
Regional Conference on Transportation and Land Use for Economic Development

Northeast Region
(Carbon, Lackawanna, Luzerne, Monroe,
Pike, Schuylkill, and Wayne Counties)

May 19, 2005
Wilkes-Barre, Pennsylvania

INTRODUCTION

This report presents the results of the Regional Conference on Transportation and Land Use for Economic Development held on May 19, 2005 in Wilkes-Barre. Building on the Statewide Action Plan presented by the Commonwealth in 2004, more than 50 regional leaders developed a common vision of the Northeast 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, PDA Secretary Dennis C. Wolff 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 NORTHEAST REGION

When envisioning the region twenty years in the future, participants agreed that the region, while embracing its history and culture, must also be poised to take initiative for its future. It must reclaim the land and water resources that have been scarred by the activities of the past, and to use these natural resources in combination with the other assets of the region—its people, core communities, and institutions—in a way that drives the development of a thriving regional economy.

At its best, the region will have:

- A variety of planned land uses—recreational, commercial, industrial, and residential—that balance development with preservation of open spaces and greenways.
- Well-maintained transportation networks that provide multi-modal access to urban and rural areas throughout the region and beyond.
- Sustainable, clean, environmentally friendly energy sources and industries (e.g., water, wind, and refuse coal) with mining as reclamation, not just extraction.
- Partnerships between education and business (and other public/private models) to promote brain gain instead of brain drain.
- Quality employment, training opportunities, and affordable housing to promote a diverse, sustainable workforce.
- Unblighted, vibrant communities (including revitalized downtowns, core communities, recreation areas, and cultural centers) that involve existing residents and attract and retain new residents.
- Intergovernmental cooperation at all levels that promotes sound land use, reuse of existing infrastructure, consolidated services, and revenue sharing.
- An enhanced quality of life for all of the region's citizens.

OBJECTIVES FOR THE NORTHEAST REGION

Conference participants generated a number of objectives in order to meet the bold vision of the Northeast 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><i>A. Establish a regional planning commission.</i></p> <p><i>B. Create a regional comprehensive master plan, implement that plan, and promote regional zoning.</i></p> <p><i>C. Improve technology infrastructure (e.g., fiber optics, WI-FI, and high speed Internet) to bring economic development into existing communities.</i></p> <p><i>D. Pay for secondary and cumulative impacts.</i></p> <p><i>E. Attract jobs.</i></p>
<i>ADDITIONAL OBJECTIVES</i>
<p><i>F. Promote/lobby for legislative changes and incentives to support regionalization.</i></p> <p><i>G. Improve capacity (the ability to accomplish, finance and understand) at municipal and county level.</i></p> <p><i>H. Promote expediency and concurrency in project implementation.</i></p> <p><i>I. Improve existing transportation infrastructure through planning, reuse, and planned multiple access for the future.</i></p> <p><i>J. Create and incentivize van pooling, ride sharing programs, and other transportation alternatives.</i></p> <p><i>K. Designate logical development cores with state incentives and funding for capacity.</i></p> <p><i>L. Educate the community on planning.</i></p> <p><i>M. Use existing communities as the basis for economic development.</i></p> <p><i>N. Improve the internal and external marketing of the region.</i></p>

PRIMARY OBJECTIVES FOR THE NORTHEAST REGION

Conference participants proposed five 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. Establish a regional planning commission.

Regional Action Steps

1. Seek a mandate from the Commonwealth to support a regional planning commission.
2. Once mandated by the Commonwealth, hold a public and open process to form this entity and to comply with legislation. Create a grass roots advocacy group comprising county planning commissions, business and community leaders, non-profits representatives, concerned citizens, local development district (LDD) representatives, and Councils of Government (COGs).
3. Define a simplified governance charter. Develop a regional plan that is consistent with the state plan, that incorporates and extends existing plans, and that establishes an organizational structure.
4. Name the county as the lowest level entity for administration and implementation purposes (look at the Community Development Block Grant model in terms of entitlement communities). Establish direct lines between sub-regional plans and the overall regional plan.
5. Develop a regional/county level funding strategy for a self-sustaining regional planning organization. Establish public/private partnerships, support from utility companies, and an applicant/user fee structures to generate funding. Promote three-way equal cost sharing between state, county, and private sectors (fees).

Recommendations for Commonwealth Support

1. Mandate formation of a regional planning commission, aligned with the LDD structure. Specify a time frame for implementation; penalize for non-compliance.
2. Create a state-level office to oversee the implementation process (e.g., Secretary of Planning).
3. Arrange phased funding to establish office and to give it teeth.
4. Provide the region with assistance through the State Department of Planning.

5. Provide funding and technical assistance for regional initiatives, as well as best practices information from other states.
6. Require that the regional planning commission serve as a clearinghouse for approving and distributing applicable state funds.
7. Promote interaction of all state agencies (umbrella) that impact on land use, transportation, and economic development.

B. Create a regional comprehensive master plan, implement that plan, and promote regional zoning.

Regional Action Steps

1. Create a regional cooperation commission, with county government leadership. Involve Chambers of Commerce, economic development corporations, municipal and state government officials and representatives, and non-profit organizations. This commission may be modeled after the Luzerne County Intergovernmental Cooperation Commission.
2. Identify key players within the region and within state government to work with the commission. Elicit the support of the Commonwealth on all levels (e.g., Governor, state agencies, and legislators).
3. Promote policy change at the Commonwealth level. Strive to be recognized as a large “Council of Governments (COG).” Confirm an absolute definition of the boundaries of the region (e.g., watershed). Help in formulating legislative initiatives, referenda, and program guidelines that encourage regional approach.
4. Develop a long-term vision of the region that incorporates public buy-in. Host local meetings and other venues for communication.
5. Engage experts to build and measure the capacity of the plan throughout the process to ensure that it becomes reality.

Recommendations for Commonwealth Support

1. Implement legislative and funding support for initiatives. Reward regional programs, encourage competition to boost regional unity, and sanction municipal entities for not participating.
2. Coordinate a state interagency team to help promote policy change at the state level.
3. Use the GCLGS - Governor’s Center for Local Government Services as a point of contact/liaison with Commonwealth.

C. Improve technology infrastructure (e.g., fiber optics, WI-FI, and high speed Internet) to bring economic development into existing communities.

Regional Action Steps

1. Analyze what technology infrastructure exists in the region (within buildings, office parks, and downtown facilities). Use data from sources such as municipal ordinances, private industry inventories, Chambers of Commerce, economic development entities, North Eastern Pennsylvania Alliance's (NEPA) coordinate analysis, universities, state agencies, and Penn's Northeast.
2. Pursue federal, state, and local avenues of funding for the study and its implementation. Check the availability of federal funding with Homeland Security, Housing and Urban Development, and telecommunications programs, and within DCED, PennDOT, and Rural Community Assistance Programs (RCAP) initiatives. On the local level, seek assistance and options involving utilities and private investments (e.g., tax increment financing [TIF]).
3. Incorporate current workforce development initiatives and expand/create new venues for curriculum development, funding for courses, and training sites. Enlist the aid of educational institutions (high schools, tech schools, colleges, and universities), Pennsylvania Higher Education Assistance Agency (PHEAA), Pennsylvania Department of Labor and Industry, private industry (e.g., utilities such as Pennsylvania Power and Light and banks), Chambers of Commerce, and Workforce Investment Boards (WIBs).
4. Create a needs analysis from companies willing or considering locating in the region. Elicit the assistance of the Joint Urban Study Center, private industries, and utility companies.
5. Streamline the delivery of projects at the regional level. Work in cooperation with municipal partners on items such as construction permits and promote constant communication among partners.
6. Develop a regional technology infrastructure plan and implement the plan. Draw on the resources and experience of various partners and initiatives, including NEPA, municipal planning organizations (MPOs), rural planning organizations (RPOs), the Great Valley Technology Alliance, Keystone Innovation Zones (Monroe County Industrial Act), business and industry, and the Commonwealth.
7. Market and publicize the region's technology improvements. Enlist the aid of Penns Northeast, DCED, and a national firm for marketing inside and outside of PA. Additionally, use media outlets, educational institutions (universities, colleges, and high schools), web sites/Internet, and a tourism promotion board to spread the word.

Recommendations for Commonwealth Support

1. Assist the region in procuring both state and federal funding for project study, implementation, and marketing.
2. Help the region through coordination of state permitting agencies and funding streams. Involve regional partners such as NEPA.

D. Pay for secondary and cumulative impacts.

Regional Action Steps

1. Define organization(s) to move impact fee initiative forward. Establish a multi-county regional planning commission, appointed by county commissioners, to develop, implement, and enforce regional land use planning. This commission will have shared authority with local school districts.
2. Assess current impact fee structures and the extent of their use. The regional planning commission should work with local jurisdictions in this assessment.
3. Educate municipal officials, Chambers of Commerce, economic development organizations, and others on the impact fee initiative. These activities should be led by the regional planning commission, with assistance from entities such as the Pennsylvania Boroughs Association, PSATS, and DCED.
4. Develop and implement a detailed impact fee strategy. Monitor and modify the strategy as appropriate.

Recommendations for Commonwealth Support

1. Provide technical and financial assistance to assist the regional planning commission in its impact fee study and its ongoing efforts (e.g., education, implementation).
2. Work with the regional planning commission and other groups (e.g., Pennsylvania Planning Association (PPA) [Northeast Region], the Pennsylvania Boroughs Association, PSATS) to amend the Municipal Planning Code (MPC) to clearly define and simplify authority to assess impact fees.

E. Attract jobs.

Regional Action Steps

1. Review municipal/county plans to achieve consistency. Involve municipalities, counties, the Commonwealth (to provide funding, expertise, and coordination among agencies), and conservation districts.
2. Mandate training from state (use this to promote one's role/position).
3. Develop continuing education programs.
4. Train officials, the public, and the media so that they understand the region's problems and potential solutions. Provide periodic inserts to newspapers, talk to high school students, and outline alternative vehicles to traditional education.
5. Market training with "real life" stories to help spice up what might be perceived as a dull topic.
6. Look at programs in areas that are working (e.g., Monroe County) for opportunities to develop best practices. This could be done on a regional level or by the state.
7. Increase county resources (a responsibility of the county and the Commonwealth) in terms of staff and funding.
8. Create informal relationships with the economic development community to discuss/include their view on planing.
9. Through the increased education, incentives, and consistency, work to improve the quality of life that will help to attract jobs.

Recommendations for Commonwealth Support

1. Unify versions of state policies, especially among agencies working with impacted people/communities. Define policies consistently and keep policies realistic.
2. Provide financial incentives with priority to communities that are "doing it right." Eliminate funding to those communities that don't meet defined goals. Allow counties to play a role in determining priorities.
3. Use the MPC to help communities. Involve counties.

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

- Develop criteria by region to reflect that region's unique characteristics.
- Collaborate early with all stakeholders on projects.
- Add more qualified staff to state government.
- Be more distinct regarding the Administration's goals.
- Provide incentives to the Administration and Commonwealth agencies for reuse and revitalization.
- Define "sustainable economic development."
- Add local levels to Item 1.2
- Change "investigate" to "establish" in Task 1.22.
- Add regional level to Task 1.32.

Planning, Program, and Project Delivery

- Provide incentive for communities to plan effectively and meet sustainable goals set by the Commonwealth.
- Recognize that MPOs and RPOs do not control land use, as they are often unable to get information from local governments.
- Ensure that mass transit funding reflects the needs of the entire Commonwealth.
- Give consideration to areas of the Commonwealth that are experiencing population growth and development (e.g., Pike and Monroe Counties).
- Base the opportunity to receive additional funding in the future on accountability for current projects.
- Integrate sewage facilities into the planning process.
- Look into the best practices of the top five states in the United States.

- Revise MPC to address impacts through legislative changes.
- Rewrite Task 2.24 as follows: “Complete *and integrate* county natural area inventories.”
- Implement these items.
- Reduce political influence.
- Follow recommendations of decisions originated within regions in Task 2.22
- Focus on protecting use/reuse existing resources (Task 2.24).

Investment/Leverage

- Provide incentives to schools to remain in core communities.
- Revitalize communities that are not growing and address communities that are growing to curb sprawl.
- Incorporate abandoned mine lands into definition of brownfields.
- Rewrite Item 3.2 as follows: “Provide incentives to municipalities to develop *and implement* plans, ordinances and projects that are consistent with the Commonwealth’s land use policies and objectives.”
- Create a more open method (transparent) for the funding process (matching funds).
- Reduce political influence.
- Add more qualified staffing for Item 3.3.
- Require municipalities to carry out the projects for which they have received funding.
- Incorporate incentives or funding for mass/public transit. (Item 3.1)
- Add “*consistent with regional land use practices*” to Item 3.2

Intergovernmental Partnerships

- Provide incentives for revenue sharing between local governments.
- Empower counties: provide them with funding, staffing, authority over land use, resources, etc.
- Consider other models of governance (e.g., Virginia’s county/city planning authority).
- Ensure that training is beneficial (Item 4.1).

- Strengthen (through mandate) a county's ability to support regionalization.
- Provide more substantial and measurable support for intergovernmental cooperation through COGs (Item 4.1).
- Render resources in addition to technical assistance (Task 4.23).

Education

- Investigate alternatives; it is difficult to continue training to changing public officials in so many local governments.
- Include PDE in the discussion on land use, transportation, and economic development.
- Require mandatory training and ongoing education for elected officials, especially that which is relative to municipal and economic development issues.
- Implement a regional customer service center for Commonwealth programs and policies.
- Include general public in land use planning when outcomes may impact private landowners.

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 Northeast Region:

Blue Ribbon Task Force—NEPA-led non-profit task force to prepare proactively in the event of a shutdown of Tobyhanna Army Depot, a large employer in the region.

Focus I-81—grassroots intergovernmental cooperation, including PennDOT and other organizations, for this project to expand the capacity of the interstate highway.

Lackawanna Valley Industrial Highway—monthly, collaborative department meetings at the state level hastened the construction process of this vital economic development initiative.

Lackawanna/Luzerne Open Space, Greenways, and Recreation Plan—bi-county plan with strong community support. The plan represents a proactive, rather than reactive, effort in land preservation and use.

Lackawanna/Monroe Joint Rail Authority—initiative to further the restoration of passenger rail service.

Main Street Project (Dallas)—multi-community pilot with great outcomes. This project serves as a model for similar projects in the Commonwealth.

Multi-Municipality Planning Initiatives—cooperative efforts throughout the region. One example is in Monroe County, involving three multi-municipal plans and twelve municipalities.

Nanticoke Recreation Park—a steering committee developed a master plan that includes three municipalities and other private/public partners. The park offers attractive opportunities for enhanced quality of life, captures local assets, and brings people to core communities.

Pennsylvania Heritage Parks Program—six county regional planning effort in tourism development, greenways development, and re-energizing of existing communities.

Pike County Road Task Force—cooperative effort between local officials and transportation experts to identify and prioritize roadway projects within the county.

Pine Street Neighborhood—collaboration between partners, such as Luzerne County, the City of Hazleton, and DCED, to transform a blighted area into a neighborhood of 24 energy-efficient single family homes adjacent to downtown Hazleton.

Trail/Park Projects—numerous projects throughout the region involving multi-municipal cooperation. These projects include the West Side Trail, Back Mountain Park, and rails-to-trails sites.

Zayre Bank Reclamation Project—Cooperation among the business community, Chamber of Commerce and state agencies (PennDOT, DCED); reused mine-scarred land as the site of an arena, business park, and retail establishments. A portion of the project was financed through RCAP.

REGIONAL LEADERSHIP

At the end of the session, participants discussed ways in which to move forward with the primary objectives. Cameron Moore, President/CEO of the Northeastern Pennsylvania Alliance and Allen Sachse, Executive Director of the Delaware and Lehigh Heritage Corridor, volunteered to lead the effort. A number of other organizations also pledged their commitment. These include the Joint Urban Study Center, the Monroe Transit Authority, the Greater Wilkes-Barre Chamber of Business and Industry, NEPA, and the Pennsylvania Environmental Council.

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 Northeast 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 Northeast 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
<p><i>O. Establish a regional planning commission.</i></p> <p><i>P. Create a regional comprehensive master plan, implement that plan, and promote regional zoning.</i></p> <p><i>Q. Improve technology infrastructure (e.g., fiber optics, WI-FI, and high speed Internet) to bring economic development into existing communities.</i></p> <p><i>R. Pay for secondary and cumulative impacts.</i></p> <p><i>S. Attract jobs.</i></p>
ADDITIONAL OBJECTIVES
<p><i>T. Promote/lobby for legislative changes and incentives to support regionalization.</i></p> <p><i>U. Improve capacity (the ability to accomplish, finance and understand) at municipal and county level.</i></p> <p><i>V. Promote expediency and concurrency in project implementation.</i></p> <p><i>W. Improve existing transportation infrastructure through planning, reuse, and planned multiple access for the future.</i></p> <p><i>X. Create and incentivize van pooling, ride sharing programs, and other transportation alternatives.</i></p> <p><i>Y. Designate logical development cores with state incentives and funding for capacity.</i></p> <p><i>Z. Educate the community on planning.</i></p> <p><i>AA. Use existing communities as the basis for economic development.</i></p> <p><i>BB. Improve the internal and external marketing of the region.</i></p>

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

- A. Develop distinct advantages (regional strategies) to attract economic development opportunities, incorporating shared revenue, tax bases, defined services, and transportation.*
- B. Strengthen the authority of counties (planning, infrastructure, and zoning).*
- C. Coordinate state programs, policies, permitting, and decisions to ensure sound regional planning.*
- D. Integrate infrastructure with land use planning (communication, sewer/water, transportation, trails, and open spaces).*
- E. Ensure that quality of life issues are recognized in planning, with focus on green infrastructure.*
- F. Target economic development resources toward towns and cities.*
- G. Streamline development into previously developed areas.*
- H. Enact an urban growth boundary.*
- I. Develop efficient mass transit (multi-modal) with dedicated funding.*
- J. Preserve agriculture as an industry.*

ADDITIONAL OBJECTIVES

- K. Consolidate local governments and create leaner, more efficient government overall.*
- L. Guarantee consistency between municipal and county plans.*
- M. Advance interagency cooperation at the county level.*
- N. Increase transit-oriented development.*
- O. Ensure adequate and dedicated transportation funding.*
- P. Implement school finance and other tax reforms.*
- Q. Improve educational equity and the quality of public education.*
- R. Encourage more entrepreneurial and small start-up businesses.*
- S. Target economic development to sectors that have higher paying jobs and give geographic consideration to where those jobs are.*
- T. Create incentives to channel consumers and change negative mindsets.*

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:

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
<p>A. <i>Identify regional priorities, incorporating a focused process for securing government funding for related actions.</i></p> <p>B. <i>Develop a long-term regional marketing plan.</i></p> <p>C. <i>Implement smart growth concepts.</i></p> <p>D. <i>Establish investment criteria for public investments to ensure return on investment (ROI).</i></p> <p>E. <i>Encourage the involvement of the private sector in all economic development activities (planning through implementation).</i></p> <p>F. <i>Focus on communities' needs for strengthening and developing strong communities.</i></p>
ADDITIONAL OBJECTIVES
<p>G. <i>Coordinate land use, transportation, and economic development horizontally (interaction among state agencies) and vertically (intra and inter-regionally).</i></p> <p>H. <i>Assess existing resources. Use benchmarks to make better use of government money.</i></p> <p>I. <i>Ensure that infrastructure development is concurrent with new development.</i></p> <p>J. <i>Encourage locals to implement county plans to facilitate proactive zoning.</i></p> <p>K. <i>Establish greater cooperation between post-secondary education and the public and private sectors.</i></p> <p>L. <i>Retain youth through education.</i></p> <p>M. <i>Strengthen the region's small businesses.</i></p> <p>N. <i>Change the Municipalities Planning Code (MPC) so that county plans have more "teeth."</i></p> <p>O. <i>Make Pennsylvania's tax structure more competitive.</i></p>

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.*

NORTHEAST REGION CONFERENCE PARTICIPANTS

Steve Barrouck

President/CEO
Wilkes-Barre Chamber of Commerce
Luzerne County
Two Public Square
Wilkes-Barre, PA 18710-5340
(570) 823-2101

Cindy Campbell

Economic Development Analyst
DCED, NE Regional Office, Lackawanna County
101 Penn Avenue
Scranton, PA 18503-2025
(570) 963-4574

D. Robert Davidson

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

Robert Doble

ADE-Design
PennDOT District 4-0, Lackawanna County
55 Keystone Industrial Park
Dunmore, PA 18512
(570) 963-4045

Dan Guldish

Executive Director
Mountain COG, Luzerne County
1 South Church Street
Hazleton, PA
(570) 455-1508

Joe Hourigan

Project Manager
Plains Township
100 Baltimore Drive
Wilkes-Barre, PA 18702
(570) 823-1100

Jeffrey Box

Vice President/Chief of Operating Officer
Northeastern Alliance, Luzerne County
Oak Street
Pittston, PA 18640
(570) 655-5581

Edward Coar

Director
Wayne County Department of Planning
925 Court Street
Honesdale, PA 18431
(570) 253-5970

Dr. Robert J. Dillman

President
East Stroudsburg University Monroe County
200 Prospect Street
East Stroudsburg, PA 18301
(570) 422-3546

Ellen M. Ferretti

Project Manager
The Nature Conservancy, Monroe County
PO Box 55
Long Pond, PA 18334
(570) 709-3143

Rachael Hendricks

Vice President
Pike County ICD Authority
P O Box A, Suite 301, Milford Professional Park
Milford, PA 18337
(570) 296-7332

Peggy Howarth

Executive Director
Monroe County Transportation Authority
PO Box 339
Scotrun, PA 18355
(570) 839-6282

Peter Kawash

Water Pollution Biologist
DEP, Luzerne County
2 Public Square
Scotrun, PA 18355
(570) 839-6282

Joseph A. Lach

Solicitor
Hourigan, Kluger & Quinn, Luzerne County
600 Third Avenue
Kingston, PA 18704
(570) 718-1700

Ed LeClear

Local Government Policy Specialist
Governor's Center for Local Government
Services
400 North Street, 4th Floor
Harrisburg, PA 17120
(717) 720-7305

Julie McMonagle

Director of NE Office, PA Environmental Council
PA Environmental Council, Luzerne County
175 Main Street
Luzerne, PA 18709
(570) 718-6507

Cameron Moore

President/CEO
Luzerne County Development District
1151 Oak Street
Pittston, PA 18640
(570) 655-5581

Joseph Moskovitz

Manager
Dallas Borough, Luzerne County
25 Main Street
Dallas, PA 18612
(570) 675-1389

Teri Ooms

Executive Director
Joint Urban Studies Center, Luzerne County
7 South Main Street
Wilkes-Barre, PA 18701
(570) 408-9850

Larry M. King

Deputy Secretary for Planning
PennDOT
400 North Street, 8th Floor
Harrisburg, PA 17101
(717) 787-3154

Tom Lawson

Executive Vice President
Borton-Lawson Law Firm, Luzerne County
Baltimore Drive
Wilkes-Barre, PA 18701
(570) 821-1994

Kelly Lougee

Program Manager
PSATS
4855 Woodland Drive
Enola, PA 17025
(717) 763-0930

John Mizerak

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

Michael Morin

Northeast Regional Director
DCED, NE Regional Office Luzerne County
101 Penn Avenue
Scranton, PA 18503
(570) 963-4597

Dana L. Moyer

Business Projects Manager
DEP, Schuylkill County
252 Industrial Park Road
St. Clair, PA 17970
(570) 429-2805

Carol Palmoski

Senior Transportation Planner
Lancaster County Planning Commission
50 N. Duke Street
Lancaster, PA 17608-3480
(717) 299-8333

George W. Parker

City Engineer/Public Works Director
City of Scranton Lackawanna County
101 West Poplar Street
Scranton, PA 18508
(570) 348-4180

Steve Pitoniak

Senior Planner
Lackawanna County Regional Planning
Commission
200 Adams Avenue
Scranton, PA 18503
(570) 963-6400

Andrew Reilly

Deputy Director
Office of Community Development
Luzerne County
54 West Union Street
Wilkes-Barre, PA 18711
(570) 824-2214

Allen Sachse

Executive Director
Delaware & Lehigh Heritage Corridor
1 South Third Street
Easton, PA 18042
(610) 923-3548

Andy Skrip

Vice President
SLIBCO Lackawanna County
P.O. Box 431
Scranton, PA 18501
(570) 342-7711

Genevieve Smith

FHWA, Dauphin County
400 North Street, 6th Floor
Harrisburg, PA 17120
(717) 787-5730

Bob Pitcavage

Local Government Liaison
DEP, Northeast Office
2 Public Square
Wilkes-Barre, PA 18711-0790
(570) 826-2471

Lorne John Possinger

Recreation and Parks Advisor
DCED Lackawanna County
201 Samters Building, 101 Penn Avenue
Scranton, PA 18503
(570) 963-4974

Sandra Russell

Director
Community Development, Luzerne County
54 West Union Street
Wilkes-Barre, PA 18711
(570) 824-2214

Stephen J. Shimko, P.E.

PennDOT District 4-0, Lackawanna County
55 Keystone Industrial Park
Dunmore, PA 18512
(570) 963-3134

Bob Skulsky

Executive Director
Hazleton Area Civic Partnership, Luzerne Co
1 South Church Street
Hazleton, PA
(570) 455-1508

Nancy Snee

Senior Planner
Luzerne County Planning Commission
200 N River Street
Wilkes-Barre, PA 18711
(570) 825-1564

*Regional Conference on Transportation and Land Use for Economic Development
Northeast Region*

Danielle Spila

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

Jeff Weed

Senior Planner
Monroe County Planning Commission
1 Quaker Plaza, Room 106
Stroudsburg, PA 18360
(570) 517-3100

Dennis C Wolff

Secretary
PDA
2301 N. Cameron Street
Harrisburg, PA 17110
(717) 772-2853

Angela Watson

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

Paul J. Weilage

Director
Wyoming County Planning Commission
1 Courthouse Square
Tunkhannock, PA 18657
(570) 836-3200