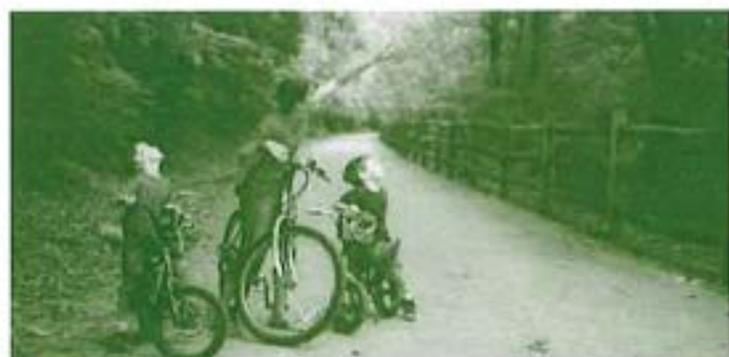# LIVE GREENE
WORK GREENE
LOVE GREENE
2020 COUNTY COMPREHENSIVE PLAN

ACKNOWLEDGEMENTS

Live Greene, Work Greene, Love Greene, the 2020 Greene County Comprehensive Plan, was prepared on behalf of the Greene County Board of Commissioners by an Advisory Committee and other contributors of approximately 70 residents, representing a wide variety of organizations and stakeholders within the County.

The full list of contributors can be found in the Appendices.

Advisory Committee Organizations

Greene County Office of Chief Clerk
Greene County Planning Commission
Greene County Department of Economic Development
Greene County Industrial Development, Inc.
Greene County Conservation District
Greene County Industrial Development Authority
Greene County Department of Recreation
Greene County Tourist Promotion Agency
Greene County Chamber of Commerce
Greene County Assessor's Office

Greene County School Districts
Greene County Career and Technology Center
Waynesburg University
Municipalities of Greene County
Waynesburg Prosperous and Beautiful
PA Career Link
Community Bank
Southwestern PA Water Authority
Community Foundation of Greene County
Heart and Sole Project

Powerful Place

In Loving Memory of Joe Spiker

The Comprehensive Plan was facilitated by a team of planning consultants led by Mackin Engineering Company, with assistance from 4Ward Planning and Next Generation Partners.

CONTENTS

Advisory Committee members at a Comprehensive Planning meeting in December, 2018

RESOLUTION

BOARD OF COMMISSIONERS

Mike Belding
Chairman
mbelding@co.greene.pa.us

Betsy McClure
Commissioner
bmcclure@co.greene.pa.us

Blair Zimmerman
Commissioner
bzimmerman@co.greene.pa.us

93 E. High Street • Waynesburg, Pennsylvania 15370
Phone: 724-852-5210 • Fax: 724-627-5426
www.co.greene.pa.us

Jeffrey A. Marshall
Chief Clerk
jmarshall@co.greene.pa.us

Legal Counsel
Robert Eugene Grimm

RESOLUTION: #0319202OEconDevR1

A Motion was made by Commissioner Betsy McClure and Commissioner Blair Zimmerman the second, to adopt the 2019 Greene County Comprehensive Plan Update to the 2008 Comprehensive Plan, prepared by Mackin Engineering, Inc., as presented at the February 6, 2020 public hearing.

Commissioner Belding – Yes

Commissioner McClure – Yes

Commissioner Zimmerman – Yes

Motion Passed Unanimously

I hereby certify the foregoing is true and correct copy of a resolution adopted at a meeting of the Greene County Commissioners held Thursday, March 19, 2020.

ATTEST:

Jeffrey A. Marshall, Chief Clerk

CORNERSTONE OF THE KEYSTONE STATE

7

INTRODUCTION

FORT JACKSON HOTEL
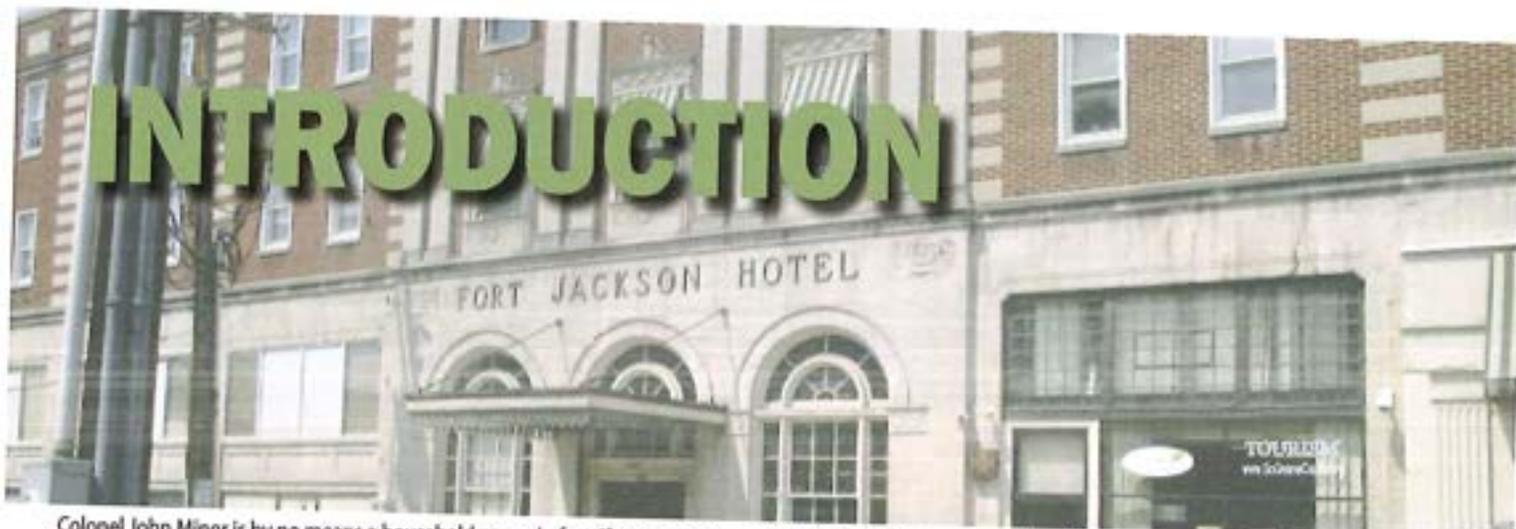
Colonel John Minor is by no means a household name. In fact, if you are not a Revolutionary War era history buff, you likely have never heard of him. But, Col. Minor did something Tuesday, February 9, 1796, that set him apart from his peers. That day he created the county he named after Revolutionary War General Nathaneal Greene. Greene County then, was a beautiful, but untamed wilderness. Our first settlers tamed that wilderness displaying a resilience that has been handed down through the generations. The Greene County we know today is a perfect mix of rural determination and small-town friendliness.

When future generations tell the story of Greene County, we hope that the year 2018 will prove to be just as monumental as 1796. This was the year that the Board of Commissioners inaugurated an update of the County's Comprehensive Plan with the help of an Advisory Committee and other participants. A volunteer committee consisting of Greene County's sons and daughters, answered the call to action. This Comprehensive Plan Update titled: "Live Greene, Work Greene, Love Greene" belongs to each of them.

Members of the Advisory Committee represent every corner of the County, representing businesses, education, our municipalities and key stakeholder organizations, committing themselves to undertake a plan for the benefit of generations. This robust and transparent process included public meetings that garnered even more contributors. With this plan, we have chosen to be prepared.

Greene County is much more than her beautiful rolling green hills casually reveal. Dig beneath the surface and you will find abundant natural resources that fuel a strong and growing economy. Our natural environment is in sync with our built environment, just as the industrial assets that sustain our families work together with our caring communities and dedicated system of education. New technologies seemingly appear daily, and the global marketplace has arrived on our doorstep. We must change to not be left behind. Expressed throughout this process was a vision for our future success, a plan for action, and a "time is of the essence" approach.

"Live Greene, Work Greene, Love Greene" is designed to be a living document; it will not live on a shelf. It will live in the County as an overarching policy guide for the implementation of the six Pillars. The Goals and Strategies for each of the Pillars identify the next steps. Because the contributors want their vision, work and participation to continue without pause, the Commissioners initiated an early action program that began before the full adoption of this plan. The next steps are underway focusing on broadband, industrial growth, critical infrastructure, education and training. Successfully implementing the Vision, Goals and Strategies, along with our friends and neighbors, will lay the foundation upon which the brighter future of Greene County's children and grandchildren will be built.

PLANNING CONTEXT

What is a Comprehensive Plan?

Municipal planning is authorized by the Pennsylvania Municipalities Planning Code Act 247 of 1968 (MPC), which 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 for their comprehensive plan and land use regulation."

A comprehensive plan is the County's official statement of its vision, goals and objectives as well as the guide for the future development. It serves as a reference point for the Greene County Board of Commissioners development and budget decisions and capital improvements priorities. It is a guide for private-sector decision-making and provides guidelines for planning commission reviews of subdivision and land development applications. It is the basis for the County's land use regulations and updates.

Why now?

The MPC states that a county comprehensive plan shall be updated every ten years. Greene County adopted their last Comprehensive Plan in August of 2008. Much has changed over the last ten years and the time is now to chart the County's course for the next ten years.

How does this affect planning at the municipal level?

The MPC also allows municipalities to adopt their own local or regional comprehensive plans, which shall be generally consistent with the adopted county comprehensive plan.

The following municipalities have adopted comprehensive plans as of March 2020:

- Franklin Township Comprehensive Plan (1989, update currently underway)

- Jefferson Morgan Multi-Municipal Comprehensive Plan (2005) - includes the communities of Clarksville Borough, Jefferson Borough, Jefferson Township, Morgan Township and Rices Landing Borough

- Southeastern Greene Cooperative Communities (2010) - includes the communities of Carmichaels Borough, Cumberland Township, Dunkard Township, Greene Township, Greensboro Borough, Monongahela Township, Perry Township and Wayne Township.

- Washington Township (2017)

- Waynesburg Borough Comprehensive Plan (2017)

- Whiteley Township Comprehensive Plan (2000)

A Decade of Progress

Since the adoption of the 2008 Comprehensive Plan, Greene County has witnessed significant growth and expanded opportunities in education, business, jobs and recreation. The advent of unconventional drilling tapping our Marcellus and Utica Shale resources combined with Act 13 Impact Fees, has provided a new revenue stream for the County and its municipalities. **Below is a snapshot of investment from the County, municipal and private sectors.** The full list can be found in the Appendices.

Community

- Electronics and Greene ARC recycling
- Fort Jackson Hotel rehabilitation
- Waynesburg Chamber became the inaugural Greene County Chamber of Commerce
- Greene County Courthouse and courtroom upgrades
- Regional police force(s)
- US Army National Guard Readiness Center
- Waynesburg Borough Streetscape
- WWI Veterans Memorial

Healthcare and Wellness

- Gateway Senior Housing
- Greene County Opioid Overdose Task Force
- Senior Care Greene
- Senior LIFE
- Washington Health System Greene (WHSG) upgrades: Wound Care Center, urgent medicine, and Greenbriar
- Whitehill Place Transitional Housing
- WVU Medicine and MedExpress

Education

- Capital and program upgrades: Carmichaels Area - renovations to the junior/senior high school; Central Greene - science wing; West Greene - new elementary, middle and high schools; Greene County Career and Technology Center
- School security improvements
- UMWA Mine Training Center, Mine Safety and Rescue and UMWA Career Center
- Waynesburg College became Waynesburg University, Armory, Roberts Chapel, residence halls, fitness, Stover Center, Stewart Science Hall

Retail, Service and Hospitality

- First Federal S&L and Community Bank expansions
- Hampton Inn, Microtel
- Multiple campgrounds
- Thistlethwaite's Winery, Valley View Farm Venue
- Tractor Supply
- Coen Oil, Ruff Creek Market Brand
- Waynesburg Crossings and Walmart
- Taco Bell, Dunkin Donuts, Arby's and other national chains

2018 Farm to Fork at Thistlethwaite Vineyards

Transportation and Infrastructure

- » Airport Business Park and entrance
- » Bailey's Crossroads realignment
- » Masontown Bridge widening and replacement
- » Murtha Drive
- » McKees Rocks Industrial Enterprise railroad spur upgrade
- » SR 218 Railroad Overpass
- » SR 19 Norfolk-Southern Railroad Overpass and Freedom Bridge
- » Scott, Whitely, Shriver and Cox covered bridges
- » Sewage treatment upgrades: Franklin, Brave, Morgan Township - LTMJSA, Mt. Morris, Whiteley, Nineveh, Carmichaels, and Greene Cove
- » 54 miles of new waterlines county-wide, and 7 water treatment plant upgrades

Parks and Recreation

- » EQT REC Center
- » Greene County Aquatics Center
- » Greene River and Nathanael Greene River Trails
- » Ryerson Station State Park improvements
- » Tennis and pickleball courts
- » Wisecarver Recreation Area

Commercial and Industrial

- » AgriMed cultivation
- » Allegheny Power (First Energy) substations
- » BAP Industries
- » Burns Drilling expansion
- » CONSOL's Bailey Mine Complex, Harvey Mine and Class 1 office
- » Equitrans
- » EverGreene Technology Park: Community Bank Data, RG Johnson, Technip FMC, Irwin Car and Supply, NexGen Industrial
- » Meadow Ridge and Class 1 Office
- » Paisley Business Park: Stahl's Hotronix expansion, Universal Belting expansion, T-Tygart expansion
- » Schlumberger/Cameron
- » Shale Gas development upstream and midstream and multiple start-ups in construction and transportation
- » Wilson Forest Products expansions
- » Whiteley Advanced Energy Storage

Act 13/Impact Fee

Act 13 of 2012 (Impact Fee) amended Title 58 (Oil and Gas) of the Pennsylvania Consolidated Statutes, which provides for the imposition of an unconventional gas well fee and the distribution of those funds to local and state governments. In 2018, Greene County was the fourth highest receiving county in Pennsylvania for impact fees (a total of $6 million). Greene County had 1,343 wells with Center Township (246) and Morris Township (182) in the top seven municipalities in Pennsylvania.[1]

The advent of Act 13 has been a very important source of revenue for Greene County and its municipalities. The impact fees have improved the County's ability to invest in and leverage additional funding for local roads, bridges, buildings and other infrastructure items as well as core services that benefit entire communities. Below is a list of some expenditures that have been made to date by the County. In addition, the County disperses some of its funding to the 26 municipalities and their authorities to partner in their projects and programs.

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1 Act 13 (Impact Fee). Public Utility Commission. Retrieved online July 2019. https://www.act13-reporting.puc.pa.gov/Modules/PublicReporting/Overview.aspx

1. Human Services
2. Children & Youth Services
3. Corner Cupboard Food Bank- food security
4. Municipal infrastructure improvements
5. County bridge rehabilitations/replacements
6. Fairgrounds improvements
7. 911 Emergency Response Systems
8. Courthouse roof/upgrades
9. County Prison improvements
10. Fort Jackson Masonry
11. Building security systems
12. Recreational trails/pools/Wisecarver Recreation Area
13. Pictometry/aerial images and mapping system upgrades
14. Assessment system upgrades
15. Blight reduction/housing
16. 2020 Greene County Comprehensive Plan Update
17. Greene County Industrial Development Authority's Strategic Impact Program
18. IT/communications systems
19. Paperless technologies

Natural gas drilling rig in Greene County

Summary of Public Outreach

The Greene County Comprehensive Plan was developed through a massive public outreach component to ensure that residents, business owners and any other interested party had the opportunity to engage in the process.

Advisory Committee

The Advisory Committee was appointed by the Board of Commissioners to oversee the process and provide guidance and feedback as the plan was being developed. The Committee consisted of representatives from various organizations and departments throughout the County. Meetings were held on a bi-monthly basis, with a total of seven meetings held during the process.

Focus Groups

Focus groups were formed around each of the priority issues as identified by the Advisory Committee, thus establishing the six Pillars for the Comprehensive Plan. These groups met separately to identify assets and obstacles for their topic area and develop goals and strategies for the plan and will continue meeting to advise the County Commissioners and be involved in the Comprehensive Plan Implementation Process.

The six Pillars are:

- Mobility, Transportation and Infrastructure
- Workforce and Education
- Business and Industry
- Quality of Life
- Grow & Protect Assets
- Local Government

Student Focus Groups

To ensure that the next generation of Greene County residents were engaged in the planning process, student input sessions were held in the winter of 2018-19 at each of the high schools in the five school districts: Carmichaels Area School District, Central Greene School District, Jefferson-Morgan School District, Southeastern Greene School District and West Greene School District. Students, including those that attend the Greene County Career & Technology Center (GCCTC), were asked to describe their community in six words or less and write a "postcard from the future" that describes what Greene County is like in 20 years. In addition, all of the County's school district superintendents and the GCCTC were involved in the process and served on the Workforce & Education Focus Group. The Summary of Student Focus Group Results can be found in the Appendices.
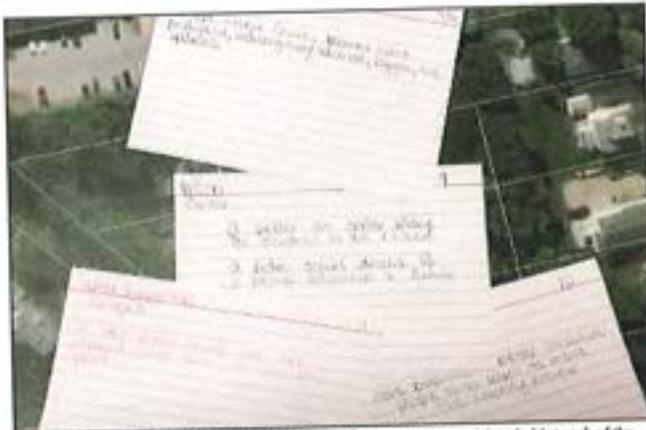
Postcards that were completed by students as part of the public input sessions held at each of the five high schools in Greene County.

Public Meetings & Events

A series of public open house meetings were held in the fall of 2018 where the draft goals were presented and attendees were asked to rank their top priorities using "Greene Bucks." The meetings were held at the following locations:

- Jefferson Fire Hall
- Center Township Fire Hall
- Carmichaels Fire Hall
- Mon View Roller Rink
- Franklin Township Municipal Building

The same exercise was then conducted at the following meetings and events:

- Greene County Senior Fair
- Greene County Association of Township Officials (GCATO) Annual Meeting
- Greene County Planning Commission
- Greene County Commissioners' Department Head Meeting

Between all of these efforts, a total of 2,742 votes were collected from over 240 participants. The Summary of Public Meeting Results can be found in the Appendices.

Surveys & Interviews

Municipal surveys were conducted at key points throughout the planning process. The first was at the beginning in order to allow participants to identify needs and goals for the plan; the second was near the end to ask for key investment areas within their municipality to include as part of the future land use plan.

Business interviews were conducted with 25 companies that are operating in Greene County, under the following classifications:

- International with long history in County
- International with short history in County
- Domestic with long history in County
- Domestic with short history in County
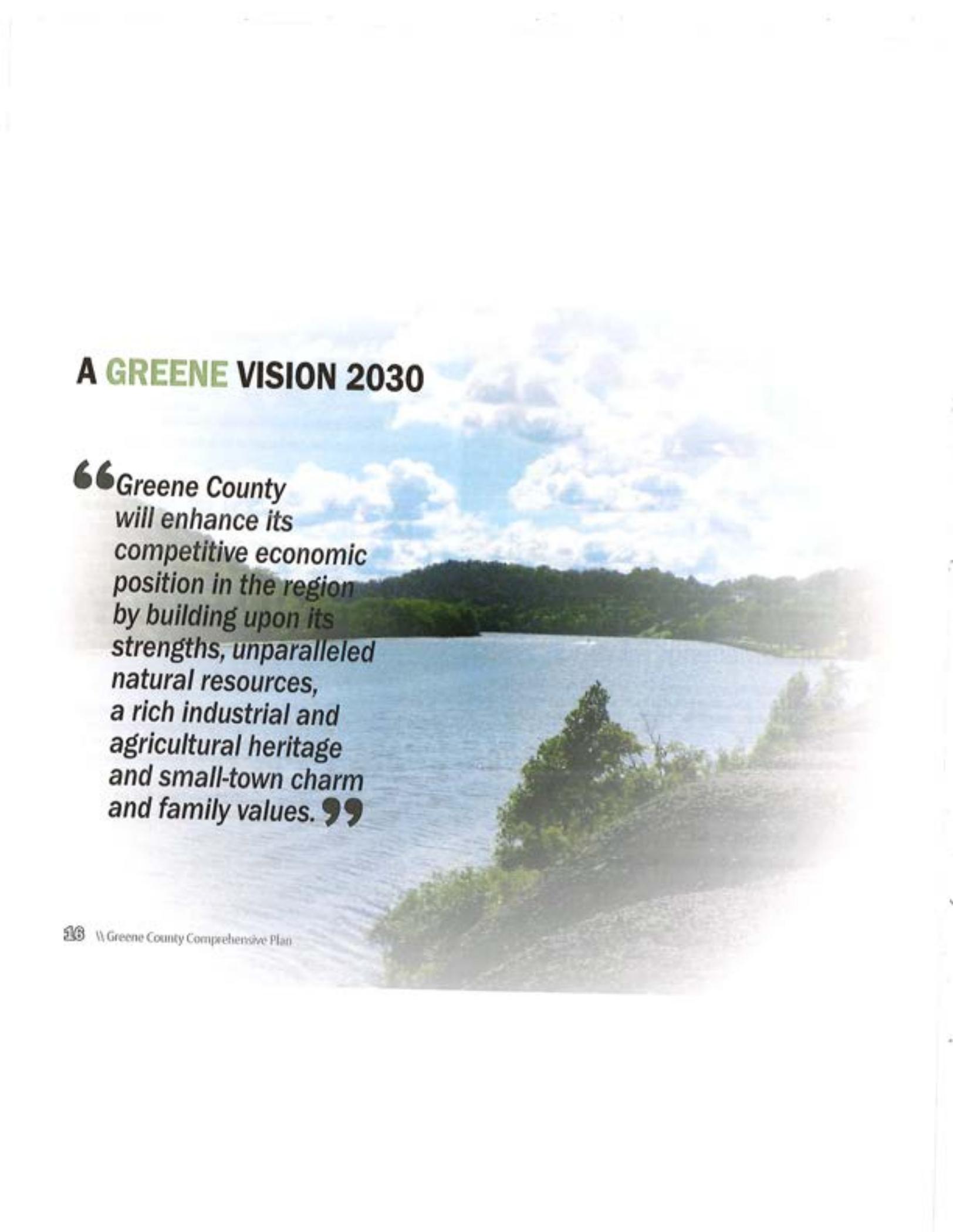
A GREENE VISION 2030

" *Greene County will enhance its competitive economic position in the region by building upon its strengths, unparalleled natural resources, a rich industrial and agricultural heritage and small-town charm and family values.* **"**

The Advisory Committee developed a Vision Statement and six Pillars that serve as the foundation of not only the plan, but also the planning process. The Pillars represent the recurring, dominant themes expressed by participants in the Greene County planning effort. Like the Vision Statement, they were derived from a reiterative vetting process involving the Advisory Committee, stakeholders, members of the public and County staff.

The Focus Groups for each Pillar met numerous times throughout the planning process and identified issues, goals and strategies for their Pillar. The County and their consulting team reviewed this information and pared it down into 25 goals. These were presented to and ranked by local stakeholders and the public, ultimately leading to the identification of five priority goals, which are the focus of the Greene County Comprehensive Plan. Each goal contains strategies, many of which the County has already begun to implement. The full list of goals and strategies can be found in the Appendices.

THE SIX PILLARS

- Mobility, Infrastructure & Transportation
- Workforce & Education
- Business & Industry
- Quality of Life
- Grow & Protect Assets
- Local Government

Mobility, Transportation & Infrastructure

Snapshot

This Pillar focuses on mobility, transportation improvements, and infrastructure such as water, sewer and broadband. Maintaining and expanding infrastructure is crucial to not only serving and attracting business and industry, but it is vital to cultivating a well-educated and prepared workforce.

Issues Considered

> Expanding access to broadband and cellular coverage. The Internet is no longer a luxury. A federal court ruled that the Internet has become an essential service. And yet, approximately 3,000 people in the County do not have access to any wired Internet and approximately 8,000 people (21% of the population) do not have access to broadband. Economic development reports regularly cite a positive correlation between web access and improved schooling. Broadband is essentially a requirement as institutions like Waynesburg University switch to web-based platforms to manage student work. A study in U.S. News & World Report showed that adoption of high-speed Internet service in rural areas would help increase income, lower unemployment rates and create jobs in these underserved markets. Residents without broadband access can't search for jobs online, work from home or start home-based businesses. Students can't complete homework assignments. People can't take continuing education classes online. Seniors lose access to potential lifesaving online health services. Farmers don't have access to state of the art technology and information. While Waynesburg and communities east of I-79 are fairly well-served by broadband, the remaining areas only have access to at most one broadband provider.[1]

Expanding public water and sanitary sewage infrastructure. With low population density and a rural atmosphere, many Greene County communities struggle with financing public water and/or sanitary sewage infrastructure. In addition to limiting development opportunities, there is an environmental impact due to wildcat sewers and failing on-lot septic systems. There continues to be a need to determine alternative treatment systems that could be initiated in smaller communities that are acceptable to state and federal agencies.

Updating and maintaining an adequate transportation network. Structurally deficient bridges have been plaguing Pennsylvania in recent years and Greene County is no exception. At the beginning of 2018, there were 70 state maintained bridges in the County that were listed as structurally deficient.[2] Posted roads and bridges pose concerns to industry to reliably and efficiently move goods. There is a need for a more enhanced method of communication and coordination of major improvement projects to ensure an adequate network. Greene County, like many rural areas, has its share of narrow or one-lane bridges. When these bridges are eligible to be replaced, the Pennsylvania Department of Transportation (PennDOT) will install bridges in accordance with the Department's specifications to accommodate a two-lane width roadway. Driven by common sense and maximizing use of transportation dollars, rather than overall cost, the County, working with PennDOT, has developed a policy to provide one-lane bridges on narrow or single-lane roads and two-lane roads not on the National Highway System.

Developing a financially capable method for public transit. The Greene County Transportation Program transports eligible riders (seniors, persons with disabilities and/or medical assistance) to and from destinations in and around Greene County. There is no public transit service available in the County.

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1 Internet Providers in Waynesburg, Pennsylvania. Broadbandnow. Retrieved online July 2019. https://broadbandnow.com/Pennsylvania/Waynesburg
2 PennDOT working to reduce number of structurally deficient bridges. Observer-Reporter, April 15, 2018. Retrieved online. July 2019. http://bit.ly/Structurallydeficientbridges

Workforce & Education

Snapshot

The Workforce & Education Pillar focuses on enabling individuals to acquire knowledge, skills and attitudes for gainful employment or improved work performance; and providing employers with an effective means to communicate and meet their demand for skills. Education is the key component in a healthy workforce. A well-educated workforce attracts companies because skilled workers make businesses more competitive and productive.

Issues Considered

- Assisting school districts with methods to enhance public education and reduce costs. School districts must cover tuition for families who opt to place their children in one of 16 licensed public cyber charter schools in Pennsylvania. Tuition is based on a calculation that uses local district costs and can range from about $9,000 a year for mainstream students up to $50,000 a year for special education students.[1]

- Preparing students to pursue careers available in the local and regional workforce. A publication examining the supply, demand and future of work in the Pittsburgh Region identifies several key issues that hamper the ability of educators to prepare students for the workforce. First is the educators' lack of access to real-time jobs data, information about workforce trends, and the time and ability to infuse classroom curriculum with relevant information. Second is the highest demand occupations are under-enrolled in our high school career and technical education programs with too many cosmetology and not enough machine technology students.[2]

- Improving safety in public schools. There are five public school districts that serve Greene County residents. In 2018, the County Commissioners directed $50,000 in grant money to each school district and the Career Technology Center for emergency preparedness and public safety initiatives (i.e. equipment and software, cameras, access controls, staff training).

- Addressing declining enrollment and resource scarcity. Enrollment in the five public school districts has dropped by more than 800 students, from 5,552 in 2008-09 to 4,724 in 2018-19[3]. Declining enrollment can be attributed to both the general regional population decline and an increase of residents choosing cyber charter or private schools. Resources are splintered among too many touchpoints, so the districts are developing innovative partnerships and programs to achieve educational goals.

- Supporting the Greene County Career and Technical Center (GCCTC). The GCCTC is an educational facility that offers 13 professional programs and pre-apprenticeships to high school and adult students from all five County school districts. While there is no community college currently located in Greene County, there may be opportunities to partner with regional ones to offer additional programs/courses.

- Nurturing an entrepreneurial culture. Waynesburg University has been named a national College of Distinction for the third consecutive year and was ranked a "Best for the Money" in College Factual's 2019 "Best Colleges Nationwide" ranking. Highly ranked programs include nursing, criminal justice, communication and counseling. We need to draw upon our local center for higher education to develop programs and classes to nurture a business and entrepreneur culture.

1 Charter School Funding. PA Department of Education. Retrieved online May 2019. http://bit.ly/CharterSchoolFunding
2 Inflection Point 2017-18 Supply, Demand and the Future of Work in the Pittsburgh Region. Allegheny Conference on Community Development. Retrieved online May 2019. https://bit.ly/2HrnZ6n
3 Enrollment Reports and Projects. PA Department of Education. Retrieved online May 2019. http://bit.ly/PAEnrollmentStats

Business & Industry

Snapshot

The Business & Industry Pillar focuses on the businesses and organizations involved in setting the policies and practices of economic activities that provide employment and generate wealth in traditional manufacturing, construction, natural resource extraction, farming, tourism, retail and service provider industries.

Issues Considered

- Attracting new business and industry. Industries looking for a new area for expansion need to be able to have a one-stop shop where they can easily obtain all the information they require to make sound decisions. We need to better market sites and provide the necessary information on incentives for infrastructure expansion, public & private partnerships, growth corridors and our most productive energy resources so that we can compete in the Appalachian Basin.

- Focusing on areas served by existing infrastructure. We have learned recently that our most valuable infrastructure for industrial growth is beyond highway, bridges, water and sewer. It is now broadband, railroads and terminals, natural gas pipelines, compressors, processors, electric transmission lines - mostly owned by the private sector. We need to incentivize investment and expansion.

- Capitalizing on energy production. Focus group members revealed that Greene County is producing 3% of the total natural gas production of the United States. We are still a leader in coal production. Our electricity prices are some of the lowest in the country. Currently, Shell Polymers is building the Pennsylvania Petrochemicals Complex in Monaca (Beaver County), the first of its kind in the Appalachian Basin shale gas play. Most polyethylene factories are on the Gulf Coast, but 70% of American plastics manufacturers are within 700 miles of the Monaca plant providing a shipping and transport advantage. The Community College of Beaver County is training students in chemical processing technology. Similar opportunities for Greene County to also utilize their abundant resources in downstream natural gas development must be pursued.

Expanding economic opportunities. Within Greene County, over 60% of the workforce is employed in five industries: mining, quarrying & oil/gas (19%); healthcare & social assistance (11.3%); retail trade (10.9%); public administration (10.7%) and construction (10.4%). Several occupations in Greene County offer higher average wages than Pennsylvania: architecture & engineering; construction & extraction; installation, maintenance & repair; transportation & material moving; and protective service; personal care & service.[1]

Implementing a successful marketing campaign. We need to aggressively and quickly prepare for and pursue opportunities to attract industry to the County from regions that are seeking resilient locations and are aligned with the industry sectors that exist here and are growing.

Examining new financing strategies. Create a process with incentives for businesses to stay AFTER the tax abatement expires. Provide financial and business leadership support for those existing industries that have the potential to grow. Studies suggest the best opportunities for regional business growth is to work to expand existing businesses. The key is to develop a process that prioritizes those businesses poised for sustainable growth.

1 Greene County Profile, July 2019. Pennsylvania Department of Labor and Industry. Retrieved online July 2019. https://www.workstats.dli.pa.gov/Documents/County%20Profiles/Greene%20County.pdf

Quality of Life

Snapshot

The Quality of Life Pillar focuses on the overall health and well-being of our residents. In order to sustain and grow our County resources it is vital that we address the overall health and well-being of our current residents as well as those we hope to attract in the future.

Issues Considered

» Improving overall County Health rankings. In 2019, Greene County ranked 62 (of Pennsylvania's 67 counties) for health outcomes and 63 for health factors. Areas of strength for Greene County, in comparison to other counties and Pennsylvania overall, include a low percentage of alcohol-impaired driving deaths (15% vs. 28% in PA); a low percentage of residents uninsured (6% vs. 7% PA) and high school graduation rates (91% vs. 87% PA). Other factors show improvement for Greene County (although comparatively worse than other counties and Pennsylvania) include access to primary care physicians; preventable hospital stays and screening; and air pollution. Health factors of particular concern include the increase in adult obesity (33% vs. 30% PA) and physical inactivity (24% vs. 22% PA); access to exercise opportunities (45% vs. 84% PA); residents with some college (49% vs. 64% PA); and unemployment (5.9% vs. 4.9% PA).[1] To help address these issues, the Greene County Memorial Hospital Foundation seeks to raise money in order to award grants to local nonprofit organizations performing healthcare initiatives. To date their largest project is building and operating the EQT REC Center.

» Promoting good stewardship. We need to promote the legacy of being a good steward of Greene County. Continue to enhance and support the hard-to-recycle-electronics events that are presently in place through our commissioners and Rep. Pam Snyder. Encourage and educate residents to promote a county-wide recycling program and try to get all municipalities to participate.

Expanding housing opportunities. Currently, approximately 62 out of every 100 workers in the County commute from outside the County.[2] It is assumed that five out of every 100 of these workers would trade their commutes if adequate housing choices were available in the County. Greene County features predominately single-family housing (composing 74 percent of the total housing stock). Based on data provided by the U.S. Census, Building Permits Survey, 590 housing units were permitted in the County from 2006 to 2017, 96 percent of which were characteristic of single-family homes. While the residential supply/demand analysis suggests that there is currently an unmet net demand for 730 housing units in the County, net housing demand will decrease over the next decade, partially due to relatively flat but slightly negative household growth and relatively flat employment growth within the County. By 2028, there will be a projected unmet net demand for 350 housing units within Greene County. The Greene County Housing Plan identifies a need for the following types of new housing: senior housing, workforce housing and condos/townhomes.

Addressing the opioid crisis and other addictions impacting Greene County residents. Greene has been hit just as hard as more populous areas throughout the state. Greene County ranked sixth statewide in number of drug-related overdose deaths per 100,000 people with 14 in 2015 and ninth with 19 in 2016.[3] The Greene County Overdose Task Force, in collaboration with the University of Pittsburgh developed a Three Year Strategic Plan (2018-2021), which includes goals, strategies and objectives to achieve its vision of supporting individuals, families and communities to end overdose. The full Plan to end overdose can be found in the Appendices.

1 Health Outcomes, Overall Rank. Retrieved online May 2019. https://bit.ly/PACountyHealthRankings.
2 On the Map US Census Bureau. Retrieved online May 2019. https://onthemap.ces.census.gov.
3 Analysis of Overdose Deaths in Pennsylvania, 2016. Retrieved online May 2019. https://bit.ly/2F02HhS.

Grow & Protect Assets

Snapshot

The Grow & Protect Assets Pillar focuses on Greene County's assets and how the County can best protect and utilize our unique assets. Growing and protecting our assets is the core of a reasonable, rational future growth plan that addresses tax base changes. By preserving what the County has and leveraging it for growth, Greene County can build on our unique character while attracting visitors and businesses to the County.

Issues Considered

> **Capitalizing on the "Rural-ability" of the County.** Greene County is known for its natural green space and rural character. Approximately 62% of all land in the County (46 square miles) is classified as forest, with another 28% as agricultural/rangeland, and 1.2% barren land (extraction/transitional). This lends to a County that offers small-town character, scenic vistas, and rich cultural heritage, productive agriculture and Century Farms.

> **Attracting and maintaining a younger population base.** According to the Census Bureau, our population has been declining since 1990 and at the same time, the average age of our citizens has been increasing (median age climbed from 38.2 in 2000 to 42 in 2016). This would suggest that the younger population is moving away to find employment. The social services required to support an aging population place an increasing demand on the tax base, thus driving local tax rates up.

> **Targeting growth and development to key investment corridors.** Pursuing hi-tech business and job opportunities for growth in the County. "Controlled growth" corridors should be identified and development along the I-79 Technology Corridor, at both the Kirby and Ruff Creek Interchanges, PA Route 21, the Monongahela River frontage and other areas that are high priority for infrastructure and commercial/industrial opportunities should be explored.

Addressing the devaluation of coal. Greene County's situation is unusual in that the value of land where coal is mined invariably goes down as the coal is depleted — dragging with it tax revenue for municipalities and public education. The County's five school districts, where 27% of the tax base — $414 million in value — is tied to coal. This is hitting some school districts hard, in particular Central Greene and Jefferson-Morgan. However, Carmichaels Area School District has diversified its economy over the years as coal has been depleted, with several business expansions occurring in the Cumberland Township industrial park and other new development proposals. The District did not have to increase taxes to balance their budget and saw a stable student enrollment.

Continuing to expand the County recreation system. Greene County owns and operates the Waynesburg Waterpark, Wana B Pool, Mon View Pool, Ballfields, Roller Rink, and Tennis Courts; Community Center and the Greene River Trail. The Waterpark opened in 2008 and features a large pool, children's play area, water slides and lazy river. The Greene River Trail is the County's only rail-trail that parallels the Monongahela River for 5.1 miles from Millsboro to Crucible. The County has plans to extend it an additional nine miles to Nemacolin, PA. In addition, work has begun on Ryerson Station State Park in Richhill Township. The first phase of the project includes renovating the park campground. Future phases will include a new swimming pool and splash ground and restoration of the stream within the former lake bed. The County is also in the process of creating a new recreation area on the Wisecarver property in Franklin Township, which includes the development of a softball field complex in the first phase.

Local Government

Snapshot

The Local Government Pillar focuses on improving the front line of government, closest to the constituents and most familiar with the needs of the communities in the County. The importance of this Pillar to the overall sustainability and future success in Greene County speaks for itself as it is most often the first point of contact relating to development, infrastructure, community stumbling blocks and social issues.

Issues Considered

Establishing uniformity in municipal regulations. The Jefferson-Morgan Council of Governments is foremost in the County in leading the shared services movement. More uniform municipal zoning and code enforcement across the County will ensure that developers understand the regulatory path and streamlines the permitting process. A collaborative approach, would involve the creation of a consolidated system pursuant to an inter-municipal agreement, specifying the service delivery entity (or entities), the types/levels of services to be provided, and the payment for costs incurred.

Fighting neighborhood blight. The natural average annual housing vacancy rate is 6%, which represent the supply of units in a given market that are not leased or occupied, allowing for housing turnover. With an average housing vacancy rate of 14.3% in Greene County, it is assumed the remaining share of vacant housing (8%) is not available for sale or for rent, but is vacant due to needed repairs, foreclosure, or other personal reasons. In addition, all housing stock gradually wears out over time and, on average, one out of every 100 units becomes obsolescent,

annually. That said, there is a real need for the fight against blight to take place at the County level.

Building a deeper volunteer base for emergency services. Trauma victims in rural areas are more at risk than those in cities where medical help is closer at hand. Many municipalities, particularly the less populated West Greene municipalities, struggle with maintaining an adequate pool of volunteers to meet the needs of local emergency services, such as firefighters and EMS. There are several ways that municipalities can incentivize local residents to join volunteer fire departments and ambulance services. The County currently provides funding to local volunteer fire departments.

Encouraging more municipal cooperation and partnerships. Increased competition for jobs, tax base and private investment can put political pressure on elected officials to go toe-to-toe with neighboring jurisdictions, the reality is that local economic success depends on regional economic success. Municipalities that focus on competition within the County, instead of collaborating for economic development, are placing their economic future at risk. With a collaborative approach, each community understands its place in the County, and is better prepared to work with other municipalities to share responsibility for promoting county-wide economic success.

PRIORITY GOAL 1

Expand Broadband
Access to Underserved Areas

PA Governor Tom Wolf has created the PA Office of Broadband Initiatives in an effort to expand internet access in areas such as Greene County. It is our desire to work through this office with both the public utilities and private service providers that currently serve us. We have already received interest from local companies to partner with the County and other interested service providers in an effort to expand broadband access and mobile telephone service.

One thing is clear, access to broadband is limited by our location, terrain and rural population density. At an estimated $40,000 per mile, fiber-optic cable can be prohibitively expensive to reach just a few homes.

It is our hope to leverage our public resources with the following sources:

- Capital expenditures by our private companies

- Broadband service providers that are looking to try innovative technologies or expand existing markets

- Utilize our existing networks to "piggyback" or extend service area(s)

- Use our "controlled growth corridors to market the expansion of our service coverage areas

Strategy 1

Continue to lobby for financial assistance to expand access.

» Create a Communications and Technology Advisory Committee to meet regularly with educators, businesses, emergency service providers and elected officials.

» Partner with educational lobbyist organizations to influence legislation at the state level.

» Designate a liaison entity that has direct contact with all the state agencies governing infrastructure practices to assist local municipalities and developers.

Strategy 2

Map and categorize the existing communication networks that exist in the County.

» Apply for USDA and or Appalachian Regional Commission (ARC) funding to contract with a network expert, to undertake a Broadband Coverage and Feasibility Study.

» Once the Coverage and Feasibility Study is complete, work with project partners to implement recommendations.

County will take the lead on implementation

County will take on a supportive role in implementation

PRIORITY GOAL 2

Assist Educational Providers
to Enhance Opportunities and Reduce Costs

When discussing the challenges facing our public education system and its ability to prepare our students adequately for the workforce, we focused on three main areas: reducing the cost of educating students, educating the public (parents in particular) about those costs, and better aligning our educational programs with required skills of the workforce.

As some of our school districts face budgetary concerns on an annual basis due to a depreciating tax base (i.e. coal devaluation), we need to explore ways to help reduce costs without sacrificing quality. We need to ensure parents choose our public schools because they can provide the necessary education required by our local and regional businesses and industries.

Business attraction is strongly influenced by the research and development opportunities for commercialization in the industry sector's supply chain. We are committed to better equip our residents with the skills and knowledge for current job openings as well as the Greene County workforce of the future. Partnerships with the business community, Greene County Career and Technology Center, school districts and state agencies such as the Pennsylvania Department of Community and Economic Development and Department of Labor and Industry are paramount.

Strategy 1

Explore options to partner County-wide.

» Expand existing shared services/programs.

» Develop county-wide policies for pressing issues such as truancy and cyber school.

» Develop on-line program offerings that are accessible to all students in the county-wide cyber school.

» Develop incentives to keep the kids in the brick and mortar schools (i.e. limit cyber student's participation in graduation ceremonies, proms, sports and clubs).

» Explore options for school district consolidation.

Strategy 2

Encourage School Districts to educate the public and parents on the financing and operations of public education.

» Develop an annual county-wide education newsletter to build pride in education.

» Build upon the existing social media platforms for all districts.

Strategy 3

Work with educational providers to assist individuals gain the skills and knowledge necessary for local, available jobs.

» Develop a Workforce Consortium that meets regularly with local business and industry representatives to help align school curriculum with required job skills.

» Expand the Career and Technology Fair.

» Expand the Workplace Learning Program to increase job shadowing opportunities.

» Align local industry employment opportunities as student portfolios are developed through the PA Department of Education Career Clusters Program.

» Identify any barriers to entry in training and education (high school and post-secondary) programs and seek funding that addresses and removes those barriers.

County will take the lead on implementation

County will take on a supportive role in implementation

PRIORITY GOAL 3

Capitalize on Greene County's Assets to
Expand Economic Opportunities

The impact of the ever-changing energy and extraction industries within Greene County cannot be overstated. Greene County is producing 3% of the total natural gas production of the United States and is still a leader in coal production. Consider that when the last County Comprehensive Plan was adopted in 2008, the natural gas industry was just beginning to drill here. In 2007, natural gas production accounted for 17 wells and $218,368 in production value. By 2018, those figures increased to 1,254 wells and over $15 million in production value. In terms of the overall impact, between 2011 and 2016, Greene County has received over $21 million in Act 13 impact fees[1].

1 Marcellus Gas Organization. Retrieved online March 2019. http://bit.ly/MarcellusGasGreene

It is a critical time for us to be looking forward to the next ten years and what that will mean to our economy. We need to be not only working to capitalize upon the natural gas industry, but also looking to explore other areas that we can become a regional economic player. Part of this starts here. We need to be able to create an organizational structure within our County government to streamline the process for companies looking to locate here. We need to make community and economic development in our County more efficient and cost effective. We need to better market ourselves and our assets. We need to be prepared to take us into our next Comprehensive Plan update with a bright economic future.

Strategy 1

Develop a one-stop shop for economic development within Greene County.

» Streamline the process for companies looking to locate in the County, local entrepreneurial start-ups and companies looking to expand their footprint or operational capabilities.

» Connect public utilities, infrastructure-dependent companies, workforce and education practitioners, and funding agencies with the applicable needs of the business community.

» Create a County-wide map to promote available sites.

Strategy 2

Create a marketing strategy focused on retaining existing and attracting new businesses and industry into the County.

» Develop thematic branding, messaging and collateral materials to aggressively prepare for and pursue opportunities to attract energy consuming to the County that align with our existing industry sectors.

» Work with existing businesses to identify any issues and help them to grow and expand.

» Create an Energy Park providing low-cost energy resources both naturally occurring (natural gas and coal) and man-made (electricity) that are abundant in the County.

Strategy 3

Take advantage of abundant and inexpensive energy sources for future growth and development.

» Package development-ready greenfield sites and brownfield sites as opportunity corridors with strategic advantages to attract manufacturing companies and commercial business enterprises within the natural gas supply chain.

» Prepare individual target market strategies for each site and market to applicable businesses and developers regionally, nationally and internationally.

County will take the lead on implementation

County will take on a supportive role in implementation

PRIORITY GOAL 4

Continue to Improve Overall County
Health, Safety & Wellness

Creating healthier communities is at the forefront of planning. How can we provide more and/or improve access to public recreation to encourage people to be more active? How can we address concerns that volunteer fire departments and first responders do not have an adequate volunteer pool to respond to crises? How can we battle the opioid crisis that has been sweeping the nation, and is hitting our area particularly hard?

We are challenged to think beyond traditional land use plans to be able to address the most pressing issues facing our communities. We as a County need to explore a variety of ways that we can assist our municipalities, volunteer fire departments, EMS, hospitals, school districts and other non profit organizations with implementing solutions to these issues that threaten the overall health, wellness and safety of our communities.

Strategy 1

Encourage healthier lifestyles by offering more recreational opportunities and programs.

» Extend the Greene River Trail.

» Conduct a feasibility study for a multimodal trail along Ten Mile Creek from Waynesburg to the Greene River Trail.

» Apply for funding to update the Wisecarver Recreation Area Master Plan.

» Develop and promote public access and recreational areas along the waterways.

» Continue to support the County Wellness Program through the Parks and Recreation Dept.

Strategy 2

Increase the ability of first responders to provide high quality and efficient services.

» Explore incentives that can be provided to volunteers involved in local fire departments & EMS.

» Assist municipalities and first responder agencies in seeking funding to purchase specialized equipment to be shared by neighboring departments under a shared services arrangement.

Strategy 3

Support efforts to fight the opioid crisis.

» Help to build sustainability for the Greene County Opioid Overdose Task Force through collaboration, communication, and funding when possible.

» Assist the Greene County Opioid Overdose Task Force to launch a public awareness campaign to increase awareness of substance use disorder and treatments available.

» Assist the Greene County Opioid Overdose Task Force to identify legislation and resources to support local law enforcement in their efforts to arrest drug dealers and traffickers in the community, and increase consequences for the use and sale of opioid-related substances.

County will take the lead on implementation

County will take on a supportive role in implementation

PRIORITY GOAL 5

Increase Housing Opportunities
That Meet the Demonstrated Needs

The Greene County Housing Report (2014) stated that "one of the greatest needs for housing in the County is quality market-rate housing stock at price points that are aligned with the household incomes in the County and configured to attract young adults and families, as well as older adults who are looking to downsize." The Plan also identified the lack of public infrastructure, specifically water and sewer, as one of the greatest challenges to housing development. Of the documented 54 miles of water line extensions in the County over the last ten years, all of it took place in the central and eastern municipalities.

We need to work with our municipalities, municipal authorities and funding agencies to extend infrastructure to priority investment areas to align with our growth strategies. We want to be able to offer a variety of high quality housing choices that will attract new residents into the County.

Strategy 1	Encourage infrastructure expansion to target areas that can support new housing development.

» Meet with municipalities to review their comprehensive plans and identify priority growth and investment areas.

» Assist municipalities with developing financing packages to fund infrastructure expansion.

Strategy 2	Encourage and assist municipalities with updating land use ordinances to accommodate a variety of housing.

» Review municipal zoning and subdivision and land development ordinances to determine if they pose barriers to providing a variety of housing choices (i.e. multifamily, senior housing, persons with disabilities, etc.).

» Develop model ordinance language to address pressing housing issues.

County will take the lead on implementation

County will take on a supportive role in implementation

FUTURE DEVELOPMENT & INVESTMENT

The PA MPC requires that county comprehensive plans address the following:

» Identify land uses as they relate to important natural resources and appropriate utilization of existing minerals.

» Identify current and proposed land uses which have a regional impact and significance, such as large shopping centers, major industrial parks, mines and related activities, office parks, storage facilities, large residential developments, regional entertainment and recreational complexes, hospitals, airports and port facilities.

» Identify a plan for the preservation and enhancement of prime agricultural land and encourage the compatibility of land use regulation with existing agricultural operations.

There is no bigger impact on future land use in Greene County than that of the energy sector. While historically, the coal industry was primarily underground, the natural gas industry affects land use above ground throughout the entire County. The oil and natural gas industry is comprised of three parts: "upstream" is about extracting oil and natural gas from the ground; "midstream" is about safely moving them thousands of miles; and "downstream" is converting these resources into the fuels and finished products.[1]

The overall goal for Greene County is to ensure that the rural character is restored to all areas of the County after the land is disturbed during exploration and production. The County strongly encourages its municipalities to adequately plan and regulate land use to minimize these disruptions to the surrounding areas (whether it be agriculture, commercial, residential, etc.) and ensure restoration through the enactment of ordinances that address zoning, noise, road bonding and buffers.

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1 Upstream? Midstream? Downstream? What's the Difference? Energy HQ. Retrieved online July 2019. http://bit.ly/UpstreamMidstreamDownstream

UPSTREAM   **MIDSTREAM**   **DOWNSTREAM**

The oil and natural gas industry is comprised of three parts: "upstream" is about extracting oil and natural gas from the ground; "midstream" is about safely moving them thousands of miles; and "downstream" is converting these resources into the fuels and finished products.[1]

1 Upstream? Midstream? Downstream? What's the Difference? Energy IQ. Retrieved online July 2019. http://bit.ly/UpstreamMidstreamDownstream

Upstream Land Use Impacts

Upstream refers to anything having to do with the exploration and production of oil and natural gas. Geologic surveys and any information gathering used to locate specific areas where minerals are likely to be found is commonly called "exploration". The term "upstream" also includes the steps involved in the actual drilling and bringing oil and natural gas resources to the surface, referred to as "production".

As shown on Figure 1, there are hundreds of active unconventional natural gas wells located throughout the entire County. Almost all municipalities are affected by upstream activities.

Figure 1: Map of Active Unconventional Wells in Greene County

● Active Unconventional Well

Source: https://www.depgis.state.pa.us/PaOilAndGasMapping/OilGasWellsStrayGasMap.html

Midstream Land Use Impacts

The "midstream" segment of the oil and natural gas industry refers to anything required to transport and store crude oil and natural gas before they are refined and processed into fuels and other products. Midstream includes pipelines and all the infrastructure needed to move these resources long distances, such as pumping stations, tank trucks, rail tank cars and transcontinental tankers.[1]

As shown the Infrastructure Investment Areas Map on page 37, there are interstate natural gas pipelines located all across Greene County. Almost all municipalities are affected by midstream activities.

Downstream Land Use Impacts

The final sector of the oil and natural gas industry is known as "downstream". This includes everything involved in turning crude oil and natural gas into thousands of finished products we depend on everyday. Some of the more obvious products are fuels like gasoline, diesel, kerosene, jet fuels, hearing oils and asphalt for building roads. But there are far more less obvious products like synthetic rubbers, fertilizers, preservatives, containers, and plastics that are used in countless products that come from the long-chain hydrocarbon found in both oil and natural gas.[2]

Companies engaged in the downstream process include oil refineries, petroleum product distributors, petrochemical plants, natural gas distributors and retail outlets. Many downstream companies are also diversified and participate in all levels of the production process.[2]

In order to support the development of the downstream sector of the natural gas industry, Greene County sees its role as identifying priority investment areas to encourage and incentivize the development of supporting infrastructure for manufacturing. Such investments may include the development of compressor stations, processing facilities, fractionators, broadband, intermodal rail and lock and dam system upgrades. These facilities cannot be built all over the County but rather, concentrated to areas that can support them, as shown on the Infrastructure Investment Areas Map on page 37. These areas are primarily located along the western/southwestern border with West Virginia, active rail line corridors and the eastern area along the Monongahela River.

1 Upstream? Midstream? Downstream? What's the Difference? Energy HQ. Retrieved online July 2019. http://bit.ly/UpstreamMidstreamDownstream
2 Upstream vs. Downstream Oil & Gas Operations: What's the Difference? Investopedia. Retrieved online July 2019. http://bit.ly/DifferenceUpstreamDownstream

Live Greene. Work Greene. Love Greene.

Infrastructure Investment Areas Map
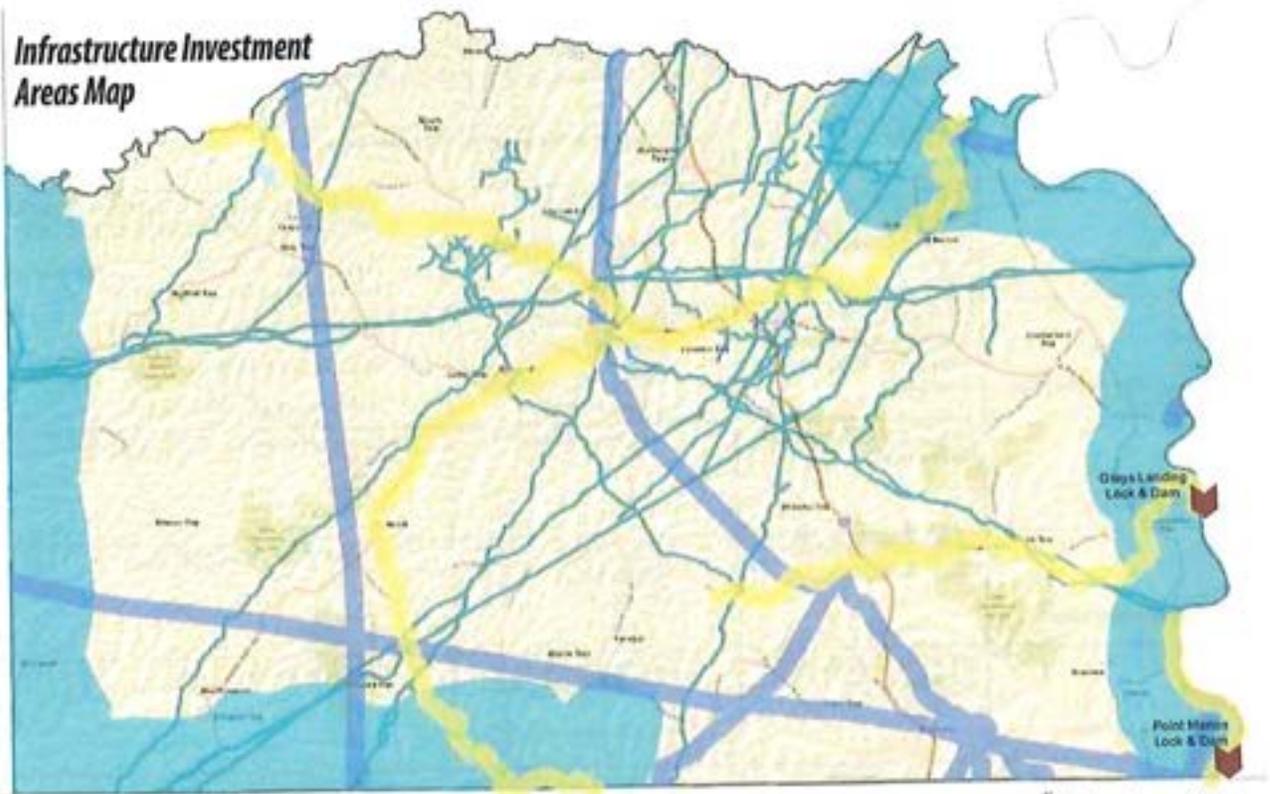
|			
Downstream infrastructure investment areas	Electricity transmission lines investment areas	Rail investment areas	Map created by Mackin. Data Sources: PASDA, PA DEP, PennDOT
Natural Gas Pipeline			

Future Investment Areas

The final piece to the puzzle are the areas within Greene County that are high priorities for traditional infrastructure investments (think roads, public sewer, public water, broadband) to support economic development. These areas are represented on the Future Investment Areas Map on page 39.

Name	Description	Type of Development & Investment Needed	Example Areas
Infill and Reinvestment Areas	Existing developed downtowns, commercial/ retail areas and employment centers	» Infill development » Upgrades to existing infrastructure (roads, sewer, water, etc.)	» Carmichaels/Cumberland, Clarksville, Greensboro, Jefferson, Rices Landing, Waynesburg/Franklin » Waynesburg University, EverGreene Technology Park & Meadow Ridge Business Park
Commercial Corridor Investment Areas	Corridors that are served by public water and sewer or in high priority areas for expansion	» Commercial and light industrial development » Infrastructure upgrades and expansion	» PA Route 21 from Waynesburg east » PA Route 188 from Ruff Creek to PA Route 88 » PA Route 88 south to PA Route 21
Housing Investment Areas	Area planned for residential development	» Housing development	» Village of Nineveh in Morris Township
Brownfield Redevelopment Areas	Former coal sites that are now brownfields	» Industrial and manufacturing development	» Scattered throughout the County
Interchange Investment Areas	Half-mile buffers around the I-79 Interchanges	» Commercial and light industrial development » Infrastructure expansion	» I-79 Interchanges
Natural Resource Investment Areas	Areas with a high concentration of natural resources	» Low-impact development to surrounding agricultural and forested areas » Outdoor recreation	» State Game Lands » Landscape conservation areas/biodiversity areas » State Parks, County Parks, Greene River Trail

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Future Investment Areas Map
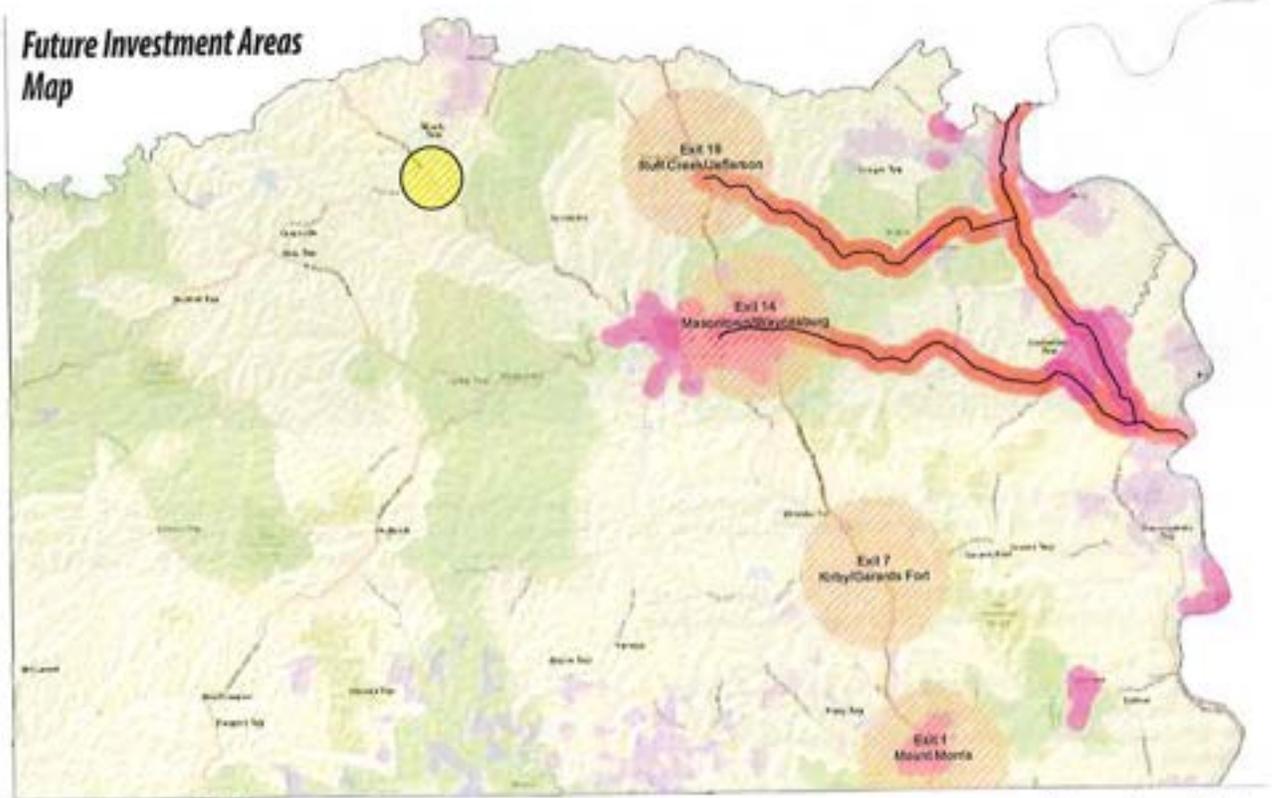
|			
Infill & Reinvestment Areas	Commercial Corridor Investment Areas	Housing Investment Areas	Map created by Mackin. Data Sources: PASDA, PA DEP, PennDOT
Brownfield Redevelopment Areas	Interchange Investment Areas	Natural Resource Investment Areas	

MEASURES OF SUCCESS

A valid question often asked when completing comprehensive plans is, "How do we determine whether or not we are successful in implementing our comprehensive plan?"

To help answer this question, we have developed a series of benchmarks that will allow us to measure our progress on implementing each of the priority goals.

These benchmarks should be evaluated annually as part of the plan review by the County Planning Commission and staff and updated as needed to help keep the County on track toward successful plan implementation.

In addition to the Benchmarks, potential partner organizations have been identified that can assist or perhaps even lead various implementation items identified in the plan.

Early implementation projects have also been included for each goal. These provide information on work that is already underway or steps that can be taken early in the implementation process to ensure the goals developed for the plan are being met.
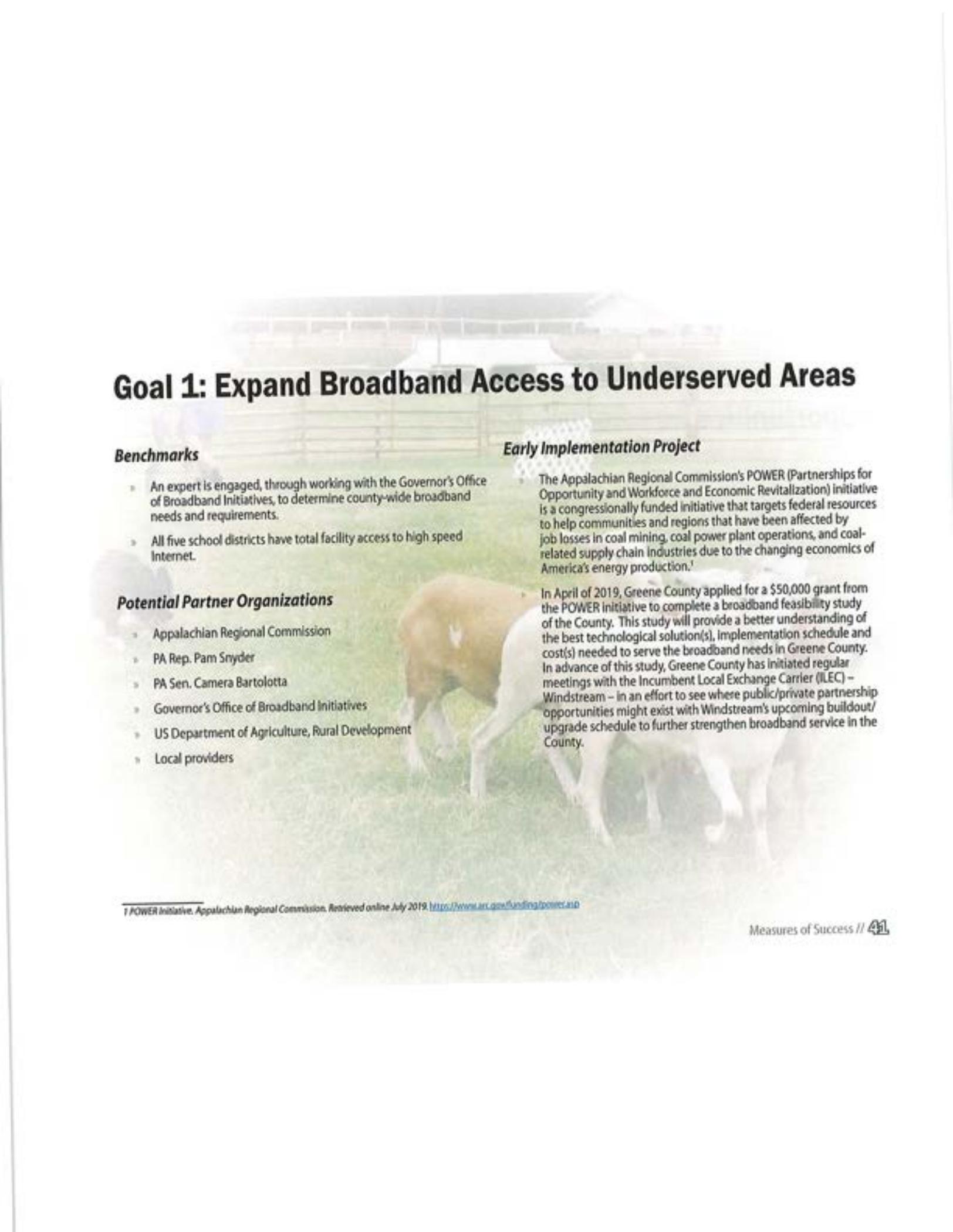
Goal 1: Expand Broadband Access to Underserved Areas

Benchmarks

- An expert is engaged, through working with the Governor's Office of Broadband Initiatives, to determine county-wide broadband needs and requirements.

- All five school districts have total facility access to high speed Internet.

Potential Partner Organizations

- Appalachian Regional Commission

- PA Rep. Pam Snyder

- PA Sen. Camera Bartolotta

- Governor's Office of Broadband Initiatives

- US Department of Agriculture, Rural Development

- Local providers

Early Implementation Project

The Appalachian Regional Commission's POWER (Partnerships for Opportunity and Workforce and Economic Revitalization) initiative is a congressionally funded initiative that targets federal resources to help communities and regions that have been affected by job losses in coal mining, coal power plant operations, and coal-related supply chain industries due to the changing economics of America's energy production.[1]

In April of 2019, Greene County applied for a $50,000 grant from the POWER initiative to complete a broadband feasibility study of the County. This study will provide a better understanding of the best technological solution(s), implementation schedule and cost(s) needed to serve the broadband needs in Greene County. In advance of this study, Greene County has initiated regular meetings with the Incumbent Local Exchange Carrier (ILEC) – Windstream – in an effort to see where public/private partnership opportunities might exist with Windstream's upcoming buildout/upgrade schedule to further strengthen broadband service in the County.

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1 POWER Initiative. Appalachian Regional Commission. Retrieved online July 2019. https://www.arc.gov/funding/power.asp
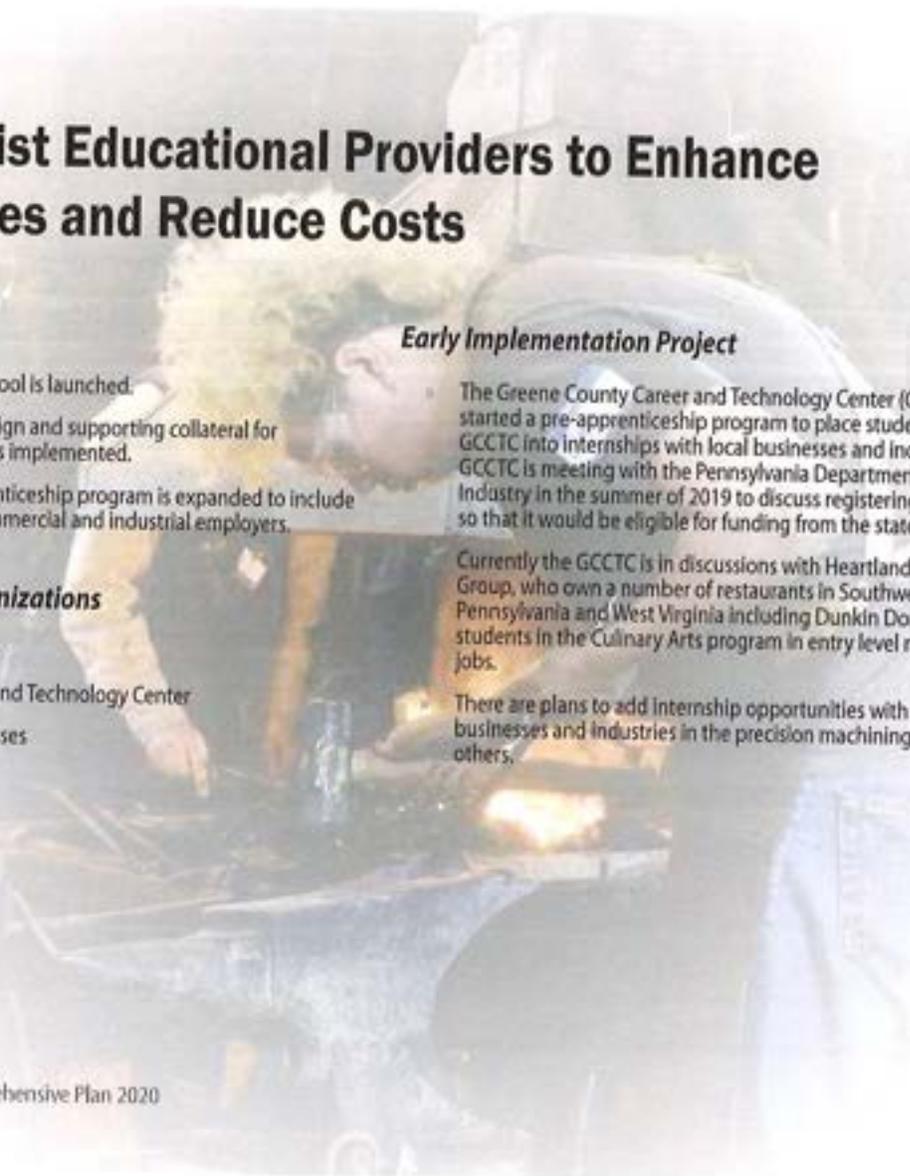
Goal 2: Assist Educational Providers to Enhance Opportunities and Reduce Costs

Benchmarks

- County-wide cyber school is launched.
- Public outreach campaign and supporting collateral for educational providers is implemented.
- The existing pre-apprenticeship program is expanded to include the County's major commercial and industrial employers.

Potential Partner Organizations

- County School Districts
- Greene County Career and Technology Center
- Existing County businesses

Early Implementation Project

The Greene County Career and Technology Center (GCCTC) has started a pre-apprenticeship program to place students from the GCCTC into internships with local businesses and industry. The GCCTC is meeting with the Pennsylvania Department of Labor and Industry in the summer of 2019 to discuss registering the program so that it would be eligible for funding from the state.

Currently the GCCTC is in discussions with Heartland Restaurant Group, who own a number of restaurants in Southwestern Pennsylvania and West Virginia including Dunkin Donuts, to place students in the Culinary Arts program in entry level management jobs.

There are plans to add internship opportunities with local businesses and industries in the precision machining program and others.

Goal 3: Capitalize on Greene County's Assets to Expand Opportunities

Benchmarks

- A physical location for the consolidated one-stop shop is identified.

- The marketing campaign, including branding and messaging, is launched.

- Priority sites for development and redevelopment are successfully marketed nationally and internationally.

Potential Partner Organizations

- Greene County Chamber of Commerce

- Greene County Tourist Promotion Agency

- Pennsylvania Department of Community and Economic Development

- Pittsburgh Regional Alliance

- Appalachian Regional Commission

Early Implementation Project

A marketing campaign is currently underway that will enable the County to attract new business and industrial investment in multiple markets. The campaign will not only address current trends but forecast what the next ten years will hold locally, regionally, nationally and internationally. Key action items include:

Communication strategy and outreach to developers and prospective business enterprises

Brochures and other collateral materials focused on economic development to assist the Commissioners and others with the pursuit of new prospects

Regional, national and international prospect outreach

Prepare for and attend national/international Business and Trade Conferences
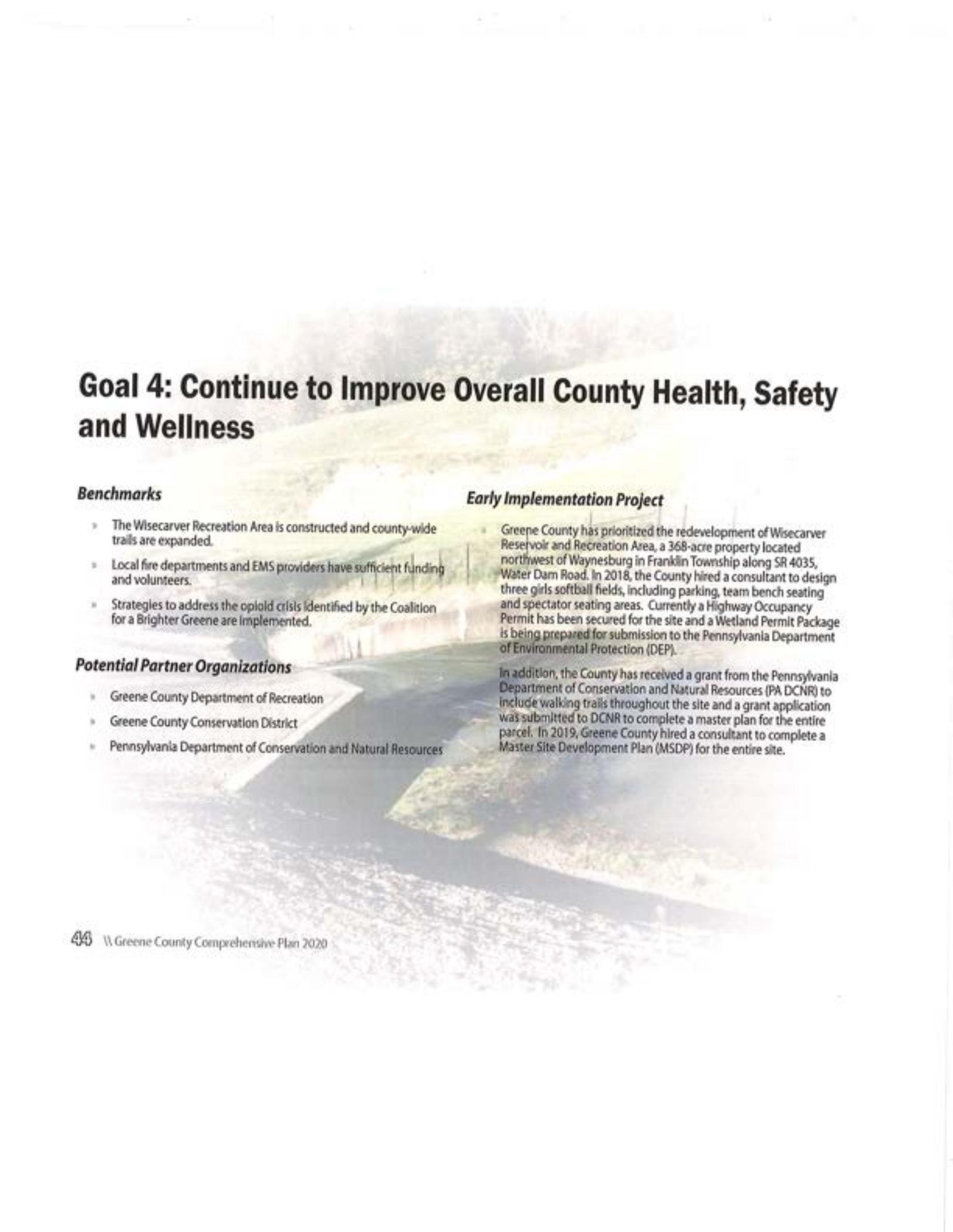
Rebrand Greene County (Logo Design)

Global marketing campaign (business & industry/tourism & recreation/quality of life)

County marketing video

Upgrade and enhance the County's social media presence

New County website

Goal 4: Continue to Improve Overall County Health, Safety and Wellness

Benchmarks

» The Wisecarver Recreation Area is constructed and county-wide trails are expanded.

» Local fire departments and EMS providers have sufficient funding and volunteers.

» Strategies to address the opioid crisis identified by the Coalition for a Brighter Greene are implemented.

Potential Partner Organizations

» Greene County Department of Recreation

» Greene County Conservation District

» Pennsylvania Department of Conservation and Natural Resources

Early Implementation Project

» Greene County has prioritized the redevelopment of Wisecarver Reservoir and Recreation Area, a 368-acre property located northwest of Waynesburg in Franklin Township along SR 4035, Water Dam Road. In 2018, the County hired a consultant to design three girls softball fields, including parking, team bench seating and spectator seating areas. Currently a Highway Occupancy Permit has been secured for the site and a Wetland Permit Package is being prepared for submission to the Pennsylvania Department of Environmental Protection (DEP).

In addition, the County has received a grant from the Pennsylvania Department of Conservation and Natural Resources (PA DCNR) to include walking trails throughout the site and a grant application was submitted to DCNR to complete a master plan for the entire parcel. In 2019, Greene County hired a consultant to complete a Master Site Development Plan (MSDP) for the entire site.

Goal 5: Increase Housing Opportunities That Meet the Demonstrated Needs

Benchmarks

» Water and sewer infrastructure is expanded to targeted sites for new housing development.

» Local land use ordinances are updated to permit a variety of housing choices in addition to single family homes.

Potential Partner Organizations

» Redevelopment Authority of the County of Greene

» Greene County Housing Services and Family Resources

» Greene County Habitat for Humanity

» Pennsylvania Department of Community and Economic Development

Early Implementation Project

Beginning with municipalities where new housing would be well served by nearby jobs, schools, water/sewer infrastructure and amenities, County staff should review zoning ordinances to identify and recommend eliminating overt and de facto barriers to the creation of a variety of housing types. This goes beyond ensuring that a variety of structure types (duplexes, triplexes, quads, townhouses, multi-family buildings) are permitted by right in one or more districts. The review should also ensure that:

» Land is available to develop in districts where non-single-family housing types are permitted.

» Dimensional and parking minimum requirements are not so high as to create financial barriers to housing development.

» Dimensional requirements do not prohibit the creation of patio or courtyard homes, which are increasingly popular configurations for the growing number of households that prefer low-maintenance, accessible single-family living.

» Accessory dwelling units are considered. Allowing owners to build "granny flats" or rent out garage apartments expands housing options without changing a neighborhood's existing character.

» The ordinance allows for adaptive reuse under certain circumstances, such as converting large single-family homes for other residential or mixed uses or adapting vacant schools or commercial buildings for rental units.

IMPLEMENTATION

Early Implementation

Realizing the importance of creating a living plan that will move the County forward and capitalize on opportunities that currently exist, the Commissioners formed an Implementation Team before the plan was even adopted. This group, consisting of County staff and officials, state agencies, the Comprehensive Plan Advisory Committee, existing organizations in the County and local consultants, has been actively engaged in identifying early action items that can advance the Comprehensive Plan's Vision. Some highlights include:

» Identified several prime sites, along with incentives for those sites, that would accommodate downstream manufacturers in the natural gas industry.

» Prepared an infrastructure report to assess status of roads, bridges, locks/dams, railroad and pipelines.

» Developed brand and marketing materials for the County.

» Held an Energy Development Roundtable with PA DCED, PennDOT, Pittsburgh Regional Alliance, Team PA, SPC, Sen. Camera Bartolotta, Rep. Pam Snyder, and Appalachian Development Group to discuss opportunities in Greene County regarding potential opportunities for Greene County to capitalize on its abundance of natural gas and other resources.

Tracking Implementation

Even though implementation has begun, once the Greene County Comprehensive Plan is adopted, additional steps should be made to build on the success that has already taken place.

The action steps in the plan have been developed to guide the County over the next ten to twenty years and to achieve the overall Plan Vision. The following steps should be taken by the Greene County Department of Economic Development to track implementation moving forward:

1. Prepare an implementation update annually: Plan implementation should be tracked and publicized to market the County's progress with realizing the established Vision. This update should be included on the County website and provided to the municipalities. The annual update should:

   » Identify actions taken by the County over the past year that helped to achieve the Vision and support the Pillars set forth in the Plan.

   » Survey municipalities and other County Departments to include projects that have been completed by organizations outside of the Department of Economic Development that implement the Plan.

   » Include a list of priority infrastructure projects.

2. Land use in Pennsylvania is regulated at the local level. Municipalities have the power to enact land use regulations, such as zoning ordinances, which control what types of land uses can go where. However, it is the County's role to review and help guide municipal land use regulations and promote general consistency between local comprehensive plans and the County comprehensive plan.

   » The PA MPC requires that county planning commissions publish advisory guidelines to promote general consistency with the adopted County comprehensive plan.

   » These guidelines shall promote uniformity with respect to local planning and zoning terminology and common types of municipal land use regulations.

3. Coordinate, conduct and promote educational outreach: Education is a critical component for successful Plan implementation. The County incorporated numerous educational opportunities into the planning process and should continue this by implementing the following:

   » Develop a request form that municipalities and other organizations can complete to request the County to speak at their meetings and/or events regarding the Comprehensive Plan and its implementation. Materials could also be created and taken to various events throughout the County to increase public awareness of the Comprehensive Plan and its purpose.

   » Assist with and/or host municipal education workshops. These should be designed for local elected officials, planning commission members, zoning and code enforcement officers and zoning hearing board members on land use regulations and tools, such as zoning, subdivision and land development and property maintenance codes.

4. Prepare a checklist for reviewing municipal plans and ordinances, as well as subdivision and land development approvals: To ensure that municipal plans and ordinances are implementing the County's Vision, they should be required to provide a statement about how they are consistent with the County's plan and will further its implementation. A similar checklist should be prepared to assist the County Planning Commission with their review and approval process for subdivisions and land developments.
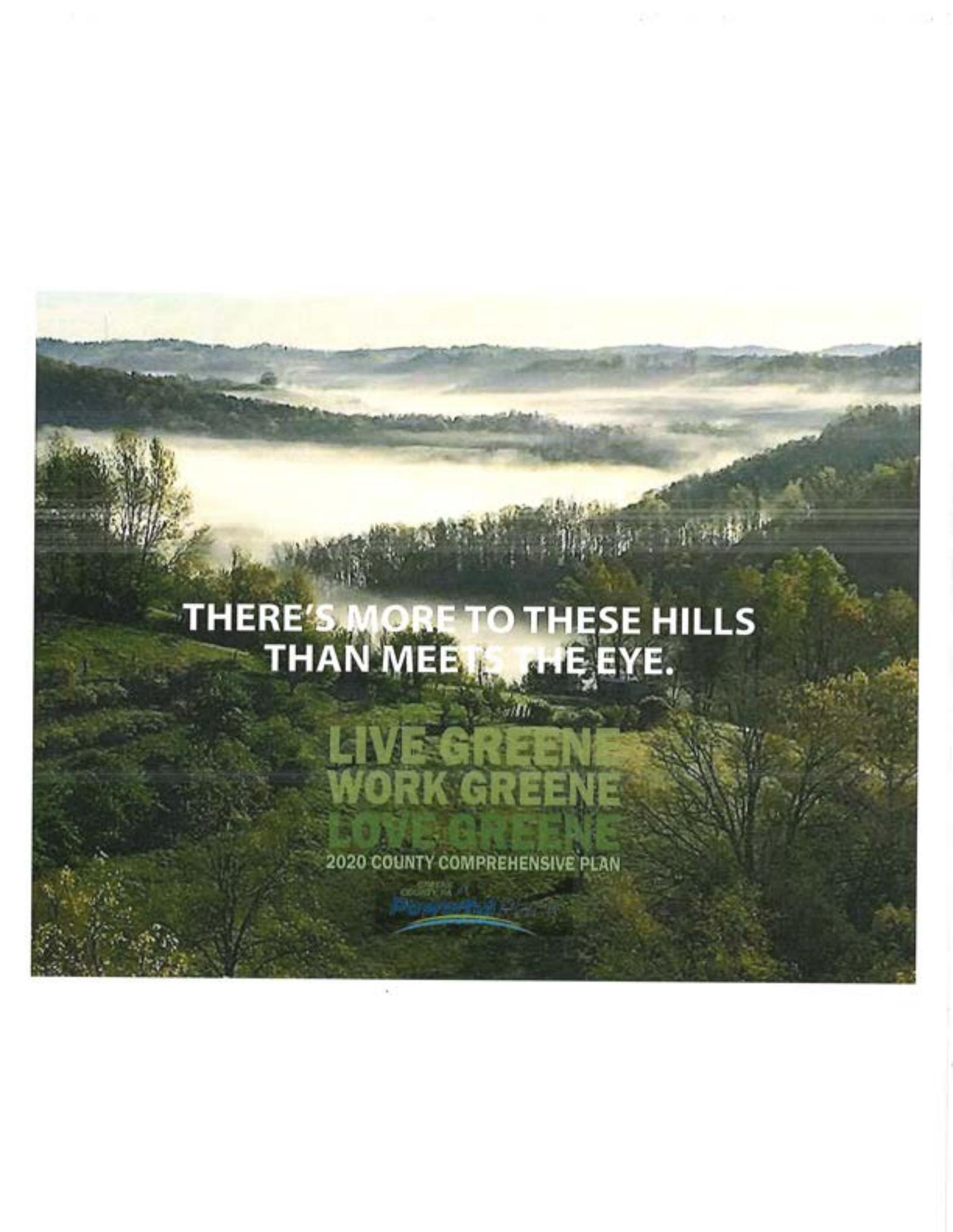
THERE'S MORE TO THESE HILLS THAN MEETS THE EYE.

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WORK GREENE
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2020 COUNTY COMPREHENSIVE PLAN