

Southeastern Greene County contains all of the ingredients for potential growth and development. Rich in both natural resources and beauty, there are ample opportunities for job creation and residential developments for individuals looking for the rural lifestyle that typifies the character of the area. Furthermore, Southeastern Greene's location along the Interstate 79 corridor places the area only 60 miles from regional hub of Pittsburgh to the north, and less than a half hour drive from the rapidly growing Morgantown, West Virginia metropolitan area to the south, which lends to a location advantage not enjoyed by many places in the region.



Wayne Township (Mackin 2007)

The intent of this section is to integrate the various components within the Southeastern Greene Multi-Municipal Comprehensive plan that relate to current and emerging land-use, demographic trends, transportation, and economic issues into succinct goals and recommendations from which future actions toward meaningful economic development can be taken. A background for economic development efforts will first be established including a brief examination existing studies, an inventory of economic development resources, and an overview of Southeastern Greene in the context of the larger regional economy. Then current trends and development opportunities of the Southeastern Greene County planning area will be assessed based upon the information gathered in preceding sections of this plan. Afterwards, each participant municipality will be individually examined in with priority recommendations for development opportunities given for each. Lastly, these examinations and assessments will be crafted into area wide goals and strategies for economic development.

BACKGROUND

Existing Studies

A review of past studies reveals that all planning to this point has been carried out on the county level and have not explicitly addressed the municipalities of the Southeastern Greene Planning Area. However, these studies are still very useful as they deal with the issues that affect all of Greene County and subsequently the Planning Area as well. A majority of these studies document the large role that coal has played in Greene County's economy. These studies take the premise that the local economy must be diversified in order to provide high-paying jobs and stem the population lost that as plagued the area for the past twenty years.

Development Strategy & Action Plan for Greene County (1997) prepared by The Brandow Company

This plan identifies target industries for future investment that will provide the backbone for the County's development strategy. The study examines existing industry clusters and core opportunities that will allow the County to get the most from its constrained resource base, shore up a proven asset base, develop spin-off and marketing opportunities, and utilize any number of retention and expansion services in a strategic manner. Opportunity targets include four manufacturing industries (plastics, powder metals, industrial machinery, and wood products) and three non-manufacturing industry targets (recreation and tourism, data intensive firms and senior care). The plan includes demographic and economic conditions, industrial and export service opportunity targets, commercial trends and opportunities, tourism opportunities, site development priorities and an action plan.

Greene County Fiscal Analysis: An Opportunity to Change the Future (2001) prepared by the Pennsylvania Economy League

The purposes of this fiscal analysis were to understand the current fiscal situation at all levels of local government, project the implications for the future, and develop a suggested action plan to ensure the ability of Greene County governments to continue to carry out their mission of public service. The analysis includes demographics, taxation and revenues, expenditure analysis, projected fiscal health, and a summary of findings, recommendations and conclusions. School districts were compared to provide an analysis of different regions of the County and because they represent nearly 70 percent of all local taxes in the County. The study found that the County is more reliant on the coal tax than similar counties and proposes a broad action plan with four objectives for Greene County leaders to accomplish: diversify and expand the economy; control spending; assess the overall approach to tax policies; and pursue new or expanded non-tax revenue sources.

“Overview of Greene County Coal Situation” (2000) prepared by the Resource Technologies Corporation

This study was completed in 2000 by Resource Technologies Corporation, however, due to recent energy advances in Greene County, this report is considered out of date. According to information received from a representative of Resource Technologies Corporation (electronic correspondence, 2/27/06) the price increase of natural gas, which has tripled since 2000; oil, which has quadrupled; and coal; which has more than doubled, has so radically changed the economics of energy that there are no reports that have any real credibility in today's world. Recent technological advances have significantly changed coal mining practices and there is now more economically accessible coal. In addition, a significant market has developed for coal bed methane and the utility industry now has over 200 new coal fired power plants in the planning or permitting stage as compared to the two or three plants in 2000. Since 2000, the utility industry has moth-balled a significant number of gas-fired power plants. Nearly every coal fired power plant within 200 miles of the Greene County is slated for some form of pollution control upgrade -- in 2000 virtually none of them were. Coal, gas, and coal bed methane are major industries of Greene County. Greene County, alone, accounts for nearly 20 percent as much annual production as the entire state of West Virginia (RTC, 2006). Greene County is one of the primary producers of energy in the United States and will need to commission a study to ascertain the future of its energy production. (Greene County Comprehensive Plan 2007)

Economic Development Resources

Appalachian Regional Commission (ARC)

The Appalachian Regional Commission is a federal-state partnership that works to create opportunities for self-sustaining economic development and improved quality of life. Appalachia, as defined in the legislation from which the Appalachian Regional Commission derives its authority, is a 200,000-square-mile region that follows the spine of the Appalachian Mountains from southern New York to northern Mississippi. It includes all of West Virginia and parts of 12 other states: Alabama, Georgia, Kentucky, Maryland, Mississippi, New York, North Carolina, Ohio, Pennsylvania, South Carolina, Tennessee, and Virginia. About 23 million people live in the 410 counties of the Appalachian Region; 42 percent of the Region's population is rural, compared with 20 percent of the national population.

The Appalachian Regional Commission implemented a method of classifying counties based upon economic indicators to prioritize areas in need of assistance. The classification has five economic status designations—distressed, at-risk, transitional, competitive, and attainment. These classifications are based on a comparison of county and national averages for three economic indicators—three-year average unemployment rate, per-capita market income, and poverty rate.

Greene County is included within the regional domain of the Appalachian Regional Commission and is classified as Transitional. Transitional defines a county that is worse than the national average for one or more indicator but does not meet the criteria for the distressed or at-risk levels. There are no Pennsylvania counties within the Appalachian Region classified as distressed. Fayette County is the only county within the Planning Region for the Greene County Comprehensive Plan that is classified as At-Risk. Interestingly, the counties of Armstrong, Beaver, Indiana, Lawrence, and Washington are also identified as Transitional. Competitive Counties within the Planning Region include Butler and Westmoreland. Allegheny County is considered an Attainment classification.

The Appalachian Regional Commission directs funding to Local Development Districts to promote economic development projects. The Local Development District is established at the state-level to direct local initiatives. The Southwestern Pennsylvania Commission is the Local Development District to which Greene County belongs.

Southwestern Pennsylvania Commission

The Southwestern Pennsylvania Commission (SPC) is the federally designated Economic Development District (EDD) as authorized by the US Department of Commerce, Economic Development Administration. As such, SPC is responsible for developing and coordinating a comprehensive economic development strategy for the ten county region surrounding Pittsburgh in Southwestern Pennsylvania. This region includes Armstrong, Allegheny, Beaver, Butler, Fayette, Greene, Indiana, Lawrence, Washington and Westmoreland Counties as well as the City of Pittsburgh.

The SPC region is also designated a Local Development District by the Appalachian Regional Commission. As the Local Development District, SPC serves as the lead agency to identify priority needs of communities.

SPC provides economic development assistance to communities under the jurisdiction of the Appalachian Regional Commission. SPC is also designated the Metropolitan Planning Organization by the Pennsylvania Department of Transportation for funding and planning purposes.

SPC's membership includes at least two members from each county's Board of Commissioners. SPC works with its membership as well as PennDOT to produce a Transportation Improvement Program (TIP) every four years. In addition to the TIP, SPC has developed the 2030 Transportation and Development Plan. This plan links more than \$33 billion of transportation projects and proposed economic and business development initiatives into a single, integrated plan.

Released in June 2007, the SPC 2035 Transportation and Development Plan for Southwestern Pennsylvania is the culmination of a region wide planning outreach program known as Project Region. This effort sought the input of citizens and leaders throughout Southwestern Pennsylvania on matters concerning transportation, land use and other development related matters, and cumulated in the publication of the 2035 Plan.

The 2035 Plan is an effort to coordinate economic development and infrastructure across the region in a way that achieves balanced growth and increases regional economic competitiveness. The Plan evaluates infrastructure and economic development projects throughout the region and sets funding priority for select investment in each member county. Priority projects in Southeastern Greene County include:

- ❖ Construction of new utilities and roadways enhancements at the Meadowridge Business Park.
- ❖ Expansion of water and sewerage service in Mt. Morris.
- ❖ Extension of sewerage service along State Route 88 in the Cabbage Flats community of Monongahela Township.
- ❖ Extension of sewerage service two miles along State Route 88 in Cumberland Township.
- ❖ Replacement of the Masontown Bridge across the Monongahela River in Monongahela Township.
- ❖ Capital maintenance of Point Marion Bridge across the Monongahela River in Dunkard Township.

Pittsburgh Regional Alliance (PRA)

PRA's mission is to globally market southwestern Pennsylvania and support existing regional employers to grow jobs and capital investment. The Allegheny Conference on Community Development and its affiliates (PRA, Greater Pittsburgh Chamber of Commerce and Pennsylvania Economy League - Western Division) are working in collaboration to stimulate growth in southwestern Pennsylvania's economy and improve its quality of life (SOURCE: Pittsburgh Regional Alliance web site).

Greene County Department of Economic Development

The Department of Economic Development (GCDED) serves as the administrative body for the Greene County Planning Commission, Greene County Conservation District, Solid Waste & Recycling Office, grant services and Industrial Development Authority. The mission of the Department of Economic Development is, “to provide the appropriate services and develop the leadership necessary to assure that all of Greene County is planning for the future.” The GCDED also seeks to coordinate services relating to economic planning and development activities in Greene County. It attempts to accomplish this mission by making sure that developers have the resources and information necessary to make meaningful investments in Greene County.

Greene County Industrial Development Authority

The Greene County Industrial Development Authority (GCIDA) is the lead agency for industrial recruitment and expansion in the County. The GCIDA provides "one-stop shopping" for manufacturing and distribution investors interested in site locations for new or expanding operations. The GCIDA's focus is on the creation, attraction and retention of business, offering financial assistance through bond issues, Pennsylvania Industrial Development Authority (PIDA) loans, Machinery and Equipment Loan Financing (MELF), conventional financing, bridge financing, etc. In addition, the GCIDA office offers grant writing, business plan development and training programs for Greene County businesses.

Greene County Industrial Developments Corporation

Greene County Industrial Developments Corporation (IDC) is a 501(c)6 private non-profit economic development non-profit charged with management of Pennsylvania Keystone Opportunity Zones (KOZ), and loan programs including Pennsylvania Industrial Development Authority (PIDA) and Small Business Administration (SBA) loans. Buffalo

On August 20, 2007 a stakeholder interview was conducted with the Executive Director of the IDC. He revealed that the organization owns two industrial parks in Greene County, one of which, Paisley, is located in the Planning Area. The IDC is also tasked with attracting tenants and promoting economic development throughout the county. The interview revealed that Greene County currently manages approximately 237 acres of KOZ sites in the eight-municipality Planning Area. While the IDC has no target tenants for these sites, they do seek those out that can make the most out the lack of adequate transportation and public utility infrastructure that is sometimes encountered.

Educational Consortium (21st Century Program)

This is a consortium of the superintendents of the five school districts in Greene County. This group includes the Planning Area districts of Waynesburg Central, Carmichaels, and Southeast Greene, as well as the principal of Vocational Educational Center and representatives from Waynesburg College, and was established to direct a county-wide educational agenda and drive certain economic development initiatives.

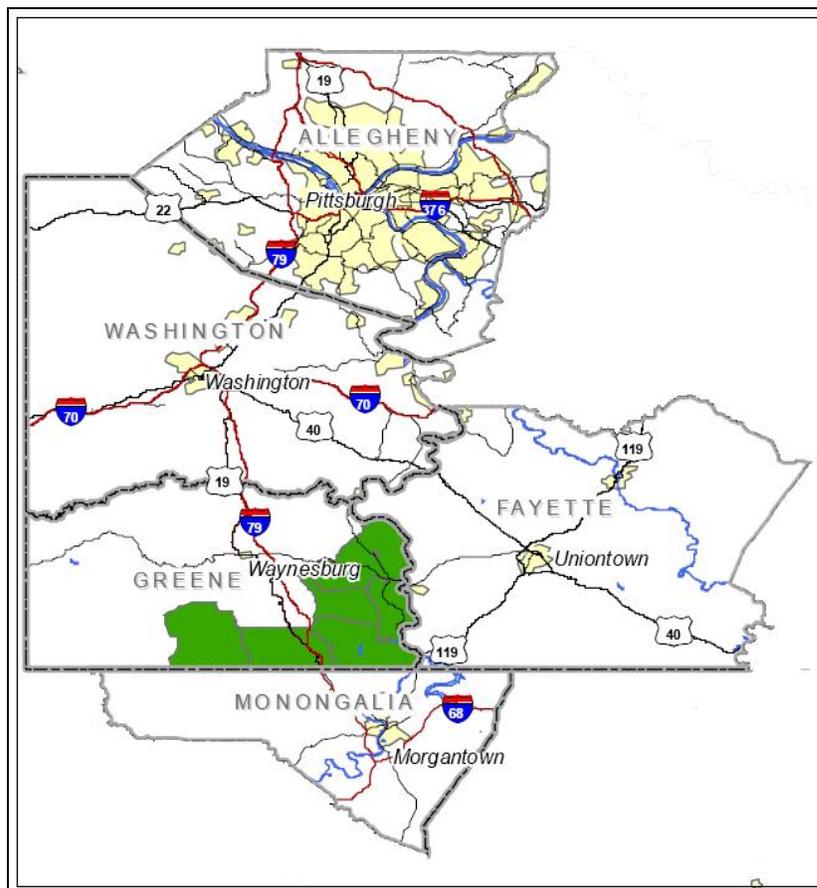
This group is pushing curriculum that supports those industries that are dependent on technology skills. This focus on work-force development is fostering an environment to help the County diversify its employment base and become less dependent upon its mineral resources.

The Regional Economy

Officially, the municipalities of Southeastern Greene County are included in the Southwestern Pennsylvania / Pittsburgh economic region. This region includes the Pennsylvania counties of Allegheny, Armstrong, Beaver, Butler, Fayette, Greene, Indiana, Lawrence, Washington, and Westmoreland Counties. At the heart of this region is Allegheny County that, with a population of over 1.2 million, is the driving force behind the Southwestern Pennsylvania economy. The Pennsylvania Department of Labor and Industry further separates this region by Workforce Investment Areas (WIA). As a section of Greene County, the Planning Area is part of the Southwest Corner WIA with Fayette and Washington Counties.

Southeastern Greene County also belongs to another economic region, this one based upon commuting patterns and proximity to surrounding counties. This region includes the Pennsylvania counties of Washington and Fayette as well as Monongalia County, West Virginia.

The following map displays this market area with major transportation links. The municipalities of the Southeastern Greene County Planning Area are displayed in green.



Southeastern Greene County Market Area (Mackin 2007)

PLANNING AREA ASSESSMENT

The first step in analyzing the Planning Area and developing strategies for economic development is identifying the elements that affect the local economy.

Demographic Data

Population

- ❖ The Year 2000 Census recorded the eight municipalities of SE Greene as having a total population of 14,875.
- ❖ The Planning Area has experienced both population growth and decline from 1960 to 2000. Overall the population had declined by 14 percent.
- ❖ In 2000 the population density (persons per square mile) stood at 83.8. This figure does not accurately portray the population distribution of Southeast Greene as population density can range from 23.9 in geographically large but sparsely settled Greene Township to 3021 persons per square mile in the more heavily populated but significantly smaller land area of Carmichaels Borough.
- ❖ The median age of the Planning Area stood at approximately 40 years old. This is higher than the median age for both Pennsylvania and the United States as a whole.

Education

- ❖ As of the 2000 United States Census, the educational attainment level of the Planning Area was lower than that of Greene County, Pennsylvania and the United States.
- ❖ The percentage of persons with a bachelors degree or higher was 8.5 percent, significantly lower than the national average of 24.4 percent.
- ❖ The average graduation rate for the three school districts in the planning area was 91 percent. This is higher than the graduation rate for Pennsylvania, which stands at 88 percent.

Employment

The United States Department of Agriculture Economic Research Service reports that the unemployment rate in Greene County stood at an average of 5.9 percent in 2006. This is higher than the rate of 4.7 percent for Pennsylvania and is the second highest in Southwestern Pennsylvania region behind Fayette County (6.9 percent), which borders the Southeastern Greene County Planning Area.

Table 9.1: Percent of Total SE Greene Employment by Industry displays the percentage of the total workforce employed by industry sectors in Southeastern Greene as determined by the United States Census.

Table 9.1: Percent of Total SE Greene Employment by Industry

Industry	Percent of Workforce
Agriculture, forestry, mining	9.3%
Construction	8.1%
Manufacturing	9.4%
Wholesale	2.4%
Retail	12.6%
Transportation, warehousing, and utilities	8.2%
Information	1.8%
Finance, insurance, and real estate	3.5%
Professional, scientific, administrative	6.4%
Education and social services	23.4%
Arts, entertainment, food services	5.2%
Other services	4.7%
Public administration	5.0%

Education and social service jobs accounted for approximately 23 percent of total employment, making it the largest industry sector in Southeastern Greene in 2000.

Table 9.2: Mean Travel Time to Work in Minutes shows the mean travel time to work in minutes for each of the municipalities in the Planning Area.

Table 9.2 Mean Travel Time to Work in Minutes

Municipality	Travel Time
Carmichaels Borough	29.0
Cumberland Township	29.3
Dunkard Township	28.8
Greene Township	28.6
Greensboro Borough	29.5
Monongahela Township	28.9
Perry Township	27.2
Wayne Township	25.6
Planning Area	28.4
Greene County	28.3
Pennsylvania	25.2

Mean travel time to work not only shows how far the average person has to travel from home to work, but can sometimes be an indicator of the overall vitality of the local economy. When excluding traffic, as the number of jobs available increases in a geographic location the mean amount of time required to travel to work should theoretically decrease.

The mean travel time for Southeast Greene County is approximately equal to that of Greene County as a whole and longer than the average for Pennsylvania. At nearly thirty minutes long, workers from Greensboro Borough had the longest commutes, likely an attribute of their location away from primary roads and bridges.

Environmental and Natural Resources

Southeastern Greene County has an abundance of natural resources ranging from prime agricultural land to forests and streams. The area is also rich in extractive resources such as coal and natural gas, which built the economic foundation of the area. Section 5: *Natural Resources* examines these in great detail.

Geographic Features

- ❖ Topography in the Planning Area ranges from gentle rolling hills in the East to severely sloped (grade of 25 percent or higher) in the West. Steep slopes of 25 percent or more are a major obstacle to development.
- ❖ Soil types in the Planning Area range from well-drained in the West to hydric and poorly drained in the more gentle topography of the Eastern municipalities.

Water Resources

Southeastern Greene County is home to eight watersheds, all which are part of the larger Monongahela River Watershed. Two of these watersheds play a particularly important role in the economic future of the Planning Area.

Dunkard Creek

Dunkard Creek is a 150,000 watershed that flows back-and forth across the Pennsylvania / West Virginia state line before remaining in Pennsylvania southwest of Mt. Morris. The creek then widens as it flows past Bobtown, eventually emptying into the Monongahela River near the Poland Mines community.

Dunkard creek could play a very important role in future recreation activities in Southeastern Greene County, but according to the Pennsylvania Department of Conservation and Natural Resources, abandoned mine drainage has been a historic impediment to realizing the creeks potential. The Dunkard Creek Watershed Association was organized in 1995, “in an effort to promote awareness of Dunkard Creek as well as issues of heritage and tourism along the creek.” (Dunkard Creek Profile, Department of Conservation and Natural Resources)

Monongahela River

The Monongahela River is a 128 mile waterway that begins near Fairmont, West Virginia, continues to the beginning of the Ohio River at Pittsburgh and forms the eastern boundary of the Southeastern Greene Planning Area. The Monongahela is intimately lined to the history of the region as many of the first European settlers used it to reach the interior of the frontier of the 1700's.

The Monongahela has also been tied to the economic health of the region as the construction of dams allowed for the barge transportation of Greene County coal. River transportation continues to be the primary economic activity of the Monongahela. However, recently recreational uses have become significantly more important as the economy of the Planning Area moves away resource extraction.

Transportation and Infrastructure

Southeastern Greene County has a limited multi-model transportation system to support economic development. There is a developed road system in much of the Planning Area that allows access to larger markets in Uniontown, Morgantown and Pittsburgh. There are no airports or landing strips in Southeast Greene although there are heliports available for use by coal company helicopters. Additionally, there is no available passenger rail and all freight rail lines are operated by Norfolk Southern or are dedicated to coal mine operation.

Southeastern Greene has no access to barge traffic along the Monongahela River. Currently barge traffic originating from the area is exclusively used for the transportation of coal from the Alicia Harbor facility.

Major Roads

- ❖ Interstate 79 (I-79) through Perry Township generates the highest number of vehicle trips in the Planning Area. Most of the land along and convenient to I-79 is undeveloped.
- ❖ State Route 21 is the principal East/West arterial through the planning area and connects Carmichaels Borough and Cumberland Township to I-79.
- ❖ State Route 88 is classified as a Minor Arterial and is the primary North – South route through Cumberland, Monongahela, and Dunkard Townships.
- ❖ State Route 218 (Rt. 218) is a rural major collector road that runs North - South through Wayne Township.

Air Service

General aviation services are available at the Greene County Airport in Waynesburg while limited commercial flights to Pittsburgh International are available from Morgantown. Air freight service is available at Pittsburgh International Airport located less than 70 miles from most areas of Southeastern Greene.

Rail Service

A private spur line tying into the Norfolk Southern system runs through the Shannopin Mines industrial site in Monongahela Township.

Water and Sewerage

Public water service for homes and industry is plentiful and readily available throughout most of the Planning Area. Sewerage services are concentrated in the traditional population centers and in areas of Cumberland Township surrounding Carmichaels Borough.

Industrial Development Sites

Through the Greene County Industrial Development Authority, there are currently 237 acres of tax-free land available for development in the Planning Area. This tax exempt land is part of the Keystone Opportunity Zone (KOZ) program, which provides tax abatements to businesses and residents who locate in a specific zone. The tax-exempt status for these sites is set to expire in 2010. The KOZ sites in Southeastern Greene include:

- ❖ Meadowridge Business Park in Perry Township is a 108 acre site located just off exit 1 of I-79. There are currently three businesses located in the park including a grocery distribution center.
- ❖ Managed by Industrial Development Inc., Paisley Industrial Park is a 74 acre site located off of State Route 88 in Cumberland Township that currently contains five tenants. These tenants include EMS Southwest, Imprintables Warehouse, Stahl Hotronix, and Tygart Industries and a tire materials recycler.
- ❖ Eastern Greene/Shannonpin Mines is a 55 acre coal remediation site abutting the Monongahela River in Monongahela Township. While there are currently no tenants at Eastern Greene, interviews with Greene County Industrial Development Inc. (IDI) indicate that interest has been shown by a number of firms whose businesses are dependant upon the loading and unloading of barges.

The KOZ sites have been in existence since 2000 with little investment being made in them by private businesses. Reasons identified for this include.

- ❖ Distance from interstates and major markets. IDI identified inconvenient access to interstate highways as the major hindrance to tenant attraction, especially for Paisley Industrial Park and Shannonpin Mines. Officials have attempted to offset this problem with some success by maintaining loose development covenants and building design requirements for tenants at Paisley Industrial Park.
- ❖ Access to public utilities has been an issue at the Shannonpin Mines site. There is currently no public sewerage on site, which seriously hampers the size and intensity of potential tenants. There are currently no plans to bring public sewerage to the site.
- ❖ As a formerly active coal mine, there is a sufficient amount of environmental remediation required at the Shannonpin Mines industrial park before businesses can be accommodated at the site.



Shannonpin Mines Site (Mackin 2007)



CURRENT TRENDS AND ISSUES

Analysis of the elements that affect the local economy reveals issues that have, or can be, hindrances to potential growth.

Employment

Economy

The Southeastern Greene County Planning Area has faced the same economic challenges as all of Greene County and much of the Appalachian Region as a whole. Over reliance on resource extraction industries as the primary economic engine has left the Southeastern Greene susceptible to the decrease in production of a finite resource and the decreasing market share of coal as part of the larger economy. The lack of economic diversification has been a hindrance to both population growth and economic expansion. This is evidenced by the boom and bust pattern of population trends between 1960 and the present.

Between 1960 and 1970, the population of the Southeastern Greene Planning Area declined by ten percent as coal extraction was scaled back throughout the region during the decade of the 1960's. This trend reversed itself between the years of 1970 and 1980 when an up-tick in the national coal market resulted in a renewed demand for labor and growth that lifted the population back to pre-1960 levels. However, with the increase in the use of new efficient technologies, along with competition from coal extraction in the Western states and the decreased demand for local labor that resulted, the population of Southeastern Greene County slowly declined between 1980 and 2000 to just above the 1970 level.

While mining and other extractive industries account for only 9.7 percent of total employment in Southeastern Greene, the industry's dominance in terms of its economic power is unequalled. This dominance is forecasted to continue in the short term as mining and oil and gas extraction jobs increased a total of 20.8 percent between the second quarters of 2005 and 2006, and total experienced an average earning growth of 28.3 percent, making them by-far the highest paying industry sector in Greene County.

Infrastructure

According to interviews with municipal officials, the number one issue facing development in Southeastern Greene County is the lack of adequate water and sewer infrastructure. The existing systems, especially in the case of sewer, do not have the capacity to support large scale developments. However, because the systems are currently running below capacity, the municipal authorities that operate them are unable to receive state funding for their expansion to meet the expected needs of future industrial and large commercial tenants.

Distance to Markets

A major influence on the local economy in Southeastern Greene County is the proximity to regional markets. Industrial attraction and residential growth in a rural area is most likely to occur in those locations with the most convenient access to larger job and trade markets. Some locations in the Southeastern Greene Planning Area are relatively close to growing larger markets and have experienced development at a faster pace than more isolated locations. For example, the 2000 US Census shows that between 1960 and 2000 the population in some municipalities had decreased by as much as 41 percent. During the same time period, Perry Township saw a population increase of 14.7 percent. Additionally, while they also had negative population growth rates, Wayne Township and Cumberland Township experienced decline of only 0.5 percent and 1.5 percent respectively. These rates of population loss were significantly lower than other municipalities in Southeastern Greene.

When population decline in Southeastern Greene is examined in the framework of access to transportation, and distances to regional markets, a relationship between the two begins to emerge. *Table 9.3: Distance to Regional Markets (Miles)* and *Table 9.4: Distance in Regional Markets in Travel Time (Minutes)* show the distances in both miles and travel times from points within Southeastern Greene County to outside markets.

Table 9.3: Distance to Regional Markets (Miles)

	Morgantown	Waynesburg	Uniontown	Washington
Mt. Morris	10	14	31	36
Carmichaels/Cumberland	21	18	14	31
Blacksville	20	13	36	36
Bobtown	14	23	24	41
Greensboro	16	20	20	40

Table 9.4: Distance to Regional Markets in Travel Time (Minutes)

	Morgantown	Waynesburg	Uniontown	Washington
Mt. Morris	16	20	52	35
Carmichaels/Cumberland	40	19	25	34
Blacksville	33	26	36	36
Bobtown	27	34	42	41
Greensboro	30	34	33	53

(Google Maps 2007)

Upon comparing distance by travel time from different population centers within Southeastern Greene County it can be seen that the municipalities with centers of population closest to outside regional markets experienced less decline in population. For example: Mt. Morris is closer to each of the four outside regional markets, except Uniontown, while Carmichaels/Cumberland is closer to Uniontown but furthest away from Morgantown. Conversely, both Municipalities are roughly the same distance from Waynesburg, which remains the commercial center of Greene County.

This seems to show a connection between the transportation systems within the Planning Area to the future of development. Locations with quick and convenient access to outside, regional markets can be expected to be where the greatest amount of future residential, industrial and commercial development to occur.

Transportation

The presence of an adequate quality transportation system is a basic necessity for any economic development effort. Transportation allows for access to goods and services through increased mobility, and mobility is one of the most important characteristics of basic economic activity. The lack of adequate transportation systems can be especially burdensome for rural communities like Southeastern Greene as residents often lack the choices in services and job opportunities of their urban counterparts. An adequate road system allows rural residents access to the larger sales and job markets, and removes a major hindrance to new business locating in the community.

Presently, the roadways are served by an interstate highway (I-79), a principal arterial (State Route 21), and a main arterial (State Route 88). Most significant commercial and economic development has occurred at the intersections and interchanges of these transportation corridors. Future economic development is expected occur at these key points as they offer the greatest ease of access to the population of the Planning Area.

Interviews with municipal leaders coupled with field surveys have indicated the need for improvements to several Rural Major Collectors and Rural Minor Collector roads to increase access into more isolated sections of the Planning Area. Specifically, connections from State Route 218 in Wayne Township to other areas of Southeastern Greene are insufficient and potentially dangerous for truck traffic due to the very curvy and narrow roads.

Development Opportunities

Industry

Opportunities for industrial retention and expansion are likely to occur in those areas with highway access and adequate public sewerage and water infrastructure. This infrastructure presently exists near the major highways and roads and established settlements.

Target industries for attraction to Southeastern Greene County include those in which the Planning Area may have a natural comparative advantage. This may include further exploitation of natural resources such as coal, natural gas and timber while seeking to build new industries based upon Southeastern Greene's location along major transportation routes. Such industries would include warehousing and distribution centers as well as water based transit along the Monongahela River.

The Southwestern Pennsylvania Commission has identified extension of public utilities and roadway improvements in the Meadowridge site in Perry Township as an economic development priority. The completion of these projects will greatly improve the likelihood transportation based industrial investment will occur.

Greene County Industrial Development Authority has identified both coal and ethanol transit businesses as suitable tenants for properties along the Monongahela River. There are currently no plans to improve infrastructure access at industrial sites along the river.

Commercial Investment

Opportunities for new retail, office and other commercial development will primarily occur in and around the established settlements of the Planning Area. Availability of infrastructure and proximity to population centers will have the biggest bearing on where new commercial investment takes place. While land-use policy decisions will be the deciding factors on the pattern of the new development the appropriateness of development and its interaction with existing land use patterns will have major effects on the character of a community.

Interviews and Steering Committee workshops have identified several key intersections and corridors for as having the greatest potential for commercial development in the Planning Area. These include:

- ❖ I-79 Interchange
- ❖ Intersection of State Route 88 and State Route 21
- ❖ Intersection of State Route 88 and Mapletown Rd./Stoney Hill Rd.
- ❖ Surrounding existing commercial in Carmichaels area
- ❖ Confluence of Dunkard Creek and Monongahela River

The patterns of developments for these areas are discussed in Section 4: *Land Use Strategy* and Map 4-2: *Future Land Use* graphically displays their locations.

Recreation

The rural character, rivers and streams, rugged landscape, and overall natural beauty of the landscape all lends to opportunities for recreation in Southeastern Greene. Resource based recreation is a growing trend throughout the country and the Planning Area is primed to develop facilities and amenities to attract tourists who may come to hunt in State Game lands, kayak down the Monongahela, or simply hike the Warrior Trail.

Recreation opportunities abound in all of the municipalities of Southeastern Greene, and all would be wise to advance strategies to improve recreation opportunities. However, municipalities with sparse populations and little-to-no commercial base, such as Greene Township and Wayne Township, can find recreational activities as the greatest opportunity for economic development.

Interviews with local officials and field work have identified the following recreational opportunities as having the greatest potential positive economic impacts on the Planning Area:

- ❖ ATV Park development, Wayne Township
- ❖ State Game Lands 223, Dunkard Township and Greene Township
- ❖ Warrior Trail access points
- ❖ High Point Raceway
- ❖ Greene River Trail, Cumberland Township
- ❖ Monongahela River access for boating, Greensboro Borough and Monongahela Township

MUNICIPAL OUTLOOK

The municipal outlook will take a brief overview of development trends in each of the eight municipalities in the Southeastern Greene Multi-Municipal Plan, identify development opportunities then offer priority suggestions for capitalizing those opportunities.

Carmichaels Borough



Market Street, Carmichaels Borough (Mackin 2007)

Current Trends

Carmichaels Borough is the second most populated borough in Greene County and the largest settlement in Southeastern Greene County. That, coupled with its location at the center of Cumberland Township, the most populous municipality, means that Carmichaels can easily be considered the commercial heart of the Planning Area. Carmichaels is home to numerous neighborhood-serving commercial establishments including restaurants, gas stations, a pharmacy, a furniture store and banks, one of these being Community Bank. Community Bank has its headquarters in Carmichaels and has seen substantial growth throughout Southwestern Pennsylvania in the past years. The bank currently has 12 offices in Greene, Fayette, Washington and Allegheny Counties, and approximately \$365,556,000 in assets.

Concerns for Carmichaels include retention of existing business, attracting new businesses in the face of population decline, and the physical condition of the Borough's traditional commercial center.

Development Opportunities

As the Borough is considered to be built-out, new opportunities for economic revitalization will likely arise from revitalization and capitalizing on the historic nature of the existing building stock. Infill development within the existing business district is also likely as demand for offices and services increases.

Priority Suggestions

As Carmichaels Borough is surrounded by Cumberland Township, its economic fate is intrinsically tied to activities of the township regarding development and placement of commercial enterprises. Therefore, Carmichaels should look for partnership opportunities with Cumberland. One area of partnership would be in land use planning and zoning. Carmichaels can help bolster its role as the commercial heart of eastern Greene County by working with the Township to enact a multi-municipal zoning code that recognizes this role and concentrates commercial activity in the traditional business district.

Carmichaels should activity take steps to encourage the placement of new businesses while strengthening those currently located in the Borough. Steps towards this goal include:

- ❖ Foundation of an organization to help in the revitalization of the Borough's traditional business district. The Four Point Approach of the Main Street Program: Design; Organization; Promotion; and Economic Restructuring are proven tools that the Borough can base a revitalization approach upon.
- ❖ Actively participate in the founding of a Community Development Corporation (CDC) for Southeastern Greene that could aid in the acquisition and rehabilitation of derelict buildings. The CDC could also be utilized in the financing streetscape programs in the Borough.

Cumberland Township



Greene River Trail, Cumberland Township (Mackin 2007)

Current Trends

As the most populated municipality in the Planning Area, Cumberland Township is also home to a majority of the infrastructure and business activity in Southeastern Greene. Situated between Uniontown and I-79 via State Route 21, the Township sits along the primary east–west transportation route in Greene County and experiences more daily vehicle trips than any other municipality in the Planning Area excluding Perry Township.

Issues relating to economic development in Cumberland Township include a lack sewerage infrastructure along corridors connecting settlement areas, and business attraction in the older built-up area surrounding Carmichaels Borough.

Development Opportunities

Wellington Development is in the process of constructing a new power plant on the former LTV Mine site in Nemacolin. Utilizing the bituminous coal waste (gob) from within a 20-mile radius, the new plant is a \$1.3 billion dollar investment and is expected to create 900 new jobs during the three years of construction and sustain at least 160 full-time positions when operating. Cumberland Township has an opportunity to be the housing base for these new workers, creating a demand for new service industry and construction jobs.

The expansion of the Greene River Trail along the Monongahela River offers opportunities for development in the Crucible area. As more sections of the riverside are opened for use by the general public, it is expected that demands for new services and possibly housing will increase. Interviews with elected officials identified a strong housing market in Crucible. This indicates that demand for housing is present in this section of the Township and that new commercial activity may follow if infrastructure capabilities can keep pace with demands.

Further growth at the Paisley Industrial Park also offers opportunities for development in Cumberland Township. The 74 acre currently contains six businesses along with full utilities.

Priority Suggestions

The Township should continue efforts to expand sewerage infrastructure between Carmichaels and Crucible. This link will build capacity to the much smaller Crucible system and will encourage new clusters of residential development.

The township should seek to update the zoning code to shape the pattern of future development. This will also enable the township to direct growth towards existing population centers and address concerns over the vitality of traditional villages.

As Cumberland Township and Carmichaels Borough are so closely linked together, with the Township having the overwhelming majority of the population while the Borough remains the economic and social heart of the area, the Township is encouraged to partner with the Borough to enact zoning and share economic development activities

Dunkard Township



Mon River Lock and Dam, Dunkard Township (Mackin 2007)

Current Trend

Residential development in Dunkard Township is currently concentrated in and around Bobtown while commercial investment has mostly taken place along State Route 88 near the Monongahela River. Steep topography, lack of public water and sewerage, and limited river access by industrial and rail-road uses have all been past hindrances to new development.

Dunkard Township has also not fully capitalized on its access to Interstate 79. Although the highway does not run through Dunkard Township, the Mt. Morris interchange is located just a mile from Dunkard, allowing for quick access from western areas of the Township to both Morgantown and Waynesburg. However, the roads leading to the interstate are currently too curvy and narrow to properly accommodate large volumes of residential traffic, and are likely unsafe for operation of large commercial vehicles.

The largest tourist draw to Dunkard Township is the High Point Raceway which hosts large motocross events. Currently, there are no amenities for race-goers in the Township so money spent on restaurants and hotels occurs elsewhere.

Development Opportunities

Due to the steep topography and lack of access to infrastructure, future development opportunities are likely to be found in areas of existing settlements, such as Bobtown and near the Monongahela River. One area for potential new residential development is the former mine site along Dunkard Creek near Bobtown. The property is relatively flat and access to Dunkard Township Park would make it a good location for new single family housing if public utilities were made available. The structures left from when the site was an active mine may have historic significance and could be integrated into any new development.

Sites for potential commercial development include the areas along State Route 88 and the mouth of Dunkard Creek at the Monongahela River. Opening public access to both the creek and river could provide opportunities for marina, restaurants, and other recreation and service-based businesses.

Priority Suggestions

Dunkard Township is encouraged to work with developers and property owners to upgrade access and facilities at High Point Raceway. The raceway is a large potential draw for growth in motocross as a vehicle for economic development.

Infrastructure and streetscape improvements, coupled with pre-existing water and sewerage service, which will help make the village of Bobtown a more attractive place for residential development.

Dunkard Township should re-examine current Act 537 planning efforts to include areas where probable development could occur, including the Dunkard Creek mine site.

Greene Township



State Game Lands 223, Greene Township (Mackin 2007)

Current Trends

With a population in 2000 of 445, Greene Township has the smallest number of residents of any township in the Planning Area. This low population translates into sparse development patterns and a population density of approximately 24 persons per square mile. Greene Township is also home to a large portion of State Game Lands 223 which has constrained growth in the southern and western sections of the township. Additionally, a large portion of developable land the township is enrolled in Act 319 (Pennsylvania Clean and Green) which discourages the subdivision of existing agricultural lands for new development.

The lack of commercial development is evident in that taxes on earned income were a larger source of revenue for the township than real estate taxes in 2006.

There is no public sewerage in the township limiting most new development to single-family homes on large lots. Public water lines, however, can be found along most roads.

Development Opportunities

While there are many constraints to growth in Greene Township, its rural and natural character can offer opportunities for economic development. Greene Township's location near both Carmichaels Borough/Cumberland Township and I-79 make it the ideal location for rural housing. A new housing development has been proposed along Brand Road where Greene, Cumberland and Monongahela Townships meet. It is hoped that the success of this development will improve Greene Township's standing as a desirable location as a residential community.

The State Game Lands can also contain an opportunity for development in Greene Township. Hunting and wildlife associated activities can be the basis of new small scale commercial service such as lodging, restaurants and meat processing. Additionally, there are opportunities for seasonal residential growth in the form of hunting camps and cabins on properties surrounding the Game Lands.

Priority Suggestions

Greene Township should continue to expand its real estate tax base by encouraging new housing development. The existence of water lines and lack of sewerage keep infrastructure expenses on behalf of the Township development at a minimum for new development.

Greene Township should work with Pennsylvania Game Commission to identify and make any necessary improvements at the State Game Lands. The Township is then encouraged to market itself as a suitable destination for camps and seasonal homes.

Greensboro Borough



Bed and Breakfast, Greensboro Borough (Mackin 2007)

Current Trends

With a population of 295 persons, Greensboro Borough is the smallest municipality in the Southeastern Greene Planning Area, but with a total area of only 0.15 square miles, it is by far the densest with 3021 persons per square mile. This small size and density make Greensboro a natural location traditional village development patterns with pedestrian accessibility.

Greensboro is also the historic heart of Southeastern Greene County and the oldest permanent settlement in the Planning Area. This distinction shows in the array of historic buildings and has formed the basis of the Borough's ongoing revitalization efforts. These efforts include attempts to build a history and art based tourism industry and pursuing grant funds for historic preservation and improvement of the residential nature of the Borough. To this end Greensboro has been the recipient of a \$25,000 Elm Street Planning Grant.

Presently, there are only three retail business located within the Borough boundaries, a bed and breakfast, a book shop and a novelty store.

Development Opportunities

With the opening of a new boat ramp offering recreational access to the Monongahela River, the designation of a historic walking trail along Front Street, and the potential acquisition of the historic Monon Center, Greensboro has even more opportunities to attract both tourist and new tourism based businesses. Businesses such as galleries, overnight accommodations, and higher-end restaurants would be a natural fit for the tourist clientele the Borough is hoping to attract.

Opportunities may also exist for the construction of new housing. As Greensboro seeks to market itself as an art destination, it may find a market as an affordable small town for trades-people and artists to make their homes. While most of the borough is built out, there is room and adequate infrastructure for densification and small-scale combined gallery/workshop/living spaces.

Priority Suggestions

Greensboro should seek to update the Borough Zoning Code so that it reflects the current development patterns and takes into account the future land uses that would best accommodate the type of development its resident's desire.

Greensboro is encouraged to conduct an inventory of all structures within its boundaries and pursue designation of the entire borough as Historic District on the National Trust register of historic places. This would allow for greater promotion as a tourist destination and improve the ability to require quality development that is sensitive to the historic nature of the Borough.

Greensboro Borough should pursue funding sources for the renovation of the Monon center to make space for additional Borough personal, including a planner and business manager, and public meeting space.

Monongahela Township



Alicia Harbor Facility, Monongahela Township (Mackin 2007)

Current Trends

Between 1960 and 2000, Monongahela Township experienced the largest percentage decline of population in the Southeastern Greene Planning Area. The closing of the Shannonpin Mines and the overall decline of the regions coal-dependant economy precipitated 14 percent of Monongahela Township's residents to move during this period.

Currently economic activity still focuses on coal extraction with active sites at the Alicia Mine and the Poland Mine sites.

There is little commercial activity in Monongahela Township. What does exist are neighborhood establishments such as convenience stores, banks and restaurants, which are concentrated at intersections along State Route 88.

Development Opportunities

With its extensive Monongahela River shoreline, the primary opportunities for development in Monongahela Township will rely on opening access to the river. Improving public access at Alicia and land surrounding Greensboro Borough will allow for both recreation and riverfront real-estate development.

The primary areas for commercial growth will continue to occur on State Route 88. Environmental constraints such as steep slopes will pose a hindrance to new commercial development at the intersection of State Route 88 and State Route 21. The construction of the new Community First Bank branch could be the establishment of a new commercial center at the intersection State Route 88 and Stoney Hill Road/Mapletown Road.

Another area with development potential is in the Glassworks community neighboring Greensboro Borough. The corridor along Stoney Hill Road is a natural location for new commercial and residential development.

Priority Suggestions

Monongahela Township should partner with Greensboro Borough and attempt to capitalize on the success of historic tourism in the area.

Perry Township



Mt. Morris Village, Perry Township (Mackin 2007)

Current Trends

From 1960 to 2000, Perry Township was the only municipality in Southeastern Greene to experience a gain in population. This is likely due to the Township's location beside the first Pennsylvania exit on I-79 Northbound. This places most of the population of Perry Township close to Waynesburg, the market and population center for Greene County, and only five miles from the growing Morgantown, West Virginia area. This population growth has contributed to expansion of residential investment in and around Mt. Morris over the past forty years, but has not translated into substantial new employment opportunities in the Township.

Like other Townships in the Planning Area, the inability to expand infrastructure has been the leading hindrance to new development. The present sewer physical plant is running below capacity leaving the Mt. Morris sewer authority unable to apply for grants to expand. However, major new developments have been hamstrung by the fact that maximum operating capacity will be below the needs of any large scale development project.

Development Opportunities

Perry Township's location at the I-79 and US Route 19 interchange, and short distance from growing Morgantown makes it an ideal location for both housing and industrial development. A developer has proposed the construction of 134 single family homes, 155 townhouses as well as large parcel commercial spaces. At present time, construction is hindered by lack of access to adequate sewerage and water infrastructure.

Other opportunities for new development can be found in the unincorporated village of Mt. Morris. The village's compact nature and availability of neighborhood commercial amenities makes it ideal for newer compact residential investment that may appeal to seniors and families seeking a small town atmosphere.

Meadowridge Industrial Park offers opportunities for further industrial development. The park's location makes it an ideal site for transportation based industries such as warehousing and distribution.

Priority Suggestions

Perry Township should pursue the expansion of sewerage infrastructure to accommodate large scale developments at the I-79 interchange.

The Township should work closely with Greene County Industrial Development Inc. to identify industry sectors and potential tenants for the Meadowridge industrial park. Proper development of the industrial park is crucial to the creation of new jobs for the Township and Southeastern Greene County.

Perry Township leaders are encouraged to make investments to improve the attractiveness of Mt. Morris village. This would include streetscape programs, business retention and attraction efforts, new sidewalks and traffic calming measures.

The Township is encouraged to enact a zoning code to direct growth to areas with appropriate water and sewerage and to continue the traditional village development pattern around Mt. Morris.

Wayne Township



Wayne Township (Mackin 2005)

Current Trends

Located at the western edge of the Southeastern Greene County Planning Area, Wayne Township is the second least populous Township behind Greene and easily the most topographically challenged. Steep slopes throughout the township have limited development to mostly single-family residential along the many creek valleys. This has limited commercial activity mostly to the population centers of Brave and Blacksburg along the West Virginia state line. Like the rest of Southeastern Greene, economic development has occurred in those areas closest to transportation links to larger regional markets. In Wayne Township these areas are the village of Blacksville, the nearest settlement to Morgantown, and along State Route 219, which is the primary route through the Township to Waynesburg.

Township officials have identified the negative impacts of land uses such as junk-yards and unregulated agricultural operations, such as freely roaming farm animals, as a hindrance to new housing.

Development Opportunities

Opportunities for economic development have been hampered in the past because of the steep topography and Wayne Township's relative isolation. The best opportunities for development can be found in exploiting what had in the past been liabilities for the Township and build upon the areas attraction as a destination for outdoor activities.

Priority Suggestions

Wayne Township is encouraged to seek funding opportunities to develop an ATV trails park. Township leaders should utilize the resources of Greene County Economic Development to help organize a not-for-profit group to manage, maintain and carry liability for the operation of the park.

The Township should pursue the implementation of a zoning code that would help mitigate the impacts uses such as junk-yards in an attempt to strengthen the attraction of new single family housing.

GOALS AND STRATEGIES

Goal: Diversify the economy by seeking to attract non-resource extraction industries to Southeastern Greene.

The coal and natural gas sectors are expected to continue growing and will likely account for most of the real income growth in Greene County over the next few years. However, as past boom-and-bust cycles have shown over-reliance on finite resource extraction can have extreme negative effects on both population and tax revenues. The municipalities of Southeastern Greene are encouraged to work with State and Greene County authorities to improve access to development suitable sites and infrastructure for new industries and employers and employ a multi-municipal approach to economic development.

A multi-municipal approach recognizes the strengths, resources and comparative advantages of the partner municipalities. Economic development efforts should acknowledge these differing strengths and focus business attraction and retention efforts to locations in the region with the best resources to fit each business sector's particular needs.

- ❖ Direct retail, banking, and personal service activities to the Carmichaels – Cumberland area.
- ❖ Transportation based business such as warehousing, distribution and transit support services should be directed to the I-79 interchange.
- ❖ Identify best use of the site and develop a fully functioning river terminal so that industrial activities can be better focused in eastern Dunkard Township and Monongahela Township.
- ❖ Direct investments in river recreation, historic tourism and the arts to the Greensboro area.

Goal: Actively pursue businesses to locate within the Keystone Opportunity Zones of Southeastern Greene County.

The municipalities of Southeastern Greene County currently contain three KOZ sites at the Shannonpin Mine Site, Paisley Industrial Park and Meadowridge Industrial Park. Each of these sites is owned and marketed by different agencies and individuals and each faces its own challenges to attracting tenants. Elected officials are encouraged to lobby these different agencies to coordinate development and promotion activities for each industrial site before the KOZ designation expires in 2010.

- ❖ Paisley Industrial Park, located at the intersection of State Route 88 and State Route 21, is owned by Greene County Industrial Development Corporation (IDC) and has all of the necessary infrastructure for business. Paisley does however lack direct interstate highway access that is needed by many manufacturing firms. Paisley should be marketed as a businesses park for local entrepreneurs, light manufacturers and offices.

- ❖ Meadowridge Park in Perry Township has direct highway access and necessary infrastructure. Meadowridge is owned by the Regional Industrial Development Corporation and a private land owner. Municipal officials should lobby RIDC and Greene County to market this site to land-transportation businesses.

Goal: Organize a Southeastern Greene Community Development Corporation.

A Community Development Corporation (CDC) is a not-for-profit organization incorporated to provide programs, offer services and engage in other programs that promote and support community development. A CDC can be involved in many activities including real estate development, streetscape programs, economic development and affordable housing.

- ❖ The community development corporation should conduct market studies to examine what businesses and services would be most likely to locate within the boroughs and unincorporated population centers of townships.

Goal: Build upon economic development opportunities where Southeastern Greene may have a natural competitive advantage.

Southeastern Greene should seek opportunities that can best take advantage of the areas natural resources and location near larger population centers.

- ❖ Complete a regional market study that includes natural resource/recreation tourism.
- ❖ A market study should also investigate the feasibility of transportation sector related industries such as warehousing and distribution centers, which can be located along the I-79 Corridor.

Goal: Capitalize on the Planning Area's proximity to major roadways.

- ❖ Advance development at the I-79 interchange by pursuing the Southwestern Pennsylvania Commission's priority projects of improving public utilities and roads and extending water and sewerage service in Mt. Morris.
- ❖ Investigate the feasibility of offering development incentives such as Local Economic Revitalization and Tax Act (LERTA) in Carmichaels Borough and adjacent areas of Cumberland Township.
- ❖ Enact municipal zoning and land development ordinances that will focus development along commercial corridors such as the I-79 interchange, State Route 21, and State Route 88.

Goal: Capitalize upon existing assets to create meaningful economic development opportunities.

Southeastern Greene has many existing assets that have been underdeveloped and their potential positive effects have not been felt on the economy of Southeastern Greene.

Pursue recreation based tourism that can take full advantage of the natural environment in Southeastern Greene. These include hiking trails, water recreation such as boating on the Monongahela, hunting in State Game Lands, camping in the more secluded sections of the planning area, and all terrain vehicle trails. Specific recommendations for improving this sector of the economy include:

- ❖ Improve amenities and opportunities associated with the High Point Raceway by expanding infrastructure so that services such as hotels and restaurants can be offered for race goers.
- ❖ Market target areas in Southeastern Greene as opportunities for hunting camps and seasonal weekend homes.
- ❖ Invest in river-based amenities such as boat docks, canoe and kayak rental and launch centers, restaurants and public restrooms in probable destination stops along the Monongahela River, Ten Mile Creek, and Whiteley Creek.
- ❖ Pursue the development of a hotel at the Mt. Morris interchange.

Goal: Ensure that settlements and destinations in Southeastern Greene County are easily identifiable and accessible.

- ❖ Install a wayfinder signage system throughout the Planning Area that gives directions and distance between settlements and attractions.

Goal: Recognize that maintaining villages and boroughs as attractive and functional places to live and do business will be central to the economic health of the area.

The boroughs and villages of Southeastern Greene continue to function as the population and business centers of the area. Steps to preserving the character and improving the vitality of these population centers include:

- ❖ Enact zoning that will encourage traditional village development patterns.

- ❖ Develop a village revitalization program for the Carmichaels Area (Carmichaels Borough and Cumberland Township) that follows the Four Point Approach of the national Main Streets Program. The points are:
 - **Organization** of government entities with volunteers, business interest, and concerned citizens.
 - **Promotion** of the commercial district as a desirable place to visit, live and conduct business.
 - **Design** the commercial district in a way that capitalizes on its assets and makes it a pleasant and attractive place.
 - **Economic Restructuring** that strengthens the traditional economy of the area while using the commercial district to diversify the economy with new businesses.
- ❖ Improve amenities and access including sidewalks and streetscapes in traditional villages and commercial centers of the Planning Area. Those that could benefit from sidewalk and streetscape improvements include:
 - Bobtown
 - Carmichaels
 - Crucible
 - Greensboro
 - Mt. Morris