
Regional Conference on Transportation and Land Use for Economic Development

Southern Alleghenies Region
(Bedford, Blair, Cambria,
Fulton, Huntingdon, and Somerset Counties)

May 26, 2005
Altoona, Pennsylvania

INTRODUCTION

This report presents the results of the Regional Conference on Transportation and Land Use for Economic Development held on May 26, 2005 in Altoona. Building on the Statewide Action Plan presented by the Commonwealth in 2004, more than 60 regional leaders developed a common vision of the Southern Alleghenies Region. They then identified the objectives and action steps to realize that vision. The result is a regional-specific plan for moving the region forward in integrating transportation and land use for economic development.

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

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

OVERVIEW OF THE PROCESS

The table below summarizes the conference agenda and outcomes.

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

A VISION OF THE SOUTHERN ALLEGHENIES REGION

When envisioning the region twenty years in the future, participants agreed that the region needs to capitalize and build on its existing assets—educational, historical, cultural, recreational, and industrial. This must be done without further compromising the region’s abundant natural resources—waterways, mountains, forests, and vistas—so integral to the quality of life in the region, but which still bear the scars of the region’s past.

At its best, the region will have:

- An economy that capitalizes on but does not exploit the natural beauty of the region, with thriving tourism and recreation.
- A sustainable, growing population, with diverse job opportunities featuring clean industries and employment close to home.
- Well connected and regionally connected communities via improved roadways and alternative modes of transportation.
- Vital core communities that are economically vibrant and that still retain their small town character and appeal.
- A flourishing agriculture industry, with farms large and small, supported by on-going initiatives that sustain and promote the region’s agricultural heritage.
- Programs to recycle and reuse sites and infrastructure to mitigate sprawl and the exploitation of green and open spaces.
- Reclaimed waterways, no longer at risk due to the effects of abandoned mine drainage.
- A tax structure that is equitable, not burdensome.
- Multi-municipal cooperation and coordination that incorporates a more regional approach to transportation, land use, and economic development (for the greater good of all).

OBJECTIVES FOR THE SOUTHERN ALLEGHENIES REGION

Conference participants generated a number of objectives in order to meet the bold vision of the Southern Alleghenies 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>Think regionally. Cooperate and collaborate at the municipal level through education of parties involving planning.</i></p> <p>B. <i>Create priority incentives for core community investment while reducing incentives for “greenfields/sprawl” development.</i></p> <p>C. <i>Provide coordination between development and transportation infrastructure.</i></p> <p>D. <i>Complete and maintain the multi-modal transportation system in the region.</i></p> <p>E. <i>Capitalize on the region’s assets.</i></p> <p>F. <i>Put policies in place now to preserve open space in the future.</i></p>
<i>ADDITIONAL OBJECTIVES</i>
<p>G. <i>Expand objectives beyond land use and transportation to include education, life-long learning, and retraining.</i></p> <p>H. <i>Develop and implement land use plans and ordinances on a regional level.</i></p> <p>I. <i>Base land use policies upon infrastructure analysis.</i></p> <p>J. <i>Provide financial incentives for intergovernmental cooperation.</i></p> <p>K. <i>Improve the agriculture industry and retain/preserve agriculture land.</i></p> <p>L. <i>Establish beneficial uses of waste resources; create marketing and job opportunities.</i></p> <p>M. <i>Create ways to pilot and market clean energy products.</i></p> <p>N. <i>Grow and maintain existing businesses.</i></p> <p>O. <i>Implement tax reform.</i></p>

PRIMARY OBJECTIVES FOR THE SOUTHERN ALLEGHENIES REGION

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

A. Think regionally. Cooperate and collaborate at the municipal level through education of parties involving planning.

Regional Action Steps

1. Ask the Southern Alleghenies Local Development District (LDD) to hold a regional conference to discuss how to best improve regional coordination and cooperation. Establish LDD identifiers, and include local government officials, school districts, and key stakeholders. Seek financial assistance for the conference from both private and public sources. Hire a consultant to provide facilitation.
2. Create a guiding statement (mission statement) at the regional conference. Consider that the initiative itself must be long-term, deliberate, and vigorous.
3. Identify and appoint a representative steering committee at the regional conference. Include state representation, and incorporate case studies of “best practices.”
4. Set short-term process goals to include/gather local grassroots input, identify common goals, coordinate and prioritize goals, and articulate regional costs/benefits. Negotiate/arbitrate “trade-offs” among competing interests.
5. Develop an implementation plan.

Recommendations for Commonwealth Support

1. Provide funding for technical support.
2. Ensure Commonwealth cooperation in the process.

B. Create priority incentives for core community investment while reducing incentives for “greenfields/sprawl” development.

Regional Action Steps

1. Offer educational opportunities for all audiences. Know the value of land regulations. Recruit regional resources to assist in the effort, including economic development organizations, heritage regions, Chambers of Commerce, county commissioners and planning offices, watershed groups, tourism promotion agencies, and the private sector. Involve relevant state agencies and the United States Department of the Interior.
2. Educate community leaders on the incentives available to accomplish the main objective, employing the same resources as noted above.

Recommendations for Commonwealth Support

1. Evaluate and change state funding programs to identify opportunities to prioritize incentives for core community investment.
2. Coordinate a stakeholder meeting to discuss changes. Invite regional players to participate.
3. Facilitate agency coordination on regional tourism branding surveys to assist in the development of incentives.
4. Increase funding for: building or rebuilding housing in core communities; adaptive re-use; mixed use (community/recreation); creating and maintaining cultural resources; and maintaining and protecting historical resources.
5. Stop funding new water, sewer, and transportation infrastructure projects outside of core communities.

C. Provide coordination between development and transportation infrastructure.

Regional Action Steps

1. Fund—at the local, state, and federal levels—incentives for projects of regional significance (to offset impact).
2. Identify development of regional significance. Create an advisory board comprised of representatives from each entity involved. Invite local, county, and state officials participate.
3. Create and utilize a best practices manual with specific examples of case studies. Coordinate this initiative between county planners and the GCLGS - Governor’s Center for Local Government Services. Ask the state for technical assistance in publishing the manual.

4. Conduct a formal environmental assessment of each development at the planning stage (off-site impact). Assessments should be undertaken jointly by county planning officials and conservation district staffs. Incorporate the support of state agencies, including DEP, DCNR, DCED, PennDOT (buy-in for funding recognition), and the Department of Aging.
5. Identify a local project manager, appointed by local officials and with technical assistance from the state.
6. Task the Southern Alleghenies Region Planning and Development Corporation (SAPDC) with developing a joint policy position on DCED's Land Use Planning and Technical Assistance Program (LUPTAP) to allow zero-match grants to targeted municipalities.

Recommendations for Commonwealth Support

1. Conduct a review by state agencies to prioritize/ maximize funding of significant regional projects. Enact legislation to enable directed funding.
2. Appoint a state interagency team to assist and review projects and to provide technical assistance. Host pre-application meetings.
3. Modify the LUPTAP program to allow zero match grants to targeted municipalities. Provide staffing to help implement policy change.

D. Complete and maintain the multi-modal transportation system in the region.

Regional Action Steps

1. Define "core" system transportation (e.g., highway, mass transit, rail, air, and trails). Involve key players, such as the Federal Highway Administration (FHWA), Federal Transit Administration (FTA), and the Federal Aviation Administration (FAA), PennDOT, regional planning organizations (municipal and rural planning organization [MPOs, RPOs]), state and federal elected officials, and the State Transportation Board.
2. Explore additional and different revenue sources through state and federal avenues. Enlist the aid of legislative leaders and agencies.
3. Develop a long-range plan. Identify sound land use requirements and prioritize projects. Advance a marketing plan to promote priorities. Allocate resources and implement plan.
4. Educate stakeholders on the transportation development process. Involve the FHWA, PennDOT, and regional planning organizations. Seek facilities, facilitators, and funding assistance from the state.

5. Foster strong federal level legislative and funding support, under the leadership of RPOs and MPOs. Engage the public, local, state, and federal officials and agencies, and the business community.
6. Expedite project delivery (involves legislation and internal processes on the local, state, and federal levels).

Recommendations for Commonwealth Support

1. Provide funding and data analysis.
2. Implement legislation that offers additional and alternative funding vehicles.
3. Continue on-going legislative and PennDOT support, and help to generate greater support from federal legislators and agencies.

E. Capitalize on the region's assets.

Regional Action Steps

1. Identify the region's assets—environmental, educational, historical, cultural, recreational, and industrial. Involve Councils of Government (COGs), Chambers of Commerce, county conservation districts, Allegheny Ridge Corporation, SAPDC, redevelopment authorities, and state agencies (DCED, DCNR, DEP, Fish & Boat Commission, Game Commission, PennDOT, and PDA).
2. Protect and enhance identified regional assets (use, not abuse). Task local municipalities and planning commissions to regulate land use and examine other regulatory responsibilities. Engage county planning commissions, multi-municipal and private consulting groups, county historical societies, and watershed and other grass roots organizations. Include DEP, DCNR, PennDOT, the Pennsylvania Historical and Museum Commission, and the Army Corps of Engineers.
3. Identify key infrastructure needs and improvements to support the region's assets through counties, SAPDC, MPOs, municipal officials and authorities, PennVest, and PennDOT.
4. Market the region's assets through a variety of entities, including the Southern Allegheny Tourism Confederation, Altoona, Blair County Economic Development Corporation (ABCD), Bedford County Development Association, and Chambers of Commerce. Involve state agencies and affiliates, such as the Pennsylvania Farm Bureau, DCED (tourism), DCNR (education/training money), and PennDOT (federal planning money).

Recommendations for Commonwealth Support

1. Align state agencies to provide funding and support to initiatives.
2. Work with the region to garner federal assistance.

F. Put policies in place now to preserve open space in the future.

Regional Action Steps

1. Establish county-wide land trusts. Mobilize county conservation districts, local leaders, counties, and hotel tax boards.
2. Encourage the Farmland Preservation Board to work with land trusts to preserve land. Engage county commissioners, local governments, and individual land owners in this effort.
3. Develop a strategy for preserving and prioritizing land. Work with the Southern Allegheny Conservancy, county and local leaders, business leaders, farmers, conservation districts, and sportsmen and recreation groups. Involve regional state agency representative (Game Commission, Fish & Boat Commission, DEP, and DCNR) and the Farmland Preservation Board.
4. Obtain input from the public on priorities and how they relate to greater regional goals. Recruit the media, counties, schools, and environmental groups in gathering information.
5. Advance inter-municipality cooperation for this initiative. Work with counties to achieve this cooperation.
6. Create a list of impediments to preserving land and a list of policy options (i.e., zoning, multi-municipal agreements) to help the region preserve land.
7. Share examples of worst case scenarios in other localities.

Recommendations for Commonwealth Support

1. Provide funding for technical assistance, as well as for a study and the development of a strategy.
2. Urge Farmland Preservation Board cooperation.

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

- Review projects for multi-modal transportation development.
- Create interagency regional teams comprised of representatives from agencies involved (short-term versus long-term planning).
- Provide coordination between state agencies on Growing Greener II so that regions can make strategic decisions on preservation.
- Prompt state agencies to assist region with sustaining/maintaining identified assets.
- Match agencies' funding with the region's priorities.
- Encourage cluster development.
- Create "points" criteria to better enable communities to participate. Overall points could be used to establish priority for funding.

Planning, Program, and Project Delivery

- Improved the efficiency of program delivery.
- Include Act 220 (as it will have an impact on future water needs).
- Give priority for completion to transportation projects that are currently underway.
- Identify the issues that may be encountered on projects of regional/state significance.
- Create an intervention process to identify the potential impacts of development on communities and the adequacy of their infrastructure.
- Target state planning funds to identified, regionally significant development areas.
- Engage other stakeholders in the planning process.

Investment/Leverage

- Develop land use plans consistent with transportation plans (Item 3.2).
- Fund existing projects to completion.

- Target Tasks 3.15 and 3.18 to core communities.
- Revise state law to allow impact fees.
- Provide incentives for conservation and open space.
- Develop additional financing options on preserving private land that has a public value.

Intergovernmental Partnerships

- Work with private landowners through easements, tax reduction, and transfer development rights.
- Encourage inter-agency and multi-municipal cooperation and coordination to plan, implement, and complete multi-modal transportation projects.
- Add conservation training to the benefits of inter-municipal agreements.
- Encourage public/private partnerships to develop economic development strategies that complement local resources and assets.
- Market service and industrial opportunities to maximize current assets.

Education

- Educate local municipalities on the benefits of regionalization and/or regional cooperation (e.g., MPO, RPO, transportation process).
- Provide education on options for preserving open space and about Growing Greener II.
- Incorporate education of Pennsylvania assets within curricula to help retain youth.
- Reach out to communities through individual agencies and multi-agencies. Establish regional representatives.
- Use county planning commissions to assist municipalities in obtaining information from the state clearinghouse.
- Include common geographic information system (GIS) database development.

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 Southern Alleghenies Region:

Allegheny Ridge Corporation (ARCorp)—private, non-profit corporation that partners with public and private agencies toward the preservation, development, and promotion of downtowns and other historic resources.

Academy of Excellence—joint offering of the County Commissioners Association of Pennsylvania (CCAP), private partners, and DCED in providing leadership training for county commissioners, chief clerks, administrators, and solicitors.

Cambria-Somerset Quemahoning Dam Purchase—joint county effort, with the assistance of Commonwealth funding, to purchase the dam for economical and recreational purposes. The initiatives provide much needed water to the Borough of Somerset and Somerset Township, and offers enhanced recreation for northern Somerset and Cambria Counties.

Complete Streets—an initiative that provides safe streets for biking and walking. The program is intrinsic in mixed-use neighborhood development and overall community economic development.

Grassroots Groups (e.g., watershed associations, woodland owners associations)—efforts have raised local awareness of environmental problems, identified problems and procured grants to remedy them, provided self-help beyond the scope of government assistance and services, and have improved the overall quality of life in rural communities.

Mainline Canal Corridor—Pittsburgh to Harrisburg greenway project, under the direction of the ARCCorp and its partners. The project addresses recreation planning, watershed stewardship, heritage preservation, downtown redevelopment, economic development, and general quality of life issues.

Natural Heritage Inventory—partnership between the Western Pennsylvania Conservancy, DCNR, and the Nature Conservancy for collecting data and inventorying the Commonwealth's biological diversity. This information is used for conservation, development planning, and natural resources management.

Project RidgeRider—initiative of the ARCorp involving the reclamation of abandoned mines land for multi-use trail development.

Southern Alleghenies Resource Conservation and Development (SARDC)—a project of the Southern Alleghenies Conservancy, SARDC assists local communities in carrying out resource conservation activities. The Conservancy also acts as a land trust and grant recipient/administrator through a six-county area.

REGIONAL LEADERSHIP

At the end of the session, participants discussed ways in which to move forward with the primary objectives. Frederick M. Querry, Assistant Director of the Southern Allegheny Planning Commission, volunteered his organization to lead the effort. A number of other organizations also pledged their commitment to work with NCRPC in this endeavor.

OUTCOMES AND DELIVERABLES

The Commonwealth agencies that hosted this conference offer this report not only as documentation of the proceedings, but as a tool the Southern Alleghenies 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 Southern Alleghenies 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:

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

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
<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>
ADDITIONAL OBJECTIVES
<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>

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 Municipal 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 Municipal 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 Municipal 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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