South Central PA Regional Action Plan

Investments in Land Use, Transportation and Economic Development for Regional Prosperity

Prepared by:

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*A Gannett Fleming and
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South Central PA
Regional Action Plan

Investments in

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Prepared For

South Central Caucus of County Commissioners

Avant IMC LLC

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Table of Contents

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Executive Summary

The South Central Pennsylvania "Regional Action Plan" is a plan for the region's prosperity. It prescribes both the process and the end product that will elevate projects that offer credible regional benefits to the attention of leaders in the eight-county region. The South Central Pennsylvania Caucus of County Commissioners launched this breakthrough planning effort to facilitate inter-county communication on common development trends and investment needs and to solicit multijurisdictional support and coordination for such projects. The Regional Action Plan rests on the premise that investments, whether from private, local, state, or federal sources, need to be linked with outcomes of regional impact, such as increasing regional economic productivity and competitiveness, retaining and attracting more people – residents, employees, and visitors – and enhancing the quality of life, because the cumulative result will improve the standard of living and prosperity of the region.

The eight-county South Central PA region includes Adams, Cumberland, Dauphin, Franklin, Lancaster, Lebanon, Perry and York Counties. The plan's development was led by an Executive Committee comprised of the Planning Directors of each county with input from more than 100 county, multi-jurisdictional, and private stakeholders.

The objectives of this regional effort were to:
1. Meaningfully engage the region's stakeholders in identifying opportunities for inter-county collaboration and cooperation.
2. Develop a summary analysis of the region's existing conditions as they relate to transportation, land use and economic development efforts.
3. Define investment criteria and performance measures by which to distinguish "Projects of Regional Significance" from ongoing county planning projects.
4. Establish the organizational framework for county leaders to solicit, review and determine projects of regional significance on an ongoing basis.

Five state agencies were partners in underwriting this effort: Department of Community and Economic Development (DCED), Department of Transportation (PennDOT), Conservation and Natural Resources (DCNR), Agriculture (PDA), and the Department of Environmental Protection (DEP). The agencies were interested in knowing which of the hundreds of potential projects identified in grant applications would have the greatest regional benefit—specifically, benefits defined, desired and shared by regional planning partners. In the South Central Pennsylvania region, as well as other regions, the agencies committed to give special attention to grant applications designated as "projects of regional significance," or similar titles, during their grant application reviews. The *Pennsylvania Keystone Principles for Growth, Investment and Resource Conservation* serve as the common ground between state investment priorities and the Regional Action Plan.

Outreach and Stakeholder Involvement

The Regional Action Plan was developed through a combination of outreach and research facilitated by the Executive Committee comprised of the eight county Planning Directors. The intent of this community-based approach was to analyze a broad spectrum of information, share ideas among stakeholders, and agree upon an overarching strategy for regional coordination and decision making at a regional level.

Outreach activities included: interviews with the county commissioners, key stakeholder interviews, targeted focus groups, and three workshops. Results from the outreach found an overriding perception that the eight counties generally feel disconnected, don't communicate, and don't collaborate. At the same time, there was a strong recognition that counties want and need to work together to remain competitive in today's global environment. The outreach indicated a desire for collaboration within the region and to establish a forum for cooperation. Having a unified framework for regional dialogue was viewed to be advantageous for nominating, evaluating, and designating projects, programs or initiatives of regional significance.

Extensive socio-economic data was compiled to understand the role each county plays in the region's economic position and to compare the region to state and national figures. As a point of reference, additional indicator comparisons were made with regions of similar economic size, such as Raleigh-Cary, NC, Austin-Round Rock, TX, Charlotte-Gastonia-Concord, NC-SC, San Antonio, TX, Indianapolis, IN, Richmond, VA, Hartford-West Hartford-East Hartford, CT, and Providence-New Bedford-Fall River, RI-MA—most with significant competitive advantage over the South Central PA region.

In addition, this study assimilated strategies from plans that currently exist in the region, such as County Comprehensive Plans, Long Range Transportation Plans (LRTP), Comprehensive Economic Development Strategies (CEDS), and Tourism marketing plans. Findings from these activities provided a backdrop to the discussion of regional prosperity.

Regional Observations

Based on the study research and outreach efforts, including data frequently used by private investors and industry site selectors, the following observations were found to characterize the conditions and overall competitiveness of the South Central region:

- The region's economy is relatively resistant to significant economic downturns.

- The region has a productivity measure per worker below the national and state averages.

- Nearly all the region's counties have experienced growth in household income at rates exceeding state rates.

- The per capita income of the region is lower than the national and state levels.

- Educational attainment of the region is below the state average.

- PSSA scores are lower than state and national averages.

- Counties feel disconnected with other counties in the region, and rarely collaborate with each other as regional partners.

- Historically, the region's population has grown moderately, and will likely continue moderate growth, while the population as a whole gets older.

- The counties within the eight-county region are becoming more racially and ethnically diverse.

- The region's roadway network and associated transportation system is recognized as an essential economic asset for commerce, commuting, and tourism; it is currently in better condition than that of many areas of the state.

- Other transportation and travel modes are not strongly linked between counties.

- A significant number of residents commute south of the region for employment.

- Land use planning policies in South Central PA are inconsistent and out of date.

- The region has overlapping and competing tourism identities.

The Challenge to Improve Prosperity

The principal challenge of this planning effort was building regional consensus in the absence of a region-wide planning organization.[1] Within the South Central region, there is one regional planning commission; seven county planning commissions, two planning departments for community development; four Metropolitan Planning Organizations (MPOs), two Rural Planning Organizations (RPOs) for transportation planning; multiple economic development corporations and county-based economic development departments; and county and regional tourism agencies.

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[1] By contrast, other regions in the state define regionally significant projects through an existing process within the structure of an existing single umbrella planning organization, such as a Local Development District, or unified MPO or RPO, or even its own regional planning commission, as is the case with the Delaware Valley Regional Planning Commission.

Without a region-wide planning perspective, the counties tend to see themselves as self-contained, identifying projects within the existing geo-political boundaries and defining primarily local benefits. As a result, this approach pits county against county for discrete and limited funding sources from state and federal agencies.

Regional Action Plan

The goals of the Regional Action Plan are specific desired outcomes of regional cooperation that will lead to greater prosperity. The strategies to implement the Regional Action Plan are narrowly focused on the necessary process and outcomes for regional collaboration. The regional goals and strategies were defined from the extensive regional outreach, as follows:

Goals

- **Improve productivity and competitiveness.** At its most basic measure, productivity is the number of dollars of output per worker. Productivity increases as labor, production and delivery costs decline. Competitiveness depends on education and the productivity with which a location uses its human, capital, and physical resources. Investments in five areas—transportation, environment, tourism, workforce, and technology—will increase the productivity and competitiveness of the region. Today's workforce is regional; transportation systems span multiple counties. The environment demands better infrastructure and tourism attracts people. Investments in technology improve efficiency, and attract younger, talented workers.

- **Retain and attract a more diverse workforce.** The region's workers are retiring, aging, or relocating, reducing the size and collective "brain power" of the remaining workforce. Younger workers bring creativity and entrepreneurialism, especially through applied technology and in the interest of environmental sustainability. Racial and ethnic diversity bring skills and talents that drive new approaches and innovations. Employment in technologically progressive fields,

opportunities for advancement education and training, and competitive wages are needed to grow the numbers of young adult and early mature adult workers in the region.

- **Enhance choices among quality of life services and amenities.** The 21st century workforce looks for communities that fit their lifestyles. Choice in home location (regardless of workplace location) can be enabled by telecommuting from the city, suburb, or countryside. Choices in transportation are based on fuel costs and/or commuting distance. Choices are also made to utilize recreational activities (indoor, outdoor, or virtual), and environmentally sustainable communities. Investments in these areas will retain and attract the skill and talent to make the region more productive and more competitive.

Traditionally, these types of community investments were funded through discrete sources, including the private sector, and coordinated locally. Essential functional areas – workforce (people, skills, knowledge,), physical infrastructure, natural environment (or green infrastructure), technology and cultural/recreational amenities – interconnect the region but are not addressed regionally or by any one state agency. Needs for improvements and enhancements are not addressed by existing county and state organizational structures. Cooperation and coordination is vital in leveraging existing structures and programs to overcome these barriers to the region's prosperity.

Strategies and Actions

To achieve the goals, the following key strategies and supporting actions were identified:

Strategy 1: Foster an essential and sustainable regional dialogue regarding regionally beneficial public investments.

   Actions:

   1.1   Establish a RAP Committee responsible for nominating, evaluating and designating projects of regional significance. The RAP Committee would comprise the region's county planning directors.

The RAP Committee would communicate regularly and meet, as needed, to nominate and evaluate potential projects of regional significance. The RAP Committee could also request the assistance of project owners/applicants or other persons with insight into the project's value to develop a full understanding of the project's potential benefits.

1.2   Develop regional investment criteria that define the desired unique benefits of regional projects.

1.3   Develop a project prospectus to collect the relevant information on the project's regional benefits from the project owner/applicant for use in the evaluation process.

1.4   Develop a project profile for the project owner/applicant to document the as-built outcomes and benefits of each project of regional significance.

Strategy 2: Coordinate and collectively support investments within the following regional investment areas:

Actions:

2.1   **Transportation** – projects that will interconnect communities for all modes of commuter and tourism travel; projects that will improve shipping and distribution on and to the national highway system.

2.2   **Environmental** – projects that will protect, conserve, and restore an ecologically sustainable natural environment throughout the region.

2.3   **Tourism/Recreation** – projects that will expand the array of recreational opportunities, enhance "place-based" tourism, enhance cultural attractions, and improve wayfinding.

2.4   **Technology** – projects that will engage technological tools for communication, data-sharing, and decision-making.

     2.5   **Workforce Education** – projects that will invest in the people of the region, providing education, training and the development of world-class skills for targeted industries.

Regional Action Plan Implementation Recommendations

The objectives of the plan implementation are:

1. Identify a simple and sustainable process, fully recognized and integrated into the state agency decision-making structure,
2. Coordinate, evaluate, and designate multi-county projects, policies, and initiatives in the South Central PA region.

Regional Committee

A Regional Committee will be comprised of the Planning Directors from the 8-County region. Representatives from DCED, DCNR, DOA, PennDOT, and DEP will also serve as standing, non-voting members. Other stakeholders will be called upon by the Committee as a resource for guidance and input as needed.

The Committee will identify, evaluate, and prioritize projects of regional significance and recommend courses of action to the Commissioners Caucus of South Central PA and the member State agencies.

Identification of Projects

Projects will be considered eligible for consideration by the Committee if they have the following characteristics:

- Projects requiring multi-county coordination.
- Projects within the identified investment areas as outlined in the RAP.
- Projects requesting considerable multi-agency funding – Note that these projects would be identified and referred to the Committee by the state agency partners. In

some cases these projects may not be multi-county but require a substantial multi-agency investment in one county.

- Other projects deemed appropriate by the Committee.

Ranking/Prioritization of Projects

The Committee will develop a qualitative evaluation system that employs the following criteria:

- Clear purpose and need
- Consistency with county and local plans
- State/regional/local support
- Funding plan, including leveraged funds
- Regional impact demonstrated by investment area – key metrics for each investment area should be developed. Applicants will demonstrate the regional impact of the project based upon these metrics.

Candidate Projects of Regional Significance, 2009

As a result of the initial 2009 discussion of candidate projects, the following have been proposed by the Regional Action Plan Committee as candidate projects of regional significance (more in-depth descriptions are elsewhere in the document):

Short Term (0-6 months)

- SRTP Regional Transit Study – Inter-county Transit Project
- Regional Goods Movement
- Commuter Services of PA
- South Mountain Conservation Landscape Initiative

Medium Term (6 – 12 months)

- Chesapeake Bay Strategy
- Susquehanna River Greenway Conservation Landscape Initiative

- Alternative Energy Production Coalition.
- South Central Community Information Portal
- Regional GIS web applications
- Model Regulations for Agriculture

Long Term (12-24 months)
- Regional Economic Base Analysis
- Tourism Wayfinding/Signage
- Keystone Corridor
- Livable Community
- Regional Trails System

Other Candidate Projects Suggested by LUTED State Agency Team
- Harrisburg Southern Gateway
- Harrisburg Northern Gateway
- Linking Sewer with Nutrient Trading
- Wastewater treatment / Biofuels
- Carbon Tax Credits
- Broadband / STEM
- New Appalachian Trail Visitor Center
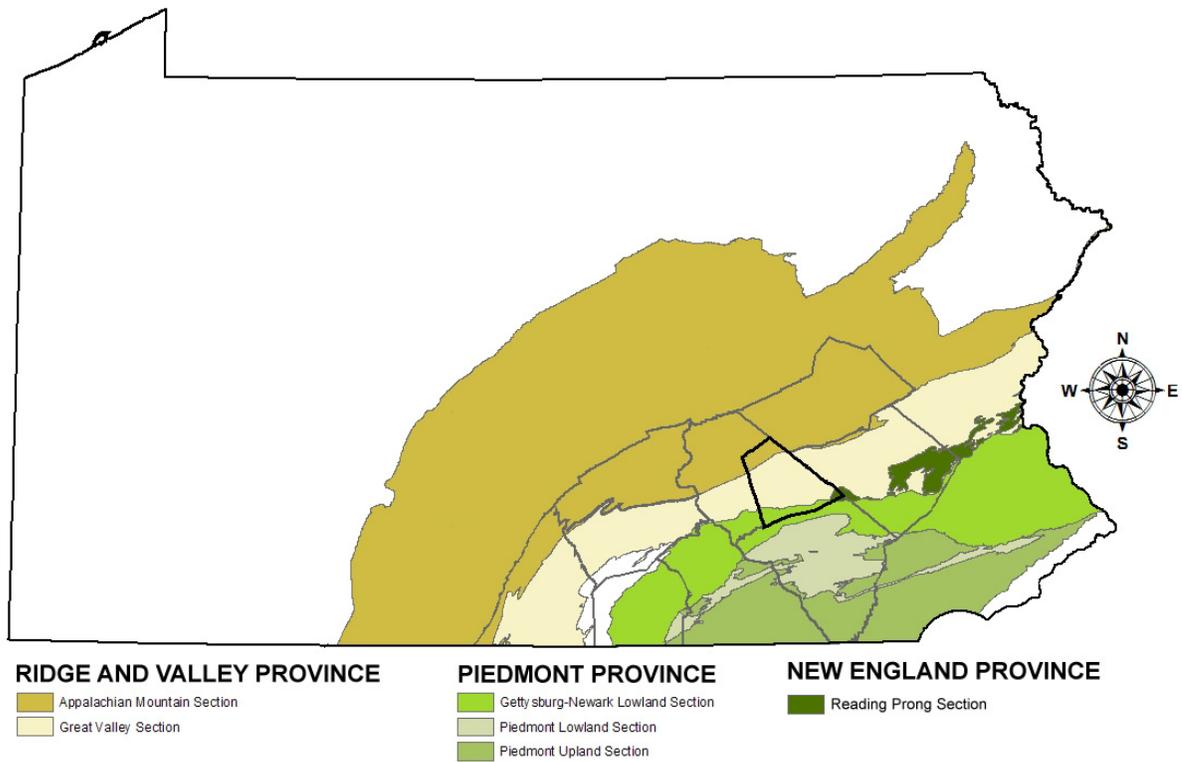- Lykens Valley Rail Trail
- Shippensburg Connector

Plan Implementation

Commissioners' will adopt Regional Action Plan and initiation of Regional Committee
by resolution and concurrently appoint the Regional Committee. The next Regional
Committee Meeting will be first quarter 2010.

Regional Overview

The South Central Pennsylvania region includes the eight counties of Adams, Cumberland, Dauphin, Franklin, Lancaster, Lebanon, Perry and York. The region spans approximately 5,136 square miles from the Appalachian Mountain front to the mid-Atlantic Piedmont. The Susquehanna River transects the region from north to south as it flows into Maryland toward the Chesapeake Bay. Harrisburg, the largest city in the region, is the state capital and the focal point for state government. In 2007, the region was home to 1.8 million residents living in 318 locally governed municipalities. In 2008, the region generated a $72 billion in annual regional productivity, the third largest gross regional product in the state.

Figure 1 Geographic Provinces of South Central Pennsylvania

RIDGE AND VALLEY PROVINCE
- Appalachian Mountain Section
- Great Valley Section

PIEDMONT PROVINCE
- Gettysburg-Newark Lowland Section
- Piedmont Lowland Section
- Piedmont Upland Section

NEW ENGLAND PROVINCE
- Reading Prong Section

South Central PA Regional Action Plan

The South Central PA Region is varied geographically, politically, and economically. Community character ranges from intensively urban in the cities of York and Harrisburg to extremely rural in the western portions of Perry County. Local governments include cities, boroughs, and first and second townships; county governments are third, fourth and fifth class counties—each with specific authority, responsibilities and limitations to their governing actions. Political disposition ranges from liberal democratic to staunch conservative republican. Local economies are based in historic leading industries such as agriculture and manufacturing, as well as growing service industries. Despite sharing in the location and resources of South Central Pennsylvania, the region's diverse composition makes a singular characterization or regional identity particularly challenging.

Inside Perspectives on the South Central PA Region

Assets

When asked to characterize the assets of the region, stakeholders from county and local government, public agencies, and the private sector offered the following:

- Available, affordable land for development, particularly given the proximity of the region to major markets along the East Coast.
- A strong highway infrastructure supplemented by a rail freight network and the only electrified passenger rail corridor outside of the northeast corridor.
- A hardworking workforce.
- Major economic generators, including manufacturing, agriculture/food processing, and warehouse/distribution.
- Moderate cost-of-living, low taxes, low crime rate, and good quality of life.
- Successful downtown revitalization and redevelopment efforts in Gettysburg and the cities of Harrisburg, Lancaster, Lebanon, and York.

Challenges

Stakeholders also suggested a range of conditions perceived as challenges to successful community and economic development:

- Lack of a skilled workforce
- Lack of an entry level workforce that is job-ready
- Lack of affordable living, meaning the collective costs of housing, utilities, public services and taxes, as well as costs for daily travel and child care
- 318 municipalities, some leading, some reacting to, and some not addressing local community and economic development activities within their jurisdictions.
- Shortsightedness and exclusive self interest (NIMBY-ism) of residents and some local government officials toward economic growth opportunities
- Lack of affordable, convenient transportation options that link employment and other destination centers for residents, commuters, and visitors
- Need for continued investment in transportation and other infrastructure in order that the regional economy can continue to grow
- Limited water supply, especially in headwaters areas
- Multiple metropolitan statistical areas—Lebanon-Harrisburg-Carlisle, York-Hanover-Gettysburg, and Lancaster—and one micropolitan statistical area, Chambersburg, for which socio-economic statistics are compiled for national comparison though no real identity exists locally for these "areas."
- Overlapping and competing economic and tourism development interests.
- Rising costs of energy
- Rising costs of compliance with environmental, business, and employment regulations
- Rising taxes

Seeing the Region from the Outside

These comments suggest that the people, the physical infrastructure, and the policy of the region are the tools with which we build our communities and economy. If each

community were self-contained, local decisions, actions and investments would improve local conditions and increase prosperity at the community level. But the communities in the South Central PA region are increasingly interconnected and viewed as a region by residents, businesses and outside investors.

Figure 2 Cities within One-Day Driving Distance from Harrisburg
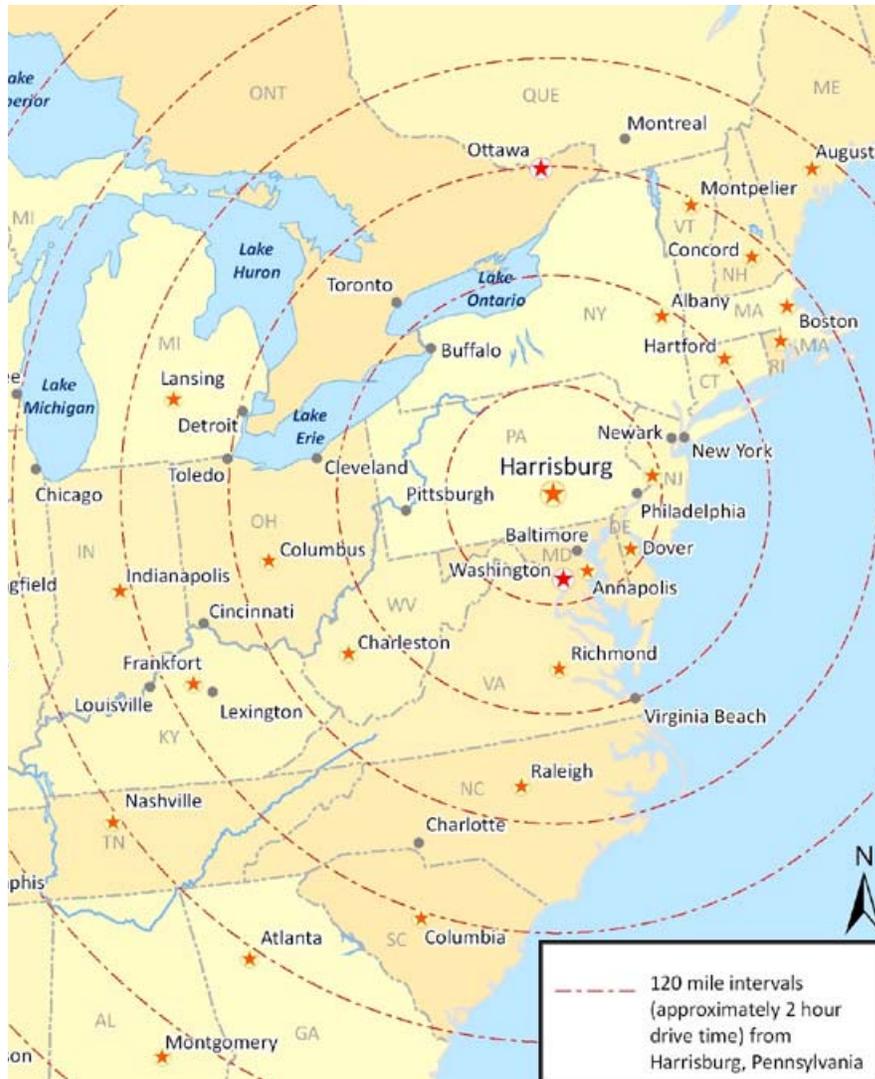
As shown in Figure 2 above, Harrisburg is within a day's drive of approximately 75 million US people (about 25% of the population of the US), and 10 million Canadians (about 33% of the population of Canada).

If the region is interested in improving its prosperity, then it must also begin to think more strategically about its conditions. It must view and analyze itself as a region, compare itself to other regions, assess its strengths and weaknesses, and address them with change to the status quo. The region must invest in projects with wide-ranging, tangible benefits that will attract investment both from within and from outside the region. Such projects will require cooperative if not collaborative action.

The following sections on people, place and prosperity demonstrate ways to analyze traditional community and economic development indicators for the South Central PA region as a whole.

In select instances, they include comparisons to regions of similar economic size, such as Raleigh-Cary, NC, Austin-Round Rock, TX, Charlotte-Gastonia-Concord, NC-SC, San Antonio, TX, Indianapolis, IN, Richmond, VA, Hartford-West Hartford-East Hartford, CT, and Providence-New Bedford-Fall River, RI-MA—most with significant competitive advantage over the South Central PA region.

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The People of South Central PA

The distribution of human talent is an important factor in economic geography. It has widely been accepted that key factors in the location decisions of firms include labor costs and labor quality encompassing knowledge, skills, and experience. Regions, therefore, compete to attract and retain talent.

Population growth, age composition, diversity, educational attainment and educational achievement are some of the most frequently cited socio-economic indicators of the economic health of a region. Local planning, whether county or municipal, typically compares trends, in absolute numbers and percentages, of total population for the study geography to adjacent jurisdictions.

In the 21st century, because people live, work, shop, and play regionally, and businesses operate globally, socio-economic data analyzed solely at the local level says little about the size, future growth, and capacity of the workforce to generate economic value. When the same data is compiled regionally, it becomes more relevant and therefore comparable. Indeed, improvements in local measures of economic potential are meaningful when combined together into readily available regional data and evaluated by private investors.

Findings of Need and Opportunity

Historically, the region's population has grown moderately, and will likely continue moderate growth, while the population overall gets older.

> The region will need to attract younger residents and workers to replenish positions vacated by retiring workers and business owners.

The counties within the eight-county region are becoming more racially and ethnically diverse.

The socioeconomic impacts are evident in terms in increased population density, lower educational attainment, and lower median income in urban centers. Regional impacts include increased urbanization, increased demand for public transportation and social services, and pressures on urban educational systems to accommodate students with language and cultural barriers. Increased diversity can lead to new waves of entrepreneurism, business start-ups, and expansion.

Educational attainment of the region is below the state average.

The region will need to improve its educational attainment scores to competitively attract new businesses. Mastery of basic math and ability to write are basic fundamental requirements of a skilled workforce.

High school graduation rates are high, but many PSSA scores are lower than state averages.

Growing, retaining, and attracting today's brightest students as the workforce of tomorrow is an important factor in regional competitiveness and should be a focus for the region for years to come.

Population Growth

In 2007, the region reached an estimated population of 1.8 million, or roughly 15 percent of the state total. This figure continued a 50-year trend of uninterrupted moderate population growth at an overall rate of just over 6 percent, or an average annual rate of 1 percent. This pace was slightly less than the national rate of 6.4 percent yet far above the state rate of only 1.3 percent for the same time frame. Population growth was most rapid along the Maryland border, where Adams, York and Franklin Counties posted rates of 10, 9, and 8 percent, respectively, rivaling growth rates in the Pocono region.

Figure 3 Historical Populations, South Central Pennsylvania, 1960-2006

	1960	1970	1980	1990	2000	2006	2000-06 % Change
Adams	51,906	56,937	68,292	78,274	91,292	101,105	11%
Cumberland	124,816	158,177	178,541	195,257	213,674	226,117	6%
Dauphin	220,255	223,713	232,317	237,813	251,798	254,176	1%
Franklin	88,172	100,833	113,629	121,082	129,313	139,991	8%
Lancaster	278,359	320,079	362,346	422,822	470,658	494,486	5%
Lebanon	90,853	99,665	108,582	113,744	120,327	126,883	5%
Perry	26,582	28,615	35,718	41,172	43,602	45,087	3%
York	238,336	272,603	312,963	339,574	381,751	416,322	9%
Region	1,119,279	1,260,622	1,412,388	1,549,738	1,702,415	1,804,167	6%
PA	11,319,366	11,800,766	11,863,895	11,881,643	12,281,054	12,440,621	1%

Source: U.S. Census Bureau: State and Metropolitan Area Data Book: 2006

Migration into the region was the source of the majority of the region's population recent increase. Cumberland County and Lancaster County each experienced total in-migrations of more than 10,000 new residents from 2000 to 2006. Adams and Franklin Counties each had more than 8,800 in-migrants. Yet, natural increases (births) in Lancaster and York counties, totaling 23,654 new residents contributed 35 percent of the region's total population increase.

Figure 4 Components of Population Change, 2000-2006

	Numeric Population Change	Natural Increase (births)	% of Total Increase	Net International Migration	Net Internal Migration	Total Migration	% of Total Increase
Adams	9,813	1,270	13%	982	7,837	8,819	90%
Cumberland	12,443	1,464	12%	2,079	9,596	11,675	94%
Dauphin	2,378	4,702	198%	3,111	-4,614	-1,503	-63%
Franklin	10,678	2,339	22%	941	7,873	8,814	83%
Lancaster	23,851	15,142	63%	3,591	6,766	10,357	43%
Lebanon	6,556	1,154	18%	788	5,011	5,799	88%
Perry	1,485	868	58%	24	738	762	51%
York	34,571	8,512	25%	26	-238	-212	-1%
Region	101,775	35,451	35%	11,542	32,969	44,511	44%
Pennsylvania	159,567	95,649	60%	126,007	-27,718	98,289	62%

Source: 2007 PA Abstract

Regional population growth rates are expected to continue to outpace that of Pennsylvania through 2020 according to projections prepared by both Woods and Poole and the PA State Data Center. Both sources project that the region will reach a milestone of two million residents by 2020.

Figure 5 Population Projections (in thousands), South Central Pennsylvania, 1990-2030

	1990	2000	2010	2000-10 % Change	2020	2010-20 % Change	2030	2020-30 % Change
Adams	78.80	91.62	105.81	15%	117.63	11%	130.63	11%
Cumberland	195.95	213.99	243.71	14%	287.55	18%	334.08	16%
Dauphin	238.58	251.84	259.57	3%	273.47	5%	290.27	6%
Franklin	121.50	129.56	146.36	13%	162.32	11%	179.85	11%
Lancaster	424.95	471.76	510.10	8%	549.97	8%	595.81	8%
Lebanon	114.11	120.44	130.15	8%	138.52	6%	148.34	7%
Perry	41.33	43.62	47.18	8%	52.43	11%	58.21	11%
York	340.81	382.78	434.84	14%	481.43	11%	532.86	11%
Region	1,556.03	1,705.6	1,877.72	10%	2,063.32	10%	2,270.05	10%
PA	11,903.3	12,286.9	12,674.6	3%	13,286.3	5%	14,044.7	6%

Source: Woods and Poole 2007

**Figure 6 Population Projections (in thousands), South Central Pennsylvania, 1990-2020**
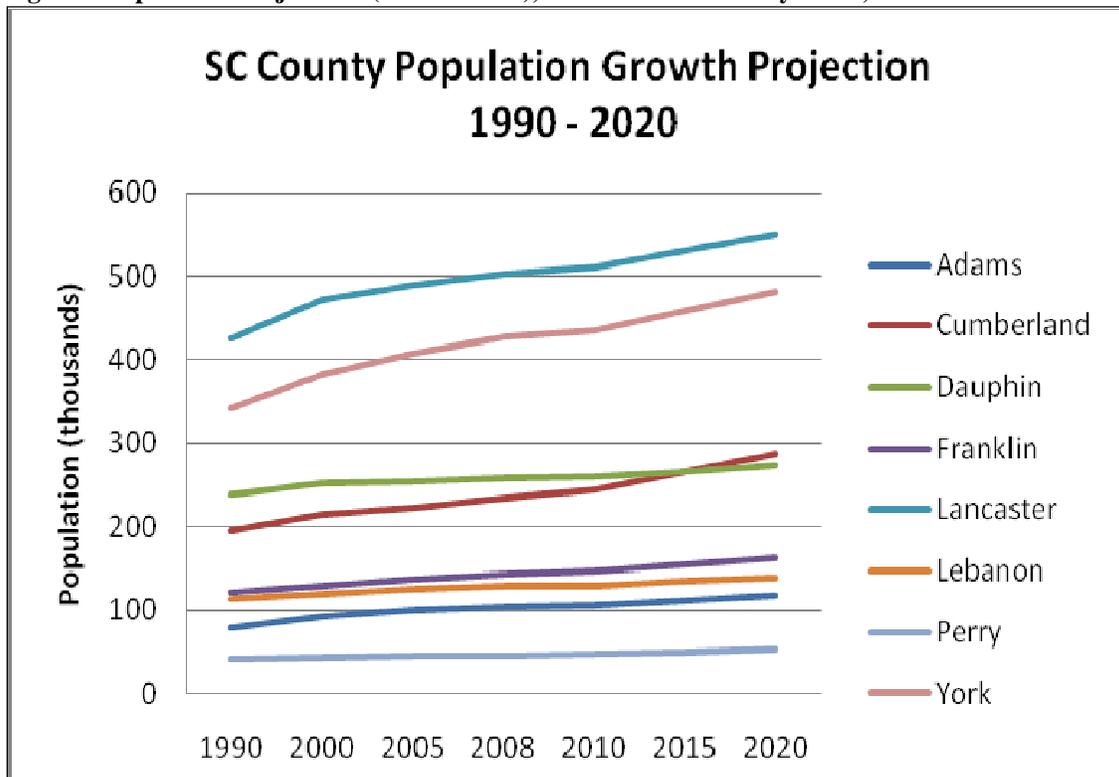
Source: Woods and Poole 2007

South Central PA Regional Action Plan

Looking at the figure below a few points of interest are:

- Adams County, Franklin County, Lebanon County and York County's growth rates are decreasing.

- Cumberland County, Dauphin County and Perry County's growth rates are increasing.

- Lancaster County rate of growth is remaining about the same.

Figure 7 Historical and Projected Population Change by Percent, 2000-2020
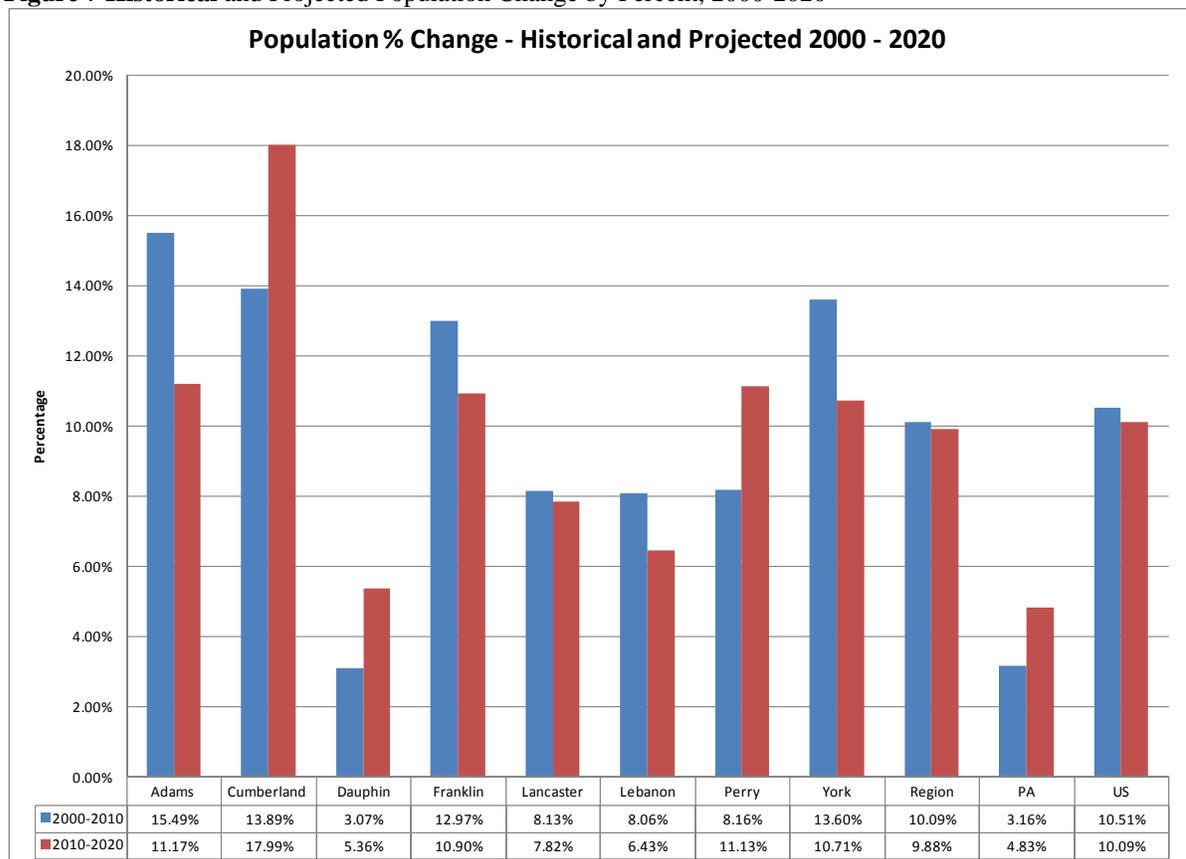
Source: PA State Data Center

Age Cohort Composition

The metropolitan areas of South Central PA were generally older than other reference regions of similar economic size, with higher percentages of residents ages 45 and older and drastically lower percentages of residents ages 25 to 34.

Figure 8 Population by Age Cohort, Metropolitan Statistical Areas, 2003

	Age (Percent)								
	Under 5	5 to 14	15 to 24	25 to 34	35 to 44	45 to 54	55 to 64	65 to 74	75 years +
Austin-Round Rock, TX	8	13.9	15.4	18.8	16.2	13.2	7.3	4	3.2
Raleigh-Cary, NC	7.6	14.4	13.5	17.2	17.5	13.7	8.3	4.4	3.5
Charlotte-Gastonia-Concord, NC-SC	7.5	14.5	13.1	16.1	16.6	13.7	8.9	5.2	4.4
Indianapolis, IN	7.6	15.2	13.3	14.5	16.2	14	8.8	5.5	5
Richmond, VA	6.4	13.9	13.8	13.4	16	15.1	9.9	5.9	5.5
San Antonio, TX	7.8	15.6	15.3	14.2	14.7	13.1	8.6	5.7	5
Providence-New Bedford-Fall River, RI-MA	5.8	13.2	14.2	13	15.8	14.3	9.8	6.3	7.6
Hartford-West Hartford-East Hartford, CT	5.8	13.4	13.3	12	16.3	15.1	10.4	6.4	7.3
York-Hanover, PA	5.8	13.5	12.9	12	16.1	15.4	10.7	6.9	6.7
Harrisburg-Carlisle, PA	5.7	12.8	13.5	12.3	15.2	15.7	10.5	7.1	7.2
Lancaster, PA	6.7	14.7	14.2	11.7	14.7	14.1	9.6	6.8	7.4
Lebanon, PA	5.6	13	13.1	11.5	14.8	14.7	10.8	7.9	8.6

Source: U.S. Census Bureau: State and Metropolitan Area Data Book: 2006

When comparing South Central region with other comparable areas, the data shows that the combination of South Central PA MSA's has higher percentages in older residents, while other regions have a higher percentages in younger age groups.

Using an "Income-Year" combination index for regional comparisons provides another basis for competitiveness. This measures the household income per median age for each region, and ranks from highest to lowest. The data in Figure 9 below are sorted according to index rank. South Central PA MSA's (highlighted in red) are in the lower half because of the combination of higher median age and somewhat lower relative median income.

South Central PA Regional Action Plan

Figure 9 Comparable MSA Income-Age Rank Comparison

Comparable MSA Regions	Median Household Income 2007	Median Age 2007	Income-Year Index Rank
Austin-Round Rock, TX	$56,746	32.2	1
Raleigh-Cary, NC	$58,111	34.7	2
Hartford-West Hartford-East Hartford, CT	$64,355	39.4	3
Richmond, VA	$56,739	37.1	4
Charlotte-Gastonia-Concord, NC-SC	$53,211	35.5	5
Indianapolis, IN	$53,101	35.7	6
Lancaster, PA	$52,764	37.4	7
Providence-New Bedford-Fall River, RI-MA	$54,039	38.4	8
York-Hanover, PA	$55,120	39.2	9
San Antonio, TX	$46,321	33.3	10
Harrisburg-Carlisle, PA	$53,168	39.4	11
Lebanon, PA	$46,711	39.6	12

Source: U.S. Census Bureau: State and Metropolitan Area Data Book: 2006

Furthermore, the South Central region is rapidly growing older. Projected change in the age composition of the region's population (indicated in Figure 10 below), suggests that the age cohort of residents 60-74 will increase by more than 120,000 residents from 2008 to 2020, *while all other age cohorts remain relatively stable.*

The dramatic projected increase in the 60-64 age cohorts is consistent with the data represented in the tables above. The economic effect of this condition represents a significant wave of anticipated retirements and potential change in lifestyle amenities sought by this segment of the population. While this might represent potential employment and career advancement opportunities for younger workers, the South Central region has relatively few younger workers to take these positions and could lose significant economic power as a result.

Figure 10 Regional Population Projections by Cohort, 2008-2020

South Central PA Regional Population projection by Age Cohort
2008 - 2020
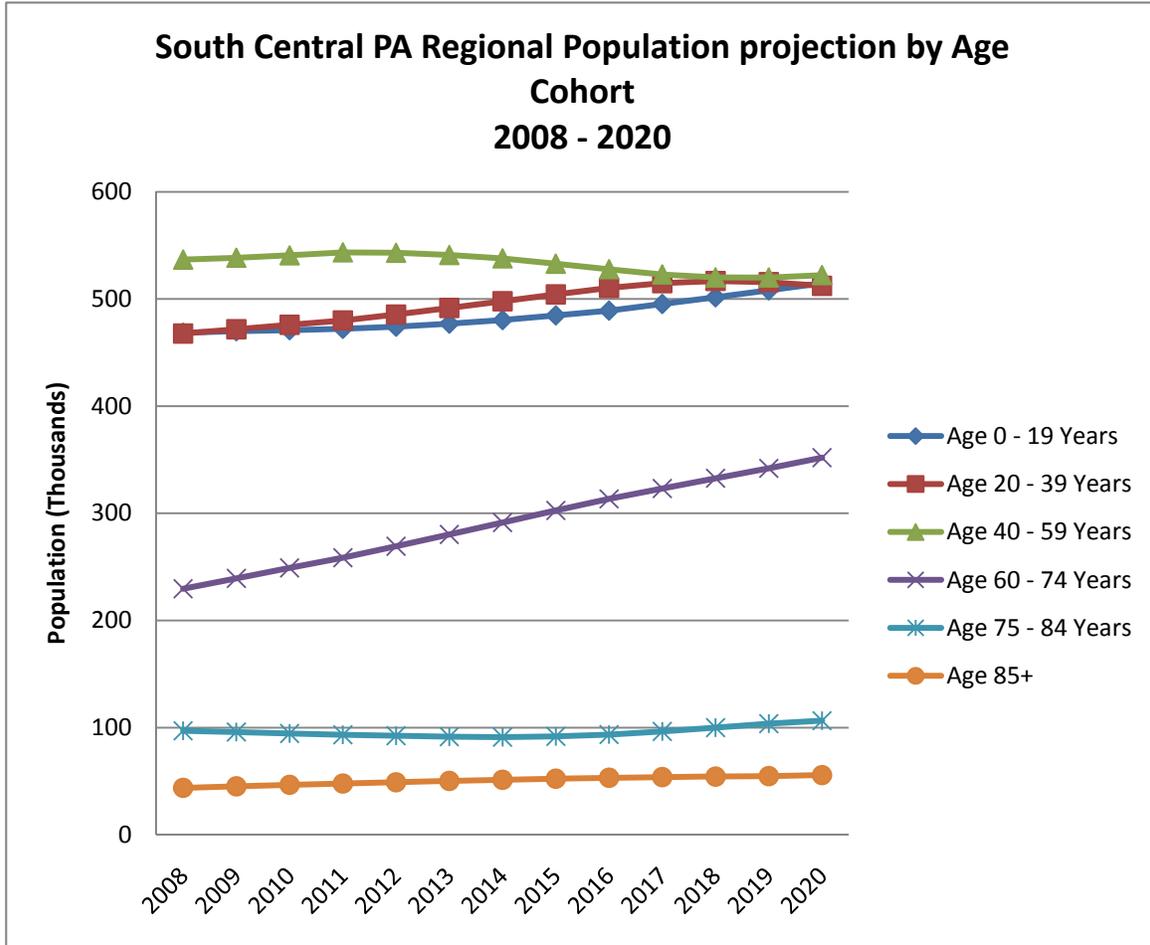
Source: Woods & Poole Econometrics, Inc. 2007

Racial and Ethnic Diversity

Regions that are open to diversity by nationality, race, and ethnicity are able to attract a wider range of talent than those that are relatively closed. Such regions gain distinct economic advantages in the competition for talent and in their ability to generate and attract industries, and, as a result, increase their incomes.

In the areas of racial and ethnic diversity, South Central PA MSAs were less diverse than comparative MSAs of similar economic size.

Figure 11 Racial and Ethnic Diversity in Comparison MSA Regions, 2003

	White	African American	Asian	Native American	Hawaiian or Pacific Islander	Hispanic or Latino
Richmond, VA	65.6	30.8	2.1	0.4	0.1	2.6
Charlotte-Gastonia-Concord, NC-SC	73.0	23.2	2.4	0.5	0.0	6.5
Raleigh-Cary, NC	75.0	20.1	3.3	0.4	0.1	7.0
Indianapolis, IN	82.5	14.4	1.6	0.3	0.0	3.3
Hartford-West Hartford-East Hartford, CT	84.9	10.7	2.8	0.3	0.1	9.8
Austin-Round Rock, TX	86.0	7.9	4.0	0.7	0.1	28.3
Harrisburg-Carlisle, PA	86.9	9.7	2.1	0.2	0.0	2.7
San Antonio, TX	90.0	6.2	1.5	1.0	0.2	52.1
Providence-New Bedford-Fall River, RI-MA	90.7	5.1	2.3	0.5	0.1	7.8
Lancaster, PA	93.8	3.3	1.6	0.2	0.1	6.0
York-Hanover, PA	93.9	4.0	1.0	0.2	0.0	3.2
Lebanon, PA	96.7	1.5	0.9	0.2	0.0	5.2

Source: U.S. Census Bureau: State and Metropolitan Area Data Book: 2006

According to county level data for 2007, the South Central Region was predominantly white (91.2 percent) and non-Hispanic (non-Latino). A comparison of 2007 data with 2000 data shows that the Hispanic, or Latino, segment of the population was increasing at twice the growth rate for blacks. Lebanon County's Hispanic population grew by nearly 2 percentage points since 2000.

Figure 12 Racial and Ethnic Diversity, South Central Pennsylvania, 2000-2007

	2007				Change, 2000 and 2007					
		White %	Black %	Latino %	White		Black		Latino	
	Total Population				#	%	#	%	#	%
Adams	99,914	93.1	1.6	5.0	5,950	-2.3	513	0.4	1,708	1.4
Cumberland	225,536	92.9	2.9	1.9	7,762	-1.5	1,559	0.5	1,482	0.6
Dauphin	254,277	75.7	17.1	5.2	-1,610	-1.4	1,016	0.2	2,844	1.1
Franklin	139,459	94.4	2.8	2.8	8,402	-0.9	898	0.5	1,623	1.0
Lancaster	493,910	91.1	3.5	6.7	19,440	-0.4	4,205	0.7	6,581	1.0
Lebanon	126,426	91.8	1.6	6.5	2,422	-2.7	496	0.3	2,209	1.5
Perry	44,852	98.1	0.5	0.9	1,014	-0.4	24	0.1	100	0.2
York	414,023	91.2	4.7	4.0	23,589	-1.6	5,439	1.0	5,373	1.0
Region	1,798,397	89.8	5.3	4.7	66,969	-1.1%	14,150	0.5%	21,920	1.0%

Source: U.S. Census

Educational Attainment

There is a strong correlation between educational attainment and income generation. Industries consider the educational attainment of the available workforce, such as the highest level of education completed, as a factor for site selection and expansion, specifically in technology intensive sectors.

This region boasts an array of institutions of higher education, geographically distributed across seven of the eight counties, representing liberal arts, technical, associates, bachelors, graduate and professional degree programs.

Figure 13 Institutions of Higher Education, South Central PA Region

County	Institution
Adams	Gettysburg College
	HACC – Gettysburg
	Lutheran Theological Seminary
Cumberland	Central Pennsylvania College
	Dickinson College
	Duquesne University – Camp Hill
	Messiah College
	Shippensburg University
	Penn State Dickinson School of Law
Dauphin	Harrisburg University
	Harrisburg Area Community College (HACC)
	Dixon Center – PA SSHE
	Penn State – Capital Campus
	Penn State Hershey Medical Center
	Temple – Harrisburg
	Widener University School of Law – Harrisburg
Franklin	Penn State – Mont Alto
	Wilson College
Lancaster	Elizabethtown College
	Franklin and Marshall College
	HACC - Lancaster
	Lancaster Bible College
	Lancaster Theological Seminary
	Millersville University
	Pennsylvania College of Art and Design
	Thaddeus Stevens College of Technology
Lebanon	Evangelical School of Theology
	HACC – Lebanon
	Lebanon Valley College
York	Penn State – York
	York College

However, the education attainment level of the region's residents is surprisingly below the state average. Only Cumberland and Dauphin Counties have percentages of residents with high school degrees or equivalents, a bachelor's degree, and a graduate degree higher than the state. In conjunction with age demographics, these figures suggest that younger residents attending the region's higher education institutions leave the region upon graduation, while the older, less educated generations remain.

Figure 14 Educational Attainment Rates for Individuals Age 25 and Over, 2000

County	Less than High School	High School and More	Bachelors Degree	Graduate Degree
Adams	20.3	79.7	16.7	6.5
Cumberland	13.9	86.1	27.9	9.8
Dauphin	16.6	83.4	23.5	8.8
Franklin	21.1	78.9	14.8	6
Lancaster	22.6	77.4	20.5	6.7
Lebanon	21.4	78.6	15.4	5.9
Perry	20.1	79.9	11.3	3.8
York	19.3	80.7	18.4	5.9
Pennsylvania	18.1	81.9	22.4	8.4

Source: Pennsylvania Department of Education

Educational Achievement

While high school graduation rates are high, many PSSA scores for 11th graders are lower than state averages. Overall, 46.5 percent of the school districts in the region had "proficient and above" scores below the state average for math, and 35.2 percent of the school districts had "proficient and above" scores below the state average in reading. The urban and rural school districts generally had 11th grade student math and reading proficiency scores lower than the suburban area school districts. The four urban school districts had the lowest math and reading proficiency scores in the region.

Figure 15 2008 PSSA Mathematics and Reading Proficiency Results for Grade 11 by District

Graduation. Rate (%)		Math	Reading	Graduation. Rate (%)		Math	Reading
Adams County				Hempfield	96	78.1	80.6
Bermudian Springs	91	61.2	67.4	Lampeter-Strasburg	96	76.1	77.9
Conewago Valley	90	56.4	61.8	Lancaster	65	32.2	37.6
Fairfield Area	87	60.9	62.9	Manheim Central	90	63	65.2
Gettysburg Area	93	52.5	60.1	Manheim Township	94	79.2	82.8
Littlestown Area	90	62.1	65.1	Penn Manor	97	68.3	72.1
Upper Adams	87	52.6	66.5	Pequea Valley	94	56.1	62.5
Cumberland County				Solanco	94	55.2	65.1
Big Spring	82	43.3	58.3	Warwick	95	71.1	81.2
Camp Hill	98	83.7	91.3	**Lebanon County**			
Carlisle Area	93	49	59.6	Annville-Cleona	94	70.9	69.2
Cumberland Valley	95	83.2	84.8	Cornwall-Lebanon	92	74	78.5
East Pennsboro	96	58.9	68.2	Eastern Lebanon County	98	54.9	56.9
Mechanicsburg	90	69	66.9	Lebanon	81	31.7	34.1
Shippensburg	94	55.7	59	Northern Lebanon	89	42.8	60.5
South Middleton	92	54.7	68	Palmyra Area	94	61.1	65.1
Dauphin County				**Perry County**			
Central Dauphin	92	53.4	68.3	Greenwood	96	44.6	55.3
Derry Township	97	76.8	85.2	Newport		49.5	58.7
Halifax Area	95	26.4	68.9	Susquenita	86	50.4	68.8
HarrisburgCity	79	17.9	23.1	West Perry	86	36.3	48.5
Lower Dauphin	89	65.4	71.3	**York County**			
Middletown Area	90	49.1	66.2	Central York	98	55.8	74.7
Millersburg Area	93	61.6	78.1	Dallastown Area	93	53.1	75.4
Steelton-Highspire	77	21.7	36.9	Dover Area	90	68.9	70.9
Susquehanna Township	95	68.7	77.5	Eastern York	91	51.6	62.3
Upper Dauphin Area	92	52.9	74.1	Hanover	82	55	65.7
Franklin County				Northeastern York	88	56	59.5
Chambersburg Area	91	60.9	64.9	Northern York	94	47.8	58.2
Fannett-Metal	98	45.3	50	Red Lion Area	92	63.1	66.3
Greencastle-Antrim	95	59	68.3	South Eastern	95	64	72.8
Tuscarora	96	43.3	52.9	South Western	87	59.5	71.4
Waynesboro Area	90	51.6	61.5	Southern York County	94	72	72.4
Lancaster County				Spring Grove Area	89	58.8	65.5
Cocalico	96	66.3	73.3	West Shore	92	54.1	69.3
Columbia Borough	80	38.3	54.2	West York Area	92	48.2	69.3
Conestoga Valley	94	65.1	75.1	York City	65	32.6	33.1
Donegal	84	52.2	61.3	York Suburban	97	65.7	77.8
Eastern Lancaster County	99	65.1	68.8	**Pennsylvania**		**55.9**	**64.7**
Elizabethtown Area	89	59.8	70.4	red = below state average			
Ephrata Area	94	69.7	66.1	Source: Pennsylvania Department of Education			

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Elements of Place

All of the counties share similarities in their development pattern and character. They differ mainly in the amount of development pressure, which has to do with whether they contain or are near a larger urban center. Cumberland, Dauphin and Perry Counties share a lot of the same outlooks for how they want to develop because they are joined by the Tri-County Regional Planning Commission. However, they are each very unique and so common ideas are retrofitted to fit their individual needs as separate entities.

Findings of Need and Opportunity

Land use planning policies in South Central PA are inconsistent and many are out of date.

> Coordinated zoning and infrastructure that make preferred development clear to the private sector. Of the 260 adopted municipal comprehensive plans for which dates were available, more than two thirds of these adopted plans are more than 10 years old. Zoning ordinances are slightly more current with at least 46 percent of municipalities having adopted or revised their respective ordinances within the past 10 years.

The region's roadway network and associated transportation system is recognized as an essential economic asset for commerce, commuting, and tourism; other modes are not strongly linked between counties.

> The region's workers are reliant on the single occupant vehicle (SOV) as the mode of choice for daily commuting.

The transportation infrastructure is currently in better condition than that of many areas of the state.

> However, with population growing at a rate greater than the state average and reliant upon the network for commuting, capacity and safety issues will need to continuously be considered. Further, the transportation and logistics industry cluster, a winning cluster in all counties, is dependent upon the transportation infrastructure to take advantage of the region's geographic advantage.

A significant number of residents commute south of the region for employment.

> While 22,000 workers commute into the greater Harrisburg area each day, approximately 25,000 residents regularly commute south of the Mason Dixon Line for work. Families seek the benefits of greater metro area employment and wages while enjoying a less urban and more affordable lifestyle and quality of life opportunities. However, this creates challenging decisions for community and economic development planners. Should the region continue to rely on the external economic opportunities for residents and support the growth of the service sectors and infrastructure needed to accommodate the commuting lifestyles, or should it seek to develop employment for that talent within the region?

Currency and Consistency of Community Development Goals and Land Use Policy

The ten year update requirement stated in the Pennsylvania Municipalities Planning Code may be directed to counties, but its intent to maintain a current perspective on community needs and local trends, and external influences, and the effectiveness of municipal policies in addressing these, should apply to all municipalities.

Fifty-five municipalities, or 17 percent, have no comprehensive plan, no zoning ordinance, or neither planning tool in place to state the needs, issues and preferred development characteristics of residents.

The lack of consistency as measured by the dates of plan and ordinance adoption in comparison to county comprehensive plans is more dramatic. Only 22 percent of municipal comprehensive plans and 18 percent of zoning ordinances have been adopted or updated since their respective county plans were put in place.

Figure 16 Planning Currency and Consistency, South Central Pennsylvania Region, 2008

CITIES/BOROUGHS				
Currency	**Comprehensive Plans**		**Zoning Ordinance**	
With Plan/Ordinance less than 10 yrs old	24	24%	31	31%
With Plan/Ordinance 10 yr or older	71	72%	42	42%
With Plan/Ordinance, date not available	4	4%	28	28%
With Ordinance, under County	n/a	n/a	n/a	n/a
Subtotal with Plan/Ordinance	99		101	
No Plan/Ordinance	19	16%	17	14%
Total	118	100%	118	100%
Consistency				
With Plan/Ordinance, updated since county plan	20	20%	15	15%
With Plan/Ordinance, older than county plan	75	76%	58	57%
With Plan/Ordinance, date not available	4	4%	28	28%
Subtotal with Plan/Ordinance	99		101	
No Plan/Ordinance	19	16%	17	14%
Total	118	100%	118	100%
TOWNSHIPS				
Currency	**Comprehensive Plans**		**Zoning Ordinance**	
With Plan/Ordinance less than 10 yrs old	55	34%	90	56%
With Plan/Ordinance 10 yr or older	104	64%	40	25%
With Plan/Ordinance, date not available	3	2%	29	18%
With Ordinance, under County	n/a	n/a	2	1%
	162		161	
No Plan/Ordinance	35	18%	36	18%
	197		197	
Consistency				
With Plan/Ordinance, updated since county plan	36	22%	39	24%
With Plan/Ordinance, older than county plan	123	76%	93	58%
With Plan/Ordinance, date not available	3	2%	29	18%
	162		161	
No Plan/Ordinance	35	18%	36	18%
Total	197		197	

There is a lack of sound land use planning at the local level. Some have a plan, but don't follow it. Others have no plan at all or regulations that are newer and inconsistent with the plan. Development plans that require land for recreation and open space make utility services and infrastructure less efficient.

I. *Transportation Infrastructure*

The region possesses a number of major transportation systems that facilitate the movement of people and freight.

Interstate Highway System

The five interstate and eight US highways in South Central PA connect communities of the region to markets throughout the East Coast. These include Interstates 76, 78, 81, 83, and 283 and US routes 11, 15, 22, 30, 209, 222, 322, and 422. State routes 283 and 581 provide further interconnectivity and operate as spurs to the highway system within the region. The total mileage of these facilities is 760 miles.

The rate of the region's workers driving alone to work is five percentage points higher than the state rate of 78.8 percent and growing. Some anomalies within the region: Dauphin County ranks first in the region (and eighth in the state) in the total number of workers who use public transportation as a means of journey to work. The percentage of Lancaster County workers who work from home is two points higher than the state rate of 2.9 percent.

Figure 17 Highway Miles by County

	Adams	Cumberland	Dauphin	Franklin	Lancaster	Lebanon	Perry	York	Region
I-76		37.8	12.9	14.6	30.5	5.9		6.4	108.1
I-78						7.8			7.8
I-81		39.3	16.4	25.7		15.2			96.6
I-83		2.5	7.9					39.6	50
I-283			2.8						2.8
US 11		33.4		26.7					60.1
US 15 (south of PA 581)	26.5	7.1						8.8	42.4
US 15 (north of PA 581)		8.4					29.1		37.5
US 22			15.9			13.1			29
US 30	28.3			28.5	31.8			27.5	116.1
US 209			20.9						20.9
US 222					49.8				49.8
US 322 (south of I-83)			11.3		25.5	14.1			50.9
US 322 (north of I-81)			13.1				14.7		27.8
US 422			4.7			19.7			24.4
PA 283			10.4		18.1				28.5
PA 581		7							7
Total	54.8	135.5	116.3	95.5	155.7	75.8	43.8	82.3	759.7
Percent of Region	7%	18%	15%	13%	20%	10%	6%	11%	100%

Source: U.S. Department of Transportation

- **Inter-county commuting is increasing**: All South Central PA counties (but Perry) experienced losses in their share of resident workers employed within the county of residence during the 1990s. In Lebanon, the decline was nearly 6 percentage points. In absolute numbers, the most significant inter-county commuting pattern shift of the decade occurred between Lebanon and Dauphin counties, with greater shares of Lebanon County resident workers now employed within Dauphin County. Only two counties in the region – Cumberland and Dauphin – experience a net surplus or inflow of workers. That is, there are more workers commuting into the county for employment than there are going out.

- **Resident worker share**: Lancaster County has one of the state's highest rates of resident workers employed within the county of residence (87 percent). Perry County, at 32 percent, is one of the lowest. More of Perry County's resident

workers are employed in Cumberland County than in Perry County. This is the only relationship within the region where this phenomenon exists.

- **The region experiences a worker flow deficit** with neighboring counties south of the Mason-Dixon Line. For example, among the region's four southernmost counties, there are 5,870 workers commuting north from Maryland, compared to the more than 25,000 workers commuting south into Maryland.

- **The South Central PA region experiences a net gain or surplus in worker flows** from the west, north and east.

Figure 18 Commutation Patterns by County of Residence (in percent) - 2000

	Resident Workers			Resident Workers	
	1990	2000		1990	2000
Adams	**39,715**	**45,475**	**Lancaster**	**212,114**	**231,674**
Adams	57.6	53.8	Lancaster	88.7	87.0
York	22.9	24.5	Dauphin	2.2	3.0
Carroll, MD	3.1	4.1	Chester	2.4	2.6
Cumberland	4.1	3.9	Berks	1.7	1.8
Frederick, MD	2.4	3.8	York	1.6	1.7
Cumberland	**101,250**	**105,860**	**Lebanon Co.**	**56,279**	**58,810**
Cumberland	69.9	69.0	Lebanon	68.1	62.4
Dauphin	20.7	21.2	Dauphin	17.0	21.9
York	3.1	3.6	Lancaster	6.1	6.4
Franklin	2.5	2.4	Berks	4.9	4.8
Lancaster	0.4	0.7	Cumberland	1.8	2.3
Dauphin	**118,902**	**121,202**	**Perry**	**19,817**	**21,391**
Dauphin	78.7	77.5	Cumberland	33.1	32.8
Cumberland	13.0	13.5	Perry	30.4	31.5
Lancaster	2.0	2.1	Dauphin	30.2	29.6
Lebanon	1.6	2.1	York	1.6	1.7
York	1.9	2.0	Juniata	0.6	0.7
Franklin	**59,189**	**61,973**	**York**	**174,782**	**193,126**
Franklin	76.7	71.8	York	77.4	73.6
Washington, MD	9.9	12.7	Cumberland	5.7	6.0
Cumberland	5.1	5.4	Dauphin	4.0	5.1
Frederick, MD	1.8	2.9	Baltimore, MD	3.8	4.1
Adams	2.0	1.5	Lancaster	2.2	2.8

Source: U.S. Census Bureau

Figure 19 South Central Inter-County Commuting Patterns
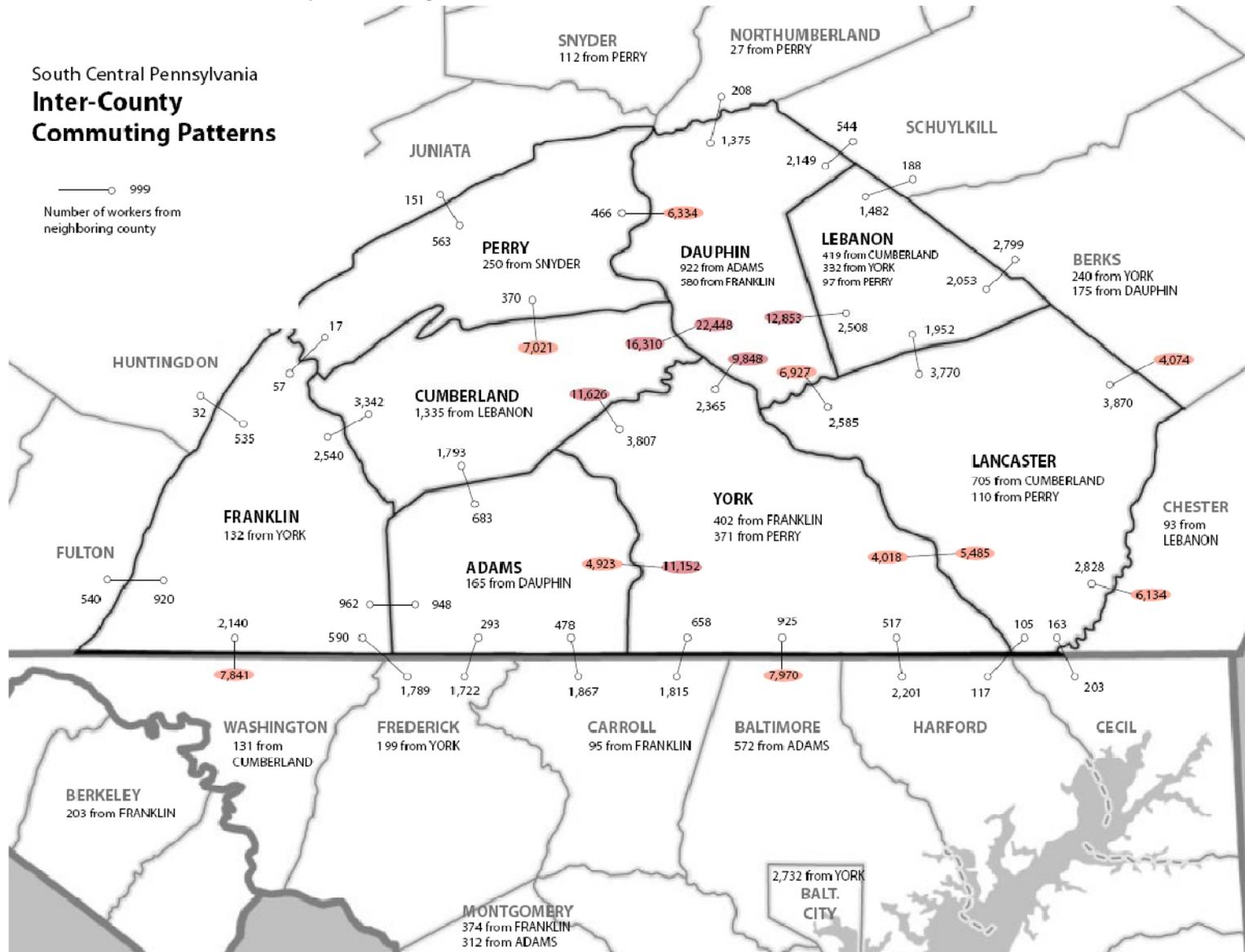
Current and Projected Traffic Volumes

The Pennsylvania statewide travel demand model network reported traffic volumes for 2006 and traffic projections for 2030 for each of these highway facilities. Average daily traffic for autos and trucks, daily vehicle miles traveled (DVMT), daily vehicle hours traveled (DVHT), and daily vehicle hours of delay (DVHD) for 2006, 2030 and the percent change are shown below for each county, the total region, and PA.

Figure 20 Daily Vehicle Miles Traveled (DVMT) Trends, South Central Pennsylvania, 2006

	PennDOT	Other Agencies	Turnpike	Local Municipal	Total
Adams	2,097,737	53,697	0.0	257,572	2,409,006
Cumberland	5,742,044	111,098	874,121	1,013,020	7,740,283
Dauphin	6,618,063	16,839	357,650	1,475,425	8,468,076
Franklin	3,398,207	94,495	345,014	524,749	4,362,465
Lancaster	8,570,592	18,414	957,415	1,931,360	11,477,781
Lebanon	2,626,219	1,432	160,226	688,177	3,476,054
Perry	1,347,008	65,984	0.0	182,788	1,595,780
York	7,352,791	16,982	193,189	1,332,085	8,895,047
Region	37,752,661	378,941	2,887,615	7,405,176	48,424,492
Pennsylvania		4,125,677	17,033,206	50,521,153	296,148,652

*Does not include DVMT on toll bridges (100 in Dauphin County)

The average daily total traffic on these specified highways in the region in 2006 was more than 69.6 million with trucks comprising 11 percent of total traffic. By 2030, total traffic is projected to increase to more than 95.4 million, an increase of 37 percent, with the truck traffic portion increasing to 16 percent. The projected increase in auto traffic is 26 percent while the projected increase in truck traffic is 98 percent.

Figure 21 Traffic Projections 2006-2030 (as percent change)

	ADT AUTO	ADT TRUCK	ADT TOTAL	DVMT	DVHT	DVHD
Adams	56%	114%	62%	59%	68%	120%
Cumberland	35%	76%	40%	47%	70%	325%
Dauphin	26%	98%	34%	40%	71%	206%
Franklin	33%	94%	42%	52%	62%	171%
Lancaster	30%	81%	35%	40%	81%	183%
Lebanon	33%	88%	41%	48%	48%	150%
Perry	39%	211%	61%	70%	76%	400%
York	27%	77%	32%	37%	54%	124%
Region	30%	89%	37%	44%	68%	183%
Pennsylvania	24%	84%	30%	38%	53%	110%

Source: Pennsylvania Statewide Travel Demand Model

South Central PA Regional Action Plan

US 22 is projected to have a 50% increase in average daily traffic. The southern portion of US 322 from Chester County through Lancaster and Lebanon Counties to I-83 in Dauphin County is projected to have the greatest increase in travel time—from 91.7 minutes to 165.9 minutes, or 44 percent. The northern segment from I-81 in Dauphin County through Perry County to Juniata County is projected to have the greatest change in truck traffic—a change from 20 percent in 2006 to 44 percent in 2030.

These projections suggest that congestion from more vehicles traveling these specified highways will significantly increase travel times in the region. Travel time increases are not only an inconvenience, but more importantly, they represent increasing costs in labor and fuel for importing raw materials and distributing goods and services, as well as higher fuel costs for commuters and tourists. Thus, they impact household, industry and local government spending.

Public Transportation

Bus Transit

The region's four primary providers of fixed-route transportation provided for a total of nearly 32 million trips for the five-year period ending 2007. In 2007, the four provided a high of 6.5 million trips. Average annual ridership trends have been mixed among the four operators. The total ridership has peaked at about 6.5 million through FY 07-08. With record-breaking gasoline prices in late 2008, all the region's transit operators are expected to post ridership increases as a result of increased gasoline prices when data for FY 08-09 becomes available.

Figure 22 Public Transportation Fixed-Route Ridership, 2003-07

	2003	2004	2005	2006	2007	2008
CAT	2,654,366	2,098,047	2,247,381	2,315,358	2,404,109	2,525,078
Rabbittransit	1,540,089	1,608,324	1,615,528	1,559,119	1,967,821	1,667,962
Red Rose	2,191,954	2,253,143	2,307,332	2,013,711	1,961,125	2,045,450
COLT	n/a	299,581	295,525	235,112	253,882	308,654
Total	6,386,409	6,259,095	6,465,766	6,123,300	6,586,937	6,547,144

Source: PennDOT Bureau of Public Transportation

Passenger Rail

Ridership on Amtrak's Keystone Corridor through Dauphin and Lancaster Counties has experienced significant year over year increases in ridership at all five study area passenger rail stations.

For the five-year period ending 2007, total growth in Amtrak ridership on the Keystone Corridor was 55 percent, compared to only 13 percent statewide. The Keystone Corridor's share of Amtrak ridership statewide rose 5 percentage points to 20 percent over the same period. Among the region's five Amtrak stations, the facility at Mt. Joy registered the greatest increase in total boarding, with total numbers more than doubling. Amtrak's Harrisburg and Lancaster stations are the second- and third-busiest in the state, behind only Philadelphia's 30th Street station.

With ridership increases, come additional improvements to the stations themselves, with high-level platforms at Elizabethtown and at Mt. Joy. The station in Lancaster is scheduled to undergo $12 million in improvements. All-electric service introduced in 2006 helped reduce travel times from Harrisburg to Philadelphia to as little as 95 minutes. Closure of at-grade rail crossings will also allow for faster speeds and improved service.

Susquehanna Regional Commuter Services

Susquehanna Regional Commuter Services is a professionally staffed organization working to reduce traffic congestion by helping commuters find alternatives, other than driving alone, and by reaching out to employers so they can help their workforce find those options. Using alternatives also helps improve air quality with fewer cars in rush hour.

Having a commuter assistance effort helps employers compete for and retain a qualified workforce. Employers and commuters participate in Adams, Berks, Cumberland, Dauphin, Lancaster, Lebanon, Perry, and York counties.

II.   *Water/Wastewater Infrastructure*

Water and wastewater are viewed as separate. Water is viewed as a resource, while wastewater is viewed as a service. There is little discussion in PA of water reclamation and reuse that would show the two as related. Both water and wastewater are expensive to move, particularly against gravity.

Growth and the Chesapeake Bay Strategy are consuming treatment plant capacity. Municipalities may not want to but they may have to build new, expensive wastewater treatment plants that meet high nutrient reduction standards, or purchase credits to offset their pollution.

Small systems duplicate the cost of management and often don't charge enough to sustain themselves. Maintenance of infrastructure is important and local residents should pay a fair share.

Water is a driving issue, whether it is water supply, e.g. in Adams County, or water quality in the Conewago Creek. It is important, according to outreach funding, to link the planning processes that exist – transportation, land use – and deal with the fact that there is no water resource planning process – whether for critical areas, recharge, or on-lot disposal etc.

As long as elected leaders say "build the house here," the utility companies will extend and provide service. Infrastructure needs to serve economic development.

Water Resources

The Chesapeake Bay issues affect all of the counties in the region and have the potential to motivate them to work together. The Lower Susquehanna Regional Water Resource Committee is one of the six statewide regional committees for the *Water Resource*

Planning Act. This committee has discussed county and regional issues and identified four priorities for the region:

- **An inventory of water resource supply** (sources, geologic influences, and quantity and quality issues) and demand (current and projected consumption rates by use, critical water planning areas, impacts of flood and drought conditions on demand); development of a water budget for each watershed

- **Promotion of water resource conservation**, including wise and efficient use, water re-use practices, and protection of critical water bodies and functions

- **Minimize land use impacts**, i.e. reduce or eliminate point and non-point sources of water pollution; protect, restore and reclaim floodplains, wetlands, and waterway corridors

- **Unification of water resource management initiatives via intergovernmental coordination** (communication, data collection and sharing, and regulatory linkages), regional planning and advancement of priorities, and promotion of water resource stewardship.

Other concerns noted by the Lower Susquehanna Regional Water Resource Committee though not thoroughly addressed by the regional priorities include:

- The need for consistency between plans for expansion of water supply service areas and local comprehensive planning
- The lack of funding for mandated water supply planning
- Lack of regulation of private wells; while on-lot septic receives attention, on-lot wells receive little attention
- Lax enforcement of Act 167 Storm water Planning requirements
- The complexity of water quality protection when pollution comes from multiple sources.

Figure 23 shows the major river basins surrounding the South Central region, which is located entirely within the Susquehanna River basin.

Figure 23 River Basins
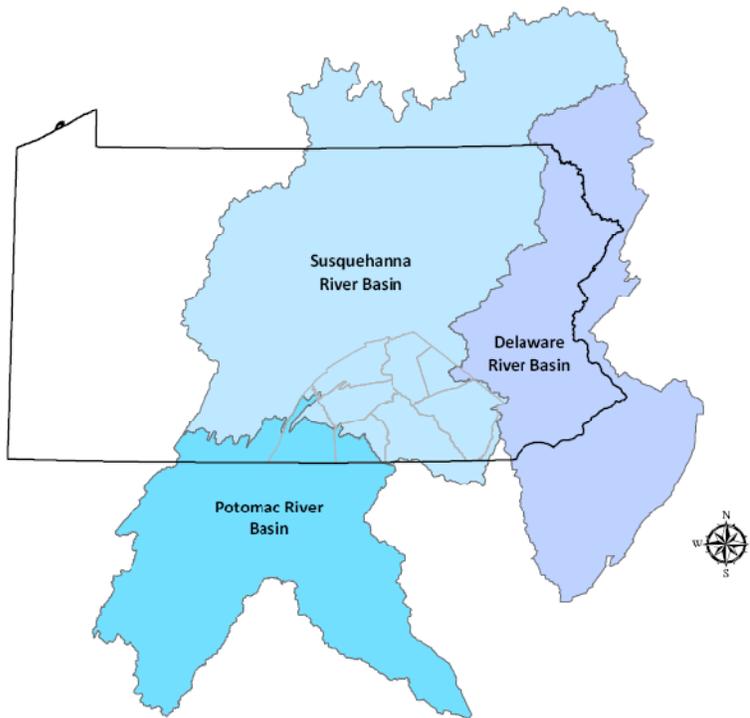
Figure 24 Act 537 Sewage Facilities Plan Status

County	Municipalities	With Plans less than 5 years old	With Plans btw 5 and 10 years old	With Plans btw 10 and 20 years old	Percentage	With Plans btw 20 and 40 years	Percentage	With Plans older than 40 years
Adams	34	3	6	6	17.6%	19	**55.9%**	
Cumberland	42	7	13	5	11.9%	16	**38.1%**	
Dauphin	40	7	4	4	10.0%	23	**57.5%**	1
Franklin	22	7	5	5	22.7%	5	22.7%	
Lancaster	61	4	19	21	**34.4%**	17	**27.9%**	3
Lebanon	25	6	1	6	24.0%	12	**48.0%**	1
Perry	30	1	5	9	**30.0%**	15	**50.0%**	
York	72	9	17	23	**31.9%**	23	**31.9%**	

Bold are more than 25% of municipalities

Outdated plans tend to be boroughs. Maintenance and operations of facilities likely continued without update to the plan. Plans used more for collection system expansion. Assessment of need for on-lot septic system management programs is covered by Act 537 plans.

Figure 25 Act 167 County-Wide Plans

County	Phase 1			Phase 2							
	Sent to County	Signed by County	Signed by PA	Sent to County	Signed by County	Signed by PA	Municipalities	Act 167 Plans	Act 167 Ordinances Enacted	Municipalities with Act 167 Ordinances Due	
Adams	X	X	X				34	17	16	1	
Cumberland	X	X	X	X	X	X	33	16	12	7	
Dauphin	X	X	X	X	X	X	40	30	11	26	
Franklin							22	15	12	6	
Lancaster	X	X	X	X	X	X	60	34	30	17	
Lebanon							25	8	5	3	
Perry			n/a				30	0	0	0	
York	X	X	X	X	X	X	72	20	15	6	

III. *Natural Resource Protection*

There is commercial value for natural resource extraction, processing and production, and public value for public and private water supply and outdoor recreation.

Land development plans are often reviewed by citizens without planning knowledge and perspective for the environmental resources within and beyond their political borders. They don't understand the non-economic value of natural resources. The protection of land, water, and vegetation and wildlife resources is an area of impact. Every development project has environmental impacts, direct/indirect and on-site/off-site, whether or not they are known and quantified. Municipal land development requirements don't manage the impacts of development on the environment. Municipalities have not

spent money on the science of quantifying impacts and establishing criteria/regulations to prevent them.

It is important to decide what we want to protect, where and how. There is a strong linkage between protecting our land and protecting our economy. Land and water are critical to agriculture and tourism, two of our largest industries. Land preservation protects more than just land. It's a vehicle for water protection, and wildlife protection. Land taxation policy is another tool that could recognize the value of natural resources.

Few municipalities in the region have an Environmental Advisory Council (EAC) to provide elected officials with knowledgeable advice on environmental topics.

Counties will each have an open space and space and greenways plan soon.

- Adams County Greenway Plan (comp plan element) 2008
- Cumberland County Greenways Plan, 2006 and Open Space Preservation Plan 2004
- Dauphin County Greenways Plan (in progress)
- Franklin County 2007
- Lancaster Green Infrastructure Plan (2009)
- Lebanon County Greenscapes (comp plan element) 2007
- Perry (in progress)
- York Greenways Plan 2006

These plans will show what lands should be protected and not be developed. Comparing these plans may be a starting point for inter-county discussion.

IV.   *Cultural Resources for Recreation and Tourism*

Bike/pedestrian trail systems are highlighted on Figure 26 in yellow. These trails throughout the region are county-specific, and are disconnected as indentified below:

Figure 26

Cumberland

- Cumberland Valley Rail Trail - 11 miles open, 11 miles proposed, and 4.5 under construction
- Letort Spring Run Nature Trail - 1.5 miles open, 0 miles proposed, and 0 under construction
- Cumberland County Biker/Hiker Trail - 5.5 miles open, 0 miles proposed, and 0 under construction

Dauphin

- Capital Area Greenbelt - 2 miles open, 0 miles proposed, and 0 under construction
- Derry Township (Hershey) trail
- Stony Valley Railroad Grade – (Dauphin, Lebanon, Schuylkill) 22 miles open, 0 miles proposed, and 0 under construction

Lancaster

- Conewago Trail (to Lebanon Valley Rail Trail)- 5 miles open, 0 miles proposed, and 0 under construction
- Lititz To Warwick Bikeway - 1.5 miles open, 2.1 miles proposed, and 0 under construction
- Middle Creek Trail - 1.5 miles open, 0 miles proposed, and 0 under construction
- Lancaster Junction - 2.5 miles open, 0 miles proposed, and 0 under construction
- Ephrata Railroad Linear Park Trail - 1 miles open, 3.63 miles proposed, and 17.09 under construction

Lebanon

- Lebanon Valley Rail Trail - 12 miles open, 2.5 miles proposed, and 0 under construction
- Swatara State Park Rail Trail - 9.5 miles open, 0 miles proposed, and 0 under construction

Perry

- Little Buffalo State Park Trail - 2 miles open, 0 miles proposed, and 0 under construction
- Iron Horse Trail - 10 miles open, 0 miles proposed, and 0 under construction

York

- York Heritage Rail Trail - 21 miles open, 5 miles proposed, and 0 under construction

Source: DCNR website; some information may be out of date.

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Regional Prosperity

Economic performance equates to financial value. Performance is characterized by productivity from within and competitiveness compared to others. It is measured by factors such as productivity, employment growth, unemployment rate, population growth, wage growth, and inbound capital investment. The outcomes of increased productivity and improved competitiveness are higher sales, higher wages and reinvestments, and an improved standard of living. These are the building blocks of prosperity.

Findings of Need and Opportunity

The South Central Pennsylvania region's economy is relatively resistant to significant economic downturns.

> Two positive factors influence stability in the South Central regional economy: an unemployment rate somewhat below state and national rates, and employment rates slightly greater than the national employment rate, and significantly greater than the state employment rate.

> The stability of the region is based on the fact that the largest industry segments in the region are state and local government. Government sector employment is much less susceptible to economic market fluctuations and provides a degree of income and economic stability to the region.

> Agriculture and food processing is a large and stable anchor cluster. The industry cluster with the greatest positive growth over the last five years, and location quotient (an indicator of national competitiveness), is logistics and transportation. Healthcare and wholesale trade are rising industry clusters. In the health care sector, demographic trends such as an increasing aging population drive demand and provide a degree of stability. The stability in the regional economy is

supported by stable sectors, such as government and health care, which offer a regional safety net in times of economic downturn, and take advantage of economic expansion.

The region has a productivity measure per worker below the national and state averages.

The Region's work ethic is often cited as an economic strength. The region's work ethic is a positive characteristic; however, a more important factor to consider is the overall productivity of the workforce which links work ethic, skills, technology and innovation to the output of the economy.

The primary measure of productivity is the gross regional product divided by the total number of employed workers to derive economic output, in dollars, per worker. When comparing productivity among the benchmark MSAs, such as Hartford, San Antonio, Austin, Charlotte, Raleigh, Richmond, Indianapolis and Providence, the Harrisburg, Lancaster and York MSAs' productivity ranks above only Indianapolis and Raleigh (using 2004 data). The region's ability to increase the productivity of its workforce and industry is a critical challenge.

Nearly all the region's counties have experienced growth in household income at rates exceeding state rates.

Greatest gainers included Adams County, which saw median household incomes surge by 26 percent, and Franklin County – another county within the Washington D.C. "commutershed" – experienced gains of nearly 25 percent during the period 2000-2006.
The lone exception was Lancaster County, which saw its median household income levels rise by less than 15 percent over the seven year period.

The per capita income of the region is lower than the national and state levels.

While employment has expanded at a rate greater than the nation and state, only Cumberland and Dauphin county residents have a per capita income above the national level with the others being well below.

This indicates that while the region's employment is expanding, it is not increasing higher value industries or jobs.

The region has overlapping and competing tourism identities.

Existing regional tourism destinations include Gettysburg National Battlefield, Hershey Park, Hershey Hotel, Carlisle Fairgrounds, Chambers Fort in Chambersburg, PA State Capitol, Civil War Museum, Lancaster Central Market, Cornwall Iron Furnace, Perry County Covered Bridges, York Factory Tours, and many others.

Historically these destinations have competed for visitors and visitor dollars. Contemporary tourism approaches based on focus group feedback suggest retaining visitors in the region by facilitating travel among the destinations through improved signage, wayfinding, and inter-county transportation.

Counties feel disconnected with other counties in the region, and rarely collaborate with each other as regional partners.

Through project outreach, the relative independence of counties and community leaders emerged as an obstacle. Community and economic development leaders have a strong sense of their own county's needs, assets and approaches for economic improvement; however, they also expressed that they do not have a collective sense of the regional economy and there are a few collaborative project examples. Research indicates that the primary factor leading to multi-community collaboration is an economic crisis. However, in South Central Pennsylvania, a major economic crisis is unlikely given the relative economic stability of the

region. Consequently, community leaders must find or create another impetus for true and effective multi-county collaboration.

Productivity and Competitiveness

Gross domestic product, or regionally, gross regional product, is a primary method of measuring the regional economy. The gross domestic or regional product is defined as the total market value of all final goods and services produced within the designated geography in a given period of time. It takes into consideration the sum of value added output at every stage of production. As productivity of the region increases, so does the value of the goods and services created by regional firms. Productivity sets the standard of living, such as wages, returns on capital, and return on natural resources.

The following charts illustrate gross domestic product growth by county. Figure 27 shows the growth in gross regional product (GRP) by county, and Figure 28, the percentage growth for the overall region. While Lancaster County had the highest value and largest increase in total GRP, Adams County had the highest percentage GRP growth from 1998 to 2007.

Figure 27

Source: Woods & Poole Econometrics

Figure 28

South Central Gross Regional Product 2000 - 2010
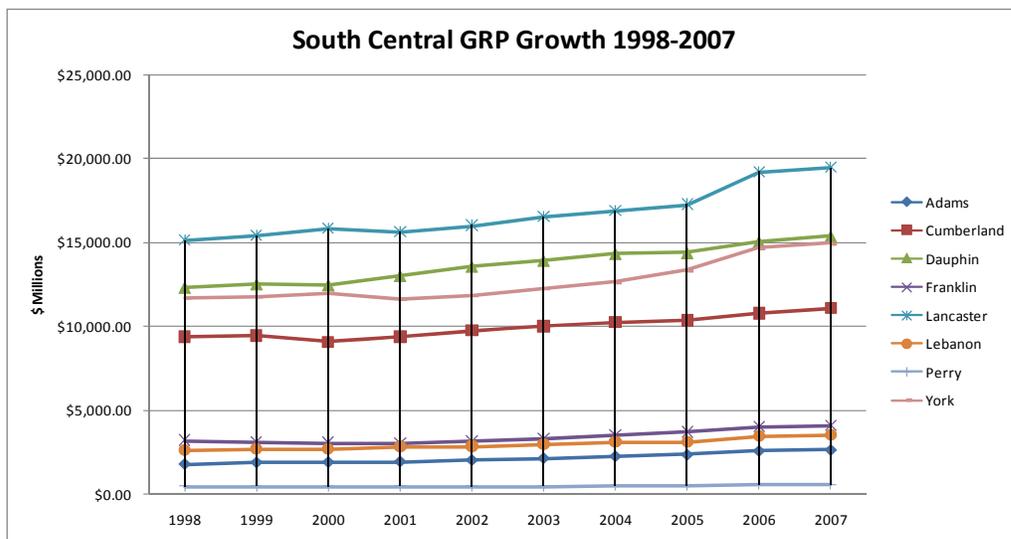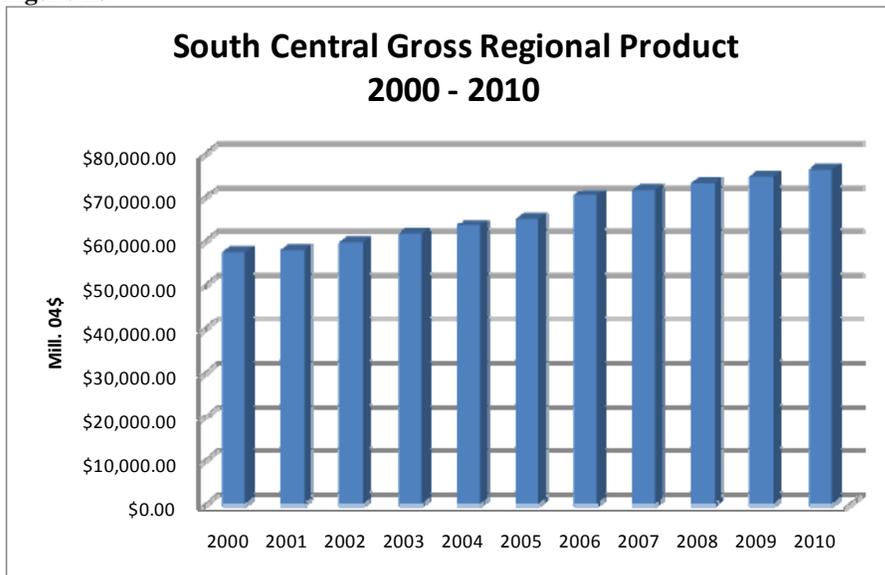
Source: Woods & Poole Econometrics

Figure 28 indicates the actual overall regional GRP growth from 2000 to 2008, and projected through 2010. The size of the overall economy will have grown from about $58 billion to about $75 billion over this period, about a 36% increase.

Regions and location matter in today's competitive global economy. Competitiveness depends on the productivity with which a location uses its human, capital, and natural resources. Regions compete with other regions, and nations, to offer the most productive environment for business.

Annual productivity in dollars per worker enables comparison of the productivity of one region to another. Figure 29 below provides a comparison of the annual productivity per worker in South Central Pennsylvania and its counties to the state and the nation for 2006. From this snapshot, we see that productivity per worker in every one of the counties and the region as a whole lagged behind both the state and the nation.

Figure 29 Annual Productivity per Worker, South Central Pennsylvania Region, 2006
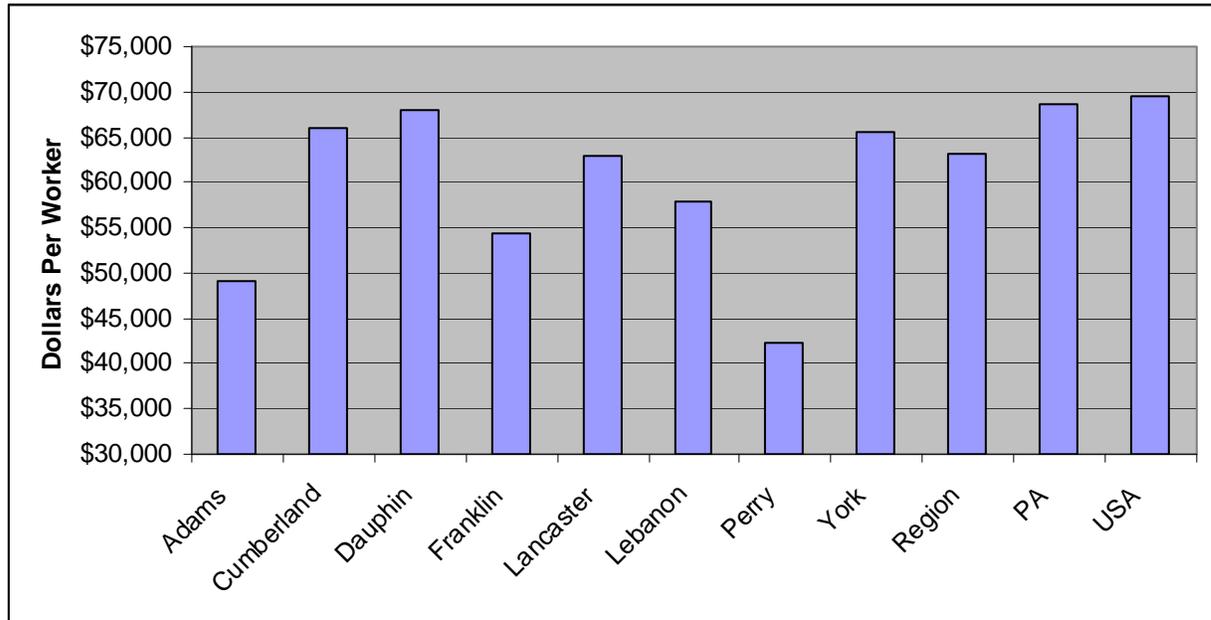
The MSAs in the South Central PA region had lower gross metropolitan products than the eight benchmark regions, but have productivity-per-worker measures greater than Indianapolis, IN and Raleigh-Cary, NC. Figure 30 shows a wide gap in productivity between the South Central PA region's three metro areas, and Hartford and Providence, although very close to the others. (This may be attributed to the employment and urban diversity of the Boston to Hartford corridor.)

Figure 30 Annual Regional Productivity (Gross Metropolitan Product divided by Total Employment), 2004

MSA	GMP (billions)	Employment (thousands)	Productivity ($/emp)
Hartford-West Hartford-East Hartford, CT	70.5	537.5	$131,162.79
Providence-New Bedford-Fall River, RI-MA	64.0	581.6	$110,041.27
San Antonio, TX	69.1	760.0	$90,921.05
Charlotte-Gastonia-Concord, NC-SC	68.3	771.2	$88,563.28
Austin-Round Rock, TX	58.7	667.4	$87,953.25
Richmond, VA	53.0	603.4	$87,835.60
York-Hanover, PA	15.1	175.5	$86,039.89
Lancaster, PA	19.8	234.4	$84,470.99
Harrisburg-Carlisle, PA	26.1	321.7	$81,131.49
Raleigh-Cary, NC	36.1	447.1	$80,742.56
Indianapolis, IN	65.9	877.7	$75,082.60

Sources: US Conference of Mayors; US Bureau of Labor Statistics

Industry Clusters

According to Michael Porter, to grow prosperity, it is not the industries in which a region competes that matter most, but how competitive are its industries. [2]

The term "industry" is used to describe a very specific business activity such as "semiconductors," or perhaps a more generic business activity such as "consumer durables." Industries are identified by Standard Industry Codes (SIC) or the more updated North American Industrial Codes (NAIC). If a company participates in multiple business activities, it is usually considered to be in the industry in which most of its revenue is derived.

An industry cluster is a group of companies linked by common product markets, labor pools, similar technologies, supplier chains or other economic ties. Clusters can take on strategic importance because activities that benefit one group member generally generate positive spillover effects for the other members. Industry clusters are based on labor market information, data developed through local cluster analyses, anecdotal information and employer feedback.

A cluster is defined as "a geographically proximate group of interconnected companies and associated institutions in a particular field, linked by commonalities and complementarities." Using employment data for measuring the mix, location quotients and trends in analyzing clusters is appropriate because job creation is the primary objective of local or regional economic development policy.

Each of the counties in the region and the region as a whole possess foundational and growing industry clusters. For the region, Agriculture and Food Processing remains a strong foundational industry cluster with 49,353 jobs. The only "Star" cluster in the region and in every county individually, is Logistics and Transportation which has a

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[2] Porter, Michael E., *"Why America Needs an Economic Strategy"*, Business Week, October 30, 2008

location quotient of 1.81 and a 13% growth over 6 years. "Emerging" industries in individual counties included Hospitality, Chemicals Rubber and Manufacturing, and Utilities. Conversely, Hospitality was also classified as a declining industry cluster in one county.

The drivers of regional job growth include: specialization in strong clusters, breadth of industries within each cluster, positions in related clusters and the presence of the same cluster in neighboring regions. The public and private sectors have an opportunity to create coordinated cluster development strategies to offer the most productive environment for business.

Industries with the largest number of employees in the region include: local and state government, restaurants, medical and nursing care and religious organizations. The South Central Pennsylvania region has experienced a decline in manufacturing and increase in the businesses services sectors similar to the trend in other areas of Pennsylvania, and is expected to continue.

Figure 31
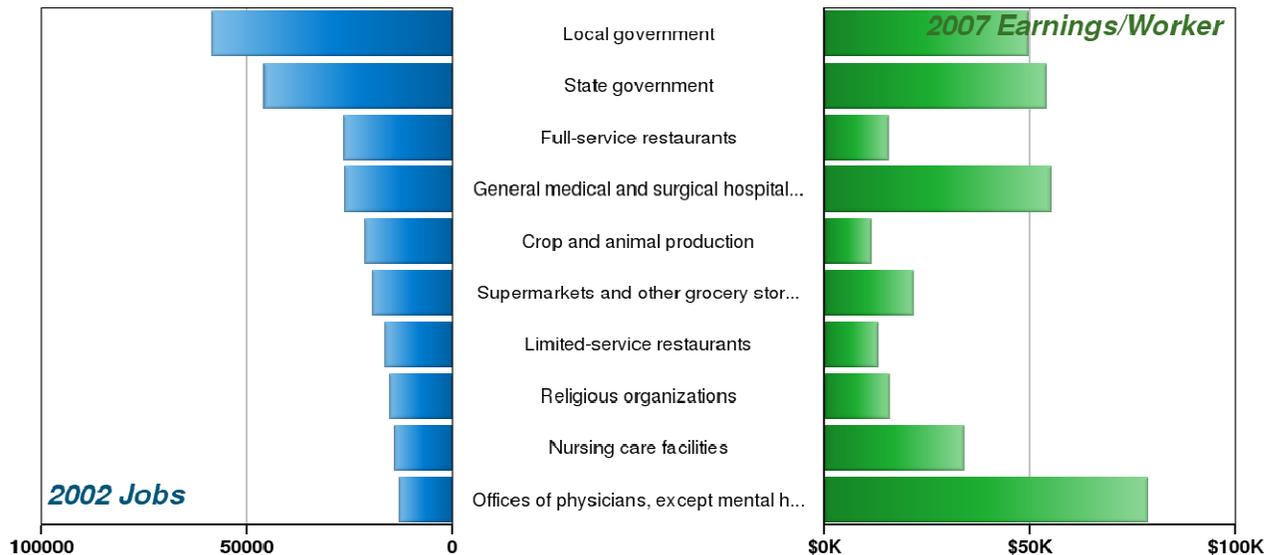
In looking at the economy by economic clusters, agriculture and food processing appears as a large and stable anchor cluster. Healthcare and wholesale trade are rising industry

clusters, but the industry cluster with the greatest positive change and location quotient is logistics and transportation.

A number of the high priority occupations in the region with significant projected increases in employment demand are in the logistics and transportation industry (truck drivers heavy and light, industrial truck and tractor operators, laborers and freight, stock and material movers). Other employment priorities will be in the health care field such as nurses, and also in information technology occupations such as software engineers and network and systems support specialists.

Industries with the highest location quotients correspond to some of the anchor firms in the region such as confectionary manufacturing, floor coverings manufacturing, motorcycle bicycle and parts manufacturing, military armored vehicle manufacturing, snack food manufacturing, dental equipment and supplies manufacturing, electronic connector manufacturing, engineered wood member manufacturing, secondary processing of copper and creamery butter manufacturing.

Location Quotient

Location quotient is a method for gauging the relative specialization of a region in selected industry clusters. It is simply a ratio of industry concentration in an area compared to the industry concentration nationally. In understanding the location quotient, a value of 1 or close to 1 indicates the region produces enough of that good to service or satisfy local demand; less than 1 indicates the region does not produce enough locally and must import; greater than 1, the industry cluster is an export industry and the region likely has some competitive advantage in that cluster. Similarly, a positive change in the location quotient indicates the region is growing its competitive advantage, increasing market share or exports, and growing value added employment and jobs.

Industry clusters can be characterized as: "cash cows," a significant but not growing or dynamic component of the local economy; "emerging industries" not yet having

significant employment but growing; or "winners" having significant employment and growing and increasing competitive advantage. A cash cow has a location quotient above 1, but a negative change in location quotient. Emerging clusters have a location quotient less than 1, but increasing. Finally, winners have a location quotient above 1 and a positive change over several years. Industry clusters which emerge as winners in the South Central Pennsylvania region include: logistics and transportation, health care, and wholesale trade. Education might be considered the only emerging cluster for the region, but emerging clusters in individual counties include hospitality and chemicals rubber and plastics as well as retail.

The star industry clusters include: logistics and transportation, healthcare, and wholesale trade with building and construction and education in the emerging to star quadrants. Industry clusters where targeted activity has an impact on the economic foundation of the region include logistics and transportation, with some counties having opportunities in metals and metal fabricating, hospitality, chemicals and rubber, and agriculture and food processing.

Figure 32 Change in LQ (2002 – 2008)
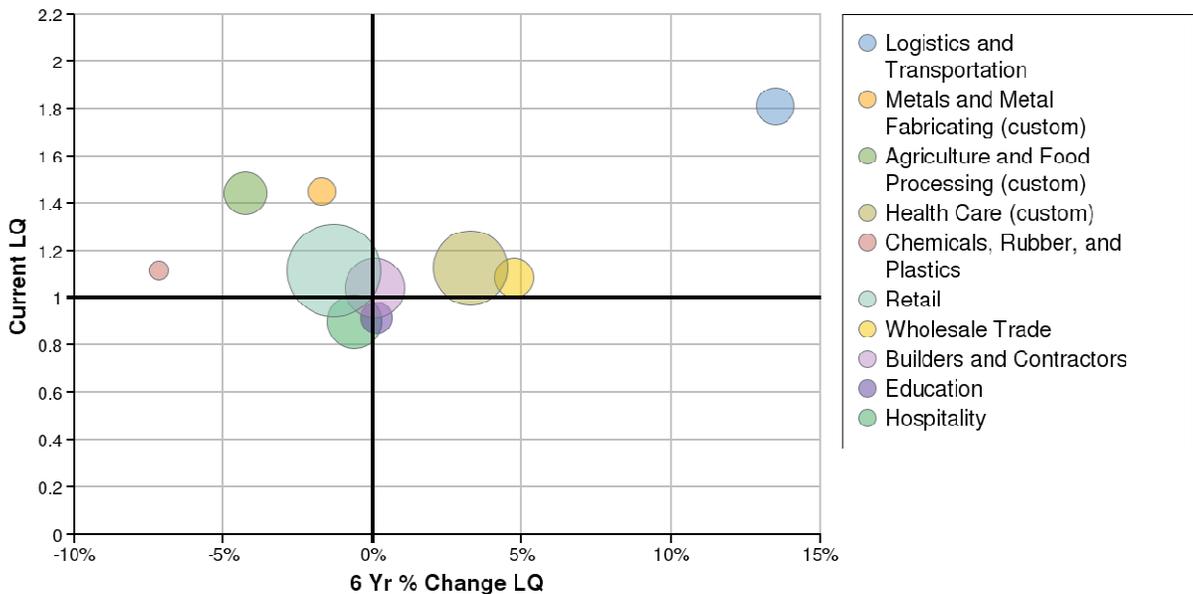
Healthcare and construction are driven by demographics and regional economic conditions, rather than global market competition and regional competitive advantages. The primary economic development strategy is to maintain desirable quality of life opportunities to further business attraction and retention. Government and education clusters appear as emerging, or "star," clusters in some areas; however, these are also dependent on demographics and public policy decisions and are not a focus of economic development strategy, unless the knowledge base can be leveraged to attract investment, revenue, and talent.

Employment Rates and Employment Growth

The most recognizable measures of economic vitality in a region are the unemployment rate and employment growth, as well as changes in wages and income. Unemployment rates both the region and the individual counties were consistently below the state and national rates from 2000 to 2008, as shown in Figure 33 and charted in Figure 34.

Figure 33 Unemployment Rates (not seasonally adjusted)

	2000	2001	2002	2003	2004	2005	2006	2007	2008	2009
Adams	3.2	3.8	4.2	4.2	4	3.6	3.4	3.3	4.5	6.7
Cumberland	3.2	3.8	4.2	4.2	3.9	3.7	3.3	3.2	4	6.2
Dauphin	3.5	4.2	4.9	4.9	4.8	4.3	4	3.9	4.5	6.8
Franklin	3.8	4.5	4.7	4.3	3.7	3.4	3.3	3.4	4.1	7.2
Lancaster	2.8	3.4	3.9	4.1	3.9	3.7	3.5	3.4	4.3	6.7
Lebanon	3.2	3.6	4.2	4.3	4	3.6	3.4	3.4	4.3	6.6
Perry	3.7	4.4	5	5.1	4.9	4.2	3.8	4	5.5	8.1
York	3.3	4.3	4.8	4.9	4.5	4.2	4	3.8	4.6	7.1
Pennsylvania	4.2	4.8	5.6	5.7	5.4	5	4.6	4.4	5.4	7.8
United States	4	4.7	5.8	6	5.5	5.1	4.6	4.6	5.4	8.5

Source: Bureau of Labor Statistics

Total employment in the region over approximately the same time period grew at a rate above the nation and significantly above the state. Franklin County experienced the largest percentage growth in total employment, over 16%, from 2000 to 2007. Conversely, Perry County had a decline in total employment and Cumberland County's employment growth was below the state and national averages.

Figure 34 Unemployment Rate Percentage (2000 – 2009)
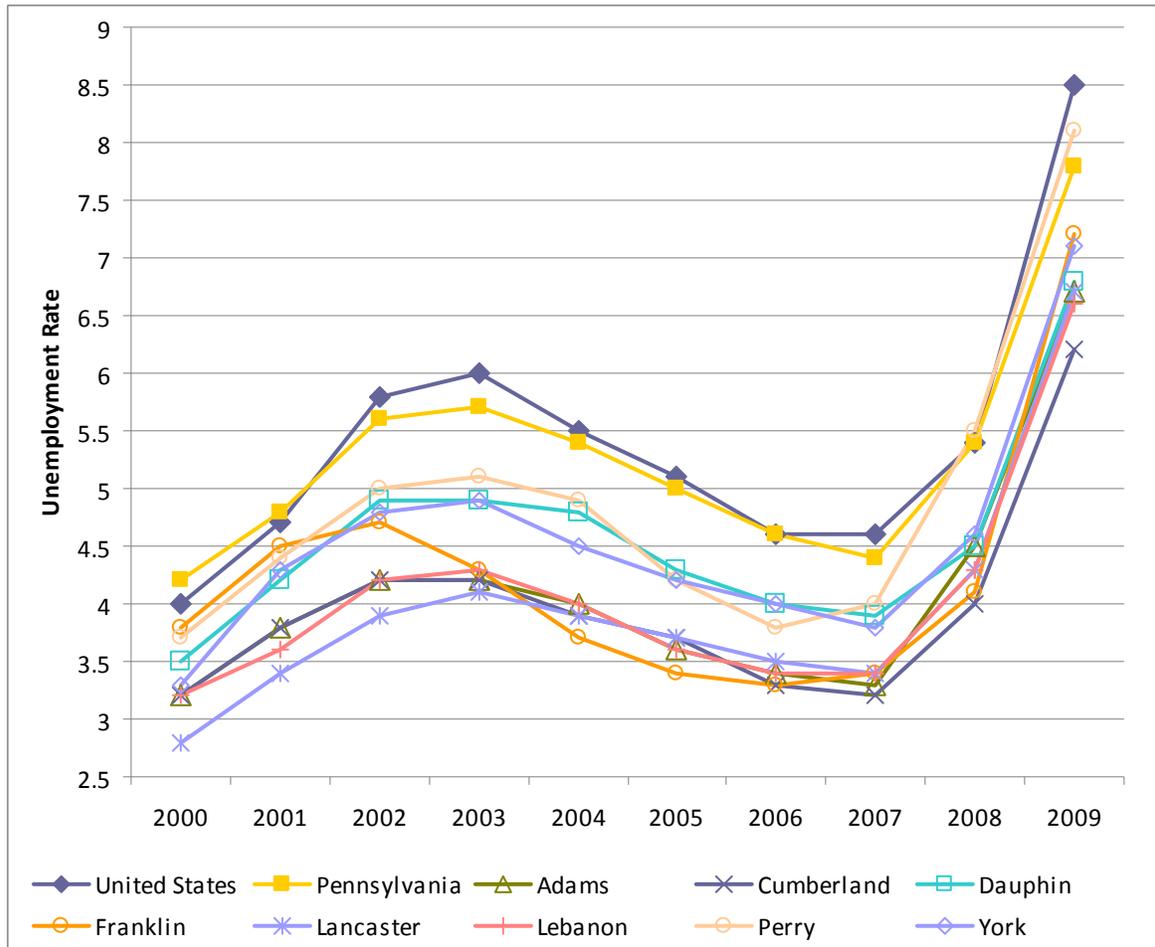
Source: Bureau of Labor Statistics, 2009

Figure 35 Total Employment, 2000-2007

	2000	2005	2006	2007	Percent Growth
Adams		31,549	32,106	32,634	10.38
Cumberland		122,649	123,355	124,283	2.67
Dauphin		173,292	174,488	174,065	4.86
Franklin		47,899	47,712	48,965	16.74
Lancaster		218,415	219,624	220,073	4.60
Lebanon		43,563	43,504	44,117	9.16
Perry		8,082	8,136	8,031	-1.37
York		165,879	164,580	163,380	6.12
Region		811,328	813,505	815,548	5.93
Pennsylvania		5,552,301	5,607,139	5,651,467	1.75
United States		131,571,623	133,833,834	135,371,408	4.24

Source: Bureau of Labor Statistics

Declines in total employment are more significant in the metro areas of the region during the 2008-2009 recession than in the 2001-2002 recession.

At the outset of 2009, the unemployment rate in the region rose, consistent with state and national trends, remaining below both the state and national levels. This suggests that the region is not suffering from the recession to the magnitude of other regions of the state or nation. However, the decline in overall employment during the first quarter of 2009 indicates the region is not immune from the impacts of the recession either. Therefore, this unemployment and employment data supports the notion that the economy of the region as a whole is more stable and less susceptible to economic downturns than the state and national economies.

Income

While employment statistics indicates the economy of the region is relatively healthy, overlaying income data with employment creates a different picture. Per capita income in all but Cumberland and Dauphin Counties was below the national average in 2000 and 2007, as shown in Figure 36.

Figure 36 Change in Per Capita Income, 2000-2007

	2000	2007	Change	Percent Change	Avg %/Yr
Adams	$ 18,577	$ 23,350	$ 4,773	25.7%	3.2%
Cumberland	$ 23,610	$ 29,210	$ 5,600	23.7%	3.0%
Dauphin	$ 22,134	$ 26,640	$ 4,506	20.4%	2.5%
Franklin	$ 19,339	$ 24,544	$ 5,205	26.9%	3.4%
Lancaster	$ 20,398	$ 25,214	$ 4,816	23.6%	3.0%
Lebanon	$ 19,773	$ 24,106	$ 4,333	21.9%	2.7%
Perry	$ 18,551	$ 22,094	$ 3,543	19.1%	2.4%
York	$ 21,086	$ 25,782	$ 4,696	22.3%	2.8%
US	$ 21,587	$ 26,178	$ 4,591	21.3%	2.7%

Source: Woods and Poole Econometrics

While employment expanded at a rate greater than the nation and state, the per capita income of the region's residents remained below the national level. Fortunately, the

increase in per capita incomes for 5 of the 8 counties and the percentage increases for 6 of the 8 counties exceeded national increases, suggesting that the region's employment tends to expand in areas of higher value industries.

Outlook

More recent economic information in 2009 and government revenue and budget challenges present a picture of the regional economy that is not as strong and healthy as indicators showed just a few months to a year earlier.

The economic challenges for the nation and the South Central Pennsylvania region can be expected throughout 2009 and 2010. University of Pennsylvania Wharton economists estimate the recession will be deep and long-lasting. Wharton finance professor Richard Marston stated early in 2009 that this is the first world-wide recession in a long time, which means that the demand for products remains depressed throughout the world. Further, while the American consumer has been the catalyst for past recoveries, consumers and businesses will refrain from new spending until they are confident asset prices are no longer falling. Businesses will hold back from investing until there is a revival of demand, yet unemployment is expected to continue to rise and the mortgage crisis will also hamper recovery. All these factors lead economists to believe any recovery will not be anytime soon. As we have seen from past trends, while the South Central region may not be hit as hard as some other regions during economic downturns, it also tends to lag behind national trends in economic growth indicators.

Similarly, the Federal Reserve Bank of Philadelphia estimates that based on its leading indexes (an economic model which includes several variables which lead the economy: housing permits, unemployment insurance claims, surveys, interest rates, and others) Pennsylvania's economy will see significant contraction into the fourth quarter of 2009. The leading index for Pennsylvania has been negative since August of 2007 and the February 2009 index was the worst month for the index going back to its inception in May of 1979.

Roles

The public and private sectors play different but interrelated roles in creating a productive economy. Competitiveness, driven by productivity, is a by-product of a process in which many individuals, companies, and institutions participate. The model for economic development in this context is a collaborative process involving government at multiple levels, companies, teaching and research institutions and private sector organizations.

Economic structure is based on a combination of factors: economic assets, such as natural resources or location, and investment choices, such as infrastructure. Opportunities flow from the combination of market-based conditions in making informed investment choices.

Opportunities may exist where skills, knowledge, operations and innovation between clusters might intersect, such as the development of the next generation of software to manage the transportation of processed agricultural products keeping the quality greater and consumer demand increasing. Similarly, the proliferation of government entities leads to partnerships with higher education to create experiential and research opportunities for students not found in other academic institutions, and could therefore become a competitive advantage which strengthens the regional economy.

Opportunities will also exist where regional assets support winners and emerging clusters allowing existing firms in the cluster to grow as well as spinning off entrepreneurial endeavors. This allows the regional clusters to continue to grow creating more jobs, higher wage jobs, and wealth for the region.

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Regional Action Plan

The Challenge to Improve Prosperity

The principal challenge of this planning effort was building regional consensus in the absence of a region-wide planning organization.[3] Within the region, there are three regional planning commissions and seven county planning commissions or departments for comprehensive and community development; four Metropolitan Planning Organizations (MPOs), two Rural Planning Organizations (RPOs) for transportation planning; and multiple economic development corporations and county-based economic development departments as well as county and regional tourism agencies. Without a region-wide planning perspective, the counties tend to see themselves as self-contained, identifying projects within the existing geo-political boundaries and defining primarily local benefits. This approach pits county against county for discrete and limited funding sources from state and federal agencies.

Goals

The goals of the Regional Action Plan are the specific desired outcomes of regional cooperation that will lead to greater prosperity. The strategies to implement the Regional Action Plan are narrowly focused on the necessary process and outcomes for regional collaboration.

1. **Improve productivity and competitiveness.** At its most basic measure, productivity is dollars of output per worker. Productivity increases as labor, production and delivery costs decline. Investments in workforce training and development,

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[3] By contrast, other regions in the state define regionally significant projects through an existing process within the structure of an existing single umbrella planning organization, such as a Local Development District, or unified MPO or RPO, or even its own regional planning commission, as is the case with the Delaware Valley Regional Planning Commission.

production and transportation efficiency will help increase productivity. Competitiveness depends on the productivity with which a location uses its human, capital, and physical resources. Because today's workforce is not localized, transportation systems span multiple counties, and there are common industrial clusters (businesses, their suppliers, etc.) in multiple counties, investments in these three areas—workforce, transportation, and industry clusters—will increase the productivity and competitiveness of the region.

2. **Retain and attract a more diverse workforce.** The region's workers are retiring, aging, or relocating, reducing the size and collective "brain power" of the remaining workforce. What kinds of diversity are needed? Younger workers bring creativity and entrepreneurialism, especially through applied technology and in the interest of environmental sustainability. Racial and ethnic diversity bring skills and talents that drive new approaches and innovations. Employment in technologically progressive fields, opportunities for advancement education and training, and competitive wages are needed to grow the numbers of young adult and early mature adult workers in the region.

3. **Enhance choices among quality of life services and amenities.** The 21st century workforce looks for communities that fit their lifestyles: choice in home location from regardless of workplace location enabled by telecommuting from the city, suburb, or countryside; choice in transportation mode based on fuel costs and/or emissions, i.e. carbon foot print; choice in recreational activities available as indoor, outdoor, or virtual activities; and otherwise digitally accessible, technology driven, and environmentally sustainable communities. Investments in these areas will further retain and attract the skill and talent to make the region more productive and more competitive.

Traditionally, these types of investments were funded through discrete sources, including the private sector, and coordinated locally. As a result of various governmental policies, our communities are expanding, growing toward and merging with one another as people live, work, shop and relax all across the region. "Local" is far less applicable to our

contemporary geography. These essential functional areas – workforce (people, skills, knowledge,), physical infrastructure, natural environment (or green infrastructure), technology and cultural/recreational amenities – interconnect the region but are not addressed regionally or by any one state agency. Needs for improvements and enhancements are not addressed by existing county and state organizational structures. Cooperation and coordination can leverage existing structures and programs to overcome these barriers to the region's prosperity.

Strategies

Action 1: Foster an essential and sustainable regional dialogue regarding regionally beneficial public investments.

- Establish a RAP Committee responsible for nominating, evaluating and designating projects of regional significance. The RAP Committee would comprise the region's county planning directors. The RAP Committee would communicate regularly and meet, as needed, to nominate and evaluate potential projects of regional significance. The RAP Committee could also request the assistance of project owners/applicants or other persons with insight into the project's value to develop a full understanding of the project's potential benefits.

- Develop regional investment criteria that define the desired unique benefits of regional projects.

- Develop a project prospectus to collect the relevant information on the project's regional benefits from the project owner/applicant for use in the evaluation process.

- Monitoring - Develop a project profile for the project owner/applicant to document the as-built outcomes and benefits of each project of regional significance.

Action 2: Coordinate and collectively support investments within the following regional investment areas:

- **Transportation** – projects that will interconnect communities for all modes of commuter and tourism travel; projects that will improve shipping and distribution on and to the national highway system.

- **Environmental** – projects that will protect, conserve, and restore an ecologically sustainable natural environment throughout the region.

- **Tourism/Recreation** – projects that will expand the array of recreational opportunities, enhance "place-based" tourism, enhance cultural attractions, and improve wayfinding.

- **Technology** – projects that will engage technological tools for communication, data-sharing, and decision-making.

- **Workforce Education** – projects that will invest in the people of the region, providing education, training and the development of world-class skills for targeted industries.

Regional Investment Areas

I. *Transportation*

Economic benefits from transportation improvements tend to take a long time to realize, since new development and job creation lag transportation project completion by up to three years or more.

- Inter-county commuting is increasing: All South Central PA counties (but Perry) experienced losses in their share of resident workers employed within the county of residence during the 1990s. In Lebanon, the decline was nearly 6 percentage points.

- In absolute numbers, the most significant inter-county commuting pattern shift of the decade occurred between Lebanon and Dauphin counties, with greater shares of Lebanon County resident workers now employed within Dauphin County.

- Resident worker share: Lancaster County has one of the state's highest rates of resident workers employed within the county of residence (87 percent). Perry County, at 32 percent, is one of the lowest.

- More of Perry County's resident workers are employed in Cumberland County than in Perry County. This is the only relationship within the region where this phenomenon exists.

- Inflow/Outflow: Only two counties in the region – Cumberland and Dauphin – experience a net surplus or inflow of workers. That is, there are more workers commuting into the county for employment than there are going out.

- At a more macro-level, the region experiences a worker flow deficit with neighboring counties south of the Mason-Dixon Line. For example, among the region's four southernmost counties, there are 5,870 workers commuting north from Maryland, compared to the more than 25,000 workers commuting south into Maryland.

- The South Central PA region experiences a net gain or surplus in worker flows from the west, north and east.

II. *Environmental*

The environmental character of the South Central Region is characterized by the Appalachian Mountains and the Chesapeake Bay watershed. The area has outstanding viewsheds with rivers such as the Susquehanna cutting through mountains and the Juniata following the mountain range to the Susquehanna. The Chesapeake Bay watershed encompasses the entire region while the Susquehanna River Basin covers most all of the counties in the South Central Region.

Figure 37 Chesapeake Bay Watersheds

The abundance of water has allowed the region to be an agricultural and industrial leader throughout its history. In addition, the environmental character of the region provides great outdoor recreation opportunities such as hiking through the Appalachian Trail and other major trails, biking on an extensive network of bike trails, or water recreation in streams, rivers and lakes.

Regional leaders will continue to try to balance the increasing demands for clean water for residents, agriculture and industry with preserving its quality and availability for the environment of today and into the future.

Related to the quality of water is the current state of the water and sewer infrastructure. Local municipalities in the region are struggling with approaches to protect the quality of the water in the Chesapeake Bay watershed, provide infrastructure for economic growth and try to hold together an aging water and sewer infrastructure. Any policy or program aimed at improving the quality of the Chesapeake Bay has a direct impact on every county in the South Central region.

The region also maintains outstanding agricultural soil with agriculture still being one of the top industries in the region. Dairy, fruit and other farming are still very prevalent throughout the region providing for much open space and beautiful viewsheds throughout the region.

The region also possesses significant state forest and game lands in addition to the many acres of undeveloped private land providing many natural areas throughout the region for natural wildlife habitat or outdoor recreation.

III.   *Tourism and Recreation*

South Central Pennsylvania offers many opportunities for travel and tourism. The region is rich in cultural, historical and recreational opportunities. Over 2 million people visit Gettysburg annually. It was the existing transportation network that led two great armies

to clash in the small Adams County town of Gettysburg in 1863 and today the regional transportation network allows for easy travel throughout the region to its many historical and cultural destinations.

There are a number of existing travel and tourism bureaus or destination marketing organizations throughout the region: Gettysburg Convention and Visitors Bureau, Cumberland Valley Visitors Bureau, Harrisburg-Hershey-Carlisle Welcome Center, Explore Franklin County Pennsylvania, Pennsylvania Dutch Convention and Visitors Bureau, Lebanon Convention and Visitors Bureau, York County Convention and Visitors Bureau. Dutch Country Roads was recently established as a collaborative effort among destination marketing organizations throughout the eight-county South Central region.

In 2007, Pennsylvania had it best ever hotel performance in terms of rooms sold, average daily room rate and revenue per available room. The Dutch Country Roads region saw a 6.3% increase in revenue per available room over the previous year. However, this increase lagged behind most other areas of the state and the 7.4% statewide average increase.

Figure 38 Pennsylvania Hotel Revenue per Available Room 2007 (%Change from 2006)

Northeast Pennsylvania Mountains Region	13.9
Pittsburgh and its Countryside	11.3
The Alleghenies	10.9
Pennsylvania's Great Lakes Region	9.9
Pennsylvania Wilds	7
Dutch Country Roads	6.3
Philadelphia and the Countryside	5.6
Pennsylvania Total	7.4

The prospects for the upcoming years are not so positive. The U.S. Travel Association forecasts the total number of leisure trips to decline by 5% from 2008 to 2009 and then begin to slowly raise going into 2010 and 2011 but still not yet hitting 2007 levels. Further, the association predicts travel spending to decrease by almost 7.5% in 2009 from 2008 and then increase back to near 2007 levels in 2011. This presents a particular challenge for the Dutch Country Roads region because a significant portion of its visitors

are already from the region and the prospect of attracting travelers from outside the region is more difficult in difficult economic times.

IV.   *Technology*

Technology assets and resources are important contributors to the economic vitality of a region, the capacity of government to serve its citizens, and in providing quality of life opportunities for residents. The Milken Institute has released a *State Technology and Science Index* annually since 2002. A number of indicators are included in the calculations to provide a comprehensive look at how states are performing in the highly competitive knowledge-based economy. The *Index* is intended to take inventory of the technology and science assets in each state that can be leveraged to promote economic growth. It factors in 77 individual indicators that comprise five equally weighted composites: Research and Development Inputs, Risk Capital and Entrepreneurial Infrastructure, Human Capital Investment, Technology and Science Work Force, and Technology Concentration and Dynamism.

However, the changes in scores over the years show a lower variance between the best and worst performing states with a greater concentration toward the mean. This can be interpreted to indicate increased competition for resources and capital. The primary threats to a state's position in the technology or digital economy comes from China, India, Singapore and other developing countries in Asia. A concern is the decline in graduate student enrollments in life sciences, computer sciences and engineering which will impact competitive resources and positioning.

Pennsylvania ranked 13th in the overall index behind states like Massachusetts, Maryland, California, Washington, Virginia and Connecticut all of which are in the top 10. Pennsylvania ranks 7th in the composite of risk capital and entrepreneurial infrastructure which takes into account several factors such as training and support from private and public sectors and the availability of early-stage financing. However, Pennsylvania ranked only 28th in technology concentration and dynamism which refers to the strength

of clusters of existing technology and science intensive industries which will be the drivers of economic prosperity. The presence of leading clusters will produce more innovations that will further enhance the competitive position of the region.

The index provides a benchmark for states and regions to frame strategies, monitor progress and stretch their imaginations. A region's ability to capitalize on intangible assets and use their competitive advantages to market those assets is the key to thriving in the new economy.

The Milken Institute's report on the Best-Performing Cities in 2008 also includes measures of technology related factors that influence the overall economic performance of a metropolitan area. Over the past several years, cities with larger concentrations of technology and export intensive firms have been performing better than other areas or regions. With a weaker overall economy and consumers being more cautious about spending, metro areas more dependent upon the production of consumer durable goods have seen greater economic decline.

Figure 39 2008 Best Performing Large Cities

2008 Best Performing Large Cities

Overall Rank	Overall Index	Metropolitan Area	5-yr. Relative High-Tech GDP Growth 2002-2007 2007 Value	Rank	1-yr Relative High-Tech GDP Growth 2006-2007 2007 Value	Rank	High-Tech GDP Location Quotient 2007 Value	Rank	Number of High-Tech GDP LQs over 1 2007 Value	Rank
2	125.4	Raleigh-Cary, NC	101.98	73	100.14	94	1.53	18	10	21
4	146.74	Austin-Round Rock, TX	106.28	52	101.3	63	1.57	10	10	21
15	220.76	San Antonio, TX	91.07	143	99.53	112	0.92	69	8	47
23	267.12	Charlotte-Gastonia-Concord, NC-SC	94.13	125	99.35	119	0.51	130	3	144
81	413.1	Indianapolis-Carmel, IN	101.71	74	99.91	102	1.35	31	6	72
102	447.93	Richmond, VA	98.08	96	98.71	139	0.75	94	6	72
116	486.45	York-Hanover, PA	94.64	123	99.27	121	0.57	141	4	121
124	506.65	Harrisburg-Carlisle, PA	118.41	20	100.67	78	0.77	91	9	32
149	570.42	Hartford-West Hartford-East hartford, CT	88.99	152	99.3	120	0.86	74	5	91
170	542.67	Providence-New Bedford-Fall River, RI-M	96.77	107	98.69	140	0.8	85	5	91
175	648.45	Lancaster, PA	61.71	200	99.04	129	0.45	171	3	144

The *Best Performing Cities* index was designed to measure metropolitan areas that are most successful in job creation and retention, the quality of jobs created and retained and overall economic performance. In addition to general job growth, wage and salary measures, relative high-tech growth domestic product (GDP), high-tech GDP location

quotient and the number of high-tech GDP location quotients above 1 were factored into calculating the overall index.

Of the benchmark areas reviewed in this report, Figure 39 indicates that both Raleigh-Cary, NC and Austin-Round Rock, TX are in the top ten of the best performing cities, 2 and 4 respectively and Indianapolis-Carmel, IN was one of the largest gainers in position from the previous year indexes. Raleigh-Cary's position is based on its premier technology clusters including the university-based research anchors in information technology but has also added a growing biopharmaceutical sector. Austin-Round Rock has its highest concentration in computer and electronic product manufacturing. The highest ranking of any of the South Central Pennsylvania region's cities was York-Hanover which ranked 116.

Government's use, acquisition and dissemination of technology can also influence the competitive position of a region and contribute to the culture and cluster development of regions. The Digital States survey has been conducted biannually and the 2008 survey ranked Pennsylvania 10th in tech-savvy states in terms of progress made by state governments in their use of digital technologies to better serve their citizens and streamline operations.

Similarly, the Center for Digital Government also surveys the nation's counties and evaluates the top digital county governments. In 2008, Cumberland County ranked 8th for counties with populations between 150,000 and 249,999. *In Forbes Magazine's* annual report on the top wired cities in the United States, none of the South Central region's metropolitan areas made the top 30. The report measures the percentage of internet users with high speed connections and the number of companies providing high speed internet. Raleigh, Charlotte and Austin were each in the top 30.

V.   *Education and Workforce*

Today's global economy has created the need for a workforce with strong academic, workplace, and technical skills. Education is a critical requirement for individual success. South Central Pennsylvania must develop a dual focus on businesses and jobseekers. This strategy recognizes that to maintain its innovative edge, the region needs a workforce with higher levels of education and marketable credentials in high-wage, high-demand occupations.

The region needs to be focused on the future, with all counties working together in creating a skilled workforce and insisting that all workforce training and education programs equip Pennsylvanians with the skills employers need to be successful.

Project Selection Process

Regional Action Plan Implementation Recommendations

The following is a process for the Regional Committee to identify and select projects.

Goal – Identify a simple and sustainable process, fully recognized and integrated into the state agency decision-making structure, to coordinate multi-county projects, policies, and initiatives in the South Central PA region.

Regional Committee

1. Membership – The Regional Committee will be comprised of the Planning Directors from the 8-County region. Representatives from DCED, DCNR, DOA, PennDOT, and DEP will also serve as standing, non-voting members. Other stakeholders will be called upon by the Committee as a resource for guidance and input as needed.

2. Function – The Committee will identify, evaluate, and prioritize projects of regional significance and recommend courses of action to the Commissioners Caucus of South Central PA and the member State agencies.

3. Meeting Times – At a minimum, the Committee will meet quarterly. The Committee may need to meet more frequently as business dictates.

4. Organizational Structure – The Committee will formalize its organizational structure after instatement.

5. Formation – The Committee will be formed via a resolution from each county in the Commissioners Caucus.

Identification of Projects

1. Eligible Projects – The following projects will be considered eligible for consideration by the Committee:

   - Projects requiring multi-county coordination.

   - Projects within the identified investment areas as outlined in the RAP.

   - Projects requesting considerable multi-agency funding – Note that these projects would be identified and referred to the Committee by the state agency partners. In some cases these projects may not be multi-county but require a substantial multi-agency investment in one county.

   - Other projects deemed appropriate by the Committee.

2. Application Process – A brief application will be developed by the Committee that requires the applicant to provide a summary of the project and contact info for the project team. The application will be modeled after the respective state funding programs. Ideally a single application would be developed that will serve the dual role of notifying the Committee and the state agencies of a forthcoming project. Further the application should be designed to provide the appropriate data for the project evaluation process (see sample data needs below). The state agencies need to institutionalize Committee review by implementing consistent requirements into each agency's program requirements.

3. Eligible Applicants – Applicant eligibility will be consistent with the requirements of the respective state agency funding programs.

Ranking/Prioritization of Projects

1. Evaluation System – The Committee will develop a qualitative evaluation system that employs the following criteria:

   - Clear purpose and need

   - Consistency with county and local plans

   - State/regional/local support

- Funding plan, including leveraged funds
- Regional impact demonstrated by investment area – Key metrics for each investment area should be developed. Applicants will demonstrate the regional impact of the project based upon these metrics.

An evaluation criteria matrix will be developed and provided to applicants for completion prior to the evaluation process. A sample is provided below:

Project Name	Project Purpose and Need	Planning Consistency	Project Support	Funding Plan
	The purpose and need for the project should be succinctly stated and supported with appropriate data	The project's consistency with state, county, and local planning should be demonstrated.	Project supporters should be identified.	A complete funding plan should be provided including local match.
Regional Impact				
Assess the project's regional impact based upon the following investment areas and associated metrics (metrics TBD):				
Transportation – LOS improvements, time savings, etc.				
Environmental – improvements in air/water quality, acres of open space preserved, etc.				
Tourism/Recreation – # prospective new visitors, increases in hotel tax revenue, etc.				
Technology/Information Sharing – administrative savings, process enhancements, etc.				
Workforce/Education – Jobs created, jobs retained, etc.				
Other Factors – Identify any other regional impacts associated with this project.				

Example project criteria:

- Projects requiring multi-county coordination.
- Projects within the identified investment areas as outlined in the RAP.
- Projects requesting considerable multi-agency funding – Note that these projects would be identified and referred to the Committee by the state agency partners. In some cases these projects may not be multi-county but require a substantial multi-agency investment in one county.

- Other projects deemed appropriate by the Committee.

- Supports existing and/or emerging business growth

- Attracts private investment

- Maximizes the use of existing water, sewer and transportation infrastructure

- Has strong leadership and political support

- Is ready to advance for funding (project readiness)

- Is planned as part of:
  - County Comprehensive Plan
  - County Greenway Plan
  - County (Comprehensive) Economic Development Plan
  - MPO/RPO/County Long Range Transportation Plan

- Implements community development policies

- Expands employment by creating or retaining family-wage jobs

- Improves workforce training, development, and educational attainment

- Promotes or strengthens regional targeted industry clusters

- Promotes the use and diffusion of information and product technology

- Enhances recreational and tourism destination(s)

- Increases international trade and supports global competitiveness

2. Prioritization

   - The Committee will initially prioritize projects and forward a recommendation on to the Commissioners Caucus for action.

   - All 8 counties' Commissioners must recommend approval of the project for it to be considered for funding. State agencies must recognize and respect the Committee and Caucus' action on such projects if the RAP concept is to succeed.

Projects of Regional Significance

Candidate Projects of Regional Significance, 2009

As a result of the initial 2009 discussion of candidate projects, the following have been designated by the Regional Action Plan Committee as projects of regional significance:

Short Term (0-6 months):

- **SRTP Regional Transit Study - Intercounty Transit Project** (Transportation) – BARTA has taken administrative role; if Franklin County comes in, it will include all 8 counties; Commuter Services of PA is the lead.

- **Regional Goods Movement Forum** (Transportation) – Eight County Regional Goods Movement Study completed, forum created; beginnings of the Interstate 81 Coalition

- **Commuter Services of PA**– South central counties plus Berks to help regional commuters find alternative ways to commute, including car and van pooling, transit, biking or walking. Needs additional sources of funds.

- **South Mountain Conservation Landscape Initiative** (CLI) (Transportation, Environmental, and Tourism/Recreation) – Planning is underway; capacity for project management in place; Journey Through Hallowed Ground Heritage Area is now designated; importance of national and international tourism marketing; tourism has remained county-focused and has not embraced this initiative.

Medium Term (6 – 12 months)

- **Chesapeake Bay Strategy** (Environmental)– both wastewater and agriculture; there is legislation and the executive order, ultimately we expect that there will be federal dollars; potentially a regional nutrient credit trading program; a pilot project in Lycoming County is linking storm water with nutrient loads.

- **Susquehanna River Greenway CLI** (Lancaster-York) (Transportation, Environmental, and Tourism/Recreation)

- **Alternative Energy Production Coalition** (Environmental) – energy farms, etc.

- **South Central Community Information Portal** (Technology) – database elements for general public information; York is working on a BRAC-funded multi-county portal for economic development stats, schools, real estate, etc.; this could be maybe be expanded.

- **Regional GIS web applications** (Technology) – Counties collaborate on development and sharing of common GIS applications and databases.

Long Term (12-24 months)

- **Regional Economic Base Analysis** (Workforce) – determine what businesses and industries we want to target; how are our economies are interconnected; where do we rely on businesses outside our region that could be attracted; Lancaster and York already have some data – York County Economic Development Plan and Lancaster County Economic Development and Sustainability Plan; Team PA Foundation did an analysis for manufacturing across the state which may provide some data/perspective.

- **Wayfinding** - Lancaster/York County Pilot and larger Dutch Country Roads program; greater regional identity/recognition and destinations.

- **Keystone Corridor** (Transportation)

- **Livable Community** (EPA, DOT and HUD) (Transportation, Environmental) – e.g. transit oriented development

- **Regional Trails System** (Tourism/Recreation) – matches up with MPO requirement to look at bike-ped routes/movements, etc.; DCNR is working on a trails layer for Google Earth that will show facilities - would be available for reference.

- **Model Regulations for Agriculture** – deal with the conflicts inherent to the legislation.

Candidate Projects from State Agency Team:

- **Harrisburg Southern Gateway -** The project entails the extension of Third Street southerly to I-83 Second Street entry to the City, establishing the street grid pattern in that area, and creating a better transition from highway to City traffic.

- **Harrisburg Northern Gateway-** The main focus at this time is the expansion of 7th Street between Reily and Maclay Streets to 4-lanes.

- **Linking sewer with nutrient trading**

- **Wastewater treatment / biofuels / nutrient trading**

- **Carbon tax credits**

- **Broadband / STEM**

  o New education programs; how can we retain new graduates

  o Harrisburg University – Bio sciences

  o Penn State Mont Alto – 4 year degree in Information Technology

- **The new PA Appalachian Trail Visitor Center** to be built at Pine Grove

- **Lykens Valley Rail Trail - Millersburg to Ned Smith Section—Phase II and Millersburg Gateway project.** The Lykens Valley Rail Trail extends approximately 20 miles from the Dauphin/Schuylkill County line to Millersburg Borough. The first phase of this project includes developing seven miles of the trail on the eastern end of the corridor between the Wiconisco Township and the Dauphin/Schuylkill County line.

- **Cumberland Valley Rails to Trails Council (CVRTC) - Newville to Carlisle Extension.** The Cumberland Valley Rails to Trails Council currently has an application for funding in to DCNR for the acquisition of an 8.25 mile PP&L

owned utility corridor that runs from the CVRT's current eastern terminus in Newville to Allen Road on the western end of Carlisle.

- **Shippensburg Connector.** The project involves constructing a bridge to span Fogelsanger Road and connect the existing 11 mile Cumberland Valley Rails-to-Trails facility to Shippensburg University and the Borough of Shippensburg. The Cumberland Valley Rail Trail's Shippensburg Connector project is a partnership between Cumberland Valley Rail Trail (CVRTC), Shippensburg University (SU), Shippensburg Township and the Borough of Shippensburg.

- **Duncannon Borough Apple Tree Alleywalk.** Duncannon Borough has master planned improvements to Apple Tree Alley, which runs the length of town (approximately 1 mile) and parallels the Susquehanna River. The proposed Phase I construction between Fritz Avenue and Rachel Street includes street, curb, sidewalk, storm water, landscape and lighting construction and the construction of a dedicated pathway for pedestrian and bicycle use within the 66' Alley ROW.

Steps Required for Completion of RAP

- Final workshop – This workshop will be between the Caucus, the Planning Directors, and the state agencies. The proposed process and potential project listing will be reviewed and discussed. State agency participation and buy-in at this meeting is critical.

- Finalize project – The consultant will finalize all aspects of the project based upon comments from the final workshop and intervening comment period.

- Commissioners' adoption of RAP and initiation of Regional Committee – Each Board of Commissioners will review and adopt the RAP by resolution and concurrently appoint the Regional Committee.

- Regional Committee Meeting – First quarter 2010.

Appendices

Appendix A–-County Profiles

Adams County

**Municipal Population Density, 2005—Adams County**
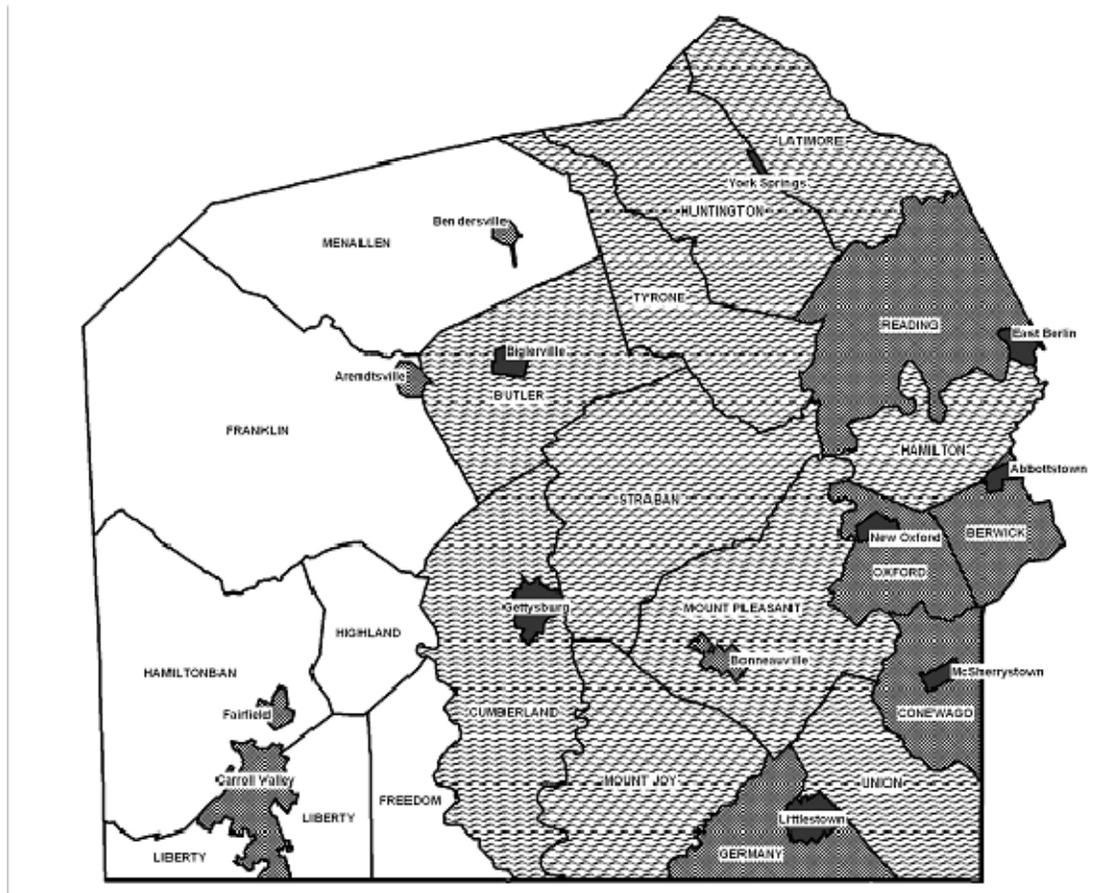
Source of Data Files:
U.S. Department of Commerce,
Bureau of the Census,
Population Division, Population
Estimates Branch, 2005.

Source of Cartographic Files:
U.S. Department of Commerce,
Bureau of the Census, 2000
TIGER/Line Files.

Maps Prepared by:
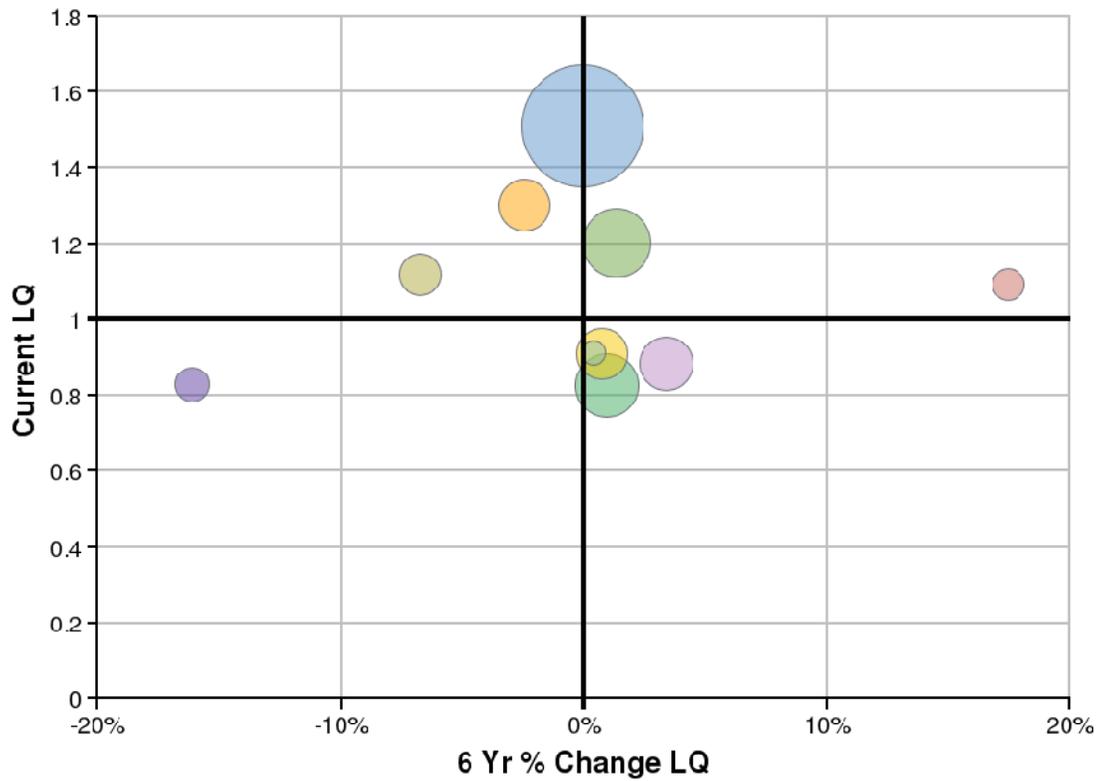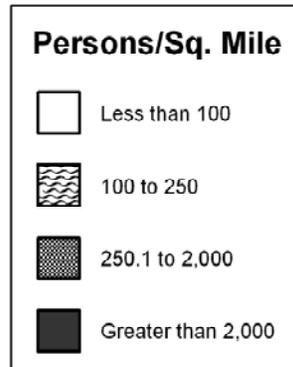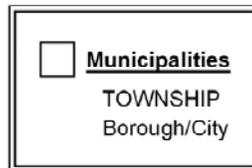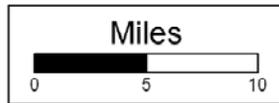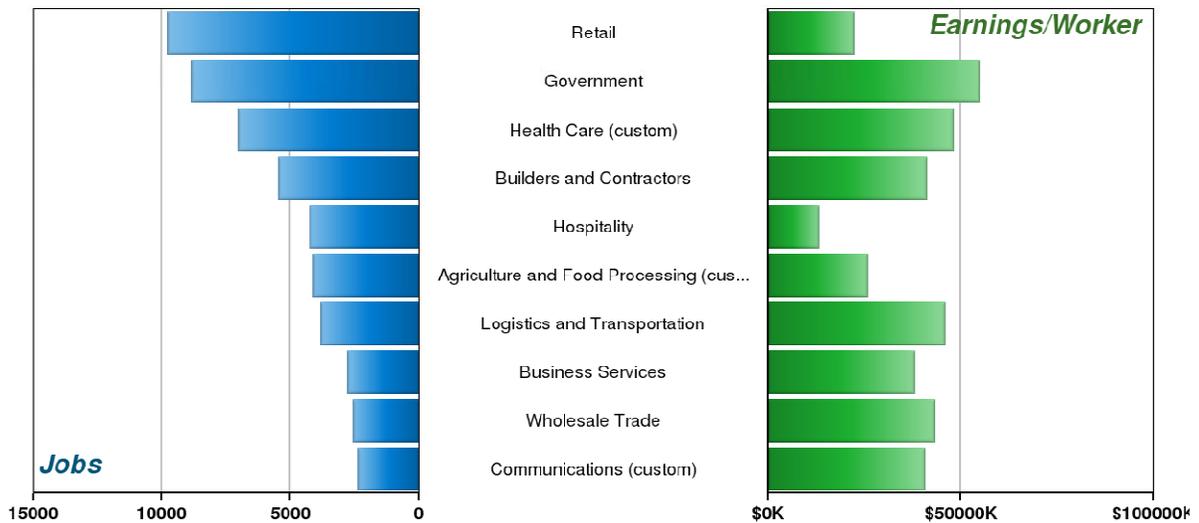The Pennsylvania State
Data Center.

Miles
0   3   6

Municipalities
TOWNSHIP
Borough/City

Persons/Sq. Mile

Less than 100

100 to 200

200.1 to 1,500

Greater than 1,500
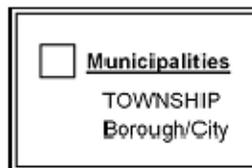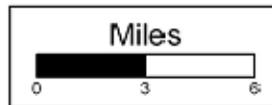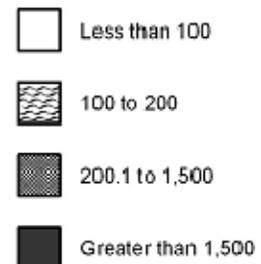
Jobs and Earnings per Worker—Adams County
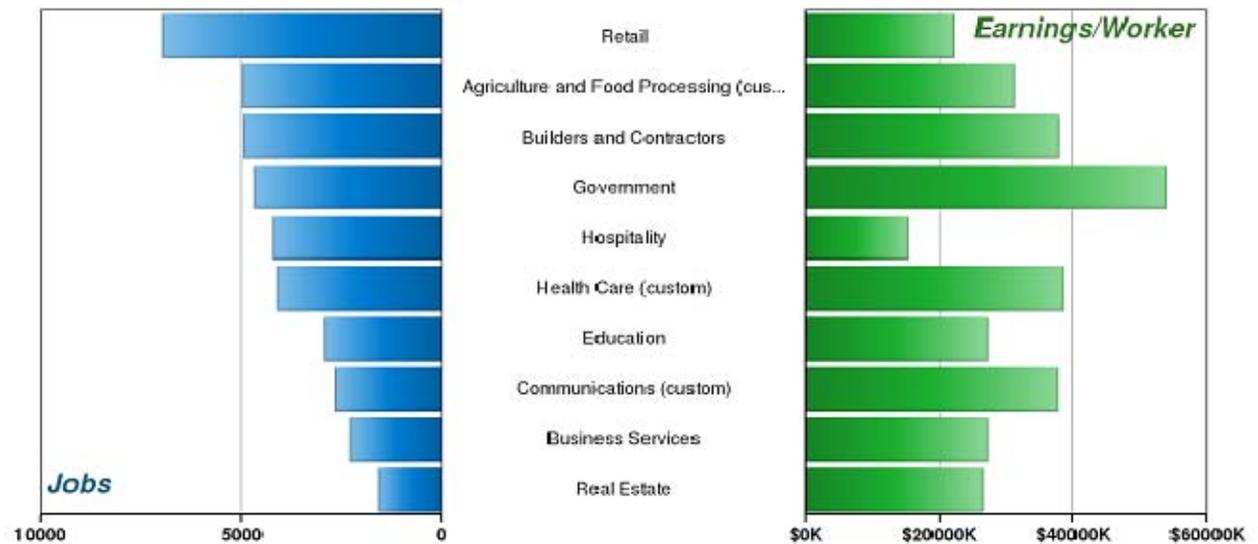
Cluster Name	Jobs	Earnings/Worker (K)
Retail	6,963	$22,102.00
Agriculture and Food Processing (custom)	4,977	$31,344.00
Builders and Contractors	4,954	$37,884.00
Government	4,670	$53,931.00
Hospitality	4,230	$15,217.00
Health Care (custom)	4,114	$38,585.00
Education	2,943	$27,201.00
Communications (custom)	2,657	$37,784.00
Business Services	2,285	$27,156.00
Real Estate	1,588	$26,489.00
Wholesale Trade	1,531	$47,792.00
Logistics and Transportation	1,427	$42,392.00
Financial Services	1,309	$34,318.00
Metals and Metal Fabricating (custom)	597	$45,725.00
Chemicals, Rubber, and Plastics	184	$57,463.00
Utilities	119	$73,740.00
Biotechnology	15	$53,999.00

Top Industry Location Quotients—Adams County
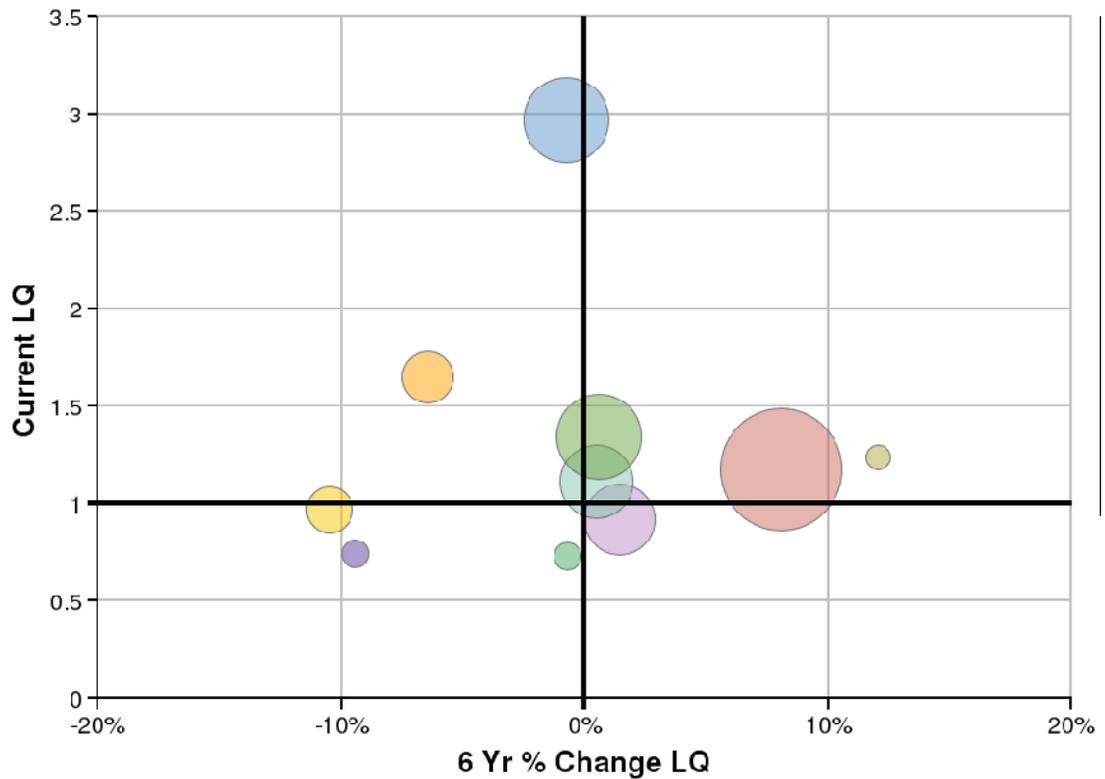
Legend:
- Agriculture and Food Processing (custom)
- Education
- Builders and Contractors
- Logistics and Transportation
- Retail
- Hospitality
- Communications (custom)
- Health Care (custom)
- Wholesale Trade
- Real Estate

Cumberland County

Municipal Population Density, 2005—Cumberland County
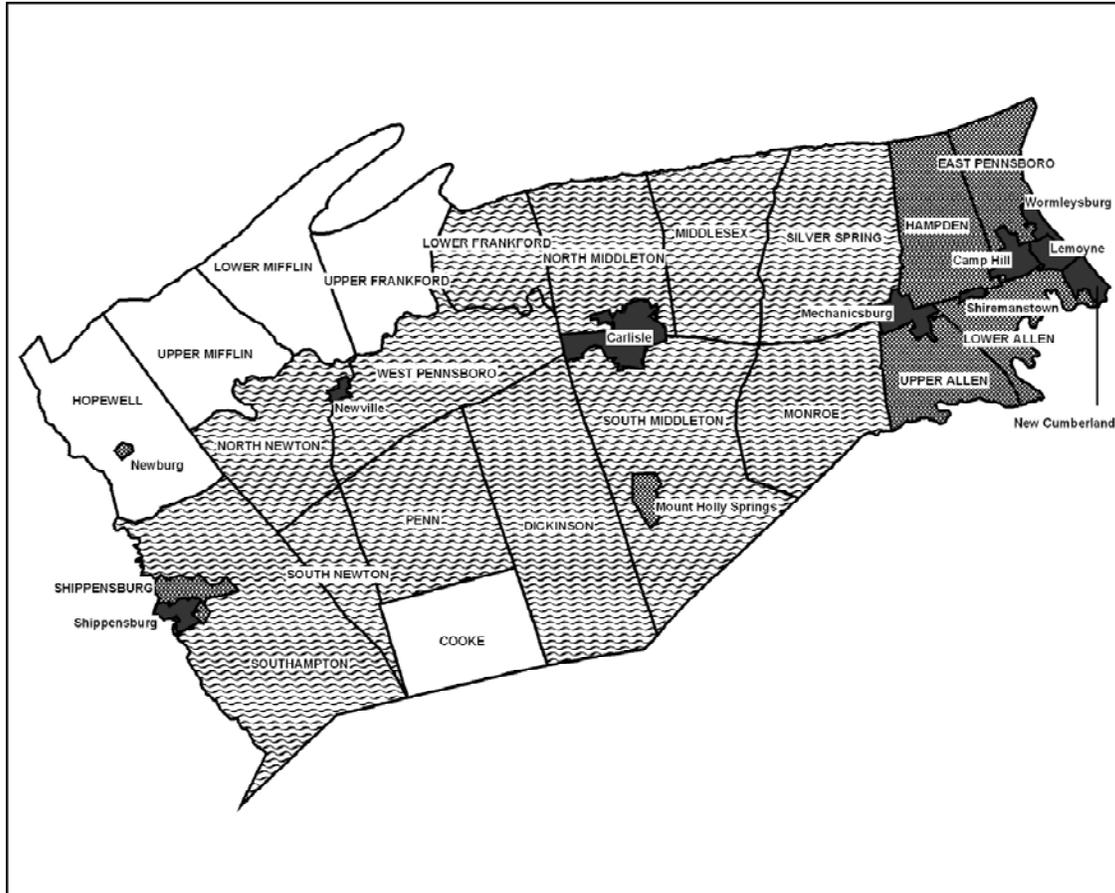
Source of Data Files:
U.S. Department of Commerce,
Bureau of the Census,
Population Division, Population
Estimates Branch, 2005.

Source of Cartographic Files:
U.S. Department of Commerce,
Bureau of the Census, 2000
TIGER/Line Files.

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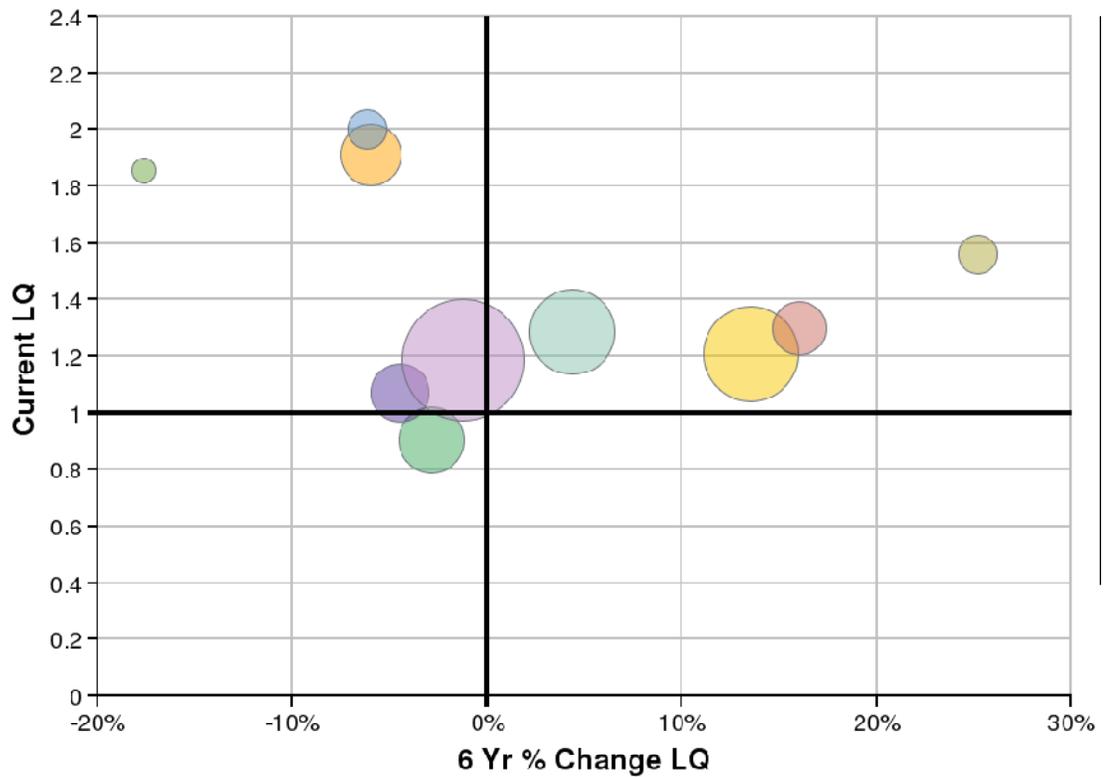The Pennsylvania State
Data Center.

Miles

0   2   4

Municipalities
TOWNSHIP
Borough/City

Persons/Sq. Mile

Less than 100

100 to 500

500.1 to 2,000

Greater than 2,000
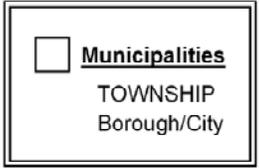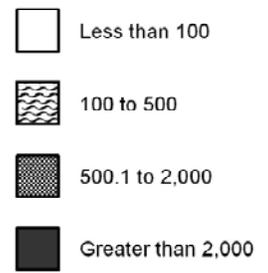
Jobs and Earnings per Worker—Cumberland County
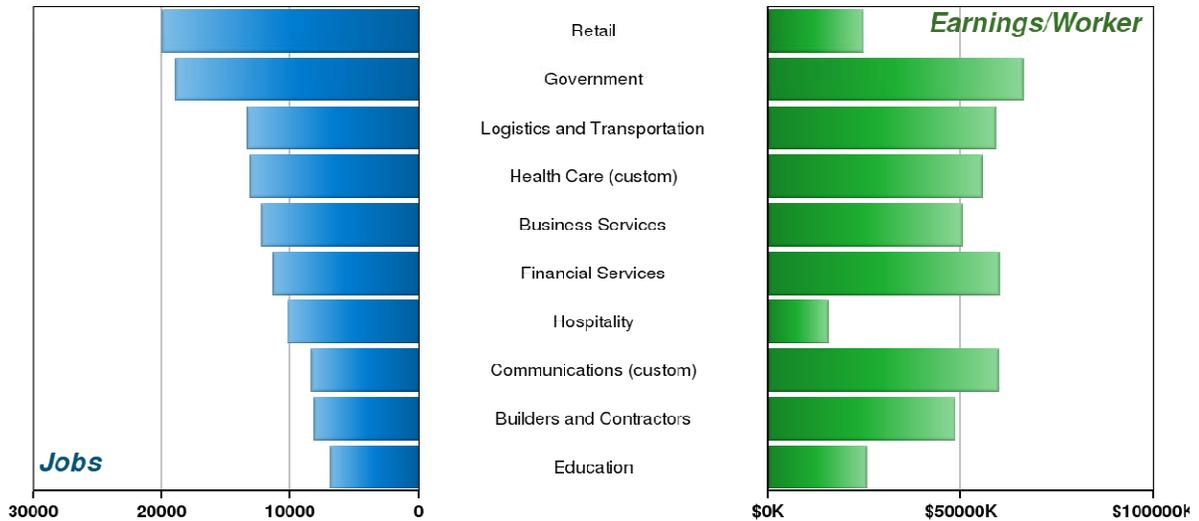
Cluster Name	Jobs	Earnings/Worker (K)
Retail	19,967	$24,836
Government	18,904	$66,302
Logistics and Transportation	13,342	$59,079
Health Care (custom)	13,128	$55,752
Business Services	12,270	$50,393
Financial Services	11,376	$60,018
Hospitality	10,241	$15,600
Communications (custom)	8,344	$59,709
Builders and Contractors	8,153	$48,659
Education	6,925	$25,798
Wholesale Trade	5,638	$64,336
Real Estate	4,481	$42,876
Agriculture and Food Processing (custom)	3,025	$28,498
Chemicals, Rubber, and Plastics	1,344	$63,512
Metals and Metal Fabricating (custom)	1,343	$53,841
Utilities	468	$78,513
Biotechnology	157	$55,941

Top Industry Location Quotients—Cumberland County

Dauphin County

Municipal Population Density, 2005—Dauphin County
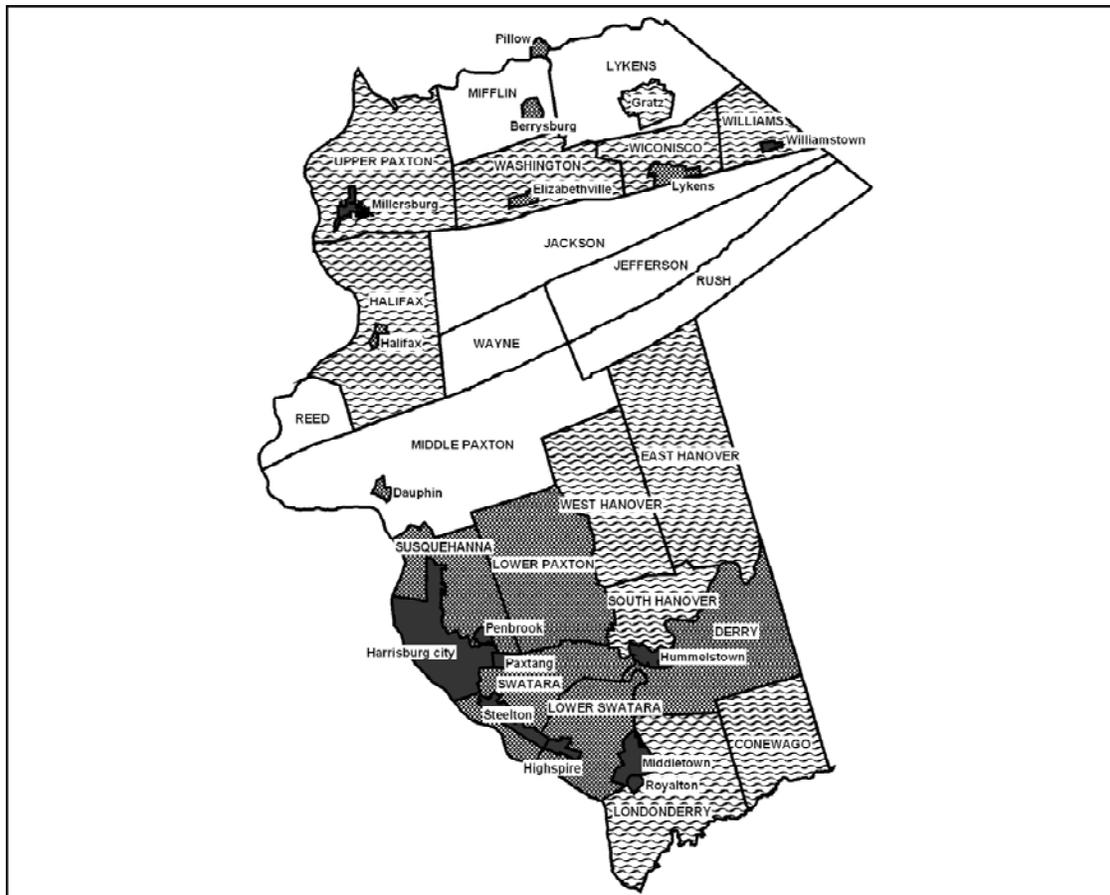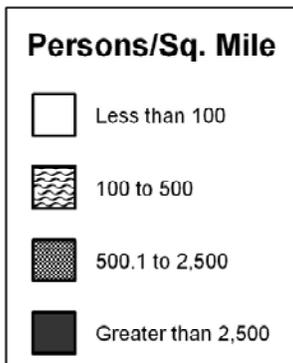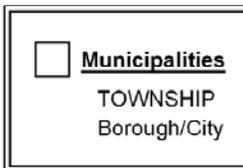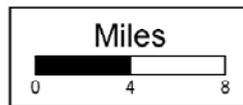
Jobs and Earnings per Worker—Dauphin County
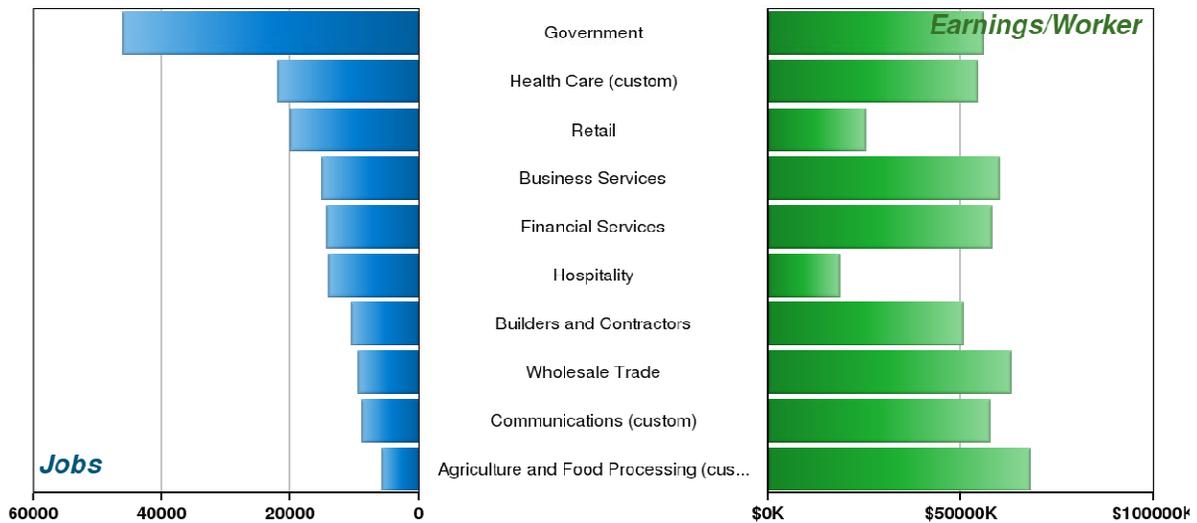
Cluster Name	Jobs	Earnings/Worker (K)
Government	46,121	$55,899
Health Care (custom)	22,040	$54,270
Retail	20,004	$25,561
Business Services	15,206	$59,929
Financial Services	14,396	$58,168
Hospitality	14,122	$18,654
Builders and Contractors	10,513	$50,665
Wholesale Trade	9,397	$62,983
Communications (custom)	8,786	$57,567
Agriculture and Food Processing (custom)	5,690	$68,195
Education	5,474	$27,237
Logistics and Transportation	5,153	$55,940
Real Estate	4,321	$39,294
Metals and Metal Fabricating (custom)	2,856	$71,827
Utilities	1,213	$122,363
Chemicals, Rubber, and Plastics	902	$70,187
Biotechnology	448	$46,148

Top Industry Location Quotients—Dauphin County

Legend:
- Government
- Financial Services
- Health Care (custom)
- Wholesale Trade
- Logistics and Transportation
- Utilities
- Hospitality
- Business Services
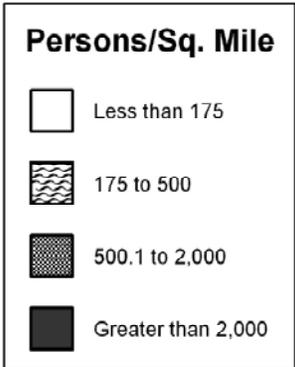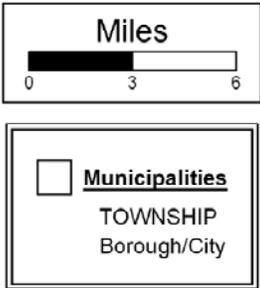- Agriculture and Food Processing (custom)
- Retail

Franklin County

Municipal Population Density, 2005—Franklin County
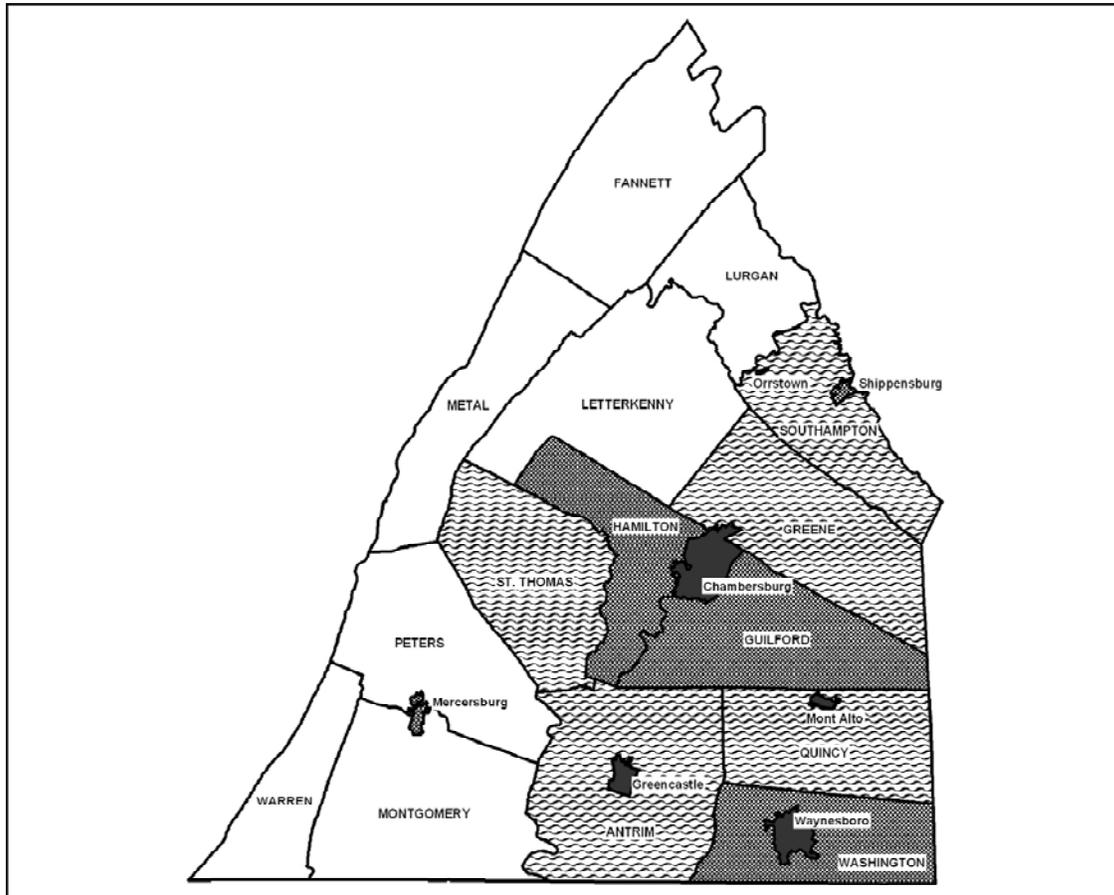
Source of Data Files:
U.S. Department of Commerce,
Bureau of the Census,
Population Division, Population
Estimates Branch, 2005.

Source of Cartographic Files:
U.S. Department of Commerce,
Bureau of the Census, 2000
TIGER/Line Files.
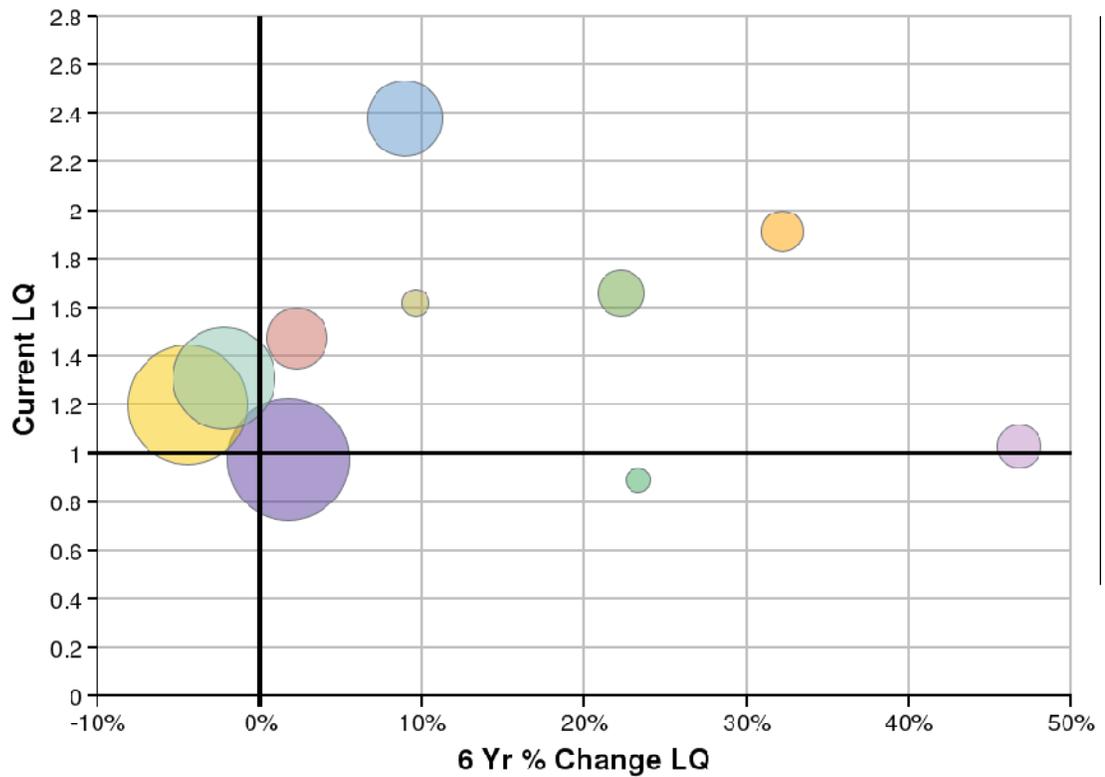
Maps Prepared by:
The Pennsylvania State
Data Center.

Miles
0   5   10

Municipalities
TOWNSHIP
Borough/City

Persons/Sq. Mile

Less than 100

100 to 250

250.1 to 2,000

Greater than 2,000

Jobs and Earnings per Worker—Franklin County

Cluster Name	Jobs	Earnings/Worker (K)
Retail	9,785	$22,407
Government	8,853	$55,078
Health Care (custom)	7,025	$48,045
Builders and Contractors	5,454	$41,204
Hospitality	4,261	$13,386
Agriculture and Food Processing (custom)	4,119	$26,069
Logistics and Transportation	3,827	$45,886
Business Services	2,783	$38,170
Wholesale Trade	2,571	$43,443
Communications (custom)	2,362	$40,667
Education	1,801	$19,354
Financial Services	1,734	$47,444
Real Estate	1,668	$26,760
Metals and Metal Fabricating (custom)	1,475	$59,153
Chemicals, Rubber, and Plastics	471	$44,018
Utilities	242	$61,994
Biotechnology	127	$31,004

Top Industry Location Quotients—Franklin County
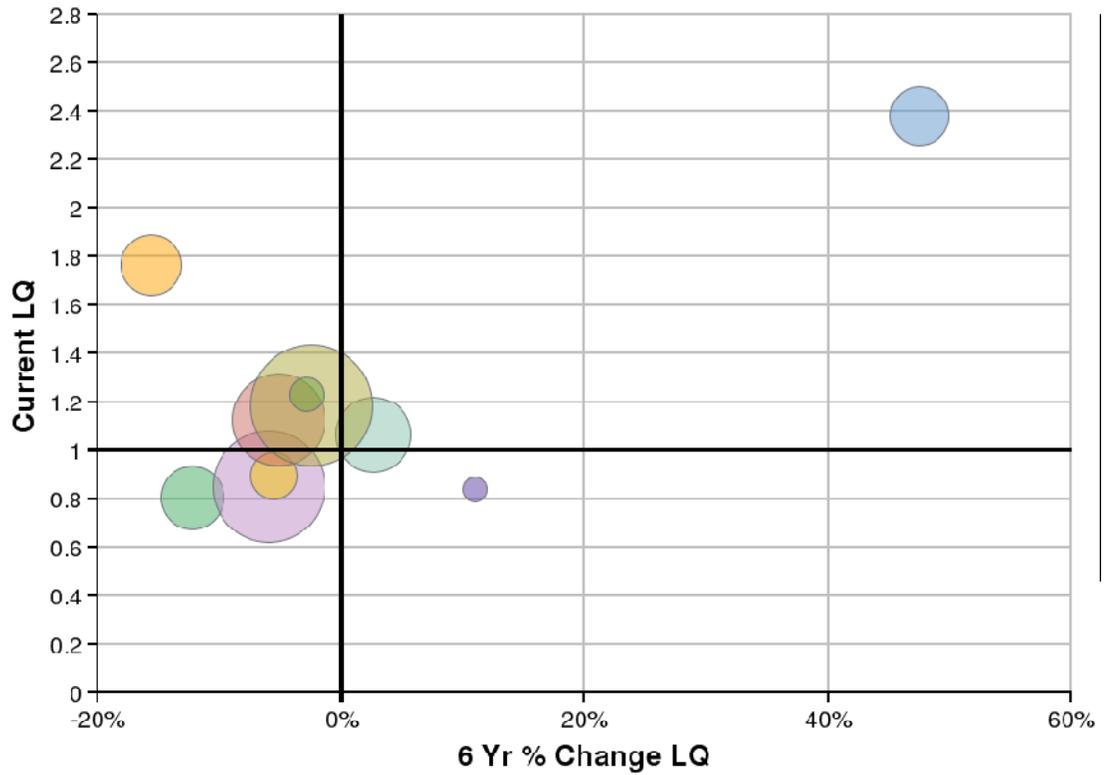
Legend:
- Logistics and Transportation
- Agriculture and Food Processing (custom)
- Metals and Metal Fabricating (custom)
- Retail
- Health Care (custom)
- Builders and Contractors
- Wholesale Trade
- Government
- Chemicals, Rubber, and Plastics
- Hospitality

Lancaster County

Municipal Population Density, 2005—Lancaster County
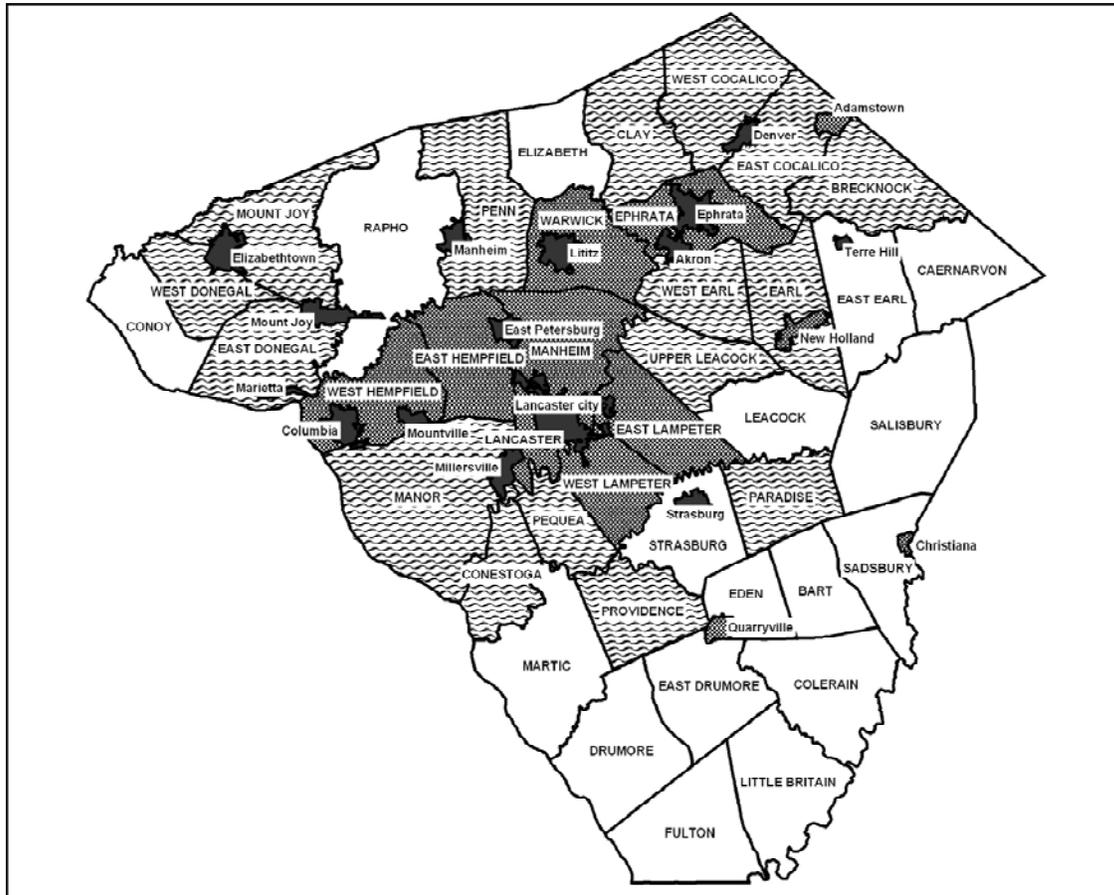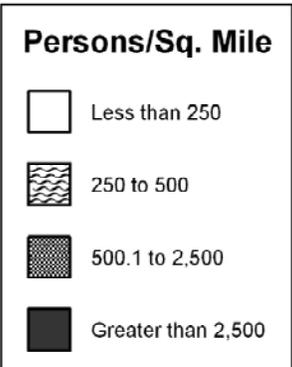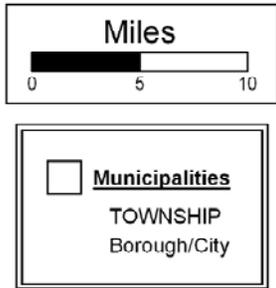
Jobs and Earnings per Worker—Lancaster County
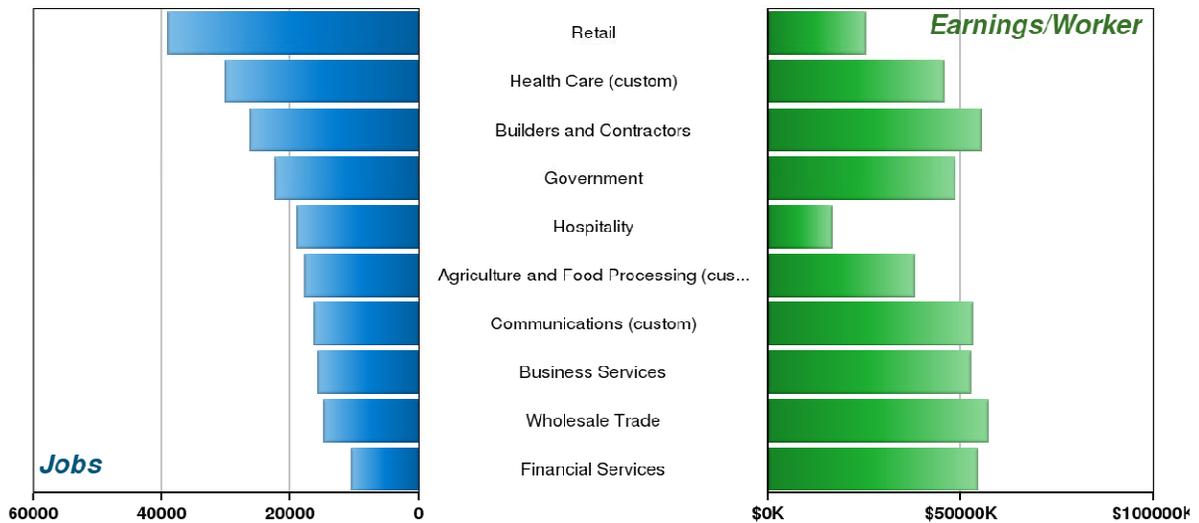
Cluster Name	Jobs	Earnings/Worker (K)
Retail	39,083	$25,409
Health Care (custom)	30,108	$45,682
Builders and Contractors	26,253	$55,503
Government	22,446	$48,589
Hospitality	19,060	$16,676
Agriculture and Food Processing (custom)	17,800	$38,141
Communications (custom)	16,291	$53,091
Business Services	15,754	$52,519
Wholesale Trade	14,848	$57,200
Financial Services	10,513	$54,390
Logistics and Transportation	9,991	$54,087
Metals and Metal Fabricating (custom)	9,564	$63,080
Education	8,632	$23,865
Real Estate	7,634	$36,055
Chemicals, Rubber, and Plastics	4,135	$59,907
Biotechnology	1,765	$60,207
Utilities	892	$82,372

Top Industry Location Quotients—Lancaster County

Lebanon County

Municipal Population Density, 2005—Lebanon County
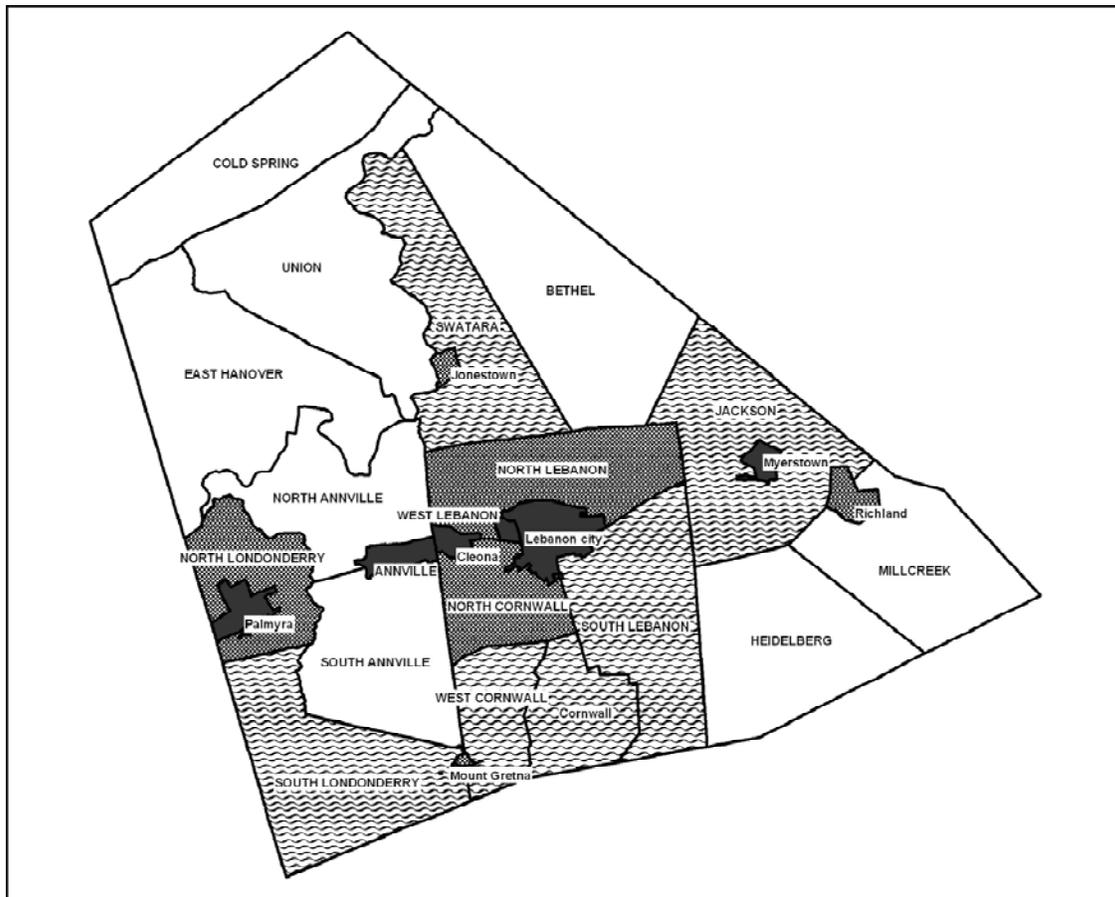
Jobs and Earnings per Worker—Lebanon County
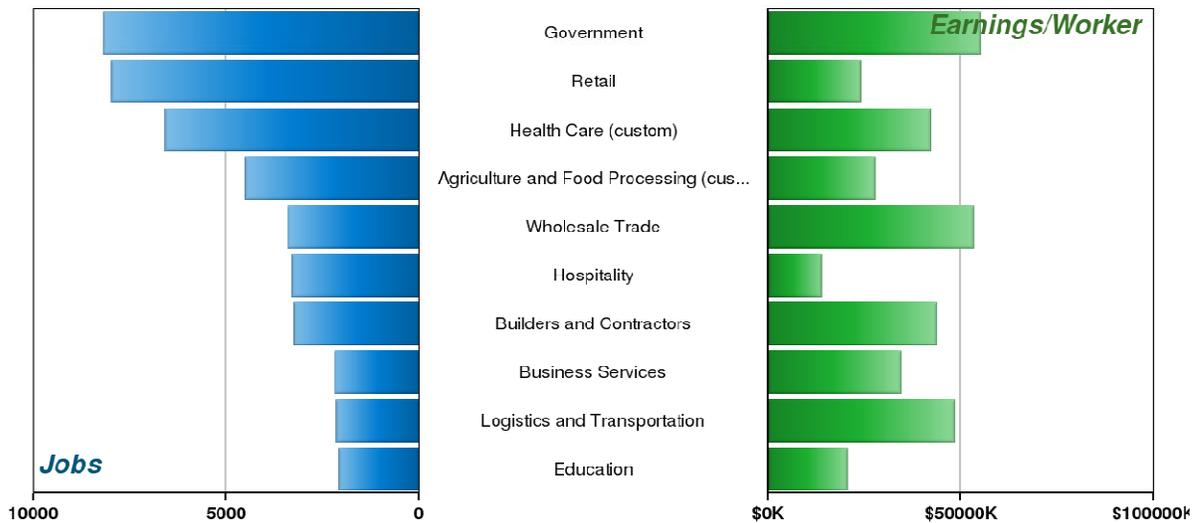
Cluster Name	Jobs	Earnings/Worker (K)
Government	8,182	$55,354
Retail	7,971	$24,045
Health Care (custom)	6,599	$42,160
Agriculture and Food Processing (custom)	4,488	$27,873
Wholesale Trade	3,415	$53,305
Hospitality	3,280	$13,938
Builders and Contractors	3,228	$43,865
Business Services	2,191	$34,484
Logistics and Transportation	2,151	$48,320
Education	2,062	$20,732
Metals and Metal Fabricating (custom)	1,852	$50,950
Communications (custom)	1,453	$33,977
Financial Services	1,443	$45,270
Real Estate	1,018	$26,277
Biotechnology	732	$91,094
Chemicals, Rubber, and Plastics	402	$49,223
Utilities	243	$102,843

Top Industry Location Quotients—Lebanon County

Perry County

Municipal Population Density, 2005—Perry County
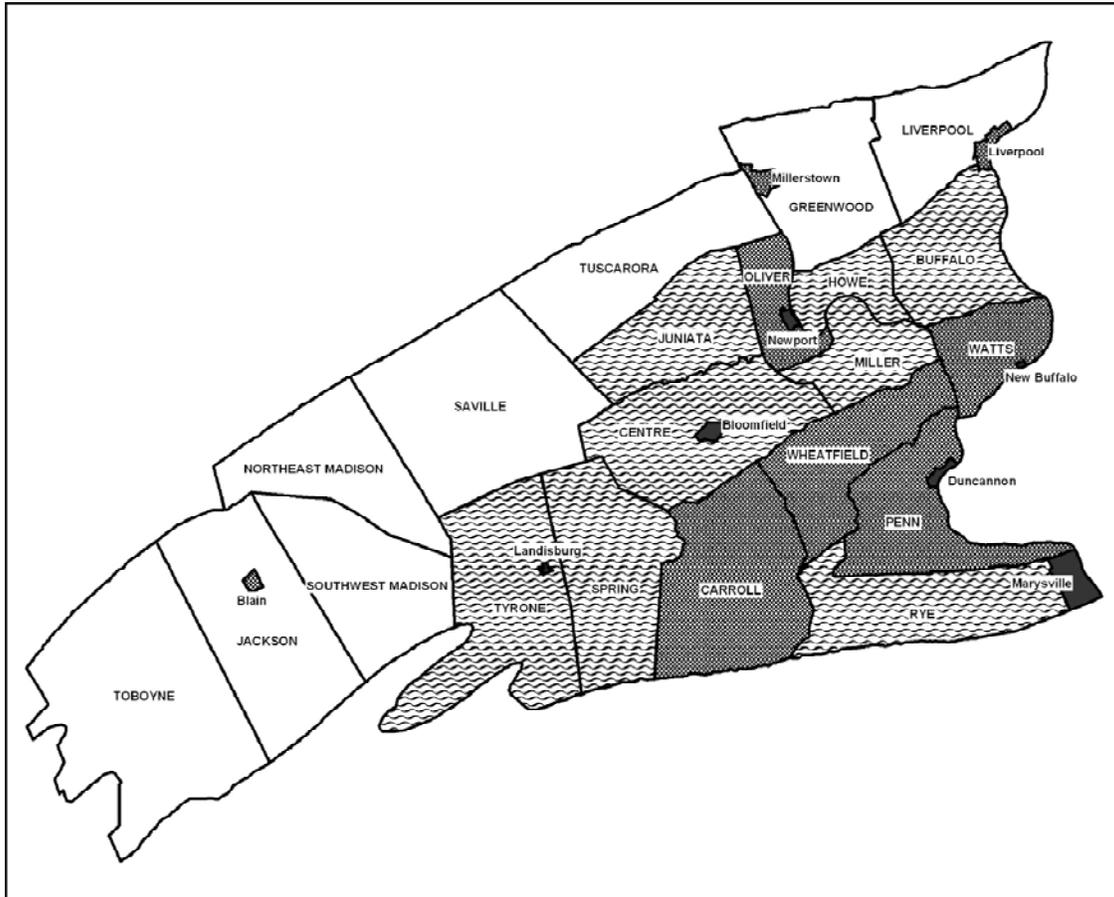
Miles
0   4   8

Municipalities
TOWNSHIP
Borough/City

Persons/Sq. Mile

Less than 50

50 to 100

100.1 to 1,000

Greater than 1,000
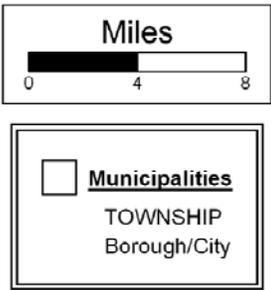
Jobs and Earnings per Worker—Perry County
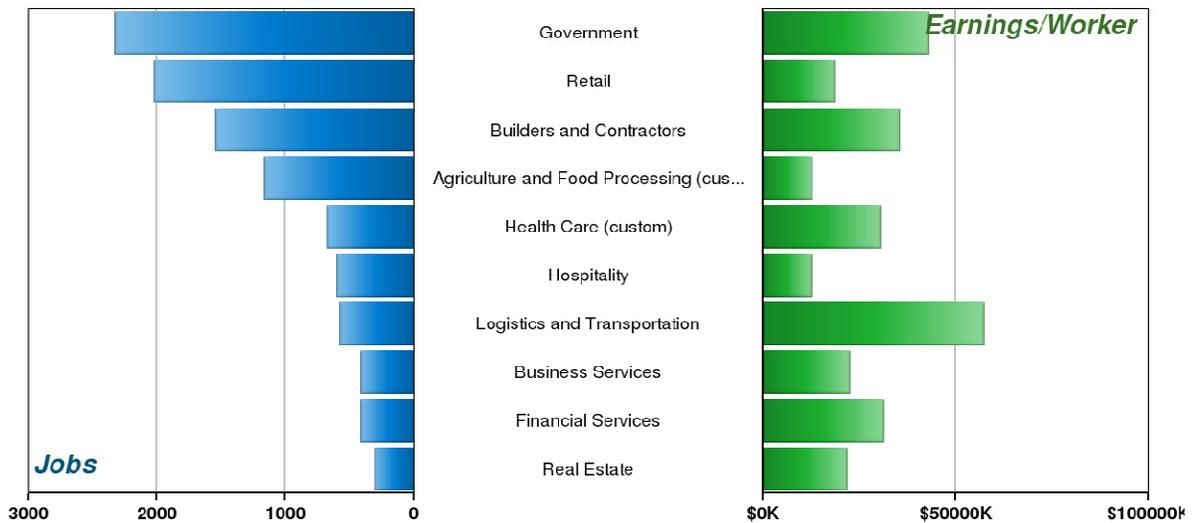
Cluster Name	Jobs	Earnings/Worker (K)
Government	2,330	$43,175
Retail	2,020	$18,487
Builders and Contractors	1,544	$35,425
Agriculture and Food Processing (custom)	1,161	$12,791
Health Care (custom)	681	$30,419
Hospitality	601	$12,620
Logistics and Transportation	582	$57,345
Business Services	416	$22,644
Financial Services	416	$31,503
Real Estate	305	$21,953
Education	294	$12,665
Communications (custom)	274	$19,934
Wholesale Trade	235	$39,358
Metals and Metal Fabricating (custom)	84	$41,363
Utilities	48	$82,222
Chemicals, Rubber, and Plastics	29	$51,221
Biotechnology	<10	--

Top Industry Location Quotients—Perry County
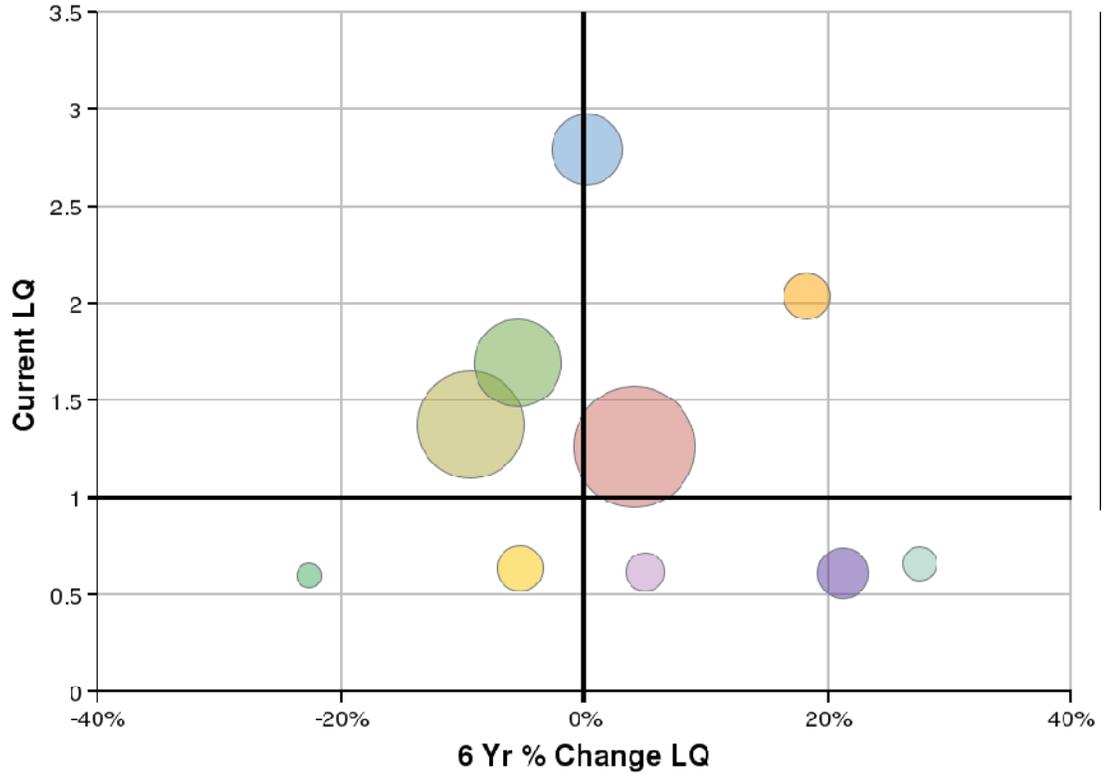
York County

Municipal Population Density, 2005—York County
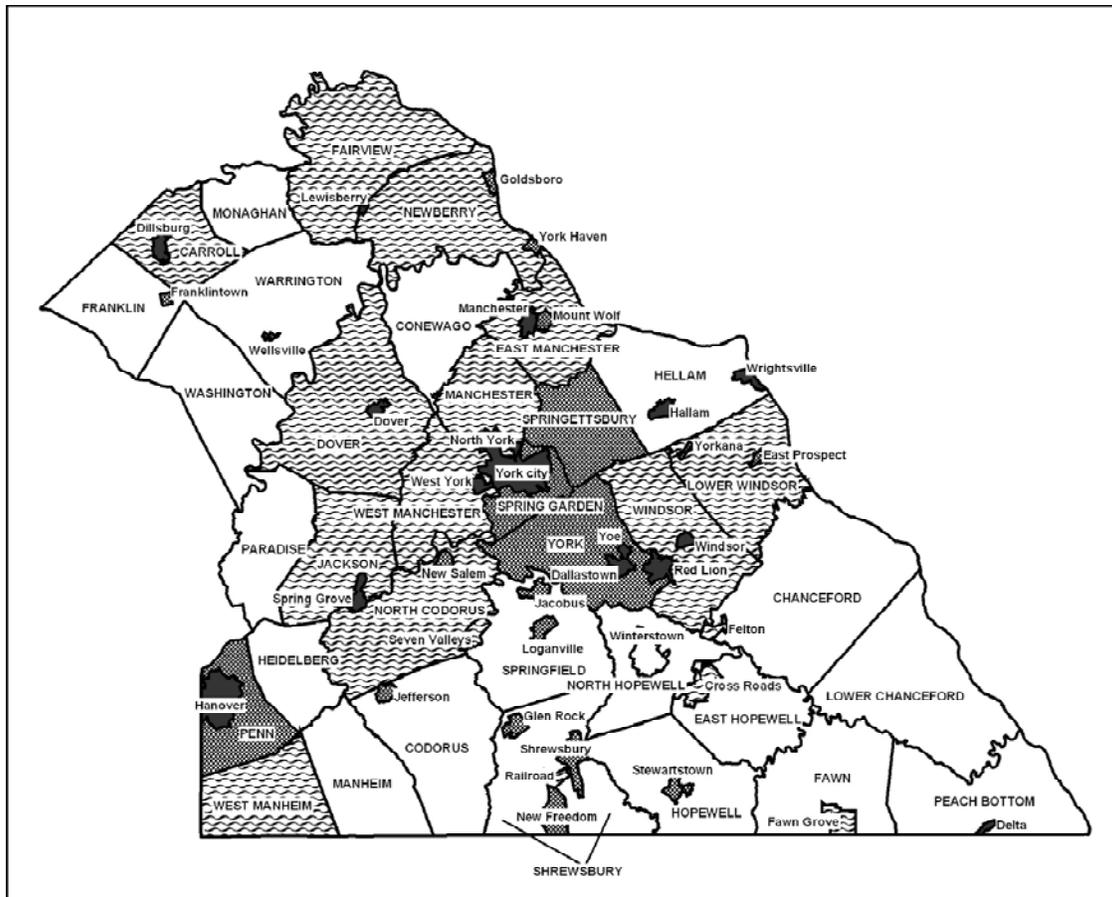
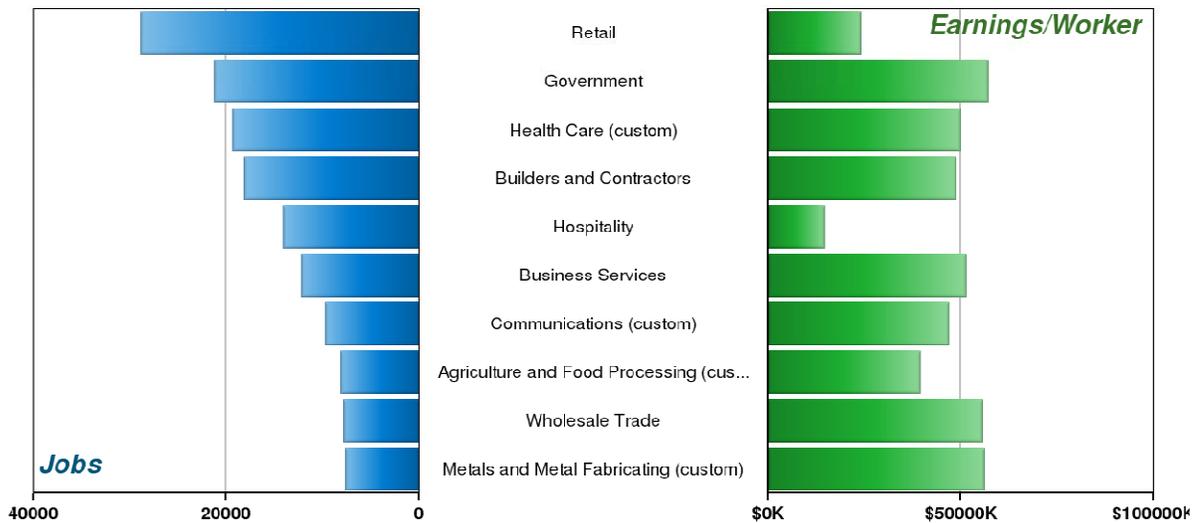## Jobs and Earnings per Worker—York County

Cluster Name	Jobs	Earnings/Worker (K)
Retail	28,889	$24,094
Government	21,280	$57,234
Health Care (custom)	19,362	$49,990
Builders and Contractors	18,101	$48,899
Hospitality	14,074	$14,665
Business Services	12,214	$51,322
Communications (custom)	9,688	$47,002
Agriculture and Food Processing (custom)	8,093	$39,446
Wholesale Trade	7,818	$55,628
Metals and Metal Fabricating (custom)	7,658	$56,235
Financial Services	6,558	$51,897
Logistics and Transportation	6,187	$49,417
Real Estate	5,992	$38,299
Education	5,256	$22,567
Utilities	2,297	$130,114
Chemicals, Rubber, and Plastics	1,676	$54,909
Biotechnology	1,329	$89,363

Top Industry Location Quotients—York County
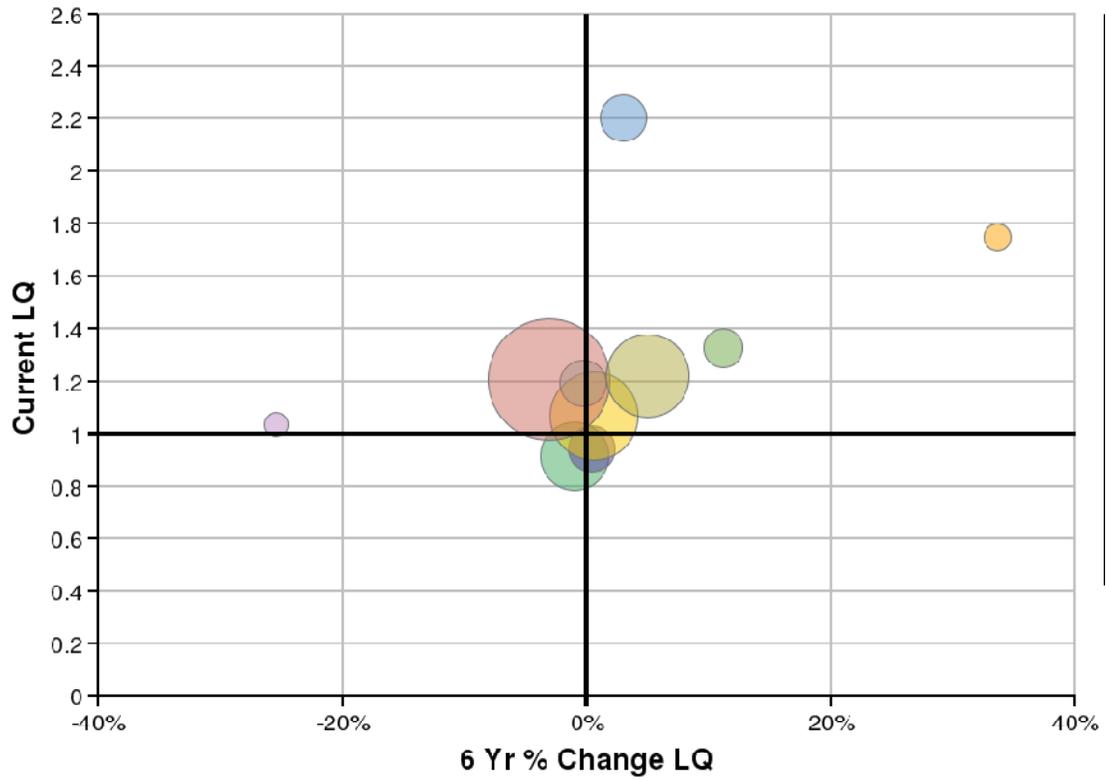
Appendix B––Comprehensive Plan Comparison

Plan Element	Adams	Cumberland	Dauphin	Franklin	Lancaster	Lebanon	Perry	York
Land use	Develop responsively, preserve and enhance physical and environmental distinctive characteristics; ensure minimized degradation of nature and culture. Develop sewer and water in already developed areas and be mindful of overdraw and contamination.	Develop responsively and consistently, with sensitivity to natural and man-made environments. Encourage municipal planning consistent with county planning.	Develop where there are already public facilities, preserve agriculture, and integrate land use and transportation.	Strengthen older neighborhoods; encourage consistent planning across municipalities, use minimal land for maximum development, brownfields, and preservation.	Develop new communities to reflect scale of existing. New communities will integrate housing, shops, schools, parks, aesthetically appealing pedestrian and non motor trails. Discourage high speed. Keep character of existing communities. Ensure arts and culture.	Leadership in planning and development directing development to existing communities and utilities. Conserve land and natural resources. Expand cooperation among public and private partners.	Improve existing land use, preserve agricultural and forested character. Integrate land use and transportation.	
Economy	Diversify economic base. Enhance tourism. Locate new business near transportation corridors. Attract business to keep people in county. Attract recession-proof, environmentally-benign businesses with full time jobs. Identify regions to develop. Maintain existing viability	Broaden, stabilize tax base. Attract business that is environmentally benign Create high wage jobs Provide educational facilities for training	Target development where there is already infrastructure. Encourage public/private partnerships Retain and attract high quality workforce	Attract business to broaden tax base. Emphasize redevelopment of older business areas. Diversify	Direct development where there are people and infrastructure Retain and expand existing businesses Supper micro-enterprises Strengthen agriculture through diversification Develop tourism Improve transportation to service employers and employees	Retain, expand, and attract business that is environmentally neutral, provides stable jobs, family sustaining wages, contributors to tax base and poses minimal impact to transportation system. Focus development in central areas where there is already transportation in place. Develop brownfields	Nothing on Ecodev	

Plan Element	Adams	Cumberland	Dauphin	Franklin	Lancaster	Lebanon	Perry	York
Housing	Diversify housing within historical and natural environments	Mixed housing within financial reach of all citizens	Develop housing where there is infrastructure. Ensure that mix of affordable housing available.	Land use compatible between borders Emphasize existing neighborhoods Minimize land consumption Discourage "strip" commercial development	Invigorate older neighborhoods Special attention to moderate and below market housing	80% of new growth where there is already public infrastructure. Affordable housing in dense areas with easy access to shopping and other resources	Sound, quality, affordable housing to meet population projections.	
Transportation	Safe congestion-free circulation. Reduce truck traffic in boroughs Special accommodation for tourists. Minimize costs	Safe transportation development coordinated with land use. Promote mass transit Encourage intermodal hubs	Safe efficient highway and transit Promote interagency cooperation Link freight rail and land use Enhance aviation Promote intermodal links Link bicycle, pedestrian, land use and other	Safe, efficient Aggressively seek funding		Safe, secure, accessible and multimodal Sustainable transit systems Collaborative planning, funding, and implementation	Safe, efficient, accessible, multimodal Enhance bicycle and pedestrian. Link land use	
Community Facilities	Water and sewer planning in line with growth projections Provide mix of parks and playgrounds	Develop Greenway and Open Space Preservation plan Develop near existing facilities Update Water Plans Require developers to determine water impact	Develop based on growth projections Maintain library system	Well distributed public recreation systems Coordinate community services across municipal boundaries—emphasizing ware, sewage, safety and EMS.	Promote tolerance for diverse population Opportunities for lifelong learning Community based health promotion and disease prevention Reduce disparities in education, housing, and economic opportunities Single point of entry for human services Enhance community colleges Culture and heritage tourism	Access to education and culture Modern secure health system Clean adequate water supply	Educational programs and facilities EMS and protective services Coordinate plans for water, solid waste and sewage Increase citizen awareness of history/culture	

Plan Element	Adams	Cumberland	Dauphin	Franklin	Lancaster	Lebanon	Perry	York
Natural Resource Protection	Protect environmentally sensitive areas Protect groundwater, wetlands, orchards, etc. Preserve historic resources Protect agriculture and minimize costs to farmers Provide favorable tax climate for farming Enhance food processing Minimize sprawl	Preserve and enhance natural, scenic, and environmentally sensitive areas. Storm water management Limit development in floodplains Promote educational outreach Preserve wetland and woodlands on development sites Encourage landscaping requirements in municipal ordinances	Preserve and enhance natural, scenic, and environmentally sensitive areas.	Preserve large contiguous parcels of prime farmland Protect groundwater, wetlands, etc.	Identify and permanently preserve farmland for agricultural use. Protect and improve quality of air Protect groundwater Preserve historical and archeological sites Urban and Village Growth Boundaries Support revisions to state tax code to reduce dependence on property taxes Purchase conservation easements Well head protection programs Riparian buffers Brownfield incentives Promote heritage tourism Increase resources for non-motorized transportation	County-wide park system Protect groundwater, etc. Balance forestry and mineral extraction with sustainability Maintain EPA standards of air quality Promote energy efficiency Safeguard historical sites	Protect wetlands, floodplains, agricultural soils, woodlands, etc.	
Implementation	Coordinate planning between municipalities, schools, state, and federal agencies Assist municipalities in planning and developing regulations		Encourage municipal planning Encourage public participation		Promote leadership Encourage participation in Leadership Lancaster and the Master Planner Course Citizen participation Establish regional planning organizations Develop outreach Use mediation as a tool			

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Appendix C– Interview Summary

The South Central PA Regional Action Plan aims to encourage the exchange of meaningful strategies to efficiently and effectively link land use, transportation, and economic development decision-making at the regional scale. Preparation of the Regional Action Plan included outreach to the region's stakeholders, asking for their success stories, long range thinking on the future of their organizations and the region as a whole, and particularly for their suggestions on opportunities for inter-county cooperation and collaboration.

Interviews were held with all of the County Commissioners, and approximately 50 other individuals, suggested by the County Commissioners and the county planning directors, representing local government, major employers, major industry, educational institutions, workforce agencies, tourism agencies, and environmental conservation.

1. **What economic assets in your county or in the region are most important to your industry/organization and why?**
    - Available, affordable land for development, particularly given the proximity of the region to major markets.
    - Highway infrastructure, esp. I-81.
    - A hardworking workforce, though several noted that the workforce needs training—both basic readiness-to-work skills and position- and industry-specific skills.
    - Major economic generators, including manufacturing, agriculture/food processing, warehouse/distribution.
    - Secondary industries such as tourism, construction
    - Emerging industries, such as bio tech and alternative energy
    - High quality educational facilities.
    - Cost of living, low taxes, low crime rate, and good quality of life, which make the region desirable.

2. **What are two or three successful economic development, transportation or land use projects in your area? What factors made them successful? How were they selected? Were benefits localized or regional?**
    - Business parks in or on the outskirts of Gettysburg, Hershey, Chambersburg, Lancaster and Lebanon.
        - Commerce Park, Gateway Gettysburg; they take advantage of the US 15/US 30 corridors. Commerce Park made jobs available, though those same jobs may have been relocated, not truly created.
        - Hershey Center for Applied Research; this project expands the value of the Penn State Hershey Medical Center from hospital to research facility.
        - Chambers 5 Business Park

- o Lancaster General's Health Campus on Rohrstown Road/Harrisburg Pike, Granite Run Business Park, Greenfield Industrial Park; the Health campus was particularly well suited on a tract large enough for its vision; the buildings in Granite Run are unique and attractive (Lancaster)
  - o Lebanon Valley Business Park, Lebanon Rails Business Park
- Downtown revitalization in Gettysburg, Lancaster, Lebanon, and York.
  - o Majestic Theatre (Gettysburg)
  - o downtown Convention Center and Clipper Magazine Stadium (Lancaster)
  - o HACC and Market House (Lebanon)
  - o Sovereign Bank Stadium, Codorus Creek Corridor (York)
- Manufacturing facilities, e.g. Quaker/Pepsi Co. facility at Exist 44 in Cumberland County; YCEDC investment in nanotechnology.
- Distribution facilities of Target, Kmart, Amazon.com, Whirlpool, and Werthers.
- Redevelopment of Letterkenny Army Depot.
- The Carlisle Regional Medical Center.

- These projects have increased the number of jobs, directly and indirectly through the expansion of supporting businesses, but wages have not significantly increased to levels that can sustain a family.

- Historic designations that expand tourism.
  - o Lincoln Highway Heritage Corridor
  - o Journey through Hallowed Ground.
- Investments in transportation infrastructure.
  - o Expansion of Route 30 to 5 lanes
  - o Intermodal facilities, e.g. CSX Railroad
  - o Rails-to-Trails.
- Workforce development programs.
  - o The Lancaster Workforce Investment Board programs: the Centers of Excellence, Lancaster Prospers, and the worker training programs.
  - o HACC partnerships with the Carpenters Union and County Art Associations.

3. **How would you describe the competitive position and outlook of your industry/organization (and the overall market)? Growing, declining, shifting, and sustainable? How competitive overall is your county in a global marketplace?**

Overall, responses indicated a positive outlook, often based on a growing population and job base.
- Real estate for residential and especially retirement
- Commercial/industrial, esp. along I -81 corridor
- Logistics/transportation, also along the I-81 corridor

This question raised several issues that need attention.

- Lack of a skilled workforce or a entry level workforce that is job-ready. There is a need for skilled technical and entry level workers for local industries. There is also a need for programs in schools to create this workforce, such as through expansion of vocational-technical programs at the middle school, high school, and post-graduate levels as well as for workers transitioning later in life. This lack of a skilled workforce limits future growth.
- Lack of affordable transportation options, i.e. transit, to link major employment centers.
- Rising costs of energy, environmental regulations, business/employer regulations.
- Need for continued investment in infrastructure and facilities need to keep pace with development in order that the regional economy can continue to grow. Loss of cap on electric prices will make the State less desirable.
- Local government will be affected by the economy and rising energy costs, but will still need to provide community services.

4. **What are the best opportunities for investment in your county/region? Put another way; if you were going to invest your money in the South Central PA economy anticipating a significant return on the investment, in what industry sector or geographic location would you invest? How would you know the investment is worthwhile?**
   - Real estate, especially for warehousing, housing, retail
   - Transportation and logistics.
   - Health care and medical services development, based on the aging population
   - Education/workforce development.
   - Sustainable development patterns. Growth should be managed and open space should be protected for food production---create a balance between development and preservation. Our region is also in a good position to grow alternative energy market and green building design market (solar panels, green building materials, better storm water management).
     - o Redevelopment/rehabilitation.
     - o Alternative energy.
   - Lifestyle, recreation and entertainment amenities.
   Not all returns are financial. Some returns are the outcomes of following through with a community's vision and desires.

5. **What kind of action or change, such as public policy, private investment, etc., is needed for better regional collaboration?**
   - A master economic development plan requiring regional collaboration.
     - o Some think that regional collaboration is not feasible because of natural competition between companies and between counties; we need to see ourselves as a larger whole, where we each have more to gain by working together.
     - o Regional identity; Smart Market was a start but didn't go far enough.

- o List of preferred or target business/industries and agility to assist them.
- o One regional or umbrella economic development organization, versus the current county agencies
- Better proactive communication in advance of decision-making. Communication with others in region, private sector, community (e.g. Rotary and other civic groups). Sharing success stories will encourage others to make positive changes.
- More thorough exploration of impacts of decisions/investments.
- Coordinated zoning and infrastructure that make preferred development clear to the private sector.
- Transportation solutions to solve today's problems.
- Sharing services, such as utilities and police, to reduce redundancy and inefficiency.
- County officials *leading progress* rather than managing the day-to-day and maintaining the status quo.
- Legislative changes at the state level to give counties more authority and require cooperation.

6. **What topics have the greatest potential for regional collaboration and why?**
   Responses included:
   - Transportation: expand I-81; expand rail; and expand public bus and rail transportation.
   - Creating a skilled workforce and more jobs.
   - Planning around larger issues such as soil conservation and the Chesapeake Bay.
   - Land use and corridor planning.
   - Water, wastewater, storm water.
   - Joint purchasing.
   - Tourism.
   - Sharing specialized infrastructure facilities and services.
   - Education of the public.

7. **Some say all programs/projects are local. Do you agree? What do you think distinguishes a project of regional significance from a local or county project/program?**
   Most did not agree that local projects only have local benefits and only use local dollars; they felt that the effects and costs, while indirect, are far reaching. Rail projects have long term value and big benefit. The number of people affected determines a project's significance.

8. **What criteria should be used in prioritizing projects of regional significance from a list of candidate projects, which might include projects of county or local importance?**
   - Financial return
   - Ability to leverage greater funding- $1 million on $20 million vs. $1 million on $3 million project

- Jobs created
- Available workforce
- Population affected
- Infrastructure readiness
- "Green" projects that minimize environmental impacts and/or create neutral to net positive environmental impacts
- Sustainability
- Supportive of planned uses for what fits the area and how it wants to grow
- Community support/ownership of investment
- Achievable projects with low risk
- Need
- Increase in knowledge/skills of workforce
- Availability of funds
- Geographic distribution
- Impact to tax base

9. **What other topics or interests that affect your county and its neighbors must be addressed in the Regional Action Plan?**
- The need for better jobs so people are motivated to work and can get off welfare.
- Public transportation was noted again.
- Counties working together will lessen duplicated services and wasted tax payer money.
- Affordable living environment, including costs of housing, utilities, transportation options, taxes, etc.
- NIMBY-ism and shortsightedness. The public needs to be educated so that they become involved in solving community issues from the community perspective.
- The County Planning Commissions need to work on the Economic Development sections of their plans more, and get more involved with the results.
- County officials need to look beyond traditional funding sources and investments.
- The Chesapeake Bay joins all the counties and has potential to help them work together.
- Smaller regional airports have not gotten attention in transportation plans.
- Water resources and water quality issues are very important and need to be regional.

10. **What else would you like to tell us or suggest?**
Identifying a "county champion" for each county would be a good idea. Also looking at case studies of counties that have worked as a region could help change minds. Invest in attracting small business.

Need to stop knee jerk reactions to manage growth or respond to other crisis or perceived crisis. Need to evaluate/vet the crisis. When a valid issue confirmed, then evaluate short and long term consequences making change in regulation. Make gradual changes to allow public and private sectors to adjust/adapt rather than placing

the burden on just one generation.

Any sort of plan has to keep interests of agricultural industry in mind. We need to maintain viable agricultural base in region. Also, respect for natural features as amenities. Put development in the right place to retain as much natural area as possible. When we lose good soils and good vegetation they are gone forever and nothing can replace them at the same level. Sprawl development isn't the way to go. We need to be smarter about development and have respect for the trees. Nothing better exists for handling storm water and protecting water quality. Emphasis on keeping and growing natural resource base.

Appendix D – Focus Group Summaries

Focus Group Summary Report

Focus Group	Meeting Date	Attendees
Economic Development	February 11, 2009	11
Community Development	February 12, 2009	12
Intergovernmental Cooperation	February 19, 2009	8
Environmental	February 24, 2009	7
Infrastructure	February 26, 2009	8
Tourism	February 26, 2009	14
Total Participation		60

Common Themes of Discussion

Existing Cooperation

- HATS, three county MPO
- Regional water and wastewater systems
- Regional police forces
- Emergency Response/Public works in times of need
- Environmental groups leveraging expertise and resources
- Dutch Country Roads regional marketing and brand

Barriers to Cooperation

- Lack of acknowledgement of common issues/needs, e.g. affordable housing
- Lack of technical knowledge at the decision-making level, e.g. municipal officials on environmental protection and land use
- Lack of detailed planning – less principle and policy, more project identification
- "Need" for formal agreements, as recommended by solicitors
- Perception of no local, tangible benefit from regional effort
- Too much focus on short term, not enough attention to long term impacts and alternatives, e.g. municipal services

- Alternative access to funding outside of prioritization programs, i.e. congressmen
- Lack of agreement as precedent for future disagreement

Interrelationships

- Economic development needs land use, transportation, and infrastructure
- Affordable housing needs economic development
- Environmental protection needs land use
- Infrastructure needs to serve economic development, otherwise it's wasted money
- Tourism needs land use and transportation (signage for wayfinding and alternatives)

Potential Regional Projects/Initiatives

- Shared existing cooperative efforts as case studies or models to learn about cooperation for efficiency and effectiveness.
- Use indicators to overcome current value system and perceptions.
- Education-Research-Development strategies to nurture local residents into industry leaders.
- Marketing strategies to attract
  - foreign/international industries to provide jobs at family sustaining wages
  - young and talented workforce to the research-development business climate
- Investment strategies to establish predictable processes for transportation and infrastructure investments.
- Community Building and Place Making strategies to make resident life enjoyable, affordable, desirable, even memorable.
- Rehabilitating the portions of the existing housing stock may be more effective than developing new affordable housing units. This could be a regional effort with a pilot project in one or more communities. Such projects should take declining neighbors and incorporate neighborhood businesses, market rate and low income housing, and homeownership targets to stabilize the neighborhood.
- Comparing greenways and open space plans as a starting point for inter-county connection.
- A circuit rider to help fund professional staff positions at the county level - someone at the county level keeping tabs and looking for opportunities for consolidating systems.
- A regional signage system to direct tourists to destinations and maintain the identity of the region (brand) as they tour.
- Expand transit and bike/pedestrian systems to offer alternative modes of transportation among tourism destinations.
- Ongoing summits, e.g. a quarterly meeting of cities and counties on housing issues.

Economic Development Summary

1. Economic development occurs as opportunities present themselves, not as a result of EDAs/EDCs positioning themselves or pursuing the market. There really is no prioritization process for economic development.

2. Traditional community and economic development practices are giving way to "placemaking" and "community building" strategies that emphasize a community's unique identity (location, heritage, lifestyle attractions), revitalizing its community center(s), growing local employers and industries, and attracting talent and skilled workers.

3. Barriers to regional cooperation include: lack of acknowledgement of common issues/needs; need for formal agreements; perception of no local, tangible impact; and lack of agreement as precedent for future disagreement.

4. While not often, counties will support and do support projects or initiatives when mutually beneficial. Most often there is not a perceived value in collaboration. Value is generally defined as monetary or financial.

5. Transportation and land use are critical to economic development. We must examine land use regulations (zoning) for urban industries and open space industries, e.g. agriculture.

6. Use indicators to overcome current value system and perceptions.
   - Per capita income
   - Job creation
   - Gross regional/metro product
   - Productivity
   - Educational attainment

7. Projects or Initiatives could include
   - Education-Research-Development strategies to nurture local residents into industry leaders
   - Marketing strategies to attract
     - foreign/international industries to provide jobs at family sustaining wages
     - young and talented workforce to the research-development business climate
   - Investment strategies to establish predictable processes for transportation and infrastructure investments

- Community Building and Place Making strategies to make resident life enjoyable, affordable, desirable, even memorable.

Community Development Summary

1. The eight counties are different in the community development/affordable housing issues they face and in their organization and approach to solutions.

2. Some cooperation exists: within a county, addressing livable wages, needed education, and affordable housing; and county-to-county, sharing approaches that work. More of both are needed.

3. Tax credit projects are common, but are small scale efforts that benefit a few families and individuals. The need is much greater.

4. The need for affordable housing is not understood outside of public assistance programs. Both the private development community and non-urban municipalities are resistant to addressing and providing a range of housing for all income levels. Banks and employers have a potential role to play, too.

5. The planning commissions and redevelopment authorities need professional input from private development and professional credibility (through staff or assistance) to make a difference. Citizen planners need more detailed knowledge of community development issues and possible approaches.

6. A multi-list of affordable housing properties is needed so that low income residents can search for homes they can afford to rent or buy.

7. Rehabilitating the portions of the existing housing stock may be more effective than developing new affordable housing units. This could be a regional effort with a pilot project in one or more communities. Such projects should take declining neighbors and incorporate neighborhood businesses, market rate and low income housing, and homeownership targets to stabilize the neighborhood.

8. A quarterly meeting of cities and counties could continue to discuss common issues and share approaches to partnerships, education, and projects.

Intergovernmental Cooperation Summary

1. Many governments in our region are cooperating but few are recognized. These examples, if promoted, can lead others to greater use and levels of cooperation – even within our region.

2. Local government's primary job is to see that basic services are provided effectively, then efficiently, then cooperatively if feasible. It's tough to think short term about providing basic services AND long term about the vision we're working toward.

3. Our region's leaders don't know how to run outcomes-based meetings on intergovernmental cooperation or other topics. Meetings lack meaning and participation quickly erodes. The glue that keeps cooperation and its outcomes going is the conversation – a phone call, an outreach, an outreach to a third party to offer or ask for assistance (equipment, emergency services, manpower, etc.) – at the staff level work.

4. There is an unwritten rule that if another municipality is in trouble, we show up to help without any expectation for compensation. Municipal solicitors discourage this "help your neighbor" activity without formal agreements, ordinances, etc.

5. We need to learn from our municipal peers, too. More urban areas have valuable experience that can help us prevent costly mistakes.

6. Public bureaucracy gets in the way of successful, private community and economic development. PennDOT takes too long to issue Highway Occupancy Permits. Municipalities don't operate in the e-business environment where payments and permits are submitted and approved online. We're too slow and losing out, particularly on economic development, to counties in Maryland.

7. The MPC requirements to accommodate future population and all uses are a problem. Some communities don't want growth. There is no option to stay rural in PA. Yet there is an economic benefit to staying rural and keeping agriculture. PSATS has suggested new rules for development and recommended additional impact fees beyond transportation and recreation. Proposal status is not known. Franklin Co has proposed impact fees based on county growth rates, but the initiative is struggling.

8. Economic development needs to focus on a vision for developing a specific economy and an itemized list of the investments needed. This is what comprehensive planning,

whether municipal or regional, is supposed to be. It requires participation from all parts of the community to create the vision and make it work. Planning has to stop being high-level – it must be local, really specific.

9. For those municipalities that want growth, cooperation with municipal authorities is needed.

10. Cooperation and consolidation from the top is widely opposed in Pennsylvania, but a "cooperate or consolidate!" mandate could be in our future. The Governor's school district consolidation proposal may be a bellwether. Successful consolidations have occurred on their own terms. The referendum requirement of a majority of vote in both municipalities is a hurdle.

Environmental Summary

1. Every development project has environmental impacts, direct/indirect and on-site/off-site, whether or not they are known and quantified. Municipal land development requirements don't manage the impacts of development on the environment. Municipalities have not spent money on the science of quantifying impacts and establishing criteria/regulations to prevent them.

2. Elected officials review land development plans without planning knowledge and perspective for the environmental resources within and beyond their political borders. They don't understand the non-economic value of natural resources. Few municipalities in the region have an Environmental Advisory Council (EAC) to provide elected officials with knowledgeable advice on environmental topics.

3. Visualization, e.g. through digital maps and models, are helpful to seeing the larger landscape, the multiple resources that it contains, and various scenarios of action or inaction by landowners and policy makers.

4. Time, knowledge and financial resources are limited. Environmental organizations are leveraging their resources and expertise outside of the political system.

5. Water is a driving issue, whether it is water supply, e.g. in Adams County, or water quality in the Conewago Creek. We need to link the planning processes that exist – transportation, land use – and deal with the fact that there is no water resource planning process – whether for critical areas, recharge, or on-lot disposal, etc. If each could understand the impact of their piece on the whole, they'd make better decisions.

6. The population in our region is not growing. But we are taking up, developing and impacting more land and resources for roughly the same number of people. We say we want economic growth. But with 1 percent growth, it translates as people wanting to get richer. They won't be the kind of people who want to live in the city. They are ignorant to the impacts of development on natural resources – at least the current majority.

7. We need to decide what we want to protect, where and how. We have to protect our land to protect our economy. Land and water are critical to agriculture and tourism, two of our largest industries. Yet logistics is our strategic leading industry.

8. Counties will each have an open space and space and greenways plan soon. These plans will show what lands should be protected and not be developed. Comparing these plans may be a starting point for inter-county discussion.

9. If you ask someone to give up something for the benefit of society, there has to be some compensation. Transfer of development rights is one option. Land preservation protects more than just land. It's a vehicle for water protection, wildlife protection, etc. Land taxation policy is another tool that could recognize the value of natural resources.

Infrastructure Summary

1. Transportation presents the best opportunity for regional infrastructure investment. Big projects that cross boundaries like rail, interstates, and public transportation have the highest likelihood of success. HATS works for three counties and is able to coordinate with other counties on even larger projects.

2. There is a process in place for regional transportation planning but there are alternative ways to get to the funding. This needs to be stopped. Our congressmen need to understand this and direct municipalities to the regional planning system, instead of alternative funding that reduce the amount money for regional projects.

3. There is regional cooperation on water and wastewater. The City of Harrisburg's wastewater treatment plant and the York Water Company are examples and potential models.

4. Small systems duplicate the cost of management and often don't charge enough to sustain themselves. Maintenance of infrastructure is important and local residents

should pay a fair share. The state shouldn't issue grants for maintenance projects if customers aren't paying fair share.

5. Water and wastewater are viewed as separate. Water is viewed as a resource, while wastewater is viewed as a service. There is little discussion in PA of water reclamation and reuse that would show the two as related. Both water and wastewater are expensive to move, particularly against gravity.

6. Growth and the Chesapeake Bay Strategy are consuming treatment plant capacity. Municipalities may not want to but they may have to build new, expensive wastewater treatment plants that meet high nutrient reduction standards, or purchase credits to offset their pollution.

7. There is a lack of sound land use planning at the local level. Some have a plan, but don't follow it. Others have no plan at all or regulations that are newer and inconsistent with the plan. Development plans that require land for recreation and open space make utility services and infrastructure less efficient. As long as elected leaders say "build house here," the utility companies will extend and provide service. Creating a bypass around Gettysburg is a problem since lands around the borough are protected by agricultural security areas/preserved area as well as historic properties. Those consequences are not often considered when the designation or preservation is enacted.

8. Strong county government is one way ahead, like they do in Maryland and Virginia, where county government has professionals on staff – fulltime, knowledgeable. It does mean making municipalities weak. A circuit rider to help fund professional staff positions might work at the county level - someone at the county level keeping tabs and looking for opportunities for consolidating systems.

9. The state review process jeopardizes our prosperity. The untimely approval of one permit requires extension of permit from another agency. State agencies and departments have no understanding of the economic impact of their untimely response. The only way to get things moving on a high value project is through the Governor's Action Team. That's the state's solution to a broken system of agencies and departments. There is a proposal to create a speedier review for low risk projects. But it's a disincentive for fixing the real problem.

10. We need to learn to speak as a region. We need regional forums. A regional identity would help in the long run. We need to increase our identity as a hub for logistics and related economic development. Our greatest resources should bring us together, but in

fact they divide us. If all the counties come together to say the project is important to all of them, it will have more clout for funding.

11. Projects need to have an economic development component or linkage. Without economic development, we have no driver for infrastructure investment. The I-83 project was a $1 billion project and has risen since first estimated. It's the major link from Harrisburg to Baltimore – an economic corridor if there ever was one.

Tourism Summary

1. The counties in the South Central PA region are already doing regional projects. The "Dutch County Roads" is the regional brand for this region of PA. Marketing outside of PA is done by the Dutch Country Roads TPA.

2. The county Tourism Promotion Agencies (TPAs) are funded by the hotel room tax – hence, "heads in beds" is the primary goal, but there are several barriers, such as land use, signage, and alternative transportation, to increasing overnight stays.

3. Local officials oppose tourism uses and investments. They seem to fear traffic increases without appreciation for the economic benefits of tourism. The regional industry needs real regional data on the economic impact of tourism to make the land use and economic case for tourism to local officials.

4. A regional signage system is needed to direct tourists to destinations and maintain the identity of the region (brand).

5. Travel by personal automobile is the only real option for tourists visiting multiple destinations in our region. With attractions acting as destinations and employers, how can we expand transit and bike/pedestrian systems to offer alternative modes of transportation?

6. New tourism activities, or modes, are emerging, e.g. "geocaching", an outdoor treasure-hunting game in which the participants use a Global Positioning System (GPS) receiver or other navigational techniques to hide and seek containers (called "geocaches" or "caches") anywhere in the world (Wikipedia.com). How will new geocaches represent the region?

Tourism Conference – October, 2008
Existing Regional Efforts
The Dutch Country Roads includes:
- Gettysburg Convention & Visitors Bureau (Adams)
- Cumberland Valley Visitors Bureau (Cumberland)
- Hershey Harrisburg regional Visitors Bureau (Dauphin, Perry)
- Franklin County Visitors Bureau
- Pennsylvania Dutch Convention and Visitors Bureau (Lancaster)
- Lebanon Valley Exposition Corporation
- York County CVB

DCR meets monthly and has a regional marketing plan.

The following identified issues, current initiatives, and questions are taken from:
- PA Dutch Country Roads Three Year Marketing Plan, August 2008 and PPT presentation of same name
- Keith Chase's facilitation notes from June 18 meeting with the Cumberland Valley Visitors Bureau;
- Phone interviews for South Central PA RAP conducted by Michelle Brummer

Identified Issues	Current Initiatives	Questions
Marketing		
Identity/brand - Still evaluating via visitor survey using Survey Monkey to gauge name recognition of Dutch Country Roads - May include "Pennsylvania" in name revision - Lancaster, Hershey, and Gettysburg have name recognition	Themes - Civil War – 2009 - Agriculture/Food production	What is visitor feedback to date?
Attractions - Major attractions have their own marketing efforts, styles, budgets, etc.	Attractions - Itineraries for single and multi-day visits – 2009 - Interactive map of regions, trips, attractions – 2009 - Packaging of attractions as "specials" or "discounts"-	

Identified Issues	Current Initiatives	Questions
	2010	
Markets • Advertising in target markets is expensive	Demographic Markets • Primary - Baby boomers w/ household income $75K+ • Secondary - Gen X • Tertiary - Gen Y and Seniors Geographic Markets • Primary – cities in adjacent geographic regions • Secondary – east coast states and Canada - 2010 • Tertiary – national and international; research international in 2011 Group/Corporate markets • Corporate meeting groups – 2009 • Motor coach groups – 2010 • Trade shows – 2010	
	Media • Radio – 2009 for Baltimore, Phila, New York, and Wash DC • TV – 2009 production, 2010 distribution to Phila, Baltimore markets, 2011 to NY market • Print - 2009 • Internet/Website – 2009, 2010, 2011 • Direct mail	
Arrival and Circulation		
Welcome center along US 11 by truck stops	Regional tourism kiosk at HIA – 2009	Is a truck stop location good for visitors? Are there other key locations for welcome centers?

Avant IMC
Infrastructure Management Consulting

Identified Issues	Current Initiatives	Questions
Lack of wayfinding signage to guide visitors through the region		What are good examples of regional wayfinding signage programs?
Lack of public transportation		Are attractions concentrated enough to support transit? Probably not. Is transit between major community centers – e.g. Gettysburg to York – significantly helpful to a visitor?
Congested corridors		How do we encourage visitors to use other routes? Are scenic byways along secondary roads a means to avoid congested areas *and* feature scenic "Dutch country roads"?
		How feasible are other transportation modes, e.g. aviation services?
Hospitality Services		
Branded restaurants are available in limited areas, not in secondary communities		What locally-owned restaurants are succeeding in the region? Do tourists find them? How? How can we connect tourists with locally-owned restaurants?
Limited lodging options in secondary communities		What are the best locations for hotels? Near attractions, near food, near highways/interchanges?
Visitor Value in the region		
Potential for visitor return	Focus groups and intercept surveys via California University of PA	Perceived quality of attractions; are visitors satisfied with the quality of attractions?

Identified Issues	Current Initiatives	Questions
		Perceived variety/quality of services; are visitors satisfied with service options and quality?
		Perception of more to see and do; does one attraction encourage its visitors to see other attractions?
Sustainability and "Green" Tourism		
		Not sure how green the tourism industry is. Are visitors cognizant of green efforts/environmental footprints of the industry, its attractions, and its service vendors? Does this matter to the target markets?
Measuring Progress		
	Quantifiable • Visitpa.com webpage views • Leads generated to hotels and attractions Visitor traffic • Overnight stays • Room tax revenue • Visitor spending • Hotel room demand/occupancy	

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Appendix E – 2003 Conference on Transportation and Land Use for Economic

Development

DRAFT REPORT

2003 CONFERENCE ON TRANSPORTATION AND LAND USE
FOR
ECONOMIC DEVELOPMENT

May 28, 2003
Hershey Lodge and Convention Center
Hershey, Pennsylvania

Executive Summary

On May 28, 2003, state officials, Commonwealth agency representatives, elected officials, economic development professionals, community and business leaders, and technical experts gathered in Hershey, Pennsylvania to identify and prioritize strategies to improve the integration of transportation, land use and economic development in the Commonwealth. The conference served as a forum for the exchange of ideas and action plans needed to enhance the economic vitality of the Commonwealth while encouraging responsible, sustainable growth.

On behalf of Governor Edward G. Rendell, the conference was convened by Pennsylvania's Departments of Transportation (PENNDOT), Community and Economic Development (DCED), and Environmental Protection (DEP). The Pennsylvania State Association of Township Supervisors (PSATS) coordinated the event.

The conference featured nationally recognized experts in transportation, land use, and economic development, as well as officials from Commonwealth agencies and professionals from throughout Pennsylvania, who presented their experiences in linking economic development with land use and transportation. The majority of time was devoted to working sessions, where participants defined strategies and associated actions for integrating transportation and land use with economic development.

Participants selected one of three tracks—urban, rural, and suburban—and met in a series of facilitated sessions involving both roundtable and whole group discussions to develop strategies and actions specific to their track. The conference concluded with a final report-out involving all participants, in which the following broad themes common to the urban, rural, and suburban tracks emerged:

- Base transportation, land use, and economic development decisions on sound planning and reward collaboration.
- Establish a common vision among state agencies and communicate a statewide agenda for transportation and land use for economic development.
- Focus on community building and place making as the foundation for economic development.
- Improve relationships and intergovernmental cooperation among the public sector at all levels.
- Coordinate projects and funding to streamline initiatives.
- Better integrate transportation and land use planning.
- Encourage public/private partnerships to maximize resources and build coalitions.

2003 Conference on Transportation and Land Use for Economic Development   1

Executive Summary (continued)

- Enhance education and outreach efforts for elected officials, community leaders, and the public.

- Provide adequate funding to promote integrated and sustainable development.

- Educate and retain the workforce.

Specific strategies and associated actions for each of the themes can be found in the Outcomes section of this report.

These strategies will be used by the Administration and state agencies to develop an agenda for transportation, land use, and economic development. While the conference itself served as an important initial step, the objective is to continue to develop a coordinated, collaborative working relationship between and among public and private partners in the sustainable economic development of Pennsylvania.

Background

In 2002, Pennsylvania was one of six states selected to participate in the National Governors Association Policy Academy on Land Use, Transportation, and Economic Development. Pennsylvania's team comprised representatives from the Governor's Office, Governor's Center for Local Government Services, Pennsylvania Department of Transportation, Pennsylvania Department of Environmental Protection, and two metropolitan planning organizations.

The team examined the practices within Pennsylvania regarding land use, transportation, and economic development. This examination uncovered some significant trends, including:

- Between 1982 and 1997, Pennsylvania ranked 12th in the nation for increase in land developed, but 45th in population growth.

- Land development's outpacing of population growth is a major concern because agriculture is a leading industry in the Commonwealth.

The Commonwealth is working toward increased coordination and cooperation among jurisdictions, has developed standards for mixed-use developments, and is developing additional tools for the effort. However, the Commonwealth also recognizes that a cultural change is needed, reinvestment must be made in established communities, and processes that work must be strengthened. The team developed recommendations for the Administration's consideration to further integrate these three areas. One of those recommendations was to hold a statewide conference to solicit input from practitioners, policy makers, and decision makers who have a role in land use planning, transportation and economic development. The 2003 Conference on Transportation and Land Use for Economic Development, held on May 28, was the direct result of the team's recommendations.

Prior to the workgroup sessions, featured speakers outlined key issues and challenges facing Pennsylvania. These speakers included Secretary Dennis Yablonsky, Department of Community and Economic Development (DCED), Special Deputy Secretary Barbara Sexton, Department of Environmental Protection (DEP), Secretary Allen Biehler, Department of Transportation (PENNDOT), and Secretary Michael DeBernardinis, Department of Conservation and Natural Resources (DCNR).

Background (continued)

Secretary Yablonsky spoke of the importance of smart growth, by which Pennsylvania can pursue economic development in an environmentally conscientious manner to maintain the high quality of life. He outlined existing and proposed programs that promote this balance, especially those that address site remediation and land recycling, such as the Building in Our Sites program. Secretary Yablonsky also stated that collaboration is key, not only among state agencies, but also between public and private partners throughout Pennsylvania.

In her remarks, Special Deputy Secretary Sexton echoed Secretary Yablonsky in the call to smart growth. She described how Pennsylvania has taken successful steps in land recycling and brownfields remediation, as well as toward new initiatives in restoring abandoned mine lands (grayfields). Deputy Secretary Sexton also noted the importance of linking water infrastructure with transportation, land use, and economic development, encouraging participants to consider these issues in their deliberations.

Secretary Biehler stated that the conference issues really are about quality of life. He detailed how consumption of land has greatly outpaced population growth, resulting in land use and transportation challenges. However, he also spoke of successful partnering opportunities that have resulted in creating roadways and other transportation amenities that have helped to address these challenges. Secretary Biehler asked conference participants for their assistance in working with the Commonwealth and with their communities in developing the planning and policies to fully integrate transportation and land use while stimulating the economy as well.

Secretary DeBerardinis relayed how his conversations with people throughout Pennsylvania regarding our public lands and natural resources have challenged DCNR to extend its mission beyond the traditional role of stewardship. Fundamental to realizing this mission is alignment and collaboration among state agencies toward realizing common goals associated with transportation, land use, and economic development. He also encouraged the Commonwealth to use its resources, thinking, and programs to connect with communities across Pennsylvania to better engender sustainable growth at all levels.

The keynote speaker was Harrison B. Rue, Executive Director of the Thomas Jefferson Planing District Commission and Charlottesville-Albemarle Metropolitan Planning Organization in Charlottesville, Virginia. Mr. Rue is also the founder of the Citizen Planner Institute, whose workshops are nationally recognized for their practical approach to complex urban design, transportation, and sustainability issues. Mr. Rue also served as one of the facilitators for the workgroup sessions and as lead facilitator for the conference.

The conference also featured speaker Robert J. Grow, founding Chairman Emeritus of Envision Utah, a public/private partnership seeking to develop a long-term strategy for Utah. Mr. Grow spoke of the importance of a grassroots approach to regional visioning and how this model, now succeeding in Utah, might be applied to the challenges facing Pennsylvania.

Methodology

At conference registration, participants selected one of three track discussions—urban, rural, and suburban—they wished to deliberate in. This allowed participants to raise the most pressing issues facing their communities and to help ensure parity in addressing needs throughout an economically diverse Pennsylvania.

Methodology (continued)

The process comprised two breakout sessions for each of these tracks and a final report-out to all participants. Each of the sessions was led by a professional facilitator.

Breakout Session #1
This preliminary session focused on what Pennsylvania has accomplished so far in linking transportation, land use, and economic development, and allowed participants to identify ideas and concepts on how to improve this integration.

Each track session began with presentations by three panel members representing their respective fields of transportation, local government, and economic development. These panelists presented their experiences related to the conference topic.

Urban Track
The panel for the urban track comprised John J. Coscia, Executive Director of the Delaware Valley Regional Planning Commission, Maxine Griffith, AICP, Executive Director of the Philadelphia City Planning Commission, and Janet S. Lauer, Senior Vice President of the Allegheny Conference on Community Development. Coscia addressed the issue of smart growth in Southeastern Pennsylvania, and Griffith described the decontamination and revitalization of a ten-mile track along the North Delaware riverfront. Lauer's presentation dealt with new approaches to transportation planning and investment in Southwestern Pennsylvania.

Rural Track
In the rural track, the panel included Jerry Walls, AICP, Executive Director/CEO of the Lycoming County Planning Commission, Robert E. Shaffer, Sr., Chairman of the Penn Township Supervisors, the Perry County Planning Commission, and the Cumberland Perry Task Force, and Gregory D. Brennan, P.E, Vice President and Senior Project Manager for Alfred Benesch & Company. Walls spoke of the issues and rewards involved in coordinating infrastructure and transportation development; Shaffer related cooperative transportation planning initiatives in Central Pennsylvania. Brennan discussed the Schuylkill Highridge Business Park as an example of an important economic development project in rural Pennsylvania.

Suburban Track
Panelist for the suburban track were Ronald Wagenmann, Township Manager in Upper Marion Township, Daniel D. Santoro, Assistant Township Manager for Planning and Policy Development in Cranberry Township, and Keith Chase, Vice President and Planning Manager with Gannett Fleming, Inc. Wagenmann provided an overview of projects in his township involving partnerships, and Santoro discussed suburban planning connecting transportation with sustainable development. Chase challenged participants to consider comprehensive planning and the issues facing collaboration between public partners.

Participants were then divided into eight separate roundtable groups; each group was charged with defining three to eight broad strategies for integrating transportation, land use, and economic development. In doing so, participants considered three critical questions:

- What kinds of programs are in place to successfully link transportation, land use, and economic development?

- What are some of the ways that we can enhance the integration of transportation and land use for economic development?

- What barriers prevent us from getting to where we need to be?

Methodology (continued)

A recorder was assigned within each roundtable group to capture comments and to compile a listing of the broad strategy areas. Once each group had identified its broad strategies, it determined which of these strategies represented the highest priority. The areas of highest priority were then posted and presented to the entire group.

Breakout Session #2
Each of the tracks reconvened after lunch, and participants were again divided into their eight discussion groups. Once gathered, they were asked to select one or two of the priority strategies identified in Breakout Session #1. After identifying their priority strategies, each group was tasked with refining these strategies and developing a list of actions for their implementation.

Report-Out
In this final session, all participants reconvened to prioritize the strategies and associated actions developed by each roundtable within each track. The ideas generated in Breakout Session #2 were posted and presented. All participants were given the opportunity to cast seven votes on those items that they felt were the priorities for Pennsylvania to pursue.

Each conference participant received an individual feedback form. While everyone was encouraged to speak openly, these forms provided an additional opportunity for each participant to more full address the issues that were raised—or not raised—during the conference sessions. Information from these forms is incorporated within this report.

Outcomes

In casting their votes, participants were encouraged to vote for either strategies and/or individual action items. Further, they were encouraged to spend five of their seven votes in "their own" track and two in others. In analyzing the results of this process, the following common themes emerged as priorities across all tracks:

➢ Base transportation, land use, and economic development decisions on sound planning and reward collaboration.

➢ Establish a common vision among state agencies and communicate a statewide agenda for transportation and land use for economic development.

➢ Focus on community building and place making as the foundation for economic development.

➢ Improve relationships and intergovernmental cooperation among the public sector at all levels.

➢ Coordinate projects and funding to streamline initiatives.

➢ Better integrate transportation and land use planning.

➢ Encourage public/private partnerships to maximize resources and build coalitions.

➢ Enhance education and outreach efforts for elected officials, community leaders, and the public.

➢ Provide adequate funding to promote integrated and sustainable development.

➢ Educate and retain the workforce.

Outcomes (continued)

Themes, Strategies and Associated Actions
The charts on the following pages outline the common themes (in priority order), strategies within each common theme, and associated actions for each strategy.   The total number of votes for each strategy and associated action received by track is indicated under the column headings "Urban," "Rural," and "Suburban." Overall votes for a particular strategy (including votes for the strategy itself) are noted in parenthesis following the strategy. Overall votes for strategies and actions within each theme area are noted in parenthesis following the theme.

Outcomes (continued)

Theme: Base transportation, land use, and economic development decisions on sound planning and reward collaboration. (215)	Track		
	Urban	Rural	Suburban
Strategy: Place state economic investment in locations that have county and local land use planning. (65)	8	35	22
Actions:			
• Provide greater state matching funds for projects that incorporate good county/local land use planning.	4	23	13
• Incentivize growth in already developed areas.	2	8	8
• Develop cabinet level group to coordinate and implement consistent policies to support strategy.	2	2	
• Use multi-municipal land use impacts and needs analysis as part of state infrastructure funding.		2	
• Fully implement existing authority under provision 619.2 of the municipal planning code.			1
Strategy: Reward collaborations. (57)	11	21	25
Actions:			
• Adjust financial guidance to reward integration. Require integration (land use, economic development, and transportation) as a condition to start final design of transportation projects.	11	15	22
• Integrate with LRP process (prior to TIP update).		3	
• Ensure economic development opportunities are compatible with integrated plan (e.g., HOP delivery process).			

2003 Conference on Transportation and Land Use for Economic Development   7

Outcomes (continued)

Theme: Base transportation, land use, and economic development decisions on sound planning and reward collaboration. (continued)	Track		
	Urban	*Rural*	*Suburban*
Strategy: Adopt and implement countywide or multi-municipal comprehensive plans that integrate water, sewer, sewage disposal, transportation, stormwater, agriculture, and conservation plans. **(42)**	*9*	*16*	*17*
Actions:			
• Involve people from bottom up in planning through density chips/build-out scenarios, focus groups ("What's in it for me?"), and surveys.	7	12	11
• Update/create comprehensive plan to link transportation, land use, and economic development process.	1	2	2
• Identify/preserve prime agricultural lands for economic and quality of life benefits.	1		2
• Reevaluate current programs for inconsistent or unintended consequences (e.g., Clean and Green).		2	
• Use updated county comprehensive plan as a template for local transportation, land use, and economic development planning.			
• Develop state investment preferences for consistent projects (with the comprehensive plans).			
• Create a reporting system for all on-lot system malfunctions, similar to Chapter 94 reporting systems.			
• Issue Governor's Office guidelines that support smart growth.	1		
Strategy: Provide incentives to municipalities and counties to implement multi-municipal planning and training in planning and land use. **(40)**	*6*	*9*	*25*
Actions:			
• Provide training grants and better training options for local decision makers, planners, elected and appointed officials.		3	6
• Improve the review process of Acts 67 and 68 by state, county, and local agencies.	3	2	2
• Rank potential projects in terms of impact.		1	3

Outcomes (continued)

Theme: Base transportation, land use, and economic development decisions on sound planning and reward collaboration. (continued)	Track		
	Urban	*Rural*	*Suburban*
Strategy: Provide incentives to municipalities and counties to implement multi-municipal planning and training in planning and land use. (continued)			
Actions: • Charge DCED and Center for Local Government Services to develop a local program on land use, transportation, and economic development, using counties to reach municipal officials. • Offer a higher state percentage (LUPTAP) for multiple municipal planning. • Promote revenue sharing. • Provide financial incentives for planning so that all municipalities engage in planning/zoning—greater funding for regional cooperative planning.		1 1	1
Strategy: Amend the municipal planning code to stimulate multi-municipal comprehensive plans as well as multi-county comprehensive plans. (6)	*2*	*3*	*1*
Actions: • State agency districts (such as those for PENNDOT) should be realigned to coincide with each other. Encourage multi-county plans to synchronize with those for new state districts. • Amend MPC by providing increased financial incentives for cooperation.	1	1	1
Strategy: Localities should decide what businesses/industries to attract. In doing so, they should work with neighboring municipalities and share revenues. (5)		*4*	*1*
Actions: • Form focus group that includes all stakeholders and hold public meetings to develop a regional vision. • Find regional champion to serve as a catalyst to initiate/implement regional vision.		4	1

2003 Conference on Transportation and Land Use for Economic Development

9

Outcomes (continued)

Theme: Establish a common vision among state agencies and communicate a statewide agenda for transportation and land use for economic development. (177)	Track		
	Urban	*Rural*	*Suburban*
Strategy: The Governor and all state agencies should have a common vision, consistency, and concurrency in infrastructure planning. (83)	*44*	*13*	*26*
Actions:			
• Develop a unified statewide strategy that is regional sensitive for development and preservation of resources. State infrastructure plans should be consistent with local, county, and regional plans and vice versa.	22	11	16
• Make all state agency regions/districts consistent. Make all RPOs, municipal planning organizations (MPOs), and LDDs consistent with state agency regions/districts.	9	2	7
• Issue an Executive Order stating policy for directing resources to areas with infrastructure.	4		
• Make it a priority for state leadership to implement consistency through the Governor's Policy Office and an Interagency Land Use Team. Maintain focus.	3		1
• Incorporate concurrently all water, sewer, and transportation facilities with project development.	3		
• Reinvent the transportation planning process. Evaluate new technologies and standards. Modify the environmental planning process to shorten delivery time without shortchanging due process.			2
• Provide expanded education and technical assistance.			
Strategy: Develop and improve statewide interagency policies on transportation, land use, and environment. (39)	*5*	*10*	*24*
Actions:			
• Appoint an interagency staff group of Governor's Economic Development cabinet.	3	8	6
• Define each agency's policies and compare each for conflicts and duplications.	1	2	6
• Provide a consolidated matrix of new policies. Agree on goals.	1		4
• Publish and disseminate policies.			
• Create an agency review process—in compliance with policies.			

2003 Conference on Transportation and Land Use for Economic Development   10

Outcomes (continued)

Theme: Establish a common vision among state agencies and communicate a statewide agenda for transportation and land use for economic development. (continued)	Track		
	Urban	*Rural*	*Suburban*
Strategy: Implement shared values and priorities related to land use decisions among state agencies. (30)	*14*	*5*	*11*
Actions:			
• Request that PENNDOT reexamine the fact that roads impact communities and are central components. Emphasis should be on attractiveness of design/construction and amenities.	7		7
• Link costs of development and allow for the assessment of impact fees for schools, roads, water and sewer infrastructure, libraries, and recreation sites (like models in Florida).	4	1	3
• Provide state funding only to municipalities that have comprehensive plans/zoning. Fund regional planning efforts.		4	
• Steer development away from environmentally sensitive areas.	2		
• Require both public and private utilities to abide by local and county comprehensive plans.			1
• Issue Governor's Office guidelines that support smart growth.	1		
Strategy: Establish an agenda for the Governor's Cabinet Council on Economic Development that integrates land us, and economic and community development programs and policies. (15)	*14*	*1*	
Actions:			
• Coordinate state actions on major projects and investments (e.g., Cabella's and Vanguard).	8		
• Develop statewide economic development and land use plan, based on regions and existing statewide plans.	1		
• Review land use impacts of agency policies and programs.	1		

Outcomes (continued)

Theme: Establish a common vision among state agencies and communicate a statewide agenda for transportation and land use for economic development. (continued)	Track		
	Urban	*Rural*	*Suburban*
Strategy: Coordinate state agency promotion of regional planning and implementation. **(10)**	*3*	*1*	*6*
Actions:			
• Issue Executive Order to announce policy commitment and to charge state agencies with implementation approach.	2		3
• Establish partnership (umbrella) program (similar to PENNDOT planning partners regions) with decentralized, regional approach via MPOs/CDDs with expanded agencies.			2
• Develop/implement regional land use, transportation, and economic development plans.		1	
• Charge a state agency coordinating council to implement approach.			
Theme: Focus on community building and place making as the foundation for economic development. (122)			
Strategy: "Sense of place" should drive economic development actions. **(89)**	*50*	*16*	*23*
Actions:			
• Develop statewide policy objectives and guidance where community and quality of place are primary.	19	4	8
• Provide additional funding to local initiatives in preparing a vision, economic revitalization plan, and development plan with the business community. Need a consistent format and inclusion of appropriate stakeholders.	13	2	9
• Pull together state and local incentives in a public/private partnership to develop a new "traditional neighborhood" model (e.g., Kentlands, Maryland).	7	5	2
• Highlight recreation that contributes to overall quality of life (e.g., parks, rail trails, and recreation programs).	3	2	1

2003 Conference on Transportation and Land Use for Economic Development   12

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Outcomes (continued)

Theme: Focus on community building and place making as the foundation for economic development. (continued)	Track		
	Urban	*Rural*	*Suburban*
Strategy: "Sense of place" should drive economic development actions. (continued)			
Actions:			
• Balance communities in terms of income/education levels (e.g., Montgomery County, Maryland).	2		2
• Enhance natural environmental elements along with consideration for quality built environment.	3		
• Promote re-working of local zoning ordinances to allow/promote traditional neighborhood development.	1		1
• Strengthen urban centers.	1		
• Allow boroughs to create and develop recreation/redevelopment authorities.			
• Evaluate the potential of broadening the MPC to apply the provisions of district plans concept to include land use and development.			
• Recognize that there are two types of place making: neighborhood and community attractiveness.			
Strategy: Reinvest in and revitalize urban areas. **(21)**	*17*	*2*	*2*
Actions:			
• Develop a state plan/urban policy that targets public investment.	3	8	6
• Implement greater funding and planning for the development of transit systems.			
• Create transit-oriented development (TOD) around stations (aesthetic, high quality design). Implement TNDs.			
• Provide a menu of taxing options.			
• Establish strong incentives for collective partnerships (state, local, and private).			
• Market and develop a place to live, work, and play.			
• Create amenities to attract people to the CBO.			

Outcomes (continued)

Theme: Focus on community building and place making as the foundation for economic development. (continued)	Track		
	Urban	*Rural*	*Suburban*
Strategy: Bring people to the infrastructure, not the reverse. **(12)**	*2*	*8*	*2*
Actions:			
• Target more state funding to brownfields and grayfields development.	1	1	1
• Develop first-time homeowner loan incentives in areas designated by comprehensive plans.		1	
• Remunerate township supervisors who attend targeted training.		1	
• Evaluate the impact of any development on farmland early in the process.		1	
• Design preferential funding for projects consistent with comprehensive plans.			
Strategy: Allocate a large portion of the Governor's Plan for a New Pennsylvania stimulus package for rural areas. **(0)**			
Actions:			
• Implement a rapid delivery information system to inform and empower rural communities.			
• Demand action from state legislators.			

Outcomes (continued)

Theme: Improve relationships and intergovernmental cooperation among the public sector at all levels. (103)	Track		
	Urban	*Rural*	*Suburban*
Strategy: Implement organizational change to improve relationships among local government, public, and state agencies. (54).	*10*	*10*	*34*
Actions:			
• Design model process for optimum regional coordination for all projects across all department/organization lines.	4	2	18
• Explore opportunities for standardizing agency regional boundaries: compare department regions on a Commonwealth map, identify overlaps, and make adjustments for improved communication and coordination.	4	7	10
• Develop statewide (web-based) information management systems to include: regional agency/organization contact information; catalog of project information, regional policies, and plans; resource information; and local government agency information sharing.	1		4
• Evaluate agency organizational structure to ensure maximum participation at the local level.		1	2
Strategy: Develop stronger intergovernmental cooperation at all levels of government. (49)	*14*	*27*	*8*
Actions:			
• Encourage and provide funding for municipal mergers.	9	15	7
• Provide educational opportunities to identify benefits of inter-governmental cooperation.	4	6	1
• Promote Councils of Government (COG).	1	2	
• Develop a rapid delivery information system that is delivered to local municipalities and agencies.		3	
• Keep statewide elected officials in the loop at the municipal and county levels E.g., Advocacy Days).		1	
• Promote intergovernmental cooperation by use of media.			
• Provide every municipality with Internet access.			

2003 Conference on Transportation and Land Use for Economic Development   15

Outcomes (continued)

		Track		
Theme: Coordinate projects and funding to streamline initiatives. (98)		*Urban*	*Rural*	*Suburban*
Strategy: Create a state agency clearinghouse to coordinate projects and funding. (38)		*24*	*3*	*11*
Actions:				
• Develop joint outreach by multiple agencies.		5		
• Build coalitions among communities for state legislation, funding, and policy.		5		
• Create a regional vision and marketing, with local planning and implementation.				
• Integrate comprehensive plans locally.				
Strategy: Redistribute the state's fiscal resources. (38)		*8*	*16*	*14*
Actions:				
• Identify growth and non-growth areas within the state.		6	11	10
• Develop programs to meet the needs of growth areas, such as school, sewer, and water infrastructure.		2	4	4
• Develop programs to meet the needs of non-growth areas, such as economic development restructuring and retrofitting of the local economic base.			1	
Strategy: Coordinate state and regional agency boundary lines for service areas (e.g., LDDs, PENNDOT). This will improve the efficiency of government, making it easier for economic development by creating one-stop shops. Should be implemented within the next 12 months. (22)		*8*	*13*	*1*
Actions:				
• Issue an Executive Order mandating consistent boundaries.		7	11	
• Reactivate structure similar to state planning board that will help outreach and lobbying to change federal laws.		1	1	

2003 Conference on Transportation and Land Use for Economic Development   16

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Outcomes (continued)

Theme: Better integrate transportation and land use planning. (83)	Urban	Rural	Suburban
Strategy: Initiate change in PENNDOT's philosophy, vision, approach, and culture. (67)	*44*	*5*	*18*
Actions:			
• Reengineer the transportation planning process to include a land use planning component.	6	3	11
• Assign urban design planners, not engineers, as project managers. Designate a statewide design efficiency team and state agency coordinating council.	17		2
• Coordinate agencies on timetables for approvals.	7	1	2
• Insist on accountability by issuing client report cards (e.g., developers, municipalities).	4	1	
• Rationalize staffing by providing the adequate personnel and the right mix (e.g., engineers, urban designers).	3		
• Make land use planning funds available to MPOs and CDDs to incorporate land use plans in the preliminary design phase of projects.	1		2
• Depoliticize the funding process.	1		1
• Encourage more inclusive stakeholder participation in the funding allocation process.	1		
• Reemphasize the creation of transportation districts to allow municipalities to assess impact fees for transportation projects.	1		
• Bring in consultants when projects can't be completed in a timely, efficient manner.			
• Customize projects to a set capped amount of funding available and build best reasonable projects.			
Strategy: Increase intermodal and multimodal opportunities (including rail/freight). (16)	*6*	*4*	*6*
Actions:			
• Enact HB 994 (Transit Revitalization Investment Districts) legislation that encourages TOD, planning, and implementation, and which provides $5M for TOD plans.	3	2	5
• Target MPO/LDD funding to TOD plans, new transits, and rail/freight opportunities.	2	2	
• Develop information programs outlining benefits of TODs and multimodalism, targeted to local officials.			

Outcomes (continued)

Theme: Encourage public/private partnerships to maximize resources and build coalitions. (49)	Track Urban	Rural	Suburban
Strategy: Encourage and empower private and public leadership to address these issues in effectively growing Pennsylvania. (26)	*1*	*2*	*23*
Actions: • Recruit business leaders statewide. • Communicate (via) the Governor) the leadership challenge. • Articulate the support roles and expectations of state and local agencies. • Identify systemic barriers to accomplish goals. • Catalog best practices. • Provide meaningful incentives. • Identify pilot projects. • Develop marketing plans and implementation programs. • Nurture and renew programs on a regular schedule—evolving process measurement. • Reinforce the philosophy of shared risk and responsibility.	1		6
Strategy: Maximize public/private partnerships. (14)	*1*	*2*	*11*
Actions: • Develop a consolidated funding application, review, and approval process for those projects consistent with comprehensive plans that meet certain criteria/policy objectives and shared funding commitments.			5
• Assign higher funding scoring for projects and/or comprehensive plans if the projects include proven private sector planning involvement (e.g., agreed-upon converged goals, prioritized infrastructure).			3
• Seek out (by all levels of government) a cross-section of sizes and types of businesses and industry, including agriculture and tourism, for inclusion in transportation and land use for economic development.	1	1	
• Identify a responsible organization and mission.			1

2003 Conference on Transportation and Land Use for Economic Development   18

Outcomes (continued)

Theme: Encourage public/private partnerships to maximize resources and build coalitions. (continued)	Track		
	Urban	*Rural*	*Suburban*
Strategy: Maximize public/private partnerships. (continued)			
Actions: • Coordinate meetings of organizations that foster public/private partnerships as opportunities arise. Use these organizations to identify issues and devise actions plans to deal with obstacles/challenges at hand. • Provide developers/businesses with project credits to offset impact fees/taxes for construction of agreed-upon new or improved infrastructure.			1
Strategy: Formulate a citizen-based statewide vision (developed regionally) integrating transportation, land use planning, and economic development. (9)	*2*		*7*
Actions: • Partner with existing foundations (for funding). • Engage citizens by presenting alternative scenarios. • Establish the means to elicit input from the public. • Translate ideas/input into vision and public policy.			
Theme: Enhance education and outreach efforts to public officials, community leaders, and the public. (35)	*Urban*	*Rural*	*Suburban*
Strategy: Educate the public and elected officials. (19)	*4*	*7*	*8*
Actions: • Define community values as initial step in economic development process.		5	5
• Encourage "bottom up" planning at the local level in regional cooperation. Require that locals set up planning priorities (versus have the state do this) and require that the process take place.	1		2
• Provide municipal training regarding land use, economic development, and transportation.		1	
• Engage non-governmental leadership in visioning.			1

2003 Conference on Transportation and Land Use for Economic Development 19

Outcomes (continued)

Theme: Enhance education and outreach efforts to public officials, community leaders, and the public. (continued)	Track		
	Urban	*Rural*	*Suburban*
Strategy: Educate the public and elected officials. (continued)			
Actions:			
• Broaden representation of constituencies in overall planning and integration.		1	
• Illustrate/model "good" zoning that promotes TNDs and emphasizes heritage.	1		
• Support the development of a non-profit organization like Envision Utah to energize the process, and to engage and educate the public.	1		
• Energize the Center for Local Government on this mission.	1		
• Identify segments for training needs.			
• Keep all efforts high profile (through multi-media campaign).			
• Share and celebrate successes.			
Strategy: Develop an integrated regional long-range vision for transportation, land use, and economic development. (16)	*3*	*4*	*9*
Actions:			
• Educate the public on the available choices involving land use, transportation, and economic development.			
• Convene public workshops to develop a vision and gain consensus.			
• Identify champions/advocates to implement.			
• Coordinate funding and regulatory policies to be consistent with the plan.			
• Increase funding/capacity to provide education/technical assistance programs.			
• "Take local government officials to work" and vice versa with Commonwealth personnel to build mutual understanding.			

Outcomes (continued)

Theme: Provide adequate funding to promote integrated and sustainable development. (12)	Track		
	Urban	Rural	Suburban
Strategy: Provide adequate federal and state funding for infrastructure renovation and maintenance in order to sustain and promote economic development. (10)		7	3
Actions:			
• Back reauthorization of federal Clean Water Act including money for construction of sewer and water treatment plants.		2	1
• Support the Governor's initiatives for bonding for infrastructure revitalization (meeting rural needs). Should begin to be implemented within 24 months.		2	
• Fund technology research for innovative, low cost, low overhead and maintenance sewer and water systems.		1	1
Strategy: Implement tax reform and new revenue source development. (2)		1	1
Actions:			
• Promote shift from property to income tax.			
• Encourage tax base sharing, legalize gambling, and implement a land value tax.			
• Change the Commonwealth's constitution to make all funding avenues available to highway and transit projects.			

2003 Conference on Transportation and Land Use for Economic Development   21

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Outcomes (continued)

Theme: Educate and retain the workforce. (9)	Track		
	Urban	*Rural*	*Suburban*
Strategy: Create a skilled and educated workforce to entice higher paying industries to locate in the Commonwealth. (9)		*9*	
Actions:			
• Request to redirect $25M from the Capital Redevelopment Fund to vocational technical schools to develop and implement a statewide curriculum.		9	
• Increase the number of technical schools in the Commonwealth.			
• Provide on-site training.			
• Promote the need for an increased skilled workforce earlier in the education system.			

Appendix

Pennsylvania is committed to growing our economy while promoting sound transportation and land use planning. For more information on this conference or on how you can become involved, we encourage you to contact these individuals and organizations.

Governor's Plan for a New Pennsylvania, or for information about PENNDOT, DCED, or DEP, www.state.pa.us.

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Appendix (continued)

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Appendix F – 2005 Conference on Transportation and Land Use for Economic

Development

Regional Conference on Transportation and Land Use for Economic Development

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

May 25, 2005
Harrisburg, Pennsylvania

INTRODUCTION

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

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

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

OVERVIEW OF THE PROCESS

The table below summarizes the conference agenda and outcomes.

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

A VISION OF THE SOUTH CENTRAL REGION

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

At its best, the region will have:

- Connected, multi-modal transportation systems that alleviate congestion and gridlock on roadways. These systems will incorporate "green," alternative modes of transportation that reduce reliance on automobiles, including regional and light rail systems.

- Vibrant and vital communities of all sizes, including but not limited to core communities, with distinct recreational, cultural, and historical identities.

- Flourishing mixed-use neighborhoods with affordable housing, in proximity to workplace and recreational opportunities.

- Sustainable, viable agriculture and thriving rural economies.

- Concentrated development that maximizes the use of existing infrastructure and successfully preserves open vistas and green spaces.

- Industries and businesses that are attractive to young people, yet varied enough to support a diverse workforce and economy.

- Technology infrastructure that links the region to the global economy.

- Robust educational institutions, both public and private, that support and enhance the economic needs of the region.

- Strong communication and cooperation among all levels of government, employing a regional approach to issues, in areas such as land use planning, service sharing, funding acquisition, and revenue collection and disbursement.

Regional Conference on Transportation and Land Use for Economic Development
South Central Region

OBJECTIVES FOR THE SOUTH CENTRAL REGION

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

PRIMARY OBJECTIVES

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.*

4

PRIMARY OBJECTIVES FOR THE SOUTH CENTRAL REGION

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

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

Regional Action Steps

1. Create a quality of life regional commission with county leadership. Include representation from planning commissions (county and local), Chambers of Commerce, hospitals/healthcare, economic development, youth and minorities, education, arts, agriculture, and public safety organizations.

2. Kickoff a regional quality of life initiative, under the direction of county commissioners. Enlist the assistance of academics, experts, and thought leaders, as well as private industry/investment.

3. Study, assess, and inventory strengths and weaknesses of quality of life components in this region (include and acknowledge existing data and studies). Engage experts, county governments, economic development corporations (technology force), and the regional quality of life commission.

4. Issue findings and prioritized recommendation. Seek stakeholder and general public/taxpayer involvement.

5. Create a regional quality of life action plan and implementation strategy.

6. Press commissioners to formally adopt and commit to adopt components of the action plan.

7. Conduct ongoing education and communications campaigns to citizenry on the quality of life initiative, action plan, etc, under the leadership of county commissioners and their delegates.

Recommendations for Commonwealth Support

1. Provide technical assistance and financial support for the quality of life study.

2. Forge Commonwealth/county partnerships, and render funding and regional incentives for participation (targeted investment).

5

Regional Conference on Transportation and Land Use for Economic Development
South Central Region

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).

Regional Action Steps

1. Work regionally to assist the Commonwealth in advancing changes to the MPC. Involve regional constituencies (such as municipalities, conservation groups, planning advocates, Pennsylvania land trust advocates, Sierra Club, Pennsylvania Farm Bureau, and watershed groups) and statewide organizations (e.g., Pennsylvania Planning Agency, PSAB, and PSATS).

2. Gain the support of the Administration and State Planning Board (SPB).

3. Communicate and educate the region (government and the public) on the need for changes to the MPC. Engage legislators, local governments, public, and all constituencies. Use DCED as a resource in training municipal officials.

Recommendations for Commonwealth Support

1. Allow municipalities to zone and plan for select use, not all uses (e.g., adult book store).

2. Enable the use of impact fees. Simplify the process to reduce costs in preparation/planning. Include model ordinances and enabling legislation for minimal fee structure. Permit the implementation of school impact and recreation fees.

3. Facilitate overlay districts for mixed-use development and innovative economic development.

4. Allow moratoriums for documentation and studies of water, sewer, and school issues.

5. Form a committee/board to analyze needs/changes to MPC and write bill. Enlist the assistance of PSATS, PSAB, League of Cities, municipal officials, appropriate legislative committee(s), non-profit conservation groups (e.g., Brandywine Conservancy), Pennsylvania School Boards Association (PSBA), Pennsylvania Realtors Association, Pennsylvania Builders Association, as well as state agencies (DCED, DCNR, PennDOT, and PDA).

6. Provide grant assistance to implement MPC changes.

6

C. Centralize planning and implementation for land use, transportation, and infrastructure investment, including municipal services. Designate the county as the keystone in governance and funding reform.

Regional Action Steps

1. Work with the Commonwealth to establish a mandate to empower counties to serve as the oversight entity and the conduit for funding. In this effort, involve municipal associations, industrial development authorities (IDAs), industrial development corporations (IDCs), county commissioners and the County Commissioners Association of Pennsylvania (CCAP), Chambers of Commerce, economic developers, and Councils of Government (COGs). Strengthen relationships among planners at all levels

2. Secure the buy-in of local officials through engagement, incentives, disincentives, and continuing education. Using channels established via associations, coordinate training and education to avoid duplication among state agencies and associations.

3. Define a system for planning and implementation connected to county comprehensive plan. Include this component on memorandums of agreement, where the county serves as conduit (block grants to participating groups).

4. Procure memorandum of agreement for collaboration (beyond cooperation) between municipalities.

5. Implement and enforce the plan with consequences. Involve the community; educate them on the benefits. Engage 18-35 year olds now (as future leaders) in the conversation about the future.

Recommendations for Commonwealth Support

1. Issue a mandate (through Governor's Executive Order and/or legislation) to empower the county to serve as the oversight entity and the conduit for funding.

2. Provide funding and guidance, and serve as a clearinghouse for technical assistance and education.

3. Offer leadership and coordination with local municipalities. Include the SPB on interagency task force. Create incentives/disincentives for centralized planning and implementation.

4. Expedite concurrent permitting processes.

7

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

Regional Action Steps

1. Establish a regional action team to work with the Commonwealth in restructuring local government. Involve both public and private leaders, local leaders.

2. Incorporate regional education initiatives to build support and consensus.

Recommendations for Commonwealth Support

2005-2006

1. Set direction and specific outcomes. Chart a ten-year road map, developed by the SPB with strategic partners.

2. Legislate the resources to do this successfully over the ten-year period. Follow a benefit/cost approach (investment, not expansion).

3. Enable/equip local governments to do this successfully.

4. Engender early public awareness and marketing. Define why, when, how, benefits, and what's at stake.

2007-2010

1. Ensure one successful pilot in every region of the Commonwealth.

2. Establish uniform state regions.

2011-2015

1. Complete/transition statewide roll-out. Reward, re-enforce, promote, and measure benefits.

2. Celebrate success and Common WEALTH.

E. Increase stakeholder cooperation and collaboration in the areas of transportation, land use, and economic development by reducing hurdles and providing incentives to do so.

Regional Action Steps

1. Work with the Commonwealth to create communication mechanisms that identify all funding programs and projects (applicants and recipients). Examine what is currently taking place and identify funding cycles. Enlist the assistance of DCED, as well as regional, county and local resources (e.g., RPOs, MPOs).

2. Assist the Commonwealth in evaluating current programs: Who gets existing money? What programs are working? Measure the impact of and accountability within these programs. Determine if current programs are fostering cooperation among stakeholders. Use this information to help to leverage existing efforts and reduce duplication of efforts.

3. Identify hurdles to cooperation (e.g., ability to qualify for funding after work is begun). Gather information from regional, county, and local groups.

4. Take advantage of Commonwealth-funded incentives, but actively seek other funding sources (e.g., public and private, non-profit, foundations, and utilities).

5. Evaluate documents on a regional level that limit the powers of stakeholder cooperation and identify changes that need to take place. Enlist the aid of local government associations, the Pennsylvania Planning Association (PPA), developers, state agencies, and legislators.

Recommendations for Commonwealth Support

1. Provide the lead in evaluating current state programs. Convene meetings to ask regional stakeholders what is and is not working.

2. Change policy to prioritize funding for cooperation and collaboration. Create incentives and implement mandates to encourage cooperation (carrot and stick approach).

3. Evaluate documents that limit the powers of stakeholder cooperation and identify changes that need to take place (e.g., MPC doesn't allow for off-site improvements).

F. Promote infill and greater density.

Regional Action Steps

1. Inventory regional opportunities, with the assistance of municipalities and counties within the region.

2. Formulate an overall regional comprehensive planning effort that identifies growth areas.

3. Maximize diverse opportunities for infill. Change zoning to permit densities. Expedite approval and permitting processes. Promote infills on brownfields. Enlist the assistance of strong local sponsors/links. Open dialogues with developers and financiers.

4. Provide tax incentives for businesses (to start up or relocate). Negotiate with employers to assist in housing development. Work with employers to create on-site, on-demand training.

5. Launch and maintain a public education and communications campaign. Change the mindset of people through marketing and education. Host workshops on infill development. Identify and promote successful models. Improve county-to-county communications.

6. Address public education issues and enhance green amenities (e.g., trees, trails, and parking lots).

Recommendations for Commonwealth Support

1. Provide technical assistance to municipalities for specific tools such as transfer development rights (TDRs), traditional neighborhood development (TNDs), tax base sharing, model ordinance language, mediation of disputes, and transit oriented development (TOD).

2. Pool state agency resources to help streamline regional efforts.

3. Support and expand existing community planning agencies.

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

Regional Action Steps

1. Use zoning and other land use regulations to support innovative housing. Define lot sizes, open space requirements, regulatory incentives (e.g., performance standards, density bonuses), design standards, pre-approved models, criteria for guiding local development, and uses (diversity/mixed). Make it easy to get approval.

2. Make sure that research/examples/best practices on innovative housing is easily available. Compile data from developers, realtors, and homebuilders associations. Create a regional clearinghouse for best projects and developers. Develop a market analysis and showcase products. Provide training on how to use the information.

3. Ensure that innovation is profitable and accepted by local governments. Develop funding incentives on both the state and local levels to encourage innovative designs and interactive development processes. Encourage government involvement with the market (buy land and lay it out, get it shovel ready) where feasible.

4. Look for technology infrastructure that the government can provide that makes development incorporating innovative housing more profitable.

5. Market these communities. Identify which sectors to recruit; promote to attract developers aimed at those segments. In addition to tapping state resources, look for regional partnerships to further marketing efforts.

6. Sell to other communities and regions. Create an innovative housing development partnership that includes private developers and municipalities/non-profit organization. Demo a pilot program of development, generating renewable revenue through the pilot program (both public and private); invest state dollars as well

7. Systematically improve communications and resource sharing between private developers and local governments.

Recommendations for Commonwealth Support

1. Provide state funding through organizations to help promote innovative housing communities.

2. Assist communities in developing shovel-ready sites.

3. Invest in pilot program and marketing efforts to sell the concept to other communities and regions.

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

Regional Action Steps

1. Review best practices both nationally and in the Commonwealth. Tap into the resources of the Governor's Center, Association for New Urbanism in Pennsylvania (ANUPA), and Team Pennsylvania.

2. Educate all entities involved on the need for traditional neighborhoods. Involve county planning commissions, COGs, the South Central Assembly (SCA), and the Governor's Center. Include developers, municipal officials and those involved in planning and zoning, the general public, and state and federal legislators. Invite the media for additional educational outreach.

3. Develop model ordinances regarding traditional neighborhoods, under the leadership of the Governor's Center, the PPA, and ANUPA.

4. Encourage public/private partnerships and cooperative implementation. Under the leadership of PPA, ANUPA, and municipal associations, develop partnerships with entities such as banks, developers, municipalities, foundations, private consultants, the media, and state agencies.

5. Work with the Commonwealth to develop financial incentives. Among other stakeholders, involve municipal associations, developers, and associations of engineering professionals, as well as PPA, the Commonwealth Financing Authority, Pennsylvania Housing Alliance, and other state affiliates.

Recommendations for Commonwealth Support

1. Furnish support and funding for best practices review and development of model ordinances. Help bring people together. Write and test contract.

2. Provide financial incentives for mixed-use, high-density development that minimizes infrastructure needs. Arrange low interest construction loans, tax increment funding (TIFs), and TRIDs to spur development. Change legislation as needed for TIFs and TRIDs.

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

Regional Action Steps

1. Access existing resources and studies in and regarding the region. Recruit industries, economic development practitioners, and WIBs as key players. Tap into the resources of Chambers of Commerce, research institutions, universities, state agencies, state associations, county and local governments, school districts, non-profits, and community foundations.

2. Determine what information is useful to forecasting and what is missing (e.g., community indicators, types of housing needed, market trends). Obtain useable clearinghouse information.

3. Decide as a region what want to "be when we grow up." Align regional goals with information and begin planning for the future. Build regional partnerships systematically.

4. Promote the region's assets to companies through Team Pennsylvania.

5. Train workers to meet the region's goals

6. Continually update information and provide to interested parties.

Recommendations for Commonwealth Support

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

Regional Conference on Transportation and Land Use for Economic Development
South Central 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

➢ Rewrite Task 1.32: Coordinate Commonwealth Agency decisions and funding for approved community/economic development projects *that includes county and local government grant information, applications and decisions.* (a one-stop website).

➢ Gather information from growth communities to allow local governments to realize their own destiny.

➢ Make changes to MPC to allow local government flexibility to accept or prohibit growth, e.g. moratorium to provide time for data collection and analysis.

➢ Plan for growth based on soil types and agricultural uses of the existing lands.

➢ Identify areas of integrated production (agriculture). Decide what critical areas need preserved.

➢ Create a special pooled fund for traditional neighborhood development.

➢ Include criteria to support mixed use, mixed income neighborhood development. Take a strong policy position on housing and give direction for housing elements of plans and implementing ordinances.

➢ Require that all infrastructure support agencies should follow the provisions of this document (not just PennDOT).

➢ Provide agencies direction on the vision they will work together to implement.

➢ Find ways to coordinate interagency cooperation with the private sector on housing.

➢ Facilitate information sharing, particularly of raw data.

➢ Extend the application of GIS data for more than just land use.

➢ Reestablish (via Executive Order) the project notification and review process.

➢ Require that funded projects be part of the plan.

➢ Issue a report card that identifies what has been accomplished.

13

➤ Coordinate and support alternatives for travel to work locations (e.g., e-work, and telecommuting) in the public sector.

➤ Promote regional incentives for public transportation, especially for state employees.

➤ Develop Executive Branch incentives.

➤ Benchmark to areas that did reduce local government, such as Richmond, Charlotte and Orlando.

➤ Encourage a joint municipal approach to planning, zoning and approvals.

Planning, Program, and Project Delivery

➤ Require developers to pay for services via user fees (e.g., TAP fees, user fees, impact fees)

➤ Direct that sound land use planning principles be a component of infrastructure and transportation funding.

➤ Employ context sensitive design across all state agencies—including development.

➤ Develop and distribute model implementing ordinances, including traditional neighbor development.

➤ Educate and talk to local government officials on how best to link regulation to the regional vision.

➤ Revise terminology to eliminate jargon. Ensure that everyone understands the language of this document.

➤ Change "minimum" in Task 2.21 to "optimal." This task emphasizes a baseline and we want to provide the best.

➤ Identify the model of a "sound land use." Specific criteria must be agreed upon for an optimal model for sustainable land use.

➤ Recognize the realities of direct land use forms (urban, rural, and suburban) and develop an optimal set of land use guidelines.

➤ Develop forecasts of areas of population growth. DCED cluster analysis should take "next steps" to determine what is needed in the next five years.

➤ Differentiate between the county, townships, boroughs, and cities.

➤ Shift authority to a more centralized, collaborative place that incorporates local municipalities (politically driven, rules broken to make things work at local level) even if they don't fit into the plan.

14

➢ Designate a one-stop shop for infill projects and all state permits. Possibly involve CAT in permitting and not just financing.

➢ Be very cautious and deliberate of unintended consequences of policies and planning (e.g. affordable housing is limited by housing pressures).

➢ Don't stop growth—it can't be done. Make it work out in terms of vision/culture.

Investment/Leverage

➢ Look at voluntary parts of Acts 67 and 68 to drive tasks under Item 3.2.

➢ Fully implement the state's authority under the MPC.

➢ Force implementation through incentives.

➢ Provide incentives for overlay district to control design of subdivisions and specify type of growth (e.g., village concept, cookie cutter).

➢ Understand the pros and cons of impact fees; change the MPC to ease implementation of impact fees. Allow school impact fees based on school district and impact fee districts to be of any size (e.g., municipal, countywide).

➢ Rewrite Task 3.11: Make redeveloping of cities, town, urban centers, *and boroughs* a priority for Commonwealth funding.

➢ Add mixed income, mixed use development.

➢ Promote architectural and landscape design excellence.

➢ Create incentives for municipalities to focus on multi-modal transportation.

➢ Include TND and mixed income/mixed use as a priority or focus.

➢ Provide financial incentive for private sector to align with best development practices. Create innovative and entrepreneurial criteria.

➢ Include associations and local government officials in partnerships (bottom up and top down).

➢ Require that land use plans specifically include open space, agricultural, and rural areas. Provide incentive for adhering.

➢ Reduce barriers for targeted funding. Enable expedited permitting for desired development.

➢ Develop policies, programs and incentives that strengthen and protect rural and agricultural centers.

15

➤ Provide funding incentives for cultural, artistic, and recreational programs

➤ Connect urban and rural centers with efficient inter-modal transportation.

➤ Take advantage of technology for inventories and purchasing. This will maintain jurisdictional authority while improving efficiency and cost control.

➤ Regionalize school districts (to reduce administrative/overhead costs).

➤ Expand revenue sharing across municipal boundaries (all infrastructure).

Intergovernmental Partnerships

➤ Incorporate improved communication with stakeholders early on in the decision-making process. Have Governor's Action Team bring regional /local stakeholders to the table when addressing economic development issues. (Confidentiality may be a hurdle to overcome).

➤ Look into a service model for municipalities.

➤ Open up educational and technical assistance to private sectors.

➤ Employ negative consequences (disincentive, no funding, etc.) for those who do not collaborate.

➤ Engender a co-op approach to government purchasing.

➤ *Education*

➤ Educate people on the benefits of cooperation (e.g., why cooperation matters, how municipalities can help to identify opportunities and impacts, and how to create an on-going dialogue.

➤ Rewrite Item 5.2: Establish a single clearing house within state government to communicate information regarding land use programs and policies to *and within* the public and private sector

➤ Rewrite Task 5.21: Provide easy and immediate access to the Commonwealth agencies' policies, funding programs, *decisions, and program status.*

➤ Create a "village development overlay" course.

➤ Educate builders and municipalities to change mindset on how to develop, plan, and zone to promote appropriate growth and development. Implement a grassroots level of education for planning and zoning.

➤ Teach a course on traditional neighborhood development.

➤ Develop a traditional neighborhood development manual.

➢ Understand market forces and their impact on Pennsylvania.

➢ Deepen the understanding of critical regional industries and provide education as needed to support them.

➢ Hold elected and appointed officials accountable for continuing education. Make it a requirement or performance-based.

SUCCESSFUL INITIATIVES

During the working lunch and plenary session, participants discussed successful regional initiatives and the factors contributing to their success. The purpose was to identify common elements of success within these regional initiatives that might serve as a model in meeting the objectives identified in this conference.

The following list is representative of the successful initiatives within the South Central Region:

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

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

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

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

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

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

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

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

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

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

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

REGIONAL LEADERSHIP

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

OUTCOMES AND DELIVERABLES

The Commonwealth agencies that hosted this conference offer this report not only as documentation of the proceedings, but as a tool the South Central Region can use in pursing its plan for integrating transportation and land use for economic development.

The plan incorporates both regional motivation and the support of the Commonwealth. It is essential that regional participants now take the necessary steps to foster leadership, enhance relationships, and apply adequate resources to move this plan from paper to reality. For their part, Commonwealth agencies pledge their support and assistance to the South Central Region in furthering the region's define 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, 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.

Regional Conference on Transportation and Land Use for Economic Development
South Central Region

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

CENTRAL REGION:

PRIMARY OBJECTIVES

A. Create an overall development plan to identify designated areas for development and redevelopment for economic development (uses land use assets).

B. Implement effective land use planning in this region.

C. Revitalize, reinvest, maintain, restore, and improve existing communities through economic development and the preservation of natural, historic, cultural, and open space resources.

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.

E. Encourage comprehensive regionalization of services (including policing, water and sewer, marketing and tourism, and reduced government).

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.

ADDITIONAL OBJECTIVES

G. Improve interagency cooperation and create incentives for intergovernmental cooperation.

H. Maximize use of existing infrastructure.

I. Design transportation processes—multi-modal, context sensitive, and "smart"—to link with land use concerns.

J. Protect existing natural resources as the foundation for tourism.

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.

L. Increase the availability of affordable housing in currently developed areas and where employment opportunities exist.

M. Reduce reliance on property taxes (implement tax reform).

19

Regional Conference on Transportation and Land Use for Economic Development
South Central Region

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.

20

Regional Conference on Transportation and Land Use for Economic Development
South Central Region

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, W1-F1, 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.

21

Regional Conference on Transportation and Land Use for Economic Development
South Central 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.

22

Regional Conference on Transportation and Land Use for Economic Development
South Central Region

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.

23

Regional Conference on Transportation and Land Use for Economic Development
South Central Region

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.

24

Regional Conference on Transportation and Land Use for Economic Development
South Central Region

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.

25

Regional Conference on Transportation and Land Use for Economic Development
South Central Region

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.

26

Regional Conference on Transportation and Land Use for Economic Development
South Central Region

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.

27