
Regional Conference on Transportation and Land Use for Economic Development

Central Region

(Centre, Clinton, Columbia, Juniata, Lycoming, Mifflin,
Montour, Northumberland, Snyder, and Union Counties)

May 18, 2005

Williamsport, Pennsylvania

INTRODUCTION

This report presents the results of the Regional Conference on Transportation and Land Use for Economic Development held on May 18, 2005 in Williamsport. Building on the Statewide Action Plan presented by the Commonwealth in 2004, more than 60 regional leaders developed a common vision of the Central Region. They then identified the objectives and action steps to realize that vision. The result is a regional-specific plan for moving the region forward in integrating transportation and land use for economic development.

Pennsylvania's Departments of Transportation (PennDOT), Environmental Protection (DEP), Conservation and Natural Resources (DCNR), Community and Economic Development (DCED), and Agriculture (PDA), as well as the Governor's Office and State Planning Board, jointly hosted this regional conference. Following the welcome and opening remarks, DCNR Secretary Michael DiBerardinis presented the Statewide Action Plan to session participants and set the stage for conference.

The event was coordinated by the Pennsylvania State Association of Township Supervisors (PSATS) and facilitated by the Dering Consulting Group.

OVERVIEW OF THE PROCESS

The table below summarizes the conference agenda and outcomes.

Agenda Item	Outcome
Review of Statewide Action Plan	Participants' understanding of plan presented in 2004 and related achievements to date.
Regional Vision	Collective vision of the characteristics of a successful model for the future.
Regional Objectives	Identification of regional priorities for transportation and land use for economic development.
Review of Statewide Action Plan	Understanding and refining of Statewide Action Plan in light of regional priorities.
Working Lunch and Plenary Session	Identification of successful projects and initiatives, and the factors that made them successful.
Regional Action Agenda	Specific steps required to achieve the regional objectives.
Full Group Discussion	Presentation and feedback on groups' action planning.
Closing Comments	Regional call to action for the leadership and partnerships needed to advance the plan.

A VISION OF THE CENTRAL REGION

When envisioning the region twenty years in the future, participants agreed that the region needs to capitalize on its existing assets (including its people, core communities, institutions, and infrastructure) without compromising the region's abundant natural resources—waterways, green spaces, forests, and farms—so integral to the quality of life in the region.

At its best, the region will have:

- Designated growth areas, supported by Commonwealth policies, located in core communities, villages, cities, and along major transportation arteries.
- Development that incorporates land use controls, striking a balance between economic needs and the preservation and conservation of natural resources.
- Increased access to improved, integrated, multi-modal transportation systems.
- Regionally managed infrastructure systems that support the coordinated development and economic advancement of the region.
- Industries and businesses that are attractive to young people, yet varied enough to support a diverse workforce and economy.
- Educational opportunities, involving public schools and higher education institutions, that prepare the workforce for the region's businesses and that support new economic development.
- A tax structure that is equitable, not burdensome.
- Community pride and civic responsibility on the part of all of the region's citizens in preserving and maintaining environmental, cultural, and historical assets.
- True interagency, county, and municipal cooperation with a focus on the greater good of all.

OBJECTIVES FOR THE CENTRAL REGION

Conference participants generated a number of objectives in order to meet the bold vision of the Central Region. These were further refined into primary objectives (recommended as fundamental in meeting the vision of the region) and additional objectives (recommended as important considerations in framing the future of the region).

<i>PRIMARY OBJECTIVES</i>
<p>A. <i>Create an overall development plan to identify designated areas for development and redevelopment for economic development (uses land use assets).</i></p> <p>B. <i>Implement effective land use planning in this region.</i></p> <p>C. <i>Revitalize, reinvest, maintain, restore, and improve existing communities through economic development and the preservation of natural, historic, cultural, and open space resources.</i></p> <p>D. <i>Develop a broad, regional educational outreach about economic development, land use, and transportation for students, general citizenry, municipalities, and legislators. Raise awareness, define avenues to get involved, and stress the need to be involved.</i></p> <p>E. <i>Encourage comprehensive regionalization of services (including policing, water and sewer, marketing and tourism, and reduced government).</i></p> <p>F. <i>Capitalize on the location of institutions in our core communities (which are already supported by existing infrastructure) by providing for their growth, expansion, and modernization as a strategy for strengthening the local economy.</i></p>
<i>ADDITIONAL OBJECTIVES</i>
<p>G. <i>Improve interagency cooperation and create incentives for intergovernmental cooperation.</i></p> <p>H. <i>Maximize use of existing infrastructure.</i></p> <p>I. <i>Design transportation processes—multi-modal, context sensitive, and "smart"—to link with land use concerns.</i></p> <p>J. <i>Protect existing natural resources as the foundation for tourism.</i></p> <p>K. <i>Make strategic investments that are prioritized within the overall plan—say "no" to ordinances, land use planning, and proposed economic development that is not part of the plan.</i></p> <p>L. <i>Increase the availability of affordable housing in currently developed areas and where employment opportunities exist.</i></p> <p>M. <i>Reduce reliance on property taxes (implement tax reform).</i></p>

PRIMARY OBJECTIVES FOR THE CENTRAL REGION

Conference participants proposed six primary regional objectives, related regional action steps, and recommendations for Commonwealth support. These objectives and action steps were generated by breakout groups and represent unedited recommendations. The full group did not participate in a consensus-development process. This important consensus development will take place in follow-up meetings within the region.

A. Create an overall development plan to identify designated areas for development and redevelopment for economic development (uses land use assets).

Regional Action Steps

1. Create accurate maps for an inventory of assets and available locations. Involve agencies associated with infrastructure (e.g., sewer and water) and utilities maintenance, Chambers of Commerce, Metropolitan Planning Organizations (MPOs), SEDA and other Councils of Government (COGs), economic and industrial development organizations, and county commissioners.
2. Require that each county collect and share Geographic Information System (GIS) data.
3. Form an enhanced economic development structure. Incorporate public/private partnerships, the region's five Industrial Development Corporations (IDCs), SEDA and other COGs, and Chambers of Commerce. Determine who governs the structure (e.g., business and/or economic developers).
4. Develop the plan with all partners (e.g., Chambers of Commerce, IDCs, counties, planning commissions, and municipalities).
5. Use the plan regionally. Agree that all partners will work together, maintain shared data, and meet monthly.

Recommendations for Commonwealth Support

1. Use the state's existing GIS system to assist the region. Provide consistent data to the region based on this system. Provide the necessary technical support.
2. Assist the region in marketing and in using the plan effectively. Deploy the Governor's Action Team in this effort.

B. Implement effective land use planning in this region.

Regional Action Steps

1. Require consistency in implementing ordinances, comprehensive plans, zoning, and subdivision and land development ordinances. Create multi-municipal groups to administer planning processes. Have county governments educate local governments in processes. Lobby for legislative changes (use the Pennsylvania Planning Association [PPA] and other similar organizations as lobbyists).
2. Regionalize land use decision-making (combining counties, COGs, municipalities, and multi-municipal entities). Mandate that municipal solicitors be trained in land use. Encourage input from business and industry stakeholders. Have municipal secretaries serve as points of contact/communicators with public.
3. Mandate land use education for municipal officials and staff, in elementary and secondary schools (staff, students, and administrators), and for planning consultants, PPA, and special interest and human services groups.
4. Cultivate media outlets for disseminating information and building support.

Recommendations for Commonwealth Support

1. Pass legislation to empower regional municipal planning. Ensure that state funding is conditioned on having effective planning in place and disseminate funds from the county level.
2. Promote revenue sharing from the state to support regionalization. Implement enabling legislation (tax reform) to support tax sharing.
3. Provide diverse training to assist regional entities with land use planning.
4. Publicize existing state resources directed toward land use planning.

C. Revitalize, reinvest, maintain, restore, and improve existing communities through economic development and the preservation of natural, historic, cultural, and open space resources.

Regional Action Steps

1. Create an inventory of communities' needs for revitalization/reinvestment. In the process, include county planning officers, county commissioners, local government officials, Chambers of Commerce and private sector representatives, non-profit organization representatives, and state regional representatives (e.g., DEP, DCED, and DCNR).

2. Develop a regional capital improvements plan with a prioritized list of projects. Link this plan to state and federal funding requirements and mechanisms. In the process, involve county planners and commissioners, COGs, and local government officials.
3. Promote the use of uniform building code/unified construction code (UCC) (don't provide exemptions).
4. Determine the cost to municipalities for provision of services to greenfield development versus development of existing sites (e.g., brownfields). Region (or counties) might undertake responsibility for a cost study.
5. Survey the business or private sectors to identify their barriers to development in core communities and in brownfields.
6. Identify and create alternative revenue generating mechanisms for downtown and core communities.
7. Improve marketing of regional tourism, as a coordinated effort among counties and state agencies (e.g., DCED, DCNR).

Recommendations for Commonwealth Support

1. Require a plan for funding and provide technical assistance to develop the region's capital improvements plan.
2. Remove barriers to redeveloping brownfields. Eliminate conflict/disconnect between how the Environmental Protection Agency (EPA) and DEP view brownfields (currently difficult to meet both agencies' guidelines).
3. Expand DEP's interest/scope in brownfields development.
4. Work with the region in proactively marketing "shovel-ready" brownfield sites to attract developers. Review best practices from other states. Include state and federal agencies in these initiatives (e.g., DEP Brownfield Action Team, DCED, and EPA). Sponsor some initiatives at the state level.
5. Make core community revitalization an unambiguous goal/priority of the state and follow up with funding and (re)investment. Use the Keystone Innovation Zone (KIZ)/Keystone Opportunity Zone (KOZ) model. Eliminate conflicting funding streams, and encourage state agency coordination and consistent policy.

D. Develop a broad, regional educational outreach about economic development, land use, and transportation for students, general citizenry, municipalities, and legislators. Raise awareness, define avenues to get involved, and stress the need to be involved.

Regional Action Steps

1. Educate students (public schools) about land use planning principles and how governments operate. Begin the program in the sixth grade. Replicate successful existing programs. Create educational material on a regional basis that meets existing Pennsylvania Department of Education (PDE) curriculum requirements.
2. Create “hands-on” involvement with student interns or junior municipal councilperson.
3. Assign a regional entity to coordinate program with Local Development Districts (LDDs), Cooperative Extension, intermediate units, conservancies, and county planning associations.
4. Educated municipal officials. Offer free or subsidized tuition to attend land use planning. Require municipal officials to attend a specific number of sessions; tailor requirements to the position. Require continuing education units.
5. Educate the general public. Include a land use planning component whenever there is a controversial public hearing regarding a project (to engender an understanding of “behind the scenes” work). Incorporate an educational land use component during zoning hearings.
6. Get municipal entities to include a land use planning education component in their communication channels. Use technology to disseminate land use education to the public.

Recommendations for Commonwealth Support

1. Ensure PDE buy-in to the need to educate students about land use planning principles and how governments operate.
2. Mandate curriculum requirement (hours, course of study—civics, environmental science) and develop standardized curriculum. Inventory existing educational resources (e.g., Penn State Cooperative Extension, DCNR, DEP, Pennsylvania Game Commission, Pennsylvania Fish and Boat Commission).
3. Encourage PDE to be active in the economic development community.
4. Market a successful model, via a network of educators, to school boards. Capitalize on schools’ focus on healthy kids. Tie in with local land use planning.
5. Create and implement a teacher-training component.

6. Provide incentives for including land use planning in curriculum. Offer some sort of incentive or disincentive (e.g., tie grant funding with participation).
7. Offer a free chair to municipal officials for attending newly elected official training.

E. Encourage comprehensive regionalization of services (including policing, water and sewer, marketing and tourism, and reduced government).

Regional Action Steps

1. Identify organizations to promote regionalization. Form economic partnerships (e.g., Penn State Extension, LDD). Create intergovernmental agreements to encourage county commissioners and municipal officials to work together.
2. Educate municipal officials and the public on the benefits and costs.
3. Direct initiatives via organizations that coordinate or promote regionalization. Review best practices. Pilot programs, then evaluate implementation efforts. Promote small successes, always working toward building trust.

Recommendations for Commonwealth Support

1. Provide funding and planning assistance, as well as legislative and agency support, for regionalization.

F. Capitalize on the location of institutions in our core communities (which are already supported by existing infrastructure) by providing for their growth, expansion, and modernization as a strategy for strengthening the local economy.

Regional Action Steps

1. Foster communication between institutions and their communities to build trust and confidence. Open dialogue. Develop mutual understanding. Identify needs, as well as gaps, on what can be provided to approach the Commonwealth (e.g., suggestions for infilling gaps, providing tax breaks, encouraging workforce development).
2. Encourage institutions—especially higher education—to coordinate their directions for the future (e.g., curriculum, concentrations). This may require workforce development projections (role and research).
3. Encourage the development of regional business leadership groups (at least at the county-wide level).

4. Educate institutional leadership of local, county, and regional planning goals. Encourage them to participate.
5. Encourage higher education institutions (State System of Higher Education [SSHE], state-related, and private) to jointly plan with their perspective communities.

Recommendations for Commonwealth Support

1. Provide Commonwealth-supported low interest loans for institutions that will help maintain the vitality of existing core communities.
2. Develop legislation that would allow municipalities (or multi-municipalities) to require developers to prepare economic impact studies (e.g., produce a hollow downtown).
3. Develop the legal mechanisms to provide the same incentives to existing organizations as those provided to new development.
4. Eliminate government incentives for new retail development.
5. Eliminate PDE regulations and policies that discourage re-use in favor of greenfield locations.
6. Require licensed institutions (e.g., health care providers) to plan for growth and expansion with their local government entities.

REVIEW OF THE STATEWIDE ACTION PLAN

Conference participants considered the Statewide Action Plan's strategic objectives in relation to their regional objectives. In their review, participants provided suggestions, as listed below, regarding existing components of the Action Plan, as well as additional tasks that the Commonwealth might consider in addressing regional objectives.

Agency Coordination

- Implement state legislation to make primary objectives happen.
- Develop a regional plan that translates a state plan to the regional level, then to the county level.
- Define regions consistently across agencies in relation to economic development; include PDE in initiatives.
- Coordinate “regions” of state agencies—make them lateral, with more consistency between state agencies.
- Choreograph timing of grant programs between agencies.
- Assign one contact person/main point of contact. Appoint a Strategic Investment Office-type coordinator for the region (like on the Community Action Team).
- Modify Executive Order to include farmland.
- Discourage competition within a region; rather, assist in coordination of municipalities within a region.
- Educate municipal officials on what programs are available through Commonwealth agencies (e.g., funding streams, grants, and loans).

Planning, Program, and Project Delivery

- Complete regional natural area inventories.
- Implement a regional greenways and open space network planning program.
- Include provisions for effective land use planning; currently, there are no requirements for ordinances provided. Effective land use planning incorporates required zoning and ordinances to support a comprehensive plan.
- Focus on Commonwealth programs that support county, municipal, and multi-municipal land use planning to achieve the Commonwealth's sustainable development goal.
- Strengthen the legislative support for sound land-use planning.

Investment/Leverage

- Implement school finance reform.
- Focus state assistance for infrastructure development on urban areas.
- Provide financial incentives for intergovernmental approaches to regional planning and service delivery.
- Promote tax base sharing.
- Encourage intergovernmental partnerships when applying for and receiving grant funds.
- Improve school districts in boroughs; the tax structure in boroughs is currently prohibitive.
- Explore traditional neighborhood development (TND) in new development as well as in existing communities.
- Communicate land use policies so there is a consistent understanding about how the Commonwealth is taking into consideration municipal and county planning.
- Clarify that “urban centers” may mean “core communities” even in largely rural area.
- Ensure uniformity in investment criteria and consistency review in Interagency Letter of Understanding.
- Require that Act 537 sewage facilities plans prepared by municipalities match county plans.
- Provide economic incentives to improve brownfields/other assets and to remove blighted buildings.
- Guarantee that model implementing ordinances fit the needs of the specific community.
- Back up municipalities when they plan and zone and then are challenged by the property rights movement.
- Combat negative perception of “affordable housing.”

Intergovernmental Partnerships

- Focus on regional partnerships.
- Guarantee that state government agencies are on the same page on issues and that accurate information is shared at all levels of government.
- Take measures to stop developers from playing one community against another. Regional level/county-wide/multi-municipal planning could assist in this effort.

- Implement county-wide school districts.
- Encourage the creation of a regional plan involving four or five central counties and prompt county commissioners to communicate with one another.
- Examine population projections and determine where communities could annex.
- Address affordable housing through transfer of development rights (TDRs).

Education

- Required course work regarding local government in public schools.
- Give county MPOs some funding to educate local government officials/planners/solicitors. Help to gather resources for this training (e.g., PSATS offers training on issues that local planners are not aware of). Require that training be mandatory, but provide municipalities with the power to enforce. Make training a requirement/priority criteria for state grant funding.
- Provide general education and outreach to the general public to increase its understanding of the planning process.
- Expand funding for workforce development programs (vocational education, community colleges, and technical institutes).
- Implement a comprehensive training program for COG members on other opportunities to work across municipal lines.

SUCCESSFUL INITIATIVES

During the working lunch and plenary session, participants discussed successful regional initiatives and the factors contributing to their success. The purpose was to identify common elements of success within these regional initiatives that might serve as a model in meeting the objectives identified in this conference.

The following list is representative of the successful initiatives within the Central Region:

Airport access road/flood protection dike/bike trail/railroad bridge—collaboration among many agencies in this multi-modal, land re-use project.

Center Keystone Council of Governments—UCC code and sewage enforcement for more than 30 municipalities in three counties; will assume zoning enforcement as well. One-stop shop for permits.

Clinton County Economic Partnership—involves Chamber of Commerce, IDC, and tourism organizations; one-stop shop for economic development.

Clinton County Solid Waste Authority—methane gas distribution/alternative fuels project; retained 300 manufacturing jobs while cutting operating costs for end-user and providing revenue for authority.

Clinton County Revolving Loan Board—provides low-interest loans for commercial and industrial ventures.

Greater Susquehanna Valley Chamber of Commerce—consolidated chamber representing a number of counties and communities.

Lycoming County Joint Municipal Comprehensive Plans—approach to promoting regional planning strategies to better target strategic public investment to support economic development and protect natural resources.

Pennsylvania Business Calling Program—builds relationships, knows regional businesses and their challenges, provides brokering of problems to agencies, and head off crises.

Pennsylvania Industrial Development Authority—provides low-interest loans, purchases land, buildings, and equipment, and helps to obtain money for industrial park development.

Pine Creek Rail Trail—62 mile trail resulting from the joint efforts of seven municipalities and two counties.

Pine Creek Watershed Conservation Plan—two-year project involving Potter, Tioga, and Lycoming Counties, as well as agencies and private partners such as the Soil Conservation Service, Pine Creek Council of Governments, and the Lycoming College Clean Air Institute.

Regional Comprehensive Plans—in place, regional planning initiatives in the Nittany Valley, Penns Valley, and Lycoming County.

DCNR/SEDA-COG Partnership—technical guidance and funding assistance in the restoration of rural playgrounds; resulted in rehabilitated playgrounds and equipment, as well as significant cost savings for all municipalities involved.

University Area Joint Authority Spring Creek Project—beneficial reuse project providing potable water for both commercial and environmental uses.

Susquehanna Greenways Partnership—involving 22 counties in a 500 mile ecotourism initiative.

Susquehanna Visitors Bureau—regional tourism promotion/collaboration among three counties.

Williamsport Market Street Bridge Replacement—leverage of private funds with county, state, and federal funds in bridge building project; project part of larger economic development and revitalization initiatives in and around Williamsport.

REGIONAL LEADERSHIP

At the end of the session, participants discussed ways in which to move forward with the primary objectives. Jim McAllister, Transportation Planning Director for SEDA-COG, volunteered himself and his organization to lead to effort. A number of other organizations also pledged their commitment to work with SEDA-COG in this endeavor.

OUTCOMES AND DELIVERABLES

The Commonwealth agencies that hosted this conference offer this report not only as documentation of the proceedings, but as a tool the Central Region can use in pursuing its plan for integrating transportation and land use for economic development.

The plan incorporates both regional motivation and the support of the Commonwealth. It is essential that regional participants now take the necessary steps to foster leadership, enhance relationships, and apply adequate resources to move this plan from paper to reality. For their part, Commonwealth agencies pledge their support and assistance to the Central Region in furthering the region's defined objectives and pursuing discussions to that end with local agencies. The agencies also will consider the suggestions and recommendations of conference participants in regard to the Statewide Action Plan. In addition, recommendations outlined in the nine reports will be compiled and shared with other state agencies on the Interagency Land Use Team as appropriate. The Statewide Action Plan will be updated to reflect new tasks developed from the suggestions and recommendations.

In addition, the newly reconstituted State Planning Board agreed to consider outcomes from all regional conferences in its own recommendations on the direction the Commonwealth takes toward transportation and land use for economic development.

(APPENDIX)

**TRANSPORTATION AND LAND USE FOR ECONOMIC DEVELOPMENT:
OBJECTIVES AS DEFINED BY EACH REGION OF THE COMMONWEALTH**

CENTRAL REGION:

<i>PRIMARY OBJECTIVES</i>
<p><i>A. Create an overall development plan to identify designated areas for development and redevelopment for economic development (uses land use assets).</i></p> <p><i>B. Implement effective land use planning in this region.</i></p> <p><i>C. Revitalize, reinvest, maintain, restore, and improve existing communities through economic development and the preservation of natural, historic, cultural, and open space resources.</i></p> <p><i>D. Develop a broad, regional educational outreach about economic development, land use, and transportation for students, general citizenry, municipalities, and legislators. Raise awareness, define avenues to get involved, and stress the need to be involved.</i></p> <p><i>E. Encourage comprehensive regionalization of services (including policing, water and sewer, marketing and tourism, and reduced government).</i></p> <p><i>F. Capitalize on the location of institutions in our core communities (which are already supported by existing infrastructure) by providing for their growth, expansion, and modernization as a strategy for strengthening the local economy.</i></p>
<i>ADDITIONAL OBJECTIVES</i>
<p><i>G. Improve interagency cooperation and create incentives for intergovernmental cooperation.</i></p> <p><i>H. Maximize use of existing infrastructure.</i></p> <p><i>I. Design transportation processes—multi-modal, context sensitive, and "smart"—to link with land use concerns.</i></p> <p><i>J. Protect existing natural resources as the foundation for tourism.</i></p> <p><i>K. Make strategic investments that are prioritized within the overall plan—say "no" to ordinances, land use planning, and proposed economic development that is not part of the plan.</i></p> <p><i>L. Increase the availability of affordable housing in currently developed areas and where employment opportunities exist.</i></p> <p><i>M. Reduce reliance on property taxes (implement tax reform).</i></p>

NORTHEAST REGION:

PRIMARY OBJECTIVES

- A. *Establish a regional planning commission.*
- B. *Create a regional comprehensive master plan, implement that plan, and promote regional zoning.*
- C. *Improve technology infrastructure (e.g., fiber optics, WI-FI, and high speed Internet) to bring economic development into existing communities.*
- D. *Pay for secondary and cumulative impacts.*
- E. *Attract jobs.*

ADDITIONAL OBJECTIVES

- F. *Promote/lobby for legislative changes and incentives to support regionalization.*
- G. *Improve capacity (the ability to accomplish, finance and understand) at municipal and county level.*
- H. *Promote expediency and concurrency in project implementation.*
- I. *Improve existing transportation infrastructure through planning, reuse, and planned multiple access for the future.*
- J. *Create and incentivize van pooling, ride sharing programs, and other transportation alternatives.*
- K. *Designate logical development cores with state incentives and funding for capacity.*
- L. *Educate the community on planning.*
- M. *Use existing communities as the basis for economic development.*
- N. *Improve the internal and external marketing of the region.*

NORTHERN TIER REGION:

PRIMARY OBJECTIVES

- A. Develop a comprehensive regional plan that involves collaboration among agencies, municipalities, and citizen groups that takes into account the region's future vision.*
- B. Create a regional (multi-county) entity to leverage economic development opportunities, integrating land use, transportation, and environmental planning.*
- C. Attract jobs and industry that complement the rural character of region.*
- D. Encourage the growth of small businesses.*

ADDITIONAL OBJECTIVES

- E. Change "state thinking" about funding formulas.*
- F. Develop a core economic development strategy for region (include land use, transportation, and environment).*
- G. Maintain the beauty of the region by planning where development occurs and plan for "green" communities.*
- H. Require more coordination and communication between economic development, transportation, and planners.*
- I. Coordinate transportation projects with other infrastructure projects.*
- J. Identify important transportation routes—rail, commercial/industrial routes, and county roads—and related issues (e.g., access, funding).*
- K. Improve educational opportunities at all levels within the region.*
- L. Revitalize downtowns and core communities.*
- M. Educate general citizenry (landowners) on conservation and planned development.*

SOUTHEAST REGION:

PRIMARY OBJECTIVES
<p>A. <i>Develop distinct advantages (regional strategies) to attract economic development opportunities, incorporating shared revenue, tax bases, defined services, and transportation.</i></p> <p>B. <i>Strengthen the authority of counties (planning, infrastructure, and zoning).</i></p> <p>C. <i>Coordinate state programs, policies, permitting, and decisions to ensure sound regional planning.</i></p> <p>D. <i>Integrate infrastructure with land use planning (communication, sewer/water, transportation, trails, and open spaces).</i></p> <p>E. <i>Ensure that quality of life issues are recognized in planning, with focus on green infrastructure.</i></p> <p>F. <i>Target economic development resources toward towns and cities.</i></p> <p>G. <i>Streamline development into previously developed areas.</i></p> <p>H. <i>Enact an urban growth boundary.</i></p> <p>I. <i>Develop efficient mass transit (multi-modal) with dedicated funding.</i></p> <p>J. <i>Preserve agriculture as an industry.</i></p>
ADDITIONAL OBJECTIVES
<p>K. <i>Consolidate local governments and create leaner, more efficient government overall.</i></p> <p>L. <i>Guarantee consistency between municipal and county plans.</i></p> <p>M. <i>Advance interagency cooperation at the county level.</i></p> <p>N. <i>Increase transit-oriented development.</i></p> <p>O. <i>Ensure adequate and dedicated transportation funding.</i></p> <p>P. <i>Implement school finance and other tax reforms.</i></p> <p>Q. <i>Improve educational equity and the quality of public education.</i></p> <p>R. <i>Encourage more entrepreneurial and small start-up businesses.</i></p> <p>S. <i>Target economic development to sectors that have higher paying jobs and give geographic consideration to where those jobs are.</i></p> <p>T. <i>Create incentives to channel consumers and change negative mindsets.</i></p>

SOUTH CENTRAL REGION:

PRIMARY OBJECTIVES
<p>A. <i>Assure (improve) quality of life in this region. Components of this include: health and education; recreation; easy, clean transportation; livable neighborhood; arts and culture; equitable local taxes; and jobs.</i></p> <p>B. <i>Make changes to the Municipalities planning code (MPC) to allow local governments to have control over their own destiny (allow/prohibit development and growth).</i></p> <p>C. <i>Centralize planning and implementation for land use, transportation, and infrastructure investment, including municipal services. Designate the county as the keystone in governance and funding reform.</i></p> <p>D. <i>Streamline Pennsylvania by restructuring local governments by 2015 to achieve service, regulatory, and program efficiency (design for success).</i></p> <p>E. <i>Increase stakeholder cooperation and collaboration in the areas of transportation, land use, and economic development by reducing hurdles and providing incentives to do so.</i></p> <p>F. <i>Promote infill and greater density.</i></p> <p>G. <i>Encourage and require a diversity of housing products (using both incentives and regulations).</i></p> <p>H. <i>Incorporate traditional neighborhood development in new development and redevelopment.</i></p> <p>I. <i>Forecast the needs of the region to better plan for the future.</i></p>
ADDITIONAL OBJECTIVES
<p>J. <i>Encourage the Commonwealth to build relationships with Maryland and Virginia and their counties.</i></p> <p>K. <i>Determine exactly what target cluster the region wants/needs. Accelerate public/private partnering, define roles and responsibilities, and “how to” specifics.</i></p> <p>L. <i>Define and develop a more equitable tax structure to support regional planning.</i></p> <p>M. <i>Make agriculture economically viable.</i></p> <p>N. <i>Encourage economic development through natural resource conservation (eco-tourism).</i></p> <p>O. <i>Revitalize existing downtown areas and municipal cores: inventory existing economic development projects, parking, use of space.</i></p> <p>P. <i>Promote workforce-housing connection.</i></p> <p>Q. <i>Use technology to reduce the presence of cars; build strong support for regional rail.</i></p>

SOUTHERN ALLEGHENIES REGION:

PRIMARY OBJECTIVES

- A. Think regionally. Cooperate and collaborate at the municipal level through education of parties involving planning.*
- B. Create priority incentives for core community investment while reducing incentives for “greenfields/sprawl” development.*
- C. Provide coordination between development and transportation infrastructure.*
- D. Complete and maintain the multi-modal transportation system in the region.*
- E. Capitalize on the region’s assets.*
- F. Put policies in place now to preserve open space in the future.*

ADDITIONAL OBJECTIVES

- G. Expand objectives beyond land use and transportation to include education, life-long learning, and retraining.*
- H. Develop and implement land use plans and ordinances on a regional level.*
- I. Base land use policies upon infrastructure analysis.*
- J. Provide financial incentives for intergovernmental cooperation.*
- K. Improve the agriculture industry and retain/preserve agriculture land.*
- L. Establish beneficial uses of waste resources; create marketing and job opportunities.*
- M. Create ways to pilot and market clean energy products.*
- N. Grow and maintain existing businesses.*
- O. Implement tax reform.*

NORTH CENTRAL REGION:

PRIMARY OBJECTIVES

- A. *Conduct long-range integrated planning on a regional basis.*
- B. *Engage in required comprehensive land use and transportation planning within each county every five to seven years that rolls into a regional economic development plan, or become ineligible for funding.*
- C. *Promote tax fairness to encourage sound land use, regionalization, and appropriate economic growth.*
- D. *Change the Municipalities Planning Code (MPC) to give counties land use planning and decision-making authority.*
- E. *Encourage youth to remain in region through incentives and jobs.*
- F. *Develop local incentive programs to help businesses.*

ADDITIONAL OBJECTIVES

- G. *Set a level playing field by establishing standardized criteria for funding land use, transportation, and economic development initiatives.*
- H. *Establish equity in funding public education. Ensure that every region has a technical training/community college for enhancing workforce competencies, with offerings based on long-range projections required for regional economic development.*
- I. *Improve the quality of life by improving outdoor recreation, healthcare, retail outlets, communities, transportation, and technology.*
- J. *Reduce the number of municipalities to the county level and require mandatory training and education for officials.*
- K. *Improve communication between municipalities, counties, and the region.*
- L. *Lobby as a region for transportation, service, and other allocations.*
- M. *Integrate all forms of infrastructure (e.g., green, gray, sewer, water).*
- N. *Promote reuse of brownfields.*
- O. *Repair and maintain highways and bridges.*
- P. *Have a grant coordinator for each county.*

NORTHWEST REGION:

PRIMARY OBJECTIVES

- A. Identify regional priorities, incorporating a focused process for securing government funding for related actions.*
- B. Develop a long-term regional marketing plan.*
- C. Implement smart growth concepts.*
- D. Establish investment criteria for public investments to ensure return on investment (ROI).*
- E. Encourage the involvement of the private sector in all economic development activities (planning through implementation).*
- F. Focus on communities' needs for strengthening and developing strong communities.*

ADDITIONAL OBJECTIVES

- G. Coordinate land use, transportation, and economic development horizontally (interaction among state agencies) and vertically (intra and inter-regionally).*
- H. Assess existing resources. Use benchmarks to make better use of government money.*
- I. Ensure that infrastructure development is concurrent with new development.*
- J. Encourage locals to implement county plans to facilitate proactive zoning.*
- K. Establish greater cooperation between post-secondary education and the public and private sectors.*
- L. Retain youth through education.*
- M. Strengthen the region's small businesses.*
- N. Change the Municipalities Planning Code (MPC) so that county plans have more "teeth."*
- O. Make Pennsylvania's tax structure more competitive.*

SOUTHWEST REGION:

PRIMARY OBJECTIVES

- A. Add value to products created in Pennsylvania.*
- B. Educate community officials on leadership, understanding of the development process, acting proactively, and acquiring resources.*
- C. Implement a focused comprehensive economic investment strategy which requires consistency with a regional comprehensive plan, incorporates job-related training, and requires the state and the region to make decisions based on that strategy.*
- D. Create a regional land use plan.*
- E. Prioritize regionally coordinated investments (transportation, infrastructure, create and support regional strategy).*
- F. Fix existing infrastructure first.*

ADDITIONAL OBJECTIVES

- G. Eliminate municipal boundaries and consolidate local governments.*
- H. Promote cooperation between state/local governments and business.*
- I. Concentrate investment money to appropriate locations for reinvestment and redevelopment.*
- J. Maintain and enhance existing communities and places. Grow the entire community; don't sacrifice one area for another.*
- K. Incentivize smart growth.*
- L. Improve viable downtowns.*
- M. Develop regional transit system.*
- N. Provide affordable housing, healthcare, and education.*
- O. Modernize taxing system and structure on all levels.*
- P. Institute Regional Asset Districts (RADs), with 1% generated used for discretionary spending.*

CENTRAL REGION CONFERENCE PARTICIPANTS

Ron Bailey

Executive Director
Campaign to Renew Pennsylvania
1754 Wilderness Road
Lancaster, PA 17603
(717) 293-1484

Justin Blakeney

Liaison Engineer
PennDOT District 3-0
715 Jordan Avenue
Montoursville, PA 17754-0218
(570) 368-4258

Thomas Corbett

Manager
Lycoming County Conservation District
542 County Farm Road, Suite 202
Montoursville, PA 17754
(570) 433-3003

Michael DiBerardinis

Secretary
DCNR
P.O. Box 8767
Harrisburg, PA 17105-8767
(717) 772-9084

William Gomes

Planning Director
County Planning & Development
20 N. Wayne Street
Lewistown, PA 17044
(717) 242-0887

Stephen R. Hall

President
Union County Industrial Development Corporation
81 Hafer Road, Suite 100
Lewisburg, PA 17837
(570) 524-2815

Thomas H. Bassert

Commissioner
Clinton County
232 E. Main Street, Garden Building 3rd Floor
Lock Haven, PA 17745
(570) 893-4111

Frederick C. Callahan

Supervisor
Limestone Township, Lycoming County
6253 S. Route 44 Highway
Jersey Shore, PA 17740
(570) 745-2293

D. Robert Davidson

Chief Land Use and Natural Resources Division
PDA
2301 N. Cameron Street
Harrisburg, PA 17110

Neal Fogle

Economic & Community Development Educator
Penn State Cooperative Extension
Montour County
114 Woodbine Lane, Suite 102
(570) 275-3731

John Grado

Director of Community and Economic Mifflin
Development
City of Williamsport, Lycoming County
245 W. 4th Street
Williamsport, PA 17701
(570) 327-7516

Dennis R. Hameister

Supervisor
Spring Creek Watershed Commission
Centre County
1590 Brush Valley Road
Centre Hall, PA 16828
(814) 466-7292

Elizabeth Hansburg

Local Government Policy Specialist
Governor's Center for Local Government Services
400 North Street, 4th Floor
Harrisburg, PA 17120
(717) 720-7301

Meredith Hill

Greenways and Land Use Coordinator
DCNR Policy Office
P.O. Box 8767
Harrisburg, PA 17105
(717) 705-8533

Tim Horner

Supervisor/PSATS Executive Board
Chapman Township, Clinton County
404 Fairview Lane
Renovo, PA 17764
(570) 923-2188

Tim Kelsey

Visiting Scholar
Governor's Policy Office
Room 506, Finance Building
Harrisburg, PA 17120
(717) 787-9068

Norman K. Lathbury

Coordinator
Agricultural Land Preservation Program
Centre County
Willowbank Office Building, 420 Holmes Street
Bellefonte, PA 16823
(814) 355-6791

Leon J. Liggitt

Portfolio Manager
PennDOT District 3-0, Lycoming County
P O Box 218
Montoursville, PA 17754-0218
(570) 368-4390

Victor Mahosky

226 Katherine Drive
Waterville, PA 17776
(570) 634-2189

Carl Hess

President
Pennsylvania Planning Association
Dauphin County
587 James Drive
Harrisburg, PA 17112-2273

W. E. Toner Hollick

Chairman
Lycoming County Planning Commission
P.O. Box 26
Waterville, PA 17776
(570) 753-8921

Dylan Jenkins

Director of Forest Conservation
The Nature Conservancy, Lycoming County
1700 Cherry Street Services
Williamsport, PA 17701
(570) 321-9090

Richard Kyle

Commissioner
Clinton County
232 E Main Street, Garden Building
Lock Haven, PA 17745
(570) 893-4112

Dean S. Lehman

Township Supervisor
Limestone Township, Lycoming County
6253 S. Route 44 Highway
Jersey Shore, PA 17740
(570) 745-3505

Eric Madden

Policy Director
PennDOT, Dauphin County
400 North Street, 8th Floor
Harrisburg, PA 17120
(717) 787-0787

Ronald G. Marshall, Jr.

Planning Director
Northumberland County Planning
399 S. 5th Street
Sunbury, PA 17801
(570) 988-4220

Michael Mausteller

Planning & Programming Engineer
PennDOT District 3-0 Lycoming County
715 Jordan Avenue
Montoursville, PA 17754
(570) 368-4225

Richard McCoy

Fish & Wildlife Biologist
US Fish & Wildlife Service, Centre County
315 S. Allen Street, Suite 322
State College, PA 16801
(814) 234-4090

John Mizerak

Local Government Policy Manager
Governor's Center for Local Government Services
400 North Street, 4th Floor
Harrisburg, PA 17120
(717) 214-5309

Mark Murawski

Transportation Planner
South Park Township, Lycoming County
48 West Third Street
Williamsport, PA 17701
(570) 320-2138

Ted Robinson

Regional Director, South Central Office
DCED
400 North Street, 4th Floor
Harrisburg, PA 17120
(717) 720-7305

Jeffrey Schmid

Fisheries Biologist
Pennsylvania Fish & Boat Commission
Centre County
450 Robinson Lane
Bellefonte, PA 16823-9620
(814) 359-5236

Jim McAllister

Transportation Planning Director
SEDA-COG
201 Furnace Road
Lewisburg, PA 17837
(570) 524-4491

Shawn R. McLaughlin

Planning Director
Union County
1610 Industrial Blvd., Suite 600
Lewisburg, PA 17837
(570) 522-1370

Betty Ann Moyer

Council Vice President
Danville Borough
438 Mill Street
Danville, PA 17821
(570) 275-2003

Fred Reddig

Executive Director
Governor's Center for Local Government
Services
400 North Street, 4th Floor
Harrisburg, PA 17120
(717) 787-8169

Frank J. Sawicki

Commissioner
Northumberland County
399 South Fifth Street
Sunbury, PA 17801
(570) 988-4564

Jacqueline Sheader

Marketing Manager
Ferguson Township, Centre County
2081 W. Whitehall Road
State College, PA 16801
(814) 238-2282

Danielle Spila

Executive Policy Specialist
PennDOT Policy Office, Dauphin County
400 North Street
Harrisburg, PA 17120
(717) 214-8782

Richard P. Vilello

Mayor
City of Lock Haven, Clinton County
148 Susquehanna Avenue
Lock Haven, PA 17715
(570) 748-5805

Lisa Warren

PSATS, Cumberland County
4855 Woodland Drive
Enola, PA 17025

Mary B. Wolf

Mayor
City of Williamsport
1217 Campbell Street
Williamsport, PA 17701
(570) 327-1546

Thomas Zilla

Transportation Planner
Centre County MPO
2643 Gateway Drive, Suite 4
State College, PA 16801
(814) 231-3050

Daniel Vilello

Local Government Liaison
DEP Northcentral Regional Office
Lycoming County
208 West Third Street, Suite 101
Williamsport, PA 17701
(570) 327-3763

Jerry Walls

Executive Director/CEO
Lycoming County Planning Commission
48 West Third Street
Williamsport, PA 17701
(570) 320-2132

Angela Watson

Land Use Coordinator
PennDOT, Dauphin County
P.O. Box 3365
Harrisburg, PA 17101
(717) 787-5798

Lori Yeich

Supervisor, Harrisburg Regional Office
DCNR, Dauphin County
P.O. Box 1554
Harrisburg, PA 17105-1554
(717) 705-5956