



**Washington County
Comprehensive Plan Update
Final Plan: September 2023**

This plan was prepared by:



www.mackinengineering.com

103 Technology Drive

Pittsburgh, PA 15275

ACKNOWLEDGEMENTS

The Washington County Comprehensive Plan Update was prepared on behalf of the Washington County Board of Commissioners, by the Planning Department, with the assistance of many groups, organizations and individuals.

In particular, the following persons deserve recognition for dedicating their time and efforts:

WASHINGTON COUNTY BOARD OF COMMISSIONERS:

Diana Irey Vaughan, Chair
Larry Maggi, Vice-Chair
Nick Sherman

WASHINGTON COUNTY PLANNING COMMISSION STAFF:

Lisa Cessna, Planning Director
Jason Theakston
Austin McDaniel
Caroline Sinchar

WASHINGTON COUNTY PLANNING COMMISSION:

Lee Nickovich
Emanuel Paris
William Kiehl
William Minor
Dr. Leslie Midla
Joe Manning
Kenneth Kulak, II, AIA

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RESOLUTION

A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE COUNTY OF WASHINGTON, COMMONWEALTH OF PENNSYLVANIA, ADOPTING THE WASHINGTON COUNTY COMPREHENSIVE PLAN PURSUANT TO THE PROVISIONS SET FORTH IN THE PENNSYLVANIA MUNICIPALITIES PLANNING CODE.

WHEREAS, the Washington County Planning Commission serves as the official planning agency for Washington County and has a variety of responsibilities including the orderly development of land and the preparation of studies regarding environmental, economic, and general issues that impact county development and natural resources; and

WHEREAS, the Pennsylvania Municipalities Planning Code (Act of 1968, P.L. 805, No. 247 as reenacted and amended) requires that counties prepare and adopt a comprehensive plan, and that municipal plans be generally consistent with the adopted county comprehensive plan; and

WHEREAS, the Washington County Board of Commissioners and the Washington County Planning Commission established a steering committee to oversee the preparation of the county comprehensive plan which included an extensive public participation process that was used to help identify the goals, policies and actions in order to achieve the vision created for the county; and

WHEREAS, this planning process addressed the major issues facing Washington County which are specified in each of the elements found in the comprehensive plan; and

WHEREAS, the Washington County Comprehensive Plan is a tool to assist county officials with future growth and development; and

WHEREAS, the Washington County Comprehensive Plan is a land use and growth management plan prepared by the County Planning Commission and adopted by the County Board of Commissioners which establishes broad goals and criteria for municipalities to use in the preparation of their comprehensive plans and land use regulations; and

WHEREAS, the Washington County Planning Commission has distributed the plan to all municipalities and school districts in the county, adjacent counties, and the Pennsylvania Department of Community and Economic Development for review and comment and has taken the comments from these entities into consideration in preparing the final draft of the comprehensive plan; and

WHEREAS, the Washington County Planning Commission has held at least one public meeting in accordance with the provisions of the Pennsylvania Municipalities Planning Code and has been recommended for adoption by the Washington County Board of Commissioners; and

WHEREAS, the Washington County Board of Commissioners has held a public hearing pursuant to the Pennsylvania Municipalities Planning Code to consider public comments; and

WHEREAS, the Washington County Board of Commissioners, after consideration of comments received (or lack thereof, as the case may be), has determined that the Washington County Comprehensive Plan, should not be substantially revised in whole or in part; and

WHEREAS, the Washington County Board of Commissioners has found the comprehensive plan to be beneficial to the health, safety, and welfare of the citizens of the county.

NOW, THEREFORE, BE IT RESOLVED, the Board of Commissioners of the County of Washington hereby adopts the Washington County Comprehensive Plan, dated September 2023, as the official Comprehensive Plan for the County; and

BE IT FURTHER RESOLVED, THAT:

1. The September 2023 Washington County Comprehensive Plan supersedes all previous comprehensive plans completed for the county; and
2. The Washington County Board of Commissioners will follow the guidelines and policies contained in the plan when dealing with issues requiring action by the Board; and
3. The Washington County Board of Commissioners encourages all Authorities, Boards, Commissions and Municipalities in Washington County, as well as state agencies, to review and consider the Washington County Comprehensive Plan in their decision-making processes when it applies to them; and
4. Any resolution, or part of a resolution, conflicting with the provisions of this resolution, is hereby repealed insofar as the same effects of this resolution; and
5. The Chief Clerk of the County shall distribute copies of this Resolution to the proper officers and other personnel of Washington County whose further action is necessary to achieve the purpose of this resolution.

RESOLVED and ENACTED this 21st day of September, 2023 by the Washington County Board of Commissioners.

ATTEST:


Cynthia B. Griffin, Chief Clerk

**WASHINGTON COUNTY
BOARD OF COMMISSIONERS:**

By: 
Diana Irey Vaughan, Chair

By: 
Larry Maggi, Vice Chair

APPROVED AS TO FORM AND LEGALITY:


Jana Phillis Grimm, Washington County Solicitor

By: 
Nick Sherman, Commissioner

per minute # 1173
dated 9-21-23

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Introduction

A scenic view of a lake with a large tree in the foreground and a picnic table. The tree is a large, mature pine tree with a thick trunk and dense green needles, leaning slightly to the right. In the background, there is a calm lake reflecting the sky, with a forested shoreline in the distance. A small wooden dock with a boat is visible near the tree. The sky is overcast with soft, grey clouds. The overall atmosphere is peaceful and natural.

PURPOSE OF THE PLAN

The Comprehensive Plan is an official statement setting forth basic policies concerning physical development and social and economic goals within Washington County, Pennsylvania. It is typically general in nature, with both short-term and long-range goals in its recommendations, and considers all factors affecting growth and development. It functions as a framework for the future growth and development of the County including specific recommendations for the County to take that will implement the vision set forth.

- **Policy determination:** the plan aids in the consideration and evaluation of alternatives for general, short-term, and long-range development policies;
- **Policy effectuation:** the plan lends guidance to specific and immediate programs and problem areas;
- **Communication:** the plan informs individuals of the present and future growth and development policies of the County;
- **Conveyance of advice:** the plan provides direction to the elected and appointed officials and staff;
- **Education:** the plan helps everyone who uses it to understand the conditions, problems, and opportunities of the County by providing factual information.

The plan was created utilizing a variety of public outreach methods including: meetings with Washington County Planning Department and Washington County Planning Commission; Public Open Houses throughout the County; Public Survey; and Stakeholder Interviews. More detail on the public outreach for the plan can be found in the Appendices.

The Pennsylvania Municipalities Planning Code, MPC) Act of 1968, PL. 805, No. 247, as reenacted and amended, is an act "To empower...Counties...to plan their development and to govern the same..." The Act requires that a Comprehensive Plan must include goals and information regarding various plan elements including:

- Land Use
- Transportation
- Housing
- Community Facilities
- Natural Resources
- Infrastructure
- Historic Preservation

<h2 style="text-align: center;">County Government</h2>	<p>Washington County will use its Comprehensive Plan as a unifying context for policy and program development. The Plan will set the course for staff and officials, ensuring that the County's work reflects the collective vision of people living and doing business here. Land use and economic development recommendations, among others, will provide concrete direction for the allocation of resources and energy in achieving the County's goals.</p>
<h2 style="text-align: center;">Municipal Government</h2>	<p>Local land use controls are the most powerful means by which the Comprehensive Plan can be implemented. The Targeted Areas for Investment Map and related goals depend on local decisions regarding zoning and subdivision and land development approvals, as well as resource targeting by the County and other agencies. The Plan does not carry the force of law, but it does provide local leaders with critical regional context to form their own planning processes. The County will collaborate with its municipalities to advance common goals.</p>
<h2 style="text-align: center;">Community Organizations</h2>	<p>The Comprehensive Plan forms the foundation for more specific planning initiatives, such as single-topic or areas-focused plans that local organizations may spearhead or partner with others to implement. The Plan signals to local nonprofit agencies, community groups and other organizations what priorities the County has established for its long term development. The plan also outlines strategies that represent potential partnership opportunities.</p>
<h2 style="text-align: center;">Residents and Business Owners</h2>	<p>The vision and goals contained in this plan are based on an outreach process designed to reflect the collective values of people who live and work in Washington County. Property owners will play an important role in the implementation of the Plan as they develop, redevelop, or conserve land. Residents and business owners should also monitor implementation activities to ensure that the plan is being utilized.</p>

HISTORY

Located in Southwest Pennsylvania, Washington County is bordered by Beaver County and Allegheny County to the north, Westmoreland County and Fayette County to the east, Greene County to the south and West Virginia to the west. Washington County, as a region, is within an hour commute of major metropolitan areas including the City of Pittsburgh, Morgantown, and Wheeling. Comprising approximately 857 square miles of land, the County is home to an estimated 209,349 people (as of the official 2020 Census) in its 66 municipalities (two cities, 32 townships, and 32 boroughs).

Washington County's history is one found in the records of our nation's development and is chronicled by numerous events that contributed to the settlement of America. Indeed, Washington County sat at the forefront of westward expansion and colonization. The character of Washington County has been significantly influenced by its agricultural history, location along major transportation routes, abundance of natural resources, and strength of its educational institutions.

Then in the 1800's, Washington County spurred what became known as the Coal, Oil, and Natural Gas era. Together, oil, gas, and coal created the incentive for new industries to spring up around the established transportation routes developed to move the resources to market. With the influx of job availability and economic development, this allowed Washington County to attract a vast amount of people migrating to the County for work. This continued well into the 1900's when the production and transportation of steel and iron employed tens of thousands of Washington County residents. Steel mills located in Allenport, Monessen, and Donora created population booms as people located to the "Mon Valley" to work in the mills.

However, the natural progression of the economy and the aging industrial plants led to the decline of profitability of the steel industry and its supporting manufacturing jobs. Throughout the late 1970's and 1980's, the Pittsburgh region suffered with economic struggles as traditional employment in mines and factories shifted to jobs that required new skills and an educated labor pool. As the aging plants closed, thousands of workers lost their jobs and livelihoods, and a substantial population loss occurred in much of the southwestern Pennsylvania region as people moved elsewhere in search of work.

Washington County has experienced many changes over the years and yet it remains at the forefront of the regional economic picture. The County has always been a major player in the social, agricultural, and industrial contributions of the Commonwealth and this legacy provides a wealth of resources upon which to build a new future.

The question now is, what is in store for the next 10-20 years?



Washington County Municipal Map - Source : Washington County

PLANNING FRAMEWORK

The Comprehensive Plan serves as a community agenda that anticipates and prepares for the future based on issues, trends, needs and opportunities identified during the planning process. This information comes from not only new data collection and stakeholder outreach, but also from understanding the existing context of local planning. Washington County has chosen to update various elements of its 2005 Comprehensive Plan through additional plans and studies. This process incorporates relevant information from the 2005 plan as well as the additional plans listed below.

Washington County Comprehensive Plan, 2005

The County's 2005 Comprehensive Plan established recommendations for various plan elements including: Public Facilities and Services; Public Infrastructure; Housing; Movement of People and Goods; Parks and Recreation; Economic Development and Land Use. Overall, the plan was developed to promote economic diversity while preserving the agricultural character, historic significance, and scenic beauty.

Washington County Greenways Plan, 2007

The County's Greenways Plan was initiated as an implementation item from the 2005 Comprehensive Plan. The Greenways Plan was developed to identify priority greenways and establish strategies and policies to protect and enhance the County's greenways system. Primary and secondary greenways were developed along with recommendations for each.

Municipal Waste Management Plan (MWMP), 2012

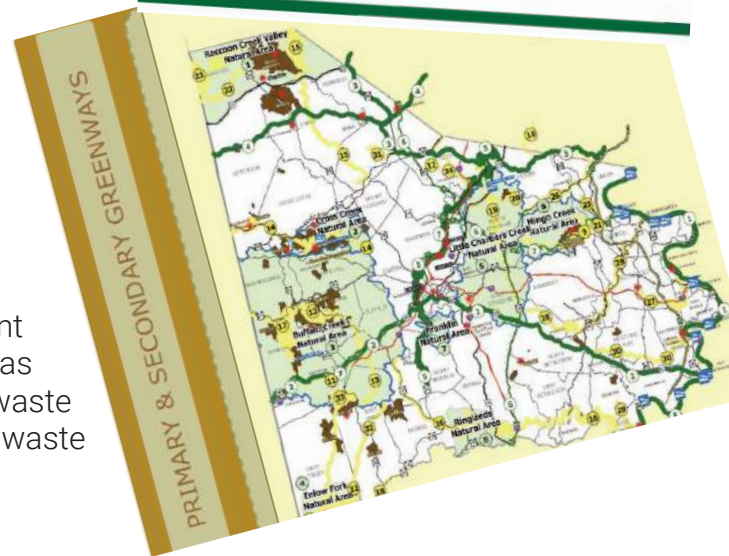
This revision to the County's MWMP was to update program information, demographics and recommendations in terms of solid waste management and recycling in the County. The primary consensus was that while the County will ensure adequate access to waste disposal facilities, the system of local control for solid waste disposal and recycling continues.

Northern Corridor Study, 2019

This study examined some of the fastest traffic growing areas in the region within Washington County including I-79, US-19, and SR 1009 (Washington Pike/Morganza Road). The study concluded with a list of near-term, medium-term and long-term improvement projects at ten different concept locations.



WASHINGTON COUNTY
COMPREHENSIVE PLAN



Sewage Provider Inventory and Assessment, 2014

This plan was developed to ensure adequate preparation for short and long term plans of authority and municipal sewage providers in the County. This plan used qualitative and quantitative information to create a methodology tailored to specific sewage infrastructure needs in the County. The study also includes County-wide issues related to sewage provisions along with recommendations to address these issues.

Washington County Parks and Recreation Master Plan Report, 2014

This study completed in 2014 provided information and recommendations for the entire Washington County parks and recreation system as well as individual Park Master Plans for Mingo Creek Park and Cross Creek Park.

Washington County Site Planning Project Phase I Report, 2014

This study was developed to assist in evaluating and prioritizing potential development sites within the County. Three sites were identified due to their potential redevelopment strength: Priority 1 Long Term: Zediker Station Site; Priority 2: Race Track Road Development Site; Priority 3: I-79/SR 519 Site.

Washington County Transportation Authority Transit Development Plan (TDP), 2014

The TDP is a five-year blueprint to improve the provision of public transportation options in Washington County. The process, which included a robust public outreach component, identified short, medium, and long term recommendations to address identified issues within the County's transit system.



EXISTING TRENDS AND CONDITIONS

Demographic Trends



Population: 209,349



Land area: 856.99 sq. miles



Households: 85,201

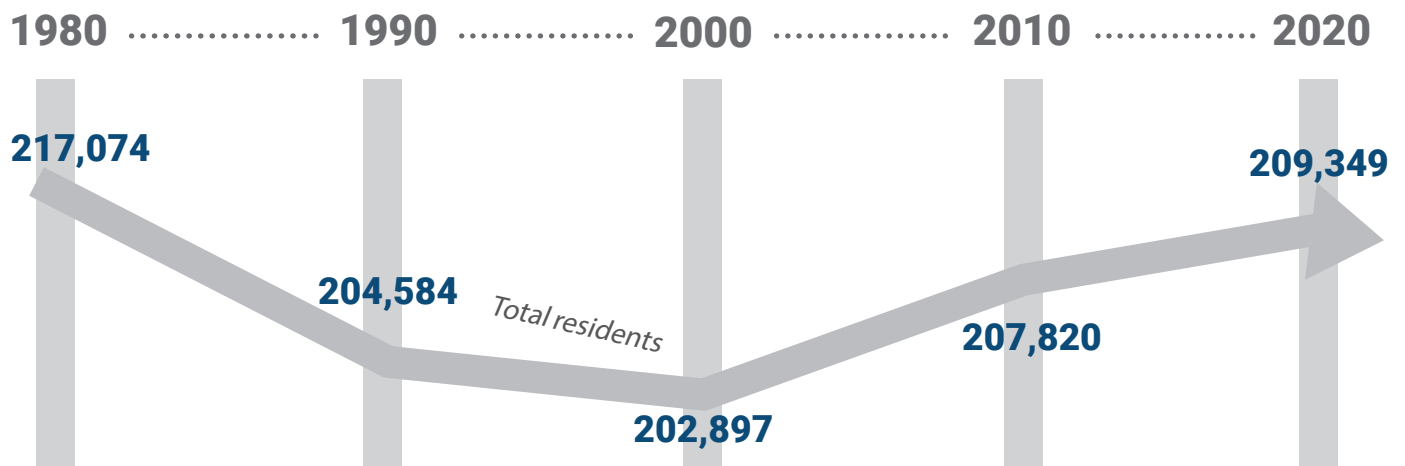


Median household income:
\$65,478

This section highlights demographic trends for Washington County over the past decade.

The highlights of existing trends and conditions help to understand what is going on within the County in regards to population characteristics, local economy, and the housing market.

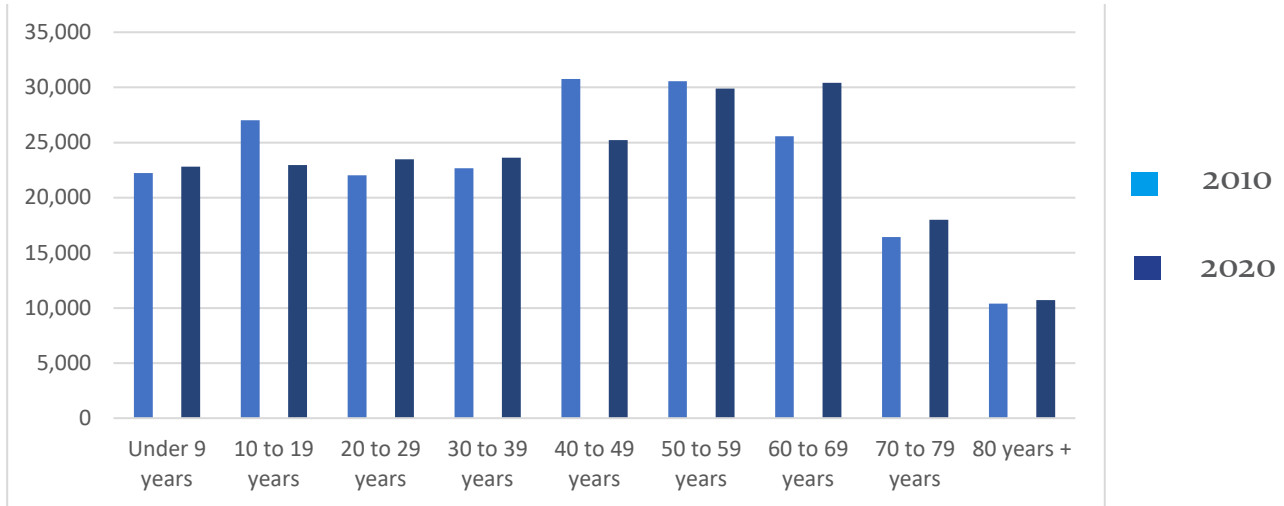
While the population did see a decline from 1980 to 2000, it has been increasing over the past two decades. This is in contrast to other counties in the region, which continue to see population decline.



Source: U.S. Census Bureau

Age

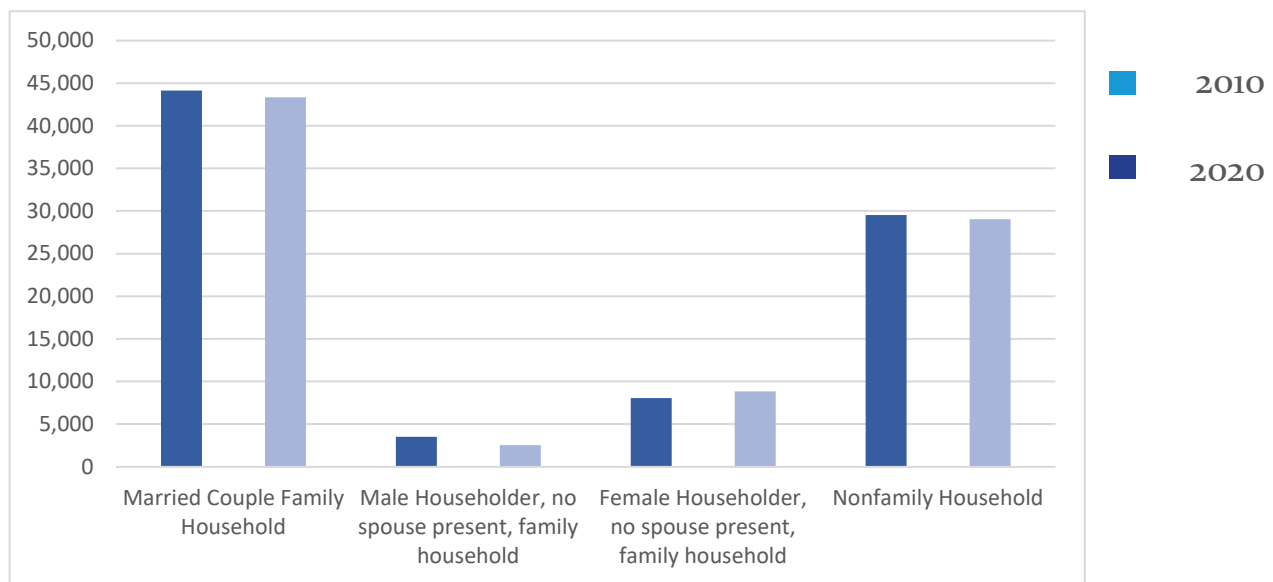
Washington County's age groups have stayed fairly consistent over the past decade. The County is experiencing larger gains in older age groups and losing population in some of the younger age categories. Ages 60 years and older experienced the largest increase (12%). While the largest decreases were in ages 40-49 years (-18%) and ages 10-19 years (-15%). This all contributes to the median age rising slightly from 43.6 in 2010 to 44.5 in 2020.



Source: U.S. Census Bureau, 2020 Five-Year ACS

Household Type

Washington County household types have varied over the last decade. Married couple family households and households that have a male householder have risen, while female householders and non-family householders have decreased.



Source: U.S. Census Bureau, 2020 Five-Year ACS

Race/Origin

Diversity within Washington County has increased from 2010 to 2020 with every category (except White alone at -4%) showing higher percentages. While the overall numbers are still low, the increases for each race, other than White, were Native Hawaiian/Other Pacific Islander (106%), Asians (52%), American Indian and Alaska Native (20%) and African Americans (3%).

In addition, the Hispanic population in Washington County increased by over 69% between 2010 and 2020. According to the Center for Rural Pennsylvania, overall the rural Pennsylvania Hispanic population grew from 2.4 percent of the total rural population in 2011 to 3.5 percent in 2021. Over the same period, the rural Pennsylvania non-Hispanic population decreased by 3 percent. Except for those of multiple races or ethnicities (whose increase is due, in part, to methodology changes in the Census survey), the rural Pennsylvania Hispanic population increased more than any other racial or ethnic group.

Race	2010 Population	2020 Population
Total Population	207,820	209,349
Hispanic or Latino	2,366	4,021
Population of One Race	204,653	198,887
White Alone	195,657	188,060
Black or African American Alone	6,757	6,958
American Indian and Alaska Native Alone	251	301
Asian Alone	1,327	2,013
Native Hawaiian/Other Pacific Islander Alone	31	64
Some Other Race Alone	630	1,491
Two or More Races	3,167	10,462

Source: U.S. Census Bureau, 2020 Five-Year ACS

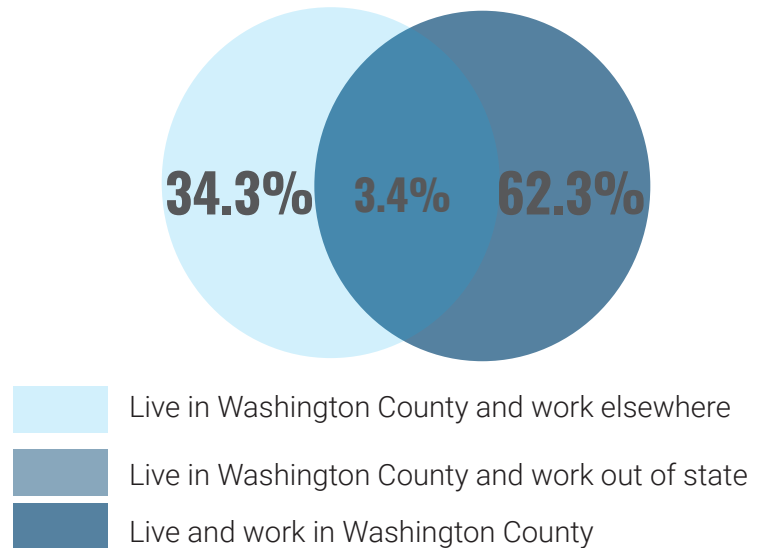
Economic Trends

The top sectors with high employment rates for Washington County residents include health care, retail trade, and the manufacturing sector.

The 2020 Census estimates that there were 100,095 people aged 16 years or older who were in the workforce in Washington County, 62.3% of which were filled by people who live and work there.

Over the last decade, residents age 25 and over having attained a high school diploma rose by 4.1% and those with a bachelor's degree or higher rose by 5.6%.

Source: U.S. Census Bureau, 2020 Five-Year ACS

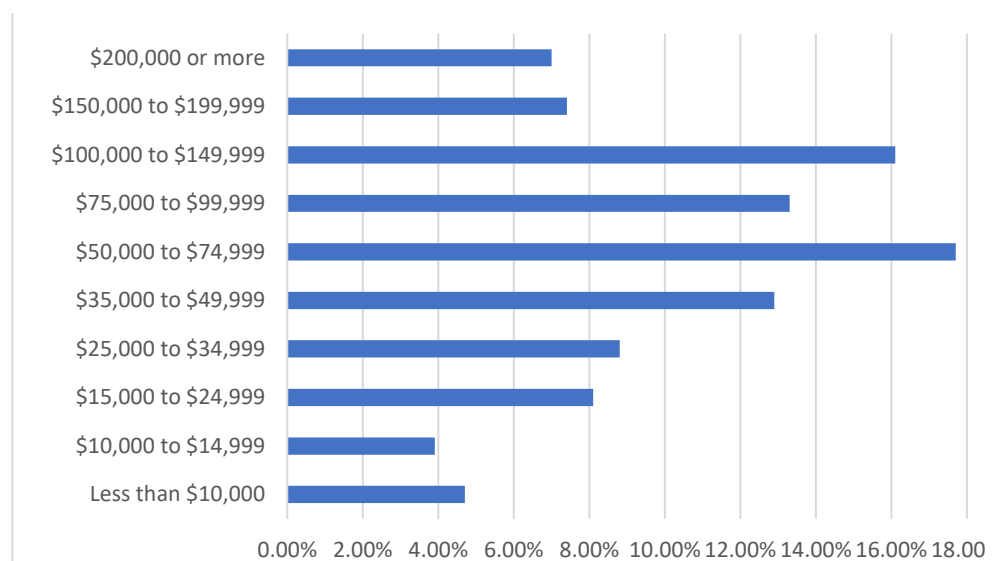


Income

More than half (61.5%) of households in Washington County earn over \$50,000 per year, as shown at right. An additional 16.7% of households make less than \$25,000, and 30.5% make more than \$100,000.

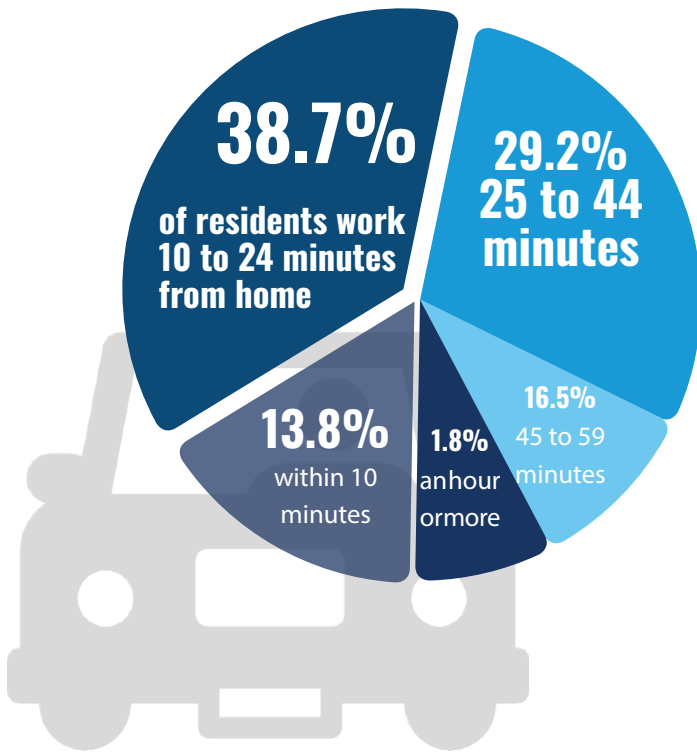
The median household income in 2020 in Washington County is \$65,478 which has risen approximately 31.8% over the last decade (compared to \$49,687 in 2010).

Households by income level, 2020



Source: U.S. Census Bureau, 2020 Five-Year ACS

Commute



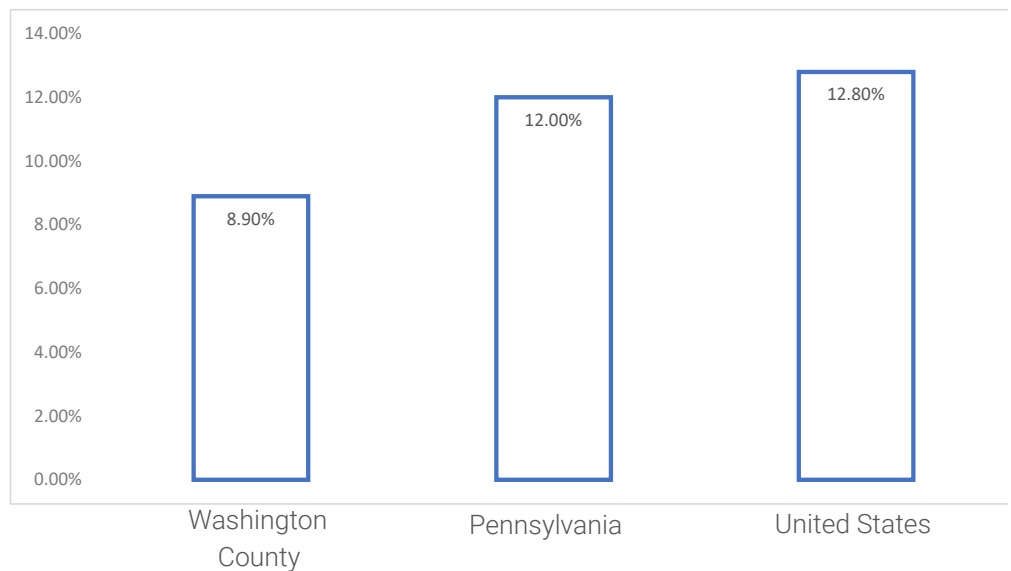
Employed workers in Washington County commute to a variety of destinations including regional employment hubs, such as Pittsburgh and other surrounding areas. The County's highway connections afford its workers access to a variety of job markets. Only 13.8% work within 10 minutes of their home, as shown at left, while 38.7% work 10 to 24 minutes away and over 47% work more than 25 minutes away.

Source: U.S. Census Bureau, 2020 Five-Year ACS

Poverty

Poverty levels in Washington County have been on the decline over the last decade (8.9% in 2020 compared to 10.1% in 2010).

According to the 2020 Census, when comparing Washington County's poverty levels, the County is below the averages for Pennsylvania and the United States.



Source: U.S. Census Bureau, 2020 Five-Year ACS

Housing Trends

Total Units

Washington County experienced a 4.1% increase in housing units from 2010 to 2020. This increase could be due to redevelopment and a small number of new developments.

Despite this small increase, most of the housing units in Washington County were built before 1979.

With an influx of new housing units, new property values will continue to be added to the tax roll, thus, generating more tax revenue.

Source: U.S. Census Bureau, 2020 Five-Year ACS



The County's homes are **25.1%** renter-occupied.

Costs

Across Washington County, household incomes have kept pace with rising housing costs since 2010. Self-reported housing values climbed by an inflation-adjusted 27% and the median rent similarly climbed by 40%, the County's median household income rose by 37.2%.

Housing costs v. income, 2010 and 2020

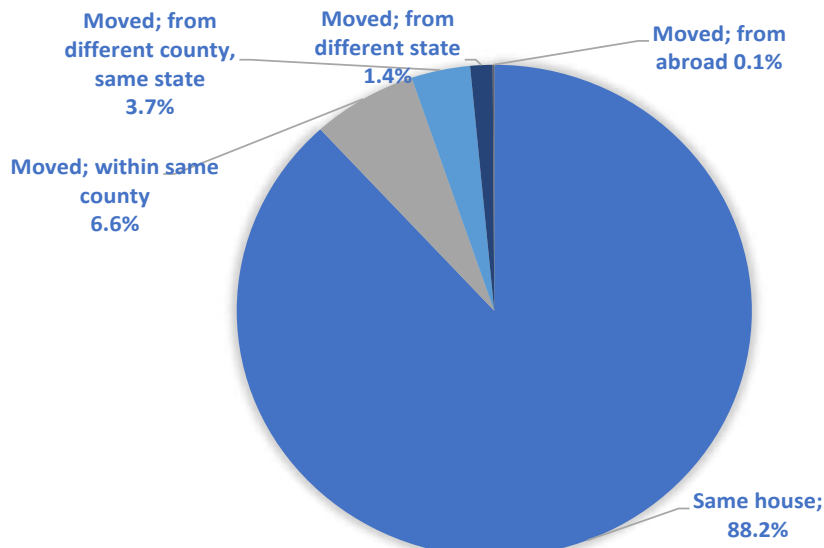
	Median housing value	Median gross rent	Median household income
2010	\$149,400*	\$437*	\$47,615*
2020	\$189,800	\$612	\$65,341

*Adjusted for inflation

Source: U.S. Census Bureau, 2020 Five-Year ACS

Migration

The Census Bureau estimates that 88% of Washington County residents remained in their homes between 2019 and 2020, while 6.6% moved homes within the County, 3.7% moved in from a different county, 1.4% moved in from a different state and 0.1% migrated from abroad.



Source: U.S. Census Bureau, 2020 Five-Year ACS

Housing Type and Occupancy

Washington County's predominant housing type is single-family detached structures, 76.0% of all homes in the County fell into this category. The next most common type is multi-family (3 or more units), which accounted for 9.7% of the housing units, followed by single family attached at 7.4%, mobile homes at 4.9% and duplex units at 2.0%.

As of 2020, the Census estimated that there were 9,103 vacant housing units in Washington County, comprising 9.4% of all housing units. Less than half of these were vacant for purposes such as being for sale or rent or for seasonal use, while the remaining units were vacant for "other" reasons, a category that tends to correlate with abandonment.

Economic Trends And Analysis

Note: Supporting information and glossary of terms for this section can be found in the Appendices.

Washington County Airport



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STUDY TAKEAWAYS: SOCIO-ECONOMIC ANALYSIS

Washington County population has increased in recent years.

Based on data provided by the U.S. Census Bureau, the County's total population increased by approximately 1,520 persons since 2010 (2020 Decennial Census). Net positive migration (largely domestic movers) has outpaced negative natural population change (i.e., the number of deaths were greater than the number of births). The increase in migration population could be the result of residents in adjacent Allegheny County moving into Washington County based on lower taxes and more affordable housing while still having reasonable commute times into Pittsburgh.

Lack of housing diversity is a challenge to retaining and attracting younger households.

Approximately 80 percent of housing in the County is composed of single-family detached homes, and 91 percent of new housing built since 2006 is single-family housing. Furthermore, 72 percent of all housing in the County is owner-occupied, offering few options for renter households. Washington County's lack of housing diversity presents a challenge in retaining and attracting younger households that are more likely to rent and are increasingly interested in housing options offering a walkable lifestyle. Housing, as well as workforce initiatives aimed at retaining and attracting a younger population will be important to the County's economic health.

Near-term population growth is anticipated along the I-79 corridor.

According to population forecasts provided by the Southwestern Pennsylvania Commission (SPC), from 2020 to 2030, Washington County is expected to grow by 11,080 residents, with 92 percent of this population growth expected to occur in just four communities (Cecil, North Strabane, Peters, and South Strabane Townships) located along the northern I-79 corridor.

STUDY TAKEAWAYS: REAL ESTATE ANALYSIS

Brownfields provide redevelopment opportunities.

The Redevelopment Authority of the County of Washington (RACW) strongly encourages the redevelopment of brownfields. According to the Brownfield Property Database provided by RACW, there are nearly 9,600 acres of brownfields and mine-scarred land in the County, with 66 percent of this land located in Hanover and Robinson Townships combined (6,373 acres). The largest single site is the 4,730-acre Starvaggi brownfield located in Hanover Township. The RACW will continue developing plans for larger feasible parcels throughout the County.

Relatively high vacancy rates suggest the County's office and industrial markets are soft.

According to fourth-quarter 2022 data provided by Cushman and Wakefield, Washington County's office vacancy rate (13.3 percent) and industrial vacancy rate (4.9 percent) are both relatively higher than most observed counties within other suburban Pittsburgh submarkets, suggesting demand for office and industrial space in the County is relatively soft. While Pittsburgh's industrial market has weathered the current economic conditions better than all other commercial real estate assets, Covid-19 has amplified troubles amongst Pittsburgh's less attractive office submarkets (suburban campuses). Our interviews with local economic development leaders and developers suggest a) a significant portion of the current vacant industrial space does not meet the requirements of prospective users, and b) there is definitive demand for smaller, flexible spec and pad-ready light industrial sites suitable for 35,000 and 60,000 sq. ft. buildings in Washington County.

There are opportunities for office market reinvention.

Broader economic trends (i.e., the rise of remote and hybrid work models) suggest traditional commercial office space demand may not return to its pre-pandemic levels. However, there may be a rise in demand for non-urban office space with greater amenities – requiring creatively configured space. Some local developers believe this, along with lower tax rates and fewer governance restrictions, make the County attractive to new office users and that preparation for re-development of new Class A space in Washington County over the next five years should be anticipated.

Some of the County's Class A, B, and C office space is suitable for adaptive reuse.

Identified growing sectors, such as health care and social assistance, present an opportunity for the re-use of Class A and B office space in Southpointe, if market conditions dictate. While there are office properties that would benefit from renovation, some of Washington County's older Class B and C office space may be best repositioned for adaptive reuse (e.g., housing).

The County's regional shopping centers are in need of being renovated or repurposed.

The County's two regional shopping centers (Washington Crown Center and Washington Mall) currently contain a combined 574,000 square feet of vacant anchor space. As confirmed by our interviews with local commercial real estate professionals, these two regional shopping centers are likely in need of being renovated or repurposed. Crown Center is currently experiencing some re-vitalization allowing the market to drive re-investment. According to Colliers International, obsolete retail spaces in the region are increasingly being used as fulfillment centers for pick-up and deliveries.

STUDY TAKEAWAYS: LABOR AND INDUSTRY ANALYSIS

The health care sector is the top employer.

The health care and social assistance sector is the County's top sector by employment, with Washington Hospital and Penn Highlands Mon Valley Hospital being its two top employers. This sector provides relatively low- to mid-wage job opportunities (average annual earnings of \$46,812). The top occupation by employment change within the Southwest Corner Workforce Development Area (WDA), personal care and service, provides relatively low annual earnings (\$28,908).

The retail trade sector is the second top employer.

The retail trade sector is the second top employer in the County, with Wal-Mart and Giant Eagle being its fourth and fifth top employers, respectively. Overall, the retail trade sector provides relatively low-wage job opportunities (average annual earnings of \$35,400), and the second top occupation by employment change in the WDA, food preparation and serving related, provide relatively low annual earnings (\$25,360).

The mining sector grew but its future is uncertain.

The mining sector consists of the search for, extraction, beneficiation, and processing of naturally occurring solid minerals from the earth (e.g., metals and other crushed rocks). Although this sector exhibited strong employment growth in the County over the past 20 years, increasing by 6.4 percent per year and providing relatively high average annual earnings (\$118,572), this industry is expected to experience minor growth over the next decade.

The manufacturing sector declined.

Manufacturing has declined in the County over the past two decades. While the County saw an overall decrease in manufacturing jobs from 2000 to 2020, largely among metal manufacturing sectors (e.g., metalworking machinery, iron and steel mills), some manufacturing sectors experienced modest employment gains including electronic manufacturing sectors. Our interviews with local economic development leaders suggest manufacturing's evolving County presence will remain significant, with higher-value products being produced.

STUDY TAKEAWAYS: INDUSTRY CLUSTER ANALYSIS

A cluster-based economic development approach supports industries and assets already present.

An industry cluster includes industries closely linked by common products, labor pools, technologies, supplier chains and training needs. Clusters are strategically important for long-term economic planning, as changes that benefit one group member will generally impact other members of the cluster. cluster-based economic development approach starts with the industries and assets that are already present in a region and encourages regional stakeholders to pursue initiatives that make those industries stronger. Supporting industry clusters can enhance competitiveness by increasing productivity, stimulating innovative new partnerships, even among competitors, and presenting opportunities for entrepreneurial activity. Improving overall business environment conditions, by upgrading workforce skills, improving access to finance and infrastructure, streamlining government rules and regulations, supporting local demand, and being open to foreign investment can help support targeted clusters.

There are 12 clusters in Pennsylvania and five in the Workforce Development Area (WDA).

Pennsylvania has defined industry clusters in the Commonwealth to serve as the basis for data-driven workforce development policies. While there are 12 clusters present in Pennsylvania, the Southwest Corner Workforce Development Board has identified five clusters prominent in the Southwest Corner WDA region: Energy, Advanced Manufacturing, Building and Construction, Logistics and Transportation, and Health Care. To better understand the County's competitive advantage in the region, the industry cluster analysis explores the potential presence of all 12 clusters in the County, as well as the five clusters identified in the region in more detail.

1) *The Energy cluster is the County's strongest specialized cluster.*

The Energy cluster includes industries associated with the production and distribution of energy, as well as the waste disposal industries associated with the remediation and environmental cleanup related to energy production. The Energy cluster has the highest Establishment Location Quotient (LQ) (5.9) of all clusters in Washington County. While this cluster has experienced relatively strong growth in the County over the past four years (15 new firms), industries in this cluster are projected to experience relatively flat, albeit positive employment growth over the next decade. The following top five industries by output within this cluster generate \$4.9 billion in output in the County:

- Oil and gas extraction
- Support activities for oil and gas operators
- Coal mining
- Pipeline transportation
- Wholesale-Petroleum products

2) *The Advanced Manufacturing cluster is strong, but shrinking.*

The Advanced Manufacturing (AM) cluster is made up of mostly durable goods manufacturing but also includes wholesalers, and some retailers such as car dealers. This cluster has the second highest Establishment LQ (3.8) of all clusters in the County, with the Metals, Chemicals, and Electronics subclusters also having high LQs (5.3, 4.3, and 3.5, respectively). Industries in this cluster are projected to experience relatively flat, albeit negative employment growth over the next decade. The following top five industries by output in this cluster generate \$1.0 billion in output in the County:

- Iron and steel mills and ferroalloy manufacturing (Metals)
- Non ferrous metal, except copper and aluminum shaping (Metals)
- Compounding (Chemicals)
- Plastics material and resin manufacturing (Chemicals)
- Automotive repair and maintenance, except car washes (Vehicles and Vehicle Equipment)

3) *The Building and Construction cluster represents 16 percent of cluster establishments.*

The Building and Construction cluster includes industries directly involved in the construction of housing, roadways, or other physical structures. Representing a relatively high share of cluster establishments within Washington County (16 percent), this cluster has a relatively modest Establishment LQ (1.8) compared to the other clusters. Industries in this cluster are projected to experience relatively weak but positive employment growth over the next decade. The following top five industries by output within this cluster generate \$857.1 million in economic output in the County:

- Wholesale - Machinery, equipment, and supplies
- Architectural, engineering, and related services
- Retail - Building material and garden equipment and supplies stores
- Other pressed and blown glass and glassware manufacturing
- Ready-mix concrete manufacturing

4) *The Logistics and Transportation cluster grew by 21 new firms in four years.*

The Logistics and Transportation cluster includes industries related to the storage, transportation, and distribution of goods. Although this cluster represents a low share of cluster establishments within the County (3%), it has a relatively modest Establishment LQ (1.5) compared to the other clusters. Although this cluster experienced relatively strong growth in the County from 2016 to 2020 (21 new establishments), industries in this cluster are projected to experience relatively flat but positive employment growth over the next decade. The following top five industries by output within this cluster generate \$1.6 billion in output in the County:

- Commercial and industrial machinery and equipment rental and leasing
- Truck transportation
- Transit and ground passenger transportation
- Rail transportation
- Warehousing and storage

5) The Health Care cluster has the strongest projected growth.

The Health Care cluster includes industries that provide for the health and well-being of Pennsylvania residents. Although this cluster represents the highest share of cluster establishments within the County (17 percent), this cluster has a relatively low Establishment LQ (1.3). Industries in this cluster are projected to experience a weak but positive projected employment growth compared to the other clusters.

The top five industries by output within this cluster generate \$1.3 billion in output in the County:

- Hospitals
- Offices of physicians
- Nursing and community care facilities
- Wholesale - Drugs and druggists' sundries
- Individual and family services

The chart below summarizes cluster metrics for the County, average annual wage data for Pennsylvania, and employment projections for the WDA and State. Values in bold represent favorable metrics.

Clusters	Establishment LQ (County)	Share of Cluster Establishments (County)	Average Annual Wage (PA)	Recent 4-Year Establishment Change (County)	Projected 10-Year Employment (WDA & PA)
Energy	High (5.9)	Low (5%)	\$76,400	Positive (+15)	Flat but Positive
Advanced Manufacturing	High (3.8)	Mid (9%)	\$66,200	Negative (-3)	Flat but Negative
Building & Construction	Modest (1.8)	High (16%)	\$59,400	Positive (+5)	Flat but Positive
Logistics & Transportation	Modest (1.5)	Low (3%)	\$50,200	Positive (+21)	Flat but Positive
Health Care	Low (1.3)	High (17%)	\$53,200	Negative (-1)	Weak but Positive

SOCIO-ECONOMICS

Total Population: Municipality

Municipality	Total Population		Change (2020-2030)	
	2020	2030	Number	Annualized % Change
North Strabane Township	15,700	18,892	3,282	1.7%
Peters Township	22,946	25,480	2,532	1.0%
California Borough	5,362	7,670	2,308	3.0%
South Strabane Township	9,613	11,107	1,494	1.3%
Cecil Township	14,609	15,804	1,195	0.8%
Claysville Borough	733	1,329	596	4.5%
Union Township	5,374	5,895	521	0.9%
Mount Pleasant Township	3,290	3,692	402	1.1%
Nottingham Township	2,941	3,270	329	1.0%
East Washington Borough	1,853	2,164	311	1.4%
Blaine Township	617	925	308	3.3%
Bentleyville Borough	2,352	2,563	211	0.8%
Hanover Borough	2,416	2,614	198	0.8%
Buffalo Township	1,991	2,186	195	0.9%
South Franklin Township	2,868	3,037	169	0.6%
Houston Borough	1,172	1,309	137	1.0%
West Pike Run Township	1,547	1,679	132	0.8%
Cross Creek Township	1,371	1,501	130	0.9%

Total Population: Municipality

Municipality	Total Population		Change (2020-2030)	
	2020	2030	Number	Annualized % Change
Jefferson Township	1,119	1,220	101	0.8%
Independence Township	1,515	1,616	101	0.6%
East Finley Township	1,288	1,383	95	0.7%
Smith Township	4,233	4,325	92	0.2%
West Finley Township	813	901	88	1.0%
Carroll Township	5,380	5,466	86	0.2%
West Bethlehem Township	1,291	1,379	82	0.6%
Hopewell Township	852	933	82	0.9%
Marianna Borough	399	473	74	1.6%
Somerset Township	2,581	2,655	74	0.3%
Beallsville Borough	393	459	66	1.4%
Robinson Township	1,707	1,769	62	0.4%
Morris Township	909	956	47	0.5%
Green Hills Borough	20	60	40	6.7%
Finleyville Borough	376	413	37	0.9%
Roscoe Borough	720	755	35	0.5%
Fallowfield Township	4,099	4,132	33	0.1%
Speers Borough	1,088	1,118	30	0.3%
East Bethlehem Borough	2,311	2,336	25	0.1%
Elco Borough	267	281	14	0.5%

Total Population: Municipality

Municipality	Total Population		Change (2020-2030)	
	2020	2030	Number	Annualized % Change
North Bethlehem Township	1,553	1,559	6	0.0%
Long Branch Borough	421	425	4	0.1%
West Middleton Borough	109	104	-5	-0.5%
Allenport Borough	484	474	-10	-0.2%
Dunlevy Borough	371	361	-10	-0.3%
Twilight Borough	216	188	-28	-1.5%
Coal Center Borough	110	73	-37	-5.1%
Deemston Borough	754	693	-61	-0.9%
Amwell Township	3,679	3,617	-62	-0.2%
Midway Borough	924	852	-72	-0.8%
North Charleroi Borough	1,303	1,220	-83	-0.7%
Cokeburg Borough	629	533	-96	-1.8%
Burgettstown Borough	1,425	1,328	-91	-0.7%
Stockdale Borough	421	308	-113	-3.7%
New Eagle Borough	2,049	1,910	-139	-0.7%
McDonald Borough (part)	1,664	1,519	-145	-1.0%
Monongahela City	4,159	3,972	-187	-0.5%
West Brownsville Borough	977	790	-187	-2.4%
Centerville Borough	3,256	3,068	-188	-0.6%
Donora Borough	4,569	4,353	-216	-0.5%

Total Population: Municipality

Municipality	Total Population		Change (2020-2030)	
	2020	2030	Number	Annualized % Change
Ellsworth Borough	945	685	-260	-3.8%
Canton Township	8,209	7,943	-266	-0.3%
Washington City	13,176	12,894	-282	-0.2%
North Franklin Township	4,825	4,497	-328	-0.7%
Donegal Township	2,395	2,001	-394	-2.0%
Chartiers Township	8,632	8,225	-407	-0.5%
Charleroi Borough	4,234	3,770	-464	-1.2%
Canonsburg Borough	9,774	9,236	-508	-0.6%
Washington County	209,349	220,429	11,080	0.5%
SPC Region	2,879,171	2,645,429	-233,742	-0.9%

Population Change Components

The chart below presents cumulative population change in Washington County, the SPC Region, and Pennsylvania from 2020 to 2022, based on data provided by the U.S. Census Bureau. Over this two-year period, total population in the County increased by approximately 1,058 persons. Net positive migration (largely domestic movers) had outpaced the County's Natural Change over this period. The SPC Region and State have both experienced natural population decline over the same period, with the State showing a net increase in migration. Natural population has declined overall in all three areas shown, which means that deaths are outpacing births in not only the County, but regionally and statewide as well. This could be caused by migration of young persons from the region, which historically has been the case. However, Washington County is the benefactor of net positive Domestic Migration, and a potential cause could be that residents of adjacent Allegheny County are moving into Washington County based on lower taxes and more affordable housing.

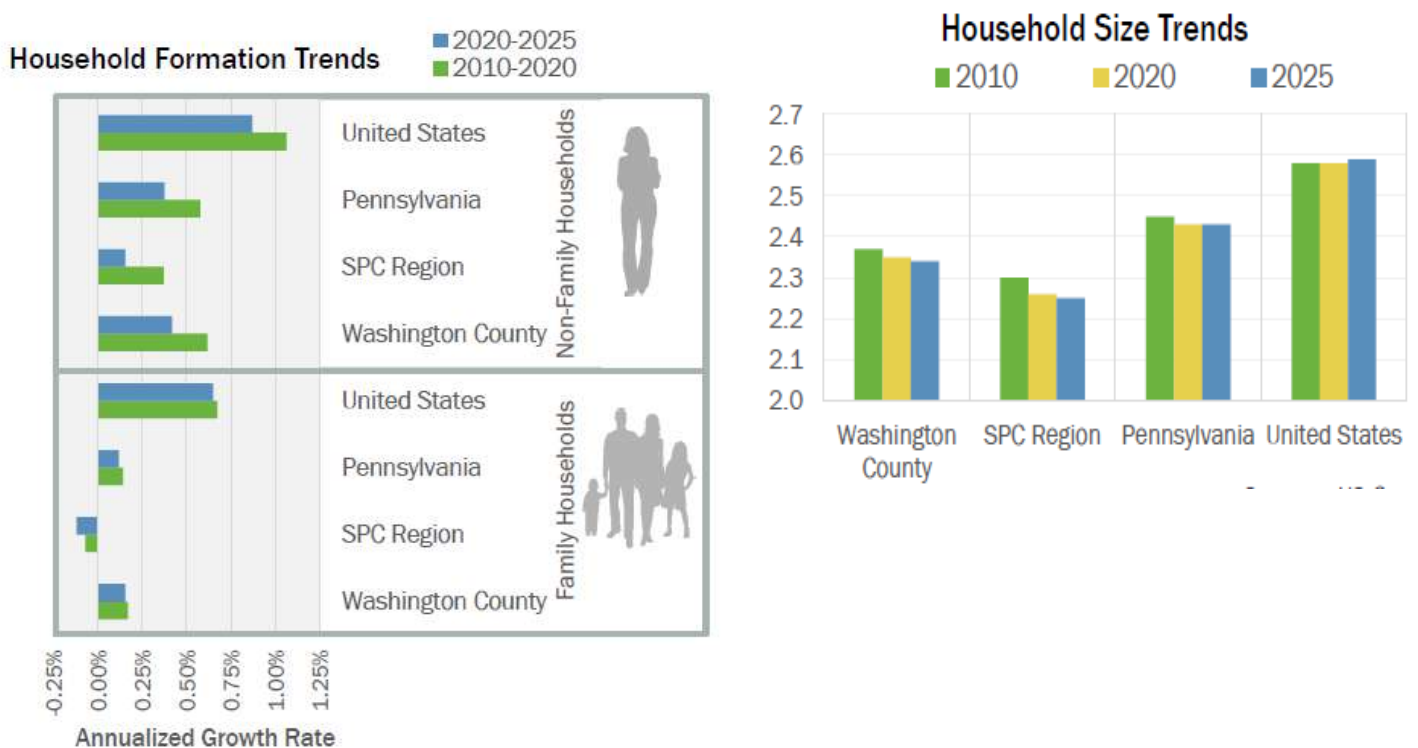
Cumulative Population Change, April 1, 2020 to July 1, 2022

	Total	Natural Change			Net Migration		
		Total Natural Change	Births	Deaths	Total Migration	International	Domestic
Washington County	1,058	-2,175	4,290	-6,465	3,184	133	3,051
SPC Region	-24,542	-23,015	53,780	-76,795	-2,552	4,768	-7,320
Pennsylvania	-30,681	-56,154	294,979	-351,133	21,346	37,564	-16,218

Source: U.S. Census, Vintage 2022 Annual and Cumulative Estimates of the Components of Resident Population Change for Counties in Pennsylvania: April 1, 2020 to July 1, 2022

Household Formation

As illustrated in the Total Household Forecasts table, from 2020 to 2030, Washington County is projected to experience positive, albeit relatively flat, household growth (increasing by 0.6 percent per year or by 4,904 new households). As illustrated in the Household Formation Trends chart, despite relatively flat growth, Esri expects the rate of non-family household formation (top right) in all geographies to be slightly stronger, compared to the rates of family household growth (bottom right). As illustrated in the Household Size Trends chart below, average household size has also been decreasing slightly in recent years but is expected to remain relatively flat over the next five years. The growth in non-family households (typically one- and two-person in size) will increase demand for small housing units (whether rental or for-sale, multi-family or single-family), all other factors remaining constant.



Total Household Forecasts: Washington County 2020-2030

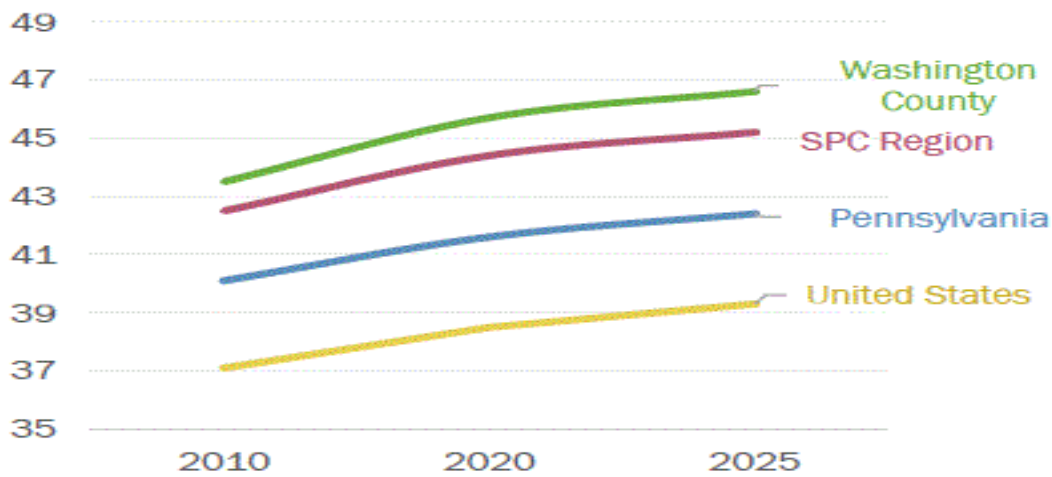
	Households		Change (2020-2030)	
	2020	2030	Number	Annualized % Change
Washington County	84,406	89,310	4,904	0.6%
SPC Region	1,071,272	1,120,217	48,945	0.5%

Sources: U.S. Census Bureau, Esri, Southwestern Pennsylvania Commission, 1930-2010 Total Population and Cycle 11 Forecast data.

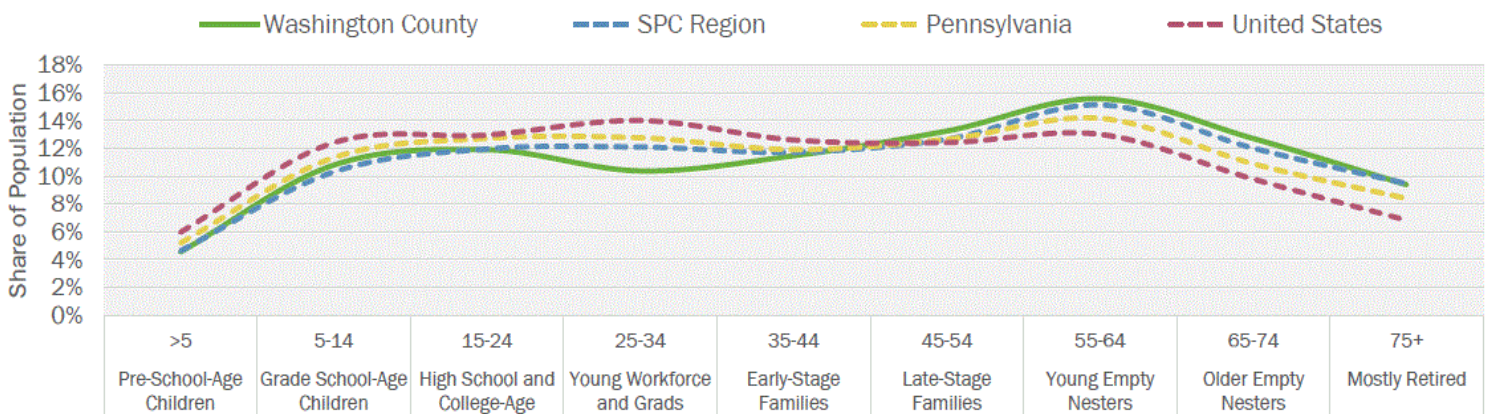
Age Distribution

As illustrated in the Median Age chart below, the median age in Washington County (46 years) is slightly higher than those within the SPC Region and Pennsylvania (45 and 42 years, respectively). The median age in all geographies is expected to increase through 2025, with Washington County remaining higher than the larger SPC Region. As illustrated in the Age Distribution chart below, Washington County has a notably lower share of persons representing young workforce and grads (ages 25 to 34 years) compared to the other geographies.

Median Age 2010-2025



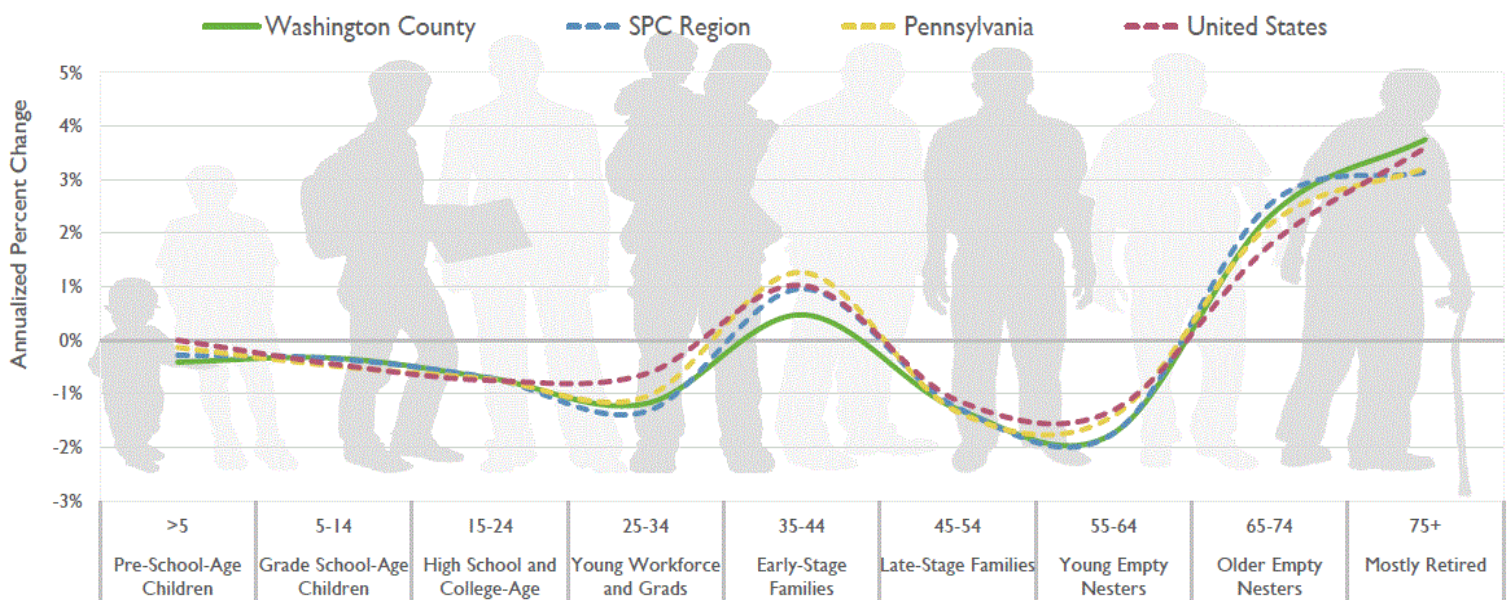
Age Distribution, 2020



Source: Esri; 4ward Planning Inc., 2021.

Age Cohort Growth Patterns

Through 2025, all geographies are expected to experience the fastest population growth among adults over age 65 (partially represented by the baby boomer generation, those born between 1946 and 1964) and, to a lesser degree, adults ages 35 to 44 (partially represented by the millennial generation, those born between 1981 and 1998). The shifting and aging of the region's population will present opportunities for new housing types, as older empty nesters downsize from single-family housing to multi-family rental units and early-stage families seek to purchase homes.



Source: US Census Bureau, Esri, 4ward Planning Inc., 2021.

OFFICE AND INDUSTRIAL

Key Findings: Office and Industrial Trends

Seven of the region's largest industrial and office business parks

According to data provided by the Pittsburgh Business Times, Washington County has seven of the Pittsburgh-area's largest industrial and office business parks, with these parks offering nearly 9.1 million square feet of space. Situated on 800 acres near I-79 in Cecil Township, the 4.4 million-square-foot Southpointe I and II is the largest business park located in the County.

Relatively high office vacancy rates with opportunity for reinvention

According to fourth-quarter 2022 data provided by Cushman and Wakefield, a global real estate services firm, Washington County contains over 5.6 million square feet of office space, with no new space under construction. The County's relatively high office vacancy rate (13.3 percent), augmented by the divestment of struggling oil and gas companies and the Covid-19 pandemic, suggests a weaker local office market compared to the other suburban markets. Broader economic trends (i.e., the rise of remote and hybrid work models) suggest traditional commercial office space demand may not return to its pre-pandemic levels. However, there may be a post-pandemic rise in demand for non-urban office space with greater amenities requiring creatively configured space. Some local developers believe this, along with lower tax rates and fewer governance restrictions, make the County attractive to new office users.

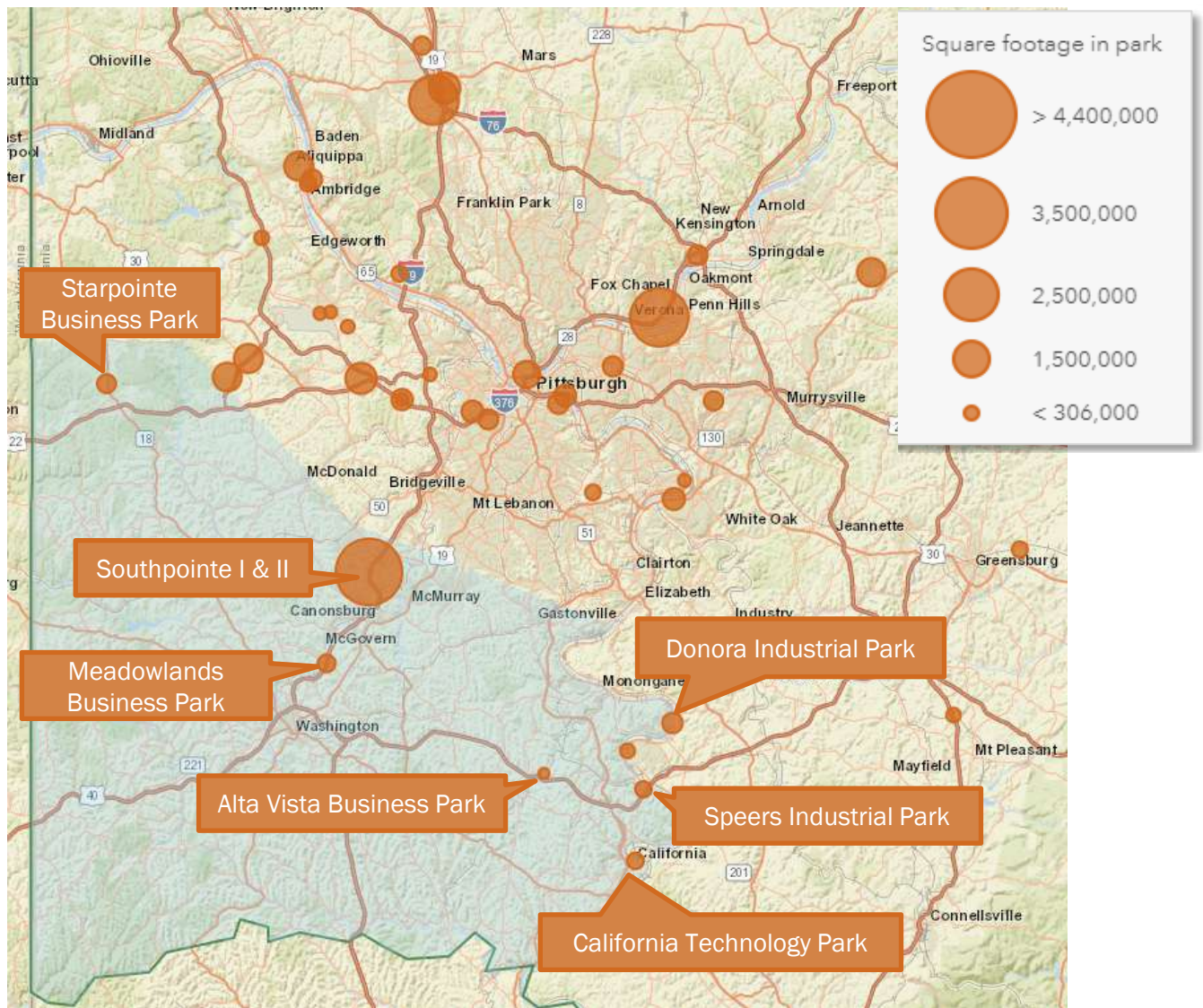
Relatively high industrial vacancy rates with demand for new pad-ready sites

According to first-quarter 2021 data provided by Cushman and Wakefield, the County contains over 13.2 million square feet of industrial space, with 307,000 square feet of new space recently completed and another 15,830 square feet under construction. While Pittsburgh's industrial market weathered the pandemic conditions better than all other commercial real estate assets, relatively high industrial vacancy rates existed in the County at the time, 11.5%. According to new fourth-quarter 2022 data provided by Cushman and Wakefield, industrial vacancies in Washington County have significantly decreased to 4.9%. Local economic development leaders and developers indicate: a significant portion of the current vacant industrial space does not meet requirements of prospective users, Washington County's vacancy rate will continue to hover around 4% due to legacy industrial sites' vacant floor space, and there is definitive demand for smaller, flexible spec and pad-ready light industrial sites in Washington County.

Industrial and Office Business Parks: SPC Region

The map below illustrates the 40 largest industrial and office/business parks in the Pittsburgh area by square footage, according to data provided by the Pittsburgh Business Times. These approximately 40 parks contain over 46.5 million square feet of office, industrial, manufacturing, distribution, and retail space.

Seven of the Pittsburgh area's largest industrial and office/business parks are in Washington County, with these parks offering nearly 9.1 million square feet of space (19.5 percent of that in the Pittsburgh area). Situated on 800 acres near I-79 in Cecil Township, the 4.4 million-square-foot Southpointe I and II is the largest business park located in the County.



Source: Pittsburgh Business Times, *Largest Pittsburgh-area Industrial Parks and Office/Business Parks*, February 28, 2020.

Industrial and Office Business Parks: Washington County

	Company Name	City	Square Footage	Acres Developed	Property management company or agency representing the park	Dominate Use
	Alta Vista Business Park	Fallowfield Township	558,000	256	Mon Valley Alliance	Office/Industrial
	California Technology Park	California	725,000	90	Redev. Authority of the Co. of Washington	Office/Industrial
	Donora Industrial Park	Donora	1,000,000	400	Mon Valley Alliance	Office/Industrial
	Meadowlands Business Park	North Strabane Twp.	805,000	105	Mosites Development Co.	Industrial
	Southpointe I & II	Cecil	4,400,000	800	Multiple including the Washington County Chamber of Commerce & Tourism Promotion Agency	Office/Industrial
	Speers Industrial Park	Charleroi	700,000	100	Mon Valley Alliance	Industrial
	Starpointe Business Park	Hanover Township	892,000	325	TARQUINCoRE LLC	Industrial
	Total County		9,080,000	2,076		
	Total Pittsburgh-Area		46,501,216	8,060		

* Estimated using Google Earth

Source: Pittsburgh Business Times, *Largest Pittsburgh-area Industrial Parks and Office/Business Parks*, February 28, 2020.

Brownfields: Washington County

According to the U.S. Environmental Protection Agency (EPA), a brownfield is “real property, the expansion, redevelopment, or reuse of which may be complicated by the presence or potential presence of a hazardous substance, pollutant, or contaminant.”

The Redevelopment Authority of the County of Washington (RACW) strongly encourages the redevelopment of brownfields. According to the Brownfield Property Database provided by RACW, there are nearly 9,600 acres of brownfields and mine-scarred land in the County, with 66 percent of this land located in Hanover and Robinson Townships combined (6,373 acres). The largest site is the 4,730-acre Starvaggi brownfield located in Hanover Township. The RACW will continue developing plans for larger feasible parcels throughout the County. Washington County should advance a strategy for solar on brownfields to diversify the energy portfolio. Various funding sources under the Inflation Reduction Act are available to advance this strategy.



Source: Redevelopment Authority of the County of Washington, Brownfield Property Database, April 2021.

Municipality	Brownfields	Mine Scarred Land Only	Total
Hanover Township	4,735.0	-	4,735.0
Robinson Township	1,638.1	-	1,638.1
Union Township	821.4	-	821.4
Carroll Township	269.3	-	269.3
Independence	226.6	-	226.6
Mount Pleasant Township	204.3	-	204.3
Centerville Borough	69.9	130.0	199.9
Allenport Borough	190.7	-	190.7
Cecil Township	66.4	83.9	150.3
Twilight Borough	148.0	-	148.0
Marianna Borough	140.1	-	140.1
North Strabane Township	137.0	-	137.0
Beallsville Borough	126.0	-	126.0
Smith Township	115.0	-	115.0
Fallowfield Township	80.5	0.5	81.0
Dunlevy Borough	77.3	-	77.3
Canton Township	69.0	-	69.0
West Bethlehem	44.0	-	44.0
Canonsburg Borough	42.5	-	42.5
Nottingham Township	42.0	-	42.0
Washington	25.3	-	25.3
Bentleyville Borough	-	20.1	20.1
East Bethlehem Township	19.0	-	19.0
Burgettstown Borough	5.9	11.2	17.1
Peters Township	12.2	-	12.2
Donora Borough	11.3	-	11.3
Buffalo Township	9.6	-	9.6
North Charleroi Borough	7.4	-	7.4
Charleroi Borough	7.1	-	7.1
Somerset Township	3.7	-	3.7
New Eagle	2.0	-	2.0
Houston Borough	1.5	-	1.5
Monongahela	1.1	-	1.1
Midway Borough	0.2	-	0.2
Grand Total	9,349.3	245.7	9,595.0

Office Trends: SPC Region

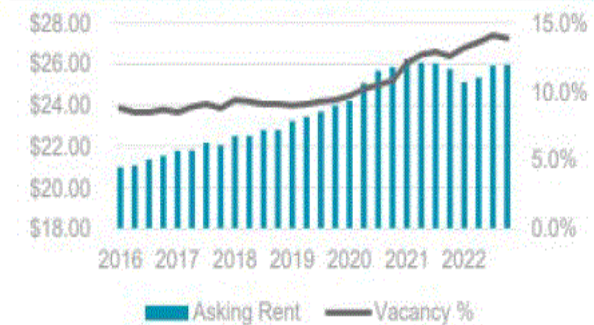
According to fourth-quarter 2022 data provided by Cushman and Wakefield, the Pittsburgh region experienced positive absorption in the fourth quarter. The current quarter overall net absorption was +115,480 SF, however, the year to date overall net absorption was -495,805 SF. At \$25.98 PSF, average asking rents for all classes have remained relatively stable. The vacancy rate increased to 13.9 percent, as some landlords have had trouble filling their newer trophy product, and tenants downsize and eliminate footprints in suburban office parks. According to Cushman and Wakefield, activity in the office market has been tempered while investors and occupiers alike have expressed caution navigating the recent economic environment. Previously, Covid-19 has seemingly amplified troubles among Pittsburgh’s less attractive submarkets (suburban campuses) and lower-quality inventory. Thus, some of Washington County’s older Class B and C office space may be best repositioned for adaptive reuse (e.g., housing).



SPACE DEMAND / DELIVERIES



OVERALL VACANCY & ASKING RENT



Source: Cushman and Wakefield, Pittsburgh Marketbeat, Office, Q4 2022.

Office Inventory: Suburban Pittsburgh Submarkets

The table below presents fourth-quarter 2022 office market characteristics provided by Cushman and Wakefield, highlighting Pittsburgh's suburban office submarkets. According to this data, Washington County contains over 5.6 million square feet of office space (just 5.88 percent of that within the Pittsburgh market) with no new office space under construction. The average asking rent for all office space in the County is \$19.56 per square foot per month, with class A office space asking \$23.06 per square foot per month. The County's relatively high office vacancy rate (13.3 percent), augmented by the divestment of struggling oil and gas companies and the Covid-19 pandemic, indicates a weaker local office market compared to the other suburban markets. Broader economic trends (i.e., the rise of remote and hybrid work models) suggest traditional commercial office space demand may not return to its pre-pandemic levels. However, there may be a post-pandemic rise in demand for non-urban office space with greater amenities requiring more, creatively configured space. Some local developers believe this, along with lower tax rates and fewer governance restrictions, make the County attractive to new office users.

Office Market Statistics: Suburban Pittsburgh Q4 2022

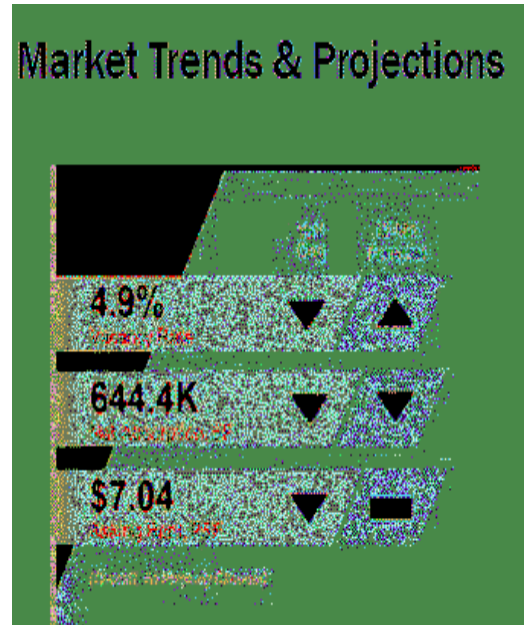
Submarket (Counties)	Inventory (SF)	Direct Vacant (SF)	Overall Vacancy Rate	YTD Overall Net Absorption (SF)	YTD Leasing Activity (SF)**	Under Construction (SF)	Overall Avg Asking Rent (All Classes)*	Overall Avg Asking Rent (Class A)
Armstrong	123,367	-	0.0%	2,300	-	-	-	-
Beaver	1,198,391	178,565	14.9%	-39,159	820	-	\$17.89	-
Butler	3,929,331	338,674	10.5%	15,650	248,928	-	\$22.06	\$23.96
Fayette	666,910	29,449	4.4%	-11,040	-	-	-	-
Washington	5,618,410	633,666	13.3%	223,839	244,382	-	\$19.56	\$23.06
Westmoreland	3,140,281	191,914	6.1%	13,133	61,112	-	\$16.37	\$25.53
Total Pittsburgh***	95,471,217	12,154,697	13.9%	-495,805	2,834,963	472,000	\$25.98	\$28.92

*Rental rates reflect gross asking **Does not include renewals ***Total also includes City of Pittsburgh submarkets

Source: Cushman and Wakefield, Pittsburgh Marketbeat, Office, Q4 2022.

Industrial Trends: SPC Region

Pittsburgh's industrial market has weathered the current economic conditions better than all other commercial real estate assets. The industrial market remains a bright spot for Pittsburgh, and the unrelenting need for warehouse and distribution spaces amidst the e-commerce boom continues to benefit the region. According to fourth-quarter 2022 data provided by Cushman and Wakefield, absorption has remained positive and asking rents (\$7.04 per square foot) have decreased from the previous quarter. Rents have not been adversely affected by the economic conditions, and the continued delivery of Tech Flex product coupled with demand for Class A distribution space is expected to keep the market healthy for the foreseeable future.



SPACE DEMAND / DELIVERIES



OVERALL VACANCY & ASKING RENT



Source: Cushman and Wakefield, Pittsburgh Marketbeat, Industrial, Q4 2022.

Office Supply/Demand: Washington County, 2030

The table below depicts projected net new jobs, office workers, and office demand (by square footage) by industry for Washington County. By 2030, there will be an estimated net new demand for approximately 224,650 square feet of office space within the County. It should also be noted that net new positive demand does not necessarily indicate the need for newly developed office space (e.g., some demand can be accommodated by the 704,280 square feet of direct vacant office space currently available within the County, according to Cushman and Wakefield). However, some of the local developers with whom we spoke suggest preparation for development of new Class A space in the County over the next five years should be anticipated.

	New Jobs	New Office Workers	New Office Space Demand (SF)
Health Care and Social Assistance	1,496	717	129,137
Professional, Scientific, and Technical Services	251	224	40,249
Educational Services	252	143	25,685
Administration & Support, Waste Management and Remediation	344	89	16,074
Construction	97	81	14,662
Other Services (except Public Administration)	159	56	10,074
Finance and Insurance	472	35	6,312
Retail Trade	74	34	6,075
Transportation and Warehousing	40	28	5,017
Accommodation and Food Services	106	18	3,245
Real Estate and Rental and Leasing	18	18	3,174
Arts, Entertainment, and Recreation	25	10	1,777
Public Administration	50	10	1,762
Wholesale Trade	6	2	286
Utilities	(17)	(5)	(882)
Management of Companies and Enterprises	(13)	(6)	(1,162)
Agriculture, Forestry, Fishing and Hunting	(35)	(15)	(2,756)
Mining, Quarrying, and Oil and Gas Extraction	(120)	(28)	(4,958)
Manufacturing	(260)	(78)	(13,976)
Information	(148)	(84)	(15,146)
Total	2,796	1,248	224,648

U.S. Census Bureau; PA Department of Labor and Industry; 4ward Planning Inc., 2021.

Office Supply/Demand: Washington County, 2030 (continued)

Office space demand varies by office subtype due to the nature of the businesses in those industries. For example, new office workers in the health care and social assistance sector (largest industry by net new workers in the County) may require medical office space, while new office workers in the professional, scientific, and technical services (PSTS) sector may require professional office space. Development in the County should consider the local demand by office space subtype, when making land-use decisions. For example, most notably, based on job growth within the health care and social assistance sector, there will be a net new demand for approximately 129,140 square feet of medical office space.

New Office Space Demand by Subtype, Washington County, 2030

Office Subtypes	Industries	Square Feet
Medical	Health Care and Social Assistance	129,137
Professional	Professional, Scientific, and Technical Services; Finance and Insurance, Management of Companies and Enterprises; Other Services	59,862
Limited	Construction; Agriculture; Mining	1,166
Commercial	Retail Trade, Accommodation and Food Services; Arts, Entertainment, and Recreation	4,598
Institutional	Educational Services; Public Administration	22,930
Flex / Industrial	Transportation and Warehousing; Wholesale Trade	928

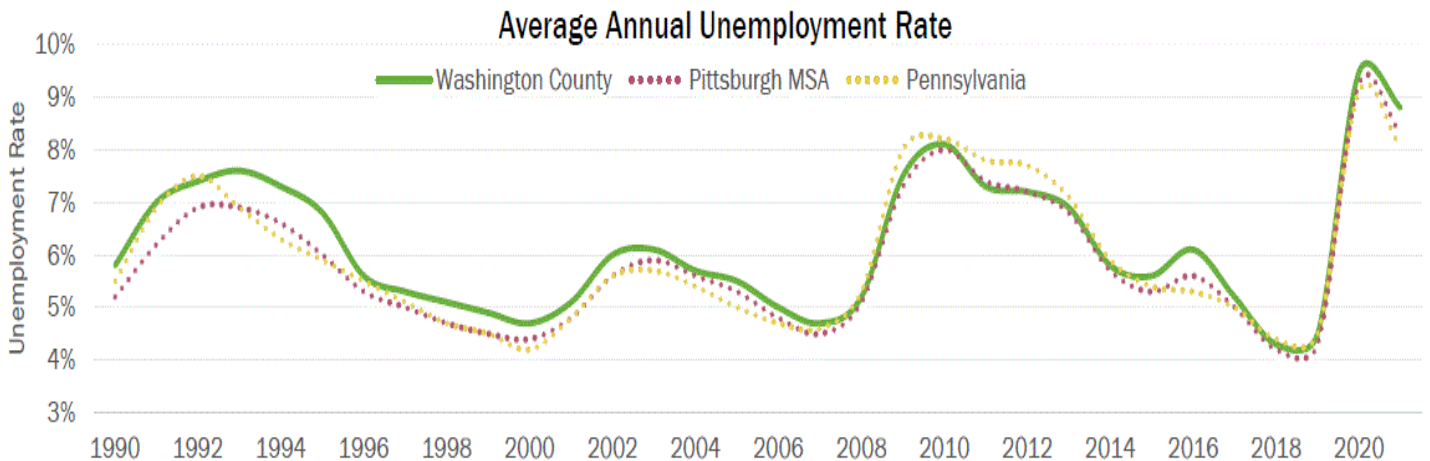
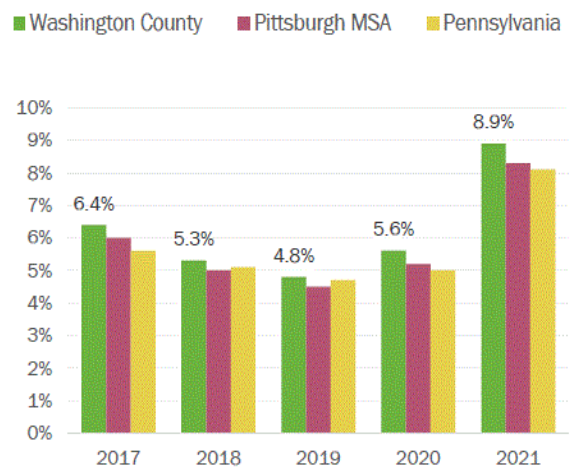
U.S. Census Bureau; PA Department of Labor and Industry; 4ward Planning Inc., 2021.

LABOR AND INDUSTRY TRENDS

Unemployment Trends

According to data provided by the US Bureau of Labor and Statistics (BLS), although the unemployment rate in Washington County reached as high as 16.9 percent in April 2020, it decreased to 8.9 percent as of February 2021. On average, the County had an average 2020 unemployment rate of 9.5 percent, a sharp increase from the historically low average unemployment rates experienced in 2018 and 2019 (4.3 and 4.4 percent, respectively). As illustrated below, after the previous Great Recession (which began in December 2007 and ended in June 2009), the unemployment rate in all geographies took nearly a decade to recover to pre-recession levels.

February Year Over Year Unemployment Rates



Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics, data as of December 2020.

Top Employers: Washington County

According to third-quarter 2022 data provided by the PA Department of Labor and Industry, presented below, two of the top five employers in Washington County are within the retail trade sector (Wal-Mart and Giant Eagle). Two are within the healthcare and social services sector (The Washington Hospital and Pathways of Southwestern PA Inc). The second top employer is within the telecom sector (Crown Castle USA Inc.).

Not surprisingly, as presented on the following pages, the health care and social assistance, and the retail trade sectors currently represent the top two sectors by employment within the County.

Top Employers: Washington County, 3Q 2022

Rank	Employer
1	The Washington Hospital
2	Crown Castle USA Inc
3	Pathways of Southwestern PA Inc
4	Giant Eagle Inc
5	Wal-Mart Associates Inc
6	Live Nation Worldwide
7	Penn Highlands Mon Valley Hospital Inc
8	Washington County
9	ANSYS Inc
10	Canon-McMillan School District
11	Washington Trotting Association
12	PA State System of Higher Education
13	State Government
14	84 Lumber Company
15	The Perryman Company
16	Peters Township School District
17	Recommerce412 LLC
18	Commercial Employees Inc
19	Trinity Area School District
20	Sunny Days in Home Care LLC
21	Federal Government
22	Marathon Petroleum Logistics Svc
23	Equitrans Midstream Corporation
24	Starline Holdings LLC
25	Mylan Inc

Rank	Employer
26	Ringgold School District
27	Abarta Coca Cola Beverages LLC
28	Washington & Jefferson College
29	Consol Pennsylvania Coal Company
30	Canonsburg General Hospital
31	Alex E Paris Contracting Co Inc
32	SSSI Inc
33	TRPIL Community Services
34	Audia USA LLC
35	C N X Gas LLC
36	Select Employment Services Inc
37	Alstom Grid Inc
38	Pennsylvania Transformer Technology
39	Arc Human Services Inc
40	Corelle Brands LLC
41	Lighthouse Electric Company Inc
42	Range Resources Appalachia LLC
43	NVR Inc
44	McGuffey School District
45	NVR Mortgage Finance Inc
46	W G Tomko Inc
47	Sarris Candies Inc
48	Keystone Clearwater Solutions LLC
49	Presbyterian Senior Care
50	Washington School District

Source: Pa Department of Labor and Industry.

Top 10 Industries by Employment: Washington County

The table below presents average annual employment and earnings estimates and projections by industry (down to the two-digit NAICS sector) for the top 10 industries by employment in Washington County, based on data provided by the U.S. Census Bureau and long-term employment projections provided by the Pennsylvania Department of Labor and Industry for the Southwest Corner WDA. The mining sector exhibited strong employment growth over the past 20 years (growing by 6.4 percent per year and providing relatively high average annual earnings of \$118,572), and is expected to experience minor growth over the next decade. Through 2028, the health care and social assistance industry (providing relatively low- to mid-wage job opportunities with average annual earnings of \$46,812), the County's top industry by employment, is expected to grow by 6.6 percent per year in the WDA. Data for all industries is provided in the table on the following page.

Industry	Employment			Earnings	
	Average Annual County Employment (2020)	Historic Change (2000-2020)	WDA Projections (2020-2030)	Average Annual County Earnings (2020)	Historic Change (2000-2020)
Health Care and Social Assistance	13,381	1.9%	6.6%	\$46,812	2.5%
Retail Trade	8,601	-0.2%	0.4%	\$35,400	3.0%
Manufacturing	8,309	-1.7%	2.4%	\$61,992	2.5%
Construction	7,652	1.5%	4.8%	\$67,800	3.4%
Accommodation and Food Services	5,878	0.4%	21.9%	\$18,712	2.7%
Educational Services	5,569	-0.1%	3.2%	\$52,200	2.1%
Professional, Scientific, and Technical Services	4,128	3.5%	-2.3%	\$86,460	3.4%
Wholesale Trade	4,067	1.3%	15.8%	\$83,820	4.1%
Mining, Quarrying, and Oil and Gas Extraction	4,039	6.4%	3.2%	\$118,572	4.0%
Administrative and Support and Waste	3,085	0.3%	12.9%	\$40,500	3.0%

Source: U.S. Bureau of Labor Statistics, Local Area Unemployment Statistics, data as of December 2020.

All Industries: Washington County

Industry	Average Annual County Employment (2020)	Employment		Earnings	
		Historic Change (2000-2020)	WDA Projections (2020-2030)	Average Annual Earnings (2020)	Historic Change (2000-2020)
Health Care and Social Assistance	13,381	1.9%	6.6%	\$46,812	2.5%
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Mining, Quarrying, Oil and Gas Extraction	4,039	6.4%	3.2%	\$118,572	4.0%
Administrative and Support and Waste	3,085	0.3%	12.9%	\$40,500	3.0%
Transportation and Warehousing	2,727	1.5%	11.2%	\$60,168	3.2%
Other Services (except PA)	2,700	-0.2%	11.2%	\$36,756	4.0%
Management of Companies & Enterprises	2,420	5.9%	24.1%	\$141,456	7.1%
Real Estate and Rental and Leasing	2,261	9.2%	7.0%	\$133,716	10.2%
Public Administration	1,957	-0.2%	0.1%	\$48,828	3.3%
Arts, Entertainment, and Recreation	1,898	1.4%	57.2%	\$31,188	3.4%
Finance and Insurance	1,834	1.7%	5.7%	\$98,628	5.2%
Information	1,571	0.7%	12.2%	\$199,968	8.3%
Utilities	627	0.8%	-5.5%	\$93,432	2.9%
Agriculture, Forestry, Fishing and Hunting	109	0.6%	-1.4%	\$26,172	3.5%

Source: U.S. Census Bureau, QWI Explorer; Pennsylvania Department of Labor and Industry, 2020-2030 Long-Term Projections.

Industry Highlight: Agriculture

Agricultural job estimates can vary due to a variety of factors such as sector definition, type of jobs counted, or data source and methodologies utilized. For example, jobs estimates provided by the U.S. Census Bureau's Quarterly Workforce Indicators (QWI) is derived primarily from employers' tax records and does not reflect many small farmers, those self-employed, or unpaid family members. In contrast, conducted once every five years, the United States Department of Agriculture's (USDA) Census of Agriculture attempts to count jobs of all types (full-or part-time, seasonal and migrant, paid and unpaid, including self-employed). According to the 2017 Census of Agriculture, Washington County is the county in the SPC Region containing the most acres of farmland, farms, and farm workers. In 2017, Washington County contained 190,447 acres of farmland, 1,760 farms, and 3,295 farm workers.

Agricultural Highlights: SPC Region

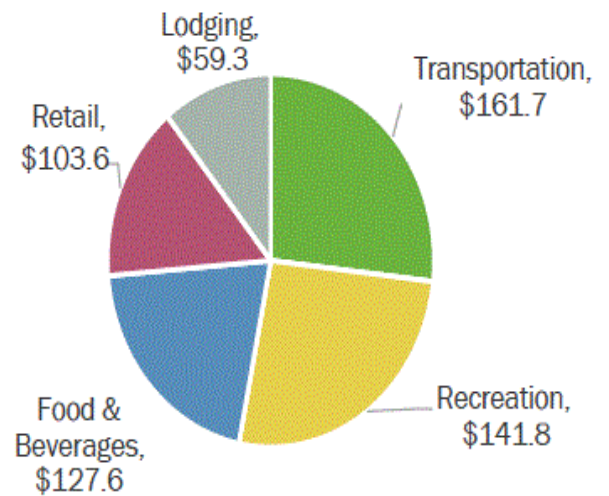
County	Farmland		Farms		Farm Workers	
	Acres	Share	Farms	Share	Number	Share
Washington	190,447	16.8%	1,760	20.7%	3,295	17.6%
Indiana	148,288	13.1%	951	11.2%	2,285	12.2%
Westmoreland	144,278	12.7%	1,009	11.9%	2,573	13.7%
Butler	133,954	11.8%	955	11.3%	2,460	13.1%
Armstrong	126,655	11.2%	668	7.9%	1,420	7.6%
Greene	114,089	10.1%	722	8.5%	1,091	5.8%
Fayette	112,285	9.9%	834	9.8%	1,688	9.0%
Lawrence	82,125	7.2%	587	6.9%	1,219	6.5%
Beaver	53,832	4.7%	613	7.2%	1,641	8.8%
Allegheny	28,970	2.6%	389	4.6%	1,046	5.6%
SPC Region	1,134,923	100.0%	8,488	100.0%	18,718	100.0%

Source: United States Department of Agriculture, 2017 Agriculture Census, provided by the SPC Regional Data Center.

Industry Highlight: Tourism

The tourism sector is an integral part of Washington County's economy as visitors generate significant economic benefits to households, businesses, and government. According to the 2021 Economic Impact of Pennsylvania's Travel and Tourism Industry report produced by Tourism Economics, in 2021, visitors spent a total of \$594.1 million in Washington County. This supported approximately 4,915 jobs and generated \$179 million in labor income, \$34.9 million in state and local taxes, and \$41.7 million in federal tax revenue. In 2021, Washington County ranked second highest (behind Allegheny County) in traveler spending, tourism employment, and overall travel impacts among the eight counties in the Greater Pittsburgh Region. It is worth noting that tourism amounts have not reached pre-pandemic levels, but are trending towards those levels, and the year-over-year change is abnormally high as well due to the pandemic rebound.

**Visitor Spending by Type:
Washington County 2021
(Millions)**



Tourism Impacts: Greater Pittsburgh Region, 2021 (Millions)

County	Visitor Spending	Employment	Taxes		
			Labor Income	State/Local	Federal
Allegheny	\$4,677.9	34,223	\$1,445.0	\$284.1	\$334.4
Washington	\$594.1	4,915	\$179.0	\$34.3	\$41.7
Butler	\$507.7	3,706	\$118.5	\$26.8	\$30.1
Beaver	\$311.8	2,125	\$69.9	\$15.1	\$17.5
Indiana	\$170.9	1,297	\$35.3	\$7.5	\$8.7
Lawrence	\$133.2	921	\$29.0	\$7.0	\$6.5
Armstrong	\$93.7	635	\$17.9	\$4.3	\$4.8
Greene	\$78.7	503	\$13.5	\$3.4	\$3.7
Total	\$6,489.3	48,326	\$1,908.1	\$382.5	\$448.4
YOY % Change	29.3%	11.2%	16.6%	17.2%	11.5%

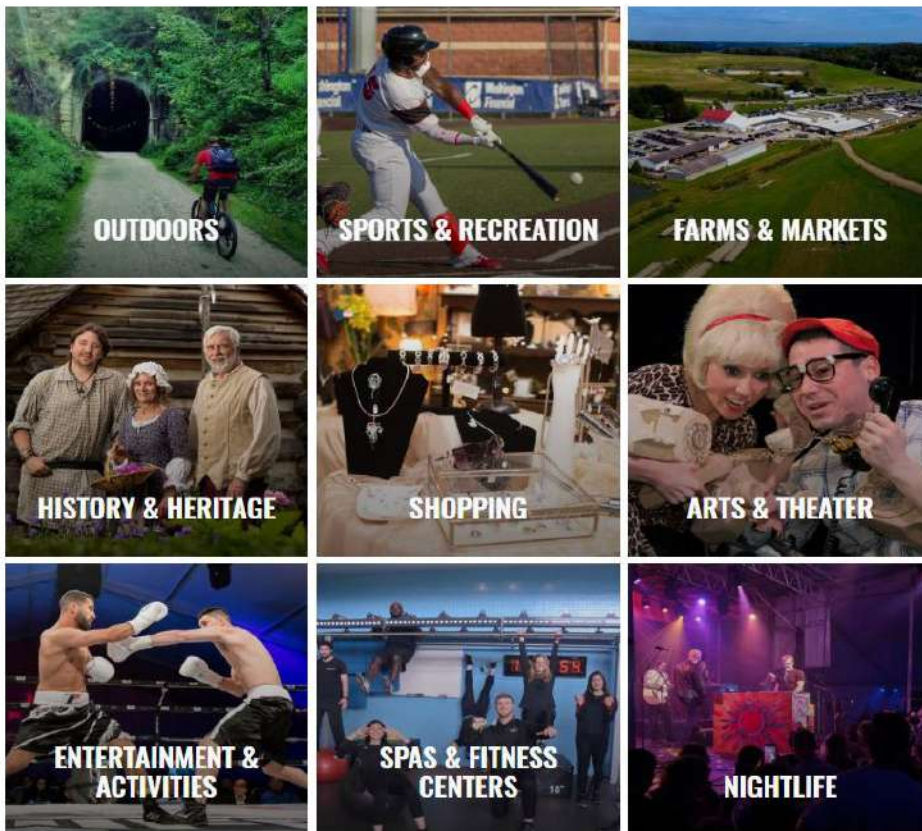
Source: Tourism Economics, *Economic Impact of Travel and Tourism in Pennsylvania*, 2021.

Industry Highlight: Tourism (continued)

According to Visit Washington County, PA (a partner of the Washington County Chamber of Commerce and Tourism Promotion Agency), there are 10 arts and entertainment venues; 11 historic sites; 20 shopping centers; 6 family farms and markets; 14 sport and recreation venues; 15 wineries, breweries, and distilleries; and 41 accommodations within Washington County. These attractions can be found in the online visitors guide at visitwashingtoncountypa.com.

Things To Do

Explore Washington County



Source: visitwashingtoncountypa.com

Industry Highlight: Tourism (continued)

Washington County Tourism Drivers

Washington County's tourism industry supports many jobs in various sectors, including lodging, food/beverage, and recreation. The industry provides a significant source of tax revenue for the County and its municipalities, contributing to funding public services, projects, and infrastructure. Tourism drivers create demand for their respective destinations which in turn, attracts more visitors to the County. Below are a few of the major tourism assets in Washington County.



Photo from visitwashingtoncounty.com



Photo from visitwashingtoncounty.com



Photo from visitwashingtoncounty.com



Photo from blog.ticketmaster.com



Photo from www.ballparkbrothers.com



Photo from tripadvisor.com



Photo from visitwashingtoncounty.com

Hollywood Casino at The Meadows
Annual Visitors (Approximate):
 4,800,000
Description:
 Hollywood Casino at the Meadows features 2,500 slot machines, over 65 table games, a poker room with 14 tables and a Sportsbook.

Tanger Outlets
Annual Visitors (Approximate):
 3,000,000
Description:
 Tanger Outlets Pittsburgh is an open-air outlet mall offering more than 80 brand-name outlet stores.

Montour Trail
Annual Visitors (Approximate):
 400,000
Description:
 The Montour Trail is a multi-use, non-motorized recreational pathway in Washington County and it is the country's longest suburban rail-trail.

The Pavilion at Star Lake
Annual Visitors (Approximate):
 340,000
Description:
 The Pavilion at Star Lake is the region's largest premier live concert venue and outdoor music amphitheater.

Washington Wild Things
Annual Visitors (Approximate):
 307,000
Description:
 The Washington Wild Things features a minor league baseball team in a state-of-the-art facility located off I-70.

The Spring House Market
Annual Visitors (Approximate):
 140,000
Description:
 The Spring House Market features a buffet style restaurant, farm tours, from-scratch bakery, market with fresh produce, and outside play area.

Fairgrounds & Expo Center
Annual Visitors (Approximate):
 57,000
Description:
 The Fairgrounds & Expo Center features halls, barns and pavilions that can be arranged for various uses. The facility also hosts various festivals.

Source: Washington County, PA Attractions Guide

Industry Highlight: Tourism (continued)

Washington County Historical Tourism

The National Register of Historic Places, maintained by the National Park Service (nps.gov), identifies 100 historically designated buildings, districts, and structures throughout the County of Washington. Historical tourism serves a purpose as it preserves and promotes cultural heritage throughout the County. Historical Tourism also provides educational and economic opportunities for the County. Currently, yearly events and festivals are planned around the County's history.



Photo from uncoveringpa.com

Meadowcroft Rockshelter

A National Historic Landmark, Meadowcroft features a massive rock overhang – the Rockshelter – used 19,000 years ago for shelter by the region's first inhabitants.



Photo from Washington County History

Pennsylvania Trolley Museum

The Pennsylvania Trolley Museum came to Chartiers Township in 1954. The Museum has a collection of nearly 50 antique street cars and hosts various events, programs, and field trips throughout the year.
Source: <https://pa-trolley.org/>



Photo from pubbook.libraries.psu.edu

David Bradford House

A National Historic Landmark built in 1788, the David Bradford House was home to the Whiskey Rebellion, the new American government's first domestic challenge.



Photo from en.wikipedia.org

The LeMoyné House

A National Historic Landmark of the Underground Railroad, built in 1812, the structure was a center of antislavery activity in southwest Pennsylvania.



Photo from observer-reporter.com

Century Inn

Built in 1794, the inn is the oldest continuously operating inn on the National Road. The inn hosted some of the most prominent figures in American history.



Photo from uncoveringpa.com

Historic Covered Bridges

Washington County is home to 23 historic covered bridges, the second most of any county in Pennsylvania. Each year Washington County holds an Annual Covered Bridge Festival.



Photo from www.visitwashingtoncountypa.com

Duncan & Miller Glass Museum

The Duncan & Miller factory was the second of the six factories producing glass of all types, from window glass to fine tableware, located in Washington by 1900. Duncan & Miller Glass Museum is dedicated to sharing the legacy of the Duncan & Miller Glass Co. of Washington, PA.
Source: <https://duncanmiller.org/>

Source: nps.gov

INDUSTRY CLUSTER ANALYSIS

Key Findings: Labor and Industry Trends

Energy = strongest specialized cluster

The *Energy* cluster has the highest establishment LQ (5.9) of all clusters in Washington County. While this cluster has experienced relatively strong growth in the County over the past four years (15 new firms), industries in this cluster are projected to experience relatively flat, albeit positive employment growth over the next decade.

Advanced Manufacturing = second strongest specialized cluster

The *Advanced Manufacturing* cluster has the second highest establishment LQ (3.8) of all clusters in Washington County, with the *Metals, Chemicals, and Electronics* subclusters also having relatively high LQs (5.3, 4.3, and 3.5, respectively). Industries in this cluster are projected to experience relatively flat, albeit negative employment growth over the next decade.

Building and Construction = 16 percent of establishment

Representing a relatively high share of cluster establishments within Washington County (16 percent), the *Building and Construction* cluster has a relatively modest establishment LQ (1.8) compared to the other clusters. Industries in this cluster are projected to experience relatively weak but positive employment growth over the next decade.

Logistics and Transportation = 21 new firms in four years

Although the *Logistics and Transportation* cluster represents a relatively high share of cluster establishments within Washington County (17 percent), this cluster has a relatively modest establishment LQ (1.5) compared to the other clusters. Industries in this cluster are projected to experience relatively weak but positive employment growth over the next decade.

Health Care = strongest long-term employment growth

Although the *Health Care* cluster represents the highest share of cluster establishments (17 percent) within the County, this cluster has a relatively low establishment LQ (1.3). However, industries in this cluster are projected to experience the strongest projected employment growth among clusters (growing by 1.0 and 0.7 percent within the WDA and Pennsylvania, respectively, through 2028).

Industry Clusters: Pennsylvania

An industry cluster includes industries closely linked by common products, labor pools, technologies, supplier chains, and training needs. Clusters are strategically important for long-term economic planning as changes that benefit one group member will generally impact other members of the cluster.

Key Investment Tools: TIF and LERTA

The forgoing redevelopment recommendations suggest local governments within Washington County will need to take one or more actions to facilitate the identified private investment activity. Some of these actions will be policy oriented (e.g., a zoning change permitting the desired land-use(s)), while other actions will necessitate the granting of a public incentive (e.g., tax increment financing (TIF) associated with demolition and/or structured parking construction) or local economic revitalization tax assistance (LERTA) to ensure private returns are in-line with project risk. Where a TIF incentive is offered, a TIF district will be created by the local municipality, revenue bonds issued to assist with infrastructure related improvements and annual debt service would be covered by net new tax revenues associated with the assisted development (consequently, a LERTA could not be granted to a project if a TIF incentive were to be offered).

The following matrix exhibits the actions and incentives that will likely be necessary for each of the identified redevelopment opportunities to come to fruition, along with the responsible actors.

Property Site	Zoning Change	Incentive	Responsible Entity
Washington Mall	C2 to I1	TIF	South Strabane Township
Washington Crown Center	NA	TIF	North Franklin Township
Fort Cherry Development District	NA	LERTA	Robinson Township
Cool Valley	NA	LERTA	Cecil Township
City of Washington	NA	TIF	City of Washington

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Vision and Goals



OVERVIEW

The plan has three Priority Focus Areas: Connected Places, Sustainable Places, and Complete Places. Each of these are accompanied by a Goal, a set of Guiding Principles and subsequent recommendations. A statement was also developed for the plan that symbolizes the Vision for Washington County over the next 10-20 years.

Washington County Vision Statement:

Washington County will build upon its strengths, protect its resources, and promote its local assets to continue to be a vibrant and prosperous place to live, work, and visit by implementing projects and policies that will provide:

- *A healthy economy*
- *Affordable and diverse housing*
- *Reliable infrastructure*
- *Vibrant tourism opportunities*
- *Protection for natural and agricultural resources*
- *A targeted development/redevelopment growth strategy*

GOALS AND GUIDING PRINCIPLES

CONNECTED PLACES

Goal: Develop a network that connects the people of Washington County both physically through improved multi-modal transportation and abstractly through partnerships.

Guiding Principles:

- Support improvements to road/bridge network
- Encourage and support expansion of public transit
- Expand trail network
- Support expansion and modernization of various types of infrastructure in targeted areas (water/sewer)
- Improve stormwater management to reduce flooding
- Encourage collaboration and cooperation among municipalities
- Assist with connections between educators and businesses



Southern Beltway Construction, Source : Observer Reporter

SUSTAINABLE PLACES

Goal: Provide a high quality of life for residents and visitors through the preservation of natural and agricultural resources and promotion of recreational and tourism opportunities.

Guiding Principles:

- Protect natural/agricultural resources
- Promote tourism/recreation options
- Support diverse and affordable housing options
- Encourage the use of renewable energy sources



Cross Creek Park, Source : Mackin

COMPLETE PLACES

Goal: Offer communities that provide a variety of housing and economic options to foster a complete lifestyle in areas throughout the County.

Guiding Principles:

- Encourage focused development (land use and economic development)
- Attract and retain business and industry
- Market Washington County and its assets
- Support lively downtowns



Downtown Washington, Source : Mackin

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Priority Focus Areas



ConnectedPlaces



Connected Places Goal: Develop a network that connects the people of Washington County both physically through improved multi-modal transportation and abstractly through partnerships.

Communities are connected physically through the transportation and infrastructure network. As connections grow and infrastructure is improved and expanded, there will be more ways to move into and around Washington County. Communities are also connected socially when there is cooperation towards a mutual goal. The ever-expanding transportation network has made people more transient and has expanded our concept of what we consider our community. We no longer tend to live, work, and play within any one community. As such, it is imperative for communities to form partnerships to address regional issues. Technological advances and creative approaches to problem-solving enable greater opportunity for community collaboration than ever before.

The development and maintenance of the County's transportation network depends primarily on planning and investment from public agencies at the local, county, state and federal levels. Washington County has limited control over spending decisions in the hands of other agencies, such as municipal budgets, or state and federal funds allocated via the Transportation Improvement Program for which the Southwestern Pennsylvania Commission (SPC) is responsible. However, the County can play a leadership role in determining and advancing local system priorities that are consistent with its vision and Targeted Areas for Investment map (Figure 7 - Page 112). It can also identify additional resources, support projects that expand bicycle/pedestrian options, and promote land use decisions that make the County a better-connected community.

Improved equity is also a key outcome of collaboration across municipalities, as partnerships allow governments to address problems that cross municipal borders. A single community may have limited resources or expertise to address issues such as stormwater management or affordable housing, but communities working together can take advantage of economies of scale to jointly advance mutual goals. The County can play a key role in growing and supporting multi-municipal collaboration.

Issues Considered

- *Stormwater management is an issue that every community must address.*
- *The County's water and sewer infrastructure is aging. Additionally gaps in service areas hinders new development in some areas of the County.*
- *The public outreach process for the plan identified high-speed internet connectivity as an emerging need across the County for economic development, social/educational needs and safety.*
- *Electric vehicles (EV) are on the rise - Various companies are estimating that 125 million electric vehicles will be in operation in the US by 2030, which translates into a need for 13 million EV charging stations.*
- *Washington County has numerous regional transportation routes such as SR 18, SR 50, SR 88, SR 519, SR 844, and US Routes 19, 22 and 40. In addition, Interstates 70 and 79 provide easy connections to Pittsburgh to the north and Morgantown, West Virginia to the south. The recent connection to PA Turnpike 576 in the northern portion of the County also opens up easy access to the Pittsburgh International Airport. The County also connects to regional, national, and international destinations via access to river, heavy rail, and air transportation infrastructure.*
- *The limited funds available to create and maintain road infrastructure call for careful attention to systems planning, particularly the prioritization of investments that make the County's transportation network more sustainable in the long term.*
- *Many of the major corridors in Washington County are used by a variety of travelers, including public vehicles, transit (buses), and cyclists. However, the majority are vehicle-oriented and as such, pose safety concerns for the other users.*
- *Public transit is important for existing and new residents - Participants at public outreach activities during the planning process noted that transit service to rural areas is lacking in Washington County.*
- *Input during the planning process indicated the need for technical resources for municipalities including education regarding planning topics and model ordinances.*
- *Cooperation between educational institutions, County officials and large employers can help to address the gaps between education and the workforce.*
- *Rural Emergency Medical Services are facing challenges due to declining volunteerism and rising costs for education, equipment, and vehicles, which affects response time to incidents.*

Recommendations and Actions

Infrastructure

Work with municipalities to adopt the model ordinance from the Washington County Act 167 Plan.

In 2010, Washington County adopted the Act 167 County-Wide Stormwater Management Action Plan, Phase II. This plan was developed to meet the requirements of the PA Stormwater Management Act, Act 167 of 1978. According to the plan document, the intent was to present findings of a multi-year study of the watersheds within Washington County. The document includes recommendations for improved stormwater management practices, to mitigate potential negative impacts of future land uses, and to improve conditions of impaired waters. A model stormwater management ordinance is also included with the document. Municipalities within Washington County are required to adopt the model ordinance. According to the PA Department of Environmental Protection (DEP), 30 of the County's municipalities have adopted the ordinance.

The County should provide education regarding the importance of the model ordinance and work with the remaining 36 municipalities to adopt it.

Implementation plan:

- Responsible Party: Washington County Planning
- Partners: Local municipalities; PA DEP, Southwestern Pennsylvania Commission Water Resource Group; Local Government Academy
- Cost (if applicable): Staff time
- Funding Sources: N/A
- Time Frame: Short Term (within 6 months to 1 year)

Provide technical resources and support for stormwater improvements to reduce flooding.

The Southwestern Pennsylvania Commission's Water Resource Center has compiled stormwater management best management practices (BMPs), which are "devices, practices, or methods that are used to manage stormwater runoff by controlling peak runoff rate, improving water quality and managing runoff volume". Their website identifies two types of BMPs: structural (engineered systems) and non-structural (planning and design approaches) as well as BMPs for various types of land uses since the approaches differ based on land use.

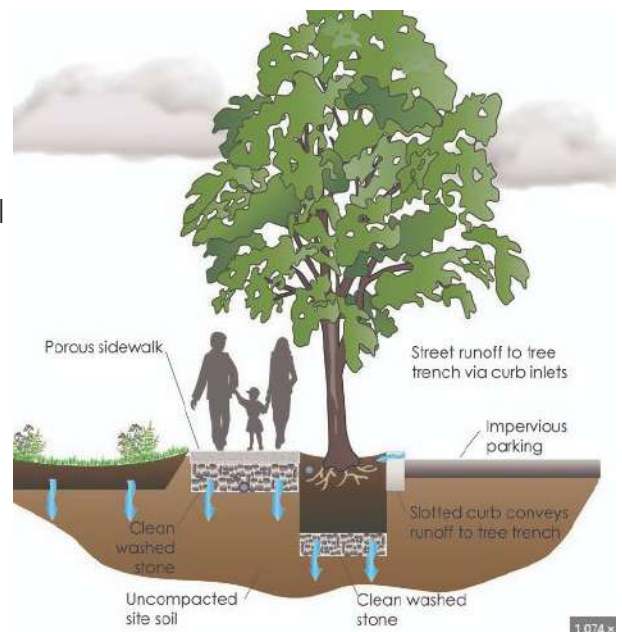
The US Environmental Protection Agency (EPA) also identifies green infrastructure tools that can be incorporated into infrastructure projects such as roads and sidewalks. These include permeable pavements, which infiltrate, treat and/or store rainwater right where it falls; bioswales; trees; and rain gardens. Additionally, projects to control vegetation along creek banks; riparian buffer fencing and planting as well as stream bank restoration can all assist with managing and controlling stormwater.

In 2018, the United States Army Corp of Engineers had conducted a Flood Study of the Chartiers Creek Watershed. The Study identified flood issue areas along Catfish and Chartiers Creeks within the watershed and gave recommendations on mitigation efforts. Municipalities within the Study were given this report to use as a basis for project development.

The County should promote resources and contacts for BMPs, green infrastructure tools and stream bank restoration and assist with grant requests for projects that include these items. These can be promoted with local municipalities, county/regional organizations and county funded/sponsored infrastructure projects. Links to resources that include these tools can be found in the Appendices.

Implementation plan:

- Responsible Party: Washington County Planning
- Partners: Local municipalities; US EPA; US Army Corps of Engineers; Southwestern Pennsylvania Commission Water Resource Group; County/Regional Organizations focusing on stormwater management
- Cost (if applicable): Staff time
- Funding Sources: N/A
- Time Frame: Short Term (within 6 months to 1 year)



StormwaterBestManagementPractices:ImageCourtesy of Dana Brown and Associates

Promote targeted areas for infrastructure extensions/improvements.

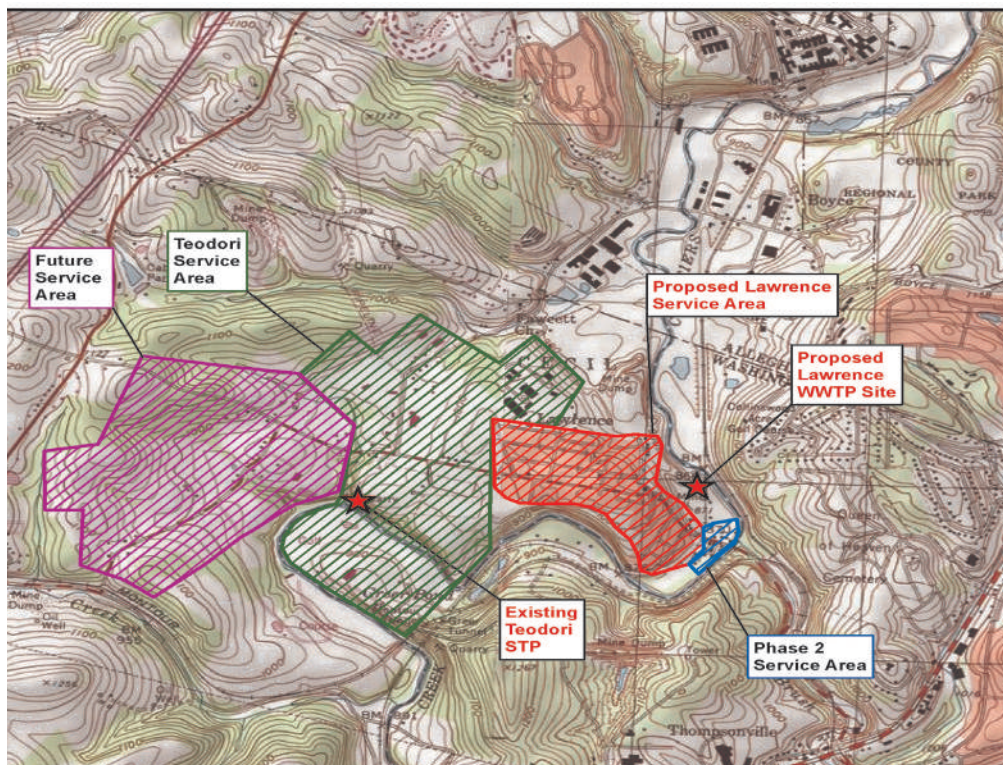
Washington County is currently served by 39 sewer providers and 11 water providers. Similar to other southwestern Pennsylvania counties, the need for updated and extended water and sewer infrastructure is very large and funds are limited. Due to this disparity, large-scale system projects should be right-sized and/or phased based on available funding and scalability of projects. For more information on all sewer providers in the County, including short- to mid-term projects and other pertinent information, please refer to the Washington County Sewage Inventory (www.co.washington.pa.us/305/Sewage-Inventory-CP-Supplement-2015).

The County should support sewer and water projects that will add additional capacity and provide coverage to underserved areas.

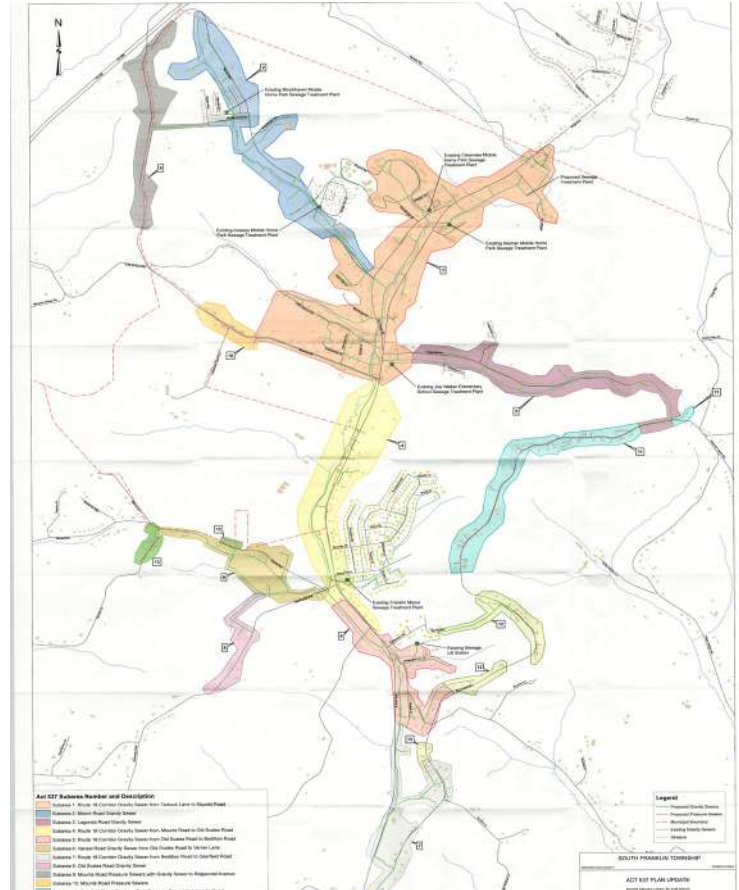
The following are a sampling of the sewer and water projects in the County.

Sewer:

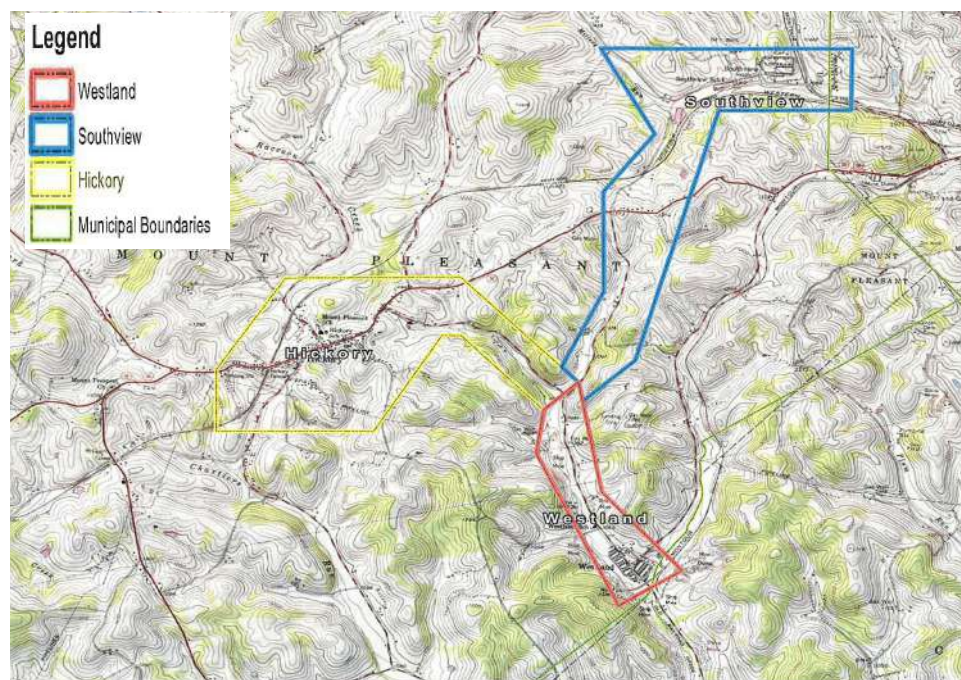
- Cecil Municipal Authority Village of Lawrence Project
 - * Current Projects (seeking funding) - New sewage treatment plan in Cecil Township and conversion of existing plant to lift station; collection/conveyance facilities; excavation/backfill; restoration of disturbed areas; erosion control facilities and other necessary appurtenances.



- Route 18 project in South Franklin
 - * The South Franklin Township Sanitary Sewer project would consist of approximately 64,000 L.F of gravity sewers and a sewage treatment plant. The treatment facility would include 397 initial EDU's and service businesses in the Lagonda and Washington County Airport Areas. Project details shown to the right.

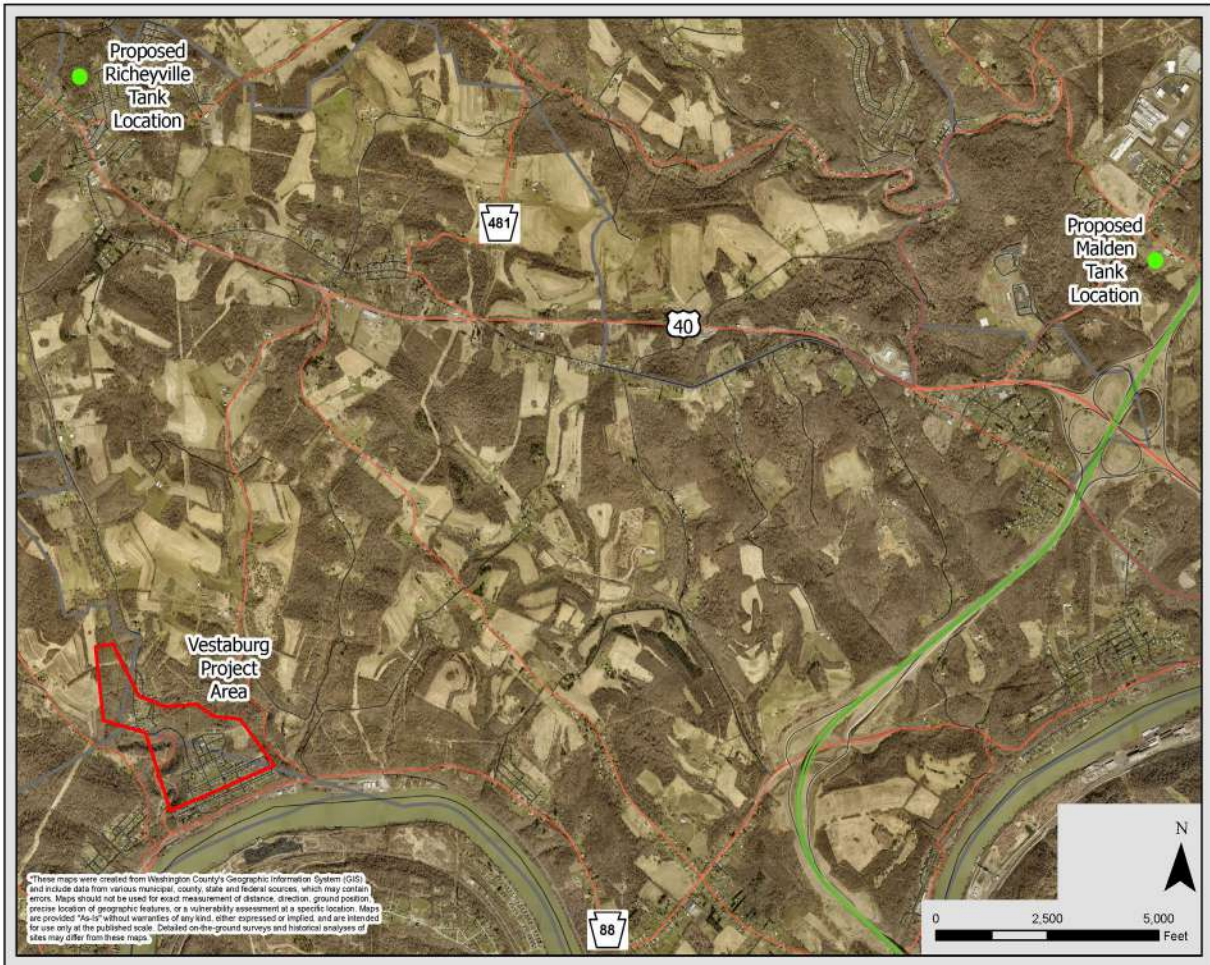


- Mt. Pleasant project
 - * This project includes installation of force main and gravity lines to convey sewage from Hickory, Southview, and Westland villages in Mount Pleasant and Cecil Townships. The project includes installation of pump stations and a treatment plant in Westview. Project details shown below.

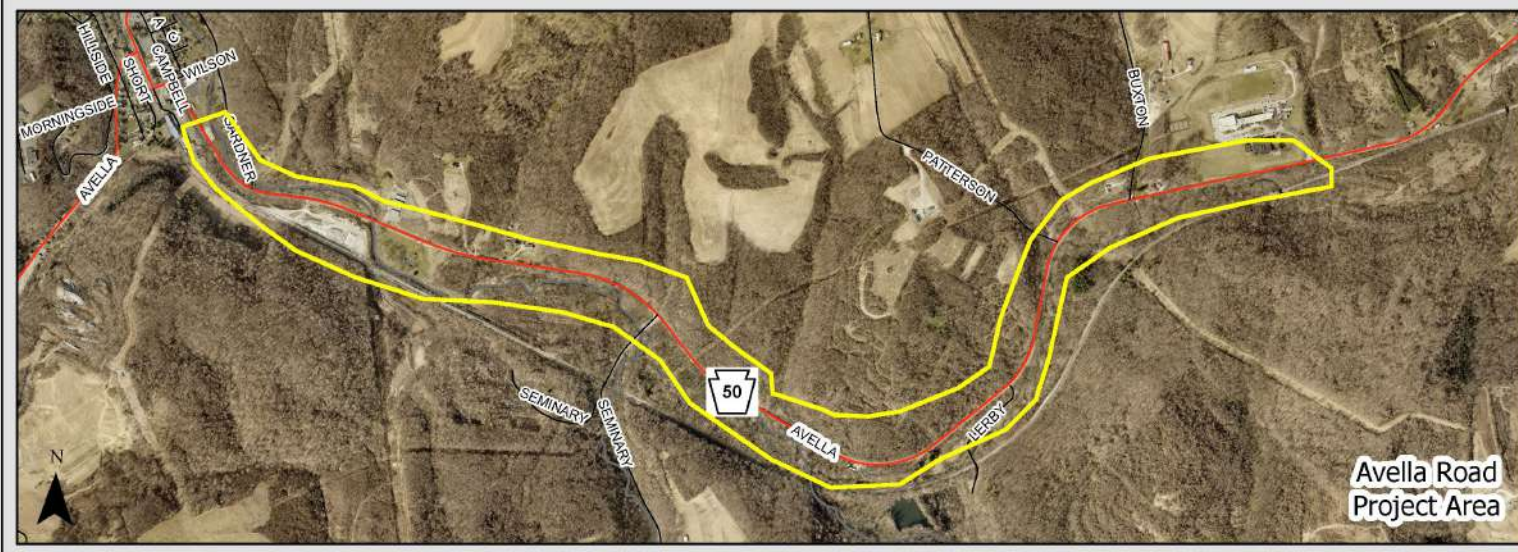
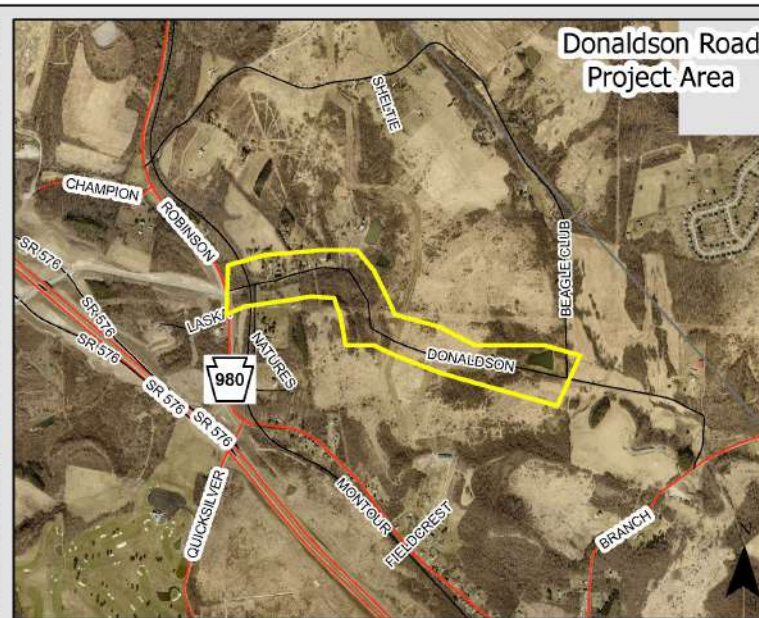
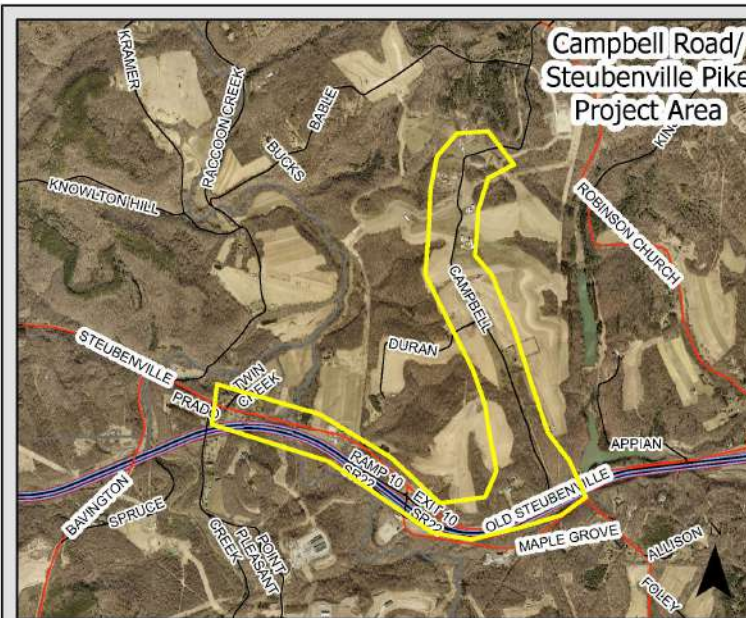


Water:

- Tri-County Water Joint Municipal Authority
 - * Current Projects (fully or partially funded) - Installing Orthophosphate for corrosion control; Installing meters for District Area Metering; Vestaburg waterline replacement; Generators at 4 pump stations; Replacing Richeyville water storage tank; Replacing Malden water storage tank



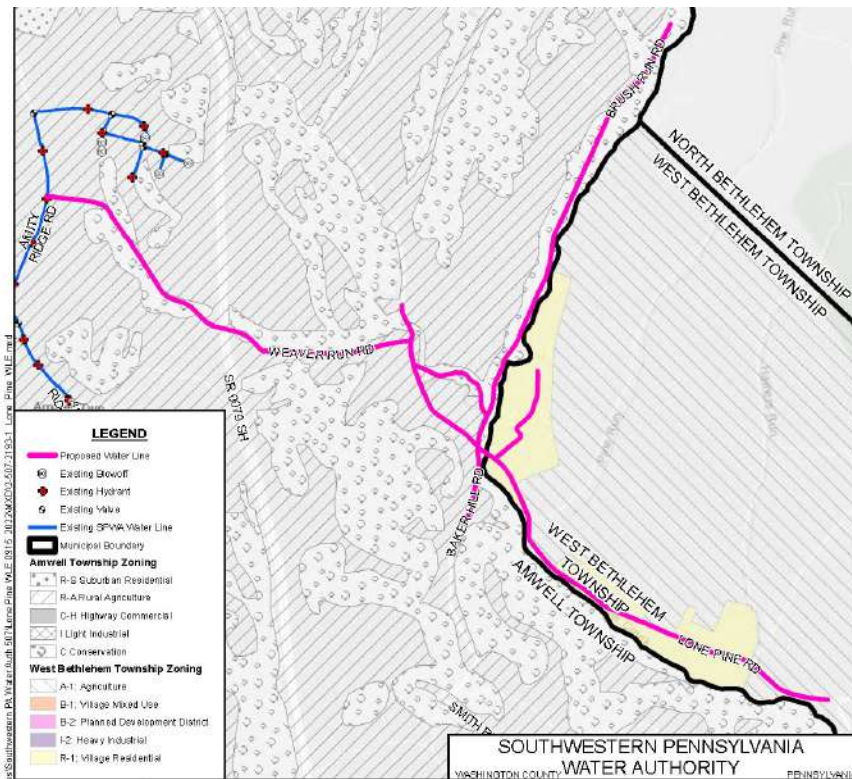
- PA American
 - * Current Main Extension Projects: Campbell Road/ Old Steubenville Pike- Robinson Township, Donaldson Road-Robinson Township, Avella Road- Cross Creek Township (project details shown below).
 - * Future Projects: Continual service and upgraded lines to accommodate new developments throughout the County.



- SPWA

- * The Lone Pine Water Extension Project consists of approximately 40,350 L.F. of 8-inch diameter PVC water line and appurtenances to provide potable water service to 206 customers. Project will also allow for fire protection. Project details shown below.

- * Future Projects (unfunded) - Richeyville waterline replacement; new water plant; Millsboro waterline replacement



Implementation plan:

- Responsible Party: Local water and sewer providers
- Partners: Washington County Planning
- Cost (if applicable): Dependent on project
- Funding Sources: See Appendices for a full list of funding agencies
- Time Frame: Long Term (5-10 years)

Support the work of the Washington County Broadband Initiative.

The effects of the COVID-19 Pandemic have only highlighted the need for improved and expanded broadband infrastructure in many counties and communities across the country. Washington County is no exception. In order to attract more residents as well as business opportunities, the County has initiated the Broadband Initiative for the Unserved and Underserved. Overall, the project will provide broadband access to 10,000 targets (including residences, small businesses and schools). The County is investing \$30 Million to leverage another \$20 Million from critical Internet Service Providers and Federal Grants to bring broadband to the County's unserved and underserved constituents.

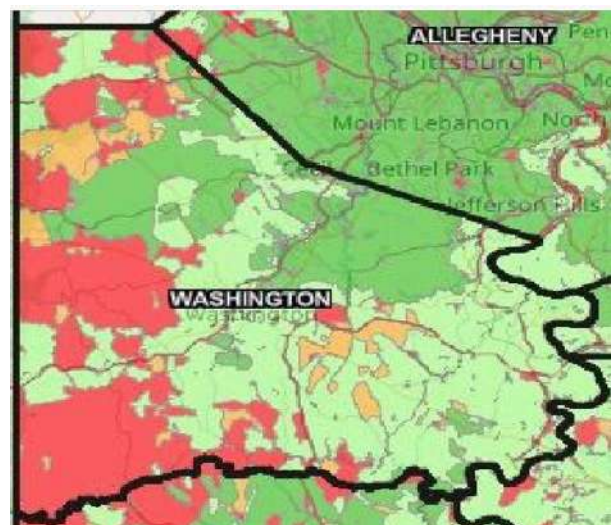
As part of the initiative, a pilot project (Phase I) was undertaken at the Meadowcroft Rock Shelter in Avella, PA. This project was awarded to Hickory Telephone Company and provided a reliable high-speed connection to the historic site as well as 50 homes in the area. Due to the success of this pilot, RFPs were issued for the County's Phase II Plan to vendors for ten new project locations. Out of these ten areas, five projects were awarded and the County is working with two vendors to provide service. These five locations include: Scenery Hill, Beallsville, Glyde, West Finley, and Bentleyville. DQE Communications, who won the bid for Scenery Hill, Beallsville, and Glyde have completed installation and are activating new customers daily. Kinetic by Windstream, who won Bentleyville and West Finley Township expect construction to start in September 2023 and be completed by March 2024.

Next steps for this initiative include the County's Phase III plans consisting of 10 large contiguous polygons stretching across the County. Of the ten polygons, six are awarded and one is in active construction and will be activating customers during the summer of 2023. The last three polygons are under review and will be awarded by August 2023. The Phase III Polygon areas include Bentworth, Burgettstown, Donegal, East Finley, Hanover Township North, Hanover Township South, Jefferson Township, National Pike, South Strabane, and Ten Mile Creek.

The County should continue to monitor the broadband issue in terms of where coverage is lacking and work to expand services through this and other programs as they become available.

Implementation plan:

- Responsible Party: Washington County Authority
- Partners: Local internet providers; Washington County Planning
- Cost (if applicable): Dependent on project
- Funding Sources: ARPA; SPC Middle Mile Broadband Infrastructure Grant Program; Private Match
- Time Frame: Phase I: within 6 months to 1 year; Phases II and III: within 18-24 months



Heat Map showing coverage/access regarding Broadband (red areas are highest need); Image Courtesy of Washington County

Utilize existing information to promote Electric Vehicle (EV) Charging Station Development.

As the cost of gas is rising, many drivers as well as public fleet operators, are transitioning to fully electric or hybrid automobiles. This trend is increasing the need for EV charging infrastructure and public charging stations, especially in more rural areas. In November of 2021, the Bipartisan Infrastructure Law (BIL) was enacted to provide funding. Part of the funding included a new National Electric Vehicle Infrastructure (NEVI) Formula Program. NEVI will provide over \$170 million over five years to support EV infrastructure and will be administered by PennDOT. Focus areas, according to PennDOT's EV Mobility Plan include public parks and public destination areas such as colleges, fairs and sporting venues. Grocery stores, shopping centers, airports, train stations and freight ports are also considered important locations. School Districts, Municipal Authorities and Political Subdivisions are typically the public sector entities anticipated to apply, however, private entities are also eligible for funding. Focus areas for Round 1 include three priority groups: Priority I - interchanges that have been selected to satisfy 50 mile intervals along an Alternative Fuels Corridor; Priority II - interchanges that are in locations to existing sites; Priority III - interchanges that already have existing EV charging site(s). Priority sites for Washington County are shown in Figure 1. Existing locations of charging stations in the County are shown in the map below.

The County should continue to monitor EV charging stations locations and support the expansion of this infrastructure especially in local business districts, shopping centers, hotels, local park and recreation sites, public facilities and business parks.

Implementation plan:

- Responsible Party: PennDOT; Private entities
- Partners: Washington County Planning
- Cost (if applicable): Dependent on project
- Funding Sources: PennDOT NEVI Funds
- Time Frame: Short Term (within 6 months to 1 year)

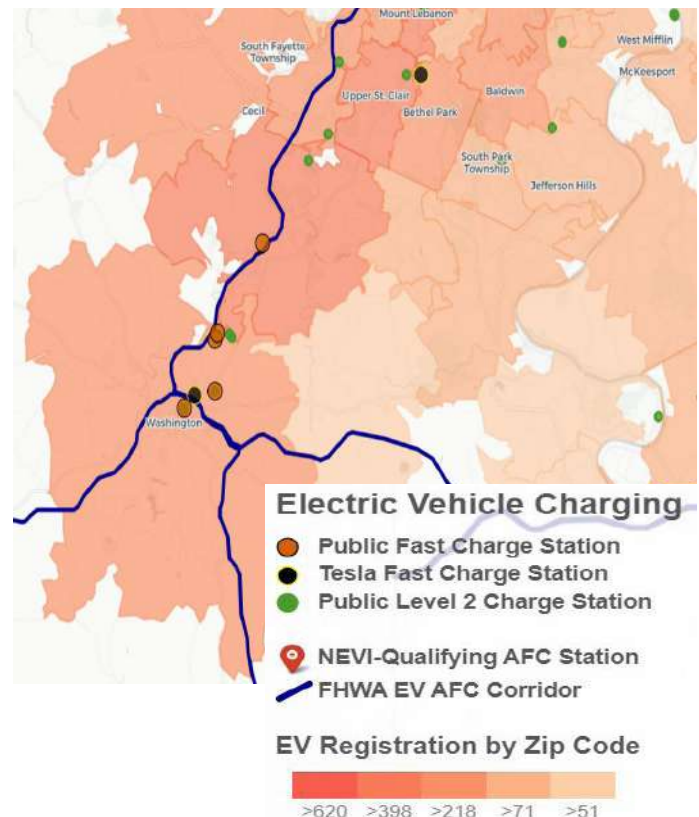
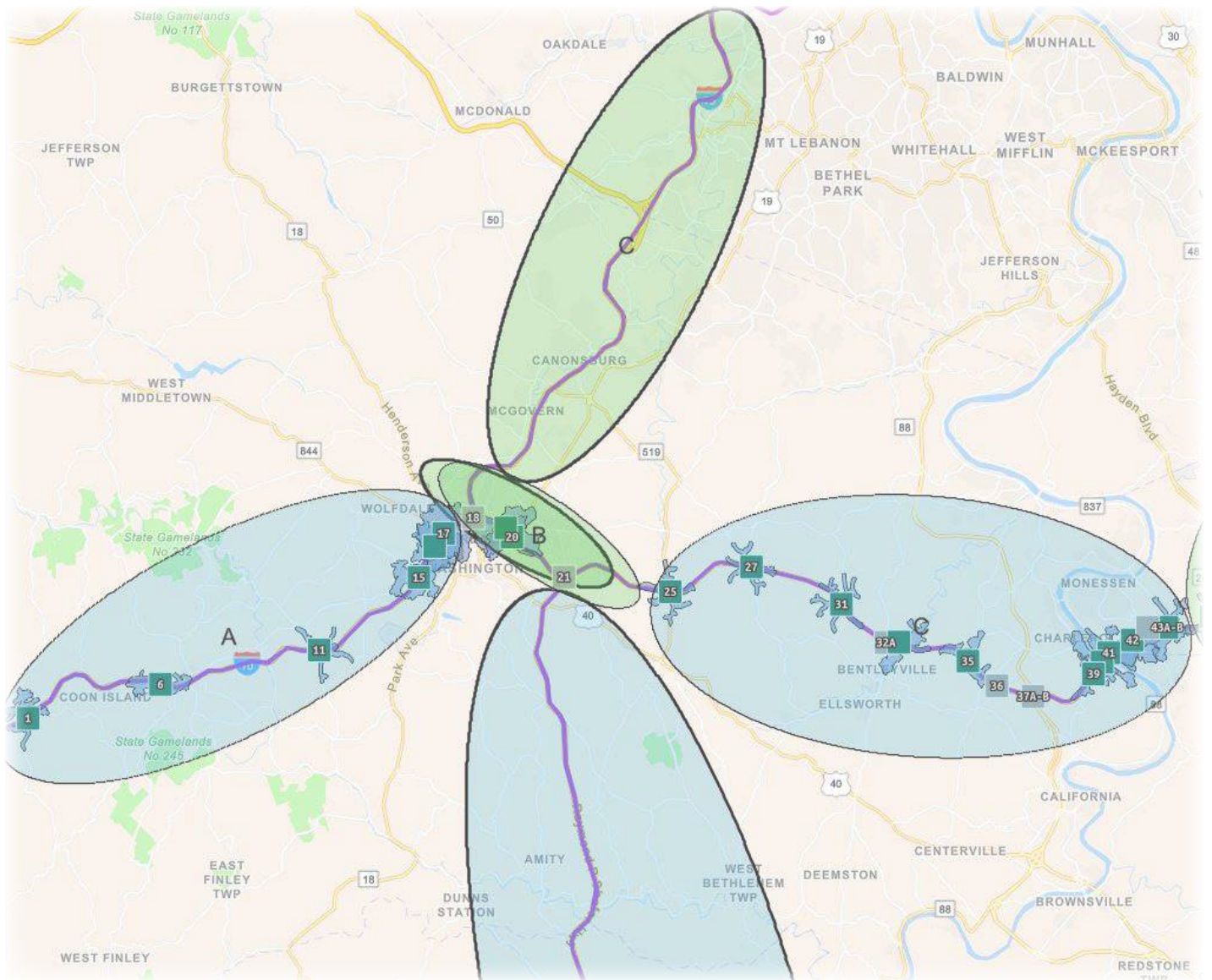


Figure 1: Priority Sites in Washington County for Phase I NEVI Funding



Investigate the potential for a Washington County Infrastructure Bank.

Many counties in Pennsylvania have created Infrastructure Banks, which are low interest loan programs to support infrastructure projects. Eligible applicants typically include municipalities and municipal authorities. Steps to create the County infrastructure bank program include: identifying infrastructure needs; identifying available funding source and the amount to invest; identifying capitalization funding sources compatible with County funding; preparing financial models to determine loan terms and rates; and developing educational outreach program for local municipalities to determine interest in the program.

The County should investigate the possibility of instituting an infrastructure bank to assist with funding large infrastructure projects that may need gap financing.

Implementation plan:

- Responsible Party: Redevelopment Authority of County of Washington; Washington County Authority
- Partners: Washington County Planning
- Cost (if applicable): Dependent on projects, typically at least \$250,000 annually
- Funding Sources: Liquid Fuels, Act 13 Impact Fees, County Vehicle Registration Fees, Gaming Funds, Bank Loans, Bond Issues, PENNVEST, USDA, Pennsylvania Infrastructure Bank
- Time Frame: Medium Term (1-3 years)

Benefits of a County Infrastructure Bank Program

- *Renewable source of funding*
- *Flexible and affordable loans for municipalities*
- *Allows complicated infrastructure improvements easy for municipalities*
- *Promotes economic development*
- *Target funding to help realize long-term strategic goals*
- *Promote regional solutions*
- *Maximize return on investment by using a small reserve to subsidize a larger pool of money, allowing more projects to be completed*

(source: HRG)

Transportation

Support improvements to the road and bridge network.

As transportation systems age and funding becomes more scarce, there is a greater need to maintain existing roads and bridges. According to PennDOT, Washington County has a total of 91 state bridges and 50 local bridges that are in poor condition. In addition, there are a number of transportation projects on the Transportation Improvement Program (TIP) developed and approved through SPC and PennDOT. There are 32 County owned bridges that require remediation. Out of these, 18 will need funding in the next few years including 13 replacements or rehabilitations and 5 covered bridge rehabilitations.

The County should continue to work with and support local municipalities to ensure that priority road and bridge projects are included in the SPC Long Range Transportation Plan and the 4-year Transportation Improvement Program (TIP).

Implementation plan:

- Responsible Party: Washington County Planning
- Partners: Local municipalities; PennDOT; SPC
- Cost (if applicable): Dependent on project
- Funding Sources: PennDOT Multi-Modal Transportation Fund; PA Infrastructure Bank (PIB); Community Development Block Grant (CDBG), Liquid Fuels
- Time Frame: Medium Term (1-3 years)



Chartiers 12 (Cannonsburg Lake) Bridge Rehabilitation; Image Courtesy of Washington County

Note: This bridge project won the 2021 ASHE Southwest Penn Project of the Year for \$3-\$10 million projects

Continue to identify high impact needed road improvements with a focus on local business districts.

Washington County and PennDOT should continue to ensure a safe and efficient route for all modes of transportation through Downtown Business Districts. Downtowns that experience high traffic volumes and a high percentage of heavy vehicles should be considered for betterment projects. Betterment projects relate to the improvements needed for existing roadways, including increasing safety, efficiency, and quality of highly dense areas.

The County should encourage betterment projects in local business districts within Washington County.

Examples include:

- PA 88: Charleroi Betterment Project - The scope of work consisted of roadway improvements, including but not limited to milling; resurfacing; updated sidewalks and curb ramps; drainage; traffic signals; guide rails; signing; and pavement marking in the Borough along McKean and Fallowfield Avenues. Washington County was awarded additional funding to incorporate into this \$9 million Betterment Project.
- City of Washington Betterment Project and Livable Street Initiative - This initially started as a traffic signal project, but involved into a Betterment Project, which included roadway improvements to State Route 18 and East Wylie Avenue, new sidewalks with ADA ramp installations, drainage upgrades, signage and pavement markings. This project also included work on the I-70 viaduct and the installation of a transit stop/shelter.

Implementation plan:

- Responsible Party: Local municipalities
- Partners: Washington County Planning; PennDOT; SPC
- Cost (if applicable): Dependent on project (typical project is \$1 million+)
- Funding Sources: SPC; PennDOT Multi-Modal Transportation Fund
- Time Frame: Medium Term (1-3 years)

Continue to support municipal streetscape and active transportation projects.

According to SPC's Regional Active Transportation Plan, the term “active transportation” refers to any human-powered mode of transportation that engages people in healthy physical activity while they travel from place to place – primarily walking and bicycling. Active transportation also supports transit use, since most people reach transit stops on foot or by bike and often make other walking and biking trips during the course of their day. Active transportation is important because walking and bicycling are important transportation options and there is growing interest in people choosing to live in communities where these options are available as well as safe and convenient.

Washington County Planning Commission is required to provide a support letter with Multi-modal Applications. The Multi-modal Transportation Fund provides grants to encourage economic development and ensure that a safe and reliable system of transportation is available to the residents of the commonwealth.

The County should continue to support projects encouraging development, rehabilitation, and enhancement of transportation assets to existing communities, streetscape, lighting, sidewalk enhancement, pedestrian safety, connectivity of transportation assets and transit-oriented development.

Implementation plan:

- Responsible Party: Washington County Planning
- Partners: Local municipalities; PennDOT; SPC
- Cost (if applicable): Dependent on project
- Funding Sources: SPC; PennDOT Multi-Modal Transportation Fund
- Time Frame: Short Term (within 6 months to 1 year)

Local examples of multi-modal projects

- *City of Monongahela : Developing an Active Transportation Plan*
- *City of Washington: Improving pedestrian amenities and safety features*
- *Canonsburg: Streetscape Phase II project to install sidewalks, curbs, crosswalks and lighting improvements as well as remove electric poles and burying the lines along Pike Street*

Expand the Trail Network.

The County is updating their Greenways Plan simultaneously with the Comprehensive Plan. Recommendations regarding trail expansions within Washington County, surface improvements, adding bike racks, ebike charging and renting stations are all consistent with what is being developed for the Comprehensive Plan.

Implementation plan:

See Washington County Greenways Plan.

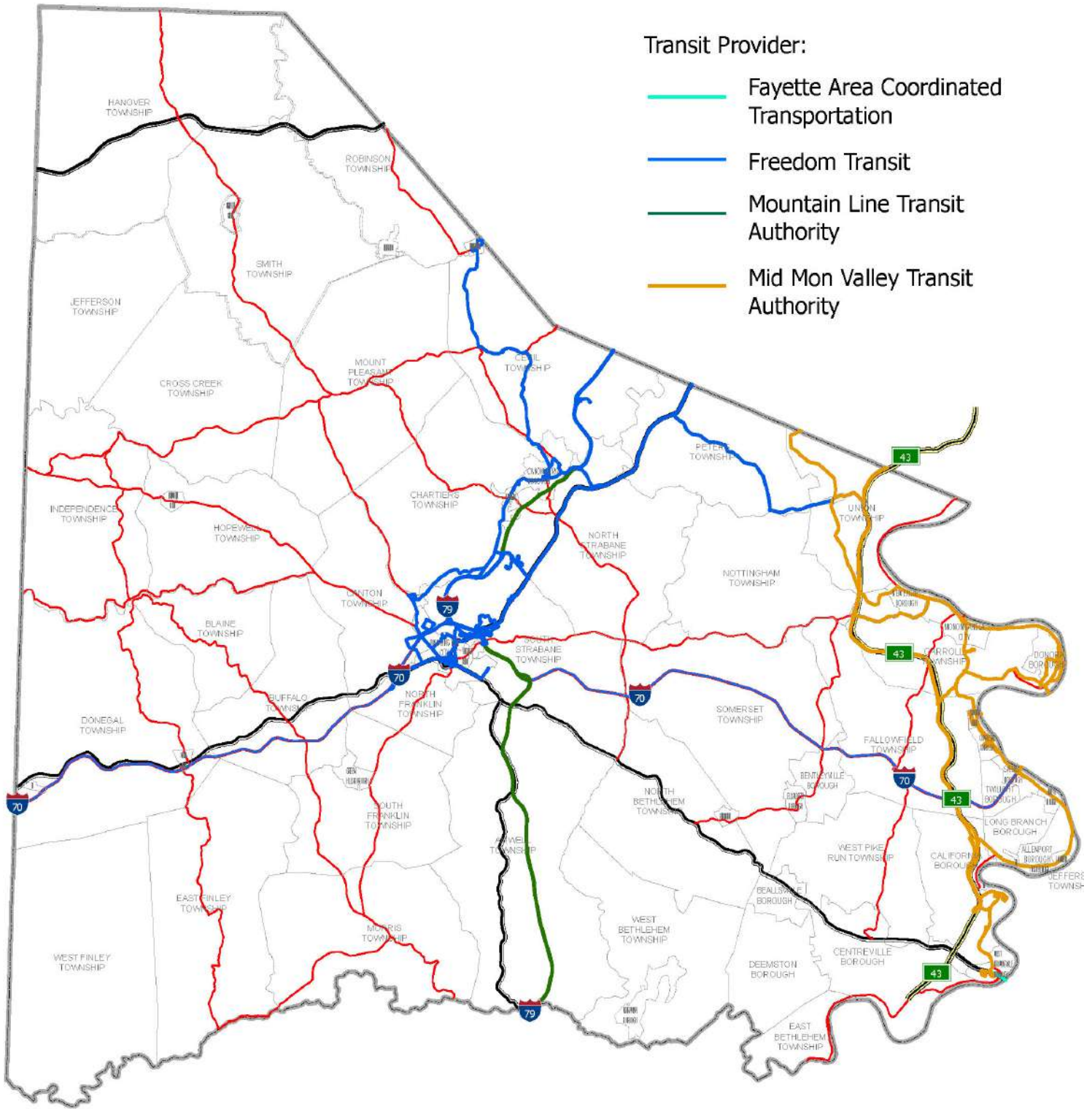
Encourage and support the expansion and improvement of public transit.

As mentioned earlier in the plan, Washington County is primarily served by two transit providers, Freedom Transit and Mid Mon Valley Transit. However, Fayette Area Coordinated Transportation and Mountain Line Transit Authority do have limited service in the County (See Figure 2). The two main providers offer daily bus service and shared ride programs. A need for expanded service was mentioned during the public outreach process for the Comprehensive Plan. This need was identified in rural areas of the County as well connections to new population centers (i.e. large residential developments, new senior housing developments, etc.).

The County should work to connect the transit providers with developers as they are preparing their plans to determine if routes or bus stops can be coordinated with the location of the development. In addition the County should support public transportation facility improvements such as lighting, benches, route signage, and upgraded waiting areas. These improvements will make utilizing public transportation more convenient and safer and can help to increase ridership.

- Responsible Party: Freedom Transit, Mid Mon Valley Transit, Local Developers
- Partners: Washington County Planning; PennDOT
- Cost (if applicable): Dependent on project
- Funding Sources: N/A
- Time Frame: Short Term (within 6 months to 1 year)

Figure 2: Transit Routes and Providers in Washington County



Consider freight needs in planning and development efforts.

Freight movement through Washington County is a vital economic driver (See Figure 3 for Washington County Freight Profile). According to the SPC Regional Freight Plan (2016), approximately seventy-five percent (75%) of freight is shipped by truck, with around twenty-five percent (25%) by water and only nominal amounts by rail. The following modes are critical to Washington County freight movement:

Highway: Interstate 70 and Interstate 79, major north-south and east-west highways, intersect in the heart of Washington County. In addition, there are two critical rural freight corridors in the County, which connect industrial uses to major corridors – Routes 88 and 837 in the Monongahela Valley from the Mon-Fayette Expressway to the Donora Industrial Park, and Route 519 from the MarkWest CNG Processing Facility to Interstate 79. Other regional and connector routes in the County include US Route 22, US 19, PA 576, and PA 136. These routes are vital to the freight network in Washington County.

Rail: Washington County has Class I rail service via Norfolk Southern, Class II regional service via Wheeling and Lake Erie Railway, and shortline service via Allegheny Valley Railroad Company and Pittsburgh and Ohio Central Railroad. While only minimal amounts of freight are moved by rail in the County, many opportunities may exist in the future, particularly within the energy sector, as new technologies could allow for natural gas and gas by-products to be moved in this mode.

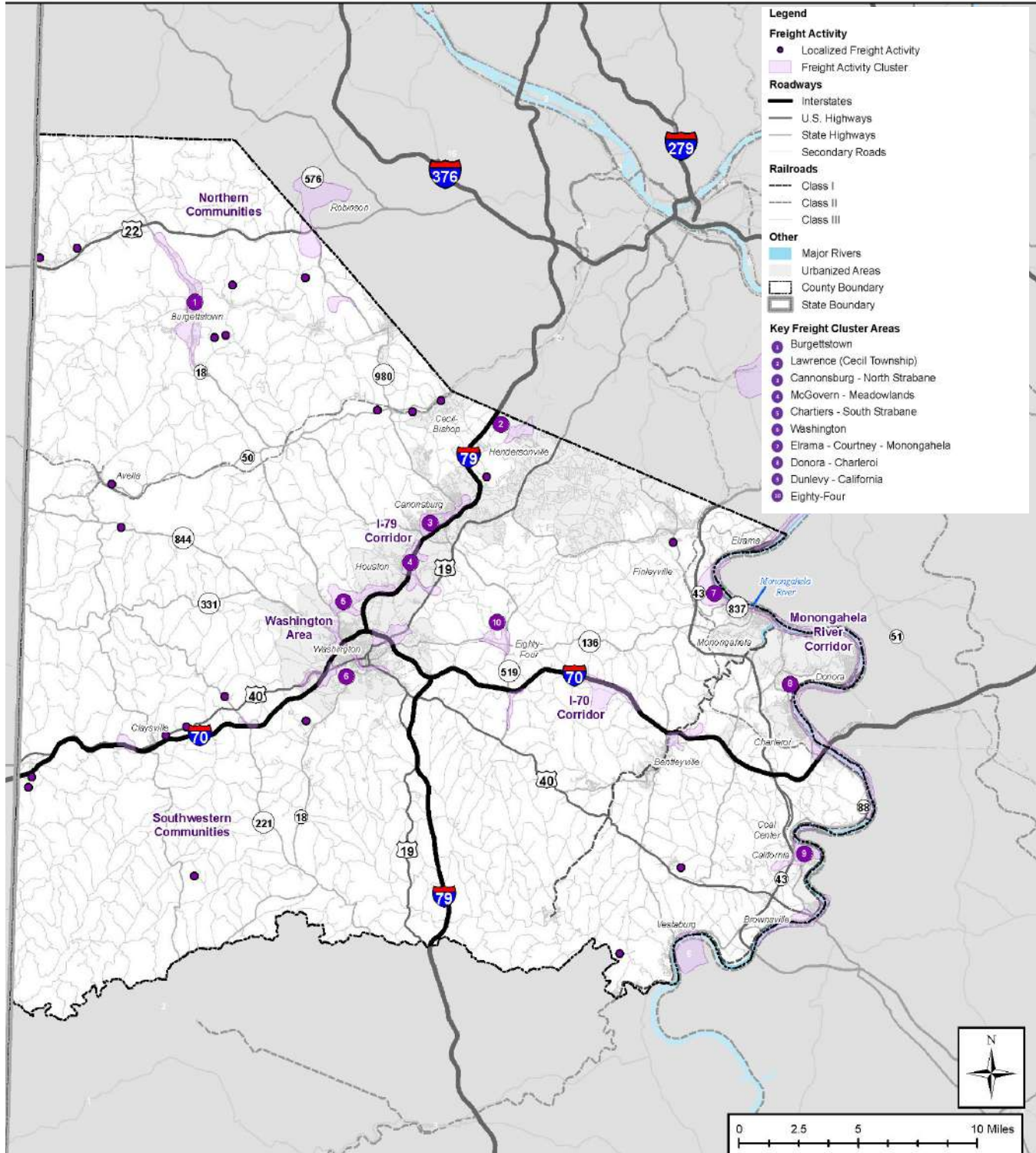
River: The Monongahela River creates the eastern border of Washington County. As of 2014, the last data set available, the river carries around 25% of freight from the County, mainly coal, petroleum products and crude materials. The Monongahela River is also being considered for Marine Highway designation through the US Maritime Administration, which will open new funding sources for economic development along the river.

In addition to the above mentioned SPC plan, PennDOT has released the 2045 Freight Movement Plan. These plans outline the state of freight in the County and develop freight goals concerning land use, mobility, analytics, and safety. The links to the SPC and PennDOT plans can be found in the Appendices.

The County should include freight language and recommendations in municipal ordinance reviews. In addition, the County will support any efforts and projects that involve freight and

- Responsible Party: PennDOT; SPC; Freight Providers; Local municipalities
- Partners: Washington County Planning
- Cost (if applicable): Staff time
- Funding Sources: N/A
- Time Frame: Short Term (within 6 months to 1 year)

Figure 3: Washington County Freight Profile, SPC



Coordination/Communication

Promote intergovernmental cooperation between local municipalities.

Washington County has 66 municipalities all with varying degrees of staff and budget capacity.

The County should host workshops throughout the year, in conjunction with other County agencies, to assist local municipalities with resources and expertise on:

- ***Sharing of equipment and joint purchasing***
- ***Cooperative purchasing agreements at the County level***
- ***Multi-municipal planning and ordinance projects***
- ***Grant writing assistance along with identification of grant opportunities***
- ***Identifying opportunities to leverage County and local dollars for high impact public/private partnerships development projects***
- ***Model ordinances***

Implementation plan:

- Responsible Party: Washington County Planning
- Partners: Municipal Officials; County Agencies; Local Government Academy; SPC
- Cost (if applicable): Staff time
- Funding Sources: N/A
- Time Frame: Short Term (within 6 months to 1 year)

Public/Private Partnerships are collaborations between a government and private enterprise, often on large projects that the private partner may finance, plan or execute. These partnerships:

- *Allow large-scale government project, such as roads; bridges; or airports to be completed with private funding*
- *Work well when private sector technology and innovation combine with public sector incentives*

(source: investopedia.com)

Assist with connections between educators and businesses.

There are 14 school districts, one intermediate unit, three technical schools, and two post secondary schools within Washington County, see Figure 4. These institutions prepare students for the workforce and are essential links between the workforce and available jobs. Through the planning process, various members of these institutions were interviewed. The following priorities were identified:

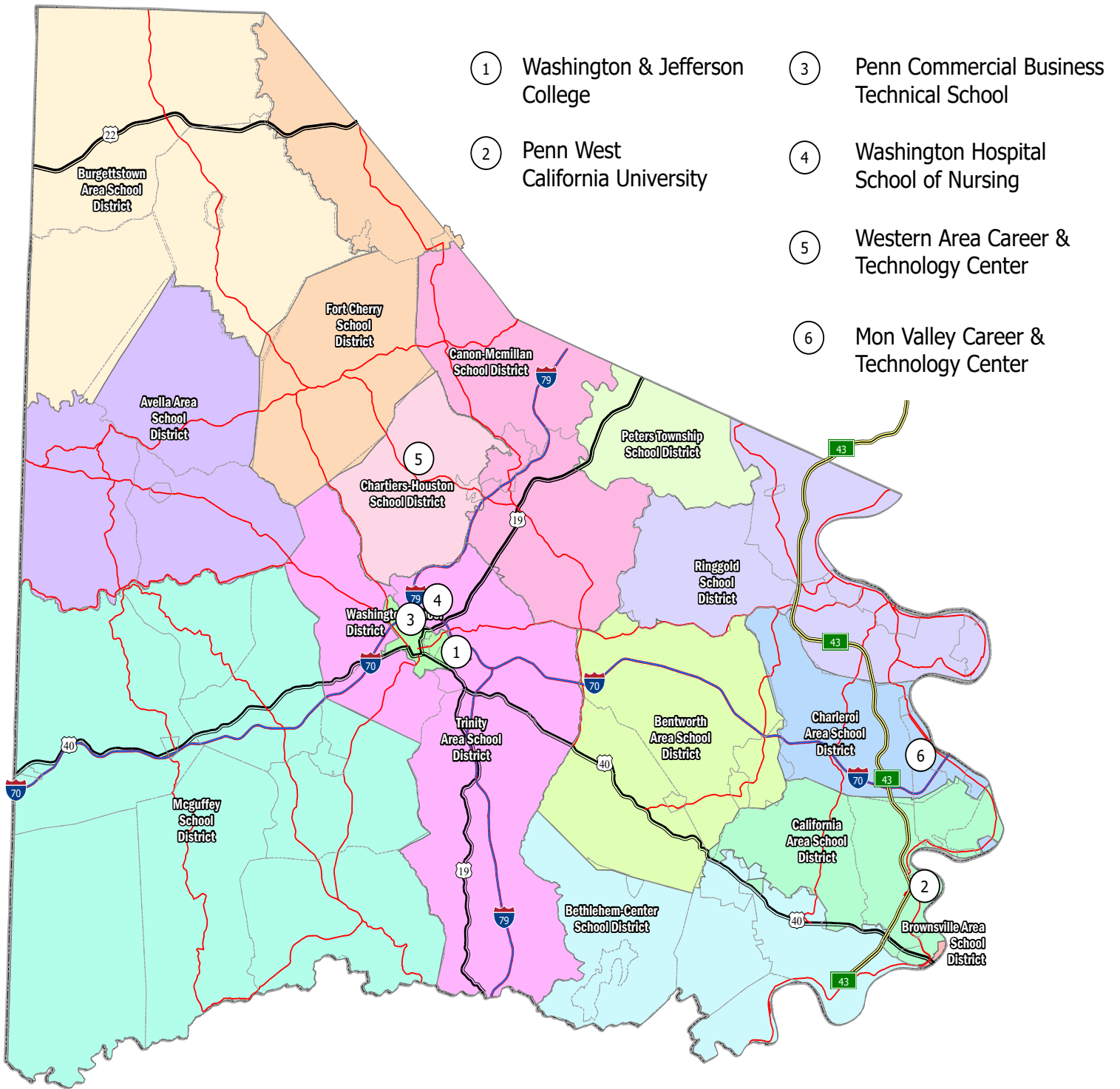
- There are far more positions available through local companies than there are students to fill these positions.
 - > Specifically, there is a shortage of skilled employees in trades (HVAC, electrical, welders, cosmetology and CDL) and medical fields (nursing, surgery tech, medical assistants, etc.).
- There is need for more communication with students and existing businesses
 - > Regarding programs offered through the local schools (high school, including trade schools, and post secondary schools)
 - > Opportunities for students with existing businesses (future jobs, internships, on the job training, etc.)
 - > Need for updated or specialized equipment at the trade schools (to meet business demand), etc.
- Promotion and advertising of trade schools
- Coordination between municipal officials and school administrators regarding future development and how that may impact local schools.

The County should serve as a link between educational providers and employers in the region to help address the priority issues that have been identified and will continue to evolve. Annual forums, hosted by Washington County, could be one way to get everyone at the table to discuss priorities and solutions.

Implementation plan:

- Responsible Parties: Local school districts, trade schools, post secondary schools, local employers, Washington County Chamber of Commerce
- Partners: Washington County Planning
- Cost (if applicable): Staff time
- Funding Sources: N/A
- Time Frame: Short Term (within 6 months to 1 year)

Figure 4: Washington County School Districts and post secondary schools



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Sustainable Places



Sustainable Places Goal: Provide a high quality of life for residents and visitors through the preservation of natural and agricultural resources and promotion of recreation and tourism opportunities.

A sustainable community is one that anticipates and efficiently accommodates the needs of all who live, work, visit or do business within its borders. Its housing, recreation and natural resources maximize public value and support equal access to a high quality of life.

In the physical sense, a sustainable community provides accessible parks, recreational facilities, active transportation options (pedestrian and bike access), healthy food systems, preserved agricultural lands, and alternative energy options. If a community is adequately providing these items, then its residents are more likely to lead longer, healthier and more productive lives ensuring the sustainability of the community into the future.

A sustainable community also provides opportunities to bring in visitors to spend time and money at various attractions and events. Visitors provide valuable investment in the local and regional economy and help to supplement the value provided by the residents and businesses located within the community.



Covered Bridge in Mingo Creek Park; Image Courtesy of Mackin

Issues Considered

- *The protection of natural resources should factor into land use decisions to help preserve these valuable resources.*
- *Input received during the planning process, noted that protection of recreation facilities within the County is a priority.*
- *Agriculture continues to be an important feature of the County's identity and local economy and there is strong support to protect and sustain this industry.*
- *Alternative energy options are becoming more popular as ways to preserve natural resources and combat rising energy costs.*
- *Housing choice and affordability remains an issue in Washington County. According to stakeholder input during the planning process, a lack of private rental housing availability is adversely affecting low income residents seeking affordable housing in the County.*
- *Blight is an issue throughout the County including older, core communities and rural areas, which can lead to higher direct and indirect costs to communities, cause safety issues, and contribute to negative health outcomes for residents.*
- *Municipalities need help with legal issues trying to obtain properties that are classified as blighted.*
- *Organizations focused on human services have found that social isolation due to the COVID-19 pandemic have increased physical, mental and emotional needs. In addition, stakeholder input received during the planning process noted that the perception of accessibility does not meet the reality. More involvement from the disability community is needed to help address shortcomings with accessibility.*
- *Tourism represents an opportunity for growth within the County. Local tourist attractions and events need to be marketed on a larger scale to increase tourist activity in the County.*
- *River resources are underutilized for tourism and recreation.*

Recommendations and Actions

Natural Resources

Encourage the preservation of open space and natural areas.

Natural areas, such as streams, wetlands, and riparian corridors are very important in terms of the health and sustainability of a community. These areas contribute to increased public health as well as the health of the environment. The Washington County Conservation District Watersheds Division supports the Washington County Watershed Alliance and the County's 15 individual watershed groups in protecting water quality in the region.

In 2021 the Natural Heritage Inventory (NHI) was updated and identified 86 Natural Heritage Areas in Washington County. Ten of the sites are ranked as having global significance, 9 have regional significance, 65 have state significance and 2 have local significance. The full list of these sites can be found in the Appendices. Utilizing the NHI in local planning processes will help to limit costly conflicts for development in areas where rare, threatened and endangered species exist.

Local land use controls such as Zoning and Subdivision and Land Development Ordinances also provide opportunities for communities to protect these important resources. Tools such as conservation subdivision, preservation or conservation zoning districts and the encouragement of green infrastructure in land developments can all assist with this protection.

The County should provide education to local municipalities regarding the importance of utilizing these land use tools to assist with natural resource protection.

Implementation plan:

- Responsible Party: Washington County Planning
- Partners: Local municipalities; Natural Heritage Program staff
- Cost (if applicable): Staff time
- Funding Sources: N/A
- Time Frame: Short Term (within 6 months to 1 year)

Update the County's Parks and Recreation Plan.

The Department of Parks and Recreation is responsible for 5,500 acres of park land in the County, which includes three major parks: Mingo Creek, Cross Creek and Ten Mile Creek. The Department also maintains the Washington County portion of the Panhandle Trail.

In 2014 the County developed a Parks Master Plan. Since then a majority of the recommendations have been implemented including:

- Mingo Park: 9 hole disc golf course added; seating added at least free area; upgrades to all shelters and restrooms; additional play areas (nature playground and ADA accessible); improved parking area; upgrades to Henry House; addition of log cabin, lean to shelters, and parking in camping area; and one large event shelter to be constructed in 2023.
- Cross Creek Park: Thompson Hill Area completed; portion of Lakeside Trail and Discovery Cove (boardwalk, lawn terrace, and fishing pier) to be completed in 2023. Additional shelters will also be completed in 2024.

It is now time to update the plan to ensure that it is reflective of current recreation needs in the County. The Plan should focus on creating an inventory of existing conditions recreation facilities and programs, identifying the major issues, and developing appropriate recommendations. Connections between parks and population/destination centers in the County should also be factored into the planning process.

The County is also working on an update to its Greenways Plan. Information gathered during this process should also help to inform and support the development of a Parks and Recreation Plan.

The County should develop a scope of work and apply for funding for a Countywide Parks and Recreation plan. A sample scope of work is included in the Appendices.

Implementation plan:

- Responsible Party: Washington County Parks and Recreation Department
- Partners: Washington County Planning; Local municipalities; Local and Regional Recreation Organizations
- Cost (if applicable): \$50,000 - \$80,000 (depending on scope)
- Funding Sources: PA Department of Conservation and Natural Resources
- Time Frame: Medium Term (1-3 years)



Cross Creek Park; Image Courtesy of Mackin

Agricultural Resources

Continue to protect agriculture and farmland through Agricultural Security Areas and Farmland Preservation Programs.

The Washington County Agricultural Land Preservation Program, also known as the farmland preservation program, was developed in 1994 to conserve and protect agricultural lands and assure that farmers in this County have sufficient agricultural lands to provide farm products to the people of Washington County and the Commonwealth

An Agricultural Conservation Easement is a voluntary relinquishment by the landowner of the right to develop the land for any purpose other than agricultural use. Landowners retain private ownership of the property and may still use, lease, or sell the property. The Deed of Agricultural Conservation Easement is a legally binding recorded document applicable to all current and future landowners.

Factors the program considers in the review of potential farms for agricultural conservation easement purchase include development pressures, acreage, clustering potential, soil quality, and other factors. As of March 2023, the Washington County Agricultural Land Preservation Board has preserved 47 farms totaling 7,200 acres. Refer to Preserved Farms as of 2023, Figure 5.

According to the 2017 Agricultural Census, Washington County consists of 548,472 acres, of which 190,447 acres (34.7%) is designated as farmland, with 3.8% of that total as preserved farmland. A review of Figure 5 indicates that clustering agricultural easements in an area helps develop a critical mass of farms, which can support agricultural businesses and reduce conflicts with other land uses. This is evident in areas near Cross Creek Park.

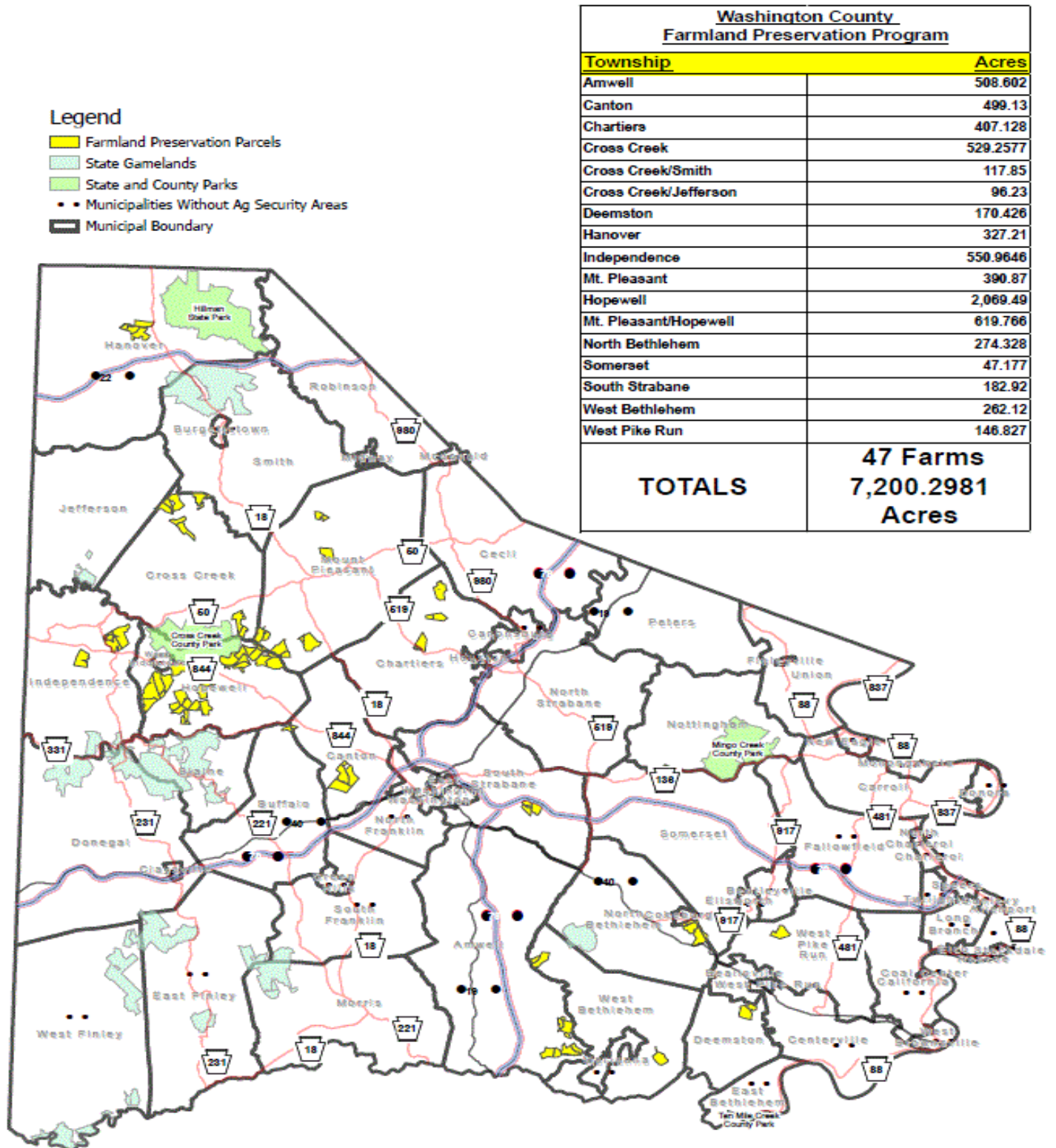
Agricultural Security Areas (ASAs) are a tool for protecting our farms and farmland from of non-agricultural uses. An ASA is established in a municipality, by petition from landowners who agree to collectively place 250 acres of land used for the production of crops, livestock, and livestock products, in the ASA. Although the formation of ASA's does not protect agricultural land from being developed, it does provide protection against ordinances that may unreasonably restrict normal farming activities, unless the laws or ordinances bear a direct relationship to public health and safety. An ASA also provides protection against certain cases of eminent domain. Participation in an ASA is a pre-requisite for applying to the Washington County Agricultural Conservation Easement Purchase Program. Currently 28 municipalities in Washington County have established ASAs totaling approximately 69,800 acres.

The County should continue the Agricultural Land Preservation Program as well as continue to provide information and education to landowners and municipalities on farmland preservation and the Agricultural Security Area Program.

Implementation plan:

- Responsible Party: Washington County Planning; Local municipalities
- Partners: Local agricultural land owners
- Cost (if applicable): Staff time
- Funding Sources: N/A
- Time Frame: Short Term (within 6 months to 1 year)

Figure 5: Preserved Farms as of 2023



Identify model ordinances for agricultural protection zoning.

Agricultural protection zoning (APZ) is a land management tool that municipalities can use to encourage the preservation of farmland and discourage development of land uses that are incompatible with agricultural uses. This zoning technique aims to protect prime soils (or we can say most productive soils for agriculture), maintain large parcels, and discourages land uses that are incompatible with farming.

APZ ordinances can be expanded to include different agricultural zones. For example, a minimum lot size, combined with other restrictions, may be sufficient to reduce development pressures in areas where intensive agricultural uses are present by providing more of a buffer from residential and commercial land uses. Whereas designating land for productive agriculture, and agritourism businesses may require less restrictive measures.

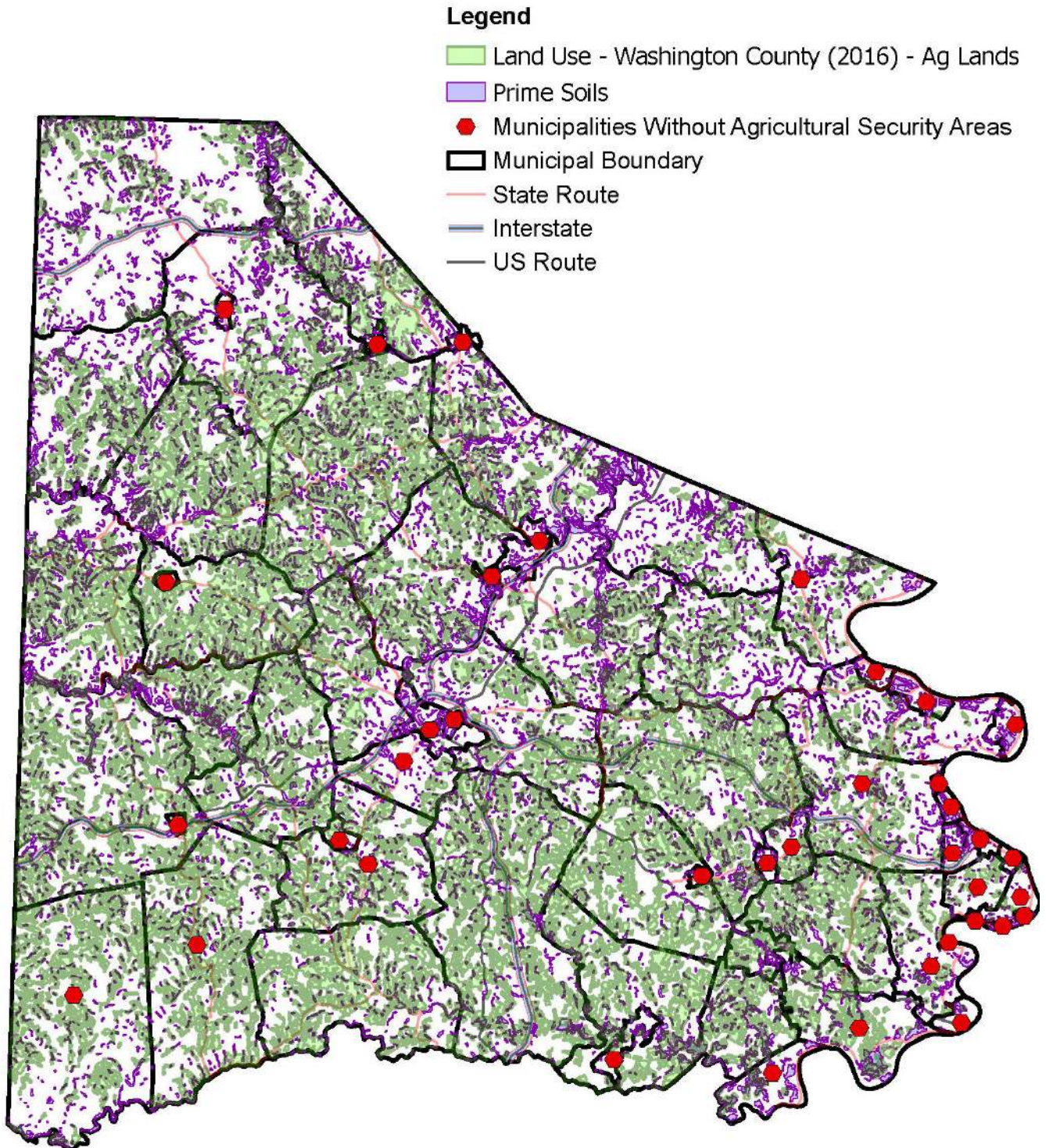
Agricultural zoning districts are most effective when they are used to protect existing agricultural areas that have not experienced significant development pressure and where the local agricultural economy is still healthy. To this end, the protection of agriculture should be a goal in the municipal and/or multi-municipal comprehensive plan and should be supported by studies documenting that the area contains primarily Class I, II, and III prime agricultural soils.

The County should compile model ordinances for agricultural protection zoning and make these available on the County website. In addition, topics such as this should be included in the municipal workshops discussed in the Complete Places section of this plan. When reviewing submitted municipal ordinance proposals, the Washington County Planning Commission should make recommendations to include buffer zones and open space around active farms. Resources for agricultural resources can be found in the Appendices.

Implementation plan:

- Responsible Party: Washington County Planning
- Partners: Local municipalities; Other Counties with model ordinances
- Cost (if applicable): Staff time
- Funding Sources: N/A
- Time Frame: Short Term (within 6 months to 1 year)

Figure 6: Agricultural Resources



Support the continued development of agritourism opportunities.

According to the USDA, agritourism is "a form of commercial enterprise that links agricultural production and/or processing with tourism to attract visitors onto a farm, ranch or other agricultural business for the purposes of entertaining or educating the visitors while generating income for the farm, ranch or business owner".

Agritourism is growing in popularity across the country as a tourist attraction and as a tool to supplement the income from traditional farming activities. Examples of agritourism include, but are not limited to: pumpkin patches, corn mazes, u-picks, on-farm markets, vineyards and wineries, demonstration farms, Christmas tree farms, garden tours, farm-to-table dining, etc.

The County should continue to support efforts of local farmers to offer agritourism options and help with marketing these opportunities.

Implementation plan:

- Responsible Party: Local Farmers; Washington County Chamber of Commerce; Tourism Promotion Agency
- Partners: Washington County Planning
- Cost (if applicable): Staff time
- Funding Sources: N/A
- Time Frame: Short Term (within 6 months to 1 year)



Trax Farm; Image Courtesy of Visit Washington County

Energy Resources

Promote the use of alternative energy sources.

According to the Environmental Protection Agency, local governments can dramatically reduce their carbon footprint by purchasing or directly generating electricity from clean, renewable sources.

The most common renewable power technologies include:

- Solar (photovoltaic, solar thermal)
- Wind
- Biogas (e.g., landfill gas/wastewater treatment digester gas)
- Geothermal
- Biomass
- Low-impact hydroelectricity
- Emerging technologies - wave and tidal power

Local governments can lead by example by generating energy on-site, purchasing green power, or purchasing renewable energy. Using a combination of renewable energy options can help meet local government goals especially in some regions where availability and quality of renewable resources vary. For example, Washington County currently uses solar at County parks to provide electricity to some of the shelters.

The County should provide education on the importance of renewable energy sources and utilize these sources whenever possible.

Implementation plan:

- Responsible Party: Washington County Planning
- Partners: Local municipalities; Alternative energy providers
- Cost (if applicable): Dependent on project
- Funding Sources: USDA Rural Energy for America Program Grants
- Time Frame: Short Term (within 6 months to 1 year)

Quality of Life

Promote further development of the Washington County Land Bank.

Washington County created a land bank in 2016. Since that time 11 municipalities have opted in.

A land bank can assist the redevelopment of blighted, vacant, abandoned and tax delinquent properties by:

- Offering tools to obtain site control of blighted and abandoned properties
- Package adjacent properties together for sale to a developer
- Help limit holding costs until construction begins

Land banks are most successful when strategic partnerships are formed with non-profits, community organizations and local municipalities.

The County should begin to develop an inventory of properties through local tax sales and work with its municipalities and developers to redevelop these properties. An emphasis should be placed on those participating municipalities along highly visible and traveled areas.

Implementation plan:

- Responsible Party: Redevelopment Authority of the County of Washington
- Partners: Washington County Planning; Local municipalities; Local developers
- Cost (if applicable): Dependent on project (Land Bank should have several hundred thousand dollars in its operating account)
- Funding Sources: Funds could be allocated through delinquent and late property tax payments as well as back taxes through the Clean and Green Program
- Time Frame: Medium Term (1 to 3 years)

Implement the recommendations from the County Blight Study.

As part of the Comprehensive Planning process, a Blight Study was conducted (see Appendices for the study). The study found that:

- A significant percentage of the County's housing stock is over 80 years old (26%).
- There is an oversupply of larger homes relative to demand.
- A high percentage of vacant units may be due to long term issues.
- Housing vacancy and tax delinquency vary widely among municipalities in the County, but are concentrated in older communities.

The County should implement the priority blight strategies developed for the Blight Study. These strategies are located in the call out box below.

Implementation plan:

- Responsible Party: Washington County Planning
- Partners: Redevelopment Authority of Washington County; Local municipalities; Local Government Academy; Washington County Tax Office
- Cost (if applicable): Staff time
- Funding Sources: N/A
- Time Frame: Short Term (within 6 months to 1 year)

Priority Blight Strategies (from the 2021 Washington County Blight Study)

- *Adopt a Uniform Property Survey Instrument and use the Planning Department as a repository for property conditions information*
- *Provide training and technical assistance to municipalities*
- *Utilize the land bank to acquire properties and facilitate redevelopment in accordance with community plans*
- *Establish a County demolition fund, using Act 152, to demolish blighted properties*
- *Market and expand the resources of existing home improvement loan programs administered by the Redevelopment Authority*

Implement the recommended action items for the Impediments to Fair Housing Choice Plan.

In 2020 Washington County prepared an *Analysis of Impediments to Fair Housing Choice* to satisfy requirements of the Housing and Community Development Act of 1974. The purpose of the initial study was to evaluate public and private sector policies that impact fair housing choices and identify barriers for affordable housing.

The Fair Housing Action Plan identified recommendations based on housing education and outreach, as well as expanding access for fair and affordable housing.

The County should commit resources to ensure that education surrounding fair housing rights are understood by the public, as well as officials. The County should also support projects and strategies that promote affordable housing solutions.

Implementation plan:

- Responsible Party: Redevelopment Authority of the County of Washington
- Partners: Washington County Planning; Local Municipalities; Washington County Housing Authority, Local developers and realtors; Local housing advocacy organizations (United Way, Blueprints, etc.)
- Cost (if applicable): Dependent on project
- Funding Sources: CDBG funds; PA Housing Affordability Fund - PHARE Program, HUD
- Time Frame: Short Term (within 6 months to 1 year)

Fair Housing Education and Outreach

- *Conduct outreach and training for landlords so that they understand their responsibilities under fair housing law.*
- *Conduct fair housing outreach to the public in order raise awareness of their rights and the resources that are available when facing housing discrimination.*
- *Conduct fair housing training of elected officials and appointed board members in cooperation with Washington County in order to decrease the likelihood that potentially discriminatory policies are enacted or decisions made, including increasing understanding of ordinance effects.*

Expand Access to Fair and Affordable Housing

- *Enact an Anti-Displacement and Relocation Assistance policy to ensure that relocation assistance is provided to displaced persons, including accessible housing needs for displaced persons who are disabled, to lessen the emotional and financial impact of displacement.*
- *Seek out qualified board members that reflect the diversity of the County for appointed boards and commissions.*
- *Work with communities around Washington County to create affordable housing opportunities.*

Support and promote the available programs through human services organizations in the County.

Washington County has a number of resources available to assist residents with affordable housing, transit, health (physical and mental), safety, access to food, etc. The Washington County Human Services Department's mission is to "create an accessible and holistic integrated Human Services System that addressed the individual and family need of Washington County residents in order to promote self-sufficiency and improve their quality of life. Other local and regional organizations active in human services include United Way, Blueprints, Washington County Housing Authority, Salvation Army, Pathways, TRPIL and Goodwill. For a list of agencies that are available for assistance, please visit www.washingtoncountyhumanservices.com.

While there are a myriad of services available, a few needs were discussed during the Comprehensive Plan process including:

- Supporting and expanding satellite health care options in rural areas
- Supporting continued coordination between Children and Youth Services, schools and mental health providers to increase response time for children in crisis

The County should continue to support these organizations and agencies and promote their services to local municipalities and residents.

Implementation plan:

- Responsible Party: Washington County Human Services Organizations
- Partners: Washington County Planning; School Districts; Health Providers
- Cost (if applicable): Staff time
- Funding Sources: N/A
- Time Frame: Short Term (within 6 months to 1 year)

Tourism

Support upgrades to the Washington County Fairgrounds to become a year round venue.

The Washington County Fairgrounds hosts the annual County Fair along with other events throughout the year. Since the 2012 Master Plan, several improvements have been completed and others designed pending funding for the Fairgrounds. A partnership with Washington County, Washington County Fair Board and Washington County Tourism continues the momentum of upgrades and outreach toward the year around multi purpose venue goal.

The County should support efforts to continue to upgrade the Fairgrounds, market to a wider audience and study the feasibility of adding an Equestrian Center for horse shows.

Implementation plan:

- Responsible Party: Washington County
- Partners: Washington County Planning; Washington County Fair Board; Tourism Promotion Agency
- Cost (if applicable): Dependent on project
- Funding Sources: PA Department of Agriculture: Fair Capital Improvement
- Time Frame: Medium Term (1 to 3 years)



Washington County Fair; Image Courtesy of Visit Washington County

Explore an impactful tourism attraction.

Throughout the planning process the demand for an additional tourism venue (such as a multi-purpose business/entertainment event venue, a year-round sports facility, or an impactful destination attraction) was discussed. As an example, many casinos across the country have entertainment/concert venues that attract overnight visitors that bring direct and indirect revenue to the county during their stay. The Hollywood Casino at the Meadows has a space for such events; however, it is undersized. In addition, the county has several small, unaffiliated venues such as the Brownson House/Vernon C. Neal Sportsplex, and the Southpointe Fieldhouse, among others. These facilities' schedules are typically dominated by local/regional play and do not currently have the capacity to regularly host larger travel events that drive overnight stays and visitor spending across categories. The demand exists for larger multi-use facilities to complement these and attract larger travel sports events.

The Washington County Chamber of Commerce and Tourism Promotion Agency as well as other interested development partners have met to discuss and, in some cases, already conducted studies that demonstrate the economic impact of these venues or attractions may have on the area, however, the market feasibility of developing these potential assets has not been fully established. In addition, both the studies and anecdotal discussions with private developers determine that the main obstacle to many of these proposals is securing commitments for significant public incentive. In similar projects around the country, this financial commitment is typically a mix of state and local incentives, both in up-front infrastructure development or cash incentives during development and/or an ongoing tax-abatement or other incentives designed to support ongoing operations.

The County should explore partnership opportunities with private sector developers who have confirmed the market feasibility of their project, produced verifiable financial information and resources as well as project development experience and expertise for an impactful tourism attraction or amenity.

Implementation plan:

- Responsible Party: Washington County
- Partners: Washington County Chamber of Commerce; Tourism Promotion Agency; Washington County Commissioners; Washington County Planning; Commonwealth of Pennsylvania; Private Development Partners
- Cost (if applicable): Dependent on project, but estimated at >\$50 million
- Funding Sources: Public/Private Partnership
- Time Frame: Medium to Long Term (3 to 5 years)

Case Study: The Highlands in West Virginia

- Event Center offering 4,000 square feet of modern, tech-savvy space for meetings, social events, trainings, and conferences. Space is flexible and customizable to specific events.
- 200,000 square feet of multipurpose sports and recreation facilities offering basketball/volleyball courts, full-size indoor turf, full-size outdoor field, batting cages/pitching tunnels, arcade, cafe, and viewing area
- Located close to shopping, dining, entertainment and lodging options.
- \$300M in public investment utilized to help build the complex, ongoing partnership with Sports Facilities Management (SFM) for management and programming



Promote river access and usage.

The rivers and waterways in Washington County offer a prime opportunity for recreation, tourism and commerce uses but remain underutilized. Opportunities for sites like the Monongahela Aquatorium, boat launches, restaurants, and multi modal developments are abundant.

The County should identify sites for riverfront redevelopment and gather information for each site regarding potential use, ownership, etc.

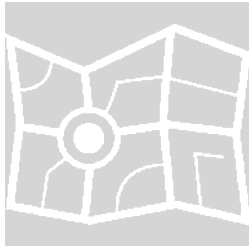
Implementation plan:

- Responsible Party: Washington County Planning
- Partners: Local municipalities; Mon Valley Alliance; Washington County Chamber of Commerce
- Cost (if applicable): Dependent on project
- Funding Sources: PA Greenways, Trails and Recreation Program; PA Redevelopment Assistance Capital Program (RACP)
- Time Frame: Medium Term (1 - 3 years)



Example of future riverfront project in Pittsburgh funded through RACP funds; Image Courtesy of wpxi.com

Complete Places



Complete Places Goal: Offer communities that provide a variety of housing and economic options to foster a complete lifestyle in areas throughout the County.

A complete community is one that anticipates and effectively accommodates the needs of all who live, work, relax or do business within its borders. Its development patterns maximize public value and support equal access to a high quality of life.

Comprised of 66 municipalities, Washington County offers a diverse mix of urban, suburban and rural communities. The goal is for Washington County to be a complete community, where it offers a broad range of agricultural, residential, recreational, commercial and industrial development to meet the needs of residents, businesses and visitors.

Within Washington County, the most populated municipalities include Peters Township (22,915), North Strabane Township (15,691), Cecil Township (14,585), and the City of Washington (13,176). Development is primarily concentrated in the center of the County around the City of Washington, along the I-79 north corridor and in the Mon Valley. There is potential for further development around the recently completed Southern Beltway (I-579) and the Mon Fayette Expressway (SR 43) once the connector is completed to the city.



City of Washington; Image Courtesy of Mackin

Issues Considered

- ➔ *Focusing development/redevelopment in areas with existing infrastructure in order to preserve natural and agricultural areas within the County is a top priority.*
- ➔ *Population growth is expected to occur in a few communities along the I-79 and Route 19 north corridors.*
- ➔ *Office vacancy rates are high, but interviews with economic development leaders and developers suggest there is a demand for smaller, flexible spec and pad-ready light industrial sites.*
- ➔ *There are opportunities for office market reinvention. Local developers believe that lower tax rates, fewer governance restrictions and a demand for non-urban office space make the County attractive to new office users.*
- ➔ *Regional shopping centers, such as the Washington Mall and Crown Center, are in need of renovation and repurposing. There have been some revitalization efforts at Crown Center, which is spurring market-driven reinvestment.*
- ➔ *There are numerous existing redevelopment opportunities in brownfield areas, existing business parks and underutilized retail sites.*
- ➔ *The County's downtowns have experienced disinvestment for years due to industry and population loss.*
- ➔ *The City of Washington is the County seat and should receive targeted investments to promote revitalization.*
- ➔ *There are a number of organizations and agencies promoting the County and working on economic development initiatives; however there is minimal overlap in the work these agencies perform.*



Washington County Airport Sign; Image Courtesy of Mackin

Recommendations and Actions

Targeted Areas for Investment

Encourage focused development and redevelopment for future land use and economic development.

Washington County has a number of sites that offer prime opportunities for additional commercial/industrial development and redevelopment. According to information gathered through the planning process, these sites can positively contribute to the economic development growth for the County.

The planning process revealed the need for high acreage, pad ready sites along major transportation routes, which could accommodate light manufacturing and warehouse uses. Industries that are growing or strong (but not necessarily growing) in the County include the energy sector; advanced manufacturing; building and construction and logistics and transportation. Health care has the strongest projected employment growth.

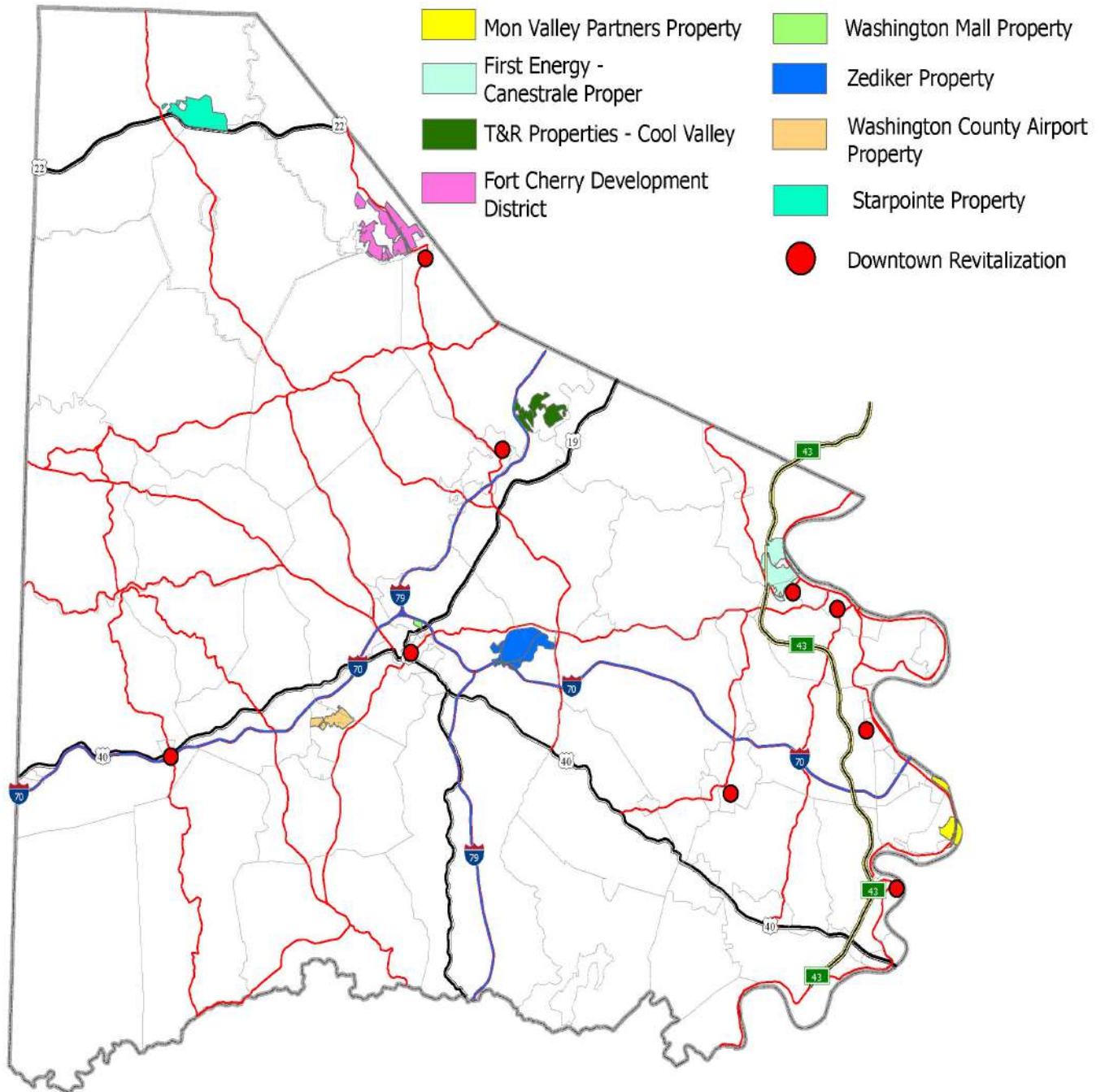
Understanding the types of sites desired coupled with the need to focus development and redevelopment in the County, Targeted Areas for Investment (TAI) sites were identified. These sites were chosen based on location, access to infrastructure, amenities as well as input from economic development professionals in the County. Figure 7 illustrates the location of these sites within the County. Existing information along with potential future development options for the TAI sites are highlighted on the following pages.

The County should work with economic development agencies to promote the Targeted Areas for Investment for appropriate future development/redevelopment opportunities.

Implementation plan:

- Responsible Party: Washington County Chamber of Commerce
- Partners: Washington County Planning; Redevelopment Authority of the County of Washington; Tourism Promotion Agency; Washington County Industrial Development Authority; Local Developers; Property Owners
- Cost (if applicable): Staff time
- Funding Sources: N/A
- Time Frame: Ongoing

Figure 7: Targeted Areas for Investment Map



Future Development Opportunity: Washington County Airport

The Washington County Airport (AFJ) is 401-acre publicly owned aviation facility with over 100 aircraft including 37 T-Hangars and 9 corporate hangars. The Airport has a 5,004' runway with full parallel taxiway system. The Airport's technological advances include a Remote Communications Outlet (RCO), Automated Weather Observation System (AWOS/ASOS), Instrument Landing System (ILS), Distance Measuring Equipment (DME) and Localizer Approach. These improvements and other safety enhancements have broadened the Airport's appeal in attracting new users.

The Airport has been identified as a prime economic generator for Washington County and previous studies have pointed to the Airport's importance to the future economy of our region.

With one of two major projects nearing completion on airfield's Northside, AFJ is building for the future. Large corporate hangars and additional T- hangars will be constructed allowing opportunities for new businesses and tenants.

Future projects include a runway extension to 5,500' and improvements to runway safety areas. These enhancements will provide the necessary means for continued growth. Future plans also include developing a business and manufacturing park to be named, Skypointe.

The Airport currently employs nearly 200 people and with the planned improvements an additional 60 permanent jobs will be created. The total annual payroll of the Airport is currently \$3,266,700 and the total annual output is \$16,568,600. These numbers will increase with the completion of the new hangars and provide for an even greater economic impact in Washington County and throughout the region.



Future Development Opportunity: Cool Valley

Located adjacent to the Southpoint Business Park in Cecil Township, this undeveloped site's proximity to I-79 and Pittsburgh suggests that property be considered for a mixed-use development including but not limited to residential housing, office space, commercial operations, a medical facility and convention center space. The initial first phase suggests 250 acres of pad-ready property can accommodate, at a minimum, an approximately 375,000 sq ft medical facility and a roughly 200,000 sq ft convention center and hotel complex. (TandR Properties - Cool Valley Project Fact Sheet)



Future Development Opportunity: Imperial/Fort Cherry District

Located along the Southern Beltway, PA-576, at the Midway-McDonald exit, this site lies within minutes of the Pittsburgh International Airport, the Shell Cracker Plant in Beaver County and Interstate 79 in Washington County. The Fort Cherry District project is estimated to consist of 6 million square feet of industrial, flex, office and ancillary commercial (e.g. neighborhood retail, lodging, restaurants) space that are projected to generate over \$542,400,000.00 in private investment (imperialland.com/fort-cherry-development-district).



Future Development Opportunity: First Energy/Canestrале Site

The Mitchell Power Station and adjacent Canastrale Properties are a collection of properties totaling 856 acres in Washington County, Pennsylvania. Located about 18 miles south of Pittsburgh, the site has 4,900 feet of direct river access, a Norfolk Southern dual mainline track, and potential access to natural gas from People's Natural Gas utility and natural gas liquids from the Mariner East 1 and 2 pipelines. There is an active electrical substation onsite which could help facilitate redevelopment operations with large power requirements as well as a possible grid interconnection point that could accommodate renewable energy generation (dced.pa.gov/programs-funding/coal-plant-redevelopment-playbooks/mitchell-power-station).



Future Development Opportunity: Starpointe

Starpointe Business Park is a reclamation of mine-scarred land for the purposes of bringing jobs and manufacturing back to Washington County. The Business Park was developed to enable companies to take advantage of the Pittsburgh International Airport and transportation system available in northern Washington County. Several sites in the 325 acre first development phase are pad-ready. Further expansions will cover the remaining 1,153 acres (washingtoncountypa.org/projects/starpointe-business-park/ and [www.washcochamber.com/business-assistance/site-location/starpointe-business-park/](http://www.washcochamber.com/business-assistance/site-location/starpointe-business-park)).



Future Development Opportunity: Washington Mall

The Washington Mall's pronounced, and sustained store vacancy rate suggests the site, likely, has a higher and better use. Given the site's adjacency to three major arterial roadways (I-70, I-79 and US-19), surrounding commercial uses, and the site's total size, 4ward Planning recommends the property be evaluated for light industrial use, inclusive of warehousing, light assembly and advanced manufacturing uses. Earlier performed analysis and interviews suggests these uses are in high demand, but adequate space in Washington County is extremely limited. Assuming a floor area ratio (FAR) of 0.3, the site could accommodate as much as 430,000 square feet of light industrial space.



Future Development Opportunity: Zediker Station

The Zediker Station property is ideally located less than one mile away from Interstate 70 and Interstate 79 in South Strabane Township. This approximately 1,200 acre piece of land is located along the Allegheny Valley Railroad and has access to two Class I rail lines - CSX and Norfolk Southern. This site is best positioned for industrial, manufacturing, distribution or energy based operations (www.zedikerstation.com/) .



Future Development Opportunity: Mon River Industrial Park

Located along the Monongahela River, the Mon River Industrial Park is well positioned along PA-88 in Washington County. The Mon River Industrial Park is comprised of 102 acres of riverfront land in Allenport with direct access to Class 1 rail service. The property also includes adjacent land totaling 185 acres in Allenport and the Main Plant Site has undergone demolition to accommodate new industrial space. The Dunlevy portion consists of 95 acres of raw riverfront land which could be utilized as a mixed development opportunity with a potential to tie in recreation.



Allenport Borough

Current Zoning: Heavy Industrial and Agriculture
 Proposed Zoning: NA
 Timeline: NA

Dunlevy Borough

Current Zoning: Light Industrial
 Proposed Zoning: Mixed Use- Recreation
 Timeline: NA

Future Development Opportunity: Race Track Road

Located along I-79 and US-19, the Racetrack Road Properties in Washington County are adjacent to the Casino, Meadowlands Business Park, and Tanger Outlets. The Racetrack Road Property includes a compiled 339.68 acres designated for commercial/light manufacturing with some high-density residential development. Public funding may be needed to develop roadwork, sewer, water, and electric service at the site.



South Strabane Township	
Current Zoning:	C3 Mixed Use District
Proposed Zoning:	R5 High Density Residential/ Mixed Use
Timeline:	NA

Reinvest in Downtowns

Encourage and support a strategic plan for downtown redevelopment.

Targeted reinvestment in Washington County's established downtown areas will reinforce their position as prosperous, inviting and livable activity hubs. These areas can offer a complete range of well-connected neighborhood elements, local and regional amenities and opportunities for entrepreneurship and business development.

The City of Washington serves as the County seat and offers a great opportunity to serve as a pilot project for downtown redevelopment and reinvestment. Developing an overall plan for will assist with identifying an overall vision and goals for the community; potential projects, implementation partners and funding options. It is important to note that public investment will be needed to accelerate revitalization and ensure success. There are funding options that can be utilized including Local Share Account funds, Act 13 funds and payment in lieu of taxes from entities such as the County and Washington and Jefferson College.

Once the pilot project is in place and seeing success, this process can be replicated in other downtown communities within the County. A selection of these areas is shown on Figure 7, but are by no means the complete list and all revitalization efforts by municipalities will be supported by the County and this Comprehensive Plan. During the plan development process, communities that are experiencing successful downtown revitalization were identified and interviewed. Information about the case study communities, which include Altoona, Canonsburg, Dormont, Zelienople and Beaver can be found in the Appendices.

The County should work with the City of Washington to develop a pilot program, which includes a strategic plan with associated information to begin redevelopment of the Downtown area.

Implementation plan:

- Responsible Party: City of Washington
- Partners: Washington County Planning; Redevelopment Authority of the County of Washington; Washington County Chamber of Commerce; Tourism Promotion Agency
- Cost (if applicable): \$25,000-\$30,000
- Funding Sources: DCED Municipal Assistance Program; LSA Funds
- Time Frame: Short Term (within 6 months to 1 year)



Downtown Washington; Image Courtesy of Mackin

Support planning at the municipal level.

Many communities within Washington County are doing great work planning for their downtowns and future sustainability with projects at the local level. These types of planning projects are very beneficial and allow local communities to identify what their issues are regarding elements such as downtown revitalization, increasing economic development opportunities and marketing assets. Recent examples of these types of plans are the McGuffey Area Master Revitalization Plan and the Mon Valley Alliance Economic Playbook.

The County should promote these types of projects to municipal officials and assist with identifying funding opportunities and implementation when appropriate.

Implementation plan:

- Responsible Party: Local Municipalities
- Partners: Washington County Planning; Redevelopment Authority of the County of Washington
- Cost (if applicable): Dependent on scope (approximately \$30,000-\$50,000)
- Funding Sources: DCED Municipal Assistance Program; LSA Funds
- Time Frame: Short Term (within 6 months to 1 year)



Economic Development Delivery

Encourage and support coordinated efforts among economic development agencies in the County.

Increasing economic development opportunities in the County was an important goal from the beginning of the planning process. Input sessions were held with economic development agencies that serve the County throughout the project. Key takeaways from these sessions revealed that there is minimal overlap of services and each agency serves an important role in the County. However, there are areas where the agencies can work together to more efficiently work on priority projects identified by the Commissioners. Once the priorities are known, these agencies can collaborate to identify who is most equipped to lead the project, appropriate funding sources, other resources as necessary (such as partner organizations) and measures of success for the projects, which are based on taxes generated and overall economic output and not necessarily just on job creation.

The County should convene quarterly meetings with economic development agencies to work on priority projects. A report should be prepared annually that identifies projects complete, those in process and future priorities.

Implementation plan:

- Responsible Party: Washington County Chamber of Commerce
- Partners: Washington County Commissioners; Redevelopment Authority of the County of Washington; Tourism Promotion Agency; Washington County Industrial Development Authority; Washington County Planning; Washington County Council on Economic Development
- Cost (if applicable): Staff time
- Funding Sources: N/A
- Time Frame: Short Term (within 6 months to 1 year)

Ensure available office spaces meet market demand.


Washington County is experiencing increasingly high office space vacancy rates. According to recent report by JLL, vacancy rates at Southpointe were nearly 37% at the end of 2021. This is due to available space along with 10.6% space available for sublease. A recent example was CONSOL Energy Inc. searching for a 30,000 square foot office headquarters leaving behind the more than 300,000 square foot headquarters built nearly 10 years ago. This is just a snapshot of the market conditions in the County and highlights the need for modern light industrial/flex space to meet demand.

The County should prioritize the development of light industrial/flex office spaces.

Implementation plan:

- Responsible Party: Washington County Chamber of Commerce
- Partners: Washington County Commissioners; Redevelopment Authority of the County of Washington; Tourism Promotion Agency; Washington County Industrial Development Authority; Washington County Planning
- Cost (if applicable): Staff time
- Funding Sources: N/A
- Time Frame: Short Term (within 6 months to 1 year)

Implementation Tools



LE MOYNE HOUSE
Built, 1812, by Dr. John LeMoyne. For many years, home of his son Dr. Francis LeMoyne, noted abolitionist, and builder of first crematory in U.S. Now the home of the Washington County Historical Society.
PENNSYLVANIA HISTORICAL AND MUSEUM COMMISSION

Overall Implementation

What comes next?

The recommendations provided in the Plan include action steps that can be taken to implement the overall Plan vision and goals for Connected, Sustainable and Complete Places. But how can the County ensure that they are actively implementing the Plan? Here are some actions that should be taken by the Washington County Planning Department to track implementation:

■ ***Prepare an annual update on implementation progress.***

Progress should be tracked and publicized to illustrate how the County is working to implement the plan's recommendations. This update should be included on the County website and provided to the municipalities. The annual update should:

- ➔ Identify Actions taken in the past year by the County
- ➔ Survey partners to include projects that have been completed by other organizations/agencies
- ➔ Identify target recommendations/projects for the upcoming year.

■ ***Utilize the County's online HUB as an education and outreach tool.***

Education and coordination was discussed throughout the planning process as an important aspect of implementing the plan. To help with this, the County should:

- ➔ Develop a request form for the County's website that can be used to request County speakers at meetings/events regarding the Comprehensive Plan and its implementation.
- ➔ Provide model ordinances and best practices that municipalities and others can use to implement the plan's vision.
- ➔ Include links to technical and financial resources for municipalities and other organizations.

- ***Provide a checklist for reviewing municipal plans and ordinances as well as subdivision and land development plans.***

To ensure that municipal plans, ordinances and developments are consistent with the County's plan, they should be required to provide a statement about how they are consistent and will assist with implementation. To assist with this, the County should develop a checklist that identifies methods to achieve consistency. A similar list should be developed to be utilized with County review of subdivisions and land developments.

- ***Develop partnerships with other County departments and organizations to implement the plan's recommendations.***

Many of the plan's recommendations are not the responsibility of the County Planning Department or require additional partners. These partners are listed in the plan document as well as the Implementation Matrix on the following pages.

Implementation Matrix

The plan recommendations and implementation items are listed separately in the Focus Areas section. The Implementation Matrix on the following pages provides a full list of all the recommendations along with supporting information.



Washington County farmland; Image Courtesy of Washington County

Recommendation	Timeframe	Responsible for Implementation	Potential Partner Organizations	Cost	Funding Sources	Page #
CONNECTED PLACES						
Infrastructure						
Provide education regarding the importance of the model Act 167 Stormwater Management Ordinance and work with the remaining 36 municipalities to adopt it.	Short Term (within 6 months to 1 year)	Washington County Planning	Local municipalities; PA DEP, Southwestern Pennsylvania Commission Water Resource Group; Local Government Academy	Staff Time	N/A	69
Promote resources and contacts for BMPs, green infrastructure tools and stream bank restoration to promote these practices and assist with grant requests. These can be promoted with local municipalities, county/regional organizations and county funded/sponsored infrastructure projects.	Short Term (within 6 months to 1 year)	Washington County Planning	Local municipalities; US EPA; US Army Corps of Engineers; Southwestern Pennsylvania Commission Water Resource Group; County/Regional Organizations focusing on stormwater management	Staff Time	N/A	70
Support water and sewer projects that will add additional capacity and provide coverage to underserved areas.	Long-Term (5-10 years)	Local water and sewer providers	Washington County Planning	Dependent on project	See Appendices	75
Continue to monitor the broadband issue in terms of areas lacking coverage and work to expand services.	Phase I: within 6 months to 1 year; Phases II and III: within 18-24 months	Washington County Authority	Washington County Planning; Local Internet Providers	Dependent on project	ARPA; SPC Middle Mile Broadband Infrastructure Grant Program; Private Match	76
Continue to monitor EV charging stations locations and support expansion of this infrastructure especially in local business districts, shopping centers, hotels, local park and recreation sites, public facilities and business parks.	Short Term (within 6 months to 1 year)	PennDOT; Private Entities	Washington County Planning	Dependent on project	PennDOT NEVI Funds	77
Investigate the possibility of instituting an infrastructure bank to assist with funding large infrastructure projects that may need gap financing.	Medium Term (within 1-3 years)	Redevelopment Authority of the County of Washington; Washington County Authority	Washington County Planning	Dependent on project (typical budget is \$250,000 annually)	Liquid Fuels, Act 13 Impact Fees, County Vehicle Registration Fees, Gaming Funds, Bank Loans, Bond Issues, PENNVEST, USDA, PA Infrastructure Bank	79
Transportation						
Continue to work with and support local municipalities to ensure that priority road and bridge projects are included in the SPC Long Range Transportation Plan and the TIP.	Medium Term (within 1-3 years)	Washington County Planning	Local municipalities; PennDOT; SPC	Dependent on project	PennDOT Multi-Modal Transportation Fund; PA Infrastructure Bank; CDBG, Liquid Fuels	80
Encourage betterment projects in local business districts in Washington County.	Medium Term (within 1-3 years)	Local Municipalities	Washington County Planning; PennDOT; SPC	Dependent on project (typical budget is \$1 million+)	SPC; PennDOT Multi-Modal Transportation Fund	81
Support projects encouraging development, rehabilitation, and enhancement of transportation assets to existing communities, streetscape, lighting, sidewalk enhancement, pedestrian safety, connectivity of transportation assets and transit-oriented development.	Short Term (within 6 months to 1 year)	Washington County Planning	Local municipalities; PennDOT; SPC	Dependent on project	SPC; PennDOT Multi-Modal Transportation Fund	82
Expand the County Trail Network			See Washington County Greenways Plan			83

Recommendation	Timeframe	Responsible for Implementation	Potential Partner Organizations	Cost	Funding Sources	Page #
Connect the transit providers with developers as they are preparing their plans to determine if routes or bus stops can be coordinated with the location of the development. In addition the County should support public transportation facility improvements such as lighting, benches, route signage, and upgraded waiting areas. These improvements will make utilizing public transportation more convenient and safer and can help to increase ridership.	Short Term (within 6 months to 1 year)	Local Transit Providers; Local Developers	Washington County Planning; PennDOT	Dependent on project	N/A	83
Include freight language and recommendations in municipal ordinance reviews. In addition, the County will support any efforts and projects that involve freight and the movement of goods through the county.	Short Term (within 6 months to 1 year)	PennDOT; SPC; Freight Providers; Local Municipalities	Washington County Planning	Staff Time	N/A	85
Coordination/Communication						
Host workshops throughout the year, in conjunction with other county agencies, to assist local municipalities with resources and expertise on various topics.	Short Term (within 6 months to 1 year)	Washington County Planning	Municipal Officials; County Agencies; Local Government Academy; SPC	Staff Time	N/A	87
Serve as a link between educational providers and employers in the region to help address the priority issues that have been identified (and will continue to evolve). Annual forums, hosted by the County, could be one way to get everyone at the table to discuss priorities and solutions.	Short Term (within 6 months to 1 year)	Local school districts, trade schools, post secondary schools, local employers, Washington County Chamber of Commerce	Washington County Planning	Staff Time	N/A	88

Recommendation	Timeframe	Responsible for Implementation	Potential Partner Organizations	Cost	Funding Sources	Page #
SUSTAINABLE PLACES						
<i>Natural Resources</i>						
Provide education to local municipalities regarding the importance of utilizing land use tools to assist with natural resource protection.	Short Term (within 6 months to 1 year)	Washington County Planning	Local Municipalities; Natural Heritage Program Staff	Staff Time	N/A	93
Develop a scope of work and apply for funding for a Countywide Parks and Recreation plan.	Medium Term (within 1-3 years)	Washington County Parks and Recreation Department	Washington County Planning; Local municipalities; Local and Regional Recreation Organizations	\$50,000-\$80,000 (dependent on scope)	PA Department of Conservation and Natural Resources	94
<i>Agricultural Resources</i>						
Continue the Agricultural Land Preservation Program as well as continue to provide information and education to landowners and municipalities on farmland preservation and the Agricultural Security Area Program.	Short Term (within 6 months to 1 year)	Washington County Planning; Local Municipalities	Local agricultural land owners	Staff Time	N/A	95
Compile model ordinances for agricultural protection zoning and make these available on the County website. Additionally, this topic should be included in any municipal workshop hosted by the County. When reviewing submitted municipal ordinance proposals, the County Planning Commission should make recommendations to include buffer zones and open space around active farms.	Short Term (within 6 months to 1 year)	Washington County Planning	Local municipalities; Other Counties with model ordinances	Staff Time	N/A	97
Continue to support efforts of local farmers to offer agritourism options and help with marketing these opportunities.	Short Term (within 6 months to 1 year)	Local Farmers; Washington County Chamber of Commerce; Tourism Promotion Agency	Washington County Planning	Staff Time	N/A	99
<i>Energy Resources</i>						
Provide education on the importance of renewable energy sources and utilize these sources whenever possible.	Short Term (within 6 months to 1 year)	Washington County Planning	Local Municipalities; Alternative Energy Providers	Dependent on project	USDA Rural Energy for America Program Grants	100
<i>Quality of Life</i>						
Develop an inventory of properties through local tax sales and work with its municipalities and developers to redevelop these properties. An emphasis should be placed on those participating municipalities along highly visible and traveled areas.	Medium Term (within 1-3 years)	Redevelopment Authority of the County of Washington	Washington County Planning; Local municipalities; Local developers	Dependent on project, but a Land Bank should have several hundred thousand dollars in its operating account	Funds could be allocated through delinquent and late property tax payments as well as back taxes through the Clean and Green Program	101
Implement the priority blight strategies developed for the Blight Study.	Short Term (within 6 months to 1 year)	Washington County Planning	Redevelopment Authority of the County of Washington; Local municipalities; Local Government Academy; Washington County Tax Office	Staff Time	N/A	102

Recommendation	Timeframe	Responsible for Implementation	Potential Partner Organizations	Cost	Funding Sources	Page #
Commit resources to ensure education surrounding fair housing rights and support projects and strategies that promote affordable housing solutions.	Short Term (within 6 months to 1 year)	Redevelopment Authority of the County of Washington	Washington County Planning; Local Municipalities; County Housing Authority, Local developers and realtors; Local housing advocacy organizations (United Way, Blueprints, etc.)	Dependent on project	CDBG funds; PA Housing Affordability Fund - PHARE Program, HUD	103
Continue to support human services organizations and agencies and promote their services to local municipalities and residents.	Short Term (within 6 months to 1 year)	Washington County Human Services Organizations	Washington County Planning; School Districts; Health Providers	Staff Time	N/A	104
<i>Tourism</i>						
Support efforts to continue to upgrade the Fairgrounds, market to a wider audience and study the feasibility of adding an Equestrian Center for horse shows.	Medium Term (within 1-3 years)	Washington County	Washington County Planning; Washington County Fair Board; Tourism Promotion Agency	Dependent on project	PA Department of Agriculture: Fair Capital Improvement	105
Explore partnership opportunities with private sector developers who have confirmed the market feasibility of their project, produced verifiable financial information and resources as well as project development experience and expertise for an impactful tourism attraction or amenity.	Medium to Long Term (within 3-5 years)	Washington County	Washington County Planning; Washington County Chamber of Commerce; Tourism Promotion Agency; Commonwealth of Pennsylvania; Private Development Partners	Dependent on project, but estimated >\$50 million	Public/Private Partnership	106
Identify sites for riverfront redevelopment and gather information for each site regarding potential use, ownership, etc.	Medium Term (within 1-3 years)	Washington County Planning	Local Municipalities; Mon Valley Alliance; Washington County Chamber of Commerce	Dependent on project	PA Greenways, Trails and Recreation Program; PA Redevelopment Assistance Capital Program (RACP)	108

Recommendation	Timeframe	Responsible for Implementation	Potential Partner Organizations	Cost	Funding Sources	Page #
COMPLETE PLACES						
<i>Targeted Areas for Investment</i>						
Work with economic development agencies to promote the Targeted Areas for Investment for appropriate future development/redevelopment opportunities.	Ongoing	Washington County Chamber of Commerce	Redevelopment Authority of the County of Washington; Washington County Planning; Tourism Promotion Agency; Washington County Industrial Development Authority; Local Developers; Property Owners	Staff Time	N/A	111
<i>Reinvest in Downtowns</i>						
Work with the City of Washington to develop a pilot program, which includes a strategic plan with associated information to begin redevelopment of the Downtown area.	Short Term (within 6 months to 1 year)	City of Washington	Washington County Planning; Redevelopment Authority of the County of Washington; Washington County Chamber of Commerce; Tourism Promotion Agency	\$25,000-\$30,000	DCED Municipal Assistance Program; LSA Funds	122
Promote local economic development/downtown revitalization studies to municipal officials and assist with funding opportunities and implementation when appropriate.	Short Term (within 6 months to 1 year)	Local Municipalities	Washington County Planning; Redevelopment Authority of the County of Washington	Dependent on scope, but around \$30,000-\$50,000	DCED Municipal Assistance Program; LSA Funds	123
<i>Economic Development Delivery</i>						
Convene quarterly meetings with economic development agencies to work on priority projects. A report should be prepared annually that identifies projects complete, those in process and future priorities.	Short Term (within 6 months to 1 year)	Washington County Chamber of Commerce	Washington County Commissioners; Redevelopment Authority of the County of Washington; Tourism Promotion Agency; Washington County Industrial Development Authority; Washington County Planning; Washington County Council on Economic Development	Staff Time	N/A	124
Prioritize the development of light industrial/flex office space	Short Term (within 6 months to 1 year)	Washington County Chamber of Commerce	Washington County Commissioners; Redevelopment Authority of the County of Washington; Tourism Promotion Agency; Washington County Industrial Development Authority; Washington County Planning	Staff Time	N/A	125

Appendices



Summary of Public Outreach

The Washington County Comprehensive Plan is founded upon the active engagement and input from a wide cross section of stakeholders. County residents, businesses, governmental agencies, educational institutions, and nongovernmental organizations were all invited to participate in the planning process.

The Washington County Planning Commission Staff used different methods of public involvement to notify stakeholders and residents of the planning effort and solicit input:

- **Public Open Houses**
 - Included the Avella Fire Department Social Hall (June 7th, 2022), the Washington County Fairgrounds (June 29th, 2022), and the Roscoe Fire Department (September 7th, 2022)
 - Final Public Open House held on June 15th, 2023 at Courthouse Square Public Meeting Rooms
- **Public Survey**
 - (Available 10/20/2021 – 12/15/2022) which garnered 135 responses
- **Municipal Outreach**
 - Included a Survey (Available 5/6/2021 – 10/25/2021) gathering 59 responses;
 - Two meetings (Tri-County Borough Association Meeting on October 20th, 2021, and Washington Association of Township Officials Convention on September 20th, 2021)
- **Focus Group Event (Aug 23 – 30, 2021)**
 - Chamber of Commerce (Jeff Kotula – President, Mary Stollar – Economic Development Specialist, Will Thomeier – Director of Economic & Tourism Development)
 - Mon Valley Alliance (Jamie Colecchi – Director, Operations & Development, Ben Brown – CEO)
 - California University (Tony Mauro – Vice President of Development & Alumni)
 - Washington Penn Plastic (Nick Andy – Principle)
 - Perryman Company (Bob Julius - HR Manager)
 - Alex E. Paris Contracting (Alex Paris – Owner)
 - Accutrex (Martin Beichner – CEO)
 - RACW (Tammy Mayton - Housing Specialist)
 - Mon Valley Initiative (Laura Zinski – CEO, Dave Yargeau - Real Estate Developer)
 - Washington Co. Trans. Auth/Freedom Transit (Sheila Gombita – Executive Director)
 - Mid Mon Valley Transit Authority (Ashley Seman - Executive Director)
 - Mon Valley Hospital (Louis Panza – President)
- **Stakeholder Interviews**
 - Park Place Realty Group (Barry Crumrine - Founder and Owner) *4ward*
 - Washington County Redevelopment (Bill McGowen - Executive Director, Cynthia Kotowski - Assistant Executive Director) *4ward*
 - Southwest Corner Workforce Development Board (Ami Gatts – Director) *4ward*
 - Boord, Benchek and Assoc. Inc. (Ernie Benchek - CEO, Co-Founder) *4ward*

- Howard Hanna Washington (Jean Watson - Manager and broker) *4ward*
- Washington County Planning Commission (Jeff Leithauser, Caroline Sinchar) *4ward*
- Meadowbrook Invest. Properties (Jeremy Bruce - Founder/Managing Partner) *4ward*
- LaCarte Enterprises (John LaCarte – President) *4ward*
- Burns Scalo (Kelley Hoover Heckathorne – Director) *4ward*
- CBRE (Robert Gold - Vice President, Retail Services) *4ward*
- Newmark Knight Frank (Jake Machel – Director) *4ward*
- T.R. Properties (Ron Sabatino - Owner) *4ward*
- Crossgates, Inc. (Ryan A. Schwotzer - President) *4ward*
- WCCED (Tom Hartswick – President) *4ward*
- Chapman Properties (Tony Rosenberger - President and Chief Executive Officer) *4ward*
- Saga Data Centers (Anthony Ruscitto) *4ward*
- Horizon Properties Group (Mike Swisher - Principal) *4ward*
- Washington County Authority (John Timney) *Wash. Planning Staff*
- EQT Corporation (Stephanie Paluda – Supervisor, Government & Community Affairs) *Wash. Planning Staff*
- First Energy (Jim Cannon – Regional External Affairs) *Wash. Planning Staff*
- TRPIL (Joann Naser - Chief Development Officer) *Wash. Planning Staff*
- Washington Health System, (Brooke Ward – President/CEO) *Wash. Planning Staff*
- Washington County Housing Authority, *Wash. Planning Staff*
- Penn Commercial, *Wash. Planning Staff*
- School Districts (Cyril Walther- Avella; Ed Zelich - Charleroi; Michael Daniels- Canon-McMillan; Michael Lucas - Trinity; Stephen Puskar - Burgettstown; Andrew Oberg - McGuffey) *Wash. Planning Staff*
- Range Resources (Laurel Ziemba – Director, Public Affairs) *Wash. Planning Staff*
- Washington & Jefferson College (Vivienne Felix, Ass. Dean of Students) *Wash. Planning staff*
- Washington & Jefferson College (Student Presentation) *Wash. Planning Staff*
- Western Area Career & Technology Center (Dr. McCarthy - Executive Director) *Wash. Planning Staff*

**Supporting Information and
Glossary for Economic
Trends Analysis**

Economic Development Trends Report

Sources: *Oil and Gas Industry Research*

"America's Progress at Risk: An Economic Analysis of a Ban on Fracking and Federal Leasing for Natural Gas and Oil Development," American Petroleum Institute, 2020.

Blackmon, David "Not A Fracking Frenzy: What The New Shale Oil Boom Will Look Like," Forbes, March 8, 2021.

Bolstad, Erika "Oil-Friendly States Fight Back Against Sustainable Investment Trend," Pew Charitable Trust, March 17, 2021.

Bunch, Will "PA Grand Jury 'Indicts' Fracking. Now What?" Philadelphia Inquirer, July 7, 2020.

Eavis, Peter "Fracking Once Lifted Pennsylvania. Now It Could Be a Drag," New York Times, October 13, 2020.

"Fracking Puts PA at an Energy Crossroads. It's Time to Pick a Direction," Philadelphia Enquirer, February 21, 2021.

Griswold, Eliza "When the Kids Started Getting Sick," The New Yorker, March 2, 2021.

Legere, Laura "Report: Shale Gas Boom Counties Saw Little Growth in Local Jobs, Income," Pittsburgh Post-Gazette, February 11, 2021.

Levy, Mark "Gas Drilling Firms Repel Pennsylvania's Antitrust Lawsuit," Washington Post, March 25, 2021.

Marusic, Kristina "Fractured: Harmful Chemicals and Unknowns Haunt Pennsylvanians Surrounded by Fracking," Environmental Health News, March 1, 2021.

"Natural Gas Explained," U.S. Energy Information Administration, www.eia.gov, March 11, 2021.

"Oil 2021: Analysis and Forecast to 2026," International Energy Agency (IEA), <https://www.iea.org/reports/oil-2021>.

Reed, Stanley "Gasoline Use has Probably Topped Out as Consumer Habits Shift" New York Times, March 17, 2021.

Schrum, Rick "Shell Says Cracker Plant Will Begin Operations in 2022," Observer-Reporter, March 20, 2021.

"Shale Gas Global Market Report 2020-30: Covid-19 Growth and Change" The Business Research Company, March 31, 2021

Glossary of Terms: Socio Economic

Empty-Nester Household: A household in which one or more parents live after the children have left home, typically represented by ages 55 through 74.

Family: A family is a group of two or more people (one of whom is the householder) related by birth, marriage, or adoption and residing together; all such people are considered members of one family.

Growth Rates: The chart below outlines how 4ward Planning defines growth rates. For example, flat growth reflects an annualized rate of change between -0.75 and 0.75 percent.

Strong Positive Growth	Greater than	1.50%		annually
Modest Positive Growth	Between	1.50%	and 0.75%	annually
Flat Growth	Between	0.75%	and -0.75%	annually
Modest Negative Growth	Between	-0.75%	and -1.50%	annually
Strong Negative Growth	Less than	-1.50%		annually

Household: A household consists of all the people who occupy a housing unit. A house, apartment, or other group of rooms or a single room, is regarded as a housing unit when occupied or intended for occupancy as a separate living quarter. The count of households excludes group quarters and institutions.

Household Population: Household population, as compared to total population, excludes persons living in dormitories, penal facilities, hospitals, and other institutional settings.

Non-Family Household: A non-family household consists of a householder living alone (a one-person household) or a householder sharing the home exclusively with people to whom he/she is not related.

Glossary of Terms: Industry Clusters

Establishment: According to NAICS, an establishment is generally a single physical location where business is conducted or where services or industrial operations are performed (for example, a factory, mill, store, hotel, movie theater, mine, farm, airline terminal, sales office, warehouse, or central administrative office).

NAICS (North American Industry Classification System): The standard used by federal statistical agencies in classifying business establishments according to type of economic activity and/or process of production

Output: Output represents the value of industry production. In IMPLAN, these are annual production estimates for the year of the data set and are in producer prices. For manufacturers, this would be sales plus/minus change in inventory. For service sectors, production = sales. For Retail and wholesale trade, output = gross margin and not gross sales.

Intermediate Imports: Purchases of non-durable goods and services that are used to produce other goods and services rather than for final consumption.

Industry: The industry is the type of activity that occurs at a person's place of work. Industries are classified through the NAICS.

Industry Clusters: Geographically concentrated groups of inter-connected companies and associated institutions in a particular field. Clusters arise because they increase the productivity with which companies can compete. Strong clusters drive regional economic performance, resulting in job growth; higher wages; higher patenting rates; and greater new business formation, growth, and survival. New Jersey's seven Industry Clusters, as identified by the New Jersey Department of Labor and Workforce Development, are presented on the following page.

Location Quotients: A location quotient compares an industry's local employment concentration to another base area (in this analysis, Pennsylvania). Location Quotient greater than 1.0 (or ~1.25) often indicate an industry is an export activity and is a link to the outside economy (brings outside \$ into the region)

Multipliers: A multiplier is a measure of the total number of jobs or output (direct, indirect, and induced) created by each additional job or investment in a given industry. The multipliers for a given region indicate the intra-regional "backward linkages" of each major NAICS category for every dollar spent, in terms of employment and output.

Glossary of Terms: Economic Impact

Direct effects: A series (or single) of production changes or expenditures made by producers/ consumers as a result of an activity or policy.

Economic activity: Dollars spent within region that are attributable to a given industry, event, or policy.

Economic impact: The net changes in new economic activity associated with an industry, event, or policy in an existing regional economy. This differs from an “economic shift” which is simply spending activity currently occurring in the study area that is diverted to another consumer category (e.g., instead of spending money at the movies on Thursday night, as usual, we spent the same amount of money dining out).

Employee compensation: Total payroll cost of wage and salary employees to the employer. This includes wages and salaries, all benefits (e.g., health, retirement) and payroll taxes (both sides of social security, unemployment insurance taxes, etc.).

Employment: Includes all full and part-time jobs.

IMPLAN: An economic impact assessment software system developed and maintained by the Minnesota IMPLAN Group.

Indirect effects: The impact of local industries buying goods and services from other local industries.

Induced effects: The response by an economy to an initial change (direct effect) that occurs through re-spending of income received by a component of value added.

Input-output model: A specific methodological framework that characterizes the financial linkages in a regional economy between industries, households, and institutions. Input-Output only measures economic activity and does not include any nonmarket values.

Labor income: The sum of employee compensation (wages and benefits) and proprietor income.

Output: Output represents the value of industry production.

Return on investment (ROI): Return on investment is a ratio between net profit (over a period) and cost of investment. A high ROI means the investment's gains compare favorably to its cost.

Value added: The sum of employee compensation, proprietor income, other property income, and taxes on production and imports less subsidies. Value added is analogous to GDP.

Web Links and programs for:

- * Stormwater Best Management Practices**
- * SPC Freight Plan**
- * PennDOT Freight Plan**
- * Washington County Natural Heritage Inventory**
- * Agricultural Resources**

Stormwater Best Management Practices (BMPs)

- PA Stormwater Best Management Practices Manual – PA Department of Environmental Protection Bureau of Watershed Management (www.depgreenport.state.pa.us/elibrary/GetFolder?FolderID=4673): Stormwater management approach to land development projects
- Southwestern PA Commission – Water Resource Center (spcwater.org/topics/stormwater-management/stormwater-best-management-practices-2/): List of Non-Structural BMPs and Structural BMPs (by land use)
- Peters Township Comprehensive Plan (ecode360.com/PE3557/document/235037802.pdf): Pages 47-51

SPC Freight Plan (www.spcregion.org/wp-content/uploads/2019/09/SWPA-FinalPlan_2016.pdf)

PennDOT Freight Plan (www.penndot.pa.gov/ProjectAndPrograms/Planning/Documents/FMP/FMP-Pub%20791_WEB_05.01.2023-compressed.pdf)

Natural Heritage Inventory – Washington County
(www.naturalheritage.state.pa.us/CNAI_PDFs/Washington_NHI_2021.pdf)

Tools to Preserve Farmland (https://extension.purdue.edu/news/cdext/2019/08/_docs/guidebook_land-use-tools.pdf)

Farmland Protection Toolbox (https://s30428.pcdn.co/wp-content/uploads/sites/2/2020/02/4_SavingAmericanFarmland-WhatWorks_Chapter2.pdf)

Agricultural Zoning
(https://pennstatelaw.psu.edu/_file/aglaw/Agricultural_Zoning.pdf)

Agricultural Programs and Organizations in Washington County		
Title	Address	Objectives
Washington County Farmland Preservation Program	100 West Beau St Suite 701 Washington, PA 15301 724-228-6811	Protect viable agricultural lands by acquiring agricultural conservation easements Provide financial incentives to farmers for relinquishing their development rights Encourage the formation of Agricultural Security Areas Protect normal farming operations Assure conservation of viable agricultural lands
Washington County Farm Service Agency/ USDA	50 Old Hickory Ridge Rd. Washington, PA 15301 724-222-3060	Delivery of National Farm Programs, mandated by Congress through the 1996 Farm Bill (including the Commodity Loan Program, Farm Loan Program, Conservation Program, Disaster Program, etc)
USDA Natural Resources Conservation Service	50 Old Hickory Ridge Rd. Washington, PA 15301 724-705-8133	To provide quality leadership and service for the stewardship and conservation of Pennsylvania's natural resources.
Penn State Cooperative Extension/4-H	100 West Beau St.Suite 601 Washington, PA 15301 724-207-2006	Provide educational and research resources including 4-H programs, Nutrition Education, Urban and Community Forestry, Soil Testing and Insect Identification, etc.
Pennsylvania Equine Council	Region 2 Southwest 101 Wind Ridge Lane, Eighty Four PA 15330 412-373-4210	The overall goals of the PEC aim to make it easier, more affordable, safer and more enjoyable to own equines and participate in equestrian sports in the Commonwealth of Pennsylvania
Washington County Conservation District	50 Old Hickory Ridge Rd. Washington, PA 15301 724-705-7098	To assist in the conservation of soil, water, and other natural resources of the county To protect important farmland To provide environmental education
Washington County Dairy Club	100 West Beau St.Suite 601 Washington, PA 15301 724-207-2006	To promote the local dairy industry and educate consumers on the health benefits of dairy products
Washington County Cattlemen's Association, Inc.	70 Ike's Road Amity PA 15311	Encourage the production of quality beef cattle To identify solutions of problems with the beef industry To promote the consumption of beef To promote youth interest in the beef industry
Washington County Ag Days (724-747-4425)	70 Ike's Road, Amity PA 15311	Promote and educate the public by having demonstrations and shows of Washington County Agricultural Products
Washington County Fair	2151 North Main St. Washington, PA 15301	To promote and publicize the agricultural products of Washington County
Washington County Pomona Grange	460 East Prospect Avenue Washington, PA 15301	Promote agriculture in the county and state by providing extended insurance for home and farm, educational programs and charity promotions.
Washington County Sheep and Wool Growers	526 Spring Valley Road Scenery Hill, PA 15021	To promote the sheep industry. To educate the consumer to the healthy choice that lamb represents. Provide for the selling of wool, education programs, training programs, and networking opportunities.
Washington County Farm Bureau	1956 Washington Road Washington, PA 15301	Active participation in the legislative process locally, statewide and nationally Providing services to aid members in group rates and discounts Sponsoring programs to educate and inform members
West Alexander Agricultural Association	116 Route 40 West West Alexander, PA 15376	The aim and objective of the association is to encourage advancement and progress in all things pertaining to agriculture and horticulture and to promote the intelligence and welfare of the community.

Source: Washington County Planning Commission

Funding Sources for Water and Wastewater Projects

Organization	Program (key words)	Gov. Entity	Non- Profit	For- Profit	Purpose or Use of Funds	How to Apply	Website	Contact	
Pennsylvania Infrastructure Investment Authority (PENNVEST) and Pennsylvania Department of Environmental Protection	Drinking Water State Revolving Fund (DWSRF) <i>(water)</i>	✓	✓	✓	The DWSRF program offers low interest loans with flexible terms to assist a variety of borrowers for construction, expansion and maintenance of drinking water facilities (treatment plants, distribution mains, storage facilities), and improvements and upgrades to water quality systems.	Online Funding Request is a fully automated online system that allows you to electronically process data and perform required actions during the application process for requesting funds from PENNVEST. Apply here: https://www.pennvest.pa.gov/Services/Pages/Apply-Online.aspx	https://www.pennvest.pa.gov/Information/Funding-Programs/Pages/Drinking-Water-State-Revolving-Fund.aspx	Brion Johnson bjohnson@pa.gov 717-783-6798 or Robert Boos rboos@pa.gov 717-783-4493 333 Market Street, 18th Floor Harrisburg, Pennsylvania 17101	
	Clean Water State Revolving Fund (CWSRF) <i>(water, sewer)</i>	✓	✓	✓	The PENNVEST Clean Water State Revolving Fund (CWSRF) program provides funding to projects throughout Pennsylvania for the construction and maintenance of wastewater treatment facilities, storm water management projects, nonpoint source pollution controls, and watershed and estuary management.			https://www.pennvest.pa.gov/Information/Funding-Programs/Pages/Clean-Water-State-Revolving-Fund.aspx	
U.S. Environmental Protection Agency	Water Infrastructure Finance and Innovation <i>(water, wastewater)</i>	✓	✓	✓	The Water Infrastructure Finance and Innovation Act of 2014 (WIFIA) established the WIFIA program, a federal credit program administered by EPA for eligible water and wastewater infrastructure projects. The WIFIA program offers loans with low, fixed interest rates and flexible financial terms. The minimum project size for small communities, population of 25,000 or less, is \$5 million.	The WIFIA application process is two phases. Prospective borrowers must submit a letter of interest for their project to the WIFIA program by the announced annual deadline. For each selected projects, the prospective borrower may submit an application, negotiate loan terms, and close its loan. Please check the WIFIA website for more information about program deadlines.	https://www.epa.gov/wifia	Karen Fligger wifia@epa.gov 202-564-2992	
USDA Rural Development	Water and Waste Loan and Grant Program <i>(water, sewer)</i>	✓	✓		This program aims to develop water and waste disposal systems in rural areas and towns with a population not in excess of 10,000. The funds are available to public bodies, non-profit corporations and Indian tribes.	Applications are accepted on a rolling basis. Paper applications are accepted, or applicants can register for and use RD Apply. Information is available here: http://www.rd.usda.gov/programs-services/rd-apply	http://www.rd.usda.gov/programs-services/water-waste-disposal-loan-grant-program/pa	Amber Albright Amber.Albright@usda.gov 717-237-2295 or Barbara Lukens Barbara.Lukens@usda.gov 717-237-2294 359 East Park Drive, Suite 4 Harrisburg, Pennsylvania 17111 or Program Director Linda Thomas Linda.Thomas@usda.gov Phone: 814.547.5941	
	Water and Waste Disposal Guaranteed Loan Program <i>(water, sewer)</i>	✓	✓		The purpose of this program is to provide a loan guarantee for the construction or improvement of water and waste disposal projects serving the financially needed communities of rural areas. This is achieved through bolstering existing private credit structure through the guarantee of quality loans. Guarantees up to 90% available to eligible lenders.				http://www.rd.usda.gov/programs-services/water-waste-disposal-loan-guarantees/pa
	Water and Waste Disposal Predevelopment Planning Grants <i>(water, wastewater)</i>	✓	✓		This program assists low-income communities with initial planning and development of an application for USDA Rural Development Water and Waste Disposal direct loan/grant and loan guarantee programs. The maximum is \$30,000 or 75% of the predevelopment planning costs.				http://www.rd.usda.gov/programs-services/water-waste-disposal-predevelopment-planning-grants/pa
	Special Evaluation Assistance for Rural Communities and Households (SEARCH) <i>(water, wastewater)</i>	✓	✓		This program assists very small, financially distressed rural communities with predevelopment feasibility studies, design assistance, and technical assistance on proposed water and waste disposal projects.				http://www.rd.usda.gov/programs-services/search-special-evaluation-assistance-rural-communities-and-households/pa

	Emergency Community Water Assistance Grants <i>(water)</i>	✓	✓		This grant program is designed to assist rural communities that have experienced a significant decline in quantity or quality of drinking water due to an emergency, or in which such decline is considered imminent, to obtain or maintain adequate quantities of water that meets the standards set by the Safe Drinking Water Act.		http://www.rd.usda.gov/programs-services/emergency-community-water-assistance-grants/pa	
	Business and Industry Guaranteed Loan <i>(small business)</i>	✓	✓	✓	This program improves the economic health of rural communities by increasing access to business capital through loan guarantees that enable commercial lenders to provide affordable financing for businesses in eligible rural areas. Lenders such as federal or state-chartered banks, savings and loans, farm credit banks, and credit unions can apply for the program. Businesses can qualify for loan guarantees.	Applications are accepted on a rolling basis and can be sent via mail. Information is available here: http://www.rd.usda.gov/programs-services/rd-apply	https://www.rd.usda.gov/programs-services/business-industry-loan-guarantees/pa	Business Programs 717-237-2189
	Water and Waste Disposal Revolving Fund <i>(water, wastewater)</i>		✓		This program helps qualified nonprofits create revolving loan funds that can provide financing to extend and improve water and waste disposal systems in rural areas.	Contact the Rural Development program specialist in your state or see contact information.	https://www.rd.usda.gov/programs-services/water-waste-disposal-revolving-loan-funds/pa	Penny Douglas Penny.Douglas@usda.gov 202-253-0504
Department of Community and Economic Development (DCED)	Community Development Block Grant (CDBG) <i>(water)</i>	✓			The CDBG funds enable communities to effectively address local community development needs, such as infrastructure, housing, and community facilities It also provides federal funds to develop viable communities through the provision of housing improvements and building suitable living environments, expand economic opportunities geared to low- and moderate income individuals, and improve critical community health and welfare infrastructure.	Please refer to the program guidelines at http://www.dced.pa.gov/cdbg for more details.	https://dced.pa.gov/programs/community-development-block-grant-cdbg/	Center for Business Financing 717-787-3405 Commonwealth Keystone Building 400 North Street, 4th Floor Harrisburg, Pennsylvania 17120
	Pennsylvania Industrial Development Authority (PIDA)	✓	✓	✓	The PIDA provides low-interest loans and lines of credit for eligible businesses that commit to creating and retaining full-time jobs and for the development of industrial parks and multi-tenant facilities. Loan applications are packaged and underwritten by a network of certified economic development organizations (CEDOs) that partner with PIDA to administer the program.	Loan applications are packaged by a CEDO that services the county your business is or will be located in. The CEDO will work with you to determine whether or not the PIDA loan program can assist with financing the needs of your business and will discuss with you in detail how the application process works.	https://dced.pa.gov/programs/pennsylvania-industrial-development-authority-pida/	See this list for specific regional contact: https://dced.pa.gov/cdbg-grant-contacts-list/
	Commonwealth Financing Authority (CFA) <i>(water, sewer, energy efficiency)</i>	✓			The CFA was established as an independent agency of the Commonwealth to administer Pennsylvania's economic stimulus packages. The CFA holds fiduciary responsibility over the funding of programs and investments in Pennsylvania's economic growth.	For application criteria and forms, access the DCED website. Deadlines can be accessed here: https://dced.pa.gov/download/?wpdmdl=68709	http://dced.pa.gov/programs-funding/commonwealth-financing-authority-cfa/	
	Appalachian Regional Commission (ARC) Area Development Fund <i>(water, sewer)</i>	✓	✓		ARC grants are administered either by ARC or by a federal agency selected by the grantee. The Commission administers most grants where the funds are for technical assistance, program operating costs, or equipment purchase, with no construction costs involved. ARC provides funds for basic infrastructure services, including water and sewer facilities that enhance economic development opportunities or address serious health issues for residential customers.	Potential applicants should contact their state ARC program manager to request a pre-application package. Program guidelines can be accessed here: https://dced.pa.gov/download/appalachian-regional-commission-arc-program-guidelines/?wpdmdl=82584	http://dced.pa.gov/programs/appalachian-regional-commission/	Neil Fowler nfowler@pa.gov 717-214-5395 400 North Street, 4th Floor Harrisburg, Pennsylvania 17120

	H2O PA Water Supply, Sanitary Sewer, and Storm Water Projects <i>(water, wastewater, stormwater)</i>	✓			The H2O PA Act was established by the General Assembly in July 2008. The Act provides for single-year or multi-year grants to municipalities or municipal authorities to assist with the construction of drinking water, sanitary sewer and storm sewer projects.	Applicant must submit the application at www.esa.dced.state.pa.us .	https://dced.pa.gov/programs/h2o-pa-water-supply-sanitary-sewer-storm-water-projects/#.WH6XqfzWUk	H2O PA Program ra-dcedsitedvpt@pa.gov 717-787-3405 400 North Street, 4th Floor Harrisburg, Pennsylvania 17120
	PA Small Water and Sewer <i>(sewer, stormwater, flood control)</i>	✓			Grants for small water, sewer, storm sewer, and flood control infrastructure projects. Pursuant to Article XVII-A, § 1774.1-A, of the Act of April 9, 1929, P.L. 343, as amended (The Fiscal Code) the sum of \$40,000,000 was made available to the Commonwealth Financing Authority (the "Authority") for eligible projects. Activities to assist with the construction, improvement, expansion, or rehabilitation or repair of a water supply system, sanitary sewer system, storm sewer system, or flood control projects.	https://dced.pa.gov/download/small-water-and-sewer-guidelines/?wpdmdl=58151	https://dced.pa.gov/programs/pa-small-water-sewer/	1.866.466.3972
Economic Development Administration, Department of Commerce	Public Works Program <i>(water, sewer)</i>	✓	✓		This program empowers distressed communities to revitalize, expand, and upgrade their physical infrastructure, and generate or retain long-term, private sector jobs and investment.	Application packages are available at www.grants.gov . Applications will be accepted on an ongoing basis until the publication of a new EDA Programs Federal Funding Opportunity.	https://www.eda.gov/funding/programs	Marguerite McGinley mmcginley@eda.gov Area Director, Investment Development Team U. S. Department of Commerce – EDA Philadelphia Regional Office Robert N.C. Nix, Sr. Federal Building & U.S. Courthouse 900 Market Street, Room 602 Philadelphia, Pennsylvania 19107 Phone – 215-597-8822; Cell – 215-316-2905
	Economic Adjustment Assistance Program <i>(water, sewer)</i>	✓	✓		This program assists state and local interests in designing and implementing strategies to adjust or bring about change to an economy. The program focuses on areas that have experienced or are under threat of serious structural damage to the underlying economic base.			
National Rural Water Association	NRWA Revolving Loan Fund <i>(water, wastewater)</i>	✓	✓		The Rural Water Loan Fund (RWLF) is a funding program specifically designed to meet the unique needs of small water and wastewater utilities. The RWLF provides low-cost loans for short-term repair costs, small capital projects, or pre-development costs associated with larger projects. The RWLF was established through a grant from the USDA/Rural Utilities Service, and repaid funds used to replenish the fund and make new loans.	Applications and supporting documents can be sent by mail or e-mail.	http://nrwa.org/initiatives/revolving-loan-fund/	nrwarwf@nrwa.org Rural Water Loan Fund 2915 S. 13th Street Duncan, OK 73533
CoBank	Rural Water and Wastewater Lending <i>(water, wastewater)</i>	✓	✓	✓	CoBank works with rural water and wastewater not-for-profit systems, municipalities, and investor-owned utility companies to provide interim and bridge financing, refinance of existing debt, term loans for system upgrades, and lines of credit.	Applications are accepted continuously. Send inquiries to water@cobank.com	https://www.cobank.com/corporate/industry/water	Julia McCusker mccuskj@cobank.com 303-694-5858 6340 South Fiddlers Green Circle Greenwood Village, Colorado 80111

<p>Pennsylvania Public Utility Commission</p>	<p>Act 13 (Impact Fee) / Unconventional Gas Well Fund <i>(water, sewer)</i></p>	<p>✓</p>			<p>Act 13/Impact Fee provides for the imposition of an unconventional gas well fee (also called an impact fee), and the distribution of those funds to local and state governments. Act 13/Impact Fee also contains provisions regarding how the impact fee may be spent. A significant portion of the funds collected will be distributed directly to local governments to cover the local impacts of drilling. Also, several state agencies will receive funding to be used for a variety of other purposes.</p>	<p>Application forms and deadlines can be found on website.</p>	<p>https://www.puc.pa.gov/filing-resources/issues-laws-regulations/act-13-impact-fee/</p>	<p>Bureau of Consumer Services ra-act13@pa.gov 717-787-5000 P.O. Box 3265 Harrisburg, Pennsylvania 17105</p>
<p>Army Corp of Engineers</p>	<p>Section 219: Environmental Infrastructure <i>(water, wastewater)</i></p>	<p>✓</p>			<p>The Section 219 program provides planning, design, and construction assistance for water- and sewer-related environmental infrastructure and resource protection and development projects for local communities throughout the country.</p>	<p>The Corps must have an authorization from Congress to begin a project or study. To get a project or study authorized, applicants must submit a request for assistance to the upcoming Water Resource Development Act. Contact the Corps for more information.</p>	<p>https://www.usace.army.mil/Missions/Civil-Works/Project-Partnership-Agreements/model_env-inf/section_219/</p>	<p>Dave Wethington david.m.wethington@usace.army.mil 202-761-1878 441 G Street Northwest Washington, District of Columbia 20314</p>
<p>Small Business Administration (SBA)</p>	<p>504 Fixed Asset Program (Certified Development Company) <i>(small business)</i></p>			<p>✓</p>	<p>The 504 Loan Program provides approved small businesses with long-term, fixed-rate financing used to acquire fixed assets for expansion or modernization. 504 loans are made available through Certified Development Companies (CDCs), SBA's community based partners for providing 504 Loans.</p>	<p>504 loans are available exclusively through Certified Development Companies (CDCs). First, find a CDC in your area to ensure you are dealing with a qualified lender.</p>	<p>504 loans (sba.gov)</p>	<p>Steven Dixel, District Director phila_do@sba.gov 610-382-3062 660 American Avenue, Suite 301 King of Prussia, PA 19406</p> <p>or</p> <p>Kelly Hunt kelly.hunt@sba.gov 412-395-6562 411 Seventh Avenue Suite 1450 Pittsburgh, Pennsylvania 26301</p>
	<p>7(a) Loan Guarantee <i>(small business)</i></p>			<p>✓</p>	<p>The 7(a) program is a flexible tool that can be used to finance a variety of business purposes. The proceeds of a 7(a) guaranteed loan may be used to purchase machinery, fixtures, and supplies; make improvements to land and buildings; finance receivables and augment working capital; acquire and start businesses; and refinance existing debt under certain conditions. The regular 7(a) program's maximum loan amount is \$5 million. There is no minimum amount. Other, more specialized 7(a) programs have different terms and guaranty amounts.</p>	<p>Borrowers must submit SBA Form 1919 for a 7(a) business loan to private lenders. The lender will review the application, complete SBA Form 1920, and then submit it to the SBA's Loan Guaranty Processing Center through SBA's E-Tran website. Terms, conditions, and eligibility (sba.gov)</p>	<p>7(a) loans (sba.gov)</p>	
	<p>Community Advantage Pilot <i>(small business)</i></p>			<p>✓</p>	<p>Community Advantage is a pilot initiative aimed at increasing the number of SBA 7(a) lenders who reach underserved communities, targeting mission-focused financial institutions which were previously not able to offer SBA loans. The maximum loan size is \$250,000. Guarantee can be up to 85 percent for loans up to \$150,000 and 75 percent for those greater than \$150,000.</p>	<p>All small business applicants must complete SBA Form 1919, Borrower Information Form, and 2449, Community Advantage Addendum. Lenders must complete SBA Form 1920.</p>	<p>Pilot loan programs (sba.gov)</p>	
	<p>Microloan Program <i>(small business)</i></p>			<p>✓</p>	<p>The purpose of the Microloan Program is to assist women, low income, veteran, and minority entrepreneurs, and other small businesses in need of small amounts of financial assistance. Under the Microloan Program, SBA makes direct loans to Intermediaries that, in turn, use the proceeds to make small loans to eligible micro borrowers.</p>	<p>For additional information on eligibility criteria, loan application requirements, participating micro lenders please visit Pittsburgh District Office The U.S. Small Business Administration SBA.gov</p>	<p>Microloans (sba.gov)</p>	

<p>Live Oak Bank</p>	<p>Water and Environmental Programs (water, wastewater)</p>	<p>✓</p>	<p>✓</p>	<p>✓</p>	<p>Live Oak Bank provides USDA-guaranteed funding for rural communities and utilities looking to construct, enlarge, extend or otherwise improve rural drinking water, sanitary sewage (wastewater), solid waste disposal and stormwater drainage facilities. USDA guaranteed loans support rural communities with populations up to 50,000, which was increased from 10,000 in the 2018 Farm Bill. USDA-guaranteed loans provide fixed rates and terms up to 40-years, along with federal 1926(b) protection against unauthorized annexation. Live Oak Bank was named the 2019 Commercial Lender of the Year by USDA Rural Development, and is based in Wilmington, NC.</p>	<p>Contact the program specialist to apply.</p>	<p>https://www.liveoakbank.com/usda-rural-development/</p>	<p>Matt Peeler matt.peeler@liveoak.bank (910) 338-3374 1741 Tiburon Drive Wilmington, North Carolina 28403</p>
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**DCNR Scope of Work for Recreation,
Park and Open Space Plan**

COMPREHENSIVE RECREATION, PARK, AND OPEN SPACE PLAN Guidelines and Example Scope of Work

The following information is provided to assist in the development of a scope of work (SOW) for a Comprehensive Recreation, Park, and Open Space Plan (CRPOS) that accurately addresses community needs and specific project requirements under the Community Conservation Partnerships Program. This SOW can also be used to acquire a cost estimate from a qualified consultant.

Before starting a grant application, contact the appropriate Bureau Regional Advisor to discuss the project and assist in the development of a general SOW. Contact information is available on the [Regional Staff Assignment map](#). Please contact the advisor assigned to the region in which your project is located.

Comprehensive Recreation, Park, and Open Space Plan (CRPOS)

A CRPOS Plan is a plan for the future. It involves a research, public input, and analysis process that leads to a municipal, county or regional-based plan that identifies the methods, resources, organizational capacity, and capital investment needed to accomplish both short-term and long-term recreation and conservation goals of the community. Greenways may also be studied as part of the CRPOS Plan. Greenways are linear corridors of public and private land that serve as the linkages between specifically identified natural resource-based or manmade features and can serve a variety of functions. The planning process includes substantial citizen involvement, inventory of existing conditions and facilities, analysis of issues and community needs, and specific recommendations that set forth actions, priorities, and cost for plan implementation. It also includes a strategy for measuring and evaluating progress toward the goal of providing accessible and climate resilient facilities and opportunities for all.

A CRPOS Plan is an official document that, in part, dictates municipal land use policy and decisions. The Bureau strongly encourages municipalities to follow adoption procedures listed in the Pennsylvania Municipalities Planning Code (Section 302).

Scope of Work (SOW)

The SOW describes specific work elements and tasks to be completed by the consultant, including deliverables and timeline. Potential consultants use the detailed SOW to develop a competitive proposal.

Consultant Selection

Professional design consultants must be selected using a competitive Request for Proposals (RFP) process. If a project is selected for grant funding, a detailed SOW must be submitted to the Bureau Project Manager for review and approval before issuing the RFP or awarding a contract for professional services. The DCNR-approved RFP must be sent to at least five (5) consulting firms. The RFP provides a detailed SOW and related requirements so that all firms are competing with the same information. Proposals from more than one consulting firm provide an opportunity to compare different approaches to the work, various cost proposals and the level of expertise of more than one firm. The firm selected through an RFP process does not have to be the one submitting the lowest cost proposal. The selected proposal must be cost-effective and responsive to the community and project needs.

Comprehensive Recreation, Park, and Open Space Plan (CRPOS) Example Scope of Work (SOW)

CRPOS Plans funded by the Bureau generally incorporate the work elements outlined in the following Example SOW. Depending on agency objectives and community recreation and conservation needs, the scope of work may be modified by adding or subtracting work elements. In preparation for the RFP process, the work elements and tasks must be further defined to fully develop the project SOW. The Bureau Project Manager will assist the Grantee in finalizing a SOW that best meets the needs of the community, established planning standards, and grant program requirements.

A. PLAN PURPOSE, GOALS, AND OBJECTIVES

Describe the purpose of the plan including any special or unique community concerns that will be addressed. Develop goals that describe what the plan will accomplish. Discuss how the agency and the public will use the plan. The purpose, goals, and objectives should be developed prior to consultant selection. This will allow the consultant team to concentrate the research and analysis on the highest agency priorities.

B. PUBLIC PARTICIPATION

Public participation is required throughout the planning process to help determine and prioritize community needs. Public participation techniques are outlined in the Bureau's [Public Participation Guide](#) and below. Community involvement and engagement must prioritize diversity, equity, and inclusion to ensure feedback and recommendations that are comprehensive, appropriate, and accountable. The narrative must include a detailed summary of the public participation methods, results, and conclusions (i.e. areas of consensus and/or contention); raw data should be included in the appendix.

1. At minimum, public participation must include:
 - a. Study Committee (5-9 people) – A representative and diverse study committee must be formed and meet with the planning consultant on a regular basis to provide guidance and review of the work. The committee cannot be comprised solely of elected officials, board members, and/or Grantee staff. Consider appointing 5-9 people to the committee.
 - b. Public Meetings (2 meetings) – At least two public meetings must be held and at least one must be with elected officials. The appropriate number and type of meetings will vary depending on the project scope and community needs.
 - c. Key Person Interviews (10-20 interviews) – A key person interview is a one-on-one discussion about a specific topic with an individual recognized or designated as a community leader. The Study Committee should help to determine potential interviewees. Consider conducting 10-20 interviews.

2. Additional recommended public participation:
 - a. Citizen Survey – A random sample citizen survey is a type of opinion poll that asks residents for their perspectives on specific topics. Describe the survey method to be used (i.e. written, telephone, internet, etc.) and the anticipated number of survey questionnaires.
 - b. Focus Group – A focus group provides community input from individuals with common interests. Consider focus groups comprised of neighborhood residents, elected officials, organized sports organizations, etc.
 - c. Planning Document Review – Review previous planning documents and consider the results of recent public participation efforts regarding parks, recreation, and open space.

C. BACKGROUND INFORMATION

The background information provides an overview of the community and the recreation, park, and open space system. Analyzing this data helps develop a future system that reflects the needs of present and future residents and conserves the natural, cultural, and historic elements that contribute to the uniqueness, cohesiveness, and resilience of the community. Provide the following information:

1. Community Background
 - a. Geographic location, size, regional context, character, history, etc.
 - b. Type of government.
 - c. History of the agency's recreation and park functions.
2. Socioeconomics (use of U.S. Census data is required)
 - a. Demographic trends including population, age, gender, race & ethnicity, households, income, education, and visitors.
 - b. Population projections for at least the next 10-20 years.
 - c. Economic trends including economic conditions, major employers, and fiscal health.
3. Physical Characteristics
 - a. Updated version of the existing municipal land use map.
 - b. Inventory and analysis of natural features and ecosystems such as forests, wetlands, waterways, farmland, critical habitats, etc.
 - c. Inventory and analysis of cultural and man-made features such as historic sites, transportation corridors, housing, utilities, etc.
4. Environmental Issues and Climate Resiliency
 - a. Inventory and analysis of environmental issues such as stormwater management, waste management, and brownfields.
 - b. Inventory and analysis of climate change impacts such as flooding, drought, heat island effect, loss of habitat, changes in recreational seasons, etc.
 - d. Inventory and analysis of opportunities for climate resilient systems related to stormwater management, waste management, brownfield redevelopment, energy efficiency, habitat improvement, etc.
5. Provisions of existing planning documents: Comprehensive Land Use Plan; Official Zoning Map; Comprehensive Recreation, Parks, and Open Space Plan; Transportation Plan; Bike/Ped Plan; Watershed Plan; Rivers Conservation Plan; Greenways and Trails Plan; Tree Canopy Analysis; [2020-2024 Pennsylvania Statewide Comprehensive Outdoor Recreation Plan](#); Pollution Reduction Plan; Climate Action Plan; Climate Resiliency Plan; Emergency Management Plan; etc.

D. AGENCY MISSION STATEMENT, GOALS, AND OBJECTIVES

The agency mission statement provides a clear definition of the agency's purpose and responsibilities. Goals address what the agency hopes to achieve in the next ten years. Agencies that have already developed a mission statement and goals should analyze them to determine if they clearly focus the agency's direction and purpose, are reasonable and achievable, and reflect the needs of their constituents. For agencies initiating a parks, recreation, and open space program, completion of this task may be best accomplished at the end of the project.

1. Discuss the purpose and use of a mission statement, goals, and objectives. They should have long-term applicability beyond the planning process.

2. Develop a draft mission statement, goals, and objectives. They should be re-evaluated at the end of the planning process to ensure that they are still appropriate for the agency.

E. AGENCY ADMINISTRATION

Analyze how effectively the agency administers recreation, park, and open space services. Agency practices are compared to accepted administrative practices. Agency practices include the ability to involve the public with long-range planning efforts; the ability to work cooperatively with other public agencies, community groups, and businesses; and the effectiveness of existing office procedures and policies.

Describe and analyze the following:

1. Enabling legal document from which the agency receives authority and responsibility.
2. Relationships between the agency and community organizations and agency involvement with regional initiatives.
3. Public relations and marketing efforts to promote agency functions, services, and programs.
4. Cooperative efforts and established agreements between the agency and other municipalities, schools, recreation providers, conservation groups, support groups, area businesses, etc.
5. Policies and procedures that govern the general operation of the agency recreation, park, and open space functions (use of facilities, non-resident participation, policy manuals, risk management program, record keeping, etc.).
6. Opportunities for public involvement in planning efforts including use of program evaluation forms, distribution of surveys, public meetings, etc.
7. Record-keeping procedures.
8. Administrative challenges.

F. AGENCY PERSONNEL

Describes who is responsible for providing the agency recreation, park, and open space programs and services and analyze the effectiveness of each involved entity. For most agencies, at least one entity is responsible for developing programs and services. Agency personnel may include the governing body, municipal manager; public works department; paid recreation and park staff, maintenance staff, program staff, and/or volunteers such as recreation and park board members.

1. Analyze the organizational chart for accuracy with current conditions and procedures.
2. Describe and analyze the following:
 - a. Number, type, roles, and responsibilities of agency personnel currently responsible for providing recreation, park, and open space programs and services.
 - b. Number, type, roles, and responsibilities of volunteers, such as the recreation and park board or arts council, that are responsible for maintaining recreation, park, and open space and assisting with programs, services, etc.
 - c. How new staff/volunteers are hired/appointed and trained for new positions.
 - d. Existing personnel policies including manuals, appraisal systems, continuing education, etc.

- e. Staffing level (paid or volunteer) needed to effectively administer and maintain the agency facilities, programs, and services. Compare with existing conditions.

G. FACILITIES AND OPEN SPACE INVENTORY AND ANALYSIS

Analyze existing recreation, park, and open space resources, regardless of ownership, and compare to standards based on population and service areas. The general locations and types of new recreation, park, and open space facilities and development priorities are identified with strong public participation and input.

1. On a map broken down by census tract or neighborhood, identify the location of indoor and outdoor facilities and open space owned/operated by:
 - a. Public agencies
 - b. Schools (public and private, all levels)
 - c. Major non-profits and quasi-public organizations (athletic associations, scouts, conservancies, service clubs, YMCA/YWCA's, etc.)
 - d. Major private businesses (health clubs, bowling alleys, etc.)
2. Provide the following information in chart form for the indoor and outdoor facilities and open space identified on the map:
 - a. Facility or open space name
 - b. Ownership
 - c. Number and type of facilities
 - d. Acreage
 - e. General condition and use
3. Provide the following information for the indoor and outdoor facilities and open space owned or managed by the agency:
 - a. Condition and required upgrades and/or major repairs.
 - b. Obsolete, underutilized, and/or inappropriate.
 - c. Compliance with current safety guidelines such as those developed by the Consumer Product Safety Commission (Playgrounds).
 - d. Compliance with accessibility standards (Americans with Disabilities Act).
 - e. Compliance with inclusive design standards.
 - f. Connectivity to transportation network (walk, bike, vehicle, public transit, etc.)
 - g. Rivers access.
4. Determine local access to outdoor recreation using the following resources:
 - a. The National Recreation and Park Association (NRPA) [Park Metrics](#) is a comprehensive source of data benchmarks and insights for the effective management and planning of operating resources and capital facilities.
 - b. The Trust for Public Land (TPL) [ParkServe](#) interactive platform tracks park access in urban areas. The web-based tool identifies local parks and open space, determines the percentage of residents who live within a 10-minute walk, and identifies the neighborhoods most in need of new parks.
 - c. DCNR partnered with the Trust for Public Land (TPL) and WeConservePA to use Geographic Information Systems (GIS) to understand access to outdoor recreation in Pennsylvania. TPL's Research and Innovation Team used the data analysis methods to assist DCNR in identifying [areas with the greatest need and opportunity](#). This [interactive map of outdoor recreation access in Pennsylvania](#) shows the results of the analysis. Data is available for a 10-Minute Walk by Municipality & County and a 10-Minute Drive for Trails and Water.

5. Compare public input with existing facilities and conditions.
6. Analyze the condition of existing greenways and riparian forest buffers and the development of additional resources in coordination with statewide initiatives and goals.
7. Analyze open space preservation techniques such as mandatory dedication, overlay zoning, conservation easements, etc.
8. Additional items for Greenways:
 - a. Prepare a base map of the proposed greenways.
 - b. Determine land ownership along corridor and contact non-agency owners to gauge potential support.
 - c. Identify corridor boundary, topography, geology, significant natural features, floodplains, and historic/cultural resources.
 - d. Conduct a wildlife analysis and document negative impacts of corridor development.
 - e. Determine demand and profile of potential user groups (walkers, bikers, etc.)
 - f. Determine potential connections to neighborhoods, businesses, schools, transportation networks, etc.

H. FACILITIES AND EQUIPMENT MAINTENANCE

For agencies that are currently maintaining facilities, analyze the effectiveness of the maintenance program. Agencies without any facilities are provided with an overview of recreation and park maintenance requirements and how they can develop effective maintenance programs to ensure the protection of future capital investments.

1. Describe the current maintenance program and analyze its effectiveness. This includes record keeping, preventive maintenance, use of a maintenance management plan, etc.
2. List major maintenance equipment including age and purpose.
3. Describe existing risk management efforts including inspection of park facilities, specifically playground equipment.
4. Describe recurring maintenance or major rehabilitation of facilities due to climate change impacts such as frequent flooding and invasive/pest management.
5. Analyze the adequacy of maintenance in relation to the condition of the recreation and park facilities and open space areas.

I. RECREATION PROGRAMS AND SERVICES

For agencies that currently provide programs and services, compare existing offerings to those provided by other entities, the needs/wants of constituents, and professional standards. This comparison helps to determine if the agency provides a sufficiently broad range of cost-effective programs and services that constituents need/want. For agencies interested in providing programs and services, identify new programming areas and discuss an implementation strategy.

1. Provide a list of programs and services sponsored by public, non-profit, and private entities that include:
 - a. Sponsoring group
 - b. Program name
 - c. Participant target age and gender

- d. Program fee (if any)
2. For agency or publicly sponsored programs and services, provide information about participation trends for the previous five years.
3. Determine availability of programs and services for:
 - a. Active and passive
 - b. Competitive and noncompetitive
 - c. Individuals and groups
 - d. All gender identities
 - e. All ages and abilities
 - f. All races and ethnicities
 - g. All income levels
 - h. All education levels
4. Analyze accessibility and inclusiveness of agency programs and services.
5. Identify program and service deficiencies and develop a strategy for the agency to address them.

J. FINANCING

Identify and analyze current and previous agency funding levels and sources, including tax and non-tax support, and compare to other municipal departments and similar agencies.

1. Compare tax support for recreation and parks in relation to the overall municipal budget and to other departments from the same municipality for the previous 5-year period.
2. Describe the agency philosophy for providing tax support to finance recreation and parks.
3. Compare agency capital and operating expenditures with agencies from municipalities that have similar populations and socio-economic characteristics.
4. Identify and analyze the major revenue sources (taxes, fees, donations, grants, etc.) and amounts used to finance recreation and parks.
5. Describe and analyze the current agency (recreation and park) budget process.
6. Identify new sources to finance recreation and parks and provide examples of their application.

K. RECOMMENDATIONS AND COST ESTIMATES

Outline specific agency priorities and actions to improve recreation and park facilities, programs, and services to meet community needs and provide accessible and climate resilient facilities and opportunities for all. Recommendations supported by data analysis and public input must be provided for scope of work elements. Cost estimates must be provided when appropriate.

1. Describe the recommended changes for administration, personnel, facilities, maintenance, programs, services, and financing and provide supporting data to justify the recommendations.
2. Provide a cost estimate to implement each recommendation and discuss potential implementation opportunities and challenges.

3. Strategies for Climate Resiliency:
 - a. Provide guidance for the utilization of green and sustainable best management practices in new development, rehabilitation, and maintenance of facilities to mitigate the impacts of climate change. Examples include the use of green infrastructure and renewable energy sources and the accommodation of active transportation options.
 - b. Determine how park and recreation infrastructure and programming can support water quality improvement initiatives and plan and meet regulatory requirements.
 - c. Educational resources related to climate change and sustainable initiatives:
 - [DCNR and Climate Change- Planning for the Future \(PDF\)](#)
 - [DCNR's Climate Change Adaptation and Mitigation Plan \(PDF\)](#)
 - [Pennsylvania's Conservation Districts](#)
 - [Pennsylvania Stormwater Best Management Practices Manual](#)
4. Additional Items for Greenways:
 - a. Provide options for the development of different types of greenways (active, passive, resource protection, etc.).
 - b. Develop a greenway concept plan.
 - c. Phase acquisition and development and identify appropriate protection measures.
5. Each plan component must include:
 - a. An inventory of existing conditions.
 - b. A comparison of existing conditions with local or national standards.
 - c. Recommendations with priorities, timetables, and cost estimates.

9. PLAN IMPLEMENTATION

The cohesive and easy to follow five-year implementation plan must:

1. Prioritize the operating-related recommendations
2. Identify the following information for each recommendation:
 - a. Roles and responsibilities of public and non-public agencies, including transportation, health, environmental protection, emergency management, conservation district, watershed organizations, etc.
 - b. Appropriate organizational structure to establish and maintain the facility.
 - c. Target dates for implementation.
 - d. Potential costs.
 - e. Potential funding source(s).
3. Prioritize capital improvement recommendations and provide a multi-year year Capital Development Program organized by short-term (1-3 years), medium-term (4-7 years) and long-term (8 plus years) projects. Identify the following information for each project:
 - a. Facility/area name.
 - b. Description of proposed improvements.
 - c. Total estimated development costs of proposed improvements, including engineering and design costs, project administration costs, acquisition and/or construction costs, and at least a 10% contingency.
 - d. Potential funding source(s).
4. Provide a five-year summary of the projected fiscal impact on the operating budget for operating-related costs associated with administration, personnel, programs, services, and maintenance.

10. **ADDITIONAL SOW ELEMENTS AND/OR RECOMMENDATIONS (*optional*)**

Include additional SOW elements and/or recommendations, as appropriate. These may include, but are not limited to:

1. Greenway Plan
2. Trail Network Plan
3. Pool Feasibility Study
4. Playground Safety Study
5. Concept Designs for Neighborhood Parks
6. Maintenance Management Plan (Park & Recreation System)
7. Climate Resiliency Plan (Park & Recreation System)
8. Green Infrastructure Plan (Park & Recreation System)
9. Customer Service and Marketing Plan (Park & Recreation System)

Comprehensive Recreation, Park, and Open Space Plan (CRPOS)

Final Products

NARRATIVE REPORT

A draft final CRPOS Plan must be reviewed and approved by the Grantee and Bureau before it is officially adopted by the Grantee. Typically, the review process consists of reviewing a complete draft plan, providing comments, and reviewing a revised draft plan to ensure comments are adequately addressed.

The final CRPOS Plan must be a narrative, bound report beginning with an executive summary and followed by clearly labeled sections for each of the plan components in logical order. All supporting documents and information should be included in the appendix and not in the body of the report.

Executive Summary – Briefly describe the process, priorities, and final recommendations.

- A. Purpose, Goals, and Objectives
 - B. Public Participation
 - C. Background Information
 - D. Agency Mission Statement, Goals, and Objectives
 - E. Agency Administration
 - F. Agency Personnel
 - G. Facilities and Open Space Inventory and Analysis
 - H. Facilities and Equipment Maintenance
 - I. Recreation Programs and Services
 - J. Financing
 - K. Recommendations and Cost Estimates
 - L. Plan Implementation
 - M. Additional SOW Elements and/or Recommendations (optional)
- Appendix

REQUIRED DOCUMENT SUBMISSION

The Grantee should determine the exact number of printed and electronic copies of the CRPOS Plan and state the requirement in the RFP.

The following documents must be submitted to DCNR:

- One (1) electronic PDF of the final CRPOS Plan (as a single document) with the cover signed, sealed, and dated by the design consultant.
- One (1) electronic PDF of other deliverables, as applicable.

Comprehensive Recreation, Park, and Open Space Plan (CRPOS)

DCNR Grant Application Cost Estimate Checklist

Provide this checklist to a qualified design consultant to develop a detailed cost estimate to be submitted with the DCNR Grant Application. The cost estimate must be detailed for the project to be considered Ready-to-Go during the application review process.

Cost Estimate	Item
_____	<input type="checkbox"/> Executive Summary
_____	<input type="checkbox"/> (A) Purpose, Goals, and Objectives
_____	<input type="checkbox"/> (B) Public Participation
	<input type="checkbox"/> Study Committee Meetings (required; 5-9 people): # _____
	<input type="checkbox"/> Public Meetings (2 required; 1 with elected officials): # _____
	<input type="checkbox"/> Key Person Interviews (required; 10-20 interviews): # _____
	<input type="checkbox"/> Citizen Survey (optional): # _____
	<input type="checkbox"/> Focus Group (optional): # _____
	<input type="checkbox"/> Other (optional): _____
_____	<input type="checkbox"/> (C) Background Information
_____	<input type="checkbox"/> (D) Agency Mission Statement, Goals, and Objectives
_____	<input type="checkbox"/> (E) Agency Administration
_____	<input type="checkbox"/> (F) Agency Personnel
_____	<input type="checkbox"/> (G) Facilities and Open Space Inventory and Analysis
_____	<input type="checkbox"/> (H) Facilities and Equipment Maintenance
_____	<input type="checkbox"/> (I) Recreation Programs and Services
_____	<input type="checkbox"/> (J) Financing
_____	<input type="checkbox"/> (K) Recommendations and Cost Estimates
_____	<input type="checkbox"/> (L) Plan Implementation
_____	<input type="checkbox"/> (M) Additional SOW Item: _____
_____	<input type="checkbox"/> Draft Narrative Report and Other Deliverables, as applicable
_____	<input type="checkbox"/> Final Products
	<input type="checkbox"/> Narrative Report signed, sealed, and dated: # _____
	<input type="checkbox"/> Other, as applicable: # _____
_____	TOTAL COST



WASHINGTON COUNTY BLIGHT ASSESSMENT & STRATEGIES

COMPREHENSIVE PLAN UPDATE
SUPPLEMENT

JUNE 2021



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This analysis was completed to support Local Government Academy’s Blight Mitigation Initiative funded by the Benedum Foundation (Grant Reference #20190122) with in-kind services from the Redevelopment Authority County of Washington and Redevelopment Authority County of Greene. The Blighted Structures Key and Blight Data Survey Instrument were developed by the Steel Rivers Council of Governments with support from California University of Pennsylvania. Survey parameters for the blighted structures key were adapted from content provided by the University of Pittsburgh Center for Social and Urban Research. The vacant land survey parameters were developed by Grounded Strategies.

Executive Summary

Addressing blight is an integral part of the comprehensive planning process. Washington County's municipalities are diverse in terms of market conditions and housing density, yet blight occurs in larger cities such as Washington and rural townships such as North Bethlehem. Blighted properties are liabilities that drain municipal resources and inhibit economic development. Returning these properties to productive uses provides spaces for new businesses and residents and encourages economic growth.

An analysis of existing data identified the age of Washington County's housing stock, a higher than average vacancy rate, and a concentration of tax delinquency in the City of Washington and Mon Valley communities as factors conditions connected to blight within the County. Based on these findings, and discussions with local leaders and other stakeholders, the five priority recommendations are:

- 1) **Adopt a Uniform Property Survey Instrument and Utilize the Planning Department as a Repository for Property Conditions Information** – A consistent format such as the blight survey instrument developed by Local Government Academy (LGA) and its partners (Attachment C) will allow the data to be aggregated and mapped by the county and utilized during the implementation of the comprehensive plan.
- 2) **Provide Training & Technical Assistance to Municipalities through Existing County Agencies Entities** – Proactive and consistent code enforcement across municipalities is critical to fighting blight, as is keeping an up to date and accurate inventory of blighted property. Through Washington County agencies and affiliates such as the Planning Department, Redevelopment Authority, and the Land Bank, training and technical assistance can be provided to municipalities.
- 3) **Utilize the Land Bank to Acquire Properties and Facilitate Redevelopment in Accordance with Local Community Plans** – Gaining site control of tax delinquent and abandoned properties is necessary in order to return them to productive use. The Washington County Land Bank can expedite the quiet title process and while the Land Bank is not a developer, it can work with local municipalities and partners to see that a property gets renovated and returned to productive use.
- 4) **Establish a County Demolition Fund, Using Act 152, to Demolish Blighted Properties** -- Pennsylvania's Act 152 of 2016 allows counties to establish demolition by adopting a resolution directing the recorder of deeds to collect an additional recording fee of not to exceed \$15 for each deed and mortgage recorded. This is a popular and effective tool as all the counties adjacent to Washington have established a fund for their respective counties.
- 5) **Market & Expand the Resources of Existing Home Improvement Loan Programs Administered by the Redevelopment Authority** – These loan programs are an important resource particularly for low-and-moderate income homeowners that do not have access to traditional lines of home improvement credit. This strategy helps prevent homes that have deferred maintenance from continuing in a downward trajectory toward blight.

Background

Officials from Washington County, along with colleagues from Greene County, participated in a Blight Training series hosted by the LGA in the spring of 2020. The Blight Training was funded by the Benedum Foundation and the Housing Alliance of Pennsylvania provided technical assistance. As a follow-up to that training, Tom Hardy, AICP of Palo Alto Partners, LLC was retained by LGA to work with Washington County's lead planning consultant, Mackin Engineering, and make recommendations on appropriate blight strategies for the County.

The process utilized to complete the blight assessment included:

- Data Review & Analysis – As part of the comprehensive planning process, 4Ward Planning completed a comprehensive market and real estate analysis. The analysis provides a strong foundation for assessing current conditions and trends that influence blight. Washington County also provided data and mapped tax delinquency, which has a strong correlation to blight. From this data, key factors were identified and connected to the development of priority strategies.
- Review of Existing County Efforts Regarding Blight – The City of Washington's Citywide CDC worked with Dr. Mary Ryan and her students at Washington & Jefferson College to collect and map information on property conditions. Canonsburg Borough worked with Palo Alto Partners, LLC on a preliminary blight strategy for the Borough.
- Development of Community Typologies – The municipalities within Washington County are incredibly diverse in terms of market strength and land use. Given that communities with different characteristics require different approaches to addressing blight, Washington County's sixty-seven municipalities were organized into four typologies.
- Strategy Prioritization -- There are several tools that municipalities in Pennsylvania have used to address blight. Many of these are summarized within the Housing Alliance of Pennsylvania's [From Blight to Bright](#) publication. Strategies appropriate for Washington County are highlighted based upon the existing conditions and overall economic development goals of the Washington County Comprehensive Plan.

Impacts of Blight

Blight imposes significant costs that ultimately fall on the members of the community. Many aspects of community life are impacted, as reflected in the summary below.

Figure I: Summary Impacts of Blight



Economic – Direct costs for additional code enforcement and public safety. Indirect costs from reduction in housing values.



Safety – Blighted properties can become locations for criminal activity.



Environmental -- Lead, mold, asbestos and other environmental contaminants are often present in blighted properties.



Public Health – Serious health issues can result from blighted properties including lead poisoning and asthma and other respiratory illnesses.

These costs are real, and they can be measured. In Allegheny and Westmoreland Counties, a study of Mon Valley towns by the local Councils of Government conducted a cost of blight study and estimated that the annual cost of blight for each resident in those communities is \$2,267.¹

Conditions Associated with Blight

Each blighted property has an individual set of circumstances but there are common conditions that co-occur with blight. Real estate markets that have experienced significant structural changes, such as those within the Mon Valley that suffered from major economic and population losses tend to have stagnant and even declining market values. In areas such as these where market values are depressed, the cost of renovation may exceed market value. Private investment in these communities is limited. Couple these conditions with an older housing stock and a high rate of blight is often the result.

Communities that have an older housing stock often have a percentage of their housing stock that is functionally obsolete, which means it no longer meets the needs of current homebuyers. This can include not only the conditions of the home itself, such as small room sizes and lack of closet space but can also

¹ Financial Impact of Blight on Tri-Cog Communities (2013)

include the site conditions. For example, houses that are only accessible by exterior stairs may fall into the category of functionally obsolete. If the type of housing available does not meet the needs of current renters or buyers, properties may become vacant.

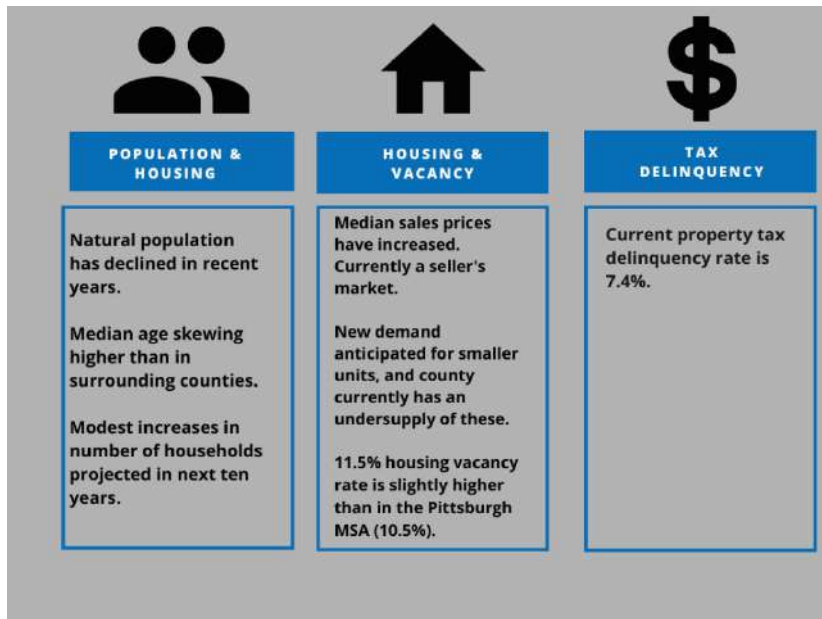
When housing supply exceeds demand vacancy results. Communities that have high sustained vacancy rates, consisting primarily of vacancy that is not the result of normal turnover, often experience blight. When properties are not occupied they can become targets for vandalism and other criminal activity. Vacancy leads to a spiral of disinvestment, as owners may walk away from the property and not pay for maintenance.

A high property tax delinquency rate within a community is a sign of financial distress. If a property owner does not have the financial means to pay their taxes, or just decides not to at risk of losing the property, there is a strong likelihood they are also not investing in property maintenance. Tax delinquency and blight are directly correlated, which underscores the importance of addressing blight to prevent loss of tax base.

Existing Conditions

Existing conditions data are taken from 4Ward Planning’s Economic and Real Estate Market Assessment completed in May of 2021 along with available data from the U.S. Census Bureau and Washington County. A good portion of the data is available only at the county level, which averages out a wide range of variability among the County’s diverse municipalities. The tax delinquency map in Appendix B, illustrates some of this variability with high concentrations of blight in the Mon Valley and City of Washington. A summary of relevant data points appears in Figure 2.

Figure II: Population, Housing & Tax Delinquency Data



Key Findings & Considerations

Analyzing the market and economic data prepared by 4Ward Planning there are several key housing data points relative to blight planning including:

- Significant Percentage of Older Housing Stock – 26% of homes are 80 or more years old. The cost of renovating property may exceed its market value after renovation in some communities. Private investment in these communities is limited.
- Oversupply of Larger Homes Relative to Demand – 4Ward Planning’s market research found that current buyers are more inclined toward smaller homes (2 and 3 bedrooms) and that Washington County has an oversupply of larger homes (4 and 5 bedrooms) relative to demand. This imbalance may create a higher rate of vacancies for larger homes.
- High Percentage of Vacant Units may be Long Term Vacancies – The U.S. Census Bureau categorizes vacancy by type. Washington County has a high percentage of vacancies that are categorized as “other” meaning they are not just short-term vacancies due to typical turnover periods. Further discussion on this appears in 4Ward Planning’s market assessment.
- Housing, Vacancy & Tax Delinquency Vary Widely Among Municipalities in the County – Average countywide rates reflect considerable variation in market and housing conditions. For example, 92% of the County’s residential growth is expected to occur within four communities (Cecil, North Strabane, Peters, South Strabane) while communities along the Mon Valley have seen little new development.



Vacant and blighted property in North Bethlehem Township







Blighted property in Donora

Community Typologies

Given the diversity of communities within Washington County, organizing the municipalities into four typologies based on similar characteristics allows for data driven blight strategies. These typologies draw from the Washington County Economic Development Strategy sub-regions as a starting point.

Table I: Community Typologies

	Rural	Mon Valley	North I-79 Cluster	Center & Corridors
				
Description	Primarily agricultural w/ low-density housing.	Residential communities that developed around industry.	Primarily residential. Experiencing significant growth.	The county seat City of Washington as well as the I-70 and Route 22 corridors.
Example	Amwell	Donora	Peters Twp.	City of Washington
Age of Housing Stock (vs. Countywide Avg.)	Average	Older	Newer	Average
Vacancy (vs. Countywide Avg.)	Higher	Significantly Above Average	Below Average	Average
Tax Delinquency	Average	Above Average	Below Average	Average
Housing Market	Stable	Weakest	Strongest	Stable

Priority Blight Strategies

Washington County has an important role to play in addressing blight within the County, both in terms of planning and providing residents and municipalities with the tools to implement solutions that are appropriate for each community. Five priority strategies include:

- 1) Adopt a Uniform Property Survey Instrument and Utilize the Planning Department as a Repository for Property Conditions Information** – When municipalities collect data on existing conditions, having a consistent format will allow it to be aggregated across the County. The blight survey instrument developed by LGA and its partners (Attachment C) was utilized successfully in

Canonsburg and county planning staff mapped the data. For local data collection efforts, like the ones in Canonsburg and City of Washington, the county can serve as a repository for the data. As more data becomes collected and aggregated, a more detailed picture of current property conditions in the county will emerge.

- 2) Provide Training & Technical Assistance to Municipalities through Existing County Entities –** Proactive and consistent code enforcement is the cornerstone in fighting blight. While this is a municipal role, the county can provide technical assistance through training around best practices. Technical assistance can extend to the training on use of the blight survey instrument. Additionally, municipalities that are eligible for Pennsylvania’s Strategic Management Planning Program (STMP) administered through the Department of Community and Economic Development (DCED) can receive additional technical assistance if funded through that program.
- 3) Utilize the Land Bank to Acquire Properties and Facilitate Redevelopment in Accordance with Local Community Plans –** The Washington County Land Bank is an important resource in addressing blight. The Land Bank can expedite the process of clearing title on blighted and abandoned properties as part of local community plans. A critical part of this process is identifying a partner (i.e. developer, organization, individual) that can complete the necessary renovations once the property is acquired so that it can be returned to productive use.
- 4) Establish a County Demolition Fund, Using Act 152, to Demolish Blighted Properties --** Pennsylvania’s Act 152 of 2016 allows counties to establish demolition by adopting a resolution directing the recorder of deeds to collect an additional recording fee of not to exceed \$15 for each deed and mortgage recorded. Four of the six Pennsylvania counties bordering Washington, including Allegheny, Beaver, Fayette, and Westmoreland all have created demolition funds. Last year Westmoreland County’s fund raised \$357,630.
- 5) Market & Expand the Resources of Existing Home Improvement Loan Programs Administered by the Redevelopment Authority –** More than one out of every four housing units in the County is eighty years or older. While most of these homes are not blighted, deferred maintenance is a common occurrence. Providing homeowners, particularly those in the low-and-moderate income category with access to affordable home improvement loans is an important strategy that promotes reinvestment. The Redevelopment Authority County of Washington currently administers several home improvement loan programs. For households that are above the income qualification thresholds for this program, partnerships with local private lenders should be explored.

Appendix A: List of Communities by Typology

Rural	Mon Valley	North I-79 Cluster	Center & Corridors
Amwell Township	Allenport Borough	Cecil Township	Blaine Township
Beallsville Borough	California Borough	Chartiers Township	Buffalo Township
Bentleyville Borough	Centreville Borough	North Strabane	Burgettstown Borough
Cokeburg Borough	Charleroi Borough	Nottingham Township	Canonsburg Borough
Cross Creek Township	Coal Center Borough	Peters Township	Carroll Township
Deemston Borough	Donora Borough		Canton Township
East Bethlehem township	Dunlevy Borough		Claysville Borough
East Finley Township	Fallowfield Township		Donegal Township
Hopewell Township	Finleyville Borough		East Washington Borough
Jefferson Township	Long Branch Borough		Elco Borough
Independence Township	Monongahela City		Ellsworth Borough
Marianna Borough	New Eagle Borough		Green Hills Borough
Morris Township	North Charleroi Borough		Hanover Township
Mount Pleasant Township	Speers Borough		Houston Borough
North Bethlehem Township	West Brownsville		North Franklin Township
West Finley Township			Nottingham Borough
West Middletown Borough			McDonald Borough
West Pike Run Township			Midway Borough
			Smith Township
			South Franklin Township
			Stockdale Borough
			Twilight Borough
			Washington City



2020 Blight Mitigation Initiative

Data Collection Protocol

Local Government Academy
Blight Mitigation Initiative
Data Collection Protocols

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Blighted Structures Key

The Blighted Structures Key accompanies the Blight Survey Data Collection Form, which is an Excel Workbook.

Properties shall be evaluated on a 1-3 scale in the survey as interpreted as follows:

1. No wear or damage whatsoever.
2. Some wear or damage, but it is still able to serve its functional purpose.
3. So much wear or damage that it is no longer structurally sound or able to serve its functional purpose.

A. Reviewer_Initials: Initials of individual performing the survey

B. Date_Review: The date the review occurred – format MM/DD/Year

C. Parcel_ID: alpha numerical or numerical code unique to each parcel

D. Property_Address: The street number and street name (ex: 123 North St)

E. City: The city where the property is located (please use the mailing address city)

F. ZipCode: The five-digit zip code associated with the property

G. Property_Use: What is the use of the property?

- *Residential:* House, apartment building, or other structure where people live.
- *Commercial:* Retail store, office building, restaurant, or other structure where business is conducted.
- *Industrial:* Factory building or warehouse
- *Institutional:* School, university, or government building.
- *Mixed Use:* A mix of residential, commercial, or industrial uses within the same building.
- *Other*
- *Unable to Observe*

H. Property_Use_Other: If Other, explain:

I. Build_Free_Attach: Is the building free-standing or attached?

- *Free-standing:* There is an air gap on both sides of the structure.
- *Attached:* The building is connected to another structure.

J. Vacant_Indicator: Select vacancy indicators that are present:

- *Unsecured:* Doors and/or windows are left open or have holes.
- *Phone book, mail or paper accumulation*
- *Overgrowth:* Brush, grass, and other plants look untamed and encroach on the property.
- *Uninhabitable:* Appears unsafe or structurally unsound.
- *Disconnected utility meters*
- *Snow on roof (but not on others nearby)*
- *Resident Input*
- *Broken/Boarded Windows and Doors*
- *Notices on the Door*
- *Excessive Trash on Porch*
- *Under Renovation*
- *Other (i.e., no lights, unseasonal decorations, etc.):*

- *None*

K. Vacant_Indicator_Other: If Other, explain:

L. Nuisance_Indicator: Select nuisance or danger indicators:

- *Unsecured ground floors or windows*
- *Unlicensed vehicles: Cars or trucks in front of the property that do not have license plates.*
- *Standing water: Pools of water on the ground*
- *Peeling paint*
- *Un-fenced pool*
- *Pests or vermin*
- *Drug or alcohol evidence: Empty bottles or containers, needles, or other paraphernalia.*
- *Risk of falling building materials*
- *Litter*
- *Dumping*
- *Animal waste accumulation*
- *Graffiti*
- *Fire damage*
- *Other:*
- *None*

M. Nuisance_Indicator_Other: If Other, explain:

N. Roof_Condition:

- *1: Good Condition, minimal wear, no missing materials.*
- *2: Some wear or damage, but largely intact.*
- *3: Holes or missing materials allow water inside.*
- *Not Applicable: The structure does not have a roof.*
- *Not Visible: The structure has a roof, but its condition is not visible.*

O. Gutter_Condition:

- *1: Fully intact and attached to the property.*
- *2: May be partially disconnected from the property in some places.*
- *3: Falling off the structure or broken.*
- *Not Applicable: The structure does not have gutters.*
- *Not Visible: The structure has gutters, but their condition is not visible.*

P. Chimney_Cracks: Chimney has large open holes, cracks or is out of plumb:

- *Yes*
- *No*
- *Not Applicable: The structure does not have a chimney.*
- *Not Visible: The structure has a chimney, but its condition is not visible.*

Q. Fascia_Condition: Soffit and Fascia Condition:



- 1: Fully intact with no wear and tear.
- 2: Some dents or wear and tear, but still structurally sound.
- 3: Structurally unsound, no longer helping to hold the roof in place.
- *Not Applicable*: The structure does not have soffit and/or fascia.
- *Not Visible*: The structure has soffit and/or fascia, but their condition is not visible.

R. Façade_Condition: Façade/Exterior Siding Condition:

- 1: Good Condition.
- 2: Some wear, but still intact.
- 3: Holes or missing materials.

S. Siding_Material:

- *Brick*
- *Aluminum*
- *Vinyl*
- *Wood*
- *Concrete*
- *Stone*
- *Ansel Brick*

T. Windows_Condition: Grade the WORST window you find on the property.

- 1: Good Condition
- 2: Some wear, but intact
- *Boarded*
- *Unsecure/Broken*: The window is open or otherwise easy to enter. It would not be difficult for someone to enter the property if they wanted to.

U. Porch_Condition:

- 1: Good Condition, minimal wear, no missing materials.
- 2: Some wear or damage, but largely intact.
- 3: Holes, missing materials, structurally unsound.
- *Not Applicable*: The structure does not have a porch.

V. Door_Condition: Grade the WORST door you find on the property.

- 1: Good Condition.
- 2: Some wear, but intact.
- *Boarded*
- *Unsecure*: The door is open or otherwise easy to enter. It would not be difficult for someone to enter the property if they wanted to do so.

W: Foundation_Cracks: Foundation has holes, cracks, or is out of plumb:

- *Yes*
- *No*
- *Not Visible*

X. Plant_Growth:

- 1: Lawn can be maintained with only a mower.
- 2: Lawn needs multiple tools such as a mower, weed whacker, and hand pruners to be maintained.
- 3: Heavier equipment than mower and weed whacker needed to maintain overgrowth and brush.

Y: Overall_Condition:

- Excellent: No noted deficiencies
- Minor Maintenance: Minor deficiencies noted in one or more of the previous fields that require routine maintenance as opposed to wholesale repair
- Major Maintenance: Major deficiencies noted that require full-scale replacement as opposed to routine maintenance or minor repairs
- Suitably Unsound: Property appears unfit for human habitation

Z: Additional_Notes:

Vacant Land Key

- A. Reviewer_Initials:** Initials of individual performing the survey
- B. Date_Review:** The date the review occurred – format MM/DD/Year
- C. Parcel_ID:** alpha numerical or numerical code unique to each parcel
- D. Property_Address:** The street number and street name (ex: 123 North St)
- E. City:** The city where the property is located (please use the mailing address city)
- F. ZipCode:** The five-digit zip code associated with the property
- G. Lot_Use:** How is the lot used? Select the most dominant use of the lot. *For assistance distinguishing between these different lot uses, please see the Vacant Land Photo Glossary.*
 - *Unimproved Lot:* Property may appear overgrown or may be mowed but does not have any intentional landscaping or signs of regular use. May appear neglected (litter, mowed but not trimmed, etc.)
 - *Wooded Lot:* Lot is predominantly covered in trees, may be on a hillside.
 - *Food Garden:* Property utilized as a food garden for either personal or community use.
 - *Flower Garden:* Property utilized as a flower garden for either personal or community use. This includes corner, medians, etc.
 - *Gateway with Signage:* Often on a corner, property has signage, often has planted vegetation/landscaping around the sign.
 - *Temporary/Green Infill:* Located often in a commercial district but can be residential. Resembles a gap within a row of structures, may have art, plants, or easily removable structures (farm stand, tents, sitting areas).
 - *Parklet:* Not a formal park, generally smaller, often has seating.
 - *Playspace:* Informal and inviting for children to play.
 - *Parking Lot:* Paved, gravel, compacted earth or grass. May currently have cars parked there or visible tire treads.
 - *Rain Garden:* Often has a sign, look for depressed gardens that capture water, downspouts, planting that is near overflow drains.
 - *Side Yard:* Looks like an extension of someone's yard. Look for extended landscaping, a fence, maybe a pool.

H. UL_Plant_Growth

- 1: Well maintained, grass is cut and under 6 inches.
- 2: Vegetation is above 6 inches, needs maintenance, but can be completed with a push lawn mower and trimmer
- 3: Vegetation is greater than 12 inches, lots of weeds, requires specialized or multiple pieces of equipment (chain saw, brush mower, etc.)

I. UL_Trash

- 1: No dumping
- 2: Small amount, can fit into a trash bag
- 3: Large amount that requires a car or truck to remove

J. UL_Safety_Hazard

- *Yes*: Examples: metal scrapes, large amount of broken glass, sinkholes, tripping hazards, unstable walls or auxiliary buildings, etc.
- *No*: Safety Hazard Absent

K. UL_If_YES_Describe_Hazard

L. UL_Infrastructure

- *None*
- *Foundation walls*
- *Retaining walls*
- *Walkways*
- *Stairs*
- *Slab*
- *Rubble*
- *Carport*
- *Shed*
- *Garage*
- *Greenhouse*
- *Other*

M. UL_Describe_Infrastructure

N. UL_How_Many_Vehicles

- *0*
- *1*
- *2 or more*

O. Additional_Notes:

Links for Tax Delinquent Parcels

For information regarding Washington County Delinquent Parcels, please visit the following sites.

- Washington County Tax Sales
 - ***For Upset, Judicial and Repository Sales, please visit:***
<https://www.co.washington.pa.us/221/Claims> or contact the Tax Claim Bureau of the Washington County Tax Revenue Department

- Washington County Sheriff Sale
 - ***For Sheriff Sale Information, please visit:***
<https://www.co.washington.pa.us/216/Real-Estate> or contact the Washington County Sheriff Department

- Washington County Land Bank
 - ***For Land Bank Information, please visit:***
<https://wclandbank.net/> or contact the Redevelopment Authority of Washington County

- Washington County Geographic Information System
 - ***For GIS Information, please visit:***
<https://wcpagis-washcodps.hub.arcgis.com/> or contact the Washington County GIS Department



Downtown Revitalization Case Studies

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Overview

The idea of a “downtown” brings to mind images of thriving retail shops, outdoor seating, and community events for many people to come and explore. A downtown is typically a walkable destination integrated into the surrounding neighborhoods within a community. Revitalized downtown main streets typically have many citizen amenities, which includes improved sidewalks, enhanced crosswalks, and so much more. They often also have mixed land uses such as residential and commercial, with a range of building sizes and densities that can lead to unique atmosphere and identity for these areas. Housing or offices can often be found above street level restaurants/retail in buildings along the main streets and surrounding areas. The surrounding streets are typically comprised of single and multi family homes. This allows easier access for the community to live, work, and thrive within the downtown.

In the case studies highlighted in this document, the efforts taken by the community and nonprofit organizations have inspired growth and thriving downtowns. It is important to note that different communities are nearly always at different stages in this progression and that a thriving downtown does not occur overnight, but rather is an accumulation of efforts over time. These case studies demonstrate the process in which downtown revitalization can occur.

Altoona, Blair County

Downtown Altoona is primarily focused along tenth, eleventh, and twelfth avenues, which include pedestrian amenities, restaurants, and shops. *Ahead of the Curve*, the Altoona Housing Strategy & Downtown Investment Plan serves a tool for future economic development. It is the result of a process engaging individuals and groups heavily invested in providing more attractive opportunities for residents of the Altoona region, both presently and in the future, to live in the city's downtown core. The revitalization plan was prepared by representatives from the city, the Altoona Blair County Development Corporation, the Greater Altoona Economic Development Corporation and the Allegheny Ridge Corporation.



The Altoona Blair County Development Corporation (ABCD) is a private non-profit 501(c)3 certified economic development corporation that works as a catalyst for business expansion in Blair County through regional partnerships along the I-99 Innovation Corridor. For over 60 years ABCD has been dedicated to business growth and wealth creation throughout Blair County.

ABCD and the Greater Altoona Economic Development Corp (GAEDC) are two separate entities but work together to revitalize Altoona with GAEDC focusing on downtown.



Funding Sources

ABCD relies on their real estate portfolio and loan programs (SBA 504 and their own revolving loan fund) to provide income from the loans and associated fees. American Rescue Plan Act (ARPA) funds and the Façade Loan and Grant Program have also been integral for funding Downtown projects.

ABCD Support

Downtown projects contain many stakeholders/organizations therefore ABCD acts as a mediator, constantly monitoring projects and helps to keep lines of communication open between the City and other project partners. ABCD also provides technical support and acts as a liaison for all business development providers and partners (helps businesses with funding applications, connects them with the correct people to assist with training to exporting to start up, entrepreneurship, and more).

Partners

Partners are integral in the success of any downtown. ABCD works with organizations such as the Redevelopment Authority (Land Bank and Blight), Penn State Altoona, City Parking Authority, PennDOT and others.

Strategic Planning

ABCD also believes that one strategic plan is vital for the success of downtown revitalization. The Housing Strategy and Downtown Investment Plan for Altoona is the most up-to-date plan that quantifies change in demand and income, current housing rates and availability and significant annual constituency that moves in and out of the area that could utilize housing stock. This plan looks at how many units could fit in identified buildings and if the cost of redevelopment is justified based on demand and eligible targets.



Canonsburg, Washington County

Situated between the current development of Southpointe II, the Meadows Racetrack and Casino, and the Tanger Outlet Mall along Interstate-79, Canonsburg is poised to take advantage of its location as well as its heritage. With downtown improvements, including a new library and infrastructure renovations, already under way, Canonsburg intends to use the Main Street Community designation to further promote and capitalize on its rich musical heritage, unique architecture and intense community involvement. Canonsburg hired a Director of Economic Development in 2020 to be point person for revitalization in the downtown area.



Canonsburg Borough hosted a workshop which identified 5 focus areas/issues including parking, downtown, recreation/walk-ability, real estate/revitalization, and blight. An inventory of empty buildings was conducted which resulted in a building being bought and developed as an anchor site at one end of Main Street. This development cost \$4 Million in renovations and resulted in jobs for 60 employees, which provided a built in customer base for Main Street businesses.

Major events such as “Labor of Love”, “Old-Fashioned Christmas (which was sponsored by Hallmark for three years and continues to be modeled after the Hallmark trademark), 4th of July, Oktoberfest and Christmas events are key to create a “buzz” for Canonsburg’s Main Street.

Partnerships

Canonsburg Borough has a whole host of partners including the Redevelopment Authority of Washington County, Washington County Chamber of Commerce, and the Washington County Commissioners. Private partnerships are also extremely critical in the redevelopment and overall revitalization of downtown.

The Borough also has a grant writer, which helps to get funding for projects.



Obstacles

Canonsburg experienced a number of obstacles when getting started with downtown revitalization, which included unwilling property owners who were reluctant to work in the program and the high cost of redeveloping buildings due to current condition and blight.

Dormont, Allegheny County

Dormont's downtown is primarily located along West Liberty Avenue. A vast majority of revitalization efforts for downtown are still in preliminary stages, but the Borough did recognize their zoning didn't support a lot of the proposed development. They have placed an emphasis on adjusting their zoning to be more consistent with the type of development desired for downtown.



Funding Sources

Plans for the Borough were primarily funded through the PA Department of Community and Economic Development's Municipal Assistance Program. This program provides funding to assist local governments with implementing a variety of services and improvements. Other funding for Borough projects was mostly done through the Borough's budget.

Strategic Plans and Partners

Dormont developed key initiatives that have kick started revitalization of downtown starting with a “*Market Analysis Report*” completed in 2014 which contains a demographic report and a list of target businesses. “West Liberty Avenue Redevelopment”, “Downtown First”, and “Sustainable Business Designation” were also apart of the revitalization process that were prepared soon after the Analysis Report was completed.

Integral partners for revitalization included business owners, large property owners and Allegheny County.



Dormont Street & Music Festival

A vital part of the revitalization of downtown is the street and music festival that is held along Potomac and West Liberty Avenues and features live music, food, and craft vendors.

The most recent festival, held in 2021, had a musical lineup consisting of a variety of local talent and was sponsored by the borough, and Arsenal Cider Tap House.

Zelienople, Butler County

The downtown revitalization project for Zelienople began when a stakeholder group, consisting of council members and business owners, was formed in 2009/2010. Nonprofit status was obtained and stakeholders contributed initial funds to leverage additional money through grants for an initial study and facade program. The downtown revitalization of Zelienople is based upon existing assets of the historic central business district. These include two and three story buildings that line Main Street, the Four Corners Park, the restored Strand Theatre, retail stores/commercial offices, restaurants, library, churches, premier and expanding retirement community and adjacent location to interstate highways.



Downtown Revitalization

A consultant was hired to develop a plan for the continuation of the downtown revitalization. At this point, the project broken into three phases. The first phase focused on parking and included a \$3 million project to bring in more parking spaces. The second phase included buying and refurbishing “The Kaufman Building” which brought in jobs by adding a restaurant on the first floor and offices in the upper floors. The final phase of the project included the use of a Redevelopment Assistance Capital Program (RCAP) grant for continued development.

Partners

The downtown revitalization project process was led by the Zelenople, PA Revitalization, Inc., a nonprofit corporation, the Borough of Zelenople, and the consulting firm of E.G.&G. Zelenople has also received assistance from Butler County primarily with grants.



Funding

Funding sources included fundraising event such as a Wine & Cheese Tasting, Golf Outing, and others. Other funding sources include Facade mini-grants through Explore Zelie's Facade Improvement Grant Program which is intended to promote reinvestment and restoration of commercial buildings in the downtown district.

Beaver, Beaver County

The approach for Beaver has focused on downtown being a major priority for the Borough as well as always being open to trying new approaches and updating information constantly. Revitalization of the downtown is viewed as an ongoing project and not something that is quick to change or temporary. The Borough receives continued support from Beaver County as well, which helps in the success of downtown Beaver.



Downtown Revitalization

The Borough utilizes the services of Town Center Inc. to maintain a downtown properties database. This database tracks building and business conditions through a vibrancy score. It is also used to promote available properties. A design gallery is featured as well. This is not mandatory but is used to help promote the style and look of development desired in the Borough. Eventually the Borough would like to have a three tiered program: guidance, regulations/standards, and a demolition ordinance.

Events

The Beaver County Chamber of commerce and the Beaver Area Heritage Foundation hosts events in the Borough and throughout the County on a regular basis. These include sidewalk sales, Hot Summer Nights Car Cruise, Art Walk, Small Business Saturday and Light Up Festival.



Funding/Partners

Sources of funding for downtown revitalization include:

- Private funds for a \$3million streetscape program
- CDBG funds for a facade grant program
- PA Downtown Center - Main Street Program (Beaver County Council on Economic Development helped to support efforts)
- Beaver Planning Commission - strategic vision and zoning updates
- Borough offers free parking