



FRIENDS SOUTHWESTERN BURIAL GROUND

ULI Philadelphia
Technical Assistance Panel Report

October 25, 2012



**Urban Land
Institute**

Philadelphia

Serving Eastern and Central
Pennsylvania, Southern New
Jersey, and Delaware

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About ULI – the Urban Land Institute

The Urban Land Institute (ULI) was established in 1936 as a nonprofit educational and research institute and is supported by 30,000 members representing all aspects of land use and development disciplines. ULI's 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 guidance to nonprofit organizations and government agencies that needed help in planning and development. These are conducted at the national level through ULI's Advisory Services division.

At the local and regional level, ULI Philadelphia offers Technical Assistance Panels (TAPs), a similar process that brings together planners, developers, lenders, architects, and specific professionals to evaluate a specific land use issue and provide recommendations for challenging land use problems in an objective environment free of politics and preconceptions. All TAPs are voluntary. None of the professionals involved receive monetary compensation for their work and all are required to sign agreements to avoid potential conflicts of interest.

Introduction/Background

The Friends Southwestern Burial Ground (Friends SWBG) is a 17-acre parcel in Upper Darby Township, just west of Philadelphia city limits and is defined by Powell Lane to the east, Marshall Road to the south, Kent Road to the west and Walnut Street to the north. The acreage is surrounded by blocks of row homes that replaced the 18th-Century farms and mills. Friends SWBG is owned by the Friends Central



Philadelphia Monthly Meeting (CPMM). Increased maintenance costs and decreased income have caused the property to operate with a deficit for many years.

Directly across from Friends SWBG's entrance on Powell Lane is St. Demetrios Greek Orthodox Church. During major holidays and festivals in particular, the need for parking exceeds the church lot's capacity. Talks began concerning the possibility of the church buying unused space in the northeast corner of Friends SWBG to accommodate parking.

In January 2012, the Friends CPMM and Upper Darby Township requested that ULI Philadelphia conduct a TAP to explore how the open space at Friends SWBG could best be utilized from a land use and economic perspective, and the Township agreed to help finance the TAP since, with extremely limited open space, the Township might want to purchase or lease part of Friends SWBG for recreational uses.

The TAP took place on October 25, 2012 and was held at the Watkins Senior Center, 325 Watkins Avenue, Upper Darby. Eighteen professionals participated in the all-day session as Panelists; 19 stakeholders were interviewed including members of Friends CPMM, representatives of Friends SWBG, members of the community, representatives of the Church, and elected officials as well as Township administrators and engineers.



Site tour

The TAP began with an hour-long tour of Friends SWBG. In addition to approximately 4,000 gravesites, two buildings and a community garden comprise the property. The larger of the two buildings functions as the main office and is the home of the Friends SWBG caretaker and his family; the smaller building, a barn, is used for storage. Both buildings face Powell Lane and are adjacent to the main entrance gate. The entire property is surrounded by a stone wall and iron fence. Mature landscaping and trees, many thought to be as old as the cemetery itself, create a park-like setting.

After touring Friends SWBG, Panelists returned to the Senior Center and formed three working groups. Panelists spent the morning interviewing stakeholders in groups to gather additional information. With the interviews completed, Panelists discussed the various stakeholder issues and goals and formulated their recommendations. Stakeholders were invited

to return at the end of the day to hear a brief and preliminary presentation of the Panel's findings and recommendations.

Key Issues

The Friends

The Twelfth Street Meeting purchased 15 acres at Powell Lane and Marshall Road in 1860 to establish Friends SWBG. In 1880, Arch Street Meeting and three additional Orthodox meetings purchased two acres at the rear of the property and interred remains from two other Quaker burial grounds in what was called Friends Marshall Road Burial Ground. When the Twelfth Street Meeting merged with CPMM, management of the combined acreage passed to CPMM. Funds from the sale of the Twelfth Street Meeting comprise the major portion of the endowment fund.



Quaker-style headstones in Friends SWBG

Friends SWBG provides a simple burial for Quakers as well as those of other faiths and the general public. Many prominent local families are buried there including the founder of the Delaware County park system. There are approximately 4,000 graves with a capacity for 3,000 more. In addition to standard burials, Friends SWBG offers environmentally-friendly natural "green burials" that omit the use of concrete grave liners and use biodegradable coffins or shrouds. Gravesites are affordable but if a marker is desired, the specified

“Quaker style” headstones are more costly than “off-the-shelf” markers.



Caretaker's home and barn.

Funds	Actual 7/11-6/12	Budgeted 7/12-6/13
Cash & Money Market	\$33,324	\$32,053
Property (est)	\$50,324	\$50,323
Endowment Fund	\$610,619	\$610,153
TOTAL ASSETS	\$694,463	\$694,463
Receipts		
Endowment Income	\$33,324	\$32,053
Transfer from Reserves	\$11,280	\$16,826
Sale of Lots & Burials	\$963	\$7,950
From Arch Street Meeting	\$1,500	\$1,500
Misc. Income	\$2,352	\$675
TOTAL RECEIPTS	\$49,417	\$59,004
Expenses		
Admin., Operations & House	\$9,556	\$27,596
Grounds Maintenance	\$31,211	\$22,596
Tree Maintenance	\$8,650	\$6,000
Fence Maintenance	\$0	\$5,000
TOTAL EXPENSES	\$49,417	\$59,004

Maintaining and operating Friends SWBG (caretaker, basic building maintenance, routine tree and lawn care) costs approximately \$50,000 a year. Annual income from an endowment fund is about \$35,000. That, and limited

income from burials -- 10 to 12 each year -- doesn't cover the costs; the difference has been made up by cash reserves which are expected to be exhausted by June 2013. A summary of funds for the operation and care of Friends SWBG for the fiscal year ending June 30, 2013, is shown to the left.

This dire financial situation has caused the Friends to consider other revenue-producing options. They have opened part of Friends SWBG to community gardeners in exchange for simple landscaping tasks.

And on occasion, Friends SWBG roadways have been unofficially rented to St. Demetrios for public parking. These efforts have not had much impact on the deficit. There is currently no marketing or business plan with the goal of stabilizing finances.

St. Demetrios Greek Orthodox Church

Built in the 1960's, St. Demetrios had seen its congregation wane. But in recent years, the congregation has increased in size and the Church now enjoys a robust membership with many of today's congregants living outside the neighborhood. During major holidays and festivals, the church parking lot overflows and members are forced to park in the surrounding neighborhood which causes community congestion and disruption.

Friends SWBG has provided overflow parking space for some large Church activities but recently the Church suggested a more formal arrangement and has offered to purchase or lease open space in the northeastern corner of the burial ground to develop as parking. This would help replenish the reserve fund -- although not resolving the underlying structural deficit -- but has raised questions about the integrity of Friends SWBG and whether the land could be put to better use.



Across the street - St. Demetrios Church

Upper Darby Township

Although Upper Darby's population remained stable from 1990 to 2000, other indicators illustrate that the community is undergoing significant change. The population of school-age children, for example, increased more than 20 percent in that 10-year period. The racial composition of the community changed just as dramatically -- in 1990, 92.5 percent of residents were Caucasian; by 2000, that number had decreased to 77.3 percent with the new residents representing a real melting pot -- African nations as well as Asian or Pacific Islanders, Latino/Hispanic and other nationalities. Although demographic data since 2000 was not available, this diversification has significantly increased and is likely to continue to do so.

One common denominator of the new residents is a love of soccer. A soccer program organized by Multicultural Community Family Services has seen great success in uniting the young, ethnically diverse residents. With eight teams and more than 100 players, the soccer program juggles a busy schedule and a limited number of playing fields. Cardington Field, on Walnut Street and adjacent to Friends SWBG, is one of a few fields available to the teams. But the field has no parking of its own; players and

family members must park on the neighboring streets. With a dearth of available open space, the Township's hope for Friends SWBG was for an additional playing field, recreation space and/or parking.

Goals

Preserve the Integrity of Friends SWBG

With its park-like setting, and considering the rarity of mature open space in the otherwise dense Upper Darby Township, the Panel emphasized the importance of maintaining the integrity -- historic, aesthetic and environmental -- of Friends SWBG. Some of the stakeholders interviewed suggested they would like the property to stay "just the way it is." The Panel concurs and believes there are a number of ways in which Friends SWBG can become financially stable -- as a cemetery -- without selling or leasing any land to satisfy parking needs.



Open space in Friends SWBG

Achieve and Sustain Financial Stability

Friends SWBG may not have come to the attention of ULI Philadelphia had it not been for its dire financial situation. With just 10 to 12 burials a year, decreasing income and

increasing maintenance costs, the cemetery's operation is unsustainable at current levels. Writing and adhering to a basic business plan, and subsequently a marketing plan, should be a primary goal.



Community gardens

Both plans would provide the Friends with a roadmap to a balanced budget and perhaps a surplus. Both plans should focus on significantly increasing the number of burials; with 3,000 potential gravesites -- an average of 30-40 burials per year -- this is entirely feasible. Income from the endowment is also down because market returns have been poor over the last few years and while the endowment is invested conservatively, investment income could increase should financial markets resume their vigor.

Identify Physical Opportunities and Constraints

During stakeholder interviews, it became clear that some expectations for the property were not realistic. For example, the acreage available is not sufficient nor is the area in question wide enough for a regulation soccer field, not to mention the ancillary required facilities. But there are opportunities: the area being used for a community garden could be expanded and use of Friends SWBG for passive recreation could continue to be encouraged.

A more detailed site plan of Friends SWBG -- specifically identifying gravesites -- should be developed so opportunities can be knowledgeably explored.

Foster Connectivity to the Community

On multiple occasions during the TAP, Friends SWBG was referred to as the "hole in the doughnut." The neighborhood, now more ethnically diverse than ever, has grown and changed around the site. Many neighbors are confused about the property and are unaware of Friends' traditions; interaction between the neighbors and the Friends is minimal. But there is also a group that considers Friends SWBG to be a positive community amenity.

Finding a way to expand the community garden and encouraging neighbors to visit and use the Friends SWBG in a benign way should be a goal. Friends should also find ways to reach out to the community and educate them about the history and value of this land.



On-street parking

Mitigate the Impact of Parking in the Area

Mentioned time and again in interviews, the lack of parking in the area was a consistent complaint. The success of St. Demetrios Church in growing its membership and activity level, combined with the popularity of the adjacent Township recreation area, has created friction between the near neighbors and those who drive into the neighborhood and park on the street. By opening Friends SWBG to limited parking for events, the Friends are providing a much-needed service.



Soccer fields across from Friends SWBG

Recommendations

Over the course of the TAP it became clear that the three primary stakeholders—Upper Darby Township (including neighbors), the Friends and St. Demetrios Church – each have distinct issues and concerns, some of which are inter-related. Following are recommendations that will hopefully provide a path to the future.

Bring All Parties Together

- Tom Judge, Chief Administrative Officer for Upper Darby Township, whose leadership and commitment led to the TAP, offered to facilitate ongoing conversations among all of the parties. It will be incumbent on the Friends, the Greek Orthodox Church and community groups to participate in these conversations.
- Entertain the creation of a nonprofit special district such as a Community Development Corporation, Special Services Area, Special Improvement District, Community Benefit (or Community Improvement) District, etc. These entities offer a mechanism to bring parties together, give them “a seat at the table,” set common achievable goals, seek and obtain grant funding, and leverage existing resources.

Friends SWBG to Develop and Implement a Business Plan

Regardless of any other outcomes, the top priority for the Friends is to develop and implement both a business plan and a marketing plan for Friends SWBG. Panelists envisioned a number of opportunities for increasing revenue that should be included in the plans. We recommend that the Friends contact a university-based MBA program to take this on as a *pro bono* project, such as The Wharton Small Business Development Center at <http://whartonsbdc.wharton.upenn.edu/contact.html>, or the undergraduate program at Drexel University, <http://www.lebow.drexel.edu/corporate-services/business-consulting>. These opportunities could include:

- Expand marketing of “green burials” which are increasing in popularity across all faiths.
- Designate, and have consecrated, specific areas of Friends SWBG for different religious groups; for example, an area specifically for Muslim burials which are typically done off-site. A marketing plan would address how to reach the appropriate religious groups.
- Expand the community garden area, either charging an annual fee to gardeners or requiring in-kind services like landscaping chores.
- Investigate the adaptive reuse of the barn, incorporating a revenue-generating component such as a tea room, bookstore or as a rental space for events.
- Investigate the costs of restoring the house, perhaps as an income-producing rental property.

- Explore neighborhood interest in establishing a “Friends of the Friends” non-profit to create a maintenance and improvement fund.
- Leverage and maintain the historic significance of Friends SWBG as part of any marketing plan.

Accurate Site Plan Needed for Friends SWBG

- Development and maintenance of an accurate site plan is critical so that the true constraints of the site, and areas for opportunities, are clear. Again, this could be accomplished through partnership with a college or university offering these services at no cost.
- Stormwater issues must be addressed as part of any expansion of the community garden area or restoration of the buildings. The Township and/ or County may have staff resources to help in this process. Additionally, Temple University’s Center for Sustainable Communities <http://www.csc.temple.edu/> (Dr. Jeffrey Featherstone, a ULI member, is Director of the Center) and the Department of Community and Regional Planning may be willing to take this on as a studio project.

Friends SWBG to Develop and Cultivate Connections to the Community

Opportunities include the expansion of the current community gardening program, encouragement of daytime uses that are compatible with the site, the creation of physical gateways to the community, and educate the community about the Friends SWBG and its history through media and school projects.

Parking Needs Must Be Addressed

- All parties would benefit from a comprehensive study to address parking. While the lead would need to be taken by the Township, other resources could be made available through the Church and through other funding entities such as the Delaware Valley Regional Planning Commission which often focuses on inner-ring communities such as Upper Darby Township. This is another potential *pro bono* project for a college or university.
- Specifically for the Church, parking locations should be adjusted. For large Church events the TAP recommends closing Powell Lane and moving the Festival, for example, to Friends SWBG. This would free up the Church parking lot for festival attendees. Similarly, the Church should consider implementing shuttle service for large events; several large parking lots are located within a few blocks of the site and, in fact, the geographic draw of festivals would be significantly increased if shuttles connected with transit centers such as 69th Street.
- With on-street parking in short supply, the Township should encourage increased biking and walking for young soccer players and their parents, including lighting improvements, trails, bicycle racks and similar amenities. Small grant funding is often available for these purposes.

*Find Creative Ways to Increase Recreational
Sites to Meet Demand*

- The changing demographics of the area confirm that the younger immigrant population is growing; the youth soccer program is a community amenity that should be nurtured. A corporate sponsorship program could offset the costs and should be developed.
- The Township must investigate all possible options for additional playing fields, or re-configuring existing recreation areas to accommodate an additional field.
- Although Friends SWBG has insufficient acreage for a regulation soccer field, the Friends and the Township should explore the potential use of Friends SWGB for small-scale passive recreational uses which may free up other space.



Community Stakeholders Interviewed

Scott Bryant, Principal, Upper Darby Ministry, City Line Church

Susan V. Elder, Director, Upper Darby Township

Raya Fagg, Director, Upper Darby Township Welcome Center

Graham Garner, Friends Central Philadelphia Monthly Meeting; Burial Ground Manager

Nate Goodson, Councilman, Upper Darby Township

Margaret Hogue, Cobbs Creek West Community Association

Mary Ann Hunter, Friends Central Philadelphia Monthly Meeting

Thomas Johnson, Captain, Upper Darby Township Police Department

Tom Judge, Chief Administrative Officer, Upper Darby Township

Portia Kamara, Executive Director, Multicultural Community Family Services

Harry Karapalides, Member, St. Demetrios Church

Thomas Kramer, Mayor, Millbourne Borough

Allison Lee, PE, Assistant Engineer, Upper Darby Township

Daniel R. Lutz, P.E., Township Engineer and Director of Public Works, Upper Darby Township

Marah Manner, Councilwoman, Upper Darby Township

Patricia McBee, Friends Central Philadelphia Monthly Meeting

Bill Miles, Cardington Stonehurst Association

Joe Piette, Cobbs Creek West Community Association

Brad Sheeks, Friends Central Philadelphia Monthly Meeting

Kirk Wattles, Friends Central Philadelphia Monthly Meeting

Technical Assistance Panelists

Peter Angelides

Vice President/Director, Econsult Corporation

Dr. Angelides, trained in both Economics and City Planning, applies critical economic thinking to complex projects in real estate, economic development, transportation, tax policy, valuation, and litigation. He is also a member of the teaching faculty at the University of Pennsylvania. Dr. Angelides received his BA in Urban Studies and MCP degrees from the University of Pennsylvania and his MA and PhD degrees in economics from the University of Minnesota.

Richard W. Huffman, FAIA

Mr. Huffman was a partner in the firm of Wallace Roberts & Todd for more than 25 years, with award-winning planning assignments throughout the world including the master plan for Amelia Island, Florida; the master plan for the U.S. Capitol; the redevelopment of Baltimore's Inner Harbor; and the Trinity River in Dallas. Mr. Huffman has been in charge of the master plan of the Virginia State Capitol, the comprehensive long-range focus study in Kansas City and the urban design plan for Liberty Place in Center City Philadelphia. He remains on the faculty of the Graduate School of Design at the University of Pennsylvania where he received master's degrees in architecture and planning.

Jay Appleton

Principal, Kitchen & Associates Architectural Services, PA

Kitchen & Associates is a 60-person architecture, engineering, planning, and interior design firm based in Collingswood, NJ. A licensed professional civil engineer, Mr. Appleton's experience includes the design and construction of major infrastructure projects related to roads, utilities and stormwater management, as well as land development associated with residential, commercial, industrial and institutional facilities throughout the country. Mr. Appleton is a member of the Board of Directors at The Enterprise Center in Philadelphia, and Board Chair for Moorestown Ecumenical Neighborhood Development, a nonprofit developer of affordable housing.

Laura Goodrich Cairns

Marketing Director, Delaware County Commerce Center

Ms. Cairns has over 15 years of experience in economic development and related fields. Since joining the Delaware County Commerce Center in 1999, she has directly assisted with dozens of projects that created and retained well over 2,000 jobs and invested well over \$200M dollars. She currently serves on the Pennsylvania Economic Developers Association Board.

L. Bert Cossaboon, AICP, PP

Vice President, McCormick Taylor

Mr. Cossaboon's background in regional and environmental planning has brought his expertise to planning and design projects in Pennsylvania, New Jersey and Delaware. He is project manager for complex planning and environmental study projects requiring integration of transportation, environmental and land use issues, and leads agency coordination and public participation programs for complex projects. In 2001, he established the Land Use Planning and Urban Design Group at McCormick Taylor which focuses on the integration of land use, transportation planning and sustainable design. He is a senior instructor for the National Highway Institute's new Land Use and Transportation Planning Course which is taught throughout the United States. Mr. Cossaboon has a Bachelor's Degree in Environmental Studies from Richard Stockton College and a Master's Degree in Regional Planning from the University of Pennsylvania.

S. David Fineman

Attorney at Law, Fineman Krekstein & Harris, PC

Mr. Fineman has been an attorney practicing in Pennsylvania for more than 40 years, counseling individuals, business owners and government employees regarding commercial litigation, business disputes, public finance, real estate, land use issues and tax issues. He is a seasoned litigator with experience working in government, corporate and private sectors and has served as special counsel to state, federal and local municipalities. Mr. Fineman frequently advises clients on how to navigate the court systems and political landscape of government. He often serves as local coordinating Counsel on cases where an understanding of the Pennsylvania rules and systems are necessary to provide representation.

John Gibbons

Principal, KSK Architects Planners

Mr. Gibbons has been responsible for many of the firm's architectural planning and urban design work, including community revitalization and urban redevelopment plans, urban housing developments, and improvements to the public environment. Mr. Gibbons has a Bachelor's Degree in Architecture from The University of Sheffield, United Kingdom and a Master's Degree in Regional Planning from the University of Pennsylvania.

Todd Helmer

Vice President, TimHaahs & Associates

Mr. Helmer leads the firm's operations, project development, financial management, and business development; and manages and coordinates multiple stakeholders, team members, and design disciplines for complex mixed-use and parking projects. Recent projects include SEPTA's 69th Street Terminal garage conceptual study and design, and projects for Temple University and the City of Hampton, VA, as well as additional corporate, developer, transit, healthcare and municipal clients. He provides leadership for TimHaahs University, the firm's in-house professional development program.

Michael Herrmann

Senior Project Executive, O'Donnell & Naccarato

Mr. Herrmann is responsible for general project overview at the company involving fee generation, system selection and layout, detail development, and design review. He is also responsible for overall project organization, creativity, economic matters, and technical accuracy. Mr. Herrmann has a Bachelor's Degree in Civil Engineering from Tulane University.

Alan D. Keiser

Vice President/Major Transactions Counsel, Commonwealth Land Title Insurance Company

Mr. Keiser provides real estate and title services needed to close single-site, multi-site and multi-state real estate transactions nationwide for investors, developers, REITS, corporations and lenders. Prior to joining Commonwealth's predecessor, Lawyers Title Insurance Corporation, he practiced real estate law with the firms of Toll, Ebby & Langer and Drinker Biddle & Reath. Mr. Keiser received his BA degree magna cum laude from Dickinson College where he was a member of Phi Beta Kappa and Omicron Delta Kappa, and his JD degree from Yale Law School where he was a member of The Yale Law Journal.

James A. Kilduff

Owner, Kilduff Development Company

Kilduff Development Company specializes in one-story office and high-end industrial space. The firm has built or renovated more than 500,000 square feet in the Plymouth Meeting/Blue Bell submarket. The company functions as developer, landlord and property manager. Prior to starting his own firm, Mr. Kilduff was employed at Jackson Cross Company for a decade, working as an industrial real estate broker. A member of ULI for 30 years, he has served as treasurer of the ULI Philadelphia District Council.

John Lazovi

Vice President, First Niagara Bank

Mr. Lazovi has over 25 years of commercial real estate finance experience working with various institutions including: Mellon Bank, PNC Bank, Finova Realty Capital, Pitcairn Properties, and the Corcoran Group. Mr. Lazovi is currently managing the commercial real estate teams of First Niagara Bank in Plymouth Meeting.

Richard Lombardo

Project Executive, Ballard Spahr

Mr. Lombardo joined Ballard Spahr's Real Estate Department in 2006 to drive development projects from conceptualization to completion. He has 41 years of planning and development experience along with intimate knowledge of Philadelphia's zoning and planning process. Prior to joining Ballard Spahr, Mr. Lombardo was Secretary for Strategic Planning and Executive Director of the City Planning Commission. From 2001-2005, he was Deputy Executive Director of the agency responsible for major planning work, preparing the agency's work program and budget. From 1982-2001, he was Director of the Development Planning and Zoning Division.

Shirley Loveless

Founder/Principal, Coleshill Associates, LLC

Dr. Loveless specializes in transportation and land use planning, growth management, adaptive reuse, economic revitalization, parking management, pedestrian and traffic studies, and open space planning for local municipalities. Dr. Loveless has taught in Temple University's Department of Community and Regional Planning as a non-tenured Associate Professor, most recently as an Adjunct Instructor in the Department of Landscape Architecture. Dr. Loveless is also a Research Fellow at Temple University's Center for Sustainable Communities and an appointed member of several committees of the Transportation Research Board.

Mike Rosen, AIA, LEED AP ND

Principal, The Martin Architectural Group

Mr. Rosen has 30 years of experience in masterplanning, architecture, information management systems, urban visualization, and specializes in environmentally responsible and energy efficient prototype systems design and implementation. He heads The Martin Architectural Group's Green Studio, where he developed the Crown Index™ focusing on Geo Information Systems driven economic and environmental efficiency strategies for regional planning and building portfolio owners, who wish to advance along the sustainability continuum. The Index has been presented for implementation to the Government of China National Development Research Center, in delivering low carbon industrial cities, and the Maryland State Planning Commission for the sector master planning of last four Metro stations along the Green Line in Prince George's County. Mr. Rosen served as chair of the National AIA Housing Committee and the NAHB Design Committee and is an active member of ULI. In 2011, he became the 66th architect in the world to achieve LEED AP ND certification after being a beta tester for the program by the USGBC.

Lori Salganicoff

Director of Planning and Development, Wynnefield Overbrook Revitalization Corporation

Ms. Salganicoff specializes in historic preservation and strategic planning for community development. She is also president of Wynne Collaborative, a consulting practice for historic preservation, arts and culture. She previously served as Historic Preservation Director for the Lower Merion Conservancy. Ms. Salganicoff is a Certified Planner, and possesses an MS in Historic Preservation from the University of Pennsylvania. She has worked for the National Park Service, city governments of Philadelphia and Wilmington, and several nonprofits including Fairmount Community Development Corporation and Rebuilding Together Philadelphia, and has provided preservation research and planning services to municipalities and universities as well as corporate and other clients.

Jayne Spector

Senior Landscape Architect, Langan Engineering & Environmental Services

Ms. Spector is a landscape architect and urban designer specializing in the redevelopment and sustainable reuse of urban, historic and brownfield sites. She has lead Langan's Philadelphia and Metro DC landscape studios and holds a Master's Degree from the University of Pennsylvania and a BLA from Rutgers University. She has published articles on cultural landscapes and sustainable development. Her recently published book, Dockyard to Esplanade, explores six industrial waterfronts to reveal best practices for leveraging industrial heritage in waterfront redevelopment. She has served as Adjunct Faculty for Landscape Architecture and Historic Preservation studios at Rutgers University and the University of Pennsylvania.

Rachel Sclan Vahey

Owner, InFocus Planning

Ms. Vahey combines more than 14 years of experience from several market sectors including redevelopment, commercial/office, retail, institutional and residential projects. As part of the day-to-day management of InFocus Planning, Ms. Vahey is responsible for various tasks including plan production, project management, customer relations, accounting and business development. Ms. Vahey serves on the PA-DE ASLA Executive Committee, where she is responsible for coordinating efforts at the local level (PA-DE) Chapter.



ULI Philadelphia

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