transportation Enhancement grant in 2003 in the amount of \$994,750 for streetscape improvements in the area, as well as securing a grant from the Home Town Streets/Safe Routes to School program from PennDOT in 2004 in the amount of \$750,000 for further streetscape and pedestrian improvements. Rockledge and the City of Philadelphia also partnered to submit an application to DVRPC for a marketing study under the TCDI program that was not funded.
- Cheltenham Avenue - Cheltenham Township is currently working with the City of Philadelphia and the Pennsylvania Department of Community and Economic Development on a proposed multi-municipal corridor study along Cheltenham Avenue. This project, with funding from the state, city and township, will develop a comprehensive economic development strategy for the corridor, and may lead to a special services district similar to City Avenue if it proves feasible.
- Household Hazardous Waste - In the early 1990s DVRPC conducted a feasibility study to examine if the household hazardous waste collection programs administered individually by the City of Philadelphia and each suburban county in southeastern Pennsylvania could be joined or better coordinated. Based on the results of that research and coordination, for HHW collection, which is still in place.
- Schuylkill River Trail - The bicycle trail that now connects Center City Philadelphia to Valley Forge Park was developed as a cooperative venture between the City of Philadelphia, Fairmount Park Commission and Montgomery County. The Montgomery County Planning Commission took the lead to develop a plan to link the existing trail through Fairmount Park out through Whitemarsh Township and Conshohocken and on out to Valley Forge. The county has continued to maintain relationships with the City's Streets Department and Fairmount Park on common trail projects.
- Watershed Protection Projects - The Philadelphia Water Department has taken the lead on a number of projects designed to protect the quality of Philadelphia's streams

by protecting the quality of the water and land upstream. To date, they have partnered with Montgomery County on the Tacony Creek (Tookany in Montgomery County); Pennypack Creek; and the Wissahickon River.

- Schuylkill Heritage Corridor - The Schuylkill River Greenway Association manages the Schuylkill River National and State Heritage Area, whose mission is to “conserve, interpret and develop the historical, cultural, natural and recreational resources related to the industrial and cultural heritage of the Schuylkill River Valley of southeastern Pennsylvania”. The Corridor extends from the head of the river in Schuylkill County to its mouth at Fort Mifflin and the Delaware River in Philadelphia. The City’s Water Department and Fairmount Park are active partners in this endeavor.
- I-76 Traffic Management - Montgomery County and the City of Philadelphia are partnering with DVRPC and PennDOT to develop a management plan for traffic signalization and incident management along the Schuylkill Expressway (I-76), including the identification of alternate routes in the townships and boroughs that border the expressway in Montgomery County.

POTENTIAL AREAS FOR COLLABORATION

- Woodhaven Road - There have been a number of studies over the years examining options for continuing the Woodhaven Expressway in some form into Montgomery County. With significant differences of opinion regarding the best design and route for this road, both within and across the communities, little progress is expected.
- Cottman Avenue/Township Line Road (Rt. 73) into Cheltenham Township
- Willow Grove Avenue or Bethlehem Pike from Chestnut Hill into Springfield Township
- Immigrant Services - The area of Cheltenham Township adjoining the City of Philadelphia has a significant Korean population, as does the adjacent neighborhood within the City. There may be the need for coordinating of services available for this immigrant community.
- Joint Marketing - As the Cheltenham Avenue initiative advances, there may be an opportunity to develop a common marketing strategy for the commercial districts in both City neighborhoods and the township.
- Trails and Greenways - Montgomery County continues to develop opportunities for trails and greenways along creeks, streams, and rail or utility rights-of-way. There may be future opportunities to link these trails into the City of Philadelphia.

LESSONS AND/OR BARRIERS

- County planning staff indicated that it is sometimes difficult to know whom to deal with in the City of Philadelphia. Given the complexity of the City administration, there is no single point of contact and even within the correct agency it can be very difficult to identify and connect with the right individual around a given project.
- County staff also expressed frustration with certain projects where even if underway, information and coordination was lacking from their City contacts. They said, "... at times, the City seems uninterested in collaboration."
- For a number of the existing collaboration projects, the impetus for the project did not come at first from the elected officials or agency staff, but rather from an outside party. For example, the current City Avenue Special Services District was supported by local elected officials, but the primary force that brought the project together was St. Joseph's University and Father Rashford. For the Cheltenham Avenue project, State Representative Dwight Evans has been the driving force.

Despite some of these difficulties, Montgomery County feels that there are significant advantages to collaboration with the City of Philadelphia and will continue to seek and support opportunities to do so.

Abington Township, Matthew Lahaza, Assistant Manager, 12/07/04.

HISTORY OF COLLABORATION

None. There have been cooperative initiatives with adjacent townships and boroughs but not previously with the City.

CURRENT INITIATIVE

Since the survey response, the development of the Fox Chase Cancer Center property at Burholme Avenue and Filmore Street (entirely in the City, near Cottman Avenue and Township Line Road) has generated concerns from Abington Township residents nearby. Development of the property, which would double the size of the Center and add an estimated 3000 employees, appears to be "a done deal" and is proceeding without consultation with the township or input from local residents. Abington still has concerns about traffic and signalization, but does not really know who to talk to at the City. (Referred him to Rick Redding in the City Planning Commission as a starting point for further contacts and collaboration. Also noted the collaborative efforts of Rockledge and Fox Chase.)

BARRIERS AND/OR LESSONS LEARNED

“Municipalities are so self-centered.” There is often an unspoken sense of competition and a feeling that “we’ll do it better than you.” He cited the example of trying to promote coordination and cooperation between the economic development committees in Abington and Upper Moreland townships, concerning development in the Willow Grove and Crestmont areas. The ward system in 1st Class Townships often results in local elected officials (Township Commissioners) concentrating on issues affecting their ward rather than township-wide or multi-municipal issues. Abington Township has 15 wards, for example. There is the need and desirability of staff from the Township and the City to get together occasionally to meet and to share information.

Cheltenham Township, Bryan Havir, PP, AICP, Assistant Township Manager, 09/29/04.

HISTORY OF COLLABORATION

- Cheltenham and Northwest Philadelphia officials developed a scope of work in April 2004 to undertake a collaborative planning initiative. The scope of work involved three planning activities:
- Existing conditions analysis and development of a “consistency planning” document that provides continuity in context sensitive design across municipal borders.
- Development of a Special Services District Plan for Cheltenham Avenue.
- Development of a Strategic Revitalization Plan for five commercial corridors in Cheltenham Township, as well as five commercial corridors in Northwest Philadelphia.
- The consultant team of Brown and Keener, Kise, Straw and Kolodner, and the Atlantic Group has been asked to submit a proposal and refine the scope of work. The actual planning has not commenced.

POTENTIAL AREAS FOR COLLABORATION

State Route 309 improvements near Ogontz Avenue are scheduled for 2005. There is an opportunity to achieve better context sensitive design at the gateways or municipal boundaries of Cheltenham Township and the City of Philadelphia, and to bring PennDOT to the table to discuss the improvements (which are currently in the design phase).

BARRIERS AND/OR LESSONS LEARNED

To date, there are no barriers or lessons learned from Cheltenham's collaborative efforts. All political partners are on board. However, community outreach and public education will play a significant role in this collaborative effort to gain acceptance from the residents and business.

Lower Merion Township, Angela Murray, Assistant Director of Building and Planning, 09/24/04.

HISTORY OF COLLABORATION

- The City Avenue Services District is a partnership between the city of Philadelphia and Lower Merion Township. It is unique in its formation as a multi-jurisdictional business improvement district. It was created by ordinance in 1996, incorporated in 1997, and commenced operations in 1999. It is operating under a 5-year plan and budget and governed by a Board of Directors representing both districts. The township Economic Development Specialist is the main liaison between the township and the staff. Members of the Lower Merion Township Board of Commissioners sit on the Board for the City Avenue District.
- Lower Merion Township has recently created a Master Plan to revitalize the Rock Hill Road and Belmont Avenue corridor. The main thrust is to make public improvements to the roadways including the I-76 (Schuylkill Expressway) underpass and railroad extension.
- The township has been seeking the cooperation of Philadelphia to make improvements to the Green Lane Bridge leading from Lower Merion Township into Manyunk for project cohesiveness.

POTENTIAL AREAS FOR COLLABORATION

The Rock Hill/Belmont Hills corridor has been placed on PennDOT's 12-year plan. Lower Merion Township is undertaking the engineering design work along with negotiations with the railroad for improvements. The project will be completed in 12 to 18 months at which point right-of-way acquisition will commence. If Green Lane Bridge could be studied at the same time, it would make for a more cohesive project.

BARRIERS AND/OR LESSONS LEARNED

- Philadelphia is extremely slow to respond, even with strong leadership from Lower Merion Township.
- Philadelphia seems to lack vision for shared opportunities.

- Older infrastructure replacement is difficult to get funded. There always seems to be a lack of funding for projects.
- There seems to be a lack of interest from the City in cooperative efforts.
- Township residents fear encroachment by Philadelphia, and they lack the understanding of the benefits a city such as Philadelphia brings to the community.

Rockledge Borough, Troy Madras, Manager, 11/07/04.

HISTORY OF COLLABORATION

Since the late 1990s, the borough has cooperated with the Fox Chase Business Association on activities related to the adjacent Fox Chase neighborhoods along Huntingdon Pike. Focus has been on improving the streetscape with new street lighting and wider sidewalks. Through action by the adjoining state representatives in 2002, and consistent with Montgomery County's Revitalization Plan, a \$500,000 Transportation Enhancement (TE) construction project was approved, before a streetscape plan was prepared. Plan preparation is underway now, using a \$250,000 DCED grant, with consultant assistance by Kise, Straw and Kolodner. A Hometown Streets application for \$1 million each for Rockledge and the Fox Chase neighborhood was also prepared.

BARRIERS AND/OR LESSONS LEARNED

- In the past, "Not running in the same circles" and avoided each other; reflecting two "closed environments." Now they are working together.
- Pick up the phone and ask to meet your counterpart across the boundary line.
- Put "pressure" on decision-makers to do something by demonstrating needs and working together.
- "Luck."

KEY FACTORS FOR COLLABORATION

Leadership from the business association, state elected officials and technical assistance from the county planning commission's staff liaison to the borough and the city planning commission's neighborhood planner for the Fox Chase area. (The successful Transportation Enhancement (TE) grant the assigned planners developed application jointly.)

POTENTIAL AREAS OF COLLABORATION

- Continued cooperation is essential, since the joint project is estimated to take two to four years to complete. Each community needs to make decisions. The City Streets

Department has concerns about adding street lamps, since they would then have to assume maintenance responsibilities and costs.

- They are seeking Main Street designation by DCED.
- Would like to promote economic development along the Pike, as well as additional inter-municipal cooperation and coordination.

Springfield Township, Michael Taylor, Assistant Manager (survey response)

HISTORY OF COLLABORATION

There is no history of Springfield Township in collaboration efforts with the City.

BARRIERS AND/OR LESSONS LEARNED

- There is a major 4-lane road that serves as a physical barrier along the shared border with Philadelphia. The road does not have a neighborhood feeling.
- Local government functions more like a household whereas the City of Philadelphia functions more like a corporation.

New Jersey Respondents

Camden County Improvement Authority, Edward Fox, III, PP, AICP, Smart Growth Director, 11/16/04.

HISTORY OF COLLABORATION

The County Improvement Authority has been making great strides in getting communities to work together. Two recent efforts include the White Horse Pike Communities and the Black Horse Pike communities. While these two do not include Camden directly, it is the beginning of a relationship among several suburban constituents.

- The first project that was discussed was the Camden HUB study. This study includes the participation of the City of Camden and 13 other suburban communities adjacent to Camden. All the communities mentioned in our study are included in the HUB study.
- The City of Camden and Pennsauken are working to find new transportation and recreation at their waterfronts. This includes a truck traffic study as well as two development proposals from Cherokee. There have been efforts to reach out to Philadelphia about having a ferry service from Petty Island to the PA side of the Delaware River. While they are separate proposals, one development can affect the other.
- In 2004, the Camden County Parks department and DVRPC worked on an open space/greenways plan for the county.

- The municipalities of Camden, Haddon Township, Collingswood and Haddonfield also participated in a station study with PATCO and a consultant about improving ridership and the parking availability at the stations.
- Pennsauken and Camden also teamed up with Merchantville and received the first multi municipal neighborhood preservation grant.

Three important lessons learned are communication, cooperation on mutual goals, and realistic expectations. Three important barriers are the reliance on property taxes, historical inertia (not accepting change), and difficulty in managing affordable housing on a regional basis.

Camden City, Edward Williams, Director of Planning, 09/20/04 (survey response)

HISTORY OF COLLABORATION

- “Two Cities: One Waterfront” with the City of Philadelphia. Both cities have been struggling with their waterfronts and how to attract more visitors.
- 1994 Empowerment Zone Development Process
- There have been economic development efforts between Camden City and Philadelphia to try and create more jobs for the region.

BARRIERS AND/OR LESSONS LEARNED

- Key leadership appears to be the driving force behind funding and political cooperation.
- Institutional, fiscal, political, physical, and socio-economical barriers could all have an impact on any collaborative effort.

Cherry Hill Township, David Benedetti, Director of Community Development and Nicole Hostettler, Senior Planner, 12/16/04.

Cherry Hill Township responded to the original survey indicating that they have very limited collaboration with Camden or adjacent suburban communities. Their most recent effort was through DVRPC and the Route 70 Study that is being conducted with NJDOT. While they have been listed as participants in the Camden HUB study, they have not been to any meetings or been asked any questions about the future of Cherry Hill. When asked if they would collaborate in the future, they seemed concerned about regional cooperation issues, such as property taxes, for Cherry Hill residents, however did indicate that what is good for Camden is good for the region. Many communities in Camden County feel that collaboration only means financing and helping Camden. They are unsure of the direct benefits to their own community.

Many of the improvements in Cherry Hill are within the township borders. They are busy with redevelopment projects such as the racetrack and planning initiatives in their older neighborhoods. Cherry Hill also has a NJ Transit stop along the Atlantic City Line, but they feel no connection to 30th Street. They do think there is an opportunity to work with NJ Transit to build ridership and development around the train station.

The three lessons learned are lack of political support, lack of funding and lack of implementation. The most important barrier is buy-in from other communities about helping Camden.

Collingswood Borough, John Kane, Community Development Office, 12/01/04.

Collingswood is involved in collaboration or has been involved in collaboration with Camden and other surrounding suburbs.

Current efforts include: The Camden HUB Study; The PATCO Station Area Study: Ferry Avenue, Collingswood, Haddon Township, and Haddonfield; the state Regional Impact Council (RIC) effort (Recovery funds for Camden and surrounding suburbs – Jim Maley is the Chairman).

Collingswood and Woodlynne share police and fire services; Woodlynne school kids attend Collingswood High School; Woodlynne buys gasoline from Collingswood; enforcement and inspections in Woodlynne is done by Collingswood.

The Collingswood Circle is about to be demolished and Collingswood thinks this is a good time to work with Camden and Woodlynne on the Route 130/Ferry Avenue corridor. The 130 Corridor is the “backdoor” to Camden and the time is right to develop this area. The major issue is crime. If the area was developed, and police were present, the crime rate would decrease. This is also a good place to put jobs in Camden. While the city is redeveloping, there is no real true job growth. Example: Catelli Brothers: They are in Collingswood and a majority of the employees are Camden residents, however, they do not reap the tax benefits. This area should be a focal point of industry and retail. The Teamsters building should also become ripe for development.

Other potential initiatives:

- Pennsauken/Camden/Merchantville: joint Neighborhood Preservation Grant for the Westfield Avenue Area.
- There is a developer interested in Route 130 residential properties.

- There is also interest in teaming up with Lady of Lourdes hospital to create homes for the students near the train station on Collingswood property. Camden City will benefit from Collingswood redeveloping this area; it can bring in affordable housing.

ISSUES

- Crime and Safety
- Technology, i.e., Camden and Collingswood police cannot communicate on their radios.
- Perception of losing home rule and control is a key barrier to collaboration.

Borough of Merchantville, John Fry, Borough Administrator, 12/06/04.

The Borough of Merchantville is a small community nestled between Pennsauken, Camden, and Cherry Hill Township (formerly Delaware Township). It was the original town or “merchant” center. However, as Cherry Hill Township began to turn its farms into homes, the two towns separated. The Borough Administrator is a new position within the community. While the everyday role is to manage the daily activities of the municipal government, a longer-term goal of the community is to have the Borough Administrator involved in economic development for this small community. Once a main street community, the Borough of Merchantville is beginning to see a drop in community involvement and economic sustainability for its downtown merchants. Part of this may be competition from area malls – Deptford, Cherry Hill, and Moorestown – but a larger component is the lack of management for the Main Street businesses. The Borough is now considering creating a BID to bring back enthusiasm and prosperity to the downtown businesses. This is in conjunction with a new housing development at the “triangle” that will bring 40 new market rate condos and townhouses to downtown Merchantville. The discussion also concentrated on the importance of transit access to downtown Merchantville. While there is no direct PATCO access, NJ TRANSIT’s Bus 407 does directly connect to 8th and Market Street in Philadelphia. The town has named AST developers to construct these housing units that will also bring 20,000 square feet of retail on the ground floor. A parking garage is also proposed.

Merchantville is mainly a self-sufficient community, however, they do buy tree and leaf service from Collingswood. In addition, they send high school students to Pennsauken high School. This has become a point of contention within the town because the Pennsauken School System does not have a good reputation and the town will suffer if young families will not move into town. A majority of residents send their kids to private Catholic Schools (Bishop Eustace or Camden Catholic). The boundary area along Pennsauken (Chapel Avenue and the Route 130 Corridor) is a high crime area for Merchantville and safety is an issue. Merchantville/Camden/Pennsauken

are involved in a regional NPP program – West end. The Borough would like to see more collaboration and effort on the part of Pennsauken to clean up the border of their town.

Gloucester City, Debbie Fourre, Administrator and Paul Kain, City Clerk, 11/23/04.

Gloucester City's representatives stated that they had not had collaborative efforts with Camden. They conveyed that Gloucester City is physically detached from Camden and they like it that way. When questioned about the waterfront activity, they said that the northern portion of their waterfront is zoned cargo and port facilities. They did not see any opportunity for collaboration with Camden.

The community has tried to collaborate with Bellmawr on the Broadway corridor, but this went nowhere. They are skeptical of the Camden Hub Plan because they have not been asked to participate.

Township of Pennsauken, Ed Grochowski, Assistant Administrator, 12/10/04.

The Township of Pennsauken has been very involved with their waterfront activities. However, they have been in discussions with NJ TRANSIT and Camden regarding a transit village application for the 36th Street River LINE station. This would become a revitalizing area of Pennsauken and Camden. The home values are considerably lower in this section of Pennsauken and it also borders the Cramer Hill section of Camden. Cherokee Developers have proposed two different redevelopment plans for Cramer Hill and Pennsauken. (Mr. Grochowski noted that they are separate; one is not dependent on the other. As matter of fact, Pennsauken is moving quickly and has a lot of the legal documents in place. They also do not need to relocate anyone). The Township of Pennsauken has been talking to Tony Nelessen about continuing the study of Route 130 through Camden County. (Studying Route 130 has been of interest to Camden, Woodlynne, Collingswood, and Pennsauken). There is a portion that runs through Haddon Township as well.

Pennsauken is continuing with their plans to build a stop along the NJ Transit Atlantic City Line ("Gambler's Express") at the Hess Street redevelopment area. This is directly under the Betsy Ross Bridge. Pennsauken's problem with transit is that the line runs along the waterfront, not within the community. Pennsauken has recently deemed the Westfield Avenue Corridor a redevelopment zone. They are working to make this downtown Pennsauken. They were not

aware of the NPP grant for preserving homes in this neighborhood that was done in conjunction with Camden and Merchantville.

A visitor center will be built on Baird Boulevard near the airport circle. This is being funded by the CCIA.

Pennsauken is concerned about the truck traffic study being conducted by McCormick Taylor. They are sure that the trucks from their industrial parks are not using River Road in Camden. As a matter of fact, they utilize smaller local roads to reach Route 130 or the Betsy Ross Bridge. This is where Pepsi located its access as well.

The Cross Roads project continues to move forward. This will be a small arena with a hotel as well as market rate housing, located on the site of the old Pennsauken Mart. There is direct access to Route 130 and Route 73. This is an excellent site for redevelopment.

They are not aware of crime as an issue. Not sure what the police presence is like at the border. Pennsauken would be excited to work on the Route 130 Corridor. They feel it is their most important corridor for commercial and retail opportunities, but something needs to be done about traffic and facades.

Woodlynne Borough, Veronica Gitto, Borough Clerk, 12/01/04.

Woodlynne's representative stated that they have been involved in a collaborative activity with Camden and surrounding suburbs. Woodlynne buys gasoline from Collingswood and they share police and fire services. Woodlynne has just finished a redevelopment plan of their main commercial corridor – Woodlynne Avenue. It is part of the Regional Impact Council (RIC) with Camden and 14 other communities. Woodlynne would like to participate because any type of effort can benefit their small borough, however, they are concerned with the "bottom line." They feel that it will only benefit Camden right now. Believes that working with other towns will have a positive effect on everyone.

ISSUES

- Crime and Safety
- Affordable housing and economic development
- Municipal budgets

Appendix II:

CROSSING BOUNDARIES COVER LETTER & SURVEY FORM



DELAWARE
VALLEY
REGIONAL
PLANNING
COMMISSION

RE: CROSSING BOUNDARIES COMMUNITY SURVEY

BACKGROUND/PURPOSE

The Delaware Valley Regional Planning Commission (DVRPC) is undertaking a study, Crossing Boundaries, funded by the William Penn Foundation, to assess issues, barriers, opportunities, lessons learned and current collaborative initiatives involving suburban counties and municipalities and the cities of Philadelphia and Camden. Such initiatives may include planning, land use, transportation, environmental, open space, service-delivery, fiscal or other institutional arrangements or approaches. Your municipality is included in the study and is receiving this survey, because you either share a boundary with Philadelphia or Camden or are located near either city. The information gained and subsequent survey analysis is intended to help publicize successful collaborative efforts, document best practices, and encourage practical approaches to achieve additional city/suburban collaboration in the future. Very importantly, funding is available through DVRPC and others to help advance collaborative efforts identified through the survey and study process.

THE SURVEY

The survey that follows provides you with the opportunity to tell us about your community's experiences with city/suburban cooperation, coordination, communication and collaboration (both positive and negative). Please use the return envelope to mail back your survey to DVRPC by October 8th. If you prefer to respond by email, please email kcilurso@dvrpc.org for a copy of the survey form. Contact Richard G. Bickel, Deputy Director, Regional Planning Division, at 215-238-2830, if you have any questions about the survey or the study. Note that DVRPC staff may contact you in the near future for a follow-up interview to help expand upon your responses to this survey.

DVRPC and the William Penn Foundation thank you for your cooperation and time in completing and returning the survey form.

Sincerely,



Barry Seymour

Assistant Executive Director for Regional Planning

QUESTION 1.

QUESTION 2.

If you answered Yes, please provide a brief summary of the collaborative initiative, including the issue(s) or problem(s) addressed; the time frame; participants (agencies, key leaders, citizens, etc.); the outcomes (final or to date); successful or unsuccessful strategies or approaches used; and lessons learned (both positive and negative) from your community's experience and involvement. **If you are aware of more than one such collaborative initiative, please attach additional pages and please provide the requested information for each initiative.**

[illegible]

QUESTION 3.

Are you aware of any current or pending issues that may warrant cooperation, coordination, communication or collaboration between your municipality and the City of Philadelphia or the City of Camden? **Yes**___ **No**___

QUESTION 4.

If you answered **Yes**, please list or describe the specific issues or problems that affect your community and the adjacent City.

QUESTION 5.

Are you aware of any potential collaborative opportunities that exist for near-term (less than one year and up to two years from now) collaborative initiatives between your community and the adjacent City? **Yes**___ **No**___

QUESTION 6.

If you answered **Yes**, please list or describe the potential near-term collaborative opportunities.

QUESTION 7.

Please list or describe the **three (3)** most important Lessons Learned (such as key leadership, funding, community outreach) from your previous or current collaborative efforts (if any) with the adjacent City.

QUESTION 8.

Please list or describe the **three (3)** most important Barriers (such as, institutional, fiscal, political, personalities, physical, socio-economic), if any that have or could inhibit collaborative initiatives between your community and the adjacent City.

QUESTION 9.

Please provide any other thoughts you may have about City/Suburban collaboration.

As noted in the introduction, DVRPC staff may be contacting a representative from your community for follow-up questions, to help expand your survey responses. Please provide the name and phone number of the person we should contact, as well as the most convenient time we may reach this person.

CONTACT PERSON AND TITLE _____

PHONE NUMBER _____ E - MAIL _____

What is the most convenient time to reach this person?

Daytime ____ Evening ____ Any Specific Hours? _____

Please note that DVRPC may seek to schedule a meeting with pertinent municipal officials to explore the collaborative experiences described in Question 2 or other items in your survey response.



THANK YOU FOR PARTICIPATING IN THE
CROSSING BOUNDARIES STUDY. PLEASE RETURN
THE SURVEY TO DVRPC IN THE ENVELOPE
PROVIDED BY OCTOBER 1.

Appendix III:

CROSSING BOUNDARIES STUDY ADVISORY COMMITTEE



VALLEY

REGIONAL

PLANNING

COMMISSION

Cities

Maxine Griffith, Philadelphia City Planning Commission

Gary Jastrzab, Philadelphia City Planning Commission (alternate)

Arijit De, Camden Development and Planning

Edward Williams, Camden Development and Planning (alternate)

Counties

Lynn Bush, Bucks County Planning Commission

Bill Fullton, Chester County Planning Commission

John Pickett, Delaware County Planning Department

Ken Hughes, Montgomery County Planning Commission

Mark Remsa, Burlington County Department of Economic Development & Regional Planning

Douglas Griffith, Camden County Planning Department

Charles Romick, Gloucester County Planning Department

Donna Lewis, Mercer County Planning Department

Redevelopment Agencies

Edward Fox III, Directory of Smart Growth, Camden County Redevelopment Authority

Joel Johnson, Montgomery County Redevelopment Authority

State Agencies

Ron Bednar, Pennsylvania Department of Community & Economic Development

Herman Volk, New Jersey Office of Smart Growth

Non-Profit Organizations

Janet Milkman, 10,000 Friends of Pennsylvania

Barbara Lawrence, New Jersey Future

Patrick Starr, Pennsylvania Environmental Council

David Thornburgh, Pennsylvania Economy League

David Cohen, City Avenue Special District

Academics

Jeff Featherstone, Temple University, Ambler

Deborah Wright, Rutgers University

Foundation

Shawn McCaney, William Penn Foundation

Delaware Valley Regional Planning Commission

Barry Seymour, Assistant Executive Director for Regional Planning

Richard G. Bickel, Deputy Director for Regional Planning

Karen Cilurso, Regional Planner

Abstract

TITLE OF REPORT: *Crossing Boundaries: Philadelphia and Camden City/Suburb Collaboration Initiative*

PUBLICATION NO: 05010

DATE PUBLISHED: March 2005

GEOGRAPHIC AREA COVERED: Philadelphia and Camden cities; Bucks, Montgomery and Delaware counties in Pennsylvania and Camden County in New Jersey; suburban townships and boroughs adjacent to Philadelphia and Camden City.

ABSTRACT: This study summarizes the results of a mailed survey and follow-up interviews with municipal and agency representatives from southeastern Pennsylvania and Southern New Jersey townships, boroughs and counties located adjacent to Philadelphia and/or Camden City. The purpose of the survey was to define and evaluate barriers and opportunities for greater collaboration between the cities of Philadelphia and Camden and their adjacent suburban counties and municipalities. The report illustrates the outreach and coordination process that was used to obtain information about current and future collaborative efforts. The outcome of the survey and interview process provides an inventory of current and future potential inter-governmental and inter-agency collaborative activities. Tables and maps highlight the survey findings and analysis. The complete survey and responses can be found in the Appendices.

KEY WORDS: collaboration, inter-governmental, transportation, open space, infrastructure, land use planning, economic development, issues, barriers, lessons learned, survey, responses, and interviews.



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