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April 22, 2008

Jules Mermelstein, President
Board of Commissioners
The Township of Upper Dublin
801 Loch Alsh Avenue
Fort Washington, PA 19034-1697

Dear Mr. Mermelstein,

Enclosed is the report for the ULI TAP that focused on the Dresher Triangle as a development opportunity in your community.

My colleagues and I thank you and your staff for working with us on our Dresher Triangle technical assistance program (TAP) on January 29, 2008.

We began the day with a guided tour of your township in a school bus, visiting all the places you asked us to consider. We interviewed two dozen stakeholders to learn the type and extent of their involvement in and concerns about your community. Among them were ward commissioners and planning commissioners, township staff members, consultants to the township, developers, commercial and retail business owners, real-estate brokers, and three residential property owners impacted by such changes.

We discussed and evaluated the diverse perspectives of those stakeholders and then blended them with our own widespread experience. After supper we presented our preliminary findings to your township manager and commissioners, some of the morning interviewees and several members of the greater community. After answering questions, we left for the day. Since then we have refined our thoughts. This report represents the professional opinions of our distinguished panel.

Please review the report and let us know any comments you may have. We offer to maintain an open dialog with you, including our best information about the possibilities for development.

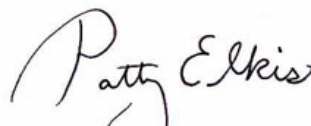
We are especially grateful to Liz Rogan, your town planner, who expertly completed our request-for-proposal and then provided a thorough, comprehensive briefing book to inform our deliberations and arranged a broad spectrum of interviews with stake-holders.

Thank you for your hospitality to our panel and your continued interest in this opportunity.

Sincerely,



Craig Schelter
Principal
Schelter & Associates



Patty Elkins, AICP, PP
Associate Director of Comprehensive Planning
Delaware Valley Regional Planning Commission

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The Urban Land Institute

The Urban Land Institute (ULI) (www.uli.org) was established in 1936 as a nonprofit educational and research institute supported by its 26,000 members representing all aspects of land use and development disciplines. Its mission is to provide responsible leadership in the use of land in order to enhance the total environment and to create and sustain thriving communities.

In 1947 ULI began providing advice to nonprofits and units of government that need help in planning and development. Its technical assistance program (TAP) brings together objective planners, developers, lenders, architects and related professionals to evaluate a community's needs and make recommendations on implementation.

A TAP is a voluntary process. None of the 10 professionals received any monetary compensation for this work. As we present to you our impartial recommendations and observations, you are free to take and use them

or tell us to go away. Our idea is to be candid, as we assume you have been with us.

To begin this process, ULI, through the Delaware Valley Regional Planning Commission (DVRPC) sent requests-for-proposals to 300 communities in the metropolitan area. We chose Upper Dublin. Here's why.

The TAP for Upper Dublin's Dresher Triangle is the Philadelphia District Council's third such initiative. Previously we have worked with two communities with severe economic challenges. This year we wanted to work with a suburban community that, while possessing most of the requisites of a sustainable community, still lacked a mixed-use retail core that could become a town center. You asked for advice on creating a thriving community center that was an active place. We noticed that because 95 percent of your land is already developed, you face strong pressures to develop remaining parcels. This issue is critical for you and compelling for us.

Your current situation

When Upper Dublin Township requested a Technical Assistance Program (TAP) from the Philadelphia District Council of the ULI, you said that you needed to decide on the appropriate types and intensity of development. Your goal was to complement and enhance the community's character, creating an identifiable sense of place and developing an appreciating asset for Upper Dublin Township as a whole. Your proposal said:

- While historically Dresher was an identifiable place with a village center, train station and post office, it no longer is. The evolution of the area has led to sprawl with no center or clear identity. In 1997 the Board of Commissioners addressed this issue, inviting the Montgomery County Planning Commission (MCPC) to study and develop a recommended action plan. The MCPC published the Dresher Triangle Area Study in 1999, shortly after which the commissioners amended the zoning code by adopting the Dresher overlay district. While the intent of the overlay was to facilitate the development of a pedestrian-oriented village, it achieved no such goal. The commissioners decided neither to move forward nor to discuss code revisions, thus curtailing the possible development of the type and intensity envisioned in the conceptual plans.
- Over the years, when staff met and spoke with property owners interested in development, creating a "village center" was a key goal. This goal became even more compelling when Liberty Property Trust Company recently purchased the Fort Washington Expo Center, a major portion of which it renovated as the world headquarters for GMAC Bank, signaling a dramatic upgrade for the adjacent industrial park.
- Certain provisions of the overlay district limited redevelopment options, specifically
 - by restricting the number of vehicular trips permitted in and out of driveways, stipulating a single primary use per lot and prohibiting all retail except restaurants in retail commercial developments.
- Two opportune areas of mixed-use development or redevelopment remain in the area.
 - An undeveloped nine-acre site between Susquehanna Road and Limekiln Pike, called the Nelson Farm, located in what is known as the Dresher Triangle. The property owner, BET Investments, has submitted various non-residential development schemes, none of which the commissioners have supported unanimously. A current application proposes a four-lot subdivision with parking for two stand-alone restaurant pad sites. Alternatively the owner discussed a mixed-use "main street" development that included residential units above retail store-fronts, a central plaza and surrounding park area. BET considered building some required parking below grade in a decked garage.
 - The Brandolini Companies, owners of the Dreshertown Shopping Center, were interested in redeveloping their center and creating a mixed-use structure on an adjacent vacant lot north of the center and west of Dreshertown Road. They presented a conceptual plan to the commissioners and the public, some of whom believed strongly that the proposed scale and density of development was out of character and inappropriate for the community.
- Upper Dublin Township is a First-Class Township in Pennsylvania, responsible for establishing public policy and ensuring that current and future regulations facilitate achieving the community's goals. Township commissioners are responsible for identifying and prioritizing goals in

economic revitalization and development; the expected quality and character of new construction; and the environmental, engineering and aesthetic standards that must be met. The township should articulate the extent to which it is willing to accept, mitigate and manage the risks that might occur while pursuing these goals. This art of compromising and balancing the achievement of township goals with neighborhood impacts will determine the success of the effort.

- The concept of a “village” varies greatly. Some commissioners believe that higher-density residential housing mixed with new office- or commercial-development creates an “urban center,” not a village or town center, which they find incompatible with Upper Dublin.
- A related issue centers on traffic congestion and the perceived growing potential for gridlock. Some fear that permitting higher residential densities and mixed-use developments will lead to significant traffic jams at key intersections and worry that the result of substantially expanding the road system directly competes with creating a pedestrian-oriented village center.
- Due to recent development interest in the Dresher area, your township wants direction on handling such projects. Some commissioners prefer to permit mixed-use developments only if they exclude residential uses, and others wish to permit only single-family residential density.

You asked us to address directly:

- The market forces and conditions needed to develop viable pedestrian-scaled, neighborhood oriented commercial areas that can succeed in this area.
- The likelihood of residents walking from home to work to recreational destinations.
- The possibility that mixed-use developments with nonresidential and higher-density residential and components reduce vehicular trips.
- The acceptable level of service for major and minor roadways and intersections in a built-out community of Upper Dublin’s size.
- The appropriate and viable “infill” development options that can complement the character and quality of the existing suburban development.

The question of place-making is complicated – too complicated to answer in one day. The panel thought that both the BET and Brandolini proposals could become positive additions to your community, with carefully negotiated design changes that would perhaps reduce development densities by 10 percent to 20 percent, while still allowing for multiple uses and retail variety. Each offers a different approach to integrating residential and retail, one vertical and the other horizontal.

More important, we thought, was creating a public/private partnership between your planning staff and these two developers to put together a viable mixed-use center in the Dresher triangle.

Today in Upper Dublin Township

Township assets and advantages

Your township ranks among the top 10 percent of townships in the Philadelphia region in positive socio-economic factors. You have a handful of extremely positive attributes to build on:

- A robust and contented population of 27,000.
- A highly regarded public school system.
- A strong tax base supported by two well-located office parks, on Welsh Road and in the Fort Washington Industrial Park. Many townships would love to have such office facilities and the almost 22,000 jobs they support, which tend to pay taxes while not producing school children. Located on the edges of your community, they don't require new roads.
- Good highway access, facilitating travel into and out of the township.
- A strong potential for linked open spaces if you decide to enhance your current investment in parks and trails.
- Improving quantity and quality of private office space, especially with the new Virginia Drive access to the Pennsylvania Turnpike and the coming completion of the Route 309 improvements.

Liabilities and concerns

At the same time, you have issues to think about, such as:

- Continuing reduction in the quantity and quality of retail options, which are not commensurate with the upscale demographics of the community and the

deterioration of some existing properties, particularly Dreshertown Plaza.

- Understandable pressure from developers to build projects with mixed-use – retail and residential – components. They are frustrated in being unable to get timely answers from the township. Some of them have experienced so many delays that they thought their only option was to seek redress in the courts.
- The perception by some stakeholders of serious traffic congestion at rush hours. The stakeholders who favor increased development tend to downplay the unpleasantness of traffic. The level of gridlock you experience now is relatively low, compared to other suburban communities, both regionally and nationally.
- An over-riding environmental issue is flooding in the Wissahickon watershed, specifically in Sandy Run Creek watershed. This is a serious issue for the Fort Washington office park, traffic intersections and portions of the Dresher Triangle.

Opportunity not pursued

You have chosen not to create a town center to facilitate a mixed-use, pedestrian-friendly shopping experience. Yet big-box, auto-oriented retail beckons with enormous parking lots on the northern edge of Upper Dublin at Welsh Road.

Recommendations

Recommendation: Create and implement a comprehensive development plan

Just as the township has defined its open-space goals, Upper Dublin Township needs to look beyond today and prepare a comprehensive development plan (CDP) for the future. This is your vision for the future. It would include:

- density recommendations for the five percent remaining undeveloped land.
- use recommendations for the remaining undeveloped land.
- the concept of mixed-use as an essential component of community livability.

The commissioners need to authorize the township manager to move forward and empower staff to do the work. Your township engineer, planner and transportation engineer, all consultants, cannot act without your authority and specific and clear direction. We recommend asking your township planning commission to lead this effort.

In creating a CDP, you need to develop a public process that identifies what the community wants to look like and how it should function. This process includes identifying tracts of land that are ripe for new and different uses. You need to tap into the community's wishes and face external market forces. If you fail to take an active role in planning your township's future, you leave yourself open to letting the courts settle disputes. If you allow retail opportunities only along Welsh Road, you practically insure that mixed use will never be a possibility in Upper Dublin, and you risk losing the tremendous potential for future office development on the remaining commercial portion of the Prudential tract and the additions to the tax base it provides. Most importantly, you force the community to remain perpetually automobile-dependent during a period of consistently rising gasoline prices.

Recommendation: Amend zoning for the Dresher Triangle, making it the first piece of the CDP.

Consider "getting to yes" with Brandolini and BET as a public/private partnership. We strongly recommend that you amend the overlay zoning for the Dresher Triangle by eliminating or revising vehicular trip limitations and allowing more than one use on a lot. Once you assign leaders to develop the plan, you need to set a reasonable schedule and authorize your town manager and his highly qualified staff to negotiate a plan. We recommend that you create a formula so that you can agree to move forward without 100-percent agreement. You might be quite satisfied with the results.

There appears to be contentment among the commissioners to accept the status quo of Upper Dublin as a prosperous bedroom community. That approach assumes that developing the Dresher Triangle will place the community in jeopardy of becoming too urban. The TAP panel believes the risk can be made tolerable by engaging in negotiations with both developers.

Your community is strong. The 2000 Census reported a median household income of \$92,770. The combined housing units proposed by Brandolini and BET would increase households by only four percent and population by three percent, an amount that would not diminish the value nor the character of the community, which is single-family homes on mid-sized lots.

Recommendation: Define "mixed-use" to reflect a diversifying population.

Allow for a broad definition of "mixed-use" that integrates housing and retail in a suburban setting. Ideally mixed-use developments include spaces to live, work, play, eat and shop and add, where possible, civic and community uses in an attractively landscaped pedestrian-friendly environment. You can blend housing

and retail by placing residences above or adjacent to retail. Walkability and convenience are the goal of any such project. Providing higher-density housing for younger business-park employees and older residents of existing single-family community can provide a ready market for expanded convenient retail.

If you do not think that a town center is a necessity, consider life when gasoline costs \$7 a gallon. How often might one want to drive to Willow Grove, Montgomeryville or King of Prussia? And if you don't think a town center is a good idea, consider visiting some wonderful ones, such as Narberth on the Main Line; Haddonfield, N.J.; Kentlands in Gaithersburg, Md.; or Mashpee on Cape Cod.

Recommendation: Use ULI's 10 principles of public-private partnerships

While you're planning, begin to develop clear and open communication among all players. Build trust. Learn to negotiate and compromise. If prospective developers want to build four stories, instead of nixing an entire project, you might ask, perhaps, for three stories along the perimeter or for a roof no higher than an adjacent home. Talk to developers at the outset, when they are sketching plans, not after they ink their final intentions. Set deadlines. Wait for responses. You'll get them. With a plan in place, you can say to prospective developers, "We'll approve the zoning changes you need if you work within our planning concept."

Montgomery County's 1999 overlay district has not worked as envisioned. It has raised the possibility of mixed-use development and then irritated property owners and developers because the regulations are at odds with the reality of the marketplace and are unworkable. It limits the number of cars that can drive into and out of a given site, limits sites to single uses and limits the chances of success of keeping people onsite 24/7. You might amend the overlay to suit your real needs, loosening its restrictions. Make it work for you.

See the Appendix for the ULI's top ten tips for creating public-private partnerships.

Recommendation: Design and build a town center

You have considered creating a town center. We think you should do so. Your community would continue to grow and thrive if you were to focus future development on a centrally located mixed-use retail community that is built on a reasonable scale, as both BET and Brandolini suggested. Such development would include predominantly single-family townhouses or condominiums plus low-rise commercial. If you continue to increase the reach of your walking and bicycling trails, you will entice residents to shop locally. While your current pedestrian network is incomplete, Montgomery County's cross-county trail will eventually traverse the Dresher Triangle, and together these efforts will allow residents to walk to an identifiable place and provide another link to other destinations.

Based on the original Dresher Triangle study and feedback the TAP panel received from the stakeholder interviews, it is clear the community wants a "destination," a community center with an identity, a comfortable yet exciting place that attracts a supermarket, a farmers' market, a French baker, a florist, Borders, a day spa, designer coffee and The Limited. An Applebee's or Italian Bistro, and perhaps a white-tablecloth restaurant, too. Imagine seniors with extra time and moms with strollers walking to shops specializing in imported cheese, lingerie or sporting goods. Or high-school students biking to town to pick up another pound of chorizo sausage for supper. And perhaps the post office, which might move to the former Jarrettown Inn.

People seem to want the vibrancy of a town center without its density, but you can build a better town center if you allow retail *and* higher-density residential development. Three- or four-story apartments, whether rental or condominium, will bring more shoppers and diners than you now have. People in smaller

living spaces, while paying taxes, typically don't add many children to the school system and tend to socialize outside their homes.

Your office centers afford continued growth: Hold them dear. With Route 309 renovations nearing completion, with Liberty Property Trust's two new buildings, with the new national headquarters of GMAC and its 5,000 employees, Upper Dublin Township is poised for more progress. A CDP would allow you to become proactive instead of reactive in forging your own destiny. Then spread the word about the plan and let people develop within its vision and criteria.

Make the area so vital that you discourage people from driving to Wal-Mart. You think additional population and traffic congestion are anathema? We strongly believe that both are acceptable annoyances and that encouraging residents to leave town for every gallon of milk and pair of loafers is far worse. One local stakeholder expressed the popular belief that, "We'll never get township residents out of the car." We disagree.

If the term "town center" disturbs some stakeholders, rename it. Find a name that attracts people and businesses to lend their support. Place the "downtown" centrally rather than convenient only to highways and on the periphery of the township. Identify your vision and shout about it. Try banners or signs to signal the center.

ULI sees centers as places people want to be in, want to have in their environment. People eventually wonder how they ever lived without them.

Recommendation: Respect the floodplain

Segments of Upper Dublin Township, specifically along Pine Run, lie within a 100-year floodplain. A floodplain is the area adjacent to a river or stream that is subject to flooding when it rains heavily. A property in a 100-year floodplain has a one-in-100 chance of

flooding in a given year. Recently you have seen major floods every three years or so, with the changes largely due to decades-long commercial and residential development throughout the Sandy Run Watershed.

When floods occur, businesses close, highways require detours, people suffer and your emergency services are overtaxed. You can't fight a floodplain. You can only appease it. If you continue to do nothing, nature will overtake key areas. You should develop nothing – nothing – in the flood-prone area while concentrating development on high, dry land.

Temple University's Center for Sustainable Communities is studying the Sandy Run and preparing a comprehensive flooding and transportation study. Principal researcher Jeff Featherstone expects to release results in summer 2008. He told us that the flooding can be solved only if Abington Township takes appropriate action. Results presented in this report will have implications for all development and redevelopment in the watershed.

Temple's report will probably point to the properties that you already know are at risk of floods. In other communities, conservation groups have encouraged owners to donate the "development rights" of such properties to the township in exchange for possible tax benefits. The properties then would remain as open space in perpetuity. We urge you to consider a conservation easement for such properties. If appropriate, we can introduce you to some conservation groups.

Recommendation: Get to yes on Brandolini's and BET's proposals

While the TAP panel believes that mixed-use development is an incredible opportunity, as seen in proposals by both BET and Brandolini, you need to designate a leader on your board who will champion such development within the context of the CDP.

The Brandolini property we read and spoke about is an existing shopping center, an important and valuable asset to Dresher. Both tenants and neighbors value the grocer, who, in a small space, perhaps 20,000 square feet, caters to segments of your community. That's a rare grocer. The owner is ending leases and not bringing in new tenants, leading to less traffic for the few retailers who remain. The place clearly requires attention. Brandolini could revitalize, redesign and reconfigure the strip.

We share your concern that big-box retailers are not appropriate for the Triangle zoning overlay. You can keep them out by restricting the size of tenants on those properties.

Brandolini's proposal included 250 rental residential units. Your township currently has little multi-family housing and few rental properties, even though the nearby office centers and DeVry University might call for such. We understand that you rejected the plan and that Brandolini is considering another one.

We suggest that, before you act on another plan, you evaluate the overall needs of the community and authorize your town planner to make specific suggestions. We found her enormously perceptive and, from her own experience as a township commissioner, capable of appropriate development compromises.

We must note that Lewis Brandolini came for an interview even though he says the planning commission has "shot down" his every idea. We think he seems flexible and still cares.

You could treat the BET site similarly by requesting a slight (10 percent to 20 percent) reduction in density and lower building heights at the edges of the project. Without such a response from you, BET is likely to proceed with its court-mandated pad sites, and you, again, would forego an opportunity to create or add to a town center. The pad sites would necessarily be completely automobile oriented, probably including chain stores and chain

restaurants, and making the Dresher Triangle resemble any suburb anywhere in America.

Recommendation: Accept higher-density housing in the overlay district

Nearly all your housing is single-family. The panel recommends that you allow a diversity of housing styles and types, including multi-family, so that residents can "age in place" and/or retire within their community in homes that require less maintenance. And consider providing more of the retail services they want nearby. You should know, though, that people in such housing often decide that, since they don't have kids in school, they are less willing to pay school taxes. While further study is necessary, we think that both BET and Brandolini have proposed residential densities that are 10 to 20 percent too high. If you ask them to reduce these densities, you will see fewer parking spots and better building-scale relationships to adjacent properties.

Recommendation: Learn to manage change

During our interviews we encountered people who embraced new possibilities and those who felt safe with the *status quo*, perhaps bucking the national trend toward "place making." Mixed-use developments, by nature of their density, allow developers to create quality spaces designed for multiple uses. These places to meet and enjoy become destinations. To bring Upper Dublin Township up to its full potential, we recommend that you

- Embrace change, which is inevitable. Precisely because of your township's desirable qualities, developers will want to build – and create change – within your borders.
- Accept mixed-use developments within Dresher Triangle. They would reinforce, not change, the fundamental character of your town.
- Focus on the spaces you want to create as part of those developments.

- Take deep breaths when waiting for red lights to turn green. Your traffic is not as bad as you think it is.

We preliminarily believe that the densities suggested by the proposed developments within the Drescher Triangle are relatively minor compared to the office-park trip generations.

Note on recommendations: Our day-long panel did not allow time for detailed traffic

recommendations. We heard that current improvements controlled by the Pennsylvania Department of Transportation were inadequate, especially in the vicinity of Virginia Drive. We believe preliminarily that both developers suggest building densities and daily residential and shopping trips that would be a small fraction of the daily trips into and out of the existing office parks.

Participants in the TAP panel

Lawrence Michael DiVietro, Jr., PLS, PP, AICP

President, CEO

Land Dimensions Engineering

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Larry DiVietro founded Land Dimensions Engineering, a civil and site-development engineering firm, in 1979. His 30 employees handle private and public clients with commercial, residential, recreational and mixed-use developments in the Philadelphia area. DiVietro provides expertise in surveying, land-use planning, site development engineering, landscape design and environmental engineering. He believes in advancing long-term land-use management to serve future growth while balancing socio-economic needs with environmental sensitivity.

He has consulted in planning for the Gloucester Township Zoning Board of Adjustment and Housing Authority, Insurance Company of North America, East Greenwich Township Planning Board, Moorestown Township, Department of Parks and Recreation and Pine Valley Golf Club/Pine Valley Borough in Camden County, N.J.

A graduate of Drexel University with a degree in water resource and urban planning, DiVietro served in the U.S. Marine Corps Reserves. He maintains active roles in the Gloucester County (N.J.) College Foundation Board, Gloucester County YMCA, Rowan University, Southern New Jersey Development Council, American Institute of Certified Planners, Builders League of South Jersey, American Planning Association, New Jersey Professional Planners' Association, New Jersey Society of Professional Land Surveyors and the Glassboro and Gloucester county chambers of commerce.

Patty Elkis, AICP, PP

Associate director, planning division

Delaware Valley Regional Planning

Commission (DVRPC)

Philadelphia

Co-chair of TAP panel

pelkis@dvrpc.org

At DVRPC, where she has worked since 1992, Patty Elkis oversees a staff of 20 in long-range planning, environmental planning, smart growth planning, corridor planning and economic and demographic analyses. She has partnered on regional projects with several non-profits, including Natural Lands Trust for the development assessment component of SmartConservation, Greenspace Alliance with their Regional Open Space Priorities Report and 10,000 Friends of Pennsylvania with their sewer and water infrastructure studies.

She has worked on DVRPC's plans for the years 2020, 2025, 2030 and 2035, with responsibility for the land use and open space elements. Her land-prioritization modeling work, greenway work and New Regionalism project have received awards from the Schuylkill Action Network, Delaware River Greenway Partnership, Rancocas Conservancy and Pennsylvania Planning Association. Prior to DVRPC, she worked as a community planner at the Montgomery County (Pa.) Planning Commission and as a recreation planner in the City of Dimona, in the Negev Desert of Israel.

Elkis received both her bachelor's degree in anthropology and her master's of city planning, with a certificate in appropriate technology for developing countries, from the University of Pennsylvania. She is a licensed professional planner in New Jersey and a member of the American Institute of Certified Planners.

Thomas M. Gresko, P.E.

Program development manager
Mid-Atlantic Associates, Inc.
Colmar, Pa.
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Tom Gresko is a professional engineer with more than 30 years' project-management and engineering experience, focusing on environmental concerns, including compliance. He has experience in investigations, spill-prevention plans, soil and groundwater remediation and closures of industrial and former waste-disposal sites. He develops site-specific strategies; selects consultants and contractors; oversees contractors, costs and schedules; selects remedial approaches; and interfaces with corporate attorneys, insurance firms and regulatory agencies.

Acting on behalf of a major waste-management firm, he managed all environmental compliance activities and reporting for five closed landfills in New Jersey. For two Superfund sites he handled groundwater and chemical leaching, treatment and disposal, landfill gas management and air-emission reporting.

After earning a bachelor of science degree in mechanical engineering at Villanova University, Gresko completed a master's in mechanical engineering at the University of Pennsylvania. He is a member of the National Brownfields Association, the Pennsylvania Association of Environmental Professionals, the Pennsylvania Gasoline Retailers Association and the Pennsylvania Chamber of Business and Industry.

Richard L. Jackson, RLA/ASLA

Principal-in-charge, land planning/landscape architecture
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In 27 years of practice, Rick Jackson has handled commercial, industrial, residential, institutional and recreational land-planning and landscape-architectural projects. With private and public clients, he most often serves as the chief representative for projects in gaining zoning approval.

Jackson earned a bachelor's degree in landscape architecture from the Pennsylvania State University. He serves as president of the Coalition for Smart

Growth, a Lancaster, Pa.-based coalition of varied interest groups interested in promoting smart-growth initiatives in Lancaster County. He is a member of the Lancaster County Planning Commission's growth-management plan-update task force and its steering committee. He is a member of the Lancaster County Building Industry Association, for which he is helping craft a new model subdivision and land-development ordinance. He is engaged in creating a county-wide growth management plan, in applying land-use ordinances and in creating technically competent design.

Barbara A. Kelly

Financial consultant to the development community
Berwyn, Pa.
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For over 20 years Barbara Kelly has been active in finance and commercial real estate. She started her career with the federal Office of the Comptroller of the Currency as a national bank examiner and moved into real-estate lending with positions at CoreStates and Fidelity banks (both of which merged into Wachovia). She became a partner at K.S. Sweet Associates in Radnor, Pa., specializing in real-estate development and investment, and later served as managing director and treasurer of Radnor Advisors, the successor to Sweet.

At Sweet Associates, she worked on the Princeton Forrestal Center, a 6,000-acre mixed-use project owned by Princeton University. She participated in purchases, sales, land planning, approvals, design and financing and managed the annual project budget and financial reporting to Princeton University's investment committee.

She later handled high-profile roles in site selection, approval and development of the Vanguard Center in Chester County, Pa.; the financial restructuring, revised land plan and sales of the Meridian Center in Reading, Pa.; site selection for Advanta Corp; structuring-long term financing for Blue Cross; and advising high-net-worth families on real-estate portfolio investments. Then she returned to finance, most recently as senior vice president with Bank of America.

Kelly earned her undergraduate degree in economics from Moravian College. She earned two graduate degrees from Pennsylvania State

University: a master's in information sciences and an MBA with a major in entrepreneurial studies. She is active in the National Association of Industrial and Office Properties and the CREW Network, a professional women's commercial real estate organization.

Susan Perloff

E-lance writer, editor, writing trainer, writing coach

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Susan Perloff handled communications for the federally funded National Solar Heating and Cooling Information Center and for the Kling-Lindquist architectural and engineering firm. An independent consultant since 1983, she has managed marketing communications for architects and landscape architects; general contractors and construction managers; real estate investors and engineers. She turns technical data into written or electronic content that ordinary people can easily understand. She contributed to writing the 50-year history of the Central Philadelphia Development Corporation. She wrote the cover story for the second issue of *Context*, the new quarterly magazine published by the Philadelphia chapter of the American Institute of Architects. She also writes about and teaches adults to write about medicine and maternity clothes, mad-cow disease and human resources, condominiums and stadium management, and soup.

Perloff earned a bachelor of arts at the University of Pennsylvania, where she was one of the first women permitted to write on the *Daily Pennsylvanian*.

Marie Scarpulla

Associate broker, regional land director

Prudential Fox Roach Realtors

Philadelphia

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Trained in a family of historic preservation pioneers in Society Hill, Marie Scarpulla has been a successful buyer, seller and developer in her own right. "Maximizing an urban property's potential is an innate talent," she says, pointing to more than 20 years of diverse experience in residential and commercial sales and leasing, historic preservation and property management. Currently she assists property owners in gaining the highest value for

their properties and provides builders with a broad range of development opportunities.

After earning a bachelor's degree in political science from American University, Scarpulla did graduate work in business administration at Rutgers University and expects to earn her executive MBA in finance and marketing in May from the University of St. Thomas in Houston. She is a member of the Building Industry Association of Philadelphia, Greater Philadelphia Association of Realtors and Congress for the New Urbanism.

G. Craig Schelter

Schelter & Associates

Consultant, city planning and urban development

Co-chair of TAP panel

Philadelphia

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In 2002, after 34 years' experience in public-sector city planning and urban development, Craig Schelter founded Schelter & Associates. He counsels and supports non-profit organizations and private developers that promote high-quality development and that seek to balance growth with environmental, design and community sensitivity. He has completed state riparian-rights legislation for the former Cramp shipyard in Philadelphia; updated the new Navy Yard master plan, bringing development feasibility to the North Delaware River Greenway Plan; secured historic approval of the Dilworth House on Washington Square; and obtained zoning approval of Parkway 22, formerly Barnes Tower, in Philadelphia. He focuses on the complex development-management process, including strategic and master planning, project permits, legislative authorization, capital budgeting, consultant selection, developer negotiation and dispute resolution.

From 1983 to 2002, he held executive positions at the private, non-profit Philadelphia Industrial Development Corporation, which is the city's economic development agency. As chief executive officer, he focused on planning the Pennsylvania Convention Center, the development of Byberry West industrial park and the central Delaware River Waterfront. As executive vice president, he oversaw the conversion of the former Philadelphia General Hospital site into an award-winning medical research complex, new stadiums for the Eagles and

Phillies, the Avenue of the Arts and the reuse of the former Philadelphia Naval Base.

He spent 15 years at the Philadelphia City Planning Commission, ultimately as executive director for two years, and was a member of Mayor William Green's development cabinet.

Schelter holds a bachelor of arts in art history from Williams College and a master of architecture from Harvard University. He has held leadership positions with the Preservation Alliance for Greater Philadelphia, Fairmount Park Historic Preservation Trust, Lambda Alpha International, Design Advocacy Group and ULI's Philadelphia district council and technical assistance program (TAP) committees.

Darin J. Steinberg, Esquire

Associate

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Philadelphia

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Darin Steinberg, an associate in the real estate group of the Duane Morris law firm, focuses on zoning, land development, condominiums and planned communities. He frequently represents developers before the zoning board of adjustment in Philadelphia. He has worked on land-use and zoning matters in Montgomery and Bucks counties, appearing before governing bodies, planning commissions and zoning boards.

He serves on the executive board of the Building Industry Association of Philadelphia, with whom he has worked closely on zoning reform, including drafting several permit guides to assist developers in zoning and land development. He is admitted to practice in Pennsylvania and New Jersey.

Steinberg is a graduate of Trinity College and a *cum laude* graduate of Temple University School of Law. He is a member of the Pennsylvania and New Jersey bars and the Philadelphia Bar Association.

Steven F. Ware, AICP, PP

Consultant, land use and town planning

Principal, TownShapes LLC

Ambler, Pa.

sware@townshapes.com

In 2003 Steve Ware established TownShapes LLC, consulting in land use and town planning. He has both private and public clients, emphasizing technical zoning, design guidelines, traditional neighborhood development (TND), urban and waterfront redevelopment, senior housing, large-scale master planning, site planning, strategic planning and regulatory approvals.

For 25 years he was vice president for planning of the Martin Architectural Group, Philadelphia, with clients in 20 states. Current work includes age-restricted housing developments in seven communities; a large waterfront redevelopment; a large mixed-use TND; and a high-density, mixed-use redevelopment project. He represents the Borough of Ambler, Pa., implementing the Transit Revitalization Investment District Act and preparing to integrate and implement a parking plan. For 20 years he has chaired the Ambler Borough Planning Commission. The Borough of Souderton, Pa., recently selected TownShapes and another firm for a redevelopment plan.

Ware graduated from Gettysburg College and studied at Temple University, Philadelphia College of Art and Drexel University School of Architecture. He is a member of the American Institute of Certified Planners, the American Planning Association, the Congress for the New Urbanism, the National Association of Home Builders, the PennDel 50+ Housing Council and the Tri-State Multifamily Housing Council.

All panelists except Perloff are members of the Urban Land Institute.

APPENDIX: The Urban Land Institute's (ULI) ten principles

The Urban Land Institute (ULI) has published a booklet called “Ten principles for successful public/private partnerships,” which suggests strategies for collaboration. The booklet says that public/private ventures, a trend in urban growth, offer the best solutions for building a variety of projects, including mixed-use developments, and public facilities such as convention centers. Diminishing public resources are creating a need for more of these

partnerships between the public and private sectors, the publication notes.

Collaboration instead of confrontation is the hallmark of a successful partnership. “Early and comprehensive preparation by both the public and private sectors is the key to successful public/private partnerships,” says the booklet, which recommends:

- Preparing properly for public/private partnerships.
- Creating a shared vision.
- Understanding your partners and key players.
- Clarifying the risks and rewards for all parties.
- Establishing clear and rational decision-making processes.
- Making sure all parties do their homework.
- Securing consistent and coordinated leadership.
- Communicating early and often.
- Negotiating a deal that's fair to both parties.
- Building trust as a core value.

We recommend you read the 42-page report at www.uli.org, by e-mailing Marge Fahey at mfahey@uli.org or by phoning her at 202-624-7187.