

Integrating



Activities & Major Findings FY2007 & FY2008



**Delaware Valley
Regional Planning
Commission**

October 2008

The Delaware Valley Regional Planning Commission is dedicated to uniting the region's elected officials, planning professionals and the public with a common vision of making a great region even greater. Shaping the way we live, work and play, DVRPC builds consensus on improving transportation, promoting smart growth, protecting the environment and enhancing the economy. We serve a diverse region of nine counties: Bucks, Chester, Delaware, Montgomery and Philadelphia in Pennsylvania; and Burlington, Camden, Gloucester and Mercer in New Jersey. DVRPC is the federally designated Metropolitan Planning Organization for the Greater Philadelphia Region - leading the way to a better future.



Our logo is adapted from the official DVRPC seal, and is designed as a stylized image of the Delaware Valley. The outer ring symbolizes the region as a whole, while the diagonal bar signifies the Delaware River. The two adjoining crescents represent the Commonwealth of Pennsylvania and the State of New Jersey.

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Table of Contents

Executive Summary	1
Introduction	5
LUTED Context	7
Project Background.....	7
Origins of LUTED	7
LUTED Tasks and Activities	9
Review of Key Reports and Initiatives	9
Overview of County Economic Development Processes.....	9
LUTED Advisory Committee Meetings	25
Key Economic Development Challenges, Opportunities & Initiatives	29
Regional Challenges	30
Regional Opportunities	31
Priority Regional Initiatives	32
Transportation Investments to Support Economic Development	33
Accomplishments of the LUTED Process	37
Next Steps	37
Appendices	
Appendix A: .Commonwealth of Pennsylvania Keystone Principles for Growth, Investment & Resource Conservation	
Appendix B: .Criteria for Growth, Investment & Resource Conservation Implementing the Keystone Principles	
Appendix C: .Regional Conference on Transportation and Land Use for Economic Development	
Appendix D: .Pennsylvania State Planning Board <i>2006 Report</i>	
Appendix E:..Questions for Meetings with County Economic Development Practitioners	
Appendix F:..LUTED Transportation Investments to Support Coordinated Planning and Economic Development in Southeastern Pennsylvania	
Appendix G: .LUTED Transportation Investments to Support Economic Development in Berks County	
Appendix H: .October 2007 LUTED Mini-Conference Summary Report	
Appendix I: ..LUTED Advisory Committee Participants	
Figures	
Figure 1:Regional Challenges.....	2
Figure 2:Regional Opportunities.....	2
Figure 3:Priority Regional Initiatives	3
Figure 4:Regional Challenges.....	30
Figure 5:Regional Opportunities.....	31
Figure 6:Priority Regional Initiatives	32
Figure 7:LUTED Transportation Investments to Support Coordinated Planning and Economic Development in Southeastern Pennsylvania.....	F-1
Figure 8:LUTED Transportation Investments to Support Coordinated Planning and Economic Development in Berks County.....	G-1

Executive Summary

This document presents an overview of the activities and major findings of the first two years (July 2006 through June 2008) of DVRPC's *Integrating Land Use, Transportation, and Economic Development Planning* project, known by its acronym, LUTED. The project was initiated by the Commonwealth of Pennsylvania and guided by the leadership of multiple state agencies coordinated through the Governor's office. Beginning with the five counties of southeastern Pennsylvania (Bucks, Chester, Delaware, Montgomery and Philadelphia) and, at the request of the Governor's office, Berks County, work expanded to include the four New Jersey counties (Burlington, Camden, Gloucester and Mercer) in the DVRPC region. This project engaged a broad cross-section of county and regional economic development professionals together with land use and transportation planners in the nine-county DVRPC region and Berks County to foster (1) enhanced coordination and consistency between the goals and policies of regional land use and transportation plans and economic development strategies and (2) improved communication among economic development and planning agency staffs in the study area. Project outcomes to date include identification of the challenges and opportunities facing the region, priority initiatives for further focus, an identified set of transportation investments in southeastern Pennsylvania critical to regional economic development, and a continuing, cooperative and coordinated process to advance future initiatives.

Report Organization

This report is organized as follows. The first section, following this Executive Summary, discusses the project's background and context. This is followed by a detailed overview of project activities over the course of the project's first two years. This overview includes summaries of the economic development processes in each of the ten counties engaged in the LUTED project, and how those processes relate to land use and transportation planning activities within each county. It also includes brief summaries of the six LUTED Advisory Committee meetings.

The second section summarizes the key economic development challenges and opportunities identified by the LUTED advisory committee. The third section presents a set of transportation investments in southeastern Pennsylvania that the LUTED process identified as most critical to support regional economic development. The final section of this report summarizes the LUTED activities proposed for the coming year. The body of the report contains references to a set of appendices with material providing additional detail, where appropriate.

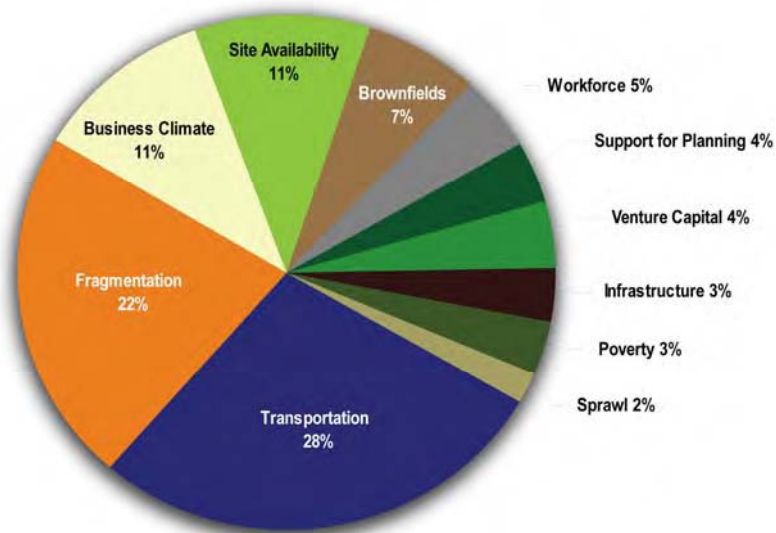
LUTED Context and Motivation

The primary motivation for the LUTED project is the *Commonwealth of Pennsylvania Keystone Principles for Growth, Investment & Resource Conservation* (see Appendix A), adopted in 2005 by Pennsylvania Governor Rendell's Economic Development Cabinet as Pennsylvania's general goals and objectives for economic development and resource conservation. The LUTED process is an important step in the local implementation of these principles. In addition, the DVRPC is motivated by recognition, embodied in the 2005 federal surface transportation act (SAFETEA-LU), of the importance of coordinating land use and transportation planning with economic development activities. The importance of such coordination is heightened in this era of constrained transportation budgets at the federal, state, county, and municipal level. Finally, this project recognizes the importance of regional cooperation and planning to our region's ability to compete both domestically and globally for residents, businesses, and jobs.

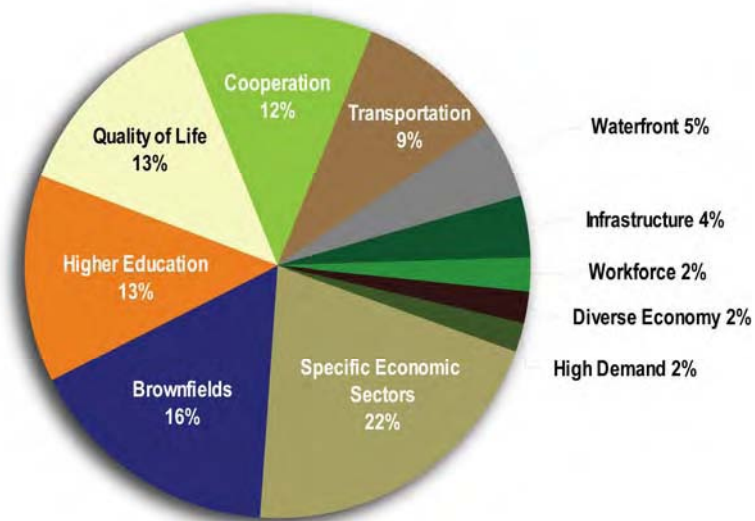
Key Challenges, Opportunities, and Initiatives for Economic Growth

The LUTED Advisory Committee identified opportunities for and challenges to economic development in the region, as well as a set of initiatives to achieve economic growth. These were arrived at through a process that focused and categorized a wide range of ideas. The groups' responses to these questions are summarized below. The issues and initiatives were summarized and classified under broader categories. The pie charts below summarize the LUTED Advisory Committee's consensus on the key opportunities and challenges for economic growth in the region, as well as the priority initiatives needed to sustain and grow the region's economy. These results are described in detail starting on page 29.

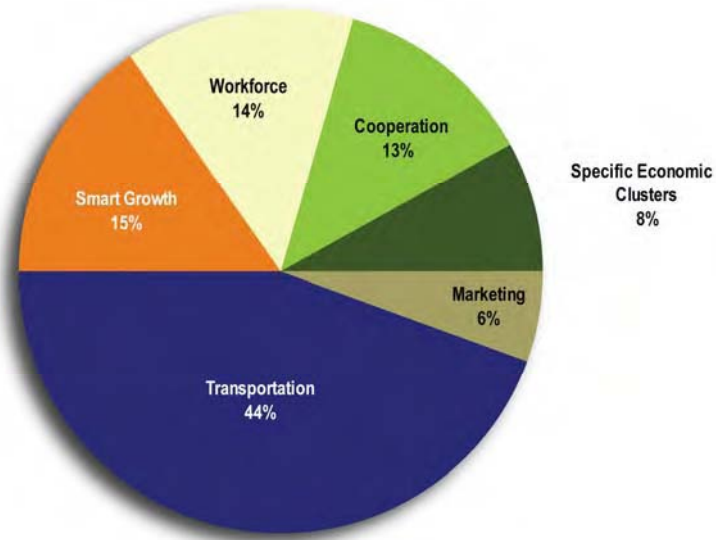
**Figure 1:
Regional
Challenges**



**Figure 2:
Regional
Opportunities**



**Figure 3:
Priority
Regional
Initiatives**



Priority Transportation Initiatives

As noted above, the LUTED Advisory Committee highlighted transportation issues as the priority initiative needed for the region’s future economic growth. In response, the LUTED Advisory Committee identified and prioritized a set of transportation investments needed to help the region remain a competitive player in the national and global marketplace in coming years.

DVRPC staff worked with its member governments, Select Greater Philadelphia, and others to identify key transportation investments for economic development. The investments identified highlight different types of major projects that will further economic development. Multi-modal projects were considered for their ability to reduce congestion, increase accessibility to key employment centers, improve mobility within strategic corridors, and improve freight movement. All projects were included in or consistent with DVRPC’s *Destination 2030* Long-Range Plan for the Delaware Valley and help achieve key goals and policies set forth in the Plan. The list focused on projects that receive federal funding.

These projects were ranked by the LUTED Advisory Committee, as well as by several other regional groups:

- Regional Transportation Committee
- Regional Citizens Committee
- Delaware Valley Goods Movement Task Force
- PenJerDel Council’s Transportation Conference

The DVRPC Board reviewed the LUTED Advisory Committee’s recommendations and accepted a consensus list of priority projects for southeastern Pennsylvania. This process is described in detail starting on page 33.

Next Steps and Recommendations for Coordination

This report summarizes the first two years of LUTED efforts with a focus on the project process up to this point. Over the coming fiscal year, the LUTED Advisory Committee will continue to meet to discuss a variety of topics pertinent to land use and transportation planning and economic development. The Committee will play an instrumental role in the development of the region's economic vision and setting of goals for DVRPC's long-range plan. Another key component will be the development of recommendations to improve the coordination between planning and economic development at the county and regional levels. Yet another potential outcome of the LUTED process may be the development of a Comprehensive Economic Development Strategy (CEDS) for the region in accordance with the requirements of the U.S. Department of Commerce Economic Development Administration (EDA). The relationships established during the LUTED meetings and the research undertaken during the process led the EDA to encourage DVRPC to take the lead to coordinate the CEDS process. Discussions regarding development of a regional CEDS are still pending.

At its final meeting in FY2008, the LUTED Advisory Committee discussed possible activities for FY 2009. Based on this discussion and an associated on-line survey of LUTED participants, DVRPC anticipates carrying out a set of four regular meetings over the next year, each addressing a different and compelling issue where land use, transportation, and economic development planning intersect. The tentative list of meeting topics is:

- **Eco-Industries, Energy, and other Emerging Economic Clusters:** A session including presentation of research by DVRPC on the emergence of these new economic clusters, and discussion of other emerging economic clusters in our region, and what is needed to foster their growth.
- **Climate Change, Energy Prices and the Economy:** A session on the challenges and opportunities facing the region's economy as concerns about energy prices, carbon emissions, and the impact of climate change loom larger. This session would include presentation of the result of DVRPC's Regional Greenhouse Gas Emissions and Energy Inventory and an update on the regional greenhouse gas and energy action plan.
- **World Class Philadelphia—A Report from the Economy League of Greater Philadelphia:** A session on what is required to make our region a world class region. This session would include a report on the outcomes of Economy League's Greater Philadelphia Leadership Exchange, which is taking about 100 leaders from our region to Atlanta for a fact-finding and benchmarking visit in September 2008.
- **Development of a model checklist** for county economic development officials/planners to use to filter and prioritize proposed development projects. For example: Is the project near transit? Near existing infrastructure (sewer, water, electricity)? On a brownfield site?

In addition, DVRPC will work with the New Jersey counties (Mercer, Camden, Burlington, and Gloucester) to help foster a dialog among these counties, plus perhaps Salem County, regarding how they can address common challenges.

Introduction

This document presents an overview of the activities and major findings of the first two years of DVRPC's *Integrating Land Use, Transportation, and Economic Development Planning* project, known by its acronym, LUTED.

The overall goal of LUTED is to foster enhanced coordination and consistency between the goals and policies of regional land use and transportation plans and economic development strategies and improved communication among economic development and planning agency staffs in the study area. Initially the LUTED project focused on Pennsylvania because of specific statewide initiatives already underway in that state. However, the project expanded in early 2007 to include DVRPC's four New Jersey counties. Thus the study area includes southeastern Pennsylvania (Bucks, Chester, Delaware, Montgomery, Philadelphia) and southern New Jersey (Burlington, Camden, Gloucester, and Mercer counties). At the request of the Pennsylvania Governor's Office and Department of Transportation, Berks County, Pennsylvania was also included in the planning region for this analysis.

Several motivations underlie this project:

- A number of initiatives from Pennsylvania Governor Ed Rendell's administration support increased coordination, including the *Keystone Principles for Growth, Investment and Resource Conservation* and the *Core Criteria*, which were advanced through the August 2005 Regional Conference on Transportation and Land Use for Economic Development held in Norristown, Pennsylvania.
- In a time of constrained transportation budgets at the federal, state, county, and municipal level, it is critical that these scarce resources be used to support coordinated projects that together provide the maximum benefit to the region considered as a whole.
- The 2005 federal surface transportation act (SAFETEA-LU), which governs federal surface transportation spending through federal fiscal year 2009, calls for strengthened linkages between metropolitan planning organization long-range plans and local economic development planning. DVRPC's current long-range plan, *Destination 2030*, includes economic development as one of its key issue areas, and includes goals and actions to link transportation investments to land use and economic development goals.
- The increased recognition that our regional economy can better compete with our peer regions—both domestically and globally—when we plan and act as a region rather than as a set of counties and municipalities that happen to be located in close proximity.

DVRPC's project goals are to:

- Establish a regional dialogue between the land use and transportation planning community and the economic development community, including organizations from the public, private, and non-profit sectors.
- Inform DVRPC planners about the organizations and structural relationships in the region within which economic development planning occurs, and where that planning already interfaces with land use and transportation planning activities and programs.
- Exchange information with economic development professionals in the region about land use and transportation plans and priorities, in order to better integrate ongoing planning and project decision-making.
- Foster communication among the region's land use and transportation planning and economic development professionals, particularly among those in different agencies and communities, with an ultimate goal of developing a shared regional vision.

LUTED Context

Project Background

Land use, transportation, and economic development are intimately related. Together with zoning, decisions regarding the placement of roads, highway interchanges, transit routes and infrastructure, as well as water, sewer, and other utility infrastructure, to a large extent enhance or restrain the viability and desirability for the development of a particular parcel of land, whether for housing, commerce, or industry. The outcome, particularly as it relates to job and tax base growth, is generally termed “economic development.” For example, proximity to an on-ramp to the interstate highway system in a rural area greatly increases the economic viability of warehousing operations. Proximity to a transit stop may make an area more desirable as a residential or work destination for commuters with concomitant demands for services.

The counties and municipalities of southeastern Pennsylvania and southern New Jersey have prepared comprehensive plans and the municipalities have adopted zoning ordinances to guide land use and development in their communities, including the need for expanded or improved sewer and water facilities and multi-modal transportation projects and services. Countywide economic development plans and action strategies have also been developed by various agencies, reflecting goals and policies to attract jobs and generate tax base growth, building upon current educational levels, worker skills and physical assets.

Many feel these two activities could and should be better coordinated. For instance, economic development incentives, including tax breaks, grants, and public investments in infrastructure are regularly used to attract an economic development investment. However, in some cases, transportation and land use planners may consider the development site as inappropriate or sub-optimal from the county or regional smart growth planning perspective. Examples include providing incentives to locate a business at a site not easily accessible to where its potential employees live or in a location likely to put new demands on already heavily used roads, when sites that do not present these problems are readily available for development in the region.

The overall goal of LUTED is to explore how to achieve enhanced coordination and consistency between the goals and policies of regional land use and transportation plans and economic development strategies. A key context for this work is the requirement in the federal surface transportation act (SAFETEA-LU) calling for strengthened linkages between metropolitan planning organization land use and transportation plans and local economic development planning. It is DVRPC’s responsibility to assure that the region’s increasingly limited resources for transportation infrastructure investments are spent in a way that considers the priorities of regional economic development.

Origins of LUTED

The LUTED project was initiated by the administration of Pennsylvania Governor Edward G. Rendell. The administration recognized the need to better coordinate land use, transportation and economic development activities on a statewide basis through regional action.

In May 2003, the secretaries of five agencies [Pennsylvania Department of Agriculture, Department of Transportation, Department of Environmental Protection, Department of Community and Economic Development and Department of Conservation and Natural Resources] hosted a Conference on Transportation and Land Use for Economic Development. Over 230 participants – economic development professionals, agency representatives, local government officials, and business and civic leaders – evaluated where Pennsylvania currently stands on integrating land use, economic development, transportation and conservation policies and actions, and then provided input and direction for the

Commonwealth to achieve the desired development and conservation goals. The conference resulted in an extensive Action Plan for implementation.¹ This coordinated approach was embodied in the *Keystone Principles for Growth, Investment & Resource Conservation (Keystone Principles)* adopted by the Economic Development Cabinet on May 31, 2005.

The *Keystone Principles* and the associated *Criteria for Growth, Investment & Resource Conservation Implementing the Keystone Principles (Criteria for Growth)* were adopted as Pennsylvania's general goals and objectives for economic development and resource conservation. They are designed as a coordinated interagency approach to fostering sustainable development and conservation of resources in Pennsylvania's diverse communities through state investments. The *Keystone Principles* and will serve as important steps to diversify Pennsylvania's transitioning economy, foster industrial clusters, and tune workforce training to their needs. The *Keystone Principles* and *Criteria for Growth* are included as Appendix A and Appendix B.

The LUTED project also serves as a natural follow-up to the activities and findings of the *Regional Conference on Transportation and Land Use for Economic Development*, held in Norristown in August 2005. This conference was sponsored by Pennsylvania's Departments of Transportation (DOT), Environmental Protection (DEP), Community and Economic Development (DCED), Conservation and Natural Resources (DCNR), and Agriculture (PDA), as well as the Pennsylvania Governor's State Planning Board. Building on the Statewide Action Plan presented by the Commonwealth of Pennsylvania in 2004, approximately 100 regional leaders developed a common vision for the Southeast Region. The outcomes of this conference are summarized in Appendix C.

An additional impetus behind the LUTED project was The Pennsylvania State Planning Board *2006 Report*, particularly the report of the Economic Development Committee. This report made a number of recommendations, including establishing outreach efforts across the state on the importance of coordinating land use, transportation, and economic development planning. A summary of this report is included in Appendix D.

Finally, the LUTED initiative is consistent with and serves to advance the goals and policies of the DVRPC long-range plan, *Destination 2030*. Adopted in 2005, the Plan presents a vision for the future growth and development of the region, including a detailed land use plan and transportation investment strategy. Integrating economic development projects and priorities into the Plan is critical as DVRPC seeks to update the Plan in 2009.

DVRPC was asked by the Commonwealth of Pennsylvania to carry out the LUTED project in a six county region of southeastern Pennsylvania comprising the five Pennsylvania counties in the DVRPC region (Bucks, Chester, Delaware, Montgomery, and Philadelphia), as well as Berks County. Because of the integral nature of the nine-county DVRPC region, a decision was made to include the four New Jersey counties (Burlington, Camden, Gloucester, and Mercer) as well.

¹ This summary is extracted from the "Pennsylvania State Planning Board, 2006 Report." Submitted to Edward G. Rendell, Governor; Robert C. Jubelirer, Senate Pro Tempore; John M. Perzel, Speaker of the House. May 1, 2006. p. 42. Full report available at: www.newpa.com/download.aspx?id=855

LUTED Tasks and Activities

The LUTED project has several key components:

- Review of key reports and initiatives
- Overview of county economic development processes
- Establishment and meetings of the LUTED Advisory Committee

These components are outlined below and discussed in more detail in the report.

Review of Key Reports and Initiatives

The first task was to develop an understanding of relevant state initiatives and the economic development programs and processes in each of the counties in the study area. Initial research on state initiatives focused on the following initiatives, projects and studies produced by the Rendell administration. These are summarized in the next section of this report. The material reviewed included:

- The outcomes of the 2005 Southeastern Pennsylvania Regional Conference on Transportation and Land Use for Economic Development.
- The Commonwealth of Pennsylvania's *Keystone Principles and Core Criteria for Growth, Investment, and Resource Conservation*, including the *Criteria for Growth, Investment & Resource Conservation Implementing the Keystone Principles*.
- The Pennsylvania State Planning Board *2006 Report*, particularly the report of the Economic Development Committee.

These documents or relevant excerpts are included in the appendices of this report. Additional examples of case studies and other related efforts were also examined to provide guidance. Because this project was initially limited to Pennsylvania, similar documents related to New Jersey were not reviewed.

Overview of County Economic Development Processes

The work program for the LUTED project includes an assessment of the context, participants and essential information for economic decision-making for the five southeastern Pennsylvania and four New Jersey counties within the DVRPC region, as well as Berks County, Pennsylvania.

Methodology and Organization

- Identification of key stakeholders at the county, regional and state levels
- Meetings with Pennsylvania counties initially
- Meetings with New Jersey counties subsequently
- Identification of the main issues and roles of the different entities within each county in the economic development process

DVRPC staff met with the key agencies involved in the economic development process in each county, including the county planning commissions, to evaluate and gather information. A common set of questions was asked at these meetings regarding the roles and powers of the agencies directly involved in the county's economic development process. The questions ranged from maintenance of site inventories to available financial programs as well as issues with the current municipal development controls. A copy of these questions is included as Appendix E.

The set of matrices on the following pages outline the roles, the formal and informal local and state partnerships, financial assistance programs and existing economic plans for each of the ten counties in the project area. The matrices also give an overview from economic development professionals in the region about their land use and transportation priorities in relation to each county's vision of its economic future and the impact of infrastructure and transportation improvements.

These matrices reveal the variety of approaches in the region to integrating land use and transportation

planning with economic development activities. A few observations:

- All ten counties have access to site inventories through the county economic development authority, industrial development authority, or planning office with the exception of Berks County which keeps track of their transportation services but not real estate holdings or vacant land. Many counties have made these inventories available online.
- All counties offer some kind of assistance through at least one agency dedicated to economic development. Financial assistance breaks along two lines. The first is in business development resources. This assistance comes in the form of technical support or low-interest/sub-market rate loans, bonds, grants, and tax credits. This is offered to small and expanding businesses (especially in high-tech or manufacturing) and non-profits. The second and less prevalent area of financial assistance is infrastructure and real estate development incentives. Some but not all counties offer tax increment financing (TIF), tax abatement, and home repair grants.

Funding is financed through a variety of state, federal, and local sources. Some business development funding comes from the Small Business Administration 504 program, state Enterprise Development and Keystone Opportunity Zone programs, Community Development Block Grants, and county property taxes.

- All counties have either a comprehensive plan or multiple plans which together create a strategy. The theme or goal of many of the plans is to maintain economic growth through government funded improvements to the attractiveness, livability, and safety of first ring or first generation suburbs to make them more economically viable. Almost every county focuses on this place making strategy.
- Agencies seem to usually operate in one of two ways, taking either (1) an entrepreneurial role in attracting and retaining enterprise or (2) through the management of county, state, or federal economic development programs. The former involves working closely with business leaders to persuade businesses and facilities to relocate to their given jurisdiction using tax incentives, low interest loans, or leveraging county assets and projects. The latter focuses on overseeing the procurement of state and federal funds to finance county programs and to distribute those funds appropriately, whether they are CDBG dollars, SBA grants, or Job Creation Tax Credits. These types of organizations ensure the distribution of these funds helps achieve the goals of the organization and the formal economic development plans it has in place.
- The type of relationships economic development agencies develop with other stakeholders depends on their purpose, managerial or entrepreneurial. Entrepreneurial agencies operate mainly with local offices within the county such as municipal chambers of commerce, and regional organizations similar in purpose such as Select Greater Philadelphia and state redevelopment agencies. Managerial organizations work closely with funding sources in state and federal government as well as with CDCs and municipalities to which they disseminate funds. Managerial agencies provide technical support and expertise to municipal governments.

Next Steps

During fiscal year 2009, DVRPC will work with the LUTED Advisory Committee to develop a set of recommendations to improve the coordination between the planning and economic development communities that considers and supports the unique structure for economic development in each county outlined in the matrices.

Bucks County, PA	Economic Development Corp	Department of Community and Business Development	Planning Commission
Role	Robert F. Cormack, Director Phone: 215-348-9031	Victor A. Vicente, Director Phone: 215-345-3844	Lynn Bush, Director Phone: 215-345-3400
Local Partners	They offer a wide array of services, including financing, site selection, research information, education, networking opportunities with economic development agencies, work force development and international trade.	They help coordinate the Commissioners' economic and business initiatives. The mission of the department is to promote private and public investment, business growth, job creation, revitalization of communities and neighborhoods, development of physical facilities, provision of community services, and access to housing by all income groups.	The Commission provides planning assistance to local planning commissions and the 57 municipalities. Their involvement in the economic development process is through assistance in addressing development issues through updated comprehensive plans, ordinances, and special studies.
Regional and State Partners	They work with the Bucks County Industrial Development Authority (BCIDA), a vehicle for providing tax-exempt industrial revenue bonds and mortgages to manufacturers, nonprofit 501c3 organizations, and other projects.	They work with the Economic Development Corporation as well as the various agencies and groups in the county that are involved in economic development. They collaborate with the Planning Commission regarding GIS services.	They collaborate infrequently with the Department of Community and Business Development as well as the Economic Development Corporation.
Site Inventory	The BCEDC is also the designated Pennsylvania agency in Bucks County, to act as a facilitator for Bucks County businesses wishing to access local, regional and state economic development resources. They are a somewhat reluctant to work with Select Greater Philadelphia. They also work with EDA and IDA entities	They work with the Department of Housing and Urban Development (HUD).	The Commission rarely gets involved economic development activities and leaves the decisions up to the Economic Development Corporation.
Financial Assistance	They keep an inventory of available sites and have developed a map that they update every so often through the Planning Commission's GIS services.	They only have a few properties that they control.	They do not own any property and they assist with the inventory through their GIS mapping services
Economic Dev. Plans	Economic development loan programs which offer low-interest, longer-term financing to help businesses expanding in or relocating to Bucks County to finance fixed assets such as real estate or equipment. Loans are devoted to either real estate, Machinery & Equipment, or Working Capital, administered through the Pennsylvania Industrial Development Authority.	They provide assistance through the Brownfields Reclamation Fund, the Small Business Capital Fund, as well as the Economic Development Revolving Loan Fund, the Revitalization Subsidy Fund and the Revitalization Loan Fund.	No
	No	No	No

Chester County, PA	Economic Development Council	Planning Commission
	Gary Smith, CEO & President Phone: 610-458-5700	Ronald Bailey, Executive Director Phone: 610-344-6285
Role	The Council's portfolio of business growth services includes: low-interest financing, small business lending, workforce training, retention and expansion, customized international business assistance, land and building site selection, brownfields consultation and remediation, urban redevelopment, and agricultural economic development.	The Commission provides planning services to promote growth and development through the dissemination of information, preparation of plans and programs, and provision of technical services to the county and its municipalities.
Local Partners	They work with county and municipal governments, other related public agencies, Chester County Bank Academy, Chester County Intermediate Unit, Kutztown University Small Business Development Center (SBDC), local colleges and commercial realtors.	They work closely with the County Economic Development Council and local municipalities.
Regional and State Partners	They work with the Pennsylvania Department of Community and Economic Development, World Trade Center of Greater Philadelphia, Ben Franklin Technology Partners, PECO's business development staff and the Pennsylvania Business Retention Program (BREP).	They work with the Pennsylvania Department of Community and Economic Development (DCED), SEPTA, PENNDOT and DVRPC.
Site Inventory	They maintain an inventory of available sites.	They maintain an inventory of transportation projects through their GIS mapping and services.
Financial Assistance	They provide capital financing for manufacturing companies through the Industrial Revenue Bond and Mortgage Program. Tax incentive programs and loans such as Small Business First Fund, Next Generation Farmer Loan, SBA 504 Loans, and the Machinery and Equipment Loan Fund	No
Economic Development Plans	They align several of their initiatives with the goals and strategies of <i>Landscapes</i> , The County Comprehensive Plan.	<i>Landscapes</i> , The County's Comprehensive Plan The plan touches on several aspects of economic development and it includes a review of economic trends. It also provides goals and objectives for retaining and attracting businesses and jobs and maintaining a competitive economy. Chester County Transportation Priorities 2007 is another report oriented to economic development infrastructure.

Delaware County, PA	Chester City Economic Development Authority	Commerce Center	Planning Department
	Mr. David N. Sciocchetti Executive Director Phone: 610-447-7850	Patrick Killian Executive Director Phone: 610-566-2225	John E. Pickett, Director, Planning & Comm. Dev. Phone: 610-891-5200
Role	Through financial incentives and loan programs such as the Low Income Homebuyer Assistance Programs, Small Business Loan Programs and tax incentives through the Local Economic Revitalization Tax Assistance Act (LERTA).	The Delaware County Commerce Center is a centralized location for all economic development in Delaware County. It operates as an umbrella organization for the administration of various economic development boards and authorities.	The Department provides planning assistance to local planning commissions and municipalities. Their involvement in the economic development process is through assistance in addressing development issues through updated comprehensive plans, ordinances, and special studies.
Local Partners	The Commerce Center, the County Planning Department, the Chester Community Improvement Project (CCIP).	Work hand-in-hand with the Delaware County Planning Department and the Chester City staff.	Work with the Delaware County Commerce Center and to some degree with Chester City Economic Development Authority. In addition to working with CEDA and the County Commerce Center, the Planning Department works closely with the County's Office of Housing & Community Development (OHCD).
Regional and State Partners	They work with the Department of Housing and Urban Development (HUD), The Department of Community and Economic Development (DCED) and the Industrial Development Authority (IDA)	Occasionally work with the Governors Action Team (GAT) and Select Greater Philadelphia. Work more closely with the Community Action Team (CAT), Pennsylvania Economic Development Authority, Department of Community and Economic Development (DCED) and the Industrial Development Authority (IDA).	In 2006, the staff worked on implementing previously completed multi-municipal comprehensive plans for 3 sets of communities. These focused on how to address development issues and the plans were funded in part by grants secured from the Pennsylvania Department of Community & Economic Development (DCED).
Site Inventory	Through the Chester Community Improvement Project (CCIP), they have an inventory of vacant properties.	They maintain an on-line listing of available office and industrial space as well as vacant lots.	They maintain a transportation inventory through their GIS mapping and services.
Financial Assistance	They provide assistance through Small Business Loan Programs, the Local Real Estate Tax Abatement program (LERTA), and the state Enterprise Zone and Keystone Opportunity Zone programs.	They support real estate and financial assistance and job training programs.	OHCD administers federal, state, and county grants for community revitalization, including economic development.
Economic Development Plans	They incorporate the goals of the County of Delaware FY2006 Revitalization Program and they developed a report in 1998 called Chester City Vision "Economic Development Strategy for the City of Chester."	They incorporate the goals of the County of Delaware FY2006 Revitalization Program.	The County of Delaware FY 2006 Revitalization Program, an initiative of the County Council, was established in 2003 with the goal of revitalizing the County's first-generation municipalities by making them more attractive, livable, safe, and economically viable. Each of the five Renaissance Planning Areas has developed and adopted an Action Plan prioritizing objectives and specific projects to cooperatively work towards achieving this goal.

Montgomery County, PA	Economic and Workforce Development	Industrial Development Corp
	Gerald J. Birklebach, Executive Director Phone: 610-278-5950	Carmen S. Italia, Executive Director Phone: 610-272-5000
Role	Oversees many local economic and workforce programs and administers job training and placement programs for people transitioning off welfare. It also administers the functions of the Workforce Investment Board and its Youth Council that provides opportunities for economically and educationally challenged youth. The department also administers several low interest rate loan programs to assist expanding businesses with equipment and real estate purchases	Administers the Pennsylvania Industrial Development Authority (PIDA) financing program and the Suburban Development Council (SDC) Revolving Loan Program, as well as packaging of the SBA 504 Loans. The IDC is very involved in site selection assistance, both for relocating businesses and for current county firms seeking to sell or expand their businesses.
Local Partners	The group manages the Montgomery County Workforce Investment Board, Montgomery County Industrial Development Authority, the Montgomery County Development Corporation, CareerLink, the Office of Career Development, the Youth Council and EARN (a welfare to work program). They have worked informally with the Redevelopment Authority and the Planning Commission for the past 12-16 years.	MCIDC works closely with: The Economic and Workforce Development Department. The Workforce Investment Board, The Montgomery County Brownfields Initiative, The Pottstown Area Industrial Development Corporation as well as the Chamber of Commerce, the Redevelopment Authority, the Planning Commission and Delaware Valley Industrial Resource Center, the TMA and the colleges.
Regional and State Partners	PA Department of Welfare, DCED and PA DOL	The Governors Action Team, Select Greater Philadelphia
Site Inventory	No real estate holdings	Extensive inventory of available: <ul style="list-style-type: none"> • manufacturing/warehouse facilities • industrial/flex facilities • office/retail facilities and land sites
Financial Assistance	They assist with low interest loan programs for manufacturing firms, non-profit organizations, and high technology companies. Funding is done by PA welfare and through work force demands only.	They provide assistance through the PEDFA - Tax Free and Taxable financing as well as IDA loans. The ratio depends on the type of state or federal grant and loan programs.
Economic Development Plans	They try to align their work and efforts with the 2005 "Comprehensive Plan for Montgomery County" and the department has developed and is implementing a strategic plan that aligns economic and workforce development resources.	They try to align their work and efforts with the 2005 "Comprehensive Plan for Montgomery County"

Redevelopment Authority	County Planning Commission
John Nugent, Executive Director Phone: 610-275-5300	Kenneth Hughes Phone: 610- 278-3756
<p>The Authority's principal purposes are assisting the County's townships and boroughs in stimulating economic revitalization and aiding in the provision of affordable housing through applications to state and federal sources. They are municipally focused on infrastructure issues. They work with depressed communities and provide financing by lining up the public funding for large scale infrastructure improvements such as ramps, sewers and streetscape improvements as well as site assembly. They manage the EPA Brownfields program and have done extensive financing for affordable housing development</p>	<p>The Commission provides planning assistance to local planning commissions and works with municipalities. Their involvement in the economic development process is primarily through zoning, mapping, communication and smart growth planning.</p>
<p>They work with the Planning Commission, the Economic and Workforce Development Group, the Industrial Development Corporation, all the municipalities and the county government.</p>	<p>They work with the Redevelopment Authority, the Economic and Workforce Development group, the Industrial Corporation, all the municipalities and the county governments.</p>
<p>Community Action Team and The Department of Community and Economic Development.</p>	<p>DCED, DVRPC, and PENNDOT.</p>
<p>Yes</p>	<p>Yes, they keep a land use and transportation inventory and manage it through GIS</p>
<p>The Redevelopment Authority's activities are funded primarily through State and Federal Grant programs, reimbursements from municipalities and private sector entities for services provided to them by the Authority. They also work through the Department of Housing and Urban Development (HUD) programs</p>	<p>No</p>
<p>They try to align their work and efforts with the 2005 "Comprehensive Plan for Montgomery County."</p>	<p>"Economic Development- Shaping our Future - A Comprehensive Plan for Montgomery County" 2005. The Plan shows how the county can keep a strong economy while directing growth and development to developed areas that need economic revitalization. "Five Year Program Review" December 2005. The Montgomery County Community Revitalization Program began in 2000 to create a strategic economic development program that would strengthen and stabilize the county's older communities for the long term.</p>

Philadelphia County, PA	Department of Commerce	Department of Commerce: Neighborhood Transformation Initiative
	Andrew Altman, Director Phone: 215-683-2000	Andrew Altman, Director Phone: 215-683-2000
Role	The Department of Commerce is the umbrella organization for all economic development activity in the city. Its goal is to stimulate and coordinate economic development projects, programs and activities in all areas.	They work to preserve and rebuild Philadelphia's neighborhoods with clean and secure streets, vibrant retail, recreational and cultural outlets, and quality housing. They work on improving the city's ability to assemble land for development and stimulate investment in neighborhoods.
Local Partners	Delegate agencies such as the Philadelphia Industrial Development Corporation (PIDC), the Philadelphia Commercial Development Corporation (PCDC) and the Redevelopment Authority (RDA). Also housed within the Department is the Mayor's Business Action Team (MBAT).	The Reinvestment Fund, Greater Philadelphia Urban Affairs Coalition, Energy Coordinating Agency, Philadelphia Association of Community Development Corporations, Philadelphia Redevelopment Authority, PIDC, the Commerce Department, City Planning Commission and several financial institutions.
Regional and State Partners	They work with Select Greater Philadelphia, HUD, DCED, IDA, and EPA	They work with DCED, PA DEP, HUD, Pennsylvania Housing Finance Agency (PHFA), Department of Conservation and Natural Resources
Site Inventory	Through the Philadelphia Brownfields Cleanup Revolving Loan Fund and Program, as well as in conjunction with PA DEP's Land Recycling Program. They have a real estate inventory from which some properties are passed along to PIDC.	Building Uniformity in Land Development (BUILD) is a public-access, browser-based property inquiry system through which users can get property-related information about any property in the City of Philadelphia. This is supported by the Neighborhood Transformation Initiative (NTI) and the Redevelopment Authority (RDA)
Financial Assistance	They have several tax and financial incentives such as the 10 Year Real Estate Tax Abatement, Job Creation Tax Credits and Small Business Commercial Improvement Program (SPCIP). The rest of their programs are administered through PIDC.	Through NTI bond proceeds the City will demolish dangerous buildings, preserve homes for renovation and reuse, and provide home repair grants and loans to homeowners. Community Development Block Grant funds and tax deductions to businesses building or expanding within the Renewal Community are a few of the financial assistance programs.
Economic Development Plans	Economic Development Blueprint for a Greater Philadelphia: The Administration's vision to make Philadelphia a vibrant and competitive global city. City of Philadelphia: The FY2006-20011 Capital Program (June 2005) Blight Certification and Redevelopment Area Plan Reports (February—November 2002).	No

Philadelphia Industrial Development Corporation	City Planning Commission	Select Greater Philadelphia
Peter Longstreth, Executive Director Phone: 215.496.8020	Gary Jastrab Acting Executive Director Phone: 215-683-4615	Thomas Morr President and CEO Phone: 215-790-3777
PIDC's central strategy is to leverage financing and real estate resources to retain and to grow employment in Philadelphia. PIDC also coordinates tax incentive and work force development programs offered by the City and the Commonwealth	They have focused lately on preparing technical reports which pinpoint areas of need for future planning and development. They look at all the different plans and initiatives that the different entities have produced to see where there might be gaps. They maintain the comprehensive plan and its modifications, the capital program and budget, proposed zoning ordinances and amendments and regulations concerning the subdivision of land.	Select is a regional, economic development marketing organization dedicated to building the economy of the Greater Philadelphia region. Select specializes in streamlining corporate expansions and business locations and is an affiliate of the Greater Philadelphia Chamber of Commerce which is governed by the CEO Council for Growth.
Philadelphia Workforce Development Corporation(PWDC), Delaware Valley Industrial Resource Center (DVIRC), Collegiate Consortium, Minority Business Enterprise Council	The commission does not focus specifically on economic development. They do work with several organizations and entities regarding zoning as well as with the CDCs.	Select has a formal working relationship with the economic development office in eleven counties in the tri-state region. They work with the Commerce Department, PIDC, the CDCs, other economic development entities, and all the large businesses and corporations in the region.
They work with the PA Industrial Development Authority (PIDA) DCED, HUD.	They work closely with DVRPC and other PA state agencies	They work with DVRPC, PA Governor's Action Team as well as several Pennsylvania, New Jersey and Delaware state and local agencies.
They maintain and update a list of available properties. They manage some of the available properties and they own properties as well.	They maintain and update the city's land use, building, zoning, and street maps	They work with PECO energy, PIDC and several economic development agencies which maintain these inventories for site selection purposes.
They assist through loan programs that offer below-market rates to encourage investment and are allocated for activities that may include real estate acquisition, construction, or machinery/equipment purchase. They issue both tax-exempt and taxable bonds, as well as create Tax Increment Financing (TIF) districts for qualified projects.	No	No
No	No	No

Berks County, PA	Berks County Planning Commission	Berks Economic Partnership
	Glenn R. Knoblauch, Executive Director Phone: 610-478-6300	Sheila Johnson, Vice President Phone: 610-376-4237
Role	The commission provides planning services to promote growth and development through the dissemination of information, preparation of plans and programs, and provision of technical services to the county and the townships.	The BEP works as a marketing tool for the region as well as the facilitator between private and public entities. They are the lead marketing agency and primary point of contact for all economic development inquiries related to the Greater Reading and Berks County area
Local Partners	They work closely and have formal scheduled meetings with, Berks Economic Partnership, The Greater Berks Development Fund and the Berks County Industrial Development Authority.	BEP coordinates and works with other local economic development agencies in helping to retain, attract, promote and grow economic development. They work closely with The Greater Berks Development Fund, The Berks Planning Commission and the Berks County Industrial Development Authority.
Regional and State Partners	They have very good interaction with the state agencies, the Governors Action Team and the Community Action Team.	They have very good interaction with the state agencies, the Governors Action Team and the Community Action Team.
Site Inventory	They do not own any sites but through their GIS mapping services they maintain an inventory of transportation services.	They do not own real estate
Financial Assistance	No	No
Economic Development Plans	They incorporate the Berks County Comprehensive plan in their overall strategies.	They incorporate the Berks County Comprehensive plan in their overall strategies.

Greater Berks Development Fund	Berks County Industrial Development Authority
Edward Swoyer, President and CEO Phone: 610-376-6739	Thomas C. McKeon, Executive Director Phone: 610-478-6341
The Greater Berks Development Fund assists companies locate and expand in the City of Reading. They assist companies with site selection, relocation and financing.	The County Commissioners have given the BCIDA the responsibility of industrial site development in order to help alleviate the shortage of available industrial sites in the County. The BCIDA provides traditional IDB financing to manufacturing, commercial and non-profit enterprises as well as infrastructure financing through the TIF and IFIP program.
They are not a traditional government entity and they are not affiliated with the city; they are affiliated with the state. They work closely with Berks Economic Partnership, The Berks Planning Commission and the Berks County Industrial Development Authority.	They work closely and have formal scheduled meetings with the Berks County Economic Development Professional Group whose membership consists of the executive level staff of the major economic development groups in the County.
They have very good interaction with the state agencies, the Governors Action Team and the Community Action Team.	They have very good interaction with the state agencies, including the Governors Action Team, the Community Action Team, and DEP. They are a member of the Regional Economic Development District Initiative based in Harrisburg.
They are focusing primarily on financing real estate and development; they have sites mostly in the city with a few just outside the city.	They performed an Industrial Site Assessment in 2001 which inventoried and critiqued the site inventory. They plan to work closely with BCPC on an update that will be performed in 2008.
They provide companies with financial advice and sources for funding. They administer the Small Business Administration 504 program in conjunction with the BCIDA.	The Authority is authorized to issue Industrial Development Bonds (IDB's) to manufacturing companies for qualified capital projects. It also provides TIF and IFIP financing for infrastructure.
They incorporate the Berks County Comprehensive plan in their overall strategies.	They consider the Berks County Comprehensive Plan to be the official economic development policy of the County and see their role as implementing the plan.

Burlington County, NJ	Department of Economic Development and Regional Planning
	Mark Remsa, Director Phone: 609-265-5055
Role	The main focus of the department is to plan for economic development (in the form of “smart growth”), and implement the plans for economic development.
Local Partners	They have developed a network of participants to promote, attract and retain businesses. They work with municipalities and municipal economic development committees and entities such as the Burlington County Chamber of Commerce, Businesses Committed to Burlington County, and PSE&G as well as realtors, relocation specialists, developers, builders, engineers, architects, planners, business and industrial, office, local banks and retail NGOs.
Regional and State Partners	They work with the Commerce Commission, Economic Development Authority, Department of Transportation, Department of Community Affairs, Department of Environmental Protection, Department of Labor, Council on Affordable Housing, Office of Smart Growth, County Engineer, Department of Resource Conservation, Bridge Commission, regional banks and Select Greater Philadelphia.
Site Inventory	They maintain an inventory of potential development sites and they are in the process of adding more information to the inventory.
Financial Assistance	They are able to assist 5% of the businesses with financing. They guide businesses to the county, which provides primary gap financing.
Economic Development Plans	Through the planning process they have produced a list of recommendations that is essentially an investment guide for developers.

Camden County, NJ	Camden County Improvement Authority
	Contact: Ed Fox, Director of Planning Phone 856-751-CCIA (2242)
Role	They provide several services which are available to facilitate public and private development and redevelopment, assist employers, and help local governments reduce the costs of capital financing.
Local Partners	Coopers Ferry Development Corporation, Greater Camden Partnership, Cherry Hill Regional Chamber of Commerce, Camden Chamber of Commerce and Gloucester Township Chamber of Commerce, Cherry Hill Business Partnership, Gloucester Township Economic Development Corporation, Public Solutions, Inc. and several municipal governments
Regional and State Partners	Select Greater Philadelphia
Site Inventory	They use a proprietary real estate database (COSTAR) and they own three sites. CCIA does not operate any properties.
Financial Assistance	The Authority issues taxable and tax-exempt bonds funded by developers and also serves as the economic development arm of the county.
Economic Development Plans	The Authority has been in the process of developing regional plans for strategic locations throughout the county. The first three plans are: <ul style="list-style-type: none"> • The Camden Hub • The Black Horse Pike and • The White Horse Pike

Gloucester County, NJ	Department of Economic Development	County Planning Division
	Lisa Morina, Director Phone: 856-384-6930	Charles E. Romick, Director Phone: 856-307-6650
Role	They foster public/private partnerships in order to create growth through retaining, expanding and attracting quality businesses by developing an educated and trained workforce, retaining and enhancing tourism, and securing open space.	The Planning Division is responsible for the county's comprehensive planning - preparing, maintaining, and updating the County Master Plan and its various elements. The Division also reviews all proposed projects for development through the County subdivision and site plan development review process.
Local Partners	They work closely with Gloucester County Chamber of Commerce, Gloucester County Planning Division, and the Gloucester County Improvement Authority.	They work closely with Gloucester County Department of Economic Development, Gloucester County Improvement Authority, Gloucester County Utilities Authority, Special Transportation Services, and the Public Works Department.
Regional and State Partners	They work with Southern NJ Development Council, Select Greater Philadelphia, NJ Department of Labor, NJ Economical Development Authority, NJ Redevelopment Authority and Rutgers Small Business Development Center	They work closely with DVRPC, including technical studies such as the recently completed Route 322 Corridor Study. They also work closely with NJDOT and the NJ Office of Smart Growth.
Site Inventory	They maintain a list of available buildings and land sites. They are updating the brownfields inventory as well.	The Division's environmental planning unit deals with a number of activities related to improving and/or maintaining the County's environmental quality, including air quality, water supply, hazardous waste, stormwater management, watershed planning, groundwater monitoring and they maintain an inventory of all these sites. They are also responsible for a number of local and regional transit planning activities and maintain an inventory of all transportation project sites, through their GIS services. Overall, the Division maintains extensive data and mapping files that it offers to businesses and to the public.
Financial Assistance	Financial assistance is provided through the Division of Housing and Community Development, which is responsible for carrying out the federally funded Community Development Block Grant (CDBG) and HOME Investment Partnership Programs. Grants are provided through the Brownfield Redevelopment Program.	No
Economic Development Plans	Gloucester County Department of Economic Development is currently in the process of preparing their Comprehensive Economic Development Strategy (CEDs).	They are assisting with the development of the CEDs.

Mercer County, NJ	Office of Economic Development & Sustainability	Division of Planning	Improvement Authority
	Elizabeth Maher Muoio, Director Phone: 609-989-6555	Donna M. Lewis, Director Phone: 609-989-6545	Phillip S. Miller Executive Director Phone: 609-278-8080
Role	Business relocation & development assistance (including small grants & loans), career counseling & job training (WIB & One Stop Career Services), and Foreign Trade Zone.	Land development/land use planning, site subdivision & site development review, water quality management planning.	Public project financing, development, construction management, program management (e.g., Sovereign Bank Arena, Waterfront Park, Countywide curbside recycling)
Local Partners	Municipalities, Improvement Authority, Planning Division, Municipal Chambers of Commerce, Small Business Development Center of the College of New Jersey, the Latino Business Institute.	Municipalities, Engineering Division, Office of Economic Development & Sustainability, Improvement Authority.	Municipalities, School Districts, Office of Economic Development & Sustainability, Planning Division, Municipal Chambers of Commerce.
Regional and State Partners	Mercer Regional Chamber of Commerce, Princeton Regional Chamber of Commerce, NJ Commerce Commission, NJ Economic Development Authority, Select Greater Philadelphia.	NJ Office of Smart Growth, NJ DOT, NJ SADC, NJ Future, DVRPC.	Mercer Regional Chamber of Commerce, Princeton Regional Chamber of Commerce, NJ Commerce Commission, NJ Economic Development Authority, Select Greater Philadelphia.
Site Inventory	CoStar inventory of potential sites	No	No
Financial Assistance	Provide business mentoring and several loans for start-up and existing businesses that cannot access financing from traditional lending sources through the Mercer County Loan Fund Program and Regional Business Assistance Corporation (RBAC).	No	Capital Financing Program is designed to supply school districts, local governments, fire departments and not-for-profit agencies with the funds required to meet capital projects through lease-purchases, leasehold mortgages, or bond issuances.
Economic Development Plans	Triangle of Opportunity plan in downtown Trenton, in which multiple agencies coordinate land use, transportation, and economic development in the triangle between Trenton Station, Waterfront Park, and the State Capitol.	Triangle of Opportunity Plan; Transportation Development District (an infrastructure finance mechanism) plan for an area of high growth potential in the I-95 corridor in Hopewell, Ewing, and Lawrence; Facilitating coordinated economic development in the "Mercer Crossings" area at the junction of Lawrence, Ewing, and Trenton.	Triangle of Opportunity plan; Active involvement and leadership in dozens of public finance projects contributing to Trenton downtown redevelopment (e.g., capital district trolley, county court house, parking decks).

LUTED Advisory Committee Meetings

A Land Use, Transportation, and Economic Development (LUTED) committee and policy coordination forum and process was established to help guide the project. The LUTED Advisory Committee was composed of land use, transportation, and economic development planners from the ten-county study area. The committee also included representatives from state agencies, including the Pennsylvania and New Jersey Departments of Transportation, Pennsylvania Department of Community and Economic Development, and New Jersey Department of Commerce; as well as several non-governmental economic development organizations, such as Select Greater Philadelphia, the Ben Franklin Technology Partners, and others. A full list of LUTED Advisory Committee participants is included as an appendix to this report.

The LUTED Advisory Committee met six times over the course of the project's first two years. These meetings are summarized below.

First Meeting: November 17, 2006

The first meeting of the LUTED Advisory Committee was held on November 17, 2006 and centered on introducing the project and reviewing Pennsylvania state efforts in this realm. The meeting featured several speakers who addressed the core principles underlying the project. Joanne Denworth, Esq., Senior Policy Manager, Pennsylvania Governor's Policy Office spoke about creating linkages between planning and economic development. Gail Kronig of the Pennsylvania Governor's Action Team gave an overview of the initiatives of the Governor's Action Team. Judith Schwank, Chair of the State Planning Board and Chair, Berks County Commissioners, reviewed the *2006 Report* of the State Planning Board.

Second Meeting: February 27, 2007

The focus of the second LUTED Advisory Committee meeting was identifying opportunities for and challenges to economic development in the region followed by identification of a set of initiatives to achieve economic growth. This task was a direct follow-up to the *Southeast Regional Conference on Transportation and Land Use for Economic Development*. The meeting featured a presentation by Erin Murphy from the PA Governor's Action Team on the *Action Plan for Investing in a New Pennsylvania*. Thomas McKeon from the Berks County Industrial Development Authority discussed economic development and planning coordination in Berks County.

Following the presentations, participants were given a list of the primary and secondary economic objectives identified at the *Southeast Regional Conference on Transportation and Land Use for Economic Development* and asked to prioritize them. Participants were then assigned to small breakout groups to discuss the greatest opportunities and challenges to economic development in the region and the priority initiatives needed for the region's future economic growth. Each of the groups reported back and the results were summarized. The survey of primary and secondary objectives was sent out to the full committee membership. The results of these breakout groups were analyzed by staff, and are summarized below (see page 29).

Third Meeting: June 4, 2007

The breakout exercise at the second meeting clearly identified transportation investments as the key regional priority focus for the LUTED Advisory Committee. The third meeting focused on identifying a set of transportation investments to sustain and help spur economic growth in the region. Steve Wray, Executive Director of the Economy League of Greater Philadelphia, made a presentation on the importance of transportation investments to economic development, focusing on the current funding crisis in transportation. Following the presentation, participants were provided an overview of a set of transportation projects that support economic growth and are consistent with regional planning goals that had been identified prior to the meeting by DVRPC, its member governments, Select Greater Philadelphia, and others. In addition, Tom McKeon described a set of top priority transportation projects for Berks County. These projects are described in Appendix G.

Committee members were asked to prioritize these projects. Following this, attendees were assigned to breakout groups to discuss their choices and to develop a group consensus on priorities. The survey was subsequently sent to the full committee membership as well as internal DVRPC committees and others. This process and the top transportation priorities that emerged are described in more detail in *Transportation Investments to Support Economic Development* starting on page 33.

Fourth Meeting: October 23, 2007

The fourth meeting provided updates from the states of New Jersey and Pennsylvania on statewide activities integrating land use, transportation and economic development planning. Joanne R. Denworth, Esq., Senior Policy Manager, Pennsylvania Governor's Policy Office, reported on the outcome of a statewide LUTED mini-conference that took place in Altoona, PA, on October 4, 2007. This meeting is summarized in Appendix H.

Brent Barnes, Director, Bureau of Statewide Planning, New Jersey Department of Transportation, gave a presentation on the importance of good land use planning, with a particular emphasis on how different land use patterns can have a profound impact on transportation demand and quality of life. He provided examples of transit villages, smart growth, and the implications of focusing on delivering mobility.

DVRPC staff provided an overview of the Long-Range Plan, *Destination 2030*, and the process and timeline to update the Plan, and discussed how the work of the LUTED Advisory Committee fits into that process. Meeting participants were assigned to break-out groups to discuss setting the economic development vision, goals, and objectives for DVRPC's 2035 Long-Range Plan.

Fifth Meeting: March 14, 2008

Several participants in the fourth LUTED Advisory Committee meeting encouraged DVRPC to bring real estate developers into the process. In response to this request, a special LUTED session *Developing for a Sustainable Future* was held on the 25th floor of the Comcast Tower, the tallest building in the region, and designed to be the tallest LEED-certified² building in the country.

The meeting kicked-off with a presentation by Joe Van Belleghem, a developer responsible for many innovative green building projects in Canada. His current project, Dockside Green in Victoria, British Columbia, is innovative in every aspect of its design. He gave attendees insight on how his 15-acre brownfield development incorporates the best ideas from green building, smart growth, New Urbanism, and sustainable communities.

Following Mr. Van Belleghem's presentation, Sandy Wiggins, immediate past chair of the U.S. Green Building Council, led a discussion with a panel of four Philadelphia-area developers about the barriers to this kind of development in our region. The developers serving on the panel were John Gattuso, Liberty Property Trust (developers of the Comcast Tower); John Westrum, Westrum Development Company; Jason Duckworth, Arcadia Land Company; and Tim McDonald, Onion Flats. All of these developers have incorporated some elements of green building into their work.

During the panel discussion, there was general agreement that policy makers need more education on sustainable development, with a focus on how it is less expensive in both the short run and the long run. Another challenge noted was local zoning ordinances that result in the need for many variances to build to LEED standards. These range from the problems Liberty Property Trust had getting waterless urinals installed in the Comcast Tower to outdated parking requirements in many jurisdictions, and more generally resistance from permit issuers and inspectors to doing anything new. The developers noted some issues with labor, which is similarly resistant to change, and sometimes lacks the knowledge necessary to carry out green construction.

² LEED stands for Leadership in Energy and Environmental Design. It is a third party certification program for the design, construction and operation of high performance green buildings run by the US Green Building Council. See www.usgbc.org for details.

One outcome of this meeting is a sustainable zoning seminar and training event taking place at DVRPC on October 6 and 7, 2008. The event is a partnership of DVRPC with the Pennsylvania Planning Association Southeast Section Professional Development Institute. Day one of this two day event will include seminars from New Jersey and Pennsylvania state planning officials, case studies of local sustainable zoning efforts, and a discussion of the legal issues surrounding implementation of “green” codes in both Pennsylvania and New Jersey. Day two will provide instruction on drafting sustainable zoning codes that address energy, climate change, green building, and other sustainability issues.

Sixth Meeting: June 18, 2008

The sixth LUTED meeting opened with a presentation and discussion of the priority transportation investments for regional economic development for final endorsement by the LUTED Advisory Committee prior to presenting it to the DVRPC Board for approval to include in the project’s two-year technical report. After some discussion, the committee endorsed the list.

The meeting then turned to the topic of economic development coordination. Joseph M. Hoeffel, Montgomery County Commissioner, discussed the need for leadership on economic development in Montgomery County and described efforts currently underway to create that leadership.

Mr. Hoeffel was followed by Louis Cappelli, Jr., Esq., Camden County Freeholder. Mr. Cappelli, discussed how Camden, Burlington, and Gloucester counties are cooperating on economic development issues. In particular, these counties are working with Select Greater Philadelphia and cooperating on business attraction initiatives. They have established a Tri-County Economic Development Summit to create a forum for cooperation.

The featured speaker, Lew Villotti, Planning and Development Director, Southwestern Pennsylvania Commission, discussed the efforts his 10-county Economic Development District and Metropolitan Planning Organization has pursued to integrate transportation and economic development planning. Mr. Villotti described how the plans for his region evolved over time to integrate transportation and economic development planning. The award-winning *2035 Transportation and Development Plan for Southwestern Pennsylvania*, produced in 2007, represents the culmination of these efforts and links transportation and economic development at the policy and project level. He described some of the challenges in developing this integrated approach, including limitations based on the regulatory framework guiding transportation and economic development activities, and internal concern about mission creep. He also identified strategies used to overcome these challenges, which focused on education and cooperation. He discussed the importance of focusing on policies not projects, which allows different stakeholders and players to assess how their projects fit into the regional vision.

Barry Seymour, DVRPC Executive Director, led a discussion following this presentation. He noted that DVRPC is not an Economic Development District, nor would it necessarily be productive for DVRPC to pursue that designation. Rather, the region’s economic development structure is diffuse, and DVRPC can take an important role in building connections among existing authorities.

The meeting ended with a discussion of possible activities for the next year. The outcome of this discussion is summarized in the Next Steps section, starting on page 37.

Key Economic Development Challenges, Opportunities & Initiatives

The focus of the second LUTED Advisory Committee meeting (February 27th, 2007) was identifying opportunities for and challenges to economic development in the region followed by identification of a set of initiatives to achieve economic growth. This task was a direct follow-up to the *Southeast Regional Conference on Transportation and Land Use for Economic Development*. The meeting featured a presentation by Erin Murphy from the PA Governor's Action Team on the *Action Plan for Investing in a New Pennsylvania*. Thomas McKeon from the Berks County Industrial Development Authority discussed economic development and planning coordination in Berks County. Following the presentations, participants were given a list of the primary and secondary economic objectives identified at the *Southeast Regional Conference on Transportation and Land Use for Economic Development* and asked to prioritize them.

Participants were then assigned to small breakout groups to discuss and report back on the following questions:

- What are the five greatest opportunities and challenges to economic development in the region? What role, if any, do transportation and land use issues play in framing each of these opportunities or challenges?
- What are the top five initiatives required for the region's future economic growth? What role, if any, do transportation and land use factors play in addressing each of these priorities?

The groups' responses to these questions are summarized below. The issues and initiatives were summarized and classified under broader categories. The following pages detail the key regional economic development challenges, opportunities, and priority initiatives identified by participants. In each case, these are organized by category in order of weighted frequency of mention by the breakout groups. Percentages indicate the frequency each category was mentioned.

Regional Challenges

TRANSPORTATION (28%)

- Philadelphia International Airport needs expansion and modernization.
- The region’s transportation system is underfunded in all modes: public transit, highways, airports, and ports.
- There are severe transportation challenges associated with reverse and suburb-to-suburb commuting, and getting the available workforce to suburban employment centers.
- Transit needs to transform into a customer-oriented organization.
- There should be more business input in transportation decisions, both highway and transit.

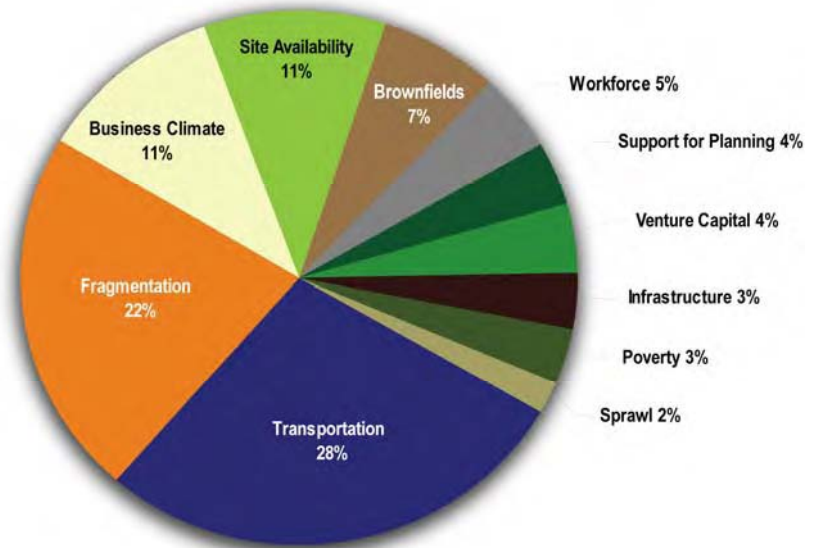


Figure 4

FRAGMENTATION (22%)

- Fragmentation of government structure creates lack of consistency in zoning and planning.

BUSINESS CLIMATE (11%)

- High city taxes.
- Lack of jobs, especially in center city, hinders retention of young people.

SITE AVAILABILITY (11%)

- Community opposition from both citizens and municipal governments.
- Lack of “ready-to-dig” sites, especially larger sites for commercial development.

BROWNFIELDS (7%)

- Challenges associated with brownfield redevelopment (ownership issues, cost of remediation, permitting) – although there has been significant progress in this area.

WORKFORCE (5%)

- Matching workforce availability to employers/sectors – disconnect between the education agenda and the economic development agenda.

SUPPORT FOR PLANNING (4%)

- Lack of funds available for a strategic plan.

VENTURE CAPITAL (4%)

- Access to early stage capital.

INFRASTRUCTURE (3%)

- Infrastructure needs repair.

POVERTY (3%)

- High dependency in population – requires young, educated workforce to support aging population and high portion in poverty.

SPRAWL (2%)

- Focus development in dense areas.

Regional Opportunities

SPECIFIC ECONOMIC SECTORS (22%)

- The region has “critical mass” in specific economic sectors: Biopharmaceuticals, Warehouse distributors, Finance/professional services, Regional headquarters

BROWNFIELDS (16%)

- Brownfield redevelopment initiatives are going well and providing sites. Lots of support at the state and local level.
- Some concern that sites are often developed for residential rather than industrial use.

HIGHER EDUCATION (13%)

- Large number of colleges and universities in the region provides higher education opportunities; quality workforce, research, and opportunities for commercialization.

QUALITY OF LIFE (13%)

- The quality of life of the region is a real opportunity, in both the city and suburbs because of the diversity and accessibility of assets.

COOPERATION (12%)

- The region is beginning to show signs of regional cooperation, including coordination of county economic development through Select Greater Philadelphia. An opportunity exists for regional coordination around workforce development.

TRANSPORTATION (9%)

- The region has an extensive transportation network, including highway and transit networks, as well as excellent access by air and sea.

WATERFRONT (5%)

- The Delaware River waterfront redevelopment is an opportunity.

INFRASTRUCTURE (4%)

- The region’s existing infrastructure (beyond just transportation) presents a tremendous opportunity for development.

WORKFORCE (2%)

- The region has large numbers of skilled workers.

DIVERSE ECONOMY (2%)

- The region is a huge diverse market, with large number of employers, employees and suppliers.

HIGH DEMAND (2%)

- The area is in high demand in terms of the number of companies wanting to move here.

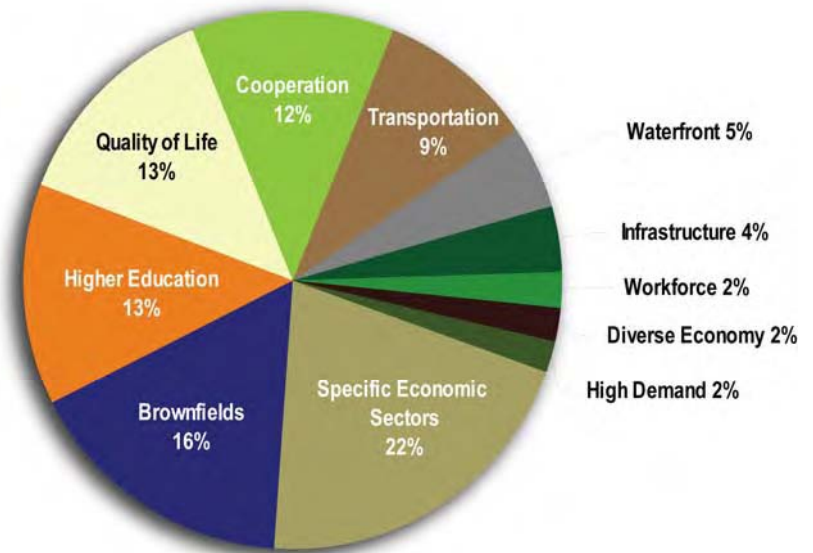


Figure 5

Priority Regional Initiatives

TRANSPORTATION (44%)

- Improved, reliable funding for the region's road and transit systems, including inter-city rail (Amtrak).
- Increase and improve options for the reverse and suburb-to-suburb commute through improvements to the regional highway network or enhancements to transit.
- Improve public transit to make new economic development sites more accessible.
- Specific transit investments: Schuylkill Valley Metro; Broad Street Subway extension.
- Complete the I-95/PA Turnpike connection.
- Resolve the port and dredging issues.
- Runway and terminal improvements at Philadelphia International Airport.

SMART GROWTH (15%)

- Streamline zoning and approval process.
- Expand sewer and water infrastructure to direct growth to targeted locations.
- Increase incentives for in-fill development and redevelopment.
- Rebuild neighborhoods with a focus on reasonable cost housing and mixed-use development, such as the Neighborhood Transformation Initiative.

WORKFORCE (14%)

- Improve quality of pre-K through 12 education, particularly in science & technology.
- Workforce training: connect educational goals and priorities with economic development goals and priorities, including more opportunities for targeted technical training at community colleges or technical schools.

COOPERATION (13%)

- Create universal database for possible industrial land or development opportunities.
- Encourage and support cooperation and coordination at the regional level.
- Create forum for local government leaders/elected officials to meet and discuss issues.

SPECIFIC ECONOMIC CLUSTERS (8%)

- Treat colleges and universities as a business cluster.
- Focus on expanding the creative sector.

MARKETING (6%)

- Attract new residents and consumers.
- Continue tourism promotion.

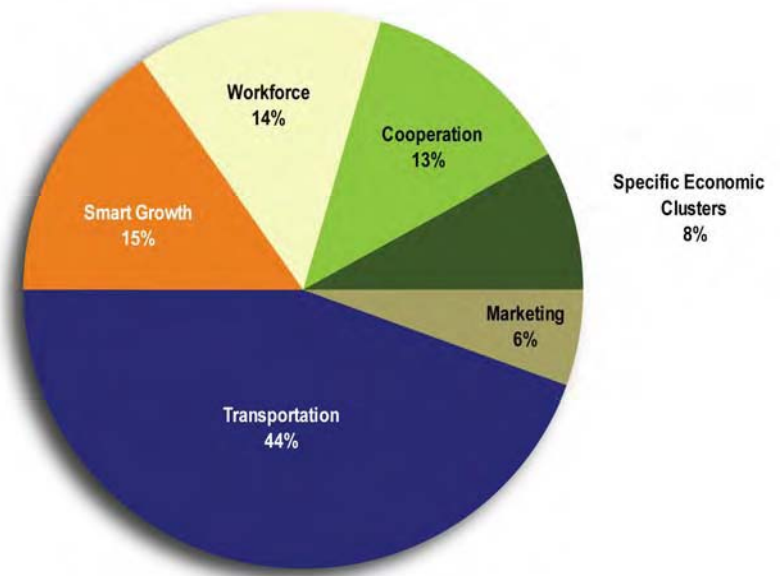


Figure 6

Transportation Investments to Support Economic Development

The February 27, 2007 meeting of the LUTED Advisory Committee highlighted transportation issues as the priority initiative for the region's future economic growth. Therefore, the June 4, 2007 LUTED Advisory Committee meeting was devoted to identifying and prioritizing a set of transportation investments to help the region remain a competitive player in the national and global marketplace in coming years.

DVRPC staff worked with its member governments, Select Greater Philadelphia, and others to identify key transportation investments for economic development. The investments identified highlight different types of major projects that will further economic development. Multi-modal projects were considered for their ability to reduce congestion, increase accessibility to key employment centers, improve mobility within strategic corridors, and improve freight movement. All projects were included in or consistent with DVRPC's *Destination 2030* Long-Range Plan for the Delaware Valley and help achieve key goals and policies set forth in the Plan. The list focused on projects that receive federal funding.

Meeting participants were surveyed on which transportation investments they felt were the highest priority for regional economic development. The survey had two objectives. The first objective was to determine what types of transportation investments were important to the economic development community. Identification of broad improvement categories, such as reducing congestion or improving accessibility of employment centers, will allow DVRPC to address such projects in future long-range plan updates. The second objective was to identify a set of high priority projects crucial to the region that DVRPC and the business community could endorse. In light of the transportation fiscal crisis being experienced regionally and nationally, it was the goal of this exercise to both highlight the funding crisis and produce a set of projects that could receive priority for funding in the future.

A summary of the 26 transportation investments for the DVRPC region was distributed and reviewed at the meeting. Berks County provided an additional list of nine priority projects for Berks County. This list, summarized in Appendix G, was presented at the meeting by Thomas McKeon, Executive Director of the Berks County Industrial Development Authority. It was subsequently amended and approved by the Reading Area Transportation Study Coordinating Committee, the Metropolitan Planning Organization for Berks County. A copy of this resolution is included in Appendix G.

Attendees then had the opportunity to rank the importance to economic development and growth of each of the projects as *critical*, *important*, *minor*, or *does not matter*. Participants were then assigned to small break-out groups and discussed the merits of each of the projects in order to come up with a group consensus. Because the LUTED Advisory Committee is drawn largely from people focusing on the DVRPC region, this ranking was limited to the 26 projects in the DVRPC region.

The breakout groups reached general consensus on the following key principles for guiding project prioritization:

- Focus on Key Corridors
- Maintain and Improve Access to the Region's Core
- Enhance Regional Gateways
- Preserve Existing Infrastructure
- Invest in Technology
- Implement Transit-Oriented Development (TOD)
- Foster Public Private Partnerships

Each participant was asked to score each project as *critical*, *important*, *minor*, or *does not matter*. The results were summarized using a weighted scoring system, as follows:

- Critical = 4 points
- Important = 2 points
- Minor = 1 point
- Does Not Matter = 0

Using this system, the group ranked the projects in the following order (ties are given the same rank):

1. I-95 Reconstruction
2. Rail Freight Improvements
2. Delaware River Dredging
4. Capacity Expansion at Philadelphia International Airport
5. I-95 and Pennsylvania Turnpike Interchange
6. Schuylkill Expressway Corridor
6. Northeast Corridor Inter-City Connectivity
8. I-295 and NJ 42/I-76 Direct Connect and Missing Moves
8. Transit Fare, Information and Technology Modernization
10. Broad Street Subway Extension to Navy Yard
11. Highway Operational and ITS Improvements
12. Delaware Waterfront/Center City Light Rail Lines
13. Schuylkill Valley Metro
14. R5 Regional Rail Extension and Service Improvements
15. US 202 Corridor
15. 30th Street Circulation Improvements
17. I-295 and NJ 38 Missing Ramps
17. Delair Transfer Station
19. Gloucester Rail Line
20. Route 100 Norristown High Speed Line Spur to King of Prussia
20. Quakertown Rail Line
22. US 422-River Crossing Complex
23. Roosevelt Boulevard Rail Line
24. Mercer County East-West Access Improvements
25. US 322 (US 202 to I-95)
25. Paoli Transportation Center
27. US 30 Coatesville-Downingtown Bypass
28. US 1 Bus Rapid Transit
29. Lafayette Street Extension
30. Conshohocken Crossroads Circulation Improvements

It is important to note that this ranking exercise was based on a qualitative evaluation by a select number of participants. The scope of the LUTED project did not enable DVRPC to engage a consultant or undertake an independent analysis to determine the relative economic impact of each project, through measures such as jobs created or retained, cost savings due to congestion reduction or improved access, or projected private investment associated with this public infrastructure. Also, while the LUTED Advisory Committee participants were selected to reflect the diversity and geography of the region, the majority of the participants were from Pennsylvania, with many from Philadelphia. This would explain the preference for projects in Pennsylvania, with many of them in Philadelphia.

This same ranking exercise was carried out with several other regional groups:

- Regional Transportation Committee
- Regional Citizens Committee
- Delaware Valley Goods Movement Task Force
- PenJerDel Council's Transportation Conference

There was remarkable agreement among these groups regarding the regional transportation priorities for economic development. Although again, it must be noted, that each of these evaluations by the different committees or organizations was based on individual assessments of perceived impacts, rather than an objective economic analysis of specific benefits likely to occur from each project.

This longer list of projects was next presented to the DVRPC Board, representing the region's elected officials and decision-makers. The DVRPC Board chose to focus their recommendations on the transportation projects which receive state and federal transportation funding, and are subject to the review and approval process of the regional plan and the Transportation Improvement Program, the designated capital program for the region. Given the LUTED project's genesis in Pennsylvania, the DVRPC Board also focused its recommendations on Pennsylvania projects.

The following is the consensus list of transportation investments to support coordinated planning and economic development in southeastern Pennsylvania.

Highway Projects

- I-95 Reconstruction
- I-95 and Pennsylvania Turnpike Interchange
- Schuylkill Expressway Corridor
- US 202 Corridor
- Highway Operational and Intelligent Transportation System (ITS) Improvements
- 30th Street/University City Circulation Improvements
- Conshohocken Crossroads Circulation Improvements
- Lafayette Street Extension
- US 30 Coatesville-Downingtown Bypass
- US 322 (US 202 to I-95) Corridor
- US 422 - River Crossing Complex

Transit Projects

- Delaware Waterfront Transit Initiative
- Northeast Corridor Inter-City Connectivity
- Transit Fare, Information and Technology Modernization
- Broad Street Subway Extension to Navy Yard
- Paoli Transportation Center
- Quakertown Rail Line
- R5 Extension and Service Improvements
- Route 100 Norristown High Speed Line Spur to King of Prussia
- Roosevelt Boulevard Line
- Schuylkill Valley Metro/R6 Extension

The DVRPC Board met again on September 25, 2008 and accepted the consensus list of priority transportation investments for southeastern Pennsylvania for submission to the Commonwealth. A brief description of these investments is included as Appendix F.

Accomplishments of the LUTED Process

The primary accomplishments of the first two years of the LUTED process are:

- Establishment of a regional dialogue between the land use and transportation planning community and the economic development community, including organizations from the public, private, and non-profit sectors.
- Informing DVRPC planners about the organizations and structural relationships in the region within which economic development planning occurs, and where that planning already interfaces with land use and transportation planning activities and programs.
- Exchanging information with economic development professionals in the region about land use and transportation plans and priorities, in order to better integrate ongoing planning and project decision-making.
- Fostering communication among the region's land use and transportation planning and economic development professionals, particularly among those in different agencies and communities, with an ultimate goal of developing a shared regional vision.
- Identification of the key challenges and opportunities facing the region, and selection of the priority initiatives required for the region's future economic growth.
- Creation of a list of transportation priorities in southeastern Pennsylvania for economic development.
- Initiation of discussions with the Economic Development Administration of the U.S. Department of Commerce to prepare a Comprehensive Economic Development Strategy (CEDS) for the region, utilizing the approach and participation of the LUTED process.

Next Steps

This report summarizes the first two years of LUTED efforts with a focus on the project process up to this point. Over the coming fiscal year, the LUTED Advisory Committee will continue to meet to discuss a variety of topics pertinent to land use and transportation planning and economic development. The Committee will play an instrumental role in the development of the region's economic vision and setting of goals for the update to the long-range plan. Another key component will be the development of recommendations to improve the coordination between planning and economic development at the county and regional level.

At its final meeting in FY2008, the LUTED Advisory Committee discussed possible activities for FY 2009. Based on this discussion and an associated on-line survey of LUTED participants, DVRPC anticipates carrying out a set of four regular meetings over the next year, each addressing a different and compelling issue where land use, transportation, and economic development planning intersect. The tentative list of meeting topics is:

- **Eco-Industries, Energy, and other Emerging Economic Clusters:** A session including presentation of research by DVRPC on the emergence of these new economic clusters, and discussion of other emerging economic clusters in our region, and what is needed to foster their growth.
- **Climate Change, Energy Prices and the Economy:** A session on the challenges and opportunities facing the region's economy as concerns about energy prices, carbon emissions, and the impact of climate change loom larger. This session would include presentation of the result of

DVRPC's Regional Greenhouse Gas Emissions and Energy Inventory and an update on the regional greenhouse gas and energy action plan.

- **World Class Philadelphia—A Report from the Economy League of Greater Philadelphia:** A session on what is required to make our region a world class region. This session would include a report on the outcomes of Economy League's Greater Philadelphia Leadership Exchange, which is taking about 100 leaders from our region to Atlanta for a fact-finding and benchmarking visit in September 2008.
- **Development of a model checklist** for county economic development officials/planners to use to filter and prioritize proposed development projects. For example: Is the project near transit? Near existing infrastructure (sewer, water, electricity)? On a brownfield site?

In addition, DVRPC will work with the New Jersey counties (Mercer, Camden, Burlington, and Gloucester) to help foster a dialog among these counties, plus perhaps Salem County, regarding how they can address common challenges. DVRPC will also continue to consult with the federal Economic Development Administration, DVRPC's member governments, area economic development organizations, and other stakeholders on the possible development of a regional Comprehensive Economic Development Strategy.

Appendices

**Appendix A: Commonwealth of Pennsylvania Keystone
Principles for Growth, Investment & Resource Conservation**

Commonwealth of Pennsylvania Keystone Principles for Growth, Investment & Resource Conservation³

PREAMBLE

The Keystone Principles & Criteria for Growth, Investment & Resource Conservation were adopted by the Economic Development Cabinet May 31, 2005. They were developed by the Interagency Land Use Team, a working group of the Cabinet over two years. The Principles & Criteria are designed as a coordinated interagency approach to fostering sustainable economic development and conservation of resources through the state's investments in Pennsylvania's diverse communities.

The Principles lay out general goals and objectives for economic development and resource conservation agreed upon among the agencies and programs that participated in their development. The Criteria are designed to help measure the extent to which particular projects accomplish these goals.

The Criteria do not replace agency program guidelines or criteria. Rather, at each agency's discretion, they will either be integrated into existing program criteria (preferable) or used as additional, favorable considerations in the scoring or decision-making process. The Principles and Criteria are designed to encourage multifaceted project development that will integrate programs and funding sources from a variety of state agencies into a comprehensive strategy to address issues affecting whole communities. There are two categories of criteria:

Core Criteria, where relevant, should be given primary consideration in all investment decisions made by Commonwealth agencies when making grants or loans to public or private projects using agency funds.

Preferential Criteria should be used by Commonwealth agencies in all programs to which they are applicable to evaluate projects and make decisions on grants or loans using agency funds.

Projects are to be evaluated with the recognition that rural, suburban, and urban areas have different characteristics and needs, and that what might work in an urban area might not work in a rural area (the "Be Fair" standard).

The Cabinet also approved a process to implement the Principles and Criteria over the next six months during which each agency will determine how they will integrate the criteria into each of their programs. A committee of the Interagency Team, led by the Governor's Office, will review the plans and offer feedback with the goal of fine tuning the use of the Principles and Criteria for full implementation in the next calendar year.

³ Pennsylvania Department of Community and Economic Development. *Keystone Principles*. October 24, 2005
<http://www.newpa.com/default.aspx?id=435>

Commonwealth of Pennsylvania Keystone Principles for Growth, Investment & Resource Conservation

PRINCIPLES

1. REDEVELOP FIRST

Support revitalization of Pennsylvania's many cities and towns. Give funding preference to reuse and redevelopment of "brownfield" and previously developed sites in urban, suburban, and rural communities for economic activity that creates jobs, housing, mixed use development, and recreational assets. Conserve Pennsylvania's exceptional heritage resources. Support rehabilitation of historic buildings and neighborhoods for compatible contemporary uses.

2. PROVIDE EFFICIENT INFRASTRUCTURE

Fix it first: use and improve existing infrastructure. Make highway and public transportation investments that use context sensitive design to improve existing developed areas and attract residents and visitors to these places. Provide transportation choice and intermodal connections for air travel, driving, public transit, bicycling and walking. Increase rail freight. Provide public water and sewer service for dense development in designated growth areas. Use on-lot and community systems in rural areas. Require private and public expansions of service to be consistent with approved comprehensive plans and consistent implementing ordinances.

3. CONCENTRATE DEVELOPMENT

Support infill and "greenfield" development that is compact, conserves land, and is integrated with existing or planned transportation, water and sewer services, and schools. Foster creation of well-designed developments and walkable, bikeable neighborhoods that offer healthy lifestyle opportunities for Pennsylvania residents. Recognize the importance of projects that can document measurable impacts and are deemed "most-ready" to move to successful completion.

4. INCREASE JOB OPPORTUNITIES

Retain and attract a diverse, educated workforce through the quality of economic opportunity and quality of life offered in Pennsylvania's varied communities. Integrate educational and job training opportunities for workers of all ages with the workforce needs of businesses. Invest in businesses that offer good paying, high quality jobs, and that are located near existing or planned water & sewer infrastructure, housing, existing workforce, and transportation access (highway or transit).

5. FOSTER SUSTAINABLE BUSINESSES

Strengthen natural resource based businesses that use sustainable practices in energy production and use, agriculture, forestry, fisheries, recreation and tourism. Increase our supply of renewable energy. Reduce consumption of water, energy and materials to reduce foreign energy dependence and address climate change. Lead by example: support conservation strategies, clean power and innovative industries. Construct and promote green buildings and infrastructure that use land, energy, water and materials efficiently. Support economic development that increases or replenishes knowledge-based employment, or builds on existing industry clusters.

6. RESTORE AND ENHANCE THE ENVIRONMENT

Maintain and expand our land, air and water protection and conservation programs. Conserve and restore environmentally sensitive lands and natural areas for ecological health, biodiversity and wildlife habitat. Promote development that respects and enhances the state's natural lands and resources.

7. ENHANCE RECREATIONAL AND HERITAGE RESOURCES

Maintain and improve recreational and heritage assets and infrastructure throughout the Commonwealth, including parks & forests, greenways & trails, heritage parks, historic sites &

resources, fishing and boating areas and game lands offering recreational and cultural opportunities to Pennsylvanians and visitors.

8. EXPAND HOUSING OPPORTUNITIES

Support the construction and rehabilitation of housing of all types to meet the needs of people of all incomes and abilities. Support local projects that are based on a comprehensive vision or plan, have significant potential impact (e.g., increased tax base, private investment), and demonstrate local capacity, technical ability and leadership to implement the project. Coordinate the provision of housing with the location of jobs, public transit, services, schools and other existing infrastructure. Foster the development of housing, home partnerships, and rental housing opportunities that are compatible with county and local plans and community character.

9. PLAN REGIONALLY; IMPLEMENT LOCALLY

Support multi-municipal, county and local government planning and implementation that has broad public input and support and is consistent with these principles. Provide education, training, technical assistance, and funding for such planning and for transportation, infrastructure, economic development, housing, mixed use and conservation projects that implement such plans.

10. BE FAIR

Support equitable sharing of the benefits and burdens of development. Provide technical and strategic support for inclusive community planning to ensure social, economic, and environmental goals are met. Ensure that in applying the principles and criteria, fair consideration is given to rural projects that may have less existing infrastructure, workforce, and jobs than urban and suburban areas, but that offer sustainable development benefits to a defined rural community.

Appendix B: Criteria for Growth, Investment & Resource Conservation Implementing the Keystone Principles

Criteria for Growth, Investment & Resource Conservation Implementing the Keystone Principles⁴

I. CORE CRITERIA

1. Project avoids or mitigates high hazard locations (e.g., floodplain, subsidence or landslide prone areas).
2. Project/infrastructure does not adversely impact environmentally sensitive areas, productive agricultural lands, or significant historic resources.
3. Project in suburban or rural area: Project and supporting infrastructure are consistent with multi-municipal or county & local comprehensive plans and implementing ordinances, and there is local public/private capacity, technical ability, and leadership to implement project.
4. Project in “core community” (city, borough or developed area of township): Project is supported by local comprehensive vision & plan, and there is local public/private capacity, technical ability, and leadership to implement project.
5. Project supports other state investments and community partnerships.

II. PREFERENTIAL CRITERIA

1. DEVELOPMENT/SITE LOCATION
 - a. Brownfield or previously developed site.
 - b. Rehabilitation or reuse of existing buildings (including schools and historic buildings).
 - c. Infill in or around city, borough, or developed area of township.
 - d. If greenfield site, located in or adjacent to developed area with infrastructure.
 - e. Located in distressed city, borough or township.
2. EFFICIENT INFRASTRUCTURE
 - a. Use of existing highway capacity &/or public transit access available.
 - b. Within ½ mile of existing or planned public transit access (rail, bus, shared ride or welfare to work services).
 - c. Use of context sensitive design for transportation improvements.
 - d. Use/improvement of existing public or private water & sewer capacity and services.
3. DENSITY, DESIGN, AND DIVERSITY OF USES
 - a. Mixed residential, commercial & institutional uses within development or area adjacent by walking.
 - b. Sidewalks, street trees, connected walkways & bikeways, greenways, parks, or open space amenities included or nearby.
 - c. Interconnected project streets connected to public streets.
 - d. Design of new water, sewer & storm water facilities follows Best Management Practices, including emphasizing groundwater recharge & infiltration, and use of permeable surfaces for parking and community areas.
4. EXPAND HOUSING OPPORTUNITIES
 - a. Adopted county and multi-municipal or local municipal plans include plan for affordable housing; and implementing zoning provides for such housing through measures such as inclusion of affordable housing in developments over a certain number of units (e.g., 50), provision for accessory units, and zoning by right for multifamily units.

⁴ Pennsylvania Department of Community and Economic Development. Keystone Principles. October 24, 2005.
<http://www.newpa.com/default.aspx?id=435>

- b. Project provides affordable housing located near jobs (extra weight for employer assisted housing).
 - c. Project adds to supply of affordable rental housing in areas of demonstrated need.
5. INCREASE JOB OPPORTUNITIES
- a. Number of permanent jobs created and impact on local labor market.
 - b. Number of temporary jobs created and impact on local labor market.
 - c. Number of jobs paying family sustaining wages.
 - d. Increased job training coordinated with business needs & locations.
6. FOSTER SUSTAINABLE BUSINESSES
- a. Sustainable natural resource industry improvement or expansion: agriculture, forestry, recreation (fisheries, game lands, boating), tourism.
 - b. Business or project is energy efficient; uses energy conservation standards; produces, sells or uses renewable energy; expands energy recovery; promotes innovation in energy production and use; or expands renewable energy sources, clean power, or use of Pennsylvania resources to produce such energy.
 - c. Project meets green building standards.
 - d. Project supports identified regional industry cluster(s).
7. RESTORE/ENHANCE ENVIRONMENT
- a. Cleans up/ reclaims polluted lands and/or waters.
 - b. Protects environmentally sensitive lands for health, habitat, and biodiversity through acquisition, conservation easements, planning and zoning, or other conservation measures.
 - c. Development incorporates natural resource features and protection of wetlands, surface & groundwater resources, and air quality.
8. ENHANCE RECREATIONAL/HERITAGE RESOURCES
- a. Improves parks, forests, heritage parks, greenways, trails, fisheries, boating areas, game lands and/or infrastructure to increase recreational potential for residents & visitors.
 - b. Historic, cultural, greenways and/or opens space resources incorporated in municipal plans and project plan.
 - c. Makes adaptive reuse of significant architectural or historic resources or buildings.
9. PLAN REGIONALLY; IMPLEMENT LOCALLY
- a. Consistent county and multi-municipal plan (or county and local municipal plan) adopted and implemented by county and local governments with consistent ordinances.
 - b. County or multi-municipal plan addresses regional issues and needs to achieve participating municipalities' economic, social, and environmental goals. All plans (county, multi-municipal, and local) follow standards for good planning, including:
 - 1. Is up-to-date.
 - 2. Plans for designated growth and rural resource areas, and developments of regional impact.
 - 3. Plans for infrastructure, community facilities, and services, including transportation, water & sewer, storm water, schools.
 - 4. Plans for tax base and fair share needs for housing, commercial, institutional, & industrial development.
 - 5. Identification of high hazard areas where development is to be avoided.
 - 6. Identification of and plans for prime agricultural land, natural areas, historic resources, and appropriate mineral resource areas to be conserved.
 - 7. Open space plan for parks, greenways, important natural & scenic areas and connected recreational resources.

c. County and local ordinances implement the governing plans and use innovative techniques, such as mixed use zoning districts, allowable densities of 6 or more units per acre in growth areas, and/or clustered development by right, transfer of development rights, Specific Plans, and tax and revenue sharing.

**Appendix C: Regional Conference on Transportation and
Land Use for Economic Development**

Regional Conference on Transportation and Land Use for Economic Development

The LUTED project is a logical follow-up to the activities and findings of the *Regional Conference on Transportation and Land Use for Economic Development*, held in Norristown in August 2005.⁵ This conference was sponsored by Pennsylvania's Departments of Transportation (DOT), Environmental Protection (DEP), Community and Economic Development (DCED), Conservation and Natural Resources (DCNR), and Agriculture (PDA), as well as the Pennsylvania Governor's State Planning Board. Building on the Statewide Action Plan presented by the Commonwealth of Pennsylvania in 2004, approximately 100 regional leaders developed a common vision for the Southeast Region.

When envisioning the region twenty years in the future, participants saw the region as continuing as an economic driver for the Commonwealth. However, they recognized that land reuse and infill, revitalization of core communities, and sound infrastructure (both maintaining existing systems and developing enhanced systems, especially in transportation) are vital to the region's successful future. In addition, it was agreed that natural resources, green spaces, and agriculture must be preserved and sustained as an integral part of the region's identity. They then identified objectives and actions to realize that vision. The result is a specific plan for moving the region forward in integrating transportation and land use for economic development. This was 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). The objectives are outlined below.

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 (in the realms of planning, infrastructure, and zoning).
- C. Coordinate state programs, policies, permitting, and decisions to ensure sound regional planning.
- D. Integrate infrastructure with land use planning (e.g., communication, sewer/water, transportation, trails, and open spaces).
- E. Ensure that quality of life issues are recognized in planning, with a 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 (multi-modal) mass transit 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.

⁵ From: *Pennsylvania Department of Community and Economic Development. Regional Conference on Transportation and Land Use for Economic Development, Southeast Region, Norristown, Pennsylvania, May 24, 2005*. Full Document available via: <http://www.newpa.com/default.aspx?id=238>

**Appendix D: Pennsylvania State Planning Board 2006
*Report***

Pennsylvania State Planning Board 2006 Report⁶

Economic development – supported by sound land use and progressive transportation planning – has been a cornerstone of the Rendell administration’s efforts to strengthen Pennsylvania’s long-term economic prospects. The State Planning Board supports these initiatives and recommends three areas of additional study it believes will further strengthen the Commonwealth’s approach to sustainable economic development.

Issue 1: There is need for greater coordination among state agencies regarding investment in economic development and land use initiatives and a greater level of synthesis needed among agency outreach efforts.

For years, economic development has been the focus of a variety of state agency outreach and programmatic efforts. Through these efforts the Commonwealth has identified several potential programmatic and policy changes that would encourage better development.

Recommendation: The State Planning Board recommends an intensive review and synthesis of the administration’s initiatives and the creation of a comprehensive action strategy for specific implementation. This list includes several initiatives to support economic development through sound land use planning.

- 2003 Governor’s Economic Development Summits
- 2003 Conference on Transportation and Land Use for Economic Development and Subsequent Action Plan
- Regional Conferences on Transportation and Land Use for Economic Development
- IBM Global Competitiveness Initiative: Action Plan for Investing in a New Pennsylvania
- Pennsylvania Keystone Principles & Criteria for Growth, Investment and Resource Conservation

Issue 2: Barriers to sound economic development exist at all levels of government and must be understood and addressed if Pennsylvania is to succeed at long-term economic growth.

Recommendation: The Commonwealth should begin a comprehensive outreach effort to meet with private sector development professionals, local government officials and planning and economic development professionals to identify key barriers to economic development and recommended solutions. This outreach will identify best practices and ways which the Commonwealth should facilitate economic development so that it is effective and sustainable. A proposed format of such an outreach effort is described below.

Land Use and Economic Development Focus Groups

- Hold focus groups at nine locations throughout Pennsylvania.
- Utilize Local Development District directors, stakeholders among statewide organizations, planning directors and other regional stakeholders to identify key “thought leaders” among the private and public sectors.
- Include local government officials and representatives within the region.
- Create a set of Focus Group Questions.
- Meetings should be conducted in a roundtable discussion format.
- Move beyond Municipal Planning Code (MPC) requirements to describe how best to prepare a local comprehensive plan so it is most effective in preparing for economic development projects of significant community-wide impact. These guidelines should address how comprehensive plans should set concrete, project specific priorities with identified implementation steps and opportunities for public and private investments.

⁶ This is a summary of the Economic Development Committee section of “Pennsylvania State Planning Board, 2006 Report.” Submitted to Edward G. Rendell, Governor; Robert C. Jubelirer, Senate Pro Tempore; John M. Perzel, Speaker of the House. May 1, 2006. pp. 40-45. Full report available at: www.newpa.com/download.aspx?id=855

Issue 3: Local comprehensive plans need to be developed and used effectively to prepare for and prioritize economic development projects.

Recommendation: Plans need to be effective at preparing for and prioritizing development plans; they are often viewed as “too general” to be useful to both public and private sector development interests. Therefore, the committee concludes planning efforts should do a better job identifying priority funding opportunities with which community and development professionals can leverage resources to make prioritized projects a reality.

- The Pennsylvania Municipalities Planning Code (MPC) should be amended to include specific language to suggest what economic development related subject matter should be addressed in the comprehensive plans
- State agencies should publish “Good Planning Guidelines” that go beyond MPC requirements to describe how best to prepare a local comprehensive plan so it is most effective in preparing for economic development projects of significant community-wide impact. These guidelines should address how comprehensive plans should set concrete, project specific priorities with identified implementation steps and opportunities for public and private investments.

Appendix E: Questions for Meetings with County Economic Development Practitioners

Questions for Meetings with County Economic Development Practitioners

What is the role of your agency in the economic development process?

- Do you generally work alone or in partnership with other agencies or organizations to promote, attract or retain firms?
- Do you maintain an inventory of potential development sites with their attributes (sewer and water availability, transportation infrastructure, etc.)?
- How closely do you work with any of the following partners in your economic development activities? Governor's Action Team? State agencies (which ones)? Regional entities (which ones)? County agencies (which ones)? Local Governments? The Development Community? Financial Institutions?
- Is the current approach to promote economic development in your jurisdiction clear, with defined roles and agency responsibilities? If not, what changes are needed or desirable?

What is the role of county or community comprehensive plans or economic development plans in your usual efforts to attract or retain firms?

- How closely do you look at current municipal development controls (zoning, subdivision and land development) and plans when considering sites for economic development?

What is your experience (pluses/minuses) with the current process of attracting or retaining economic development enterprises in your jurisdiction?

- Have you had experience with real or perceived conflicts between desired economic development opportunities and local officials, neighborhood groups or communities?
- What has been your experience working with municipalities if any zoning changes or permits are needed for an economic development project? Are there any common or recurring problems/issues?

What changes would you like to see in terms of technical support, financial incentives, legislative initiatives or other actions to enhance your ability to retain or attract economic development in your jurisdiction?

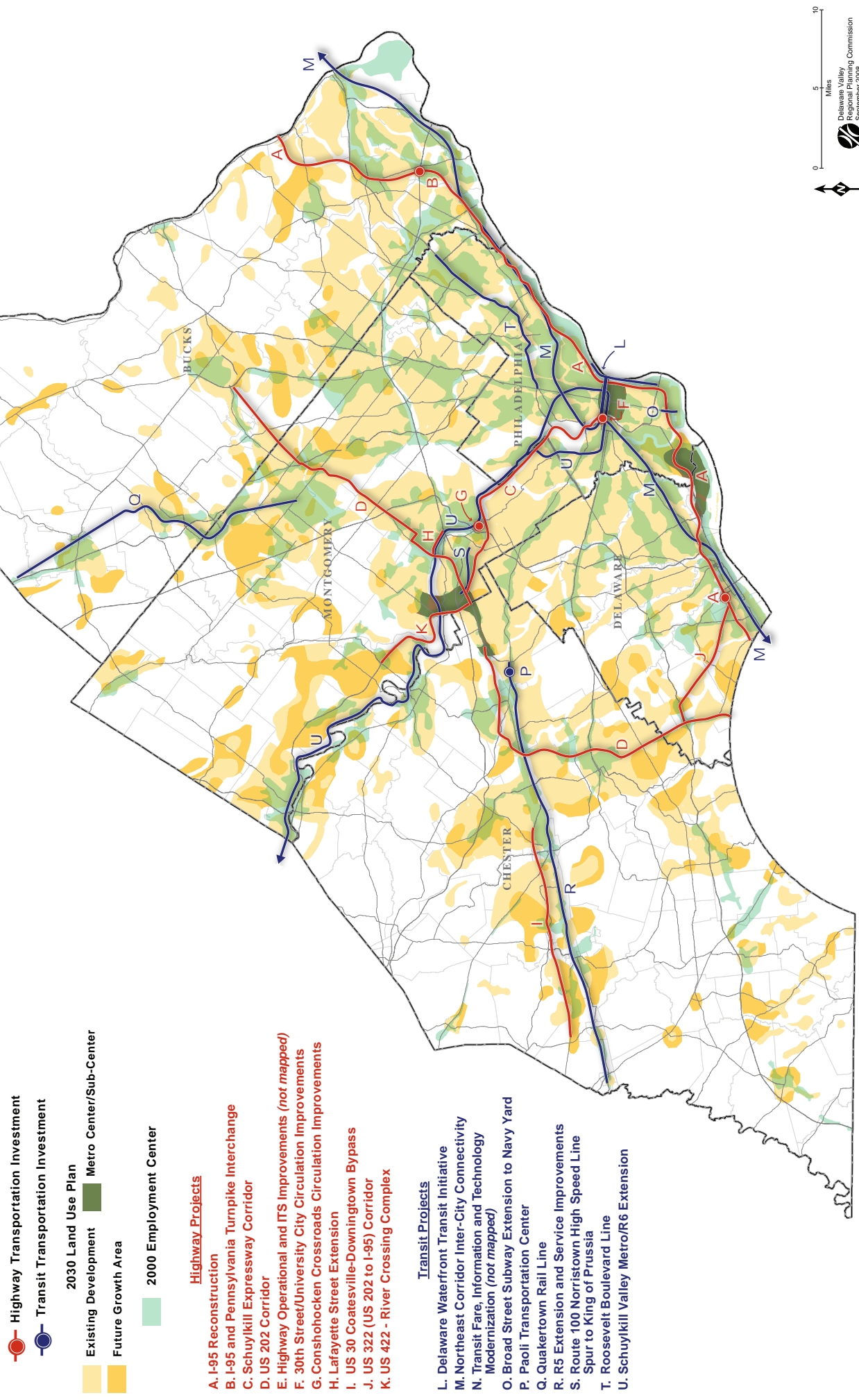
What are some common traits, if any, with the firms that you work with?

- What are the top three things that firms are looking for when selecting a new site or staying where they are?
- Do you work primarily with firms already located in your jurisdiction or with firms looking to relocate to your area?

What is the ratio of needs compared to available funding? In other words, how many firms that come to you, are you able to assist financially, and to what degree?

**Appendix F: LUTED Transportation Investments to Support
Coordinated Planning and Economic Development in
Southeastern Pennsylvania**

Figure 7: LUTED Transportation Investments to Support Coordinated Planning and Economic Development in Southeastern Pennsylvania



LUTED TRANSPORTATION INVESTMENTS TO SUPPORT COORDINATED PLANNING AND ECONOMIC DEVELOPMENT IN SOUTHEASTERN PENNSYLVANIA

At its September 25, 2008 meeting, the DVRPC Board accepted the *Integrating Land Use, Transportation, an Economic Development Planning (LUTED)* set of transportation investments described in this appendix to support coordinated planning and economic development in southeastern Pennsylvania and approved considering these investments in developing the transportation projects for inclusion in the *Connections 2035* long-range plan.

Highway Projects

- A. I-95 Reconstruction
- B. I-95 and Pennsylvania Turnpike Interchange
- C. Schuylkill Expressway Corridor
- D. US 202 Corridor
- E. Highway Operational and Intelligent Transportation System (ITS) Improvements
- F. 30th Street/University City Circulation Improvements
- G. Conshohocken Crossroads Circulation Improvements
- H. Lafayette Street Extension
- I. US 30 Coatesville-Downingtown Bypass
- J. US 322 (US 202 to I-95) Corridor
- K. US 422 - River Crossing Complex

Transit Projects

- L. Delaware Waterfront Transit Initiative
- M. Northeast Corridor Inter-City Connectivity
- N. Transit Fare, Information and Technology Modernization
- O. Broad Street Subway Extension to Navy Yard
- P. Paoli Transportation Center
- Q. Quakertown Rail Line
- R. R5 Extension and Service Improvements
- S. Route 100 Norristown High Speed Line Spur to King of Prussia
- T. Roosevelt Boulevard Line
- U. Schuylkill Valley Metro/R6 Extension

LUTED TRANSPORTATION INVESTMENTS TO SUPPORT COORDINATED PLANNING AND ECONOMIC DEVELOPMENT IN SOUTHEASTERN PENNSYLVANIA

HIGHWAY

A. I-95 Reconstruction

Interstate I-95 covers approximately 50 miles in the DVRPC region, traversing many municipalities in Delaware, Philadelphia, and Bucks counties. There is a need for a major reconstruction of the roadway that includes a series of repairs in the Philadelphia area to rebuild bridges, repair and resurface travel lanes, install Intelligent Transportation System (ITS) equipment, and upgrade several interchanges. These improvements will enhance traffic flow, reduce congestion, and extend the life of the roadway.

B. I-95 and Pennsylvania Turnpike Interchange

There is currently no interchange between I-95 and the Pennsylvania Turnpike. Drivers must utilize congested arterial roads to access the interstates. This project will provide a direct, high-speed connection between these two key highways and widen the Pennsylvania Turnpike from I-95 to the Delaware River.

C. Schuylkill Expressway Corridor

The Schuylkill Expressway is the primary highway corridor to Philadelphia from the western suburbs. Key highways that intersect or feed into the Schuylkill Expressway are the Pennsylvania Turnpike, US 202, US 422, I-476, US 1, and I-676. The Schuylkill Expressway carries over 180,000 vehicles a day and is chronically congested. For much of its length, the roadway travels through parkland and is physically constrained on a ridge between the Schuylkill River and a rail line. Targeted improvements include Intelligent Transportation System components, new or improved interchanges, and selected widening.

D. US 202 Corridor

In the DVRPC region, US 202 covers 61 miles, traversing 27 municipalities in Delaware, Chester, Montgomery, and Bucks counties. For planning, funding and implementation purposes, US 202 is divided into seven major sections (100 through 700). It serves as a major commuter route and is a vital link for business and industry and has evolved into an outer beltway for the region. Section 400 has recently been upgraded but other sections await planned improvements. Improvements are designed for the appropriate context of each section and include land use strategies, coordinated signal systems, and selected widening.

E. Highway Operational and Intelligent Transportation System (ITS) Improvements

The construction of new highway facilities in the Delaware Valley is limited by land use and financial considerations. Increased emphasis will be placed on making the existing highway network more efficient. Operational improvements, particularly ITS components, will become more integral for improving safety and reducing congestion. Specific elements include real-time information for drivers, advanced traffic signal synchronization, and improvements to emergency response.

F. 30th Street/University City Circulation Improvements

The area around Philadelphia's 30th Street Station bridges the burgeoning University City area to the west and Center City to the east and is a critical gateway to the region. Development and traffic congestion are increasing in the area and will continue in the future as the former US Post Office and Civic Center sites are developed. This area is a regional transportation hub served by several on and off ramps for the Schuylkill Expressway, numerous Schuylkill River crossings, one Amtrak and two Regional Rail stations, the Market-Frankford Subway-Elevated, four Subway-Surface lines and numerous bus routes. Multi-modal improvements are needed to improve traffic flow, the pedestrian and bicycling environment, and connectivity of the overall transportation system.

G. Conshohocken Crossroads Circulation Improvements

Due to its proximity to the Schuylkill Expressway and I-476, the area around Conshohocken has seen an enormous amount of commercial development over the past couple of decades. Unfortunately, the local street network, for the most part, remains unchanged from the days when Conshohocken was a sleepy mill town. Several improvements have been suggested, including widening of Matsonford Road and the Fayette Street Bridge; and a new Schuylkill River crossing in the area.

H. Lafayette Street Extension

This project will provide direct access between the Pennsylvania Turnpike and Norristown. Lafayette Street in Norristown will be extended from its current terminus at Ford Street and slip ramps will be constructed to provide a connection to the Pennsylvania Turnpike at a point near Conshohocken Road.

I. US 30 Coatesville-Downingtown Bypass

The Coatesville-Downingtown Bypass is an older freeway facility that does not meet current design standards and needs to be reconstructed in order to address safety and congestion problems. Components include reconstruction of several on and off ramps; reconstruction of shoulders and travel lanes; and construction of full interchanges at Airport Road and PA 113 to facilitate planned growth in the vicinity.

J. US 322 (US 202 to I-95) Corridor

This route provides a vital link between I-95 and US 202. The project will reconstruct and widen US 322 between US 202 and I-95 and will reconstruct the US 322 and I-95 interchange to improve safety by eliminating the ramp weave between US 322 and the Commodore Barry Bridge. A separate component will add additional ramps between US 322/Commodore Barry Bridge and central Chester.

K. US 422 - River Crossing Complex

The "River Crossing Complex," is a complex area of roadways, interchanges, intersections, and bridges in and around King of Prussia and the Valley Forge National Historic Park. This major commuting route is chronically congested. Various components of the overall project include reconstructing and widening US 422 to six lanes; constructing a second bridge to carry US 422 over the Schuylkill River; converting the PA 363 (Trooper Road) interchange from a partial to full interchange; reconfiguring the PA 23 interchange to improve traffic flow; and constructing a replacement bridge at the site of the former Old Betzwood Bridge to carry PA 363 (Trooper Road) over the Schuylkill River.

TRANSIT

L. Delaware Waterfront Transit Initiative

Major residential and commercial development activity has been occurring at a rapid pace along the Delaware River waterfront in Philadelphia. However, many serious impediments to mobility exist in this area, including lack of linkages to the primary grid network to the west of I-95 and increasing levels of congestion. Increased transit service can address many of these impediments and tie into existing routes in the area.

M. Northeast Corridor Inter-City Connectivity

Continued operational funding and capital investments are needed for both Amtrak service and the numerous regional commuter rail services that operate along the Boston to Washington corridor. These rail services provide quick point-to-point access along a heavily populated corridor, however, the aging infrastructure needs improvement due to decades of deferred maintenance. Additional service, such as a direct Amtrak connection to Philadelphia International Airport also warrants further investigation.

N. Transit Fare, Information and Technology Modernization

Modernization of select transit operations can make the region's multiple transit services easier to use and more attractive to ride. The region's transit operators have begun to investigate several operational improvements that simplify and modernize fare structures, and renovate and improve security at stations. Other improvements include universal fare cards that can be used on each of the region's transit systems and real-time information systems that alert riders when the next train or bus will arrive.

O. Broad Street Subway Extension to Navy Yard

This project would extend the Broad Street Subway from its current terminus at Pattison Avenue in the South Philadelphia Sports Complex into the Navy Yard. The Navy Yard covers an area roughly the size of Center City Philadelphia and is being actively redeveloped as a mixed use destination.

P. Paoli Transportation Center

The Paoli Transportation Center is the transportation hub in the new Paoli Community Master Plan. It will include a new Amtrak and SEPTA train station west of the existing Paoli train station, bus loading areas for the various SEPTA and private operator buses that serve the station, and additional commuter parking. This new facility will sit on the former Paoli rail yard. Part of the site will be used to reconfigure roads and to build new high-density commercial retail, office, and residential buildings.

Q. Quakertown Rail Line

The former Bethlehem branch is owned by SEPTA but has not operated passenger service since the early 1980s. Parts of the line are currently operated and/or maintained by CSX, Norfolk Southern, and short line railroads for freight movement. A study, currently underway, is assessing alternatives to re-establish service on this 18-mile segment between Lansdale and Shelly.

R. R5 Extension and Service Improvements

The R5 Regional Rail line runs from Center City Philadelphia to Thorndale and is SEPTA's most successful commuter rail line. Stations west of Paoli and Malvern are served by fewer trains than stations to the east. Riders from areas west of Thorndale must currently drive to Thorndale or other stations further east to access the R5. This project would extend service on the R5 to Coatesville, Parkesburg, and possibly Atglen. Infrastructure improvements such as a new switching facility, station improvements and operational improvements, such as increased service frequency, would also be addressed.

S. Route 100 Norristown High Speed Line Spur to King of Prussia

This approximately 3-mile spur of Route 100 in Upper Merion Township will provide a direct rail link to major employment centers in the vicinity of King of Prussia, including the malls. This new service will operate on a new alignment between the current Hughes Park station and the King of Prussia Mall.

T. Roosevelt Boulevard Line

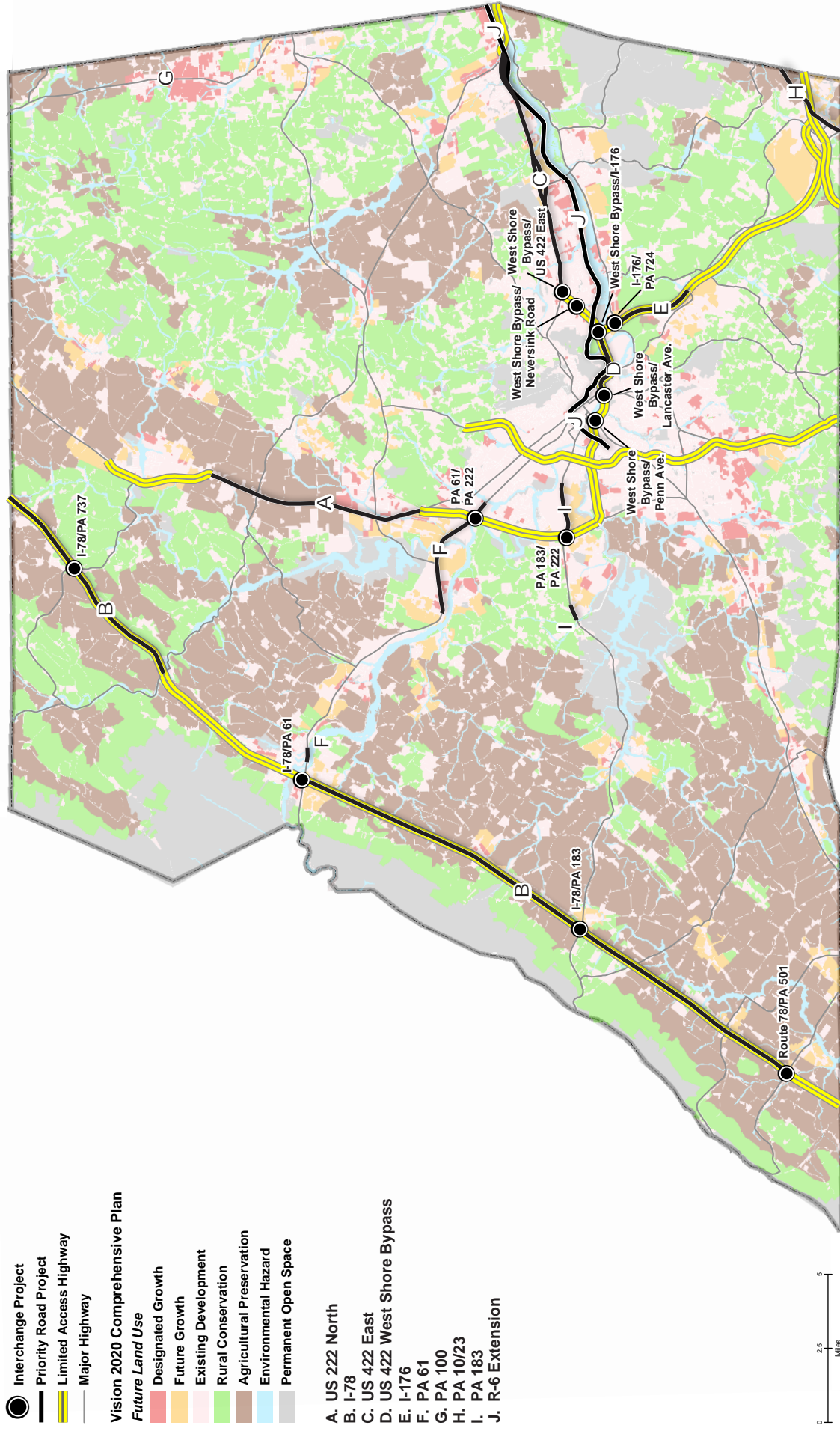
Various alternatives have been examined for improving mass transit service to Northeast Philadelphia via the Roosevelt Boulevard. Alternatives include an extension of the Broad Street Line along Roosevelt Boulevard and an extension of the Market Frankford Line to a transfer station on the Roosevelt Boulevard; an extension of the Broad Street Line along with the Roosevelt Expressway in an open cut. This would provide both a heavy-rail or "metro" transit line in the median of a four-lane expressway down the center of Roosevelt Boulevard; a light rail extension of the Broad Street Subway using vehicles that would run at street level along Roosevelt Boulevard but would also run in the Broad Street Subway next to the existing subway cars; an extension of the Broad Street Subway along the CSX freight tracks called the "New York Short Line" which branches from the R8 Fox Chase line and continues eventually to West Trenton; and an "express bus", either in mixed traffic with automobiles or in a busway.

U. Schuylkill Valley Metro/R6 Extension

The Schuylkill Valley Metro concept is in response to suburban growth and regional decentralization that significantly increased travel demand along the Schuylkill Valley corridor. This has resulted in highway congestion, poor air quality, suburban sprawl and the reduction of open space. Existing freight railroad rights-of-way offer the potential for a rail service extension through the corridor.

Appendix G: LUTED Transportation Investments to Support Economic Development in Berks County

Figure 8: LUTED Transportation Investments to Support Coordinated Planning and Economic Development in Berks County



LUTED Transportation Investments to Support Economic Development in Berks County

A. US 222 NORTH

US 222 is a principal arterial extending from the City of Lancaster through Berks County to Allentown. When combined with US 30 between Lancaster and York, this corridor links 4 major urban areas of Pennsylvania (York, Lancaster, Reading and Lehigh Valley) with I-78 (to the New York metro area) and I-83 (to the Baltimore/Washington metro areas). It serves as a major commuter route and is a vital link for business and industry. The vast majority of this corridor is constructed as an expressway, however two sections totaling approximately 12 miles in northeastern Berks County are only two lanes. Studies have been initiated to upgrade the first of these sections (Reading to Kutztown) but insufficient funding is currently available to close the remaining gap (Kutztown to I-78).

B. I-78

Interstate 78 extends 35 miles across northern Berks County. Many portions of this highway are in need of significant repair. A 7-mile section between Lenhartsville and the Lehigh County Line, including the SR 737 interchange, is scheduled for a complete reconstruction. The 18-mile section between SR 645 and SR 61 is in need of immediate pavement improvements and there are six interchanges that need to be brought up current design standards. The SR 501 interchange is of particular concern due to the proposed Berks County IDA industrial park development. The SR 61 interchange, partially improved in conjunction with the Cabela's retail project, requires further safety and capacity upgrades.

C. US 422 EAST

US 422 East is a 4-lane arterial highway extending 8 miles through Exeter and Amity Townships. These are two of the fastest growing townships in Berks County. This is the only non-expressway gap in the US 422 Corridor extending from Reading to King of Prussia. Proposed improvements range from widening and signal coordination up to expressway construction on a new alignment.

D. US 422 WEST SHORE BYPASS

The US 422 West Shore Bypass constitutes the oldest expressway sections in the County serving the Reading urban core. Immediate pavement improvements are required between Business 422 (Penn Ave.) and I-176. The main interchanges serving the City of Reading (Penn Ave. and Lancaster Ave.) require major upgrades to address both capacity and safety issues as do the I-176 and Neversink Road interchanges. The merge point between the West Shore Bypass and Us 422 East is currently proposed for a major upgrade related to an adjacent commercial development (Ironwood Properties).

E. I-176

Interstate 176 serves as a link between the Reading metro area and the PA Turnpike's Morgantown Exit (No.298). Improvements are currently programmed to both rehabilitate the pavement of one 4-mile section and the complete reconstruction of the northern 4-mile section including the interchange with SR 724, but not including the deficient interchange with US 422. Effective improvements to the I-176 / US 422 interchange would require the complete reconstruction of two significant bridges over the Schuylkill River.

F. PA 61

PA 61 is a four-lane arterial linking Reading to Interstate 78 at the Hamburg Interchange (No. 29). SR 61 continues north through a gap in the Blue Mountains further linking Reading and Schuylkill County, including Pottsville, and continues to Interstate 81 at the Frackville Interchange (No. 124) and beyond. Several proposed projects in Berks County include the expansion of a major intersection with Tuckerton Rd.; the reconstruction of the interchange with US 222; and safety improvements north of US 222. A new intersection with Grand Street in Hamburg Borough is being considered as part of a redevelopment area project. Additionally, the SR 61/I-78 interchange, partially improved in conjunction with the Cabela's retail project, requires further safety and capacity upgrades.

G. PA 100

PA 100 is an arterial linking the Lehigh Valley with the Exton/Downingtown area. There are approximately 12 miles of PA 100 in extreme eastern Berks County, 11 miles of which are two-lane arterial. This part of eastern Berks County is a rapidly growing rural area with a mixture of residential and commercial development. Safety and capacity improvements are needed along the majority of the Berks County section. RATS has received several requests for corridor studies to determine the extent of necessary improvements, but has not had the available funds to proceed.

H. PA 10/23

This corridor in extreme southern Berks County carries two numbered State Routes (PA 10 and PA 23). PA 23 links Lancaster City and eastern Lancaster County with the Valley Forge area, while PA 10 links Reading and southern Berks County with southern Chester County. This two-lane arterial bisects the village of Morgantown, an older established area of mixed commercial and residential uses.

Approximately 1 mile north on PA 10 is the Morgantown Interchange (No. 298) of the PA Turnpike, and also the proposed Bryn Eyre P.U.D. Bryn Eyre is proposed to be built as a classic village, with over 12,000 mixed residential units, retail, commercial, and office space, schools, parks, and other amenities.

Existing development on PA 10/23 prevents any large-scale capacity adding projects. RATS has submitted a corridor study application under PennDOT's Congested Corridor Improvement Program. We are awaiting the results of statewide submissions.

I. PA 183

PA 183 is a mostly two-lane arterial connecting Reading with Interstate 78 at the Strausstown Interchange (No. 19), and across the Blue Mountain to Schuylkill Haven in Schuylkill County. Studies have been initiated to redesign the interchange with US 222 near the newly-opened St. Joseph Hospital and Medical Center. Development of the PA 183 corridor for research and development is planned by the Berks County I.D.A. between the Reading City line and US 222. Safety improvements are proposed for the intersection at Plum Creek Rd. (SR 4030), and minor safety & widening improvements are being considered along the corridor.

J. R-6 Extension

The R-6 Extension concept is in response to suburban growth and regional decentralization that significantly increased travel demand along the Schuylkill Valley corridor. This has resulted in highway congestion, poor air quality, suburban sprawl and the reduction of open space. Existing freight railroad rights-of-way offer the potential for rail service extension through the corridor.

RESOLUTION

A Resolution of the Reading Area Transportation Study Coordinating Committee, the Metropolitan Planning Organization for the County of Berks, adopting Appendix G (as amended): *Transportation Investments to Support Economic Development in Berks County* as included in the Delaware Valley Regional Planning Commission's Draft *Integrating Land Use Transportation and Economic Development Planning* dated August 2008.

WHEREAS, the Delaware Valley Regional Planning Commission has prepared the Draft *Integrating Land Use Transportation and Economic Development Planning* as an important step in coordinating land use and transportation planning with economic development activities; and

WHEREAS, at the direction of the Governor's office, Berks County was included into the draft report; and

WHEREAS, the *Integrating Land Use Transportation and Economic Development Planning* includes a list of projects located within the study area that promote enhanced coordination and consistency between goals and policies of regional land use and transportation plans and economic development strategies and improved communication among economic development and planning agency staffs in the study area; and

WHEREAS, the Delaware Valley Regional Planning Commission coordinated with planning and economic development officials from Berks County in preparing this plan; and

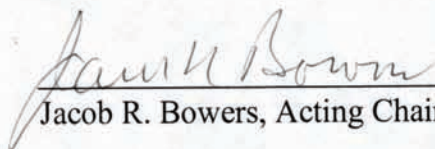
WHEREAS, Appendix G in the *Integrating Land Use Transportation and Economic Development Planning* outlines specific project listings of Transportation Investments to Support Economic Development in Berks County; and

WHEREAS, after reviewing this listing, the Reading Area Transportation Study Coordinating Committee recommends an amendment to include the addition of the R-6 Extension project to this listing.


NOW, THEREFORE BE IT HEREBY RESOLVED that the Reading Area Transportation Study Coordinating Committee being the Metropolitan Planning Organization for the County of Berks adopts Appendix G, as amended, (attached) of the *Integrating Land Use Transportation and Economic Development Planning* as it applies to the County of Berks.

ADOPTED THIS 18TH DAY OF SEPTEMBER 2008

READING AREA TRANSPORTATION STUDY COORDINATING COMMITTEE



Jacob R. Bowers, Acting Chairman

Attest:


Alan D. Piper, Secretary

**Appendix H: October 2007 LUTED Mini-Conference
Summary Report**

October 2007 LUTED Mini-Conference Summary Report⁷

In early October of 2007 the ten regional agencies involved with formulating Land Use, Transportation, & Economic Development (LUTED) plans (on behalf of the Commonwealth) met in Altoona to discuss challenges that have been experienced thus far with the projects. The regional agencies involved consisted of the following: Delaware Valley Regional Planning Commission (DVRPC), Lehigh Valley Planning Commission (LVPC), Northeast Pennsylvania Alliance (NEPA), North Central PA Regional Planning and Development Commission, Northern Tier Regional Planning and Development Commission (NTRPDC), Northwest PA Regional Planning and Development Commission, SEDA-Council of Governments (SEDA-COG), Southern Alleghenies Planning and Development Commission (SPDC), Commissioners Caucus of Southcentral PA, and Southwestern Pennsylvania Commission (SPC). Each regional agency was represented by an average of two staff members and the following state agencies sent representatives: the Governor's Policy Office, the Department of Community and Economic Development (DCED), Department of Transportation (PennDOT), Department of Environmental Protection (DEP), Department of Conservation and Natural Resources (DCNR), and the Department of Agriculture (PDA).

The following report is an executive summary of the sessions that took place during the October 4, 2007 mini-conference.

Background

All of the regional agencies, with the exception of the Commissioners Caucus of Southcentral PA, are currently engaged in the LUTED Regional Strategic Action Plan process. They vary in degree of completion, with SPC having completed their process and final document as of June 2007. Each regional agency had the opportunity to provide a short presentation on the status of their regional plan process. A brief documentation of the comments given is attached as a spreadsheet at the end of this summary report.

In general, the nine regional agencies that are underway with the LUTED regional plans have done a good job with the consensus-building process to develop the support necessary for prioritizing projects within the regions. Staff from the regional agencies, however, have stressed concern with the implementation of these plans. They have invested a substantial amount of time and energy to gain support for the development of the LUTED plans and the prioritization of regionally significant projects and want to be assured that state funding programs are going to utilize these plans when reviewing grant applications and allocating funds. In addition, there was some concern that elected officials will try to circumvent the process by advancing projects through political channels if their projects do not reach a high priority rating in the regional plan.

A response to these concerns was provided during the State Agency Panel Discussion later that afternoon.

Forces and factors that have helped promote regional planning

The conference facilitator asked the regional agencies to identify positive elements of the planning process or factors which were helping to promote regional planning within their regions. The following responses were documented:

- *Fully Engaged Partners* - In regions where significant public participation and outreach occurred, there was a sense of energy and a sense that political constituents were behind the plan.
- *State Support* - The fact that the LUTED plans had multiple State agency support was encouraging to regional constituents

⁷ Summary Report of The October 2007 Land Use, Transportation, and Economic Development (LUTED) Mini-Conference, October 4, 2007, Altoona, PA. Provided by Kim Wheeler, DCED.

- *Regional Authority* – Where there was a perception that there was regional authority within the agencies, response from the regions was more positive. Promoting regional planning was easier when there was a sense of influence.
- *Diversity of Funding* - When discussions led to an understanding of multi-agency funding for projects that are identified as regional priorities and collaborative, regional stakeholders were more responsive and engaged in the process because it became clearer how projects will receive preferential funding if listed as a regional priority.
- *Sense of Place* - People’s definition of place is becoming more regional and they understand that the impact that their lives have on the community(ies) is more regional in nature as well. When local elected officials grasp this concept, they are more apt to work with their neighbors, engage in regional public policy-making, and trust and support regionalization.
- *Technological Resources* - Communities that have broadband and internet capacities seem to be more progressive-minded. Businesses in these communities have adopted the Internet as one of their major marketing tools and this has expanded people’s views of the marketplace, particularly in rural areas that historically have not been attractive to certain types of businesses.
- *Magnitude of Challenges* - When controversies over land and/or development occur, this often prompts communities to become more actively engaged in the planning of their future. Seeing bad examples of development can sometimes spur a more proactive approach to planning in neighboring communities.
- *Resourceful Engagement* - When regional agencies are aware of and able to participate in the development of the regionally significant projects, a synergy develops between the stakeholders that gains trust, confidence, and support at a higher level. The regional agencies should be viewed as a liaison between the local governments and businesses and the State agencies as well as an important convener of local and county governments for regional planning.

Forces and factors that have hindered the process

The conference facilitator asked the regional agencies to identify elements of the planning process or factors that have been a hindrance to working through the regional strategic action plan process within their regions.

The regional agencies expressed apprehension of the LUTED process because they feared that there would be no “teeth” in the plans being created. There was a strong sense that in order to validate the process, the state agencies needed to look to the LUTED plans as a filter in project funding selection. The regional agencies recognized the challenges that this presents, but as long as there are ways to circumvent the principles and guidelines within the plans, many felt that they will not be taken seriously.

Another concern was that current State incentives may not align with objectives within the LUTED plans. Examples cited included parts of the economic stimulus package that supported large green field development and other grants and low interest loans for infrastructure that promote sprawl. Again, it was pointed out in these instances, the Commonwealth’s programs were not consistent with many of the objectives and action steps within the various LUTED plans.

It was also pointed out that within the Municipalities Planning Code (MPC) there is no authority given to regional agencies to prepare regional plans. There has been some skepticism within the regions about the chosen agencies preparing these plans, which have historically not been done before. The question was raised whether or not it is necessary to consider making regional planning an endorsed activity of the regional agencies. Some regional agencies feel more comfortable than others with completing this plan; some have retained consultants and some are using in-house staff. In addition, it was noted that county and municipal plans should be consistent with the regional plans if they are going to be relevant and useful.

There was recognition that not all regions had a consistent baseline of data and statistics related to land use, transportation and economic development issues. There was a feeling that there should have been a foundation of information provided or expected to be prepared to be able to successfully address the issues coming up through the planning process. Again, some regional agencies were able to access baseline information through GIS and other databases, and others did not start with this benchmarking.

A final concern was the future of the LUTED projects. There were many questions posed related to where the future of the LUTED process is going, what specifically the State agencies are looking for in terms of deliverables, and will there be a streamlining of processes based on the outcomes of these regional plans? The state agency representatives assured the regional groups that they wanted to “institutionalize” the process. They felt that the LUTED plans were the perfect jumping off point for inter-agency project coordination and development. It was noted that this is a work in progress and that the implementation of regional planning is new in Pennsylvania. It will take time, patience, trust and a lot of coordination to develop this process and figure out how best to move forward with this initiative.

Response by State Agency Representatives to Regional Plans

After lunch, representatives from five State agencies (DCED, PennDOT, DEP, DCNR, and PDA) engaged in a panel discussion to address the questions and concerns expressed by regional agency staff in the earlier sessions and to convey State agency perspectives on moving forward with regional planning in PA. The following is a brief synopsis of the comments made by each panelist.

Fred Reddig, Executive Director, Governor’s Center for Local Government Services, Department of Community and Economic Development

- There isn’t a separate pool of money that is being established for projects coming out of this process. The projects being advanced through this process will fit within the confines of the resources that the state has currently.
- The state is trying to develop a process where the state is not making decisions on what local priorities are.
- Through the planning process, the state does not necessarily see the development districts or others as being project implementers in every instance.
- The state is looking at a process that will result the strategic investment of resources and an ongoing sustainable process.

Branding of the process is an excellent step and helps with its institutionalization. By branding the Action Plans it creates identification for it within the region and helps with outreach and public education. Branding of the process is something all regions should consider in some form.

In closing, Mr. Reddig stated that DCED is changing the way they do business. They don’t necessarily have all the answers yet and are looking at a collaborative process between the state agencies and regions that will provide a consensus prioritization of projects within each region. DCED wants to maintain a strong communication with the regions. State agency regional staff serve as resources to each regional effort and provide input and guidance throughout the process.

Jacqueline Parker, Executive Director, Community Action Team, Community Affairs & Development

The Community Action Team serves as a liaison between the state and the community.

The Community Action Team was formed to identify, assist, and assemble projects across the Commonwealth. The Community Action Team has an interagency group that meets on a regular basis and communicates on applications and the whole process of focusing and targeting on a certain area.

Jim Ritzman, Deputy Secretary for Planning, PennDOT

- PennDOT is putting their dollars together in collaboration with the MPOs and RPOs and don’t want to invest heavily in a corridor that causes a bigger problem than it was when it started.

- The theme of regionalization is good. There are 11 districts in PennDOT, 23 MPOs and RPOs that currently work on regional transportation issues.
- PennDOT works collaboratively with its planning partners to define the best use of its resources.
- The challenge of communication is faced daily.

Barbara Sexton, Special Deputy Secretary, Pennsylvania Department of Environmental Protection

- DEP invests in projects through grants and financial assistance packages and also issues permits for many projects. Applicants are encouraged to work with regional staff and local government liaisons in the regional offices to complete plans and make decisions, and help with financial assistance packages.

As plans are completed and local decisions are made and you try to balance the need for economic development projects with that of conserving certain areas in your regions, it is important to follow through with the planning process and put those planning decisions in your local comprehensive plans, local ordinances, county plans – they all need to somehow jive.

- When it comes to permitting decisions, permit applicants are to check with the local municipalities and attach a letter of support. A question asked on the application: is this permit activity for which you are applying for a DEP permit consistent with the local plans and local ordinances? If there are conflicts, DEP has [the] some limited authority to deny permits. It is not unusual for DEP to condition a permit due to conflicts between the county and the developer or the local municipality and developer. It does occur. It is also related to areas of conservation and development.

DEP needs to know the decisions made at a local level so that they can rank and issue grants. It is important to follow through once you come up with regional visions and complete the planning process by amending your ordinances.

Cindy Dunn, Director, Bureau of Recreation and Conservation, PA Department of Conservation and Natural Resources (DCNR)

- The green layer to base regional planning and to work with MPOs and LDDs.
- Offers a lot of services and tools to use – greenways and open space plans.
- Is currently launching a new program titled *Conservation Landscape Initiatives*.
- Is seeing people making location decisions based on internet access, telecommunications, and quality of life. A lot of what DCNR has to offer can help with the quality of life issues such as recreation and scenic landscapes.
- Takes the investment criteria seriously.
- Does not have the expertise in community development as DCED has or the planning expertise across the board that DCED offers or the environmental expertise that DEP offers. DCNR is currently working on partnerships to bring their intelligence to the table for their grant making decisions.
- Has a lot to offer in areas of recreation and conservation that could help define regional projects.

Robert Davidson, Special Assistant to the Secretary, Pennsylvania Department of Agriculture

From the Department of Agriculture's standpoint, Governor Rendell recognized the importance of agriculture as an economic entity and engine for the Commonwealth. The Department is sitting at the big table now and get to sit with the adults in regards to some of these issues. For so long agriculture has been put to the side.

One of the things that has happened in Pennsylvania is that a disconnect has grown in people's minds between what agriculture used to be known as and what modern agriculture is today. This misunderstanding and misperception has evolved because of significant political will to downplay the recognition that agricultural operations have become a much more intense use of land than of times past.

Agriculture is one of the top drivers of Pennsylvania's economy. Unfortunately, agricultural use is often seen as an interim use until a more (perceived) productive use can be found for the land. When you have a discussion about economic development, how often do you talk about agriculture and its relevance to economic development in your regions? PennDOT has been fantastic with their transportation project process, realizing that agriculture is very important and that transportation projects have a significant impact on the land.

- Agriculture is economic development in Pennsylvania.
- Agriculture in the 21st century is not that from the 19th century. Educate yourselves and don't just listen to what folks are telling you in regards to modern agricultural practices. Find out and know what they are and know how your plans can proactively promote and support modern agriculture.

Questions & Answers:

Q: A question was asked to Barbara Sexton of DEP: You look at conflicts between projects and municipal plans. Do you also look at conflicts between projects and county or regional plans?

A: Yes, there is a question of the applicants -- are they consistent with those plans if they exist.

Q: Has funding been denied for inconsistency?

A: Have denied permits in a few cases where there have been inconsistencies with a municipal plan, a municipal ordinance, a county plan and/or a county ordinance.

Q: What is the expectation of the Regional Action Plans? Do you want a list of prioritized projects? Do you want to make sure that projects that are funneling through the system are consistent with the plan? What is the bottom line on this?

A: From DCED's perspective, looking for projects that are consistent with the Keystone Principles that represent consensus from the region and that have been prioritized. Projects that will have a significant impact and might involve one funding source or more. Looking at projects that have emanated through the process that represent priorities within the particular region that will have major impact so the investment of state dollars will have a significant return on investment.

PennDOT is interested in seeing the process that you have worked through result in good projects. There are tons of projects on the books that PennDOT is struggling with how to fund them now so there is the benefit of prioritization.

From DEP's perspective if it is a project proposed that is a brownfield, then the brownfield action team will assist with the permit to expedite it in half the time.

Since the regional plans are going to consist of regional projects – some of the larger scaled projects, maybe it is more important to put the requirement to the regional folks from the state agencies to validate those projects with the plans. As the applications come in, the local folks at DCNR and DCED will validate them.

Q: How will projects that aren't on the list be treated differently from projects that are on the list?

A: The Commonwealth does not desire to create a new or additional bureaucratic layer of project review and approval. Regional action plans can creatively identify regional priorities without subjecting individual project applications or decisions to extra processes and time delays.

Projects or investments not identified as regional priorities will not be penalized. The Commonwealth desires to be open to and give due consideration to all project proposals as traditionally done. Where regional impact from investment decisions is desired, state agencies will turn to the regional action plans for guidance of which projects and investments rise to such priority.

Moving Forward

The facilitator examined the feedback provided by the regional agencies earlier in the morning, and asked small groups to work on action steps to deal with overarching issues that had been identified. At the end of the day, the following ideas were generated by state and regional agency representatives:

Communication – There was a feeling that many times state agencies engage in project development on the local level without seeking input or assistance from regional planning and development agencies. In particular, it was noted that better communication is needed between the Community Action Team (CAT) and the regional agencies. With a more streamlined two-way communication process, both state and regional agencies can bring a greater benefit to projects of regional significance and value. One solution included a system of information sharing; one such idea was the establishment of a website that would track active projects (both regional and state agency).

- Establish a website (password protected) that lists active projects. This includes state agencies, MPOs, LDDs, other regional organizations.
- Agencies list and provide information on their projects.
- Regional agencies list and provide information on projects they are involved or knowledgeable about.
- Project synchronization – how projects tie together is another opportunity to explore.

Education/Outreach – The need to educate and involve elected and municipal officials in strategic regional planning was a recurring theme throughout the day. It was also noted that more outreach to county planning agencies was needed to develop a stronger working relationship between the state, regional, and local governments. It was suggested that the Commonwealth work with major membership organizations (PSATS, PSAB, PLCM, CCAP) on educational programs that promote the LUTED process and strategic elements of regional planning. Other suggestions included:

- Convene regional multi-county events to establish ongoing dialogue on regional planning. Regional agencies to take active role in existing county commissioner meetings, membership organization conferences and township supervisor meetings and state training.
- Establish active dialogue among regional, county, and local governments and organizations and involve State agencies to show support of programs and projects.
- Develop communication program with communities and general public to identify champions who can assist the region with developing regional solutions to community betterment. Involve the media to develop strategy.

Align State Goals with Funding – There was perception among the group that state agency funding allocations do not always align with the Governor's and the state agency identified goals. There was concern that goal-setting criteria such as the Keystone Principles were not being respected in some cases with respect to large impact projects, in particular. Therefore, it was recommended that a study of 'how state agency spending occurs' be conducted by an independent entity(ies) (i.e. PA Economy League) in order to evaluate whether these perceptions are in fact true. Recommendations for refinement and change should be an outcome of this study.

Appendix I: LUTED Advisory Committee Participants

LUTED Advisory Committee Participants⁸

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Abstract:

The overall goal of this project is to foster communication, coordination and consistency between the goals and policies of the regional land use and transportation plans and economic development strategies among economic development and planning agency staff in southeastern Pennsylvania and southern New Jersey (Bucks, Chester, Delaware, Montgomery, Philadelphia, Berks, Mercer, Camden, Burlington and Gloucester counties).

The counties and municipalities of southeastern Pennsylvania and southern New Jersey have prepared comprehensive plans and adopted zoning ordinances to guide land use and development in their communities, including the need for expanded or improved sewer and water facilities and multi-modal transportation projects and services. Countywide economic development plans and action strategies have also been developed by various agencies, reflecting goals and policies to attract jobs and generate tax base growth, building upon current educational levels, worker skills and physical assets. A key context for this study is the requirement in the 2005 federal surface transportation act (SAFETEA-LU) calling for strengthened linkages between metropolitan planning organization land use and transportation plans and local economic development planning. The study includes an assessment of the context, participants and essential information for economic development decision-making in the region. It informs planners about the organizations and structural relationships in place in the region where economic development planning occurs, and where that planning already interfaces with land use and transportation planning activities and programs. It also provides information about the economic development professionals in the region and their land use and transportation priorities. These priorities have been incorporated into a set of key transportation investments for southeastern Pennsylvania (including Berks County) that would help the region be a competitive player in the national and global marketplace in coming years.

A key approach to help guide this assessment and the overall study was the establishment of a Land Use, Transportation and Economic Development (LUTED) data analysis, information-sharing and policy coordination forum and process. A process that supports a more integrated decision-making and information-sharing approach could serve as a coordinated planning template for pertinent state and local agencies in response to proposed economic development projects. LUTED will be an ongoing, outcome-based effort in aligning DVPRC's planning and implementation activities and it will guide the region's investment strategy to achieve the vision and goals set forth by *Destination 2030* and the pending *Connections: The Regional Plan for a Sustainable Future 2035* planning process.

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