
Regional Conference on Transportation and Land Use for Economic Development

Southeast Region

(Berks, Bucks, Chester, Delaware, Lehigh,
Montgomery, Northampton, and Philadelphia Counties)

May 24, 2005
Norristown, Pennsylvania

INTRODUCTION

This report presents the results of the Regional Conference on Transportation and Land Use for Economic Development held on May 24, 2005 in Norristown. Building on the Statewide Action Plan presented by the Commonwealth in 2004, approximately 100 regional leaders developed a common vision of the Southeast 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, PennDOT Secretary Allen Biehler 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 SOUTHEAST REGION

When envisioning the region twenty years in the future, participants saw their region as continuing to be an economic driver for the Commonwealth. However, they also recognized that land reuse and infill, revitalization of core communities, and sound infrastructure—including reuse of existing systems and the development of enhanced systems, especially in transportation—are vital to the successful future of the region. In addition, participants agreed that open lands, green spaces, and agriculture must be preserved and sustained as an integral part of the region’s constitution.

At its best, the region will have:

- Appropriate land use in appropriate places, involving cross-county planning for smart, concentrated growth.
- Accessible, safe public transit and multi-modal infrastructure that links communities within the region and reduces congestion.
- Joint planning, intergovernmental cooperation, and improved communication on all levels of government.
- Governance structures (perhaps county-based) that deliver services at a suitable, “right-sized” level.
- Balance between rural and urban areas, promoting a sustainable rural economy.
- Preserved open and green spaces for recreation and aesthetics.
- Reclaimed brownfields and grayfields, linked with transportation and other infrastructure, as fundamental areas for development.
- Thriving older communities and suburbs.
- Vibrant, safe cities with rebuilt/revitalized core communities.
- Higher quality jobs, with diverse opportunities for workers to increase their skills.
- Affordable housing and quality public schools close to where people work and as the basis for solid neighborhoods.
- Higher education opportunities and industries that continue to draw people to the region.
- The ability to measure and promote improvements in the region.

OBJECTIVES FOR THE SOUTHEAST REGION

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

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

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

PRIMARY OBJECTIVES FOR THE SOUTHEAST REGION

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

A. Develop distinct advantages (regional strategies) to attract economic development opportunities, incorporating shared revenue, tax bases, defined services, and transportation.

Regional Action Steps

1. Convince people (elected officials, general public, and school districts) that cooperation is needed. Provide education thorough stakeholders (see below) and ensure that education is ongoing. Advance an understanding on how development in one county or region can benefit another (educate state agencies and the general public).
2. Identify lead entity and stakeholders that will develop the strategies. Lead entities may include utilities, the Commonwealth, industrial and economic development corporations, Delaware Valley Regional Planning Commission (DVRPC), and Metropolitan planning organizations (MPOs). Stakeholders should include land use planners, school districts, municipal governments, Select Greater Philadelphia (where funding is privately raised and includes neighboring states), public works entities, municipal authorities, and builders, contractors, and developers (both residential and commercial).
3. Catalog the available resources of the region (e.g., turnpike, mass transit) to assist in developing the strategies (things that a company looks at when entering a region). Lead entities should involve state agencies for technical and funding support.
4. Develop strategies. Sample stakeholder groups based on inventory of catalogued resources. Work with the state to create and to implement incentives, and work with stakeholders to take action.
5. Implement strategy. Create incentives/benefits and to encourage participating for everyone (e.g., companies coming to Pennsylvania, school districts, stakeholders) to stick with program. Stakeholders, with the help of the state, will develop these incentives. Follow up on benchmarks.

Recommendations for Commonwealth Support

1. Offer support as a lead entity in the process.
2. Provide technical and financial support by state agencies in cataloging the resources of the region.
3. Create and force incentives for involvement with the strategy.

B. Strengthen the authority of counties (planning, infrastructure, and zoning).

Regional Action Steps

1. Ascertain what counties need to strengthen their authority. Hold summits (by class of counties) to assist in this process. The County Commissioners Association of Pennsylvania (CCAP) and county officials might serve as leads in this effort.
2. Bring together an association of leaders (with the assumption that trends are supporting voluntary collaboration). Leaders may include Chambers of Commerce, banks, and private investors, but include state, county and municipal officials.
3. Build a strong case by creating an economic development strategic plan. Involve DEP and other state agencies, county planners, developers, employers, community leaders, county commissioners, media, citizen groups/activist groups, voters, and Chambers of Commerce.
4. Draft a white paper to promote the case and enabling legislation. Spell out incentives for cooperation by municipalities. Use the Pennsylvania Economy League as a resource.
5. Work with legislature to change county planning codes and the Municipalities Planning Code (MPC).

Recommendations for Commonwealth Support

1. Define incentives for municipalities and for counties to participate in this process.
2. Introduce and act on legislation to change county planning codes and the MPC.

C. Coordinate state programs, policies, permitting, and decisions to ensure sound regional planning.

Regional Action Steps

1. Work with the Commonwealth to align state and county funding and other initiatives to support regional planning.
2. Put aside “pet projects” and support regional transportation priorities.

Recommendations for Commonwealth Support

1. Task the State Planning Board with defining a set of goals for successful growth, then direct all possible incentives to support those goals.
2. Identify structural, programmatic, and policy disincentives to regional land use and economic development decision-making.
3. Improve planning function of the state (e.g., information, data, and best practices).
4. Provide a single point of contact and fully staff for plan implementation.
5. Monitor regional plan to ensure consistency with state/county plan. Allow local governments to change and/or regionalize their tax structure and how they collect revenue.
6. Provide local governments with options for functional consolidation or mergers, including incentives. Enact necessary legislative changes to enable these options.
7. Leverage Commonwealth/MPO funding investment to support regional objectives, especially in transportation.
8. Secure legislative and executive agreement to streamline coordination.

D. Integrate infrastructure with land use planning (communication, sewer/water, transportation, trails, and open spaces).

Regional Action Steps

1. Project growth, plan for growth, and define growth areas (regionally). Enlist regional planning groups (e.g., MPOs, RPOs) to work with DCED or cabinet level official in this process.
2. Assist the Commonwealth and its agencies in creating an infrastructure clearinghouse. Enlist state legislators from the region to propel this initiative.

Recommendations for Commonwealth Support

1. Create a cabinet level position for planning or expand DCED's power and control of planning funding.
2. Educate all involved about the need for regional planning and implementation of the plan.
3. Project growth, plan for growth, and define growth areas (statewide). Include an accurate inventory of resources.
4. Create data/clearinghouse of infrastructure, under the leadership of the Office of Administration.
5. Fund infrastructure improvements for growth areas only if improvements are consistent with a regional plan; use to force participation with regional plans.

E. Ensure that quality of life issues are recognized in planning, with focus on green infrastructure.

Regional Action Steps

1. Develop (in conjunction with the state) a common communication network for planning. Include quarterly meeting of stakeholders.
2. Integrate different scaled plans involving green infrastructure from the region, with DVRPC and adjacent MPOs as lead entities.
3. Educate the community on green infrastructure. Employ non-profits (not government) and consultants as lead educators.
4. Implement plans. Streamline the planning and implementation process to complete projects more quickly; involve business people and models from successful initiatives.

Recommendations for Commonwealth Support

1. Define green infrastructure as it relates to quality of life. Become the "champion" of green infrastructure.
2. Identify green infrastructure areas and create a repository of information (e.g., natural resources inventory, Pennsylvania natural diversities inventory), appropriately scaled, and accessible by regional entities. Provide funding to assist the region in integrating green infrastructure inventory data with planning.
3. Conduct a gap analysis of what is missing from the GIS and what additional resources can be tapped.

F. Target economic development resources toward towns and cities.

Regional Action Steps

1. Ensure that all new, state supported projects will share revenue. Allow counties to take a leadership role.
2. Improve infrastructure. Municipalities and counties should work together to develop a plan (e.g., resources needed). Create a Department of Utilities at the county level.
3. Survey government agency development plans. Create government districts in urban settings.
4. Clean up brownfields and other environmental hazards, with leadership by and participation from each county.
5. Conduct a market study. With the county as lead, coordinate work between county planning commissions and city planning commissions.

Recommendations for Commonwealth Support

1. Implement legislative change regarding the way revenue is collected and distributed (property tax reform).
2. Target grants to certain areas. Reinvest in and improve older utilities (50 years or older), improve/re-engineer roads, acquire properties for demolition, and help to educate code inspectors for consistency in enforcement.
3. Require that the Governor's Office determine agency development plans and offer financial incentives for implementation.
4. Create a process in which PennDOT and DEP work together to provide a "clean bill of health" to properties.
5. Provide someone at the state level with the capacity to streamline the process.

G. Streamline development into previously developed areas.

Regional Action Steps

1. Identify areas to redevelop as part of regional planning process. Involve municipalities, counties, MPOs, and the development community, as well as state agencies (e.g., DCED, PennDOT, DEP, DCNR, and PDA).

2. Employ a good geographic information system (GIS) to track zoning, water, sewer, transportation, utilities, environmental qualities, population, contamination, and environmental constraints.
3. Determine all transportation infrastructure (existing and planned), including rail, freight, ports, highways, and public transit.
4. Identify areas that should be protected by state resources (e.g., green infrastructure, state priority areas such as Keystone Opportunity Zones [KOZs] and brownfields).
5. Create incentives for development in appropriate areas. On the municipal level, tools may include grants, tax abatement, labor force assistance, training, and density bonuses. Determine programming as a region (e.g., funding of infrastructure, regional vision and plan, priority grants, and technical assistance). Seek assistance from non-profits for planning funds, technical assistance, and policy status information.
6. Create disincentives to prevent development in inappropriate areas, such as a greenfields tax (on the state and local levels).
7. Educate the public and municipal officials. Use non-profits to develop curriculum, train, and fund. Work with the consultant(s) to (first) receive the to deliver training. Engage the media to raise public awareness.
8. Market to site selectors, builders, and developers. Develop a website for sites (to tap into the private real estate market) as part of a one-stop shop for information on what is needed to develop projects. Involve local agencies, state and federal permitting agencies. Identify a public sector project manager to facilitate project delivery at all levels of government. Identify a community liaison to assist in advancing the effort.

Recommendations for Commonwealth Support

1. Create incentives for development in appropriate areas, using KOZs, infrastructure investments, expedited reviews, low cost loans, regulatory relief, and land sales.
2. Change state land use laws to allow municipalities to protect land through regulations as opposed to having to buy (e.g., zoning for recreation), or aggressively enforce existing land use laws.
3. Institute a policy that the Commonwealth will not fund or support projects outside of agreed-upon growth areas.

H. Enact an urban growth boundary.

Regional Action Steps

1. Secure resources/funding for county planning staff (county dollars), technical and analytical tools, incentives to counties (Commonwealth funding to counties), and pursue state agency coordination/support.
2. Nurture and cultivate relationships among municipal, county, and regional officials and leaders, developers (economic development [for profit] and state [non-profit]), transportation providers and funders (e.g., transit properties, Pennsylvania Turnpike Commission), PSATS and other associations of stakeholders, grassroots community organizations, and integrated infrastructure providers.
3. Nurture leadership. Start with the Governor and legislators, then with the environmental, economic development, business, and agricultural communities

Recommendations for Commonwealth Support

1. Create incentives for counties to enact urban growth boundaries, in addition to Commonwealth agency coordination and support.

I. Develop efficient mass transit (multi-modal) with dedicated funding.

Regional Action Steps

1. Identify champions and stakeholders. Build coalitions.
2. Conduct a regional assessment of transit needs and performance.
3. Prepare proposals for potential funding entities within and outside of the region to increase financial support for all modes of transportation, including a dedicated funding source for mass transit.

Recommendations for Commonwealth Support

1. Conduct a statewide assessment of transit needs and performance.

J. Preserve agriculture as an industry.

Regional Action Steps

1. Identify significant (Class 1-4) land areas in the region for productive agriculture. Tap into the resources of MPOs, counties, agricultural land preservation offices/boards, farm bureau, Pennsylvania State Grange, Pennsylvania Association for Sustainable Agriculture (PASA), conservation districts, community organizations, and the PDA.
2. Plan and implement zoning and subdivision regulations that support the region's agriculture industry, with the assistance of counties, municipal governments, agricultural preservation

boards (for assistance with education and agriculture security areas), farm organizations (in an advisory capacity), conservation districts (from a regulatory standpoint), and cooperative extensions (to assist in education).

3. Restrict/redirect infrastructure improvements from productive agricultural land. Involve water/sewer authorities, local and county planning commissions, utilities, MPOs, and the Commonwealth.
4. Target workforce development for the agriculture industry. Work with colleges and universities, cooperative extensions, two-year higher education institutions, Chambers of Commerce, economic development agencies, and the food and restaurant industries.
5. Grow the agriculture industry. Use current available resources, such as sustainable agriculture initiatives (e.g., Community Supported Agriculture [CSA], PA products program, and niche markets. More aggressively market Pennsylvania as an agriculture producing state [e.g., DCED's First Industry program, agricultural tourism, fairs]). Implement a regional distribution system involving new entities and private/public partnerships.
6. Attract young people to the agriculture industry through schools, higher education institutions, Workforce Investment Boards (WIBs), Penn State's Cooperative Extension, career development agencies, and marketing consortiums.

Recommendations for Commonwealth Support

1. Provide funding and education for preserving agriculture as an industry through the PDA, DCED, and DEP.
2. Support the region in restricting and redirecting development on productive agricultural land through state agencies such as PennDOT, Pennsylvania Infrastructure Investment Authority (PENNVEST), and DEP (537 plans).
3. Use WIBs, PDA, and DCED resources for regional agriculture workforce development.
4. Involve state agencies, such as PDA and DCED, in growing regional agricultural industries.
5. Change the business mode of agriculture, via legislative and policy guidelines, to assist in making the industry financially viable and profitable. Assist in efforts to make Pennsylvania more competitive in the global market.

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

- Coordinate the actions of the Governor's Office with legislature to ensure that the legislature supports (politically) agency-coordinated decisions and funding (Item 1.1).
- Ensure that investment criteria does not lead to a "beauty contest" for applications (Item 1.3).
- Create an Item 1.4 to state "*Cabinet level secretariat for smart growth.*"
- "Direction" should include a focus on "people."
- Consider industry clusters to link economic development and agriculture.
- Target economic development resources towards towns and cities.
- Coordinate authorities.
- Include county role throughout (in language), and enact enabling legislation to enhance county power.
- Focus on transit agency coordination and linkages.
- Create a more realistic/practical approach to focused economic development by creating common regions for PennDOT, DCNR, DEP, and DCED.

Planning, Program, and Project Delivery

- Specifically define "quality of life" and "green infrastructure." Recognize quality of life issues in planning with focus on green infrastructure.
- Rewrite MPC; include build-out scenarios.
- Identify appropriate areas/sites that will meet the needs of a diverse agriculture industry.
- Support an impact fee for municipalities.
- Fund the State Planning Office (including maintenance funding).
- Create regional transportation authorities.
- Address infrastructures (other than transportation) such as sewer and water.

- Mandate units of local government to look at state land use and policy initiatives (Item 2.2).
- Include community and economic development in specific tasks.
- Coordinate an agency that provides funding for planning.
- Examine all regulations, not just environmental, that are required to redevelop an urban project. Consider the overall benefits of a project versus the cost of regulation.
- Create more incentives to redevelop brownfield sites (more KOZs).
- Set a realistic review time frame for all agencies, with the necessary resources to complete the reviews. Integrate and allow developers to present their plans early in the process and to all agencies at the same time.
- Facilitate early public involvement in projects.
- Streamline project delivery time, but guarantee that we are not “skipping” steps to streamline (both reality and public perception).

Investment/Leverage

- Add something under Item 3.1 regarding PDE’s role in economic development.
- Include incentives for green buildings under Task 3.1.
- Expand on Task 3.19. Eliminate barriers/hurdles to obtain funding.
- Create better evaluative planning criteria and funding with strong county role (Item 3.2). Give funding only to the municipalities that work together. Force regional cooperation—spell it out (Item 3.2).
- Reduce the incidence of municipalities “raiding” each other for economic development by eliminating disincentives to multi-municipal planning, revenue sharing (Item 3.4). Seek examples of revenue sharing models in other states (e.g., Minnesota).
- Create an Item 3.4 to state “*Seek additional revenue to serve transportation community and economic needs of region*” and to state “*Agriculture investment.*”
- Increase pay scales and workforce development for the agriculture industry.
- Support pro-active planning for agriculture/forestry.
- Add and define degrees.
- Fund regional transportation planning.

- Increase available funding and incentives, and provide a formula for the disbursement of funds.
- Remove “brakes” (change county codes) for counties that want to do more through enabling legislation.
- Reduce funding bias that seems to favor new development (infrastructure). Eliminate financial incentives to sprawl.
- Create financial incentives and a centralized program for transfer of development rights (TDR). Greenfield taxes should be considered, in paying for land preservation or reinvestment in other areas.

Intergovernmental Partnerships

- Find a way to share the revenue, yet still pursue priorities (don’t leave anyone out). All governments must benefit from money being spent.
- Create incentives for regional governments to achieve regional priorities; provide more focus on regional strategies.
- Add multi-municipal coordination to Item 4.1.
- Add best practices research language.
- Encourage functional consolidation using existing forms of government (Item 4.3).

Education

- Educate youth on making the agriculture “niche” markets and the agriculture industry in general.
- Educate public officials on the benefits of the agriculture industry and planning for a sustainable agricultural industry.
- Educate average citizens—early and with consistency—on the need for change and to dispel negative perceptions toward change.
- Provide training on TDR.
- Continue training/educating on a regular basis.
- Establish a true constituency for transit/transportation funding. Amend legislation to allow the state greater flexibility in addressing transit issues.
- Add topics such as revenue and tax base sharing.
- Clarify “understanding;” change to “modernize” (Task 5.11).

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 Southeast Region:

Berks County Environmental Advisory Council—board that assists commissioner in addressing issues and providing solutions on how to best approach environmental matters in the county. The council functions as a “think tank” for the commissioners.

Center for Community Leadership—coalition of colleges, municipalities, and private sector representatives that assists local government officials in the development of public policies and the delivery of public services.

DVRPC Transportation and Community Development Initiative (TCDI)—grant program providing up to \$100,000 for transportation/land use projects, with a focus on revitalizing municipalities. More than \$1 million per year is available for projects in five Southeastern Pennsylvania counties.

Greenspace Alliance—alliance of non-profit conservancies and public agencies for five counties in the Southeastern Pennsylvania region. The alliance works to develop open space vision plans and priorities for open space preservation.

Inter-Cooperative Greater Reading (ICGR)—planning coalition established to revitalize the City of Reading.

Joint Municipal Planning—initiative in Berks County involving 66 municipalities.

Lasting Landscapes—partnership of the Heritage Conservancy and other conservation groups that serve as consultants to community planning boards, provides expertise on land use planning, and evaluates historic architecture.

Quad County Campaign—coordinates affordable housing initiatives, promotes home ownership, and combats unethical lending practices.

Renaissance Program—Delaware County-based initiative that provides relatively unencumbered funds for planning and implementation activities in older communities.

Transit-Oriented Development—plans developed for 35 rail stations in the region, involving public initiatives (Act 238) and private partners such as 10,000 Friends of Pennsylvania.

Select Greater Philadelphia—tri-state (Pennsylvania, New Jersey, and Delaware) business marketing organization that focuses on economic development by attracting and retaining businesses.

Smart Growth Alliance—coalition of developers, environmentalists, land use organizations, and public agencies that develops criteria for smart growth across the three state Philadelphia Region. Developers submit plans for review against these criteria. Alliance gives “seal of approval” to projects meeting the criteria.

TreeVitalize—collaboration among Aqua Pennsylvania, Philadelphia Eagles, DCNR, DCED, and 10,000 Friends of Pennsylvania in program to plant more trees in Southeastern Pennsylvania to enhance the quality of life.

Urban Waterfront Action Group (UWAG)—committee of federal, state, and local permit agencies responsible for waterfront development, convened when a private developer has an early-stage development. Presents concept plans to all permit agencies for coordinated review.

REGIONAL LEADERSHIP

At the end of the session, participants discussed ways in which to move forward with the primary objectives. John Coscia, Executive Director of DVRPC, offered his organization as a lead in advancing this initiative, as did representatives from the Lehigh Valley MPO. A number of other organizations, such as DCNR and the Greenspace Alliance, also pledged their commitment to work with these groups toward realizing the objectives of the region.

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 Southeast 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 Southeast 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
<p>A. <i>Conduct long-range integrated planning on a regional basis.</i></p> <p>B. <i>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.</i></p> <p>C. <i>Promote tax fairness to encourage sound land use, regionalization, and appropriate economic growth.</i></p> <p>D. <i>Change the Municipalities Planning Code (MPC) to give counties land use planning and decision-making authority.</i></p> <p>E. <i>Encourage youth to remain in region through incentives and jobs.</i></p> <p>F. <i>Develop local incentive programs to help businesses.</i></p>
ADDITIONAL OBJECTIVES
<p>G. <i>Set a level playing field by establishing standardized criteria for funding land use, transportation, and economic development initiatives.</i></p> <p>H. <i>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></p> <p>I. <i>Improve the quality of life by improving outdoor recreation, healthcare, retail outlets, communities, transportation, and technology.</i></p> <p>J. <i>Reduce the number of municipalities to the county level and require mandatory training and education for officials.</i></p> <p>K. <i>Improve communication between municipalities, counties, and the region.</i></p> <p>L. <i>Lobby as a region for transportation, service, and other allocations.</i></p> <p>M. <i>Integrate all forms of infrastructure (e.g., green, gray, sewer, water).</i></p> <p>N. <i>Promote reuse of brownfields.</i></p> <p>O. <i>Repair and maintain highways and bridges.</i></p> <p>P. <i>Have a grant coordinator for each county.</i></p>

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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