

Greene County Comprehensive Plan Implementation Plan

Prepared for the Greene County Commissioners
ADOPTED:
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- Greene County Planning Commission
- Greene County Department of Economic Development
- Greene County Conservation District
- Greene County Industrial Development Authority (IDA)
- Greene County Department of Recreation

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- Mr. Chuck Baily, Baily Insurance and Real Estate Agency
- Mr. Shirl Barnhart, Morgan Township Supervisors / County Planning Commission
- Dr. Jerome Bartley, Central Greene School District / Greene County IDA
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Guide to Implementation

The Pennsylvania Municipalities Planning Code (MPC) defines a county comprehensive plan as “a land use and growth management plan prepared by the county planning commission and adopted by the county commissioners which establishes broad goals and criteria for municipalities to use in preparation of their comprehensive plan and land use regulation.” The Greene County Comprehensive Plan, *Strategy for a Greene Tomorrow*, is the guiding document that will position the County to meet the future equipped with sound development policies.

Funding for the Comprehensive Plan was acquired through an innovative partnership between government agencies and foundations. Greene County received funding from the Pennsylvania Department of Community and Economic Development (DCED) Land Use Planning and Technical Assistance Program (LUPTAP) and used this to leverage additional dollars from the Greene County Community Foundation and the Benedum Foundation. This merger of funding streams gave the County an opportunity to expand the scope of work to address high priority issues in detail. The resulting recommendations address characteristics associated with Greene County and build upon the strong leadership network already in place and working to enhance the County's quality of life.

The success of a County Comprehensive Plan is measured in terms of its implementation. Only when the recommendations in the Plan are translated into actions can its goals be realized. While there are certainly some strategies that require implementation at the County level, many recommendations are policy guidelines directed to the local level for implementation. County support and assistance will be vital to see these recommendations through to fruition.

As land use decisions often impact the entire County, partnering among various entities will be critical to successful implementation. Partners involved with implementation will include, but are not be limited to, the following:



County Elected and Appointed Government Officials



County Staff, such as:



Greene County Department of Economic Development



Greene County Industrial Development Authority



Greene County Conservation District



Borough Councils & Township Boards of Supervisors



School Districts



Community Members throughout the County

Vision

The Greene County Comprehensive Plan is entitled *Strategy for a Greene Tomorrow* to reflect the desire to maintain the County's green and rural landscape, while planning for sustainable economic development and meeting new infrastructure and growth demands. The Vision Statement and County Development Objectives prepared for this plan, mirror this concept.

A Strategy for a Greene Tomorrow includes a community vision and roadmap for the next 20 years. Strategic investments made now will create an environment where families will want to live, companies will want to do business, and people will come to play. To achieve the vision for the future, the Greene County Comprehensive Plan identifies what investments must be made and where. The intent of the Greene County Vision Statement and corresponding Implementation Guide is to lay out a path to sustainability, protect the unique quality of life and natural environment, and position Greene County to remain regionally strong and competitive in the global economy.

Greene County Vision Statement - 2020

"Greene County has expanded its economy through the development of the energy and extractive industries; diversified workforce; targeted expansion of infrastructure; and the provision of basic community services. Residents can choose from numerous housing options including, family homesteads, quaint village developments, or urban-style living. Working in collaboration across municipal and county lines, Greene County's leaders have increased its technological capabilities and tourism that celebrates its mining and agriculture heritage and rural landscape.

With the interstate and highway system as its foundation, Greene County has a multi-modal approach that encompasses connections to the regional trail and transit network, providing mobility and accessibility to outlying urban centers. The Monongahela River enhances the county's transportation system and serves as a conduit for recreational and economic activities.

As the cornerstone of Pennsylvania, Greene County provides a wonderful place to live by offering first-class healthcare, a high quality education system, family-supporting jobs, and an abundance of shopping, recreation, and entertainment. Hills are scattered with grazing livestock and valleys are traversed by pristine waterways, preserving the rural nature that residents and visitors cherish."



Role of the Plan

A *Strategy for a Greene Tomorrow* is advisory in nature and is a guide for how and where communities should develop in order to direct growth and preserve natural resources and historic or cultural character, while strengthening their residential, commercial and economic base. In addition, the plan identifies what social aspects the County and its communities believe are important and contains strategies to improve the quality of life by providing appropriate public services and improving the quality of the housing stock.

Greene County Development Objectives

-  Utilize the comprehensive plan as the blueprint to move the County forward in a positive direction
-  Direct investment to strategic locations that will strengthen the economy
-  Ensure consistency by considering and integrating local municipal comprehensive plans and ordinances when planning future development
-  Seek County wide input into future development decisions
-  Ensure that development decisions provide a net benefit to the County, its municipalities and residents
-  Sustain services integral to the quality of life of residents by implementing sound land use practices when determining the best locations for future development
-  Open communication so that collaboration can take place within the County between its departments, agencies, key industries and businesses and the educational sectors

How to Use the Plan

Public and private decision makers should reference *Strategy for a Greene Tomorrow* when making decisions and investments concerning development, redevelopment, capital improvements – including infrastructure extensions and improvements, economic incentives, housing expansions, and other matters affecting the growth of a neighborhood, community, or the County. *Strategy for a Greene Tomorrow* is consistent with the Keystone Principles, which are designed to be a coordinated interagency approach to fostering sustainable economic development and conservation of resources through Pennsylvania's investments in diverse communities. The Keystone Principles & Criteria for Growth, Investment & Resource Conservation were adopted by the Economic Development Cabinet May 31, 2005 and are as follows:

1. Redevelop First
2. Provide Efficient Infrastructure
3. Concentrate Development
4. Increase Job Opportunities
5. Foster Sustainable Businesses
6. Restore and Enhance the Environment
7. Enhance Recreational and Heritage Resources
8. Expand Housing Opportunities
9. Plan Regionally; Implement Locally
10. Be Fair

Strategy for a Greene Tomorrow should be used in the following manner:

1. **Support of Future Plans / Studies / Ordinances** – *Strategy for a Greene Tomorrow* recommends many plan updates, ordinance updates, and studies to be developed either at the County or local level. The County will encourage and provide technical assistance for plan updates or studies that implement the County Comprehensive Plan.
2. **Plan Review** – The County will rely on *Strategy for a Greene Tomorrow* to review development plans, municipal comprehensive plans, or ordinances to ensure compatibility with the County's vision.
3. **DRI Review** – The County will rely on *Strategy for a Greene Tomorrow* to review any plans that are a "development of regional impact" (DRI). The County Comprehensive Plan outlines the overall development goals and policies, which will be the barometer by which other developments are judged.
4. **Economic Incentives** – Incentives will be reserved for areas designated as either "growth areas" or "future growth areas", which will encourage infill development and the integration of new development in a manner that complements existing growth trends and public investments.
5. **Evaluating the Plan** – *Strategy for a Greene Tomorrow* will be a living document that is regularly monitored and evaluated and updated as conditions warrant and in compliance with MPC requirements.



Greene County
Snapshot

2008



Overview of Current Conditions

Located in the southwestern corner of Pennsylvania, the County of Greene has a predominantly rural landscape, with only 31 percent of its population living in an urban setting and a total population just over 40,000 (2000). Primary areas of existing development and new growth are the central and northeastern portions of the County with the Waynesburg-Franklin area, Carmichaels-Cumberland area, and the Jefferson-Morgan area.

More than any other factor, the physical features and abundant mineral resources of Greene County have affected the history and settlement of the County; these characteristics continue to influence growth patterns today. Although the topography of Greene County has limited where and to what extent development has occurred, it has also contributed to the largely unspoiled and picturesque landscape. The eastern portion of the County has been traditionally associated with agriculture and retains historic villages while the western region offers sweeping landscapes of wooded hillsides and breathtaking viewsheds.

Economy

For many years, King Coal reigned supreme in Greene County and dominated its economy and culture. Coal, gas, and coal bed methane are major industries of Greene County and the County's annual production yields almost one quarter that of the entire state of West Virginia. Greene County's dominance in the energy and extraction industry is evident with their top employers being Consol Energy, Foundation Coal Company, and Allegheny Power Service Corporation. Today, a growing market demand and improved methods of coal extraction have increased the revenues generated from coal extraction. In addition, the number of gas wells and coalbed methane (CBM) wells has grown exponentially in recent years and is expected to continue.

Market shifts over the years led County officials to redirect economic development efforts to untapped markets, which has reinvented the County's economic future. The County leadership spearheaded the impetus for change and the re-organized Greene County Industrial Development Authority strengthened these efforts. Additional partners were found in the educational consortium (21st Century Program) and other educational institutions such as the vocational-technical school and Waynesburg University.

New technology and products are the focus for future economic plans. Advancements in the coal industry have facilitated new growth and a renewed interest in expanding activities in Greene County. Sustainable agriculture programs will increase the profitability of local farms. Technology-based industries are spawning new pursuits and will further diversify the economy. Finally, tourism, small business development, and expanded retail services are rounding out the County's economic philosophy as they move into the twenty-first Century.

Housing

The thriving economy is creating a corresponding demand for new housing to accommodate a growing workforce. The success to which the County has supported the housing market is documented by the Center for Rural Pennsylvania, which notes housing availability has increased by 2.8 percent since 2000 and housing values have increased by fifty percent.

The County is working proactively to identify residential development strategies and has organized a Housing Collaborative to identify County-specific housing needs and opportunities. Membership includes representatives from organizations close to housing issues, including County Departmental staff, service organizations, realtors, and developers. A priority of the Collaborative is to encourage new residential development to meet market demand but in a manner where it occurs in a concurrent fashion with infrastructure.

Mobility

Greene County leadership acknowledges the need to look beyond traditional forms of travel to encompass a multimodal approach to support economic development and protect the environmental integrity of the rural countryside. While municipal officials are responsible for local roadway conditions, it is essential to think from a region-wide perspective for improved efficiency and performance of the County's transportation system.

Future transportation planning for Greene County will be most affected by its existing road network and the desired future development scenario specific for each area of the County. Primary State Routes will continue to circulate local traffic to shopping areas and employment centers. Local roads and lesser state routes will provide access to residential areas including established town centers and new residential developments. Transportation improvements will be directed to enhance the functionality of roadways and protect the traveling public. Local officials will provide community-based direction that will serve as a foundation to direct county efforts. Regional transportation planning will serve to enhance mobility for residents with a focus on public transit and alternative modes of transportation.

Agriculture

The Agricultural Industry in Greene County yields multiple benefits to residents, the environment, and the economy. At the turn of the 20th century, Greene County was the largest producer of Merino wool in the country and today ranks as the fourth largest producer of sheep in the state. The agriculture industry continues to be a strong element contributing to the fiscal health of Greene County, as it provides jobs and contributes to an additional \$3,542,962 into the economy. Besides the direct economic impacts, local farms enhance the local community and the region through their very presence. Land is preserved as open space that beautifies the landscape and maintains the rural character so prized by residents. This rural character is an attraction that draws tourists to an area, which can contribute to the local economy.



The future of the agricultural industry in Greene County will be strengthened through the development of niche markets driven by community-based development strategies. The County will provide progressive rural leadership and policies to support active farms. The quality of life for its farmers and their families will be sustained by conservation-based economic opportunities and agricultural diversification.

Heritage

Greene County has a rich and diverse history that is reflected in its rural countryside, historic villages, and covered bridges. The County has 42 sites identified by the National Register of Historic Places (2006), including three historic districts and seven covered bridges that provide a foundation on which to base future tourism development. County officials are working closely with community-based historical groups and residents to support public and private efforts to identify, evaluate, and protect historic and archeological resources.

Greene County is actively pursuing community and economic development by encouraging cultural activities that build community identity and cohesion. Greene County is successfully fostering partnerships among community development organizations, social service organizations, and arts/artist and heritage/ preservation groups, as well as economic development agencies. Efforts are underway to identify grants and provide technical assistance to community groups seeking to renovate space for arts and cultural projects, and to integrate arts and cultural programming into community development projects in Greensboro, Rices Landing, Waynesburg and the Jefferson Morgan Region. Greene County applied for and received a "First Industries Tourism" grant to complete a study to determine the feasibility of a National/International Coal Heritage facility.

Natural Resources

There are many significant natural resources in Greene County including biological diversity areas, a High Quality Watershed, and a number of high quality warm water fisheries and trout stocked fisheries. The Comprehensive Plan recognizes the sensitive environmental characteristics that are so integral to the County's quality of life and establishes County-level development policies for growth and future growth areas to lesson the potential harmful affects of development to these locations.

The Monongahela River is classified as a Warm Water Fishery and continues to support commerce and is a focus of future economic development strategies centered on recreational and leisure pursuits. Greene County also has several streams designated as High Quality Waters and/or as High Quality Warm Water Fisheries, which offer recreational opportunities as many are designated as trout stocked fisheries. There are also three areas of state game lands; which serve as a recreational outlet for many residents and visitors to Greene County. Most of the "exceptional" Biological Diversity Areas (BDA) and Landscape Conservation Areas (LCA) in Greene County are

located along Ten Mile Creek and Dunkard Creek, making these two critical areas in need of protection.

The protection the natural character and ensuring the rural integrity of Greene County is of primary importance to residents. Greene County is working aggressively to mitigate impacts from resource extraction and is spearheading remediation projects across the county. Additionally, the County has formed a partnership to address watershed planning at a regional level and is seeking funding to encourage "green development" through land use regulations.

Public Utilities

Greene County has public water widely available in the central and eastern portions of the County and water line extensions are planned in the south. However, a constraint to new housing construction continues to be the availability of sewerage. Over the past two years, the County has responded to this need by funding investments of over \$2.5 million in infrastructure planning and extensions. The County will continue to prioritize areas for water and sewerage expansion based upon an existing need and areas suitable for future expansion of residential developments or to support economic development goals.

The County recognizes that its rural character is cherished by residents and plans to direct future development appropriately to protect this prized feature. New development in areas not served by public systems will be encouraged through a county-initiative to support alternative sewage treatment systems, such as communal on-lot systems in smaller villages and cluster housing developments. Communal on-lot demonstration projects will support market-driven residential development by providing an alternative to traditional public infrastructure.

The availability of the technological infrastructure influences where people live and work and is now a key factor to attract companies and developers to an area. In today's world, the accessibility of high-speed internet service and reliable cellular phone service coverage are not just perks, but rather necessities. Greene County has widespread access to high speed internet and future efforts will encourage expanded cellular communications infrastructure in a manner that does not detract from scenic viewsheds.



Land Use Controls

Planning is alive and well in Greene County and local municipalities are ahead of the game. Over half of the 26 municipalities have adopted single or multi-municipal comprehensive plans or are currently in the process. As of 2008, 12 municipalities have enacted zoning ordinances to regulate future growth and land use.

Greene County's *Strategy for a Greene Tomorrow* will support locally initiated plans and land use regulations. However, the County will retain control where needed to ensure sound land use development practices through its Subdivision and Land Development Ordinance (SALDO). Communities such as Franklin Township, Rices Landing Borough and Washington Township are applauded for leading the way to enact locally applicable SALDOs to achieve municipal based development goals.

In addition, Greene County municipalities are leading the charge to implement multi-municipal planning and shared service arrangements. Starting first as a community-based initiative, the Jefferson-Morgan Council of Governments is now recognized as a groundbreaking partnership that is realizing cost savings for partners through shared purchasing and code enforcement activities. The Jefferson Morgan COG engaged in the first Multi-Municipal Comprehensive Plan in Greene County and subsequently enacted the County's first ever Multi-Municipal Zoning Ordinance.

Greene County Assets





Top 5 Reasons to Live/Work/Play in Greene County

Greene County has demonstrated its commitment to improved quality of life through a variety of health and human services programs, state of the art recreation and pool facilities, adult education programs, and economic development in the way of technology and retail centers. Short of providing the laundry list of county facilities and services that should be recognized as assets, a few are highlighted below for their uniqueness and innovation has set Greene County apart from other areas.

Vibrant Quality of Life

Low Cost of Living

Greene County ranks as one of the most affordable counties in the Commonwealth according to the Center for Rural PA. In fact, only two other counties have more affordable housing options (Huntingdon and Forest). Locally, Greene County housing is more affordable than any other county in Southwestern Pennsylvania (Center for Rural PA, 2000). Most Greene County families have annual incomes more than sufficient to afford a typical home.

Small Town & Rural Charm

Quaint towns and villages are characteristic of Greene County and provide the foundation for the rustic charm and high quality of life afforded to residents. The rolling hills, meadows, woodlands, and pastures all comprise the rural landscape that Greene County is known for and thereby is one of its greatest assets. In addition to the six boroughs in Greene County (Carmichaels, Clarksville, Greensboro, Jefferson, Rices Landing and Waynesburg), many villages are served by public water and sewerage. The availability of infrastructure allows for potential infill and redevelopment to support additional housing developments.

Strong Cultural Heritage

Mason Dixon Line

The southern boundary of Greene County is the Mason-Dixon Line, one of the most famous boundaries in the United States, which serves as the state line with West Virginia. The Mason-Dixon Line is most commonly associated with the division between free and slave states during the 1800's and the American Civil War. Original markers can be found in the Mason Dixon County Park, located in Perry Township.

Historic Towns

The Borough of Greensboro evolved from a trading center to an industrial center first associated with the glass industry and later the pottery industry. Greensboro exemplifies Americana and small-town charm and is in the midst of a community renewal effort driven by local residents, which includes the preparation of an Elm Street Program application.

The Borough of Rices Landing is also located along the Monongahela River, which contributed to its settlement and supported its position as a center for commerce. Today, Rices Landing is in the midst of a community revitalization focused on riverfront development and celebration of its heritage.

Waynesburg has served as the County seat for over two centuries and the commercial center of the County primarily due to its historical dominance in the wool/sheep industry and the discovery of natural gas. Waynesburg has been so successful at generating volunteerism and commercial revitalization that it has received a Main Street designation and is currently in the midst of preparing an Elm Street Application.

Fairs & Festivals

The longstanding pride in the County's agricultural heritage is exemplified by the fact that Greene County is home to the nation's oldest continuing fair – the Jacktown Fair, which was first held in 1866. Other agricultural festivals include the Greene County Fair, held annually at the County Fairgrounds, and the Sheep and Fiber Festival, which celebrates the heritage of sheep, wool, and fiber. Other events promote the historical framework of Greene County including the Carmichael's King Coal Show, Rain Day, the Greensboro Arts Blast, and the Covered Bridge Festival. The Covered Bridge Festival a very successful heritage tourism partnership with Washington County that celebrates the architectural heritage of covered bridges.

Greene County Historical Museum

The Greene County Historical Museum is located on Rolling Meadows Road in Franklin Township. The brick building that houses the Museum was originally the county's poor farm, which was a home and workplace for indigent men. Constructed in the 1860's, the museum has 52 rooms is operated by the Greene County Historical Society. The Museum is home to the Harvest Festival, Spring Festival, Civil War re-enactment, Whiskey Rebellion re-enactment and other special events. It is estimated that approximately 6,000 visitors come to the Museum yearly.



Viable Farmland

Active Farms

The number of active farms has been increasing in Greene County. Since 1997, Greene County experienced a two percent increase in the number of farms. This indicates a strong interest of residents to maintain a working agricultural business. Additionally, the size of Greene County farms has also grown, which is a reflection of the desire to expand farm holdings. In fact, the average size of a farm in Greene County is larger than that of any comparison county in Southwestern Pennsylvania, with an average size of a farm at 161 acres.

Farmers Markets

The attraction of purchasing locally grown products can be substantiated with the success of the Waynesburg Farmers Market sponsored by Waynesburg Prosperous and Beautiful. This event features fruits, vegetables, meat products, baked goods, and jam/jellies/sauces that are prepared or grown by local farms. Initially started in 2005, attendance has grown over the years with an average spending per shopping group of \$11.98. Customer satisfaction surveys revealed that shoppers frequent farmers market to purchase farm products and support the continuation of the market.

Room to Grow

Interchange Development

Four interchanges are located along I-79 in Greene County and present opportunities for economic growth, preservation, and development. The growth potential is highest for the Waynesburg Interchange, which is already associated with highway and retail commercial development and provides direct access to Waynesburg, EverGreene Technology Park, Greene County Fairgrounds and the Greene County Airport. A future park-n-ride is slated for development at the Ruff Creek Interchange, which provides access to State Route 221 and U.S. Route 19. However, it is important that any new development in this area reflect the rural and agricultural character of the region. Small-scale commercial development, such as “mom and pop” type stores would be encouraged. The Mt. Morris Interchange in Perry Township lends to future development of transportation-oriented companies and industrial uses that rely on freight shipping via the commercial trucking industry, due to its location as the first exit north of the West Virginia border. Finally, the Kirby Interchange in Whiteley Township will likely remain largely undeveloped but will provide access to numerous recreational pursuits, such as the state game lands.

Keystone Opportunity Zones

The Greene County Industrial Development Corporation has 600-acres of tax-free land available for development through 2010 in the form of EverGreene Technology Park (Franklin Township) and Paisley Industrial Park (Cumberland Township). The Greene County Industrial Development Authority owns three KOZ sites in Greene County – Meadowridge Business Park (Perry Township), Mt. Morris Industrial Park (Perry Township), and the Mather Redevelopment Site (Morgan Township). Two additional KOZ sites are also located in Greene County, one in Washington Township that is owned by GreeneArc and the Eastern Greene/Shannonpin Mines 55-acre coal remediation site abutting the Monongahela River in Monongahela Township.

Waynesburg Keystone Innovation Zone

The Waynesburg KIZ is centered around Waynesburg University, University of Pittsburgh Small Business Development Center, and the Pittsburgh Supercomputing Center. The main industries are energy and environmental technologies, advanced materials and diversified manufacturing, defense / homeland security, information technology and communications. The KIZ is overseen by the Greene County Industrial Development Corporation (IDC). Grant funds can be used for KIZ coordination, strategic planning, personnel costs, hiring of consultants and administration of the zone. Companies located in tax zones, in operation less than 8 years and fall under the industry sector focus are eligible to apply for state tax credits.

Expansion of Retail

Waynesburg Crossing is a retail development underway near Waynesburg. The retail complex will be developed on the property adjacent the Greene County Airport off Route 21. McHolme/Waynesburg LP will be developing the 115-acre site; which is expected to include a Super-Walmart, a home-improvement store, at least one restaurant, and several smaller retail shops.

Residential Opportunities

Residential options in Greene County range from quality stick-built homes to larger estate-style homes and historical villages with traditional main-streets. Yet, undeveloped land remains plentiful in Greene County with large expanses of land available for new residential developments. Much of the new residential construction is occurring in the central and eastern portions of the County where the topography can easily support new development. Future housing growth is expected along Interstate 79 and other major roadways, which offer scenic country living close to shopping and employment.



Multi-Modal Transportation Network

Scenic Roads

While Greene County does not have any officially designated Pennsylvania Byways, several roadways have the potential to serve as scenic traveling routes. Such a designation is feasible for several roads within the County, which would ultimately support county tourism goals. US Route 19 parallels I-79 and offers a scenic alternative; SR 21 links many historic sites (Greene County Historical Museum, covered bridges, Waynesburg Historic District, etc.). State Route 88 provides access to many recreational resources (Greene River Trail, Greensboro Trail, Warrior Trail, boating, etc.).

Hiking & Biking Trails

Alternative modes of transportation and recreational opportunities are plentiful in Greene County and serve as an excellent opportunity to promote recreational pursuits, build awareness of healthy lifestyles, and support tourism efforts. A PennDOT designated bicycle route and six County-designated bicycle routes offer riding opportunities to appeal to a variety of skill and fitness levels. Walking and bicycling activities are readily available on the Greene River Trail, which follows the Monongahela River in northeastern Greene County. The Warrior Trail and Catawba Path offer historical interpretative opportunities as these former pathways of Native Americans cross over privately owned lands giving landowners methods to initiate small commercial enterprises.

Water Trails

Greene County has also recognized its portion of the Monongahela River as a component of the Upper Mon Water Trail. This trail along with the Warrior Trail is recognized by DCNR as two of the major greenway corridors in the Commonwealth. Communities along the Monongahela River are reconnecting to the waterway to support recreation-based economic development. Currently, efforts are underway to develop a water trail along Ten Mile Creek. Communities along the water trail will see economic benefits as trailheads and access points could serve as centers for commercial and recreational activities.

Airport

The Greene County Airport is not only an important element in the County's transportation system, but is also a significant influence in the economic strategy employed by county officials. The Airport contributes over \$300,000 directly to the local economy, with an overall total output of \$984,400. Future improvements will increase the economic importance of this transportation facility.



Greene County
Implementation Plan

2020



Strategy for a Greene Tomorrow...2020 Implementation Plan

Diversify the Economy

The Coal Industry remains a dominant industrial sector for Greene County. The two largest employers are coal companies, which employ almost double the number of employees than that of other employers. Greene County leadership is building upon this stable economic base while making strategic investments to attract a diverse mix of commercial and industrial ventures. County leadership has also invested in workforce development as they recognize that a skilled, well-educated work force must be available for industries that are dependent on technology skills as a major part of their operations.

Encourage Mining-Related Industries

Future economic forecasts that support activities for mining are projected to increase over the next seven years. Supporting activities for mining can create other industries and create economies of scale for local employers that eventually relate to additional jobs at a variety of wage levels. The available KOZ sites and the Waynesburg KIZ offer logical locations for start-up companies and new business pursuits.

"One of the challenges of economic development is to identify those sectors that can capitalize on the region's unique strengths and whose occupations provide good-paying jobs. The [Southwestern Pennsylvania] region will only succeed if it can provide a workforce of sufficient size and the right skills to satisfy the needs of existing, expanding, newly attracted and start-up businesses.."

--Pennsylvania Economy League, 2005

Promote Healthcare Opportunities

Healthcare is an employment sector with a wide variety of occupational vacancies at all skill levels. Promoting these opportunities and aligning educational offerings to fill these gaps will have a significant positive impact on the emerging, existing and transitional workforce available to Greene County. In southwest Pennsylvania, community care facilities for the elderly are projected to increase by an astounding 46.2 percent over a seven year period. Waynesburg University and other surrounding educational institutions should promote entry into this growing field and continued training. Waynesburg University's nursing program, including the graduate nursing degree and the nursing doctoral program is an excellent local resource to capitalize on for future growth in this industry.

Expand the Transportation / Warehousing Industry

Greene County can expect to have continued growth within industries related to transportation. Specifically, the manufacturing industry can be expected to have transfer benefits to support growth in the air and road transportation sectors. Greene County has a golden opportunity to create a transportation corridor to host companies serving freight shippers and warehousing services. Proximity to cities such as Pittsburgh, Morgantown, even Youngstown and Harrisburg make Greene County an ideal location for the transportation/warehousing industry.

Promote Tourism as Economic Development

The strategic vision for Greene County tourism is to build on its heritage and rural beauty. Greene County is in an enviable position to have large amounts of agricultural land – in essence market strength for the tourism industry. Agritourism is one such area where the County could realize success in attracting tourist to the area and supporting locally produced goods. Across Greene County there are working family farms and wineries that could serve as a basis for a tourism campaign focused on agriculture. Wineries, niche farms like the blueberry farm scheduled to be open in 2009, and unusual livestock in the area, including alpacas, lamas, buffalos, Scottish highlander beef, limousine cattle, rodeo bulls, short horn cattle, and elk offer unique and exciting places to see and visit. The County is currently working with the local alpaca farm and the Scottish highlander beef farm to schedule group visits. The initiation of a "Pick Your Own Blueberry" festival and continuing to identify individuals who might be interested in promoting items made within Greene County are other new strategies to increase tourism to the area.

Additionally, Greene County will build off the "creative arts" as a strategy for increasing tourism and support entrepreneurial development and production of functional and green products. With proximity to larger cities, Greene County is a great weekend or day-trip destination for travelers. Data suggests that the growth in accommodations and food services could support the increase in tourism and there is also the opportunity to expand on retail offerings. A variety of creative arts strategies could be pursued, from theater, to art museums, to antique stores, all attracting interested tourists with disposable income. Encouraging local "theme" festivals around the arts and group tours to the region could further expand the tourism industry.



Improve Information Technology

Greene County is poised to build up the growing technology industry and has begun efforts to recruit and retain skilled workers. Through collaboration with local education and training providers, the County will build the skills of the local workforce. The available KOZ sites could serve as a "Center for Excellence" or house Research and Development (R & D) companies or companies that feed the information technology industry supply chain. Supporting this sector also includes supporting internal information technology development across all sectors within existing organizations. Improving internal technology systems will help Greene County employers stay competitive in regional and national markets.

Encourage Retail Expansion

Retail and commercial services is an opportunity for growth in Greene County. Retail opportunities exist for Greene County in motor vehicles and parts dealers, furniture and home furnishing stores, electronics and appliance stores, food and beverage stores, clothing and clothing accessory stores, sporting goods, hobby, book and music stores, general merchandise stores, foodservice and drinking places, and finally, non-store retailers. In fact, new retail establishments could be tied into the tourism strategy through the "buy local" campaign.

Enhance the economic development "system" to support key industry / cluster development

Best practice research of economic development systems in rural areas across the country suggests that in order to focus on and enhance economic growth within a region, a deliberate, intentional strategy should be orchestrated through a collaborative, coordinated public/private partnership effort. This effort should be directed toward implementing the key economic development projects and priorities. Ideally, the system would include coordinated efforts toward business recruitment, business retention, workforce development, intelligence/data gathering, sources of funding, marketing, community development, and technology deployment. Greene County would benefit from a dedicated effort to define the ideal model for economic development for the county. From that the county can then develop a specific implementation action plan with specific roles for individual organizations, both private and public, in order to address and achieve the other recommendations in this plan.

Recommendations to Diversify the Economy

- Strategy:* Conduct an Economic Development Study that would define the ideal model for economic development for the county with a specific implementation action plan to identify private and public partnerships and responsibilities.
- Strategy:* Prioritize Greene County KOZ and industrial sites for development for the subsector "support activities for mining."
- Strategy:* Promote healthcare opportunities and work to align educational offerings to fill the gaps in demand for healthcare positions. Validate the data with local employers, consider primary forecasting, and consider mapping ladder/lattice opportunities.
- Strategy:* Establish I-79 as a transportation corridor and develop the Mt. Morris Interchange Area to support shipping, freight, and warehousing activities.
- Strategy:* Conduct a Tourism Development Study that would define aspects such as agritourism and creative arts initiatives in order to grow the tourism industry and create uniqueness to Greene County.
- Strategy:* Establish a collaborative strategy with local education and training providers to recruit and retain skilled information technology workers.
- Strategy:* Ensure that educational providers (high school, career and technology center, and colleges / universities) collaborate with workforce and employment sectors to enhance the preparedness of local students for the workforce.
- Strategy:* Promote the Waynesburg KIZ to foster business innovation and create entrepreneurial opportunities within the Waynesburg / I-79 region.
- Strategy:* Identify small business development opportunities that would encourage the start-up of new retail establishments and facilitate connections to the tourism economic development strategy.



Housing Development

Improving and expanding the housing stock within Greene County is one of the key areas for implementation. Four concepts drive housing development in any community: quality, availability, affordability, and location.

Improve Housing Quality

The most recent data available (2000 Census) shows that the median age of housing in Greene County is more than 50 years old. Older homes may require more attention to upkeep and maintenance, but can often equate to a higher quality of construction and a reflection of a community's heritage. Aging structures may in fact be historical resources that generate interest in the preservation of and reinvestment in neighborhoods.

"It is time to strengthen Pennsylvania's housing market. Prosperity, job growth and opportunity depend on it. A strong housing market under girds our economic vitality. The viability of our businesses, the productivity of our workforce, the healthy development of our children, the stability of families, the ability of our seniors to age with dignity and the attractiveness of our neighborhoods all rely on the quality, location, availability and affordability of homes."

-- Housing Alliance of Pennsylvania (2007)

Investment in rehabilitation of homes equals economic growth at the local level. The National Association of Home Builders estimates that the construction and rehabilitation of 100 single-family homes generates \$16 million in local income, \$1.8 million in taxes and other revenue for local governments, and 284 local jobs; 100 multi-family homes create \$7 million in local income, \$710,000 in revenue for local governments, and 133 local jobs (Housing Alliance of Pennsylvania, 2007).

However, rehabilitation can be expensive and home improvement loans tend to be costly with high interest rates and short-term stipulations. The Elm Street Program is one revitalization tool for communities with local drive to support housing reinvestment and neighborhood renewal surrounding commercial districts. The recent efforts of Waynesburg and Greensboro indicate the initiative of County and local leaders to reestablish the vibrant small-town way of life so typical in rural communities.

Increase Housing Availability

Greene County residents are less likely to move as evidenced by the high-rate of owner-occupied homes and the low vacancy rate of 3.2 percent. The tight housing market indicates a strong market for new housing that would accommodate projected population growth and attract new residents. To meet the United States Office of Housing and Urban Development (HUD) definition of a fluid housing market (a vacancy rate of 4%– 8%), Greene County will need to respond to the following market segments:



Families whose income is at 80% or less of median



Sensitive populations (aging, infirmed, etc)



Working families with children



Empty Nesters

The challenging terrain of Greene County has led to a common use of manufactured housing to provide inexpensive housing. According to the Greene County Tax Assessment Office (2008), mobile homes / doublewides comprised 26 percent (3,081 units) of the total housing stock in the County (excluding farmsteads). The downside to this style of housing is the lesser assessed value that generates a corresponding lesser rate of tax support to local municipalities. Increasing housing values through the construction of new "stick-built" homes will strengthen municipal finances, which will then lead to improved services and a higher quality of life.

The growing aged-population in Greene County mirrors trends occurring elsewhere in the Commonwealth. This age group often desires to remain in their community but in a manner that is less demanding than that which is presented by single-family housing better suited for larger families. People are living longer and roughly 16 percent of the population in Greene County is now over 64 years of age. This age segment presents a growing demand for retirement communities and senior living facilities for residents in good health. A senior living community must meet or exceed seven criteria for Senior Hospitality Institute (SHI) Retirement Resort certification (<http://www.demko.com/m030319.htm>).



A wide variety of lifestyle opportunities must be available; such as recreational, educational, spiritual, cultural, and social.



The community must have a clubhouse or community areas where community members can gather for functions or activities.



At least one staff member and/or a resident committee must plan and implement resident functions and activities.



A demonstrated commitment to providing first-class hospitality and quality service to community members.



The campus must look and feel "resort-like."



The majority of the housing should be devoted to residential units (freestanding and/or condo/apartment units).



The community must have available or convenient access to quality health care, either on-site or off-site.



In 2008, there were no housing units available in the County that service special needs clients. To address this need, the County formed the Greene County Housing Options Partnership (GCHOP) and its subcommittee the Local Housing Options Team (LHOT), which focuses on residents with mental health problems. GCHOP is concerned that with Mayview State Hospital closing, there will be a lack of housing options for residents with mental health problems.

Ensure Housing Affordability

"While high end homes are being built in large numbers, there is a shortage of lower-priced starter homes, condos, town homes. Apartments are scarce. Low cost homes are often in poor condition, prohibitively expensive to repair and maintain, long commutes from job center," (Housing Alliance of Pennsylvania, 2007).

Infill development and the redevelopment of the existing housing stock in the traditional population centers will create affordable residential options. The presence of available public water and sewerage systems present in boroughs and villages is more than adequate to support reinvestment into their established neighborhoods. Smaller homes are easily accommodated within villages, which will result in affordable starter homes for new families. Threshold Housing has developed affordable workforce housing in the village of Crucible, which could be replicated elsewhere throughout the County.

Identify Suitable Locations for New Housing Opportunities

The County needs to remain active in the development of municipal comprehensive plans and zoning ordinances. While these land use controls are implemented at the local level, it is important that they help to achieve the overall County vision. By supporting local planning efforts, the county can assist municipalities to identify growth areas suitable for various residential needs.

Recommendations for Housing Development

Strategy: Focus housing rehabilitation and revitalization efforts to at-risk areas and locations with appropriate infrastructure. The Greene County Housing Collaborative identified the following priority "at risk" neighborhoods in need of rehabilitation efforts:



Southside of Waynesburg

Crucible

Carmichaels

Clarksville

Nemacolin

Greensboro

Rices Landing

Strategy: Develop a revolving loan program that offers low-interest loans to residents to rehabilitate their homes.

Strategy: Conduct a countywide housing assessment and market analysis.

Strategy: Increase the effectiveness of the housing rehabilitation program by developing a public education campaign to increase awareness of this beneficial program.

Strategy: Establish a Community Development Corporation (CDC) or a Community Housing Development Organization (CHODO) to spearhead housing rehabilitation activities.

Strategy: Re-establish the County Redevelopment Authority, which would have the legal authority to declare blight and use public money to purchase and redevelop property.

Strategy: Prepare a Redevelopment Plan to determine blighted areas and provide a strategic plan for the acquisition and demolition of blighted property.

Strategy: Encourage municipalities to enact land use controls, such as zoning, that designate appropriate areas for residential development of all types (single-family homes, apartments, townhouses, etc.).

Strategy: Provide support and technical assistance to local municipalities during the planning process.



Expand Infrastructure Availability

Greene County has made a strong commitment to improving infrastructure countywide with over \$2.5 million invested for the expansion of public systems / service and for mandatory planning projects.

Expand Public Water Service

Today, roughly 38.4 percent of land in Greene County is served by public water service, which accounts for more than half of all households. Long term, the goal is for all residents to have access to public water. As a start, the County offers the bond assistance for expansion of public water lines. The key is for the County to prioritize areas most in need of public water and support service extensions first to those areas and then to identified high growth areas.

"Citizens sometimes take for granted the running water and efficient wastewater systems that are critical to their communities. Until problems arise, water and wastewater systems may be easy to ignore. Like all communities statewide, Pennsylvania's small, rural communities rely on the continuous health of their water and wastewater systems to maintain the quality of life that their residents have come to expect."

-- Center for Rural Pennsylvania (2006)

Expand Sewerage Options

Public sewerage is not nearly as widespread as public water in Greene County, as roughly 25.5 percent of all land in the County is served by public sewerage systems, accounting for approximately 6,000 customers, mostly in the central and northeastern portions of the County. The lack of widespread public sewerage not only hampers development but also poses an environmental concern in areas where there is no sewage treatment system in place at all. The County has committed funding to extending existing systems and will need to continue this support. Mapping of existing coverage areas needs to be continuously updated, which can assist in determining the areas most in need. A strategic plan for expansion will be needed to direct funding and investment to the most critical areas first.

The following factors will be used by Greene County when prioritizing the level of public investment or leveraging fiscal resources, and when determining what type of sewage treatment is most appropriate:

1. Protection of public health
2. Ease and cost of operation and maintenance
3. Prevention of groundwater and surface water pollution
4. Capital cost
5. Population density

Encourage Cooperation in Planning & Provision

Strategy for a Greene Tomorrow supports municipal based sewerage facilities planning as a means to identify high priority areas for public sewerage as well as alternative and experimental methods of providing sewage treatment. Act 537 requires that all municipalities must develop and implement an official sewage plan that addresses their present and future sewage disposal needs. The Act 537 plan must address existing sewage disposal needs or problems; account for future land development; and provide for future sewage disposal needs of the entire municipality. These plans are to be modified as new land development projects are proposed or whenever a municipality's sewage disposal needs change. Many of the municipal Act 537 Plans in Greene County are out of date and in need of an update. A high priority for Greene County is for multi-municipal or regional Act 537 Plan updates to occur in order to realize cost-savings for the planning portion and look to approach sewage treatment from a larger perspective.

Greene County has 13 small treatment systems, but only four span multiple municipalities. Many of the smaller treatment systems are at capacity and are in need of major improvements, such as replacing old and/or failing lines. *Strategy for a Greene Tomorrow* stresses strategic planning and improvements to enforcement and managerial processes to foster regional thinking and realize cost savings. Communities will begin to reduce infrastructure needs by assessing planning and design before development occurs and to use existing infrastructure whenever possible.

Explore Alternative On-Lot Sewage Treatment Options

There are alternatives to centralized sewage systems that can address the issues facing Greene County. One of those options is exploring the concept of communal on-lot cluster systems that can treat villages that are currently not served by public centralized systems.

"Case Studies of Economic Analysis and Community Decision Making for Decentralized Wastewater Systems" was completed by the Rocky Mountain Institute of Snowmass, Colorado in 2004 for the National Decentralized Water Resources Capacity Development Project. This study examined how communities consider and value the benefits and costs of different scale wastewater facility options (onsite, cluster, and centralized options) in monetary or other terms. This study was examined due to the similarities between the Bedford County communities' case study and communities in Greene County. The entire study can be found online at www.ndwrcdp.org. The study offers many recommendations to communities prior to engaging in sewage planning. Two of the recommendations of note are included below:

Consider onsite system management before rushing to a centralized solution: Determine whether onsite system failures could be remedied through appropriate management. Factors to consider in evaluating the failure risks of existing onsite systems include inappropriate soil conditions or inadequate designs allowed under onsite wastewater codes in place some years ago. Even if these risks are high, centralized



solutions may still not be the most cost-effective approach—system replacement followed by effective management may be the way to go. Also consider whether appropriately designed and managed cluster systems can help the community meet higher performance and reliability goals.

Investigate options that integrate centralized and decentralized approaches: In many communities it will be appropriate to use centralized wastewater service for some areas and management of onsite and cluster systems in others. Also, if the community already has a centralized system, do not extend sewers without carefully evaluating decentralized options to service the area(s) in question. A centralized utility can manage or even own and operate onsite and cluster systems to ensure or provide adequate wastewater service throughout a community in the most cost-effective and environmentally efficacious manner. If the community is unsewered but in or near a municipality or metropolitan area with a centralized or regionalized system, explore possibilities for that utility to provide management of (or to own and operate) decentralized systems in the community. At this point in time, few urban or suburban wastewater utilities include decentralized systems as a service offering, but more are likely to in the future. It is also worth identifying and approaching other utilities—for instance, rural electric cooperatives—that have the technical, managerial, and financial capacity to effectively manage decentralized wastewater systems.

Extend Cellular Coverage and Broadband Services

While not as pressing as the need for public water and sewerage expansion, there is demand for the expansion of broadband and cellular service within the County. The goal over the next few years is to encourage providers to expand cellular coverage to residents countywide. Partnerships will be established with providers to extend telecommunications infrastructure in a logical fashion. The County will also work with Southwestern Pennsylvania Commission to offer improved broadband services through the Bona Fide Retail Request Program (BFRR). The Pennsylvania Telecommunications Act 183 created the Broadband Outreach and Aggregation Fund (BOAF) and the Southwestern Pennsylvania Commission (SPC) is currently developing outreach programs concerning the benefits, use, and procurement of broadband services, as well as aggregating customer demand in communities with no service.

Recommendations to Expand Infrastructure Availability

- Strategy:* Support the expansion of public water service first to areas with failing systems or areas without a dependable water supply.
- Strategy:* Work with the Pennsylvania Department of Environmental Protection (PA DEP) and the Greene County Conservation District to properly manage groundwater sources throughout the County. Participate in wellhead protection programs and the master well-owner network using source water protection plans and applying for grants for implementation.
- Strategy:* Develop a community based source water protection program to safeguard the public drinking supply based on the threats identified in watershed assessment already completed.
- Strategy:* Maintain an up-to-date and accurate list of all registered well drillers and inspectors for new and prospective residents within Greene County.
- Strategy:* Continue dedicating money to the County bond issue program and direct to prioritized areas for expansion of water/sewer infrastructure.
- Strategy:* Review land development plans to ensure that sewage facilities' planning is incorporated.
- Strategy:* Coordinate with the recorder of deeds to ensure that land development plans comply with sewage facilities plans.
- Strategy:* Incorporate watershed planning into water resource management and sewage treatment expansion decisions.
- Strategy:* Update the County's Act 537 Plan to include all township updates and amendments and include regulations for addressing septic system maintenance issues.
- Strategy:* Maintain an accurate and up-to-date GIS system containing existing water and sewer line data, proposed extensions, and parcels currently served.
- Strategy:* Support the implementation of the Southeastern Greene Multi-Municipal Comprehensive Plan and demonstration projects for communal on-lot sewage systems.



- Strategy:* Develop a countywide sewage agency or support the development of regional sewage agencies to oversee the regulations and administration of on-lot systems and sewage enforcement officers (SEO).
- Strategy:* Coordinate with PA DEP to provide annual training of sewage enforcement officers for the education of new regulations, alternative systems, etc.
- Strategy:* Lobby Pennsylvania legislators to revise the definition of sewage in Act 537 studies to include varying degrees of wastewater and thereby allow the different types to be treated differently.
- Strategy:* Maintain an accurate and up-to-date GIS system that maps the locations of all existing cellular towers and coverage.
- Strategy:* Work with cellular companies to expand cellular service by encouraging the construction of more towers throughout the County.
- Strategy:* Establish a partnership with SPC to expand broadband / cable services within the County through the Bona Fide Retail Request Program.

Historic Preservation as Economic Development

The key to successful historic preservation is to approach it from an economic development standpoint. Tourism is a leading industry in Pennsylvania and heritage tourism is especially popular. Greene County will support locally initiated activities to preserve and promote its historic and cultural sites. This effort will transition local attractions into economic generators.

Local Implementation

The County has a rich and diverse history that is can still be seen throughout the County, whether in the rural countryside, boroughs, or coal patch towns. It is vital that the County take on an active role in the preservation and promotion of these sites and encourage heritage tourism to stimulate the local economy. Southeastern Greene County and the Monongahela River corridor, in particular, were noted as being areas suitable to implement heritage tourism efforts. To achieve sustainable heritage development, preservation has to occur at a local level – meaning that actions must be locally driven and supported. Recognizing this, Greene County will provide technical assistance, grant writing support, identification of potential funding sources, and assistance to secure funding.

"Over time the historical and architectural heritage of our Commonwealth has been threatened by private and public actions that have either destroyed or irrevocably altered the original appearance of numerous buildings, structures, neighborhoods, and landscapes. The preservation of the historic built environment has demonstrated that it contributes to the cultural vitality and quality of life of communities, linking the present to the past."

-- Michel R. Lefevre (2007)

Heritage Tourism

Heritage tourism is defined as "a leisure trip with the primary purpose of visiting historic, cultural, natural, recreational and scenic attractions to learn more about the past in an enjoyable way," (DCNR, 2001). Building upon the history of coal mining in Greene County, the County in collaboration with the United Mine Workers has submitted a First Industries Tourism grant to establish a nationally significant Coal Heritage Park that that would be co-located with the UMWA Training Center in Ruff Creek. The Coal Heritage Park project, if fully developed, would be a regional draw and potentially a national draw for southwestern Pennsylvania. The project would generate significant demand for overnight accommodations and would draw tourists from well outside a 100-mile radius of the proposed site. It would employ several people for the technology integrated into the Coal Heritage Park, developers, machine operators, management and marketing staff would additionally be required. Additionally it would provide a range of opportunities for small businesses to engage in activities around and in the park and provide additional jobs on an on-going basis related to operational aspects of the park.



Promotion & Marketing

Greene County has a wealth of historic resources but its heritage organizations are facing challenges. The County will continue to identify responsible parties that are capable of implementing development strategies to fulfill the historic and cultural goals of the County. Collaboration among a variety of organizations will be one of the most important tools to use, but the Greene County Tourism Promotion Agency is the obvious entity to take the role in the promotion and marketing of historic, cultural, and other tourist attractions.

County Scenic Byways programs are a fairly new concept and Lycoming County is currently the only county in Pennsylvania to have such a program. Greene County could develop a County Scenic Byway Plan to evaluate corridors within the County for designation in the National and State Scenic Byway Program. Designation as a County Byway can help municipalities along the byway prioritize for open space protection efforts, especially where development pressures are occurring. The County Byway designation may encourage municipal officials to take a new approach to land use and development and draw attention to the environmental quality of a corridor. The byway designation can also highlight the presence of historic resources and be a catalyst for community interaction. The County byways program encourages municipalities to prohibit new signs and manage sign conditions through local zoning. Model ordinances could be developed by the County. The byways program can also support tourism development and lead to increased economic activity.

Preservation

Aspects contributing to the concept of "cultural" include the arts, folk life/heritage, historic preservation, and the humanities. Culture is at the essence of community and can serve as a foundation of community development, combating sprawl, revitalizing rural districts and urban centers, and improving quality of life. Culture contributes to the social capital of a community and through historic preservation, cultural tourism, and civic engagement, can have an integral role in economic revitalization efforts. Arts and culture can enliven neighborhoods and enhance the quality of life. Social values and neighborhood bonds are reinforced by participating in cultural activities. The Rivers of Steel National Heritage Area is a model example of collaboration between local, state, regional, and federal agencies to establish and promote the heritage associated with southwestern Pennsylvania communities and related industries.

A Historic Pennsylvania Agriculture Project for Washington and Greene Counties is underway and is a partnership between local, state, and federal government agencies, non-profit organizations, and educational institutions. Its purpose is to document the agricultural history and resources of Pennsylvania. Its intent is to create a comprehensive resource that will support efforts to preserve working farms, develop heritage education and tourism, and raise awareness of Pennsylvania's agricultural industry. The Washington

and Greene County survey is funded by the federal Preserve America program, Pittsburgh History & Landmarks Foundation, and Pennsylvania Historical and Museum Commission.

Preservation does not have to occur at the expense of the public and/or non-profit organizations. There are incentives for owners and businesses to rehabilitate their privately-owned historic properties in which public funding is unnecessary. The Pennsylvania Historic and Museum Commission (PHMC) has partnered with the National Park Service (NPS) and the Internal Revenue Service (IRS) to offer a federal tax credit program for historic rehabilitation. This program is available to any owner of a property that is listed or eligible for the National Register of Historic Places or that is within a listed or eligible Historic District, as long as the building is income-generating (i.e. it cannot be a private residence). Basically, a private owner can receive a federal 20 percent tax credit (20 percent of the total cost of rehabilitation – no cap) as long as the rehabilitation project exceeds the value of the property. If the site is non-contributing in an Historic District, the tax credit is 10 percent.

There are also programs, such as the Keystone Program, that offer funding (up to \$100,000) for the rehabilitation of a publicly owned historic property. Historic rehabilitation allows for reinvestment into older communities and can open the door to economic stimulation.



Recommendations for Historic Preservation as Economic Development

Strategy: Develop and distribute model ordinances for municipalities to use in site design.

Strategy: Provide education sessions or informational packets to each municipality on how these model ordinances may be enacted and the benefits they provide.

Strategy: Host educational workshops sponsored by the Pennsylvania Historical Museum Commission (PHMC) for "Hub" Communities as defined by the Rivers of Steel Heritage Area long-range plan.

Strategy: Partner with Washington and Fayette Counties to develop a regional approach to heritage tourism.

Strategy: Encourage collaboration between TPA, Historical Society, Museum, and other organizations to develop tourism packages, such as day and weekend trips; school field trips, senior-friendly events and bus tours. Destinations that could be packaged together include, but are not limited to, the following:



Rivers of Steel Heritage Area – communities along the Mon River / Upper Mon River Water Trail



Warrior Trail / Catawba Path



Working Farms



Wineries



Proposed UMWA Coal Heritage Park

Strategy: Establish a unique identity for "Hub" communities that represent historic and/or cultural characteristics inherent to each. Suggested themes include:



Greensboro is established as the Arts Center for Greene County due to its heritage as the historical center for the glass and pottery industry as well as the number of existing structures that retain historic significance.



Rices Landing / Crucible could focus on river-oriented recreation and its importance as a historic center for industry and commerce.



Waynesburg is promoted for its historic relevance to the County's formation, thriving main street, and home to Waynesburg University.



Ruff Creek provides access to the proposed United Mine Workers Coal Heritage Park, scenic drive along Route 19 to Waynesburg.

Strategy:

Develop a strategic promotion and marketing tourism plan to identify priority projects, responsible parties, funding sources, and opportunities for partnerships with local entities / organizations, other counties, etc.



Identify and maintain a list of sites or resources accessible to the public that support public visitation and exemplify the intrinsic qualities of Greene County



Develop and publish a marketing piece to increase awareness of the sites targeted for visitation. In addition, the "Recreation / Tourism Regions" should be included as part of the overall marketing and tourism strategy.



Distribution should be broad enough to include (but not limited to) outreach through chambers of commerce, realtors, economic development organizations, and the Pennsylvania Welcome Center at the Kirby Interchange on I-79.

Strategy:

Greene County should identify a responsible party to implement a historic preservation plan to include:



PHMC criteria to identify sites and preservation methods



Create and manage a geographical information system (GIS) database of historical and cultural sites/resources



Prioritize sites/resources as to their status (i.e. protected or at-risk) and action strategies.



Identify capital funds for promotion, preservation, rehabilitation of historic sites/resources.



Assist museums and other organizations with letters of support and efforts to secure funding.



Investigate which properties listed as “eligible” should be formally listed on the National Register of Historic Places and provide technical support necessary to attain this status.



Develop an informational packet on historic preservation funding sources and tax incentives.



Develop a training and development program for museum and cultural organizations to build capacity of staff and volunteers.

Strategy:

Encourage local businesses and attractions within close proximity to the I-79 interchanges to participate in the PA Logo Signing Program. Examples of signing include the following:



Exit #14: Waynesburg / Masontown – “Roy E. Furman Highway,” Waynesburg Business District, Waynesburg Historic District, EverGreene Technology Park, Greene County Historical Museum, Ryerson Station State Park, Greene County Airport, Foundation Coal Water Park, Southwest Regional Center, Waynesburg University, Greene County Fairgrounds, and the Greene River Trail



Exit #19: Ruff Creek – Waynesburg Business District, Waynesburg Historic District, Waynesburg University

Strategy:

Develop a County Scenic Byway Program.






Sustainable Agriculture

County officials not only recognize the importance of agriculture to Greene County's heritage, but also to its future. They have and will continue to pledge their support to assisting local farmers, preserving and protecting viable farmland, and promoting the industry itself. Sustainable agriculture, as defined by Congress, is an integrated system of plant and animal production practices having a site-specific application that will, over the long term:

"Our number one issue for the longer term is educating the people of the state [Pennsylvania] regarding agriculture's importance."

--

Dennis Wolff, Pennsylvania Secretary of Agriculture (2007)

-  Satisfy human food and fiber needs;
-  Enhance environmental quality and the natural resource base upon which the agricultural economy depends;
-  Make the most efficient use of nonrenewable resources and on-farm resources and integrate, where appropriate, natural biological cycles and controls;
-  Sustain the economic viability of farm operations; and
-  Enhance the quality of life for farmers and society as a whole.

Sustainable agriculture integrates three main goals -- environmental health, economic profitability, and social and economic equity. Stewardship is inherent to the concept of sustainable agriculture. This includes both protecting the land and human resources necessary to work the land and move goods to market. The interdependency of agricultural practices dictates the long-term viability of agriculture and is therefore integrated into sustainable concepts. How products are grown or raised, how they are marketed, and how the public perceives these services are all intertwined and are founded in sound farming practices.

Greene County is taking the initiative to attain the goal of sustainable agriculture, but it is the responsibility of all, including farmers, policymakers, and consumers. Greene County will continue to support active farms to increase productivity, sustainability, and profitability. Regional partnerships will be established with surrounding counties to develop cluster activities to support niche markets and thereby increase the value of Greene County products. Regional and County transportation and economic goals will be directed in a manner that supports agricultural efforts. Finally, ongoing outreach and education to local farmers will be a focus of the County and will serve to perpetuate its proud rural heritage.

Protecting Agricultural Lands

Greene County has made a solid commitment to protect its productive crop and pasture lands. As of October of 2007, approximately 2,758 acres were enrolled in the Agricultural Security Areas (ASA) program. Washington Township has approximately 2,175 acres enrolled (24 landowners) and Cumberland has 558 acres enrolled (two landowners). Another 1,884 acres are pending to be added as ASA in Wayne Township (six landowners). Enrollment in an ASA provides limited protection against municipal



regulations, eminent domain, and allows the landowner to participate in Pennsylvania's agricultural conservation easement program.

If development pressures continue to increase, Greene County farmers may find it more lucrative to develop than to farm. County officials are striving to ensure that farmers who wish to preserve their way of life for generations to come may in fact do so.

Ensuring a Viable Agricultural Industry

The Pennsylvania Department of Agriculture is supporting the economic viability of agriculture through the Blue Ribbon Passport program. The Blue Ribbon passport program is a tourism marketing initiative designed to promote Pennsylvania's agricultural hotspots, such as fairs, covered bridges, wineries, farm markets, and working farms. Greene County falls into the Interstate 79 South district, which is one of three districts in the program. The Greene County Fair, Jacktown Fair, and the Sheep and Fiber Festival are all listed on the Pennsylvania Blue Ribbon Passport.

Buy Local Campaign

Promoting a "buying local" campaign is key to the long-term economic viability of the agricultural industry in Greene County. Most of the money spent on food is not related to production costs rather it includes the transport, packaging, and marketing. The inequities of this have created a nationwide push to purchase food products locally for reasons of nutrition, social justice, and solidarity. Buying local indicates the community's support for nutritious food, environmental sustainability, small farms, and strong local economies.






Improving Farming Practices

Greene County believes that the knowledge base of farmers is essential to improving farming practices and increasing revenues. Technical and educational assistance programs are a priority for the County. The Greene County Conservation District will continue to offer educational programs on recent advances in technology and farming practices. Aspects will include technological improvements for water systems, no till demonstrations, pasture walks, manure spreading procedures; educational / informational information on grazing trends, marketing, soil quality, value added processing, business planning, grant writing, nutrient management topics; and organizational efforts regarding Agricultural Security Areas (ASA), grazing groups, Future Farmers of America (FFA), and 4-H.

Educating the Youth

The Healthy Farms and Healthy Schools Program is a program that will further educate Greene County youth and increase the awareness of locally grown food products. The program educates kindergartners and their families on the importance of choosing healthy, locally produced foods while increasing awareness of Pennsylvania agriculture.

The Farm to School program establishes partnerships between schools and local farms to buy and feature farm fresh foods such as fruits and vegetables, eggs, honey, meat, and beans on their menus; incorporate nutrition-based curriculum; and provide students experiential learning opportunities through farm visits, gardening and recycling programs. The benefits of this program include healthier meals served in school cafeterias, improved student nutrition, additional health and nutrition education opportunities, and supporting local small farmers. Grants to school districts of up to \$15,000 are available for projects that address:

-  Providing nutritional and agricultural education, including the integration of such information into regular classroom subjects;
-  A focus on locally-grown food produced by Pennsylvania farms;
-  Teacher and educational staff training on nutrition and agricultural education;
-  Educational activities that include parents, caregivers and community groups; and
-  Field trips to Pennsylvania farms or other direct agricultural educational experiences that teach children about sources of food and Pennsylvania agriculture.



Recommendations for Sustainable Agriculture

- Strategy:* Encourage more farmers to enroll their land as ASA.
- Strategy:* Dedicate funding to the Farmland Preservation Program to purchase agricultural land easements and establish agricultural security zones.
- Strategy:* Submit additional sites for inclusion to the Pennsylvania Blue Ribbon Passport program.
- Strategy:* Institute and promote a "Buy Local Campaign."
- Strategy:* Develop a Farm to City day / week to educate the citizens on the variety of agricultural products produced in the county and traditional farm oriented activities (examples include tractor driving, bale tossing, butter churning, etc.). Partner with the Greene County Conservation District, Penn State Cooperative Extension, 4-H, FFA and local businesses.
- Strategy:* Encourage local school districts to promote agricultural education and enrollment into the Healthy Farms and Healthy Schools programs.
- Strategy:* Assist farmers in developing highly productive, innovative, or unusual operations to increase productivity, sustainability, and profitability by identifying niche markets such as vegetables, fruits, flowers, free range turkeys, goats, rabbits and ducks.
- Strategy:* Promote agricultural legislation to protect farmland from the impacts of mining, (loss of water), and gas well development occurring on land that has productive agricultural potential. Provide educational opportunities to producers on how to continue farming during active resource development and beyond.
- Strategy:* Partner with Washington, Fayette, Monongalia and Preston Counties to develop cluster activities to support niche markets.
- Strategy:* Support a Farm to School initiative for the public schools, university and other institutions in the county, by sourcing locally produced food products.
- Strategy:* Expand PA Preferred product development in Greene County.
- Strategy:* Develop a farmer's market venue to offer year-round indoor/outdoor options.

Environmental Stewardship

Sound land use planning will be integral to the future of Greene County. Greene County development policies focus on ensuring the integrity of the waterways and protecting and enhancing the natural landscape for future generations. While economic growth and development are important to the overall vitality of the County, it is important the County implement sound land use and development policies that will guide development to areas that can support it (i.e. proper infrastructure) as well as away from areas that such development could pose a threat to the natural resources. Development within greenfields should be approached carefully and be considerate to the impact on its surroundings.

"Environmental protection is too often seen as a tradeoff with economic growth rather than as an engine of efficiency, productivity, and enhanced competitiveness. To the extent this win / lose mentality persists, society will fail to take the necessary steps to protect the environment and will compromise quality of life and enhanced prosperity."

--Pennsylvania Department of Environmental Protection (DEP) (2008)

The *Strategy for a Greene Tomorrow* seeks to balance the business and economic interests with the corresponding affects to the environment and quality of life.

Provide Education & support

As new sources and methods of energy are discovered, Greene County officials will support educational programs for citizens and municipalities as to their rights regarding resource extraction / energy development. The County will support property owners and assist municipalities with development / adoption of local ordinances (road bonding, etc.). While energy and extraction are vital to the County's economy, there is a need to help mitigate impacts from these activities.

Improve Economic Impacts

Numerous studies have documented Greene County's reliance on coal revenues for its tax base; however, the bigger issue at hand is that the County, its municipalities, and school districts do not receive any revenues from oil, gas, or coalbed methane gas that is extracted. Appropriate taxation of these resources could provide a financial windfall to the County, municipalities, and school districts.

Improve Water Quality

Impaired streams and waterways due to AMD continue to be the largest threat to natural resources in Greene County. Greene County capitalizes upon available state and federal programs to combat AMD including the "10 Percent Set Aside Program," which utilizes federal abandoned mine land grant funds to address AMD, the Appalachian Clean Streams Initiative, bond forfeiture, and Pennsylvania's new "Growing Greener" program.



To date, 19 separate treatment facilities have been constructed in Greene County thanks in part to successful partnerships with the Natural Resources Conservation Service, the U.S. Army Corps of Engineers, the Environmental Protection Agency's 319 non-point source program, county conservation districts, and local watershed associations.

Protect Waterways & Natural Areas

The future development of Greene County will be influenced by strategic investments in infrastructure and transportation improvements. These key components of the larger development picture will support long-term economic development goals, encourage local commerce, and increase new housing starts. However, the County will complete such investments carefully and in a manner that does not harm the natural integrity of sensitive environmental areas and waterways.

A River Conservation Plan (RCP) is a comprehensive watershed- or river-corridor-based study identifying significant natural, recreational, and cultural resources. Issues, concerns, and threats to the watershed or waterway are determined through community-based planning initiatives as are the strategies for protection or restoration. Following the successful completion of a Rivers Conservation Plan, the watershed is eligible for listing on the Pennsylvania River Registry, which provides statewide recognition of the local planning effort and is necessary to qualify for additional implementation, development or acquisition grants.

Riparian buffers are areas of vegetation that are maintained along the shore of a water body to protect stream water quality and stabilize stream channels and banks. Stream margins or riparian buffers throughout the County function to alter floodwater flow, retain sediment and toxins from upland areas, stabilize and shade the stream margin, and deliver detrital matter to the stream. Thus, these areas are essential for good water quality and aquatic habitats.

Flood Control and Stormwater Management

The Stormwater Management Act of 1978 (Act 167) provides the legal authority for counties to prepare a storm water management plan for the management of storm water based on the physical and hydrologic characteristics of a watershed. The goal of the legislation is to control the non-point pollution of streams and tributaries. Act 167 plans are designed to limit the negative effects of rain events on streams, groundwater, floodplains, and storm sewers by controlling increased volumes and rates of stormwater runoff. Act 167 requires that counties develop and adopt stormwater plans and update those plans every five years. In 2008, Greene County embarked upon planning for stormwater and floodplain management.

The municipal level of control is essential to the overall success of the Act 167 Plan due to the interconnected element of the watershed. It should be noted that the Act 167 plan

serves as an enforcement mechanism for future development that could increase stormwater flows and not existing flooding concerns. While existing problems related to stormwater runoff or flooding would be identified in an Act 167 Plan, there is no legal obligation for municipalities to correct existing drainage deficiencies only to prepare remediation measures for future development.

Litter & Illegal Dump Campaign

When litter is found in scenic areas such as Greene County, the aesthetic impact seems to be much more severe than when trash of a similar nature is found in more urban settings. Littering is a significant environmental, economical, and aesthetic detriment and one that County Officials are working diligently to combat. The Greene County Conservation District has removed numerous illegal dumps throughout the Dunkard Creek Watershed. County Officials have pledged to monitor various locations in attempts to prosecute offenders. PA CleanWays conducted an Illegal Dump Survey in 2007 that resulted in the identification of 49 illegal dumpsites totaling more than 449.75 tons of trash. The sites ranged in size from approximately .25 tons to 100 tons of waste and contained mostly tires, appliances, and other bulky waste items as well as recyclables. The documentation and assessment of the 49 sites are a strong step forward in the fight against illegal dumping in Greene County. County officials have developed a successful partnership with the PA CleanWays of Greene County, Inc. and its volunteers and will continue to address illegal dumping through public policy, resource allocation, community education, and cleanups



Recommendations for Environmental Stewardship

- Strategy:* Develop model ordinances for noise and road bonding that municipalities can adopt to minimize mining-related impacts.
- Strategy:* Continue offering public education workshops for landowners and timbering companies on the proper estimation of timber value, proper contract preparation, erosion control, stream encroachment, permitting, floodplain management, and proper owner / contractor interface.
- Strategy:* Establish negotiations with utility companies regarding their use of right of way (ROW) acquisitions / easements to ensure the planned use is compatible with surrounding land use.
- Strategy:* Support efforts to readdress tax policies regarding mineral resources in a fair and equitable manner for the local governments, school districts, and the businesses and property / mineral resources owners.
- Strategy:* Conduct a countywide AMD assessment study to identify and map (via GIS) locations of streams impaired by AMD.
- Strategy:* Support efforts to identify critical waterways and designate them as unsuitable for mining under the Department of Environmental Protection.
- Strategy:* Participate and cooperate regarding interstate and state efforts to identify, quantify, and treat surface eruptions of AMD from deep mines in the Monongahela Basin.
- Strategy:* Research methods to treat AMD on a large-scale. Potential players include the Water Institute (WVU affiliated); Pennsylvania, West Virginia, and the federal government along with county governments within the Monongahela River Watershed; and companies currently involved in AMD treatment and remediation. Funding should be pursued through government avenues, regardless of its ultimate source (such as a tax on coal production).
- Strategy:* Conduct a reassessment of the County's Dirt & Gravel roads pursuant to the identification of problem areas, and seek a greater state allocation to address problem areas identified. Such locations will be evaluated using established criteria to determine the overall "pollution potential" and then enrolled into the Dirt and Gravel Road Program.

- Strategy:* Continue the regional partnership with Washington County to prepare a Rivers Conservation Plan for the Ten Mile Creek watershed, involving the Ten Mile Creek Watershed Conservancy.
- Strategy:* Direct efforts to Dunkard Creek and implement the recommendations contained in the Dunkard Creek River Conservation Plan.
- Strategy:* Conduct a Rivers Conservation Plan for Ten Mile Creek, Whiteley Creek, Little Whiteley Creek, Muddy Creek, and Pumpkin Run.
- Strategy:* Encourage local municipalities to adopt sound land use regulations that direct new growth to locations with appropriate infrastructure and plan regionally to share land uses in a more efficient method.
- Strategy:* Update the Greene County Subdivision and Land Development Ordinance (SALDO), which governs 23 of 26 municipalities, to provide better protection for waterways and natural resource areas from the impact of future development.
- Strategy:* Adopt a County Riparian Buffer policy that aligns with the Commonwealth's criteria for streamside buffer restoration, established through the efforts to restore the Chesapeake Bay Watershed with the following criteria:
1. A buffer must be at least 35 feet wide from the top of the stream bank to the buffer's uphill edge (a width of 50 to 100 feet is strongly encouraged);
 2. A buffer must contain at least two species of trees or shrubs, or a combination of trees and shrubs; natural regeneration is acceptable where nearby trees native to the area can provide a natural source of seeds, and where invasive plant species can be controlled; buffers established around wetlands may also count towards the goal; and
 3. Conservation of existing forested streamside areas should occur within at least a 100-foot wide corridor.
- Strategy:* Develop a model Riparian (Stream) Buffer Ordinance for use by Greene County municipalities.
- Strategy:* Encourage municipalities and developers to use the Greene County Natural Heritage Inventory as a tool when planning for future development.



- Strategy:* Encourage landowners to enroll ecologically important land into the Conservation Reserve Enhancement Program (CREP) through the Greene County Conservation District in partnership with the Western Pennsylvania Conservancy (WPC). For more information on CREP, visit <http://www.pgc.state.pa.us/crep/site/default.asp>.
- Strategy:* Conduct a municipal education program to present the model Riparian Buffer Ordinance at municipal Planning Commission and governing body meetings.
- Strategy:* Begin Phase 1 and 2 activities pursuant to achieving compliance with PA Act 167 (Stormwater Management) with technical and funding assistance from PA DEP.
- Strategy:* Maintain and update the GIS database of illegal dump sites developed by the PA CleanWays and prioritize for clean up activities.
- Strategy:* Provide funding to the PA CleanWays of Greene County, Inc. to assist with the clean ups of illegal dump sites.
- Strategy:* Implement a public education campaign on economic impacts from damage to environment as well as to the image/aesthetics of Greene County. Involve local and regional watershed organizations, college level and high school level environmental clubs, and other interested members of the public.
- Strategy:* Enact a county anti-littering and illegal dumping ordinance. Administration of the ordinance would be the responsibility of the County Office of Economic Development and enforcement of the ordinance would be through the Greene County Sherriff's office.

Improve Mobility

The future vision for transportation includes safe and efficient travel on clearly marked roadways; diverse transportation systems that encompass an expanded air traffic operation, an extensive pedestrian network, and public transportation options for residents of Greene County to access employment, medical centers, shopping, and entertainment. This will become a reality with physical road improvements to major thoroughfares and improved access to western Greene County.

"When we work cooperatively to focus on the linkages between transportation, land use, economic development, and environmental stewardship — the essential foundation of Smart Transportation — we produce tremendous benefits and enhance Pennsylvanians' quality of life."

-- Allen D. Biehler, P.E., Pennsylvania Secretary of Transportation (2007)

Road Improvement Projects

Two transportation improvement projects are high priorities for Greene County – the Morrisville widening project and the Baileys Crossroads project, which consists of reconfiguring State Route 21 in Cumberland Township. Both projects are submitted for inclusion on the State Transportation Improvement Plan and it is vital that the County continue to push for their priority road projects. The alleviation of the congestion and improve traffic flow is critical to the advancement of economic growth of Greene County.

In 2006, the County Commissioners responded to the public outcry to alleviate congestion in the Morrisville area of Franklin Township. They appealed to PennDOT to consider "right-sizing" in Morrisville and narrowly focus on two bridge structures in the project area – the Norfolk Southern Railroad Bridge over SR 21 and the Freedom Bridge which carries Route 21 over Ten Mile Creek.

Congressman Jack Murtha is supporting Greene County efforts to improve the fundamental transportation corridor of State Route 21. The realignment of State Route 21 in Cumberland Township needs to allow for an uninterrupted dominant flow of traffic and address intersections for improved safety and operation. Improvements to State Route 21 will optimize the opportunity to provide a gateway to the Carmichaels area and will enhance the development interest on adjoining properties, which include the site of the former Buckeye Coal Company Mine.

County Bridge Replacement Program

In February of 2008, the Commonwealth of Pennsylvania announced the "Rebuilding Pennsylvania" short-term stimulus program, which focuses on the repair of structurally deficient bridges and other infrastructure improvements. Greene County is also working to rehabilitate or replace its problem bridges in order to ensure the safety of its residents and avoid serious travel disruptions. Greene County contains over 500 bridges; 85 of them county owned, including seven covered bridges. Deficient bridges that are in need of



rehabilitation and/or replacement are critical elements of the highway network in Greene County and are vital to a whole transportation system. The Greene County Department of Buildings and Grounds estimates an annual \$500,000 in costs for needed bridge improvements.

Public Transportation

Greene County is invested in its commitment to create jobs, protect the environment, and make it easier for employees to get to work and consumers to get to local businesses. Public transportation generates those benefits but can be costly and is typically heavily subsidized. Within Southwestern Pennsylvania there are different mass transit systems serving Lawrence, Butler, Armstrong, Indiana, Beaver Allegheny, Westmoreland, Washington, and Fayette counties. Each of these systems faces varying degrees of success when serving constituents or attaining fiscal solvency.

Greene County firmly supports the concept of public transportation, but recognizes the need to do so in a manner that is effective and economically prudent. Currently, there is only one transit route available to county residents, which is a service between Morgantown and Pittsburgh with a stop at the Greene County Airport. To expand public transit options, Greene County leadership will approach this issue from a regional perspective. First, the County will lean on the experience of those who have implemented successful transit programs. Second, planning efforts will be coordinated with the Southwestern Pennsylvania Commission, which serves as the Metropolitan Planning Organization, to ensure that regional transit goals can be attained. Finally, the preparation of a Transit Study will be needed to determine what level of transit service the population / resources within Greene County can support.

Multi-Modal Approach

A fully functional transportation network encompasses a wide spectrum of modes by which to move people and goods. A multi-modal network transcends roadways to include pedestrian and bicycling routes, aviation, rail, and waterways. Providing safe and diverse transportation options will continue to be the basis of the transportation philosophy for Greene County.

Recommendations to Improve Mobility

- Strategy:* Continue to actively pursue state support to move priority transportation improvement projects through programming, design, and construction specifically the high priority projects of Morrisville and Bailey's Crossroads.
- Strategy:* Establish formal criteria for prioritizing maintenance and improvements to existing roads and bridges according to safety and mobility factors.
- Strategy:* Continue to involve SPC Public Participation Panel (PPP) in setting prioritization criteria for Greene County transportation projects.
- Strategy:* Secure funding to rehabilitate County Bridge #23 (Lippincott Covered Bridge over Ruff Creek) and County Bridge #85 (Shriver Covered Bridge over Hargus Creek).
- Strategy:* Secure funding to continue its Local Bridge Program with the goal to improve a minimum of five local bridges annually and reduce the number of structurally deficient bridges.
- Strategy:* Complete a Transit Feasibility Study to determine what level of transit service the population / resources within Greene County can support.
- Strategy:* Work with the Federal Transit Administration to identify opportunities to establish a public transit service for county residents.
- Strategy:* Implement the Greene County Airport Master Plan.
- Strategy:* Extend the Greene River Trail into Washington County and Fayette County to become part of a regional trail network.
- Strategy:* Support the inclusion of bike / pedestrian improvements to SR 21 / Masontown Bridge and SR 88 / Point Marion Bridge.
- Strategy:* Support rail banking to plan for conversion to trails (avoiding conflict with economic goals for rail infrastructure necessary to support industrial sites).
- Strategy:* Support efforts to develop water trails, particularly along Ten Mile Creek.



Strategy: Lobby Penn DOT to include shoulders suitable to support bicycle traffic, for example when completing routine maintenance or rehabilitation projects (minimum 6 to 8 foot shoulders with buffers when possible) on the following roadways: (Penn DOT capital or county maintenance funds can be used for these projects).



SR 21



US 19



SR 88



SR 188

Strategy: Encourage retail commercial around multi-modal hubs, where amenities such as grocery stores, coffee shops, video stores, etc. are clustered.

Strategy: Establish a Park and Ride facility at the Ruff Creek Interchange on I-79 (other locations should be identified and established to support long-term multi-modal and economic development goals).

Improve County Facilities & Services

Continue to Provide Support & Assistance

In terms of public facilities and services, a County is limited by what it can do by the Pennsylvania County Code. Much of the power is granted to local municipalities and some even to school districts. In these instances, the role of County government takes on a supportive one in which they provide assistance, support, or perhaps even funding when asked by these other entities.








"In general, rural Pennsylvanians show a moderate to high level of trust and confidence in major governmental institutions, and hold generally positive views of these institutions."

-- Center for Rural Pennsylvania (2000)

The planning process identified a couple areas that were of importance to residents but lay outside of the County's authority and scope. Two issues in particular include school district property taxes and the need / desire for more local police coverage. While these issues do not fall under the auspices of County government, Greene County can lend support to community driven projects to address these issues.

Physical Improvements

Greene County owns a number of public buildings which house County activities as well as public recreational lands. The Department of Buildings and Grounds is responsible for the maintenance and upkeep of these facilities. Major facilities owned by Greene County include the following:

-  Greene County Courthouse
-  Greene County Office Building
-  Fort Jackson Building
-  Greene County Airport
-  Greene County Fairgrounds
-  Greene County Jail
-  Greene County Parks / Pools



Enhance Communication & Collaboration

Communication is the key to ensuring the functionality and efficiency of County Government. There are three main focus areas for communication:



Intra-County – it is vital for each county department to have an understanding of what the other departments are doing. There could be projects that could benefit from collaboration with other departments.



Local Municipalities – the County must communicate with its local municipalities in order to provide technical assistance, funding, and/or support for projects.



Public – perhaps most important is the ability for the County to communicate with the public so that the residents and business owners understand regulations, plans, projects, etc.

Recommendations to Improve County Facilities & Services

- Strategy:* Provide technical and grant writing assistance to municipalities that wish to enter into multi-municipal initiatives (Comprehensive Plans, Zoning Ordinances, SALDO, infrastructure projects, regional police, shared services, etc.)
- Strategy:* Provide technical and grant writing assistance to School Districts who are interested in implementing the recommendations of the Greene County Comprehensive Plan.
- Strategy:* Conduct outreach sessions to School Districts to identify issues of concern, methods to improve facilities and services, and opportunities to reduce costs.
- Strategy:* Establish a forum or means by which county department representatives have the opportunity to engage in regular communication with each other and with the Board of Commissioners, which will foster collaboration between county service providers.
- Strategy:* Continue efforts of the County Commissioners to share information such as County Development Goals, funding opportunities, educational opportunities, etc. with Greene County municipalities.
- Strategy:* Continue public outreach efforts by the County Commissioners to inform county residents of County Development Goals, County initiatives, etc.
- Strategy:* Designate a County Department, such as the Department of Economic Development as a "one stop shop" that would be an information and resource center.
- Strategy:* Develop a Capital Improvements Program (CIP) for County-owned buildings and grounds.
- Strategy:* Annually update and prioritize the CIP for County-owned buildings and grounds.
- Strategy:* Identify a suitable site for acquisition and/or construction of a new County facility for offices and storage.
- Strategy:* Partner with Waynesburg Borough and Waynesburg University to construct a shared-use parking garage in the vicinity of the Courthouse and University property.



Strategy: Expand the potential and service delivery from the Web with Greene County E-Government.

Strategy: Dedicate funding to the following improvements:



Remodel and upgrade the County Office Building, including the elevator



Replace the front steps on the Courthouse



Replace side walk and roof of Fort Jackson Building



Update maintenance building with new garage door, heating, roof, and salt storage shed



Replace floors, ceiling, and lights in the County transportation building

Future Land Use Plan

Greene County exemplifies the planning conflict of development versus preservation. Many residents in the County recognize the need for a larger tax base; however those same residents do not want haphazard development and the rural areas to lose their natural beauty. Protecting the rural characteristic is a key component of Strategy for a Greene Tomorrow. The development policy for the following locations will focus on preservation and smart growth strategies. Greene County officials are charged with balancing needed economic development with maintaining the rural characteristics that define the County.

Encourage Sound Local Land Use Controls

Municipalities have the right to regulate the uses of land and structures except where the requirements are superseded by state and federal requirements. This includes requirements for activities associated with mineral extraction within the municipality. Any landowner who is proposing any type of development should be diligent with their investigation of the property (deed restrictions, zoning, etc.) in regards to ownership of mineral rights, easements or rights-of-way on the property, and any other factors that may affect the overall plans for the property.

As of 2008, eight municipalities have enacted zoning ordinances to regulate future growth and land use. In addition, four municipalities have joined together to enact the Jefferson-Morgan Multi-Municipal Zoning Ordinance to implement the Jefferson-Morgan comprehensive plan. With the exception of Greensboro Borough, all the municipalities with zoning can be found in the north central / northeast portions of Greene County.

Greene County enacted a Subdivision and Land Development Ordinance (SALDO) in 1995 and amended in 1998. The SALDO provides the legal measures to ensure that future subdivision and land development plans conform to the development goals of the community. The Greene County SALDO applies to all municipalities who have not enacted their own SALDO, which include all but Franklin Township, Rices Landing Borough and Washington Township.

"Building and maintaining sustainable and attractive communities are dependent upon thoughtful natural resource and economic development planning that is integrated into land use planning activities at all levels across the state. We must work hard to blend growth and prosperity with protection of our precious land, waters and wildlife...We need to empower county governments and regional planning entities to conserve natural and heritage resources and promote recreational activities through cooperative planning. We must advance projects and planning that demonstrates sustainable growth and green infrastructure and conservation."



--PA Governor Edward G. Rendell, 2005









Direct Future Development & Investment to Suitable Areas

The importance of extractive industries as an economic driver for Greene County will continue for the viable life of the Greene County Comprehensive Plan: Strategy for a Green Tomorrow. The potential benefits to the County include increased wealth of its citizens, a solid employment base, and potentially many spin-off industries to diversify the economic base of Greene County. The magnitude of the industry also has corresponding impacts that will require a multi-faceted approach to encompass the interests of the County, its municipalities, mining interests, investors, stakeholders, and residents. The County will strive to strike a balance between land development, recreation, and tourism with that of the inevitability of the significant growth in the coal and gas industries.

In addition, the County will support infrastructure expansion to identified “growth areas” and “future growth areas” and establish rural resource areas, where development is restricted to low impact uses, i.e. agriculture, single-family homes, etc. The following areas were identified by the public as potential development areas within the County:

-  I-79 Ruff Creek Interchange – small-scale commercial and multi-family, single-family residential
-  I-79 Waynesburg Interchange – commercial areas along SR 21
-  I-79 Mount Morris Interchange (industrial, recreation)
-  Infill development in Carmichaels and Waynesburg
-  Expand the Greene County Airport
-  SR 21, SR 88, SR 188 and other major arteries
-  Monongahela River – recreation / tourism development (boat launches, trail)
-  Areas already served by public infrastructure

There were also sites that residents did not wish to see developed along with preservation concepts that they would like to see incorporated into future developments:

-  Ryerson Area
-  Farmlands / agricultural lands
-  Watersheds and waterways
-  Preserve green and open space around Waynesburg
-  Safeguard the rural character of the western half of the County
-  Include trees and open space in new developments

Recommendations for the Future Land Use Plan

- Strategy:* Encourage local municipalities that have not completed comprehensive plans or that have plans over ten years old to complete / update plans. Provide grant writing and technical support.
- Strategy:* Review and update the Greene County Comprehensive Plan every ten years.
- Strategy:* Develop, adopt and publish advisory guidelines for land development and land use regulations.
- Strategy:* Promote multi-municipal planning and zoning and encourage municipalities to plan together to direct development and preservation.
- Strategy:* Educate prospective developers, landowners, and entrepreneurs engaging in new ventures (be it for industrial, residential, recreation, or other uses) on the potential impacts of coal and minerals on any property for potential surface impact of the subsurface uses and the potential use of any existing right-of-ways for the development of utility infrastructure.
- Strategy:* Conduct a regional forum with Perry Township, Whiteley Township, Franklin Township and Washington Township to identify and coordinate suitable land development patterns along the I-79 Corridor and at each interchange.
- Strategy:* Update the Greene County Subdivision and Land Development Ordinance (SALDO).
- Strategy:* Establish an educational and municipal outreach program.
- Strategy:* Conduct a regional forum for municipalities affected by the County's designation to identify suitable land development and uses.



Strategy: Support future development and investments in accordance with Map 10-3: Future Land Use Plan. The following criteria was used to determine growth areas, future growth areas, and .

Urban Growth Areas – served by water/sewer and limited to Waynesburg/Franklin area as it is classified as “urban” already. Can support high density and intensive uses.



Waynesburg / Morrisville Area (SR 21 and US 19 corridors; I-79 Interchange area)

Suburban Growth Areas – served by water/sewer or planned extensions in the future and systems that have room for expansion. Can support varying degrees of density / intensity of uses.



Rices Landing Borough and Dry Tavern Area (SR 88 corridor)



Jefferson Morgan Region (SR 188 corridor)



Carmichaels / Cumberland Area (SR 21 and 88 corridors)

Village Growth Areas – served by water/sewer or planned extensions in the future. Systems either cannot support expansion or at this time there is no identified need for expansion. While density may be high in villages, intensity of uses is more neighborhood oriented.



Clarksville Area



Ruff Creek Interchange Region (Washington Township)



Nemacolin Area



Greensboro Area (including Poland Mines)



Bobtown Area



Mt Morris Area (I-79 Interchange)



Brave Area



Rogersville Area

Future Growth Areas – served by water or planned extensions in the future but not sewer. These areas surround the growth areas and can support overflow development at some point in the future if need be or if sewer is extended. Primarily lower density development, although intensity of use may be high in the case of mineral extraction, etc.



SR 21 Corridor between Rogersville and Wind Ridge



SR 218 Corridor between Waynesburg and West Virginia boundary



SR 188 Corridor between Waynesburg and Mather



SR 88 Corridor between SR 21 and Fayette County boundary



Other rural developed areas including Garards Fort and Dilliner

Conservation Land – land is under some sort of conservation / protection from development including state gamelands, state parks, important bird areas, and agricultural security areas.



Enlow Fork Important Bird Area (IBA)



Ryerson Station State Park



State Game Lands



Agricultural Security Areas in Washington Township, Cumberland Township, Greene Township, and Wayne Township

Low Impact Areas – overlay for environmentally sensitive lands and potential greenways. These areas contain high quality watersheds, floodplains, natural areas, etc. and while development may occur, should be done in a fashion that is low impact and not harmful to the environment.



Enlow Fork Natural Area



Browns Creek Natural Area



Ryerson Station Conservation Area



Tenmile Creek Watershed



Dunkard Creek Watershed



Monongahela River Corridor