

2006 Guyasuta Fellowship Post Agenda report to Pittsburgh City Council, Nov. 27, 2006

Pittsburgh City Councilman Bill Peduto announced plans for the 2006 Guyasuta Youth Fellowship Program at a press conference on Monday, April 24, 2006. Councilman Peduto was joined by representatives of Sustainable Pittsburgh and the Allegheny Conference on Community Development, collaborative partners in the press conference announcing this year's Guyasuta Fellowship along with other civic and business sector initiatives focused on transportation policy.

Councilman Peduto's Guyasuta Fellowship entered its fourth year in the midst of continued uncertainties over the future of transportation in Pittsburgh and in Pennsylvania. With weight restrictions being placed on area bridges and the Port Authority approaching yet another funding crisis deadline, the time was ripe for public input and civic leadership on the issue of transportation. In the face of these challenges, Pittsburgh City Councilman Bill Peduto focused this year's Fellowship program on developing a regional perspective on sustainable transportation funding, planning, and prioritization.

The 2006 Guyasuta Fellowship has strived to serve as a public platform to bring together young civic leaders from around the Pittsburgh region, challenge them to actively engage in the dialogue around transportation, and to develop citizen-driven priorities for the City and the region that can turn today's transportation challenges into future regional successes. Tough choices and real priorities need to be made for Pennsylvania in 2006 and the Fellowship has created an important role for young people. While many current discussions revolve around the immediate budgetary challenges for transportation, the Fellowship intends to build a long term vision for what young citizens' desire in a regional transportation system. This report documents priorities and recommendations toward funding and achieving those long-term goals.

GUYASUTA OUTLINE

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1. Introduction: Program History

Inspiration for a Fellowship

Guyasuta, an important leader of the Seneca Native American tribe in Western Pennsylvania, was one of the most powerful chiefs of his time, guiding both the French and the British settlers through the woods of our region. Paying homage to his name, the Fellowship empowers young people to engage in public policy by providing recommendations to Pittsburgh City Council. Just as Guyasuta guided settlers, the Fellowship seeks to provide elected officials with a map on how best to retain and attract young people to the region through public policy. For four years, Pittsburgh City Councilman Bill Peduto has empowered young citizens in Pittsburgh to serve as consultants to collect research, interview community leaders, garner the opinions of young people and present policy ideas. The Fellowship program is managed for Councilman Peduto by Jackson/Clark Partners (www.jacksonclark.net).

The fellowship has three main goals:

- Engage and empower young people through public policy
- Propose grassroots-driven strategies that will attract and retain young talent
- Build vision and innovation through new perspectives

Focus Areas of the Fellowship

During the 2002 Fellowship, Fellows looked into Urban and Regional Transit as well as Arts, Creative Culture, and Community Development. 2003 Fellows examined the larger context of regional development and funding, including Modern Fiscal Strategies, Community Building, and Asset-Based Development and Economic Development Financial Tools. This fellowship has created a model for direct citizen participation and engagement in government like none other available to young Pittsburghers. Their recommendations have been widely reviewed and discussed. Several recommendations have begun to be implemented during the past two years. Complete reports are available at <http://www.city.pittsburgh.pa.us/district8/>.

The 2004 Guyasuta program was designed to capitalize on the unique and important opportunity that exists in the midst of Pittsburgh's current fiscal challenges, the chance for young citizens to think regionally to develop a vision for the Pittsburgh area beyond short-term solutions to the City's immediate fiscal crisis. The program built an informed group of young citizens who began to create a vision for what we should look like as a region in 2012 and developed long-term strategies to make that vision a reality.

A total of 130 people from Pittsburgh and 11 suburbs, with an average age of 30, signed up to participate. From July 2004 through December 2004 the Fellows met two nights a month at the City/County Building. The Fellows discussed the broad topics of regionalism and governance with an array of expert guests, including former Allegheny County Executive Jim Roddey, former Pittsburgh City Councilman Sala Udin, Dr. David Miller, Southwestern Pennsylvania Commission President Jim Hassinger, and Washington County Commissioner J. Bracken Burns. The Guyasuta Fellows delivered their initial comments and recommendations to Allegheny County Executive Dan Onorato on December 12, 2004, and to Pittsburgh City Council on May 10, 2005.

City of Pittsburgh Act 47 budget cuts forced a hiatus for the program in 2005. With assistance from the Heinz Endowments, Grable Foundation, and Center for Civic Participation, the Guyasuta Fellowship program has returned in 2006.

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1. Introduction: Group composition

An open call for Pittsburgh's young, and young at heart, was placed in June 2006 to get them engaged in transportation policy. With the help of Ms. Julie Mickens, Jackson Clark Partners was able to attract 105 citizens to the 2006 program. Participants were to work collaboratively on the project over the course of five months by meeting a couple of basic requirements: (1) be a resident committed to the Pittsburgh region, and (2) commit to missing no more than two program sessions. The latter requirement proved to be more difficult as numerous circumstances prevented participants from fully participating.

Participants are all volunteers and have chosen to meet regularly to discuss the topic of our region's transportation system and what can be done about it. Fellows used a variety of means to attend our sessions including biking, paratransit, bus, driving, or simply walking from their workplaces before heading home.

A sample of Fellows

A sample of participants reveals that a plurality of the Fellows heard about the program through a listserv or e-mail. Word of mouth played an important role in attracting participants while a small minority was informed of the program through their workplace or a web posting.

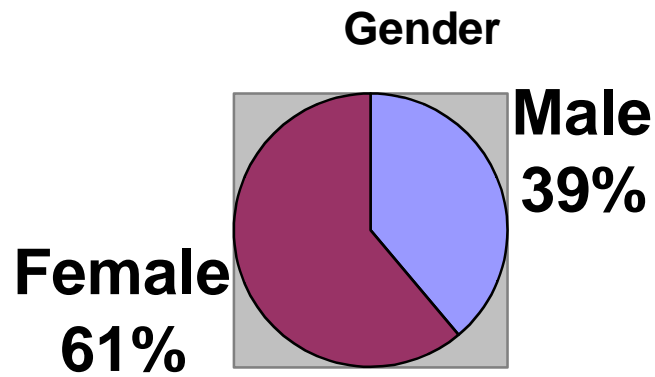
Where Fellows heard of the program	
E-mail/Listserv	45%
Word of Mouth	33%
Workplace	15%
Web posting	7%

Most of the participants come from the City of Pittsburgh's East End (57%) while 23% are residents of other parts of the City. The remaining 20% of the participants come from suburban communities.

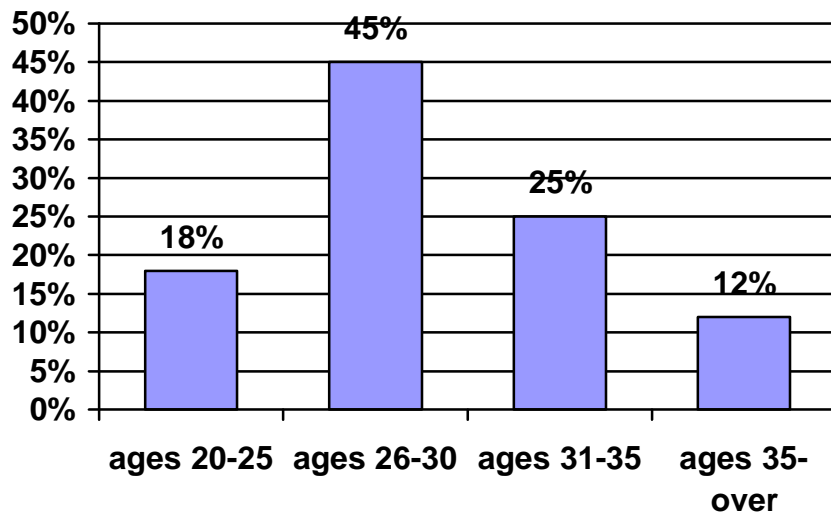
More transplants (60%) to the region participated in the program than natives (40%). Perhaps this indicates that the experience of living elsewhere has given newcomers a better appreciation for the quality of life offered in the region. Locals who take our region's amenities for granted may be less inclined to civically engage themselves.

Women were also more compelled to participate than men.

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None of the Fellows were below the age of 20.



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1. Introduction: Process

The first task for participating Fellows was to sign in to an online group where Fellows could communicate and share information with one another when not meeting in person. A Yahoo Group page (<http://groups.yahoo.com/group/guyasuta>) was selected for its usability. Site features include a message board, calendar, and areas where Fellows could post hyperlinks & files for others to view. To date, 85 members still receive regular e-mails and contribute through the group page.

The second task was to attend a series of sessions held inside the Allegheny County Bar Association conference room at the City-County Building in Downtown Pittsburgh. Before each session, Fellows were electronically provided with reading materials to gain a greater understanding of the material being covered. Most sessions included guests who could provide Fellows with more insight on the topics addressed. The guests were a mix of transportation planners and community leaders that Fellows could directly communicate with through question & answer periods. Nine sessions were held from June through October to spur Fellows into thinking about how they want to move both people & goods through the Southwestern Pennsylvania region.

The third task was to assess group priorities in transportation planning and funding by performing “dot exercises” based on the nominal group technique. The nominal group technique is intended to take advantage of pooled judgments to seek creative solutions to problems. The judgments of a variety of people with varied talents, knowledge, and skills are to be used together. By doing this, the resulting ideas are likely to be better than those that might be obtained by other methods. This solution is not as concerned with routine decisions or decisions in which bargaining occurs.

Ideas given by Fellows on planning and funding during “dot exercises” were later discussed by participants and used as the basis for exploring options in public policy. Some of these ideas were used to offer public comment during the Transportation Funding & Reform Commission listening session on September 12, 2006. Individual Fellows were then charged with the task of researching and refining these ideas into policy recommendations.

The final task of the Fellows was to engender a sense of regional citizenship by engaging the general public through dialogue about the state of transportation in Southwestern PA. Broadcast programs were developed for WQED television and WDUQ radio. A blog was created as well to share ideas in greater depth.

Today, we are embarking on a mission to bring our message to key players that help shape public policy direction.

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1. Introduction: Process: Sessions

June 28, 2006

Participants were introduced to the Fellowship program by Pat Clark and Councilman William Peduto. Representatives from the Pittsburgh chapter of the American Society of Civil Engineers presented a report on the state of Pennsylvania's infrastructure. The pending fiscal crises were noted as Court Gould discussed Sustainable Pittsburgh's 2006 Transportation Funding Initiative.

Materials provided

- "A Profile of the Pittsburgh Region," Brookings Institution
- "Back to Prosperity: a Competitive Agenda for a Renewing Pennsylvania," Brookings Institution
- "ASCE Report Card on PA Infrastructure: the Keystone is Crumbling," American Society of Civil Engineers
- "2006 Transportation Funding Initiative," Sustainable Pittsburgh

Guests

- The Honorable Bill Peduto, Pittsburgh City Council District 8, Pittsburgh City Council representative to the Southwestern Pennsylvania Commission (SPC), SPC's Vice-Chair of the Intelligent Transportation System Committee
- Court Gould, Director of Sustainable Pittsburgh
- Gregory Scott, P.E., M.ASCE. Past President (2005-2006) of the Pittsburgh section of the American Society of Civil Engineers, Senior Project Manager at ATS-Chester Engineers
- Patrick Kane, P.E., Past President (2004-2005) of the Pittsburgh section of the American Society of Civil Engineers, Pittsburgh Operations Manager of the Transport Division at L. Robert Kimball & Assoc.

July 5, 2006

Our transportation system is in place to move both people and goods. Unfortunately, people often forget about freight movement until the system breaks down. This session challenged Fellows to think about challenges and opportunities in freight movement in Southwestern Pennsylvania.

Materials provided

- "2030 Transportation and Development Plan for Southwestern Pennsylvania (the Regional Plan)," Southwestern Pennsylvania Commission
- "Allegheny County Railroad Corridor Study," Michael Baker Corporation
- "On the Move: A Basic Guide to Transportation Planning," Southwestern Pennsylvania Commission
- "Small airports making the most of limited improvement dollars," Pittsburgh Business Times article

Guests

- Sara Walfort, Transportation Planning Manager at the Southwestern Pennsylvania Commission
- Ken Zapinski, Senior Vice President of the Transportation & Infrastructure Program at the Allegheny Conference on Community Development
- Lynn DeLorenzo, Chairperson of the Pittsburgh Chapter of the National Assoc. of Industrial & Office Properties, Principal of L.R. DeLorenzo & Co. LLC, Member of Allegheny County Chief Executive Dan Onorato's Transportation Action Team
- Greg Wicklem, Executive Director of the Keystone State Railroad Association

July 19, 2006

With a pending fiscal crisis at the Port Authority of Allegheny County, leadership from this public body was brought in to talk about opportunities and obstacles in the way of maintaining a quality system of mass transportation in the Pittsburgh region. A lack of stable dedicated funding has

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statewide implications. To dispel the notion that mass transportation affects only Pittsburgh & Philadelphia, Greg Kausch discussed delivering an efficient public transit system for our neighbors in Beaver County.

Materials Provided

- "2020 Transit Vision Study," Port Authority of Allegheny County
- "Eastern Corridor Transit Study," Southwestern Pennsylvania Commission
- "Multimodal Airport Corridor Project: a Major Investment Study," Port Authority of Allegheny County

Guests

- Steve Bland, CEO of the Port Authority of Allegheny County
- David Wohlwill, Lead Transit Planner of the Port Authority of Allegheny County
- Greg Kausch, Manager of Planning & Quality at the Beaver County Transportation Authority

August 2, 2006

Dr. Wallace Watson shared some of the transportation initiatives being undertaken by the faith-based community. This evening primarily served as a working session where Fellows could share their ideas on how to improve our systems of mass transportation and freight movement. This session included the first round of "dot exercises."

Guest

- Dr. Wallace Watson, Pittsburgh Interfaith Impact Network

August 16, 2006

Since 90% of the trips taken in our region are by private means, the Fellows discussed our options for individual travel. The quality and condition of our roads, paths, and sidewalks were all on the table for discussion.

Materials Provided

- "PennDOT's 10-step Process," Pennsylvania Dept. of Transportation
- "Is the Money There? Financing of the Mon/Fayette & Southern Beltway Toll Roads," CONSAD Research Corporation
- "Mon-Expressway Funds Fall Short," Pittsburgh Post-Gazette article
- "Mon-Fay's Future in Legislature's Hands," Pittsburgh Post-Gazette article
- "Citizen's Alternative to the Mon-Fayette Toll Road," PennFuture
- "Can we get there from here? Transportation panel eyeing tough choices," Pittsburgh Post-Gazette article

Guests

- Scott Bricker, Executive Director of BikePGH
- Ray Reaves, current planning consultant and former Allegheny County Planning Director
- Ken Flack, Transportation Planner at the Southwestern Pennsylvania Commission

August 30, 2006

As a follow-up to our session on August 16, Fellows met with representatives from the Pennsylvania Turnpike Commission to discuss the recurring topic of the Mon-Fayette Expressway. The second round of the dot exercises then took place to gather input from Fellows regarding regional priorities in private transportation. The session concluded with Fellows strategizing how they wanted to respond to the Pennsylvania Transportation Funding & Reform Commission preliminary report released earlier that week.

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Materials Provided

- "Investing in Our Future: Initial Findings & Request for Public Input," Transportation Funding & Reform Commission
- "Road Solution May be Taxing," Post-Gazette article

Guests

- Tom Fox, Pennsylvania Turnpike Commission
- Joseph Sutor, Pennsylvania Turnpike Commission

September 26, 2006

Many of our guests have stated that action will need to occur at the State Legislature for progress to be made locally. Fellows sought a sense of *realpolitik* with Dr. Morton Coleman about boosting political support for transit before preparing for the WQED Citizens Forum set to air on October 26, 2006.

Guest

- Dr. Morton Coleman, University of Pittsburgh Institute of Politics

October 4, 2006

Several of our Fellows attended the Transportation Funding & Reform Commission listening session to offer comment on their preliminary report. We used this evening to sit down with former Allegheny Chief Executive James Roddey to discuss his predictions for how the fall legislative session would transpire in the wake of the Commission's pending final report.

Guest

- James Roddey, Hawthorne Group, member of Governor Rendell's Pennsylvania Transportation Funding & Reform Commission

October 13, 2006

Everything was on the table for our last scheduled session. Fellows used the time to talk with PennDOT Secretary Allen Biehler about particular areas of public policy that they had each been exploring for the past month. Their discussion with Secretary Biehler helped further shape their final policy recommendations given here.

Guest

- Allen Biehler, P.E., Secretary of Pennsylvania Department of Transportation, member of Governor Rendell's Pennsylvania Transportation Funding & Reform Commission

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1. Introduction: Process: Public outreach

The 2006 Guyasuta Fellowship program has sought to engage the general public through participatory civic processes. The focus has been on the specific regional challenge of transportation with the hopes of creating a dialogue on regional citizenship. Some of this outreach has included the following:

Guyasuta Fellowship Citizens' Summit on Transportation

With the help of WQED TV-13, the Fellows helped bring the issue of transportation to people's living rooms throughout the region. An hour long program aired on the evening of October 26, 2006, as an OnQ production to raise awareness of the issue of the state of transportation in the region. WDUQ 90.5 FM assisted the Fellows by airing a rebroadcast of the program on November 5, 2006. The program is currently available online (http://www.wqed.org/tv/programming_ondemand.shtml) or by using Comcast's OnDemand programming.

In-studio guests included

- John Minetti of the Pittsburgh chapter of the American Society of Civil Engineers
- Ken Zapinski of the Allegheny Conference on Community Development
- Steve Bland of the Port Authority
- Bill Peduto of Pittsburgh City Council

Taped segments included interviews with

- Patrick Kane of the American Society of Civil Engineers about the grades given in the Report Card on Pennsylvania's infrastructure
- Dan Cessna of PennDOT about the state of bridge repair in Southwestern Pennsylvania
- J. Bracken Burns of Southwestern Pennsylvania Commission about the work that the Commission does to address transportation needs
- Amanda Zieders of Save Our Transit about grassroots movements to finding dedicated adequate funding for mass transit in our region

Guyasuta Fellowship Citizens' Action on Transportation

WDUQ 90.5 FM Pittsburgh helped the Fellows by airing original content on the evening of November 12, 2006. The hour-long program was hosted by Ms. Katherine Fink to present some of the dialogue occurring around transportation from an average citizen's perspective. The content is available as a podcast (<http://guyasuta.libsyn.com/>).

Excerpts that aired include

- Interviews with Fellows on what they would like to see for the region's transportation system
- A discussion with past Guyasuta Fellowship program guests. The session was moderated by Chris Potter of the Pittsburgh City Paper and Khari Mosely of the League of Young Voters
- A discussion with Fellows moderated by Katherine Fink and Joshua Panchur
- Segments with Julie Mickens on the repair of the Freeport Bridge and the propagation of public transit t-shirts by Heather Wood.

Guyasuta.blogspot.com

The Fellows have entered the blogosphere (<http://guyasuta.blogspot.com>). Entries run the gamut from commentary on recent news articles to notes from previous meetings. The whole world is welcome to join in on our conversations.

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www.guyasutafellowship.com

Guyasuta Fellow, Richard Kelley, was kind enough to register the domain name guyasutafellowship.com. The domain currently forwards people on to our blog, but we hope to make full use of the website in the near future as our transportation issues will not be going away any time soon.

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2. Executive Summary

The Guyasuta Fellows are young citizens of the Pittsburgh region who have volunteered their time to collaborate on ideas for how to fix Pennsylvania's broken transportation system. Since June of 2006, we have viewed numerous studies and communicated with community leaders about enhancing our region's transportation system. Given that we are not transportation professionals, the reports, studies, and proposals served as a menu of options available to us. The recommendations given here are meant to help guide elected officials and community leaders on how to attain the transportation system that we envision. We envision a 21st Century transportation system for Southwestern Pennsylvania that is environmentally clean, economically efficient, easy to use, and accessible to all communities. The assets are here, but the administrative bodies that contribute to our current system are disparate and sometimes seem to have very different visions for our region. These bodies will have to act in concert to deliver the system we envision to stakeholders.

City Council

- Use the Bureau of Building Inspection to aggressively pursue violators of citywide sidewalk maintenance ordinances
- Add demarcated bike lanes and 'sharrows' (shared lane pavement markings stenciled to City streets) to provide safer roads for cyclists

Port Authority of Allegheny County

- Install bike racks on all buses. Fund the addition of bike racks with advertising such as the Metropolitan Atlanta Regional Transit Authority (MARTA) does
- Provide real time passenger information (RTPI) to commuters
- Abandon the hub & spoke system and connect buses to nodes along transportation spines such as our busways and the T. This will provide greater opportunities for transit-oriented developments.
- Perform annual audits of transit service by issuing "Service Scorecards" to the public. Engage the public on the quality of service that they are receiving.
- Pass no more unbalanced budgets

Regional Transit Operators

- Form a region wide transportation authority to integrate fare structures, reduce duplication of services, pursue a regional system of commuter rail, and reduce jurisdictional conflicts in Southwest Pennsylvania. The scope of this new authority would include the transit agencies of Allegheny, Beaver, Lawrence, Butler, Westmoreland, Fayette, and Washington counties as they all already offer service into Pittsburgh.

Grassroots transit supporters

- Work to establish coalitions with rural users of public transit to lobby Harrisburg legislators. The elderly and disabled in rural areas have been effective groups at ensuring transit service exists in 42 Pennsylvania counties.

Allegheny County Transit Council

- Move to solicit more public comment on particular transit routes with a service akin to the Straphangers Campaign of NYC.

Allegheny County

- Connect Downtown to Oakland with high-speed public transit

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- Allow private/commercial access to our busways & HOV lanes. Assess fees to limit traffic, recoup expenses, and generate revenue.

Southwestern Pennsylvania Commission

- Aggressively market www.commuteinfo.com. This is a great asset towards promoting ridesharing.

Port of Pittsburgh

- Explore the possibility of a rail-truck-waterway intermodal facility.
- Seek to establish Pittsburgh as an inland distribution port connected to the Port Authority of New York and New Jersey.

PennDOT

- Partner with the Turnpike Commission to toll more interstate roads that serve as arterials for goods moving through the state.

Pennsylvania Turnpike Commission

- Pursue public/private partnerships to attract private equity to public assets, strengthen PennDOT's balance sheet, and provide motorists with quality roads

Southwestern Pennsylvania municipalities

- Modernize and synchronize all traffic signals to reduce congestion and improve safety at our intersections

State Legislators

- Find a dedicated source of funds for public transportation in Pennsylvania that grows with inflation
- Raise the gas tax and dedicate a portion to public transit
- Assess higher license and registration fees to motorists
- Keep the Clean Vehicles Program to reduce noxious tailpipe emissions

Federal Legislators

- Fix our region's locks and dams. Their condition is a disgrace. Freight movement on our region's waterways is big business. This is a federal responsibility..

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3. Individual Fellow Recommendations

Increase efficiency among Commonwealth transportation agencies and leverage the unique revenue-generating authority of PTC to the greater Commonwealth's advantage. By Joshua Siebert & Andrew Ellsworth

Pennsylvania infrastructure is failing. The funding system currently in place cannot even sustain the existing network of Commonwealth roads, highways, and bridges. The Commonwealth bears a disproportionate burden for road and highway maintenance, with local bodies accounting for a lower proportion of funding than in other states. The Pennsylvania Turnpike Commission's (PTC) exclusive tolling authority has created a disparate system, where PTC highways enjoy a more stable, market-responsive funding source not shared by Pennsylvania Department of Transportation (PennDOT)-maintained roads and highways.

Pennsylvania's highway system is riddled with inefficiencies. One example lies in the administrative separation of PTC and PennDOT, with each responsible for a distinct subset of Pennsylvania highways. While PTC highways are funded almost exclusively through the levying of tolls and bond issues, other state highways, including interstate highways, are funded in substantial part by the Commonwealth, allocating the burden of their maintenance on all Pennsylvanians. Where PennDOT lacks tolling authority over its highways, PTC enjoys tolling and bonding authority to fund PTC highway maintenance and capital improvement. Although the Commonwealth does not share PTC's liabilities, it lacks access to PTC coffers.

In 1992, the legislature authorized PTC to explore the transition of PennDOT-managed highways, including Interstates, to a toll-based model under PTC's tolling authority.¹ PTC's authority to do so, however, is made contingent on its completion of selected improvements and expansions of the existing system. Thus, the current status of PTC's expanded tolling authority is unclear.

PTC highways are sustained by PTC bond issues, tolling revenues, and modest infusions of PennDOT funding, placing the principal burden for maintenance of those highways on users of those highways. PennDOT highways, by contrast, are sustained by other funding streams, including state funds derived from vehicle and driver licensing and liquid fuels taxes. Although these, too, constitute user fees, the connection between funding source and usage is indirect.

The schism between PennDOT highways and PTC highways sustains some roads with direct user fees while sustaining others with less directly correlated funding sources. This model presupposes a general benefit conferred upon the entire Commonwealth by the maintenance of a viable, comprehensive system of highways. Although this surely is accurate in abstract terms, the model is unsustainable in the absence of electoral and political will to make the sacrifices necessary to sustain the expense of maintaining the state highway system at acceptable levels.

To cite just one example, it is arbitrary that interstate travelers should have two major east-west arteries to choose from, the Pennsylvania Turnpike is tolled and I-80 is not. A vast amount of commercial traffic generated by ports in New York and New Jersey travels through Pennsylvania to the Midwest via Interstate 80 without paying tolls for their use of that corridor. Similarly, north-south travelers using roads other than Interstate 95 (e.g., on Interstates 81 and 79) do not bear a burden proportionate to that imposed on east-west travelers on the Turnpike main line.

The time has come to grant PTC authority over currently untolled Pennsylvania highways to facilitate additional tolling to rely more on a "user fee" highway maintenance model, thus freeing

¹ See 75 Pa.C.S. §§ 8911, *et seq.* Notably, while this provision appears in the Motor Vehicle Code, all prior PTC authorizing legislation appears under Title 36. See 36 P.S. §§ 652a, *et seq.*

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up more of PennDOT's funds to address other priorities, including public transportation. Increased tolling authority should be linked to implementation of new efficiencies consistent with those suggested for PennDOT by the Transportation Funding Reform Commission (TFRC).² Public private partnerships should be considered for application to highway maintenance and expansion.

SOLUTION:

- 1) Bind PennDOT and PTC more closely together by shifting responsibility and commensurate tolling authority for more highway miles to PTC.
- 2) Authorize and direct PTC to explore new tolling of high-volume highways.
- 3) Authorize and direct PTC to explore the possible benefits and risks of employing public-private partnerships to finance maintenance, operations, and capital improvements.

EXPECTED IMPACTS OF PROPOSED SOLUTION:

- 1) Substantial streamlining of administrative process and unification of Commonwealth transportation priorities.
- 2) Equalization of the burden on travelers on high-capacity highways by utilizing tolling to allocate the burden of maintaining the system on users.
- 3) Free PennDOT funds currently allocated to maintenance of PennDOT highways transferred to PTC control for other Commonwealth transit priorities, encompassing infrastructure, public transportation, and "smart" development.
- 4) Access to new, private capital through public private partnerships, with commensurate benefits from greater competition for contracts and incentives to increase efficiencies.

Enhance the pedestrian experience through pedestrian safety enhancements and streetscape improvements. By Megan Stearman

Educate property owners on their duty to maintain sidewalks surrounding their property and enforce this responsibility. Develop a higher standard for pedestrian safety elements.

Our city's sidewalks are crumbling, and in many areas improvements have not been made for 25 or more years. Pedestrian lighting is scarce. Crosswalk demarcations are faded and in some places non-existent. Access curbs are not maintained. Current PennDOT roadway improvement standards provide the bare minimum for pedestrian safety elements. City of Pittsburgh Bureau of Building Inspection lacks the funding or staff to be proactive in enforcement against unkempt properties.

Develop a higher standard for pedestrian safety elements to be included in all public roadway projects. These standards should include improved crosswalk demarcations, pedestrian countdown timers, and pedestrian lighting. The local municipality should adopt streetscape design guidelines, either developed by communities or the municipal body. Enforce property owner care and maintenance of sidewalks through proactive enforcement efforts.

Costs for improved pedestrian safety elements are minimal as they relate to the larger project. Improved safety standards will reduce pedestrian-motor vehicle related accidents. Having a standard for streetscape design provides a guideline for property owners to follow when improving their properties. Consistent design will in turn create a seamless, pleasant, and safe pedestrian experience. Enforcement will encourage upkeep.

² The TFRC indicates that PennDOT may save up to \$120 million annually on bridge and highway maintenance by improving asset management, right-sizing, process streamlining, and use of innovative financing and project delivery tools.

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Take action to reduce the environmental footprint of freight transportation in Pennsylvania by moving more freight by rail and barge. By Constantine Samaras

Carbon Dioxide (CO₂) from combustion of fossil fuels is the largest source of greenhouse gases that contribute to climate change. Fossil fuel combustion in the transport sector accounted for 28% of U.S. energy consumption (13.1 millions barrels of oil equivalent per day) and 31% of U.S. CO₂ emissions (1,860 million metric tonnes of CO₂ annually). Vehicles and light trucks accounted for approximately 60% of CO₂ emissions in the transport sector.

In 2002, 74% of freight from Pennsylvania was shipped by truck, with only 15% shipped by rail. Shipping one ton of goods by truck uses approximately ten times the amount of fuel and hence produces ten times the amount of greenhouse gas necessary to ship the same amount of goods by rail or barge. Pennsylvania has excellent rail infrastructure, and received the highest rating of all Pennsylvania infrastructure by the American Society of Civil Engineers Scorecard, a "B". The Port of Pittsburgh, which spans an 11-county region in Southwestern Pennsylvania, is the second largest inland port and thirteenth busiest port of any kind in the U.S. The navigable waterways infrastructure however, PA's locks and dams, were given a "D-" and require significant reinvestment.

The region needs to maximize use of rail and barge to move commodities that originate and travel through Pennsylvania. This can be achieved by analyzing existing freight routes to identify bottlenecks, and investment in existing and new multimodal freight terminals to facilitate rail and barge shipment of goods. Existing brownfield sites that are located near freight lines should be identified and targeted for development. Pennsylvania should analyze and consider the Port Authority of New York and New Jersey's Port Inland Distribution Network (PIDN) proposal, as it could have significant economic and environmental benefits for the Commonwealth. The PIDN would load ocean freight onto rail cars in New Jersey, where they would be shipped to a Western Pennsylvania multimodal terminal for distribution - reducing shipping costs, roadway wear-and-tear, and air pollution. Funding sources that could be leveraged for new freight initiatives could come from public-private partnerships, liquid fuels taxes, additional federal grants, and expanded user fee tolling. Other funding ideas could be a reduction in the diesel fuel tax for rail and barge operations, so they could be more attractive to shipping companies. There is potential for significant savings in highway and bridge maintenance if rail and barge freight is better utilized.

Construct a Bus Rapid Transit line between Downtown and Oakland by Eric Ellsworth

The region has seen many discussions and proposals for extending Pittsburgh's rapid transit operations beyond the East and West Busways and the "T" light rail system. A recurring proposal involves the creation of a "Spine Line" that links Oakland, Downtown, and the airport. To inform this public discussion, the SPC conducted its Eastern Corridor Transit Study (ECTS), and later the ECTS Transition Alternatives (ESTS-TA) study, which highlighted route alternatives for extending transit service east from downtown to Westmoreland County. The ECTS-TA recommends consideration of Bus Rapid Transit (BRT) for an Oakland to Downtown Link. The 2004 Oakland Task Force Transit Whitepaper also recommends evaluating BRT to connect Oakland to the airport. A 2001 United States General Accounting Office (GAO) study (<http://www.apta.com/research/info/briefings/documents/d01984.pdf>) showed that BRT per-mile costs range from 2%-40% those of light rail projects, suggesting that a BRT project could be accomplished for far lower costs than an equivalent light rail project.

I recommend employing a combination of signal prioritization, lane marking, comfortable, rail-like vehicles, station improvements, and dedicated user experience metrics to create a Bus Rapid Transit link from Downtown to Oakland. Such a service would allow the Port Authority to upgrade service in this corridor while keeping costs low, and develop consensus for projects necessary to

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complete a Spine Line, such as extending the East and West Busways into Downtown and all the way to airport.

Nearly every definition of Bus Rapid Transit makes reference to quality of service similar to rail; the Federal Transit Administration defines (www.fta.dot.gov/brt/) BRT as:

combining the quality of rail transit and the flexibility of buses. It can operate on exclusive transitways, HOV lanes, expressways, or ordinary streets. A BRT system combines intelligent transportation systems technology, priority for transit, cleaner and quieter vehicles, rapid and convenient fare collection, and integration with land use policy.

However, as Light Rail Now, a light rail advocacy organization notes, (http://www.lightrailnow.org/facts/fa_brt007.htm), the definition lies in specific indicators of quality that differentiate BRT from regular bus service, and buzzword BRT is no substitute for actual improvements to quality of service for buses. These improvements are not cheap. Whatever you call bus-based service, measurable difference in quality must be built in for the public to buy in to large-scale transit projects.

A consistent focus on the rider's experience with transit is critical to improving the image of transit and cultivating sustained public support, and is particularly important in distinguishing BRT from regular bus service. In short, to convince the public that an Oakland-Downtown connector is in fact "rail-like", the Port Authority must make clear promises of quality and deliver on those promises. Regrettably ETCS-TA BRT alternative recommends only improvements to signaling and boarding procedures, and sets as its only defining characteristic a 5% decrease in time *en route*. A weak set of quality criteria virtually ensures that so-called BRT will in reality be the same old bus service.

Create and implement user satisfaction metrics By Eric Ellsworth

The most important metrics of quality are similar to those used by NYPIRG's Straphangers Campaign, an advocacy group for New York City's transit riders. Straphangers conducts regular surveys of New York's subway and bus service from the rider's point of view, using well-defined methodologies to define and measure such indicators as cleanliness (<http://www.straphangers.org/shmutz06/shmutzmeth.pdf>), timeliness (<http://www.straphangers.org/pokeyaward/06/methodology06pokey.html>), and reliability (<http://www.straphangers.org/pokeyaward/06/methodology06unreliable.html>) (<http://www.cfte.org/trends/brt.asp#4>). The results are released for public consumption. As a starting point for discussion, a set of suggested criteria is attached **[[IS IT?? If not this sentence should be removed]]**.

The Center for Transportation Excellence BRT guide (<http://www.cfte.org/trends/brt.asp#4>) also highlights some common deficiencies in existing transit service that must be addressed as part of developing BRT. As the New York Transit Riders council noted (<http://www.pcac.org/reports/pdf/2004%20Station%20Cond%20Report.pdf>):

The strength of the [Passenger Environment Survey] is in its ability to be used as a measurement standard to which the Division of Station Operations should be held accountable.

I recommend that Port Authority create a set of user experience metrics, together with benchmarks for acceptable performance on those metrics. The metrics should be used a project goals for the creation of the Oakland-Downtown link, and as operational benchmarks for all routes in the Port Authority system. As in New York, an advisory organization such as the Allegheny County Transit Council should monitor the quality of service from the user's point of view, and release the result to the public on a regular basis.

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Dedicate a source of funding for public transit By Heather Harr

Public transportation reduces traffic congestion, pollution, and our dependence on foreign oil. We should step back and take a holistic view of transportation because it is all part of one system. Public transportation needs a good road/bridge network to function. Drivers should care about maintaining public transportation systems if only to reduce auto congestion on the roads that they commute on. No form of dedicated funding currently exists for public transportation in Pennsylvania. Public transportation has been pitted against highways in a battle for funding, a problem exacerbated by an apparent impasse between urban and rural legislators. Rural legislators are less committed to dedicating monies to public transit as they view it as a problem peculiar to urbanized areas.

Residents of urban areas are not the only users of public transportation. Residents of smaller municipalities need quality public transportation services as well. Statewide, citizens such as the elderly, the disabled, students, and people living on lower incomes need accessible public transportation systems to connect to work and life. A statewide coalition of these people must be formed to apply pressure to our state legislature to dedicate funding for public transportation.

Our larger public transportation systems face service cutbacks and fare increases if nothing is done to provide a sustainable funding stream. Dedicating monies to public transportation is necessary to provide access to people who need the transportation system the most.

Raise the current liquid fuels tax By Christopher Kiehl

I recommend a temporary increase of the liquid fuels tax from its current level of 32.3 cents per gallon by 10 cents per gallon, somewhat less than the 12.5 cents per gallon recommended by the Pennsylvania Transportation Funding & Reform Commission (TFRC). In addition to the smaller increase, I recommend that the increase be statutorily limited to at most a five-year time frame. This limitation will hopefully encourage the adoption of other reform measures, such as an increase in tolling authority on Pennsylvania highways.

According to the TFRC, each increase of one cent per gallon will generate approximately \$65 million, for a total revenue increase of \$650 million. Because a Pennsylvania Constitutional amendment must be passed in order to use the liquid fuels tax to fund mass transit, this solution is best framed as a partial and temporary solution for the highway and bridge repair funding shortfall that may allow some existing funds to be flexed to help offset Pennsylvania's transit funding shortfall.

Pennsylvania's 32.3 cents per gallon tax on gasoline is the second highest in the nation. Pennsylvania's total state and local tax burden, however, ranks only 24th highest nationally at 10.4% of income, or \$4,057 per capita, falling below the national average of 10.6%. In addition, Pennsylvania's per capita gasoline tax is \$153.47, or 7% of income, ranking Pennsylvania 12th in the nation. (<http://www.taxfoundation.org/taxdata/show/241.html>) Contrasting these numbers with the fact that Pennsylvania has more highway miles than the New England states, New York, and New Jersey combined. Those who use the roads should contribute to their maintenance. An increase in the liquid fuels tax is justified and necessary.

The 2001 National Household Travel Survey estimates that there are 1.9 vehicles per household in the United States (<http://www.nctr.usf.edu/pdf/527-09.pdf> page 18), while the 2000 U.S. Census estimates 2.48 persons per household in Pennsylvania (http://factfinder.census.gov/servlet/QTTTable?_bm=n&_lang=en&_qr_name=DEC_2000_SF1_U_D_P1&ds_name=DEC_2000_SF1_U&geo_id=04000US42). This works out to about 0.77 cars per capita. Using the Energy Information Administration of the U.S. Department of Energy estimate that the average vehicle uses 715 gallons of gas per year, each one cent per gallon increase on

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the liquid fuels tax would increase the average Pennsylvanian's tax burden by 0.13%. At the maximum 10 cent per gallon increase, Pennsylvania's average tax burden would be increased to 11.3%, ranking 9th highest nationally. In addition, the per capita fuel tax would be \$208.14, ranking first in the nation.

While this is not an insubstantial burden to place on Pennsylvania's taxpayers, it must be emphasized that this increase is intended to be a temporary revenue engine to be used in combination with other Fellowship recommendations, primarily increased tolling powers. As more highways in Pennsylvania are tolled, existing monies that were used for highway maintenance will be freed up for other transportation projects, which in turn should help negate the need for the increased gas tax.

Use existing rail corridors in Southwestern Pennsylvania to provide commuter rail service By Bud Paulding

The Allegheny Valley Commuter Rail Alternative should be proposed for federal funding as a New Starts project under the federal transportation bill (SAFETEA-LU) and follow the federal planning and project development funding process. Using existing Allegheny Valley Railroad track and diesel "Colorado Cars" would provide efficient commuter transit for several Allegheny River Valley communities, from the Arnold-New Kensington area to downtown Pittsburgh.³

Presently commuters from the communities along the Allegheny Valley Corridor (South Shore) traveling downriver to other communities or Pittsburgh must choose between driving or PAT bus route 78A.

Buses are more efficient than cars, but still are subject to delays (traffic lights, congestion). Significant bottlenecks at major intersections mean idling engines, wasted time and fuel, and pollution, especially at peak traffic times. Every vehicle left home helps clean the air in Southwestern PA.

Southwestern Pennsylvania and the metro Pittsburgh region have many rail corridors which lend themselves to adding passenger service for commuter runs.⁴ The Allegheny Valley Railroad trackage near the south shore of the Allegheny River is the most promising, as noted by numerous studies, especially the September 2006 Final Report of the Eastern Corridor Transit Study. Its formal subtitle, "Transition to Locally Preferred Alternatives," indicates that the Southwest Pennsylvania Commission has found the Allegheny Valley Commuter Rail Alternative an excellent project to pursue immediately, and it has considerable popular support. The trains would consist of "MDUs" (Multiple Diesel Units), modern, comfortable, specialized, highly-efficient coaches, run singly or in trains. These American-made "Colorado Cars" replace heavy and less-efficient diesel locomotives, and have met with enthusiastic acceptance nationally and locally.

³ Service is anticipated for these communities: Arnold; New Kensington; Oakmont; Verona; Sandy Creek Road (drawing from Penn Hills); Washington Boulevard (also drawing from Aspinwall); 62nd Street (Lawrenceville and PA Route 8); and 40th Street. The Standard Alternative terminates in the Strip District at 16th Street, and envisions a shuttle bus looping to the Golden Triangle. However, promising rail extensions to 11th Street; Penn Station; and/or even to Oakland (over CSX rail) are possible and have been partially studied. These would doubtless increase ridership. There is also an Enhanced Alternative, which provides service every 30 minutes at peak (rush-hour) times instead of every 60 minutes (both provide 90-minute service during off-peak hours). Source: Final Report, Eastern Corridor Transit Study, STV Corporation for the Southwest Pennsylvania Commission (September, 2006).

⁴ Merging freight and passenger traffic: peak commuter traffic would only need to run from 6-9AM and 4-7PM. Modern electronic track/traffic controls and GPS can manage scheduling.

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They are already in service in several US cities, and are approved for use on American freight lines by the Federal Government.

Even in the short run, the heavy traffic on Allegheny River Boulevard and Butler Street could be considerably reduced, with savings in time, frustration, air pollution, parking space downtown, energy use, and road and vehicle maintenance. In addition, the anticipated success of this project would encourage similar commuter-rail projects in the region, and mass-transit and regional economic development as well.

The tremendous cost of right-of-way acquisition and infrastructure construction is largely unnecessary. Park-and-Ride lots and simple station facilities and siding storage for railcars would be feasible and inexpensive. The estimated costs (2006 dollars) are \$140-170 million for the Standard Alternative and \$270-330 million for the Enhanced Alternative. Annual Operating and Maintenance Costs are \$6.4 and 10.9 million, respectively. This well-studied and cost-effective alternative is a promising candidate for federal funding as a New Start project. Fortunately, the just-released Pennsylvania Transportation Funding and Reform Commission Report recommends stable funding for public transit encompassing both capital costs and operating costs. Increased Drivers License and Registration revenues could be used to free up General Funds for projects such as the Allegheny Valley Commuter Rail Alternative. Parts of the project (e.g., park-and-ride construction) would be eligible for funding under other state and federal programs.

Construct more intermodal hubs the region By Jean Marie Sloat

Too frequently we overlook the movement patterns of goods and how structural and logistical inefficiencies negatively affect our economy thus stifling potential revenue. Recognizing the symbiotic relationship between the movement of people and freight sharing limited resources is the key to greater efficiencies and increased political support in both urban and rural areas.

Maintaining large quantities of infrastructure is very costly. Pennsylvania has more than 40,000 miles of roads while Southwestern Pennsylvania is home to the greatest density of bridges in the nation. According to the American Society of Civil Engineers, most of Pennsylvania's infrastructure is structurally deficient. Southwestern Pennsylvania's complex topography limits our ability to retrofit roadways and bridges to increase capacity. We must be creative in our approach to increased goods traffic. Creating multi-modal hubs with accessible, accurate logistics tracking will reduce pressure on the overburdened highway system by shifting freight from trucks to train and ship while maintaining consistent progress in the timely delivery of goods. Diverse use of waterways, highways and rail would reduce pressure on any one form of transport and retard infrastructure deterioration. Logistics optimization would lower transportation costs, increase profits for businesses, and bolster the tax base, all contributing to a stronger economy.

Access to efficient multi-modal hubs will encourage businesses to locate in Southwestern Pennsylvania. Today many brownfields exist, reminiscent of Southwestern Pennsylvania's booming industrial past but remain unused in blighted neighborhoods because of insufficient access to highways. The governor's action team encourages the redevelopment of brownfields with incentives for environmental cleanup but does not address the lack of infrastructure to move goods from one place to another. Attracting light industry back to Pittsburgh's surrounding communities such as Braddock, Rankin, and Duquesne is an economic tool for revitalizing these depressed neighborhoods. In order to achieve this collaboration in the aforementioned communities, light industry will need access to public transit for their employees and surrounding infrastructure improvement so goods can be routed out of the business center via rail or truck.

Realization of improved efficiencies among transport of goods and people will require vocal business & community leaders to generate political leverage. Dedicated politicians will need to assist in creating and sustaining revenue sources to support these projects. Collaborators with

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then have access to work with local and state legislators to achieve the common goal of economic viability within Southwestern Pennsylvania.

Recommendations:

- Identify brownfields and blighted communities that would benefit from light industry.
- Create a collaboration with PAT to have accessible public transit available to new/re-used developments
- Create additional multi-modal transport facilities to offset the increasing demand for improved logistics and maximizing the diverse transport opportunities to deliver goods most efficiently in Southwestern Pennsylvania
- Time is money -- create a centralized logistics maximization scheme (possibly via public partnership similar to a UPS like system) where you can input the start location and destination and determine best cost to time ratio options (like Orbitz air flight travel options).
- Create a regional alliance that unites goals among urban and rural communities recognizing use of shared resources and multiple voices
- Improve rail and bridge infrastructure to increase access and timeliness of transport.
- Create a new local sustainable income source that is dedicated to economic revitalization shared among communities for collaborative efforts.

Results:

- Improved flow of goods resulting in lower costs and less transport time
- Revitalization of blighted towns by job creation, improved infrastructure and access to transit
- Greater transit accessibility to job sites via improved routing metrics
- Increased tax revenue

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4. DOT EXERCISE RESULTS

Fellows were initially engaged on their ideas for improving Southwestern Pennsylvania's transportation system by brainstorming for ideas to improve our transportation system as well as ways to fund these improvements. Before the brainstorming took place, Fellows had the opportunity to talk with planners & representatives of transportation bodies to build a foundation of an understanding of the complexity of our system in Southwestern Pennsylvania. With this foundation, Fellows were then engaged on their ideas for improving the system by participating in dot exercises based on the nominal group (or Delphi) technique. With a rough collection of ideas in place, key points were distilled and used as building blocks for our final recommendations.

This was a broad exercise. Questions posed were open-ended to solicit the widest variety of responses. Not all of the ideas given were popular. To address this issue, Fellows were given the opportunity to view each response and asked to vote for their favorites. Votes were cast by placing adhesive dots, provided to them by moderators, on their preferred ideas. The ideas that received the most votes were selected for further research and examination.

Given that this program involved volunteers with no professional experience in the transportation sector, it should be noted that many of the ideas given are impractical. The following is the collection of their responses from August 2006:

QUESTION:

How do you want to move people through the region?

Identify specific opportunities in transportation planning for Southwestern Pennsylvania that help meet your priorities for a better system of mass transportation.

RESPONSES

Re-use existing rail freight lines for passenger use (7 dots)

- Use existing routes for moving more than freight
- Use existing rail lines for mass transit of people
- Free up rights of way for trails & mass transit
- Connect bus routes to rail/transit
- Mix container freight with transit to cross-subsidize
- Combine investment of freight rail with commuter rail

Construct a high-speed connection between Oakland & Downtown (6 dots)

- Connect Oakland & Downtown by way of the Hill District/Uptown
- Invest in light rail from Oakland to Downtown all the way to the airport
- Construct light-rail that extends from Downtown to Oakland all the way to the Mon Valley
- Connect bus routes to high-speed lines to move people through the region faster
- Increase percentage of people who arrive in Oakland by public transit
- Continue with MAGLEV, but add a station in Oakland
- Construct light-rail loop linking Southside, Oakland, the Hill District, and Downtown
- Expand subway system to Oakland/East End all the way to the North Hills

Revisit route system & adjust accordingly (6 dots)

- Use spoke & wheel system instead of current hub & spoke system. Light rail would serve as spokes while buses would loop around city as "wheels"

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- Use vans/mini buses during off hours to reduce operational costs
- Implement a feeder loop around Downtown to provide better coverage of regional hub
- Reroute buses in Downtown to reduce congestion
- Add more routes to north to account for growing population in suburbs
- Use phone-in "on-demand" transit shuttles between neighborhoods
- Stagger bus routes & install express only stops on Forbes Ave.
- Abolish hub & spoke system and create more transit hubs to better connect neighborhoods
- Use buses to feed bus rapid transit (BRT) & light rail transit (LRT) system
- Provide more cross-town buses
- Lengthen distance between bus stops. Many stops are too close together.
- Directly connect neighborhoods to activity/job centers
- Stop running bus lines parallel to the busways/T.
- Improve bus routes in remote locations
- Extend busway to Lawrenceville/Bloomfield
- Recognize changing regional settlement patterns & reallocate resources accordingly

Petition elected officials to use public transportation (5 dots)

- Create marketing effort to get public officials to experience transit
- Encourage/petition local public officials to use public transit.
- Campaign question for political candidates: "Will you take public transit to work?"
- Explain how buses help car riders by reducing congestion on roads & parking areas

Use better technology for transit users (5 dots)

- Install waiting time monitors on high use bus stops or send cell phone messages
- Notify users of coming buses & their occupancy status
- Make e-maps/schedules available to download to PDA/mp3/iPod type devices
- Develop Southwestern Pennsylvania regional transit trip planner
- Implement electronic transit passes (e.g., smart/METRO cards)
- Post bus schedules and maps at bus stops
- Automate PAT's schedule hotline so that it runs 24 hours
- Improve communication systems between bus agency & riders
- Synchronize traffic signals to give precedence to public transit.

Go Multi-modal with the busways (4 dots)

- Let cabs use the busway for a fee
- Allow ACCESS vehicles to use the busway
- Eliminate HOV lane in Wabash tunnel

Publish a bus schedule book (4 dots)

- Include all bus schedules in one book with maps that can be carried around
- Provide uniform transit information with maps, signs, & shelters across region
- Make maps/schedules downloadable

Make public transit more user-friendly (3 dots)

- Solicit regular comments from users & non-users to see how to better serve the public
- Make pay on/off consistent. End 7PM policy.

Expand regional rail options (3 dots)

- Expand light rail system to north, east, and the airport
- Extend light rail to outlying counties
- Provide light rail to the airport
- Provide a better link to the airport

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- Create a connection from East End to Southside all the way to the Strip District
- Provide commuter rail service to the Allegheny Valley
- Allocate transit resources to account for current growth patterns

Provide inter-city rail service (3 dots)

- Upgrade Amtrak service from Pittsburgh to DC. Offer an express route.
- Introduce "executive class" intercity bus service
- Start a luxury class intercity bus service to Philadelphia/DC
- Whatever happened to MAGLEV?

Standardize payment on buses (3 dots)

- Make use of the back door on buses
- Pay to get into bus stop and not on to bus

Put bike racks on ALL buses (3 dots)

Construct intermodal transit hubs (2 dots)

- Build more park & rides, etc.
- Establish more Park & Ride stations & hubs
- Finish light rail spur to bus station/Convention Center stop
- Ensure that bus terminal between Liberty & Penn has intermodal capacity

Provide innovative marketing incentives (2 dots)

- Increase time on bus transfers
- Increase marketing at large buildings by offering discounts to tenants
- Raise general fares, keep monthly passes the same price
- Provide more outlets, such as convenience stores/coffee shops, to purchase passes/tickets
- Subsidize Downtown parking for people who drop neighbors off at transit stops
- Rename and promote commuteinfo.org
- Improve image of Port Authority
- Keep Port Authority Downtown service center open longer hours

Purchase buses that use alternative fuels (2 dots)

- Buy more diesel electric/hybrid buses
- Switch as many buses as possible to run on natural gas or hybrid technology
- Purchase buses with lower/cleaner emissions
- Use biodiesel or vegetable oil in our buses
- Convert to renewable energy for our public transportation system

Build a transit corridor to the North Hills (2 dots)

- Run a bus rapid transit line up McKnight Rd. from Downtown
- Extend our busway network to the North Hills
- Expand T to the far northern suburbs

Find the economic justification for moving people as freight via mass transit (2 dots)

- Use economic models that justify freight and infrastructure improvements to increase funding for mass transit & bike/pedestrian transportation
- People = freight in the new economy. Capitalize on Pennsylvania thruway for freight traffic.
- Improve/increase money for rail mass transit

Provide better connections to the busways (1 dot)

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- Connect bus lines to the busway. Most busway stops are inaccessible.

Privatize busing (1 dot)

- Privatize busing. Introduce competition to lower prices & improve service.
- Add privatized ancillary services for public transit

Ensure quality public transportation in all neighborhoods

- Improve quality in low-income neighborhoods
- Make PAT employees “eat their own dog food”

Maintain vehicle fleet

- Equip buses with sensors that would monitor performance

Create a hierarchy in mass transit

- Create hierarchy of transit to promote short-, mid-, and long-distance use
- Integrate university transit with public transit

Miscellaneous comments

- Improve access to temporary Greyhound station
- Upgrade river ferry transport from river points for commuters
- Develop long-distance water transit
- Outlaw private car use to encourage public transportation usage
- Do benchmarking studies on similar-sized cities that have effective public transportation systems
- Reform state constitution to support transportation over highways
- Create a regional public transit authority
- Implement reciprocity with neighboring public transit agencies
- Make a loop system in Downtown
- Build heated bus shelters – especially Downtown
- Reinvigorate the UV Loop by partnering with Universities & Business Improvement Districts
- Improve feedback channels with transportation authorities
- Convert the East Busway to a light rail line
- Abolish zone system
- Provide a direct mass transportation link between the airport & Convention Center
- Construct a regional commuter rail system
- Build more transit oriented developments

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QUESTION:

How do you want to move people through the region?

Identify specific opportunities in transportation planning for Southwestern Pennsylvania that help meet your priorities for a better system of private transportation.

Dissolve Pennsylvania Turnpike Commission (7 dots)

- Recombine Pennsylvania Turnpike Commission with PennDOT as a revenue generator for everything else

Make pedestrian improvements (6 dots)

- Make sidewalk improvements
- Offer better pedestrian lighting on city streets
- Provide a pedestrian wayfinder system
- Light the Eliza Furnace bike trail
- Put more pedestrian signals in Downtown
- Widen sidewalks along Liberty Ave. in the Strip District
- Repair pedestrian walkways on bridges. *E.g.*, 31st St. Bridge
- Elevate walkways at intersections in the South Side
- Improve safety on pedestrian path through the Armstrong tunnel
- Add pedestrian overpasses on McKnight Rd.
- Zone for auto-free business districts, combined with new parking & new transit
- Create pedestrian boulevards
- Ensure that all local roads have adequate sidewalk/pedestrian space
- Provide sidewalks in low income areas
- Enforce snow/ice codes to make for better winter travel

Privatize toll roads (4 dots)

- Seek public/private partnerships
- Sell it all!

Demarcate more bike lanes (4 dots)

- Select the top 3 bike routes & determine viability of funding for lane enhancements
- Integrate bikeways/lanes with resurfacing & reconstruction of major streets
- Provide bike lanes in all dense urban neighborhoods
- Allow bikes on interstates & state roads

Upgrade traffic signals (4 dots)

- Use sensors instead of timed stop lights to reduce congestion
- Modernize our traffic lights
- Coordinate our signals
- Switch to stop signs in no longer congested areas like Wilkinsburg

Allow flexibility in highway priorities (4 dots)

- Get out of this mindset of: "We designed it 20 years ago, now we have to follow it through as is"
- Propose oversight of highway projects to ensure need correlates to funding
- Increase oversight of need for new highways vs. legislative wants. Make them provide estimates of costs and potential usage
- Construct urban boulevards instead of highways. *E.g.*, Ardmore Blvd.

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Publicize commuteinfo.com ridesharing (4 dots)

- Give more publicity for commuteinfo.com to encourage carpooling to Southwestern Pennsylvania destinations
- Publicly support car-sharing
- Give credits for ridesharing
- Promote commuter alternatives with incentives
- Create more park & ride lots

Toll more roads (3 dots)

- Toll more of Pennsylvania's highways & bridges
- Toll the Parkway East

Place higher tolls on out of state vehicles (3 dots)

- Separate tolls on out of state trucks & vehicles for road upkeep. Toll arterials. *E.g.*, I-80, 79, etc.

Synchronize traffic lights (2 dots)

- Synchronize traffic lights on E. Carson St., Braddock Ave., and McKnight Rd.

Improve bike safety (2 dots)

- Give away lights, reflectors, and maps to improve bike safety.
- Construct a bike facility at Point State Park

Reduce traffic congestion around Wilkinsburg

- Eliminate the bottleneck between the Wilkinsburg exit from the Parkway & Wilkinsburg proper to make it a more attractive route to Wilkinsburg/East Liberty/Shadyside/Oakland, etc.
- Improve Penn Ave.'s road condition. Perform streetscape improvements.

"Bridge over the moat" on the North Side (2 dots)

Implement a County level bicycling plan (1 dot)

- Promote bike use within government
- Push biking for health
- Construct bike parking codes

Improve taxi cab service (1 dot)

- Improve cab system by creating intermediate licensing for jitneys

Provide a direct connection between Rte. 28 & I-279 (1 dot)

Offer commuter vans to supplement mass transit (1 dot)

Locate highways on one side of a river, not both (1 dot)

- Consolidate highways away from waterfronts/scenic areas

Integrate heavy rail with highways (1 dot)

- Have park & rides at major junctions

Miscellaneous comments

- Widen streets & highways to at least 6 lanes
- Establish a road repair priority list
- Find more public funds to establish trails & walkways in and around the city
- Enforce bike traffic laws. Apply same traffic laws to bicyclists & enforce them

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- Construct a gas-free transit website where citizens can enter needs for bike/pedestrian trails & sidewalks
- Place a moratorium on new state & city highway construction. Fix it first!
- Write an economic impact statement for the Mon-Fayette Expressway
- Repair city-owned steps
- Don't allow left turns from Boulevard of the Allies to Bates St.
- Add traffic policemen
- Post more speed limit signs
- Improve traffic flow on E. Carson St. without changing the character of the neighborhood
- Make the Boulevard of the Allies make sense (i.e. add an option to take it into town)

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QUESTION:

How do you want to move goods through the region?

Identify specific opportunities in transportation planning for Southwestern Pennsylvania that help meet your priorities for a better system of freight movement.

Prioritize rail & waterways over trucking in freight movement (6 dots)

- Drive traffic off roads and onto rail & water
- Improve capacity & access to minimize reliance on highways and trucks
- Minimize trucks on Carson St. and other "single route" corridors
- Encourage rail over trucking
- Give incentives to companies to use something other than trucks
- Market train & waterway use
- Less trucking and more train freight!
- Use more waterways
- Develop better facilities for inland ports & transfer stations
- Maximize use of rail freight and inland waterways. Commission a study.
- Fix the locks & dams to give incentives for water transport
- Aggressively market & develop the Port of Pittsburgh
- Upgrade any bottlenecks in rail freight infrastructure such as low bridges to accommodate double stacked cars
- Put more resources into developing our rivers as major freight routes. They are tremendous assets to our region.
- Lobby for an inland port location connected to the ports of NY/NJ.
- Connect Southwestern Pennsylvania region to Port of NY/NJ

Improve/increase the number of intermodal depots (6 dots)

- Improve/increase intermodal depots
- Coordinate access to freight transport into or through zones or centers that make sense
- Study how to apply automated speed loading & unloading to make rail & water more efficient
- Establish truck routes off of or apart from "Main St." business districts
- Decrease private car use in cities so deliveries and transit don't get snagged into traffic
- Improve truck access in the city
- Centralize logistics access
- Push for more transfer points from truck & rail to barge & water movements
- Promote efficiency of freight companies by maximizing volume moving
- Improve truck access in the city
- Use rail to transport trucks and have the trucks dropped off in urban areas. Drivers would pick up trucks and deliver goods to urban stores/businesses.

Leverage our status as the second busiest inland port (5 dots)

- Create a central shipping port
- Work with the Port Authority of NY/NJ to make Pittsburgh an inland distribution center
- Develop a better port system from the rivers
- Increase inland navigation use

Plan centralized hubs (5 dots)

- Develop a transit wharf in Pittsburgh
- Eliminate modal bias through incentives/fees/legislation. Functional consolidation

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- Use the rail & water access of our brownfields
- Let PennDOT manage a centralized multimodal transportation management chain
- Organize a sublevel centralized Department of Transportation
- Open truck stop facilities to provide showers, food, etc. for drivers.

Don't let freight dominate our waterway access (5 dots)

- Where topography is adequate, reclaim waterfront by building parks over rails
- Create underwater railways for commercial and mass transit use
- Elevate/work around landlock issues for smart planning & development
- Consolidate lines to increase use of and free up key spaces taken up by old lines
- Give us more convenient access across rail lines. *E.g.*, South Side Works rail tunnel
- Don't let freight interfere with recreational river access

Put truck lanes on key roads (3 dots)

- Create truck lanes much like a bus/HOV lane.
- Move freight traffic on our busway.

Develop a hub & spoke system for freight movement (3 dots)

- Utilize a hub & spoke system of shipping. Ship by rail. Transfer goods to trucks.
- Move more goods by train/boat, using trucks only for short-haul trips
- Create multimodal centers at existing brownfield sites
- Develop regional multimodal facilities
- Reuse old industrial facilities as multimodal distribution centers.
- Encourage development in Downtown areas. Related industries can be more concentrated, thereby minimizing the need to move freight through neighborhoods
- Rethink our freight to river strategies – goes with locks & dams
- Identify unused resources in Southwestern Pennsylvania. Is the switching yard in Conway being used to full capacity?

Expand infrastructure to brownfields for redevelopment & residual jobs (2 dots)

- Expand lines to serve manufacturing development
- Use rail loading centers to drive employment

Fix the locks & dams (1 dot)

- Privatize/sell locks. Get the federal government out of owning transportation facilities
- Impose recreational boating fees to assist in lock & dam repairs
- Fix locks within Pittsburgh pool to enable river-based mass transit
- Upgrade the locks

Regulate pollution in goods movement (1 dot)

- Institute a pollution tax
- Commercialize biodiesel sales

Make toxic freight PAY! (1 dot)

- Study toxicity risks of rail freight moving through heavily populated areas in the region
- Trucks should pay more based on emissions

Provide better major road access (1 dot)

- Give better access to businesses from major roadways
- Allow trucks on the HOV lanes

Revise rail right of way laws (1 dot)

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- Improve laws surrounding freight for passengers to receive priority status. What's the precedent for pull-offs? How can scheduling minimize negative aspects of people moving
- Buy unprofitable short lines and make needed improvements by fees for rights of way
- Study acquisition agreement on use of rail right of way for public transportation
- Utilize existing rail lines
- Lobby congress to give the few passenger trains that run in Pennsylvania priority status. People shouldn't take the back seat to rail.

Make the business community pay for any freight improvements (1 dot)

- The business community directly benefits from the ease of freight movement. They should pay the way.

Raise freight fees (1 dot)

- Trucks need to pay more than cars. Relate to percentage of maintenance cost
- Enforce weight restrictions

Increase inspections. Improve quality control. (1 dot)

- Increase inspections of train tracks for damage & cargo from sabotage (Homeland Security)
- Improve response & evacuation of residents in the event of train derailment containing hazardous chemicals
- Maintain existing freight ways better

Raise revenues through freight industry bonds (1 dot)

- Pay for road maintenance by selling bonds to large trucking facilities

Re-use empty freight containers

- Turn surplus freight containers into housing & other uses. Perhaps art?
- Build a freight container recycling plant to create material or derivative products

Miscellaneous comments

- Use multifunding by adding multi-use facilities when rebuilding bridges. *E.g.*, Bikes & foot traffic with rail or shared light rail with highways
- Raise rates of use of water & rail if it has been a while since the last increase. Index rates to inflation

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QUESTION:

How do you propose that these projects be paid for?

Raise the corporate income tax (5 dots)

- A new corporate tax on any company that has more than 50% market share

Bump up the gas tax (4 dots)

- Bump up the gas tax, but amend Pennsylvania Constitution to dedicate a slice to mass transit
- Impose a “gas guzzling” tax on jalopies
- Make the gas tax a percentage of the total price

Public/private Partnerships (4 dots)

- Allow private public transit providers
- Privatize highways
- Encourage private management of highways
- Lease HOV lanes & busways
- Subsidize short rail by leasing time for commuter rail access
- Limit public funds to private facilities
- Negotiate public/private agreements for public investment to modernize rail lines & yards

Increase “sin” taxes (4 dots)

- \$0.05 increase on booze & cigarettes. In conjunction, loosen liquor laws to allow alcohol to be sold in grocery & drug stores
- Increase the cigarette tax
- Boost the cigarette tax to make sidewalk repairs
- Up the alcohol tax
- Tax smokeless tobacco

Toll more roads (3 dots)

- Toll the interstates
- Toll interstates 80 & 95
- Toll the Parkway East
- Toll our arterials
- Toll our through-state traffic
- Extra tolls should be places on truck/freight traffic based on weight/volume/toxicity

Impose user fees (3 dots)

- Increase sales tax on automobiles
- Charge higher fees for registration & renewals
- Impose the “London” tax. Make people pay for the privilege of driving in the city.
- Require additional licensing fees for commercial & recreational use is proportionate to use of waterways

Leverage state/federal funding to pay for “sidewalk facing” (3 dots)

Seek revenue by developing Transit-Oriented-Developments on public lands (2 dots)

Institute a “Greenfield” tax (2 dots)

- Impose fees on developers for new infrastructure that has to be laid
- Make developers fund necessary road improvements in sprawl areas, excluding brownfield development
- Charge higher taxes to business locating themselves further from bus routes

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Seek corporate sponsorships (2 dots)

- Sell advertising on everything
- Ask Hollywood to pay for it

“Tax us more” (2 dots)

- Impose a luxury car tax
- Raise income taxes
- Charge additional liquid fuels taxes
- Transportation impact fees
- Motor vehicle lease/rental fees
- New development fees
- Hotel room tax
- Tire taxes
- Corporate income taxes
- Dismantle PennDOT

Increase the commercial vehicle registration fee like other states (1 dot)

Allow access to the busway for a fee (1 dot)

- Charge private carriers (e.g., UPS, FedEx) to use the busways
- Place special tolls on entities shipping freight on the busways, earmarked strictly to busway maintenance

Implement a carbon-based tax (1 dot)

Privatize bus service during off hours (1 dot)

- Enable privately owned buses
- Let companies bid to operate their own buses during off hours or cover routes not served by PAT

Seek appropriations from Feds (1 dot)

- Make transit a homeland security issue.
- Move federal dollars from military to maintain roads & bridges

Charge single-occupant vehicles a toll to access HOV lanes (1 dot)

- Tiered tolling system for access to express lanes

Create a sports merchandise sales tax (1 dot)

- Add a tax to Steelers & Eagles gear. Use it to fund public transportation in Pennsylvania. Work this out with the NFL.

Look for efficiencies (1 dot)

- Increase transit efficiency & decrease wasteful government spending

Increase advertising revenues

- Put billboards on the busways
- Place ads on the outside of all buses & rail vehicles
- Use ads to pay for bus shelters

Miscellaneous comments

- Increase the commuter tax, again
- Raid the Regional Asset District

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- Charge bicycle registration fees
- Impose a tax on organizations that don't meet pre-defined contractual agreements
- Raise neighborhood parking pass fees
- Zone large retail projects to have paid parking lots that contribute back to the County
- Increase Title III funding
- Create a "crack" tax similar to Tennessee's illegal activity tax.
- Sell the state stores
- Fix the government's laws on zoning
- Tax international drug companies
- Make oil companies pay a greater tax given their exorbitant profits
- Make seniors & children pay more money.
- Direct tax cuts for wealthy to transportation

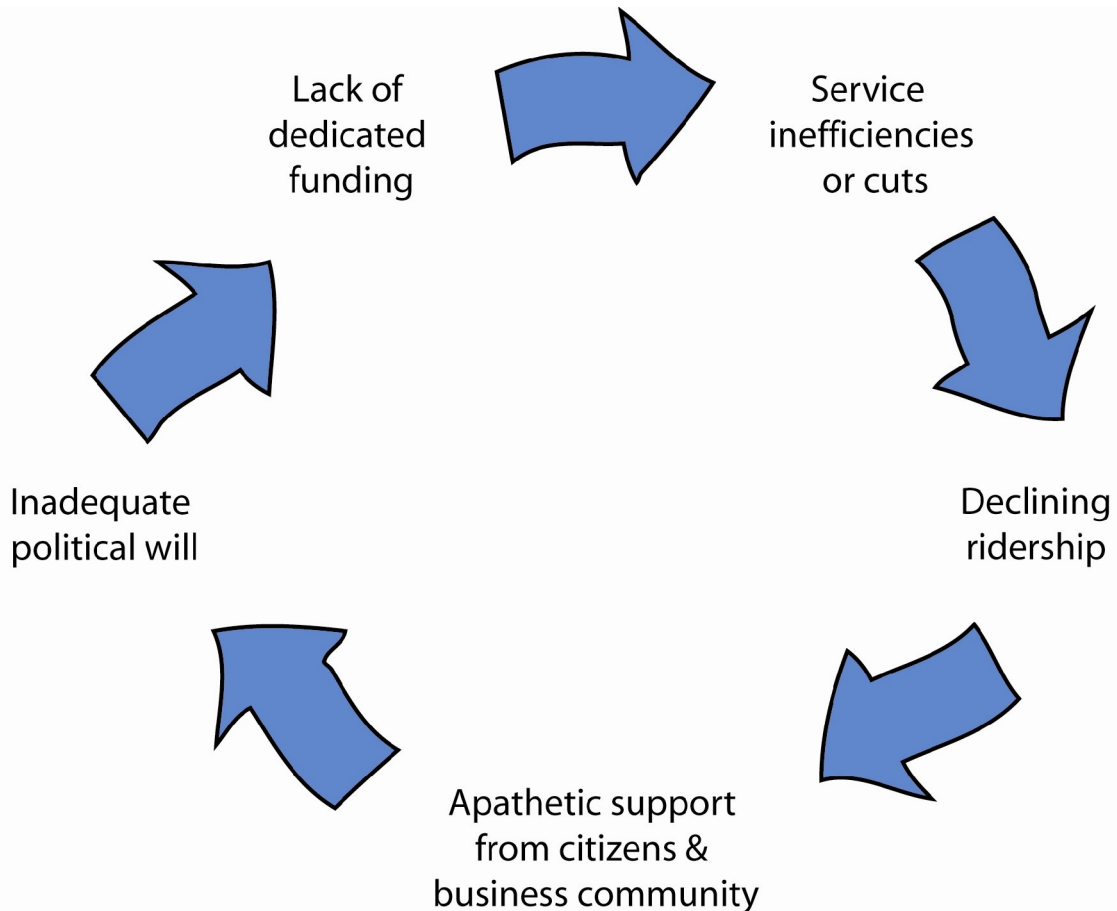
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5. Vision

Our transportation system in Southwestern Pennsylvania is in crisis. This is evident in our crumbling infrastructure and lack of dedicated funding streams to plan for the long-term to meet the needs of our region. These problems are huge, but not insurmountable, and the Fellows would like to present a road map for getting out of our current mess and present a long range vision for how we will move both people and goods in the future. As committed citizens of Southwestern Pennsylvania, we will have to live with the decisions being made and expect that much pressure will have to be applied to our officials to implement a 21st Century transportation system for the Pittsburgh region.

Common themes have emerged from our meetings over the past few months. Fellows wish to see a transportation system that is environmentally sound, economically efficient, easy to use, and accessible to all socio-economic groups. Guyasuta Fellows viewed our transportation system in holistic terms and urge our elected officials to do the same. Our transportation system is interconnected as each component impacts the others. Unfortunately, the system is dealt with in fragmented terms which create a disjointed system for users. This dysfunctional approach needs to change.

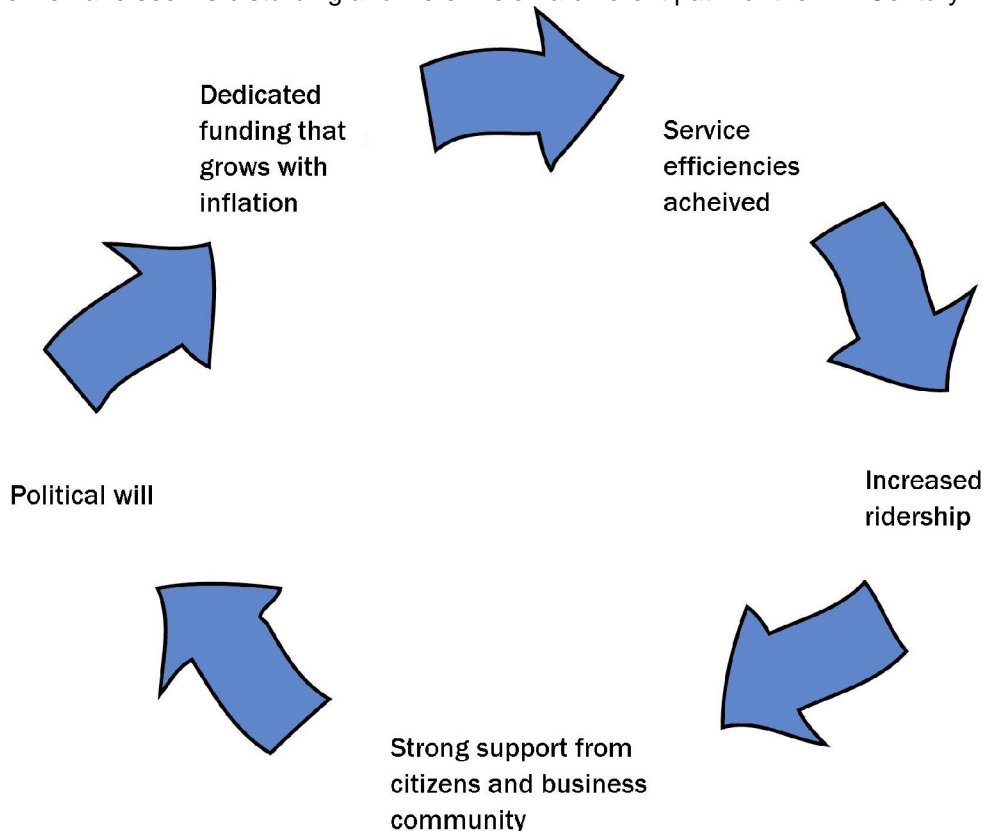
Public transportation is a component that we feel is essential to providing the transportation system that is best for Southwestern Pennsylvania's future. A disturbing trend has occurred though over the past 40 years in Western Pennsylvania. There is no need to point fingers, as the blame does not fall on any one group.



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Public transit in Pennsylvania lost its source of dedicated funding when the Public Utility Realty Tax (PURTA) was eliminated nearly 10 years ago. This left a legacy of higher utility fees and diminished public services. A lack of dedicated funding leaves our state's transit agencies unable to plan properly for the long term. This shortfall was evidenced by the Port Authority's inability to properly staff their bus routes this past year, which forced them to pay out exorbitant overtime wages to bus drivers. This created a public relations nightmare for the agency. Inability to plan for the long term also has left public transit agencies unable to respond to the changing settlement patterns in our region. Pennsylvania's older communities have been abandoned as residents fled to sprawling suburbs, yet few changes to our public transit system have taken place since Port Authority's inception nearly 50 years ago. The service that is offered is viewed as inefficient and budgetary woes force the transit authority to hold public hearings on possible cuts to existing routes just to make ends meet. The largest expenses hampering the Port Authority's operating budget lie in rising pension, health, and fuel costs. Dwelling on any other expenses in the operating budget will only lead to further deterioration in service. Since nobody wants to ride an inefficient transit system, public transit ridership has seen an overall decline except in years where the cost of fuel is disproportionately high. 25-35% of workers in Allegheny County used to rely on public transportation for their daily commute in the early 1960's. Today, 10-12% of workers use public transit to get to work, numbers skewed by region having the state's 2nd & 3rd largest commuter destinations (Downtown & Oakland). The majority of our region's residents do not use public transportation. This leads to apathetic support from citizens and our business community. Politicians are less inclined to act as they are convinced that their constituents do not want or need public transportation. This problem is exacerbated in a State Legislature primarily controlled by representatives from rural districts. A lack of political will brings us back full circle to the absence of a dedicated source of funding for public transportation.

The trend we have seen is disturbing and we envision a different path for the 21st Century:



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The changes needed to reverse this cycle do not start in any one place. Instead, many actors will have to move in concert to build a transportation system that young people will desire in the 21st Century. The Port Authority is taking a bold step by holding public meetings in the next few weeks to ask the public what kind of transportation system it wants. We look forward to offering input. It is a shame that a budgetary crisis has brought them to this point, but this is a necessary step. We applaud the efforts of new Port Authority CEO Stephen G. Bland for engaging public in this dialogue.

We feel that a public analysis our mass transit system should take place every year, not just on the eve of a budgetary crisis. A "Service Scorecard" is great for rating effectiveness, efficiency, and equity. A quality of service metric should be added to that scorecard with indicators measuring such items as punctuality and condition of buses.

We envision fundamental changes to how service is offered in the 21st Century. The hub & spoke system is a remnant of a time when the majority of our region's residents commuted to Downtown Pittsburgh to conduct a number of our daily functions. Oakland is the center of our new economy and our Downtown is morphing into a mixed neighborhood with the addition of residential units making the most profound impact. Connecting our state's 2nd & 3rd largest commuter destinations with a high-speed link is very important. We have constructed some crucial transit spines in the region in the form of busways and light rail lines within the past 25 years. Running buses parallel to these lines strikes us as unnecessarily duplicative and reflects our system's inefficiency. This can be improved by better connecting our buses to the spines and constructing more transit oriented developments around these nodes. Allegheny County has more buses running than larger cities such as Cleveland, Detroit, and Dallas. We want to see these capital assets used more efficiently.

An expansive rail network also is in place in Southwestern Pennsylvania to move freight. This network can be leveraged to support a regional commuter rail system. Implementation could take as long as 30 years, but we view a commuter rail as desirable. A regional transit authority would best manage this system. The creation of an authority can help us to integrate fare structures and better compete with the Southeastern Pennsylvania Transportation Authority (SEPTA) for funding from Harrisburg.

The Pittsburgh region is blessed with the talent and technology essential to creating a more user-friendly transit system. The addition of Google Transit has been wonderful for providing better access to information about PAT services, but more improvements can be made. Real-time passenger information (RTPI) makes public transportation a more attractive option for commuters. Bike racks should be offered on every bus. Right now, users are unclear if the bus that they must ride will be equipped with a bike rack. The Port Authority has extended the Rack n' Roll program, but it is still uncertain whether any particular bus will have a bike rack. Our buses can, and should, go multimodal. A more user-friendly transit system would go a long way towards attracting people to use public transit in their commutes.

In a wealthy industrialized nation, citizens require incentives to ride public transportation as they typically have more options that do not leave them bound to using a bus. Our assets can be leveraged to increase ridership. When ridership is high, support from citizens becomes strong and is reflected by pressure on legislators to deliver quality services. In our view, most legislators fear the wrath of tax-averse voters, and will respond by dedicating funds to quality public transit only if they are convinced that their citizens want it.

We were generally pleased with the final report from Governor Rendell's bipartisan Transportation Funding & Reform Commission. This "blue-ribbon" panel did fine work with the 18 months that they were allotted to develop recommendations that addressed our state's transportation woes. This charts a short-term solution to a mess decades in the making.

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Our long-term vision includes a system that is more environmentally friendly and we urge the Southwestern Pennsylvania Commission, PennDOT, and other transportation entities to recognize the environmental impacts of how we move people and goods through our region. Many of the Fellows encouraged more bicycling and pedestrian amenities to leverage their positive impacts on our health and environment. Although it took us thousands of years to learn how to walk, it has taken us only 100 years to forget. We are a city enamored of our skyline and it is time that we look at what is happening on our streets & sidewalks as well. Our transportation system has the ability to contribute heavily to a toxic natural environment that has disastrous effects on our collective health. Air quality standards in Southwestern Pennsylvania are in non-compliance with the federal standard. We cannot continue to place the blame on particulates generated in Ohio and must address what we are contributing to the global environment through our transportation system.

A transportation system includes more than moving people. It includes the movement of goods. This fact is often forgotten until the system breaks down. The majority of freight moved nationally is moved by truck, which imposes heavy maintenance burdens on our roadways; the exhaust from diesel trucks overwhelmingly pollutes our air. While our roads & bridges are in bad shape, Pennsylvania's rail network was given a good grade by the American Society of Civil Engineers. The Fellows propose that more goods move by rail & our waterways to alleviate congestion on our roadways and improve air quality. This can happen in a variety of ways. Public/private partnerships to invest in intermodal freight depots are important. Our system of locks & dams are in very poor shape. This is a responsibility of the federal government, which must be lobbied to assist the region in repairing its infrastructure. Moving goods via our waterways is big business.

We view an automobile-based society as unsustainable and feel that increased user fees for automobile usage combat this problem. A rise in the gas tax is a part of the solution. Expanded tolling capacity for Pennsylvania roads is another component. Much of our infrastructure allows goods to flow through the state untaxed. Tolling of arterials such as I-80, 95, and 70 would allow use to capture revenue from shipping companies moving goods that originated at ports such as NY/NJ, Baltimore, and Philadelphia.

At this point, we should not be debating whether or not to utilize public/private partnerships in service of our goals. Such partnerships are unavoidable. Rather, we should be assessing how best to structure these partnerships to ensure that the public interest is served. Heavy public investment and the use of eminent domain have gone in to the construction of our transportation system. Motorists will have to be ensured of quality roadways. Pennsylvania should use any windfall from these partnerships to strengthen PennDOT's balance sheet.

While components of our system can be bid out competitively and managed through public/private partnerships, transportation still belongs chiefly in public hands. This puts the onus on constituents to be proactive in the care and maintenance of public assets instead of engaging in a self-defeating cycle of crisis and response. The Southwestern Pennsylvania Commission's Public Participation Panel remains the best way to integrate the concerns of all residents, including young people, in our region's transportation system. We urge everyone to attend.

Conclusion

Our Commonwealth constructed a world-class transportation system in the 20th Century that now is deteriorating. Out of this crisis, the 2006 Guyasuta Fellows see an opportunity to forge anew the assets that we have to compete globally in the 21st Century. Re-establishing an integrated system that is environmentally responsible, economically efficient, easy to use, and accessible to all of our citizens will propel our region to greater prosperity.

We look forward to working with all of you.

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7. Credits/Thanks

The 2006 Guyasuta Fellows would like to thank the following for their sponsorship, guidance, and support:

- Pittsburgh City Councilman Bill Peduto
- Grable Foundation
- Court Gould, Sustainable Pittsburgh
- Katherine Fink, 90.5 WDUQ Pittsburgh
- Julie Mickens
- David Ginns, Southwestern Pennsylvania Commission
- Allegheny County Bar Association
- Center for Civic Participation
- Heinz Endowments
- Chris Potter, Pittsburgh City Paper
- WQED Pittsburgh
- Keith Tassick
- Khari Mosely & Julia Nagle, Pittsburgh League of Young Voters

For their willingness to sit down and talk about transportation, the 2006 Fellows would like to thank the following:

- Jane Downing, Pittsburgh Foundation
- Ashley Henry, Allegheny County Chief Executive's Office, Allegheny Co. Transportation Action Team member
- Greg Scott, American Society of Civil Engineers (ASCE)
- Patrick Kane, L. Robert Kimball & Assoc., ASCE
- John Minetti, ASCE
- Lynn DeLorenzo, National Assoc. of Industrial & Office Properties, Allegheny Co. Transportation Action Team member
- Ken Zapinski, Allegheny Conference on Community Development
- Sara Walfoort, Southwestern Pennsylvania Commission
- Greg Wicklem, Keystone State Railroad Assoc.
- Greg Kausch, Beaver County Transit Authority
- Steve Bland, CEO, Port Authority of Allegheny County
- David Wohlwill, Port Authority of Allegheny County
- Dave Hickton, Burns White & Hickton LLC, Allegheny Co. Transportation Action Team chairman
- Joe Phillips, University of Pittsburgh, Allegheny Co. Transportation Action Team member
- Dennis Davin, Allegheny Co. Dept. of Economic Development, Allegheny Co. Transportation Action Team member
- Ray Reaves, planning consultant
- Ken Flack, Southwestern Pennsylvania Commission
- Tom Fox, Pennsylvania Turnpike Commission
- Joseph Sutor, Pennsylvania Turnpike Commission
- Jim Roddey, Hawthorne Group, member of Gov. Rendell's Transportation Funding & Reform Commission
- Dr. Morton Coleman, University of Pittsburgh Institute of Politics
- Allen Biehler, Pennsylvania Dept. of Transportation Secretary, Chairman, Gov. Rendell's Transportation Funding & Reform Commission
- J. Bracken Burns, Washington Co. Commissioner, Chairman, Southwestern Pennsylvania Commission
- James J. Dodaro, Dodaro Cambest & Assoc., Port Authority of Allegheny Co. Board Member

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7. Credits/Thanks

The Fellows who dedicated time from their busy schedules to get educated & engaged on this very important topic are as follows:

- Jennifer Beck
- William Collinge
- Andrew Ellsworth
- Eve Goodman
- Richard Kelly
- Jenn Layman
- Bud Paulding
- Joshua Siebert
- Delano Squires
- Scott Bricker
- Peter Coppin
- Eric Ellsworth
- Heather Harr
- Christopher Kiehl
- Mary Moses
- Damon Rhodes
- Jean Marie Sloat
- Megan Stearman
- Steve Chopek
- Shannon Debes
- Derek Eversmann
- Benita Johnson
- Corey Layman
- Paul O'Hanlon
- Constantine Samaras
- Aaron Smith
- Tait Tomb