
Regional Conference on Transportation and Land Use for Economic Development

Northwest Region
(Crawford, Clarion, Erie, Forest,
Mercer, Warren, and Venango Counties)

June 6, 2005
Meadville, 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 Meadville. Building on the Statewide Action Plan presented by the Commonwealth in 2004, more than 60 regional leaders developed a common vision of the Northwest 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, DCED Secretary Dennis Yablonsky 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 NORTHWEST REGION

When envisioning the region twenty years in the future, participants agreed that the region must strive for a balanced, diverse economy. A first step is to establish a coordinated, cooperative regional strategy, one that incorporates smart growth and that ties infrastructure—transportation, communication, and public works systems--to development.

At its best, the region will have:

- A business-friendly environment, facilitated by equitable tax structures, a well trained workforce, modern infrastructure, and a regional commitment to entrepreneurship.
- Attractive employment opportunities to support a diverse workforce and educational offerings that continue to support innovative workforce development and worker (youth) retention.
- Multi-modal transportation systems, including public mass transit, readily moving people and goods throughout the region and beyond.
- Preserved green spaces and open lands (both public and private), the result of coordinated land use planning that seeks to reuse and recycle previously developed land.
- Thriving cities and smaller municipalities, with revitalize downtowns, secure neighborhoods, and a strong sense of community pride.
- Vibrant farming communities, producing commodities that reach more markets.
- Enhanced cultural, historic, and recreational resources that re-enforce the region's identity as a tourist destination.
- A reputation as a leader in regional cooperation and coordination, with an emphasis on smart growth that enhances the quality of life for all of the region's residents.

OBJECTIVES FOR THE NORTHWEST REGION

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

PRIMARY OBJECTIVES FOR THE NORTHWEST 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. Identify regional priorities, incorporating a focused process for securing government funding for related actions.

Regional Action Steps

1. Recognize that the process involves a layered system of priority-setting (local priorities, county priorities, and regional priorities). Each level needs a collaborative process/consensus.
2. Develop a prioritized regional investment strategy, one based on fiscal reality and workability. Incorporate needs and market rationale, as well as an asset strategy.
3. Target resources. Develop systems to garner funding assistance and seek direction from Commonwealth agencies such as DCED, DCNR, DEP, PDA, the Pennsylvania Infrastructure Investment Authority (PennVEST), and the Governor's Office.
4. Require the formality of "adoption" by a newly-created County Investment Council (CIC), a council that might be structured like a metropolitan planning organization (MPO).
5. Evaluate regional priorities (e.g., budget, program realities) every two years but look ahead five to ten years. Involve local development districts (LDDs) or similar regional groups, as well as state and federal agencies.
6. Continually strive to overcome barriers to success. Avoid growing a "new bureaucracy." Be sensitive to local capacity and interests; work to ensure that private interests comply, agree, and respond to the priorities. Eliminate politics from the process.

Recommendations for Commonwealth Support

1. Provide funding to support regional level planning and priority setting
2. Permit flexibility to apply resources as needed without strict state agency "program" ties.

B. Develop a long-term regional marketing plan.

Regional Action Steps

1. Engender broad consensus to create a regional marketing plan, including both education and outreach regarding the benefits of the plan. Under the lead of the Northwest Pennsylvania Regional Planning & Development Commission, engage local government officials/organizations, transportation planning associations, economic development corporations, Chambers of Commerce, Councils of Government (COGs), legislators, healthcare organizations, manufacturing, and educational institutions.
2. Task the Commission board and staff to develop a scope of work.
3. Acquire funding for the plan. Seek resources from the private sector; including foundations, TRANSPORTATION PLANNING ASSOCIATIONS, and economic development groups, as well as from public sources, such as Commonwealth agencies, the Appalachian Regional Commission (ARC), and federal grant programs.
4. Create a plan. Involve all potential stakeholders in interview and surveys. Define key assets and liabilities, target segments, and outcomes (e.g., economic growth).
5. Implement the marketing plan. Use advertising and promotion of tourism to attract people, yet integrate the internal and external message to retain local support for the plan. Continually evaluate key outcome measures (e.g., jobs created, population shifts and growth, housing starts, income increases, and property values).

Recommendations for Commonwealth Support

1. Assist the region in developing, funding, and marketing the plan.

C. Implement smart growth concepts.

Regional Action Steps

1. Identify states/regions that have implemented successful smart growth. Create a menu of national best practices.
2. Research and identify smart growth concepts for this region. Involve stakeholders at both local and state level, including rural and metropolitan planning organizations (RPOs and MPOs), LDDs, county economic development and planning directors, the French Creek Conservancy, and the State Planning Board (SPB).

3. Implement programs that provide incentives for smart growth development. Include private developers, financing institutions, RPOs, MPOs, LDDs, lead economic development agencies within each county, and county and local officials. Garner assistance from state and federal agencies as well, including the Rural Utility Service and ARC.
4. Encourage and educate local governments to implement zoning (proactive zoning) and other regulation (e.g., subdivision and land development ordinances [SLDOs]). Reach out to municipal and county officials, and county and other land use planning professionals. Engage the resources of the Pennsylvania Planning Association.
5. Work with the Commonwealth to change the MPC to promote smart growth implementation. Involve the Governor's Office, SPB, CCAP, state legislators, municipal organizations, local and county officials, and other interest groups.
6. Adjust the structure of the land use and transportation delivery system. Consolidate service delivery into a one-stop shop. Involve the SPB, as well as local entities, such as RPOs, MPOs, and LDDs).
7. Create performance-based measurement of investment. Develop these measurements with the assistance of LDDs, economic development directors, county planning commissions, and private industry. Enlist the aid of Team Pennsylvania and DCED.

Recommendations for Commonwealth Support

1. Assist the region in identifying smart growth concepts and in educating local constituencies via the State Planning Board and the GCLGS - Governor's Center for Local Government Services.
2. Partner state agencies with the region in implementing smart growth incentive programs (through DCED, DEP, DCNR, PennDOT, and the Pennsylvania Housing Finance Agency (PHFA)). More thoroughly involve state agency regional representatives in the region's plan for smart growth.

D. Establish investment criteria for public investments to ensure return on investment (ROI).

Regional Action Steps

1. Examine community impacts to determine if there is ROI in areas such as taxes, transportation, government services (e.g., fire, police, and emergency medical services), green space, existing business, education, historical areas, parks and recreation, and natural resources.

2. Define ROI as five percent per year over 20 years, or dependent upon capital expense money/useful life.
3. Establish criteria to ensure ROI. As a region and with the Commonwealth, push for flexible administration and funding allocation within all agencies (based on goals, objectives, and proper planning).

Recommendations for Commonwealth Support

1. Ensure ROI of state funding for specific job creation (e.g., tax credits, subsidies to industry, training and recruiting, transportation, and infrastructure improvements).
2. Incorporate policies into the state budget regarding funding allocation and criteria to be used in judging requests.
3. Establish flexible administration and funding allocation within all agencies (based on goals, objectives, and proper planning).
4. Establish policy objectives (codification, perhaps) at the Commonwealth level. Engage the Governor, and interagency task force, and the SPB. Ratify legislation, if necessary. Use the media and other outlets to communicate the importance of ROI and its impact on economic development.

E. Encourage the involvement of the private sector in all economic development activities (planning through implementation).

Regional Action Steps

1. Have the Community Action Team hold economic development summits (possibly at each county seat). Involve RPOs in a leadership role, and include county development and planning officials in the summit process.
2. Educate private sector on the planning and zoning process through websites, civil engineers, architects, and surveyors. Also engage the expertise of county planning officials, local government officials, and the Small Business Development Corp.
3. Support expedited permitting for private development projects that went through “planning” education.

Recommendations for Commonwealth Support

1. Provide funding, technical, and personnel support (high-level agency).
2. Give the MPC more “teeth” (require earlier involvement of private sector). Solicit the input of county and local agencies and other regional stakeholders.
3. Support the region’s expedited permitting process through state agency coordination.

F. Focus on communities’ needs for strengthening and developing strong communities.

Regional Action Steps

1. Agree on the framework for compiling the needs of communities within the region (e.g. comprehensive plans, Act 537, Act 167). Involve local and county government officials, citizens, and state agencies.
2. Obtain a commitment from the region’s local and county officials and citizens for their help in identifying needs. Provide overall coordination through a regional entity, but establish a dedicated staff on each level to compile information and to obtain cooperation.
3. Assess and prioritize needs based on a community’s goals and objectives (include in the plan.)
4. Identify resources available at the regional, county, and local level. Use these to implement the plan.
5. Identify and use state resources for implementation.

Recommendations for Commonwealth Support

1. Offer funding assistance for data gathering, as well as for implementation of the plan.
2. Create “pools” of funding for flexible spending by the region (to fill in regional funding shortfalls).

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

- Leverage the cultural diversity of this region for economic development purposes.
- Expand the farmland preservation program to include properties with less acreage than the current 50 acre requirement. This will assist the region in preserving critical open space and in directing development to appropriate locations.
- Create, rather than investigate, uniform geographic regions designated by state agencies.
- Establish a working definition/standard of "sustainable economic development."
- Define involved agencies and urge agencies to work together to coordinate public forums.
- Encourage federal/state cooperation.

Planning, Program, and Project Delivery

- Rewrite Task 2.1: Require that sound land use planning principles be a component of spending transportation funds *and other public funds* for economic development projects.
- Develop common criteria for agencies to review and evaluate permits, processes, etc.
- Educate the private sector (in the planning process) about various state agency programs.
- Require all state and local government agencies to proactively communicate land use plans to businesses.
- Highlight communities that are performing land use and transportation (Item 2.1).
- Create an Item 2.3 to read "*Benchmark best practices in other regions; establish state and regional model as basis (cooperative).*"

Investment/Leverage

- Establish pools of money with flexible uses, including implementation of plans.
- Require that Commonwealth investment be contingent on a comprehensive or similar plan.
- Base state funding on regional cooperation among counties in LDD regions.

- Become more active in requiring that areas of economic development be located in brownfield sites instead of greenfield sites.
- Provide critical mass program incentives to local governments and for developer to designate areas for new development, and to reinvest and rehabilitate housing and buildings in existing communities.
- Allocate a percentage of Growing Greener funds for investment in projects that establish criteria to ensure a return on investment.
- Change incentives so greenfield development is not more attractive than building on an existing site.
- Encourage people to live in cities by improving the housing stock. This, in turn, will encourage business growth in city.
- Create a Task 3.4 to read “*State should establish grant programs and incentives to support development of regional marketing plan.*”
- Recognize that the regional strategy may not exactly share Item 3.1 priorities. Be flexible with implementing these priorities. Include towns in rural areas as well (Item 3.1).

Intergovernmental Partnerships

- Require that zoning officers and planners be certified.
- Provide funding to fully implement programs.
- Implement educational programs regarding regional marketing efforts for municipal and county officials.

Education

- Provide regional forums and meetings to provide valuable education and input between the region and the state.
- Institute training for local officials on leadership, organizational interactions, and connections.
- Offer various forms of training/technical assistance (e.g., multi-media presentations for planning commissions).
- Add training program regarding examples and case studies of successful smart growth development involving other states and regions.
- Require that the State Planning Board provide tools and recommendations for smart growth development. Disseminate to RPOs/MPOs.

- Add training on how to maximize the use of the Keystone Opportunity Zone (KOZ) program for reverse of brownfields
- Attach a return on investment rationale to each section.
- Market Pennsylvania's diverse quality of life and unique regional characteristics (e.g., Northwest Pennsylvania versus Southeast Pennsylvania).
- Create curriculum for all state-owned universities for land use and planning (Item 5.1). There is only one certified planning degree program in the state.
- Proactively involve private sector in all education. Build relationships with the private sector through trade associations.

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 Northwest Region:

Community Events—such as the Applefest in Franklin, the Clarion Autumn Leaf Festival, and the Crawford County Fair, that draw visitors and celebrate the resources and diversity of the region.

Meadville Industrial Park—multi-county cooperative effort to regionally market this site.

Mercer County Regional Council of Governments—twenty-five government COG involved in over 20 programs with an annual operating budget of \$4 million. Projects include county transit services, recreation programs, and regional police administration.

Land Use and Shared Services Initiatives—including a draft agreement for land use sharing in Titusville, Oil Creek, and Hydetown, and a shared fire department between Lawrence Park and Wesleyville.

Oil Region Alliance—Consolidation of a community development corporation, Venango County Economic Development, Tourist Promotion Agency, Oil Heritage Region, and Venango Industrial Development Corporation into one agency.

Route 6 Heritage Park Program—initiative that is spurring economic development along this northern corridor of the Commonwealth.

Seaway Trail—designation of Route 5 in Ohio, Pennsylvania, and New York, running parallel to the shores of Lake Erie. The program has been successful because of the cooperation among agencies in three states, municipalities, and other organizations.

Strategy 1000—project in Mercer County to identify 1,000 acres of land for development over the next ten years. A cooperative effort between various planning and development agencies, the program will not only identify but prioritize these economic sites.

Transportation Impact Fee Programs—Implementation of these fees in communities such as Meadville to finance economic development initiatives.

Venango Economic Growth Partnership—collaboration of nine sponsors supporting ten economic development projects valued at \$15 million. Grant funding is currently being sought for an addition \$7.5 million for projects.

REGIONAL LEADERSHIP

At the end of the session, participants discussed ways in which to move forward with the primary objectives. Robert Skarada, Assistant Director of Infrastructure with the Northwest Pennsylvania Regional Planning & Development Commission, volunteered his organization to lead the effort. A number of other organizations also pledged their commitment to work with the Commission 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 Northwest 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 Northwest 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>A. <i>Establish a regional planning commission.</i></p> <p>B. <i>Create a regional comprehensive master plan, implement that plan, and promote regional zoning.</i></p> <p>C. <i>Improve technology infrastructure (e.g., fiber optics, WI-FI, and high speed Internet) to bring economic development into existing communities.</i></p> <p>D. <i>Pay for secondary and cumulative impacts.</i></p> <p>E. <i>Attract jobs.</i></p>
ADDITIONAL OBJECTIVES
<p>F. <i>Promote/lobby for legislative changes and incentives to support regionalization.</i></p> <p>G. <i>Improve capacity (the ability to accomplish, finance and understand) at municipal and county level.</i></p> <p>H. <i>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>J. <i>Create and incentivize van pooling, ride sharing programs, and other transportation alternatives.</i></p> <p>K. <i>Designate logical development cores with state incentives and funding for capacity.</i></p> <p>L. <i>Educate the community on planning.</i></p> <p>M. <i>Use existing communities as the basis for economic development.</i></p> <p>N. <i>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

- A. 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.*
- B. Make changes to the Municipalities planning code (MPC) to allow local governments to have control over their own destiny (allow/prohibit development and growth).*
- C. 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.*
- D. Streamline Pennsylvania by restructuring local governments by 2015 to achieve service, regulatory, and program efficiency (design for success).*
- E. Increase stakeholder cooperation and collaboration in the areas of transportation, land use, and economic development by reducing hurdles and providing incentives to do so.*
- F. Promote infill and greater density.*
- G. Encourage and require a diversity of housing products (using both incentives and regulations).*
- H. Incorporate traditional neighborhood development in new development and redevelopment.*
- I. Forecast the needs of the region to better plan for the future.*

ADDITIONAL OBJECTIVES

- J. Encourage the Commonwealth to build relationships with Maryland and Virginia and their counties.*
- K. Determine exactly what target cluster the region wants/needs. Accelerate public/private partnering, define roles and responsibilities, and “how to” specifics.*
- L. Define and develop a more equitable tax structure to support regional planning.*
- M. Make agriculture economically viable.*
- N. Encourage economic development through natural resource conservation (eco-tourism).*
- O. Revitalize existing downtown areas and municipal cores: inventory existing economic development projects, parking, use of space.*
- P. Promote workforce-housing connection.*
- Q. Use technology to reduce the presence of cars; build strong support for regional rail.*

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.*

NORTHWEST REGION CONFERENCE PARTICIPANTS

John P. Anderson

Member
Crawford County Planning Commission
903 Diamond Park, 3rd Floor
Meadville, PA 16335
(814) 398-5343

Charlie Anderson

President/CEO
Meadville Area Chamber of Commerce
211 Chestnut Street
Meadville, PA 16335
(814) 337-8030

Howard C. Brush

Director
Governor's NW Regional Office, Erie County
100 State Street
Erie, PA 16507
(814) 878-5719

Curt Daloise

State Representative Teresa Forcier's Office
109 S. Washington Street, Park Building
Titusville, PA 16354
(814) 827-6054

Linda J. Field

Regional Director (PDA)
Region 1
13410 Dunham Road
Meadville, PA 16335
(814) 332-6890

Daniel Glotz

Planning Director
Warren County Planning Commission
204 Fourth Avenue
Warren, PA 16365
(814) 728-3513

Daniel Gracenin

Executive Director
Mercer County Regional Planning Commission
2491 Highland Road
Hermitage, PA 16148
(724) 981-2412

Janet Anderson

Economic Development Specialist
Erie County Department of Planning
Erie County Court House, Rm 119
Erie, PA 16501
(814) 451-6336

Ron Bailey

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

Mark Corey

Erie County Planning Commission
Room 119, 140 West 6th Street
Erie, PA 16501
(814) 451-6336

Kim DiCintio

Office Manager
Mercer County Regional COG
Hermitage, PA 16148
(724) 981-1561

Nick Fowler

Director, ARC
DCED Dauphin County
4th Floor, Commonwealth Keystone Building
Harrisburg, PA 17120
(717) 214-5395

LeRoy Goss

Executive Director
Erie County Conservation District
1927 Wager Road
Erie, PA 16509
(814) 825-6403

Thomas W. Graney, Sr.

President
Graney, Grossman, Colosimo and Associates
224 North Broad Street
Grove City, PA 16127
(724) 450-0422

Richard Grossman

Vice President
Graney, Grossman, Colosimo and Associates
224 North Broad Street
Grove City, PA 16127
(724) 450-0422

Mariah Hanson

Planning/Program Manager
PennDOT District 1-0
255 Elm Street, Box 398
Oil City, PA 16301
(814) 673-7078

Brian J. Hill

Executive Vice President
Pennsylvania Environmental Council
130 Locust Street, Suite 200
Harrisburg, PA 17101
(717) 230-8044

Basil D. Huffman

Commissioner
Forest County
526 Elm Street #3
Tionesta, PA 16353
(814) 755-3537

Larry M. King

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

Jack P. Lynch

Director
Crawford County Planning Commission
Diamond Park, 3rd Floor
Meadville, PA 16335
(814) 333-7341

Emily McCune

Director of Development
Redevelopment Authority of the City of Erie
826 Parade Street
Erie, PA 16503
(814) 453-4505

Donald E. Hall

Assistant District Executive, Design
PennDOT District 1-0
P. O. Box 398
Oil City, PA 16301
(814) 678-7130

Terry L. Hawk

President
Warren Co. Association of Township Officials
RD 1, Box 1226A
Clarendon, PA 16313
(814) 726-1735

John Holden

DEP Waste Management, Crawford County
230 Chestnut Street
Meadville, PA 16335
(814) 332-6841

Timothy Jablunovsky

Portfolio Manager
PennDOT District 10-0, Indiana County
2550 Oakland Avenue
Indiana, PA 15701
(724) 357-2874

Mark Kulich

Recreation and Park Advisor
DCNR, Erie County
100 State Street, Suite 205
Erie, PA 16507
(814) 871-4190

Jack Machek

Local Government Policy Specialist
Governor's Center for Local Government 903
Services
400 North Street, 4th Floor
Harrisburg, PA 17120
(888) 223-6837

G. Scott McQuinn

Assistant Executive Director
PSATS
4855 Woodland Drive
Enola, PA 17025
(717) 763-0930

Donna Mindek

Supervisor
Township of Harborcreek, Erie County
Buffalo Rd.
Harborcreek, PA 16421-1698
(814) 899-3171

Jack Preston

Commissioner
Crawford County
903 Diamond Park
Meadville, PA 16335
(814) 333-7400

Denny Puko

Local Government Policy Specialist
Governor's Center for Local Government Services
1403A State Office Building
300 Liberty Avenue
Pittsburgh, PA 15222
(412) 565-5005

Phil Scrimenti

Local Government Policy Specialist
Governor's Center for Local Government Services
100 State St., Suite 205
Erie, PA 16507
(814) 871-4189

Robert D. Skarada

Assistant Director of Infrastructure
Northwest PA Regional Planning &
Development Commission
395 Seneca Street, PO Box 1127
Oil City, PA 16301
(814) 677-4800

Tonya Miller

State Representative Rod Wilt's Office
3 Greenville Plaza West, Hadley Road
Greenville, PA 16125
(814) 337-8132

John Mizerak

Local Government Policy Manager
Governor's Center for Local Government 5601
Services
400 North Street, 4th Floor
Harrisburg, PA 17120
(717) 214-5309

Kate Preston

Crawford County Planning Commission
903 Diamond Park, 3rd Floor
Meadville, PA 16335
(814) 694-2933

James Rozakis

Assistant Regional Director
DEP
230 Chestnut Street
Meadville, PA 16335
(814) 332-6816

Dale L. Shreve

Crawford County Planning Commission
903 Diamond Park
Meadville, PA 16335
(814) 425-7969

Susan Smith

Commissioner
Venango County
1174 Elk Street, PO Box 831
Franklin, PA 16323
(814) 432-9512

Danielle Spila

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

Steven Utz

Member
Meadville Planning Commission
984 Water Street
Meadville, PA 16335
(814) 333-3351

Marsha Walker

Director, Business Development
Economic Progress Alliance, Crawford County
764 Bessenemer Street
Meadville, PA 16325
(814) 337-8280

Angela Watson

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

Erin B. Wiley

Transportation Planning Specialist I
PennDOT District 1-0
255 Elm Street
Oil City, PA 16301
(814) 678-7006

Farley Wright

Director
Forest County Department of Community & Economic
Development
P.O. Box 426
Tionesta, PA 16353
(814) 755-4599

Dennis Zahora

Executive Director
Crawford Area Transportation Authority
231 Chestnut Street
Meadville, PA 16335
(814) 336-5600

Thomas R. Tulip

Executive Director
Mercer Co. Regional Council of Governments
2495 Highland Road
Hermitage, PA 16148
(724) 981-1561

Morris Waid

Commissioner
Crawford County
903 Diamond Park
Meadville, PA 16335
(814) 333-7400

Matthew Walters

Assistant Director
Crawford County Planning Commission
903 Diamond Park, 3rd Floor
Meadville, PA 16335
(814) 333-7341

Fred Wilder

Executive Director
Venango County
1174 Elk Street, P O Box 831
Franklin, PA 16323
(814) 432-9512

Roger Williams

County Commissioner
Crawford County
903 Diamond Park
Meadville, PA 16335
(814) 333-7400

Dennis Yablonsky

Secretary
DCED
Executive Office, 400 North Street, 4th Floor
Harrisburg, PA 17120
(717) 787-8169

Laura Zambruno

Planning and Programming Specialist
PennDOT-Engineering District 1-0
Venango County
255 Elm Street
Oil City, PA 16301
(814) 678-7083