
Regional Conference on Transportation and Land Use for Economic Development

Southwest Region

(Allegheny, Armstrong, Beaver, Butler, Greene, Fayette, Indiana,
Lawrence, Washington, and Westmoreland Counties)

*June 7, 2005
Greensburg, Pennsylvania*

INTRODUCTION

This report presents the results of the Regional Conference on Transportation and Land Use for Economic Development held on June 7, 2005 in Greensburg. Building on the Statewide Action Plan presented by the Commonwealth in 2004, more than 60 regional leaders developed a common vision of the Southwest Region. They then identified the objectives and action steps to realize that vision. The result is a regional-specific plan for moving the region forward in integrating transportation and land use for economic development.

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

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

OVERVIEW OF THE PROCESS

The table below summarizes the conference agenda and outcomes.

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

A VISION OF THE SOUTHWEST REGION

When envisioning the region twenty years in the future, participants agreed that the region needs to capitalize on its strengths, which include its people, communities, institutions, and natural resources. The key to success, however, lies in thinking and acting as a region to preserve these assets and to develop new avenues for growth.

At its best, the region will have:

- An economy that supports demographic diversity and which is attractive enough to share a reasonable measure of national growth.
- A sustainable populace that epitomizes a strong work ethic, sense of community, and regional pride.
- Revitalized communities of all sizes that support vibrant downtowns, safe neighborhoods, affordable housing, abundant recreation, and employment opportunities close to home.
- Parity in taxing and resource allocation that benefits all communities in the region, not just a select few.
- Integrated, multi-modal transportation systems that improve connectivity and mobility while alleviating congestion and sprawl.
- Regional coordination of land use and infrastructure, with great county and municipal cooperation that incorporates private/public sector partnering.
- Vigorous yet affordable educational institutions that attract and retain young people.
- Disincentives to greenfields development that maximize reuse of brownfields and recycling of other infrastructure.
- Thriving agriculture and preserved natural areas that provide a means for economic development, including tourism, to enhance the quality of life.

OBJECTIVES FOR THE SOUTHWEST REGION

Conference participants generated a number of objectives in order to meet the bold vision of the Southwest 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>Add value to products created in Pennsylvania.</i></p> <p>B. <i>Educate community officials on leadership, understanding of the development process, acting proactively, and acquiring resources.</i></p> <p>C. <i>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.</i></p> <p>D. <i>Create a regional land use plan.</i></p> <p>E. <i>Prioritize regionally coordinated investments (transportation, infrastructure, create and support regional strategy).</i></p> <p>F. <i>Fix existing infrastructure first.</i></p>
<i>ADDITIONAL OBJECTIVES</i>
<p>G. <i>Eliminate municipal boundaries and consolidate local governments.</i></p> <p>H. <i>Promote cooperation between state/local governments and business.</i></p> <p>I. <i>Concentrate investment money to appropriate locations for reinvestment and redevelopment.</i></p> <p>J. <i>Maintain and enhance existing communities and places. Grow the entire community; don't sacrifice one area for another.</i></p> <p>K. <i>Incentivize smart growth.</i></p> <p>L. <i>Improve viable downtowns.</i></p> <p>M. <i>Develop regional transit system.</i></p> <p>N. <i>Provide affordable housing, healthcare, and education.</i></p> <p>O. <i>Modernize taxing system and structure on all levels.</i></p> <p>P. <i>Institute Regional Asset Districts (RADs), with 1% used for discretionary spending.</i></p>

PRIMARY OBJECTIVES FOR THE SOUTHWEST 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. Add value to products created in Pennsylvania.

Regional Action Steps

1. Promote areas of development by identifying potential commodities and sites. Involve the Southwest Planning Commission (SPC), local and county governments, economic developers, the Urban Land Institute, private developers, Pittsburgh Regional Alliance (PRA), Allegheny Conference and Economy League (ACEL), and the Commonwealth in creating a favorable regional climate. Assign a designated economic development contact to assist in procuring funds and technical assistance.
2. Promote a “buy local” attitude. Undertake branding to create a relational identity between products and the region. Create farm-to-market opportunities. Enlist the resources and buy-in of agriculture land preservation organizations (e.g., Westmoreland County Agricultural Land Preservation), county conservation districts, the Pennsylvania Farm Bureau, Penn State Cooperative Extension, farmers markets, Chambers of Commerce, farmers, and agriculture-related businesses.
3. Establish communication and linkage between the economic development and agriculture communities to envision and promote agriculture as an industrial opportunity. Build relationships to promote the impact of agriculture with state universities (specifically Penn State and their Cooperative Extension, local and regional government officials and planners, county conservation districts, agriculture land preservation organization, the Governor’s Action Team, SPC, USDA, and private industry.
4. Create favorable legislation, both regionally and at the state level, to make farming a desirable and profitable business. Market farm business to the next generation.
5. Change the producer’s focus to growing and distributing targeted agricultural products to maximize profitability.
6. Link agriculture with natural resources conservation and tourism initiatives.

Recommendations for Commonwealth Support

1. Commit to economic development in agriculture
2. Create a “Farms in Our Site,” a program dedicated to agriculture.
3. Establish a state-level department or additional resources within PDA to develop new markets and engender creative thinking.

B. Educate community officials on leadership, understanding of the development process, acting proactively, and acquiring resources.

Regional Action Steps

1. Build on good existing training and offer on an on-going basis (as official’s change). Ensure that training is well organized, targets its audience, communicated in a basic manner, and is focus on and responsive to local needs. Designate GCLGS - Governor’s Center for Local Government Services as a lead in coordinating regional training, and seek partnerships with state agencies and local government associations.
2. Offer incentives to officials that complete training. Pay officials for time spent attending training. Provide priority access to funding and programs. Offer public recognition to officials who have completed training, with designation such as “master municipal official.”
3. Create more training “disciples”. Offer training on regional issues and leader building. Have “disciples” spread message locally. Develop a training network.
4. Implement alternative training methods. Use actual government body meetings as a classroom. Develop Web, e-mail, and interactive CD training resources, and live training via video-conferencing.
5. Ensure that training sites are close enough to attract participation (perhaps sites within 30 miles of each other, in every county, or in every other county).

Recommendations for Commonwealth Support

1. Designate a single state agent to coordinate training and dedicate greater funding.
2. Develop a well-known, web-based training and information source (e.g., “PA Train”)

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.

Regional Action Steps

1. Procure more funding to develop, implement, and administer plans. Implement county fees for reviews and enlist the assistance of the SPC.
2. Develop a system to distribute planning funds from the region to counties, then to localities. Involve local and county officials and the SPC.
3. Prioritize economic development, workforce investment, transportation, sewer/water and other infrastructure priorities and projects. Enlist the resources of local officials and municipal authorities, planning and transit directors, the Appalachian Regional Commission (ARC), state and federal agencies (e.g., the United States Environmental Protection Agency, DEP), and the SPC.
4. Use the statewide Geographic Information System (GIS) database in the region. Share data that is compatible with regional priorities. Ensure that information is kept current. Involve local and county agencies, as well as the SPC.
5. Work with the SPC in developing a comprehensive plan that includes land use, economic development, workplace investment, transportation, public safety, housing, natural resources, and stormwater. Tie county and regional planning to these priorities.

Recommendations for Commonwealth Support

1. Provide more funding and base funding and staffing criteria on population and county characteristics.
2. Establish guidelines for distributing planning funds from the region to counties, then to localities.
3. Ensure that all state agencies have relevant GIS data.
4. Empower the SPC (with authority, funding, and capacity) to develop a comprehensive plan.
5. Require that the state, regions, and counties base funding of projects on the priorities outlined in the SPC plan as integrated within the regional/county county comprehensive plans.
6. Develop criteria for statewide coordinated investment.

D. Create a regional land use plan.

Regional Action Steps

1. Work with the Commonwealth to revise the Municipalities planning code (MPC) to include the regional planning concept. Establish a regional planning commission. With the SPC as lead, enlist state legislators, county and local officials and commissions, Councils of Government (COGs), developers, and authorities.
2. Marketing the plan, incorporating education and public participation. Involve county commissioners and planning offices, the Allegheny Conference, 10,000 Friends of Pennsylvania, and DCED's Governor's Center for Local Government Services. Develop an Institute of Politics presentation and local government academy.
3. Coordinate/examine existing county comprehensive plans (as the basis for a regional plan). Task the SPC (planning directors/commissions) with the early technical work and work with professional mediators (e.g., Pittsburgh Mediation Center).
4. Develop criteria for regional smart growth, consistent with county plans. Seek the highest return on investment. Define performance metrics for existing infrastructure. Engender interagency collaboration and coordination. Involve organization such as 10,000 Friends of Pennsylvania, Sustainable Pittsburgh, workforce investment boards (WIBs), transit authorities, and local government agencies
5. Develop a matrix of which entity does what kind of planning.

Recommendations for Commonwealth Support

1. Revise the MPC to incorporate the regional planning concept. Establish the definition of regional planning commission.
2. Support education at the local level. Provide leadership and technical assistance.
3. Establish incentives. Get input on appropriate incentives from and work with local officials, planners, agencies, commissions, and authorities. Set a new priority for regional land use planning.
4. Activate an inter-agency task force. Increase and prioritize funding.
5. Encourage DEP involvement with developers. Develop a toolkit, with resources from various agencies. Align criteria for assistance.
6. Establish a state clearinghouse for resources and information, and catalogue best practices and examples from through the state and beyond.

E. Prioritize regionally coordinated investments (transportation, infrastructure, create and support regional strategy).

Regional Action Steps

1. Develop scope of work, with broad definition, objectives, and actions. Involve the SPC and its partners as project lead, and state agencies as full partners.
2. Inventory assets, conduct background studies, identify resources, and establish vision and goals. Use third party research as necessary (e.g., to conduct a feasibility study).
3. Identify stakeholders from the civic, public, and private sectors. With the SPC as lead, include taxpayers, local government and their agencies, the Commonwealth, school districts, municipal authorities, metropolitan planning organizations (MPOs), and businesses.
4. Acquire consensus on the ideas/vision, then garner funding. Seek support from public sources as well as private sources (e.g., foundations).
5. Determine who/what performs work items (scope of work).
6. Conduct public involvement sessions. Reach out to the general citizenry, regional leadership, and the private sector.
7. Develop scenarios, such as investment trade-offs, cost/benefit analyses, value added (EVA), quality of life, and outcome proposed criteria multiple strategy versus single strategy. Involve all stakeholders.
8. Obtain consensus on equitable investment criteria for multiple strategies; “stay the course.”
9. Communicate implementation strategy.

Recommendations for Commonwealth Support

1. Allocate grant money and other funding for development of initiatives.
2. Provide financial incentive for regional projects
3. Give approval and political support to the process. Assist the region with approvals through federal channels.

F. Fix existing infrastructure first.

Regional Action Steps

1. Educate the public and government officials on the economics/benefits of “Fix it First.” Under the leadership of a designated MPO, engage staff of officials, COGs, state associations (e.g., PSATS, Pennsylvania State Association of Boroughs), watershed organizations, and Chambers of Commerce.
2. Develop criteria for Fix it First, with assistance from the business, government, and civic sectors. Designate when greenfields can be developed and provide preference to sustaining existing businesses. Promote social equity. Ensure that criteria are in-line with region’s priorities. With DCED as lead agency, tap into state resources for assistance (e.g., Pennsylvania Infrastructure Investment Agency [PennVEST], PennWorks, and DEP).
3. Promote transparency in regard to where public dollars (economic development) are being spent. Involve DCED, local and county officials, and MPOs.
4. Develop a regional inventory of what infrastructure needs to be fixed and make available to public (e.g., brownfields, sewer/water, transportation, and housing). As resources, use county comprehensive and other long-range plans, as well as MPOs, PennDOT, and PennVEST.
5. Promote Fix it First through tax incentives. Emend tax increment financing (TIF). Involve the legislator, PSATS, redevelopment authorities, local officials, and school boards.
6. Coordinate all regional agencies or utilities for infrastructure improvement to maximize funding. Seek leadership from county officials, and include Chambers of Commerce, PennVEST, PennWorks, and the Commonwealth Financing Authority.

Recommendations for Commonwealth Support

1. Promote Fix it First. Hold forums to educate elected officials on the program. Develop publications, an easily-accessible website, and other resources for education, promotion, and research
2. Coordinate funding reviews and provide technical support and financial assistance to the region.

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

- Consider the region's priorities and objective when allocating funding.
- Ask for public input.
- Include the Commonwealth Financing Authority (and other authorities/agencies) in the coordination.
- Make sure all state agencies are on the same page.
- Include regional input for Task 1.31
- Define economic development.
- Include agriculture (agriculture support, agriculture industries, and businesses) in economic development definition.
- Create a single application, agreement, invoice, and report for each specific project regardless of agency.
- Sustain and expand existing business as the focus of our economic development.
- Have state agencies coordinate with regional and federal organizations.
- Make sure information from Item 1.3 gets to the local level.
- Create outreach regarding policies, programs, and resources.

Planning, Program, and Project Delivery

- Engage stakeholders in economic development planning and projects.
- Include other stimulus funds (e.g., public funds) to be tied to sound land use planning (Item 2.1).
- Ensure that all economic development funds (not just PennDOT) go toward previously developed sites (Item 2.1).
- Increase transparency and accountability regarding the spending of all public dollars.

- Apply principles to pre-developed sites.
- Add “*multi-municipal, county and regional*” to Item 2.2.
- Enforce consistency reviews with evaluation from both sides.
- Procure assistance to counties for projects that lack funding through county resources.
- Require that communities create a plan for their own facilities.
- Add as Task 2.15: “*Direct economic development funds to projects prioritized as regional priorities.*”
- Provide connection in the planning code between regional planning organizations and local governments.
- Revisit MPC to shift decision-making and authority to the correct entities. Encourage consolidation to support MPC changes.
- Educate stakeholders (e.g., public officials) on the development process (Item 2.1). Explain sustainable development and Context Sensitive Solution policy.

Investment/Leverage

- Encourage tax-based sharing to support Fix-it First.
- Use economic development dollars to promote social equity.
- Add to Item 3.1: “*agricultural support services, business and industries.*”
- Add to Item 3.2 and 3.3: “*municipalities, counties, and regions.*”
- Add as Item 3.4: “*Support regional investment strategy for local, state, and federal funds.*”
- Add as Item 3.5: “*Eliminate regulatory barriers to implementing regional investment strategies.*”
- Add as Item 3.6: “*Provide partnerships for investment with state and regional funding services.*”
- Create incentives for implementing growth boundaries, and providing funding only for development within these boundaries.
- Increase focused investment; establish priorities.
- Provide greater opportunities for multi-municipal projects and funding, and ensure local governments are aware of offerings.

Intergovernmental Partnerships

- Place greater focus on planning organizations.
- Provide incentives for inter-municipal partnership (e.g., local and county governments/regional MPOs).
- Demonstrate the political will to enact legislation to encourage true regional planning; provide enforcement through lack of funding.
- Rewrite Item 3.1 to: “Establish policies, programs and incentives that strengthen our *communities and address needs, wherever they are.*”

Education

- Develop a checklist of items that counties can use to determine consistency of projects with county plans.
- Help the SPC to configure a process for economic development project evaluation and the link to other infrastructure planning.
- Educate local officials on the full costs of development.
- Create a regional level government clearinghouse (Item 5.2).
- Insert “regional” to each program.
- Add as Task 5.25: “*Educate the private sector on regional investment programs and policies.*”
- Add as Task 5.26: “*Provide a “tool kit” for private sector developers.*”

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 Southwest Region:

Allegheny County Comprehensive Plan—cooperative effort involving fourteen funding sources, including the local COG, state agencies (e.g., GCLGS - Governor’s Center for Local Government Services), and Allegheny County in the development of the County’s first comprehensive plan.

Dick's Sporting Goods Corporate Headquarters Expansion—public/private partnership to improve and expand the infrastructure for a major corporate expansion involving more than 1,000 jobs.

Jefferson/Morgan Regional COG—involving five municipalities for multi-municipal comprehensive planning, cooperative purchasing, and a unified construction code (UCC) program.

Job Access Reverse Commute—partnership of SPC, Pittsburgh Area Transit, and the Three Rivers WIB to deliver transit coordination for workforce development (through jobs and education).

Midfield Terminal at Pittsburgh International Airport—collaboration among Allegheny County and their airport authority, airlines, consultants, politicians, and state and federal agencies in a fast track project to plan, fund, and construct the terminal and its connection to the new Route 60 beltway. The project was completed on time and within budget while meeting all local, state, and federal regulations.

North Fayette Township Retail Complex—partnership between the township and school district for the development of this site. As a result of the success of the project, twenty-year bonds were paid off in eight years and area residents experienced some school tax relief.

Rivers Conservation Plan—watershed planning efforts representing the first inter-municipal planning within county and municipal boundaries.

Shared Services Implementation—inter-governmental initiatives throughout the region for sharing services. One example is the agreement between White Township and Indiana Borough for sharing the cost of sewage, recreation, library, and fire services.

Smart Growth Partnership of Westmoreland County—public/private partnership located at the University of Pittsburgh at Greensburg, focusing on growth and land use issues.

South Side Works—mixed-use development on Pittsburgh's South Side. This large brownfield redevelopment project, involving public and private investment and tax incremental financing, has received national attention as a successful venture.

The Waterfront—tax-based sharing formula adopted by the Boroughs of Homestead, West Homestead, and Munhall for development of a major brownfield site at the former Homestead Works. Called The Waterfront, this mixed-use development spans all three municipalities.

REGIONAL LEADERSHIP

At the end of the session, participants discussed ways in which to move forward with the primary objectives. Lew Villotti, Director of Planning and Development Director of for SPC and Courtland Gould, Director of Sustainable Pittsburgh, volunteered their organizations as lead in the effort.

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 Southwest 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 Southwest 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

- A. Establish a regional planning commission.*
- B. Create a regional comprehensive master plan, implement that plan, and promote regional zoning.*
- C. Improve technology infrastructure (e.g., fiber optics, WI-FI, and high speed Internet) to bring economic development into existing communities.*
- D. Pay for secondary and cumulative impacts.*
- E. Attract jobs.*

ADDITIONAL OBJECTIVES

- F. Promote/lobby for legislative changes and incentives to support regionalization.*
- G. Improve capacity (the ability to accomplish, finance and understand) at municipal and county level.*
- H. Promote expediency and concurrency in project implementation.*
- I. Improve existing transportation infrastructure through planning, reuse, and planned multiple access for the future.*
- J. Create and incentivize van pooling, ride sharing programs, and other transportation alternatives.*
- K. Designate logical development cores with state incentives and funding for capacity.*
- L. Educate the community on planning.*
- M. Use existing communities as the basis for economic development.*
- N. Improve the internal and external marketing of the region.*

NORTHERN TIER REGION:

PRIMARY OBJECTIVES

- A. Develop a comprehensive regional plan that involves collaboration among agencies, municipalities, and citizen groups that takes into account the region's future vision.*
- B. Create a regional (multi-county) entity to leverage economic development opportunities, integrating land use, transportation, and environmental planning.*
- C. Attract jobs and industry that complement the rural character of region.*
- D. Encourage the growth of small businesses.*

ADDITIONAL OBJECTIVES

- E. Change "state thinking" about funding formulas.*
- F. Develop a core economic development strategy for region (include land use, transportation, and environment).*
- G. Maintain the beauty of the region by planning where development occurs and plan for "green" communities.*
- H. Require more coordination and communication between economic development, transportation, and planners.*
- I. Coordinate transportation projects with other infrastructure projects.*
- J. Identify important transportation routes—rail, commercial/industrial routes, and county roads—and related issues (e.g., access, funding).*
- K. Improve educational opportunities at all levels within the region.*
- L. Revitalize downtowns and core communities.*
- M. Educate general citizenry (landowners) on conservation and planned development.*

SOUTHEAST REGION:

PRIMARY OBJECTIVES

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

ADDITIONAL OBJECTIVES

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

SOUTH CENTRAL REGION:

PRIMARY OBJECTIVES
<p>A. <i>Assure (improve) quality of life in this region. Components of this include: health and education; recreation; easy, clean transportation; livable neighborhood; arts and culture; equitable local taxes; and jobs.</i></p> <p>B. <i>Make changes to the Municipalities planning code (MPC) to allow local governments to have control over their own destiny (allow/prohibit development and growth).</i></p> <p>C. <i>Centralize planning and implementation for land use, transportation, and infrastructure investment, including municipal services. Designate the county as the keystone in governance and funding reform.</i></p> <p>D. <i>Streamline Pennsylvania by restructuring local governments by 2015 to achieve service, regulatory, and program efficiency (design for success).</i></p> <p>E. <i>Increase stakeholder cooperation and collaboration in the areas of transportation, land use, and economic development by reducing hurdles and providing incentives to do so.</i></p> <p>F. <i>Promote infill and greater density.</i></p> <p>G. <i>Encourage and require a diversity of housing products (using both incentives and regulations).</i></p> <p>H. <i>Incorporate traditional neighborhood development in new development and redevelopment.</i></p> <p>I. <i>Forecast the needs of the region to better plan for the future.</i></p>
ADDITIONAL OBJECTIVES
<p>J. <i>Encourage the Commonwealth to build relationships with Maryland and Virginia and their counties.</i></p> <p>K. <i>Determine exactly what target cluster the region wants/needs. Accelerate public/private partnering, define roles and responsibilities, and “how to” specifics.</i></p> <p>L. <i>Define and develop a more equitable tax structure to support regional planning.</i></p> <p>M. <i>Make agriculture economically viable.</i></p> <p>N. <i>Encourage economic development through natural resource conservation (eco-tourism).</i></p> <p>O. <i>Revitalize existing downtown areas and municipal cores: inventory existing economic development projects, parking, use of space.</i></p> <p>P. <i>Promote workforce-housing connection.</i></p> <p>Q. <i>Use technology to reduce the presence of cars; build strong support for regional rail.</i></p>

SOUTHERN ALLEGHENIES REGION:

PRIMARY OBJECTIVES

- A. Think regionally. Cooperate and collaborate at the municipal level through education of parties involving planning.*
- B. Create priority incentives for core community investment while reducing incentives for “greenfields/sprawl” development.*
- C. Provide coordination between development and transportation infrastructure.*
- D. Complete and maintain the multi-modal transportation system in the region.*
- E. Capitalize on the region’s assets.*
- F. Put policies in place now to preserve open space in the future.*

ADDITIONAL OBJECTIVES

- G. Expand objectives beyond land use and transportation to include education, life-long learning, and retraining.*
- H. Develop and implement land use plans and ordinances on a regional level.*
- I. Base land use policies upon infrastructure analysis.*
- J. Provide financial incentives for intergovernmental cooperation.*
- K. Improve the agriculture industry and retain/preserve agriculture land.*
- L. Establish beneficial uses of waste resources; create marketing and job opportunities.*
- M. Create ways to pilot and market clean energy products.*
- N. Grow and maintain existing businesses.*
- O. Implement tax reform.*

NORTH CENTRAL REGION:

PRIMARY OBJECTIVES

- A. Conduct long-range integrated planning on a regional basis.*
- B. Engage in required comprehensive land use and transportation planning within each county every five to seven years that rolls into a regional economic development plan, or become ineligible for funding.*
- C. Promote tax fairness to encourage sound land use, regionalization, and appropriate economic growth.*
- D. Change the Municipalities planning code (MPC) to give counties land use planning and decision-making authority.*
- E. Encourage youth to remain in region through incentives and jobs.*
- F. Develop local incentive programs to help businesses.*

ADDITIONAL OBJECTIVES

- G. Set a level playing field by establishing standardized criteria for funding land use, transportation, and economic development initiatives.*
- H. Establish equity in funding public education. Ensure that every region has a technical training/community college for enhancing workforce competencies, with offerings based on long-range projections required for regional economic development.*
- I. Improve the quality of life by improving outdoor recreation, healthcare, retail outlets, communities, transportation, and technology.*
- J. Reduce the number of municipalities to the county level and require mandatory training and education for officials.*
- K. Improve communication between municipalities, counties, and the region.*
- L. Lobby as a region for transportation, service, and other allocations.*
- M. Integrate all forms of infrastructure (e.g., green, gray, sewer, water).*
- N. Promote reuse of brownfields.*
- O. Repair and maintain highways and bridges.*
- P. Have a grant coordinator for each county.*

NORTHWEST REGION:

PRIMARY OBJECTIVES

- A. Identify regional priorities, incorporating a focused process for securing government funding for related actions.*
- B. Develop a long-term regional marketing plan.*
- C. Implement smart growth concepts.*
- D. Establish investment criteria for public investments to ensure return on investment (ROI).*
- E. Encourage the involvement of the private sector in all economic development activities (planning through implementation).*
- F. Focus on communities' needs for strengthening and developing strong communities.*

ADDITIONAL OBJECTIVES

- G. Coordinate land use, transportation, and economic development horizontally (interaction among state agencies) and vertically (intra and inter-regionally).*
- H. Assess existing resources. Use benchmarks to make better use of government money.*
- I. Ensure that infrastructure development is concurrent with new development.*
- J. Encourage locals to implement county plans to facilitate proactive zoning.*
- K. Establish greater cooperation between post-secondary education and the public and private sectors.*
- L. Retain youth through education.*
- M. Strengthen the region's small businesses.*
- N. Change the Municipalities planning code (MPC) so that county plans have more "teeth."*
- O. Make Pennsylvania's tax structure more competitive.*

SOUTHWEST REGION:

PRIMARY OBJECTIVES

- A. Add value to products created in Pennsylvania.*
- B. Educate community officials on leadership, understanding of the development process, acting proactively, and acquiring resources.*
- C. Implement a focused comprehensive economic investment strategy which requires consistency with a regional comprehensive plan, incorporates job-related training, and requires the state and the region to make decisions based on that strategy.*
- D. Create a regional land use plan.*
- E. Prioritize regionally coordinated investments (transportation, infrastructure, create and support regional strategy).*
- F. Fix existing infrastructure first.*

ADDITIONAL OBJECTIVES

- G. Eliminate municipal boundaries and consolidate local governments.*
- H. Promote cooperation between state/local governments and business.*
- I. Concentrate investment money to appropriate locations for reinvestment and redevelopment.*
- J. Maintain and enhance existing communities and places. Grow the entire community; don't sacrifice one area for another.*
- K. Incentivize smart growth.*
- L. Improve viable downtowns.*
- M. Develop regional transit system.*
- N. Provide affordable housing, healthcare, and education.*
- O. Modernize taxing system and structure on all levels.*
- P. Institute Regional Asset Districts (RADs), with 1% generated used for discretionary spending.*

SOUTHWEST REGION CONFERENCE PARTICIPANTS

Ron Bailey

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

Adam Buraczewski

Senator Regora's Aide
Hempfield Township Westmoreland County
512 Pellis Road
Greensburg, PA 15601
(724) 861-7016

Barbara Ciampini

Planning Director
City of Greensburg, Westmoreland County
416 S. Main St.
Greensburg, PA 15601
(724) 838-4334

D. Robert Davidson

Chief Land Use and Natural Resources Division
PDA
2301 N. Cameron Street
Harrisburg, PA 17110

Chuck DiPietro

Transportation Planning Director
SPC, Allegheny County
425 Sixth Avenue, Suite 2500
Pittsburgh, PA 15219
(412) 391-5590

Richard Feder

Director of Transit Planning
Port Authority of Allegheny County
345 6th Avenue
Pittsburgh, PA 15222
(412) 566-5109

James J. Gagliano, Jr.

Director of Planning
Lawrence County
430 Court Street
New Castle, PA 16101
(724) 656-2144

Shirl Barnhart

Township Supervisor, PSATS Executive Board
Morgan Township, Greene County
P.O. Box 576
Clarksville, PA 15322
(724) 883-2150

H. Daniel Cessna

District Executive
PennDOT
45 Thoms Run Road
Bridgeville, PA 15017
(412) 429-5001

Stacey Cleary

Program Manager
PSATS
4855 Woodland Drive
Enola, PA 17025
(717) 763-0930

Joanne Denworth

Senior Policy Manager
Office of the Governor
Room 506, Finance Building
Harrisburg, PA 17120
(717) 787-1954

Karl Eisaman

Mayor
Greensburg, Westmoreland County
416 W. Main Street
Greensburg, PA 15601
(724) 838-4323

David S. Frick

Commissioner
Indiana County
825 Philadelphia St.
Indiana, PA 15701
(724) 465-3808

Larry W. Garner

Township Manager
White Township, Indiana County
950 Indian Springs Road
Indiana, PA 15701
(724) 463-8585

Marilyn Gelzhiser

Manager, Planning Division
Dept. of Economic Development, Allegheny County
425 Sixth Ave., Suite 800
Pittsburgh, PA 15219
(412) 350-1030

Nadra Gladman

Civil Engineer Manager
PennDOT
825 N. Gallatin Avenue
Uniontown, PA 15401
(724) 439-7228

Alex Graziani

Executive Director
Smart Growth Partnership
166 Millstein Library, 1150 Mt. Pleasant Rd.
Greensburg, PA 15601
(724) 836-7048

Richard H. Hogg

District Engineer
PennDOT
Rt. 286 South, Box 429
Indiana, PA 15701
(724) 357-2806

Ellen G. Kight

Southwest Regional Director
DCED, Southwest Office
1403A State Office Bldg.
Pittsburgh, PA 15222
(412) 565-5199

Richard J. Knapko

Acting Municipal Services Supervisor
PennDOT District 10-0, Indiana County
P.O. Box 429
Indiana, PA 15701
(724) 357-2846

David Ginns

Transportation Specialist
City of Pittsburgh, Allegheny County
425 Sixth Avenue, S-1335
Pittsburgh, PA 15219
(412) 258-6642

Courtland P. Gould

Director
Sustainable Pittsburgh
425 Sixth Avenue, Suite 1335
Pittsburgh, PA 15219
(412) 258-6643

Lynn Heckman

Assistant Director
Allegheny Co Dept. of Economic Development
425 6th Avenue, S-800
Pittsburgh, PA 15219
(412) 350-4549

Tim Kelsey

Visiting Scholar
Governor's Policy Office
Room 506, Finance Building
Harrisburg, PA 17120
(717) 787-9068

Larry M. King

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

Mike Kolesar

Engineer
PennDOT
P. O. Box 11352
Pittsburgh, PA 15238
(412) 772-8100

Wayne Kucich

DEP Southwest Office, Allegheny County
400 Waterfront Drive
Pittsburgh, PA 15222
(412) 442-4199

Eric Madden

Policy Director
PennDOT Dauphin County
400 North Street, 8th Floor
Harrisburg, PA 17120
(717) 787-0787

Lynn Manion

Executive Director
Airport Corridor Transportation Association
1950 Park Manor Blvd.
Pittsburgh, PA 15205
(412) 809-3507

Dennis McGrath

President
Western Pennsylvania Conservancy
209 4th Avenue
Pittsburgh, PA 15222
(412) 586-2376

Cheryl Moon-Sirianni

Assistant District Executive
PennDOT, Allegheny County
45 Thoms Runs Road
Bridgeville, PA
(412) 429-5006

Larry J. Morris

Executive Director
Westmoreland County Transit Authority
41 Bell Way
Greensburg, PA 15601
(724) 832-2705

Richard Ober

Chairman
Beaver County Transit Authority
200 W. Washington Street
Rochester, PA 15074
(724) 728-4255

Jeffrey Leithauser

Environmental Manager
Washington County Planning Commission
100 West Beau Street, Suite 701
Washington, PA 15301
(724) 228-6811

Frank Mancini, Jr.

Director
Beaver County Planning Commission
810 Third Street
Beaver, PA 15009
(724) 728-5700

Dennis Martinak

Manager, Planning Services
Mackin Engineering, Allegheny County
117 Industry Drive, RIDC Park West
Pittsburgh, PA 15275
(412) 788-0472

John Mizerak

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

Susan Morgan

Community Development Director
Redevelopment Authority, Washington County
100 W. Beau St., Ste. 603
Washington, PA 15301
(724) 228-6875

Tom Murphy

Mayor
City of Pittsburgh
414 Grant Street
Pittsburgh, PA 15219
(412) 255-2626

Ronald D. Painter

Executive Director
Three Rivers WIB
425 Sixth Avenue
Pittsburgh, PA 15219
(412) 552-7091

Denny Puko

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

Thomas L. Ralston

Planning Division Director
Armstrong County
402 Market Street
Kittanning, PA 16201
(724) 548-3223

Jim Resh

District Manager
Indiana County Conservation District Indiana County
1432 Rt. 286, Highway E
Indiana, PA 15701
(724) 463-8547

Daniel D. Santoro

Assistant Manager, Planning and Operations
Cranberry Township Butler County
2525 Rochester Road, Suite 400
Cranberry Township, PA 16066
(724) 776-4806

John H. Scott

PDA
6 McIntyre Road
Gibsonia, PA 15044
(724) 443-1585

John H. Paul

Executive Director
Butler Twp. City Joint Municipal Transit
Authority
201 S. Main Street, Suite 102
Butler, PA 16001
(724) 283-0445

Greg Quatchak

CEO
Allegheny County
333 Baldwin Road
Pittsburgh, PA 15205
(412) 429-2324

Betty Reefer

Director
Westmoreland County Agricultural Land
Preservation
RR 12, Box 202-B
Greensburg, PA 15601
(724) 837-5271

Carolyn Royse

Grant Writer
Smart Growth Library UPG
166 Mullskin
Greensburg, PA 15601
(724) 838-8047

Ron Schwartz

Assistant Regional Director
DEP, Allegheny County
(412) 442-4181

Scott C. Sistik

Legislative Assistant
New Stanton Borough, Westmoreland County
105 Station Place, 101 Ehalt Street
Greensburg, PA 15601
(724) 834-6400

Robert Smeltz

Manager, Urban Division
PennDOT, Bureau of Public Transportation
Keystone Building, 6th Floor
Harrisburg, PA 17105
(717) 787-1219

Danielle Spila

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

Joseph J. Szczur

District Executive
PennDOT District 12-0
825 N. Gallatin Ave.
Uniontown, PA 15401
(724) 439-7340

Angela Watson

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

Davitt Woodwell

Vice President, Western Pennsylvania
Pennsylvania Environmental Council
22 Terminal Way
Pittsburgh, PA 15219
(412) 481-9400

Joseph Snyder

Water Pollution Biologist
City of Pittsburgh, Allegheny County
400 Waterfront Drive
Pittsburgh, PA 15222-4745
(412) 442-4308

Joyce Susa

Civil Engineer Manager
PennDOT District 12-0
825 N. Gallatin Avenue
Uniontown, PA 15401
(724) 439-1891

Lew Villotti

Planning and Development Director
SPC, Allegheny County
425 6th Ave., Suite 2500
Pittsburgh, PA 15219
(412) 391-5590

Steve Wiedemer

Environmental Planner
PennDOT District 12
(724) 439-7155