
Regional Conference on Transportation and Land Use for Economic Development

Northern Tier Region
(Bradford, Sullivan, Susquehanna,
Tioga, and Wyoming Counties)

May 20, 2005
Sayre, Pennsylvania

INTRODUCTION

This report presents the results of the Regional Conference on Transportation and Land Use for Economic Development held on May 20, 2005 in Sayre. Building on the Statewide Action Plan presented by the Commonwealth in 2004, more than 40 regional leaders developed a common vision of the Northern Tier 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, Joanne Denworth, Senior Policy Manager in the Office of the Governor, 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 NORTHERN TIER REGION

When envisioning the region twenty years in the future, participants agreed that while economic stability must be pursued, it must be done in a manner that preserves the rural integrity and natural resources of the region. Participants noted that while cooperation is needed among regional entities, the Commonwealth and its agencies should continue to play an active role in assisting the region in realizing its vision.

At its best, the region will have:

- A cluster approach to land development, revitalizing communities and their downtowns, reusing and improving existing infrastructure, avoiding sprawl, and preserving greenspace and “wild” areas.
- Profitable family farms that safeguard and sustain the rural and agricultural heritage of the region.
- Transportation infrastructure that provides efficient access to and from the region for both people and products. Intrinsic to this is rail service, as an alternative to trucking in transporting freight.
- Communication systems (e.g., Internet, broadband) that truly connect the region and enhance economic development.
- Clean and high-tech industries that support a diverse economy by creating good jobs and retaining and drawing young people to the region.
- Access to high quality health care and medical facilities.
- Thriving tourism, especially eco-tourism based on the region’s natural beauty, but also on enhanced cultural and other recreational venues.
- Community-oriented, cooperative education and law enforcement programs to eliminate the use, production, and distribution of illegal substances (e.g., methamphetamines) and which promote safe communities.
- Good planning by municipalities that is coordinated with a larger regional vision, one that realizes true inter-municipality cooperation in services and revenue sharing.

OBJECTIVES FOR THE NORTHERN TIER REGION

Conference participants generated a number of objectives in order to meet the bold vision of the Northern Tier 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. Develop a comprehensive regional plan that involves collaboration among agencies, municipalities, and citizen groups that takes into account the region's future vision.</i></p> <p><i>B. Create a regional (multi-county) entity to leverage economic development opportunities, integrating land use, transportation, and environmental planning.</i></p> <p><i>C. Attract jobs and industry that complement the rural character of region.</i></p> <p><i>D. Encourage the growth of small businesses.</i></p> |
| <i>ADDITIONAL OBJECTIVES</i> |
| <p><i>E. Change "state thinking" about funding formulas.</i></p> <p><i>F. Develop a core economic development strategy for region (include land use, transportation, and environment).</i></p> <p><i>G. Maintain the beauty of the region by planning where development occurs and plan for "green" communities.</i></p> <p><i>H. Require more coordination and communication between economic development, transportation, and planners.</i></p> <p><i>I. Coordinate transportation projects with other infrastructure projects.</i></p> <p><i>J. Identify important transportation routes—rail, commercial/industrial routes, and county roads—and related issues (e.g., access, funding).</i></p> <p><i>K. Improve educational opportunities at all levels within the region.</i></p> <p><i>L. Revitalize downtowns and core communities.</i></p> <p><i>M. Educate general citizenry (landowners) on conservation and planned development.</i></p> |

PRIMARY OBJECTIVES FOR THE NORTHERN TIER REGION

Conference participants proposed four 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. Develop a comprehensive regional plan that involves collaboration among agencies, municipalities, and citizen groups that takes into account the region's future vision.

Regional Action Steps

1. Employ local champions to mobilize regional planning efforts. Recruit champions from communication with local stakeholders, universities and colleges, public utilities, multi-modal agencies, property owners, municipal officials, state representatives, the Northern Tier Planning Organization, regional business leaders, Chambers of Commerce, philanthropists, foundations, and citizens.
2. Sign an agreement up-front, specifying a steering committee, to guide the planning process. Elicit support from the Commonwealth for funding to support capacity need and technical assistance.
3. Form a steering committee and hire consultant(s). Engage private or non-profit consulting firms and the Northern Tier Planning Organization
4. Have the steering committee work with consultant(s) to gather stakeholder (and public/citizen) input to define/refine the regional vision and to map out a scope of work with objectives and timelines.
5. Analyze existing conditions and create an environmental scan, then establish a baseline. Use resources such as Northern Tier planning documents, county and municipal comprehensive plans, market-area data (in and out of area), state data center, Penn State research, traffic counts, environmental impact statements, Eastern Susquehanna Coalition, and COGs. Incorporate data from New York. Seek avenues of Commonwealth support in oversight, technical assistance, and funding.

Recommendations for Commonwealth Support

1. Provide coordinated support for regional efforts from Commonwealth agencies (e.g., PennDOT, DCED, and DCNR) at the state level and within the region.
2. Furnish funding and technical assistance for the planning process and the analysis of existing conditions. Assist in gathering data from other states.

B. Create a regional (multi-county) entity to leverage economic development opportunities, integrating land use, transportation, and environmental planning.

Regional Action Steps

1. Commence a “grass roots” campaign to strengthen the Local Development District’s (LDD) efforts and leadership. Build aggressive support with officials at all governance levels within the region.
2. Bring all prospective players to the table to determine a strategy for combining resources. Seek to establish a core group, with LDD in the lead.
3. Develop a regional development strategy (benefits) for the five-county region. With LDD as lead, include entities such as the Tioga County Development Corporation, Central Bradford Progress Authority, Valley Economic Development Agency, rural and municipal planning organizations, and county planning agencies. Also include Commonwealth agencies (e.g., DCED, PennDOT, DEP, PDA, DCNR) and relevant agencies in New York. Appoint a disinterested party to facilitate involvement.
4. Implement regional strategy.

Recommendations for Commonwealth Support

1. Incent/mandate/force groups within the region to work together.
2. Provide assistance at the legislative, agency, and executive levels as needed in implementing the regional strategy.

C. Attract jobs and industry that complement the rural character of region.

Regional Action Steps

1. Define rural characteristics using input from a variety of sources, such as counties, local governments, and businesses.
2. Ascertain what industries fit the region’s rural character. Enlist the aid of economic development professionals, Chambers of Commerce, municipal officials and those at all levels of government, and the DCED job cluster analysis.
3. Determine what resources exist and those that are needed to draw industry. Work with counties, municipalities, desirable industry representatives, and the Commonwealth (e.g., DCED, PennDOT, DCNR, Career Link).

4. Work on the identified needs (e.g., technology, roadways, workforce training). Make sure proper zoning, plans, and ordinances are in place to accept the types of industry that the region hopes to attract. Involve municipal officials, counties, state and federal agencies, LDD/Rural Planning Organizations (RPOs), businesses, and utilities.
5. Market to industries potentially willing to locate in the region. Sell potential employees on the region's quality of life, including schools, health systems, and recreation opportunities. Establish a regional marketing entity (e.g., Endless Mountain Heritage, business groups) and solicit a coordinated incentive package with state agencies (e.g., DCED, DCNR, PDA).

Recommendations for Commonwealth Support

1. Provide funding for the initiative, as well as needed technical assistance and staffing.
2. Work with each agencies' regional marketing entity. Create coordinated incentive packages through DCED, DCNR, and PDA to assist in drawing industries to the region.

D. Encourage the growth of small businesses.

Regional Action Steps

1. Provide infrastructure (water, sewer, roads, telecommunications, natural gas or other energy sources). Under the leadership of a regional or county economic development office, build coalition among multiple partners. Include Verizon, Northern Tier Regional Planning and Development, Central Bradford Progress Authority, economic development agencies, Penelec and other utilities, water and sewer authorities, municipalities, and state agencies (e.g., PennDOT).
2. Create a locally run (by a local economic development agency) revolving loan fund. Enlist banks to provide due diligence, services, and funding, as well as the Commonwealth to provide seed funds where none exist.
3. Better utilize existing business development centers. Work with the Small Business Development Council (SBDC) for more active communication and recruitment. Ensure that all economic development agencies communicate and coordinate their activities, and that they have training and materials in place for "customers," including lists of DECD packages.
4. Create a small business incubator in every county. With local economic development agencies as lead, build a team that includes the Ben Franklin Partnership, as well as county commissioners, DCED, and (sometimes) other businesses.
5. Reduce regulations on small businesses at the regional and state levels. Involve state representatives. Allow businesses to voice their concerns. Review regulations for their impact on small businesses.

6. Provide access to job-skills training (expand WEDNET); include colleges and universities in initiatives. Encourage Commonwealth agency lead on marketing existing programs.
7. Ensure that municipalities in the region are “small business friendly” in their zoning, regulation, etc.

Recommendations for Commonwealth Support

1. Provide funding, remove red tape, and drive telecommunications improvement.
2. Contribute seed money for local revolving loan fund and help to finance small business incubator in each county.
3. Better advertise “PA Open for Business” site.
4. Reduce regulations on small businesses at the state level and review regulations for their impact on small businesses. Permit small businesses to provide comment/input into formulation of regulations.
5. Continue Commonwealth agency lead on marketing existing job-skills training programs.

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

- Be sure PennVEST and the Center for Rural Pennsylvania are included.
- Create a better link (meaningful coordination) between state agencies, local planners, and other local agencies.
- Tie the State Plan into the regional plan.

Planning, Program, and Project Delivery

- Ensure coordination of all projects (transportation, sewer, water, etc.).
- Include economic development projects, with early avenues for communication, in Item 2.11.
- Determine the impact on small communities (by asking them) before implementing these state programs.
- Promote Keystone Innovation Zones (KIZs).
- Include funding programs from all state agencies.
- Revise Item 2.2 to be broader than municipalities.

Investment/Leverage

- Invest in small businesses, including family farms.
- Develop value-added businesses for existing small businesses (e.g., milk and lumber leads to cheese and furniture).
- Make mention of initiatives for rural areas.
- Coordinate Keystone Opportunity Zones (KOZs) with local government. This program can create a huge tax burden for small, rural communities and individual taxpayers.
- Permit local communities to opt out of state incentives.
- Add component to include rural areas and existing development areas (Item 3.1).

- Create incentives for economic development projects for region; these projects would be identified and implemented by the region (Block Grant examples similar to RPO/MPO—Item 3.3).

Intergovernmental Partnerships

- Be sure to include funding and planning for small business growth and retention.
- Create regional entity to leverage economic development opportunities, integrating land use, transportation and environment.
- Outline consequences for not forming inter-municipal partnerships.
- Provide greater assistance (more than matching funds) to rural areas.
- Set time frames for the implementation of multi-municipality plans, as well as prioritized action plans and goals.

Education

- Ensure opportunities for good, job-related education.
- Arrange workforce training for industries sought by the region.
- Expand programs that build business management/entrepreneurial skills.
- Fund and promote technology infrastructure in rural areas.
- Enhance the education of the general public regarding the benefits of regional approaches.
- Work with regional entities to tailor education programs to the needs of the region.
- Providing funding and resources for development and implementation of the regional strategy.
- Designate a point of contact at regional level.

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 Northern Tier Region:

AIP Funding—project block funding generated by taxes paid on airplane fuel. Initiatives include the Bradford County reconstruction project (\$90 million) requiring only a 2.5% local match, and the transfer of the Sayre jet fuel facility to Bradford County.

Bradford County/Northern Tier Regional Planning—assists townships, especially rural townships, in creating comprehensive plans.

DEP Roundtable Discussion— example of interagency and intergovernmental cooperation to address projects and funding among top level agency officials and representatives from Bradford, Sullivan, and Tioga Counties.

Dirt and Gravel Roads Pollution Prevention Program—non-bureaucratic, simple to administer initiative to reduce sedimentation.

Dry Hydrants—fire protection in rural areas. Materials and technical assistance are provided by a variety of agencies (e.g., Bradford Planning Commission, DCED municipal services, COGs, conservation districts, rural electric cooperative), with installation and maintenance performed by fire companies and townships.

Endless Mountains Transportation Authority—cooperative effort in three counties provides senior shared ride transportation; promotes independent living, and access to services for seniors in rural areas.

Home Town Streets—public/private partnership to revitalize downtowns and provide housing options. Initiatives promote arts and entertainment, and small business development, with context-sensitive design.

Marie Antoinette Overlook Site—transportation enhancement/tourism project involving a collaboration among the Endless Mountains Visitors Bureau, the Endless Mountains Heritage Region, French Asylum, Inc., Pennsylvania Historical and Museum Commission, and PennDOT.

Mills Pride Project—good example of infrastructure improvement that led to the economic development (new jobs).

Multi-County/Multi-Municipal Authorities and Partnerships—working together for economies of scale. Organizations include the Northern Tier Solid Waste Authority, Bradford County Sanitation Authority, Eastern Susquehanna Partnership, and Central Bradford Progress Authority.

Northern Tier Regional Planning Commission/Organization (RPO)—involvement in a variety of initiatives, such as road projects with infrastructure improvements; coordinator of varied planning groups, pilots, multi-modal seminars, etc., bringing information back to the region.

Sayre/Athens Joint Code Enforcement Agency—abutting boroughs share services, uniform codes, financial savings, and joint funding pursuit.

REGIONAL LEADERSHIP

At the end of the session, participants discussed ways in which to move forward with the primary objectives. Rick Biery, Regional Planning Program Manager for the Northern Tier Regional Planning Commission offered his organization as a leader in the effort. A number of other organizations also pledged their commitment. These include DEP (in the permit approval process and in involving other state agencies), State Representative Tina Pickett's office, and PennDOT.

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 Northern Tier 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 Northern Tier Region in furthering the region's define 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:

| PRIMARY OBJECTIVES |
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| <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> |
| ADDITIONAL OBJECTIVES |
| <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> |

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

- 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 |
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| <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.*

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