Conference Proceedings

Delaware Valley Regional Planning Commission
In a time of declining funding resources, creative partnerships between government, the private sector, nonprofits, and philanthropy can offer solutions to address growing needs, such as infrastructure, redevelopment, public amenities, and human services. This one-day conference, held on November 1, 2011 examined some of those creative partnerships from in and around Philadelphia that are making a difference in today’s tough economic climate.

8:30 AM – WELCOME and INTRODUCTION

Barry Seymour, Executive Director of the Delaware Valley Regional Planning Commission (DVRPC) welcomed participants to the Breaking Ground conference and described the event as an opportunity to share success stories and take lessons learned home to their communities. He discussed current difficulties in accomplishing community development given confusing regulations, market forces, and a lack of financial resources, and stressed the need to be efficient and strategic, leveraging existing resources to the maximum extent possible.

A common theme throughout the day and introduced by Mr. Seymour’s comments is that partnerships are more important now than ever before. Mr. Seymour described several different dimensions of partnerships, including:

- Public/private partnerships;
- Public agency partnerships (such as the current Partnership for Sustainable Communities, between the U.S. Department of Housing and Urban Development, the U.S. Department of Transportation, and the U.S. Environmental Protection Agency);
- Vertical partnerships involving federal, state, county, and city agencies; for example, HUD’s Strong Cities Strong Communities initiative working in Chester City;
- Cross-sector partnerships: nonprofit organizations, philanthropies, institutions, for-profit organizations, and government agencies working on a common issue;
- Cross-issue partnerships: such as development, transportation, health, the environment.

Mr. Seymour concluded by noting that participants would hear about successful partnerships from within the Greater Philadelphia region. He then thanked DVRPC staff, the speakers, the conference sponsors, and especially Platinum sponsors – AECOM, CSX, and eXude.

Mr. Seymour then introduced The Honorable Louis Cappelli, Freeholder Director of the Camden County Board of Chosen Freeholders and Chair of the DVRPC Board. Freeholder Director Cappelli began his remarks by noting that government is now operating in a new world and must look to partnerships to succeed. New Jersey state aid is declining, while costs (especially health and pension cost) are increasing. The statewide 2 percent cap on spending
and tax increases is a game changer, requiring that local governments change the way services are delivered. Part of the problem is the governmental fragmentation—New Jersey, for example, is home to 566 municipalities and has approximately 600 separate school districts.

Freeholder Director Cappelli discussed shared services as a means of reducing costs and improving efficiency, noting that while the concept has been utilized for some services for several years, the discussion is only now moving to the area of public safety. He noted that between 60 and 70 percent of most local government budgets are dedicated to public safety. Local property taxes can only be reduced if these safety costs are addressed. In Camden County, several public safety services are already shared (the K-9 unit and SWAT team, for example) and a central booking service is currently being considered.

9:00 AM – FEDERAL PARTNERSHIPS PANEL

The conference continued with a panel discussion on federal partnerships moderated by Mr. Seymour and including representatives of the U.S. Department of Housing and Urban Development (HUD), the U.S. Department of Transportation’s Federal Transit Administration (FTA), and the U.S. Environmental Protection Agency (EPA). Brigid Hynes-Cherin, Acting Administrator of USDOT’s Federal Transit Administration, Region 3 began the discussion by stressing the importance of investing in partnerships, noting that transportation investment is clearly linked to economic development and is an engine for growth and a key to economic prosperity. She discussed several of FTA’s major programs, including the Transportation Infrastructure Generating Economic Recovery (TIGER) program and the Partnership for Sustainable Communities, which involves both shared grant-making and the targeting of discretionary funding to projects that support six livability principles shared by the three agencies.

The next panelist was Ms. Jane Vincent, Regional HUD Administrator of Region 3. Ms. Vincent stressed that planners and other advocates can no longer consider only one individual issue or neighborhood and that the success of any project is reliant on cooperation and coordination. She described the Strong Cities, Strong Communities (SC2) program, a federal initiative aimed at sparking economic growth through partnerships with government agencies. The SC2 program recognizes that many communities can benefit from technical assistance, capacity building, and program flexibility. Ms. Vincent specifically described Chester City in Delaware County, Pennsylvania, one of the six pilot cities chosen in the first year of the SC2 program. The federal government has established a team that is now working with the City of Chester to respond to several challenges facing the City, including the lack of an urban grocery store, declining school performance, and a housing authority that is currently in receivership. Despite its challenges, Ms. Vincent noted that opportunities exist within the City, and particularly for small green businesses, including urban farming.
The third panelist was Mr. Shawn Garvin, Regional Administrator for EPA, Region 3. Mr. Garvin echoed the thoughts of the other panelists on the importance of partnerships and noted that only recently has EPA broken down silos within the agency, with different divisions and issue areas (such as water, air, and brownfields remediation) just now beginning to work in partnership with each other. He briefly discussed the Sustainable Communities Partnership between HUD, DOT, and EPA, noting that while the EPA brings the least money to the partnership, it supports a vision that includes walkable, bikeable places where human health is protected.

Mr. Seymour then asked panelists how they thought federal policy regarding coordination could be translated to on-the-ground action. Ms. Vincent noted that their greatest challenge is aligning policies and directives set by headquarters in Washington, DC with the regional field offices. Regional administrators now meet monthly with HUD Secretary Donovan—both to bring regional issues back to headquarters and to ensure that policies set in Washington, DC are reaching the field offices. She also noted that the three partnership agencies each have Sustainable Communities officers that meet regularly to share ideas, concerns, and best practices.

Mr. Seymour noted that the agencies’ programs, including competitive grant programs such as TIGER and the Sustainable Communities Regional Planning Grant Program (SCRPPG), are important but questioned how sustainable principles can or have been embedded in current regulations. How can we link, for example, regulations requiring metropolitan planning organizations (MPOs) to undertake transportation planning with community development planning required for CDBG funding, and environmental planning? Ms. Hynes-Cherin stated that HUD was previously involved in coordinated planning but funding has not been available for several years. She noted that FTA would welcome a clear link between planning processes but that it is very difficult to accomplish. Ms. Vincent suggested that HUD-mandated consolidated plans are supposed to address all issues related to housing and impediments to fair housing choice. While most consolidated plans are still limited primarily to land use issues, some forward-thinking communities have begun to link other planning issues as well. Mr. Garvin stated that the EPA would like to see a link between environmental plans and transportation plans and described an executive order to streamline regulatory processes.

Mr. Seymour opened up the panel for questions from the audience. Conference attendees asked where the issue of historic preservation fits in to the sustainable communities program. Ms. Vincent responded that historic preservation, and specifically the national Main Streets program, should be a part of the overall planning process, and presents small cities with an opportunity to revitalize and preserve the fabric of the local community.

Mr. Seymour concluded the morning session by asking whether sustainable communities’ projects have produced any quantifiable results. Mr. Garvin noted that some short-term jobs have been created but that data on sustained, longer-term jobs is not yet available and is also harder to quantify. Ms. Hynes-Cherin suggested that some indirect results are likewise difficult to quantify, including jobs facilitated through improved or expanded transit access.
10:30 AM – CONCURRENT MORNING SESSIONS

Making it Happen: Partnerships for Energy Efficiency

Moderator: Robert Graff, DVRPC

Andy Rachlin, Deputy Chief of Staff, Office of the Deputy Mayor for Planning and Economic Development, City of Philadelphia

Mr. Andy Rachlin described EnergyWorks, a regional initiative to finance energy efficiency improvements in the residential, commercial, and industrial sectors and foster development of the regional economy’s energy sector. The EnergyWorks program is made possible through a political partnership between five Southeastern Pennsylvania counties—Bucks, Chester, Delaware, Montgomery, and Philadelphia—and an operating partnership that includes the governmental sector, The Reinvestment Fund, for-profit lending institutions, and the building/construction sector.

Partnerships allow organizations and entities to meet goals, which, on their own, they may not be able to achieve. When an organization’s goals become greater so too does its need for partnership, as larger and more comprehensive goals are more likely to outstrip the ability of any one organization on its own to deliver. Partnerships come with risks including the possibility that compromises might have to be made in order to achieve overarching or long-term goals.

Mr. Rachlin mentioned the need to provide shared value to all stakeholders in order to keep them engaged. The value delivered to each partner must be consistent with their interests and motivations. In the case of EnergyWorks, for instance, this meant balancing the need of for-profit lending institutions to see returns on their investment with the desire of program leaders to see significant energy efficiency increases.

Roger E. Clark, Esq., Manager, Sustainable Development Fund, The Reinvestment Fund

Mr. Clark described in greater detail the operational elements of the EnergyWorks program with particular emphasis on the commercial (non-residential) lending initiative. He described how the program depends on a working partnership between individuals and firms involved in the design and construction process, as well as between EnergyWorks and other financing sources in a given project’s “capital stack.”

EnergyWorks can fund projects ranging from a limited-measure retrofit to gut rehabilitation to new construction. Loans are available for as little as $100,000 and as much as $2.5 million. EnergyWorks financing must go towards energy efficiency elements such as building envelope components, HVAC systems, lighting, plumbing, plug loads, and other efficiency or on-site energy production measures. Loans come with an interest rate as low as 3.5 percent and up to a 15-year term. Financing can take the form of construction loans, term loans, and lease
financing and can go to property owners, developers, or tenants. EnergyWorks is supported by a U.S. Department of Energy’s Better Buildings Program, so work must comply with a number of federal rules. In the future, EnergyWorks financing will operate on a revolving basis, with interest and principal repayments from current loans supporting new loans.

**Christine Knapp, Manager of Public and Client Relations, Greater Philadelphia Innovation Cluster (GPIC) for Energy Efficient Buildings**

Ms. Christine Knapp presented the origin and mission of the Greater Philadelphia Innovation Cluster (GPIC). GPIC arose out of a consortium of organizations that pursued and was awarded a $129 million grant from the federal government's Energy Regional Innovation Cluster (E-RIC) Initiative, a multi-agency initiative to foster innovative building efficiency technology. The grant will support GPIC’s work to develop innovative energy efficient building technologies, designs, and systems and move them into the marketplace. GPIC’s primary goal is to bring greater integration into the building retrofit process. Such integration will allow the region to take better advantage of new and existing efficiency technologies, approaching buildings as system rather than collection of disparate components. The goal of GPIC is to support increases in efficiency in the region’s building stock of 50 percent or more using technologies with a payback period of three years or less. Part of the program’s success will be measured in its scalability and its capacity for replication across the region and in other parts of the country.

The consortium has benefited from many advantages, including the opportunity to co-locate at Philadelphia’s Navy Yard, but has also faced challenges such as the need to balance the different goals of its members. These challenges include managing different partners’ needs for publicity and intellectual property rights, among others. Partners have been willing to come together on these issues because they have been able to identify with the shared goal of furthering building efficiency technology and fostering deployment of these technologies in the marketplace.

**Elizabeth Compitello, Research Analyst, DVRPC**

Ms. Compitello presented DVRPC’s Energy Efficiency Circuit Rider program. Funded in part by a Climate Showcase Communities grant from the EPA, the Circuit Rider program assists municipalities in identifying and implementing cost-effective strategies to reduce energy usage in their operations and functions. These government functions include everything from lighting, heating, and maintaining municipal buildings to operating traffic signals and street lights. Services offered by DVRPC will include workshops and trainings, direct technical assistance, provision of analytical tools, and coordinated bulk purchasing.

Designed to deliver on the needs identified by a regional advisory group, the goals of the program are to integrate energy efficiency improvements into local government operations, institutionalize best management practices, and provide a forum for municipalities to share best management practices.
At the heart of the program is a partnership between DVRPC and municipal and county governments. Such a partnership in this context provides several opportunities, such as the ability to achieve economies of scale and engage in peer-to-peer learning.

**It Takes a Transit Village**

*Moderator: Andrew Svekla, DVRPC*

Mr. Svekla opened with a short presentation on the general principles and benefits of Transit-Oriented Development (TOD), various national and regional trends that suggest a promising future, and DVRPC’s recent history of encouraging TOD within the region. He also emphasized the necessity of numerous partners and players to successfully implement TOD.

*Jennifer Rodriguez, Deputy Vice President of Asociación Puertorriqueños en Marcha (APM)*

Ms. Rodriguez began with a brief overview of Asociación Puertorriqueños en Marcha (APM), including its history and evolution from a social services organization to a community and economic development agency that has facilitated the investment of $70 million into the community.

APM’s ongoing role in fostering TOD centered development at the Temple University SEPTA Regional Rail station. The station has the 4th highest ridership on the entire system, and despite it being rebuilt in 1990 with a parking lot and undeveloped parcels as immediate neighbors, TOD was not a priority for the immediate area. The TOD concept was introduced in a neighborhood comprehensive plan in 2002, a TOD plan in 2008, and a quality of life study in 2010. Community outreach was conducted via a program called “Our Community, Our Ideas,” to increase local empowerment. APM organized a large inclusive stakeholder meeting to introduce the idea to both understand how existing resources and programs could be coordinated to facilitate their vision. For example, existing programming existed to introduce new street trees evenly throughout the neighborhood; instead trees were prioritized along Berks Street which serves as a main access point to the station.

*Mr. Randy Cherkas, a Managing Partner at Grapevine Development*

Mr. Cherkas focused his presentation upon a planned TOD adjacent to PATCO’s Ferry Avenue station in Camden, NJ. The 15-acre former industrial site is only eight minutes by train to Center City Philadelphia, located along Haddon Avenue, a major thoroughfare, and is across from Our Lady of Lourdes Hospital. The station has a 1,000-car parking lot that currently operates at 100 percent capacity. Grapevine’s TOD will include office buildings, commercial retail, including a supermarket, an 800-space structured parking facility, and workforce housing. For this project to truly operate as a TOD, a new northside entrance to the PATCO station would be required (currently there is only a southside entrance).
From the beginning, Grapevine Development has sought symbiotic partnerships with various stakeholders. NJ Transit’s Transit-Hub Credit targeted around only a dozen stations in the state for TOD, including Ferry Avenue, Cooper’s Ferry Development Association is creating the master plan for the development, while also guiding Grapevine through the local political landscape. Both Our Lady of Lourdes Hospital and a potential supermarket vendor are seeking tax credits through their investment. The Camden County Improvement Authority is assisting with infrastructure improvements. The City and the Camden Redevelopment Agency are adding this project to the City’s master plan.

**Vivian Baker, Assistant Director at NJ Transit**

Ms. Baker began by speaking about NJ Transit’s history (founded in 1979) and assets (21,000 bus stops and 220 rail stations, among other assets). NJ Transit emphasizes establishing partnerships with both vertical and horizontal organizations, and also recognizes the role of value creation, which is especially important now that its system is at capacity.

Ms. Baker highlighted lessons learned from an ongoing project along the Morris-Essex (ME) rail line, and in particular, attempts to foster greater ridership at four stations within the communities of Orange and East Orange (O-EO). These four stations experienced significantly lower ridership in comparison to neighboring stations. When the ME began providing direct service into mid-town Manhattan, property values along the line dramatically increased, but less so within O-EO. To identify reasons for this difference, NJ Transit investigated the issue from multiple perspectives. An analysis of origin-destination patterns indicated a smaller proportion of passengers were destined for New York City, whereas bus ridership to local destinations was high. Physical barriers to the stations were also identified; these included I-280 which splits these communities, and indirect pedestrian access from the main streets. The identification and subsequent quantification of the issues led to Community Work Sessions, at which six focus areas were decided upon—safety and security; neighborhood revitalization; workforce education; main street corridors, economic development; and mobility and transportation. Ms. Baker commented that having a community-derived list of improvements helps to engage foundations and banks in the effort to gain financing for any potential project.

---

**The Best Way to Predict the Future is to Create It: Institutional Investment in Camden City**

*Moderator: Emily Costello, DVRPC*

*Amanda Bauman, Manager of Community Service, Campbell Soup Company*

Ms. Bauman presented Campbell’s long history in Camden. The company has been in Camden City for 142 years. Today, although there is no longer a plant in Camden, there are still 1,600 employees at the company’s World Headquarters. Campbell’s recently completed a $90 million
expansion of its corporate headquarters. In addition to creating a new face for Campbell, the company had a desire to bring economic activity back into Camden by building an office park on the 15 acres of land around the new building. The groundbreaking for the new Campbell building took place in October 2008, and the LEED-certified Campbell Employee Center building opened in June 2010.

The community benefited from Campbell’s investment in several ways. Campbell’s created a public benefits agreement, which amounted to philanthropic and human capital donations of $10 million over five years. It provided for improved road and utility infrastructure, which benefited everyone. Campbell’s remediated the land it purchased.

Campbell participates in the NJ Partnership for Healthy Kids Camden through the Campbell Soup Company’s Obesity & Hunger Program, which is also supported by Robert Wood Johnson Foundation. This program has six pilot sites, which include daycare centers, schools, and churches, where the company focuses on food access, physical activity, nutrition education, and public will. The Campbell Soup Foundation was founded in 1953. It operates in Camden City and other communities where Campbell manufacturing facilities are located. The Foundation focuses on youth, anti-poverty, anti-hunger issues, and greenways and trails. Other examples of institutional investment include convening a Networking Breakfast for non-profit partners, supporting neighborhood plans, and hosting 7,000 community members to baseball games at Campbell’s Field on the Camden waterfront.

**John Schwartz, VP of Facilities & Support Services, Cooper University Hospital**

Cooper University Hospital is celebrating its 125th year, during which it evolved from a small community hospital to a regional referral and academic medical center. It is the largest stand-alone hospital in southern New Jersey, with 600 licensed beds and 700 physicians. It is also the largest employer in Camden City; 4,300 of its total 5,480 employees work in Camden. Furthermore, 10 percent of non-physician staff also resides in the city. Cooper University Hospital has a long history of investment and commitment to Camden. The hospital invested $300 million in expansion projects over the past seven years, which brought 900 new employees to the city. The largest part of this expansion was the construction of the Roberts Pavilion, a new 10-story building located near Martin Luther King Boulevard and Haddon Avenue in Camden.

Cooper University Hospital looked to West Philadelphia’s University City as a model for its institutional investment. Following the lead of the University of Pennsylvania and Drexel University, the Hospital hopes to generate spin-off businesses or nonprofits, such as the Science Center and The Enterprise Center in West Philadelphia. With regard to public safety, Cooper Hospital is following the Port Authority policing model and working with academic institutions, the Delaware River Port Authority, and NJ Transit to reassess security services and social services at nearby Walter Rand Transportation Center.
Cooper Hospital has focused extensively on adding new parks and greenspace to the neighborhood. It added parks to the neighborhood at 7th Street, Cooper Commons Park, and Triangular Park. The Cooper Sprouts initiative founded a community garden with trees and raised beds for growing produce on a former vacant lot. Furthermore, Cooper hosts a farmers market on its main campus, and is partnering with Camden County and the New Jersey Department of Transportation to evaluate gateway entrances.

Cooper Hospital is also focused on housing. It created an Employer-Assisted Housing Program, which funds down payments and closing costs for employees who have been employed for at least one year and plan to live in the house for at least two years. Five people have taken advantage of the program so far. The Saint Joseph’s Carpenter Society, a local nonprofit, renovated several former homes on Benson Street that Cooper Hospital had previously been using as offices and converted them back to residential use.

The activity is spurring private development in the area as well. Private developer M&M Development renovated the Cooper Building, a 25-unit condominium complex with one- and two-bedroom units. Sixteen of these units have sold and approximately half of those were bought by Cooper employees. This has had a stabilizing effect on the neighborhood. Metro Camden Habitat for Humanity has also recently constructed nine new homes on previously vacant lots.

In addition, Cooper Cancer Institute is currently in the design phase. A groundbreaking is expected to take place in spring 2012, followed by an opening in Fall 2013. The 20,000-square foot building will house four stories of radiation and oncology facilities.

**Greg Gamble, Director of Economic Development, Rutgers University-Camden**

Mr. Gamble started his presentation by saying “It would be really easy for [Rutgers University-Camden] if all we had to focus on was education and research.” The University has to worry about where students eat and sleep, how they get to campus and back safely, and where they park their cars. Rutgers-Camden’s campus, which is located on 40 acres in Camden’s Central Business District, serves approximately 6,500 students. The school is looking to grow to 7,500 students over the next five years.

Due to this planned growth, the school is investing and expanding. Over the past five years, Rutgers has invested $80 million in Camden. In 2009, the University opened a $37 million, 4-story law school. In September 2011, the University completed a $4 million Early Learning Research Academy (ELRA) where students will be taught from birth to graduation. Currently, the University is partnering with Camden County and Camden City to open a branch of the County Library system on the Rutgers Campus. This 5,000-square foot facility will provide college access and SAT prep for residents through college student tutors.

Rutgers has a Camden Local Sourcing Initiative, which is a commitment to increase local spending in both Camden City and the County by 100 percent by 2014. In November of 2011
Rutgers hosted an event where local small businesses could meet Rutgers procurement officers.

Rutgers plans to continue to invest over $50 million in next two years alone. Most of that money will be spent on a new dorm for graduate students, which is anticipated to be completed in August 2012. The 12-story building will house 102 units above first floor retail space. The University is working hard to attract a mix of retailers that will benefit not only the campus community, but also city residents and the workers at the nearby federal courthouse and City Hall.

Paul Katz, M.D., Founding Dean, Cooper University Medical School of Rowan University

The Cooper University Medical School of Rowan University (CUMSRU) was founded in 2009 as a partnership between Rowan University and the Cooper Health System. It is the first new medical school in New Jersey in 30 years. The first class, which will have 50 students, is currently being accepted. There have been 2,500 applications for those spots.

CUMSRU spent a lot of time developing its mission statement, which in turn guides curriculum and partnerships with sister institutions. The “service to community” component of the mission statement ensures that CUMSRU is not just in the city of Camden but part of the city of Camden. Dr. Katz emphasized, “Camden is our classroom. Camden is our home.”

CUMSRU is estimated to create 100 new jobs in the next two years, and employment will continue to grow as the school grows. Medical schools are economic multipliers; studies show they generate $2--$8 dollars for every $1 spent by the institution. The CUMSRU building is currently under construction. The facility will open in June 2012, in time to welcome the first class in August.

One way that CUMSRU has been investing in the local community is by employing primarily New Jersey companies to construct the building. Of the 200 workers currently on site, 141 are from Camden County and 40 from Camden City. Furthermore, 25 percent of the hours worked on the project have been by minorities. There is also an apprentice training program that employs 16 apprentices with six contractors, and a shadowing program for five Camden City residents interested in careers in construction.

Learning to Share: Municipal Shared Services and Partnership Agreements

Moderator: Karen Cilurso, DVRPC

Ms. Cilurso began with a brief presentation on shared services. She stated that many problems cross local boundaries, and so could services. Shared services are more important than ever in a tough economy. This is a practical response to limited resources, but it may be difficult to know where to start. According to Ms. Cilurso, there are five key elements to successful shared
services and partnership agreements: leadership, communication, imagination, common sense, and flexibility.

Mayor Gary Passanante, Borough of Somerdale and Director of Shared Services, Camden County

Mayor Passanante began his presentation reminding participants that New Jersey is known as a Home Rule state, so it is very difficult to do shared services. New Jersey has the distinction of having the highest property taxes in the country. In 2007, the State Legislature passed a two percent cap on local property tax increases. Meanwhile, state aid to municipalities has decreased. In addition, public employee pension costs have increased tremendously. New Jersey pensions did not require contributions for over a decade due to a then-surplus, but now are in distress. There is less revenue and more costs than ever. The Local Unit Alignment, Reorganization, and Consolidation Commission (LUARCC), formed in 2007 by the State Legislature, focused on the sharing and consolidation of government services. Grants were awarded by the State to assist County sharing opportunities; $11 million has been distributed through this program.

Camden County established the Division of Shared Services in 2006. This program has continued even after the COUNT grants expired. Camden County has enacted a number of shared services, including a centralized 911 dispatch, which is one of only a few in the state. They also have a county library system, Sheriff’s Department, salt and plowing program, cooperative purchases (of office supplies, traffic light maintenance, trash disposal, and ammunition), animal shelter, and animal control. They are planning a shared services program for fire inspection. The critical components of Camden County’s shared services are open communication, stakeholder involvement, and political will.

Steven Wray, Executive Director, Economy League of Greater Philadelphia

Mr. Wray stated that shared services are an important issue for the Economy League, which focuses on making local government more efficient and effective. The need is just as great today as it was during the Great Depression, when the Economy League was formed. The fiscal challenges facing local governments affect all communities, not just older or urban ones. Over half of all Pennsylvania households are classified as communities in decline. Legislation is needed to help municipalities out of fiscal decline. The vast majority of Pennsylvania firefighters are volunteers, although this dependence is concerning since the number of volunteer firefighters has been declining in recent years. Restrictions on bingo and other games have been lifted to help the budgets of fire companies. Water and sewer authorities are extremely expensive to operate, and it is more difficult to address water quality mandates.

Municipalities are facing increasingly complex issues. Pennsylvania has one-third of the nation’s public employee pension plans, with many plans serving only a handful of participants.
Structural merging of municipalities is a virtual non-starter. However, functional cooperation is more feasible due to the economies of scale. Restructuring of taxes is also needed in Pennsylvania. There is uneven wealth distribution among municipalities, although pensions and other issues are barriers to this restructuring.

**Stephanie Teoli, Township Manager, Upper Makefield Township and President, Bucks County Consortium**

Ms. Teoli discussed the Bucks County Consortium, which started in 1980 as an informal organization involving six municipalities. Today, it includes 38 municipalities and holds monthly meetings. Through this consortium, the municipalities engage in joint bidding, primarily related to public works. This includes purchasing of road salt, heating oil, fuel, and road maintenance materials. They have also consolidated the administration of a drug testing program for commercial drivers through a third party. In addition to the financial savings from joint bidding, the consortium has enabled the municipalities to better address mandates due to the power of the group, especially when dealing with higher authority.

Other benefits include knowledge-sharing, mentoring of junior managers, and networking with peers. Ms. Teoli also spoke on the Delaware Valley Insurance Trust, which is a voluntary municipal insurance pool with 94 entities. The Delaware Valley Workers Compensation Trust is another voluntary pool. There are opportunities for partnerships with non-municipal entities as well, such as sharing costs of janitorial services.

**12:00 PM – KEYNOTE SPEAKERS**

**The Honorable Michael Nutter, Mayor of Philadelphia**

The lunch and keynote session began with remarks by *The Honorable Michael Nutter, Mayor of Philadelphia*, who spoke of the power of partnerships. He cited several initiatives underway in the City and highlighted the impact of working with other organizations, particularly those in the private sector. The City of Philadelphia has a growing population for the first time in decades due in large part to creative partnerships that are creating opportunities.

Mayor Nutter cited several examples of partnerships that showcased the spirit of volunteerism and investment in the local community.

- The Philadelphia Police Department recently broke ground on new stables which will allow the return of mounted patrols to the city.
- The City is working with Comcast to provide internet access for low-income families by setting a $9.95 monthly access fee, providing free modems, and distributing vouchers for laptop computers.
• The Freedom Rings Partnership, formed by the City, Drexel University, and the Urban Affairs Coalition, is funding 77 computer centers throughout the city that will provide free computer use, internet access, and training.

• The City’s Green Works Initiative has spawned much collaboration that is working to reduce energy costs by 30 percent by 2015.

The City will continue to build upon partnerships both within city boundaries and will continue to work with suburban counties to ensure a prosperous region.

Jeremy Nowak, PhD, President of the William Penn Foundation

Dr. Nowak was introduced by Dede Meyers, Vice President & Community Affairs Officer, Federal Reserve Bank of Philadelphia. Dr. Nowak spoke of the role of private foundations in public-private partnerships. Remarks touched on three main concepts: 1) the context we are in; 2) the essence of partnerships; and 3) the funding perspective.

The current context is largely shaped by the financial crisis of 2007--2008 where we saw a lot of large, established institutions disappear. We can look forward to an improving economy but the improvement will be slow and gradual. It will be several years before we return to pre-2007 employment levels and there is still some pain ahead. His observations include:

• Expectations for the public sector, specifically in terms of its role and budget, have changed at both the national and local level. A big issue moving forward is determining government’s ability to do things that it has done in the past.

• Disruptive technologies are also emerging. How we shop, purchase services, and entertain ourselves is changing at a fast pace. Today you can order books online for your iPad or Nook, but you can no longer go to Border’s bookstore.

• Legacy constraints, such as infrastructure and education, must be dealt with in order to be competitive again.

• There are changes in institutional structure, and traditional boundaries between public, private, and civic realms are disintegrating.

Dr. Nowak’s second concept was on the essence of partnerships. Foundations have traditionally focused on the notion that you can solve any problem by getting everyone together in a room and working on the issue. The real question, though, is what problem are you trying to solve?

Partnerships can work if it is in the self-interest of the participants; they play to the strengths of each partner; there is an end–product; something is achieved.

Partnerships are about public and private institutions working to create a higher level of quality and a higher level of efficiency. Successful partnerships try to figure out how to build products
that make us more prosperous as a region. The successful transformation of previously neglected Franklin Square provides a good example. It is still a public square but it was transformed through the partnering of a public entity, being run by a non-profit organization, with participation by a for-profit private restaurant. Civic innovation—a partnership—solved the issue by creating a good public.

Both parties need to get something in a partnership. A great example in the Philadelphia region is Drexel University and the Academy of Natural Sciences. Drexel received a boost in research capacity and the Academy benefitted from Drexel’s management capacity.

Dr. Nowak concluded his presentation by speaking about the funding perspective and the role of philanthropic foundations. The most important trait for funders is to be open to innovation. Assume there are smart people and institutions that can innovate, figure out how innovations work, and invest in them. Greater Philadelphia boasts of a lot of ‘firsts’ but we need to focus more on being the best. A foundation needs to seek out those organizations and enterprises that are trying to reinvent and reposition themselves.

Innovations in learning will be paramount for the region’s future prosperity. We need to close the achievement gap and invest in outcomes that get us there. Throughout history there has been constant innovation in higher learning. Abraham Lincoln created land grant institutions in the mid-19th century. After World War II, the GI Bill provided another transformation by allowing military personnel to attend college. A more recent transformation was the burgeoning number of community colleges beginning in the mid-to-late 20th century, which opened higher education to those previously unable to afford it.

One of our current challenges is to rethink what a school district is, and more specifically, what is the form of this public good? In addition to education, Dr. Nowak also cited creating high-quality public goods and services that are reasonably priced and more business formation as key imperatives for the region.

2:00 PM – AFTERNOON CONCURRENT SESSIONS

**Loquacious about Landmarks: The Story Behind the Preservation of a Behemoth Post Office and Legacy Landscape**

*Moderator: Patty Elkis, DVRPC*

Ms. Elkis began by speaking about why historic preservation is a key element in DVRPC’s long range plan goals. It helps create our regional identity and makes our region economically competitive with other regions. She also emphasized that preservation requires both money and expertise in acquisition, reuse, and stewardship. Ms. Elkis explained that this panel would cover two preservation projects: the reuse of Philadelphia’s 30th Street Post Office as an office
building for the Internal Revenue Service (IRS) and the preservation of Erdenheim Farm in Montgomery County, which has been in agricultural use since the time of William Penn.

Frank Grauman, Principal, Bohlin Cywinski Jackson Architecture

Mr. Grauman explained that the more complex a project is, the more risk it involves. Furthermore, the more risky a project is, the more trust is needed among the project partners. He said the 30th Street Post Office project would not have been possible without pre-existing trust and relationships between the project partners.

Mr. Grauman provided an overview of the history of the Post Office building. The president of the Pennsylvania Railroad went to visit his sister, painter Mary Cassatt, in Paris in 1900, where he saw how trains were brought under the Seine River in a tunnel. He carried this idea back to New York City and constructed Pennsylvania Station and a massive post office across the street from one another. This enabled trains to efficiently process both passengers and mail. Philadelphia got its own train station and companion post office at 30th Street in 1933.

Mr. Grauman explained that you are willing to accept risk if you’re going in with friends. He recounted how Keating and General Services Administration (GSA) worked together on converting a historic brewery into an office building in Wilkes Barre, Pennsylvania. Then he described the transformation of a one million square foot fairly degraded post office into state-of-the-art office space with daylight and views.

Mr. Grauman’s firm took out one bay of the building’s interior in order to bring light into the central portions of the building. The architectural firm attempted to humanize the environment with the daylit atrium, which creates a sense of arrival and upward movement in a building. They also restored the lobby—a monumental public space with no natural lighting—to its initial splendor by using lightly colored surfaces for reflectivity.

Tony Rimikis, Senior Vice President, Brandywine Realty Trust

Mr. Rimikis picked up the story and explained that U.S. Postal Service (USPS) wanted to move its operations closer to the Philadelphia Airport and divest property near 30th Street. The University of Pennsylvania bought the parking lots south of Walnut Street to construct additional athletic fields, and was not interested in redeveloping the Main Post Office and support buildings. Penn purchased the property for $55 million and immediately sold the buildings to Brandywine Realty Trust, who then redeveloped the Main Post Office into office space for the Internal Revenue Service, which was looking to consolidate its Philadelphia employees from five buildings into one.

The partners involved in the project included: USPS, GSA, IRS, Pennsylvania State Bureau of Historic Preservation, City of Philadelphia, Penn, Amtrak, Brandywine Realty Trust, Bohlin Cywinski Jackson Architects, and Keating Construction. Mr. Rimikis said the project would not have succeeded if the mentality had been win/lose instead of win/win. In the end, the USPS
sold property it no longer needed and built a new, efficient facility. The IRS obtained a new workspace with parking. The Bureau of Historic Preservation was pleased with the preservation of a historic landmark. The City of Philadelphia retained 5,000 jobs. Penn added space for additional open space and athletic fields. Brandywine has a long-term lease with a federal government tenant. Bohlin Cywinski Jackson Architecture added an interesting project to its portfolio, and Keating kept 1,000 employees at work.

Peter Williamson, Vice President, Natural Lands Trust

Mr. Williamson began by describing the history of Erdenheim Farm, a quintessential gentleman’s farm near Philadelphia in Montgomery County. The property was owned by George Widener, a wealthy businessman. At the time of his death in 1971, Erdenheim Farm encompassed 500 acres of land that was not under a conservation easement. It was surrounded by suburbs and other large parcels of open space, such as Wissahickon Park, Chestnut Hill College, Morris Arboretum, several golf courses, and Fort Washington State Park. Erdenheim Farm was made up of several named parcels—the Angus Tract, the Sheep Tract, the Equestrian Tract, the Wissahickon Tract—and the tract with the main residence. The property included several agricultural complexes, including one designed by Horace Trumbauer. In his will, Mr. Widener gave 140 acres to the Natural Lands Trust, and a life estate to Fitz Dixon, his nephew.

Hugh Moulton, President and Chair, Whitemarsh Foundation

Mr. Moulton picked up the Erdenheim story. Mr. Dixon sold 50 acres of land to a developer who wanted to construct a Continuing Care Retirement Facility called Eugenia Hospital. Neighbors and community groups opposed the land sale and possible development. Over 600 people appeared at community meetings. The Whitemarsh Foundation formed in 2001 with the goals of preserving the remainder of the farm and its viewsheds, protecting the Wissahickon Creek from degradation, and continuing agricultural use on the farm.

Through the passion of its volunteer board members, the Whitemarsh Foundation was able to cultivate donors and work with Fitz Dixon so that the farm was eventually preserved. The resulting deal involved 13 partners, including the Natural Lands Trust, the Whitemarsh Foundation, the Montgomery County Open Space fund, the Montgomery County Redevelopment Authority, the Pennsylvania Department of Conservation and Natural Resources, multiple municipalities, and $4.5 million from Merck related to a settlement in the Upper Wissahickon watershed. Each partner had different objectives but they all shared a strong commitment to preserve Erdenheim Farm.

Another interesting aspect of the project was that Natural Land Trust (NLT) sold the Wissahickon Tract to a conservation-minded couple, Peter and Bonnie McCausland. NLT used proceeds from the sale to buy an easement on the Equestrian Tract, which was eventually bought by the McCauslands. After eight years of effort, all of Erdenheim Farm’s tracts are permanently preserved.
A Winning Team: Creating Shared Value through Public-Private Partnerships in Sports Stadium Development

Moderator: Karin Morris, DVRPC

Ms. Morris introduced the panel and the topic. Before turning it over to the panel, she noted that DVRPC is currently conducting a study to look into the feasibility of moving SEPTA’s Highland Ave. Station in Chester closer to PPL Stadium; however, there are a number of issues that make moving the station difficult.

Dave Sciocchetti, Executive Director, Chester Economic Development Authority

Chester is a former industrial powerhouse, but like other industrial cities, has been in a long period of decline. As businesses, jobs, and people left, the city had a negative public image. The City and its economic development authority are working to diversify its economy, building on its strengths which are location and access. Chester City’s waterfront along the Delaware River has attracted tourism, entertainment, and recreation. First came Harrah’s Casino. In June of 2010, PPL Stadium opened and is the home of the Philadelphia Union, Greater Philadelphia’s Major League Soccer franchise.

Prior to the MLS soccer team making PPL Stadium its home, Chester City had already completed two major waterfront projects---The Wharf and Harrah’s Casino---and was working with PennDOT to widen Route 291, creating better access to the waterfront.

PPL Park followed, and is an 18,500-seat soccer specific-stadium. It also hosts rugby, lacrosse, football, and concert events. In addition, it is a major regional entertainment venue; has over 300,000 visitors per year; was built on a former brownfield site; and is a key element to Chester Waterfront redevelopment.

Dave Debusschere, Executive Vice President and CFO, Keystone Sports and Entertainment LLC

PPL Stadium happened through a collaboration of great partners. Construction started in December 2008 as the country’s economic and financial sectors faltered. Delaware County went to the bond market, but found no buyers. The entire project costs $170 million, which included $123 million stadium and related in-fill construction, $84 million hard costs, $21 million land and site work costs, and $18 million soft costs. There was $17 million for start-up working capital and a $30 million franchise fee (the 2012 fee for Montreal’s new team is $40 million). The project had 13 different funding sources totaling $73 million from state and local grants and $93 million in private capital. The Stadium is located in a Keystone Opportunity Zone.

The PPL Stadium development created 1,000 construction jobs, of which 100 went to Chester City residents. Through the Chester First Program, dollars were spent first in Chester, then in
Delaware County, then in region. The stadium was able to work as a “mini-stimulus package,” creating 500–600 event day jobs and 100 direct full-time equivalent (FTE) jobs and another indirect 100 FTE. Not only are there economic benefits, there are social benefits for the community as well. The stadium hosts a youth soccer program, the soccer team supports several nonprofits, and other organizations are undertaking complementary projects and initiatives.

Shawn Jalosinski, Executive Director South Philadelphia Sports Complex Special Services District

The Special Services District (SCSSD) is 501(c)(3) nonprofit created in 2002 as a partnership between the City of Philadelphia, private businesses, and the community. It is fully funded by the sports venue operators, generating $1 million to serve 9,000 residents in 4,100 households. This partnership was critical in building the new Citizens Bank Park and Lincoln Financial Field stadiums.

SCSSD’s mission is to protect community interests, enhance quality of life, and promote the efficient operation of the adjacent sports venues. It has 20 members on its Board of Directors, including team executives from Comcast-Spectacor (which owns the Flyers, and recently sold the Sixers), the Eagles, and the Phillies; elected community directors; and ex-officio (state senator, state representatives, city council members, city managing director). There are seven voting members: one for each professional team and four from the community. This means the community has the majority. (With Comcast-Spectacor’s sale of the Sixers in October 2011, the board may change, but that was not discussed at the conference.)

Creation of the SCSSD also included a matrix of community concerns by topic with City and sports venue operator commitments and positions—a rules document with venue operator fines and no tailgating areas. The sports complex itself is not a part of the special services district area intentionally. The district was created to benefit the surrounding community and not direct services to the stadiums.

Creating the SCSSD had several early challenges including building trust with the elected community directors, the demolition of Veterans Stadium, and lighting for night games at Citizens Bank Park. Trust was gained with the board by having brainstorming and strategic planning meetings, as well as by conducting regular community surveys. The Vet implosion potentially impacted a number of houses located within a few hundred feet of the facility. SCSSD hired independent third-party analysts to insure the Phillies were doing everything possible to protect the residents, including noise and vibration monitoring, dust control, and insurance policy review. Lastly, the lighting at Citizens Bank Park was initially miscalibrated with heavy lighting overflow into the surrounding community. The team quickly fixed the issue.

Each year the sports complex hosts 380 events, with 8 million visitors and 5.5 million vehicle trips. All of these issues highlight how critical communications is with the neighbors. This is especially important when there are scheduled noisy events such as concerts, fireworks, military
planes, or banner planes. The SCSSD tries to warn neighbors both with an online events calendar and with handouts, flyers, and phone calls. Specific symbols indicate how many people are expected at each event—fewer than 25,000, 25 to 50,000, or more than 50,000.

The number one transportation challenge is handling 16 million pedestrians during events throughout the year. The sheer volume of pedestrians can bring vehicular traffic to gridlock. Pedestrian flow has been controlled by closing gates at some entrances and working to keep pedestrians on the sidewalk.

SCSSD also works closely with the area developers of Philly Live!, the Navy Yard, Philadelphia Regional Port Authority, Sunoco, and other large landowners and employers.

Take a Walk Outside: Creating a Regional Trail Network and Building a Movement

Moderator: Chris Linn, DVRPC

Mr. Linn opened the session by highlighting the fact that great trail projects, almost without exception, arise from fantastic partnerships and that building a regional network requires coordination across these partnerships. He noted that trails meet several regional goals, including increased mobility and access, avoidance of greenhouse gas emissions, and expansion of active living opportunities. DVRPC has supported trail development through numerous mechanisms, including most recently a $10 million Regional Trails Program.

Jeannette Brugger, Planner, Philadelphia City Planning Commission

Ms. Brugger discussed the efforts of the Philadelphia City Planning Commission (PCPC) to develop a first-ever Citywide Trails Master Plan. Through this effort, PCPC hopes to unify the varied activities of many city agencies and departments involved in trail work around a set of shared priorities. Part of this effort will be the establishment of criteria to guide this prioritization. These criteria will include existing commitments and investment, the demand and need for connectivity, feasibility, and cost.

A great deal of effort has already gone into developing Philadelphia’s trail network, including Philadelphia2035, Philadelphia’s comprehensive plan, and Green2015, an effort to identify opportunities for the expansion of recreational and open space resources within the city. Implementation has been funded through a variety of means, including $17.2 million from a $23 million TIGER grant to develop bicycle and pedestrian infrastructure in the region. An important part of Ms. Brugger’s work is identifying gaps in the current network.

A focus of this effort will also be the clarification of roles and responsibilities of city agencies and departments and the provision of a clear set of ground rules to those who would like to work with the city to implement the citywide trails vision. The Citywide Trails Master Plan will also lay
the foundation for citywide efforts to work in a coordinated manner to overcome common barriers and access resources.

**Kay Sykora, Director, Schuylkill Project**

Ms. Sykora described the evolution of trail-building efforts in Northwest Philadelphia along the Schuylkill River. She discussed the construction of the Schuylkill River Canal Path in Manayunk, the first section of the Schuylkill River Trail, and the transformation of Manayunk to a robust residential and commercial neighborhood. The Canal Path now defines Manayunk, with many businesses oriented towards serving trail users and much activity occurring along the trail right-of-way. She highlighted some current projects designed to relieve pinch points, such as near the Wissahickon Creek crossing, and increase connectivity, such as across the Manayunk Bridge.

Ms. Sykora described the increasing cooperation between many groups in the pursuit of funding and in joint planning. She identified the successful TIGER application as one example. She also highlighted how these new partnerships have fostered new connections and opportunities, such as integrating trail development with community building, economic development, and wildlife and habitat protection. Finally, she emphasized how early success leads to future partnerships as more groups and entities identify their own goals with trail development.

**Anna Brendle, Program Officer, Pottstown Area Health and Wellness Foundation**

Ms. Brendle discussed the importance of trails and other recreational facilities to human health. She emphasized the large role that behavior and physical environment play in health outcomes, and that better nutrition and more physical activity leads to improved health. Given this, the availability of infrastructure for active living and recreation in the built environment is very important.

She highlighted a study that the Pottstown Area Health and Wellness Foundation and Penn State undertook to better understand how and why residents of the Pottstown area access and use recreational facilities like parks and trails. Among other findings, the foundation discovered that trail connections are associated with higher park usage and that programming is a key driver of park attendance.

The Pottstown Area Health and Wellness Foundation has undertaken a number of initiatives to foster recreational facility use, including capital funding for new facilities, implementation funds for programming, and marketing through a variety of social networks. She indicated that future plans include working with schools to encourage opening school grounds to public use during non-school hours, and the development of a recreational and active living needs assessment with a mechanism for review every five years.
**Keeping it Fresh and Local: Partnering for Healthier Communities and Local Economies**

*Moderator: Alison Hastings, DVRPC*

**Claire Baker, Program Manager, Pennsylvania Horticultural Society**

Ms. Baker began by giving an overview of the Pennsylvania Horticultural Society (PHS). PHS assists community gardeners across the city and state, and has become a national leader on urban greening. PHS’ City Harvest program started about six years ago and partners with multiple organizations with an end-goal to provide more fresh produce to Philadelphians in need.

PHS partners with the Philadelphia Prison System and the Roots to Reentry program, a job training and placement program based in the landscaping field, to train inmates on how to grow plants, and particularly, how to “start” seedlings in a greenhouse. PHS then distributes these seedlings to community gardeners throughout the city. Gardeners commit to donating a portion of the produce they grow. SHARE, a food distribution organization, then picks up and distributes the fresh produce to its network of food cupboards. The Health Promotion Council offers educational nutrition and cooking workshops at the food cupboards. PHS estimates that City Harvest involves 42 community gardens, 575 inmates, and 32 food cupboards, and feeds 1,000 families every week.

City Harvest has also expanded. The City Harvest Growers Alliance provides gardeners the tools and opportunities to sell the produce they grow in community gardens. PHS partners with organizations to establish and staff Green Resource Centers, which grow seedlings and host educational workshops.

Philadelphia Pops Up was a temporary urban garden that PHS created on a vacant lot that had been unoccupied for about 20 years. This garden offered a number of programs and events, and the produce grown there went to city restaurants. The goal of Philadelphia Pops Up was to increase the awareness of community gardens. Over 600 pounds of produce was grown at this garden in its one season.

**Alethia Calbeck, Director, Philly Homegrown, Greater Philadelphia Tourism Marketing Corporation**

Ms. Calbeck explained that the Greater Philadelphia Tourism Marketing Corporation (GPTMC) started as an experiment to market the five-county Southeastern Pennsylvania region in 1996. Today, GPTMC has proven the need for tourism marketing as tourism generates tens of millions of dollars every day in economic activity. GPTMC conducts a wide range of tourism marketing, including visitphilly.com and the “With Love” campaign.
The Philly Homegrown campaign was started to support food tourism and Philadelphia’s growing local food movement. There is growing demand for local food, but obstacles include awareness and availability. This campaign (www.visitphilly.com/food) aims to tell stories about local food and the people who make it through media partnerships and content-sharing. GPTMC has partnered with Telemundo, Center City District, and Philly.com, among others, to reach new and different audiences.

*Brian Lang, Associate Director, The Food Trust*

Mr. Land started his presentation with explaining that The Food Trust (TFT) was started by a former manager of the Reading Terminal Market in 1992. TFT’s founder saw an increasing need for fresh food in city neighborhoods. TFT started by running farmers markets, and then introduced school-based nutrition education, before working to support the development of supermarkets in underserved areas.

Today, there is greater awareness that food access is a public health issue. Studies, including some led by TFT staff and its partners, have shown that people will eat healthier if they can conveniently access a supermarket. The Food Trust first began its supermarket campaign by identifying areas in Philadelphia with the greatest need for supermarkets. A coalition was formed, which generated a list of 10 recommendations. From those recommendations, came the Pennsylvania Fresh Food Financing Initiative (FFFI). FFFI provided grants and loans to supermarkets and grocery stores opening up or expanding in underserved areas throughout the state. The Shop Rite Parkside received about $14.5 million in financing from the FFFI as part of a $52 million development. Working with PolicyLink and The Reinvestment Fund, TFT is working to replicate or adapt Pennsylvania’s model on the national level.

TFT is also leading the Healthy Corner Store Initiative (or Network), which provides small grants to bring healthy foods to corner stores. Some changes are small, such as providing ready-to-eat fruit salads for $1.