

Section 8. Plan Implementation

The Plan itself is a living document. With adoption it is used in ongoing planning efforts throughout southwestern Pennsylvania. It serves as vital input and as a planning tool into shorter-range planning efforts, ensuring coordination between different areas of planning, advancing specific projects that are in the pipeline that are being planned/programmed to achieve the Plan's vision through advancing delivery of the policy statements. In addition, general policy actions to deliver the Plan vision are advanced through SPC's various work programs and through outreach to regional public and private leadership, the media and the general public.

Continuing the exchange of information and ongoing coordination among the various public, private and civic partners maximizes the return from individual planning efforts at the local, regional and state level.

A variety of planning tools are utilized by SPC in its role as the MPO to translate the plan's policies, programs and projects into reality. In the area of transportation planning and programming, these tools include SPC's Transportation Improvement Program and Unified Planning Work Program.

Transportation Improvement Program

Updated every two years, the Transportation Improvement Program for Southwestern Pennsylvania sets the schedules for all transportation investments and project phases to be advanced over the next four years. The TIP is developed cooperatively by the regional planning partners with public input and directs and controls transportation funding. It is the delivery mechanism for advancing all transportation investments in the Plan. The next TIP update begins immediately with Plan adoption, with the new TIP scheduled to be in place by summer of 2012. This 2040 Long Range Plan will drive the next TIP's investment decisions.

Unified Planning Work Program

SPC's Unified Planning Work Program identifies the transportation planning priorities and activities to be carried out within the region each year. The next UPWP (2011-2012) starts July 1, 2011, and has been developed to immediately begin to advance the Plan through a wide range of planning support tasks. The UPWP also includes other federally-funded transportation planning activities that are to be performed by other regional partners during the year, and any significant state or local planning activities to be conducted without federal funds in the region. The UPWP provides the planning tool to coordinate and advance Plan implementation for transportation strategies across all partners throughout the region. Development of the next UPWP (2012-2013) will begin in the fall of 2011 with a continued priority emphasis on Plan implementation.

Development District Programs

As the region's Economic Development District and Local Development District, SPC administers and manages several state and federal programs including the Appalachian Regional Commission Area Development Program, the Economic Development Administration Economic Development Assistance Program, and various programs under the Commonwealth's Department of Community and Economic Development. In addition to the guidelines and direction establish for each program by their sponsor, SPC will carry out these programs with the intent of implementing this plan.

Appalachian Regional Commission Area Development Program

ARC's Area Development Program seeks to augment the Highway Program and bring more of Appalachia's people into America's economic mainstream. At least half of ARC's area development grant funding is directed to projects that benefit counties and areas in the Appalachian Region designated by ARC as economically distressed.

The focus of the area development program is on:

- promoting a diversified regional economy through strategies that help communities create and retain businesses and jobs;
- helping communities develop an educated, skilled workforce and create access to affordable, quality health care; and
- supporting the development and improvement of infrastructure, including water and sewer services, and the development and use of Internet access.

Area Development Goals are supported by the following Plan Policy Statements:

- Revitalization and redevelopment of the region's existing communities is a priority.
- Investment in infrastructure improvements will be coordinated and targeted at the corridor level to optimize the impact of the investment.
- The region will focus on the identification and development of industrial sites with special attention given to well situated brownfield locations.
- The entire region will have access to broadband communications infrastructure.
- The region will place a priority on business development with a focus on existing business retention and expansion.
- The region will support initiatives designed to improve both the quality and quantity of the region's workforce to meet emerging industry demands.
- The region will place a priority on programs and services to attract and retain a diverse population with a particular focus on young adults and immigrants.
- The region will proactively support the emerging role of colleges and universities in economic development.
- The region will preserve, promote and develop the tourism and hospitality industries by capitalizing on historic, cultural, recreational and ecological assets.

SPC's role as the LDD is key to project development and review, providing technical assistance to local project sponsors and sending priority recommendations to the state. High priority projects must exhibit support and enhancement of the plan policies.

Economic Development Administration Economic Development Assistance Program

The Economic Development Administration (EDA) was established under the Public Works and Economic Development Act of 1965 (42 U.S.C. § 3121), as amended, to generate jobs, help retain existing jobs, and stimulate industrial and commercial growth in economically distressed areas of the United States. EDA assistance is available to rural and urban areas of the nation experiencing high unemployment, low income, or other severe economic distress.

In fulfilling its mission, EDA is guided by the basic principle that distressed communities must be empowered to develop and implement their own economic development and revitalization strategies. Based on these locally and regionally developed priorities, EDA works in partnership with state and local governments, regional economic development districts, public and private nonprofit organizations, and Indian tribes. EDA helps distressed communities address problems associated with long-term economic distress, as well as sudden and severe economic dislocations including recovering from the economic impacts of natural disasters, the closure of military installations and other Federal facilities, changing trade patterns, and the depletion of natural resources.

This document serves as the Comprehensive Economic Development Strategy. This EDA-approved plan for economic development will be used as a guide in grant awards for water and sewer infrastructure systems, technology training centers, telecommunications facilities, research parks, and other major public-works projects.

Economic Development Administration guidance on CEDS development indicates that a "CEDS Plan of Action" implements the goals and objectives of the CEDS in a manner that: promotes economic development and opportunity; fosters effective transportation access; enhances and protects the environment; maximizes effective development and use of the workforce consistent with any applicable State or local workforce investment strategy; promotes the use of technology in economic development, including access to high-speed telecommunications; balances resources through sound management of physical development; and obtains and utilizes adequate funds and other resources.

The CEDS must also contain a section that discusses the methodology for cooperating and integrating the CEDS with a State's economic development priorities. Each component of that requirement is addressed in the 2040 Plan.

Promotes Economic Development and Opportunity

The overall policy statement of the plan "The region's transportation and land use will support and enhance the regional economy and communities within it" shows that it is the intent of this plan to help guide sound investment decisions in a manner the enhances the regional economy.

It can be said that it was a guiding principles along with enhancing the communities of the region.

Fosters Effective Transportation Access

As stated previously SPC, as the Economic Development District and the Metropolitan Planning Organization for Southwestern Pennsylvania, has integrated its CEDS development with the development of its Long Range Transportation Plan as joint transportation and development plan. In that regard this plan explicitly recognizes and stresses the ties between a well maintained efficient transportation system and economic opportunity. This is reflected as well in several of the key policy statements of the plan. These statements include:

- Investment in infrastructure improvements will be coordinated and targeted at the corridor level to optimize the impact of the investment.
- Maintenance of the existing transportation system will be a regional priority.
- Transportation and development choices will reflect a priority on safe and secure multimodal and intermodal networks for both people and goods.
- The region's transportation system will be actively managed and operated to allow the system to function at its full potential.
- The region's transit system will connect people with resources throughout the entire region.

Enhances and Protects the Environment

It is understood that the concept of enhancing and protecting the environment in the region is inherent to the planning process and the plan itself. There are several key policy statements that address this issue specifically. The first is "The region's infrastructure system will be designed to protect and enhance public health and the environment." This is an understanding that all of the investments considered through the course of action supported by the plan should be designed not just to minimize impact on the environment but to enhance it. This becomes even more crucial when considering the policy statement that "The region will preserve, promote and develop the tourism and hospitality industries by capitalizing on historic, cultural, recreational and ecological assets". In order for the region to advance this strategy it must enhance and protect the environment.

Maximizes Effective Development and Use of the Workforce Consistent With Any Applicable State or Local Workforce Investment Strategy

Again, this Plan addresses this issue directly in one of its policy statements. The statement that "The region will support initiatives designed to improve both the quality and quantity of the region's workforce to meet emerging industry demands" is a direct response to the understanding that workforce issues are on the forefront of the economic development challenges of the region.

Promotes the Use of Technology in Economic Development, Including Access to High-Speed Telecommunications

Another of the key policy statements comprising the Plan is “The entire region will have access to broadband communications infrastructure”. This Plan recognizes that access to high-speed telecommunications is a vital component of modern business and seeks to support initiatives throughout the region to insure our competitiveness.

Balances Resources Through Sound Management of Physical Development

The Plan was developed with the understanding that to make the most effective and efficient use limited resources the region needed to smart on how where it made development and investment choices. This can best be captured in the following three policy statements:

- Revitalization and redevelopment of the region’s existing communities is a priority.
- Investment in infrastructure improvements will be coordinated and targeted at the corridor level to optimize the impact of the investment.
- The region will focus on the identification and development of industrial sites with special attention given to well situated brownfield locations.

Cooperating and Integrating the CEDS with a State's Economic Development Priorities

The regional vision that was established in the current Transportation and Development Plan for Southwestern Pennsylvania had, as its basis, the plans and strategies of SPC’s members and partners including State and other region plans. This updated Plan remains the nexus of those planning activities and documents, which include: the Commonwealth’s Transportation and Land Use for Economic Development Initiative, the strategies of the Allegheny Conference on Community Development, Keystone Principles for Development, County and City comprehensive or strategic plans, Action Plan for Investing in a New Pennsylvania (*IBM*), Regional Vision for Public Transportation, Transit Agencies’ Strategic Plans and Studies, Transportation Management Associations’ Plans, PennDOT Mobility Plan & Districts’ Business Plans, and the Governor's Transportation Funding and Reform Commission.

Enterprise Development Program

As a one of seven Local Development Districts in Pennsylvania SPC receives funding to assist in the delivery of business development services to the region’s small business community under its Enterprise Development Program. The Enterprise Development Program consists of three core programs: Business Finance Assistance; Government Procurement Assistance; and, Export Assistance.

Business Finance Assistance

SPC’s Business Finance Program helps entrepreneurs create business opportunities by acting as a public partner to reduce risk for local private sector lenders. SPC works with industrial development corporations and community-based development departments to create comprehensive loan packages that encourage economic investment in Southwestern Pennsylvania. Small businesses come to SPC to obtain low interest loans for working capital, machinery and equipment, or real estate to increase business and employment opportunities.

Government Procurement Assistance

SPC's Government Procurement Assistance program helps hundreds of companies in the region market to and contract with federal, state and local government agencies. We provide one-on-one counseling and training with an emphasis on small businesses with minority, female or service-disabled veteran owners to facilitate their participation in this market.

SPC's Procurement Technical Assistance Center (PTAC) helps companies to enter and succeed in the world of government contracting. Along with technical assistance, SPC provides companies with immediate alerts on solicitations that are issued for their particular products or services.

On any given day there may be 2,000 or more solicitations that SPC sorts through and passes on to client companies at no charge. PTAC helps companies gain knowledge of standards and how to comply. In addition, PTAC provides the personalized technical assistance on bidding procedures and regulations that must be met when selling to the government. The one-on-one support PTAC offers is instrumental for small companies that are new to the government procurement process.

Export Assistance

The goal of SPC's Export Development Program is to provide assistance and create opportunities for Southwestern Pennsylvania companies to expand their business internationally, thereby increasing export sales and employment prospects in the region. SPC's Export Development staff offers consultative services to small- and mid-sized businesses located throughout Southwestern Pennsylvania. SPC's Export Development Program also sponsors and co-sponsors educational seminars and training programs designed for exporters and potential exporters in the region.

These Enterprise Development Programs supports the following Policy Statements:

- The region will place a priority on business development with a focus on existing business retention and expansion.
- The region will support initiatives designed to improve both the quality and quantity of the region's workforce to meet emerging industry demands.
- The region will place a priority on programs and services to attract and retain a diverse population with a particular focus on young adults and immigrants.
- The region will proactively support the emerging role of colleges and universities in economic development.
- The region will preserve, promote and develop the tourism and hospitality industries by capitalizing on historic, cultural, recreational and ecological assets.

Broadband Outreach and Aggregation Fund

The Broadband Outreach and Aggregation Fund (BOAF) is a vehicle whereby the SPC has helped develop outreach programs concerning the benefits, use and procurement of broadband services as well as providing seed grants to aggregate customer demand in communities with no service. SPC helps communities aggregate the demand.

This program implements the following policy statement:

- The entire region will have access to broadband communications infrastructure.

Implementation of the Transportation and Development Plan for Southwestern Pennsylvania

Whether it is in its role as the Economic Development District, the Local Development District, the Metropolitan Planning Organization, or the region's forum, SPC seek out opportunities to support, progress and implement, the policies and intent of the Plan. This commitment continues with the Commission's adoption of the 2040 Transportation and Development Plan for Southwestern Pennsylvania.

The Plan's policy statements provide the basis for decision-making related to all investments in southwestern Pennsylvania. Explicit connections exist between the Plan and ongoing SPC programming responsibilities and processes, both in transportation and economic development.

The elements that are in place to guide Plan delivery include Plan Monitoring, Advance Plan Policies/Strategies (Plan Implementation), and Plan Administration. All three elements have required the active participation and commitment of all sectors of the region.

Plan Monitoring

As stated previously, the Long Range Plan is a living document. Plan policies, funding programs at the state and federal levels, and regional conditions change over time. The Plan monitoring process identifies the relevant change as it occurs between Plan update cycles. Changes in regional conditions reflected in the 2040 Transportation and Development Plan that were not part of the 2035 Plan include the role of Marcellus Shale Gas in the region, a new emphasis on Smart Transportation at the state and federal levels, and significant changes in funding expectations in the out years of the Plan.

The Plan monitoring process is designed to track and flag the need for consideration of Plan update or amendment. It also tracks and assembles feedback on issues and regional priorities between Plan update cycles. As needed, specialty studies may be considered, and when appropriate undertaken through SPC's work programs to investigate or address issues that surface between Plan cycles. Such studies could also be used to input to subsequent Plan updates. One such example is the SPC Report *FIT: Future Investment in TOD*. This SPC-produced workbook and website is an interactive tool to help planners, developers and municipal officials explore the potential for Transit Oriented Development in a particular area. Users enter specific data about a site or area into the website and are presented with a customized report

comparing their site to a series of benchmarks for TOD success. The report shows which factors tilt toward a successful TOD and which need to be addressed during the planning phase. SPC plans to continue work on the FIT project by demonstrating its use around the state.

Technical monitoring and tracking is routinely conducted of the specific actions and projects identified in the Plan. Results for transportation performance is conducted and reported through TIP monitoring reports and through various UPWP tasks annually. With regards to the Comprehensive Economic Development Strategy (CEDS) element of the Plan, performance measures used to evaluate implementation include but are not limited to number of jobs created after implementation of the CEDS, number and type of investments undertaken in the region, number of jobs retained in the region, amount of private sector investment in the region after implementation of the CEDS, and changes in the economic environment of the region. SPC's extensive data bases and systems will continue be used for this performance monitoring. Key findings from these monitoring activities are presented in SPC's Annual Reports, are shared with SPC's various committees and are posted on the SPC website. Information and Plan implementation status reports are shared with decision-makers, stakeholders and the public.

Monitoring of the Comprehensive Economic Development element of the Plan also focuses on advancing the CEDS plan of action. This includes implementing the goals and objectives of the CEDS in a manner that: promotes economic development and opportunity; fosters effective transportation access; enhances and protects the environment; maximizes effective development and use of the workforce consistent with applicable state and local workforce investment strategy; promotes the use of technology in economic development, including access to high-speed telecommunications; balances resources through sound management of physical development; obtains and utilizes adequate funds and other resources; and effectively and cooperatively integrates the CEDS with the Commonwealth's economic development priorities.

Advance Plan Policies/Strategies

Both SPC's final Plan product and the process used to develop that Plan are subject to various federal compliance requirements. Following are some of the primary federal requirements that guide SPC's planning activities and to which this Plan is responsive.

Responsiveness to SAFETEA-LU Guidelines

The Safe, Accountable, Flexible, Efficient Transportation Equity Act: A Legacy for Users (SAFETEA-LU), the current Federal surface transportation legislation, requires that long-range transportation plans must take into account eight planning factors. Plans must:

1. Support the economic vitality of the metropolitan area, especially by enabling global competitiveness, productivity, and efficiency;
2. Increase the safety of the transportation system for motorized and non-motorized users;
3. Increase the security of the transportation system for motorized and non-motorized users;
4. Increase accessibility and mobility of people and for freight;

5. Protect and enhance the environment, promote energy conservation, improve the quality of life, and promote consistency between transportation improvements and State and local planned growth and economic development patterns;
6. Enhance the integration and connectivity of the transportation system, across and between modes, for people and freight;
7. Promote efficient system management and operation; and
8. Emphasize the preservation of the existing transportation system.

The 2035 Plan's sixteen policy statements and directly related delivery activities responded directly to these SAFETEA-LU planning factors. Progress has been made in each of these areas since the adoption of the 2035 Plan. Examples of efforts underway to advance these policy priorities are provided below:

Planning Factor 1: Support Economic Vitality

The region seeks to have transportation and land use support and enhance the regional economy and the communities within it. The Plan focused on strengthening our communities through policies, implementing programs and projects that improved the efficiency of the transportation system, encouraging infill development and downtown revitalization, promoting effective use of growth corridors, and connecting existing communities and corridors in the region with multiple modes of transportation.

To this end, SPC has completed a series of Transit Oriented Design Studies and Guidelines, each designed to better integrate the land use, economic development, transportation and community development goals of areas served by transit nodes. Specific efforts underway in the region include:

- East Liberty, Pittsburgh: The City of Pittsburgh's East Liberty TRID study (elTRID) holds the potential to become the first successful TRID in the state to capture revenue. This project is centered on the East Busway station and the Penn Mall bus turnout area.
- SMART TRID (South Hills, Pittsburgh): This study involves two neighborhoods along the PAAC light rail line as they look at potential development opportunities and related infrastructure improvements in the areas around the South Hills Junction and the Beechview light rail stations.
- Rochester Borough, Beaver County: Rochester was among the first communities in the state to complete a TRID study. The TRID planning process has led to a series of successful projects sponsored by the Beaver County Transit Authority (BCTA) and PennDOT. The current project is the construction of a traffic roundabout in the center of the borough.
- Rt. 51 Communities, Allegheny County: In 2010, several of the communities along the SR51 Corridor, including Baldwin, Whitehall, Jefferson Hills and the City of Pittsburgh have allied themselves under the name "Economic Development South" and have taken

the first steps toward starting a TRID study centered on the Rt. 51/Rt. 88 intersection and its proximity to the terminus of Port Authority of Allegheny County's South Busway.

- West Busway Communities (Allegheny County)—Sheraden & Carnegie: In 2010 SPC and Allegheny County sponsored a TOD study of the communities surrounding stops on Port Authority's West Busway, focusing on two: Sheraden, a City of Pittsburgh neighborhood, and Carnegie Borough.
- Castle Shannon (Allegheny County): A TOD project centered on the Port Authority's light rail station in Castle Shannon call for a mixed-use apartment/retail building and a Port Authority park-and-ride structure utilizing air rights over the station.
- Mt. Lebanon/Dormont (Allegheny County): The origins of the Mt. Lebanon/Dormont TRID project go back to the mid 1980s, when the Mt. Lebanon Parking Authority purchased the air rights to develop the area above the T station. Efforts continue to advance TOD strategies to connect the shopping district on Washington Road down to the T station and the residential areas. In 2008 the South Hills TRID Study, which looked at three stations: Potomac and Dormont Junctions in Dormont and Mt. Lebanon Station, was released.

Metropolitan Planning Organizations, such as SPC, also play an integral role in advancing the principles of livability and livable communities by serving as a forum for the integration of transportation, housing, environmental, community and economic development plans, and the development of implementation plans for livable communities. Transportation initiatives that contribute to community livability include the development of multi-modal corridors and the provision of modal choice; congestion reduction; a reduction in Vehicle Miles Travelled (VMT) and other methods of reducing Greenhouse Gas emissions.

To this end, SPC has been an active participant in a range of initiatives aimed at improving community quality of life. At the federal level, the US Department of Housing and Urban Development (HUD), the US Department of Transportation (DOT), and the US Environmental Protection Agency (EPA) and the joined forces in 2009 to create the HUD-DOT-EPA Partnership for Sustainable Communities focusing on the following principles:

Livability Principles

- Provide more transportation choices.
- Promote equitable, affordable housing.
- Enhance economic competitiveness.
- Support existing communities.
- Coordinate and leverage federal policies and investment.
- Value communities and neighborhoods.

Partnership Agreement

- Enhance integrated planning and investment.
- Provide a vision for sustainable growth.
- Redefine housing affordability and make it transparent.
- Redevelop underutilized sites.
- Develop livability measures and tools.
- Align HUD, DOT, and EPA programs.
- Undertake joint research, data collection, and outreach.

In May of 2010, the Southwestern Pennsylvania Commission was one of only two regions in the country to host a US Environmental Protection Agency (EPA) “Sustainable Transportation Performance Measures Workshop”. This EPA/SPC workshop engaged regional stakeholders in a discussion of innovative transportation performance measures. Workshop participants reviewed and provided feedback on EPA’s draft *Guide to Sustainable Transportation Performance Measures* and how this research can inform initiatives already underway in the SPC region. This workshop was conducted in support of the Interagency Partnership for Sustainable Communities, a federally led effort to coordinate and integrate activities of the US Department of Housing and Urban Development, US Department of Transportation, and EPA. Members of the public participated in a facilitated discussion of the challenges to and opportunities for advancing sustainable transportation projects and programs at different phases of decision making, as well as specific metrics SPC can realistically apply to current and up-coming projects, as reflected in the 2040 Plan.

Planning Factor 2: Transportation Safety

SPC has dedicated significant resources to transportation operations and safety projects and line items. This commitment continues with Commission adoption of the 2040 Plan. In addition, SPC’s regional Transportation Operations and Safety Committee plays an important role as a regional facilitator of transportation safety efforts. This includes assisting PennDOT in advancing the statewide Comprehensive Strategic Highway Safety Improvement Plan (CSHSIP), programming safety projects on the TIP, integrating safety into the Regional Operations Plan and the Congestion Management Process, and supporting efforts to improve safety-related education, enforcement, engineering and emergency response.

Since the adoption of the 2035 Plan, SPC has completed eleven Road Safety Audits in the region. Each Roadway Safety Audit consists of a three day field survey by a multidisciplinary team, with field views slated in daylight, night time and peak hour conditions. During these field views, local road conditions are thoroughly documented and photographed. The team then reviews conditions, and provides the road owner (municipality, County or PennDOT) with a report containing their finding and a list of suggested strategies for roadway safety enhancement.

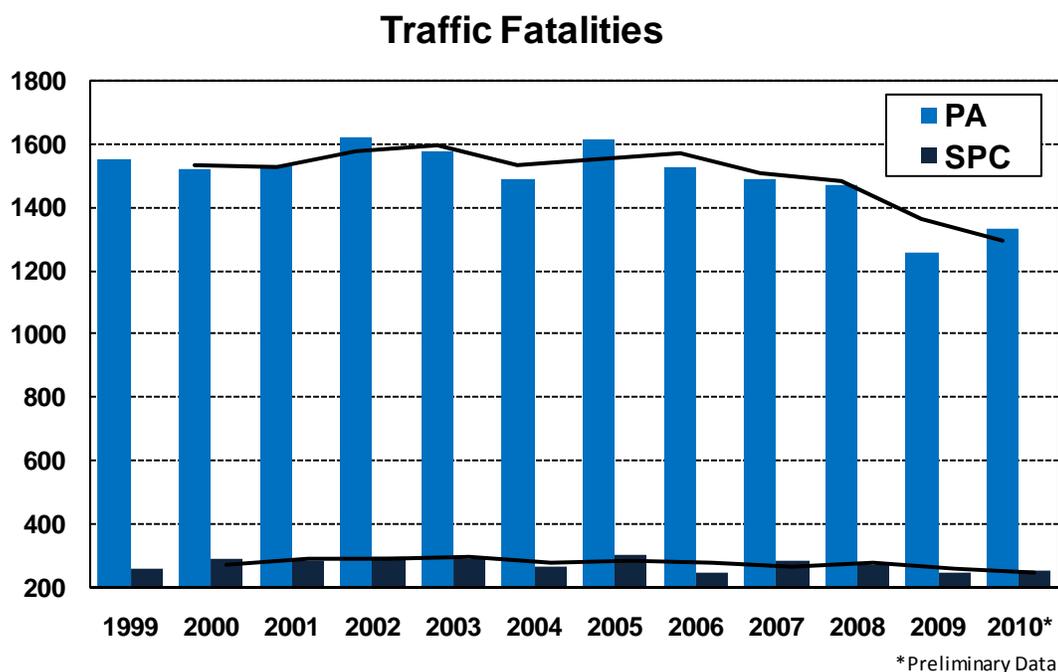
To date, Roadway Safety Audits have been completed in each County in the region, and additional Roadway Safety Audits are proposed in the 2011-2012 Unified Planning Work Program.

Federal SAFETEA-LU legislation expanded the emphasis on safety and security by untying the two concepts and elevating their status. One of the ways it did this was by establishing a new core Highway Safety Improvement Program (HSIP), which is structured and funded to significantly reduce highway fatalities and provides states with the flexibility to target their most critical safety needs. In Pennsylvania, these safety needs are identified in PennDOT's Strategic Highway Safety Plan (SHSP). The SHSP establishes a statewide goal of reducing highway fatalities by 100 per year (see Figure 8-1) and identifies the seven vital safety focus areas:

- Reducing Aggressive Driving;
- Reducing Impaired (DUI) Driving;
- Increasing Seatbelt Usage;
- Infrastructure Improvements;
- Improving Traffic Records;
- Reducing Motorcycle Crashes; and,
- Mature Driver Safety.

Recognition of this statewide goal and progress on these focus areas requires extensive support and cooperation from a variety of stakeholders representing the four "E's" of transportation safety: Education, Enforcement, Engineering, and Emergency Response. SPC's broad-based regional Transportation Operations and Safety Committee plays an important role as a regional facilitator of these efforts, as well as a link to the project programming process.

Figure 8.1 – Traffic Fatalities in Southwestern Pennsylvania, 1999-2010



Planning Factor 3: Transportation Security

Since 1991 and the passage of ISTEA, Congress has included safety and security of the transportation system as factors to address in the MPO long-range planning process. However, until the passage of SAFETEA-LU, the emphasis has been on safety, with security receiving little attention or guidance beyond some federal transit programs. In the wake of national events such as the September 11th terrorist attacks, Hurricane Katrina, and other catastrophes, Congress has added security as a stand-alone planning factor to be considered in MPO long range transportation plans. SPC is addressing this planning factor through interagency coordination efforts such as the Regional Operations Plan, which identifies projects and programs for potential funding and implementation through various stakeholder agencies. These include a variety of new, planned, and ongoing projects such as:

- Implementation of Region 511 Traffic Information System
- Establishing incident management teams on selected corridors;
- Establishing a clear incident management system and response procedures for various types of incidents and emergencies;
- Exploring real or virtual co-location of operations centers;
- Developing pre-planned detour routings for key roadway segments;
- Exploring expanded use of Freeway Service Patrols;
- Developing and implementing a plan to close existing equipment gaps in the regional ITS network;
- Developing evacuation plans and procedures for natural and man-made emergency events; and,

- Expanding partnerships with organizations to utilize their communication networks for distributing critical traveler information.

Planning Factor 4: Accessibility and Mobility

The 2035 Plan sought to improve accessibility and mobility for all modes of transportation. This commitment continues with the adoption of the 2040 Plan. Progress has been made in many areas to advance this planning priority:

- Transit Visioning:

Washington County Transit Vision: The three transit operators in Washington County (Mid-Mon Valley Transit Authority, Washington City Transit and Washington Rides) continue to work together to improve cooperation and find new ways to offer better service. This includes completion of a Transit Vision Plan for the county and a detailed look at the financial challenges and opportunities of all three agencies. SPC will continue to provide technical assistance as needed

- Regional Fare Collection Project:

The “Smart Card” project is set to reach full implementation in April of 2012. This project involves farebox upgrades for the Port Authority of Allegheny County as well as many of the region’s other transit providers. Re-loadable Smart Cards will replace traditional bus passes, providing operational efficiencies and new opportunities for regional cooperation. The participating operators include: PAAC, Westmoreland County Transit Authority, Butler Transit Authority, Washington Rides, Washington City Transit and Mid-Mon Valley Transit Authority.

- Regional Trip Finder Service:

A new project facilitated by SPC is set to reach implementation by the end of 2012. The Regional Trip Finder will allow the participating transit providers to offer their customers the ability to use the Internet to plan a trip that involves multiple transit services. For example, the system will allow a customer to plan how to use BCTA to get from Rochester to Pittsburgh and then use PAAC to get to a destination in Oakland, including time, transfer and fare information. All of the region’s fixed-route operators are participants in this project.

- CommuteInfo/Rideshare Program:

In 2010, CommuteInfo's 1000+ vanpool and carpool program members kept 736 single occupancy vehicles from traveling on area roadways each workday. Assuming 260 days of work/school related trips throughout the year, the carpool and vanpool groups have averted 382,720 vehicle trips in the region. In addition, using an average of a 15 mile one way commute (30 miles round trip), this savings also means a reduction of 5,740,800 vehicle miles traveled.

2010 CommuteInfo Outcomes	
Commuters Carpooling or Vanpooling	• 1,011
Single Occupancy Vehicles Off Roadways Each Workday	• 736
Number of Vehicle Trips Off Roadways Each Year	• 382,720
Number of Vehicle Miles Off Roadways Each Year	• 5,740,800

The CommuteInfo program is coordinated in partnership with transportation management associations, transportation providers, businesses, and non-profit service organizations throughout Southwestern PA. The CommuteInfo program is designed to increase the number of people who travel to work or school by riding transit, carpooling, vanpooling, or bikepooling.

- Pedestrian and Bicycle Accommodation:

Planning for the design of pedestrian and bicycle accommodations within the existing transportation network continues actively in the region. Active Allegheny, the Pedestrian and Bicycle element of the Allegheny County Comprehensive Plan was completed in 2010. This Plan recommends the establishment of bicycle commuter routes throughout the County, better pedestrian and bicycle access to regional trails and parks, and pedestrian enhancements in the vicinity of commercial centers, transit stops and employment centers. The three Transportation Management Associations in the region (Oakland Transportation Management Association, Airport Corridor Transportation Association and Pittsburgh Downtown Partnership) have all secured funding for the implementation of pedestrian accommodation enhancements since the adoption of the 2035 Long Range Plan. Numerous other efforts continue with our County and municipal planning partners to identify issues and opportunities relative to pedestrian and bicycle accommodation in the region.

The establishment of connections between local and regional bicycle trails (rail trails) into a regional trail network is a model that is being emulated in several areas of Southwestern Pennsylvania. The Ohio River Trail Council is working to establish a connection from the Montour Trail at Groveton, in Allegheny County, westward along the Ohio River to the Ohio State Line. A short extension would then permit the

connection to the Lake to River Trail in Ohio, an effort currently underway that seeks to create a continuous trail from Lake Erie in the north to the Ohio River in the South.

A similar north-south trail network is also under development in the SPC region, under the guidance of the Erie to Pittsburgh Trail Alliance. This consortium of trail development groups has identified a program of trail connections that would link Pittsburgh to Lake Erie via a major trail nexus at Freeport, at the juncture of Westmoreland, Allegheny, Butler and Armstrong Counties.

To connect the City to Freeport, Friends of the Riverfront has developed a plan for the extension of the Three Rivers Heritage Trail from Pittsburgh to Freeport, along the north shore of the Allegheny River. Recent efforts to advance that trail extension include the formal opening of the Millvale Trail Connection in Allegheny County, and preparation of a formal plan for trail connectivity through the 17 communities that separate the City of Pittsburgh from the Municipality of Freeport.

The City of Pittsburgh has recently embarked on a program of bike lane development along roadway corridors demonstrating high bicycle utilization, which has resulted in a dramatic increase in the miles of bike lanes in the City. However, not all roadways are suited for bike lanes. In cases of insufficient roadway width, the City has implemented a program of Shared Lane markings.

This Shared Lane marking program, or *Sharrow program*, results in the placement of bicycle markings on the roadway pavement, but does not create an exclusive lane for use by bicyclists. Recently added to the Manual of Uniform Traffic Control Devices (MUTCD), the utilization of Sharrow markings in Pittsburgh has been considered “experimental” to date.

Based on the success of the Sharrow program in Pittsburgh, the City of Butler also recently implemented a Shared Lane marking program for bicyclists in that community. Other communities are also considering their use.

Planning Factor 5: Environment, Energy Conservation & Plan Consistency

A commitment to the preservation and enhancement of the region’s quality of life is inherent in many of the policy statements associated with the Regional Vision set forth in this Plan. All activities of SPC and its Planning Partners are done with recognition of the need to balance development with the issue of protecting the environment and achieving the desired quality of life. Air quality is closely monitored in Southwestern Pennsylvania and SPC actively promotes transit use, ridesharing and other fuel-efficient transportation strategies. To further reduce air emissions, SPC’s Congestion Management Process and Intelligent Transportation Systems initiatives strongly support the implementation of traffic signal improvements and other technologies as low-impact, cost-effective ways to conserve energy and improve traffic flow.

Planning and Environmental Linkages

A variety of planning initiatives are underway at SPC and partner agencies that will assist in translating the plan's ideals and policy statements into tangible program areas and results. One of these emerging planning initiatives is known in transportation planning circles as "Planning and Environmental Linkages" (PEL) or "Linking Planning and NEPA" (LPN). NEPA is the National Environmental Policy Act and in this context represents the detailed environmental studies, clearance, and permitting required for transportation projects in the design stage. The LPN initiatives originate from a desire to extract benefits for overall transportation project development by considering environmental resources early in the transportation planning process. FHWA, PennDOT, and SPC have embraced these LPN initiatives with the goal of improving project selection, increasing program predictability, and increasing the efficiency of the overall project development process; resulting in a transportation system that has less of an impact on the region's natural resources, cultural resources, and community resources. The pursuit of these PEL/LPN initiative goals will help to implement the overall plan policy statements that they are consistent with including:

- Investment in infrastructure improvements will be coordinated and targeted at the corridor level to optimize the impact of the investment.
- The region's infrastructure system will be designed to protect and enhance public health and the environment.
- Capitalizing on the region's historic, cultural, recreational, and ecological assets.

SPC has focused increased attention on the PEL/LPN provisions within SAFETEA-LU metropolitan long-range transportation plan regulations for the development of this 2040 long range plan. The result of this focus is a new plan addendum on environmental aspects, which incorporates many PEL/LPN concepts and practices. A comprehensive version of this addendum material is available at <http://www.spcregion.org/lrpenv/>. Much of the data, tools, processes, and coordination activities developed during the completion of the addendum will be useful in future implementation activities associated with these initiatives.

PennDOT recently revamped its statewide project development process to include LPN provisions, particularly for early planning and asset management focus. SPC and the PennDOT Districts in the region are working collaboratively to implement these LPN provisions into the project and program development process. SPC has established District Project Development Work Groups in each of the three PennDOT Districts in the region, including the SPC member planning departments and other transportation agencies, to implement and administer the LPN provisions. Through this work, the District Project Development Work Groups will help to deliver the 2013 Transportation Improvement Plan. The District Project Development Work Groups will be considering transportation problems and project proposals at a level of detail not considered in prior TIP updates. Details on project need, project purpose, location, scope, costs, engineering aspects, and environmental aspects will be provided via new LPN screening forms, which are required to be completed on each new problem/project considered for the 2013 TIP update. This information will be helpful in project comparisons that ultimately increase cost effectiveness of the program and provide benefits to the subsequent stages of project development.

Improving Regional Air Quality

Pennsylvania's "Climate Change Act" (Act 70 of 2008, effective July 9, 2008) required the Pennsylvania Department of Environmental Protection (PaDEP) to convene a Climate Change Action Committee to develop a Greenhouse Gas (GHG) emissions inventory for the Commonwealth and to prepare a Climate Change Action Plan. The inventory is to be updated annually and is to establish GHG emissions trends and the relative contributions of major sectors. The Climate Change Action Plan is to be prepared and updated on a three year cycle.

The first Climate Change Action Plan was published in December, 2009. It identifies GHG emission trends, evaluates cost-effective strategies for reducing GHG emissions, identifies the costs and benefits of GHG reduction strategies recommended by the Action Plan, and recommends to the General Assembly legislative changes necessary to implement the Plan. The Plan establishes an overall goal to reduce GHG emissions to a level 30% below year 2000 levels by the year 2020. The work plans and recommendations in the Climate Change Action Plan recognize recent federal and state actions that will lead to reductions in GHG emissions, and identify additional opportunities for mitigating GHG emissions.

Emissions of greenhouse gases are expressed in terms of carbon dioxide equivalent (CO₂e). Each GHG has a different impact on climate. For making comparisons, all greenhouse gas emissions are converted to their impact of an equal volume of CO₂. On a net emissions basis Pennsylvania, in 2000, accounted for approximately 263 *million metric tons of greenhouse gases* (263 MMtCO₂e), or about 4% of the total U.S. net GHG emissions.

The principal sources of GHG emissions in Pennsylvania in 2000 included electricity consumption (30%), industrial activities (28%), transportation and land use (24%), and residential and commercial fuel use (14%). Waste handling, forestry and agriculture sectors combined account for the remaining 5% of the total.

Greenhouse gas emissions from transportation and land use activities are produced largely by burning of gasoline or diesel fuel by light-duty (on-road) vehicles, aircraft, rail engines, and marine engines. In 2000, the land use and transportation sector contributed about 70 MMtCO₂e (about 25% of the statewide total). On-road gasoline and diesel combustion contributed about 79% of the total land use and transportation emissions (64% and 15% respectively). The remaining land use and transportation emissions were contributed by aviation (11%), marine (4%), and rail and other non-road sources (5%).

The Climate Action Plan provides work plans and recommendations that, if fully implemented, can achieve the target reduction of 30% below 2000 levels by 2020 (a reduction of nearly 84 MMtCO₂e per year). Recent federal and state actions have the potential to reduce GHG emissions by an additional 24 MMtCO₂e.

The emissions reduction recommendations for the transportation and land use sector are estimated to reduce GHG emissions by up to 7 MMtCO₂e. When combined with the benefits from recent federal and state actions, a potential GHG emission reduction of up to 22 MMtCO₂e

from the transportation and land use sector is identified, if all the recommendation and recent actions are fully implemented.

The recent federal and state actions in the transportation and land use sector include: Pennsylvania's Clean Vehicle Program, Federal Vehicle GHG emissions and CAFÉ standards, Biofuel Development and In-State Production Incentive Act, and Pennsylvania's Diesel Anti-idling Program.

Many of the Climate Action Plan's recommendations for the transportation and land use sector are consistent with policies and strategies articulated during development of SPC's 2035 Long Range plan in 2007. The Climate Action Plan's recommendations for the transportation and land use sector and their potential emissions reductions, include:

- Low-Rolling Resistance Tires (0.68 MMtCO₂e reduction) can improve fuel efficiency in all vehicles by up to 3 to 4 percent.
- Eco-Driving (3.51 MMtCO₂e reduction). This includes five elements (1) Pay as you drive insurance, which provides an incentive to drive less; (2) Feebates, which provide incentives to purchase more fuel-efficient vehicles and a tax on less efficient vehicles; (3) providing direct driver training on methods to save fuel while on the road; (4) Encouraging proper tire inflation guidelines which provide fuel savings at minimal cost; and (5) most vehicles are more fuel efficient at 55 MPH than 65 MPH, reducing the speed limit should provide significant GHG reductions.
- Utilizing Existing Public Transportation Systems (0.05 MMtCO₂e reduction). The Climate Action Work Plan emphasizes the need to make significant capital investments in transit in order to provide options to driving alone.
- Increasing participation in Efficient Passenger Transit (0.12 MMtCO₂e reduction). This recommendation complements the one above providing incentives for work place promotion of public transit use, carpooling or vanpooling, telecommuting, urban and intercity roadway tolls, sales tax exemptions for eCommerce, and other measures that could decrease drive alone trips, increase transit trips, and avoid motor vehicle trips altogether.
- Cutting Emissions from Freight Transportation (0.99 MMtCO₂e reduction). Recommendations included fuel efficiency improvements and emission reduction measures for freight vehicles (trucks, rail locomotives, and marine vessels).
- Increasing Federal Support for Efficient Transit and Freight Transport in Pa (1.17 MMtCO₂e reduction). This set of recommendations recognize that many of the advancements needed in the transit system will not occur without a large increase in federal support for transit operations, car and vanpool programs, telecommuting strategies, and other activities that will cut transportation and land use sector GHG emissions.
- Enhanced Support for Existing Smart Growth, Transportation and Land Use Policies; and Transit-Oriented Design, Smart Growth Communities, and Land Use Solutions (0.76 MMtCO₂e reduction). This includes two sets of recommendations. One to use existing policies and regulations to promote smart growth principles to create more compact communities with a mix of land uses that generate less vehicular traffic and support auto

trip reduction measures. The other set to implement new policies to promote smart growth communities and sustainable land use practices including transit oriented development, infill projects, and policies to reduce the consumption of undeveloped land outside existing towns and other built-up areas. These recommendations recognize the need for both new legislation and changes to Pennsylvania's Metropolitan Planning Code.

SPC's Transportation and Development Plan policy statements and overall emphasis on investment in corridors and centers support many of these recommendations of the Pennsylvania Climate Action Plan. New or ongoing SPC Plan implementation strategies include:

- Continuation of SPC's regional ridesharing program (CommuteInfo), which operates the regional carpool and vanpool programs and promotes other ridesharing options.
- Managing SPC's process for selecting projects for funding through the Congestion Management and Air Quality Program (CMAQ). Projects selected for CMAQ funding must show a potential for reductions in vehicle emissions.
- Implementation of SPC's traffic signal improvement program which provides funding to local communities to re-time and upgrade traffic signals to improve traffic operations and reduce vehicle delay at intersections.
- Development of guidelines and criteria for design of Transit Oriented Development (TOD) projects.
- Funding for a pilot project to implement Smart Transportation projects, which is modeled on the statewide PCTI Program.

SPC is also implementing strategies that support and advance recommendations for GHG reductions in other sectors. For example, SPC's Energy Program supports Pennsylvania's Climate Action Plan recommendations for the Residential and Commercial fuel use sector. Energy costs in the SPC region are predicted to increase by 29% in the next few years. SPC created PowerSmart to help local governments and non-profit agencies save money while improving the environment and building a green job economy.

PowerSmart is SPC's comprehensive approach to reduce energy costs for local governments, schools and non-profits through energy efficiency improvements and demand-side energy management. Services include:

- Approaches to energy management planning
- Technical Assistance
- Utility Bill Analysis
- Training Workshops
- Energy Assessments & Audits
- LED Traffic Signal Conversion
- Help with accessing financing or funding for improvements
- Participation on the Clean Cities program to promote the use of alternative fuels and support infrastructure for selected fuels throughout the region.
- Promotion of combined heat and power systems in wastewater treatment facilities to capture a triple bottom line for the environment: reduction of methane gases from

wastewater treatment facilities; reduction in use of electricity to operate the plant and generation of power from waste heat.

Participating in the PowerSmart program results in:

- reduced energy consumption and increased operating efficiencies
- lower energy bills and operating costs
- reduced greenhouse gas emissions
- lower costs for taxpayers, and
- creation of more environmentally friendly policies.

Planning Factor 6: Integration of Modes

As presented in *Section 3, Regional Conditions and Trends*, Southwestern Pennsylvania features a transportation network that is both intermodal and multimodal in scope, with thousands of miles of highways, ten transit service providers, two dozen airports, more than 1,400 miles of rail lines, pedestrian and bicycle facilities in every County, and the second busiest inland port in the United States. The integration of these modes into a unified transportation network is a primary focus of the Southwestern Pennsylvania Commission's annual work program. Ongoing efforts directed at intermodal integration within the region include cooperative efforts by the SPC Pedestrian / Bicycle Committee and PennDOT in the development and implementation of a planning and design checklist to ensure that highway improvement projects include pedestrian and bicycle accommodations.

SPC works closely with PennDOT partners in the design, implementation and utilization of the PennDOT Pedestrian and Bicycle Programming Checklist. Completed for each project, this checklist is used to document the presence of pedestrians and bicycles in a project areas, and to determine the need for and nature of any necessary pedestrian and bicycle improvements in association with a PennDOT funded transportation improvement program. The Pedestrian and Bicycle Programming checklist has been used to review proposals for shared use sidewalks on the Freeport Bridge, a major crossing of the Allegheny River, and for the design of sidewalk enhancement and shared lane markings to be completed in association with the West Carson Street/Route 51 Viaduct project. However, perhaps the most visible example of how the region has worked together to accommodate pedestrians and bicycles in highway projects can be seen in the PA Route 28 Millvale Trail connection. The Millvale Trail, part of the Three Rivers Heritage Trail System, connects downtown Pittsburgh with the community of Millvale, following the North Shore of the Allegheny River. Along the same routing, PennDOT has been working to advance the PA Route 28 enhancement project to address congestion along this major commuting arterial. The narrow corridor is also shared by the Norfolk Southern Railroad's Conemaugh line.

In order to widen Route 28, it was necessary to maximize the use of the entire corridor width. At one pinch point, it appeared that the existing pedestrian and bicycle trail would have to be sacrificed to make sufficient corridor width for the expanded highway and the railroad. The trail was saved when PennDOT, working with the City and regional trail partners, agreed to design a "floating" trail connection that permitted the trail to extend *over* and area of floodplain and steep

shoreline. The Millvale Trail connection was completed in 2010, and remains a popular walking and biking commuter route into downtown Pittsburgh. It also serves as the regional connection to the proposed Erie to Pittsburgh Trail.

The regional Freight Forum brings together freight interests from the rail, trucking, aviation and barge industries to identify intermodal connectivity needs, assets and opportunities in the region. Regional initiatives to advance freight planning in the region include SPC participation in the US Army Corps of Engineers' Upper Ohio Navigation Study, an assessment of the maintenance needs of the Locks and Dams on the Upper Ohio River. Also significant to the region is the 2009 award of \$98 million in federal funding to the CSX Railroad's "National Gateway" project to provide double stack (vertical) clearance for the entire distance of their line from the Midwest to the East Coast. About a dozen projects are completed or currently underway in the region. This program of improvements is slated for completion in 2012.

Planning Factor 7: System Management & Operations

SPC's regional Transportation Operations and Safety Committee coordinates efforts to ensure efficient system management and operations with a variety of regional stakeholders representing multiple transportation modes. One of these efforts is the implementation of a comprehensive Congestion Management Process (CMP). SPC's CMP includes active monitoring of more than 100 corridors throughout Southwestern Pennsylvania and identifies strategies to address both recurring and non-recurring congestion. The data and information generated through the CMP is shared through an innovative on-line reporting system that makes the CMP readily accessible to planning partners and the public throughout the region. This information is also integrated into the programming process and used to help evaluate the potential effectiveness of proposed projects.

Planning Factor 8: Preservation of the Existing System

SPC remains attentive to the need to preserve the existing transportation system, as evidenced by the policy statement, "Maintenance of the existing transportation system will be a regional priority." The vast majority of highway, bridge, and transit funding in this Plan continues to be dedicated to maintenance and upgrades of existing infrastructure.

Responsiveness to Comprehensive Economic Development Strategy Guidelines

This 2040 Plan was developed consistent with section 302 of the Public Works and Economic Development Act of 1965 (42 U.S.C. § 3162) and EDA regulations at 13 C.F.R. part 303 governing CEDS development. The Plan document addresses all key technical requirements set forth by the Economic Development Administration. These include a detailed background of the region, an analysis of the economic development problems, and goals of the region. The Plan document also has an in-depth discussion on community and private sector participation in Plan development, a list of strategic projects, programs and activities, as well as, a detailed description on a plan of action and performance monitoring.

Improve Project Delivery Process

Plan implementation also includes advancing strategies for improving the transportation project delivery process. Plan projects and investments cannot languish amidst rising construction costs. Tight funds dictate timely and efficient usage of all available resources. Actions will include better integration across all modal programs through SPC's committee structure that brings project sponsor partners regularly to the SPC table, improved and expanded mechanisms for public and stakeholder involvement to assist planning, programming and project delivery, and improved project data bases for tracking project costs, emerging delivery issues, and sponsor performance. SPC's Unified Planning Work Program will continue to advance activities to improve the project delivery process.

Continuing and ongoing stakeholders and public outreach involvement will be essential to Plan implementation. Through SPC's various work programs, efforts will continue to evolve creative ways to keep all partners involved between plan update cycles. Innovative outreach to ensure a broad cross section of the public will continue, ensuring that participation in Plan implementation and monitoring of delivery is not limited to just special interest groups and professionals.

In 2011, SPC revised and updated its Public Participation Plan to incorporate the use of technology and increased visualization strategies into the public involvement process through the establishment of standards for web based interaction, including web based seminars, or "webinars" to supplement our active public participation outreach program.

Plan Administration

It is critical that the Plan be responsive to changing conditions within the region. Plan administration will be directed at maintaining and confirming the Plan's validity and consistency with current and forecasted transportation, economic and land use trends. The Plan administrative process will ensure that the Plan is responsive to changes on the funding and project development front. Monitoring will receive feedback from SPC's committee structure, from public involvement/outreach activities, from annual work program activities, and from the various data bases maintained at SPC. The administrative process will work to be responsive to changes in regional investment needs and strategies, changes that occur with individual projects through the project development process, and changes in funding programs at the federal, state

and local level. Coordination will continue between Plan update cycles with various planning partners to identify the possible need for change through such instruments as monitoring updates of individual county comprehensive plans to tracking direction from the Mobility Plan for Pennsylvania. Plan administration will focus on three areas – amendment procedures, project delivery, and preparation for the next Plan update cycle.

Amendment Procedures

Major plan amendments will require Commission action. This includes all Plan amendment requests that may affect air quality conformity, add a major project that is not covered under line items by investment category, or change the overall Financial Plan. The advancement of air quality non-neutral projects from the Illustrative Project List (or from any other source) will be considered only upon submission of a project budget and identification and confirmation of the sources of additional funding. To qualify, the submitted project financial information must conform to the current federal guidelines for determining fiscal constraint.

Federal fiscal constraint guidelines require a federal review and determination that the construction costs for a project are included in a fiscally constrained TIP/LRTP before approval may be granted to advance a project beyond the environmental study phase of project development. The effect of this requirement is an increased demand to manage projects and revenues in Stage 2 of the LRTP in a manner similar to the TIP. Therefore, to expedite LRTP amendment processes and to keep the current project costs synchronized between the TIP and LRTP Stage 2, regular amendments and administrative changes to the LRTP will follow the TIP Revision Procedures identified in SPC's current version of the TIP (Transportation Improvement Program for Southwestern Pennsylvania, 2011-2014.). Examples include projects advanced under the highway and transit investment line items, minor individual project cost increases, and changes in project schedule that remain within the Plan years.

Technical amendment requests from sponsoring agencies will be advanced for consideration through the appropriate SPC technical committee. This will vary by Plan element. All transportation amendments will first be through the Transportation Technical Committee for highway requests, and through the Transit Operators Committee for transit requests.

For the Plan's transportation component, project delivery will be through the Transportation Improvement Program that is updated every two years. Plan implementation will begin immediately after adoption in June 2011, with the start of the development of the 2013-2016 TIP this summer (2011). Action on the 2013-2016 TIP by the Commission is scheduled for June of 2012. A second TIP update to advance project delivery will also occur two years later, with work beginning in the summer of 2013 to develop the 2015-2018 TIP for June 2014 adoption. Thus two TIP update cycles will be advanced between Plan updates cycles to deliver projects that match the direction and vision of the 2040 Plan and its policy statements. With TIP adoption in 2012 and 2014, the transportation component of the Plan will also be amended as needed to reflect the current status of projects and of funds available for the region. Thus at a minimum there are several opportunities between the four year Plan update cycle to revisit the Plan's detailed content and reflect current regional climate and direction for transportation planning and funding. This will allow the Transportation Component of the Plan to remain current and

responsive to change at the federal, state and local level. As necessary Plan amendment requests will also be considered between TIP update cycles.

Economic development investment coordination will occur through SPC's economic development committee structure and SPC's partnering efforts with the member economic development departments, the economic development stakeholders and partners throughout the region.