



CLINTON COUNTY MULTIMODAL STRATEGY

DECEMBER 2021



Acknowledgments

Clinton County and the Pennsylvania Department of Transportation would like to acknowledge and thank the many stakeholders for their active participation throughout the Strategy development process. The following individuals provided a voice for the various multimodal transportation interests of Clinton County.

County Commissioners

Angela Harding

Miles Kessinger

Jeff Snyder

Priority Goals Team Leaders

Rachelle Abbott
STEP, Inc.

Julie Brennan
Clinton County Economic Partnership

Katie de Silva
Clinton County Planning

Dan Merk
STEP, Inc.

Gianna Renzo
Keystone Central School District

Abbey Roberts
City of Lock Haven

James Saylor
SEDA-COG

Steve Stevenson
City of Lock Haven

Other Stakeholders

Kasey Campbell
City of Lock Haven

Gabriel Caprio
Clinton County Planning

Jacquelyn Martin
Susan Blesh
Keystone Central School District

Craig Fleming
PA Trail Dogs

Ben Green
Clinton County United Way

Cam Kephart
Susquehanna Trailways

LaKeshia Knarr
PA Wilds

Katherine Lewis
SEDA-COG

Dwayne Allison
Lock Haven University

Wayne McCullough
Bald Eagle Valley Trail

Jeff Rich
Housing Authority

Deb Rudy
Office of State Senator Cris Dush

Henry Sorgen
Central Mountain ATV

Tom Tarentella
Renovo Area

Kim Wheeler
SEDA-COG

Greg Wilson
City of Lock Haven

Adam Winder
River Valley Transit

Note: The Pennsylvania Department of Transportation funded the preparation of this document. The contents do not necessarily reflect PennDOT's official views or policies. This report does not constitute a standard, specification, or regulation.

Table of Contents

Acknowledgments	i
Executive Summary	iii
Introduction & Priority Goals - Overview	1
GOAL A: Bicycles, Pedestrians, and Trails	2
GOAL B: Student and Young Adult Transportation	4
GOAL C: Public Transportation	6
GOAL D: Countywide Accessibility	8
GOAL E: Economic Development and Tourism	10
GOAL F: Partnerships and Education	12
Implementing the Strategy	14
Priority Projects (December 2021).....	16
Conclusion	18
Appendices	19
Appendix 1	20
Appendix 2	22

Executive Summary

Clinton County's leadership sees the need for a comprehensive strategy to address the County's multimodal transportation challenges and opportunities, among them:

- Create new public transportation options to meet the needs of the transportation disadvantaged. The Clinton County population under 18 and over 65 combined is around 40%.
- Promote information and education on multimodal transportation options – including public transportation.
- Improve bicycle, pedestrian, and trail infrastructure to better leverage the County's unique outdoor assets.
- Increase countywide accessibility to various services, jobs, and other facilities/destinations.
- Address the varied mobility and access needs facing K-12 students, college students, and young adults – including transportation safety.
- Leverage transportation investments to promote economic development (e.g., trails and tourism).
- Create new partnerships and strategic alliances within the County among various organizations, sectors, and regional and state organizations.

Stakeholders engaged in two workshops to frame the Multimodal Strategy (most often referred to herein as Strategy). The first was held in May 2021 to identify a wide range of issues and needs as a starting point. The second workshop, held in Lock Haven in July 2021, was to validate draft goals and explore specific actions for achieving those goals. In between the two workshops, topical meetings were held with small workgroups in each topic area (that ultimately became the basis for the Strategy's goals). The extent of stakeholder engagement was extraordinary.

Clinton County leadership developed the Strategy with the support and involvement of PennDOT. Other key points:

- The Strategy is a dynamic document that should be reviewed annually to reflect changes in local priorities, demographics, projects, challenges, and opportunities.
- The Strategy includes six goals to improve mobility:
 - Improve bicycle, pedestrian, and trail facilities to promote personal mobility, connectivity, and safety.
 - Provide safe, equitable, accessible, and affordable mobility options for students and young adults.
 - Expand public transportation options, raise awareness of public transportation benefits, and promote transit use.
 - Systematically improve and expand transportation options for Clinton County residents.
 - Improve transportation opportunities/access, services, and facilities to expand economic development and tourism.
 - Strengthen and expand partnerships that promote and improve countywide transportation.
- The goals are highly complementary. Progress made towards one will likely advance others.
- To meet the goals, the Strategy includes follow-up steps:
 - Create a local committee charged with monitoring and advancing the Strategy's implementation.
 - Organizing participants to identify opportunities and advance strategic initiatives.
 - Set two horizons to implement Strategic Initiatives: Short Term (ST) for Years 1 and 2 and Long Term (LT) for years 3 through 5 (or beyond).

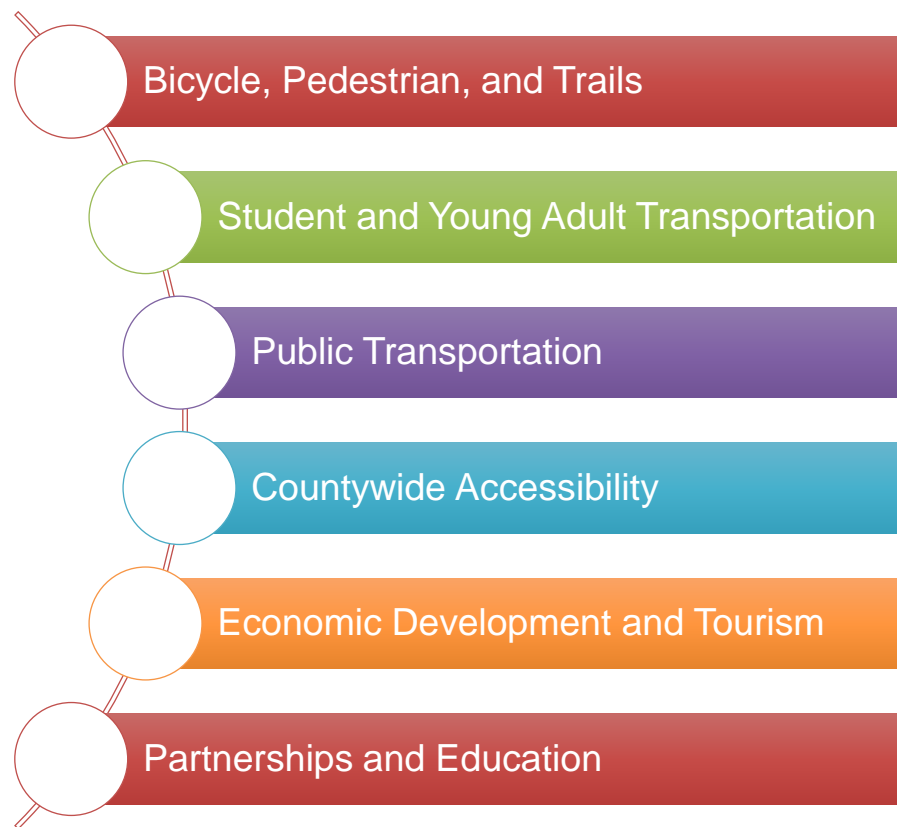
The Strategy provides a robust framework to improve further the quality of life in Clinton County. Regular progress should occur towards each goal for the Strategy to succeed. By building on the success of small victories, the County can achieve its larger Strategic vision.

Introduction & Priority Goals - Overview

In consultation with PennDOT, Clinton County identified a need to develop a comprehensive strategy to address its varied multimodal transportation challenges and opportunities. PennDOT agreed to provide the technical assistance services to produce a plan. County Commissioner Angela Harding provided local leadership over the approximate half-year effort to frame this Strategy. The six priority goals, shown in the graphic on the right, form the backbone or spine for the Mobility Strategy. The goals reflect the important high-level question of “*what*” it is to accomplish. Each has a statement reflecting its importance and what to accomplish to promote it. The goals and goal statements appear individually, starting on the next page. Each goal is structured as follows to both inform and implement:

- **Goal Statement** - each goal is lettered for reference purposes only. The goal statements express the overall intent of what to accomplish.
- **Goal Overview and Measures of Success** – this provides a brief background discussion for each goal and some potential Measures of Success. The Measures of Success are numerous and reflect the input of Clinton County’s Stakeholders. The Measures of Success should guide plan implementation to maintain focus and communicate progress to those directly involved, the public, the Commonwealth, and others.
- **Strategic Initiatives** - several strategic initiatives are included in a table for each goal. These are the initial priorities among the various initiatives identified. The table lists the Strategic Initiatives and the time horizon for each, with the short-term being years one and two and the long term as years 3-5. The table also identifies potential lead and support organizations. Time horizons, as shown, are subject to change during implementation.
- **Additional Considerations for Implementation**—this last section describes other considerations and ideas mentioned by stakeholders during the Strategy development efforts.

Important Note - Appendix 1 contains guidance for using a **Unified Action Tracker** to identify and track activity at least three times a year. This process is indispensable for moving forward into implementation in an organized fashion. The County opted for a Unified Action Tracker that could stand alone from this Strategy document rather than separate trackers for each goal.



GOAL A: Bicycles, Pedestrians, and Trails

GOAL

Improve bicycle, pedestrian, and trail facilities to promote personal mobility, connectivity, and safety.

Goal Overview and Measures of Success

There is a growing appreciation and emphasis in Pennsylvania and nationwide for bicycle and pedestrian transportation. Clinton County has an excellent quality of life, including exceptional outdoor and natural resources enhanced through active transportation assets. Active transportation also beneficially impacts Clinton County’s tourism, economic development, and public health.

The following measures of success will be considered as part of evaluating progress and impacts through the advancement of this goal:

1. A reduction in bicyclist and pedestrian fatalities and serious injuries.
2. Completion of a trail crossing mapping data inventory with PennDOT District 2-0 (within 12 months of release).
3. Network connection gaps (e.g., trails, bike paths, walking trails) are evaluated and prioritized.
4. Increase the number of priority projects underway or completed.
5. Increased usage of the County’s active transportation network (e.g., trail counts, public health, and wellness outcomes).
6. Enact Complete Streets policies developed based on the WalkWorks program by the Department of Health.

Strategic Initiatives

REF	Strategic Initiative	Time Horizon	(Lead) and Support Partners
A-1	Complete the Bald Eagle Valley Trail and connect to the Pine Creek Rail Trail.	Long Term	(Clinton County) Clinton County Visitors Bureau PennDOT Pennsylvania Wilds PA DCNR PA DCED Rails-to-Trails Conservancy Susquehanna Greenways Partnership Jersey Shore Borough Recreation Committee Lycoming County Tioga County Friends of the Bald Eagle Valley Trail

CLINTON COUNTY MULTIMODAL STRATEGY

REF	Strategic Initiative	Time Horizon	(Lead) and Support Partners
A-2	Implement the Hogan Boulevard study recommendations to accommodate biking and walking safely.	Short Term (Study) Long Term (Implement)	(SEDA-COG) Clinton County PennDOT Bald Eagle Township Mill Hall Borough Flemington Borough Keystone Central School District
A-3	Identify network gaps (e.g., Lusk Run, Hogan loops) to prioritize new active transportation connections with neighboring counties.	Short Term (Gap Identification) Long Term (Implement)	(Clinton County) Local Municipalities SEDA-COG – MSATC PennDOT PA DCNR Susquehanna Greenways Partnership Lock Haven University School Districts
A-4	Collaborate with the Commonwealth to determine the feasibility of permitting ATV usage on state and forestry roads to provide a travel network for ATV users.	Ongoing	(PA DCNR) Clinton County Clinton County Economic Partnership/Visitors Bureau PennDOT Central Mountains ATV Association Local Municipalities

Additional Considerations for Implementation

- Land development ordinances, if not out of date, are auto-centric. All alternative modes should be encouraged by local ordinances.
- Consider incorporating bicycle and pedestrian events or activities into health and physical education curriculums.

GOAL B: Student and Young Adult Transportation

GOAL

Provide safe, equitable, accessible, and affordable mobility options for students and young adults.

Goal Overview and Measures of Success

Clinton County leadership places a high priority on the transportation needs of youth and young adults. This includes safety, quality of life, mobility, and greater awareness of options among younger County residents. Many communities across Pennsylvania and the nation are focusing on attracting and retaining young adults. As digital technology allows a large portion of the workforce to work remotely, community and mobility options become essential factors for young adults deciding where to live. Clinton County could be more attractive to many young adults with its vast outdoor assets, low housing prices, and quality of life.

The following measures of success will be considered as part of evaluating progress and impacts through the advancement of this goal:

1. Increase in participation in after-school activities attributable to improved transportation access.
2. Increase Lock Haven University students accessing downtown and other destinations throughout Clinton County.
3. Implement before and after surveys to gauge student satisfaction levels with changes due to Strategy implementation.
4. Increase the number of non-auto student trips.
5. Reduce school truancy attributable to transportation-related reasons.
6. Establish new hiking and biking clubs within schools and universities.
7. Increase the number of youths using the County’s trail network.
8. Decrease the number of accidents involving students and young adults.
9. Decrease car and bus queueing at schools.

Strategic Initiatives

REF	Strategic Initiative	Time Horizon	(Lead) and Support Partners
B-1	Establish affordable options for transporting students in low-income neighborhoods to school and community events (ex. “activity bus” to take students home from after-school activities).	Short Term	(Keystone Central School District) Susquehanna Transit River Valley Transit Clinton County Children and Youth Services Clinton County Housing Authority SEDA-COG PennDOT

CLINTON COUNTY MULTIMODAL STRATEGY

REF	Strategic Initiative	Time Horizon	(Lead) and Support Partners
B-2	Study the Route 150 corridor between Pennsylvania Avenue and Central Mountain High School to identify active transportation opportunities.	Long Term	(Keystone Central School District) Clinton County PennDOT District 2-0 SEDA-COG Bald Eagle Township
B-3	Complete the Central Mountain High School ingress/egress and intersection redesign project.	Long Term	(Keystone Central School District) Clinton County PennDOT District 2-0 SEDA-COG Bald Eagle Township
B-4	Increase Lock Haven University student engagement, outreach, and education on transportation topics.	Short Term	(Lock Haven University) Clinton County River Valley Transit Downtown Lock Haven, Inc.
B-5	Establish connections for college students and others to access intercity bus service (e.g., to Williamsport, State College).	Short Term	(Lock Haven University) Clinton County River Valley Transit CATA Municipalities SEDA-COG
B-6	Explore the feasibility of establishing evening and weekend transit routes for college students.	Short Term	(Lock Haven University) Clinton County River Valley Transit PennDOT
B-7	Increase transportation options for high school students during after-school hours	Short Term	(Keystone Central School District) Clinton County SEDA-COG Transportation Companies River Valley Transit

Additional Considerations for Implementation

- Susquehanna Transit has a federal grant to provide three years of school transportation. Alternative funding sources need to be secured.
- Identify grant opportunities for bike-sharing or electric scooter-sharing services that would connect Lock Haven University and downtown.
- Promote third-party transportation options (e.g., Uber) popular with young adults.
- Establish Lock Haven University and Central Mountain High School programs to promote alternative transportation modes.
- Engage STEP Transportation in targeted strategic initiatives.
- Leverage broadband connectivity expansion to promote transportation alternatives.

GOAL C: Public Transportation

GOAL

Expand public transportation options, increase awareness of public transportation benefits, and promote transit use.

Goal Overview and Measures of Success

The need for public transportation options and innovative approaches in rural Clinton County was the initial impetus for a Multimodal Mobility Strategy. A holistic approach to growing public transportation starts with efforts to secure services. It also includes an ongoing effort to raise awareness and educate travelers about travel choices. Note: PennDOT is now providing technical assistance for C-2 (below).

The following measures of success will be considered as part of evaluating progress and impacts through the advancement of this goal:

1. Increase the number and types of new public transportation programs and services.
2. Increase the number of riders/percent growth in ridership.
3. Increase investment in public transportation over time.
4. Identify locally-available value-based measures of public transit performance (e.g., unemployed individuals who become employed, attendance at senior centers).
5. Decrease the average number of vehicles per household as alternatives expand.

Strategic Initiatives

REF	Strategic Initiative	Time Horizon	Lead and Support Partners
C-1	Improve transportation access and options for low-income and elderly residents to connect to necessary resources and services.	Short Term	(Clinton County Housing Authority) Clinton County United Way STEP Senior Centers
C-2	Obtain technical assistance from PennDOT to evaluate the “designated one-stop concept” for applicability in Clinton County.	Underway	(Clinton County) STEP Inc. PennDOT
C-3	Provide education to low-income and elderly populations regarding public transportation routes and determine which destinations they need or want to reach by bus.	Short Term	(STEP) River Valley Transit Clinton County Clinton County United Way
C-4	Conduct education, events, and media promotions to educate residents and visitors on using public transportation and to increase ridership.	Short Term	(Clinton County Visitors Bureau) Municipalities Clinton County Multimodal Committee City of Lock Haven Downtown Lock Haven, Inc,

REF	Strategic Initiative	Time Horizon	Lead and Support Partners
			River Valley Transit
C-5	Evaluate options for additional weekend service and intercity bus connections.	Long Term	(Clinton County Government) City of Lock Haven River Valley Transit Local Destinations and Corporations
C-6	Increase transit service to Lycoming and Centre counties.	Long Term	(STEP) River Valley Transit CATA
C-7	Evaluate the opportunities for greater use of ridesharing, carpooling, and vanpooling.	Short Term	(Clinton County Government) Note: A good starting point for the Steering committee.
C-8	Explore on-demand services and micro-transit options for low-income workers and senior citizens.	Short Term	(PennDOT) STEP Transportation

Additional Considerations for Implementation

- Build routes based on outreach results and create trust and confidence through consistent service delivery.
- Build partnerships and coordinate schedules among transportation stakeholders (i.e., LHU, PennDOT, RVT, STEP, CATA, Fullington).
- Identify land-use policies and employer decision-making that positively and negatively impact transportation (emphasize coordination with private industry).
- Explore the feasibility of a local service provider.
- Identify potential partners for local matching share.
- Ensure that trial services have sufficient time to be appropriately evaluated, adjusted, and succeed.
- Establish and incorporate a Clinton County Multimodal Committee as a body of implementation partners. (Consider the inclusion of potential participants beyond Clinton County, such as intercity bus operators).
- Consider establishing Mobility Coordinator positions at the County and regional levels (provide expertise).
- Reduction in “no shows” for medical transportation (a presumed benefit of an improved public transportation-health care linkage).

GOAL D: Countywide Accessibility

GOAL

Systematically improve and expand transportation options for Clinton County residents.

Goal Overview and Measures of Success

Because of Clinton County’s large geographic area and low population density, countywide accessibility is a Strategy cornerstone. Residents need to access facilities and services throughout the County and beyond. Likewise, employers can benefit from accessing a larger labor pool afforded by greater accessibility across the County (this is especially important for employers as of the end of 2021) .

The following measures of success will be considered as part of evaluating progress and impacts through the advancement of this goal:

1. Reduction or elimination of mobility barriers and constraints.
2. Completed countywide coordinated transportation plan.
3. Successful implementation of the strategic initiatives spanning the six goals.
4. Establish a marketing strategy/outreach program to educate the public on transportation options.
5. Track use of micro-transit and related usage trends over time.
6. Increase in tourist dollars and the number of tourism-related businesses related to trail connections.
7. Measures of mode shift (vehicle miles of travel (VMT) reductions, household vehicle ownership, etc.)
8. Increase the number of partnerships that foster more accessible services.
9. Implement before and after surveys to gauge community and tourist satisfaction levels with changes due to Strategy implementation.

Strategic Initiatives

REF	Strategic Initiative	Time Horizon	Lead and Support Partners
D-1	Establish sustainable multimodal connections between the County’s rural areas (e.g., Renovo, Loganton, Beech Creek, etc.) and town centers (e.g., Lock Haven).	Long Term	(Clinton County) SEDA-COG PennDOT Local Municipalities STEP Transportation

CLINTON COUNTY MULTIMODAL STRATEGY

REF	Strategic Initiative	Time Horizon	Lead and Support Partners
D-2	Improve multimodal connections (e.g., transit, active transportation, trails, etc.) between Clinton County and neighboring counties.	Long Term	(Clinton County) Neighboring Counties and MPOs/RPOs (i.e., Lycoming, Centre, Tioga, etc.) SEDA-COG PennDOT PA DCNR River Valley Transit CATA Bus STEP Transportation
D-3	Establish transportation programs for college and K-12 students that provide easy access to after-school activities, dual enrollment opportunities, and regional destinations. Focus on equity for students across the County.	Short Term	(Lock Haven University) Keystone Central School District Clinton County Children and Youth Services Clinton County Housing Authority School Bus Transportation Companies Pennsylvania Department of Education STEP Transportation Clinton County United Way Keystone Central Foundation Clinton County Community Foundation
D-4	Identify, evaluate, and offer additional transportation options for senior citizens and low-income residents.	Short Term	(STEP Transportation) Clinton County Children and Youth Services Clinton County Housing Authority Medical Service Providers
D-5	Educate the public and create overall awareness of transportation services and programs within Clinton County and how to use them.	Short Term	(Clinton County) SEDA-COG PennDOT River Valley Transit STEP Transportation City of Lock Haven Clinton County Economic Partnership Lock Haven University Keystone Central School District Clinton County United Way

Additional Considerations for Implementation

- First and last mile considerations – how are residents, visitors, workers accessing transportation to get to their destinations? How can the first and last-mile connections be improved?

GOAL E: Economic Development and Tourism

GOAL

Improve transportation opportunities, access, services, and facilities to expand economic development and tourism.

Goal Overview and Measures of Success

Transportation fulfills a significant support role for economic development and tourism. The Strategy strives to ensure that the various assets of the County are highly accessible for tourism and other purposes. Transportation’s role in connecting employees and employment opportunities is an essential focus for Clinton County as employers require access to workers and vice versa.

The following measures of success will be considered in evaluating progress and impacts through the advancement of this goal:

1. Increase the number and type of new or expanding businesses (e.g., outfitters, shops, hotels, restaurants, etc.).
2. Increase the median household income.
3. Increase Clinton County population and employment.
4. Expand transportation options for residents, employees, and visitors.

Strategic Initiatives

REF	Strategic Initiative	Time Horizon	Lead and Support Partners
E-1	Improve access to employment opportunities and overall quality of life.	Long Term	(Clinton County) SEDA-COG PennDOT Municipalities
E-2	Increase ATV tourism.	Short Term	(Central Mountains ATV Association) Clinton County Economic Partnership/Visitors Bureau PennDOT PA DCNR Legislators Renovo Area Municipalities
E-3	Market the county and region’s natural tourism and trail connectivity as economic development assets.	Short Term	(Clinton County Economic Partnership/Visitors Bureau) Public-Private Partnerships PA DCNR Clinton County SEDA-COG

REF	Strategic Initiative	Time Horizon	Lead and Support Partners
E-4	Promote mixed-use development along major corridors.	Long Term	(Clinton County Economic Partnership/Visitors Bureau) Public-Private Partnerships PA DCNR Clinton County SEDA-COG Local Municipalities PennDOT
E-5	Market transportation specifically for economic development and relocation opportunities.	Short Term	(Central Mountains ATV Association) Clinton County Economic Partnership/Visitors Bureau Clinton County SEDA-COG PA DCED PennDOT River Valley Transit City of Lock Haven Realtors Associations/Companies CM ATV Assoc.

Additional Considerations for Implementation

- Determine ways to effectively “share the land” and allow access for all users (ATVs, hikers, bicyclists, etc.).
- Identify and pursue pilot initiatives and expand successfully.
- Offer transportation services to access Hyner View State Park.
- Encourage employers to subsidize public transportation to attract and retain employees.
- Determine how the County can best increase awareness of its available transportation services.
- Improve personal mobility, wellness, quality of life, and employment opportunities.
- Involve local media to help promote the various activities associated with the Strategy’s implementation, particularly those that show a benefit for the County’s economy.

GOAL F: Partnerships and Education

GOAL

Strengthen and expand partnerships that promote and improve countywide transportation.

Goal Overview and Measures of Success

The Clinton County Mobility Strategy, and most strategic plans, require partnerships and strategic alliances to implement the varied initiatives effectively and achieve maximum results. Through the Strategy’s development, it became clear that many stakeholders have common interests. That will prove to be a key strength and asset going forward. The participating stakeholders also decided to tie education with partnerships.

The following Measures of Success (in two categories) will be considered as part of evaluating progress and impacts through the advancement of this goal:

1. Partnerships
 - a. Increase the number of partners that participate in the discussions of the county’s transportation system.
 - b. Increase the number of partners that financially contribute to the county’s transportation system.
2. Education/Awareness
 - a. Develop and update marketing tools.
 - b. Increase public knowledge and understanding of available transportation services.

Strategic Initiatives

REF	Strategic Initiative	Time Horizon	Lead and Support Partners
F-1	Coordinate and collaborate in implementing a comprehensive transportation education and information plan for all county transportation services.	Short Term	(Clinton County) Local Municipalities SEDA-COG Medical Providers (UPMC) STEP Transportation
F-2	Coordinate between public, private, and non-profit partners to encourage engagement on all levels.	Short Term	(Clinton County) Clinton County Economic Partnership SEDA-COG
F-3	Strengthen partnerships with local employers to provide transportation services for employees.	Short Term	(Clinton County Economic Partnership) Major Employers (e.g., Walmart, GMC, UPMC, Weis Markets, First Quality, Lowe’s)

CLINTON COUNTY MULTIMODAL STRATEGY

REF	Strategic Initiative	Time Horizon	Lead and Support Partners
F-4	Revamp marketing strategies and signage to increase awareness of all available modes of transportation.	Short Term	(Clinton County) Clinton County Economic Partnership City of Lock Haven Bald Eagle Township Flemington Borough Mill Hall Borough
F-5	Increase education efforts with K-12 students and their parents to ensure they feel safe traveling on different modes of transportation.	Short Term	(Clinton County) Keystone Central School District

Implementing the Strategy

The most challenging part of Strategy (or any planning) is execution. The cornerstone for implementing Clinton County's Multimodal Strategy will be establishing the **Clinton County Mobility Committee (CCMC)**¹. This section is a starting point to move from strategy development to implementation. It should be reviewed and modified in the first two years of Strategy implementation as the CCMC gains implementation experience.

The steps described below reflect a path for the Mobility Committee to organize and then advance the Strategy in the first year. As of December 2021, the County is taking initial steps to form the CCMC and have it convene in early 2022.

Step 1: Establish Committee and Determine Staff Support

Membership, at minimum, should include a Chair and Vice-Chair. Other members could consist of the leads for each priority goal. However, it is essential not to overextend volunteers. The Steering Committee will establish a meeting schedule for the first year. Monthly meetings may be necessary in the beginning. Bi-monthly meetings should be the minimum, resulting in six meetings a year. Meeting agendas should be developed and include a review of the **Unified Action Tracker** found in **Appendix 1**. The Unified Action Tracker should be used following a formal process to identify actions and review the progress of prior activities three times a year at a minimum (every four months). The Committee might consist of a combination of the various individuals involved in advancing the six goals and a cross section of other leaders as well.

¹ The official name of the mobility leadership committee will be finalized by the Clinton County Commissioners.

Step 2: Secure Leads for Each Priority Goal

Ideally, there will be some progress made for each of the Strategy's six goals in year 1. Notable progress may entail accomplishing a strategic initiative or advancing any of the Strategy's projects. Priority goal leaders should commit to taking the assignment for a year and be supported by other stakeholders (e.g., County and beyond) who are eager to help make progress.

Step 3: Identify Feasible Early Actions for Each Goal

To start, the Priority Goal leader/team should identify a few feasible action steps based on the availability of people, time and in some cases dollars to move forward. Action steps may be modest efforts toward achieving an initiative or advancing a project.

Step 4: Follow A Basic Progress Reporting Approach

The Committee will need to establish a simple progress report and share it among Stakeholders and others on a periodic basis. Three times a year would be reasonable for year 1 (e.g., April, August, December). The progress report should also note any significant current or upcoming activity and issues that need to be resolved.

Step 5: Inform and Engage the Public

Ultimately, the viability and success of Strategy implementation will depend on public awareness and support. The CCMC can use the progress report to highlight accomplishments to share with the public. Further, recognition and celebration activity can build interest and support.

Step 6: Benchmark Comparable Organizations

The challenges that Clinton County will face in early implementation are not unprecedented. Strategy implementation can be complex. The key is to keep making progress and persist in doing so. A benchmark initiative such as learning about *Vision Together Johnstown 2025* could be valuable to provide insights on lessons learned, obtain invaluable advice, and share information. Discussions with other communities implementing broad strategies can be constructive and even inspiring.

Step 7: Resource Management / Expanded Participation



Resources limit the ability to advance each goal area. Resources early on will rely mainly on the time and capabilities of the participating organizations. The Committee should give attention to steadily expanding the base of participating organizations. The CCMC should also pay attention to opportunities for grants from foundations, private contributions, and other funding sources. In the short run, expanding the participation of organizations and individuals should be the focus. Continued collaboration with PennDOT, DCNR, and other agencies must also be central to the implementation approach, particularly to advance priority projects. Volunteer efforts and collaboration among agencies are typically short-term tools for a public sector strategy. Over time, the focus should be on obtaining funding and other tangible resources and relying less on the volunteer model.

Step 8: Build Partnerships and Strategic Alliances

Like Resource Management, but worth calling out is the importance of expanding the network of partners and strategic alliances across all sectors—public, private, non-profit, educational, faith-based, etc. Numerous organizations will value the Strategy's goals, presenting additional opportunities. The range of partners and strategic alliances can expand and contribute to achieving the Strategy's goals. The broader the network, the more likely the CCMC will secure new partners and resources. Over the longer term, however, the number of partners may be less important than which organizations are involved in addressing those parts of the Strategy that demand the most attention at any particular point in time. The more dynamic the approach for partner involvement, the more successful the development and advancement of the Strategy's execution will be over time.

Priority Projects (December 2021)

Workshop stakeholders, PennDOT, SEDA-COG, the Clinton County Planning Department, and County Commissioners identified and evaluated transportation project priorities and estimated costs. These projects support the Strategy's goals that collectively enhance Clinton County's Multimodal Transportation System.

The following table summarizes the priority projects as of December 2021. The priority project list must be kept current and used to communicate these efforts with "one voice" to funding agencies and others. The first CCMC meeting should include an agenda item to review, update, and prioritize the list. The CCMC should also confirm the lead and support organization(s) to champion each project and update the estimated project costs. In most cases, the December 2021 priority project list includes planning level order-of-magnitude costs. In those instances where a project's cost is unknown, To Be Determined (TBD) is shown.

The Strategy's stakeholders identified other potential projects not included in the priority list. **Appendix 2** describes those projects.



Priority Projects (December 2021)

Project	Related Goal(s)	Potential Lead	Estimated Cost
Completion of Bald Eagle Valley Trail and Connection to Pine Creek Rail Trail	A. Bicycles, Pedestrians and Trails D. Countywide Accessibility E. Economic Development and Tourism	Clinton County	\$2m to \$3m
Improve Clinton County existing trail network for multi-use and to accommodate all active transportation modes	A. Bicycles, Pedestrians and Trails D. Countywide Accessibility E. Economic Development and Tourism	Clinton County	\$300,000 to \$400,000 per mile as a rough starting estimate based on similar projects.
Create bike/walking paths to access the Middle School and High School (included in Hogan Blvd Bike Route G, but not in the study)	B. Student and Young Adult Transportation	Bald Eagle Township Keystone Central School District	TBD through a future feasibility study before the cost could be reasonably estimated.
Implement shared ride or micro-transit options	C. Public Transportation	STEP PennDOT	Starting estimate of \$200,000 per service area Number of service areas TBD.
Improve shoulders and add bike lanes to Bicycle Route G (includes Hogan Blvd.)	A. Bicycles, Pedestrians and Trails	SEDA-COG Clinton County Bald Eagle Township	TBD as part of the current study. First, separate the Hogan Blvd portion from the rest of Route G to estimate the planning level cost for that portion.
Establish a multimodal transportation hub in the City of Lock Haven	C. Public Transportation D. Countywide Accessibility E. Economic Development and Tourism	City of Lock Haven	TBD—this is a starting point, a potential project suggested by stakeholders, no study or estimate to date.
Renovo Riverwalk Restoration	A. Bicycles, Pedestrians and Trails B. Student and Young Adult Transportation C. Economic Development and Tourism	Renovo Borough	\$1.1 million for design and construction for the two-phased project.
Woodward Township Riverview Park Connector	A. Bicycles, Pedestrians and Trails B. Student and Young Adult Transportation C. Economic Development and Tourism	Woodward Township Clinton County	\$7.2 million—this is partially funded and underway, with a public meeting slated for December 2021.

Conclusion

Clinton County leadership believes that multimodal mobility is an area ripe for comprehensive improvement. The **Clinton County Multimodal Strategy** provides a good starting point.

Establishing goals and defining the means for achieving them is necessary to make substantial progress. Yet the most challenging work is the next step, implementing the Strategy.

Experience suggests that Clinton County can take steps to make the Strategy a success for future generations:

- Reinforce the commitments among leaders and stakeholders often to maintain interest and momentum.
- Place an early emphasis on establishing mechanisms to provide direction, identify opportunities, accomplish actions, monitor progress, and communicate successes.
- Achieve early successes, including steps to advance Strategic project priorities.
- Provide status updates to the public and offer opportunities for community involvement.
- Expand the stakeholder network both inside and outside the County.
- Use the **Unified Action Plan** in **Appendix 1** to identify action steps and track the Strategy's progress.
- Set aside time annually to review the Strategy and update it to reflect changing conditions and opportunities.

Leadership must ensure the enthusiasm and vision that crafted the Strategy carries forward to action. This is especially true in the early phases of implementation. Over time, momentum and motivation increase as successes are achieved and new stakeholders are engaged.



Appendices

Appendix 1

Consultant Team Initial Guidance and Action Tracker Template

Basic Guidance Overview

1. The **Unified Action Tracker** for Strategy implementation appears on the next page. It can also function as a stand-alone document for ease of regular use.
2. The Unified Action Tracker framework is easy to use by the Clinton County Multimodal Committee (CCMC) and any support staff.
3. It will be essential to have one or more leaders or stakeholders assigned to steward each of the six Strategic goals. (This assumes that each goal will be advanced early in Strategy implementation. Conceivably, the County will advance select goals to start.)
4. The CCMC should identify actions for some strategic initiatives three times a year.
5. The CCMC should start identifying actions to advance the Strategy as soon as practical, but no later than April 2022. The earliest efforts may be few and modest. However, they will be essential to developing long-term momentum.
6. Some of the earliest actions should have a target completion date by the end of 2022. Establishing momentum and having demonstrable results is arguably one of the most crucial first steps.

Using the Unified Action Tracker Template

1. The **Strategic Initiative or Project Alpha-Numeric Reference** column of the Unified Action Tracker is to enter an alpha-numeric reference to Strategy's goal the action supports. Only include the actions for which there is a firm commitment to follow up.
2. The **Actions Steps for the Period (Lead)** column describes the upcoming action and who agreed to lead the effort.

3. The **Target Date/Comments/Status** column provides space to include any target date for completion, as applicable, and any comments or notes.
4. The updated Unified Action Tracker should be distributed prior to the start of each CCMC meeting.
5. After the first two CCMC meetings, the **Target Date/Comments/Status** column should include status reports and achievements for each action.



Unified Action Tracker

January 2022 - April 2022 (this could move to a quarterly review and update after Committee startup if desired)

Strategic Initiative or Project Alpha-Numeric Reference	Actions Steps for the Period (Lead)	Target Date/Comments/Status

Goal A - Bicycles, Pedestrians, and Trails

Goal B - Student and Young Adult Transportation

Goal C - Public Transportation

Goal D - Countywide Accessibility

Goal E - Economic Development and Tourism

Goal F - Partnerships and Education

Appendix 2

Other Potential Project Inventory (December 2021)

The Strategy's stakeholders identified projects for consideration during the Strategy's development. Some are **Priority Projects (December 2021)**.

The following list serves as an inventory or running list of those **other** potential future projects. The list should be reviewed and updated periodically. Note that the inventory numbering is for reference purposes only. It is not a prioritization, nor does it necessarily represent an endorsement at this time for any of the projects.

1. **West Branch Susquehanna River Water Trail:** Of the 13 proposed launch access points that lie within Clinton County, only six have been constructed. Of the remaining seven, the South Renovo access and the Farrandsville access are of higher priority. South Renovo is interested in doing a launch as soon as possible.
2. **Bald Eagle and Spring Creek Canal Trail:** Though a feasibility study has been performed, no other work has been done on this project. It is a high priority for Centre County, but locally, the Clinton County portions are a lower priority.
3. **Lock Haven Citywide Trail and Bicycle Network** – a recognized community need and there are no dedicated bike lanes—the ultimate vision would be to connect to Bald Eagle Valley Trail.
4. **Transit Stops and Services:** Add more transit stops or designated pick-up locations for public services (e.g., RVT, STEP, etc.) where needed and worthwhile. Key locations and route timing for potential bus stops have been previously identified (as well as potential partners for local matching), including areas of low-income concentration, downtown Lock Haven, etc.
5. **Shared Ride:** Implement designated shared-ride stops.
6. **Wayfinding:** Improve wayfinding signage and tools for the trail network and for all modes to access major destinations (e.g., tourism areas, historical sites). This project could be part of a larger Lock Haven – Wellsboro (Tioga County) signing effort for unified signage.
7. **ATV Trail Connections:** Explore the potential for permitting ATVs to use sections of state routes and DCNR roads through state forests as connections between major ATV trails. DCNR pilot project has been underway since the summer of 2021.