

Action Plan

Resulting from the 2003 Conference
on Transportation and Land Use
for Economic Development



February 2004

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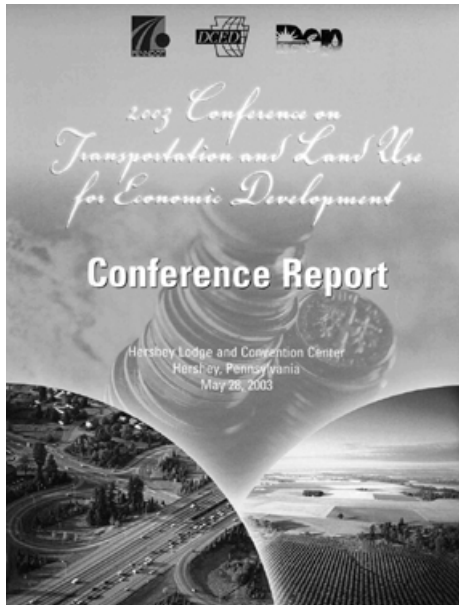
Executive Summary

In May 2003, the secretaries of four agencies [Pennsylvania Department of Transportation (PENNDOT), Department of Environmental Protection (DEP), Department of Conservation and Natural Resources (DCNR) and Department of Community and Economic Development (DCED)] hosted a Conference on Transportation and Land Use for Economic Development. Invited participants included economic development professionals, state agency representatives, planners, and municipal officials, as well as business, civic, and community organization leaders. Over 230 participants spent the day evaluating where Pennsylvania currently stands on integrating land use, economic development, transportation and conservation policies and actions, and then providing input and direction for the Commonwealth to achieve commonly desired development and conservation goals. Staffs from the four sponsoring agencies, the Department of Agriculture and the Governor's Policy Office have developed this action plan through careful analysis of the recommendations made by the conference participants.

The Action Plan is organized around five major themes with strategic objectives and associated tasks.

- Agency Coordination
- Planning, Program and Project Delivery
- Investment/Leverage
- Intergovernmental Partnerships
- Education

Each task has been assigned to be a lead agency which will coordinate the activities needed to accomplish that task. In addition, target implementation dates and performance measures are provided. These dates and measures are preliminary, but they represent the best estimate as to when these activities will begin or have begun and how state agencies will measure their success. These will be modified as needed based on input from state and regional agencies, county and local governments, and civic leaders. Such input will be key to the success of this action plan. This plan represents a major step towards more coordinated state policies, programs and actions. It is intended to generate support for and participation in these programs that are critical to the future of our Commonwealth's economy and overall quality of life. Commonwealth agencies will continue to seek input on this plan through established coordination and collaboration processes.



Background

In May 2003, the secretaries of four agencies [Pennsylvania Department of Transportation (PENNDOT), Department of Environmental Protection (DEP), Department of Conservation and Natural Resources (DCNR) and Department of Community and Economic Development (DCED)] hosted a Conference on Transportation and Land Use for Economic Development. Invited participants included economic development professionals, state agency representatives, planners, and municipal officials, as well as business, civic, and community organization leaders. Over 230 participants spent the day evaluating where Pennsylvania currently stands on integrating land use, economic development, transportation and conservation policies and actions, and then providing input and direction for the Commonwealth to achieve commonly desired development and conservation goals. Staffs from the four sponsoring agencies, the Department of Agriculture and the Governor's Policy Office have developed this action plan through careful analysis of the recommendations made by the conference participants.

Simultaneously, over the summer of 2003, the Governor's Policy Office (GPO) and DCED's Center for Local Government Services (Center) reconvened the Interagency Land Use Team, which has been considering how state agency policies, programs and actions could be better coordinated to develop and carry out Governor Rendell's Plan for a New Pennsylvania and his economic development, community revitalization, and conservation goals. The Interagency Team has developed a mission statement, goals for sustainable development and implementation activities and processes for coordinating Commonwealth agency actions to achieve those goals.

In the belief that the development and conservation goals approved by the Interagency Team reflect many of the recommendations expressed by participants at the conference, the five agencies have adopted them as the framework for the Action Plan that follows. Implementation of the Action Plan will require specific actions on the part of each of the sponsoring agencies, as well as by the Interagency Team and the many agencies participating on the Interagency Team.

In developing the Action Plan, the five agencies have sifted through more than 150 recommendations made by conference participants and then:

- ❖ Used Governor Rendell's economic plan as a guide to organize the recommendations;
- ❖ Determined which conference recommendations have been implemented to some degree already, and whether the remaining recommendations can be implemented in a short term or long term timeframe;
- ❖ Combined similar conference recommendations;
- ❖ Added relevant initiatives that are currently being implemented;
- ❖ Created strategic objectives and associated tasks to reflect the conference recommendations;
- ❖ Identified a responsible lead agency, timeframe and measures for implementation of tasks.

The Action Plan

This Action Plan is the first step of a process to coordinate Commonwealth agencies that share in responsibility for creating opportunities for and implementing community/economic development projects that enhance the overall quality of life for the Commonwealth's citizens. This Action Plan is intended to be a living, evolving document that will be enhanced through input from state agencies, municipalities, businesses, civic and community organizations and interested citizens. Some tasks call for the development of general policies, and as they are completed over time they will be replaced with additional tasks that implement those policies. The five agencies sponsoring this plan will be responsible for soliciting and coordinating additional input, and will meet regularly to review progress and to modify the plan as necessary to respond to new developments.

The Land Use Conference participants' recommendations are the foundation for this action plan. At the conference, several people proposed holding regional conferences as a follow-up. Regional conferences could benefit the Commonwealth in several ways. They can bring together government, business and community organization leaders to develop relationships for improving communication and facilitating better land use planning and implementation. Such conferences will be held to give the Commonwealth an opportunity to get input from local leaders on these issues and discuss implementation of the Action Plan for transportation, land use and economic development activities.

ACTION PLAN MISSION STATEMENT

To foster sustainable economic development and improve the quality of life in Pennsylvania's diverse urban, suburban and rural communities through the adoption and coordination of Commonwealth agency policies, programs, and actions that:

- ❖ Increase economic prosperity,
- ❖ Promote orderly and fiscally responsible development,
- ❖ Respect the environment, and
- ❖ Conserve natural, historic, rural, and recreational resources.

Planning, funding and permitting of community/economic development, transportation, water and sewer and other infrastructure at the state level should support these goals.



As proposed by the Interagency Land Use Team, the primary development and conservation goals that define sustainable development for the Commonwealth are to:

- ❖ Retain and attract a young, diverse, educated workforce by the quality of economic opportunity and the quality of life offered in Pennsylvania's varied communities.
- ❖ Revitalize Pennsylvania's many cities and towns through incentives for public and private investments in economic development, infrastructure, housing, environmental protection, natural and historic resources, and recreational enrichment.
- ❖ Reuse "brownfield" and previously developed sites in urban and rural communities for economic activity that creates jobs as well as housing, mixed use development, and recreational assets.
- ❖ Promote new infill development in and around cities, boroughs, and villages, using and improving existing infrastructure, and fostering well-designed, walkable, bikeable communities that offer healthy life style opportunities for Pennsylvania residents.
- ❖ Direct public investments toward meaningful projects, designed in scale and scope to have lasting positive impacts on local economies and quality of life.
- ❖ Grow our rural economy and conserve rural lands for agriculture, extractive industries, timbering, recreation and tourism, as well as for our tradition of rural living.
- ❖ Plan for and promote the present and future economic viability of agriculture, and permanently preserve productive agricultural land through conservation easement programs.
- ❖ Conserve the Commonwealth's watersheds and natural resource areas for ecological health and wildlife habitat.
- ❖ Maintain and improve recreational infrastructure throughout the Commonwealth, including state parks, forests, greenways, fishing and boating areas, and game lands offering recreational opportunities for Pennsylvanians and tourists.
- ❖ Preserve Pennsylvania's exceptional heritage – its archaeological and historic sites, buildings, and communities for our citizens, tourists, and future generations.
- ❖ Reduce sprawl and conserve fiscal resources.



Sound Land Use Planning and Implementation

Many of the conference participants' recommendations focused on the importance of state policies, investments, and actions that:

- ❖ Incentivize and reward sound comprehensive land use planning and implementation at the regional, county, and local levels, particularly multi-municipal planning and implementation as now authorized under the 2000 amendments to the Municipalities Planning Code (MPC), and
- ❖ Are consistent with such county and local comprehensive plans and implementing ordinances or multi-municipal plans and implementing ordinances.

The sponsoring agencies recognize that sound land use plans developed with participation of business and community interests, and reinforced by consistent state policies and actions are the primary means to achieve the development and conservation goals set forth above. Under the MPC, land use planning and regulation are delegated to the Commonwealth's 67 counties and 2,566 local governments. The MPC directs that such planning encompass economic development planning for commercial and industrial development, jobs, an adequate tax base, and infrastructure, as well as planning for housing, utilities, community facilities and protection of prime agricultural lands, and natural and historic resources. Successful economic development depends upon adequate strategic planning for such development – where and how it will be located, what kind of jobs it will produce, and what impacts it will have on the affected communities.

The MPC is the only place in Pennsylvania law where integration of these goals and objectives is brought together. Under the MPC, responsibility for accomplishing that integration by accommodating growth and conserving resources is given to county and local governments. A major objective of this action plan is to promote and support the development of sound land use plans by county and local governments that will serve as guides for sustainable development to be implemented at all levels of government.



The following five implementation themes will provide the framework to achieve the Commonwealth's development and conservation goals.

- 1 Agency Coordination:** Improve coordination of Commonwealth agencies' policies, funding and actions relating to economic development, transportation, conservation and land use.
- 2 Planning, Program and Project Delivery:** Improve the efficiency and effectiveness of transportation and comprehensive planning, programs, project development, review and approval by Commonwealth agencies.
- 3 Investment/Leverage:** Provide counties and local governments with funding and incentives to achieve mutual economic development, transportation, conservation and land use goals.
- 4 Intergovernmental Partnerships:** Strengthen collaborative processes between and among counties, local governments, state agencies and private sector organizations in order to achieve a more coordinated approach to economic development, transportation, conservation and land use at all levels of government, more efficient municipal service delivery and maximum use of available resources.
- 5 Education:** Provide comprehensive educational and technical assistance programs to various audiences in order to further the Commonwealth's development and conservation goals.



Frequently used acronymns:



- Denotes new actions resulting from conference recommendations.

AG - Department of Agriculture

DCED - Department of Community and Economic Development

DCNR - Department of Conservation and Natural Resources

DEP - Department of Environmental Protection

DOT - Department of Transportation

FFY - Federal Fiscal Year

GAT - Governor's Action Team

GCLGS - Governor's Center for Local Government Services

GPO - Governor's Policy Office

OHCR - Governor's Office of Housing and Community Revitalization

PENNVEST - Pennsylvania Infrastructure Investment Authority

SFY - State Fiscal Year

The following strategic objectives and tasks are in response to the recommendations made at the 2003 Conference on Transportation and Land Use for Economic Development.


Agency Coordination

- 1** Improve coordination of Commonwealth Agencies' policies, funding and actions relating to economic development, transportation, conservation and land use.

Strategic Objective 1.1

The Governor's Office issues direction to Commonwealth agencies that requires coordination of policies relating to economic development, transportation, conservation and land use.

Tasks:

-  1. Develop a new executive order, replacing Executive Order 1999-1, to restructure the Interagency Land Use Team. The new Executive Order should contain direction and objectives for Commonwealth agencies to integrate and coordinate their policies, programs, and actions to achieve the Governor's goals for sustainable economic development.

Lead Agency: *GPO*

Responsible Entities: *GPO/ Interagency Team in coordination with the Economic Development Cabinet and the OHCR*

Target Implementation Date: *March 2004*

Candidate Performance Measure: *Issuance of Executive Order*

- 💡 2. Review, modify, and implement state agency policies and programs affecting economic development, transportation, conservation, and land use to meet the objectives of the new Executive Order on sustainable development.

Lead Agency: *GPO*

Responsible Entities: *All affected agencies*

Target Implementation Date: *For review: June 2004*

Action strategy for changes: *September 2004*

Candidate Performance Measure: *Updated policies and programs/ Implemented policies and programs by respective agencies*

- 💡 3. Implement Governor's Executive Order No. 2003-02 on Agricultural Preservation.

Lead Agency: *AG*

Responsible Entities: *AG (and agencies identified in EO 2003-02)*

Target Implementation Date: *April 2004*

Candidate Performance Measure: *Submission of appropriate guidance documents*

Strategic Objective 1.2

Strengthen state agency coordination on quality of life issues involving land use, conservation, economic development, transportation and water and sewer infrastructure.

Tasks:

- 💡 1. Use the Interagency Team to coordinate state agency decisions involving land use and quality of life issues.

Lead Agency: *DCED/GCLGS*

Responsible Entities: *GPO, Interagency Team*

Target Implementation Date: *March 2004*

Candidate Performance Measure: *Mission Statement adopted;*

Committees established: October 2003

Executive Order proposed: March 2004

- 💡 2. Investigate and evaluate the feasibility of developing uniform regions designated by State agencies.

Lead Agency: *DCED/GCLGS*

Responsible Entities: *Interagency Team (affected agencies)*

Target Implementation Date: *Fall 2004*

Candidate Performance Measure: *Preparation of report and recommendations*

- 💡 3. Develop common criteria for agencies to use for review and evaluation of Commonwealth Agency actions including project and funding decisions, and where appropriate, permitting decisions.

Lead Agency: *DCED/GCLGS*

Responsible Entities: *Interagency Team*

Target Implementation Date: *January 2005*

Candidate Performance Measure: *Development of criteria and approval of criteria by all agencies*

- 💡 4. Establish a new four state agency initiative (DOT, DEP, DCED and DCNR) that combines various federal and state funding sources into a pool of funds for transportation and land use planning projects that foster sustainable economic development.

Lead Agency: *DCED/GCLGS*

Responsible Entities: *DCED, DOT, DEP, DCNR*

Target Implementation Date: *July 2004*

Candidate Performance Measure: *Develop and implement the program in SFY 2004-2005*

- 💡 5. Develop a single application to fund projects that use these pooled resources.

Lead Agency: *DCED/GCLGS*

Responsible Entities: *GCLGS, Interagency team*

Target Implementation Date: *tbd*

Candidate Performance Measure: *Application completed and in use.*

- 💡 6. Develop an expedited and coordinated review and decision-making process to fund projects that implement consistent county and local or multi-municipal comprehensive plans and implementing ordinances. (related to #5)

Lead Agency: *DCED/GCLGS*

Responsible Entities: *Interagency Team*

Target Implementation Date: *January 2005*

Candidate Performance Measure: *Number of projects funded using new process*

- 💡 7. Develop and promote Geographic Information System (GIS) data standards for use by Commonwealth agencies to ensure interoperability to better coordinate and manage program activities and to share project and land use related information.

Lead Agency: *OA*

Responsible Entities: *OA, Interagency Team*


Target Implementation Date: *August 2004*


Candidate Performance Measure: *Development and publication of interagency land use GIS data standard document and agency education*

Strategic Objective 1.3

Develop criteria to address sustainable development, conservation and land use objectives for approval of community/economic development projects.

Tasks:

-  1. The Economic Development Cabinet, the Governor's Office of Housing and Community Revitalization, and the Interagency Land Use Team will work together to develop, coordinate and implement criteria for economic development projects.

Lead Agency: *DCED/ GCLGS, GPO*
Responsible Entities: *GPO, DCED/GCLGS and affected agencies*
Target Implementation Date: *Outline of process: July 2004*
Review of projects: Ongoing
Candidate Performance Measure: *Complete list of projects - reconvene & refresh list every X months.*
-  2. Coordinate Commonwealth Agency decisions and funding for approved community/economic development projects.

Lead Agency: *DCED*
Responsible Entities: *DOT, DCED/GCLGS, DCNR, DEP, DCED*
Target Implementation Date: *1 month after every Economic Development Cabinet meeting.*
Candidate Performance Measure: *Coordinated Strategic Agenda*


Planning, Program and Project Delivery

- 2** Improve the efficiency and effectiveness of transportation and comprehensive planning, programs, project development, review and approval by Commonwealth agencies.


Strategic Objective 2.1

Require that sound land use planning principles be recognized as a necessary component of all decisions regarding expenditure of transportation funds for economic development projects.

Tasks:

-  1. Engage local governments, counties, citizens, relevant state and local agencies, business, civic and community organizations in a planning process that examines transportation alternatives in relation to land use choices and decisions before major transportation projects requiring an Environmental Impact Statement are proposed.

Lead Agency: *DOT*
Responsible Entities: *DOT*
Target Implementation Date: *October 2004*
Candidate Performance Measure: *Number of pilot projects programmed*


-  2. PENNDOT will get assistance from Metropolitan Planning Organizations (MPOs) and Rural Planning Organizations (RPOs) to identify and integrate land use objectives and community values with project development for key (large scale) transportation projects.

Lead Agency: *DOT*

Responsible Entities: *DOT, affected agencies*

Target Implementation Date: *July 2004*

Candidate Performance Measure: *One or more projects per MPO/RPO*

-  3. Direct PENNDOT Economic Development Funds toward projects that are built on previously developed sites, brownfield or grayfield sites or on infill sites that use and improve existing infrastructure.

Lead Agency: *DOT*

Responsible Entities: *DOT, DCED*

Target Date: *December 2004*

Candidate Performance Measure: *One or more approved projects per FFY*

4. Develop Context Sensitive Solution policy to integrate transportation projects with environmental and community goals, including protection of natural, historic, and rural resources.

Lead Agency: *DOT*

Responsible Entities: *DOT*


Target Implementation Date: *Policy: March 2004*

Candidate Performance Measure: *Policy approved*

Strategic Objective 2.2

Focus Commonwealth programs that support municipal land use planning to achieve the Commonwealth's sustainable development goal.

Tasks:


-  1. Aggressively distribute existing tools for sound comprehensive planning, and develop guidelines for municipal planning that establish minimum criteria for sound land use comprehensive plans.

Lead Agency: *DCED/GCLGS, GPO*

Responsible Entities: *GPO, DEP, DCED, DCNR, DOT*

Target Implementation Date: *December 2004*

Candidate Performance Measure: *Criteria developed*

-  2. Develop and distribute model implementing ordinances to implement sound land use comprehensive plans.

Lead Agency: *DCED/GCLGS*

Responsible Entities: *DEP, DCNR, DOT*

Target Implementation Date: *March 2005*

Candidate Performance Measure: *Develop and distribute the model ordinances;
Number of municipalities using models*

- 💡 3. Better integrate water planning and implementation programs.
(Act 537, Act 167, Act 220 State Water Plan)

Lead Agency: *DEP*

Responsible Entity: *DEP*

Target Implementation Date: *April 2004*

Candidate Performance Measure: *Program guidelines developed and changes made where appropriate*

4. Complete county natural area inventories.

Lead Agency: *DCNR*

Responsible Entities: *DCNR, DCED/GCLGS*

Target Implementation Date: *2005*

Candidate Performance Measure: *Complete remaining 15 counties.*

- 💡 5. Implement County Greenways and Open Space Network Planning Program to establish a county greenways system as part of a community's transportation network.

Lead Agency: *DCNR*

Responsible Entities: *DCNR, DOT*

Target Implementation Date: *2007*

Candidate Performance Measure: *X plans completed and adopted as part of county comprehensive plan and recognized in MPO/ RPO long-range plans.*



Investment/Leverage

Provide counties and local governments with funding and incentives to achieve mutual economic development, transportation, conservation and land use goals.

Strategic Objective 3.1

Establish policies, programs and incentives that strengthen our cities and urban centers.

Tasks:

- 💡 1. Make redevelopment of cities, towns* and urban centers a priority for Commonwealth funding of infrastructure and community/economic development projects.

Lead Agency: *DCED*

Responsible Entities: *Economic Development Cabinet, GAT, OHCR, GPO, Interagency Team, DCED/GCLGS, DOT, DEP, DCNR*

Target Implementation Date: *December 2004, ongoing*

Candidate Performance Measure: *Implementation of the Stimulus Package*



- 💡 2. Implement the Main Street and Elm Street programs.

Lead Agency: *DCED/ OHCR*

Responsible Entities: *DCED/GCLGS, DOT, local governments*

Target Implementation Date: *December 2004*

Candidate Performance Measure: *Completion of the program guidelines and number of projects funded*



- 💡 3. Implement the proposed Remodel Pennsylvania Program. (This new program will provide funds to local government for housing development, redevelopment and infrastructure improvements.) *(pending approval)*

Lead Agency: *OHCR*

Responsible Entities: *OHCR, DCED, Interagency Team*

Target Implementation Date: *Ongoing*

Candidate Performance Measure: *Allocate X% of these funds for projects in cities, towns and urban centers*

- 💡 4. Allocate a percentage of Growing Greener funds to invest in projects in existing communities to implement community revitalization planning.

Lead Agency: *DEP, DCNR*

Responsible Entities: *DEP, DCNR*

Target Implementation Date: *December 2004*

Candidate Performance Measure: *% of funds allocated to core communities and urban centers*

- 💡 5. Implement the proposed PA Business in Our Sites program to strengthen existing communities by redeveloping blighted areas and revitalizing downtowns. *(pending legislative approval)*

Lead Agency: *DCED*

Responsible Entities: *DCED*

Target Implementation Date: *tbd*

Candidate Performance Measure: *Projects undertaken; projects completed*

- 💡 6. Direct a portion of Transportation Enhancement funds for streetscape improvements.

Lead Agency: *DOT*

Responsible Entities: *DOT*

Target Implementation Date: *July 2004*

Candidate Performance Measure: *\$500,000 of TE funds per cycle dedicated to Home Town Streets Program*

- 💡 7. Create set aside funding for transportation projects that support redevelopment of previously developed sites or reuse of brownfield and grayfield sites.

Lead Agency: *DOT*

Responsible Entities: *DOT*

Target Implementation Date: *October 2005*

Candidate Performance Measure: *One or more projects per FFY*

8. Promote the Pennsylvania Infrastructure Bank (PIB) loans to municipalities for reinvestment projects.

Lead Agency: *DOT*

Responsible Entities: *DOT*

Target Implementation Date: *February 2004*

Candidate Performance Measure: *Marketing Plan*

- 💡 9. Expand resources for the Brownfields for Housing Program.

Lead Agency: *DCED*

Responsible Entities: *DCED, PHFA, OHCD*

Target Implementation Date: *Pending budgetary approval*

Candidate Performance Measure: *Number of sites and units funded*

10. Maintain the Land Recycling Program to promote reuse of brownfield sites.

Lead Agency: *DEP*

Responsible Entities: *DEP*

Target Implementation Date: *Ongoing*

Candidate Performance Measure: *Number and acreage of sites reused*

11. Promote the use of Tax Incentives, Tax Increment Financing (TIF), Local Economic Revitalization Tax Assistance (LERTA), Keystone Innovation Zones (KIZ) and Keystone Opportunity Zones (KOZ) for municipalities to develop blighted sites and areas.

Lead Agency: *DCED*

Responsible Entities: *DCED/GCLGS*


Target Implementation Date: *Criteria: October 2004; projects ongoing*

Candidate Performance Measure: *Number of projects completed in each year*

Strategic Objective 3.2

Provide incentives to municipalities to develop plans, ordinances and projects that are consistent with the Commonwealth's land use policies and objectives.

Tasks:

-  1. Require applications for funding to be generally consistent with either the applicable county and local or multi-municipal land use plan and implementing ordinances.

Lead Agency: *GPO*

Responsible Entities: *Interagency Team*

Target Implementation Date: *Criteria: March 2004;*

Implementation: January 2005, ongoing

Candidate Performance Measure: *Number of projects approved that are consistent with these plans and ordinances*


-  2. Develop criteria and incentives for funding Planned Residential Development, Transit Oriented Development, and Traditional Neighborhood Development projects.

Lead Agency: *DCED/GCLGS*

Responsible Entities: *Interagency Team, GPO, DOT, DCED, DEP*

Target Implementation Date: *Criteria: December 2004; Implementation: Ongoing*

Candidate Performance Measure: *Number of projects funded*

-  3. Provide priority planning funding for municipalities that engage in a multi-municipal land use planning effort.

Lead Agency: *DCED/GCLGS*

Responsible Entities: *Interagency Team*

Target Implementation Date: *January 2005*

Candidate Performance Measure: *Number of multi-municipal planning efforts undertaken, adopted, and implemented*

- 💡 4. Provide priority funding to projects that implement adopted multi-municipal plans and consistent ordinances.

Lead Agency: *DCED/GCLGS*

Responsible Entities: *Interagency Team*

Target Implementation Date: *January 2005; Ongoing*

Candidate Performance Measure: *Number of projects funded*

Strategic Objective 3.3

Commonwealth agencies will provide financial incentives for intergovernmental approaches to municipal planning and service delivery.

Tasks:

- 💡 1. Provide matching grant programs and other incentives to initiate and/or expand intermunicipal service delivery activities.

Lead Agency: *DCED/GCLGS*

Responsible Entities: *DCED/GCLGS, DEP, DCNR, PENNVEST, DOT*

Target Implementation Date: *Criteria: July 2004; implementation - ongoing*

Candidate Performance Measure: *Number of multi-municipal service delivery programs established and maintained*

- 💡 2. Provide matching grant programs that give priority consideration to projects that involve collaborative approaches to service delivery and infrastructure projects (i.e., water and sewer facilities, recreation, and transportation).

Lead Agency: *DCED/GCLGS*

Responsible Entities: *DCED/GCLGS, PENNVEST, DOT, DCNR, DEP*

Target Implementation Date: *Criteria: July 2004; Implementation: Ongoing*

Candidate Performance Measure: *Number of projects funded; number of projects completed*

- 💡 3. Provide financial incentives and technical assistance for municipal mergers or consolidations (boundary changes).

Lead Agency: *DCED/GCLGS*

Responsible Entities: *Interagency Team*

Target Implementation Date: *July 2004*

Candidate Performance Measure: *Develop policy and criteria; number of consolidations or mergers accomplished*



Intergovernmental Partnerships

- 4** Strengthen collaborative processes between and among counties, local governments, state agencies and private sector organizations in order to achieve a more coordinated approach to economic development, transportation, conservation and land use at all levels of government, more efficient municipal service delivery and maximum use of available resources.

Strategic Objective 4.1

Encourage public/private partnerships to develop Economic/Community Development strategies that maximize the use of available resources and provide capacity for implementation.


Tasks:

-  1. Provide training and technical assistance in the formation of public/private partnership arrangements, including Memoranda of Understanding and similar agreements.
- Lead Agency: *DCED*
Responsible Entities: *Interagency Team*
Target Implementation Date: *January 2005*
Candidate Performance Measure: *Number of partnership arrangements assisted and completed*
2. Provide funding incentives for strategic planning activities and projects involving public/private partnerships.
- Lead Agency: *DCED*
Responsible Entities: *Interagency Team*
Target Implementation Date: *Ongoing*
Candidate Performance Measure: *Number of private/public partnership projects accomplished*
-  3. Hold regional conferences for government, business and community organization leaders to develop relationships for improving communication and facilitating better land use planning and implementation of Action Plan tasks.
- Lead Agency: *DOT*
Responsible Entities: *DCNR, DCED, DEP, AG, GPO*
Target Implementation Date: *Spring 2005*
Candidate Performance Measure: *Regional Conferences convened*

Strategic Objective 4.2

Provide a comprehensive educational and technical assistance program to local officials on the benefits of collaborative approaches and provide assistance on the structuring of intermunicipal arrangements.

Tasks:

-  1. Review and analyze the legislative authority for intermunicipal activities for the purpose of developing educational opportunities for local officials. This analysis will include the Intergovernmental Cooperation Act, the Municipalities Authorities Act, the Transportation Partnership Act, the Municipal Merger and Consolidation Act, and the Municipalities Planning Code.

Lead Agency: *DCED/GCLGS*

Responsible Entities: *DCED/GCLGS, DEP, DOT, DCNR, GPO*

Target Implementation Date: *December 2004*

Candidate Performance Measure: *Completed study with recommendations for relevant agencies and legislation, if needed*


2. Support intermunicipal partnerships for multimunicipal planning and implementation, and provide technical assistance and education on contents of legally sustainable intergovernmental agreements, plans and implementing ordinances.

Lead Agency: *DCED/GCLGS*

Responsible Entities: *DCED/GCLGS and relevant agencies*

Target Implementation Date: *Ongoing*

Candidate Performance Measure: *Number of intermunicipal partnerships created and plans adopted and implemented*

-  3. Provide direct technical assistance on the development and implementation of intermunicipal arrangements, such as Councils of Government, upon request of local government entities.

Lead Agency: *DCED/GCLGS*

Responsible Entities: *DCED/GCLGS*

Target Implementation Date: *Ongoing*

Candidate Performance Measure: *Number of technical assists*


Education

- 5** Provide comprehensive educational and technical assistance programs to various audiences in order to further the Commonwealth's development and conservation goals.

Strategic Objective 5.1

Develop and provide the following educational programs that address subjects related to land use planning and implementation.

Tasks:

1. "General understanding of the PA Municipalities Planning Code and the role of local and county government".
Lead Agency: *DCED/GCLGS*
Responsible Entities: *DCED/GCLGS and other agencies as needed*
Target Implementation Date: *Ongoing*
Candidate Performance Measure: *Number of courses and attendees*
2. "Implementation tools authorized by the PA Municipalities Planning Code" (ie. Zoning and Subdivision/Land Development ordinances, Traditional Neighborhood Development, Planned Residential Developments, Official Maps, Revenue Sharing, Multi-Municipal Planning, Impact Fees, Municipal Capital Improvements, Access Management, Transit Oriented Developments (TODs) and multi-modalism).
Lead Agency: *DCED/GCLGS*
Responsible Entities: *DCED/GCLGS, DOT, DCNR, DEP*
Target Implementation Date: *Ongoing*
Candidate Performance Measure: *Number of courses and attendees*
3. "Integration of Comprehensive Plan Elements". (ie. Economic development, transportation planning, land use planning, natural and historic resource planning, sewage facilities planning (Act 537), water resource planning and open space planning.)
Lead Agency: *DCED/GCLGS*
Responsible Entities: *DCED/GCLGS, DOT, PENNVEST, DEP, DCNR*
Target Implementation Date: *Ongoing*
Candidate Performance Measure: *Number of courses and attendees*
-  4. "Developing multi-municipal and multi-county plans". (Include examples of Land use, Transportation, Water Resource, Greenways Open Space & Recreation plans.)
Lead Agency: *DCED/GCLGS*
Responsible Entities: *DCED/GCLGS, DOT, DCNR, DEP*
Target Implementation Date: *July 2004*
Candidate Performance Measure: *Number of courses and attendees; number of plans adopted and implemented as a result of course*

💡 5. “Planning for Economic Development as part of the Comprehensive Planning Process.”

Lead Agency: *DCED/GCLGS*

Responsible Entities: *DCED/GCLGS*

Target Implementation Date: *July 2004: Design of program*

Candidate Performance Measure: *Number of courses and attendees*

💡 6. Building Healthy Communities (i.e., Pedestrian Friendly Neighborhoods, Neighborhoods less dependent on the automobile, Mixed use development).

Lead Agency: *DCED/GCLGS*

Responsible Entities: *DCED/GCLGS, DOT, Health, DCNR*

Target Implementation Date: *Fall 2004*

Candidate Performance Measure: *Number of courses and attendees, number of healthy community plans adopted and projects implemented*

7. Continue implementation of the Growing Greener Conservation By Design Program to educate local government officials and others about using design principles as a tool to protect open space and natural resources, and rural and historic resources. (Natural Area Inventories, Greenway and Open Space Network Plans, “Conservation by Design” principles)

Lead Agency: *DCNR*

Responsible Entities: *DCNR*

Target Implementation Date: *Ongoing*


Candidate Performance Measure: *Number of acres of open space protected in PA through this program*





Strategic Objective 5.3


Establish a single clearing house within state government to communicate information regarding land use programs and policies to the public and private sector.

Tasks:

-  1. Provide easy and immediate access to the Commonwealth Agencies' policies and funding programs.
Lead Agency: *DCED/GCLGS*
Responsible Entities: *Interagency Team*
Target Implementation Date: *September 2004*
Candidate Performance Measure: *Publication*

-  2. Market Commonwealth's quality of life efforts.
Lead Agency: *DCED/GCLGS*
Responsible Entities: *Interagency Team*
Target Implementation Date: *October 2004*
Candidate Performance Measure: *Develop marketing program*

-  3. Develop and continually update a Best Practices manual.
Lead Agency: *DCED/GCLGS*
Responsible Entities: *Interagency Team*
Target Implementation Date: *October 2004/ongoing*
Candidate Performance Measure: *Publication*

-  4. Provide local governments with a tool kit of available technical and financial assistance programs relating to land use planning and implementation in the Commonwealth.
Lead Agency: *DCED/GCLGS*
Responsible Entities: *Interagency Team*
Target Implementation Date: *September 2004/ongoing*
Candidate Performance Measure: *Publication*

