
Regional Conference on Transportation and Land Use for Economic Development

South Central Region
(Adams, Cumberland, Dauphin, Franklin,
Lancaster, Lebanon, Perry, and York Counties)

May 25, 2005
Harrisburg, Pennsylvania

INTRODUCTION

This report presents the results of the Regional Conference on Transportation and Land Use for Economic Development held on May 25, 2005 in Harrisburg. Building on the Statewide Action Plan presented by the Commonwealth in 2004, more than 100 regional leaders developed a common vision of the South Central Region. They then identified the objectives and action steps to realize that vision. The result is a regional-specific plan for moving the region forward in integrating transportation and land use for economic development.

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

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

OVERVIEW OF THE PROCESS

The table below summarizes the conference agenda and outcomes.

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

A VISION OF THE SOUTH CENTRAL REGION

When envisioning the region twenty years in the future, participants agreed that many South Central Pennsylvanians enjoy a relatively high quality of life. However, it is vital to preserve, enhance, and promote the quality of life for all of the region's citizens. In addition, more must be done to retain the region's youth and to draw others—including businesses and industries—to generate continued economic development, but without sacrificing the inherent natural beauty of the region.

At its best, the region will have:

- Connected, multi-modal transportation systems that alleviate congestion and gridlock on roadways. These systems will incorporate “green,” alternative modes of transportation that reduce reliance on automobiles, including regional and light rail systems.
- Vibrant and vital communities of all sizes, including but not limited to core communities, with distinct recreational, cultural, and historical identities.
- Flourishing mixed-use neighborhoods with affordable housing, in proximity to workplace and recreational opportunities.
- Sustainable, viable agriculture and thriving rural economies.
- Concentrated development that maximizes the use of existing infrastructure and successfully preserves open vistas and green spaces.
- Industries and businesses that are attractive to young people yet varied enough to support a diverse workforce and economy.
- Technology infrastructure that links the region to the global economy.
- Robust educational institutions, both public and private, that support and enhance the economic needs of the region.
- Strong communication and cooperation among all levels of government, employing a regional approach to issues, in areas such as land use planning, service sharing, funding acquisition, and revenue collection and disbursement.

OBJECTIVES FOR THE SOUTH CENTRAL REGION

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

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 neighborhoods; 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>

PRIMARY OBJECTIVES FOR THE SOUTH CENTRAL REGION

Conference participants proposed nine 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. Assure (improve) quality of life in this region. Components of this include: health and education; recreation; easy, clean transportation; livable neighborhoods; arts and culture; equitable local taxes; and jobs.

Regional Action Steps

1. Create a quality of life regional commission with county leadership. Include representation from planning commissions (county and local), Chambers of Commerce, hospitals/healthcare, economic development, youth and minorities, education, arts, agriculture, and public safety organizations.
2. Kickoff a regional quality of life initiative, under the direction of county commissioners. Enlist the assistance of academics, experts, and thought leaders, as well as private industry/investment.
3. Study, assess, and inventory strengths and weaknesses of quality of life components in this region (include and acknowledge existing data and studies). Engage experts, county governments, economic development corporations (technology force), and the regional quality of life commission.
4. Issue findings and prioritized recommendation. Seek stakeholder and general public/taxpayer involvement.
5. Create a regional quality of life action plan and implementation strategy.
6. Press commissioners to formally adopt and commit to adopt components of the action plan.
7. Conduct ongoing education and communications campaigns to citizenry on the quality of life initiative, action plan, etc, under the leadership of county commissioners and their delegates.

Recommendations for Commonwealth Support

1. Provide technical assistance and financial support for the quality of life study.
2. Forge Commonwealth/county partnerships, and render funding and regional incentives for participation (targeted investment).

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).

Regional Action Steps

1. Work regionally to assist the Commonwealth in advancing changes to the MPC. Involve regional constituencies (such as municipalities, conservation groups, planning advocates, Pennsylvania land trust advocates, Sierra Club, Pennsylvania Farm Bureau, and watershed groups) and statewide organizations (e.g., Pennsylvania Planning Association (PPA), Pennsylvania State Association of Boroughs (PSAB), and PSATS).
2. Gain the support of the Administration and State Planning Board (SPB).
3. Communicate and educate the region (government and the public) on the need for changes to the MPC. Engage legislators, local governments, public, and all constituencies. Use DCED as a resource in training municipal officials.

Recommendations for Commonwealth Support

1. Allow municipalities to zone and plan for select use, not all uses (e.g., adult book store).
2. Enable the use of impact fees. Simplify the process to reduce costs in preparation/planning. Include model ordinances and enabling legislation for minimal fee structure. Permit the implementation of school impact and recreation fees.
3. Facilitate overlay districts for mixed-use development and innovative economic development.
4. Allow moratoriums for documentation and studies of water, sewer, and school issues.
5. Form a committee/board to analyze needs/changes to MPC and write bill. Enlist the assistance of PSATS, PSAB, Pennsylvania League of Cities and Municipalities (PLCM), municipal officials, appropriate legislative committee(s), non-profit conservation groups (e.g., Brandywine Conservancy), Pennsylvania School Boards Association (PSBA), Pennsylvania Realtors Association, Pennsylvania Builders Association, as well as state agencies (DCED, DCNR, PennDOT, and PDA).
6. Provide grant assistance to implement the new changes in the MPC.

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.

Regional Action Steps

1. Work with the Commonwealth to establish a mandate to empower counties to serve as the oversight entity and the conduit for funding. In this effort, involve municipal associations, industrial development authorities (IDAs), industrial development corporations (IDCs), county commissioners and the County Commissioners Association of Pennsylvania (CCAP), Chambers of Commerce, economic developers, and Councils of Government (COGs). Strengthen relationships among planners at all levels.
2. Secure the buy-in of local officials through engagement, incentives, disincentives, and continuing education. Using channels established via associations, coordinate training and education to avoid duplication among state agencies and associations.
3. Define a system for planning and implementation connected to county comprehensive plan. Include this component on memorandums of agreement, where the county serves as conduit (block grants to participating groups).
4. Procure memorandum of agreement for collaboration (beyond cooperation) between municipalities.
5. Implement and enforce the plan with consequences. Involve the community; educate them on the benefits. Engage 18-35 year olds now (as future leaders) in the conversation about the future.

Recommendations for Commonwealth Support

1. Issue a mandate (through Governor's Executive Order and/or legislation) to empower the county to serve as the oversight entity and the conduit for funding.
2. Provide funding and guidance, and serve as a clearinghouse for technical assistance and education.
3. Offer leadership and coordination with local municipalities. Include the SPB on interagency task force. Create incentives/disincentives for centralized planning and implementation.
4. Expedite concurrent permitting processes.

D. Streamline Pennsylvania by restructuring local governments by 2015 to achieve service, regulatory, and program efficiency (design for success).

Regional Action Steps

1. Establish a regional action team to work with the Commonwealth in restructuring local government. Involve both public and private leaders, local leaders.
2. Incorporate regional education initiatives to build support and consensus.

Recommendations for Commonwealth Support

2005-2006

1. Set direction and specific outcomes. Chart a ten-year road map, developed by the SPB with strategic partners.
2. Legislate the resources to do this successfully over the ten-year period. Follow a benefit/cost approach (investment, not expansion).
3. Enable/equip local governments to do this successfully.
4. Engender early public awareness and marketing. Define why, when, how, benefits, and what's at stake.

2007-2010

1. Ensure one successful pilot in every region of the Commonwealth.
2. Establish uniform state regions.

2011-2015

1. Complete/transition statewide roll-out. Reward, re-enforce, promote, and measure benefits.
2. Celebrate success and Common WEALTH.

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.

Regional Action Steps

1. Work with the Commonwealth to create communication mechanisms that identify all funding programs and projects (applicants and recipients). Examine what is currently taking place and identify funding cycles. Enlist the assistance of DCED, as well as regional, county and local resources (e.g., RPOs, MPOs).
2. Assist the Commonwealth in evaluating current programs: Who gets existing money? What programs are working? Measure the impact of and accountability within these programs. Determine if current programs are fostering cooperation among stakeholders. Use this information to help to leverage existing efforts and reduce duplication of efforts.
3. Identify hurdles to cooperation (e.g., ability to qualify for funding after work is begun). Gather information from regional, county, and local groups.
4. Take advantage of Commonwealth-funded incentives, but actively seek other funding sources (e.g., public and private, non-profit, foundations, and utilities).
5. Evaluate documents on a regional level that limit the powers of stakeholder cooperation and identify changes that need to take place. Enlist the aid of local government associations, the Pennsylvania Planning Association (PPA), developers, state agencies, and legislators.

Recommendations for Commonwealth Support

1. Provide the lead in evaluating current state programs. Convene meetings to ask regional stakeholders what is and is not working.
2. Change policy to prioritize funding for cooperation and collaboration. Create incentives and implement mandates to encourage cooperation (carrot and stick approach).
3. Evaluate documents that limit the powers of stakeholder cooperation and identify changes that need to take place (e.g., MPC doesn't allow for off-site improvements).

F. Promote infill and greater density.

Regional Action Steps

1. Inventory regional opportunities, with the assistance of municipalities and counties within the region.
2. Formulate an overall regional comprehensive planning effort that identifies growth areas.

3. Maximize diverse opportunities for infill. Change zoning to permit densities. Expedite approval and permitting processes. Promote infills on brownfields. Enlist the assistance of strong local sponsors/links. Open dialogues with developers and financiers.
4. Provide tax incentives for businesses (to start up or relocate). Negotiate with employers to assist in housing development. Work with employers to create on-site, on-demand training.
5. Launch and maintain a public education and communications campaign. Change the mindset of people through marketing and education. Host workshops on infill development. Identify and promote successful models. Improve county-to-county communications.
6. Address public education issues and enhance green amenities (e.g., trees, trails, and parking lots).

Recommendations for Commonwealth Support

1. Provide technical assistance to municipalities for specific tools such as transfer of development rights (TDRs), traditional neighborhood development (TNDs), tax base sharing, model ordinance language, mediation of disputes, and transit oriented development (TOD).
2. Pool state agency resources to help streamline regional efforts.
3. Support and expand existing community planning agencies.

G. Encourage and require a diversity of housing products (using both incentives and regulations).

Regional Action Steps

1. Use zoning and other land use regulations to support innovative housing. Define lot sizes, open space requirements, regulatory incentives (e.g., performance standards, density bonuses), design standards, pre-approved models, criteria for guiding local development, and uses (diversity/mixed). Make it easy to get approval.
2. Make sure that research/examples/best practices on innovative housing are easily available. Compile data from developers, realtors, and homebuilders associations. Create a regional clearinghouse for best projects and developers. Develop a market analysis and showcase products. Provide training on how to use the information.
3. Ensure that innovation is profitable and accepted by local governments. Develop funding incentives on both the state and local levels to encourage innovative designs and interactive development processes. Encourage government involvement with the market (buy land and lay it out, get it shovel ready) where feasible.

4. Look for technology infrastructure that the government can provide that makes development incorporating innovative housing more profitable.
5. Market these communities. Identify which sectors to recruit; promote to attract developers aimed at those segments. In addition to tapping state resources, look for regional partnerships to further marketing efforts.
6. Sell to other communities and regions. Create an innovative housing development partnership that includes private developers and municipalities/non-profit organization. Demo a pilot program of development, generating renewable revenue through the pilot program (both public and private); invest state dollars as well
7. Systematically improve communications and resource sharing between private developers and local governments.

Recommendations for Commonwealth Support

1. Provide state funding through organizations to help promote innovative housing communities.
2. Assist communities in developing shovel-ready sites.
3. Invest in pilot program and marketing efforts to sell the concept to other communities and regions.

H. Incorporate traditional neighborhood development in new development and redevelopment.

Regional Action Steps

1. Review best practices both nationally and in the Commonwealth. Tap into the resources of the GCLGS - Governor's Center for Local Government Services, Association for New Urbanism in Pennsylvania (ANUPA), and Team Pennsylvania.
2. Educate all entities involved on the need for traditional neighborhoods. Involve county planning commissions, COGs, the South Central Assembly for Effective Governance (SCA), and the GCLGS - Governor's Center for Local Government Services. Include developers, municipal officials and those involved in planning and zoning, the general public, and state and federal legislators. Invite the media for additional educational outreach.
3. Develop model ordinances regarding traditional neighborhoods, under the leadership of the GCLGS - Governor's Center for Local Government Services, the PPA, and ANUPA.

4. Encourage public/private partnerships and cooperative implementation. Under the leadership of PPA, ANUPA, and municipal associations, develop partnerships with entities such as banks, developers, municipalities, foundations, private consultants, the media, and state agencies.
5. Work with the Commonwealth to develop financial incentives. Among other stakeholders, involve municipal associations, developers, and associations of engineering professionals, as well as PPA, the Commonwealth Financing Authority, Pennsylvania Housing Alliance, and other state affiliates.

Recommendations for Commonwealth Support

1. Furnish support and funding for best practices review and development of model ordinances. Help bring people together. Write and test contract.
2. Provide financial incentives for mixed-use, high-density development that minimizes infrastructure needs. Arrange low interest construction loans, tax increment financing (TIFs), and Transit Revitalization Investment Districts (TRIDs) to spur development. Change legislation as needed for TIFs and TRIDs.

I. Forecast the needs of the region to better plan for the future.

Regional Action Steps

1. Access existing resources and studies in and regarding the region. Recruit industries, economic development practitioners, and Work Force Investment Boards (WIBs) as key players. Tap into the resources of Chambers of Commerce, research institutions, universities, state agencies, state associations, county and local governments, school districts, non-profits, and community foundations.
2. Determine what information is useful to forecasting and what is missing (e.g., community indicators, types of housing needed, market trends). Obtain useable clearinghouse information.
3. Decide as a region what want to “be when we grow up.” Align regional goals with information and begin planning for the future. Build regional partnerships systematically.
4. Promote the region’s assets to companies through Team Pennsylvania.
5. Train workers to meet the region’s goals
6. Continually update information and provide to interested parties.

Recommendations for Commonwealth Support

1. Provide seed funding and other resources to support the objective.

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

- Rewrite Task 1.32: Coordinate Commonwealth Agency decisions and funding for approved community/economic development projects *that includes county and local government grant information, applications and decisions.* (A one-stop website).
- Gather information from growth communities to allow local governments to realize their own destiny.
- Make changes to MPC to allow local government flexibility to accept or prohibit growth, e.g. moratorium to provide time for data collection and analysis.
- Plan for growth based on soil types and agricultural uses of the existing lands.
- Identify areas of integrated production (agriculture). Decide what critical areas need preserved.
- Create a special pooled fund for traditional neighborhood development.
- Include criteria to support mixed use, mixed income neighborhood development. Take a strong policy position on housing and give direction for housing elements of plans and implementing ordinances.
- Require that all infrastructure support agencies should follow the provisions of this document (not just PennDOT).
- Provide agencies direction on the vision they will work together to implement.
- Find ways to coordinate interagency cooperation with the private sector on housing.
- Facilitate information sharing, particularly of raw data.
- Extend the application of GIS data for more than just land use.
- Reestablish (via Executive Order) the project notification and review process.
- Require that funded projects be part of the plan.

- Issue a report card that identifies what has been accomplished.
- Coordinate and support alternatives for travel to work locations (e.g., e-work, and telecommuting) in the public sector.
- Promote regional incentives for public transportation, especially for state employees.
- Develop Executive Branch incentives.
- Benchmark to areas that did reduce local government, such as Richmond, Charlotte and Orlando.
- Encourage a joint municipal approach to planning, zoning and approvals.

Planning, Program, and Project Delivery

- Require developers to pay for services via user fees (e.g., sewer tap-in fees, user fees, impact fees)
- Direct that sound land use planning principles be a component of infrastructure and transportation funding.
- Employ context sensitive design across all state agencies—including development.
- Develop and distribute model implementing ordinances, including traditional neighborhood development.
- Educate and talk to local government officials on how best to link regulation to the regional vision.
- Revise terminology to eliminate jargon. Ensure that everyone understands the language of this document.
- Change “minimum” in Task 2.21 to “optimal.” This task emphasizes a baseline and we want to provide the best.
- Identify the model of a “sound land use.” Specific criteria must be agreed upon for an optimal model for sustainable land use.
- Recognize the realities of direct land use forms (urban, rural, and suburban) and develop an optimal set of land use guidelines.
- Develop forecasts of areas of population growth. DCED cluster analysis should take “next steps” to determine what is needed in the next five years.
- Differentiate between the county, townships, boroughs, and cities.

- Shift authority to a more centralized, collaborative place that incorporates local municipalities (politically driven, rules broken to make things work at local level) even if they don't fit into the plan.
- Designate a one-stop shop for infill projects and all state permits. Possibly involve Community Action Team (CAT) in permitting and not just financing.
- Be very cautious and deliberate of unintended consequences of policies and planning (e.g. affordable housing is limited by housing pressures).
- Don't stop growth—it can't be done. Make it work out in terms of vision/culture.

Investment/Leverage

- Look at voluntary parts of Acts 67 and 68 to drive tasks under Item 3.2.
- Fully implement the state's authority under the MPC.
- Force implementation through incentives.
- Provide incentives for overlay district to control design of subdivisions and specify type of growth (e.g., village concept, cookie cutter).
- Understand the pros and cons of impact fees; change the MPC to ease implementation of impact fees. Allow school impact fees based on school district and impact fee districts to be of any size (e.g., municipal, countywide).
- Rewrite Task 3.11: Make redeveloping of cities, town, urban centers, *and boroughs* a priority for Commonwealth funding.
- Add mixed income, mixed use development.
- Promote architectural and landscape design excellence.
- Create incentives for municipalities to focus on multi-modal transportation.
- Include TND and mixed income/mixed use as a priority or focus.
- Provide financial incentive for private sector to align with best development practices. Create innovative and entrepreneurial criteria.
- Include associations and local government officials in partnerships (bottom up and top down).
- Require that land use plans specifically include open space, agricultural, and rural areas. Provide incentive for adhering.
- Reduce barriers for targeted funding. Enable expedited permitting for desired development.

- Develop policies, programs and incentives that strengthen and protect rural and agricultural centers.
- Provide funding incentives for cultural, artistic, and recreational programs
- Connect urban and rural centers with efficient inter-modal transportation.
- Take advantage of technology for inventories and purchasing. This will maintain jurisdictional authority while improving efficiency and cost control.
- Regionalize school districts (to reduce administrative/overhead costs).
- Expand revenue sharing across municipal boundaries (all infrastructures).

Intergovernmental Partnerships

- Incorporate improved communication with stakeholders early on in the decision-making process. Have Governor's Action Team bring regional /local stakeholders to the table when addressing economic development issues. (Confidentiality may be a hurdle to overcome).
- Look into a service model for municipalities.
- Open up educational and technical assistance to private sectors.
- Employ negative consequences (disincentive, no funding, etc.) for those who do not collaborate.
- Engender a co-op approach to government purchasing.

Education

- Educate people on the benefits of cooperation (e.g., why cooperation matters, how municipalities can help to identify opportunities and impacts, and how to create an on-going dialogue.
- Rewrite Item 5.2: Establish a single clearing house within state government to communicate information regarding land use programs and policies to and within the public and private sector
- Rewrite Task 5.21: Provide easy and immediate access to the Commonwealth agencies' policies, funding programs, decisions, and program status.
- Create a "village development overlay" course.
- Educate builders and municipalities to change mindset on how to develop, plan, and zone to promote appropriate growth and development. Implement a grassroots level of education for planning and zoning.

- Teach a course on traditional neighborhood development.
- Develop a traditional neighborhood development manual.
- Understand market forces and their impact on Pennsylvania.
- Deepen the understanding of critical regional industries and provide education as needed to support them.
- Hold elected and appointed officials accountable for continuing education. Make it a requirement or performance-based.

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 South Central Region:

Capital Region Economic Development Corporation (CREDC)—regional economic development effort serving three counties (shared funding and siting prospects).

First Fridays—downtown Harrisburg venue for bringing music, food, and entertainment onto the city streets after the workday. Latin, Blues, and country music themes draw in attendees who might not otherwise interact.

Franklin County Initiatives—COG has built countywide cooperative program for uniform building codes. In addition, local multi-municipal planning has been fostered through county comprehensive planning efforts; state agencies have supported the comprehensive plan through funding.

Harrisburg City Downtown Redevelopment—reuse of older structures, mixed-use development, cultural amenities, and property value/tax base increases. One result is dense commercial growth in close proximity to affordable housing and core communities.

Lancaster County Planning—employs growth management strategies that link growth to integrated transportation systems.

Mount Joy Borough—leading the region in changing its zoning and ordinances to create traditional neighborhood development, thereby conserving land and limiting public infrastructure costs.

MPOs/RPOs—successful collaboration with PennDOT in eight county area in advancing a mutually agreeable list of transportation priorities.

South Central Assembly—represents eight-county organization that works to integrate transportation, land use, parks and recreation, and agriculture.

Warwick Township Transfer Development Rights Program—facilitated development of a community hospital near Lititz.

York County Agricultural Preservation Initiative—cooperative effort between York County Agriculture Board and Farm and Natural Lands Trust to ensure that entire farms and natural lands are preserved. Additionally, the two groups co-market each others' programs.

York County Commissioners—fund multi-municipal planning and are investigating assets sharing.

REGIONAL LEADERSHIP

At the end of the session, participants discussed ways in which to move forward with the primary objectives. It was determined that the region's MPOs, RPOs, and local development districts (LDDs) and their leaders would be best suited to move the ideas generated in the session. In addition, participants also suggested a role in the effort by the South Central Assembly for Effective Governance.

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 South Central Region can use in pursuing its plan for integrating transportation and land use for economic development.

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

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

(APPENDIX)

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

CENTRAL REGION:

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

NORTHEAST REGION:

PRIMARY OBJECTIVES
<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.*

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