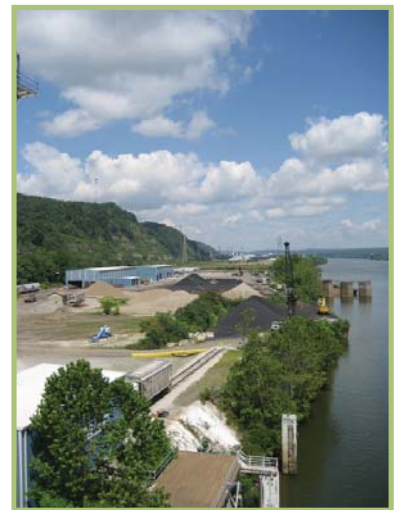


Beaver County Comprehensive Plan:

*REBUILDING PROSPERITY THROUGH BALANCED
GROWTH, REDEVELOPMENT, & CONSERVATION*



May 2010

RESOLUTION NO. 051310-16

A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE COUNTY OF BEAVER IN THE COMMONWEALTH OF PENNSYLVANIA, APPROVING AND ADOPTING THE BEAVER COUNTY COMPREHENSIVE PLAN, WHICH WAS PREPARED BY PASHEK ASSOICATES IN COOPERATION WITH THE BEAVER COUNTY PLANNING COMMISSION (SEE RESOLUTION NO. 032708-16);

NOW, THEREFORE, BE IT RESOLVED by the Board of Commissioners of the County of Beaver, a fourth class county under the laws of the Commonwealth of Pennsylvania, **AND IT IS HEREBY RESOLVED:**

1. That, the Resolution adopting the Beaver County Comprehensive Plan, which was prepared by Pashek Assoicates in cooperation with the Beaver County Planning Commission (see Resolution No. 032708-16), a copy of which is attached hereto and by reference made a part hereof, is hereby approved.
2. That the Board of Commissioners, for and on behalf of the County of Beaver, is hereby authorized to execute said instant Resolution and the Chief Clerk is hereby directed to attest the due execution thereof and to affix the Seal of the County of Beaver thereto.
3. That, following proper execution, attestation and ensealing of said duplicate counterparts of said Agreement, the Chief Clerk is hereby directed to cause delivery of the same to be made as follows: The original to the Controller of the County of Beaver.

Adopted this 13th day of May, 2010.

BOARD OF COMMISSIONERS
COUNTY OF BEAVER

(SEAL)

ATTEST:

Nancy Patton
Chief Clerk

Approved As To Legal Form:

[Signature]
County Solicitor's Office

[Signature]
Tony Amadio, Chairman

[Signature]
Joe Spanik

[Signature]
Charles A. Camp

Acknowledgements

This Comprehensive Plan was made possible through support from the Beaver County Board of Commissioners:

Tony Amadio, Chairman
Joe Spanik
Charles A. Camp

The following Steering Committee members were appointed by the County and gave their time, energy and creativity to shape the Plan:

Rob Cyphert	Office of the Beaver County Board of Commissioners
Carl DeChellis	Housing Authority of the County of Beaver
Diane Dornenberg	Beaver County Chamber of Commerce
Wes Hill	Beaver County Emergency Management Services
John Hosey	Beaver County Minority Coalition
Frank Mancini, Jr.	Beaver County Planning Commission
Vicky Michaels	Independence Conservancy
Suzanne Modrak	Beaver County Community Development Program
Mary Jo Morandini	Beaver County Transit Authority
Joe Petrella	Beaver County Agricultural Land Preservation Board
Sam Prodonovich	Beaver County Building & Trades Council
Laura Rubino	Beaver County Corporation for Economic Development
Charlotte Somerville	Beaver County Planning Commission Board of Directors
Frank Vescio	Redevelopment Authority of Beaver County
Marty Warchol	Beaver County Conservation District

This Comprehensive Plan was prepared by Pashek Associates in cooperation with the Beaver County Planning Commission.

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Introduction

What qualities make Beaver County a good place to live, work and invest?

What issues keep the County from realizing its full potential?

What assets give Beaver County a special edge?

How can it capitalize on its strengths and overcome its challenges?

Through careful research, analysis and vision, this Plan answers these questions and provides the County with a framework for continued progress.

Beaver County has come a long way. Like many other Counties in Southwestern Pennsylvania, it experienced serious economic decline following the collapse of the steel industry in the 1980's. Thousands of residents lost their jobs and great swaths of land were left vacant and unproductive. However, over the last two decades, the County and its partners have worked to stimulate economic recovery and improve residents' quality of life by redeveloping abandoned industrial properties, revitalizing communities, and reinvesting in public services and infrastructure.

Today, many challenges remain, but Beaver County is well-positioned for new growth. Even in these difficult economic times, the County can take advantage of significant strengths, such as:

- Proximity to major employment hubs in Pittsburgh and Cranberry Township;
- Rivers that provide opportunities for employment, transportation, power generation, and recreation;
- A well-developed transportation network (highways, bridges, railways & public transit);
- Proximity to Pittsburgh International Airport;
- An inventory of available and accessible development sites;
- Pedestrian-oriented downtowns;
- Affordable, well-built housing stock;
- Comparatively low property taxes; and
- Abundant farmland, unspoiled natural places, and recreational land.

This Comprehensive Plan proposes actions to build on these strengths and to overcome remaining obstacles. For the most part, this Plan takes a conservative, yet proactive approach. It promotes strategies that are consistent with the Commonwealth of Pennsylvania Keystone Principles for Growth, Investment, and Resource Conservation ("Keystone Principles"), such as "Redevelop First," and "Restore and Enhance the Environment." The goal is to provide the County with realistic, achievable steps that build on past successes and create new paths to prosperity.

PENNSYLVANIA'S KEYSTONE PRINCIPLES¹:

- 1. REDEVELOP FIRST.** Support revitalization of Pennsylvania's many cities and towns. Give funding preference to reuse and redevelopment of "brownfield" and previously developed sites in urban, suburban, and rural communities for economic activity that creates jobs, housing, mixed use development, and recreational assets. Conserve Pennsylvania's exceptional heritage resources. Support rehabilitation of historic buildings and neighborhoods for compatible contemporary uses.
- 2. PROVIDE EFFICIENT INFRASTRUCTURE.** Fix it first: Use and improve existing infrastructure. Make highway and public transportation investments that use context sensitive design to improve existing developed areas and attract residents and visitors to these places. Provide transportation choice and intermodal connections for air travel, driving, public transit, bicycling and walking. Increase rail freight. Provide public water and sewer service for dense development in designated growth areas. Use on-lot and community systems in rural areas. Require private and public expansions of service to be consistent with approved comprehensive plans and consistent implementing ordinances.
- 3. CONCENTRATE DEVELOPMENT.** Support infill and "greenfield" development that is compact, conserves land, and is integrated with existing or planned transportation, water and sewer services, and schools. Foster creation of well-designed developments and walkable, bikeable neighborhoods that offer healthy lifestyle opportunities for Pennsylvania residents. Recognize the importance of projects that can document measurable impacts and are deemed "most ready" to move to successful completion.
- 4. INCREASE JOB OPPORTUNITIES.** Retain and attract a diverse, educated workforce through the quality of economic opportunity and quality of life offered in Pennsylvania's varied communities. Integrate educational and job training opportunities for workers of all ages with the workforce needs of businesses. Invest in businesses that offer good paying, high quality jobs, and that are located near existing or planned water and sewer infrastructure, housing, existing workforce, and transportation access (highway or transit).
- 5. FOSTER SUSTAINABLE BUSINESSES.** Strengthen natural resource-based businesses that use sustainable practices in energy production and use, agriculture, forestry, fisheries, recreation and tourism. Increase our supply of renewable energy. Reduce consumption of water, energy and materials to reduce foreign energy dependence and address climate change. Lead by example: support conservation strategies, clean power and innovative industries. Construct and promote green buildings and infrastructure that use land, energy, water and materials efficiently. Support economic development that increases or replenishes knowledge-based employment, or builds on existing industry clusters.
- 6. RESTORE AND ENHANCE THE ENVIRONMENT.** Maintain and expand our land, air and water protection and conservation programs. Conserve and restore environmentally sensitive lands and natural areas for ecological health, biodiversity and wildlife habitat. Promote development that respects and enhances the state's natural lands and resources.
- 7. ENHANCE RECREATIONAL AND HERITAGE RESOURCES.** Maintain and improve recreational and heritage assets and infrastructure throughout the Commonwealth, including parks and forests, greenways and trails, heritage parks, historic sites and resources, fishing and boating areas and game lands offering recreational and cultural opportunities to Pennsylvanians and visitors.

¹ Keystone Principles & Criteria for Growth, Investment & Resource Conservation, adopted by the Economic Development Cabinet on May 31, 2005. Source: <http://www.newpa.com/find-and-apply-for-funding/keystone-principles/index.aspx>

8. **EXPAND HOUSING OPPORTUNITIES.** Support the construction and rehabilitation of housing of all types to meet the needs of people of all incomes and abilities. Support local projects that are based on a comprehensive vision or plan, have significant potential impact (e.g., increased tax base, private investment), and demonstrate local capacity, technical ability and leadership to implement the project. Coordinate the provision of housing with the location of jobs, public transit, services, schools and other existing infrastructure. Foster the development of housing, home partnerships, and rental housing opportunities that are compatible with county and local plans and community character.
9. **PLAN REGIONALLY; IMPLEMENT LOCALLY.** Support multi-municipal, county and local government planning and implementation that has broad public input and support and is consistent with these principles. Provide education, training, technical assistance, and funding for such planning and for transportation, infrastructure, economic development, housing, mixed use and conservation projects that implement such plans.
10. **BE FAIR.** Support equitable sharing of the benefits and burdens of development. Provide technical and strategic support for inclusive community planning to ensure social, economic, and environmental goals are met. Ensure that in applying the principles and criteria, fair consideration is given to rural projects that may have less existing infrastructure, workforce, and jobs than urban and suburban areas, but that offer sustainable development benefits to a defined rural community.

WHAT IS A COMPREHENSIVE PLAN?

Section 301 of the Pennsylvania Municipalities Planning Code (MPC) requires that each County adopt a comprehensive plan with specific elements, such as plans for land use, housing, transportation, as well as plans for preservation of prime agricultural lands and historic sites. The MPC requires Counties to update their comprehensive plans every ten years (section 302). Once adopted, the Comprehensive Plan establishes a policy framework for the County and its municipalities. Municipal comprehensive plans must be “generally consistent” with the County Comprehensive Plan.

This County Comprehensive Plan:

- Provides relevant, up-to-date information on the physical, social, and economic features of the County;
- Develops a vision for growth and future land uses, including redevelopment, new development, and conservation of land and resources;
- Sets forth recommendations and strategies to achieve County goals; and
- Addresses all elements required by the Pennsylvania’s Municipalities Planning Code.

HOW IS THE PLAN ORGANIZED?

This Plan is organized into three sections. Section I evaluates existing conditions in the County. Section II identifies goals and formulates a vision for future land use. Section III establishes an action plan for implementation.

SECTION I – BACKGROUND ASSESSMENT

This section answers the question, “Where are we now?” It assesses existing conditions in the County with respect to all plan elements:

- Population and Socioeconomic Analysis
- Existing Land Use (including Agriculture)

- Economic Profile
- Housing
- Transportation
- Public Facilities and Utilities
- Community Facilities and Services
- Historic Sites and Preservation
- Environmental Features
- Parks and Recreation

The outcome of this analysis is a summary of the County’s strengths, weaknesses, opportunities and challenges. This analysis provides a basis from which a sound strategy for the future can be formulated.

SECTION II - DEVELOPING THE FUTURE VISION

This section answers the question, “Where do we want to be ten to twenty years from now?” It develops a vision and identifies goals and objectives relating to each plan element. Using these goals and objectives, the Plan creates a future land use plan. The centerpiece of this plan is the Future Land Use Map that depicts where to target development or redevelopment as well as what type and scale of development is desired. The map also identifies agricultural and conservation land to be protected. Finally, this Section develops concept plans for five (5) target economic development sites in the County.

SECTION III - THE ACTION PROGRAM

This section answers the question, “How do we get there?” The action program sets forth prioritized, achievable strategies under each goal. It identifies parties who will be responsible for implementation as well as possible sources of funding for the action. The Action Program also develops implementation plans for the five (5) target economic development sites.

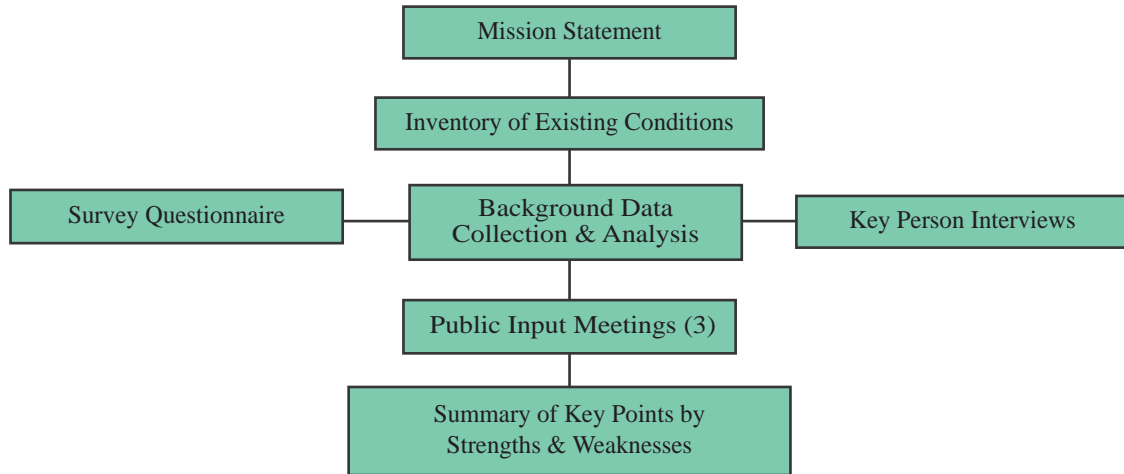
This planning process is illustrated in the flow chart on the following page.

COMPREHENSIVE PLAN FLOW CHART

"Our unique approach: a strategic planning process"

I. BACKGROUND ASSESSMENT

"Where are we now?"



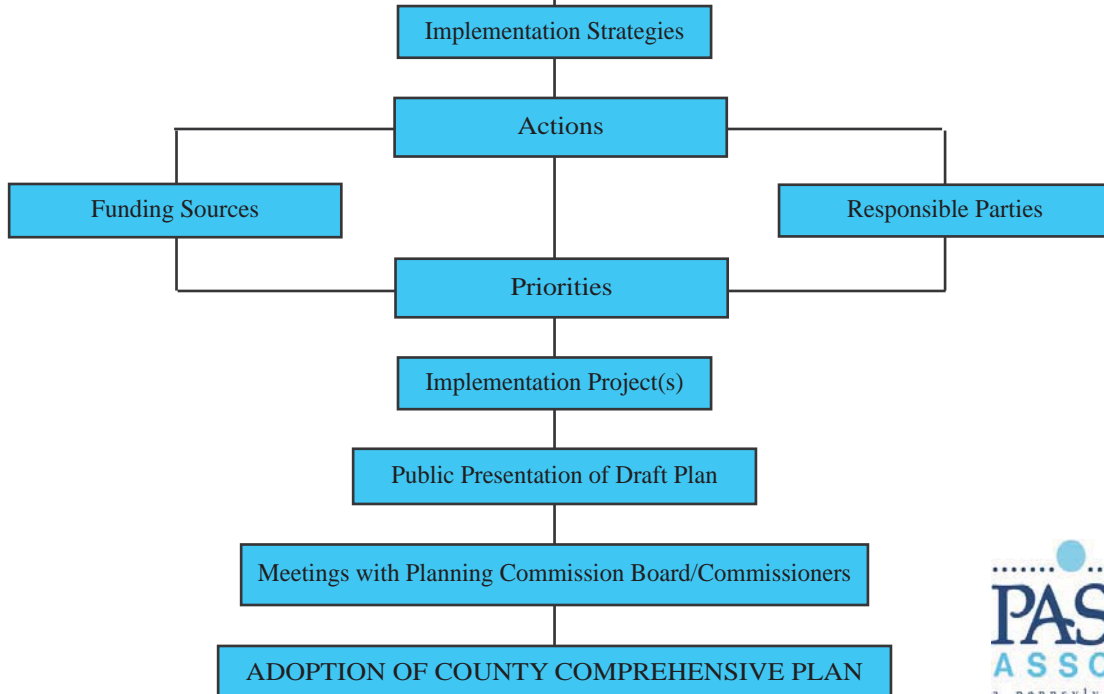
II. DEVELOPING THE FUTURE VISION

"Where do we want to be?"



III. THE ACTION PROGRAM

"How do we get there?"



WHO DEVELOPED THE PLAN?

The Comprehensive Plan is a joint effort among four main participants in the planning process:

- The **Steering Committee** consisted of 15 members appointed by the County. The members represented a wide array of organizations with relevant expertise in areas such as brownfield redevelopment, housing programs, downtown revitalization, and agricultural land preservation. The Committee met regularly to discuss issues, review documents, and provide feedback.
- **County residents** provided input throughout the planning process in a variety of ways. They participated in three rounds of public meetings and in an on-line quality of life survey. In addition, residents and interest groups with particular expertise were interviewed about particular topics. Residents' views and opinions were used to supplement background research and to guide development of the future vision. A full summary of the public participation process is included in Section 1, the Background Assessment.
- **Pashek Associates**, the consultant hired by the County, facilitated the planning process. Using their professional expertise, planners gathered and analyzed data, solicited public input, guided the visioning process, and helped brainstorm strategies. Pulling all this information together, they assembled this Plan.
- **Beaver County Planning Commission Board and Staff**, who reviewed the plan and managed the process as the plan developed, ultimately recommending approval of the plan to the Beaver County Board of Commissioners.

WHAT IS THE PURPOSE OF THE PLAN?

This mission statement sets the tone for the planning process and establishes the foundation upon which the Plan takes shape. At the outset of the planning process, the Steering Committee discussed the purpose of plan and agreed to the following statement that would guide their decision-making.

The purpose of this plan is to guide future growth and economic development and to establish a coordinated strategy for meeting our residents' economic and social needs in a way that balances new development, redevelopment of existing places and preservation of natural, cultural and historic assets in a manner that protects, preserves and enhances the quality of life for all County residents.

In keeping with this mission, the County Comprehensive Plan establishes goals for the next ten to twenty years. It identifies the County's priorities and supports efforts to seek funding to undertake them. The Plan will serve as a resource for the County's 54 municipalities as they prepare land use plans, adopt or revise ordinances, and strive to provide services more efficiently.

Success of the Comprehensive Plan will depend on the County's ability to collaborate with many partners -- government, nonprofit and private sector -- and to educate and motivate local governments to work cooperatively towards achieving regional goals and building renewed prosperity.

SECTION I – BACKGROUND ASSESSMENT

Purpose and Methodology

WHAT DOES THE BACKGROUND ASSESSMENT COVER?

This section of the County Comprehensive Plan provides a detailed answer to the question: “Where are we now?” To develop a sound plan for the future, the County needs to have a clear picture of existing conditions: its assets, limitations, and opportunities. For example, by knowing that it has a comparatively high median age, the County can allocate the proper resources for facilities and services to meet the needs of an elderly population. The Community Assessment is the bedrock upon which the comprehensive plan is constructed.

The Background Assessment is an inventory of existing conditions and trends in Beaver County. It analyzes ten key planning areas that are central to quality of life in the County. These “plan elements,” most of which are required by the Pennsylvania Municipalities Code (MPC), are:

- **Population and Socioeconomic Analysis**, including overall population, households, age, and race;
- **Existing Land Use**, including areas used for residential, commercial, industrial, institutional, agricultural, and recreational uses;
- **Housing**, including housing type, value, tenure, as well as public housing facilities and programs;
- **Economic Profile**, including employment, income, poverty, largest employers, and major development and redevelopment sites;
- **Transportation**, including roads, railways, airports, and public transit systems;
- **Public Facilities and Utilities**, including water supply, sewer service, electricity, natural gas, and alternative energy sources;
- **Environmental Features**, including rivers, streams, wetlands, floodplains, steep slopes, and biological diversity areas;
- **Community Facilities and Services**, including police, fire, emergency services, schools, and government structure;
- **Historic Sites and Preservation**, including historic districts, National Register sites, preservation groups, and cultural assets;
- **Parks and Recreation**; including State and County parks, State gamelands, recreational trails, and proposed greenways.

The Background Assessment concludes with a SWOT analysis, a summary of the County’s strengths, weaknesses, opportunities and threats (or challenges).

HOW WAS THE INFORMATION GATHERED?

The information was collected through careful research and an interactive public participation process. During the Background Assessment, we assembled and analyzed reports, studies, census data, and other existing information about the County. This information comes from a variety of sources including Federal, State and County government; the Southwestern Pennsylvania Commission; and nonprofit organizations with expertise in particular areas.

An integral part of the planning process involved public participation. People who live and work in the County have the best understanding of the County’s attributes and needs. To tap into that knowledge, the planning process used several of the following participation tools:

Steering Committee

At the outset of the planning process, the County appointed 15 representatives to the Comprehensive Plan Steering Committee. The group represented a wide range of organizations and interests in the County. The following individuals were appointed to the Committee:

Rob Cyphert	Office of the Beaver County Board of Commissioners
Carl DeChellis	Housing Authority of Beaver County
Diane Dornenberg	Beaver County Chamber of Commerce
Wes Hill	Beaver County Emergency Management Services
John Hosey	Beaver County Minority Coalition
Frank Mancini, Jr.	Beaver County Planning Commission
Vicky Michaels	Independence Conservancy
Suzanne Modrak	Beaver County Community Development Program
Mary Jo Morandini	Beaver County Transit Authority
Joe Petrella	Beaver County Agricultural Land Preservation Board
Sam Prodonovich	Beaver County Building & Trades Council
Laura Rubino	Beaver County Corporation for Economic Development
Charlotte Somerville	Beaver County Planning Commission
Frank Vescio	Redevelopment Authority of Beaver County
Marty Warchol	Beaver County Conservation District

The Steering Committee met regularly throughout the planning process. Members reviewed material presented by the consultant and provided feedback and general guidance. They also helped disseminate information about meetings and other opportunities to their members and/or contacts. Minutes of Steering Committee meetings are included in **Appendix 1**.

Interviews

As part of the Background Assessment, 14 individuals were interviewed about topics in which they had specific expertise. The list of contacts was developed with input from Steering Committee and Planning Commission staff. The following people were contacted and helped supply pertinent information for this Plan:

Key Person Interviews		
Name	Affiliation	Topic of Interview
Jim Atkins	PennDOT District 11	Transportation improvements
Carl DeChellis	Housing Authority of Beaver County	Public housing facilities and programs
Wes Hill	Beaver County Emergency Management Services	Police, fire, emergency services
Randy Kunkle	Economy Borough Manager	Alternative energy projects
Dr. Daniel Matsook	Center School District Superintendent	School issues and merger w/ Monaca School District
Suzanne Modrak	Beaver County Community Development Program	Main Street and Elm Street programs

Mary Jo Morandini	Beaver County Transit Authority	Public transit service
Rick Packer	Beaver County Planning Commission	Transportation issues
Laura Rubino	Beaver County Corporation for Economic Development	Brownfield redevelopment; industrial development
Roberta Sciulli	Committee to Clean & Beautify Ambridge	Nonprofit initiatives; downtown revitalization
Richard Smith	Beaver County Conservation Foundation	Acquisition of conservation lands
Harold Swan	PennDOT District 10	Transportation improvements
John Thomas	DEP Southwest Regional Office	Water service areas
Cindy Vannoy	Beaver Initiative for Growth	Former redevelopment projects & initiatives

Focus Group Meetings

Additional public input was obtained by meeting with two special interest groups: The Rivertowns Partnership and the Beaver County Chamber of Commerce. Members heard a brief presentation about the planning process and key findings. They were then asked to answer specific questions about issues of concern and the types of changes they would like to see in the County. They were also asked about potential locations for future economic development projects.

Public Meetings

Three rounds of public meetings were held over the course of the planning process. All public meetings were advertised in local newspapers and invitations were sent to all municipalities and other interested groups and individuals. During the first round, held in November 2008 in each planning region, participants were informed about the planning process and were asked to list and prioritize the things they most value in the County and those most in need of improvement. This information was used to help develop the “SWOT” analysis, a summary of the County’s strengths, weaknesses, opportunities and threats (or challenges).

The second round of meetings was held in March 2009. During these public workshops in each planning region, participants were broken into small groups and engaged in a “hands-on” future land use exercise. Using maps and markers, they depicted where they want different types of development, redevelopment, transportation improvements, and preservation to occur. Each group then presented its ideas to the workshop as a whole and the concepts were recorded. These ideas were then used to help formulate the Future Land Use Map for the County. This map is included and described in Section II of this Plan.

At the final public information session and meeting in early 2010, the draft County Comprehensive Plan was presented to residents, with an emphasis on implementation and the five target redevelopment sites. Comments were solicited from the participants and incorporated into the Plan where appropriate.

Minutes from the public meetings are included in **Appendix 2**.

On-Line Survey

Finally, an on-line survey was developed and posted on the Beaver County and Chamber of Commerce websites from mid-October through December 2008. The survey was publicized in the Beaver County Times and the Post-Gazette West. In addition, invitations were mailed, emailed or faxed to each municipality and school district, asking their officials to participate. Email notifications were also sent out to various groups by the Steering Committee. Over the course of two and a half months, 952 people participated in the survey.

The survey consisted of 22 questions. Eleven (11) substantive questions asked residents about the qualities they value, what needs to be improved, and what government actions and expenditures should be priorities. Some sought opinions about types and locations of new economic development. Questions 12 through 19 were designed to obtain information about the participants themselves, asking about age, income, household size, place of residence, length of residency, and place of work. The survey also inquired whether the respondent was either an elected official or a school district employee. There was also an open-ended question allowing participants to include additional information.

All responses were tabulated and graphs for each question were prepared showing the percentage of respondents selecting each possible answer. A summary of the survey results is included at the end of this Section. In addition, a detailed analysis evaluated the results and cross-tabulated them by certain characteristics of the respondents: age, income, length of residency, and place of residence. A copy of the full analysis of the survey results is attached as **Appendix 3**. Survey results were used to help refine our understanding of the County's strengths, weaknesses, opportunities and threats ("SWOT" analysis). Participants' answers about County priorities and future development were also used to guide development of the future land use plan.

Population and Socioeconomic Profile

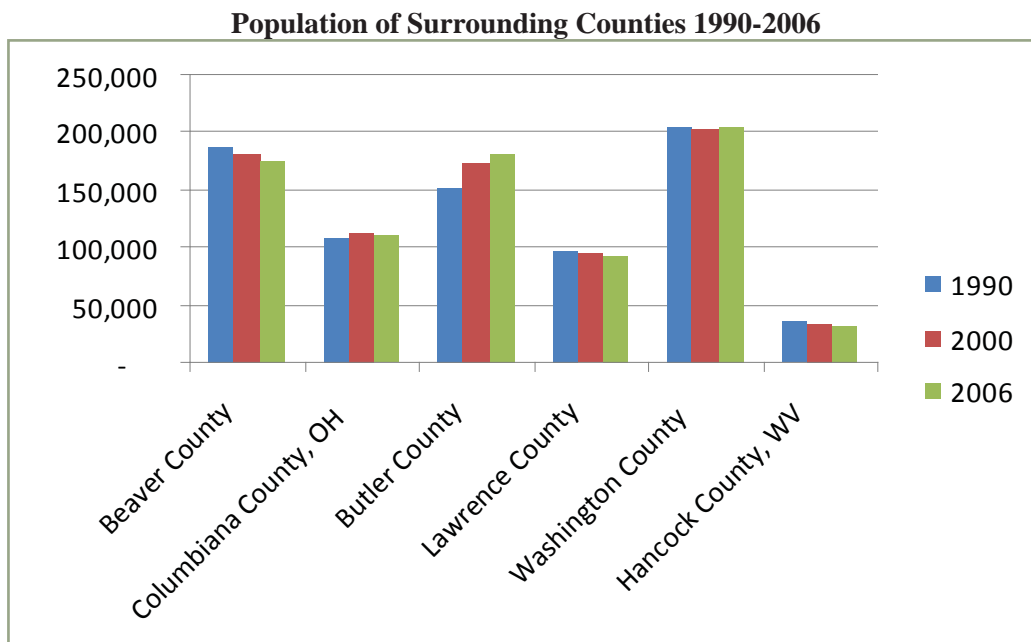
INTRODUCTION

Beaver County lies in Southwestern Pennsylvania. It is surrounded by the Pennsylvania counties of Allegheny, Butler, Lawrence, and Washington as well as Columbiana County Ohio and Hancock County West Virginia. For the purposes of this Plan, all seven of these counties are considered the Beaver County Region. Beaver County's land area is 444 square miles (about 1 percent of the area of Pennsylvania), making it one of the smaller counties in the state. The Region has a total area of 3,831 square miles. (All statistics in this section are from the US Census Bureau's Decennial Census, Annual Population Estimates, or American Community Surveys, unless noted).

BASIC DEMOGRAPHICS: POPULATION AND AGE STRUCTURE

Population

The Region had 2,027,263 residents in 2006, down 52,180 or 3 percent from 2000. Butler and Washington Counties were the only counties in the Region to gain population between 2000 and 2006. Butler was the fastest growing county from 2000 to 2006 at 3 percent. Between 1990 and 2006 the Region lost 91,631 residents or 4 percent, with the fastest population loss occurring in Hancock County, WV (12 percent) and Allegheny County, PA (6 percent).

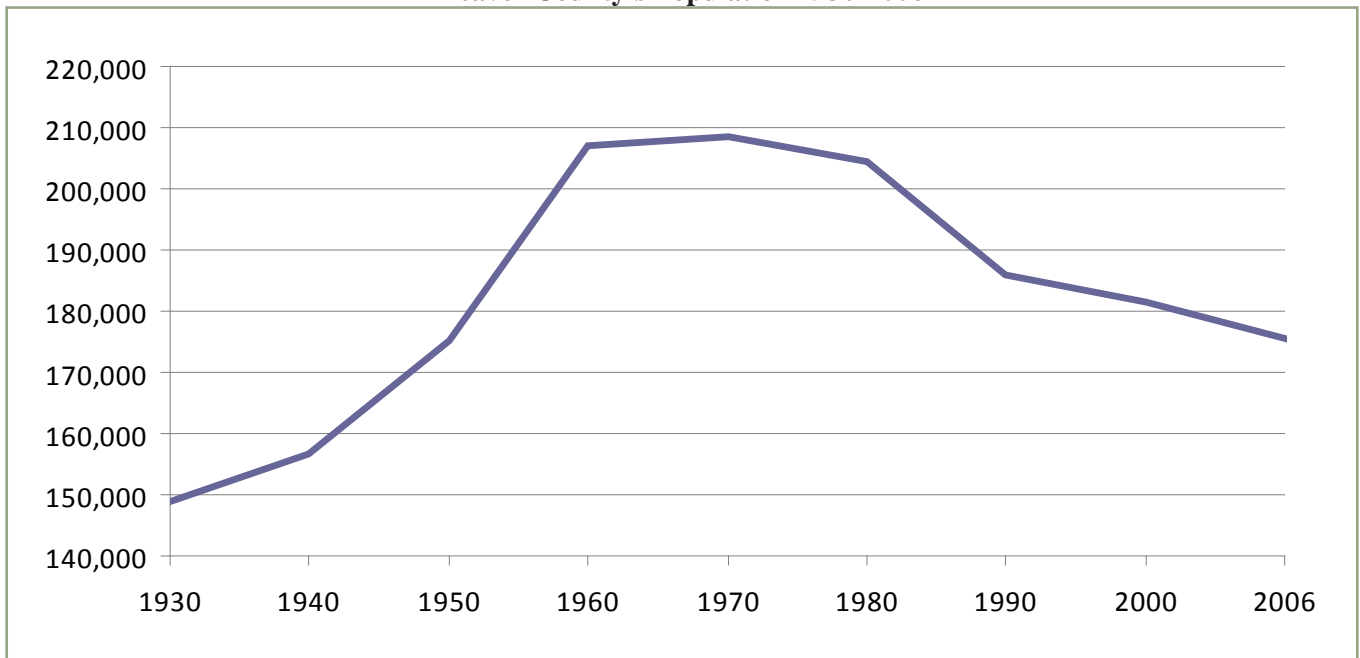


Beaver, Allegheny (not shown above), Lawrence, Columbiana, and Hancock Counties all lost population between 1990 and 2006

Pennsylvania grew by 159,567 from 2000 to 2006 to a total population of 12,440,621, this was an increase of 1 percent. During the same time period the US grew by 17,976,578, an increase of 6 percent. Over the years from 1970 to 2006 the US grew by 47 percent while the Commonwealth grew by just 5.5 percent.

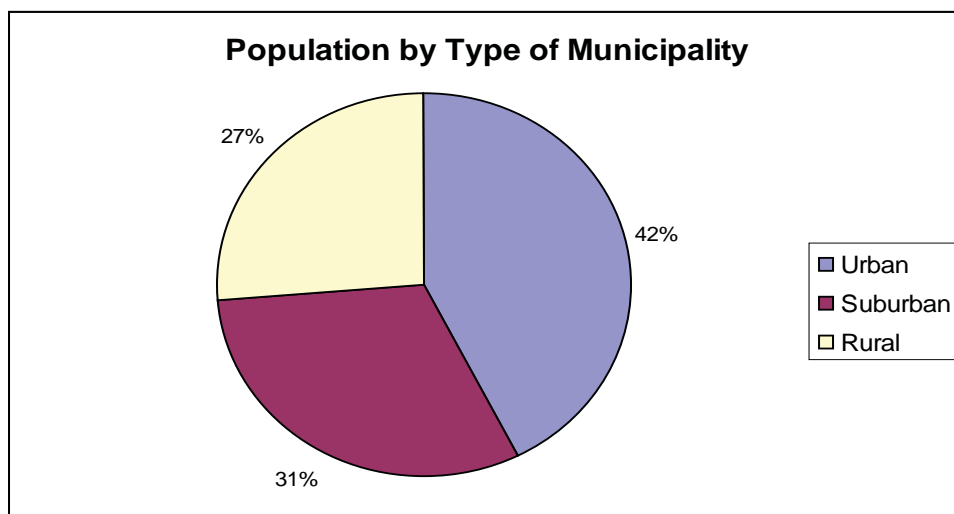
Beaver County’s population was estimated to be 175,471 residents in 2006. This was a decrease of approximately 3 percent from 2000 and 6 percent from 1990. The County has been losing population slowly for several decades; since 1970 it lost approximately 16 percent of its population.

Beaver County’s Population 1930-2006



Beaver County’s population peaked in 1970.

In 2006, about 42.5% of the County’s residents lived in urban municipalities. Another 31% lived in the suburbs and 26.5% lived in rural municipalities.



Population Change and Migration

The County’s population loss occurred most significantly in the cities and boroughs. In the aggregate, urban municipalities lost 13% of their population between 1990 and 2006. Twenty of the County’s 25 urban communities

lost more than 10% of their residents during that period and 5 of them lost 20% or more of their population. Only two urban municipalities gained population, Bridgewater Borough (+16%) and Patterson Heights Borough (+8%).

Population in suburban municipalities remained generally constant, while as a whole rural towns gained about 1% in population. Some suburban and rural areas of the County experienced significant population growth, like New Sewickley (+11%) and Center Township (+10%). However, the losses within urban municipalities and small boroughs more than offset these gains.

	1990	2000	2006	% Change 1990-2006
Urban Municipalities	86,014	79,784	74,818	-13%
Aliquippa City	13,374	11,734	10,956	-18%
Ambridge Borough	8,133	7,769	7,219	-11%
Baden Borough	5,074	4,377	4,116	-19%
Beaver Borough	5,028	4,775	4,485	-11%
Beaver Falls City	10,687	9,920	9,274	-13%
Bridgewater Borough	751	739	871	16%
Conway Borough	2,424	2,290	2,169	-11%
East Rochester Borough	672	623	579	-14%
Eastvale Borough	328	293	274	-16%
Ellwood City Borough	850	732	684	-20%
Fallston Borough	392	307	296	-24%
Freedom Borough	1,897	1,763	1,640	-14%
Harmony Township	3,694	3,373	3,141	-15%
Koppel Borough	1,024	856	796	-22%
Midland borough	3,321	3,137	2,926	-12%
Monaca Borough	6,739	6,286	5,886	-13%
New Brighton Borough	6,854	6,641	6,231	-9%
Patterson Township	3,074	3,197	3,022	-2%
Patterson Heights Borough	576	670	624	8%
Pulaski Township	1,697	1,674	1,564	-8%
Rochester Borough	4,156	4,014	3,751	-10%
South Heights Borough	647	542	506	-22%
Vanport Township	1,700	1,451	1,354	-20%
West Mayfield Borough	1,312	1,187	1,108	-16%
White Township	1,610	1,434	1,346	-16%
Suburban Municipalities	53,929	54,784	54,161	0%
Brighton Township	7,489	8,024	7,999	7%
Center Township	10,742	11,492	11,765	10%
Chippewa Township	6,988	7,021	7,245	4%
Economy Borough	9,519	9,363	9,212	-3%
Hopewell Township	13,274	13,254	12,598	-5%

	1990	2000	2006	% Change 1990-2006
Industry Borough	2,124	1,921	1,833	-14%
Potter Township	546	580	567	4%
Rochester Township	3,247	3,129	2,942	-9%
Rural Municipalities	46,150	46,844	46,757	1%
Big Beaver Borough	2,298	2,186	2,150	-6%
Darlington Borough	311	299	278	-11%
Darlington Township	2,040	1,974	2,032	-0%
Daugherty Township	3,433	3,441	3,331	-3%
Frankfort Springs Borough	134	130	122	-9%
Franklin Township	3,821	4,307	4,326	13%
Georgetown Borough	194	182	169	-13%
Glasgow Borough	74	63	59	-20%
Greene Township	2,573	2,705	2,840	10%
Hanover Township	3,470	3,529	3,643	5%
Homewood Borough	162	147	142	-12%
Hookstown Borough	169	152	142	-16%
Independence Township	2,563	2,802	2,744	7%
Marion Township	909	940	895	-2%
New Galilee Borough	500	424	396	-21%
New Sewickley Township	6,861	7,076	7,644	11%
North Sewickley Township	6,178	6,120	5,775	-7%
Ohioville Borough	3,865	3,759	3,666	-5%
Raccoon Township	3,426	3,397	3,291	-4%
Shippingport Borough	227	237	225	-1%
South Beaver Township	2,942	2,974	2,887	-2%

The decline of population in the County (and the Region) over the past decade(s) is due largely to migration. Analysis of the PA Department of Health's birth and death statistics supports the importance of outmigration on the County's population decline. Between 2000 and 2006, there were 10,795 births and 12,692 deaths in Beaver County. The net population change as a result of births and deaths was a loss of 1,897 residents. However, the population declined 5,941 between 2000 and 2006 according to the Census Bureau. Consequently, births and deaths accounted for approximately a third of the County's population loss while migration was responsible for the remaining two-thirds of the population loss. This means that 4,044 more residents moved away from Beaver County than moved into the County between 2000 and 2006.

Population Density

The average population density for the Commonwealth of Pennsylvania was 267 persons per square mile in 2000. For the Region it was 543 persons per square mile. This figure is much higher than the state average in large part due to the City of Pittsburgh and its surroundings in Allegheny County. Allegheny County, the most densely settled County in the Region, had a population density of 1,720 people per square mile in 2000. Butler, Lawrence, and

Washington Counties are more rural and had population densities very near the Commonwealth's in 2000. Hancock County, WV and Columbiana County, OH also had densities near the average for Pennsylvania. Beaver County's population density in 2000 was closer to the region's average at 409 people per square mile.

Table 1.1: Population Density 1990 – 2006

	Population Density (people per sq. mi)		
	1990	2000	2006
Columbiana County, OH	202	209	204
Allegheny County	1,794	1,720	1,657
Beaver County	419	409	395
Butler County	191	219	227
Lawrence County	265	261	254
Washington County	238	236	238
Hancock County, WV	400	371	-
Region	553	543	-
Pennsylvania	258	267	270
U.S.	66	74	79

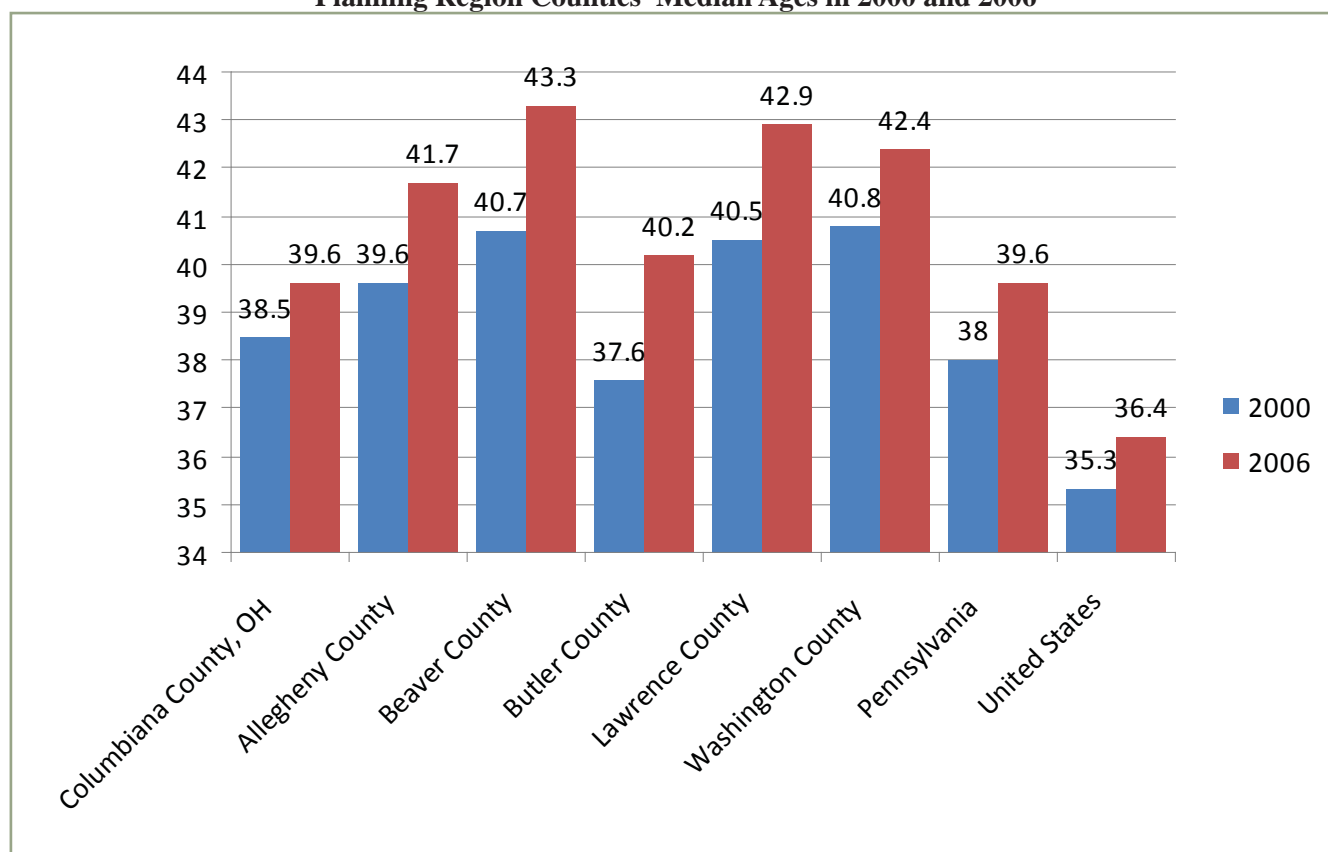
Allegheny County is much more densely populated than the other counties in the region. Beaver County's population density is just below the average for the region.

Age Structure

Analysis of the age structure shows the percentage of the population in the potential labor force as well as the number of children and elderly. This analysis also provides the best basis on which to project future population.

The **median age** of the population is the age where half of the people in the area are older and half are younger. A higher median age denotes an older population; a younger median suggests more potential for internal growth. Beaver County in 2000 had a median age of 40.7 years, somewhat higher than the state median of 38.0 years and substantially higher than the US median of 35.3 years. Washington County had the highest median age in the Region in 2000 at 40.8 years. The lowest was Butler at 37.6. As of the Census' 2006 American Community Survey, Beaver County had the highest median age in the region at 43.3 years. More important than the specific median age at a point in time, is the change in median age. A rapid rise in the median age suggests that the area is aging quickly. The median age in Pennsylvania increased 1.6 years from 38 in 2000 to 39.6 in 2006. The change in the median age in Beaver County was greater, 2.6 years. This suggests that the population of the County is aging even faster than the state. The populations of Allegheny, Butler, and Lawrence Counties aged at a similar rate to Beaver's, greater than 2 years.

Planning Region Counties' Median Ages in 2000 and 2006



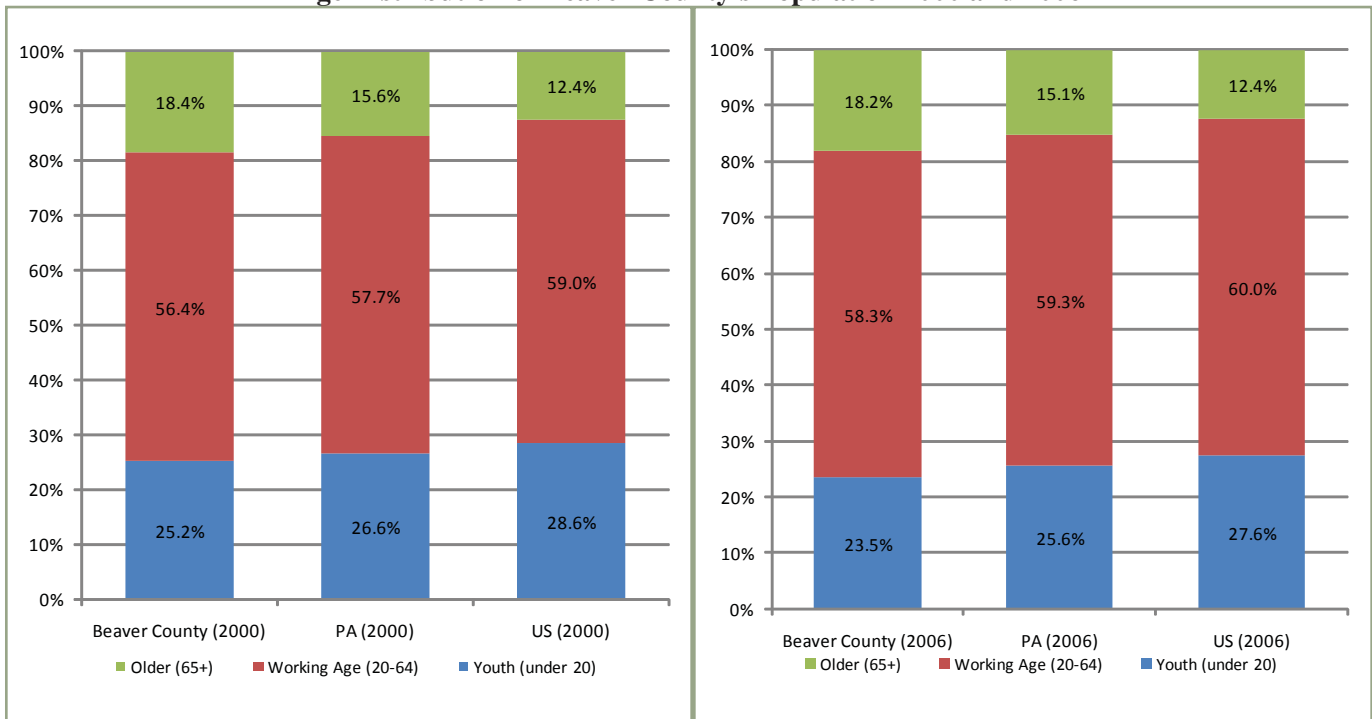
Washington County had the highest median age in 2000 but Beaver County's median age exceeded that of the other counties in 2006.

Although the changes in median age suggest an aging population, it is necessary to use more detailed statistics to determine the actual age structure. The most commonly used age statistics are the number of youth (the percentage **under 20**) and the number of older residents (the percentage **over 65**). In the Commonwealth, 25.6 percent of the population was under 20 years of age in 2006. The average for the US was 27.6 percent. About 23.5 percent of Beaver County residents were under 18.

People **over 65** are considered elderly by the Bureau of the Census. This group was 12.4 percent of the US population in 2006. The percentage of this group in the state was 15.1 and the percentage of senior citizens in the population of Beaver County was 18.2 in 2006. Beaver County had the second greatest proportion of seniors in the Region in 2006. Lawrence had the highest percentage in 2006 with 18.3 percent. Butler had the lowest percentage of elderly in 2006 with 14.2 percent. The other counties in the Region had between 15 and 17 percent in the over 65 group.

The **working age** population is that portion of the total between 20 and 64. In Pennsylvania, 59.3 percent were in this group in 2006. For the United States, as a whole, 60.0 percent fell into this definition of the potential labor force. Beaver's percentage was lower than the Commonwealth and the lowest of the counties in the region at just 56.4 percent. Lawrence County had the next lowest percentage, 57.4 percent. Butler had the highest at 60.1. The proportion of residents within the working age range slightly increased within Beaver County from 2000 to 2006.

Age Distribution of Beaver County's Population 2000 and 2006



The proportion of youth in the County decreased from 2000 to 2006 while the proportion of working age residents increased. At the same time, the proportion of older residents remained nearly constant (around 18%). These trends further demonstrate how the median age of the county is rising.

Median age did not differ substantially between municipalities based on their functional category. The municipality with the highest median age in 2000 was Vanport (55 years) and the lowest was Shippingport (33 years).

Households

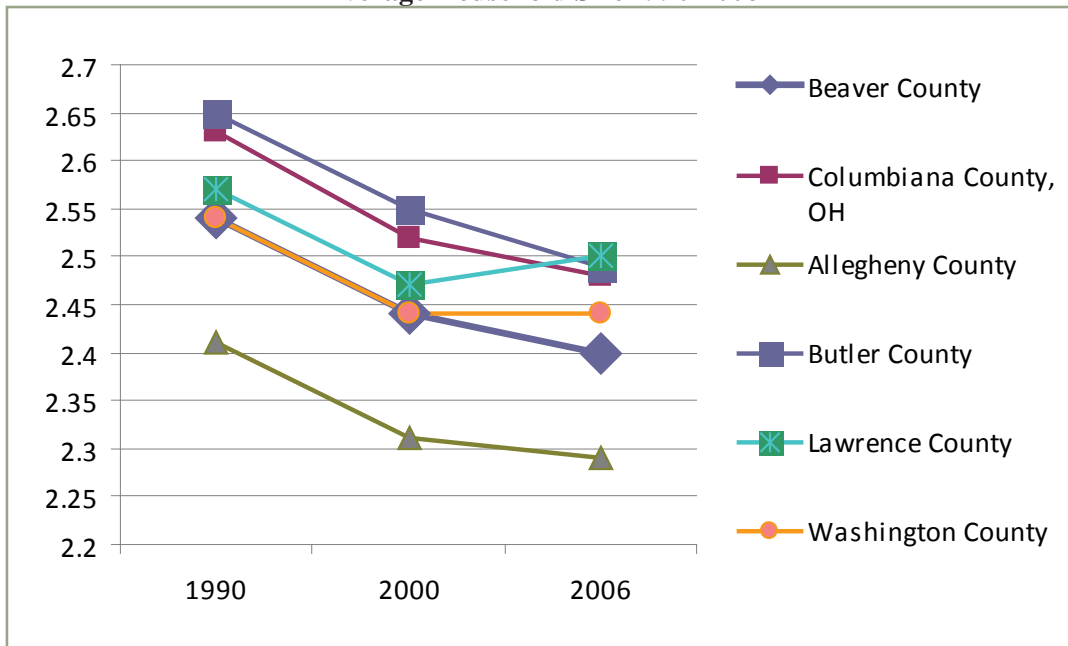
The number of households in Beaver County decreased marginally between 1990 and 2006 from 71,939 to 71,725. Lawrence County experienced a similar decline while Allegheny County lost a much larger percentage of households. Butler, Washington and Columbiana Counties all gained households during that period.

In Beaver County, the largest losses were seen in urban municipalities and small municipalities. The largest increases in the number of households were in suburban municipalities. Some rural municipalities also gained households.

Household Size

Between 1990 and 2000, Beaver County and each of its surrounding counties witnessed a decline in the average size of their households. The rate at which their size decreased was very similar, as indicated by the uniform steepness of the lines on the graph below between 1990 and 2000. Beaver, Allegheny, Butler, and Columbiana continued to see a reduction in their household size from 2000 to 2006. Washington County's average household size remained constant from 2000 to 2006 and Lawrence County's average household size increased over the same time period.

Average Household Size 1990-2006

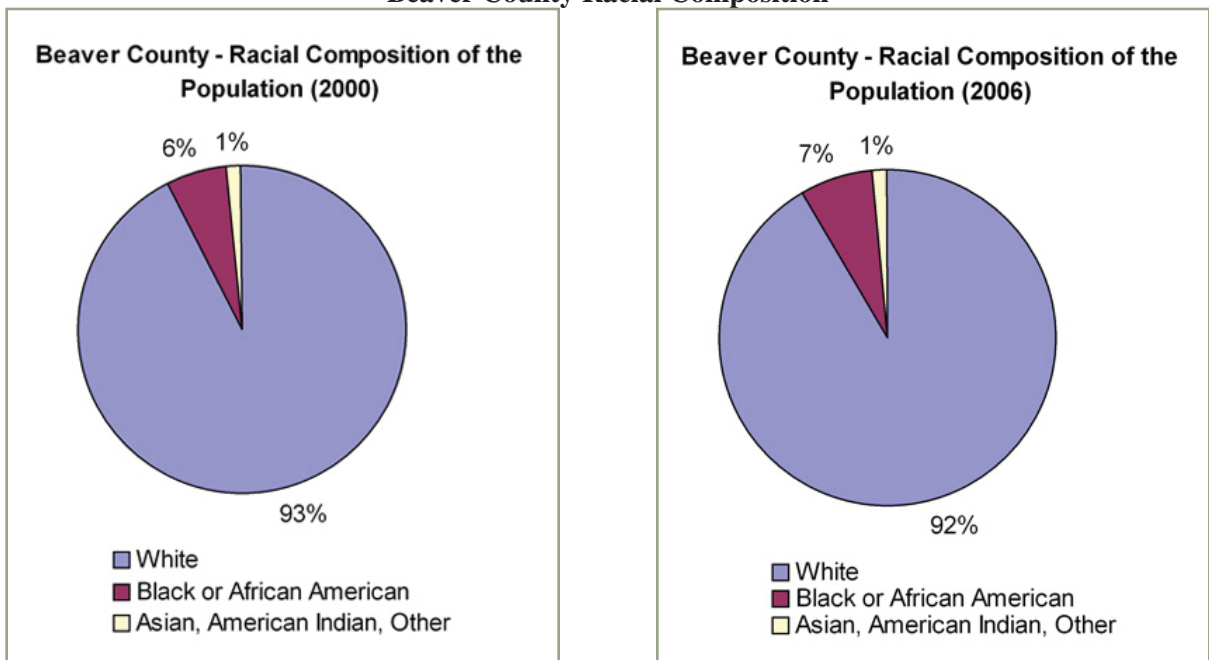


Every county in the region experienced a shrinking average household size from 1990 to 2000. Many of the counties continued to see a decline in average household size after 2000. Washington County’s average household size remained constant and Lawrence County’s increased.

Racial Composition

Of the counties in the region, Allegheny County had the highest proportion of minority residents in 2006 with 17%. Beaver County had the second highest proportion with 8%. The minority populations in the other counties accounted for 5% or less of that county’s population. The proportion of minority residents in Beaver County increased slightly from 7% in 2000 to 8% in 2006.

Beaver County Racial Composition



While small, the proportion of minority residents in Beaver County increased slightly between 2000 and 2006.

In 2000, 79% of Beaver County’s racial minorities lived in urban municipalities. The municipalities with the highest percentage of minorities residing there are Aliquippa (37%); Midland (24%) and Beaver Falls (21%). Municipalities with the fewest minority residents were Frankfort Springs (0), Georgetown (0) and Glasgow (1) and Shippingport (0).

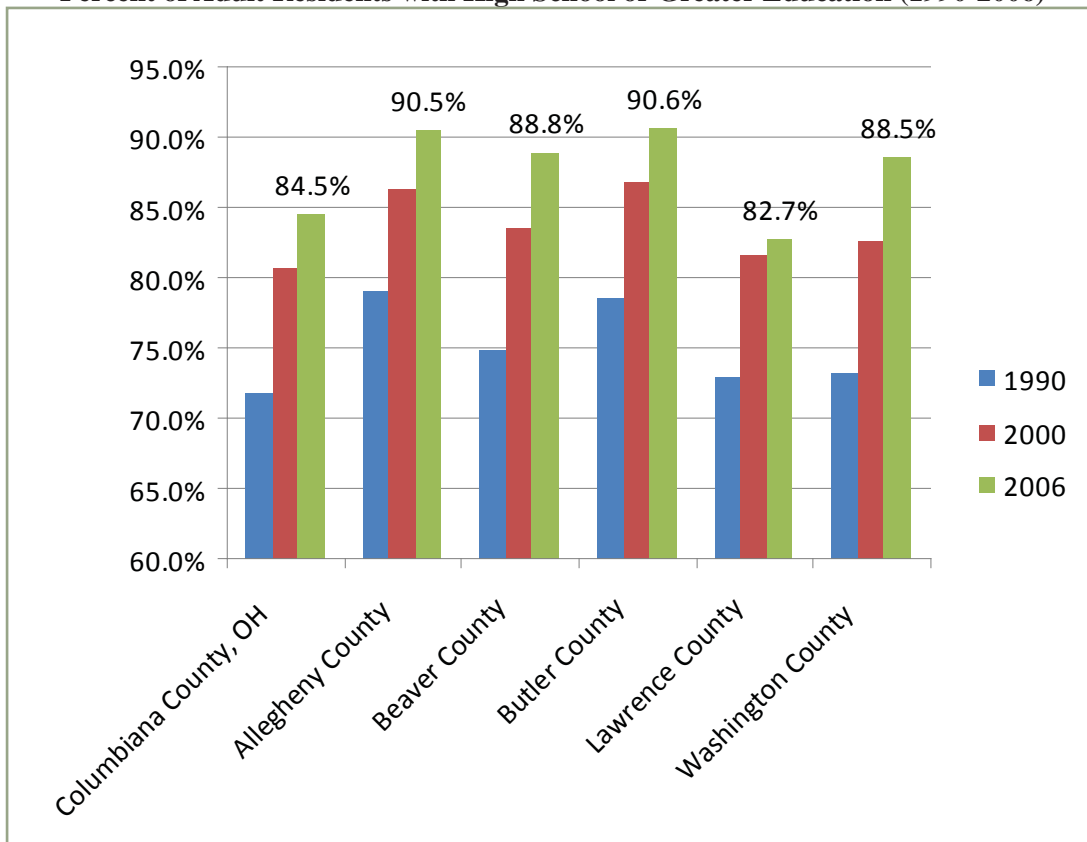
EDUCATIONAL CHARACTERISTICS

Educational Attainment

Educational trends in Beaver County vary depending on the type of statistic being evaluated. Overall, a significant majority of Beaver County adults (residents 25 and older) have a high school or greater education. Specifically, the County’s percentage of adults with a high school or greater education (88.8%) was just below the average for the region (89.5%) in 2006. This proportion varied within the region from Lawrence County (82.7%) to Butler (90.6%). The proportion of Beaver County residents with a college degree (associate, bachelor, graduate, or professional) in 2006 was 26.9%. The regional average was 36.4% and the proportions ranged from Columbiana County, Ohio (19.9%) to Allegheny County (40.5%).

The percentage of residents with at least a high school diploma in each county within the region increased between 1990 and 2006. In 1990, the percentage of Beaver County residents that had completed high school or more lagged behind Allegheny and Butler Counties by about 4%. However, in 2006, Beaver County had narrowed this gap to less than 2%. Overall, education trends in Beaver County are positive.

Percent of Adult Residents with High School or Greater Education (1990-2006)



Beaver and Washington Counties experienced the greatest increase in the proportion of residents with at least a high school education between 1990 and 2006.

The presence of several colleges within Beaver County will likely continue to help move educational trends forward in Beaver and possibly surrounding Counties as well.

BEAVER COUNTY DEMOGRAPHIC TRENDS OVERVIEW:

- Population:
 - Beaver County's population has been declining since 1970.
 - Most of the population loss occurred in the cities, boroughs, and older suburbs.
 - Growth occurred mostly in newer suburbs and rural areas.
 - With the exception of Butler County, most other Counties in the region also experienced population decline.
 - While some population loss occurred due to death rates exceeding birth rates, the more significant cause was outmigration.
 - Beaver County's population is aging. The County's median age was second highest in the region in 2000 (40.7) and the highest in the region in 2006 (43.3).
 - The average size of Beaver County households decreased between 1990 and 2006. This is a similar trend to the other Counties in the region.
 - While the County's population remained predominantly white, the number and percentage of minority residents in the County increased slightly from 2000 to 2006.
- Education:
 - Overall, educational trends in Beaver are very positive as more residents complete high school or obtain higher degrees.

Existing Land Use

This section of the Comprehensive Plan examines how land in Beaver County is used today. It looks at where different types of uses are concentrated and where certain land use patterns emerge. Understanding current land use forms the basis from which decisions about new development and resource conservation can be made. This section also discusses previous land use planning in the County and summarizes comprehensive plans for all municipalities that have them.

COUNTY OVERVIEW

Beaver County lies within Southwestern Pennsylvania. It is surrounded by Lawrence County to the north, Butler and Allegheny Counties to the east, Allegheny and Washington Counties to the south, and Columbiana County, Ohio and Hancock County, West Virginia to the west.

The land area within the boundaries of Beaver County consists of 444 square miles or 284,160 acres, making it one of the smaller counties in the state. Of the total area, about 10 square miles is made up of water, largely consisting of the Ohio and Beaver Rivers which divide the County roughly into three regions. Region 1 lies north of the Ohio River and west of the Beaver River. Region 2 consists of the eastern third of the County, east of the Ohio and Beaver Rivers. The last region, Region 3, lies south and west of the Ohio River. Each of the three regions consists of a mix of urban river towns, suburban communities and rural municipalities. The regions are depicted on the Base Map.

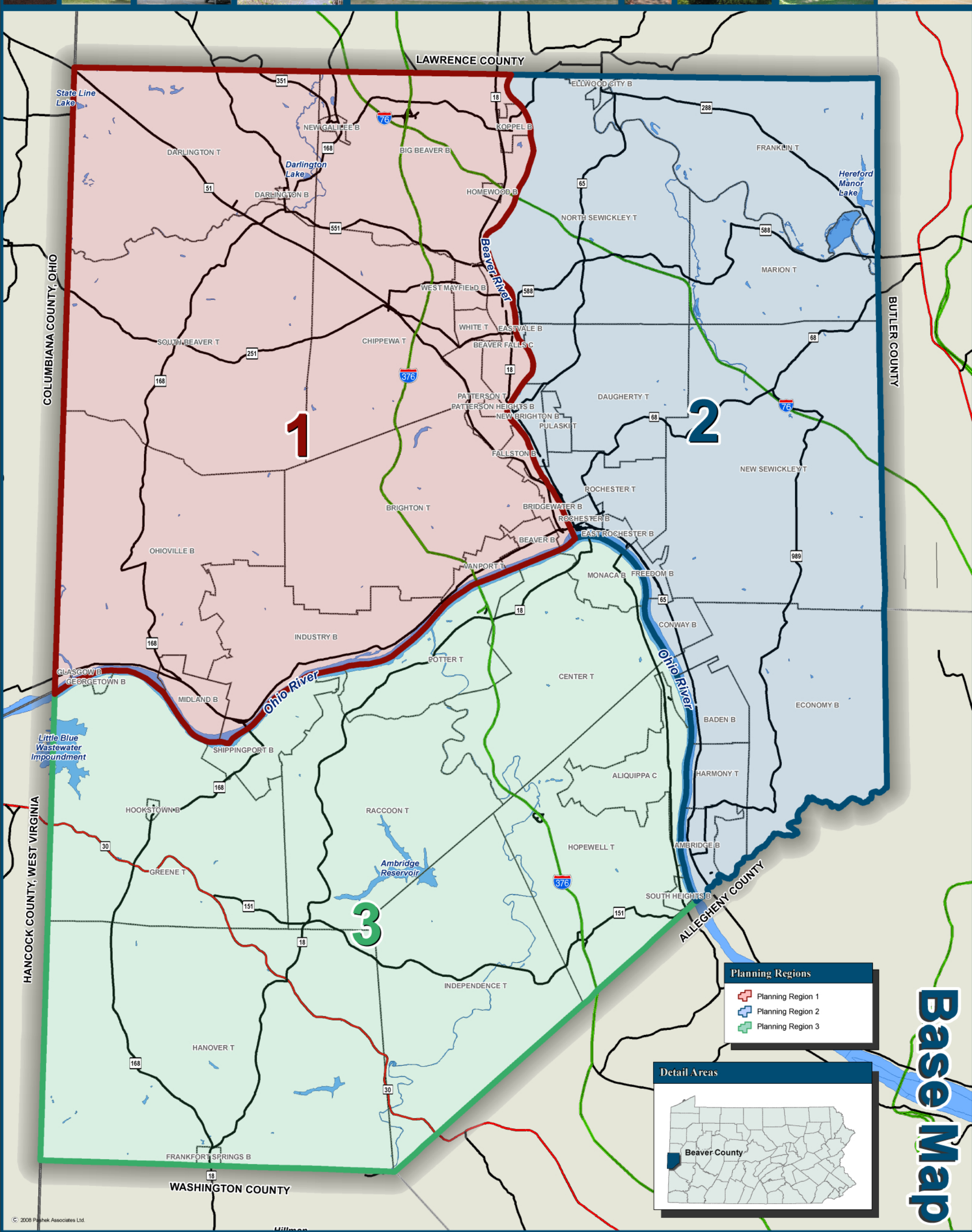
This comprehensive plan also categorizes the County's 54 municipalities according to one of three functional classifications - urban municipalities, suburban municipalities, and rural municipalities - which share similar characteristics and planning issues.

Several criteria were used to determine how municipalities should be classified. The primary factor was population density. Municipalities with population density greater than 1.5 people per acre were most likely to be categorized as "urban." Those with population density less than 1.5 people per acre were likely to be classified as suburban or rural. In general, suburban municipalities were more densely populated than rural ones.

Other factors which helped categorize municipalities were 1) whether the municipality gained or lost population; 2) whether the municipality gained or lost housing units; and 3) whether it has public water and sewer. Those towns that lost people and housing and had water and sewer were more likely to be classified as "urban." Suburban communities usually had some public utilities, but gained population or housing or both. Rural towns tended to gain housing (but not always population) and lack or have limited public water and sewer.

Small boroughs did not fit neatly into any category. Some were densely populated, but others were not. Most lost population and housing units and many (but not all) lack public utilities. Nevertheless, small boroughs were determined to have more in common with the rural municipalities that surround them and therefore were grouped with them.

Based on this system, Beaver County has 25 urban municipalities, 8 suburban municipalities, and 21 rural municipalities. Most urban municipalities are located in the County's river valleys. Suburban communities surround the urban ones. Rural municipalities are located in the southwest, northwest and northeast corners of the County. These classifications are shown in Table 1.2, below, and on the Functional Classification Map.



Planning Regions

- + Planning Region 1
- + Planning Region 2
- + Planning Region 3

Detail Areas

Base Map

BEAVER COUNTY PLANNING COMMISSION
 Beaver County Courthouse
 810 Third Street
 Beaver, Pa. 15009
 Phone: (724) 728-5700
 Fax: (724) 775-3915

LEGEND

County Boundary	Interstate
Municipality	US Highway
Lake/Reservoir	State Route
River	

Map Sources:
 Southwest Pennsylvania Commission (SPC)
 Pennsylvania Spatial Data Access (PASDA)
 Beaver County
 Western Pennsylvania Conservancy

Projection: State Plane - NAD 1983
 Pennsylvania South, Feet

The preparation of this map was financed in part through a Land Use Planning and Technical Assistance Grant from the Department of Community and Economic Development, as administered by the Governor's Center for Local Government Services, Pennsylvania Department of Community and Economic Development.

PASHEK ASSOCIATES
 a pennsylvania corporation

Beaver County - Comprehensive Plan

April, 2010

Table 1.2 Municipalities by Functional Classification

Municipality	Population Density (people/acre)	% Population Change (1990 – 2006)	% Change in Housing Units (1990-2000)	Water and Sewer
URBAN MUNICIPALITIES				
New Brighton Bor.	8.69	-9%	-4%	Y
Rochester Bor.	8.38	-10%	-3%	Y
Beaver Bor.	6.64	-11%	-3%	Y
Ambridge Bor.	6.44	-11%	+1%	Y
City of Beaver Falls	6.39	-13%	-6%	Y
Patterson Hts Bor.	4.14	+8%	+15%	Y
Monaca Bor.	3.84	-13%	+4%	Y
City of Aliquippa	3.76	-18%	-4%	Y
Eastvale Bor.	3.51	-16%	-11%	Y
Freedom Bor.	3.50	-14%	-6%	Y
Pulaski Twp.	3.33	-8%	+3%	Y
Ellwood City Bor.	3.23	-20%	-9%	Y
White Twp.	2.98	-16%	-5%	Y
Patterson Twp.	2.87	-2%	0%	Y
Baden Bor.	2.62	-19%	-9%	Extensive
Conway Bor.	2.28	-11%	+2%	Extensive
Midland Bor.	2.27	-12%	-2%	Y
Koppel Bor.	2.18	-22%	-7%	Y
West Mayfield Bor.	2.14	-16%	-20%	Y
South Hts. Bor.	2.13	-22%	-5%	Y
East Rochester Bor.	1.98	-14%	0%	Y
Vanport Bor.	1.90	-20%	-2%	Y
Bridgewater Bor.	1.75	+16%	+3%	Extensive
Harmony Twp.	1.59	-15%	-2%	Extensive
Fallston Bor.	0.88	-24%	-22%	Limited
SUBURBAN TOWNS				
Center Twp.	1.20	+10%	+11%	Extensive
Rochester Twp.	1.17	-9%	+2%	Extensive
Hopewell Twp.	1.16	-5%	+3%	Extensive
Economy Bor.	0.80	-3%	+8%	Limited
Chippewa Twp.	0.72	+4%	+6%	Extensive
Brighton Twp.	0.64	+7%	+13%	Extensive
Industry Bor.	0.26	-14%	+3%	Limited
Potter Twp.	0.13	+4%	+8%	Limited

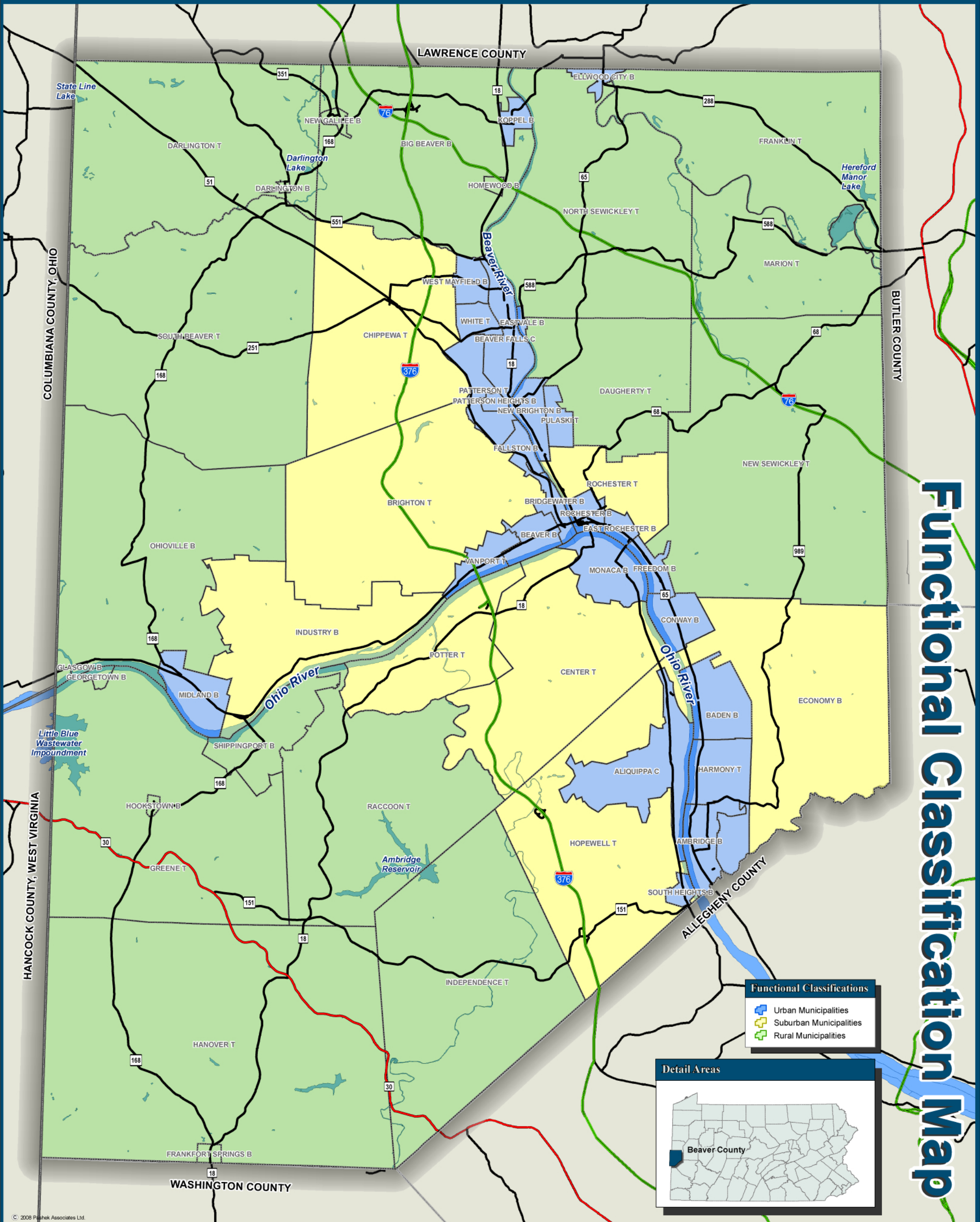
Y= fully watered and sewerd

Extensive = more than 50% of municipality has water/sewer

Limited = less than 50% of municipality has water and sewer

N = no water and/or sewer

Municipality	Population Density (people/acre)	% Population Change (1990 – 2006)	% Change in Housing Units (1990-2000)	Water and Sewer
RURAL MUNICIPALITIES				
Darlington Bor.	4.94	-11%	-2%	N
New Galilee Bor.	2.44	-21%	-9%	N
Hookstown Bor.	1.73	-16%	0%	N
Homewood Bor.	1.38	-12%	-3%	Water
Georgetown Bor.	1.05	-13%	-7%	N
Glasgow Bor.	0.86	-20%	-7%	N
Frankfort Sprgs Bor.	0.77	-9%	+4%	Water
Daugherty Twp.	0.52	-3%	+5%	Limited
N. Sewickley Twp.	0.43	-7%	+3%	Extensive
Franklin Twp.	0.37	+13%	+9%	Limited
New Sewickley Twp.	0.36	+11%	+14%	Limited
Raccoon Twp.	0.26	-4%	+4%	Limited
Ohioville Bor.	0.24	-5%	+3%	Limited
Big Beaver Bor.	0.19	-6%	+2%	Limited
Independence Twp.	0.18	+7%	+12%	N
Greene Twp.	0.17	+10%	+12%	N
South Beaver Twp.	0.15	-2%	+7%	Limited
Darlington Twp.	0.14	0%	+1%	N
Marion Twp.	0.13	-2%	+1%	Limited
Hanover Twp.	0.13	+5%	+13%	Limited
Shippingport Bor.	0.10	-1%	+4%	Limited



Functional Classification Map

Functional Classifications

- Urban Municipalities
- Suburban Municipalities
- Rural Municipalities

Detail Areas

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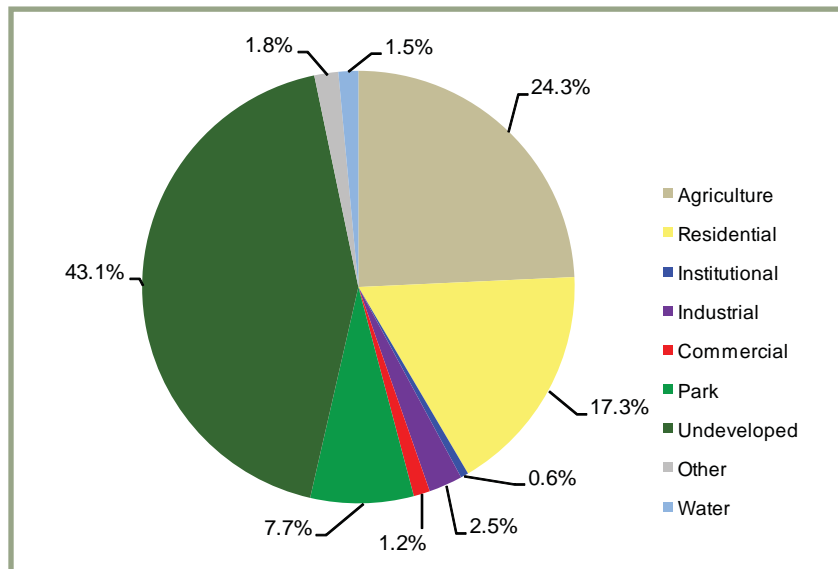
LAND USE CLASSIFICATIONS

Information about existing land uses was developed from data compiled by the Southwestern Pennsylvania Commission (SPC). SPC’s data was assembled by using aerial photography of the County completed in 2000-2001. The SPC categorized uses into 3 levels that were subdivided into 60 specific subcategories. For purposes of making the information easier to map and comprehend, we combined SPC subcategories into the following nine categories:

- Residential
- Commercial and Service
- Industrial
- Institutional
- Agriculture
- Parks and Open Space
- Undeveloped Land
- Water
- Other

We then reviewed the map created with this data to determine if any significant uses were missing or if changes had occurred since the aerial photography had occurred. The map was then updated to reflect those changes. The result is depicted on the Existing Land Use Map.

The following pie chart shows how land in Beaver County is divided among the nine land use classifications. Each classification is described below.



Residential

Land used for housing makes up approximately 17.3% of County land. The greatest concentrations are located in the southeastern corner of the County on both sides of the Ohio River as well as in the center of the County surrounding the lower half of the Beaver River. These areas contain 9 out of 10 “River Towns,” as well as the County’s established suburban communities.



Over the last few decades, residential uses, which had historically been concentrated in the River Towns and areas immediately adjacent to them, have become more dispersed as new subdivisions have been built in more rural areas. This dispersion can be seen on the Existing Land Use Map.

Commercial and Service Uses

Commercial and service uses represent only 1.2% of County land. They are clustered in the centers of river towns like Ambridge and Beaver as well as along major roadways like Routes 18, 51, 60, 65 and 68. Small pockets are scattered throughout the County, but are almost entirely absent from the southwestern and central western regions of the County.



The biggest growth in commercial land use is occurring in Center Township in close proximity to the Beaver Valley Mall and in Chippewa Township along Route 51. These developments include a mix of retail, eating establishments and other service businesses. In addition, after decades of decline, several downtown business districts in the County’s river towns are being revitalized and are attracting new small businesses.

Industrial Uses

Industry in Beaver County first developed along the rivers to take advantage of river transport and, later, rail service. The majority of industrial uses continue to be located along the banks of the Ohio and lower Beaver Rivers. There is also a large concentration of industrial land in Koppel Borough in the northern portion of the County.



Much industrial land in the County was abandoned after the collapse of the Steel industry in the 1980’s. However, many of these “brownfield” sites have been cleaned up and redeveloped, most for industrial uses. These include the Aliquippa Industrial Park, Port Ambridge and the Ambridge Regional Distribution and Manufacturing Center.

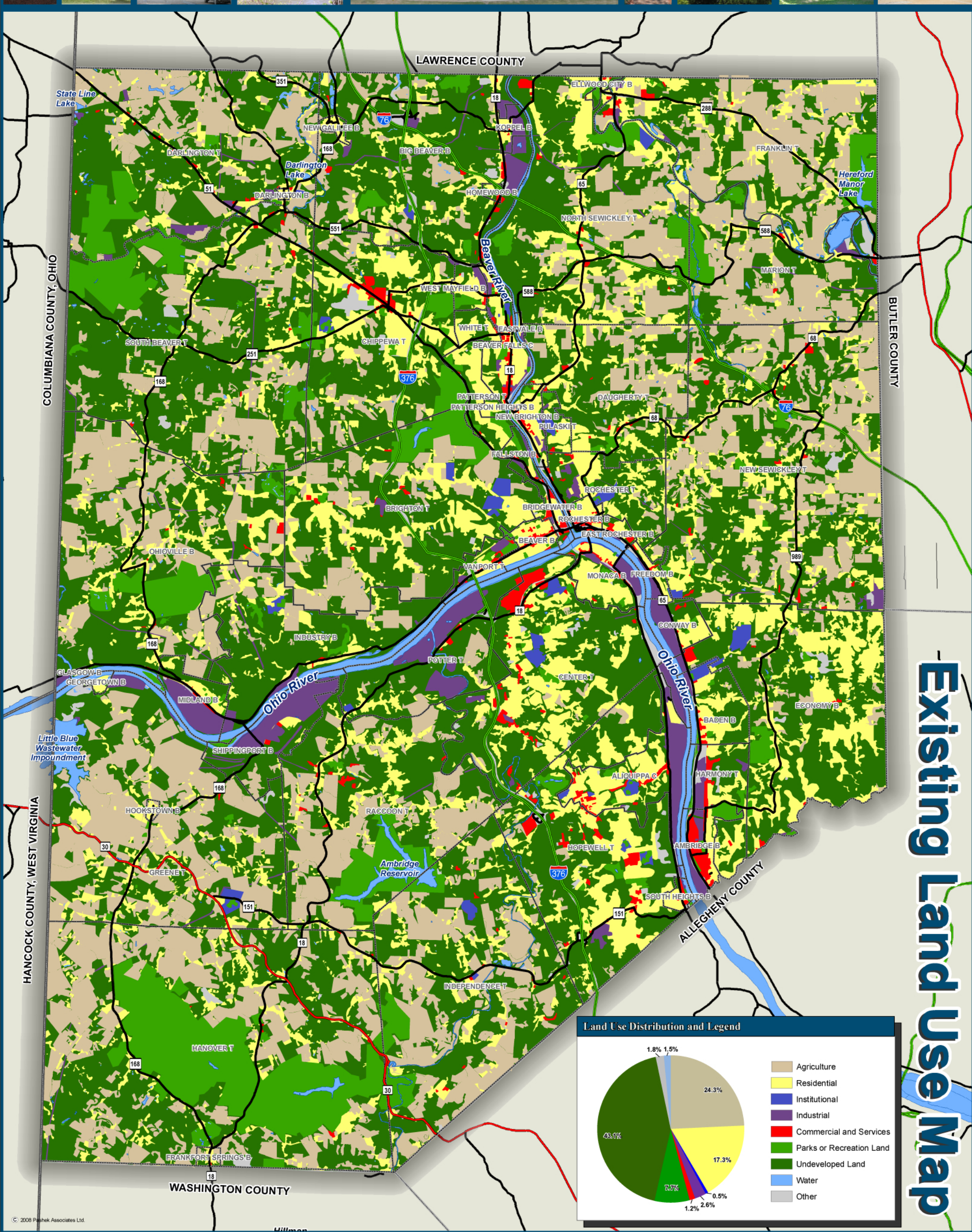
In addition, new manufacturing and business park facilities have been developed outside the river valleys. These include the Hopewell Business and Industrial Park in Hopewell Township and the Tri-County Business Park in New Sewickley Township. A description of all major industrial and business parks is included in the Economic Profile section of this Plan.

Other land in the County classified as industrial includes the rail yards in Conway Borough and the power plants in Shippingport Borough. As a whole, industrial uses take up approximately 2.5% of all land in the County.

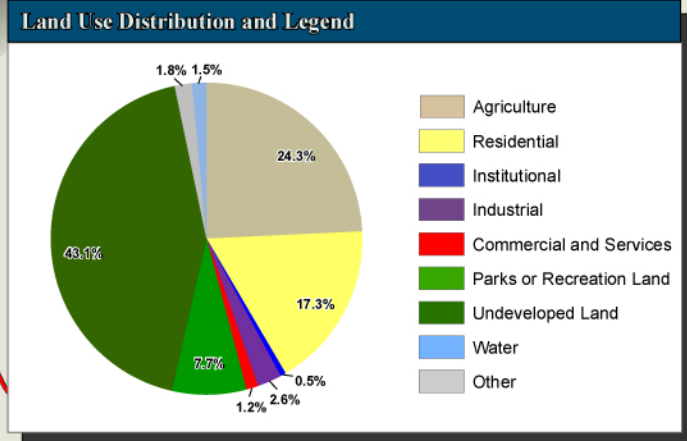
Institutional

Uses classified as institutional include colleges and universities; schools, both public and private; hospitals, nursing homes and other non-profit health facilities; libraries; and churches. These uses are scattered throughout the County. Those that occupy the largest areas of land are Penn State Beaver, Community College of Beaver County, and Heritage Valley Beaver. Institutional uses cover only 0.6% of Beaver County land.





Existing Land Use Map



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LEGEND

	County Boundary		Interstate
	Municipality		US Highway
	Lake/Reservoir		State Route
	River		

Map Sources:
 Southwest Pennsylvania Commission (SPC)
 Pennsylvania Spatial Data Access (PASDA)
 Beaver County
 Western Pennsylvania Conservancy

Projection: State Plane - NAD 1983
 Pennsylvania South, Feet

The preparation of this map was financed in part through a Land Use Planning and Technical Assistance Grant from the Department of Community and Economic Development, as administered by the Governor's Center for Local Government Services, Pennsylvania Department of Community and Economic Development.

Agriculture

According to the 2007 Census of Agriculture, there are 824 farms in Beaver County that occupy approximately 67,075 acres. This represents approximately 24% of all land in the County. Farmland is scattered throughout the County with the largest concentrations in the northeast and southwest. About 53% of that land was used as cropland in 2007, while 27% was used as woodland. The remaining 20% was used for pasture and other uses.



The 2007 Census of Agriculture figures showed a substantial increase in the number of farms and acreage in agricultural use over those reported in the previous census. The number of farms grew by 28% from 645 in 2002 and acreage increased by 7% over the same 5-year period. The average size of farms decreased from 97 acres in 2002 to 81 acres in 2007, also reversing the previous trend of fewer but larger farms. According to the Pennsylvania Field Office of the National Agricultural Statistics Service (NASS)¹, which conducts the census, the increase is due to the following factors:

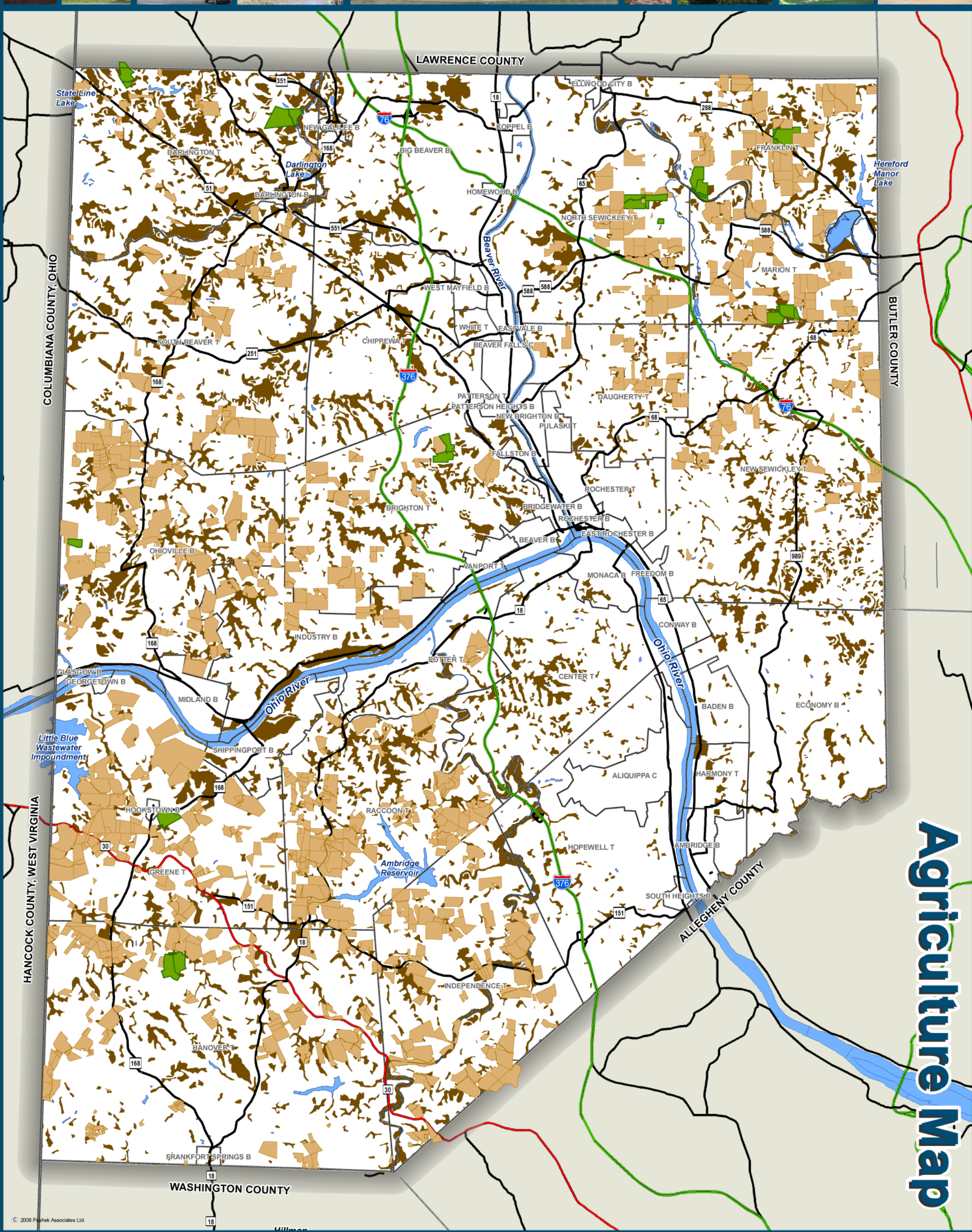
- 1) To meet the definition of a "farm," an agricultural operation must sell \$1,000 in agricultural products or have the potential to do so. Because the price of agricultural products has risen substantially over the last 5 years, many more small farms are qualifying.
- 2) There has been a rise in the number of small specialty farms that produce products like maple syrup, organic produce, llamas, etc.
- 3) NASS made a strong effort to find as many farms as possible and get them to participate in the census. For this reason, they are putting more stock in this census, because it captures farms that may have been overlooked previously.

In addition, the Beaver County Fruit and Vegetable Growers Association sponsors three farmers markets in the County from May through November each year. These markets are located in Ambridge Borough, Beaver Borough and the City of Beaver Falls. The popularity of the markets has steadily increased and may be attracting landowners or previous "hobby farmers" to establish full-time farms in the County.

To help preserve agricultural land, Beaver County has been an active participant in the Agricultural Security and Agricultural Land Preservation Programs. Under the Pennsylvania Agricultural Security Act, the legislature allowed for the creation of Agricultural Security Areas of 250 acres or more of farmland used to produce crops, livestock, or livestock products. Individual farms must be 10 acres or more to qualify for inclusion. Participation in the program is voluntary. Some of its benefits include protection from local ordinances that unreasonably restrict farming operations. In 2008, 41,808 acres of farmland were registered as Agricultural Security Areas with the Beaver County Agricultural Land Preservation Board (BCALPB). They were located in fourteen municipalities: Brighton, Darlington, Daugherty, Franklin, Greene, Hanover, Independence, Marion, New Sewickley, North Sewickley, Raccoon and South Beaver Townships as well as Industry and Ohioville Boroughs.

In addition, farms registered under this program are eligible for inclusion under the Pennsylvania Agricultural Conservation Easement Purchase Program administered by BCALPB. This program permits government entities to purchase the development rights on quality farmland, thereby ensuring that the land remains undeveloped, while allowing it to remain in productive agricultural use. This program is managed by a nine member board. As of August 2008, the Beaver County Agricultural Land Preservation Board reported that sixteen (16) farms totaling 1,709 acres have been preserved under the program. Most were located in the northeastern part of the County. Agricultural Security Areas and farms with Agricultural Conservation Easements are depicted on the Agriculture Map.

¹ Phone conversation with Dan Capstick, Deputy Director of PA Field Office of NASS, February 12, 2009.



Agriculture Map

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County Boundary	Interstate	Prime Agricultural Soil
Municipality	US Highway	Agricultural Security Area
Lake/Reservoir	State Route	Agricultural Conservation Easement
River		

Map Sources:
 Southwest Pennsylvania Commission (SPC)
 Pennsylvania Spatial Data Access (PASDA)
 Beaver County
 Western Pennsylvania Conservancy

Projection: State Plane - NAD 1983
 Pennsylvania South, Feet

The preparation of this map was financed in part through a Land Use Planning and Technical Assistance Grant from the Department of Community and Economic Development, as administered by the Governor's Center for Local Government Services, Pennsylvania Department of Community and Economic Development.

Parks and Open Space

About **22,000 acres (7.7%)** of land within the County is devoted to parkland or other recreational use. This land includes Raccoon Creek State Park, Hereford Manor Lakes, three County parks, State Gamelands, and numerous community parks and playgrounds.

Undeveloped Land

This category represents the largest land use classification covering 122,727 acres or 43.1% of the County. It is made up primarily of forests of varying types (deciduous, coniferous and mixed) as well as rangeland.

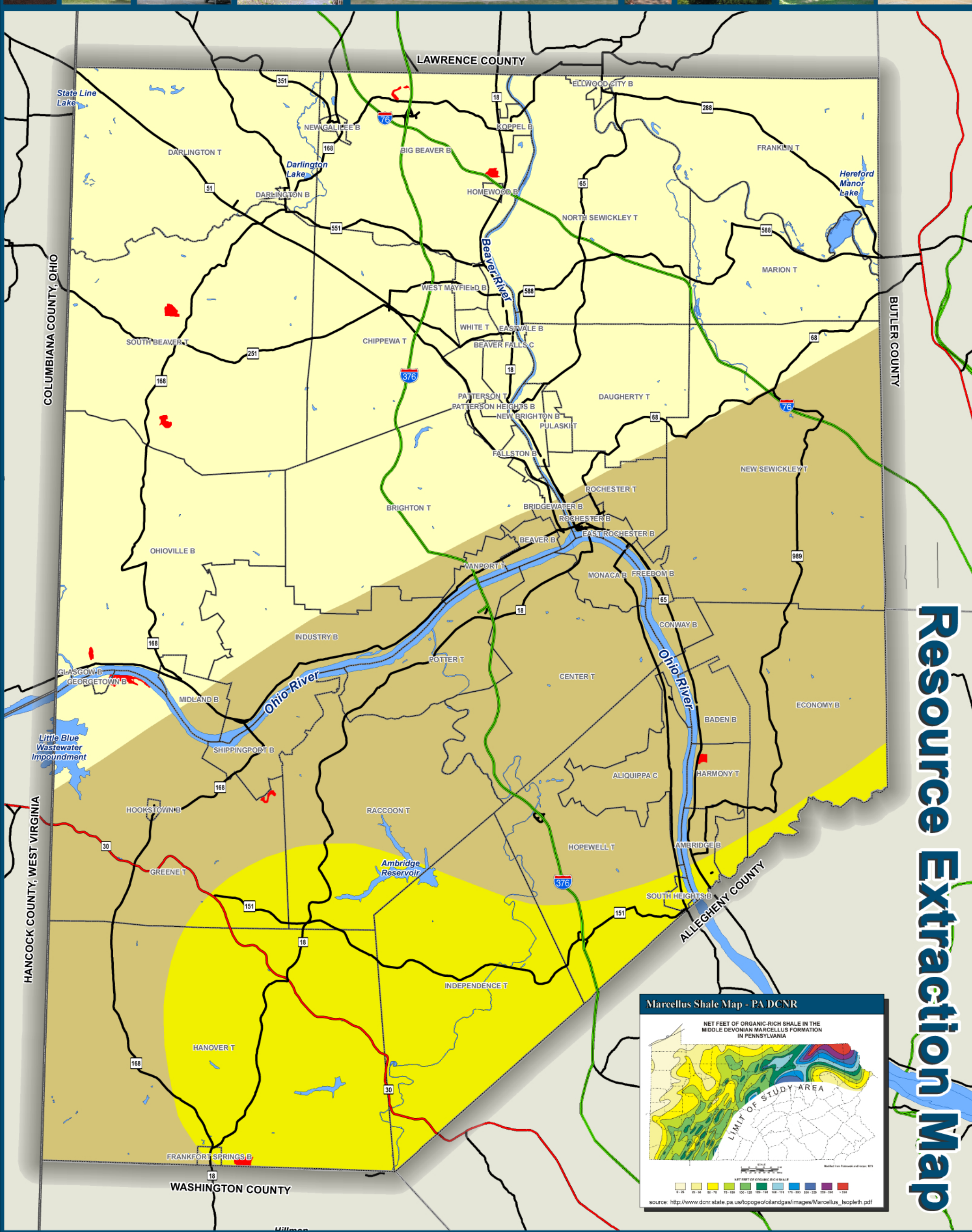
Water

The largest contributors to this category are Beaver County's rivers: the Ohio and the Beaver Rivers. Others include the Ambridge Reservoir, Hereford Manor Lakes and small ponds and streams. Water covers 5,105 acres or 1.8% of the County.

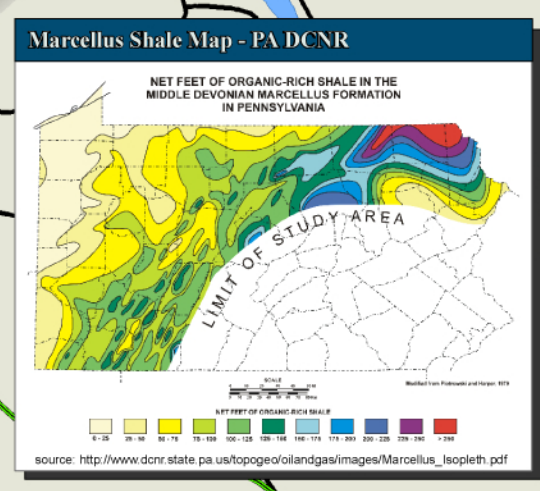
Other

This category was created to group uses that were not captured by the aforementioned classifications. Other uses account for about 1.5% of Beaver County land. They include the Beaver County and Zelenople Airports as well as landfills, strip mines, slag piles, quarries and gravel pits.

Land used for mining makes up a very small portion of land use in the County. These areas consist of small strip mines and quarries, and are shown on the Resource Extraction Map. In addition, Beaver County sits over the Marcellus Shale formation, an area of natural gas-rich shale. Deposits beneath Beaver County vary between 0 and 75 feet, far thinner than the deposits found in northeastern and central Pennsylvania. Nevertheless, natural gas companies have been negotiating with local landowners in Beaver County for the right to drill on their land. The main concern appears to be the quantity of water needed to extract the gas and the quality of wastewater. Marcellus shale deposits are depicted on the Resource Extraction Map.



Resource Extraction Map



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LEGEND

County Boundary	Interstate	Mining Areas
Municipality	US Highway	Net Feet of Organic-Rich Shale in the Middle Devonian Marcellus formation in PA (source PA DCNR):
Lake/Reservoir	State Route	0 - 25 Feet
River	Local Road	25 - 50 Feet
		50 - 75 Feet

Map Sources:
Southwest Pennsylvania Commission (SPC)
Pennsylvania Spatial Data Access (PASDA)
Beaver County
Western Pennsylvania Conservancy

Projection: State Plane - NAD 1983
Pennsylvania South, Feet

2 1 0 1 2
Miles

The preparation of this map was financed in part through a Land Use Planning and Technical Assistance Grant from the Department of Community and Economic Development, as administered by the Governor's Center for Local Government Services, Pennsylvania Department of Community and Economic Development.

LAND USES IN ADJACENT COUNTIES

In addition to evaluating current land uses with the County, the Plan assesses land use in neighboring counties in close proximity to County borders. Adjacent land uses were determined by reviewing the Comprehensive Plans for these Counties or, where such plans were not available, examining aerial photography. The Plan will take these uses into account so as to avoid, where possible, proposing new land uses that are significantly inconsistent with land uses across the County's borders.

Allegheny County

Beaver County shares its southeastern border with Allegheny County from Independence Township to Economy Borough. According to the Existing Land Use Map in *Allegheny Places: The Allegheny County Comprehensive Plan*, land close to the Beaver County border is mostly either residential or undeveloped land. The area between the Ohio River and Route 65 is industrial, a pattern which continues in Beaver County in Ambridge Borough. There are also pockets of land in agricultural use close to Route 30 and in the northwest corner of Marshall Township.

Allegheny County's Future Land Use map makes several proposals for changes in land use close to the Beaver County border. The most significant is several large pockets of airport-related development in and around I-376 and Route 576 (Southern Beltway). Upgrades to I-376 are also anticipated. In addition, the Plan shows extensive trail connections from Allegheny County into Beaver County from Marshall and Findlay Townships.

Butler County

Butler County borders Beaver County to the east from New Sewickley Township north to Franklin Township. The high growth suburban community of Cranberry directly abuts New Sewickley Township. Growth in this area has been substantial, making Butler County the fastest growing in terms of population in Southwestern Pennsylvania. This adjacent development has spilled over into Beaver County, making New Sewickley the fastest growing municipality in the County. Further north, the Borough of Zelienople borders Franklin Township. This is an older community with a "Main Street" shopping district surrounded by densely developed residential lots.

The Butler County Comprehensive Plan (2002) developed a Land Use Policy Plan that shows continued suburban growth from Cranberry northward to the area surrounding Zelienople.

Lawrence County

Lawrence County lies directly north of Beaver County, abutting Darlington, Big Beaver, North Sewickley and Franklin Townships. Lawrence County also shares the municipality of Ellwood City with Beaver County. The 2004 Lawrence County Comprehensive Plan did not characterize existing land uses. Therefore, aerial photography² was used to determine how land in close proximity to the Beaver County border is being used.

In the Southwest corner of Lawrence County, the land is mostly forested and undeveloped or in agricultural use. Patches of development surround Route 18 from Beaver County into Lawrence County and around the town of Enon Valley. There is also an area of industrial development around Route 168 just over the Beaver County border. Across the Beaver River to the east, development becomes denser in and around Ellwood City. However, in the southeast corner of Lawrence County, the land is again either forested or farmed.

2 Google Earth, imagery dated April 2005 – May 22, 2007.

The Lawrence County Comprehensive Plan included a map of Future Growth and Preservation Areas. This map shows a broad area of future growth extending north from Beaver County along I-376 and Route 18. In addition, the map shows a future preservation area surrounding Camp Run, a major tributary of Connoquenessing Creek north and east of Ellwood City.

Washington County

Washington County shares Beaver County's southern border touching the municipalities of Hanover Township and Frankfort Springs Borough. According to the Existing Land Use Map in Washington County's 2005 Comprehensive Plan, land use adjacent to Beaver County is predominantly wooded and agricultural. A large expanse of recreational land extends south from the border, not far from Beaver County's Raccoon Creek State Park.

The Plan includes a map depicting future development entitled Target Areas for Reinvestment. The areas adjacent to Beaver County are shown as Rural Resource Areas and are not projected for new development.

Columbiana County, Ohio

Columbiana County shares part of Beaver County's western border, touching Darlington and South Beaver Townships as well as Ohioville and Glasgow Boroughs. According to the Columbiana County Development Office, the County does not have a comprehensive plan that is less than 12 years old. The County Development Coordinator indicated that land adjacent to Beaver County is primarily undeveloped. Beaver Creek State Park is a recreational land area close to the border. There are no plans by the County to develop these areas for any use.

Hancock County, West Virginia

Beaver County's western border below the Ohio River is shared with Hancock County. Greene and Hanover Townships abut this border. Land in this upper panhandle of West Virginia is primarily undeveloped. Tomlinson State Park and the Hillcrest Wildlife Management Area can be found here, west of Raccoon Creek State Park. Route 30 crosses the border from Beaver County and travels northwest through Hancock County until it traverses the Ohio River into Ohio. According to the Hancock County Commissioners Office, Hancock County has no Comprehensive Plan. There are no plans to develop areas in close proximity to Beaver County.

DEVELOPMENTS OF REGIONAL IMPACT

Developments of Regional Significance and Impact (DRIs) are defined by the MPC as "any land development that, because of its character, magnitude, or location, will have substantial effect upon the health, safety, or welfare of citizens in more than one municipality." MPC section 107(a). The MPC requires County Comprehensive Plans to identify current and proposed uses that will have such impacts. MPC 3021(a)(7)(ii).

Beaver County has a number of developments that have (or will have) regional impacts. These facilities draw employees, customers or visitors from a wide area. They may cause substantial impacts to one or more of the following: traffic congestion, road safety, noise, air and water quality, property values, local businesses and demand on public services. Understanding the location and potential impacts of these developments can help the County and its municipalities plan actions to mitigate their effects. Communities with several DRIs need to consider the cumulative impacts of these developments.

DRIs in Beaver County fall within several land use categories:

Commercial, including:

- Beaver Valley Mall (and surrounding retail and service developments), Center Township
- Chippewa Mall (and surrounding retail development), Chippewa Township
- Northern Lights Shopping Center, Economy
- Rochester Riverfront Development, Rochester Borough (proposed mixed use)

Industrial, including:

- Aliquippa Industrial Park, Aliquippa
- Ambridge Regional Distribution and Manufacturing Center, Ambridge
- Beaver Valley Nuclear Power Station (First Energy), Shippingport
- Beaver Valley Industrial Park, Monaca
- Bruce Mansfield Coal-Fired Power Plant (First Energy), Shippingport
- Hopewell Business & Industrial Park, Hopewell
- Monaca Commerce Center, Monaca
- Horsehead Industries, Potter Township
- Koppel Steel, Koppel
- New Economy Business Park, Ambridge
- Port Ambridge, Ambridge
- Tri-County Commerce Park, New Sewickley
- Turnpike Distribution Center, Big Beaver
- Westgate Business Park, Big Beaver (under development)

Mixed Use, including;

- Bridgewater Crossing, Bridgewater (under development)
- Northern Ambridge Redevelopment Project, Ambridge (under development)

Institutional, including:

- Beaver County Court House, Beaver
- Community College of Beaver County, Center
- Geneva College, Beaver Falls
- Penn State Beaver, Center
- Heritage Valley Beaver, Brighton
- Beaver County 911 Center, Ambridge

Recreational and Entertainment Uses, including:

- Beaver Run Sports Complex, Big Beaver
- Beaver Valley YMCA, Rochester Township
- Old Economy Village, Ambridge

Transportation, including:

- BCTA Rochester Transportation Center, Rochester
- BCTA Expressway Travel Center, Center
- Beaver County Airport, Chippewa
- Conway Rail Yards, Conway
- Zelenople Airport, Franklin

COMPREHENSIVE PLAN REVIEWS

Under the Pennsylvania Municipalities Code (MPC), Counties are required to adopt Comprehensive Plans and update them every ten years. Under section 301 of the MPC, County plans must include certain basic elements – like plans for future land use, housing and transportation -- as well as additional elements, like identification of developments of regional impact and preparation of a plan for the preservation of prime agricultural soils. A complete checklist of requirements is set forth in Table 1.3, below.

TABLE 1.3 CHECKLIST OF MPC REQUIREMENTS FOR COUNTY COMPREHENSIVE PLANS³

MPC SECTION	REQUIREMENT
107	Broad goals and criteria for the county’s municipalities to use in the preparation of their comprehensive plans and land use regulations
301(a)(1)	A statement of the county’s objectives concerning the location, character, and timing of future development
301(a)(2)	A future land use plan, which <i>may</i> include provisions for the amount, intensity, character, and timing of residential, industrial, commercial, agricultural, transportation, utility, community facility, and/or floodplain development
301(a)(2.1)	A plan to meet the housing needs of present and future residents
301(a)(3)	A plan for the movement of people and goods, which <i>may</i> address roads, railroads, seaports, airports, pedestrian/bicycle trails, parking facilities, and public transit networks
301(a)(4)	A plan for the county’s community facilities and public utilities, which <i>may</i> address public schools, private schools, recreational facilities, county/municipal buildings, fire fighting companies, police organizations, emergency medical services, hospitals, libraries, water supply systems, sewage disposal systems, solid waste disposal networks, storm water drainage facilities, and utility corridors
301(a)(4.1)	A statement of the interrelationships among the various plan components, which <i>may</i> include an estimate of the plan’s environmental, energy, fiscal, economic, and social consequences
301(a)(4.2)	A discussion of short and long range implementation strategies, which <i>may</i> address capital improvements programming, new or updated development regulations, and/or the amount of public funds potentially available for implementation
301(a)(5)	A statement indicating that the existing and proposed development of the county is compatible with the plans, existing development, and proposed development of its neighboring counties? If not, does it contain a statement indicating measures which have been taken to buffer the incompatibilities
301(a)(6)	A plan for the protection of the county’s natural and historic resources (including wetlands, aquifer recharge zones, woodlands, steep slope areas, prime agricultural lands, floodplains, unique natural areas, and historic sites) to the extent not preempted by federal or state law
301(a)(7)(i)	Identification of the county’s land uses as they relate to its important natural resources and the appropriate use of its minerals

3 This checklist is drawn from Articles I, II, and III of the *Pennsylvania Municipalities Planning Code*, Act of 1968, P.L. 805, Number 247, as reenacted and amended (January 2006).

MPC SECTION	REQUIREMENT
301(a)(7)(ii)	Identification of current and proposed land uses that have (or will have) a regional impact and significance (e.g., large shopping centers, major industrial parks, mines and related activities, office parks, storage facilities, large residential developments, regional entertainment and recreational complexes, hospitals, airports, and port facilities)
301(a)(7)(iii)	A plan for the preservation and enhancement of prime agricultural land and whether it encourages the compatibility of land use regulations with existing agricultural operations
301(a)(7)(iv)	A plan for historic preservation
301(b)	A plan for the reliable supply of water that (1) considers current and future water availability, uses, and limitations; (2) includes provisions adequate to protect the county's water sources; (3) is consistent with the State Water Plan and any applicable river basin plans; and (4) contains a statement recognizing that mineral extraction and commercial agricultural activities impact water supplies and are governed by statutes
301.4(b)	Advisory guidelines that promote (1) general consistency with the plan, and (2) uniformity with respect to local planning, zoning, and land use terminology and regulations
301.2	Careful surveys, studies, and analyses of the county's housing, demographic, and economic characteristics and trends
301.2	Careful surveys, studies, and analyses of the amount, type, and general location of the county's various land uses and the interrelationships between these uses
301.2	Careful surveys, studies, and analyses of the general location and extent of the county's transportation and community facilities
301.2	Careful surveys, studies, and analyses of the county's natural features that may affect development
301.2	Careful surveys, studies, and analyses of the county's natural, historic, and cultural resources
301.2	Careful surveys, studies, and analyses of the county's prospects for future growth and development
301.4(a) and 306(c)	An opportunity for review, comment and participation by municipalities and school districts in the respective and contiguous counties; municipal authorities, public utilities and the Center for Local Government Services to determine future growth needs

By contrast, the MPC does not mandate that municipalities adopt comprehensive plans. However, if a municipality chooses to do so, its comprehensive plan must meet the basic requirements of MPC section 301 (see checklist in Table 1.4). The MPC was amended in 2000 to encourage joint planning among municipalities. The statute establishes incentives for municipalities who adopt and implement multi-municipal plans. These incentives include priority for State permitting and the ability to share uses across municipal boundaries.

TABLE 1.4. MPC CHECKLIST FOR MUNICIPAL COMPREHENSIVE PLANS⁴

MPC SECTION	REQUIREMENT
301(a)(1)	A statement of the municipality’s objectives concerning the location, character, and timing of future development
301(a)(2)	A future land use plan, which <i>may</i> include provisions for the amount, intensity, character, and timing of residential, industrial, commercial, agricultural, transportation, utility, community facility, and/or floodplain development
301(a)(2.1)	A plan to meet the housing needs of present and future residents
301(a)(3)	A plan for the movement of people and goods, which <i>may</i> address roads, railroads, seaports, airports, pedestrian/bicycle trails, parking facilities, and public transit networks
301(a)(4)	A plan for the municipality’s community facilities and public utilities, which <i>may</i> address public schools, private schools, recreational facilities, municipal buildings, fire fighting companies, police organizations, emergency medical services, hospitals, libraries, water supply systems, sewage disposal systems, solid waste disposal networks, storm water drainage facilities, and utility corridors
301(a)(4.1)	A statement of the interrelationships among the various plan components, which <i>may</i> include an estimate of the plan’s environmental, energy, fiscal, economic, and social consequences
301(a)(4.2)	A discussion of short and long range implementation strategies, which <i>may</i> address capital improvements programming, new or updated development regulations, and/or the amount of public funds potentially available for implementation
301(a)(5)	A statement indicating that the existing and proposed development of the municipality is compatible with the plans, existing development, and proposed development of its neighboring municipalities If not, does it contain a statement indicating measures which have been taken to buffer the incompatibilities
301(a)(5)	A statement indicating that the existing and proposed development of the municipality is generally consistent with the objectives and plans of the Blair County Comprehensive Plan
301(a)(6)	A plan for the protection of the municipality’s natural and historic resources (including wetlands, aquifer recharge zones, woodlands, steep slope areas, prime agricultural lands, floodplains, unique natural areas, and historic sites) to the extent not preempted by federal or state law
301(b)	A plan for the reliable supply of water that (1) considers current and future water availability, uses, and limitations; (2) includes provisions adequate to protect the municipality’s water sources; (3) is consistent with the State Water Plan and any applicable river basin plans; and (4) contains a statement recognizing that mineral extraction and commercial agricultural activities impact water supplies and are governed by statutes
301.2	Careful surveys, studies, and analyses of the municipality’s housing, demographic, and economic characteristics and trends
301.2	Careful surveys, studies, and analyses of the amount, type, and general location of the municipality’s various land uses Did the planning agency study the interrelationships between these uses
301.2	Careful surveys, studies, and analyses of the general location and extent of the municipality’s transportation and community facilities
301.2	Careful surveys, studies, and analyses of the municipality’s natural features that may affect development

4 This checklist is drawn from Articles II and III of the *Pennsylvania Municipalities Planning Code*, Act of 1968, P.L. 805, Number 247, as reenacted and amended (January 2006).

MPC SECTION	REQUIREMENT
301.2	Careful surveys, studies, and analyses of the municipality’s natural, historic, and cultural resources
301.2	Careful surveys, studies, and analyses of the municipality’s prospects for future growth and development

Municipal comprehensive plans must be “generally consistent with the adopted County comprehensive plan.” (MPC 301.4(a)). Each municipality is required to submit its comprehensive plan for review to the County and to consider the County’s comments. By the same token, the MPC states that Counties shall “consider amendments to their comprehensive plan proposed by municipalities which are considering adoption or revision to their municipal comprehensive plans so as to achieve general consistency between the respective plans.” (MPC 302(d)). In fact, this section provides that Counties must amend their plans for consistency when requested to do so by two or more contiguous municipalities.

This section first summarizes the comprehensive plan adopted by Beaver County in 1999. It then provides an overview of each municipal comprehensive plan adopted within the last twenty-five years. So as to achieve general consistency, major recommendations of these plans will be taken into consideration during the development of this Plan.

Beaver County Comprehensive Plan (1999)

In December 1999, Beaver County Board of Commissioners adopted “Horizons: A Plan for the 21st Century, A Comprehensive Plan for Beaver County.” This plan developed broad goals, more targeted policies and detailed strategies in ten programmatic areas as summarized below:

Economic Development Plan – This area of the plan focused on the goal of job creation and providing incentives for private investment in the County. It established policies and supporting strategies to:

- Invest in workforce development
- Encourage collaboration among agencies providing economic development services to County businesses
- Create sites for new development or existing business expansion
- Develop and stimulate growth of local businesses

Land Use Plan – The goal under this element was to improve land use management through improved municipal cooperation and education. Policies and strategies were divided among four areas:

- Strengthen urban centers as areas of mixed use development
- Manage new growth in suburban communities
- Preserve character in traditionally agricultural and rural areas
- Promote sound land use practices County-wide including conservation of important natural resources.

The Land Use Plan provided a graphic framework for future development that represented areas for growth and preservation. This map concentrated urban development in and around historic river towns and along major transportation corridors and interchanges, such as Routes 60 and 51. Natural landscapes – park areas, stream and river corridors, and steeply sloped lands – were protected from development. The remaining areas of the County were designated for rural development.

Transportation Plan - To improve the mobility of all residents, this Plan set forth the following policies and actions that support them:

- Create improved highway, bridge, bike and pedestrian connections
- Coordinate public transit planning with facilities planning
- Improve, expand and market air transport through Beaver County Airport
- Develop transportation alternatives such as rail and water
- Enhance quality of life through bike and pedestrian connections among residential, commercial, employment and recreational areas.

Recreation and Open Space Plan – This plan element focused on creating a better life for residents through park and recreational improvements. The primary objectives were:

- Develop and maintain quality park and recreation facilities
- Protect open space and important natural features
- Promote use of waterways and waterfronts for recreation
- Increase planning and financing of County park and recreation facilities
- Create a County-wide trail system

Cultural and Historic Resources Plan – To preserve and promote cultural and historic assets, this Plan recommends taking steps in four areas:

- Pursue organizational changes and funding opportunities
- Take action to preserve resources
- Promote tourism
- Inventory and survey resources

Housing Action Plan – The goal of this Plan element was to provide housing opportunities to meet the diverse needs of residents through both existing and new housing. Action strategies were proposed under the following:

- Maintain and create new affordable housing
- Rehabilitate existing housing stock
- Promote establishment of elderly housing
- Address needs of the homeless
- Ensure that municipalities provide for a variety of housing types and densities in their ordinances
- Encourage growth management
- Site new housing in locations with existing infrastructure and services

Community Facilities and Services Action Plan – To provide for accessible public facilities and services, the Plan created policies and strategies as follows:

- Upgrade police, fire, and emergency services
- Ensure access to library facilities
- Provide safe and reliable water supply
- Encourage quality educational facilities and programs

Environmentally Sensitive Areas Action Plan – This Plan focused on conservation of the County's environmental resources while allowing for well-planned growth. It contained the following recommendations:

- Avoid development in areas of valuable resources like stream corridors, wetlands, steep slopes and the like.

- Discourage disturbance of soils and existing vegetation on steep slopes and areas prone to erosion
- Protect water resources
- Promote municipal action to protect resources
- Protect prime agricultural land

County Facilities and Operations Action Plan – To stimulate better cooperation among municipalities and between the public and private sectors, this Plan element proposed that the following policies be implemented:

- Create County programs that assist municipalities through education, training and technical assistance
- Ensure that County facilities and programs are accessible
- Evaluate and improve County facilities

Human Services Action Plan – This Plan element stressed that all County services must be made available and accessible to residents. To accomplish this, it proposed the following:

- Coordinate the activities of public and private agencies
- Ensure that agencies are located in areas that are accessible
- Create better accessibility for rural residents

Since the adoption of the 1999 Comprehensive Plan, progress has been made toward meeting many of the goals and policies.

Multi-Municipal & Municipal Comprehensive Plans

Of Beaver County’s 54 municipalities, 39 have some type of comprehensive plan in place, while more than a quarter of the County’s municipalities (15) have no plan at all. Twenty-nine (29) have adopted their own comprehensive plans. In addition, seventeen (17) have participated in multi-municipal planning, although not all of them went on to adopt those plans. Table 1.5 summarizes information obtained from the DCED e-library and other sources and lists the status of each municipality’s planning efforts.

Table 1.5 Municipal Comprehensive Plans

Municipality	Comprehensive Plan (Year Adopted)	Multi-Municipal Comprehensive Plan (Year Adopted)
City of Aliquippa	Y (1997)	N
Ambridge Borough	Y (1992)	Y
Baden Borough	N	N
Beaver Borough	Y (2001)	N
City of Beaver Falls	Y (1979)	N
Big Beaver Borough	Y (1993)	Y (2006) ⁺
Bridgewater Borough	Y (1998)	N
Brighton Township	Y (1999)	N
Center Township	Y (1993)	N

Municipality	Comprehensive Plan (Year Adopted)	Multi-Municipal Comprehensive Plan (Year Adopted)
Chippewa Township	Y (1998)	N
Conway Borough	N	N
Darlington Borough	N	N
Darlington Township	Y (2000)	N
Daugherty Township	N	Y (2001) ^θ
East Rochester Borough	N	N
Eastvale Borough	N	N
Economy Borough	Y (1993)	Y(2006)*
Ellwood City Borough	Y (1958)	N
Fallston Borough	N	N
Frankfort Springs Borough	N	N
Franklin Township	N	Y (2001) ^θ
Freedom Borough	Y (1989)	N
Georgetown Borough	N	N
Glasgow Borough	N	N
Greene Township	Y (1996)	Y (2005) [#]
Hanover Township	Y (1997)	N
Harmony Township	Y (1993)	*
Homewood Borough	Y (1996; rev 1997)	Y (2006) ⁺
Hookstown Borough	N	N
Hopewell Township	Y (1999)	N
Independence Township	Y (1993)	Y (2005) [#]
Industry Borough	Y (1965)	N
Koppel Borough	Y (1958)	Y (2006) ⁺
Marion Township	N	Y (2001) ^θ
Midland Borough	Y (1961)	N
Monaca Borough	Y (1993)	N
New Brighton Borough	N	Y (2001) ^θ
New Galilee Borough	N	Y (2006) ⁺
New Sewickley Township	Y (2000)	N
North Sewickley Twp	N	Y (2001) ^θ
Ohioville Borough	Y (1975)	N
Patterson Hts Borough	N	N
Patterson Township	Y (1983)	N
Potter Township	N	Y (2005) [#]
Pulaski Township	N	Y (2001) ^θ
Raccoon Township	N	Y (2005) [#]
Rochester Borough	Y (1988)	N

Municipality	Comprehensive Plan (Year Adopted)	Multi-Municipal Comprehensive Plan (Year Adopted)
Rochester Township	N	N
Shippingport Borough	N	N
South Beaver Township	Y (1993)	N
South Heights Borough	N	Y (2006)*
Vanport Township	Y (1970)	N
West Mayfield Borough	N	N
White Township	N	N

* The municipalities of South Heights, Harmony, Ambridge, Leetsdale (Allegheny County) and Economy developed a multi-municipal comprehensive plan (the SHALE Plan). However, Harmony did not adopt the Plan.

+ Multi-municipal plan between Big Beaver, Homewood, Koppel and New Galilee.

° Northeast Upper Beaver Valley Plan.

Multi-municipal Plan between Greene, Raccoon, Independence and Potter Townships (GRIP).

Less than 50 percent (23) of Beaver County municipalities have developed or updated their comprehensive plans within the last ten years (1998 or later). Sixteen (16) municipalities have plans older than ten years, with seven (7) of them more than 20 years old. The following subsections highlight the major recommendations of comprehensive plans adopted over the last 25 years.

Multi-Municipal Plans

- 1) Northeast Upper Beaver Valley Comprehensive Plan (2001) – This Plan was adopted in 2001 by six participating municipalities: Daugherty Township, Franklin Township, Marion Township, New Brighton Borough, North Sewickley Township and Pulaski Township. These communities joined together to create a plan that “encourages the economic vitality of their Region by steering new businesses to appropriate areas while preserving the character of their natural land and agricultural areas.” (Executive Summary).

The plan established goals and action strategies in the following areas:

- Intergovernmental Cooperation
- Education
- Environment and Open Space Preservation
- Parks, Recreation and Special Events
- River and Water Resources
- Information Sharing
- Transportation
- Land Use
- Farms and Agricultural Practices
- Commercial Development
- Historic and Cultural Resources

The municipalities developed a future land use plan that concentrated commercial and high-density uses within established municipalities. For example, the Plan proposed tools for revitalization of New Brighton Borough and Pulaski Township like streetscape enhancements and infill development. The Plan also created key target areas focused on 1) preservation of agricultural lands in the rural townships; 2) protection of high-value natural resources in conservation areas; and 3) creation of a corridor overlay that would protect riverfront land for conservation and recreation.

2) SHALE Multi-Municipal Comprehensive Plan (2005) – This Plan, developed among five municipalities was both multi-municipal and multi-County. Four of the participating municipalities were located in Beaver County: South Heights Borough, Harmony Township, Ambridge Borough, and Economy Borough. The planning effort also included Leetsdale Borough just over the border in Allegheny County. It addressed the following planning areas:

- Land Use and Growth Management
- Economic Development
- Cultural and Historic Resources
- Marketing and Public Relations
- Community Image
- Social Services and Community Education
- Diversity
- Intergovernmental Cooperation
- Parks and Recreation
- Open Space and Natural Resources
- Housing
- Public Safety
- Transportation
- Water and Sewer Infrastructure

Some of the major issues addressed by the SHALE Plan were to:

- Redevelop brownfields, blighted areas and vacant sites
- Stimulate more job-creating economic development
- Improve communication
- Upgrade the community image to both residents and visitors
- Revitalize existing main streets and core communities
- Provide a diversity of housing types
- Encourage preservation of historic and cultural assets as well as rural and agricultural ones
- Enhance existing and create new parks and recreation facilities
- Improve key transportation corridors and linkages such as highways and bridges.

The Future Land Use Plan, among other things, targeted a) brownfield redevelopment in Ambridge and South Heights, b) regional commercial development in Ambridge, Harmony and Economy, c) residential development that preserves remaining open space in Harmony and Economy; and d) riverfront development and access for commercial and recreation purposes.

While the SHALE Plan was completed at the end of 2004, Harmony Township did not adopt the Plan. Despite this fact, individual municipalities have been moving forward to implement the Plan's recommendations such as redevelopment of industrial sites in Ambridge.

3) A Multi-Municipal Comprehensive Plan for Greene, Independence, Potter and Raccoon Townships (2005) - These four western Beaver County municipalities developed and adopted this Plan in late 2005. Primarily rural, these Townships sought to put a plan in place before rapid growth in neighboring areas spread to their Region. The Plan analyzed and put forward strategies for the following planning elements:

- Agricultural Preservation
- Community Image
- Cultural and Historical Resources
- Parks and Recreation

- Land Use and Growth Management
- Environment and Natural Resources
- Economic Development
- Marketing
- Intergovernmental Cooperation
- Housing
- Public Services
- Water and Sewer Infrastructure
- Transportation

Preservation of agricultural land emerged as a significant issue throughout the planning process. The higher density commercial and industrial uses were targeted for Potter Township while the Townships planned for smaller-scale commercial and primarily low-density residential development. Some of the unique aspects of the Future Land Use recommendations included establishment of mixed-use village areas in Greene, Independence and Raccoon Townships and connection of parks and recreational assets through a system of greenways and trails.

Following adoption of the Plan, efforts to create a joint zoning ordinance among the four municipalities stalled.

- 4) North Central Beaver County Multi-Municipal Comprehensive Plan (2006) – This Plan was created and adopted by the four northern Beaver County boroughs of Big Beaver, Homewood, Koppel and New Galilee in 2006. According to the Plan, “[t]he goals identified as being the most important to the residents of the area included balanced development; protection of open space; revitalization of existing commercial and industrial sites; infrastructure planning to address sewage, roads, and water; and the promotion and protection of the village character.” (Comprehensive Plan, p. 1-3)

This Plan studied and evaluated the following areas:

- Historical Resources
- Community Facilities and Services
- Housing
- Economic Development
- Transportation
- Parks and Recreation
- Natural Resources
- Land Use

Plan recommendations included focusing new economic development within the Route 18 corridor, the West Gate Industrial Park and the interchange surrounding Route 60, Route 351 and the Pennsylvania Turnpike (I-76). The plan proposes areas for new residential and mixed use development in Big Beaver Borough, while recommending strategies for strengthening and maintaining the village character of the three other boroughs. Conservation of the Beaver River corridor, Little Beaver Creek corridor, Buttermilk Falls area, Darlington Natural Area/Biodiversity Area, and other stream corridors is also recommended. Rural resource areas are targeted in areas where public utilities are not planned and agricultural land preservation is desired.

Municipal Comprehensive Plans

- 1) City of Aliquippa (1997) – The City of Aliquippa experienced a steady drop in population and economic prosperity since the decline and eventual closing of the J&L/LTV Steel Plant. The comprehensive plan looked at the impacts of this decline and proposed strategies for improvements in the following areas:

- Land Use
- Housing
- Transportation
- Community Services and Infrastructure

The Plan recommended a number of rehabilitation strategies including redevelopment of the Bricks site as residential housing; revitalization of a portion of the Franklin Avenue Business Corridor as a Central Business District with varied commercial and professional uses; and continued use of the riverfront for industrial use while allowing for some public access. The Plan envisioned low density housing in the western portion of the City, with medium and some high density residential in the central and eastern sectors. Infill development and conversions of single-family to two family homes were recommended as tools to upgrade blighted neighborhoods. The Plan also proposed maintaining highway commercial on Brodhead Road and creating a new area on the eastern portion of Franklin Avenue.

2) Beaver Borough (2001) – This Plan established goals and strategies in 11 areas:

- Municipal Government and Intergovernmental Cooperation
- Education
- Environment
- Parks, Recreation and Special Events
- Historic and Cultural resources
- Community
- Transportation and Infrastructure
- Land Use and Enhancement Areas
- Business
- Housing
- Economic Health

Since the Borough is almost entirely developed, the Plan focused on redevelopment, maintaining traditional character and improving traffic and pedestrian safety. The Future Land Use Plan proposed maintaining a central commercial corridor along Third Street with retail and professional uses. This corridor would contain overlays providing for streetscape and building design enhancements. The downtown would continue to be surrounded by low- and medium-density residential housing. Riverfront Park and other recreational enhancements were also recommended.

3) City of Beaver Falls (1979) - This Plan, more focused than a true comprehensive plan, was entitled “Neighborhood Revitalization Strategy for the City of Beaver Falls, Pennsylvania.” It was designed to put forward actions to combat the City’s economic and physical decline. The Plan catalogued the City’s land uses, demographic characteristics and economic conditions. Revitalization strategies were proposed for housing and economic development. Significant recommendations included:

- Rehabilitation of existing housing through creation of a rehabilitation loan fund
- Development of additional elderly housing
- Residential infill development in areas where homes have been demolished or left vacant through creation of a land bank of developable lots
- Reuse of portions of the former Babcock & Wilcox plant for Geneva College expansion
- Redevelopment of the former train station for recreational, office or restaurant use
- Shrinking of the Central Business District to the area from Tenth to Seventeenth Streets
- Redevelopment of lower Seventh Avenue for highway commercial uses.

4) Bridgewater Borough (1998) - The benefits and economic development opportunities of the Borough’s riverfront location at the confluence of the Beaver and Ohio Rivers were the focus of

this comprehensive plan. It evaluated transportation, land use, recreation, housing and economic development in the Borough and developed recommendations under a Community Development Plan.

The proposed land use section designated a narrow strip of land along the rivers as Public Access Waterfront to provide a walkway and river access. Commercial areas were divided among four main classifications: downtown; village; highway and riverfront. Small businesses and historic character were encouraged in the village commercial area, whereas large-scale, higher intensity businesses were located in highway commercial areas. An area of Riverfront Mixed Use combines apartments, hotels and ground-floor commercial and emphasizes pedestrian connections to the riverfront. Industrial uses remain concentrated in the far northern portion of the Borough.

5) Brighton Township (1999 and 2007 update) - This Plan develops goals and strategies in five principal areas:

- Parks, Recreation and Quality of Life
- Community Development
- Transportation
- Community Facilities and Services
- Historic, Cultural and Natural Resources

Significant recommendations included development of six land use classifications. Commercial areas included the Route 60 Business District (at the Route 60/ Brighton Road interchange); the Tusca Local Business District (on Tuscarawas Road) and the Dutch Ridge Professional District (on Dutch Ridge Road). The Route 60 Business District promoted a mix of commercial and professional uses, while streetscape and other improvements were slated for the Tusca Business District to enhance the neighborhood commercial character. Medical, institutional and supporting businesses were located in the Dutch Ridge Professional District.

The three commercial areas were linked and surrounded by the Residential Enhancement Area. It covered areas of existing residential development where preservation or rehabilitation of housing stock was recommended. Outlying areas of the Township were designated as Rural Residential Areas, where preservation of agricultural land, steep slopes, woodlands and other natural resources were proposed. Finally, a Unified Development Enhancement District was proposed for the northwest corner of the Township where a mix of recreational, residential and commercial uses would be promoted.

The 1999 comprehensive plan was updated in 2007. The update reaffirmed the goals of the plan, assessed progress towards implementing the 1999 strategies, and proposed amended action items. The future land use plan remained essentially the same. The most significant new information was a prioritization plan for parks and recreation projects in the Township.

6) Center Township (1993) – Center Township experienced a wave of residential and commercial development in the 1970’s and 1980’s and, while still growing, the rate of new population growth has slowed considerably. The 1993 comprehensive plan was developed to address this new growth. The Plan evaluated and put forward strategies in the following areas:

- Economic Development
- Community Facilities and Utilities
- Traffic & Circulation
- Land Use
- Budget & Finance

The Plan highlighted the Township's role as a center of commercial (Beaver Valley Mall and surrounding strip development) and educational (Penn State Beaver, Community College of Beaver County) uses. It addressed the growing demand for commercial development along Brodhead Road and recommended rezoning portions as commercial, while taking steps to address increased traffic congestion. It also proposed creation of a Business Park District to encourage professional uses near Route 60 and adjacent to the Beaver Valley Mall.

- 7) Chippewa Township (1998) – Chippewa Township is one of Beaver County's few growing municipalities. It has experienced considerable new residential and commercial development. To address the impacts of such growth, the Township adopted a comprehensive plan in 1998. The Plan established goals and made recommendations in areas such as:

- Economic Development
- Transportation
- Community Facilities and Utilities
- Community Design
- Housing
- Environment
- Administration

Significant strategies proposed included increasing development of multi-family housing; allowing for cluster development in residential subdivisions to preserve open space; designating land for development of a business park; and improving the Beaver County Airport.

The proposed land use plan shows highway commercial uses along most of Route 51, with smaller areas of convenience (small-scale) commercial scattered in other areas. The Business, Industry and Transportation zone occupies land surrounding the two Route 60 interchanges. A new Business Park district is shown in the western part of the Township adjacent to Route 51. Most of the Township is designated as Suburban Residential, although a few areas have been set aside for Multi-Family development.

- 8) Darlington Township (2001) –This “Comprehensive Development Plan” inventoried and analyzed the Township's population, housing, socio-economics, transportation, government and community facilities. The Plan noted that while primarily rural, the Township is experiencing slow but steady residential growth.

Darlington Township adopted its first zoning ordinance in 1996 which divided the Township into five zoning districts: residential agricultural; residential; highway commercial, light industrial and manufacturing. The Future Land Use Plan recommended that the zoning be changed to add a Special Use District in the area just west of Darlington Borough. This area would permit a mix of uses and create a transitional area between low-density residential and manufacturing uses. The Plan also recommended strategies to retain the primarily rural and agricultural nature of the Township. These included establishment of Agricultural Security Areas and agricultural conservation easements. The Plan pointed out that due to the lack of public utilities, rural areas would continue to face little serious growth pressure.

- 9) Freedom Borough (1989) – A small, built-out river town, Freedom Borough developed a comprehensive plan that proposed ways to revitalize its declining commercial areas and residential neighborhoods. The Plan evaluated and proposed improvements in the following areas:

- Transportation and Parking
- Land Use
- Housing

The Plan suggested several strategies including housing rehabilitation; buffering of Third Avenue from Route 65; streetscape and parking improvements on Eighth Street; and better riverfront access through the Eighth Street tunnel. Creation of a small riverfront attraction was also proposed. A proposed Land Use map depicted a concentrated business district along Third Avenue from Fifth to Ninth Streets; high- and medium-density housing surrounding the business district; low density residential in the southern area of the Borough; and heavy industrial uses along the river

- 10) Hanover Township (1997) – Hanover Township is a predominantly rural Township in the Southwest corner of the County. Agricultural land uses are still prevalent. Almost one-fourth of the Township’s acreage is occupied by Raccoon Creek State Park and State game lands. The comprehensive plan analyzed the following planning elements:

- Physical and Environmental Setting
- Demographics
- Economy
- Land Use
- Housing
- Community Facilities and Transportation

The major strategies proposed in the plan were preservation of agricultural land and livelihoods; creation of an urban service area (utilities) in the area adjacent to Frankfort Springs to allow for future growth; and expansion of the low-density residential district.

- 11) Harmony Township (unknown⁵) – This plan consists almost entirely of an inventory of existing conditions in the Township. The text provides a detailed analysis of:

- Population and Economy
- Economic Conditions
- Land Use
- Housing
- Community Facilities and Municipal Services
- Transportation

The Plan recommended that the Township enter into a regional economic development program with surrounding municipalities to attract new industry to the area. It also proposed that a Neighborhood Redevelopment Plan be put in place for the Duss Avenue corridor where conflicting commercial, residential and industrial uses are present. It also noted that slide prone areas should be separately zoned to restrict development.

- 12) Hopewell Township (1999) –This suburban municipality experienced strong growth in the 1960’s and 70’s that slowed after the collapse of the steel industry in the 1980’s. The plan evaluates data and trends in the areas of:

- Land use
- Housing
- Population
- Socio-Economics
- Community facilities
- Educational opportunities
- Transportation

5 Plan is stamped “February 18 2003,” but the text was prepared sometime during the 1980’s since the latest Census data cited is from 1980. Because Harmony Township did not adopt the SHALE Plan, this “plan” remains the most current.

Recommendations included preparation of a capital improvements plan; the use of overlay zoning for corridors, conservation areas and other targeted areas; and the development of a transportation partnership for Brodhead Road.

- 13) Monaca Borough (1993) – Monaca is an older, primarily developed community. The comprehensive plan focused on strategies to revitalize declining areas. It analyzed and proposed improvements in the areas of:

- Land Use
- Housing
- Transportation
- Environmental
- Economic
- Community Facilities and Utilities
- Administrative Procedures
- Recreation

Some of the significant recommendations included strengthening the Central Business District and creating small neighborhood commercial nodes; developing recreational access to the riverfront; establishing a potential economic development area on vacant industrial tracts along the river; and designing a new residential development area adjacent to the border with Center Township.

- 14) New Sewickley Township (2000) – New Sewickley is another growing community in Beaver County. Located adjacent to Cranberry Township, it has experienced rapid new development over the past few decades. Its comprehensive plan, adopted in 2000, focused on growth management and mitigating the impacts of new development.

The Plan proposed dividing the Township into several districts based on types and intensity of future development:

- Agricultural – land to be preserved as farmland
- Rural – land suitable for residential development, located in close proximity to major roadways and infrastructure
- Crossroads – areas at road intersections suitable for low-intensity commercial uses
- Corridor Overlay – areas primarily bordering Freedom-Crider Road where the highest intensity uses would be permitted.

The plan depicts different development models (hamlet, small lot subdivision, village, rural commercial, etc.) that can be applied in each district. In general, development would be directed towards the southern and western regions of the Township, while the northern and eastern areas would remain agricultural.

Other recommendations include pursuing an improved road connection between Route 65 and Route 19 and extending public sewers to areas proposed for rural residential and commercial/light industrial uses.

- 15) Patterson Township (1983) – Published 25 years ago, Patterson’s “Future Land Use & Policy Guidelines” were established to guide Township Officials in making decisions regarding development and planning issues. It catalogues trends in:

- Population
- Access
- Land Use

The Plan recommended actions to preserve the overall residential environment of the Township. The Future Land Use Plan envisioned maintaining predominantly single-family residential development while allowing some limited areas along Darlington Road for new multi-family housing. Highway Commercial uses were restricted to Route 51, while light commercial uses were located on two segments of Darlington Road in the center of the Township and near the border with Chippewa Township. No industrial uses were designated. Much of the undeveloped land along the western, southeastern and far northern boundaries of the Township consisted of steep slopes and was designated as open space preservation.

- 16) Rochester Borough (1988) – A copy of the Plan could not be located.
- 17) South Beaver Township (1993) – This Plan proposed strategies that would provide for a variety of land uses while preserving the rural nature of the Township. It analyzed existing conditions in the following areas:
 - Land Use
 - Transportation and Circulation
 - Environment
 - Utility Infrastructure
 - Community Facilities/Services

The Future Land Use Plan designated the majority of the Township as Low Density Residential to complement existing agricultural and forested land. It proposed creation of a Moderate Density Residential area in the eastern part of the Township where sewer extensions were being proposed. A Highway Commercial and Manufacturing District was proposed for both sides of Route 51. In addition two pockets of small, Neighborhood Commercial uses were designated in close proximity to residential neighborhoods. Finally, a Village Residential area was proposed for the area encompassing and surrounding the existing village of Blackhawk. This area was intended to preserve the scale and character of the village.

SUMMARY

The comprehensive plans discussed above fall into three categories based on the municipalities' functional classifications. Each category exhibits consistent land use priorities and recommendations.

Urban municipalities: Generally, the focus of these Plans is on revitalization of downtowns, redevelopment of brownfields, and strengthening of residential neighborhoods. They also emphasize preserving and capitalizing upon historic assets and riverfronts.

Suburban municipalities: Overall, these Plans stress balanced growth, promoting new residential and commercial development that protects remaining natural resources. New business growth is encouraged but centered along major transportation arteries. The Plans recommend strategies to address the increasing impacts of development like corridor overlays to improve traffic congestion and cluster development to preserve open space.

Rural municipalities: Generally, these Plans emphasize protection of rural and agricultural land through establishment of rural resource areas and use of tools like agricultural security areas and conservation easements. Residential development is primarily low-density and commercial development is concentrated in small "nodes" or adjacent to previously developed areas and or highway interchanges.

Housing

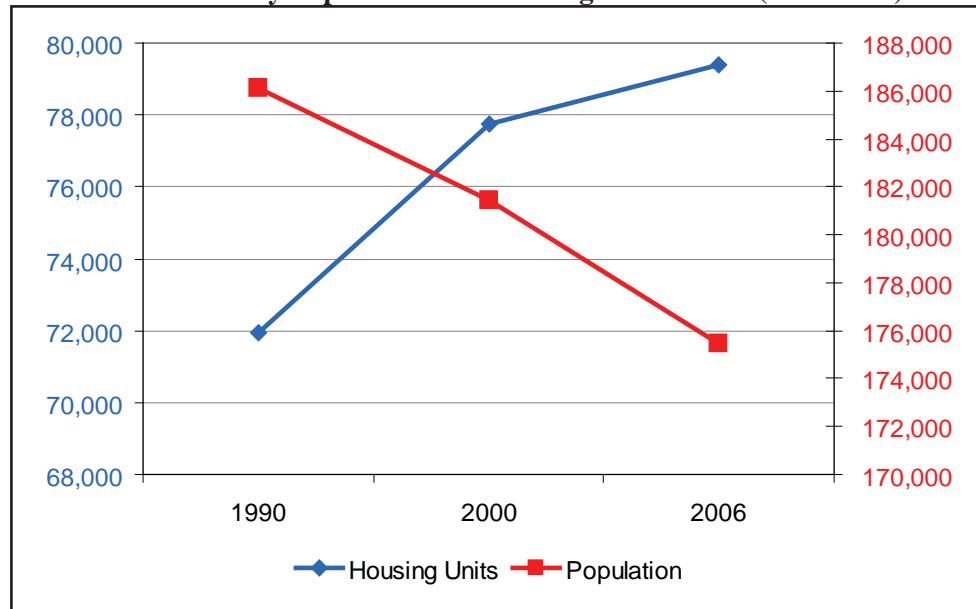
HOUSING CHARACTERISTICS

Housing Growth

Despite population loss over the last few decades, Beaver County has been adding housing units at a significantly high rate. Between 1990 and 2006, the number of housing units in the region as a whole increased approximately 3.6%. Beaver County increased its number of housing units by 10.4% while losing approximately 6% of its population between 1990 and 2006. Beaver County had 71,939 housing units in 1990 before increasing by 7,455 to 79,394 in 2006. Butler County's number of housing units increased by 28.5% over the 16 years from 1990 to 2006, but simultaneously experienced an 18% increase in its population. Among surrounding counties that lost population, Beaver had the most significant increase in number of housing units.



Beaver County Population and Housing Unit Trends (1990-2006)



Beaver County lost 10,622 residents (approximately 6% of its population) from 1990 to 2006 while adding 7,455 housing units (an increase in the number of housing units of around 10%).

To determine where most new housing is being built in the County, U.S. Census Building Permit data from 2000 through 2007 was reviewed. Suburban municipalities represented 5 of the top 10 municipalities for new housing. The rural municipality of New Sewickley, however, has the second highest number of new housing units due to its location near Cranberry Township in Butler County. Bridgewater Borough was the only urban municipality to fall within the top ten.

Municipalities Issuing Highest Number of Building Permits (2000–2007)

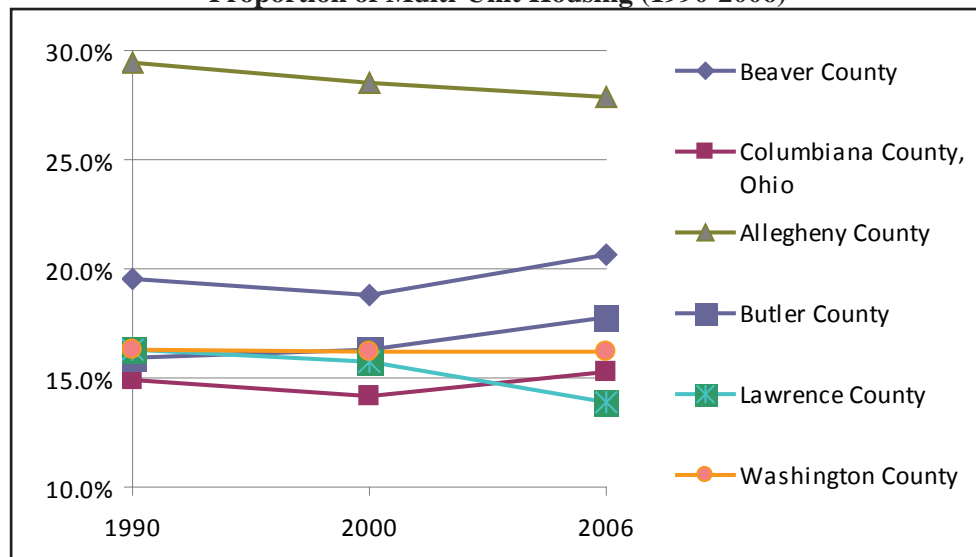
Rank	Municipality	# New Units 2000 - 07	Category
1	Center Township	491	Suburban
2	New Sewickley Township	467	Rural
3	Chippewa Township	406	Suburban
4	Economy Borough	243	Suburban
5	Brighton Township	239	Suburban
6	Franklin Township	159	Rural
7	Hanover Township	139	Rural
8	Hopewell Township	131	Suburban
9	Greene Township	124	Rural
10	Bridgewater Borough	109	Urban

Housing Types

Like most counties in the Region, Beaver County’s housing is predominantly single-family. In 2006, slightly more than 20% of Beaver County’s housing consisted of multi-unit housing. However, this was the second highest of all surrounding Counties after Allegheny County with nearly 28%.

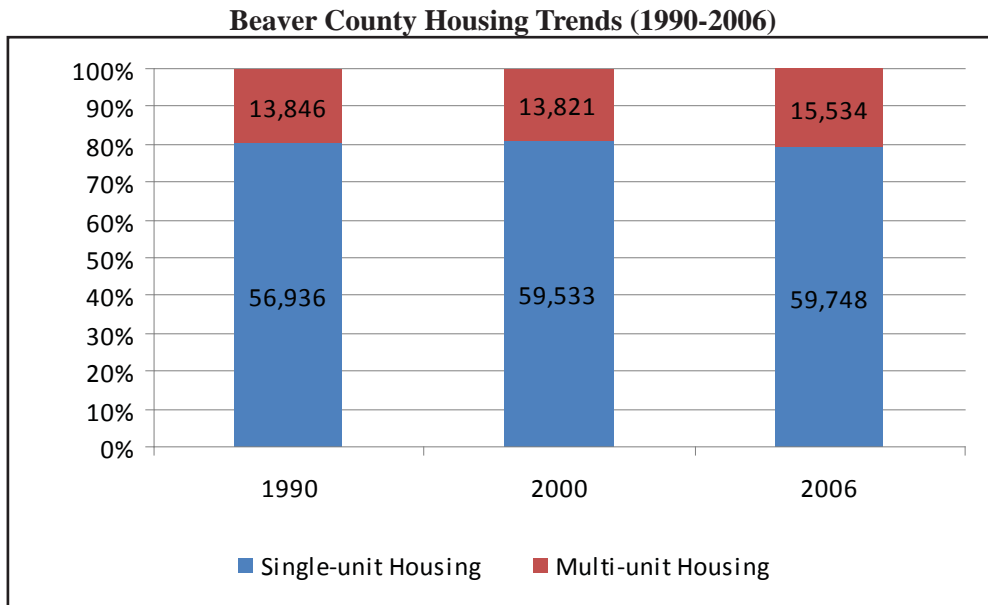
The proportion of multi-unit housing within several of the region’s counties is increasing. With the exception of Butler County, each county in the region witnessed a reduction in the proportion of multi-unit structures between 1990 and 2000. Since 2000 however, the proportion of multi-unit housing in Beaver and Columbiana increased significantly enough to offset the 1990-2000 trends. These two counties’ proportions of multi-unit housing in 2006 exceeded the 1990 proportions. Only Lawrence and Allegheny Counties continued to see a slide in the proportion of multi-unit housing from 2000 to 2006. Washington County’s proportion remained nearly constant over the 6 year period.

Proportion of Multi-Unit Housing (1990-2006)



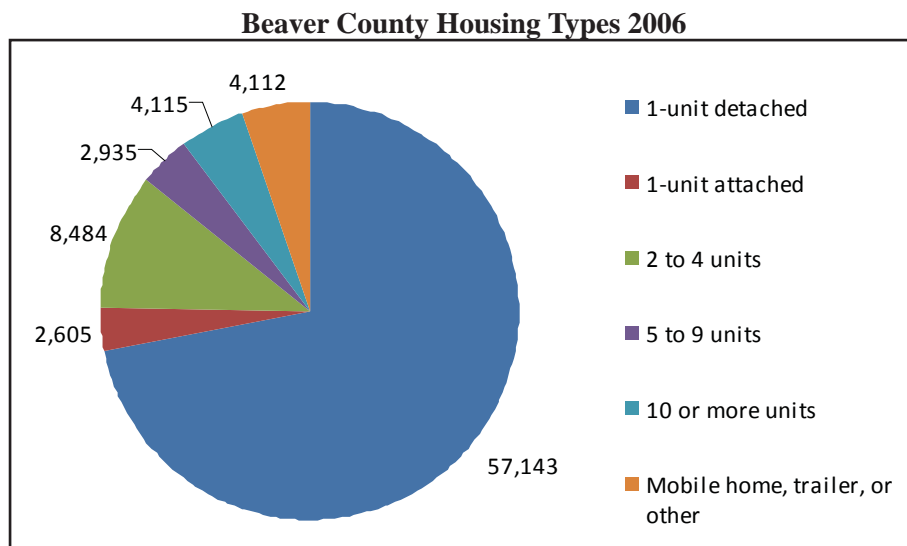
Over the 16 year period, only Allegheny and Lawrence saw a reduction in proportion of multi-unit housing. Washington’s remained fairly constant while Beaver, Butler, and Columbiana witnessed an increase in the proportion of multi-unit housing.

In order to see how the proportion of multi-unit housing is increasing in Beaver County, the trends in all types of housing must be examined. The County's 56,936 single-unit housing units in 1990 accounted for nearly 80% of the county's housing stock. The number of single-unit housing units increased by 2,812 over the 16 years from 1990 to 2006. This equaled a 4.9% increase. Over the same time period, the number of 13,846 multi-unit housing units in the County increased by 1,688. This was a 12.2% increase. Because single-unit housing lagged behind multi-unit housing in the rate at which they were added (4.9% vs. 12.2%), the proportion of multi-unit housing in 2006 increased from 1990.



The amount of multi-unit housing in Beaver County has risen in Beaver County since 1990. The amount of single-unit housing has not risen as quickly.

When viewed in greater detail, more trends in the County's housing characteristics emerge. 72% of the County's housing was single-unit detached in 2006. Only a small proportion of the County's single-unit housing was attached. Of the County's multi-unit housing, just over half included between 2 and four units. Approximately 5% of the County's residents lived in mobile homes, trailers, or other similar housing.



Single-unit detached housing was the most prominent in Beaver County in 2006. The most common multi-unit housing was those including 2-4 units.

According to U.S. Census Building Permit data, the municipalities adding the most multi-unit dwellings between 2000 and 2007 were Franklin Township (89), Chippewa Township (87), Brighton Township (42), and Center Township (41).

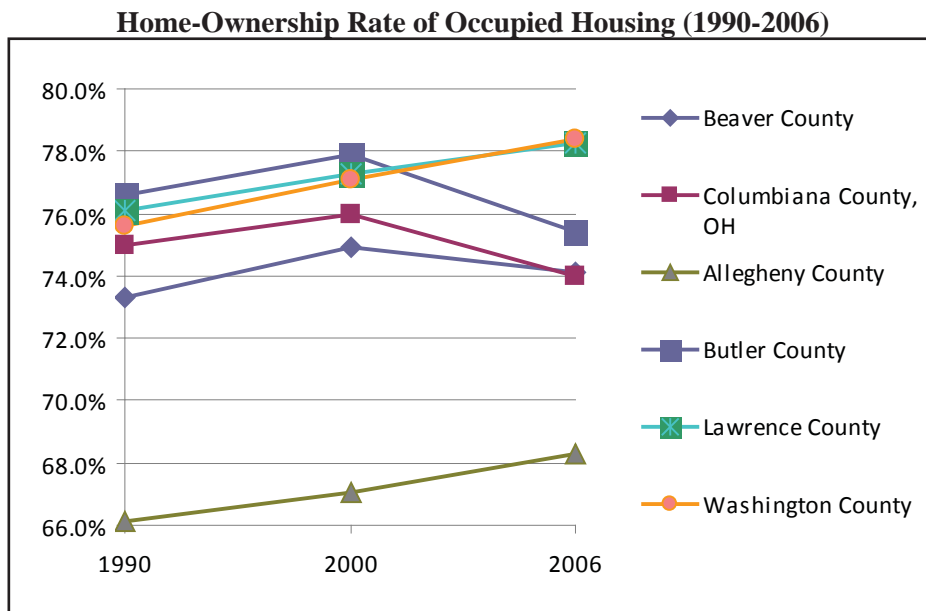
Age of Housing Stock

In 2006, more than 30% of Beaver County’s housing was built before 1940 and 62% was built before 1960. By contrast, 11% was built after 1990. Only housing stock in Allegheny and Lawrence Counties was proportionately older, with 63% and 64%, respectively, built before 1960. Butler County had the newest housing in 2006, with only 36% constructed prior to 1960 and 29% built since 1990.

Home Ownership

In 2006, 74.1% of Beaver County residents owned their homes. This was a larger percentage than Allegheny County (68.3%) and Columbiana County, Ohio (74%), but less than its other neighbors. Washington County topped the list in home ownership at 78.4%.

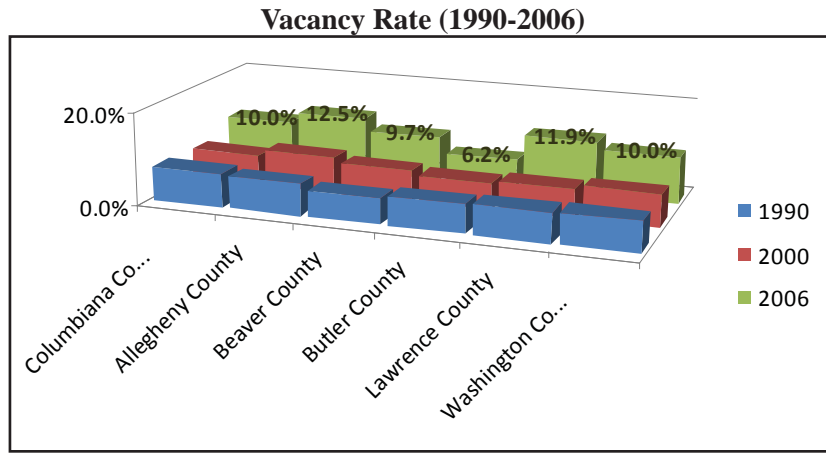
Home ownership rates rose throughout the region from 1990 to 2000. This trend continued through 2006 in Allegheny, Lawrence and Washington Counties. From 2000 to 2006, home ownership rates shrank in Beaver, Butler and Columbiana Counties. The overall change from 1990 to 2006 in Beaver County was positive however.



Home Ownership rates increased in all counties within the region between 1990 and 2000. This rate fell in Beaver from 2000 to 2006. However, the home ownership rate in the county in 2006 was still higher than in 1990.

Housing Vacancy

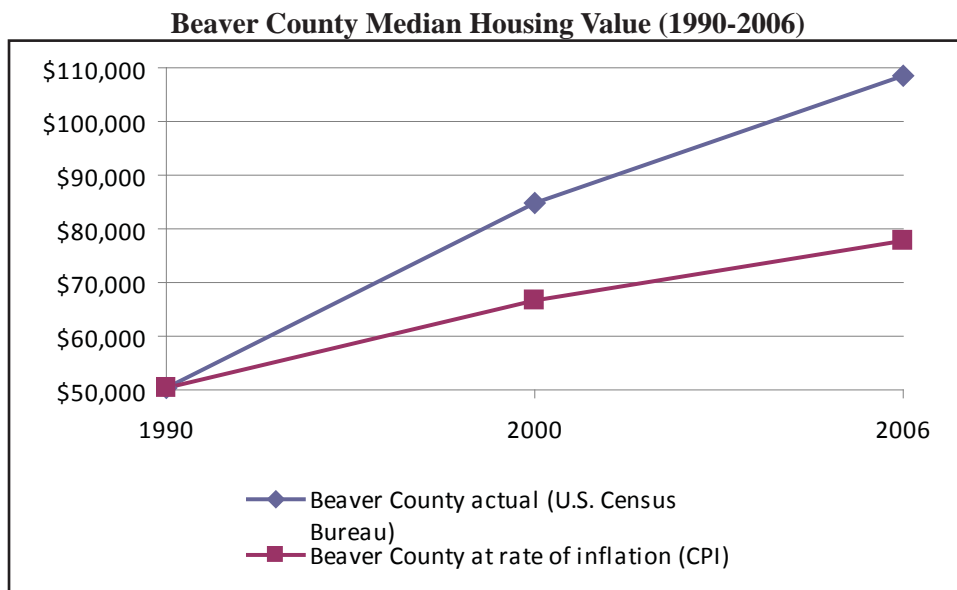
Vacancy rates in the region remained fairly steady between 1990 and 2000. After 2000 however, the percentage of vacant housing increased significantly throughout the region. Beaver County’s overall vacancy rate was the second lowest in 2006 at 9.7% after Butler County (6.2%). Broken down by housing type, the homeowner vacancy was 1.8% while rental unit vacancy was 8.8%. Allegheny and Lawrence Counties had the highest overall housing vacancy rates in 2006 with 12.5% and 11.9% respectively.



The chart above shows the increase in the percent of vacant housing throughout the region from 1990 to 2006.

Housing Value

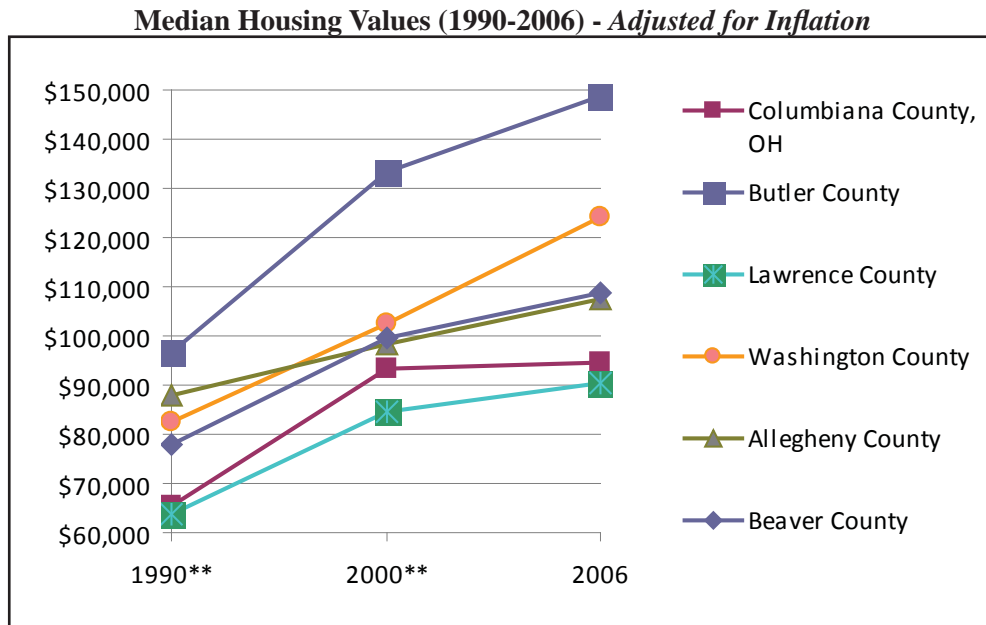
The value of homes in Beaver County and surrounding counties increased significantly from 1990 to 2006. When compared to the rate of inflation, Beaver County experienced a significant increase in median housing value. The chart below shows the County's reported median housing values in 1990, 2000, and 2006 from the U.S. Census Bureau (blue line). The chart also shows the County's median housing value from 1990 if it would have increased at the rate of inflation (red line). By 2006, the County's housing values had outpaced inflation by almost \$30,000. The Census shows Beaver County's 2006 median housing value at \$108,700. Of all surrounding counties, this value was only exceeded by Washington and Butler Counties.



Beaver County's median housing value increased at a much greater rate than inflation since 1990.

Median housing values in each of the region's counties exceeded the rate of inflation. The chart on the following page shows the 1990, 2000, and 2006 median housing values for each county. These figures have been adjusted for inflation and expressed in their equivalent 2006 dollars. As a result, the 1990 and 2000 median housing values in the chart above will be lower than those in the chart on the following page. A flat line in the chart on the following page would indicate that the county's median housing value increased at the rate of inflation. Butler County consistently had the

highest median housing value in the region and had the highest rate of increase from 1990-2000 (steepest line segment on the chart). However, Washington County experienced the fastest rate of increase in housing value since 2000.



Each county experienced increases in median housing value that exceeded inflation since 1990. Housing values increased at a higher rate between 1990 and 2000 than 2000 to 2006 in Beaver County.

The U.S. census recently released 2007 American Community Survey estimates for housing value. The median housing value for Beaver County was \$108,400 (margin of error + or - \$2,591), a slight decline from the 2006 value of \$108,700. Surrounding counties experienced similar drops except for Allegheny County and Columbiana County, Ohio, which saw modest increases. It is expected, however, that the 2008 median housing values will decrease more markedly in light of the recent economic downturn.

When looked at by municipality, the highest median housing values in Beaver County in 2000¹ were found mostly in suburban and growing rural municipalities. The municipalities with the top ten median housing values are set forth in the following table.

Highest Municipal Median Housing Values in 2000

Rank	Municipality	Median Housing Value	Category
1	Brighton Township	114,100	Suburban
2	Center Township	113,900	Suburban
3	Independence Township	112,700	Rural
4	Economy Borough	112,600	Suburban
5	Hanover Township	110,800	Rural
6	Marion Township	108,200	Rural
7	Chippewa Township	108,100	Suburban
8	Beaver Borough	107,600	Urban
9	New Sewickley Township	103,900	Rural
10	Greene Township	102,500	Rural

¹ Census data for median housing values by municipality are not available after 2000.

As might be expected, urban municipalities and rural boroughs with older and smaller homes dominate the list of municipalities with the lowest median housing values. The following ten municipalities in Beaver County had the lowest values:

Lowest Municipal Median Housing Values in 2000

Rank	Municipality	Median Housing Value	Category
1	Glasgow Borough	26,700	Rural
2	Eastvale Borough	36,300	Urban
3	Homewood Borough	43,000	Rural
4	Midland Borough	44,000	Urban
5	City of Beaver Falls	44,300	Urban
6	Ambridge Borough	50,300	Urban
7	Freedom Borough	50,900	Urban
8	Rochester Borough	52,700	Urban
9	Koppel Borough	54,200	Urban
10	New Brighton Borough	54,400	Urban

Housing Affordability

The 1999 Comprehensive Plan demonstrated Beaver County’s housing affordability by calculating its purchasing index and comparing it to that for the State and other Counties in the region. The purchasing index is determined by dividing median housing value by median household income. The lower the index is, the more affordable the housing. In 1990, the value for Beaver County was 2.08. This meant that the average Beaver County resident had to expend slightly more than two years of annual income to purchase a home at that time.

In 2006, the median housing value in Beaver County was \$108,700 and median household income was \$42,023. Therefore, the purchasing index for Beaver County in 2006 had risen to 2.59. Nevertheless, housing in Beaver County remains relatively affordable when compared to other areas. Pennsylvania’s index was substantially higher at 3.14 (\$145,200 median housing value/\$46,259 median household income). Housing was also less affordable in Butler (2.81) and Washington (2.71) Counties. The table below compares the housing affordability of Beaver County and its neighbors.

Housing Affordability Indices 2006

County	Median Housing Value	Median Household Income	Purchasing Index
Beaver	108,700	42,023	2.59
Allegheny	107,700	43,691	2.46
Butler	148,800	52,943	2.81
Lawrence	90,300	39,412	2.29
Washington	124,000	45,789	2.71
Columbiana, Ohio	94,700	37,791	2.51

It should be noted that housing affordability was chosen most frequently by participants in the Beaver County Comprehensive Plan On-line Survey when they were asked what single issue contributed most to their quality of life.

HOUSING AGENCIES AND PROGRAMS

Public Organizations

Community Development Program (CDP) of Beaver County – The CDP was established to support activities that improve the lives of low- and moderate-income residents through better housing conditions, improved public facilities, enhanced employment opportunities, and improved neighborhoods through elimination of blight. It administers several key programs in the County that create and rehabilitate housing for low- and moderate-income residents.

- Community Development Block Grants - The CDP's primary role is to administer the County's CDBG Program. The funds under this program must be used to meet one or more of the following criteria:
 - - Benefit low- to moderate-income persons
 - Prevent or eliminate a condition of slum or blight
 - Address a situation causing a threat to the health and safety of residents that has occurred in the last 18 months and for which there is no other source of funding available to carry out the activity

CDP reviews applications and awards CDBG funds to public and private entities to help rehabilitate or renovate housing, demolish housing that has become dilapidated, modify housing to make it accessible to handicapped or elderly residents, and promote code enforcement to prevent neighborhood decline.

- Home Investment Partnership Program – these funds are allocated to Beaver County by the U.S. Department of Housing and Urban Development to support projects that create and maintain decent, affordable housing. The funds may be used for the following purposes:
 - - Acquisition of property
 - Housing rehabilitation (rental or owner-occupied)
 - New housing construction
 - Rental assistance
 - Related expenses
 - Operating costs of Community Housing Development Organizations

CDP solicits proposals from both housing development entities and makes grants to those that meet the requirements and will have a strong, positive impact on low-income housing in the County.

- Emergency Shelter Grant Program – CDP provides funding for activities that provide facilities and programs for homeless persons.
- Homeless Assistance Program – CDP subcontracts with local social service agencies to provide assistance to residents who are homeless or in danger of becoming homeless. Funds are used to provide emergency shelter, counseling and rental assistance.

Every five years, CDP produces a Five-Year Consolidated Plan and Action Plan that sets forth County priorities to guide which types of projects will be targeted for funding. These plans are submitted to HUD for approval. The most recent plan for Fiscal Years 2005-2009 identified a number of barriers to providing affordable housing in Beaver County. These included:

- An overwhelming and unmet demand for housing rehabilitation grants
- Inadequate supply of accessible housing for the handicapped
- Inability of low-to-moderate income households to afford fair market rents
- Lack of funds, creditworthiness and skills that would allow renters to become homebuyers
- Insufficient coordination between housing groups and public agencies

The Plan established the following housing and community development priorities for FY 2005-2009:

- 1. Rehabilitation of rental units** - Beaver County's rental stock is old and much of it is in poor condition. Vacancy rates are high. However, the demand for Home Improvement Program Funding for rental housing rehabilitation from HACB (see below) exceeds the amount of funds available.
- 2. Rental assistance** - Waiting lists for public housing demonstrate the need for additional assistance to renters in the County. Once again, demand for current assistance programs exceeds the supply of existing funds.
- 3. Homebuyers assistance** – Eighteen of the County 54 municipalities have homeownership rates that are lower than the State average of 71%. Vacant homes exist, but low-income families lack the funds to make a downpayment.
- 4. New construction and substantial rehabilitation of rental housing** – There are waiting lists for public housing rental units. Many of those waiting are elderly or have disabilities and available units do not meet their needs.
- 5. Homeowner rehabilitation** – With 62% the County's housing stock built prior to 1960, there is a need for increased funding for rehabilitation. Maintaining quality housing stock is fundamental to preserving neighborhoods..
- 6. Acquisition in conjunction with rehabilitation** – as stated above, demand outweighs supply for affordable housing.
- 7. Homeless assistance** – homelessness continues to exist in the County and the needs of homeless men, in particular, are not well met. With the recent economic downturn, the numbers of homeless people are likely to increase.
- 8. Affordable, accessible elderly housing** - Beaver County's percentage of elderly population far exceeds the State percentage. Many of these individuals are low income.
- 9. Affordable, accessible housing and supportive services for persons with disabilities**
- 10. Affordable housing and supportive services for persons with alcohol and other addictions**
- 11. Affordable housing and supportive services for persons with AIDS and related diseases.**
- 12. Improve the quality of life for public housing residents.**

CDP also submits a Consolidated Plan to HUD each year that specifies how its entitlement funds will be allocated. For Fiscal Year 2008, Beaver County's Community Development Program received approval for projects totaling approximately \$4.8 million under the CDBG, HOME and Emergency Shelter Grant programs.² The Plan allocates these funds among numerous projects, several of which are housing related. These include:

- \$795,000 in CDBG and other funds to the Housing Authority for energy conservation, home improvement and other services;
- \$778,000 in HOME funds to Community Housing Development Organizations;
- \$171,000 in Emergency Shelter Grants; and
- \$180,000 to Housing Opportunities of Beaver County for the First Time Homebuyer Program.

Therefore, more than \$1.9 million dollars of CDP entitlement grants have been designated towards housing projects in FY 2008.

² The Consolidated Plan also reports that CDP received over \$4 million in non-HUD entitlement funding as well as anticipated income on its CDBG and Revolving Loan Programs, bringing the total amount of funds to be administered by CDP to nearly \$9.4 million.

Housing Authority of the County of Beaver (HACB) – HACB owns and/or manages approximately 2,400 units of affordable housing in Beaver County for low-income and elderly residents. Approximately 1,100 of these units are designated as elderly housing. In order to be eligible for HACB housing, an applicant must fall below certain income limits based on family size. Elderly applicants must be older than 62 and be disabled or handicapped. Tenants pay 30% of the family’s net income for rent.

The units owned and managed by HACB are dispersed in urban communities throughout the County. The following table lists the properties currently available:

HACB Housing

Location	Housing Community	Type
Aliquippa	Linmar Terrace & Linmar Terrace Extension	Low-Income Family
Aliquippa	Linmar Heights	Moderate-Income Family Fixed Rent
Aliquippa	Eleanor Roosevelt Apartments	Low -Income Senior Citizen
Aliquippa	Sheffield Towers	Low-Income Senior Citizen
Ambridge	Economy Village	Low-Income Family
Ambridge	Crestview Village	Low-Income Family
Ambridge	John F. Kennedy Apartments	Low-Income Family
Ambridge	Ambridge Towers	Low-Income Senior Citizen
Beaver	King Beaver Apartments	Low-Income Senior Citizen
Beaver Falls	Morado Dwellings	Low-Income Family
Beaver Falls	Harmony Dwellings	Low-Income Family
Beaver Falls	Pleasantview Homes	Low-Income Family
Beaver Falls	Mt. Washington Apartments	Low-Income Family
Beaver Falls	Brodhead Apartments	Low-Income Senior Citizen
Beaver Falls	College Hill Apartments	Moderate-Income Family Fixed Rent
Freedom	Freedom Apartments	Low-Income Family
Freedom	George Werner Apartments	Low-Income Senior Citizen
Midland	Midcrest Homes	Low-Income Family
Midland	Corak Towers	Low-Income Senior Citizen
Monaca	Monacatootha Apartments	Low-Income Senior Citizen
Monaca	A.C. Edgcombe Apartments	Low-Income Senior Citizen
Monaca	Allaire Heights	Moderate-Income Family Fixed Rent
Monaca	Stephen Phillips	Low-Income Family
New Brighton	Brighton Homes	Low-Income Family
New Brighton	Thomas Bishop Apartments	Low-Income Senior Citizen
New Brighton	Pulaski Homes	Moderate-Income Family Fixed Rent
Rochester	Joseph Edwards Apartments	Low-Income Family & Senior
Rochester	Gordon Camp Apartments	Low-Income Family & Senior

Source: HACB website: <http://beavercounty.com/Service/housingauthority2.asp>

In addition, HACB administers the following programs:

- Section 8 housing voucher program: Under this program, the County subsidizes rental housing in about 630 privately-owned residential units. According to the CDP 2008 Consolidated Plan, Beaver County received \$2.6 million in Section 8 funds in 2008.
- Homeownership Program: this program allows Section 8 participants who are first time homebuyers and who qualify for a mortgage to apply the Section 8 payments to the mortgage.
- Home Improvement Program: this program provides low interest loans and grants to low-income homeowners for home rehabilitation. Approximately 40 projects are funded each year. Because demand is higher than the supply of funds, the grants are awarded through lottery system. Eligibility and the amount of assistance are determined through a three-tiered system. Extremely low-income families receive a \$10,000 grant. Low-income (between 50 to 80% of median income) receive \$15,000 which is half grant and half 0% loan.
- Weatherization Program: HACB provides weatherization services for homes of low-income families to conserve energy and reduce heating and cooling costs. It also conducts an emergency furnace program with State funding to repair and replace furnaces in low-income homes.

Significant issues faced by HACB include:

1. Vacancies in public housing – Many of HACB's building are located in very poor neighborhoods like downtown Aliquippa where substance abuse and crime rates are high. Because more desirable housing options are available through the Section 8 voucher program and other sources, HACB has been unable to fill these units. In addition, there is a mismatch between the type of units available (2- and 3-bedroom) and the residents needs (often single person with special needs).

In recent years, HACB has been disposing of some of these units to non-profits to provide for special needs housing. For example, two floors of Sheffield Towers in Aliquippa were recently leased to Gateway Rehabilitation which will operate them as transitional housing for women released from correctional facilities. Similarly, HACB has changed the age limits in the Eleanor Roosevelt Apartments to allow younger tenants with histories of drug and alcohol abuse to reside there. HACB has hired on-site staff to counsel these residents. In some cases, HACB has received authorization from HUD to demolish units that cannot be filled, such as 29 units in Linmar Terrace in Aliquippa.

2. Insufficient funding for New Capital Projects - HACB has been continuously under-funded for capital projects that would build new housing in areas where residents want to live. One planned project is 24 units of affordable assisted living housing in Brighton Township adjacent to Friendship Ridge, the County's Geriatric Center. HACB hopes to fund this project through the low income tax credit program administered by the Pennsylvania Housing Finance Agency.
3. Inadequate funding for Home Improvement Program – For twenty years, HACB has received far more applications for assistance than it has the ability to fund. It has had to award funds based on a lottery system, which means that many low-income homeowners do not get to make needed repairs. This leads to deterioration of housing and blighted neighborhoods. Recent cuts in CDBG funds have exacerbated the problem. Several years ago, the HACB was able to fund 60 to 70 projects annually. This has dropped to about 40.

Non-Profit and Not-for-Profit Housing Organizations

A number of non-profit and not-for-profit groups are working to help meet the housing needs of Beaver County residents. Some of these organizations are Community Housing Development Organizations which are certified by the County and are thereby able to receive federal funds for housing projects.

Housing Opportunities of Beaver County – this non-profit organization provides counseling and other assistance to low-to-moderate income residents. Their services include budget counseling, credit repair and homebuyer education classes as well as foreclosure prevention counseling. They also administer the American Dream Downpayment Initiative. This fund provides financial assistance to first-time homebuyers for a downpayment on a new home. Eligible recipients receive up to \$6,000 that is part grant and part low-interest loan.

Habitat for Humanity of Beaver County – Habitat raises money and uses volunteers to build homes for low-income residents. They maintain an office in Beaver Falls.

The Women’s Center of Beaver County – this center provides emergency Shelter and transitional housing to women who have been victims of abuse and their families.

Help House – this facility is a transitional shelter for homeless families in Ambridge. It is managed by HACB.

Homeless Coalition of Beaver County – this organization has members from most of the housing organizations in Beaver County. It is currently working on opening a men’s homeless shelter in the County

Salvation Army – the Salvation Army operates Friendship Homes in Beaver County, a program that seeks to place homeless residents with mental or physical disabilities or with a history of substance abuse in permanent homes. They currently operate about 14 units.

Supportive Services, Inc. – this organization provides appropriate housing for County residents with mental health problems. It established Harbor Point Housing in Beaver Falls, a housing program for mentally-challenged adult and their families.

Gateway Rehabilitation - this organization operates transitional housing for recovering drug and alcohol abusers.

SUMMARY OF HOUSING ISSUES

- The County continued to build new housing at a rapid rate between 1990 and 2006 despite steady population loss. Much of that growth was in suburban and rural areas.
- However, more than 60% of housing in the County is 50 or more years old.
- While the majority of housing in the County remains single-family, the percentage of multi-unit housing has increased since 1990.
- Home ownership has increased slightly since 1990 despite a decline after 2000.
- Housing vacancy has increased since 1990, and has risen more rapidly since 2000. Vacancy rates are much higher for rental than ownership units.
- The increase in median housing values in the County exceeded the rate of inflation since 1990. Housing values are higher in suburban and growing rural townships and lower in older urban towns and rural boroughs.
- Median housing values in Beaver County increased more quickly from 1990 to 2000 than they have since 2000 and have started to decrease since 2006. In light of the recent economic downturn, housing values are expected to continue declining modestly.
- While housing in Beaver County is relatively affordable when compared to the State as a whole, there is still a shortage of affordable housing for low- and moderate-income residents.
- Organizations in the public and non-profit sectors are working diligently to provide safe and affordable housing for Beaver County’s needy residents, but the funding for the programs they administer has been shrinking.

- Despite waiting lists for public housing, many units are vacant. This is due to:
 - A mismatch between available units and the residents who need them. More one-bedroom and accessible housing is needed for the elderly and residents with special needs.
 - Location of many existing public housing units in undesirable and unsafe neighborhoods.
 - Competition from privately-owned Section 8 housing and non-profit housing in more desirable communities.
- Funding for construction of new public housing is in short supply.
- Many renters in the County do not have the resources to buy their own homes and programs to help them are under-funded.
- The demand for home improvement money far outweighs the supply of funds available, leading to deterioration of homes and worsening of blight in older, urban communities.

Economic Profile

ECONOMIC HISTORY

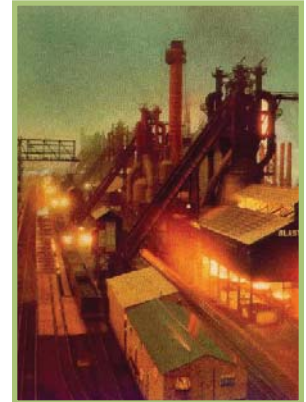
Manufacturing has played a large role in Beaver County's economic past. Because of its proximity to natural resources, rivers and transportation (railroads), the County was well-suited for large industrial companies that grew in the region during the 19th and 20th centuries. The Beaver County Industrial Museum describes the growth of industry in the County as follows:

During the 1800s many small factories were producing horse nails, bricks, pottery, glass, chemicals, some iron, and wire products in Beaver County but never was there a need for a large work force until the steel industry started to move into the county in the early 1900s. They brought their large mills and built their planned towns, such as Midland by Crucible Steel, Aliquippa by Jones & Laughlin, Ambridge by American Bridge Co., bringing in workers from all over the country and in fact from all over the world.

The steel companies had a tendency to dominate the towns, and in Aliquippa this was probably the most heavy-handed. There Jones & Laughlin held ownership of all key community services in what one-time J&L general superintendent Tom Girdler called a "benevolent dictatorship".¹

Steel and associated industries fueled the County's prosperity, particularly during and after the Second World War. In the 1960's, Aliquippa alone had nearly 15,000 residents working for the steel company. However, this dependence would prove to be an economic "Achilles heal." In the 1980's, as the steel industry collapsed, Beaver County was hard hit, losing over 20,000 jobs. Steel mills were shut down, leaving huge tracts of riverfront land and buildings abandoned.

Over the last 20 years, economic recovery has been slow but steady as Beaver County has developed a more diversified economy. Manufacturing remains an important sector, although companies are smaller and more specialized. These include firms manufacturing specialty metals, chemicals and alloys. However, other industries such as service businesses and health care have grown substantially. Abandoned industrial sites, also known as "brownfields," have been and continue to be cleaned up and redeveloped.



CENTERS OF ECONOMIC ACTIVITY

Beaver County has been actively redeveloping former industrial properties and traditional downtowns as well as developing new sites in strategic locations near major transportation infrastructure. This section describes the significant centers of economic activity in the County today.

1 Beaver County Industrial Museum website, J&L Collection, <http://www.bchistory.org/beavercounty/HistoricalSocieties/BCIndustrialMuseum/BEAVER~1.HTM>.

Industrial

- **Aliquippa Industrial Park** - Aliquippa Industrial Park occupies the former site of one of the Jones & Laughlin Steel plants on the Ohio River. A portion of the site was acquired and cleaned up by the Beaver County Corporation for Economic Development (CED). It is divided into three segments:
 - a. Original 80 acres – Ten of these acres were bought and developed by U.S. Gypsum, a wall board manufacturer. The majority of the remaining acres have been sold or under agreement. Companies that have sited their operations there include Shasta (titanium & steel grinding); USEM (a Brazilian company manufacturing minerals & abrasives); Metalworks (specialty metals for medical and other high tech users); and several trucking companies. Two small parcels are still available.
 - b. 70 acres east of U.S. Gypsum – This segment remains undeveloped and is on the market. Road access and utilities are planned but not yet built.
 - c. 76 acres south of original tract (former LTV tin mill) – this parcel is owned jointly by Aliquippa Tin Mill, LLP, a limited partnership between CED and C.J. Betters Enterprises.
- **Ambridge Regional Distribution and Manufacturing Center** – this multi-tenant industrial and warehouse park occupies approximately 85 acres on the site of the former Armco Steel plant in the borough of Ambridge. It consists of 22 buildings and houses over 40 companies. These companies are primarily engaged in manufacturing, warehousing and distribution businesses. Schwartz Technical Plastics, a German manufacturer of heavy-duty, cast nylon plastic, recently moved its U.S. headquarters into this facility.
- **Beaver Valley Industrial Park** – this facility occupies 30 acres on the Ohio River south of Monaca. The property includes several large and small industrial buildings, some of which have been subdivided into smaller industrial space.
- **Hopewell Business & Industrial Park** -- Located just off the Hopewell interchange of I-376, this business park is minutes from Pittsburgh International Airport. The facility was developed by the CED. Phase 1 has been completed and all lots have been sold except for six acres. The largest occupant is Service Link, a mortgage service provider with approximately 800 employees. Other buildings are owned by Sardello, Inc. (a reconditioning company for large engines), Fed Ex, and Selectrode (a manufacturer of metal alloy products). CED is planning a second phase that will encompass about 76 acres (50 developable).
- **Monaca Commerce Center** –Renovated and managed by CED, this facility contains over 120,000 square feet of available industrial space. It is located on the site of the former Pittsburgh Tube Company in Monaca. About 16,000 feet are currently leased by the Rome Monument Company. The remainder of the space is vacant.
- **New Economy Business Park** – Part of the Northern Ambridge Redevelopment Project, this business park is situated on the site of the former H.H. Robertson Company at the northern end of the borough close to Route 65. The facility houses 325,000 square feet of manufacturing, warehousing and distribution space. Centria, which provides coil coating services, is one of the companies located there.



- **Port Ambridge** – this 112-acre industrial park is located on the Ohio River in the borough of Ambridge. It occupies the site of the former American Bridge Company. Most companies doing business at this facility are engaged in manufacturing of specialty metals or related products. These include the Sippel Company (fabricators of structural metals) and Pittsburgh Coating (manufacturers of metal coatings).
- **Tri-County Commerce Park** – this warehousing and distribution facility is located in New Sewickley Township close to Cranberry Township. It was developed by the Buncher Company on a 104-acre site off Freedom Road. The site includes several large warehouse buildings. Major tenants include George Moving & Storage and Moulding & Millwork, Inc., a manufacturer of wood mouldings.
- **Turnpike Distribution Center** –this newly completed facility is located in Big Beaver Borough at the intersection of the Pennsylvania Turnpike and I-376. It consists of a 410,000 square foot bulk distribution warehouse. In July, 2008, New Jersey-based Appliance Dealers Cooperative became the first tenant leasing 61,000 square feet of the facility.

Commercial and Mixed Use

- **Beaver County's Rivertowns** – Beaver County's traditional centers of commerce were its river towns that developed adjacent to the steel mills and other factories along its rivers. These towns are defined by central business districts surrounded by densely developed residential areas. There are ten municipalities that fall into this category in Beaver County – Aliquippa, Ambridge, Beaver, Beaver Falls, Bridgewater, Freedom, Midland, Monaca, New Brighton, and Rochester. Once thriving, these business districts have struggled in the face of declining population in urban communities and growing competition from suburban malls, strip centers and big box retail.



However, in recent years, Beaver County's traditional downtowns have been working to revitalize under the Main Street and Elm Street programs (see below). Leaders from the ten municipalities have joined forces to form the Rivertowns Partnership of Beaver County. Working together to prioritize projects and apply for funding, they have succeeded in moving forward with revitalization projects, such as streetscape improvements. These investments have stimulated new small business activity and are making these downtowns centers of commercial vitality once again.

- **Beaver Valley Mall and surrounding retail development** – Located in Center Township, this 1,116,000 square-foot mall opened in 1970. It has four anchor stores, a food court and multiple smaller retail business. Other retailers and eating establishments are located on adjacent out-parcels. The mall has served as a magnet for other retail projects, making Center Township the focal point for shopping in Beaver County.
- **Chippewa Mall and surrounding retail development**– this large retail complex on Route 51 in Chippewa Township includes an Aldi's, CVS, and fast food restaurants as well as a Giant Eagle, Wal-Mart, K-Mart and Home Depot.
- **Northern Lights Mall** – this shopping center on Route 65 in Economy Borough has struggled to keep its retail space occupied as newer and more modern shopping centers opened in Cranberry Township to the East and Center Township in the West. A long-vacant department store space was recently bulldozed. Today the mall houses a Giant Eagle grocery store and other small retail, service and eating establishments.

Ongoing and Planned Development Activities

- **Aliquippa Industrial Park** – two tracts of this existing brownfield redevelopment site along the Ohio River have yet to be developed (see above).
- **Bridgewater Crossing** – The development of this mixed-use project on the Ohio River in Bridgewater is being managed by CED. It consists of two parcels that will be used for commercial, entertainment, and recreational uses. The project has been broken into phases. Phase I has been completed and includes construction of infrastructure – new roads, rail crossing and utilities -- and two “shovel-ready” pads (2 acres and 6 acres). Phase II will involve trail and park improvements and will be completed by Fall 2009.

- **Northern Ambridge Redevelopment Project** – this 60-acre brownfield redevelopment project is transforming the heart of Ambridge Borough between Merchant Street and Duss Avenue from 11th to 19th Streets. Formerly the site of several industrial facilities such as the H.H. Robertson Steel Company, the property will house a mix of light manufacturing, commercial, entertainment, office and residential



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- uses. Phase I, which is complete, involved development of the New Economy Business Park. The new Beaver County 911 Center has also been located within the project. Many of the old structures have been or are currently being demolished and environmental clearances are being obtained. The Beaver County Redevelopment Authority is helping to coordinate and arrange financing for the redevelopment.
- **Rochester Riverfront Development** – Plans to redevelop a 3.6 acre tract along the Ohio River in Rochester Borough have been proposed. The site, south of Rochester Riverfront Park, would contain retail, office and multi-family residential uses. A 15,000 square foot retail building would buffer residential units from neighboring industrial businesses. Apartments, some with private roof decks, would overlook the river and parking structures would be constructed with “green” roofs.
- **Stone Quarry Commons, Center Township** – This proposed 43-acre retail development will be located in Center Township. It will include three national anchor stores and a mix of shops and restaurants. The new complex is expected to create 1,031 jobs. This \$54 million project is being financed through Tax Increment Financing and a \$5 million Infrastructure Facilities Improvement Program grant from DCED.
- **Westgate Business Park** – This facility, which is currently under development, is located on 225 acres off Route 18 near the Pennsylvania Turnpike. The development includes primarily warehouse & distribution facilities. Phase I and Phase II, have been completed, covering approximately 70 acres. Much of the remainder of the site is wetlands and cannot be developed.

Largest Employers

According to the Center for Workforce Information and Analysis, in the third quarter of 2007, the following companies were the largest employers in Beaver County:

Top 10 Employers – 3rd quarter 2008

No.	Employer Name	Industry Sector
1	Heritage Valley Health System	Health Care and Social Assistance
2	Beaver County	Public Administration
3	FirstEnergy Nuclear Operating	Nuclear Operating Utilities
4	Wal-Mart Associates Inc.	Retail Trade
5	Passavant Memorial Homes	Health Care and Social Assistance
6	Koppel Steel Corp, Sub N S Group Inc.	Manufacturing
7	McCarl's Inc.	Mechanical Contracting
8	Horsehead Corp.	Manufacturing
9	Service Link (part of Chicago National Title Insurance, a Fidelity National Financial company)	Professional and Technical Services
10	FirstEnergy Generation Corp.	Utility Company

Source: PA Dept. of Labor & Industry, Center for Workforce Information and Analysis (4/23/09).

The list of largest employers has changed in some significant respects since the previous comprehensive plan was prepared. The first change is the notable growth of large employers in the health care and social services sector. In 1998, five of the top 50 employers were classified in this sector. In the 3rd quarter of 2008 that number had grown to eight. Heritage Valley Health System, which operates Heritage Valley Beaver, remains the County's largest employer. It has been joined in the top ten by Passavant Memorial Homes (#5). Six others are ranked in the top 50: McGuire Memorial (#11), Tri-State Medical Group (#17), Gateway Rehabilitation Center (#30), Commonwealth Medical Center (#37), Providence Care Center (#47) and Villa St. Joseph (#48).

The number of employers in education sector has also grown. In 1998, they made up 12 out of the top 50. In the 3rd quarter of 2008, that number had grown to 15, nearly a third of the top 50 employers. These included 11 school districts, two institutions of higher learning – Geneva College and Community College of Beaver County-- and two newcomers, the Pennsylvania Cyber Charter School (#15) and the National Network of Digital Schools Management Foundation (#38).

Government employers remain among the 50 largest. They are led by the County (#2), the State (#13) and the federal government (#24).

However, the number of large employers in the manufacturing sector has diminished. While five of the ten largest employers were manufacturing companies in 1998, only two of these companies remain in the top 10. Koppel Steel has moved from 4th largest to 6th largest and Horsehead Corporation has slipped from 5th to 8th largest employer in the County. Overall, 11 of the 50 largest employers were manufacturers in 1998. In 2008, that number had dropped to seven. Undoubtedly this is due to the fact that manufacturing companies today are smaller and more specialized. The giant steel companies of yesterday are being replaced with firms that produce



specialty metals or alloys for specific uses. In addition, since their operations are highly mechanized, they require fewer and more highly skilled workers.

Other notable changes include:

- The retailer, Wal-Mart Inc., has jumped from 34th to 4th largest employer in a decade.
- Subsidiaries of FirstEnergy Corporation are now the 3rd and 10th largest employers. Pennsylvania Power, FirstEnergy's Western Pennsylvania subsidiary, was ranked #16 in 1998.

Projected Growth Industries

In its Strategic Plan 2006-2009, the Southwest Corner Workforce Investment Board (SCWIB) (described below), analyzes the makeup of current employment and projects which industries will grow and require more workers in the near future. The SCWIB covers three counties that make up the "Southwest Corner," Beaver, Greene and Washington counties. Relying on data compiled by the Pennsylvania Center for Workforce Information and Analysis, the Plan notes that the ten types of employment expected to show the greatest increases in the three counties are:

- ambulatory health care services;
- nursing and residential care;
- social assistance;
- membership associations and organizations;
- professional and technical services;
- food services and drinking places;
- miscellaneous store retailers;
- building materials and garden supply stores;
- management of companies and enterprises; and
- merchant wholesalers, durable goods.

The top three sources of employment demonstrate that continued strong growth in the health and social services industry sector is projected in the region and, undoubtedly, in Beaver County as well.

ECONOMIC DEVELOPMENT ACTIVITIES

Agencies & Roles

There are several County agencies that are involved in stimulating economic development in Beaver County. Each has a distinct role and access to certain funding mechanisms.

Beaver County Redevelopment Authority

The Beaver County Redevelopment Authority was established under authority granted by the Urban Redevelopment Law (1945, P.L. 991, No. 385). Under the law, redevelopment authorities are empowered "to engage in the elimination of blighted areas and to plan and contract with private, corporate or governmental redevelopers for their redevelopment." It can issue bonds and has the power to acquire a number of projects, including land through eminent domain. The Redevelopment Authority of Beaver County has provided financing for a number of projects including the Northern Ambridge Redevelopment Project, which is redeveloping blighted industrial properties in the Borough of Ambridge.

Beaver County Corporation for Economic Development (CED)

CED is a nonprofit industrial development corporation (501(c)(6)) whose primary function is job creation. Founded in 1987 after the collapse of the steel industry, its primary clients are private manufacturers, mostly industrial. In its 2007 Annual Report, CED reported that it had completed more than 284 projects over the last two decades that generated more than \$1.3 billion in private investment in the County. These projects have created or retained over 9,500 jobs.

CED accomplishes its mission by using the following tools:

- a. Financing –To stimulate investment by existing or new businesses in the County, CED administers the Business Development Fund, a revolving loan program. CED also acts as a liaison between private corporations and the Commonwealth for various State loan programs, such as Pennsylvania Industrial Development Authority and Small Business First loans. It acts as the applicant for PIDA loans and guarantees one half of the loan.
- b. Real Estate Development – CED is a brownfield redeveloper. It undertakes activities like environmental cleanups that are too costly for private developers. Once the land is cleaned up, CED develops the needed infrastructure and sells the land to a private developer. CED is currently redeveloping and/or expanding approximately seven (7) sites in various stages of remediation and/or redevelopment. Most of these sites are discussed below.
- c. Special Programs – CED also engages in other activities that support economic development in the County. For example, CED administers a multi-municipal Riverfront Development Program.

Lastly, CED provides management for other agencies and programs. Its staff manages the Beaver County Industrial Development Authority (see below) and the Enterprise Zone Program. It helped 25 municipalities reapply for and renew their Enterprise Zone designations.

Beaver County Industrial Development Authority

The Industrial Development Authority (IDA) was created to provide tax-exempt and taxable bond financing through the Pennsylvania Economic Development Financing Agency. It provides financing for large industrial projects through bond issuances of \$400,000 or more. Recently, the IDA assisted Col-Fin Specialty Steel Corporation in financing a \$1.1 million expansion. The Board is appointed by the County Commissioners. CED provides management services for the IDA.

Economic Development Authority

The Economic Development Authority was established for the sole purpose of providing financing for projects through tax increment financing. It has helped finance two large retail projects in Center Township.

Starting Gate

Starting Gate is a nonprofit corporation that supports small business development in Beaver County and Lawrence Counties. It administers several financing and technical assistance programs including:

- The Business Investment Program
- SBA Micro Loan Program
- Equipment Share Program
- USDA Small Business Loan Program

To help fledgling businesses get off the ground, Starting Gate established a business incubator in Chippewa Township. Incubators provide start-ups with office space and shared facilities. Starting Gate is currently building

a new incubator facility, Proving Grounds, adjacent to the Beaver County Airport and the Chippewa Municipal Building. It also manages the Keystone Innovation Zone Program in partnership with Geneva College and Robert Morris University on medical technology projects.

Beaver County Community Development Program

The Community Development Program (CDP) was established to provide assistance to low- to moderate -income communities and residents to improve quality of life. It has five primary goals:

1. Encourage business investment activities
2. Create long-term employment opportunities, especially for low income persons
3. Improve the overall environment
4. Expand affordable housing
5. Assist the homeless

CDP administers several programs in the County including the Community Development Block Grant Program, the Community Services Block Grant Program and Home Investment Partnership Program. CDBG funds are allocated to eligible municipalities to support infrastructure projects (water and sewer), road improvements, housing rehabilitation, downtown revitalization and businesses expansion. CDP also administers the Main Street Program in Beaver County. Funds are allocated among 10 river towns for streetscape improvements and to support façade improvement programs.



Southwest Corner Workforce Investment Board

The Southwest Corner Workforce Investment Board (SCWIB) derives its authority from the Workforce Investment Act of 1998. It is an oversight agency for employment and training centers in Beaver, Greene and Washington Counties. In its most recent strategic plan (2006-2009), the SCWIB laid out the following goals:

1. Alleviate labor shortages that threaten key industries;
2. Decrease unemployment and underemployment in targeted segments of the population; and
3. Improve coordination and accountability throughout the workforce development system.

The SCWIB also helps research labor market data, compiles reports and certifies trainers for job training in the region. It creates partnerships in key industries among employers, labor, educators and others to help identify and develop solutions to workforce problems. Board members are appointed by the Commissioners of the three counties.

Job Training for Beaver County and Beaver County CareerLink

These two closely related organizations provide assistance to Beaver County workers seeking employment or improved job skills. Job Training for Beaver County is a non-profit 501(c)(3) organization that receives funding for employment and job training services to economically disadvantaged youth and adults. It employs 21 individuals, seven of whom work at the administrative offices in Center Township. Because the organization's funding legislation requires it, the remaining staff works out of the Beaver County CareerLink office in Beaver Falls. All services are provided at the CareerLink office.

On its website, Beaver County CareerLink states that its mission is "to link employers and job seekers to workforce and career services that will advance their economic well being." The office offers its clients many resources

including job listings, apprenticeship information, tutoring in math and reading, and other educational and skill-building workshops. **CareerLink's services include:**

- Job Search Assistance - coaching in interview skills, writing resumes and cover letters, networking and job search techniques.
- Occupational Skills Training – offering evaluations of training needs, computer literacy courses, and job training programs, as well as assessing eligibility for grant-funded tuition-assistance.
- On-the-Job Training – matching job seekers with employers who are willing to train employees on the job and grants to fund such training.
- Assessment – evaluating job seekers' education, occupational skills and work readiness and matching those skills to potential jobs.

Beaver County Chamber of Commerce

The mission of the Beaver County Chamber of Commerce is to “support, enhance and develop existing businesses and create an environment that attracts new business to Beaver County.” The Chamber provides a variety of services to its members including marketing assistance and small business counseling (through Duquesne University’s Small Business Development Center, CCBC and Job Training of Beaver County). It also hosts networking events throughout the year. The Chamber has more than 575 members. Board members are elected from the membership and serve a three-year term. Standing committees include Membership, Finance, and Legislative and Government Affairs.

Development Programs and Incentives

Pennsylvania and the County have a number of programs designed to make areas attractive for new development. Some of these programs designate defined areas that are eligible for certain incentives, like no or low taxes, or priority consideration for State grants and other financial programs. The following programs are some of the primary initiatives being used in Beaver County to stimulate new economic growth:

1. Enterprise Zones - An Enterprise Zone is a defined geographic area in which economic incentives are made available to new and existing businesses. In March 2007, a new Enterprise Zone was designated in Beaver County made up of 25 municipalities, primarily former industrial river towns, stretching from Ambridge in the South to Big Beaver in the North. Two non-contiguous municipalities, Midland and Franklin, are also included. These municipalities receive priority for DCED grants and loans, qualify for the lowest prevailing interest rates, and can apply for Neighborhood Assistance Program tax credits.

Beaver County Enterprise Zone



Credit: Beaver County Corporation for Economic Development, 2007 Annual Report.

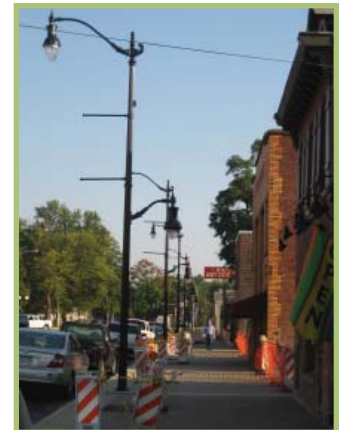
2. Keystone Opportunity Zones (KOZs) – This program designates parcel- specific areas up to 5,000 acres for greatly reduced or no State and local taxes. These benefits extend to property owners, residents and businesses. Local communities propose areas for designation which must be approved by the state. Projects in Keystone Opportunity Zones also receive priority consideration for State funding. KOZ approval is contingent upon a demonstration that, among other things, adverse economic and socioeconomic conditions exist within the zone, new growth would have a positive impact, and the taxing bodies have committed to forego certain taxes within the operative period of the KOZ. In Beaver County, the following sites, among others, have been designated:
 - a. Beaver Falls Business Sites, Beaver Falls
 - b. Bet-Tech North & South Mills sites, Aliquippa
 - c. Center Place Shopping Center, Center
 - d. Lincoln Park Performing Arts Center, Midland
 - e. Westgate Business Park, Big Beaver
 - f. Former Bricks Housing Site, Aliquippa

3. Keystone Innovation Zones (KIZs) - This program provides grants to partnerships between universities, nonprofits and local businesses to generate job growth. The goal is to stimulate new business ventures through the transfer of new ideas and technical know-how between institutions of higher learning and the private sector. The Beaver County KIZ is focused on medical device technology. University partners

are Geneva College, Robert Morris University, Penn State Beaver and the Community College of Beaver County. Starting Gate (discussed above) is coordinating KIZ initiatives in Beaver County.

4. Main Street and Elm Street Programs – Beaver County has been aggressively using the Main Street program and seeking Elm Street funds to rehabilitate its traditional town centers in its ten river towns.

The Main Street program funds physical improvements in pedestrian-oriented commercial areas. These improvements include new sidewalks, lighting, street furniture and signage. By investing public funds in the streetscape, the County hopes to strengthen existing businesses and attract more private investment in these communities. Beaver Falls has been designated under the State’s Main Street program and has hired its own Main Street Manager. Downtown revitalization activities in the other nine municipalities are managed by their local revitalization organizations. The borough managers of all ten municipalities have formed the Rivertowns Partnership and are working together to identify and prioritize projects and apply jointly for funding.



The Community Development Program of Beaver County administers the program for the County. It allocates some of the County’s Community Development Block Grant, HOME and other State entitlement funds to help finance Main Street improvements in these communities and to leverage other State funds. The CDP provides \$5,000 annually to each river town for the Architectural Conceptual Program. These funds are used to develop drawings of potential restorations of individual downtown buildings. CDP also allocates \$300,000 annually among the river towns for façade improvements. These funds are provided to private property owners who undertake façade renovations and meet specific criteria. Each façade improvement project can obtain a maximum of \$20,000 in County funding under this program.

The river towns (excluding Beaver Falls) have also received funds that are being used to plan and undertake improvements to residential areas in close proximity to central business districts. While the Rivertowns did not receive official Elm Street designation under the State program, they have continued to pursue project funding such as residential reinvestment grants. Each town has designated a specific area where the funds can be applied. The goal of the Elm Street program is to strengthen the neighborhoods where residents who frequent downtown businesses live. Projects include new gateway signage, street signage, landscaping, sidewalks, crosswalks and street lamps. Town Center Associates and the Pittsburgh History and Landmarks Foundation are helping the Rivertowns with these projects.

LABOR FORCE – EXISTING CONDITIONS & TRENDS

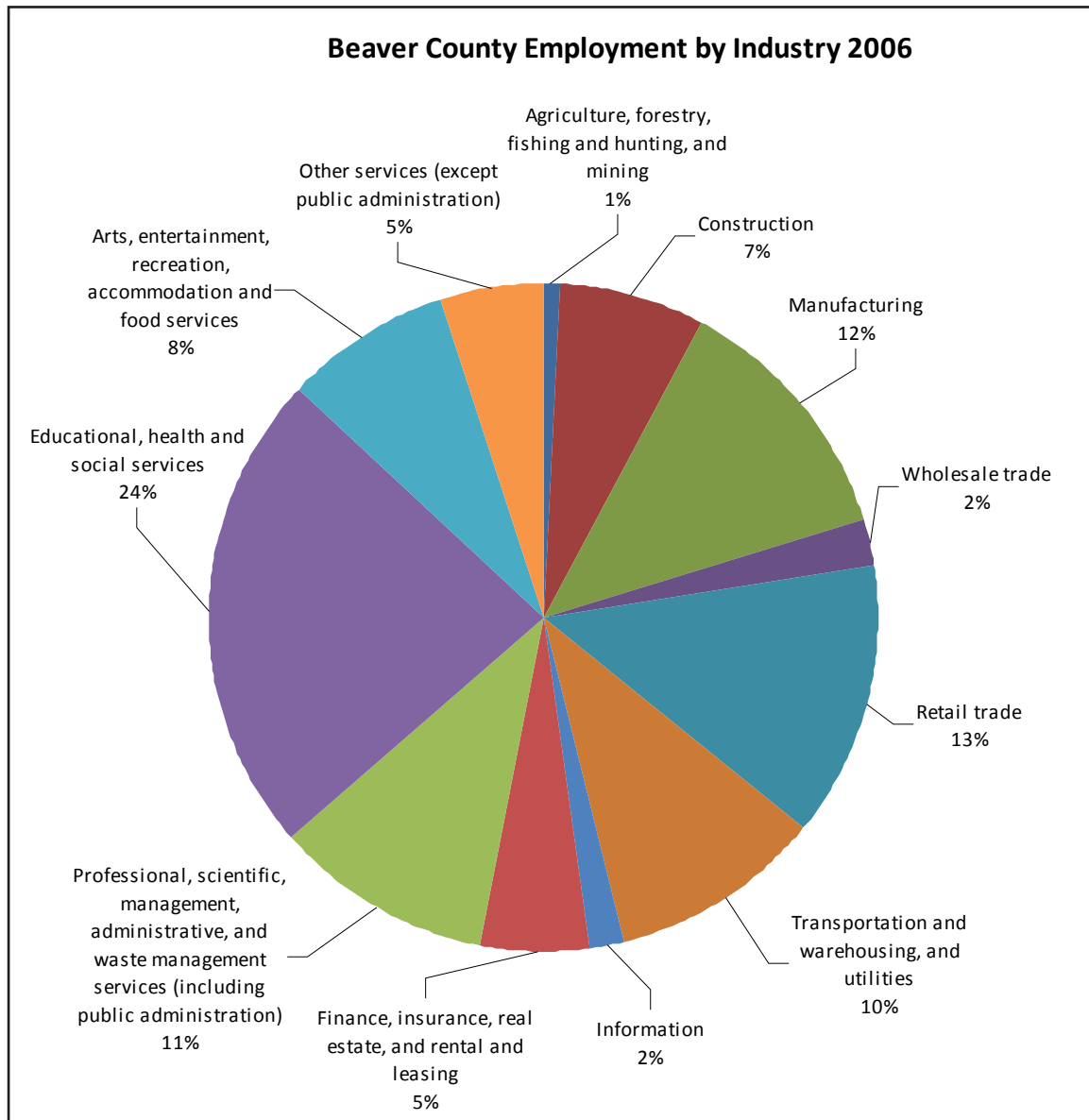
This Section examines economic conditions from the perspective of the labor force. It looks at how Beaver County workers are employed, how many are unemployed, and how incomes compare to workers in surrounding counties. It presents data about overall poverty rates and compares several economic indicators for white and minority households.

Makeup of Labor Force

One important factor in assessing the economic health of the County involves understanding the makeup of the labor force and whether it can meet the needs of growing industries. The labor force is defined as individuals 16 years and older who are employed or who are seeking employment. In 2006, there were approximately 82,493 people in the Beaver County labor force.

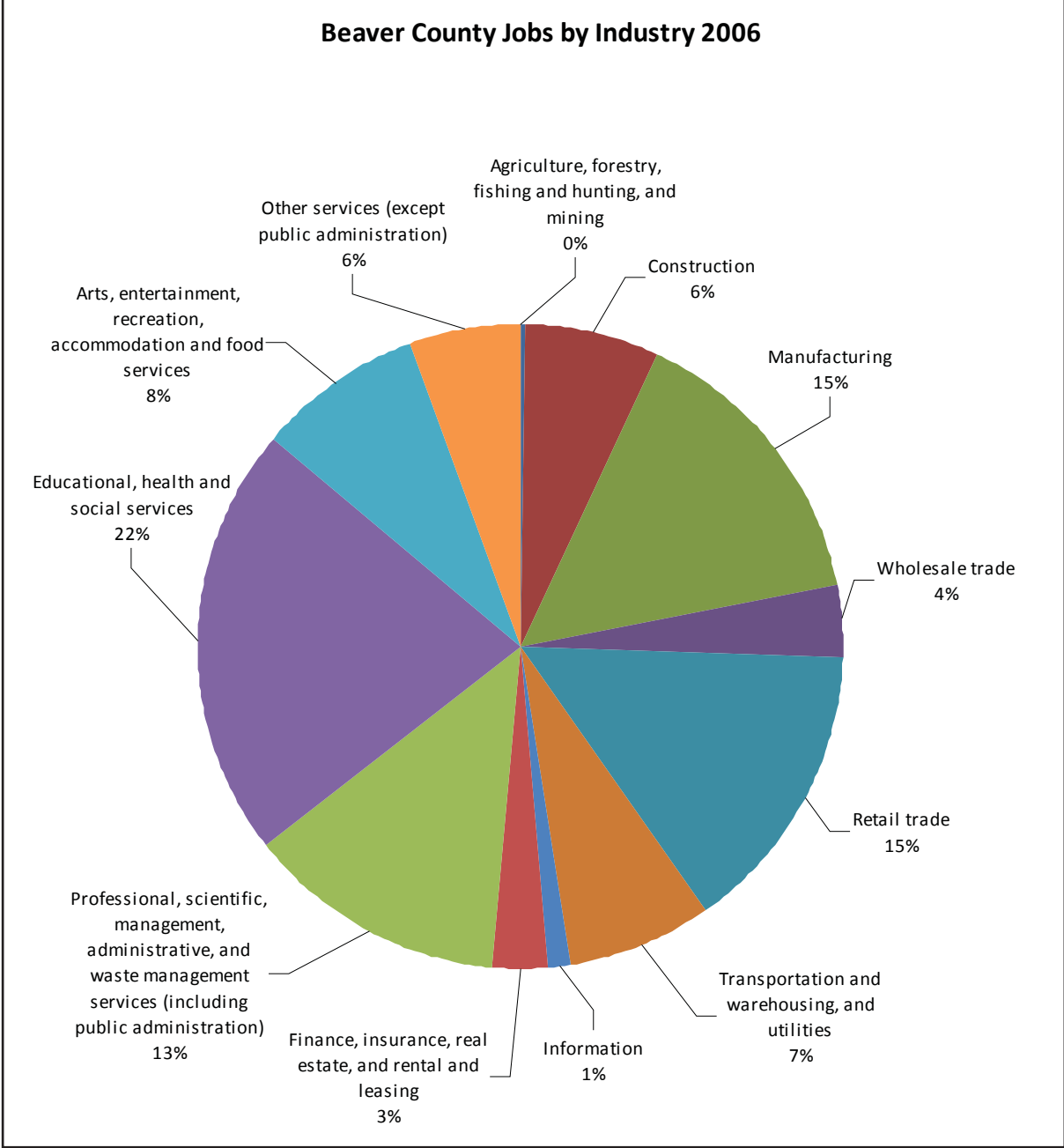
By Industry

Our analysis of employment by industry was conducted in two ways. The pie chart below illustrates how workers residing in Beaver County are employed regardless of whether those jobs are in Beaver County. According to U.S. Census data for 2006, the largest percentage of Beaver County workers (24%) are employed in the education, health and social services sector. The retail sector is second largest, employing 13% while manufacturing is close behind, employing 12% of workers. Eleven percent of Beaver County workers have transportation, communication, information or utilities jobs.



Since 1990, employment in some sectors has grown, while in others it has declined. The largest increase has been in the education, health and social services sector. Between 1990 and 2006, the number of Beaver County workers holding jobs in this sector grew from 13,588 to 19,349, a 42% increase. Other sectors that increased were public administration (+33.5%), construction (+22.6%) and finance/insurance/real estate/rental/leasing (+12.5%). The biggest decreases during that period were in agriculture, forestry, fishing and hunting, and mining (-52%), retail (-38.9%), and manufacturing (-16.6%).

The pie chart below reflects all jobs in Beaver County regardless of whether Beaver County workers hold them. This analysis uses data from the 2006 County Business Patterns². It shows that the largest source of employment in Beaver County in 2006 was in the education, health and social services sector (22%). Manufacturing and retail jobs were tied for second place, providing 15% of Beaver County jobs each. Thirteen percent (13%) of Beaver County jobs were in professional, scientific, management, administrative, waste management services and public administration.



2 Because some of the data included in 2006 County Business Patterns was presented within a range, we assigned values within that range to these sectors for purposes of this analysis. Therefore, the actual percentages may differ slightly.

It is interesting to note that in 2006, there were 83,322 workers residing in Beaver County and 52,486 jobs located in the County. Consequently, because there are more workers than jobs in Beaver County, some workers must leave the County to find work (see discussion of commute patterns below). This is to be expected in a county that is located close to a major employment center like the City of Pittsburgh. The table below shows how the number of workers in each industry exceeds the number of County jobs in those industries.

	Beaver County Residents Working per Industry (2006)	Jobs in Beaver County per Industry (2006)	Difference
Agriculture, forestry, fishing and hunting, and mining	613	181	432
Construction	5,908	3,396	2,512
Manufacturing	10,292	7,986	2,306
Wholesale trade	2,040	1,891	149
Retail trade	10,907	7,749	3,158
Transportation and warehousing, and utilities	8,703	3,686	5,017
Information	1,323	675	648
Finance, insurance, real estate, and rental and leasing	4,399	1,454	2,945
Professional, scientific, management, administrative, and waste management services (including public administration)	8,921	6,850	2,071
Educational, health and social services	19,349	11,300	8,049
Arts, entertainment, recreation, accommodation and food services	6,684	4,351	2,333
Other services (except public administration)	4,183	2,967	1,216
Total	83,322	52,486	30,836

The Southwest Corner Workforce Investment Board (SCWIB) has developed a Strategic Plan for 2006-2009. This Plan projects that the demand for workers in the Southwest Corner region will grow most substantially by 2012 in the following areas:

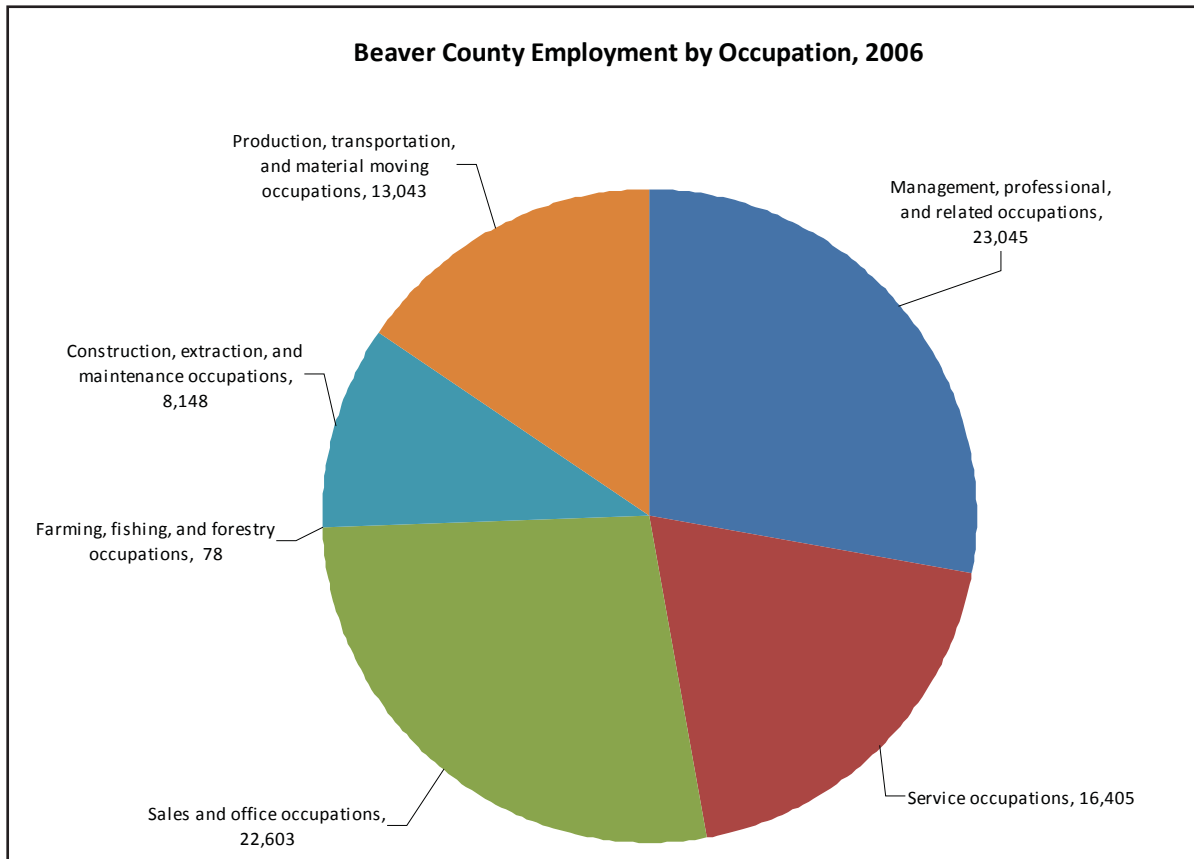
- ambulatory health care services (+1710 workers);
- nursing and residential care (+1260 workers);
- social assistance (+580 workers);
- membership associations and organizations (+420 workers);
- professional and technical services (+390 workers);
- food services and drinking places (+250 workers);
- miscellaneous store retailers (+240 workers);
- building materials and garden supply stores (+150 workers);
- management of companies and enterprises (+140 workers); and
- merchant wholesalers, durable goods (+120 workers).

By Occupation

The U.S. Census also provides data about the type of occupation that County residents hold. The Census divides occupations into six major classifications:

- Construction, extraction and maintenance
- Farming, fishing and forestry
- Management, professional and related
- Production, transportation and material moving
- Sales and office
- Service

In 2006, the largest percentages of Beaver County workers held management, professional and related occupations (27%) or sales and office occupations (27%). Service occupations were held by 20% of County workers. The smallest percentage of workers was employed in farming, fishing or forestry (0.2%).



Between 2000 and 2006, the largest increase in occupations was in the service category which grew by 2,258. Management, professional and related occupations also grew substantially (+1,420). All other occupations decreased with the largest decline in production, transportation and material moving which declined by 1,899 workers.

The SCWIB 2006 Strategic Plan also predicted the fastest growing jobs in the Southwest Corner region between 2006 and 2012. This Plan classifies jobs more specifically than the broad census categories. It forecasts growth in the following occupations:

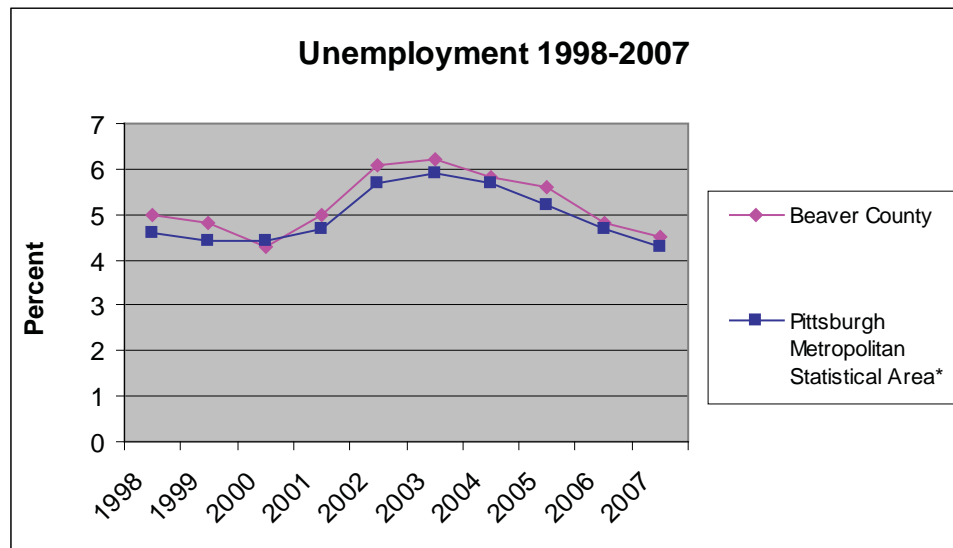
- registered nurses (+320 jobs);
- home health aides (+290 jobs);
- child care workers (+270 jobs);
- receptionists and information clerks (+270 jobs);
- nursing aides, orderlies and attendants (+260 jobs);

- personal and home health aides (+230 jobs);
- social and human service assistants (+210 jobs);
- medical assistants (+200 jobs);
- emergency medical technicians and paramedics (+190 jobs); and
- police and sheriff's patrol officers (+190 jobs).

Eight of the top ten growth jobs are predicted to be professional or service occupations in the health and social services sector.

Unemployment

Data compiled by the U.S. Department of Labor, Bureau of Labor Statistics indicates that annual average unemployment for Beaver County was 4.5% in 2007, down from a high of 6.2% in 2003. When compared to the annual averages for the Pittsburgh Metropolitan Statistical Area (comprised of Allegheny, Armstrong, Beaver, Butler, Fayette, Washington and Westmoreland Counties), Beaver County's unemployment rate slightly exceeded the regional average for most years between 1998 and 2007.



Labor shortages

Even though there are workers seeking employment, those workers do not always possess the skills needed to fill available jobs. This is a problem that the Southwest Corner Workforce Investment Board seeks to address. In its 2006-2009 Strategic Plan, the SCWIB noted:

Labor shortages jeopardize economic development by making it difficult for employers to fill key positions. These shortages may be caused by supply-side factors such as the aging of the workforce and/or demand-side factors such as the emergence of new markets and widespread use of workplace technologies that require advanced skills.

For the region as a whole, the size of the labor force does not appear to represent a serious threat at this time. A handful of industries, however, are currently experiencing, or are projected to experience, significant vacancies and/or turnover, including manufacturing, health services, transportation, construction, retail, and business services (especially information technology). Failure to identify and address these shortages could, ultimately, undermine efforts to grow the economy and reduce access to valuable products and services.

Place of Work – Commuting Patterns

It is also instructive to understand where Beaver County workers are employed and who works in Beaver County. According to Pennsylvania Department of Labor and Industry statistics, there were 81,163 workers residing in Beaver County in 2000³. Out of that total, 79,600 people worked in Pennsylvania and 1,563 (just under 2%) worked in other States, primarily Ohio and West Virginia. Slightly more than 47,000 (or 58%) worked in Beaver County, while 32,515 (40%) commuted to jobs in other Pennsylvania counties. Neighboring counties employed the largest share of those workers: thirty percent (30%) in Allegheny County, 6% in Butler County and 2.5% in Lawrence County. The remaining 2.5 % of workers commuted to jobs and/or worked in 27 other counties.

A higher percentage of Beaver County workers commuted out of the County to work in 2000 than a decade earlier. In 1990, 61% held jobs in the County. Only 28.6% worked in Allegheny County, 4.4% in Butler County and 2.3% in Lawrence County. Two (2)% had jobs out of State, and the remaining 1.6% worked in other Pennsylvania Counties.

Workers also travel into Beaver County for employment. Statistics developed by the Department of Labor and Industry indicate that 11,262 workers commuted to and/or worked in Beaver County from other Pennsylvania counties for work in 2000. This was an increase from 1990 when 9,941 workers commuted into the County. The largest numbers in 2000 came from Allegheny County (46%), Lawrence County (24%) and Butler County (12%). The remaining 18% commute into Beaver County from 34 other Pennsylvania counties. There was no data on the numbers of out-of-State workers commuting into Beaver County; however since the County borders both Ohio and West Virginia, the County undoubtedly provides jobs for some workers from those states.

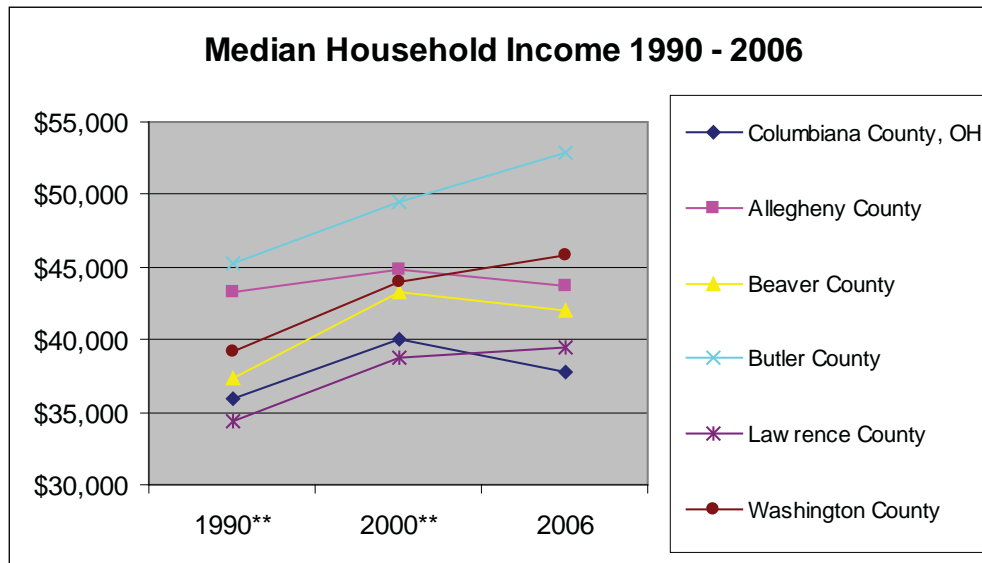
According to these statistics, Beaver County exports nearly three times as many workers as it imports. While this figure would likely be slightly lower if out-of-State workers commuting into Beaver County were accounted for, there is presumably still a large disparity.

Income

In 2006, the median household income in Beaver County was \$42,028. This was the third lowest of all Counties compared. Only Lawrence County and Columbiana County, Ohio, had lower median household incomes.

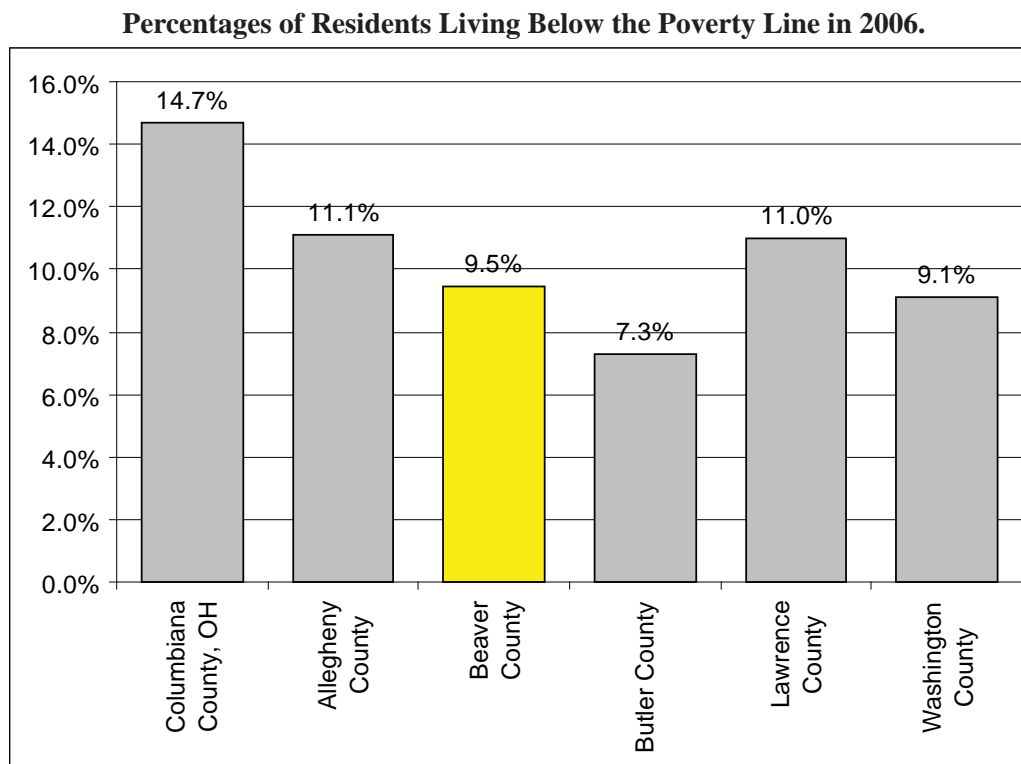
After adjusting for inflation, Beaver County saw a 12% increase in median household income between 1990 and 2006. This was higher than Allegheny County (1%) and Columbiana County (5%). Between 1990 and 2000, Beaver County experienced the largest gain in median household income (15%) of all surrounding Counties, however that gain was reduced by a 3% decline in median household income between 2000 and 2006. This occurred as incomes failed to keep pace with inflation. Similarly, Allegheny County and Columbiana County saw median household income decrease between 2000 and 2006.

3 2006 data not available.



Poverty

In 2006, the percentage of Beaver County residents living below the poverty line was 9.5%. This was the third lowest poverty rate of the Counties evaluated. Only Butler (7.3%) and Washington (9.1%) had a lower rate. The poverty rate for Pennsylvania was higher at 11.2%



While Beaver County's poverty rate was comparatively low, it increased from 8.4% to 9.5% between 2000 and 2006. An increase in the poverty rate occurred in all Counties except Butler County, which saw a decrease from 8.1% to 7.3%.

Urban and small municipalities tended to have low median household incomes. Midland Borough had the lowest in 2000 at \$23, 117. Suburban and rural towns in general had higher incomes. However, the highest was in Georgetown Borough (\$57,500).

ECONOMIC JUSTICE ANALYSIS

The discussion of income and employment above presented data about the County's labor force as a whole. However, this section examines the differences in income, employment and other socio-economic indicators when race is taken into account. It analyzes the disparities and compares them to statistics for neighboring counties.

The term "economic justice," also called "distributive justice," has been defined as "what is just or right with respect to the allocation of goods in a society."⁴ The flip side of this concept, "economic injustice," looks at the disparities among different racial or social groups based on certain economic indicators. It has been described as follows:

Economic injustice involves the state's failure to provide individuals with basic necessities of life, such as access to adequate food and housing, and its maintenance of huge discrepancies in wealth. ... Such injustice can stem from unfair hiring procedures, lack of available jobs and education, and insufficient health care. All of these conditions may lead individuals to believe that they have not received a "fair share" of the benefits and resources available in that society.⁵

Where there is a wide gulf between different groups, the economic health of the jurisdiction will be impacted. There will be greater demands on public funds to provide services for disadvantaged groups. Social impacts, like increased crime, poor nutrition and higher school drop-out rates, are likely to occur.

The majority of Beaver's minority population is African-American. In 2006, Blacks made up 7 % of all County residents, up from 6% in 2000. All other minority groups represented less than one percent of the County's population. Because it is difficult to generate statistically significant data for such small groups, this section looks at economic justice by comparing the data for African-Americans in the County against those for White residents.

The municipalities with the highest numbers of African American residents in 2000 were Aliquippa (4,168), Beaver Falls (1,739), Ambridge (884), New Brighton (701), Midland (654), Rochester (537) and White (143).⁶ Out of the County's total Black population in 2000 (10,811), 38% lived in Aliquippa and 16% resided in Beaver Falls. Another 25% of Beaver County's Black residents lived in Ambridge, New Brighton, Midland or Rochester. The remaining 21% reside in the remaining 48 municipalities.

The 2005-2009 Five Year Consolidated Plan and the FY 2005 Action Plan prepared for the Community Development Program of Beaver County analyzed racial and ethnic concentrations at the census tract level. Areas of concentration were defined as tracts where the percentage of Black residents exceeded the County percentage overall (6%). Bold text indicates census tracts where 50% or more of the population is also low-to-moderate income.

4 http://en.wikipedia.org/wiki/Distributive_justice

5 Maiese, Michelle. "Addressing Injustice." *Beyond Intractability*. Eds. Guy Burgess and Heidi Burgess. Conflict Research Consortium, University of Colorado, Boulder. Posted: June 2003 <http://www.beyondintractability.org/essay/address_injustice/>.

6 Data for race by municipality is not available after 2000.

Areas of Concentration of Black Residents, 2000

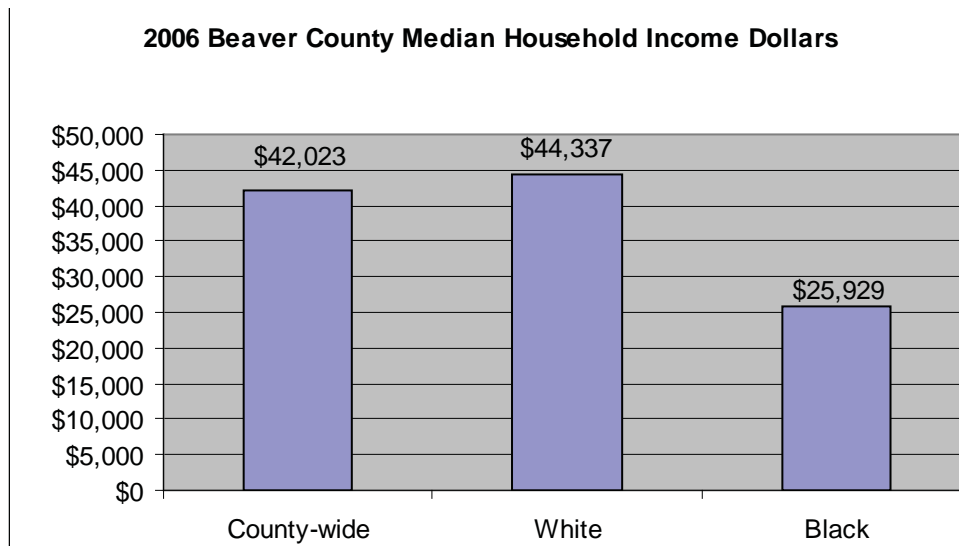
Municipality	Census Tract	% Black Population
City of Aliquippa	6043	30
City of Aliquippa	6045	82
City of Aliquippa	6046	12
Ambridge Bor.	6040	11
Ambridge Bor.	6041	15
City of Beaver Falls	6011	7
City of Beaver Falls	6012	24
City of Beaver Falls	6013	18
Bridgewater Bor.	6022	10
Midland Bor.	6028	22
New Brighton Bor.	6015 (part)	14
Rochester Bor.	6021	13
White Twp.	6009	9

Source: *FY 2005-2009 Five Year Consolidated Plan and FY 2005 Action Plan for Beaver County, Pennsylvania* (September 22, 2005), Table 3-6.

Where the concentrations of African Americans are high, the economic injustice impacts described in this section are felt more acutely.

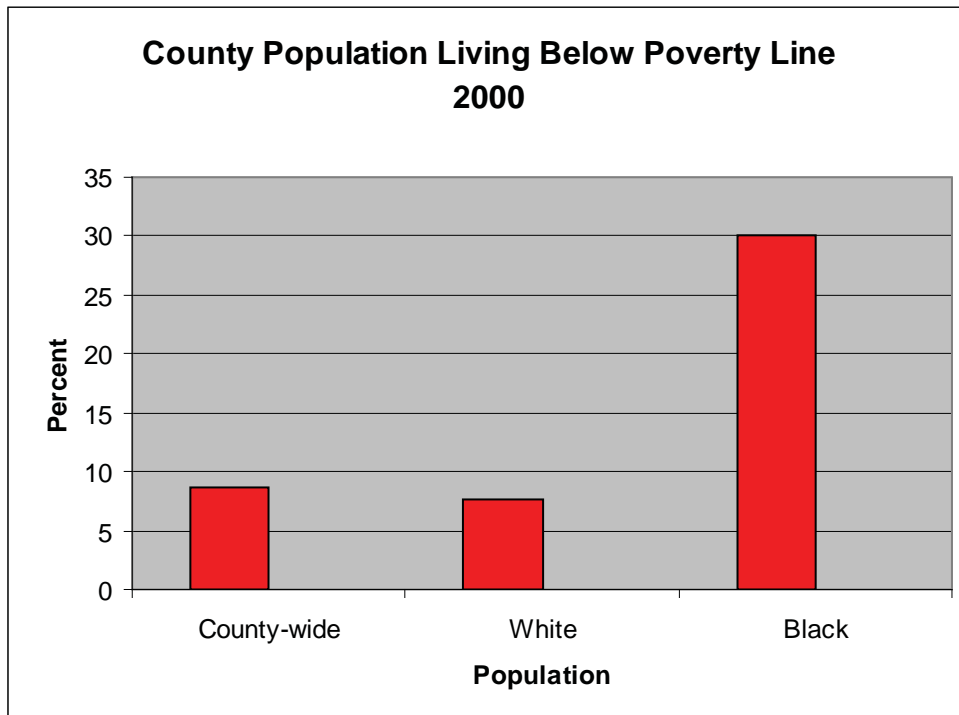
Income and Poverty

One way of measuring economic justice is to look at income. In Beaver County, average household income in 2006 was \$42,023. However, when that figure is broken down by race, a very different picture emerges. White households in 2006 had a median income of \$44,337 per year, while that for African-American households was \$25,929, less than 60% that of White households. Median household income decreased, when adjusted for inflation, between 1999 and 2006 in both White (-3.8%) and Black (-3.3%) households. This is likely due to the failure of incomes to keep up with rising inflation. Because African American incomes are already so low, the decline in Black household income is more detrimental.



When compared to neighboring Counties, African American households in Beaver County had the third lowest median incomes in 1999 after Lawrence and Allegheny Counties. However, by 2006, Beaver County's Black median household income had fallen to the second lowest of all Counties for which figures were available.⁷

While the overall poverty rate in Beaver County was relatively low in 2000 (8.4%), the disparities between Blacks and Whites was also evident. Only 7.6% of Beaver County's White population was living below the poverty line in 2000, whereas just over 30% of Black residents were living in poverty. However, when compared to other Counties, Beaver County was not the worst off. Larger percentages of African Americans in Butler (40%), Lawrence (36%) and Allegheny Counties (31%) were living below the poverty line.



Rent as a Percentage of Income

Another way to assess economic wellbeing of residents is to determine how much they pay, as a percentage of income, for basic necessities. For most people, housing is the largest expense. Therefore, it is instructive to look at how much of their incomes Beaver County residents are paying in rent. In 2000, White residents were expending 22.7% of their incomes on rent while Black renters were spending 25.3%. While this difference is small, it should be noted that because median household incomes for African Americans are less than half that of Whites, the higher percentage being spent for rent means that even less money is available for Black households to cover other basic expenses.

When compared to other Counties, however, Beaver County Black households are spending less for rent as a percentage of income than all other Counties except Butler. This may be due to low rental costs and availability of low income public housing in the County when compared to others.

7 No data was available for Butler County, PA, Columbiana County, OH and Hancock County, WV.

Unemployment

Unemployment figures also help measure the economic inequalities between races. In Beaver County, unemployment in 2000 was only 5.4 % overall. However, more than 14% of the Black labor force was unemployed. And while African Americans made up only 4.7% of the total labor force, they comprised 12.6% of the total unemployment in the County.

Home Ownership

In 2000, there were over 54,000 owner-occupied homes in Beaver County. Over 96% of those units were owned by Whites. By contrast, African Americans, who made up 6% of the County's population at that time, owned only 3.2% of its owner-occupied homes.

In terms of percentage of population, the statistics are even more striking. In Beaver County, just over 80% of White residents lived in owner-occupied units in 2000. By contrast, just under 46% of Black residents lived in homes they owned. When compared to neighboring Counties, home ownership by Beaver County African Americans was second lowest. Only Allegheny County had a smaller percentage of Blacks owning their own homes (42.6%).

Educational Attainment

A significant factor that contributes to economic disparities is educational attainment. Although some well-paying technical jobs do not require a college diploma, as a general rule, high-paying jobs require more education. While slightly less than 16% of White residents in Beaver County age 25 and over had not graduated from High School in 2000, more than a quarter of all Black residents (26.7%) in the same age group had not done so. Yet the percentages of residents with High School diplomas (but no college) are close: 42.7% for White residents and 39.3% for African Americans. A larger disparity was evident, however, when comparing those holding college or higher degrees. Nearly one quarter of White residents (24.3%) held an Associate's, Bachelor's or higher degree in 2000 compared to 13.3% of Black residents.

SUMMARY OF ISSUES & NEEDS

Based on the foregoing information, we have identified the following issues and needs:

- **Shifting employment needs** – Beaver County's employment is continuing to shift away from large manufacturing jobs towards more skilled employment in health and social services and other professional fields. The manufacturing jobs that remain require workers with technical skills. Currently there are labor shortages in certain industries including: manufacturing, health services, and information technology. The County needs to take steps to ensure that the work force has the skills required to fill these jobs.
- **Fractured economic development structure** - Economic development activities in Beaver County are handled by numerous entities, each with a particular area of focus. The County has taken steps in the past to bring these entities together to help coordinate planning. The Beaver Initiative for Growth, a nonprofit established by a former legislator to coordinate and promote County development, is no longer operating. Beaver County LINK was established to act as an umbrella organization for all economic development agencies, but it has ceased meeting. The County needs to re-evaluate how to ensure that economic initiatives are well-coordinated, prioritized, and marketed to achieve the maximum benefit.
- **Shrinking incomes** – Median household incomes in the County have not been keeping pace with inflation and poverty rates have been rising. The County needs to attract employers that pay competitive salaries (professional, technical) rather than low-wage jobs (retail, food services).
- **Economic justice** – There are significant economic disparities between White and Black residents in Beaver County. The County needs to target this as a significant economic and social issue, and make achievement of economic justice a high priority.

Transportation

Beaver County's transportation network has been integral in shaping the County's development. The railroads and rivers were essential to the industrialization of the County and roadways have been vital to economic development. The goal of this section of the plan is to identify and analyze the County's existing transportation network. This includes exploring the many modes of transportation in the County such as roadways and bridges, railways, waterways, public transit, bicycle and pedestrian ways, and airports. Many of the major elements of the transportation network are included on the Transportation Map. County residents repeatedly asserted at public meetings and within survey comments that one of Beaver County's greatest assets is its location and proximity to amenities within the region. The transportation network helps to make these amenities accessible and is a major factor in residents' ability to make this claim.

TRANSPORTATION PROCESS

The transportation planning process in Pennsylvania is embodied in three documents: the regional Transportation Improvement Program (TIP), the statewide Twelve Year Program (TYP), and the State Transportation Improvement Program (STIP).

The Southwestern Pennsylvania Commission (SPC) is the official metropolitan planning organization (MPO) for a ten county region that includes Beaver County (other member counties include: Allegheny, Armstrong, Butler, Fayette, Greene, Indiana, Lawrence, Washington, and Westmoreland). As the MPO, SPC is responsible for planning and prioritizing the use of all state and federal transportation funds allocated to the region. SPC drafts the region's Long Range Transportation and Development Plan as a guiding document for future efforts. SPC also regularly updates the region's Transportation Improvement Program (TIP), which generally describes current priority projects which will be undertaken in order to implement the policies included in the Long Range Transportation and Development Plan. According to SPC, "[t]he TIP identifies the region's highest priority transportation projects, develops a multi-year program of implementation, and identifies available federal and non-federal funding for the identified projects. The TIP covers a four-year period of investment and is updated every two years through a cooperative effort of local, state and federal agencies, including participation by the general public."

PennDOT prepares the Twelve Year Program (TYP) every two years and submits it to the State Transportation Commission. This program includes transportation improvements for all modes (roads, bridges, aviation, rail, public transit, etc.) of transportation that PennDOT recommends to be started within a twelve year timeframe. The program covers all of Pennsylvania in order to address the Commonwealth's transportation concerns. The State Transportation Commission provides the policy direction for the development of the TYP. The TIPs that each MPO in Pennsylvania develops and proposes are included in the creation of the TYP.

The Federal government requires each state to complete and submit a State Transportation Improvement Program (STIP). In Pennsylvania, the STIP includes the first four year segment of the Commonwealth's TYP. The general impact of this on Beaver County is that the County typically must navigate these various levels of transportation planning by partnering with SPC and the other Counties in the southwestern PA region. The County should work cooperatively with SPC's long range transportation planning process and TIP process in order to optimize major transportation improvements. Getting a project on the region's TIP is one of the first major steps to realizing an improvement.

ROADWAYS AND BRIDGES

Beaver County is traversed by a hierarchy of roadways. The County includes two Interstate Highways (I-76 and I-376), as well as U.S. Highway 30, 12 State routes and many local roads. The County's topography, like much of western Pennsylvania, required many roadways to utilize bridges in their design and construction. The maintenance and upkeep of this extensive network of roads and bridges is a major challenge. Roads and bridges are depicted on the Transportation Map.

Major Roadways

PA Route 60 was recently redesignated as Interstate 376 (I-376). The new interstate links the PA Turnpike at Monroeville and Downtown Pittsburgh with the Pittsburgh International Airport and Interstate 80 in Sharon, PA. Safety improvements were completed on this Route to bring the Highway up to Interstate Highway standards. The majority of the changes to the roadway included lengthening on- and off-ramps and widening shoulders.

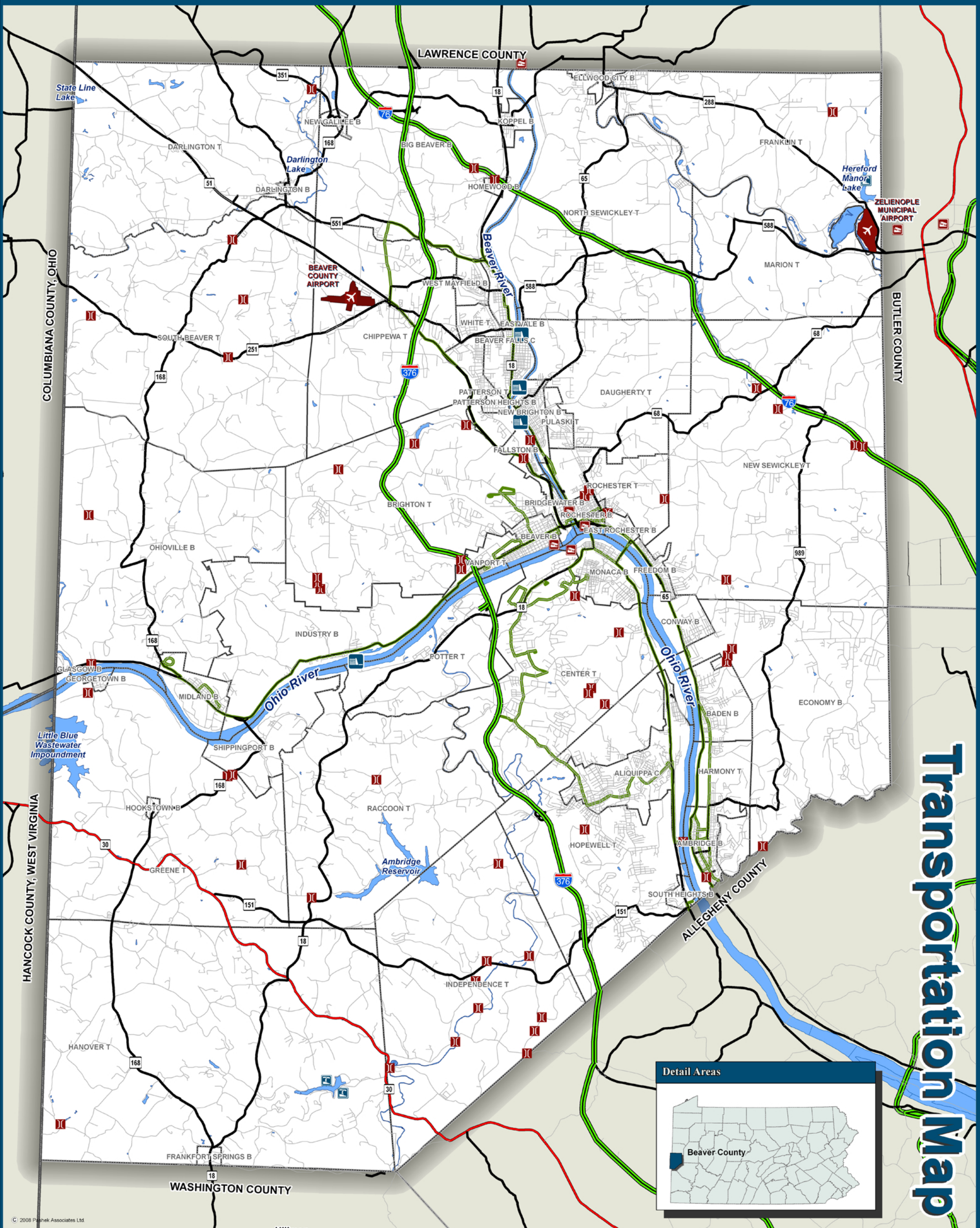
This is a significant change to the transportation network in Beaver County and will present opportunities for community and economic development. The extension of the I-376 Corridor through Beaver County will result in a major Interstate Highway running through the heart of the County in a north-south path.

The Pennsylvania Turnpike (I-76) crosses the northeast corner of the County. The Beaver County portion of the Pennsylvania Turnpike includes two interchanges. These occur at the intersection with PA Route 18 and I-376.

In addition to the two Interstate Highways, Beaver County hosts a portion of the Lincoln Highway / U.S. Highway 30 (U.S. 30). This highway crosses the southwestern portion of the County and runs through Independence, Hanover, and Greene Townships.

Several State Routes provide access to nearly all areas of the County. State Routes in Beaver County include: 18, 51, 65, 68, 151, 168, 251, 288, 551, 588, and 989. These roadways extend access to areas of the County not served by the U.S. Highways described above. Many local roadways extend from the network of State Routes to provide access to Beaver county residents.

However, despite these many roadways, the Steering Committee and other residents noted that a major east-west route in the County is lacking. There is no convenient, direct route between Cranberry and the high-growth municipalities in eastern Beaver County to destinations across the Ohio River like the Beaver Valley Mall and the Pittsburgh International Airport. They also indicated that redevelopment of brownfield sites along the Ohio River in Ambridge and Aliquippa is hampered by poor access to I-79 to the east and to I-376 to the west.



Transportation Map

BEAVER COUNTY PLANNING COMMISSION
 Beaver County Courthouse
 818 Third Street
 Beaver, Pa. 15009
 Phone: (724) 728-5700
 Fax: (724) 775-3915

LEGEND	
	County Boundary
	Interstate
	US Highway
	Lake/Reservoir
	State Route
	River
	Local Road
	Bridge (county-owned) Airport
	Transit Route
	Dam
	Motorized Water Access
	Non-Motorized Water Access

Map Sources:
 Southwest Pennsylvania Commission (SPC)
 Pennsylvania Spatial Data Access (PASDA)
 Beaver County
 Western Pennsylvania Conservancy

Projection: State Plane - NAD 1983
 Pennsylvania South, Feet

The preparation of this map was financed in part through a Land Use Planning and Technical Assistance Grant from the Department of Community and Economic Development, as administered by the Governor's Center for Local Government Services, Pennsylvania Department of Community and Economic Development.



Traffic Volumes

The condition of a roadway and traffic volumes along it can impact the quality of life in a community. Traffic volume is a major contributor to both road condition and congestion problems. Heavy traffic can cause a roadway to deteriorate more quickly, which can cause more maintenance responsibilities. Heavy traffic can also cause congestion which can slow the movement of goods and services along the roadway. A map of recent traffic volumes provides a better understanding of traffic in the County. However, higher traffic volumes do not necessarily result in congestion and deterioration. Certain roads are built to accommodate higher traffic volumes. Congestion occurs where roads are not built to handle the heavy amounts of traffic that actually occur. Traffic volume is commonly measured in annual average daily traffic (AADT). This figure is determined by simply dividing the annual traffic on a roadway for an entire year by 365 days. Please refer to the Traffic Volume Map for information on AADT (published by PennDOT in 2009) along Beaver County roadways.

The only roadway in the County that currently experiences traffic volumes higher than 20,000 AADT is the Pennsylvania Turnpike (approximately 22,000 AADT). Several small sections of roadway host traffic volumes between 15,000 and 20,000 AADT: I-376 south of the Route 151 Interchange, I-376 north of its intersection with Route 51, 3rd Street through Beaver Borough, Brodhead Road south of its intersection with Route 18, and the Rochester/Monaca Bridge. County roadways such as Freedom Road, Route 18, Route 51, I-376, Route 65, Route 68, and Brodhead Road feature long segments that host traffic volumes between 10,000 and 15,000 AADT. Many of these roadways that experience traffic volumes between 10,000 and 20,000 AADT do not experience significant congestion problems. These include: Route 18, Route 51, I-376, Route 65, and Route 68. These roadways are generally constructed to handle these high traffic volumes. However, some of the County's roadways that handle AADT between 10,000 and 20,000 and experience congestion issues include: Freedom Road (east of Route 989); Brodhead Road; Ambridge/Aliquippa Bridge; Franklin Ave.; Green Garden Road; Rochester/Monaca Bridge; and Monaca/East Rochester Bridge.

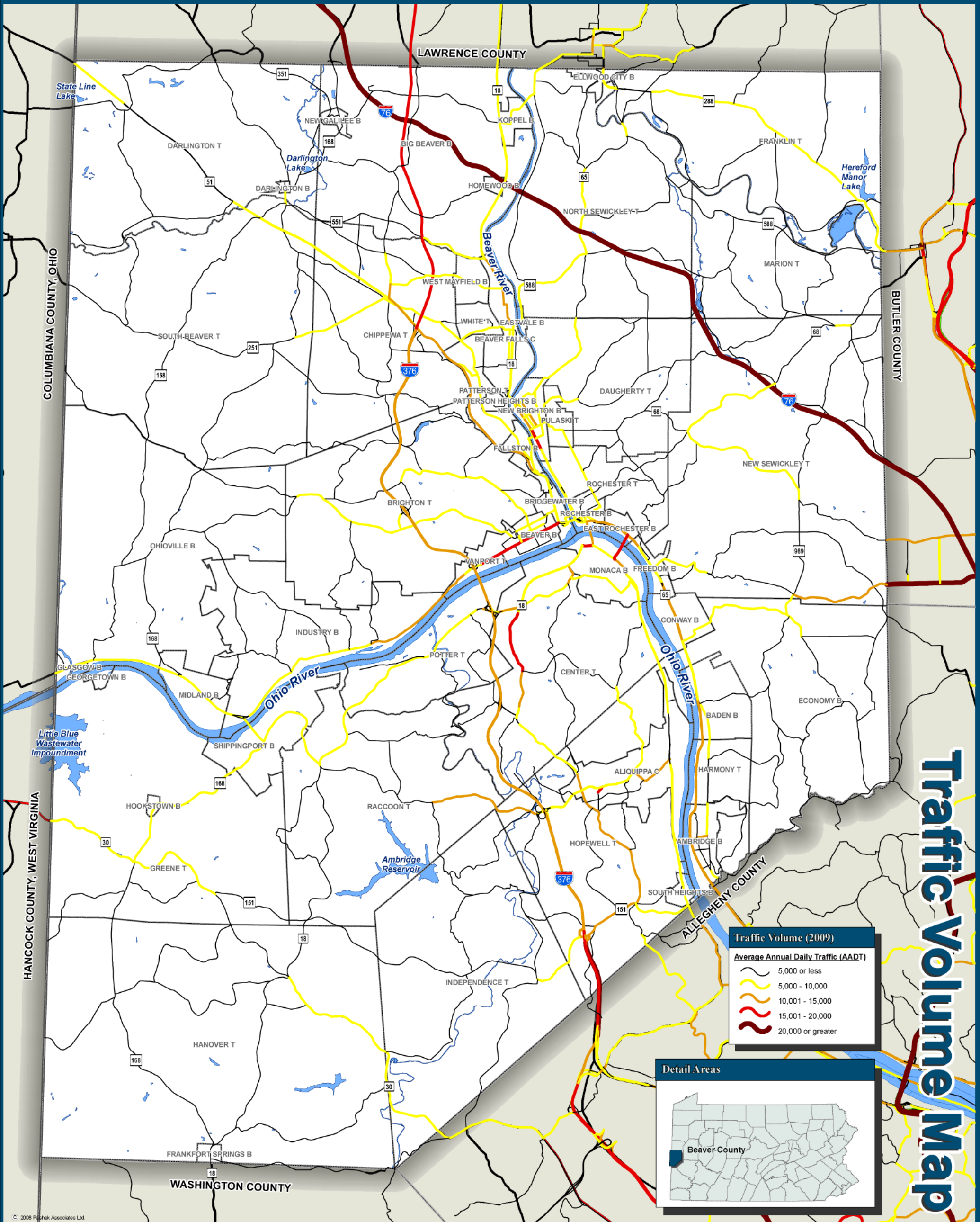
Bridges

Beaver County's transportation network includes many bridges. Nearly 60 of the bridges in the County are owned and maintained by the County. These bridges allow the transportation network to traverse waterways ranging from the Ohio and Beaver Rivers to small stream valleys. The County's bridges include some of the most significant maintenance needs within the network. Pennsylvania State government has recently made repairing and rehabilitating bridges a priority, which is reflected in the current Transportation Improvement Program (TIP) and in current PennDOT construction projects for Beaver County. Most of the current bridge projects in Beaver County involve rehabilitation of existing structures. The Shippingport Bridge and Ambridge/Aliquippa Bridge are two examples of bridges currently being rehabilitated.

The proposed new federal budget includes funds for a new bridge over the Beaver River between Bridgewater Borough and Rochester Township called the Veterans Memorial Bridge. The project will be put out to bid, in Spring 2010 and construction is expected to be completed by 2013.

Transportation Improvement Program (TIP) Projects

The following is a brief overview of the Transportation Improvement Program (TIP) as it applies to Beaver County. A detailed list of these projects is provided in Appendix 4. The current TIP (2009-2012) includes projects for the next four years. There are a total of 41 projects identified for Beaver County. More than half (23) of these projects are proposed to be implemented in 2009. The following years are proposed to include the implementation of the other 18 projects.



Traffic Volume (2009)

Average Annual Daily Traffic (AADT)

- 5,000 or less
- 5,000 - 10,000
- 10,001 - 15,000
- 15,001 - 20,000
- 20,000 or greater

Detail Areas

Traffic Volume Map

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LEGEND

- County Boundary
- Municipality
- Lake/Reservoir
- River
- Interstate
- US Highway
- State Route

Map Sources:
 Southwest Pennsylvania Commission (SPC)
 Pennsylvania Spatial Data Access (PASDA)
 Beaver County
 Western Pennsylvania Conservancy
 PennDOT

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 Pennsylvania South, Feet

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A vast majority of the 41 transportation projects included within the 2009-2012 TIP are bridge rehabilitation or replacement projects. Thirty-one bridge improvement projects will begin over the next four years in Beaver County. These projects address issues of deterioration and needed maintenance along these important parts of the County's roadways. Three of the TIP projects include maintenance or upgrades along existing roadways. Other TIP projects focus on improving the stability of soils or construction of retaining walls to prevent landslides and improving signalization in certain areas of the County.

The TIP also proposes a project to improve the safety of railroad crossings. Railways are extremely important to the transportation network of the County. Roads and railways work in concert to promote the movement of goods and services throughout the County and beyond. Inevitably, these systems intersect (railroad crossings) and safety issues can arise. The funding for this project is proposed to be spread over the four year period.

RAILWAYS

Railways are a significant part of the Beaver County landscape. The County's railways are generally found in highly visible areas along the valleys created by major waterways such as the Ohio River, Beaver River, and Connoquenessing Creek. Active rail lines flank both sides of the Beaver River from the County's northern border to its confluence with the Ohio River. Active railways line the entire right bank of the Ohio River and most of the left bank along its path through the County. The railways in Beaver County connect to Pittsburgh, Butler, and New Castle in Pennsylvania, Ohio communities like Youngstown, towns in West Virginia, and beyond.

Several of the railways include spurs to provide rail service to large industrial areas such as those found in Koppel, Midland, Aliquippa, Port Ambridge, and Shippingport. The Conway Rail Yard is a major rail hub situated in Conway Borough. In 1976, while being operated by the Consolidated Railroad Corporation (Conrail), the Conway Rail Yard was the busiest automated rail yard in the United States. The rail yard, now operated by Norfolk Southern, is nearly four and a half (4.5) miles long and three-quarters ($\frac{3}{4}$) miles wide at its widest point.

In addition to moving goods throughout western Pennsylvania and beyond, the railways in Beaver County are also used to transport people. The National Railroad Passenger Corp. (Amtrak) operates along the Norfolk Southern line, a section of which runs through the County.

There are four (4) main railway operators in Beaver County:

- National Railroad Passenger Corp. (Amtrak)
- Buffalo and Pittsburgh Railroad (BPRR)
- CSX Transportation (CSXT)
- Norfolk Southern Corp. (NS)

WATERWAYS

The Ohio River, which runs through Beaver County, is a major part of Southwestern Pennsylvania's transportation infrastructure. The Ohio River allows large amounts of goods to be shipped via river barges. This river traffic is a vital part of the Region's economy and industries along the banks of the River utilize this important resource.

The County is home to a lock and dam, which allows the barges to navigate the length of the Ohio River. Montgomery Locks and Dam is situated adjacent to Industry Borough approximately 31 miles downstream from the Downtown Pittsburgh. In early 2008 the U.S. Army Corps of Engineers released a solicitation for the "fabrication and installation of new maintenance bulkhead lifting frame" at the Montgomery Locks and Dam.

The new federal budget includes a large sum of funds for an Upper Ohio River Navigation Study. This study will examine the Emsworth, Dashields, and Montgomery Locks and Dams to determine the best plan for safe, reliable, efficient, and environmentally sustainable navigation of the Ohio River.

In addition to the locks and dam along the Ohio, the Beaver River utilizes three dams along its path through Beaver County. The TIP mentioned above includes a project to improve the sealant on existing dams in the County. This project, which is scheduled to begin in 2009, includes \$1,000,000 to replace the current neoprene compression seals with a silicone sealant.

PORTS

Beaver County's ports provide a significant advantage to the economic potential of sites along the Ohio River. Consequently, it is important to evaluate the number of ports that are being used in the County and identify those that could be leveraged for economic development purposes in the future.

In total, there are forty-six ports along the Ohio River within Beaver County according to the US Army Corps of Engineers. Thirty-nine of these ports are currently operational. These ports are situated along the banks of fourteen municipalities in the County. Monaca, Aliquippa, and Georgetown have the most ports in the County. Monaca contains eight operational ports and one non-operational port. Aliquippa contains four operational ports and three non-operational ports. Georgetown contains seven operational ports. Seven ports throughout the County, which are found in five different municipalities, are not currently in operation. Monaca, South Heights, Bridgewater, and Industry each contain one port that is currently not being operated and Aliquippa is home to three non-operational ports.

PUBLIC TRANSPORTATION

Public transportation service in Beaver County is provided by the Beaver County Transit Authority (BCTA). The Authority's mission, according to the BCTA website, is to work together to improve regional mobility for the citizens of Beaver County. The BCTA was created in 1980 and has grown from contracting to provide transit services to becoming a self-operated service. BCTA has the ability to serve 100% of the residents of Beaver County through its two transit services: fixed-route transit and demand and response transit (DART). Along the fixed-route system are several transportation nodes. These range from park-and-ride facilities to the newly constructed Rochester Transportation Center. The transit routes and facilities are displayed on the Public Transit Map.

Fixed-Route

The BCTA operates seven fixed-route buses within and outside of the County as well as a special service to the Pittsburgh Steelers' home games. A brief description of each of these routes is provided below.

Route 1 runs from Chippewa to Pittsburgh and passes through Rochester, Ambridge, and all areas between these destinations. Route 2 is a local route that serves Rochester, Center, Hopewell, and Ambridge. Route 3 operates between Rochester and Pittsburgh. The bus passes through Economy and has limited local stops to provide direct service to Pittsburgh. Route 4, another direct line to Pittsburgh, serves Chippewa, Center, and Hopewell. Route 6 runs between Rochester and Robinson Town Center. Along its path, Route 6 serves Center and Hopewell and many other locations. Route 8 is another local route that serves the communities of Midland, Industry, Vanport, Beaver, Brighton Township, Bridgewater, and Rochester. The local service provided by Route 11 caters to Rochester, Beaver, Brighton Township, and Vanport.

BCTA's fixed route transit services generally provide service to the Beaver County communities that are identified as "urban municipalities", and "suburban municipalities" on the Functional Classification Map. Rural

municipalities identified on the Functional Classification Map are served by BCTA's Demand and Response Transit (DART).

Demand and Response Transit (DART)

BCTA's Demand and Response Transit (DART) service provides door-to-door transportation throughout the County. The DART service utilizes an advanced reservation and shared ride system. The system targets those with special needs and those who do not live within one-quarter (1/4) mile of one of BCTA's fixed-routes. BCTA's website states, "DART provides transportation for the general public, senior citizens, persons with disabilities, and others with specialized transportation needs to and from any point in Beaver County that cannot be reached by using regular fixed route buses." The DART service is provided Monday through Saturday. DART is not available Sundays and major Holidays.

Transit facilities

The BCTA website calls the Rochester Transportation Center, "the Grand Central Station of Beaver County." The Rochester Borough site, completed in 1991, is centrally located in the County and near a large number of the major vehicular routes in the County. Some of the amenities of the transit center include: a park-and-ride lot, a "kiss-and-ride" area (a drop-off point for riders), covered bus boarding area, access to six of the BCTA's seven fixed routes, and a customer information center with real-time information.

Including the Rochester Transportation Center, there are five Park-and-Ride lots in the County. These facilities allow transit riders to leave their cars in a parking lot and utilize public transit to reach their destination. The following Park-and-Ride lots are situated throughout the County:

- Chippewa Central Square Park-and-Ride
- Rochester Transportation Center Park-and-Ride
- Expressway Travel Center Park-and-Ride
- Northern Lights Shopping Center Park-and-Ride
- Ambridge Park-and-Ride

The Chippewa Central Square Park-and-Ride lot is located in Chippewa Township near Kmart. This lot serves BCTA Routes 1, 3, and 4. The Rochester Transportation Center includes a park-and-ride lot. This facility is located in Rochester Borough and serves BCTA Routes 1, 2, 3, 6, 8, and 11. The Expressway Travel Center Park-and-Ride lot is located in Center Township and serves BCTA Routes 2, 4, and 6. The Northern Lights Shopping Center in Economy Borough features a park-and-ride lot. This lot serves BCTA Routes 1 and 3. Ambridge Borough hosts the Ambridge Park-and-Ride Lot, which is located next to the Ambridge Municipal Complex. This facility serves BCTA Routes 1 and 2 and also serves Port Authority of Allegheny County (PAT) Routes 16A and OV.

Apparatus

Twenty-eight fixed route buses serve the County, Downtown Pittsburgh and the Pittsburgh International Airport corridor. According to BCTA's website, it is currently pursuing federal grants to modernize its fixed route fleet.

Twenty-three vehicles are used to provide DART service within Beaver County, and to downtown Pittsburgh, Oakland, Sewickley, and the Airport Corridor.

Ridership

Overall, ridership has increased on Beaver County Transit buses over recent years. The BCTA website shows the following ridership figures from 2001 to 2006. Over this time period, ridership increased nearly 35%.

FY 2001-2002	550,882
FY 2002-2003	587,071
FY 2003-2004	643,096
FY 2004-2005	691,374
FY 2005-2006	746,048

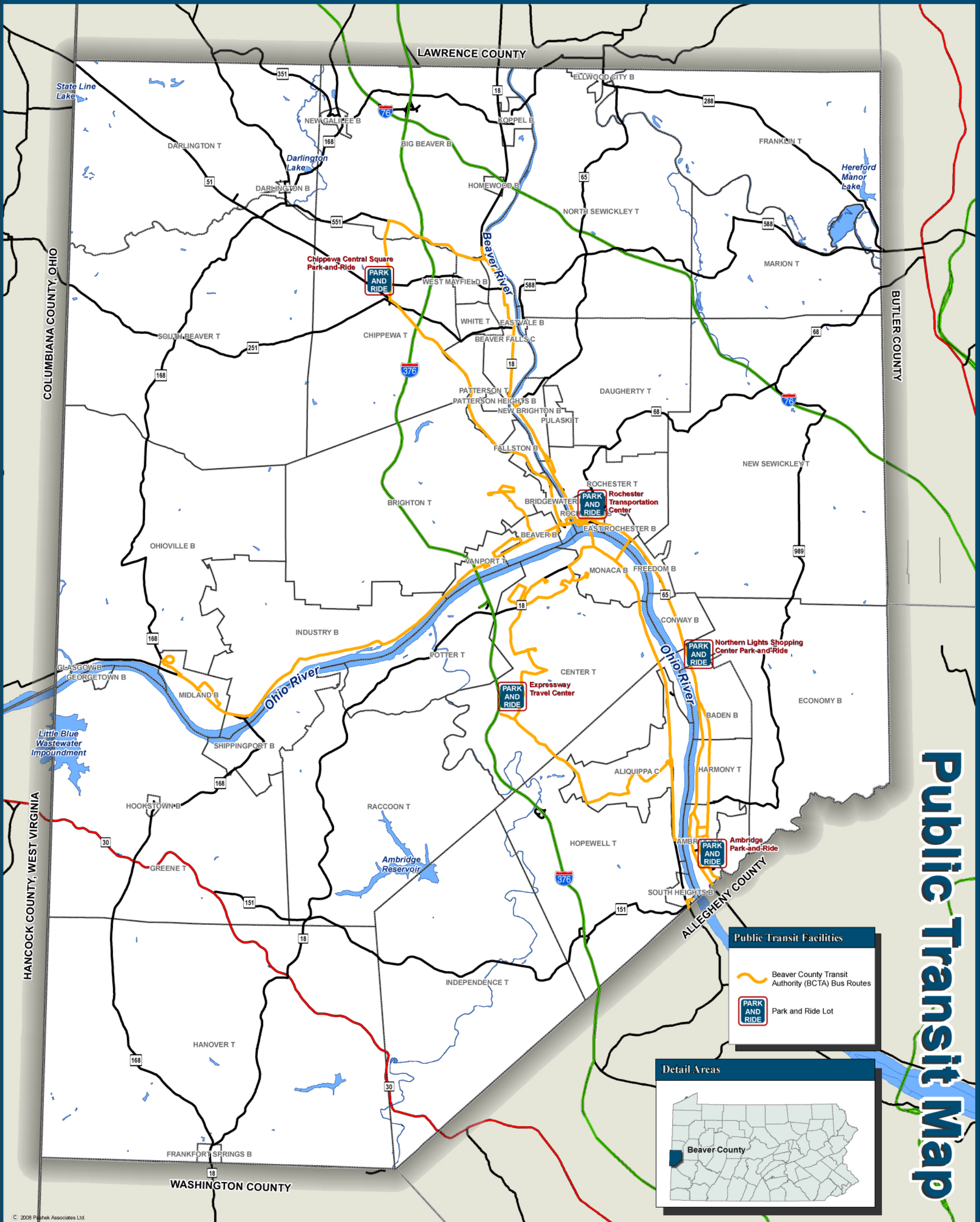
LOCAL AIRPORTS

Beaver County is home to two airports: the Beaver County Airport and the Zelienople Municipal Airport. The Beaver County Airport was constructed in the 1940s and has been improved and upgraded over the years. The Airport, which covers approximately 300 acres in Chippewa Township, is owned by Beaver County. The Beaver County Airport is designated as a reliever airport for the Pittsburgh International Airport which is located in northern Allegheny County, very near the southern border of Beaver County.

The Zelienople Municipal Airport is also a public general aviation facility. The airport, created in the 1940s and 1950s, sits on around 240 acres in Franklin Township, Beaver County. The Borough of Zelienople owns the airport the Zelienople Municipal Authority manages it.

SUMMARY OF TRANSPORTATION ISSUES

- The designation of Route 60 as an interstate Highway I-376 will likely have positive economic development impacts on Beaver County. It will also likely increase traffic volumes along the roadway itself and at the highway's interchanges.
- Congestion issues arise on roadways such as: Freedom Road (east of Route 989); Brodhead Road; Ambridge/Aliquippa Bridge; Franklin Ave.; Green Garden Road; Rochester/Monaca Bridge; and Monaca/East Rochester Bridge.
- There are several underutilized ports along the Ohio River that could be leveraged for economic development.
- There is no direct east-west transportation route linking major destinations in the County.



Public Transit Map

Public Transit Facilities

- Beaver County Transit Authority (BCTA) Bus Routes
- Park and Ride Lot

Detail Areas

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LEGEND

- County Boundary
- Municipality
- Lake/Reservoir
- River
- Interstate
- US Highway
- State Route

Map Sources:
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 Beaver County
 Western Pennsylvania Conservancy
 PennDOT

Projection: State Plane - NAD 1983
 Pennsylvania South, Feet

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Public Facilities & Utilities

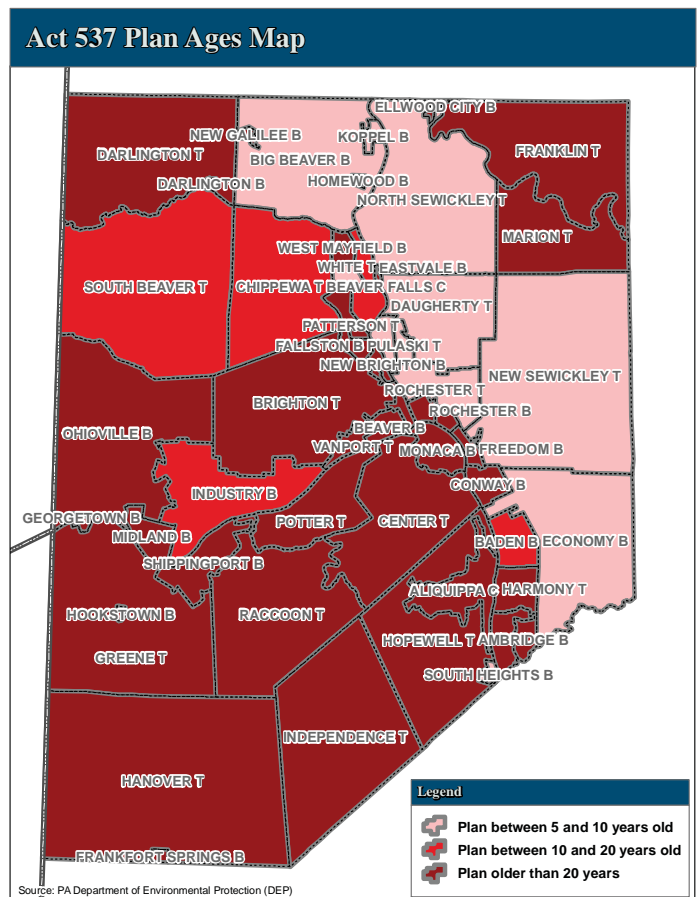
The location and availability of utilities is a major factor in the economic development potential of a site. Sites that include infrastructure such as water, sewer, electric, and telecommunications, and that are located near the workforce, are often sought by developers and businesses. A variety of utilities are explored in this part of the plan including: public sewer, public water, stormwater management, electricity, natural gas, and cable and internet. This section also examines alternative energy initiatives and opportunities in the County.

PUBLIC SEWER AND WATER SYSTEMS

Public utilities are provided to ensure the safety, health, and well-being of the residents of a community. Two of the most important and basic utilities in land development are potable water and sanitary sewer service. The location of public water and sewer infrastructure and the capacity of the system for expansion influence where growth and development will likely take place in the future. Therefore, it is important that infrastructure and land use planning be closely linked. The provision of effective and efficient infrastructure is often used as an economic development and growth management tool. However, the provision of public services can facilitate unwanted development in agricultural and environmentally sensitive areas where growth may not be appropriate. The Public Facilities and Utilities Map identifies areas that are served by public water and sewer.

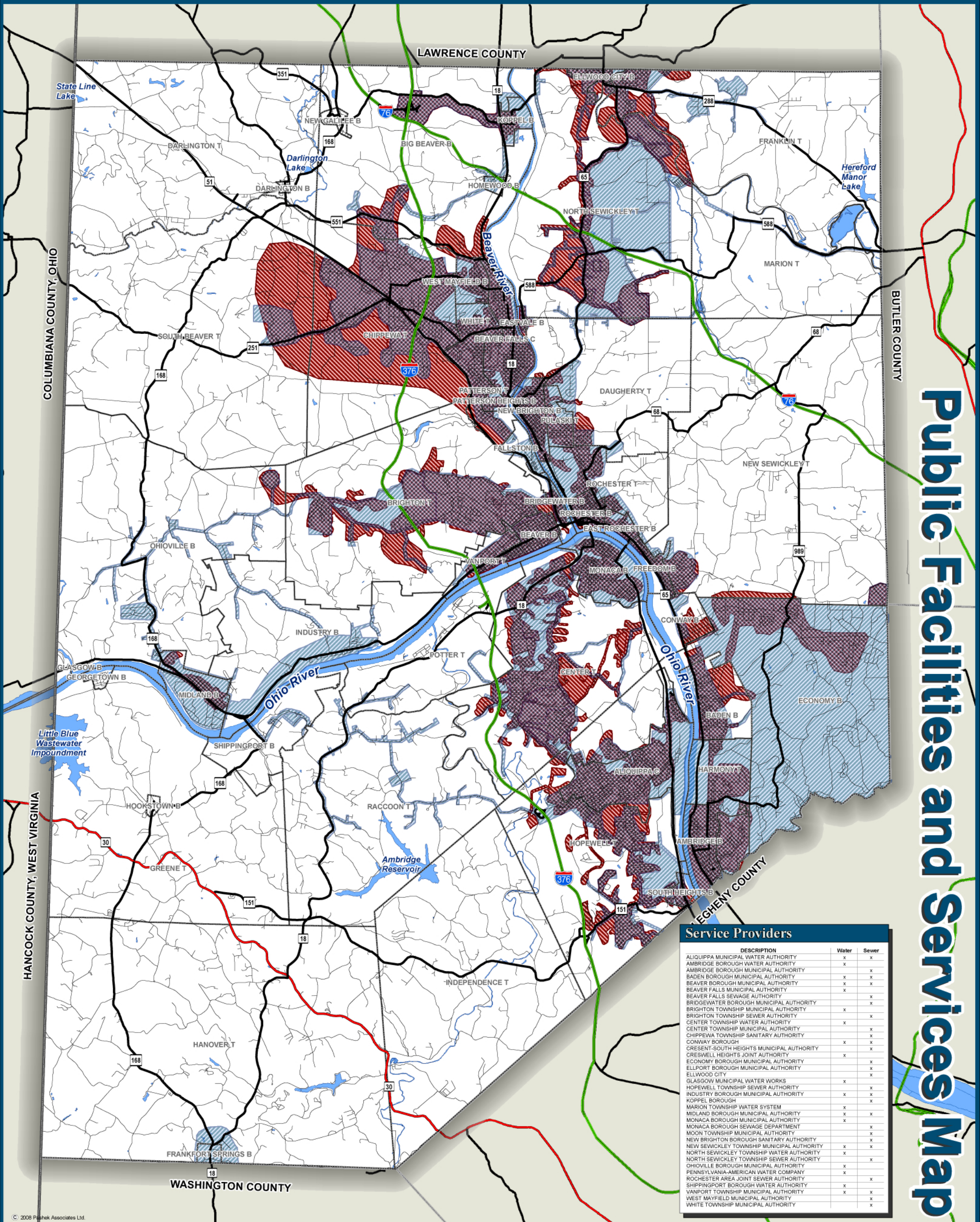
Public Sewer

Municipalities are required by the Pennsylvania Sewage Facilities Act (Act 537) to create and implement plans for the future sewage disposal needs of the municipality. These plans also aim to resolve existing sewage disposal issues in the municipality. These plans are subject to the PA Department of Environmental Protection’s (DEP) review and approval. Act 537 planning has been required since 1967. According to the DEP, “legally, all municipalities have an Act 537 Plan, however, some plans are newer and more detailed than others.”¹ The Act 537 Plan Ages Map shows, in general, the age of each Beaver County municipality’s Act 537 Plan. This information is also generalized and displayed in the Municipal Act 537 Plan Age Table. A more detailed table can be found in **Appendix 5**. Most of these plans are over 20 years old and less than 40 years old. Only 11 municipalities in the County have revised their Act 537 Plan in the last ten years.



# of Municipalities	Act 537 Plan Age
0	Plan less than 5 years old
11	Plan between 5 and 10 years old
6	Plan between 10 and 20 years old
37	Plan older than 20 years
0	Plan older than 40 years

1 Pennsylvania Department of Environmental Protection website, <http://www.depweb.state.pa.us/watersupply/cwp/view.asp?a=1260&q=449459>.



Public Facilities and Services Map

Service Provider	Water	Sewer
ALIQUIPPA MUNICIPAL WATER AUTHORITY	x	x
AMBRIDGE BOROUGH WATER AUTHORITY	x	x
AMBRIDGE BOROUGH MUNICIPAL AUTHORITY	x	x
BADEN BOROUGH MUNICIPAL AUTHORITY	x	x
BEAVER BOROUGH MUNICIPAL AUTHORITY	x	x
BEAVER FALLS MUNICIPAL AUTHORITY	x	x
BEAVER FALLS SEWAGE AUTHORITY	x	x
BRIDGEWATER BOROUGH MUNICIPAL AUTHORITY	x	x
BRIGHTON TOWNSHIP MUNICIPAL AUTHORITY	x	x
BRIGHTON TOWNSHIP SEWER AUTHORITY	x	x
CENTER TOWNSHIP WATER AUTHORITY	x	x
CENTER TOWNSHIP MUNICIPAL AUTHORITY	x	x
CHIPPEWA TOWNSHIP SANITARY AUTHORITY	x	x
CONWAY BOROUGH	x	x
CRESWELL SOUTH HEIGHTS MUNICIPAL AUTHORITY	x	x
CRESWELL HEIGHTS JOINT AUTHORITY	x	x
ECONOMY BOROUGH MUNICIPAL AUTHORITY	x	x
ELLPORT BOROUGH MUNICIPAL AUTHORITY	x	x
ELLWOOD CITY	x	x
GLASGOW MUNICIPAL WATER WORKS	x	x
HOPEWELL TOWNSHIP SEWER AUTHORITY	x	x
INDUSTRY BOROUGH MUNICIPAL AUTHORITY	x	x
KOPPEL BOROUGH	x	x
MARION TOWNSHIP WATER SYSTEM	x	x
MIDLAND BOROUGH MUNICIPAL AUTHORITY	x	x
MONACA BOROUGH MUNICIPAL AUTHORITY	x	x
MONACA BOROUGH SEWAGE DEPARTMENT	x	x
MOON TOWNSHIP MUNICIPAL AUTHORITY	x	x
NEW BRIGHTON BOROUGH SANITARY AUTHORITY	x	x
NEW SEWICKLEY TOWNSHIP MUNICIPAL AUTHORITY	x	x
NORTH SEWICKLEY TOWNSHIP WATER AUTHORITY	x	x
NORTH SEWICKLEY TOWNSHIP SEWER AUTHORITY	x	x
OHIOVILLE BOROUGH MUNICIPAL AUTHORITY	x	x
PENNSYLVANIA-AMERICAN WATER COMPANY	x	x
ROCHESTER AREA JOINT SEWER AUTHORITY	x	x
SHIPPINGPORT BOROUGH WATER AUTHORITY	x	x
VANPORT TOWNSHIP MUNICIPAL AUTHORITY	x	x
WEST MAYFIELD MUNICIPAL AUTHORITY	x	x
WHITE TOWNSHIP MUNICIPAL AUTHORITY	x	x

BEAVER COUNTY PLANNING COMMISSION
 Beaver County Courthouse
 810 Third Street
 Beaver, Pa. 15009
 Phone: (724) 728-5700
 Fax: (724) 775-3915

LEGEND

- County Boundary
- Municipality
- Lake/Reservoir
- River
- Interstate
- US Highway
- State Route
- Water Service Areas
- Sewer Service Areas

Map Sources:
 Southwest Pennsylvania Commission (SPC)
 Pennsylvania Spatial Data Access (PASDA)
 Beaver County
 Western Pennsylvania Conservancy

Projection: State Plane - NAD 1983
 Pennsylvania South, Feet

The preparation of this map was financed in part through a Land Use Planning and Technical Assistance Grant from the Department of Community and Economic Development, as administered by the Governor's Center for Local Government Services, Pennsylvania Department of Community and Economic Development.

The Public Facilities and Services Map shows areas of the County that are served by public sanitary sewer systems. Sewer service areas generally correspond to the areas of the County that have been more intensely developed. Most of the cities and boroughs along the Ohio and Beaver Rivers are served. Other areas of the county with larger areas of sewer service include Center and Hopewell Townships along Brodhead Road, Brighton Township, Chippewa Township, and North Sewickley Township. The northeastern, northwestern, and southwestern portions of the County are generally outside of the service areas of public sewer systems. These areas include large portions of the following: Darlington Township, South Beaver Township, Ohioville Borough, Greene Township, Hanover Township, Independence Township, Raccoon Township, New Sewickley Township, Marion Township, and Franklin Township.

Public Water

The County’s 19 public water systems provide quality drinking water to over 140,000 people in Beaver County. This is over 80% of the residents of the County. Public water systems deliver water to customers that they procure from one of three sources: ground water (wells), surface water (rivers or other bodies of water), or by purchasing water from other authorities/systems. Those that get their water from the ground or surface sources are labeled primary systems. Consecutive systems purchase their water from a primary source before delivering the water to customers. The system type (primary or consecutive) for each of Beaver County’s 19 public (owned by an authority or municipality) water providers is shown on the Public Water Service Table. Eleven of the public systems in the County are primary systems and 8 are consecutive systems. The Public Water Service Table shows that a vast majority of residents in the County are served by primary water systems. In addition to the public water services in the County, there are approximately 80 active, smaller-scale water systems throughout the County that primarily provide water to private owners, developments, mobile home parks, etc.



The Public Facilities and Services Map shows areas of the County that are served by public water systems. Water service areas generally correspond to the areas of the County that have been more intensely developed and that have sanitary sewer service. Like sewer service, most of the cities and boroughs along the Ohio and Beaver Rivers are served and areas within Center Township, Economy Borough, Hopewell Township, Brighton Township, Chippewa Township, and North Sewickley Township have water service. Like the areas without sewer service, the northeastern, northwestern, and southwestern portions of the County are generally outside of the service areas of public water systems. These areas include: Darlington Township, South Beaver Township, Ohioville Borough, Greene Township, Hanover Township, Independence Township, Raccoon Township, New Sewickley Township, Marion Township, and Franklin Township.

Beaver County is fortunate to have ample water supply to fulfill present and future anticipated needs. Recently, the Beaver Falls Water Authority entered into an agreement with Zelienople Borough in Butler County to construct a pipeline to supply water to the borough. This new delivery system will open up the possibility that municipalities in northeastern Beaver County can tap into the public water system.

Public Water Service Table (source: PA DEP)

SYSTEM NAME	OWNER TYPE	POPULATION SERVED	SYSTEM TYPE	PRIMARY SOURCE	SERVICE CONNECTIONS
ALQUIPPA MUNICIPAL WATER AUTHORITY	AUTHORITY	15,550	PRIMARY	GROUND	6,874
AMBRIDGE WATER AUTHORITY	AUTHORITY	17,832	PRIMARY	SURFACE	7,286
BADEN BOROUGH WATER DEPT	MUNICIPALITY	4,377	CONSECUTIVE	PURCHASED SURFACE	1,585
BEAVER BOROUGH MUNICIPAL AUTHORITY	AUTHORITY	4,775	PRIMARY	GROUND	1,787
BEAVER FALLS MUNICIPAL AUTHORITY	AUTHORITY	41,147	PRIMARY	SURFACE	17,094

SYSTEM NAME	OWNER TYPE	POPULATION SERVED	SYSTEM TYPE	PRIMARY SOURCE	SERVICE CONNECTIONS
BOROUGH OF CONWAY	AUTHORITY	2,290	CONSECUTIVE	PURCHASED SURFACE	980
BRIGHTON TOWNSHIP MUNICIPAL AUTHORITY	AUTHORITY	6,708	CONSECUTIVE	PURCHASED GROUND	2,626
CENTER TOWNSHIP WATER AUTHORITY	AUTHORITY	13,000	PRIMARY	GROUND	4,776
CRESWELL HEIGHTS JOINT AUTHORITY	AUTHORITY	13,130	PRIMARY	GROUND	5,625
GLASGOW MUNICIPAL WATER WORKS	MUNICIPALITY	40	PRIMARY	GROUND	19
INDUSTRY BOROUGH MUNICIPAL AUTHORITY	AUTHORITY	1,860	PRIMARY	GROUND	689
MARION TOWNSHIP WATER SYSTEM	MUNICIPALITY	220	CONSECUTIVE	PURCHASED SURFACE	94
MIDLAND BOROUGH MUNICIPAL AUTHORITY	AUTHORITY	3,194	PRIMARY	SURFACE	1,054
MONACA BOROUGH WATER DEPT	MUNICIPALITY	6,500	PRIMARY	GROUND	2,889
NEW SEWICKLEY TOWNSHIP MUNICIPAL AUTHORITY	AUTHORITY	1,549	CONSECUTIVE	PURCHASED SURFACE	560
NORTH SEWICKLEY MUNICIPAL WATER AUTHORITY	AUTHORITY	4,619	CONSECUTIVE	PURCHASED SURFACE	1,749
OHIOVILLE BOROUGH MUNICIPAL AUTHORITY	AUTHORITY	2,630	CONSECUTIVE	PURCHASED SURFACE	974
SHIPPINGPORT BOROUGH WATER SYSTEM	MUNICIPALITY	218	CONSECUTIVE	PURCHASED SURFACE	98
VANPORT TOWNSHIP MUNICIPAL AUTHORITY	AUTHORITY	1,450	PRIMARY	GROUND	314

STORMWATER MANAGEMENT

Under Act 167, the Pennsylvania Stormwater Management Act, all counties are required to prepare comprehensive stormwater management plans for all watersheds within their boundaries. These plans are put together with assistance from a Watershed Plan Advisory Committee. Committee members are appointed by local governments, watershed organizations or other organizations. The plans also receive input from engineers and local solicitors and must be reviewed and approved by the Pennsylvania Department of Environmental Protection.

Beaver County is currently developing its stormwater management plan. It signed an agreement with DEP and received funding for Phase 1. During that phase, the County is undertaking data collection and assessing each municipality's zoning, subdivision and land development, and stormwater ordinances, if they have them. They are also identifying any problem or obstruction areas. Completion of Phase 1 is expected by 2010. Under Phase 2, the County will undertake advance hydrologic analysis and develop solutions. The County intends to commence the Phase 2 effort as funding becomes available from DEP. A model ordinance, using DEP's model stormwater ordinance, will be prepared to meet the County's specific stormwater management needs.

Authority to regulate stormwater discharges in the County rests with each municipality. Therefore, it is up to each municipality to adopt its own ordinance. At this time, neither the County nor DEP tracks how many of Beaver County's municipalities regulate stormwater discharges. However, once the County's 167 Plan is adopted, municipalities will have six months to adopt their own stormwater ordinances, or revise existing ones, to be consistent with the Plan.

In addition, under the federal National Pollutant Discharge Elimination System (NPDES) program, local governments must manage stormwater discharges to separate storm sewers (does not include combined storm sewers) that are owned or operated by the municipality. Under this MS4 program, municipalities are required to inspect at least 25% of their stormwater outfalls each year. An annual report is then submitted to DEP. In 2008, there were 33 DEP-designated MS4 municipalities in Beaver County. The County also owns and operates four stormwater outfalls which it inspects regularly.

ELECTRICITY

Beaver County houses some of the region's largest electric generating facilities. Two public utility plants are Bruce Mansfield, a coal-fired power plant, and the Beaver Valley Nuclear Power Station, both located in Shippingport Borough. In addition, AES Beaver Valley is a non-utility power generator that operates a coal-fired cogeneration facility in Monaca. Two companies provide Beaver County residents and businesses with electric utility service. Duquesne Light provides over half a million customers with electricity in Southwestern Pennsylvania and services most of Beaver County. Penn Power Company also provides electricity to parts of Beaver County. In 1996, Pennsylvania passed the Electricity Generation Customer Choice and Competition Act, which gives Pennsylvanians the right to choose the company that generates their electricity (an electric generation supplier or EGS). Electric customers in Pennsylvania were among the very first in the United States to have this ability. The ability to choose the company that generates your electricity allows customers to shop for the electric service that best fits their needs regarding price, location of energy production, use of renewable resources, and billing flexibility.



NATURAL GAS

Residents in Beaver County are served by two natural gas distribution companies (NGDCs). Columbia Gas services the majority of the County. In addition, Dominion Peoples/Peoples Natural Gas services all or part of about fourteen municipalities in the west and southwest regions of the County.

In 1999, Pennsylvania passed the Natural Gas Choice and Competition Act which allows customers to buy gas from companies other than their NGDC. The customer can select another natural gas supplier (NGS) based on price or other services, but the gas will still be distributed by the NGDC. Columbia Gas residential customers have a number of other choices: Agway Energy Services, Shipley Energy, IGS Energy and MxEnergy.com Inc. Residents in the Dominion Peoples/Peoples Natural Gas service area have two NGS alternatives: Agway Energy Services or Dominion Peoples Plus.

The Public Utility Commission website includes information for customers about the Natural Gas Choice program, including comparative price charts.

CABLE AND INTERNET

Cable and internet service in Beaver County is primarily provided by Comcast. A previous provider, Adelphia, filed for bankruptcy in 2002. Its assets were acquired by Comcast and Time Warner and customers in Western Pennsylvania were transferred to Comcast. A small group of municipalities in northern Beaver County are served by Armstrong Utilities, based in Butler County. However, competition for these services remains very limited. Verizon Fiber Optic Service cable and internet services (FIOS) are not currently available in Beaver County, but the company recently expanded wireless service to communities along Route 68 and it continues to negotiate to expand its FIOS service territory.

ALTERNATIVE ENERGY

Pennsylvania Framework and Programs

In 2004, Pennsylvania made a significant commitment to promoting the use of alternative energy by adopting the Alternative Energy Portfolio Standards. These standards require that by the year 2020, 18% of Pennsylvania's electricity must come from alternative energy sources. The act defined these sources in two tiers. The first includes solar energy, wind power, low-impact hydropower, geothermal energy, fuel cells, biomass energy, and coalmine methane. Eight percent of the total energy must come from these Tier 1 sources. The other 10 percent must be met from Tier 2 sources including waste coal and other coal derivatives, as well as demand management measures, including recycled energy and energy recovery, energy efficiency and load management. Compliance with the portfolio standards is being administered by the Public Utility Commission.

That same year, Governor Rendell reactivated the Pennsylvania Energy Development Authority (PEDA) to help stimulate the development of alternative energy technology in the Commonwealth. The Authority was originally established in 1982 for the purpose of providing financial and technical assistance to energy projects within the Commonwealth. Since 2005, PEDA has awarded grants to numerous clean, renewable energy projects. PEDA also issues the Commonwealth's Energy Development Plan. In 2008, PEDA issued a revised Plan that established a policy framework for development of alternative energy. The Plan also set forth criteria used to evaluate funding applications.

In 2007, Governor Rendell issued the Energy Independence Strategy which was aimed at managing energy costs, promoting energy independence and stimulating the economy. Pursuant to the strategy, the Commonwealth established the Alternative Energy Investment Fund and the Alternative Fuels Investment Fund to help finance alternative and renewable energy projects, energy conservation and creation of "green" jobs in the Commonwealth.

The Department of Environmental Protection helps administer grants and technical assistance through its Office of Energy & Technology Deployment (OETD). According to OETD's website, its mission is "to work with citizen's groups, businesses, trade organizations, local governments and communities to help them reduce pollution and save energy." OETD conducts workshops and provides other types of technical assistance to government and private entities on a variety of energy issues. OETD also administers funding programs to help promote alternative energy technology and use, including:

- Renewable Energy Program – provides loans and grants to businesses, economic development corporations, counties, municipalities, and school districts for geothermal and wind energy projects. Loans may be provided to component manufacturers of up to \$35,000 per new job created not to exceed \$5,000,000. Grants may be awarded to component manufacturers for up to \$5,000 per new job created not to exceed \$1,000,000. Planning grants are also available for up to \$175,000. All funding requires a 50% match by the applicant.
- Energy Harvest Program – provides funding for projects that promote or build markets for alternative energy. Non-profits, counties, municipalities, conservation districts COGs, schools, school districts, and incorporated watershed organizations may apply. Grants must be for tangible projects that lead to use of alternative energy (as opposed to research or education). The maximum amount that can be awarded is \$500,000.
- Alternative Fuels Incentive Grant Program - provides funding for projects that increase usage of alternative fuels, such as conversion of a government or corporate fleet to alternative fuel or hybrid vehicles. The program also provides grants to government and non-profit entities to cover the increased cost of purchasing bio-fuel over conventional fuel. Producers of renewable fuels are also eligible to receive funding of five cents per gallon of fuel produced up to 12,500,000 gallons.
- Local Government Greenhouse Gas Pilot Grant Program – provides funding to local governments for projects aimed at reducing emissions of greenhouse gases. Funds can be used to develop an inventory of

emissions and a mitigation plan. Each municipality may apply for up to \$20,000 or, if applying jointly with other municipalities, up to \$20,000 per municipality.

A more complete listing of Pennsylvania's alternative energy funding programs can be found in Section III of the Plan, the Action Program.

County Initiatives and Opportunities

Wind Power

Pennsylvania has become a leader in the East in the development of wind power. This source of energy uses wind turbines to generate electricity. There are two main types of turbines – utility-scale, which generate power that is transmitted directly into the energy grid, and small-scale, usually generating power for a single facility. Wind energy does not emit greenhouse gases, but it has other impacts that have been controversial such as the killing of migratory birds and bats as well as aesthetic impacts on the landscape.

Beaver County is not optimally located for development of wind power. According to the wind maps located on the Department of Environmental Protection website, Beaver County falls within the lowest category of wind speed at 50 meters above ground (for utility scale wind generation) and in the two lowest categories of wind speed at 30 meters above ground (for small wind power generation).

In 2006, Economy Borough applied for and was selected as one of 15 municipalities in the Commonwealth to receive a free small wind turbine. This program was part of a PEDA grant to Southwest Windpower to erect small wind power facilities as demonstration projects at schools, municipal buildings and other public locations. According to the Economy Borough Manager, the turbine is generating some electricity, thereby reducing the Borough's energy costs. However, it has not lived up to its expected potential for power generation since its location is not sufficiently windy. If the Borough had to pay for the turbine, the savings would not have sufficiently compensated for the cost.

Solar Energy

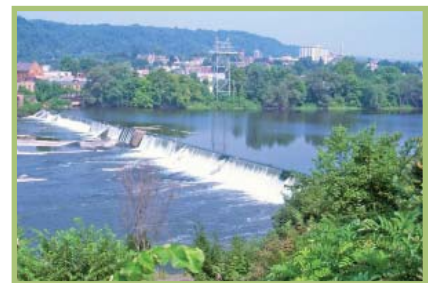
Like wind power, solar energy does not generate greenhouse gases. It uses photo-voltaic cells to convert sunlight into electricity. While Western Pennsylvania does not enjoy as many hours of sunlight as many other regions of the Country, solar energy is being used in the region. Some examples of large scale projects include solar panels at DEP's Cambria County office building, at IKEA in Robinson Township, and on the Tom Ridge Environmental Center in Presque Isle, Erie County.

In 2007, Greene Township was awarded \$89,713 to install a 12.2-kilowatt solar photovoltaic system on the municipal building. The solar system is expected to produce 14,848 kilowatt hours per year and save the Township about \$1,425 per year. The panels will be erected on top of a new garage that the municipality plans to construct in Fall 2009.

Low-impact Hydropower

Small-scale hydropower systems are defined as those that generate between .01 to 30 megawatts of electricity. Those that are installed along rivers usually funnel a portion of a river's water into a channel or pipeline that leads to a waterwheel or turbine.

Beaver County's rivers may present excellent opportunities for the development of small hydropower projects. Water from these rivers is already dammed in several locations including the Montgomery Locks and Dam on the Ohio River and the Eastvale,



Patterson and Townsend dams on the Beaver River. The Beaver Falls Municipal Authority already operates a hydroelectric facility at the Townsend Dam. The other two dams may be candidates for other small power generation stations. Outside Beaver County, small hydropower generating facilities have been added to Locks and Dams 8 & 9 on the Allegheny River. Therefore, it is possible that a similar facility would be feasible at the Montgomery Locks & Dam.

Geothermal

This alternative energy source uses the nearly constant temperature underground to heat and cool buildings. The earth within 10 feet under the surface maintains a temperature between 50° and 60°F year round. This is warmer than above ground in winter and cooler than surface temperatures in summer. In winter, a heat exchanger extracts heat from below ground and pumps it into the building. By contrast, in summer, heat is removed from the air into the heat exchanger and can be used to heat water. Like other alternative energy sources, grants are available from the State to help cover the costs of installation. To date, we are not aware of any public facilities in Beaver County using geothermal heating and cooling. However, Phipps Conservatory in Pittsburgh recently received a grant from DEP to install a geothermal system.

Energy Conservation

A key strategy for reducing energy consumption and cost is, of course, conservation. DEP and DCED administer several programs and grants aimed at helping Counties and municipalities to decrease energy usage. DEP recommends that municipalities start by developing an energy management plan to inventory current usage and cost, and then develop strategies for reducing them.

The County is taking the lead in this area. It recently surveyed lights in all County facilities and developed an analysis of the cost and benefit of replacing them. It is applying for funding under the Alternative and Clean Energy Application. If successful, the County will obtain a low-interest loan of nearly \$120,00 to replace lighting in four County facilities with more efficient LED lights. The County will match the loan with 50% of its own funds.

To reduce its electric usage and expense, Economy Borough applied for an Alternative Energy Investment Grant to replace 100 lighting fixtures with energy-efficient alternatives. The Borough was awarded \$7,000 in 2008 for the retrofit. It expects to save more than \$3,000 on its electric bills each year.

SUMMARY OF ISSUES AND NEEDS

Public Sewers

- More than 2/3 of the County's municipalities have not updated their Act 537 Plans within the last twenty years. In light of the rapid housing expansion in parts of the County, many of these plans are not keeping up with changing needs.
- In Beaver County's older municipalities, sewage infrastructure is aging.
- There are opportunities to combine multiple sewage treatment facilities in adjacent municipalities.

Public Water

- Nineteen separate authorities provide public water to residents in Beaver County. Twelve of these providers serve less than 5,000 people.
- A pipeline that is being built between Beaver Falls Water Authority and the Borough of Zelienople in Butler County may create opportunities for extension of public water lines into municipalities in northeastern Beaver County.

Stormwater Management

- Beaver County has not yet completed its comprehensive stormwater management plan under Act 167. Completion of Phase 1 is expected in 2010. Until the Plan is adopted, the County does not have the authority to require individual municipalities to adopt stormwater management ordinances.

Alternative Energy

- There are opportunities for exploring new sources of energy such as small hydropower on the County's rivers as well as geothermal.

Environmental Features

INTRODUCTION

Beaver County has an abundance of natural resources. From its defining rivers to its forested, rolling hillsides, the County offers a remarkable variety of natural amenities for residents and visitors to enjoy. These resources often make development in certain areas difficult or undesirable. Understanding where high priority resources exist helps the County make choices about where growth should be limited and conservation encouraged.

This section describes the County's notable environmental features. Significant resources are depicted on the Environmental Features Map.



WATER RESOURCES

Beaver County is divided roughly into thirds by its rivers. The Ohio River enters from Allegheny County to the south, travels northwest to the center of the County, and then turns west towards Ohio. The Beaver River flows south from Lawrence County and empties into the Ohio River. Historically, these river valleys were the centers of development in Beaver County, where industry and population centers were established. However, due to the steep topography, some stretches of these riverbanks remain forested and relatively unspoiled. This is particularly evident along the upper stretch of the Beaver River.



Beaver County is also traversed by over 878 miles of streams in 11 major watersheds. These tributaries wind through the hilly terrain. Three streams – Service Creek, Traverse Creek, and North Fork Little Beaver Creek – are designated by the Department of Environmental Protection as High Quality Cold Water Fisheries. This designation is provided to streams that are among the cleanest in the State and which support a diversity of aquatic life. Development that has the potential to impact these streams must undergo a more stringent permitting process by the Department of Environmental Protection.

Beaver County's rivers and streams are bordered by many miles of floodplains. Major floodplain areas exist adjacent to the Ohio and Beaver rivers, as well as Brush, Connoquenessing, Raccoon, and North Fork Little Beaver Creeks. Numerous smaller floodplains line the banks of meandering stream valleys. Floodplains provide for natural flood protection. Extensive development in floodplains diminishes that protection. Many municipalities had adopted ordinances in accordance with the Floodplain Emergency Management Act that regulate the amount of development that can occur in floodplains.

In addition, Beaver County has nearly 8,000 acres of wetlands. These are divided among three classifications: Lake Edge (1,970 acres), Marsh Edge (2,170 acres), and River Edge (3,830 acres). Like floodplains, wetlands act as a "natural sponge" to absorb stormwater and reduce flooding. They also support a wide array of wildlife.

Significant wetland areas can be found bordering the Ohio and Beaver Rivers; Raccoon, Connoquenessing and North Fork Little Beaver Creeks; and Raccoon Lake and the Ambridge Reservoir. Numerous areas of isolated marsh edge wetlands are found throughout the County. Perhaps the best known wetland area is the marsh at

the Beaver County Conservation District Environmental Center. This marsh is a constructed wetland bordering Raccoon Creek, built to compensate for wetlands lost during construction of the Pittsburgh International Airport.

SOILS AND GEOLOGICAL FEATURES

The U.S. Department of Agriculture, Soil Conservation Service defines hydric soil as “a soil that is saturated, flooded, or ponded long enough during the growing season to develop anaerobic conditions that favor the growth and regeneration of hydrophytic vegetation.” Hydric soils include but are broader than wetland soils. Beaver County has approximately 11,561 acres of hydric soils.

The County’s unique geologic features include its steep river and stream banks, particularly those along the Beaver River, the Western segment of the Ohio River, and along the lower portion of Little Beaver Creek, near its mouth at the Ohio River. In addition, Big Knob, in New Sewickley Township, is the highest point in the County at 1,383 feet.

STEEP SLOPES (25% OR GREATER)

Like most of Western Pennsylvania, Beaver County has rolling topography that has been carved out by its rivers and numerous streams. As a result, much of the land bordering streams and rivers is steeply sloped. Thirty-six percent (36%) of the County’s land area has a 25% or greater slope.



Limitations on development of steeply sloped land are important for several reasons. Forested slopes adjacent to rivers and streams help filter storm water and prevent erosion, thereby protecting water quality. In addition, extensive disturbance of slopes, particularly where soils are slide prone, may lead to landslides. Moreover, steep slopes have important scenic value. The County’s sheer riverbanks and interior hills and valleys provide beautiful vistas and give the County its rugged character.

FORESTS AND WOODLANDS

Beaver County still contains areas of relatively unfragmented forest, particularly in the southwestern and northwestern corners of the County. Other areas of notable woodlands include the forested banks and hillsides bordering the upper Beaver River (north of Beaver Falls) and the area surrounding Big Sewickley Creek in Economy Borough. Forested areas are depicted on the Environmental Features Map.

NATURAL AND PRIORITY HABITAT AREAS

Biological Diversity Areas and Landscape Conservation Areas

In 1993, the Western Pennsylvania Conservancy inventoried natural areas in Beaver County and published the Beaver County Natural Heritage Inventory. It classified important habitats into several categories including Dedicated Areas, Biological Diversity Areas, and Landscape Conservation Areas. Dedicated Areas are areas of land managed for the purpose of habitat protection. Two Dedicated Areas exist in Beaver County: the Raccoon Creek State Park Wildflower Reserve and the Ohio River Islands National Wildlife Refuge.

A natural area is designated as a Biological Diversity Area (BDAs) if it meets one of three classifications: 1) it provides habitat for a species of special concern (e.g. a threatened or endangered plant or animal); 2) it comprises

an area supporting a high diversity of plant and/or animal species; or 3) it provides the best example of a particular type of natural community (e.g. wetlands).

By contrast, Landscape Conservation Areas (LCAs) are generally larger areas that host a variety of habitats and landscape features meriting conservation. The Natural Heritage Inventory defines an LCA as a “large contiguous area that is important because of its size, open space and habitats, and although including a variety of land uses, has not been heavily disturbed and thus retains much of its natural character”. For example, an LCA may be a watershed that includes forest interspersed with some agriculture, residences, and recreational amenities, but that remains intact as a woodland habitat. The Natural Heritage Inventory ranked BDAs, LCAs and other natural areas as “exceptional,” “high,” or “notable” according to their level of importance.

As part of the “Natural Infrastructure Project for Southwestern Pennsylvania,” the data supporting the designation of BDAs and LCAs for Beaver County was reviewed and refined. The Western Pennsylvania Conservancy assisted in assessing the BDAs’ sensitivity to development. As a result, the Natural Infrastructure Project developed “Integrated Biological Diversity Areas” that reclassified the BDAs as “prime,” “good” and “other” according to a weighted scoring process. Landscape Conservation Areas were included but not ranked.

Because the Natural Infrastructure Project contains the most up-to-date assessment of significant habitat areas in Beaver County, this Comprehensive Plan incorporates the BDA and LCA classifications used in the Natural Infrastructure Project.

Beaver County has approximately 20 “prime” or “good” BDAs. The four habitats designated as “prime” value are the Darlington Natural Area BDA, Georgetown Island BDA, Phyllis Island BDA, and Ohioview Peninsula BDA. The Darlington Natural Area BDA in Darlington Township and Big Beaver Borough protects the best example of a mature deciduous forest in the County. The other three are unique riverbank habitats within, and along, the Ohio River protecting species of special concern. They are part of the Ohio River Islands Natural Wildlife Refuge.

“Good” quality BDAs include the Lower Raccoon Creek BDA in Potter Township, the Little Beaver Creek Floodplain BDA in Ohioville Borough, and the Cooney Hollow BDA in Economy Borough. The remaining ones are listed on the Environmental Features Map.

The third classification, other BDAs, includes ten habitat areas. Some of the larger ones are Bieler Run Valley BDA (Ohioville Borough), Fourmile Run Valley BDA (Brighton Township and Industry Borough), and South Branch Valley BDA (Brighton Township).

Three primary LCAs are also situated in the County. Raccoon Creek Valley LCA, in the southwestern corner of the County, surrounds and includes the State Park and creek of the same name. The area supports several plant species of special concern and a variety of natural features and communities. This LCA encompasses the Raccoon Creek State Park Wildflower Reserve, as well as the Raccoon Creek Floodplain and School Road Slopes BDAs.

Bradys Run LCA, in the region surrounding and including the County Park of the same name, is a forested area supporting a number of natural communities. It encompasses two BDAs: North Branch Valley and South Branch Valley.

The North Fork Little Beaver Creek LCA is located in the northwestern corner of the County. It encompasses five BDAs and consists of forests and wetlands that are home to a state endangered plant and an animal species of special concern.

Finally, portions of two other LCAs extend into Beaver County. These portions are the Slippery Rock Creek Gorge LCA, in the far northeastern corner and Big and Little Sewickley Creek LCA, in the southeastern corner of the County.


Important Bird Areas

The area comprising Raccoon Creek Valley and State Park have been designated by the Audubon Society as Pennsylvania Important Bird Area (IBA) #13. It was designated because it is home to at least 189 species of breeding and migrating birds. The IBA covers approximately 108,337 acres in northern Washington and southern Beaver Counties, within the Ohio River drainage basin. The main watershed carrying surface water from the IBA is Traverse Creek. Traverse Creek flows into Raccoon Creek, which is a tributary of the Ohio River.

This IBA is located in eight municipalities, including Greene Township, Raccoon Township, Potter Township, Hanover Township, Independence Township, Shippingport Borough, Hookstown Borough, and Frankfort Springs Borough.

THREATS TO THE COUNTY'S NATURAL ASSETS

Loss of the County's natural resources is more than an aesthetic problem. It causes health, safety and economic impacts. The following activities are taking their toll on the County's environmental assets:

- Development – Continued conversion of valuable open space to other uses is the largest threat to Beaver County's environmental resources. Commercial and residential growth, despite population losses, continues to eliminate steep slopes, forested open space and other natural assets. Paving of formerly vegetated areas increases the risks of flooding, diminishes water quality and destroys wildlife habitat. Dispersed development causes residents and workers to drive longer distances, impairing air quality and increasing emissions of greenhouse gases.
- 
- Power Plants - Beaver County is home to two of the Region's largest power plants, the Bruce Mansfield coal-fired plant and the Beaver Valley Nuclear Power Station. Both are located in Shippingport. The Bruce Mansfield plant is a source of air pollutants, particularly carbon dioxide, sulfur dioxide, nitrous oxide and mercury. In 2006 and 2007, two mishaps at the plant resulted in dispersal of soot-laden water over residences within a five-mile area. Wastewater is also discharged into the Little Blue Wastewater Impoundment and the Ohio River. Little Blue Wastewater Impoundment has been cited by the U.S. Environmental Protection Agency as a high hazard wastewater impoundment.
 - Abandoned Mine Drainage – According to DEP data from 2002, 2,810 acres of land in Beaver County are impacted by abandoned mines. One of the most serious impacts is abandoned mine drainage. This occurs when groundwater contaminated with metals and acidic compounds from underground mines is released into streams and other water bodies. The DEP had characterized AMD as the biggest threat to water quality in the State. In Beaver County, Raccoon Creek is affected by discharges originating in Washington and Allegheny Counties. Efforts to address this problem are discussed below.
 - Strip Mining – Several areas of the County have been strip-mined in the past for coal or clay. These surface mines denude the landscape and often leave open pits that fill with water and present environmental and safety hazards. While some of these strip mines have been successfully addressed through reclamation projects, several have not been reclaimed. Recently, DEP granted funding to reclaim a 24-acre abandoned surface mine in South Beaver Township.
 - Natural Gas Exploration – In Southwestern Pennsylvania, a geologic formation called Marcellus Shale is believed to contain large deposits of natural gas. This has led to a boom in natural gas exploration in the Region. According to the Penn State Extension website, “drilling and pipelines have the very real potential of affecting water quality and quantity, forest fragmentation, wildlife, viewsheds, land use, and other important factors.” Drilling of deep gas wells both requires large quantities of water and produces

waste fluids that can harm water quality if not treated properly. In addition, these operations disturb large areas of land for road building, drilling pads and pipelines. The Penn State Extension provides education to landowners about the benefits and risks of leasing their land for natural gas exploration. To date, there has been little gas drilling in Beaver County, however many gas companies have negotiated leases with landowners for the gas rights beneath their land. When economic conditions improve, these companies will undoubtedly exercise these rights to drill for natural gas.

PROTECTED OPEN SPACE

Some of the County's high value natural resources are already set aside and protected from development and other threats. Protected Open Space is shown on the Parks, Recreation, and Open Space Map.

Raccoon Creek State Park, the County's only state park facility, is located in the Southwest corner of the County in Hanover and Raccoon Townships. It protects 7,572 acres including the 314-acre Wildflower Reserve. The reserve contains over 500 species of plants. While the park has recreational facilities for boating, swimming, picnicking, and camping; much of the land remains undeveloped.

Beaver County also owns four County Parks. The largest, Bradys Run Park, is located in Brighton and Chippewa Townships. The park covers over 1,400 acres and includes Bradys Run Lake. Old Economy Park is a 338-acre recreational facility located in Economy Borough. Brush Creek Park is about 640 acres in size and gets its name from the picturesque stream that meanders through it. Located in North Sewickley and Marion Townships, it contains a small lake for fishing and the only covered bridge in the County. Finally, tiny Buttermilk Falls Park in Homewood Borough features a 40-foot sandstone formation and waterfall. The area was formerly used as a quarry.

The Beaver County Conservation District Environmental Education Center is an 18-acre constructed wetland area that was built to mitigate loss of wetlands resulting from construction of the Pittsburgh International Airport. It contains two shallow pools where herons can frequently be spotted fishing. There is an Environmental Center offering tours and educational programs, as well as a walking trail that circles the marsh. The Education Center houses the offices of the Beaver County Conservation District. The conservation district is responsible for the day-to-day operations of the center.

In addition, the Pennsylvania Fish & Boat Commission maintains Hereford Manor Lake in Franklin Township. The facility consists of two dammed lakes constructed on the site of a former strip mine. The lakes provide fishing and boating opportunities, as well as habitat for waterfowl. Currently, the State has provided funds to undertake the design and engineering of potential reconstruction of the dam.

Other protected lands include four State game lands and several tracts that are privately held by sportsmen's associations. The Hollow Oak Land Trust also owns the Boggs Run Conservation Area, a tract of open space in northern Allegheny and southern Beaver County. Located north of the Beaver Valley Expressway, this parcel protects sixty acres of wetlands and woodlands, only a small portion of which is in Beaver County. Independence Conservancy holds a conservation easement on Red Oak Farm, a 38-acre parcel in Raccoon Township. This conservation easement

Farmland, while not completely undeveloped, still provides important expanses of open space that serve as habitat for certain species. While agriculture has been gradually declining in Beaver County over the last few decades, farms still dominate the landscape in some areas, particularly the northeast corner of the County. According to the 2007 U.S. Census of Agriculture, Beaver County has 824 farms with 67,075 acres of land used for agriculture. Forty-two thousand (42,000) acres of land are classified as having prime agricultural soils. Farms in fourteen Beaver County municipalities, covering 41,808 acres, are registered as Agricultural Security Areas with the Beaver County Agricultural Land Preservation Board. Moreover, sixteen (16) farms, totaling 1,709 acres, are subject to agricultural conservation easements. Generally, farms with easements are dispersed throughout the County and often are not connected to other areas of protected land or resources warranting protection.

CONSERVATION ORGANIZATIONS

Several organizations work to promote environmental stewardship and conserve resources in Beaver County. They are:

Beaver County Conservation District – the Conservation District was established pursuant to Pennsylvania Act 217 which recognized the need for County organizations to support preservation of agricultural lands and natural resources. The Beaver County Conservation District provides technical assistance to farmers, conducts educational programs for schoolchildren and holds several events, including the popular Maple Syrup Festival each Spring. It also owns and manages an environmental center and an 18-acre mitigated wetland in Independence Township. The wetland area contains two ponds and 1.5 miles of walking trails.



Beaver County Agricultural Land Preservation Board (ALPB) – The ALPB administers the State Agricultural Security Area and Agricultural Conservation Easement programs. It was established in 1995 by the Beaver County Board of Commissioners and approved by the Pennsylvania State Agricultural Land Preservation Board. The ALPB is comprised of nine Beaver County residents including farmers, professionals, and officials. Farmland preservation is an important conservation tool that can be used by the County to keep large contiguous tracts of rural land largely undeveloped. In 2008, 41,808 acres of farmland in Beaver County were registered as Agricultural Security Areas with the ALPB and another 1,709 acres have been preserved using agricultural conservation easements.

Beaver County Conservation Foundation – this foundation was recently established by several board members of the Beaver County Conservation District Board to generate funds for conservation projects in Beaver County. The Foundation has been in the process of organizing and has not yet begun fundraising or implementing projects. However, it intends to help undertake conservation projects such as those proposed under the Beaver County Greenways and Trails Plan.

Independence Conservancy is a 501(c)(3) nonprofit land trust that was established to protect and conserve the Raccoon Creek Watershed in Allegheny, Beaver and Washington Counties. It is a private (non-governmental) land trust that currently holds conservation easements on four tracts of land in the watershed, two in Beaver County. Red Oak Farm is a 38-acre parcel in Raccoon Township, at the headwaters of Fishpot Run, a tributary of Raccoon Creek. Little Blue Wetland in Green Township is an 8-acre tract that includes a 3-acre mitigation wetland adjacent to Little Blue Wastewater Impoundment. Independence Conservancy also owns and operates two abandoned mine drainage treatment systems (in Washington and Allegheny Counties) designed to improve water quality in the watershed. Finally, it conducts cleanup and environmental education / teacher training programs in several counties.

Raccoon Creek Watershed Association - According to its website, the Raccoon Creek Watershed Association is “a nonprofit organization dedicated to:

- Protecting and conserving the natural resources of the watershed;
- Restoring water quality, scenic beauty and wildlife habitat through abandoned mine reclamation;
- Promoting local interest in, and support for, watershed restoration and outdoor education activities.”

The group completed a comprehensive AMD inventory and reclamation plan for the Raccoon Creek watershed in 2000. Since then, it has obtained funding for and installed several AMD treatment systems. Volunteers conduct Spring and Fall macroinvertebrate sampling to monitor the effectiveness of the AMD systems. The Association also helped to establish the Raccoon Creek Canoe Trail and conducts environmental education for school children.

Big Sewickley Creek Watershed Association – on its website, the Association states that its mission is to “restore, protect, preserve and enhance the Big Sewickley Creek Watershed through education, collaboration and project implementation.” The Big Sewickley Creek Watershed covers ten municipalities including Ambridge, Economy and New Sewickley in southeastern Beaver County. In late 2006, the Association received Growing Greener funding to develop a watershed assessment. A Watershed Plan is currently being developed with assistance from the Western PA Conservancy.



Connoquenessing Watershed Alliance – This volunteer organization is working to protect and improve the water quality of the Connoquenessing Creek Watershed. The watershed is located in several Counties including northeastern Beaver County. The group undertakes water quality and macroinvertebrate monitoring annually to assess stream health. Recently, the Alliance worked with the Western Pennsylvania Conservancy to develop a Watershed Conservation Plan. The Plan is currently being finalized.

RECENT CONSERVATION PLANNING EFFORTS

In 2007, Beaver County adopted the “Beaver County Greenways and Trails Plan: Connecting Beaver County’s People and Natural Assets through Greenways and Trails.” This Plan undertook a comprehensive inventory of the County’s natural assets and prioritized them. It then proposed a network of conservation greenways that the County would seek to protect through a variety of strategies.¹ A copy of the Proposed Conservation Greenways Map is included for reference. The County shares a Greenways and Trails Planner with Lawrence County and is proceeding to take steps to implement the Plan.

In August 2008, the Pennsylvania Environmental Council completed the Beaver River Conservation and Management Plan. This plan covers the primary watershed and 17 subwatersheds encompassing more than 58,000 acres in Beaver and Lawrence Counties. It analyzed the value and vulnerability of resources in each watershed and used a weighted point system to classify areas of greatest significance and sensitivity. Based on this analysis, the Beaver River Conservation Plan identified high priority conservation areas including:

- Bradys Run watershed, both North and South branches; in Brighton Township, Patterson Township, Fallston Borough and Bridgewater Borough;
- Land adjacent to Block House Run in Daugherty Township;
- Land surrounding an unnamed tributary to the Beaver River in Daugherty Township (coincides with the New Brighton Valley BDA); and
- Land along the riverbank in North Sewickley Township.

A full copy of the Beaver River Conservation and Management Plan can be found on the Pennsylvania Environmental Council website, www.pecpa.org.

In addition, the Connoquenessing Watershed Alliance and the Western Pennsylvania Conservancy completed a Watershed Conservation Plan for Connoquenessing Creek in October 2008. The watershed covers several counties including northeastern Beaver County. The Plan assesses conditions and makes recommendations for managing the watershed to improve overall project area characteristics, land resources, water resources, biological resources, cultural resources, and education and funding.

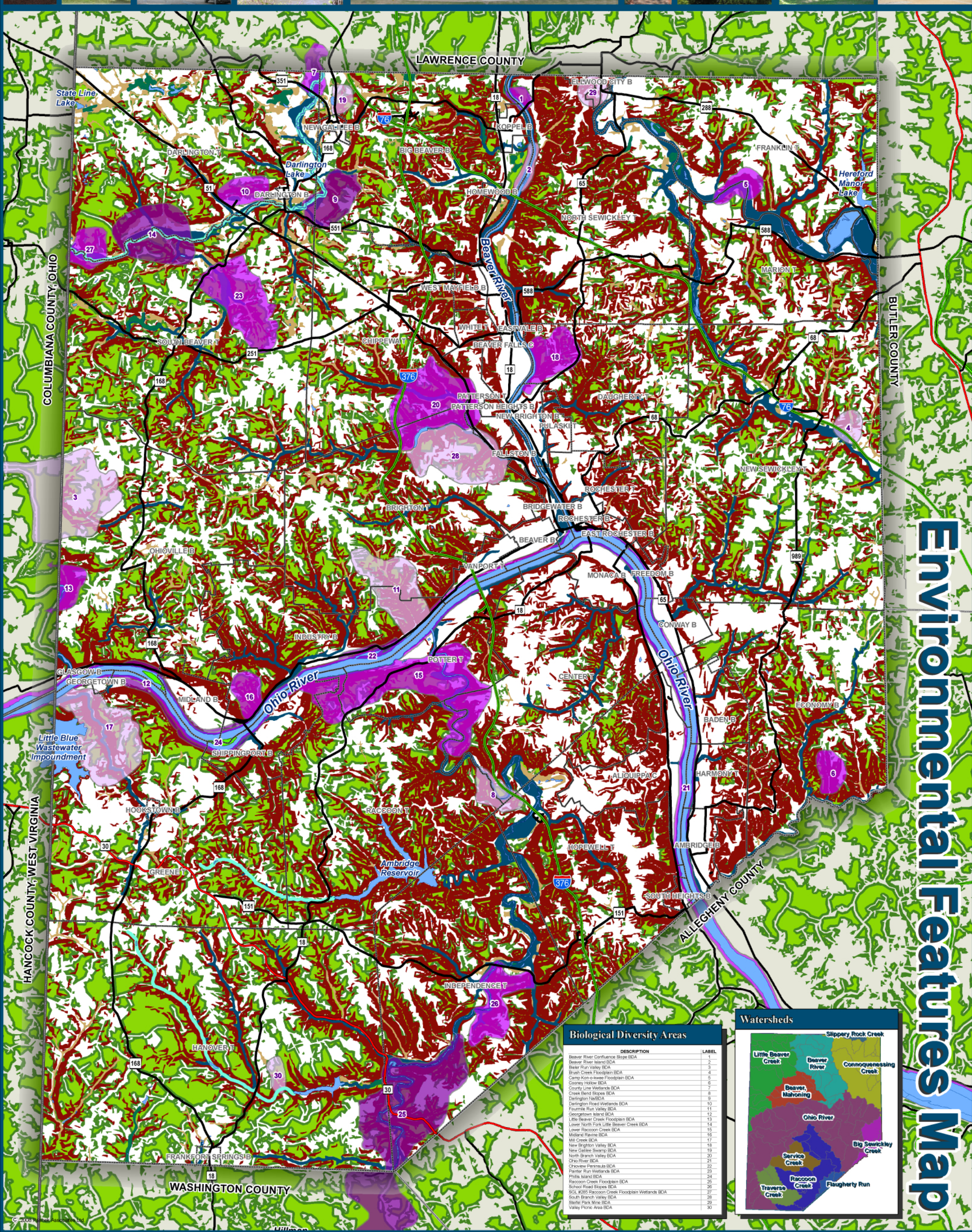
Specific strategies for river and watershed conservation shall be discussed further under Section III of this Plan.

¹ The Greenway Plan is incorporated by reference into this Comprehensive Plan.

SUMMARY OF ISSUES

Beaver County is home to a wealth of natural resources. However, these assets may be threatened by existing development, new growth pressures, and resource extraction.

While new development is desirable, it should be balanced with a strong conservation policy in the County. The County Greenways Plan prioritized resources and established conservation greenway corridors that the County should seek to protect. The Beaver River Conservation Plan similarly prioritized watershed areas and proposed strategies for preserving the environmental and recreational assets of this resource. Other watershed studies that have been completed or are underway make recommendations for protection of these significant resources. The County needs to ensure that the goals of these plans are implemented and that municipalities are well informed about conservation priorities as they consider new development proposals. In addition, the County should support conservation organizations that can help generate funds for important conservation projects.



Environmental Features Map

Biological Diversity Areas

DESCRIPTION	LABEL
Beaver River Confluence Slope BDA	1
Beaver River Island BDA	2
Beaver Run Valley BDA	3
Brush Creek Floodplain BDA	4
Camp Kott-o-Keele Floodplain BDA	5
County Historic BDA	6
County Line Wetlands BDA	7
Creek Bend Slopes BDA	8
Darlington Falls BDA	9
Darlington Road Wetlands BDA	10
Fountain Run Valley BDA	11
Georgetown Island BDA	12
Little Beaver Creek Floodplain BDA	13
Lower North Fork Little Beaver Creek BDA	14
Lower Raccoon Creek BDA	15
Midland Ravine BDA	16
Mill Creek BDA	17
New Brighton Valley BDA	18
New Galilee Swamp BDA	19
North Branch Valley BDA	20
Ohio River BDA	21
Oronow Peninsula BDA	22
Pleasant Run Wetlands BDA	23
Phila Island BDA	24
Raccoon Creek Floodplain BDA	25
School Road Slopes BDA	26
Roll #262 Raccoon Creek Floodplain Wetlands BDA	27
South Branch Valley BDA	28
State Mine BDA	29
Valley Forge Area BDA	30



BEAVER COUNTY PLANNING COMMISSION
 Beaver County Courthouse
 810 Third Street
 Beaver, Pa. 15009
 Phone: (724) 728-5700
 Fax: (724) 775-3915

LEGEND

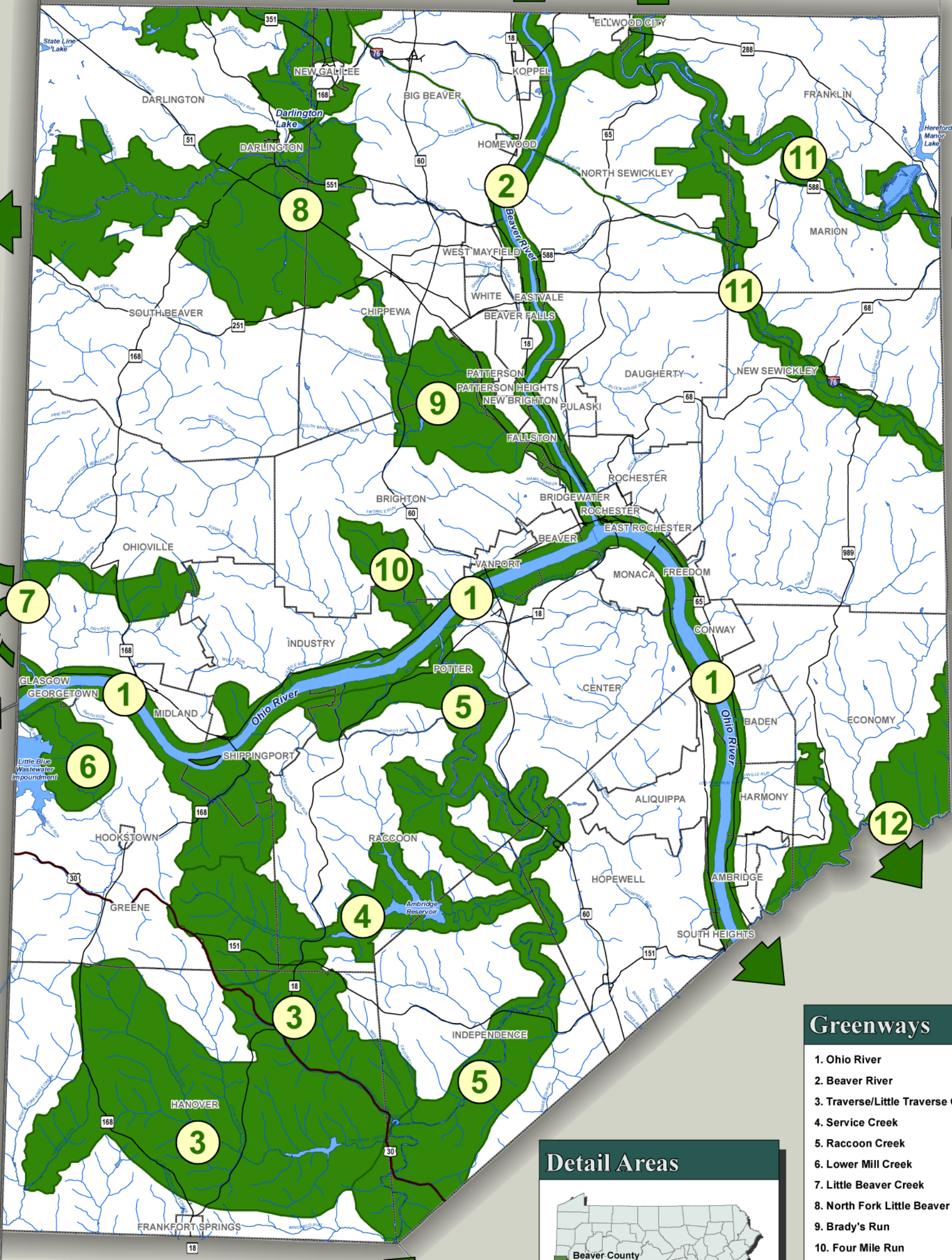
County Boundary	Interstate	Wetland
Municipality	US Highway	Floodplains
Lake/Reservoir	State Route	Forest Cover
River	Local Road	Steep Slopes (25% or greater)
		Hydic Soils

High Quality Cold Water Fishery (HQCWF)
Biological Diversity Area (BDA):
Prime Habitat
Good Habitat
Notable Habitat

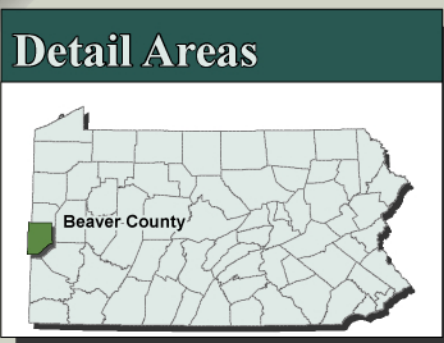
Map Sources:
 Southwest Pennsylvania Commission (SPC)
 Pennsylvania Spatial Data Access (PASDA)
 Beaver County
 Western Pennsylvania Conservancy

Projection: State Plane - NAD 1983
 Pennsylvania South, Feet

The preparation of this map was financed in part through a Land Use Planning and Technical Assistance Grant from the Department of Community and Economic Development, as administered by the Governor's Center for Local Government Services, Pennsylvania Department of Community and Economic Development.



- ### Greenways
1. Ohio River
 2. Beaver River
 3. Traverse/Little Traverse Creek
 4. Service Creek
 5. Raccoon Creek
 6. Lower Mill Creek
 7. Little Beaver Creek
 8. North Fork Little Beaver Creek
 9. Brady's Run
 10. Four Mile Run
 11. Brush Creek/Connoquenessing Creek
 12. Big Sewickley Creek



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LEGEND	County Boundary	PennDOT Roads
Municipality	Interstate	US Highway
Lake/Reservoir	State Route	
River/Creek/Stream		

Map Sources:
 Southwestern Pennsylvania Commission (SPC)
 PASDA (Pennsylvania Spatial Data Access)
 Beaver County
 Western Pennsylvania Conservancy

Projection: State Plane - NAD 1983
 Pennsylvania South, Feet



Map 6 - Proposed Conservation Greenways

Beaver County
 Greenways & Trails



Community Facilities & Services

This section inventories and provides an overall summary of the community facilities located in Beaver County. Community facilities and services play an important role in maintaining the health and safety of citizens in the County. In addition, effective public services help to support quality of life for County residents.

COUNTY GOVERNMENT STRUCTURE

Counties in Pennsylvania are organized under the authority of the Pennsylvania Constitution in order to carry out services that meet locally-determined needs. Most counties in Pennsylvania have a common legislative structure which utilizes a “Commission” form of government. County administration is organized around the Board of County Commissioners and other mandated offices.

Beaver County levies only one tax, the real estate property tax. The Board of Commissioners designates members of the Board of Assessment Appeals. It has the duty to establish (through the Chief Assessor) a records system that consists of tax maps, property record files and valuations, and property owner indices pertaining to all real property in the County. All properties for which two years of taxes are delinquent are exposed to public sale. Proceeds of the sale are distributed among the three taxing bodies (county, municipal, and school) in which the property is located.

Beaver County has three County Commissioners. Each commissioner is elected to a four-year term. The Board of Commissioners is generally responsible for efficient operation of the County government. The Board is the seat of legislative and executive branches in the County. The County Commissioners have the responsibility for hiring, directing, and terminating the work force of all departments that report to them. The Commissioners are the managers of fiscal affairs. They prepare an annual budget, establish and levy taxes, and they invest cash. Two other offices also share certain aspects of fiscal responsibility: the Controller and the Treasurer.

Other elected County officials and their duties include:

- District Attorney – oversees prosecution of criminal offenses for County Government. According to the County website, its mission is “to affirmatively promote, preserve, and provide as much as is practicable and given existing resources, a feeling of security and safety among all persons within our agency’s jurisdiction.”
- Controller – serves as the financial watchdog for County tax dollars. The Controller’s three main duties include 1) supervision of the County’s budget; 2) oversight of the County’s fiscal affairs; and 3) audits of all departments, offices, and agencies.
- Treasurer - receives and performs the accounting of all monies due to the County and keeps records of all disbursements from the County treasury.
- Register of Wills - receives wills for probate; issues letters of administration in cases of persons who have died and had no will; collects inheritance taxes due the Commonwealth; records adoptions, receives and indexes all petitions processed in Orphans’ Court; issues marriage licenses, and records guardianships for incapacitated individuals.
- Recorder of Deeds - is responsible for recording real estate transactions including: deeds, agreements, subdivisions, agricultural security areas, and public official bonds and commissions. All records have been microfilmed for easy access and historical retention. Visitors may research information pertaining to their property and chain of title for real estate conveyances.
- Prothonotary - is elected to serve a four-year term as the legal custodian of civil documents filed with the Beaver County Court of Common Pleas. It must maintain accurate indices, case dockets, record-keeping security, and public access to such records. As a courtesy to the public, the Prothonotary of Beaver County

also maintains a passport office which assists local citizens in obtaining passports for international travel and related matters.

- Clerk of Courts - is responsible for maintaining records of criminal cases. Therefore, all motions or petitions having a direct effect on a particular case are filed with the Clerk of Courts office. The Clerk of Courts office notifies the defendant and his or her attorney whenever any matter is filed in a case. Additionally, it mails more than 5,000 collection statements each month to criminal defendants who are required to pay fines and costs. Among other duties, the Clerk of Courts also processes bail bonds; collects court imposed fines; and distributes collections to Beaver County, the Commonwealth of Pennsylvania, municipalities, and crime victims.
- County Sheriff - serves as the County's law enforcement officer. The Sheriff also has additional policing duties that include providing security to the courthouse and all county-owned park facilities, airport, and properties. The Sheriff also serves court issued writs, orders, and notices; executes judgments of the courts; and conducts sales of delinquent real estate and personal property.
- County Coroner - investigates the facts and circumstances surrounding suspicious deaths and certifies the actual cause of death. In addition, the Coroner is charged with appointing deputies, administering the County's morgue, and coordinating the removal of deceased persons and unclaimed bodies.
- Jury Commissioners - selects and appoints jurors for judicial proceedings. These individuals are elected to office every four years and, as mandated by State law, one is a Republican and one is a Democrat.

COUNTY BUILDINGS AND SERVICES

Buildings

The County owns over 150 buildings totaling nearly 1,375,000 square feet. These include multiple structures located at the Beaver County Airport, in the three County Parks, and at the Friendship Ridge Nursing Facility. According to the County's Annual Revaluation Report, completed in November 2008, the replacement value of these buildings is over \$238,000,000.

The most notable County building is the Beaver County Courthouse, located at 810 Third Street in Beaver Borough. The first courthouse was constructed in 1803 and was replaced twice before burning down in 1932. A new courthouse was built that served the County for nearly 70 years. The current courthouse is a modern structure that opened in 2003. It serves as the County's central office building and main operations center for the County Commissioners' office and other elected offices.



Other significant County buildings include the Beaver County Health and Human Services Building in Beaver Falls, the Beaver County Community Development Office in Beaver Falls, the Beaver County Jail in Hopewell, and the 911 Center in Ambridge.

Services

Human services are provided by the County through the following entities:

- Beaver County Children and Youth Services is responsible for evaluating situations in which children are alleged to be neglected and/or abused. The agency attempts to keep troubled families together and provides a range of contracted social services including parent education; drug and alcohol assessments; after-school & summer programs; and in-home intervention. According to its website, its mission is "*to protect children from abuse and neglect, to preserve families whenever possible, and to ensure that every child under our care and supervision has a safe, permanent home.*"

- Beaver County Behavioral Health is responsible for administering, among others, the County’s mental health, early intervention, and drug and alcohol programs. It ensures that there is sufficient staff and treatment programs to meet the behavioral health needs of all Beaver County residents.
- Beaver County Office on Aging provides programs and services to persons (60 years and older) based on need and program guidelines. A care manager evaluates the individual’s needs and determines which services he/she is eligible to receive. These may include personal home care, homemaker services, as well as respite care for families caring for elderly relatives. It also oversees five Senior Centers throughout the County.
- The Beaver County Department of Veterans Affairs provides services to honorably discharged wartime veterans with established legal residence in Beaver County. It interviews, counsels, and assists veterans and their families in obtaining benefits with federal, state, and county governments. These services include helping veterans obtain employment, unemployment compensation, medical treatment and other assistance.
- Child Care Information Services – this agency operates a State-subsidized program to assist low-income families with child care costs. Funds are provided through a State block grant from the Pennsylvania Office of Child Development and Early Learning. At this time, approximately 1100 children in Beaver County are receiving assistance.

In addition, Beaver County provides other public services through offices such as:

- Assessment
- Community Development
- Department of Public Works
- Bureau of Elections
- Emergency Services
- Library System
- Planning Commission
- Public Defender
- Waste Management

EDUCATION

This section discusses the many educational facilities and programs available to Beaver County residents. Students have many options including several types of public schools, private schools, and colleges/universities. In all, Beaver County has 70 school facilities. These facilities are identified on the Schools and Educational Resources Map.

Beaver County Head Start Program

Head Start is a federally funded early childhood education program founded in 1965. It provides social, academic, nutrition and other educational services for children and their families. Local programs are administered by non-profits and school districts.

Beaver County’s Head Start Program has an infant/toddler program as well as a preschool program. To be eligible, children must live in the County and meet or be close to Federal Poverty Guidelines. The infant/toddler program provides several services including daycare for teen Moms in the Aliquippa School District; therapeutic day care for high-risk children in Rochester, and home visitation to both Moms and babies. The preschool program enrolls children between ages 3 and 5. At this time, the program is has 35 classrooms in 16 locations throughout the County, including Aliquippa, Ambridge, Beaver Falls, Darlington, Freedom, Midland, Monaca, New Brighton, the

Riverside School District, Rochester and the Southside School District. Approximately 110 infants and toddlers and 700 preschool children were participating in Beaver County Head Start during the 2009-2010 school year.

Public Schools

Beaver Valley Intermediate Unit

The Beaver Valley Intermediate Unit (BVIU) is an educational service agency which provides specialized staff and services to its member school districts. In addition to local school districts, the BVIU also oversees one vocational technical school in Beaver County. BVIU operations are conducted under approval of a 15-member Board of Directors, which is elected by the 135 local school board members (9 members per district). Each school district may only have one director serve on the BVIU Board at a time. An Advisory Council, comprised of school district superintendents, meets once a month to review the programs and services. The BVIU receives funding through both the Pennsylvania Department of Education and the local school districts.

The Regional Choice Initiative (RCI) is run by the Beaver Valley Intermediate Unit. The superintendents in the County decided to implement this initiative to make a wider array of programming available to students. The RCI has four components. The first involves having open seats. This means that students can take classes in nearby districts. Two issues that have made implementation difficult are transportation and different school schedules. The second component includes cyber schools. Students tailor their curriculum to meet their needs and participate in classes through video conferencing. The third component is the alternative school for students that have not done well in a traditional school setting. The last component is dual enrollment. Students can take courses at a local college (Community College of Beaver County, Robert Morris, Penn State Beaver, or Geneva) for dual credits. The RCI is effective and efficient because it shares services across districts and institutions.

School Districts

According to the BVIU and the Pennsylvania Department of Education, there are fourteen school districts (kindergarten through 12th grade) in Beaver County¹. These districts provide public educational services to 23,703 students (based on 2009-2010 enrollment statistics)². The enrollment numbers in these districts have been declining over the last 30 years. There has been an enrollment decrease of 17 % in the last ten years and 39% in the last thirty years.

School District Merger³

Because of decreasing population, school districts have lost students and revenue, making it increasingly difficult to provide quality education. State educators have determined that an optimal size for a school district is between 2,500 – 3,500 students.⁴ Based on the BVIU’s 2009-2010 enrollment data, only two of the fourteen school districts in Beaver County fall within that range.

Beaver County School Districts and Enrollment

District	2009-2010 Enrollment
Aliquippa	1,175
Ambridge	2,839
Beaver	2,033
Big Beaver Falls	1,766
Blackhawk	2,579
Central Valley	2,449
Freedom	1,575
Hopewell	2,459
Midland	328
New Brighton	1,730
Riverside	1,594
Rochester	950
South Side	1,240
Western Beaver	799
Total	23,703

1 Ellwood City School District is not included in this number. It is located in Lawrence County. However, it serves some students in Beaver County.

2 Another 187 students are being educated in special education programs.

3 Information for this section was obtained, in part, through an interview with Dr. Daniel Matsook, Superintendent of the Center Area School District, February 2, 2009.

4 See *Everyone will be Watching Center-Monaca Merger Unfold*, Pittsburgh Post-Gazette, June 1, 2008, <http://www.post-gazette.com/pg/08153/886515-298.stm>.

Two Beaver County districts took a bold step to address this issue by entering into voluntary merger discussions. After several years of negotiations, the school boards for the Center and Monaca school districts merged on June 12, 2008 to form the Central Valley School District. The State board approved the merger on September 18, 2008.⁵

Several committees have been formed to work on consolidating the budgets, staffing, technologies, athletics, as well as policies and curriculum. Grades K-5 will merge by fall of 2009, grades 6-12 by fall of 2010. A new school board was established on July 1, 2009, comprised of 18 board members (9 from each district). In the next election, the board will be reduced to 14 members. In the following election, the board will then be reduced to the standard 9 board members.

As other school districts evaluate how to cope with shrinking enrollment and budgets, they can look to the Center-Monaca merger for lessons learned.

Special Schools

The Beaver County Career and Technology Center is the County's vocational technical school. It was established in 1978 and offers programs for high school students in grades 10, 11, and 12. It also provides adult education.

The New Horizon School is the first school built for special needs children in Beaver County. Operated by the BVIU, it is located in a one-story public building in Brighton Township. The school provides programs of special education for students ages 5 to 21 years old.

In addition, GED courses are offered at the Beaver County Jail. This program is sponsored by the Hopewell School District.

Charter Schools

There are three primary charter schools in Beaver County. Charter schools are self-managed, public schools that are approved by local school districts. They are created and controlled by parents, teachers, community leaders, and colleges or universities. Charter schools operate free from many educational mandates, except for those concerning nondiscrimination, health and safety, and accountability. Charter Schools offer alternatives in education using strategies that improve student performance and may save money. Like all public schools, charter schools do not charge tuition. The money to fund each student's education at a charter school comes from the students' home school district.

The first charter school in Beaver County is the Pennsylvania Cyber Charter School (PA Cyber) in Midland. It is an online K-12 educational provider with over 8,000 students. Each student receives a custom-designed course of study to meet his or her needs. This school is successful for students who have not had their needs met in a traditional educational setting.

In the late 70's and early 80's, Midland's population dropped quickly; Midland's tax base fell dramatically; and enrollment declined. All of this forced city officials to shut down Midland's public high school in 1986. After initially placing students in the Western Beaver School District, in 1990, the community of East Liverpool, Ohio agreed to educate the high school students from the Midland school district for the next 20 years.

PA Cyber Charter School created a new opportunity for the students in Midland when it started accepting students in fall of 2000. Originally designed to provide educational services to approximately 50 students from Midland, PA Cyber had over 500 students enrolled in the first year, and it had over 6,000 students enrolled in 2006. According to the Beaver Valley Intermediate Unit, the school had 337 Beaver County students enrolled in the 2009-2010 school year. The school occupies, owns, or leases space in eight buildings in Midland and one each in Beaver, Beaver Falls, Cranberry, and Philadelphia.

⁵ According to the BVIU, in the 2008-2009 school year, Center Area school district had 1,853 students enrolled, and Monaca School district had 651 students enrolled. After the merger, the new district's enrollment is nearly 2,500 (2,449).

The second charter school is the Lincoln Park Performing Arts Charter School, which is a public charter school focused on the arts. According to the BVIU, there were 332 Beaver County students enrolled for the 2008-2009 school year.

The third charter school in Beaver County is the Beaver Area Academic Charter School. It is independent of the Beaver Area School District, but it leases space from the school district. The purpose of this charter school is to meet the unfilled needs of some unique students. At the secondary level, the school serves students who would traditionally be in an alternative school. At the elementary level, the school serves students with developmental delays and some special needs. According to the Beaver Valley Intermediate Unit, 117 Beaver County students were enrolled in the 2009-2010 school year.

According to BVIU data, The Pennsylvania Cyber Charter School and the Lincoln Park Performing Arts Charter School saw a decrease in enrollment from the previous school year. However, the Beaver Area Academic Charter School saw a significant increase from 65 to 117 during this period.

Private Schools

In addition to the public schools mentioned above, there are 17 private schools in Beaver County that educate over 2,000 children in grades PK-12. Many of the private schools in Beaver County are run through religious organizations.

The School at McGuire Memorial is a private school which is licensed by the Pennsylvania Department of Education. It offers comprehensive academic programs that are based on individual needs of the patient. This applies to patients with autism, physical and developmental disabilities, and those who are medically fragile. These students attend class with McGuire's residents. The school opened in March of 2003 with 30 students. In less than two years, enrollment doubled and is filled to capacity with 60 individuals. A new facility features a library and a 2,000-square-foot therapy suite. All teachers are certified and licensed by the PA Department of Education as special education teachers. It is a traditional 180-day school year with additional summer school. The program is funded by the student's home school district, and transportation is provided by the student's home district. A new pre-school was also recently added for children ages 3-5. There is also a transition program for students with autism ages 18-21.



Home Schooling

According to the BVIU, there were 229 Beaver County students that were home schooled in the 2009-2010 school year. This was the first increase in home schoolers since 2004. Home schooling reached a peak, with 329 students, in the 1999-2000 school year.

HIGHER EDUCATION

Higher education needs within Beaver County are met by four degree-granting colleges and universities. These include the Community College of Beaver County, Penn State University Beaver, Geneva College, and Mountain State University. Also, while not actually located in Beaver County, Robert Morris University is a 30-minute drive from most parts of Beaver County. It is located in Moon Township. It has a 230-acre campus and provides Undergraduate, Master's, and Doctoral programs.

Community College of Beaver County (CCBC)

For over 30 years, CCBC has been providing higher education and training to the citizens of Beaver County and surrounding areas. CCBC offers associate degrees designed for students wanting to transfer to a four-year college or university after graduation, as well as occupational programs created for those students ready to enter the workforce as soon as possible. Its Continuing Education Division offers a broad array of non-credit classes and job skills training.



CCBC has various programs that help the community. One program is the “College is Possible with CCBC” camp offered at the New Brighton YMCA. CCBC also sponsors Camp Fair Chance involving several hundred youth from Aliquippa. Launched in August 1999, Camp Fair Chance was created and organized to foster and enhance community relations, open doors of communication, and educate the children in the community. Programs are designed to lead the children of the Aliquippa community into a system of positive rewards and change by providing activities and services that address life skills, student achievement, enthusiasm, goal setting, and conflict resolution. CCBC students also volunteer with many other organizations in the community.

Penn State Beaver

The Penn State Beaver campus was established in 1965. The campus currently enrolls more than 800 students and has residential housing for more than 200 students. The Beaver campus offers the first two years of nearly all of Penn State’s 160+ majors, which can be completed at University Park or several other Penn State campuses. The Beaver campus also offers baccalaureate degrees in Applied Psychology; Business; Communications; Information Sciences and Technology (IST); and Letters, Arts, and Sciences. In collaboration with Penn State Harrisburg, Penn State Beaver provides a master’s degree in Education (Teaching and Curriculum). Students also have the option of college studies in one of four associate degree programs.



A non-profit adult literacy program is also offered through Penn State.

Community service is done through the university’s Alpha Phi Omega fraternity. Its activities include volunteering at the Center for Hope in Ambridge, recycling, and raising money and food for soldiers overseas.

Geneva College

Geneva College is a private, four-year comprehensive Christian college of the arts, sciences, and professional studies. Geneva is one of only 105 colleges in the U.S. and the only one of four colleges in western Pennsylvania to be approved for membership in the Council for Christian Colleges and Universities. Geneva awards associate and bachelor’s degrees in 36 undergraduate areas of study. The majors with the highest enrollment are: elementary education, business, engineering, student ministry, biology, and psychology. Geneva offers master’s degrees in business administration (MBA), counseling, higher education, organizational leadership, special education, and reading.

Geneva College is also active in the community with various programs and services. The Geneva Counseling Center is available to the public for psychological counseling services. Freshmen participate in a Learning and Transition Program, which includes one day dedicated to community service projects throughout Beaver County. There are more than 15 student-led campus ministry programs. Geneva’s Center for Technology Development is funded as a “Center of Excellence” by the Ben Franklin Partnership. It has supported research work with over 30 local companies.

The college also has a Student in Services (SIS) program which is designed to provide services that help make a difference in the lives of others. The building and construction portion of SIS works in conjunction with Habitat for Humanity and other local organizations to help provide homes to those in need. The SIS Senior Ministry program involves students visiting the elderly. There are regularly scheduled arts and crafts programs that take place at two local senior care facilities. The SIS Social Action program makes students aware of the needs of those around them. Students get involved with local soup kitchens, work with the Salvation Army, help with fundraising for local organizations, and help to restore local parks. Students also volunteer to tutor those within the Beaver Falls community. Most students are also involved in the Big Brothers Big Sisters program to help mentor local children.

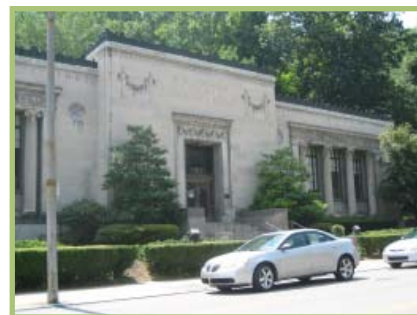
Mountain State University

Mountain State University was founded in 1933, originally know as Beckley College. It is an independent, not-for-profit university offering traditional classroom-based education, as well as independent and distance learning programs. The main campus is located in downtown Beckley, West Virginia. It operates a satellite campus in Center Township that specializes in offering bachelors and masters degree programs to working adults.

LIBRARIES

The Beaver County Library System consists of eleven public libraries and a Bookmobile, which offers books, audio/visual media, programs, activities, and services to County residents and visitors of all ages. The libraries are supported by state, county, and local funding. The libraries function on individual budgets, but they share many common programs and resources.

The main office of the Beaver County Library System is located at 109 Pleasant Drive in Center Township. The Library System Office also houses the Beaver County Foundation Center, which provides free information to the public about grants and the non-profit sector.



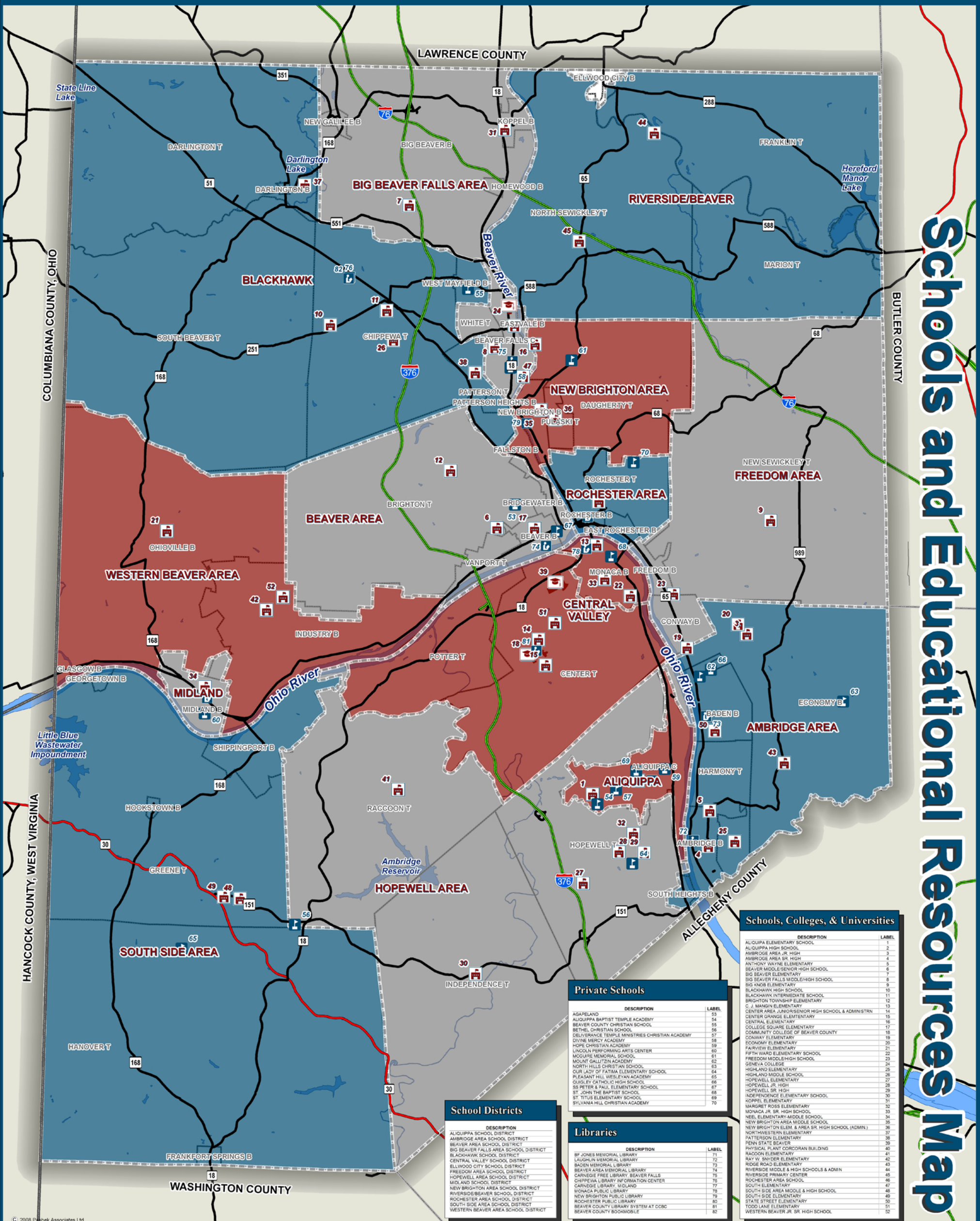
The branch libraries include:

- BF Jones Memorial Library, Aliquippa
- Laughlin Memorial Library, Ambridge
- Baden Memorial Library
- Beaver Area Memorial Library, Beaver
- Carnegie Free Library, Beaver Falls
- Chippewa Library Information Center, Chippewa
- Carnegie Library, Midland
- Monaca Public Library
- New Brighton Public Library
- Rochester Public Library
- The library at Community College of Beaver County

Libraries are depicted on the Schools and Educational Resources Map.



Schools and Educational Resources Map



Schools, Colleges, & Universities

DESCRIPTION	LABEL
ALQUIPPA ELEMENTARY SCHOOL	1
ALQUIPPA HIGH SCHOOL	2
AMBRIDGE AREA JR. HIGH	3
AMBRIDGE AREA SR. HIGH	4
ANTHONY WAYNE ELEMENTARY	5
BEAVER MIDDLE SENIOR HIGH SCHOOL	6
BIG BEAVER ELEMENTARY	7
BIG BEAVER FALLS MIDDLE/HIGH SCHOOL	8
BIG CHICK ELEMENTARY	9
BLACKHAWK HIGH SCHOOL	10
BLACKHAWK INTERMEDIATE SCHOOL	11
BRIGHTON TOWNSHIP ELEMENTARY	12
C. J. MANGIN ELEMENTARY	13
CENTER AREA JUNIOR SENIOR HIGH SCHOOL & ADMINSTR.	14
CENTER SQUARE ELEMENTARY	15
CENTRAL ELEMENTARY	16
COLLEGE SQUARE ELEMENTARY	17
COMMUNITY COLLEGE OF BEAVER COUNTY	18
CONWAY ELEMENTARY	19
ECONOMY ELEMENTARY	20
FAIRVIEW ELEMENTARY	21
FIFTH WARD ELEMENTARY SCHOOL	22
FREEDOM MIDDLE/SR. HIGH SCHOOL	23
GENEVA COLLEGE	24
HIGHLAND ELEMENTARY	25
HIGHLAND MIDDLE SCHOOL	26
HOPEWELL ELEMENTARY	27
HOPEWELL JR. HIGH	28
HOPEWELL SR. HIGH	29
INDEPENDENCE ELEMENTARY SCHOOL	30
KOPPEL ELEMENTARY	31
MARGARET ROSS ELEMENTARY	32
MONACA JR. SR. HIGH SCHOOL	33
NEEL ELEMENTARY MIDDLE SCHOOL	34
NEW BRIGHTON AREA MIDDLE SCHOOL	35
NEW BRIGHTON ELEM. & AREA SR. HIGH SCHOOL (ADMIN.)	36
NORTHWESTERN ELEMENTARY	37
PATTERSON ELEMENTARY	38
PENN STATE BEAVER	39
PHYSICAL PLANT COORDINATOR BUILDING	40
RACCOON ELEMENTARY	41
RAY W. SHYDER ELEMENTARY	42
RODGE ROAD ELEMENTARY	43
RIVERSIDE MIDDLE & HIGH SCHOOLS & ADMIN.	44
RIVERSIDE PRIMARY CENTER	45
ROCHESTER AREA SCHOOLS	46
SOUTH SIDE ELEMENTARY	47
SOUTH SIDE AREA MIDDLE & HIGH SCHOOL	48
SOUTH SIDE ELEMENTARY	49
STATE STREET ELEMENTARY	50
TODD LAKE ELEMENTARY	51
WESTERN BEAVER JR. SR. HIGH SCHOOL	52

Private Schools

DESCRIPTION	LABEL
AGAPRIAN	53
ALQUIPPA BAPTIST TEMPLE ACADEMY	54
BEAVER COUNTY CHRISTIAN SCHOOL	55
BETHEL CHRISTIAN SCHOOL	56
DELIVERANCE TEMPLE MINISTRIES CHRISTIAN ACADEMY	57
DIVINE MERCY ACADEMY	58
HOPE CHRISTIAN ACADEMY	59
LINCOLN PIRP-ORING ARTS CENTER	60
MCQUIRE MEMORIAL SCHOOL	61
MOUNT GALLITZIN ACADEMY	62
NORTH HILLS CHRISTIAN SCHOOL	63
OUR LADY OF FATIMA ELEMENTARY SCHOOL	64
PLEASANT HILL WES. EYAN ACADEMY	65
QUELBY CATHOLIC HIGH SCHOOL	66
SS PETER & PAUL ELEMENTARY SCHOOL	67
ST. JOHN THE BAPTIST SCHOOL	68
ST. TITUS ELEMENTARY SCHOOL	69
SYLVANIA HILL CHRISTIAN ACADEMY	70

School Districts

DESCRIPTION	LABEL
ALQUIPPA SCHOOL DISTRICT	1
AMBRIDGE AREA SCHOOL DISTRICT	2
BEAVER AREA SCHOOL DISTRICT	3
BIG BEAVER FALLS AREA SCHOOL DISTRICT	4
BLACKHAWK SCHOOL DISTRICT	5
CENTRAL VALLEY SCHOOL DISTRICT	6
ELLWOOD CITY SCHOOL DISTRICT	7
FREEDOM AREA SCHOOL DISTRICT	8
HOPEWELL AREA SCHOOL DISTRICT	9
MIDLAND SCHOOL DISTRICT	10
NEW BRIGHTON AREA SCHOOL DISTRICT	11
RIVERSIDE/BEAVER SCHOOL DISTRICT	12
ROCHESTER AREA SCHOOL DISTRICT	13
SOUTH SIDE AREA SCHOOL DISTRICT	14
WESTERN BEAVER AREA SCHOOL DISTRICT	15

Libraries

DESCRIPTION	LABEL
BF JONES MEMORIAL LIBRARY	71
LAUGHLIN MEMORIAL LIBRARY	72
BADEN MEMORIAL LIBRARY	73
BEAVER AREA MEMORIAL LIBRARY	74
CARNEGIE FREE LIBRARY BEAVER FALLS	75
CHIPPewa LIBRARY INFORMATION CENTER	76
CARNEGIE LIBRARY MIDLAND	77
MONACA PUBLIC LIBRARY	78
NEW BRIGHTON PUBLIC LIBRARY	79
ROCHESTER PUBLIC LIBRARY	80
BEAVER COUNTY LIBRARY SYSTEM AT CCBC	81
BEAVER COUNTY BOONHOLE	82

BEAVER COUNTY PLANNING COMMISSION
 Beaver County Courthouse
 816 Third Street
 Beaver, Pa. 15009
 Phone: (724) 728-5700
 Fax: (724) 775-3915

LEGEND

- County Boundary
- Municipality
- Lake/Reservoir
- River
- Interstate
- US Highway
- State Route
- Libraries
- College / University
- College / University Campus
- Private School
- Public School

School Districts:

SCHOOL DISTRICT NAMES

Map Sources:
 Southwest Pennsylvania Commission (SPC)
 Pennsylvania Spatial Data Access (PASDA)
 Beaver County
 Western Pennsylvania Conservancy

Projection: State Plane - NAD 1983
 Pennsylvania South, Feet

The preparation of this map was financed in part through a Land Use Planning and Technical Assistance Grant from the Department of Community and Economic Development, as administered by the Governor's Center for Local Government Services, Pennsylvania Department of Community and Economic Development.

PASHEK ASSOCIATES
 a pennsylvania incorporation

HEALTH CARE

Hospitals

Heritage Valley Beaver is a 358-bed hospital located in Brighton Township. Heritage Valley Beaver provides comprehensive health care for residents of Allegheny, Beaver, Butler, and Lawrence counties in Pennsylvania; eastern Ohio; and the panhandle of West Virginia.

Heritage Valley Beaver is part of Heritage Valley Health System which also has a hospital located in Sewickley, PA (Allegheny County) and is the largest employer in Beaver County. In partnership with more than 500 physicians and nearly 4,000 employees, Heritage Valley Health System offers a broad range of medical, surgical, and diagnostic services. These services are performed at its two hospitals, community satellite facilities, and in physician offices.

There was previously one other hospital located in Beaver County. Aliquippa Community Hospital was established in 1957. The hospital was built and financed in part by steelworkers during the early 1950's. Recently, it had become a 96-bed facility that employed 480 people: a medical staff of 200 and 90 volunteers. However, it filed for bankruptcy and closed at the end of 2008.

Specialized Care for the Disabled

McGuire Memorial Home is a residential care facility for people with severe mental and physical disabilities. It also offers supportive services for residents' family and caregivers. It was founded in 1962. It is a ministry entrusted to the Felician Sisters of Pennsylvania by the Diocese of Pittsburgh. The McGuire Home first became known for its Intermediate Care Facility for the Mentally Retarded, and programs for those with profound multiple, complex disabilities. Today, it is home to eighty-nine individuals with mental retardation. These individuals range in age from pre-school children to adults. The facility has on-staff RNs and LPNs as well as physician availability 24 hours a day. The team also includes physical, occupational, and speech therapists; dietitians; behavior specialists; and respiratory therapists. In 1997, the McGuire Home began an outreach program. This program includes the following:

- The Community Home Program includes eleven homes in the surrounding area. They each offer one-floor living for individuals with mild to severe needs. Residents can go to school or work and then return to these private homes with an in-house staff that can assist them with their daily needs and medical care (24 hours a day). Each facility is ADA accessible and each has its own van. There is a maximum of 4 residents per home. This type of living provides independence with a safe and supportive living environment.
- The Respite Care Program offers families temporary, on-site care for loved ones. This is convenient when caregivers have travel plans or just simply need a rest. Patients in this program receive the same care as every other McGuire resident. There are three lengths of stay offered. Short-term provides on-site care up to 31 days per year. Many families use this for periodic care throughout the year. Temporary respite is care provided for a few hours (up to 10) at a time. Extended respite is care beyond the 31-day short-term allowance.
- The School at McGuire Memorial is described in the *Schools* section on previous pages. Adult training is another program designed for adults of various disability levels. This program encourages self-determination, self-advocacy, and the ability to make choices. The Employment Option Center helps by providing vocational training, life skills, school-to-work transition programs, and paid employment opportunities. The Life Enrichment Center helps those who are severely disabled enhance their communication skills and interpersonal relationships, with augmentative communication devices to help those who cannot communicate with others.

Passavant Memorial Homes is a private, non-profit human services organization. Its mission is to empower people with intellectual and developmental disabilities to live in the community by providing high quality support while

promoting choice and independence. It is one of the largest agencies in western Pennsylvania. The corporate office is in Allegheny County, but it has a long-term structured residence and a branch office in Rochester, Beaver County.

Nursing and Rehabilitation Facilities

Among the nursing and rehabilitation facilities operating in Beaver County are the following:

Friendship Ridge is a 589-bed, long- and short-term skilled rehabilitation/nursing facility. It is located on a 96-acre campus in Brighton Township, Beaver County. The facility has served the residents of Beaver County and surrounding communities at its present site since 1959. The facility is owned and operated by the County of Beaver and is governed by the Beaver County Board of Commissioners. Friendship Ridge provides 24-hour-per-day skilled nursing services for both long-term and short-term residents. A team of nurses, physicians, social workers and therapists ensure that each resident's needs are met.

Beaver Elder Care and Rehabilitation is located in Aliquippa. There are 67 beds located in the facility. It is a for-profit corporation.

Beaver Valley Nursing and Rehabilitation Center provides long-term, skilled nursing care and short-term rehabilitation services. The facility contains 120 beds. It is located in Beaver Falls. It opened in 1969 and serves Beaver, Allegheny, Lawrence, and Butler Counties, as well as counties in Southeastern Ohio.

Rochester Manor and Villa was formerly the Rochester General Hospital. It has been completely renovated, and it is now a 122-bed nursing home for seniors who need special levels of health care. It is located in Rochester.

Providence Care Center is a rehabilitation facility and a 180-bed nursing center, which includes the Center for the Memory Impaired, which focuses on Alzheimer's disease. The center used to be Providence Hospital and is located in Beaver Falls. It serves all of Beaver County, as well as parts of Allegheny and Lawrence Counties.

Villa Saint Joseph, located in Baden, has a 120-bed long-term nursing care facility, a short- and long-term outpatient rehabilitation center, and specialized Alzheimer's care and hospice care. It is run by the Sisters of St. Joseph.

EMERGENCY MANAGEMENT SERVICES⁶

The Pennsylvania Emergency Management Services code requires that "every county and municipal government develop and maintain an emergency management program consistent with the state and federal emergency management program." (35 Pa. C. S. Section 7101-7707) An emergency management coordinator is appointed by the Governor. This appointment is based on the recommendations of the county or municipal elected officials. The coordinator is an employee of the county or municipality and is responsible for implementing the program.

There are 48 fire departments in the County. At the time the previous comprehensive plan was written (1999) there were 56 fire departments. This shows a decrease of 14% over that 10-year period. Forty-four municipalities maintain their own fire departments. Nine contract with other municipalities for fire protection. See the Emergency Services by Municipality Table on the following page. Most departments are staffed entirely by volunteer personnel. Only three departments have paid firefighters: Aliquippa, Ambridge, and Beaver Falls.



6 Information in this section was obtained from interviews with Wes Hill, the Director of Emergency Management Services for Beaver County and Randy Dawson, E9-1-1/CAD Supervisor, Beaver County Emergency Services.

Police protection falls into 3 categories. The first is law enforcement. This involves the application of legal sanctions, usually arrest, to persons who break the law. The second is order maintenance. This means the handling of disputes. The third is community service. This varies from community to community. These activities are not related to criminal acts and include such tasks as traffic control, rescue operations, animal control, ambulance and first-aid services, education, and other public services.

There are 34 police departments in the County. Twenty-eight municipalities maintain their own full-time police departments. Six have part-time departments; when their officers go off duty, the State Police are on call. Eleven municipalities contract for police protection with other municipalities, while 8 others rely entirely on State Police. See the table below, Emergency Services by Municipalities.

In 2009, five Beaver County municipalities agreed to begin discussions about forming a regional police force. They are Eastvale, Fallston, Patterson, West Mayfield, and White. Talks are in the early stages.

There are also 4 ambulance services in Beaver County. Most are private, non-profit corporations. Medic Rescue serves the largest number of municipalities. Northwestern EMS was formed out of the New Galilee Fire Department. Economy Ambulance is a non-profit ambulance service that separated from the Economy Fire Department in 1990. Hanover Township’s ambulance service is the only one still run by the Hanover Township Fire Department. Several municipalities use ambulance services from neighboring counties: Noga and Medevac (Lawrence County) and Cranberry and Harmony (Butler). The number of calls for emergency service has risen over the last decade.

Emergency Services by Municipality

Municipality Name	Police Department	Fire Department	EMS Department
Aliquippa	Aliquippa	Aliquippa	Medic Rescue
Ambridge	Ambridge	Ambridge	Medic Rescue
Baden	Baden	Baden	Economy
Beaver	Beaver	Beaver	Medic Rescue
Beaver Falls	Beaver Falls	Beaver Falls	Medic Rescue
Big Beaver	State Police	Big Beaver	Medic Rescue/Northwestern EMS
Bridgewater	Bridgewater	Bridgewater	Medic Rescue
Brighton Twp.	Brighton Twp	Brighton Twp	Medic Rescue
Center Twp.	Center	Center	Medic Rescue
Chippewa Twp.	Chippewa	Chippewa	Medic Rescue
Conway	Conway	Conway	Medic Rescue
Darlington Boro.	South Beaver	Darlington Twp	Northwestern EMS
Darlington Twp.	Darlington Twp/ State Police	Darlington Twp	Northwestern EMS
Daugherty Twp.	New Brighton	Daugherty	Medic Rescue
East Rochester	Rochester Boro	East Rochester	Medic Rescue
Eastvale	White Twp	Beaver Falls	Medic Rescue
Economy	Economy	Economy	Economy
Fallston	Bridgewater	Fallston	Medic Rescue
Frankfort Springs	State Police	Hanover Twp	Hanover Twp/Medic Rescue
Franklin Twp.	Franklin Twp	Franklin Twp	Noga/Medevac/Harmony

Municipality Name	Police Department	Fire Department	EMS Department
Freedom	Freedom	Freedom	Medic Rescue
Georgetown	State Police	Hookstown	Medic Rescue
Glasgow	State Police	Ohioville	Medic Rescue
Greene Twp.	State Police	Hookstown	Medic Rescue
Hanover Twp.	State Police	Hanover Twp	Hanover Twp/Medic Rescue
Harmony Twp.	Harmony Twp	Harmony Twp	Economy
Homewood	State Police	Homewood	Medic Rescue
Hookstown	State Police	Hookstown	Medic Rescue
Hopewell	Hopewell	Hopewell	Medic Rescue
Independence	Independence/ State Police	Independence	Medic Rescue
Industry	Industry	Industry	Medic Rescue
Koppel	Koppel	Koppel	Medic Rescue
Marion	Marion/State Police	Big Knob*	Harmony Boro
Midland	Midland	Midland	Medic Rescue
Monaca	Monaca	Monaca 1,4,5**	Medic Rescue
New Brighton	New Brighton	New Brighton	Medic Rescue
New Galilee	Koppel	New Galilee	Northwestern EMS
New Sewickley	New Sewickley	Big Knob/Pine Run*	Medic Rescue/Economy/Cranberry/Harmony
North Sewickley	North Sewickley	North Sewickley	Noga/Medevac/Medic Rescue
Ohioville	Ohioville	Ohioville	Medic Rescue
Patterson Heights	Beaver Falls	Patterson Heights	Medic Rescue
Patterson Twp.	Patterson Twp	Patterson Twp	Medic Rescue
Potter Twp.	Center Twp	Potter Twp	Medic Rescue
Pulaski Twp.	New Brighton	Pulaski Twp	Medic Rescue
Raccoon Twp.	Raccoon Twp/ State Police	Raccoon Twp	Medic Rescue
Rochester Boro	Rochester Boro	Rochester Boro	Medic Rescue
Rochester Twp.	Rochester Twp	Rochester Twp	Medic Rescue
Shippingport	Shippingport/ State Police	Shippingport	Medic Rescue
South Beaver Twp.	South Beaver Twp	South Beaver	Medic Rescue/Northwestern EMS
South Heights	South Heights/ State Police	Hopewell Twp	Medic Rescue
Vanport Twp.	Beaver	Vanport	Medic Rescue
West Mayfield	White Twp	West Mayfield	Medic Rescue
White Twp.	White Twp	White	Medic Rescue

* The New Sewickley Fire Department has two divisions: Big Knob and Pine Run

** Monaca maintains three independent fire departments, Monaca 1, 4 and 5.

Note: The highlighted boxes represent services that are contracted out.

Emergency services in Beaver County are threatened by decreasing funding. The municipalities' ability to fund local police and fire departments are diminishing. The costs of providing police service is usually the largest budget item in a municipality's budget. However, as revenues shrink, many municipalities are finding it impossible to cover the costs. Some municipalities in Beaver County have tried to consolidate services with neighboring municipalities. Three municipalities recently tried to consolidate police forces, but they were unsuccessful. Some have had to disband their police force and rely on state police.

A new 911 Center was constructed in 2009 in Ambridge Borough. Approximately 15 locations around the County were considered, but the Ambridge location was selected due to good communication infrastructure, easy access to Route 65, and its location outside the 10-mile evacuation zone for the Beaver Valley Nuclear Power Station. The 18,000-square-foot, \$15 million facility will be built along 14th Street on the site of the former H.H. Robertson office building. It is being funded by a 20-year County bond and is expected to be completed in September 2009. A benefit of the new center is that it will house the call center and emergency equipment under one roof and on one floor. A new GIS system will help track incidences and emergency calls. This new center is going to take Beaver County's emergency management services well into the future.



In Pennsylvania, each county is required under Act 165 to have, or to have a contract with, a state-certified hazardous materials response team. The program, managed by PEMA, establishes operational, staffing, training, medical monitoring, supply, and equipment guidelines. Beaver County is serviced by the Beaver County Emergency Response Team. The team is responsible for responding to a variety of incidents that involve the storage and transport of hazardous materials. Equipment for this team includes special suits, monitoring equipment, and chemical identification equipment.

SUMMARY OF ISSUES AND NEEDS

Schools:

- Beaver County's school districts continue to diminish in size as the population is declining. Twelve out of the County's fourteen districts have enrollments smaller than the recommended range of between 2,500 and 3,500 students. These small school districts are finding it difficult to maintain the academic and other programming needed to provide students with a quality education. Moreover, maintaining so many small school districts is inefficient and costly for taxpayers. School superintendents have attempted to address some of these concerns through the Regional Choice Initiative.

Emergency Services:

- The number of police and fire departments place a heavy financial burden on municipalities and taxpayers. If departments were to consolidate, they would be more cost-effective and would be eligible for more state grant money.
- Several municipalities are having trouble maintaining their own police departments due to the high costs. Some have had to disband their police forces and now rely on State Police. Mergers have been difficult to achieve.
- Similarly, volunteer fire departments have been closing. Costs of equipment, insurance, and workman's compensation are high and it is increasingly difficult to recruit volunteers.
- There are not enough ambulances to cover the number of emergency calls each day. This is not due to lack of ambulances, but rather a shortage of trained paramedics to staff them. This is due to a requirement that paramedics obtain 2 years of training the same as nursing programs. However, the nursing jobs command a higher salary than paramedics.

Historical Sites & Preservation

A BRIEF HISTORY OF BEAVER COUNTY

During the 1700's, the area now known as Beaver County was sparsely settled. Both the French and the English came to trade with the Indians at Logstown, an early settlement near the banks of the Ohio River.

In 1753, George Washington was sent to Western Pennsylvania by the Virginia Governor. He came to deliver a warning to the French who had been establishing trading posts and forts in the area, then known as the "Ohio Territory." Washington traveled from Fort Pitt to Fort LeBoeuf near Lake Erie through present-day Beaver County. Washington was not successful in persuading the French to withdraw, and as a result, the French and Indian War broke out shortly thereafter over who would control this territory.

In 1800, Beaver County was established from parts of Allegheny and Washington Counties. Originally, the County was comprised of six townships: Sewickley, South Beaver, North Beaver, Hanover, First Moon and Second Moon Townships. They were divided and redivided over time to make up the fifty-four municipalities that exist today.

Some of the earliest settlers in the area were the Harmonists. This group fled religious persecution in Germany and came to Western Pennsylvania to establish a communal society under their charismatic leader, George Rapp. They settled first in Butler County (Harmony) and then moved west to Indiana (New Harmony), before returning to Western Pennsylvania in 1824. They called their third and final home "Oekonomie," a thriving town that became a center of commerce and industry in the region. The Harmonists continued to expand their economic influence in the County by investing in oil and railroads. They also built the town of Beaver Falls for their industrial operations. However, in the late 1800's, the Society's members began to die off. When the Harmony Society dissolved in 1905, their land was purchased by the forerunner of the American Bridge Company and a new company town sprang up in and around the Harmonist settlement. This town became known as Ambridge.



Photo by Arthur Rothstein, June 1938, reprinted from Ambridge Reprise, <http://wacht.info/ambridge/grapes1.html>

In the nineteenth century, Beaver County played an important role in the "Underground Railroad." This was particularly notable in New Brighton, where a community of Quakers was active in the abolitionist movement. Several members of the Townsend family established safe houses for slaves as they made their way north from the Ohio River towards Canada. The Reverend Arthur Bullus Bradford, the pastor of Mount Pleasant Presbyterian Church in Darlington, preached against slavery throughout the region.

In the twentieth century, Beaver County continued to industrialize due to its location along the Ohio and Beaver Rivers and along major east-west rail lines. In addition, the County was close to coal and other resources that fueled the factories. In particular, steel companies built sprawling mills along the riverbanks.

Beaver County is also the birthplace of the American labor movement. In the 1930's steel workers at the Jones & Laughlin plant in Aliquippa fought with management to establish the 8-hour work day, higher pay, and improved working conditions in the factory. Their efforts to organize are considered the genesis of collective bargaining.

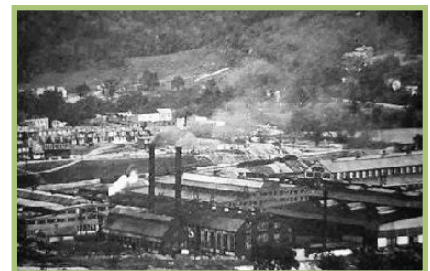


Photo from Bowman archives, reprinted in Ambridge Reprise, <http://wacht.info/ambridge/town1.html>

Steel companies reached their zeniths during and just following the Second World War. However, by the 1970's, production decreased as American steel faced stiff competition from overseas manufacturers. By the 1980's, many of these companies filed for bankruptcy and Beaver County, like other Counties throughout Western Pennsylvania, experienced severe job losses and economic decline.

Today, although many of the steel mills have been razed, Beaver County retains many of its historic buildings and sites. This Section of the comprehensive plan describes those historic assets that contribute to the County's distinct identity.

HISTORIC SITES

The heritage of Beaver County is preserved in many places. Some sites have been nationally recognized. Others are more local in nature. This section provides a summary of some of the more significant historic properties. All resources are depicted on the Cultural and Historic Resources Map.

National Register Historic Districts

Beaver County is fortunate to have three municipalities with designated historic districts listed on the National Register of Historic Places.

➤ Beaver Historic District

The Beaver Historic District in Beaver Borough was designated in 1996 to encompass the original plat laid out by surveyor Daniel Leet in 1792. Beaver represents one of the first "planned communities" in Western Pennsylvania with parcels laid out along a street grid and a system of neighborhood parks. The historic district covers approximately 317 acres bounded by Fair Avenue, Fifth Street, Third Street, Sassafras Lane and the railroad tracks.



The district contains 1,456 historic resources. Most are buildings, but the district also includes military monuments and sites, like Fort McIntosh (described below). The district contains residential and commercial structures, most dating from the late 19th and early 20th centuries. The architectural styles represented include Federal, Greek Revival, Queen Anne and Italianate. The main commercial street, Third Street, is at the center of the district.

➤ Bridgewater Historic District

Also designated in 1996, the Bridgewater Historic District in Bridgewater Borough contains 136 buildings, 97 of which are contributing. The district is generally bounded by Bridge Street, Mulberry Street, Fulton Street, Cherry Alley, Elm Street and the Beaver River. It includes both residential and commercial buildings as well as the lock and dam system of the Beaver Division of the Pennsylvania Canal. Most of the buildings date from 1818 to 1933.

➤ Economy Historic District

The Economy Historic District was designated in 1985. Covering about 32 acres in the Borough of Ambridge, the district includes and surrounds Old Economy Village, a four-acre National Historic Landmark (described below). The district is bounded by the Ohio River Boulevard, 12th Street, Merchant Street and 16th Street.

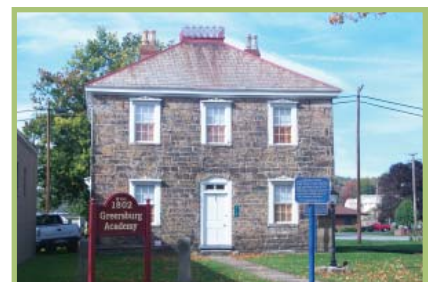
Over 90 original Harmonist houses and well as other buildings and structures are present, most of which date from between 1825 and 1840, when this religious group settled and prospered in the area. Some of the most significant buildings are contained within Old Economy Village, a State-managed historic site. They include the Rapp House, the Granary and the Museum Building and Feast Hall. The most distinctive building, the former Harmonist Church, is located on Church Street across from Old Economy Village. The buildings throughout the district represent a combination of American and German architecture.



Sites Listed on the National Register

Beaver County has 14 buildings, structures and sites listed on the National Register of Historic Places. They are:

- Carnegie Free Library of Beaver Falls – this Classical Revival library building is located in the heart of the Beaver Falls business district. This large and imposing library was designed by F.J. Osterling and constructed in 1899. It was the last of Carnegie’s grand libraries; subsequent buildings were smaller and more modest. The library was listed in 1985.
- James Beach Clow House, North Sewickley Township –The Clow farmhouse was listed due to its architectural significance. Built in 1830, it is one of the few remaining well-preserved homes in the area designed in the Greek Revival style.
- William B. Dunlap Mansion, Bridgewater Borough – this house was built in 1840 in the Greek Revival style. It was owned by William B. Dunlap, former owner of the Ohio River Transportation Company and a Pennsylvania State Senator.
- Fort McIntosh Site, Beaver Borough – the fort was the first one built north of the Ohio River. Constructed sometime between 1778 and 1788, the fort stood on the bluff 130 feet above the river in present day Beaver Borough. Today, nothing remains except a few foundation stones that have been excavated.
- Greensburg Academy, Darlington Borough – Built sometime around 1806, this former school building was founded by the Rev. Thomas Hughes. Several prominent men were educated there, including John Brown, the abolitionist, and John Geary, former Pennsylvania governor.
- B.F. Jones Memorial Library, City of Aliquippa – The library was built in 1927 in memory of B.F. Jones, one of the founders of the Jones & Laughlin Steel Company. The building is an imposing example of the Classical Revival style.
- Legionville, Harmony Township – General Anthony Wayne established the first training camp for troops here in 1792 when he moved his legion from Pittsburgh to Logstown in present day Harmony Township. The site is now an empty lot.



- David Littell House, Hanover Township – The site includes a house as well as several outbuildings. The house was built in 1851 in the Greek Revival style. It was listed due to the integrity of the original architectural features.
- Merrick Art Gallery, New Brighton Borough –Edward Dempster Merrick, an industrialist, purchased the old New Brighton train station in 1880 and converted it into a private art museum to house his art collection. This museum was founded 10 years before the opening of the Carnegie Institute. The train station building dates from around 1850. Merrick added to the building in 1884 and again in 1901. Today, the Merrick Art Gallery remains a museum. It is open to the public free of charge.
- Merrill Lock No. 6, Industry Borough – Constructed between 1892 and 1904, this site consists of three buildings and partial remains of the original lock #6. They are the only remaining lock buildings of the ten that were built to improve river transportation along the Ohio River. The first building is the Power House, a Romanesque structure. The other two, the lockkeepers’ and the crew quarters, also display this architectural style. The Lock was named after Captain Merrill of the Pittsburgh Division of the Army Corps of Engineers.
- P&LE Passenger Station, City of Aliquippa - this station was built in 1910 in the Tudor Revival style. It is one of the later stations built by the P&LE railroad. First called Woodlawn Station, it was later renamed Aliquippa Station. It operated as a train station until 1968 and was subsequently used as office space.
- Raccoon Creek RDA – The park was developed in 1935 by the National Park Service Civilian Conservation Corps as a recreation demonstration area. RDAs were built as part of Franklin Roosevelt’s “New Deal” to serve as organized group camps for underprivileged urban youth. The site consists of numerous camp buildings including cabins, recreation buildings, crafthouses, and the like.
- Captain William Vicary House – this house was built in 1826 by Captain Vicary, a military hero from the War of 1812. As payment for his wartime services, Vicary was given a land grant in Western Pennsylvania. When he came west to claim his land, he built his mansion out of stone quarried on the property. Today, the Vicary Mansion houses the Beaver County Historical Research and Landmarks Foundation.
- Bridge in South Beaver Township – this structure was nominated for listing because of its engineering significance. Built in 1878 by the West Penn Bridge Company, it exhibits a unique form of truss bridge construction.



National Historic Landmarks

In addition, there are three National Historic Landmarks in Beaver County. They are:

- Old Economy Village – this State historic museum site contains 17 original Harmonist buildings dating from 1825 to 1840. Some of the significant buildings include the Museum Building and Feast Hall, the Granary and the Rapp House. The site also contains formal gardens. It is part of the Economy Historic District described above.
- Matthew Stanley Quay House, Beaver Borough – Quay was a political figure in the late 19th century. He served as Republican Party Chairman and Campaign Manager of the Benjamin Harrison



presidential campaign and was elected to the U.S. Senate. He lived in this house in Beaver from 1874 until his death in 1904.

- Beginning Point of the U.S. Public Land Survey, Ohioville Borough – this point was the place where the rectangular land survey was begun in 1785 to survey public lands. This system was used to lay out townships and open up new land to settlement north and west of the Ohio River.

Other Historic Sites

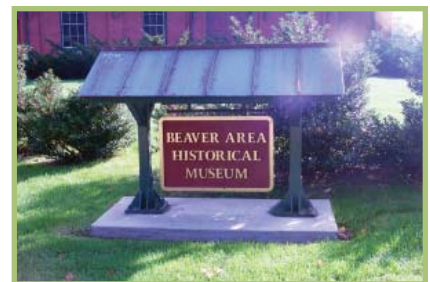
Beaver County has numerous other historic buildings and sites that are not nationally designated. In 1998, the Community Development Program of Beaver County prepared an inventory of historic sites in Beaver County. The report, *Inventory and Assessment of Historic and Heritage Sites, Beaver County, Pennsylvania*, catalogued 296 historic resources that include old homes, churches, cemeteries and other resources.

One such site is Grove Cemetery in New Brighton. Established in 1859, the cemetery contains the graves of several prominent abolitionists as well as several war memorials. It is also a member of the Audubon Cooperative Sanctuary System.

HISTORIC PRESERVATION

Museums and Research Facilities

- Air Heritage Museum, Beaver County Airport – Located in Chippewa Township at the Beaver County Airport, this museum specializes in aircraft and other memorabilia from World War II.
- Baker-Dungan Museum – Situated on the campus of Penn State Beaver, this museum was named for two of the County's earliest settlers. It contains objects, books and documents pertaining to Beaver County history.
- Beaver Area Historical Museum – this small museum is devoted to exhibits pertaining to the history of the Beaver Area. It is located in a renovated, 90-year-old railroad station and 200-year-old log house in Beaver Borough.
- Beaver County Industrial Museum – this museum houses a collection of industrial artifacts and memorabilia from the J&L Steel Company. The museum, which is currently located on the campus of Geneva College, has been seeking a more permanent home. There are discussions about moving the museum to Midland.
- Little Beaver Museum – Another small museum of local history, the Little Beaver Museum contains historic objects and documents donated by local residents. The building, located in Darlington Borough, was built in 1883.
- Old Economy Village – a National Historic Landmark, Old Economy preserves a portion of the Harmonist's third and final home. The four-acre site, which contains 17 original buildings and artifacts, is managed by the Pennsylvania Historical and Museum Commission. A recently-completed Visitor Center contains archives, exhibit space, a small theater, meeting rooms, and a museum store.



- Research Center for Beaver County - The Center is located on the 2nd floor of the Carnegie Free Library in Beaver Falls. It contains reference materials about County history, including genealogical materials.
- Richmond Little Red Schoolhouse – This original one-room schoolhouse was built in 1844 and remained in use until 1950. It is located on Dutch Ridge Road in Brighton Township. It can be toured on Sundays during the summer months.
- South Side Historical Village – This site at the Hookstown Fairgrounds contains several authentic buildings that have been relocated to recreate a representation of early Beaver County village life. The buildings include a restored one-room schoolhouse and a working blacksmith shop. Both are open for tours and demonstrations from April to October.
- Thunder of Protest - Rivers of Steel, a nonprofit organization dedicated to preserving and promoting the Pittsburgh Region’s steel heritage, has self-guided driving tours of Beaver County sites that tell the story of the birth of the American labor movement. The tour, called “Thunder of Protest,” visits sites in Aliquippa, Ambridge, Beaver and Beaver Falls.



Historical Societies

- Beaver County Historical Research and Landmarks Foundation – this organization is located in the Vicary Mansion (described above). It is recognized as the official historical society of the County. According to the foundation’s website, its mission is “the collection, preservation, and interpretation of Beaver County’s historical sites, records and artifacts for the educational benefit of the public.”
- Beaver Falls Historical Society - this is Beaver County’s oldest historical society. It maintains a collection of historical and genealogical information at the Carnegie Free Library in Beaver Falls.
- Little Beaver Historical Society – this group maintains the Greensburg Academy and Little Beaver Museum sites in Darlington Borough.
- Logstown Associates Historical Society – this group maintains an exhibit of Native American artifacts at the Laughlin Memorial Library in Ambridge. It hopes to recreate the Native American trading post at the Logstown site as it was in the late 18th century.
- Model Railroad & Historical Society of Beaver County – Situated in Monaca, this society collects, preserves and exhibits railroad memorabilia, including model railroads.

CULTURAL SITES

In addition to historic assets, Beaver County also possesses cultural resources which enrich the lives of its residents. The following section describes the major cultural sites in the County. Cultural assets are depicted on the Cultural and Historic Resources Map.

- Merrick Art Gallery – this art museum, a national register historic site, houses the private art collection of industrialist, Edward Dempster Merrick. The collection includes works from the Hudson River School and other 19th century painters.

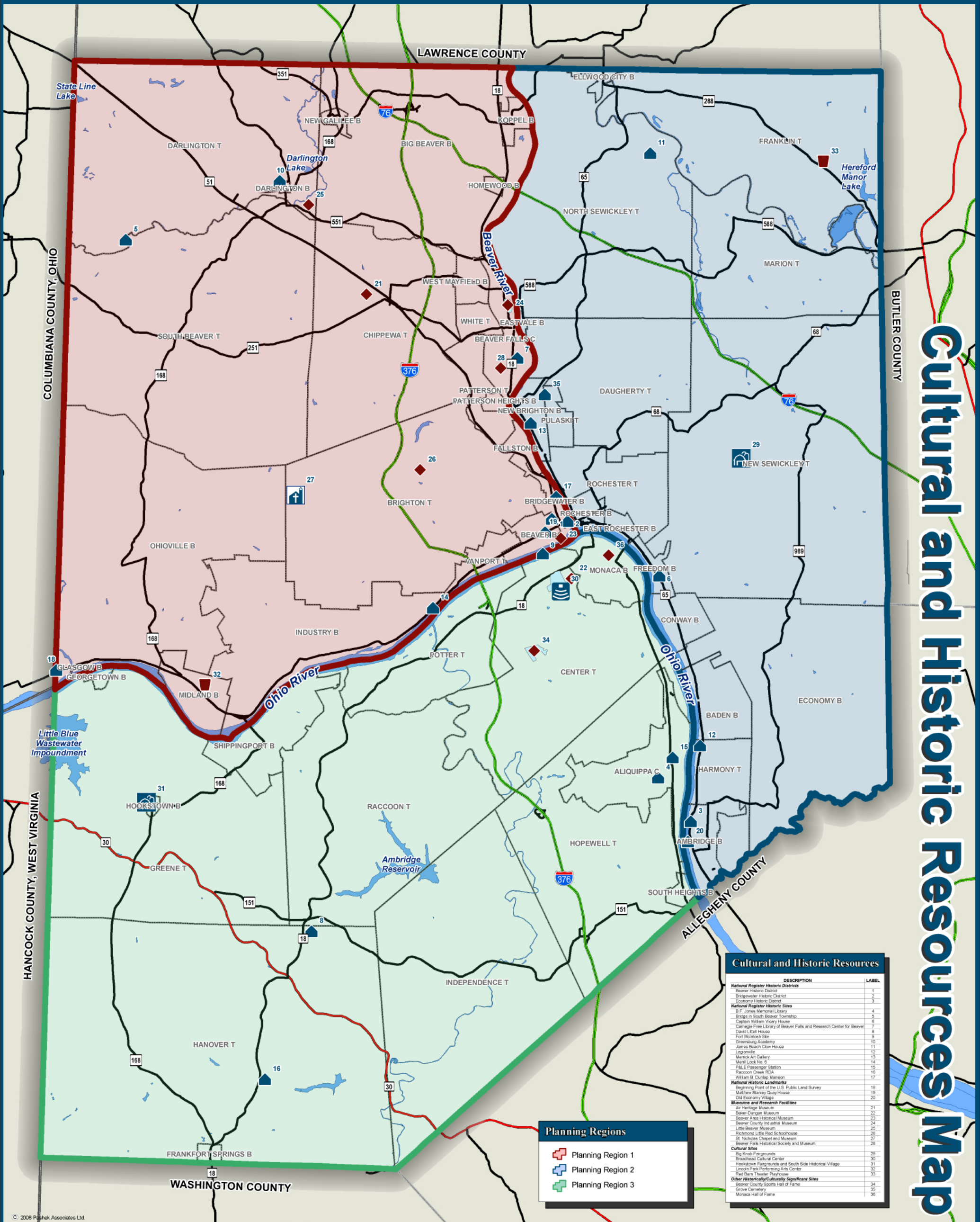


- St. Nicholas Chapel & Museum – This wooden church and museum in Brighton Township was built to replicate a traditional Byzantine Catholic church found in the Carpathian Mountains of Central Europe. It can be toured on weekdays.
- Lincoln Park Performing Arts Center – the center, located in Midland Borough, contains the Lincoln Park Performing Arts Charter School, the Pennsylvania Cyber Charter School, and the Henry Mancini Arts Academy. Classes in voice, acting and dance are offered to the public through the Mancini Academy. The center also provides arts education and other events for the Midland Borough School District. The 122,000 square foot facility includes classroom space, a professional video and audio studio, a 180-seat studio theater, and a 750-seat main stage theatre. The Beaver Valley Philharmonic Orchestra performs at the center. In addition, the center stages several theatrical productions each year including the Tri-State Musical, in which students from Pennsylvania, Ohio, and West Virginia collaborate to perform a Broadway-style musical.
- Brodhead Cultural Center – This Center, located on the campus of Penn State Beaver, holds educational and cultural events that are open to the public. These include concerts, dramatic theater and musicals. Performances are held in the J. P. Giusti Amphitheater which seats 750 people.
- Red Barn Theater Playhouse – Located on Route 288 in Fombell, this theater stages four plays each season between June and September. It has been in operation for over 50 years.
- Hookstown Fairgrounds – the fairgrounds are the site of the annual Hookstown Fair, which takes place every August. Events include livestock and produce judging, performances, a rodeo and contests. In addition, the fairgrounds are home to the South Side Historical Village (described above).
- Big Knob Fairgrounds – located in New Sewickley Township, the fairgrounds are the site of the annual Big Knob Grange Fair. Like the Hookstown Fair, this one is held each August and showcases livestock and farm products. Similarly, there are contests and entertainment. The fairgrounds is also used for other events during the year like tractor pulls and demolition derbies.
- Beaver County Sports Hall of Fame - this museum is located inside the Dome at the Community College of Beaver County. It displays plaques and other memorabilia for 325 local sports personalities. Some of the noteworthy inductees include Joe Namath, Larry Bruno and Mike Ditka.
- Monaca Community Hall of Fame – this facility was established to commemorate residents and industries that played an important part in Monaca’s history. It contains pictures, artifacts and plaques.



SUMMARY OF ISSUES AND NEEDS

- State budget cuts to Old Economy Village have drastically reduced the staff and funds needed to operate this historic landmark site. These cuts threaten the integrity of the historic resources and millions of dollars of State investment in the site over the past decade.
- Historic preservation efforts in Beaver County are fractured. The activities of the various historical societies and preservation organizations need to be better coordinated or even consolidated to create greater efficiency.
- Historic and cultural sites are not sufficiently well marketed within the County and the region as a whole.



Cultural and Historic Resources Map

DESCRIPTION	LABEL
National Register Historic Districts	
Beaver Historic District	1
Bridgewater Historic District	2
Economy Historic District	3
National Register Historic Sites	
B F Jones Memorial Library	4
Bridge in South Beaver Township	5
Captain William Voisy House	6
Carnegie Free Library of Beaver Falls and Research Center for Beaver	7
David L. Bell House	8
Fort Mifflin Site	9
Greenburg Academy	10
James Beason Clock House	11
Legansville	12
Martock Art Gallery	13
Marion Lock No. 6	14
P&E Passenger Station	15
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Beaver County Industrial Museum	24
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Richmond-Little Red Schoolhouse	26
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Beaver Falls Historical Society and Museum	28
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Broadview Cultural Center	30
Hoodstown Fairgrounds and South Side Historical Village	31
Lincoln Park Performing Arts Center	32
Field Barn Theater Playhouse	33
Other Historically/Culturally Significant Sites	
Beaver County Sports Hall of Fame	34
Grave Cemetery	35
Monaca Hall of Fame	36

Planning Regions

- Planning Region 1
- Planning Region 2
- Planning Region 3

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LEGEND

County Boundary	Interstate	Historic Site	Fairgrounds
Municipality	US Highway	Amphitheater	Museum / Gallery
Lake/Reservoir	State Route	Chapel	Theater
River		Courthouse	

Map Sources:
 Southwest Pennsylvania Commission (SPC)
 Pennsylvania Spatial Data Access (PASDA)
 Beaver County
 Western Pennsylvania Conservancy

Projection: State Plane - NAD 1983
 Pennsylvania South, Feet

The preparation of this map was financed in part through a Land Use Planning and Technical Assistance Grant from the Department of Community and Economic Development, as administered by the Governor's Center for Local Government Services, Pennsylvania Department of Community and Economic Development.

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Parks and Recreation

A wide variety of recreational resources are found within Beaver County's borders. Visitors and residents alike can enjoy these recreation opportunities, which are located throughout the County. Listing, mapping, and understanding these resources allows the County to make decisions regarding enhancements and/or additions to existing recreation opportunities. Parks and major recreation facilities are depicted on the Parks, Recreation and Open Space Map.

This section briefly describes the various recreational resources in Beaver County, as well as recreation-related planning efforts. Because Beaver County has recently completed several extensive parks and recreation planning efforts (described below), the information and recommendations set forth in those documents are incorporated by reference into this Comprehensive Plan.



RECREATIONAL RESOURCES

State Parks

Raccoon State Park is the only State Park located in Beaver County. This 7,572-acre park is located in the southwestern portion of the County, and can be accessed via U.S. Route 22/30 and PA State Route 18.

Recreation opportunities at Raccoon Creek State Park include: picnicking; fishing, swimming, and boating at the 101-acre Raccoon Lake; hiking on the park's 44 miles of trails; hunting on 5,000 acres of park property; camping; ice skating; cross-country-skiing; sledding; and cabin rentals.

State Game Lands

Four State Game Lands (#148, 173, 189, and 285) are located at least partially in Beaver County. The largest, State Game Land #285, is located in the northwestern part of the County in South Beaver and Darlington Townships. The North Country Trail runs through it. This game land also covers portions of two biological diversity areas. State Game Lands in Beaver County reserve approximately 4,075 acres of open space dedicated to primarily to hunting.

PA Fish & Boat Commission Facilities

The Pennsylvania Fish & Boat Commission (PAFBC) maintains five motorized boat launches in Beaver County. Two of these launches are located on opposite shores of the Ohio River in Rochester Borough and Monaca Borough. The PAFBC also maintains a boat launch on the Beaver River in New Brighton and at Hereford Manor Lake in Franklin Township. The fifth is on Raccoon Lake in Raccoon Creek State Park.

The PAFBC also owns and maintains Hereford Manor Lakes, two separate lakes totaling 65 acres on a 448-acre property in Franklin Township in northeastern Beaver County. These lakes provide a stocked public fishery primarily used by residents and visitors of Beaver, Butler, and Lawrence Counties.

County-owned Parks

Beaver County owns and operates three public parks totaling nearly 2,400 acres. County parks and recreational facilities are managed by the Beaver County Recreation and Tourism Department. The Department is headquartered in Bradys Run Park.

Bradys Run Park, at just over 1,400 acres, is the largest County-owned park. It is located in Brighton, Chippewa and Patterson Townships. Among its recreational opportunities are the following:

- indoor ice-skating, hockey, and tennis;
- outdoor tennis;
- roller-hockey;
- skateboarding / BMX biking;
- mountain biking, hiking, and horseback riding on the park's extensive trail system;
- competing in horse shows at the park's horse arena;
- walking on a 1-mile paved track;
- picnicking at several shelters;
- swimming, fishing, and boating at Bradys Run Lake;
- shore fishing along Bradys Run;
- horseshoe pitching at lighted courts;
- playing baseball and softball at a multi-field complex; and
- hosting banquets at Bradys Run Lodge.



Brush Creek County Park consists of more than 640 acres in North Sewickley and Marion Townships. This park was created to serve as a rustic recreation facility for all County residents. Recreational activities at this park include:

- fishing;
- picnicking at individual shelters;
- hiking;
- mountain biking;
- horseback riding;
- baseball and softball;
- soccer;
- tennis; and
- model airplane flying.

Old Economy County Park's 338 acres are located in Economy Borough. The park consists of mostly undeveloped forested hillsides. Recreation facilities at the park include:

- tennis courts;
- picnic shelters;
- a sled-riding hill;
- banquets at the Barn Pavilion;
- trails for hiking and horseback riding; and
- a public swimming pool.



In addition, Beaver County owns Buttermilk Falls, a natural area containing a 40-foot waterfall and sandstone formation along Clarks Run. A picturesque walking trail leads to the falls. The park is maintained and operated by Homewood Borough.

Local Community Parks

Dozens of local public recreation facilities such as parks, playgrounds, and boat launches serve residents and visitors of Beaver County. These facilities are owned and operated by the municipalities in which they are located, and generally have much smaller service areas than do larger County Parks or State Parks. While this section does not describe the numerous community parks in the County, their locations are designated on the Parks, Recreation, and Open Space Map.

Trails

A variety of trails are open for public use within Beaver County. These include:

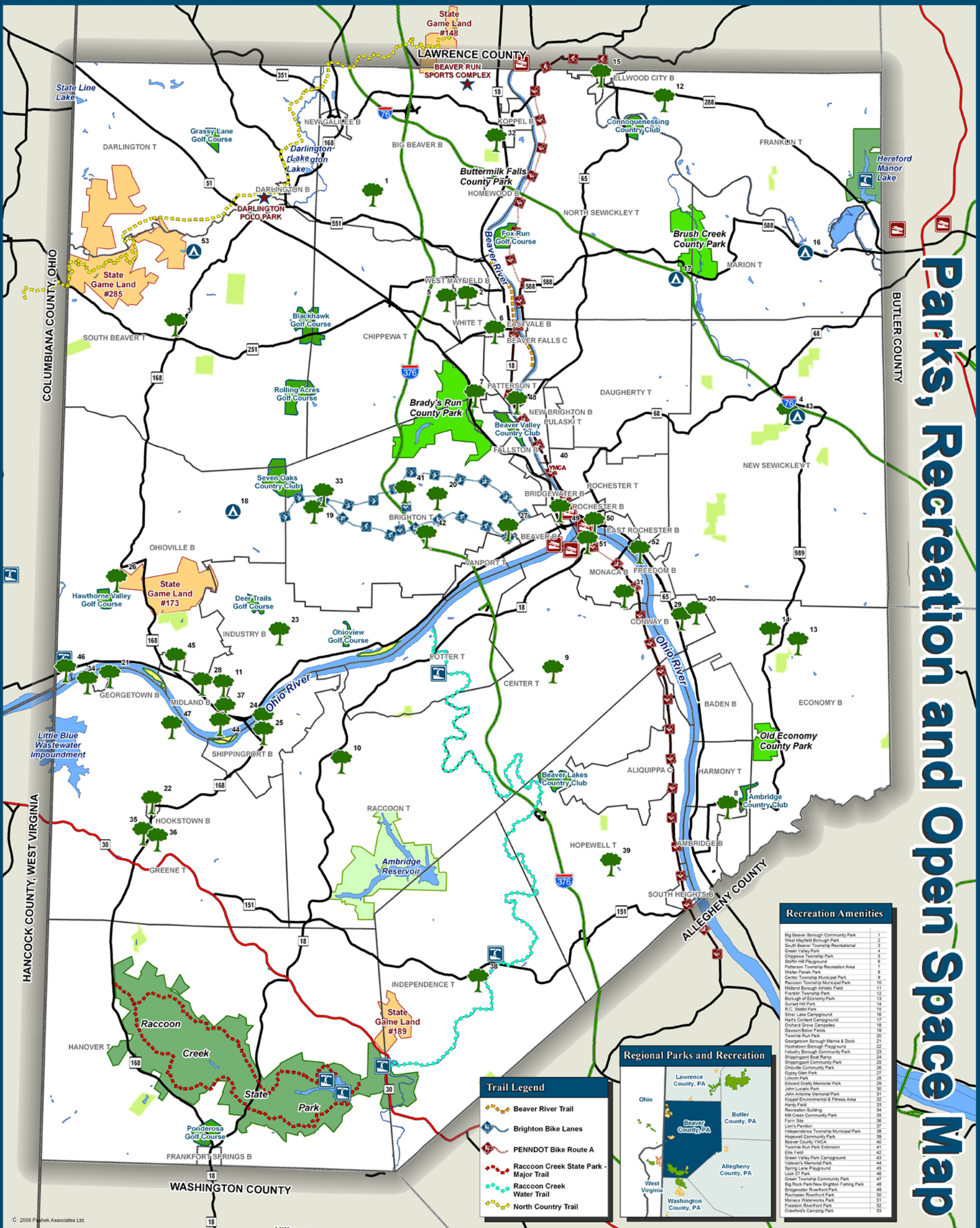
- 🌲 The North Country National Scenic Trail - A portion of this planned 4,600-mile designated National Scenic Footpath traverses the northwest corner of Beaver County, through Big Beaver and Darlington Boroughs, and Darlington and South Beaver Townships. This trail provides connections to Lawrence County to the north and to Columbiana County, OH to the west.
- 🌲 Beaver River Trail - This section of rail-to-trail parallels the western bank of the Beaver River in the City of Beaver Falls. Plans are in the works to extend the trail north into Lawrence County.
- 🌲 Brighton Township Bike Lanes - These on-road bike routes traverse Brighton Township along Brighton, Dutch Ridge, and Tuscarawas Roads. Tuscarawas and Dutch Ridge Road are share-the-road bike routes, while Brighton Road is accompanied by a designated on-road bike lane.
- 🌲 PA Bike Route "A" - This route is one of several PennDOT-designated on-road bike routes traversing the Commonwealth of Pennsylvania. Route "A" stretches from Erie southward to Greene County, just north of Morgantown, WV. The route traverses central Beaver County in a north-south direction, sharing portions of U.S. Route 51, State Routes 18, 351, and 588, and local roads.
- 🌲 Raccoon Creek Water Trail - This canoe and kayak trail follows Raccoon Creek from the County's southern border, through Raccoon Creek State Park, to the creek's mouth at the Ohio River in Potter Township. Recreational use of the trail is seasonal, generally running from early Spring until early summer when water levels are high enough. Included along this water trail are six launches for non-motorized water craft.
- 🌲 Raccoon Creek State Park Trails - Raccoon Creek State Park offers 44 miles of hiking trails, 17 miles of mountain biking trails, and 16 miles of trails open to equestrians.



Private Recreation Facilities

In addition to the public recreation opportunities listed above, several types of private recreation facilities serve residents of Beaver County. These include various sportsman's associations; rod & gun clubs; Beaver Run Sports Complex; the Beaver County YMCA; various golf courses; and four privately-owned boat launches / marinas.





Parks, Recreation and Open Space Map

Recreation Amenities

Big Beaver Borough Community Park	1
West Mayfield Borough Park	2
South Beaver Township Recreational	3
Green Valley Park	4
Chippewa Township Park	5
Staffin Hill Playground	6
Patterson Township Recreation Area	7
Water Park Park	8
Center Township Municipal Park	9
Raccoon Township Municipal Park	10
Midland Borough Athletic Field	11
Franklin Township Park	12
Borough of Economy Park	13
Sunset Hill Park	14
R. C. Stated Park	15
Silver Lake Campground	16
Hart's Conant Campground	17
Orchard Grove Campsites	18
Dawson/Baker Fields	19
Teomile Run Park	20
Georgetown Borough Marina & Dock	21
Hoskinstown Borough Playground	22
Industry Borough Community Park	23
Shippingsport Boat Ramp	24
Shippingsport Community Park	25
Ohioville Community Park	26
Gypsy Glen Park	27
Lincoln Park	28
Edward Grady Memorial Park	29
John Luciani Park	30
John Antonio Memorial Park	31
Koppel Environmental & Fitness Area	32
Hardy Field	33
Recreation Building	34
Mill Creek Community Park	35
Farm Site	36
Lion's Pavilion	37
Independence Township Municipal Park	38
Hopewell Community Park	39
Beaver County YMCA	40
Teomile Run Park Extension	41
Ellis Field	42
Green Valley Park Campground	43
Veteran's Memorial Park	44
Spring Lane Playground	45
Lack 87 Park	46
Green Township Community Park	47
Big Rock Park/New Brighton Fishing Park	48
Bridgecreek Riverfront Park	49
Rochester Riverfront Park	50
Monaca Waterworks Park	51
Freedom Riverfront Park	52
Crawford's Camping Park	53

Regional Parks and Recreation



Trail Legend

- Beaver River Trail
- Brighton Bike Lanes
- PENNDOT Bike Route A
- Raccoon Creek State Park - Major Trail
- Raccoon Creek Water Trail
- North Country Trail

LEGEND

- County Boundary
- US Highway
- State Park
- State Game Land
- YMCA Indoor Recreation
- Campground
- Motorized Water Access
- Non-Motorized Water Access
- Ohio River Islands Wildlife Refuge
- Municipality
- State Route
- Golf Course
- Community Park
- Sports Venue
- Lake/Reservoir
- Reservoir
- Private Recreation Land
- County Park
- River
- Interstate

Map Sources:
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Projection: State Plane - NAD 1983
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EXISTING RECREATION - RELATED PLANNING EFFORTS

Beaver County Comprehensive Recreation and Parks Plan

The Beaver County Comprehensive Recreation and Parks Plan, completed in 2003, analyzed the County's parks and recreation system and made recommendations for its future. These recommendations serve as a framework for the decisions that must be made in order to achieve a vision, as set forth in the plan, for the future of Beaver County's Parks. Recommendations set forth in the Comprehensive Recreation and Parks Plan address issues related to administration, financing, cooperative partnerships, marketing, recreation facility improvements, recreation programming, greenways and open space, and maintenance of County-owned recreation facilities.

Recommendations included the following goal statements for the categories listed above:

- ☛ Administration - To provide the most efficient and effective administration structure for Beaver County Parks and Recreation;
- ☛ Finance - To fund a financial plan that will provide funding for regular operations and long-term maintenance of Beaver County's parks and recreation system;
- ☛ Cooperative Efforts / Partnerships - To foster inter-municipal cooperation, identify and cooperate with state, regional, and local partners to provide a quality parks and recreation system;
- ☛ Marketing - To actively publicize available County recreation and open space facilities and activities;
- ☛ Facility Improvements - To develop, promote, and maintain a County system of diverse recreation opportunities for County residents;
- ☛ Programming - To support local and County-wide organizations in providing recreation programming that meets the needs of County residents, to offer regional recreation programming appropriate for County-owned facilities, and to supplement recreation programming already offered by the County.
- ☛ Greenways and Open Space - To designate, protect, and develop a County-wide system of greenways, trails, and natural open spaces, in collaboration with local municipalities and private land trusts; outline and implement a greenways plan; and identify conservation opportunities;
- ☛ Maintenance - To maintain all County-owned recreation facilities in a manner that assures their highest level of usefulness, aesthetic quality, safety, and future potential for improvement; and to implement a maintenance system for equipment and facilities.

Since the completion of the Comprehensive Recreation and Parks Plan, Beaver County has begun to work towards achieving many of the aforementioned goals by completing master plans for Bradys Run, Brush Creek, and Old Economy Parks, and by completing a Greenways and Trails Plan for the County. The recommendations of these plans are described below.

Beaver County Greenways and Trails Plan

The ultimate goal of the 2008 Beaver County Greenways and Trails Plan is to enhance the quality of life in Beaver County by preserving the County's outstanding natural resources and linking places in which County residents live, work, and play. The Greenways Plan identifies corridors of open space that: 1) protect natural, cultural, and scenic features; and/or 2) provide opportunities for recreation connections (trails).

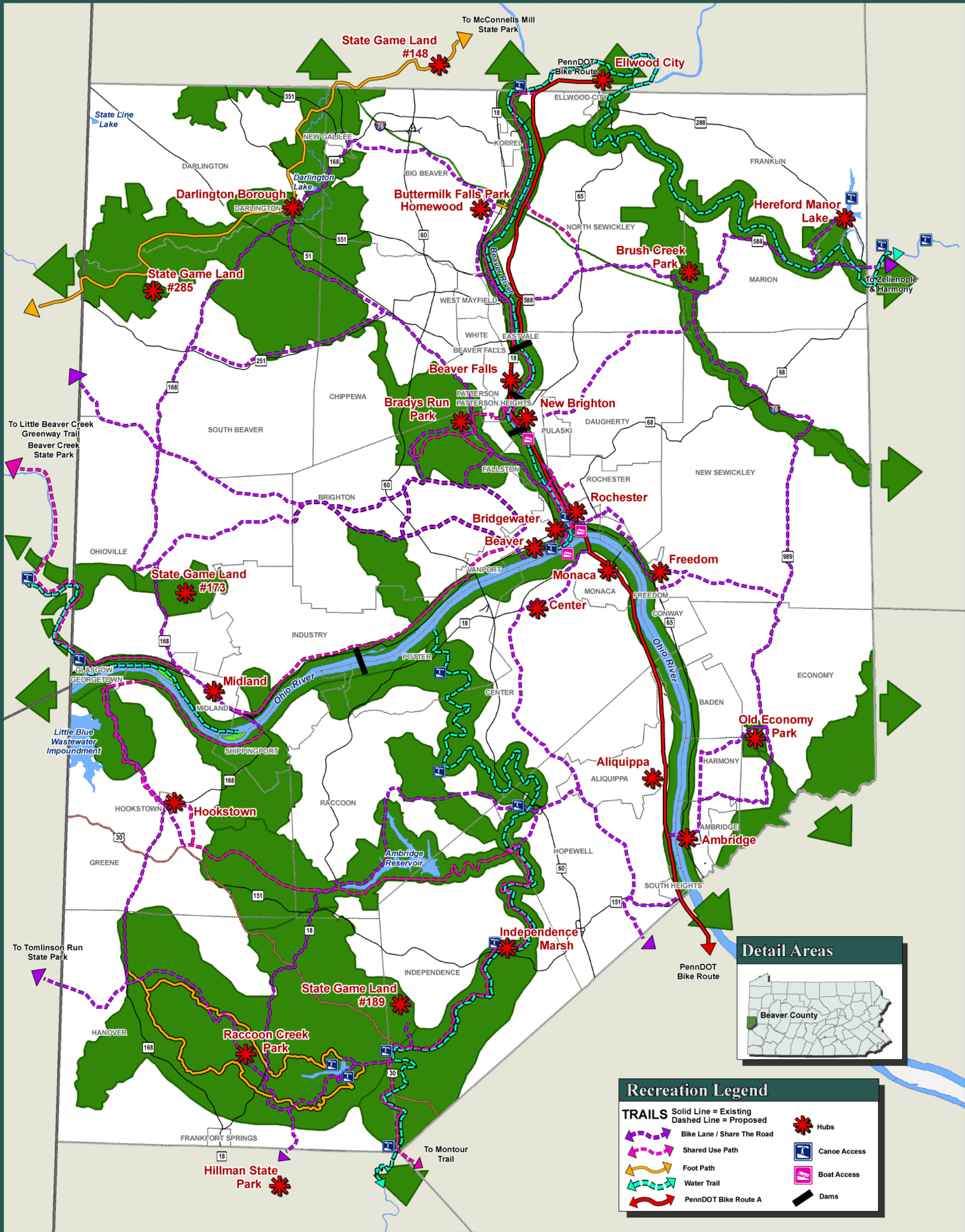
The Greenways Plan support the ultimate goal mentioned above through several established general objectives. These objectives are further supported by recommended individual tasks. The plan's general objectives are:

- ☛ Establish conservation corridors that preserve and link high-priority habitats, sensitive environmental features, rural landscapes, and protected open space;

- ⇨ Build an interconnected network of diverse recreational trails connecting population centers to State and County Parks, State Game Lands, and other significant recreational areas / amenities that promote active life styles and provide alternate means of transportation between the County’s major destinations; and
- ⇨ Ensure that greenways and trails development works hand-in-hand with other economic development initiatives in Beaver County to foster growth, attract new businesses, and bring and retain young people by providing a high quality of life.

The proposed greenways system, as shown on the map on the following page, consists of conservation greenways and recreation greenways (trails). Conservation greenways are discussed briefly in the Environmental Features section of this Comprehensive Plan. The Greenways Plan proposes recreation greenways based on a trail’s: A) ability to create momentum for the future expansion of the system and ability to demonstrate a quick success; B) orientation to destinations; C) regional connection potential; and D) accommodation of multiple modes of transportation. The Greenways Plan also prioritizes proposes trail segments, as well as “Demonstration Segments” that could serve as the quick successes that will help to build momentum for greenways implementation.

To begin implementation of the Greenways Plan’s recommendations, the County, with funding assistance from the Pennsylvania Department of Conservation and Natural Resources and the Pennsylvania Department of Community and Economic Development, hired a Joint Greenways Planner with Lawrence County. This shared staff position is a new precedent in multi-County cooperation in the Commonwealth of Pennsylvania, and has begun to advance greenways implementation through grant-writing (PennDOT and DCNR grants), outreach (Floodplain Workshops for Beaver County Municipalities), and coordination with County partners (DCNR, DEP, DCED, PennDOT, local municipalities, local non-profits). The County Greenways Planner has also begun coordinating with local partners to discuss implementation of demonstration segments identified in the Greenways and Trails Plan.



Recreation Legend

TRAILS	Solid Line = Existing	Dashed Line = Proposed	Hubs
Bike Lane / Share The Road	Canoe Access	Shared Use Path	Boat Access
Foot Path	Dams	Water Trail	
PennDOT Bike Route A			

BEAVER COUNTY PLANNING COMMISSION
Beaver County Courthouse
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LEGEND

County Boundary	Interstate
Municipality	US Highway
Lake/Reservoir	State Route
River/Stream	

Map Sources:
Southwestern Pennsylvania Commission (SPC)
PASDA (Pennsylvania Spatial Data Access)
Beaver County
Western Pennsylvania Conservancy

Projection: State Plane - NAD 1983
Pennsylvania South, Feet

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Beaver County Parks Master Plans

In 2008, the County completed Master Plans for Bradys Run, Brush Creek, and Old Economy County Parks. These plans will provide Beaver County with a framework for making decisions regarding further development or improvement of recreation facilities and their ability to meet the recreational needs of County residents. Through a process based on public participation, the Master Plans strive to identify improvements and strategies that are feasible and affordable to the County.

The Master Plans recommend improvements to recreation facilities, signage, circulation systems, marketing and partnerships; maintenance; and operations management; promotes the importance of sustainable park design; set forth phased capital improvements programs for each park; provide information on potential grant funding sources; and includes an appendix of reference information on recreation facility construction and wildlife habitat improvements.

The County is allocating its Growing Greener II Community Environmental Initiative funding, received from the Pennsylvania Department of Conservation and Natural Resources, towards implementation of the recommended improvements to the County Parks. To date the following improvements have been made:

Bradys Run Park

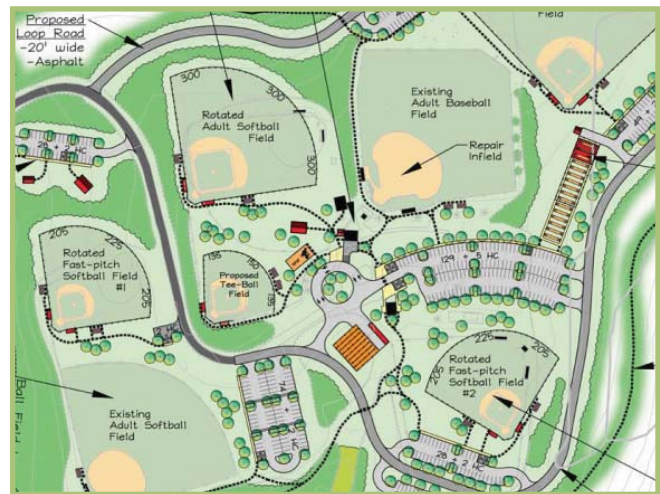
- ✓ Construction of a destination playground
- ✓ Construction of a skatepark
- ✓ Rehabilitation of tennis courts

Brush Creek Park

- ✓ Rehabilitation of tennis court

Old Economy Park

- ✓ Replacement of swimming pool filtration system
- ✓ Tennis court rehabilitation



In addition to these improvements, the County has authorized the design and preparation of construction documents for the following projects in the County Parks:

Bradys Run Park

- ✓ Expansion of the trail system with the addition of approximately one mile of trail from Shelter No. 1 to Wildwood Road
- ✓ Dredging of silt and sediment from the lake

Old Economy Park

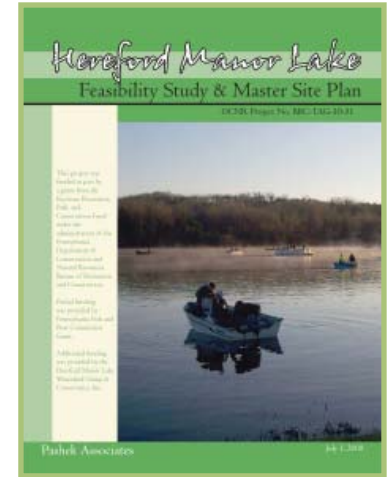
- ✓ Construction of a destination playground
- ✓ Accessibility improvements to the swimming pool bathhouse and installation of an accessible lift into the swimming pool

With these improvements the County will have invested approximately \$2.75 million dollars into the County Parks system. Funding for these projects has been provided through grants from the Pennsylvania Department of Conservation and Natural Resources.

Hereford Manor Lake Feasibility Study

In 2008, a Feasibility Study and Master Plan was completed for the PAFBC's Hereford Manor Lake facility. This study, funded by the Pennsylvania Department of Conservation and Natural Resources and the PAFBC, was completed on behalf of the Hereford Manor Lake Conservancy and Watershed Group. This non-profit's mission is to preserve the Hereford Manor Lake facility for future generations.

Very serious issues place the Hereford Manor Lakes in peril. First, the upper and lower lake dams are not in compliance with current Dam Safety regulations enforced by the Pennsylvania Department of Environmental Resources. Second, the PAFBC lacks the funding required to bring the dams into compliance with these regulations. The results of the feasibility study indicate the costs for bringing the dams into compliance would be between \$12.0M to \$38.6M, depending on the option selected. The study also concluded that there are currently no Federal or State programs that can provide the amount of funding required to bring the dams into compliance.



Further, the PAFBC desires to divest its interest in the day to day management, operations, and maintenance of Hereford Manor by leasing the property to a county, municipal, or non-profit organization who would be willing to provide those services. Therefore, as part of this planning process, the PAFBC asked the Hereford Manor Conservancy and Watershed Group, Inc. to: 1.) determine if there are regional, county, and / or local agencies that could assist in bringing financial resources to partner with the PAFBC to bring the dams into compliance; and 2.) determine if there are regional, county, and / or local agencies interested in leasing the property and providing day to day management, operations, and maintenance of Hereford Manor.

Since the completion of this study, the PAFBC has retained consultants to prepare final design and construction documents for the rehabilitation of each of their properties that contain dams that are not in compliance with the Federal Dam Safety regulations. For Hereford Manor, this process will further refine the projected construction costs and provide the PAFBC with a ready to go project should funding be identified and secured for the necessary improvements. The State recently awarded funds to undertake the design and engineering of potential reconstruction of the dam.

SUMMARY OF ISSUES

Beaver County has substantial parks and recreation resources and has invested considerably in planning to upgrade and expand these resources.

Funding for implementation of these plans is an issue. State grant programs are shrinking and local funds are scarce. The County will need to identify its highest priority projects and phase implementation over time.

Evaluation of the Beaver County Quality of Life Survey

To help gather additional information from the general public, an on-line survey was developed and posted on the Beaver County and Chamber of Commerce websites from mid-October through December 31, 2008. The survey was publicized in the Beaver County Times and the Post-Gazette West. In addition, invitations were mailed, emailed or faxed to each municipality and school district, asking their officials to participate. Email notifications were also sent out to various groups by the Steering Committee.

The survey consisted of 22 questions. Eleven (11) substantive questions asked residents about the qualities they value, what needs to be improved, and what government actions and expenditures should be priorities. Some sought opinions about types and location of new economic development. Questions 12 through 19 were designed to obtain information about the participants themselves, asking about age, income, household size, place of residence, length of residency, and place of work. The survey also inquired whether the respondent was either an elected official or a school district employee. There was also an open-ended question allowing participants to include additional information.

Paper copies of the survey were made available at the three public meetings to residents who preferred submitting a handwritten response. Only one handwritten survey was received and those results were then keyed into the on-line survey.

WHO RESPONDED?

Over two and a half months, 952 people participated in the survey. Not all participants answered every question, but each question was answered by at least 90% of those participating.

The following sections summarize the characteristics of our respondent pool and note where they differ significantly from the County's population as a whole.

Age (Question 17)

The majority of survey respondents were between the ages of 45 and 64 (53%). The second largest group (nearly 20%) was between 35 and 44 years of age and 14% were between 20 and 34. Less than 5% were under 20, while 9% were 65 or over.

When these percentages were compared to the 2006 Census data, it became apparent that residents under 20 years old and over 65 were underrepresented by this pool of respondents. This is not surprising for youth, since children would not be expected to complete surveys of this nature. However, their issues and concerns should have been addressed in large part by respondents who are parents. This is not true for Senior citizens, who may not have been willing or able to participate in a computer-based survey. Therefore, to account for this deficit, special attention has been paid to how Seniors who did participate responded, and this analysis notes where their responses differ in any significant ways from the overall response.

Income (*Question 19*)

Nearly 48% of those who answered the survey reported that their annual household income falls between \$50,000 and \$100,000. Only about 29% of respondents made less than \$50,000 whereas 23% earned more than \$100,000. When compared to 2006 Census data for income in the County, it is apparent that those making less than \$50,000 are underrepresented, particularly the group making under \$25,000. Therefore, the analysis takes a close look at how this group responded and notes when their answers differ in any significant way from the group as a whole.

Household Size (*Question 18*)

The largest group of respondents (nearly 40%) reported living in 2-person households, followed by 21% living in 3-person households. Another 29% indicated they live in larger households, while only 11% lived alone. Therefore, the approximate average household size for our applicant pool, determined by those who chose to answer the question, was 2.79. This is higher than the Beaver County's average household size in 2006 of 2.40. This is undoubtedly due to the underrepresentation of Seniors, who typically live in smaller households.

Place of Residence (*Question 12*)

Respondents were well dispersed throughout the County. They came from 48 of the County's 54 municipalities. The six municipalities that were not represented were either rural boroughs with very small populations – Frankfort Springs, Glasgow, Homewood and Hookstown – or small rural communities – Shippingport Borough and Marion Township. However, it should be noted that each municipality in Beaver County was invited by mail to participate in the survey. The survey was also well-publicized in the Beaver County Times and other outlets.

Fifty percent (50%) of those who responded reside in urban municipalities. This is somewhat higher than the percentage of residents that live in urban areas according to 2006 census estimates (42.5%). The remaining respondents reside in suburban (33%) and rural (17%) communities. Those living in rural areas are underrepresented since they make up 26.5% of the County population. Again, the analysis identifies those questions where rural residents answered differently from the group as a whole.

Length of Residence (*Question 13*)

The majority of respondents are long-time residents, who are very familiar with the County and its issues. More than 62% reported that they have lived in Beaver County for more than 15 years or “all my life.” Newcomers (less than 5 years) accounted for almost 16% of those responding. The analysis looks at newcomers' responses carefully, however, to learn about what qualities attracted them to Beaver County.

Rural respondents were more likely to be long-term residents, with 67% indicating they have lived in the County for more than 15 years or “all my life.” This exceeds 62% of urban respondents and nearly 60% of suburban ones. Conversely, 17% of urban residents reported that they have lived in the County for less than five years. This topped suburban newcomers (16%) and those living in rural communities (12%). Therefore it appears that people moving into Beaver County are choosing to live in urban communities slightly more frequently than suburban and rural ones.

Place of Work (*Question 14*)

Nearly 71% of respondents work in Beaver County. This is substantially higher than the resident population (58%) as reported by the Pennsylvania Bureau of Labor Statistics. This may be due to the fact that Steering Committee members, who all work in Beaver County, notified their networks of contacts (like the Beaver County Chamber of Commerce) about the survey.

Elected Officials (*Question 15*)

Only 29 out of 952 respondents (3.3%) indicated they hold elected office. These officials represent only 21 -- less than half -- of Beaver County's municipalities.¹ This small showing occurred despite the invitation mailed to all municipalities inviting their participation in the survey.

School District Employees (*Question 16*)

Forty-nine (49) respondents (5.6% of the total) indicated that they are employed by one of the County's school districts. School districts were also sent the invitation asking for their participation.

Summary

Overall, respondents represented a wide range of demographic characteristics. However, when compared to census and other data, the respondent pool tended to be older (despite underrepresentation by Seniors), more affluent, and more urban than the general population. The analysis of the substantive questions below addresses these discrepancies by noting areas where underrepresented groups differ from the pool as a whole.

HOW DID THEY RESPOND?

The analysis first summarizes the general survey results of the entire pool of respondents. However, to get a clearer picture of what issues are important to different groups of County residents, the answers were "cross-tabulated" by 1) age; 2) income levels; 3) length of residency; and 4) place of residence (urban, suburban or rural). The analysis notes where there was overall consistency among these groups (indicating strong support for an issue or action) as well as where groups differed. Particular attention was paid to those groups who were underrepresented in the survey, namely, youth (< 20 years), Seniors (>65 years), low-income residents (< \$25,000) and rural residents. The analysis notes where their answers were significantly different from the respondent pool as a whole. The full summary and cross-tabulations are included in Appendix 3.

Question #1. What do you like about Beaver County? (check all that apply)

Top 3 Responses: 1) Natural Places; 2) Affordable Housing; 3) River Towns

Analysis: When asked what they like about the County, those participating in the survey picked "natural places" most frequently (72%) out of thirteen possible answers. "Natural places" scored highest among all income levels and age groups (except 35-44 year olds, where it was the second most selected response). It was the top choice among residents regardless of whether they reside in an urban, suburban or rural community. It was also the most frequently selected response among residents living in the County for more than 5 years.

The other responses in the top three "likes" overall were "affordable housing" (2nd with 64%) and "River Towns" (3rd with 59%). Housing affordability was the most frequently selected response among 35-44 year olds and residents living in the County less than 5 years. "River Towns" was also consistently chosen by large numbers of respondents, although less so by those under 20. The lowest and highest income residents were the biggest

¹ They are Ambridge, Beaver, Beaver Falls, Bridgewater (2), Center, Conway (2), Darlington Township, Economy (2), Fallston, Freedom (2), Harmony, Industry (2), Monaca, New Galilee, New Sewickley, Patterson Heights, Potter, Pulaski, Rochester Borough (3), Rochester Township, and Vanport. One elected official did not identify where he/she lived.

supporters of “River Towns,” with 73% of respondents making less than \$25,000 and 68% of those making more than \$150,000 checking it as something they like about Beaver County.

The second and third top choices differed based on where respondents resided. “Affordable housing” was the second choice of urban and suburban residents. Rural respondents ranked “rural towns” as their second choice. The #3 choices were more diverse. While urban residents favored “River Towns,” suburban residents chose “suburban communities” and rural respondents picked “affordable housing.”

By contrast, “job opportunities” was the least frequently selected response, with less than 6% of residents overall indicating it was something they like about the County. This answer scored consistently lowest among respondents of all income levels, age groups over 20, place of residence, and regardless of how long they’ve lived in the County.

“Access to public transportation” also scored low overall (15.5%). However, responses were not consistent when broken down by type of respondent. Over 30% of Seniors (> 65 years of age) and 20% of youth (< 20 years old) selected public transportation as something to like. Not surprisingly, higher numbers of low income residents value public transit than those with higher incomes. In addition, newcomers to the County (< 5 years) were least likely to select public transportation.

Many respondents wrote in additional answers about what they like about Beaver County. The following answers were posted by the largest numbers of respondents:

- People/sense of community/great place to raise a family – 25
- Proximity to Pittsburgh and the Airport/good access to major roads – 10
- Shopping & restaurants – 9

Question #2 – Out of all the items you checked in Question 1, which ONE do you feel is most important to your quality of life?

Top 3 Responses: 1) Affordable Housing; 2) Low Crime Rate; 3) Natural Places

Analysis: When respondents had to select just one of the 13 choices, “affordable housing” emerged as the category that is most important in affecting respondents’ quality of life (> 22%). But, while it was the top pick among urban and rural residents, housing affordability was third among rural residents. Affordable housing was also the most frequently chosen answer among all age groups except the under 20-year-olds and the percent of residents choosing it increased as the respondents aged. This category was also the top choice among all income levels except the most affluent.

“Low crime rate” (15%) and “natural places” (10%) were second and third most frequently cited responses, respectively. As might be expected, low crime rate was chosen less frequently by those with lower incomes than it was by those with higher ones. Youngest respondents chose this response most often (24%), although that percentage dips significantly (6%) among 20 to 34 year olds. “Natural places” was more favored by residents who were less affluent, rural, longer-term and those between the ages of 45 and 64.

Answers that scored very low overall were “access to public transportation” (< 1%), “historic places” (1%) and “job opportunities” (< 4%). These very low response rates were generally consistent among all groups except that residents under 20 years old and those earning less than \$25,000 selected “job opportunities” more frequently than other groups. Urban residents ranked “rural towns” among the lowest and suburban and rural residents, in turn, did the same for “River Towns.”

Question #3 – Which of the following needs to be improved most in Beaver County (please check just 3)

Top 3 Responses: 1) Attract New Businesses; 2) Redevelop Brownfields; 3) Revitalize Traditional Downtowns

Analysis: Out of 15 possible responses, “attract new businesses” was selected most often, by more than 66% of all respondents. No matter what type of municipality they live in, what their income is or how long they’ve lived in the County, respondents chose this answer as the challenge that the County most needs to address. However, young residents were not as likely to see this as a top priority (< 39%). This age group selected “fix roads and bridges” as its top concern (> 61%). Low income residents (< \$25,000) also chose improvements to roads and bridges at a high rate (51%).

Redevelopment of brownfields (55%) and revitalization of traditional downtowns (50%) were the next two most frequently chosen answers overall. Once again, these were less favored by those under 20, who selected “farmland preservation” and “conservation of natural resources” in larger numbers. While brownfield redevelopment was chosen in the top three by urban, suburban and rural residents, downtown revitalization was only highly ranked (#2) by urban residents. Instead, “fix roads and bridges” was ranked third by suburban and second by rural residents as priorities for improvement.

Residents who wrote in responses cited jobs (11); improved infrastructure (particularly sewers) (10); lower taxes/property assessments (9); and consolidations of municipal services, school districts and municipalities (9) as things most in need of improvement.

Question #4 -- Which of these actions should be priorities for the County and its municipalities?

Top 3 Responses:

- 1) Support existing locally-owned businesses;
- 2) Attract new companies and industry to the area;
- 3) Increase communication and cooperation among local governments

Analysis: Overall, the top two responses to this question out of 14 categories were very close. “Support existing locally-owned businesses” slightly edged out “attract new companies and industry to the area.” About 78% of respondents chose both as a “high priority,” but a slightly higher percentage (20%) indicated that supporting existing business should be a moderate priority than attracting new business (18%).

Support for existing businesses was the top choice as a high priority among urban respondents as well as those under 35 and those earning less than \$50,000 or more than \$150,000. Rural residents also ranked support for existing businesses slightly above attracting new ones. However, attracting new business was most favored by older respondents, those living in the suburbs, and those with incomes between 50,000 and 150,000.

The third highest scoring response was “increase communication and cooperation among local governments,” with over 90% of respondents ranking this as a high or moderate priority. Support for this choice increased with age and was generally consistent among other groups.

While “natural places” was the top choice among respondents for what they like about Beaver County, protecting them ranked fourth among priorities. Only 44% of respondents checked this as a high priority although another 40% called it a moderate one. This was consistent among residents from all types of municipalities. Greatest support was among respondents under 35 and long-term residents.

Answers pertaining to new housing received the lowest numbers of votes. Overall, 74% said “build new suburban housing” should be a low priority or not a priority at all. Similarly, respondents indicated that “build new urban housing” (66%) and “build new housing on riverfronts” (62%) were either low or not priorities. These answers were generally consistent across all groups regardless of age, income, and how long they’ve lived in the County. Rural residents showed the least support for housing of any group. “Renovate existing housing,” however, received greater support from respondents as a whole where nearly 67% chose this response as either a high or moderate priority. Not surprisingly, this support was strongest among urban residents and weakest among rural ones.

The answers of the general public to this question were compared to those of elected officials to see whether their priorities differed in any significant ways. Their first three top choices were the same, albeit in a different order. Officials chose attracting new business as the highest priority, followed by increased government cooperation and support for existing businesses. They also showed stronger support for sharing services among municipalities, consolidating school districts and protecting historic resources. Like residents, officials ranked public transportation and housing as lower priorities.

Question #5 – With limited resources, County agencies must prioritize how funds are spent. Please rank how the County should invest public funds in order of importance.

Top 3 Priorities:

- 1) Infrastructure (roads, water, sewer)**
- 2) Tax incentives to attract new business**
- 3) Emergency Services**

Analysis: In this question, respondents had to rank seven categories of potential expenditures in order of importance with “1” being the highest and “7” being the lowest. No two answers could receive the same ranking. Among the entire pool of respondents, “infrastructure (roads, water, sewer)” received the highest ranking with 28% choosing it as #1 and 29% selecting it as the #2 priority. While “tax incentives to attract new business” received the greatest percentage of votes as the top priority (30%), fewer respondents chose it as #2 or #3, making it the second highest ranked choice overall. “Emergency services” emerged as the third highest ranked expenditure.

Support for infrastructure and emergency services was strong across all age groups, but using tax incentives to attract new business was less favorably ranked by respondents under 35 years old. Support for these priorities was generally consistent among other groups.

“Expanding public transportation” scored lowest among the seven potential County expenditures with only 2.8% of respondents ranking it as #1 and 21% designating it as #7. Urban and rural residents also ranked it last among the 7 categories. However, it is important to note that the groups that are the biggest users of public transit – youth, Seniors and low-income residents – were underrepresented in this survey. Respondents under 20, over 65 and earning less than \$50,000 all rated public transportation somewhat more favorably than other groups, with over 70% of Seniors ranking it as a high or moderate priority. However, even among these groups, expanding public transportation was always ranked within the bottom three priorities.

Elected officials also ranked infrastructure as the highest priority, but chose redevelopment of brownfields as the next highest priority, ahead of tax incentives and emergency services. Like the general population, investment in public transportation was the lowest priority among elected officials.

Question #6 – To attract more businesses to locate in Beaver County, what steps do you believe the County needs to take? (check all that apply)

Top 3 Actions:

- 1) **Market the County’s low cost of living and other assets**
- 2) **Provide tax incentives to prospective businesses**
- 3) **Invest in infrastructure improvements**

Analysis: Nearly 72% chose “market the County’s low cost of living and other assets,” making it the top choice among the 6 possible responses. It was the most frequently chosen response among residents of urban, suburban and rural communities. Support for this answer was strongest among respondents over 35 years old, those earning more than \$25,000, and those residing in the County for more than five years. “Revitalizing downtowns” was seen as the best business magnet by respondents between ages 20 to 34, urban residents, those earning less than \$25,000 and newcomers to the County.

The next two most frequently selected responses overall were “provide tax incentives to prospective businesses” and “invest in infrastructure improvements,” which were chosen by 65.2% and 65.1% of respondents, respectively. Support for tax incentives, as noted earlier, was weakest among youth (43.9%) and increased with age (70.9% of Seniors).

Investment in infrastructure was chosen in particularly large numbers by older respondents (> 45 years), but it was also the top choice of respondents under 20 (61.5%). Elected officials agreed on the top three choices, but selected tax incentives slightly more frequently than the other two.

Several respondents provided written responses. The answers that appeared most frequently were:

- Re-evaluate the tax structure/lower taxes (10)
- Support local businesses/simplify new business start-ups/support entrepreneurship (9)
- School, municipal and service consolidations (6)
- Reduce crime & drug use (6)

Question #7 -- Rank the types of new businesses that you believe Beaver County should attract to strengthen its economy. (1 = most important; 7 = least important)

Top 3 Business Sectors: 1) Light Manufacturing; 2) Health Care and Social Services; 3) Heavy Manufacturing

Analysis: “Light manufacturing” was the overall top choice out of 8 industry types, with more than 66% of respondents selecting it as one of their two top choices. This was true among residents from all types of municipalities. “Health care and social services” was second and “heavy manufacturing” third overall, but rural respondents chose heavy manufacturing over health care. As might be expected, the ranking of manufacturing jobs increased as the age of the respondents increased, since older respondents remember the days when manufacturing dominated the County’s economy. Elected officials also chose manufacturing in higher numbers than the general population. By contrast, young respondents (< 20 years old) chose “Health care and social services” most often as the top new business to attract.

The percentage of respondents choosing “light manufacturing” as “most important” increased as their incomes increased. However, it was the reverse for “heavy manufacturing,” where the percentage of responses generally decreased as incomes grew. Among low-income residents, “light manufacturing” and “health care and social

services” were tied for the sectors most frequently selected as most important to attract. Newcomers also showed less support for manufacturing (particularly heavy industry) and more support for retail and restaurant/entertainment than the response pool as a whole.

“Finance and real estate” and “tourism and entertainment” were ranked at the bottom among the industry sectors. This was generally consistent across all groups.

Question #8 – Where do you most believe the County should focus new economic development efforts (check one).

Top Response: Abandoned Industrial Sites

Analysis: Overall, more than 50% of respondents said economic development should be focused on “abandoned industrial sites.” Another 33% chose “existing ‘River Towns’.” Suburban and rural areas received less than 12% of the responses. While this does not mean that Beaver County residents are opposed to all suburban and rural development, it shows strong support for redeveloping existing places first.

These choices were consistent among respondents regardless of income or length of residency. Elected officials’ responses matched those of the general response pool. However, while respondents over age 35 decisively chose brownfields, those between 20 and 34 picked River Towns as the prime location for new development. Respondents under age 20 were evenly split between brownfields and River Towns.

All respondents, regardless of what type of municipality they live in, ranked “abandoned industrial sites” first and “River Towns” second. However, the focus on brownfield redevelopment was weaker (46%) in urban communities, where support for River Town development was nearly as strong (42.5%), and stronger (58%) in rural municipalities, where support for River Town development was much less pronounced (18%). And while both urban and suburban residents ranked “rural towns” last as sites for new development, rural residents felt differently, ranking them third.

Question #9 – Which of the following steps do you believe should be used to preserve agricultural land and natural resources? (check all that apply)

Top 3 Preservation Strategies:

- 1) Protect streams by limiting development within a buffer area**
- 2) Preserve farms through conservation easements**
- 3) Protect sensitive wildlife habitats by creating conservation greenways**

Analysis: The most frequently selected response out of five choices was the creation of stream buffers, chosen by 66% of respondents overall. Support for this choice was particularly strong among urban and suburban residents, those under 20 (78%), those over 65 (71%) and respondents earning less than \$25,000 (70%).

The use of conservation easements to protect farmland was the second most popular answer, chosen by 62% of respondents overall. However, it was the top response by rural residents (70%). In addition, more than 75% of seniors selected this preservation strategy. Creation of conservation greenways was the third most frequently selected answer (56%), with the highest percentages falling within the youngest and lowest income groups.

Question #10 – Some municipalities in Western Pennsylvania are trying to achieve greater efficiencies and cost savings by sharing or consolidating services. Do you believe your municipality should share any of the following (or is it already doing so)? (check all that apply.)

Response Summary: Respondents indicated strong support for sharing of most services among municipalities.

Analysis: This question listed five areas where municipalities might share services: public works staff/equipment; police, education, bulk purchasing of material and fire protection. Respondents were able to select from one of three choices: “we are sharing,” “we should share,” and “don’t know.”² Of those indicating what services are currently being shared, just over 20% said education, 20% said police and 15% said fire protection. In addition, respondents indicated decisively that services should be shared. The highest support was for joint purchasing (68%), followed by public works staff/equipment (60%) and education (56%). The lowest response was for shared police service, which still was selected by 49% of respondents.

The responses of elected officials differed slightly with greater numbers stating that shared services already exist and fewer indicating they did not know. But there was general consistency between officials and the general population regarding the services that should be shared, with elected officials tending to view shared fire services more favorably.

In written responses, 13 respondents stressed the need for more school district consolidations. Another 11 respondents suggested that there should be across the board sharing either through the sharing of all services, municipal consolidations, or one County government.

Question #11 – “I believe we should work to promote the interests of the County and the Southwest Pennsylvania region, not just the interests of each individual municipality.”

Response Summary: There was clear agreement that County and regional interests should be promoted.

Analysis: Respondents were asked to select from a range of responses from “agree strongly” to “disagree strongly.” Just over 59% selected “agree strongly” and another 30% indicated that they “agree somewhat” with this statement. Only 4% of respondents indicated any level of disagreement.

Support for this statement was strongest among urban (89%) and suburban (91%) residents. While about 22% of rural residents were neutral or disagreed, this percentage was greatly outweighed by those who agreed (78%). Support for a more regional approach increased with age, with only 19% of respondents under age 20 agreeing strongly and nearly 63% of Seniors indicated strong assent. Similarly, respondents tended to agree in greater numbers as their incomes rose, with the highest percentage (63%) agreeing strongly in the \$100,000 to \$150,000 income bracket. Newcomers (residing in the County for less than 5 years) also chose “agree strongly” slightly more often than the other groups.

Elected officials also weighed in heavily in favor of a regional approach. More than 86% agreed with the statement and none strongly disagreed.

2 Several respondents noted (legitimately) that there was no choice for “We should not share.”

Question #20 – What is the best way for Beaver County to notify you about its programs, services and other information? (Check your top three media)

Top 3 Media: 1) Beaver County Times; 2) Email; 3) Focused mailing

Analysis: Respondents indicated that the best way to reach them was through the Beaver County Times (55%), email (47%), and a focused mailing (29%). Written responses also identified the County newsletter, Bridges. While some felt it was a good vehicle for notifying them, others asserted it was not worth the expense.

Question #21 – If there is anything else you would like to share about your municipality and its future, please include it in the space below.

Analysis: A surprising 217 respondents or 23% of participants chose to provide additional comments at the end of the survey. Many of these comments repeated themes that had been expressed in other questions, such as:

- Consolidation of services, school districts and municipalities
- The need for more jobs
- Brownfield and riverfront redevelopment
- Better marketing of the County's assets
- Developing a regional vision
- Protection of farmland

However, other respondents raised new issues that are worth mentioning. Some expressed broad themes, including:

- Preservation of local character
- Actions to keep youth in the County
- Improvement of local government/ need for strong leadership
- Need for better coordination of economic development efforts
- Better east-west access connecting Cranberry with Center Township.

Some comments were quite specific. While all comments cannot be summarized here, a few intriguing ones are included below.

- “Beaver County has got to do a better job of attracting high-quality businesses. Why we have never developed a professional, high-quality office park along the I-376 corridor is beyond me. Past efforts of redevelopment at brownfield sites have not included the proper attention to the gateways to those sites. Little attention is given to making them attractive with inviting gateway entrances, attractive signage and landscaping.”
- “....while we have approached local businesses to participate in the festivities at BeaveRun, there's no response. This should be a huge event in Beaver County, as it is in places like Watkins Glen and Lake Elkhart where the communities create festive atmospheres - parades, car cruises, etc., associated with their vintage races - and then attract tourist money.”
- “Renewable energy is a proven investment that would repay itself and give direct benefit to the people of Beaver County in the form of more affordable and reliable home energy.... In addition, it will attract renewable energy businesses, thus creating jobs and even the opportunity for new locally-owned business, such as solarthermal installers and their required plumbers and electricians.”

SUMMARY

The results show how Beaver County residents, despite differences in age, income, and place and length of residency, share common views about the County and its future. In many instances, these different groups were in agreement about top choices and priorities, as well as lowest ones. The most significant areas of agreement were:

- The high value of County's natural places and affordable housing, as well as the need to market these assets more effectively
- A shared sense that job opportunities are lacking and that much more needs to be done to attract new business to the County
- The importance of brownfield redevelopment as an economic development strategy
- A lack of support for new housing in any area of the County
- The need for greater sharing of services among municipalities
- The importance of a regional rather than a parochial approach

However, in some cases, perspectives differed in ways worth noting, such as:

Youth: Younger residents were the strongest supporters of natural places and making their protection a high priority for the County. While they were underrepresented as a group, those that participated were strong proponents of creating stream buffers and conservation greenways. Young respondents also felt that infrastructure issues were critical, like fixing roads and bridges and using infrastructure improvements to attract new business to the area. And they chose health care over manufacturing as the best businesses for the County to attract.

Seniors: Respondents over the age of 65 were also underrepresented in the survey. Their views occasionally differed from those of the respondent pool as a whole. For example, older respondents tended to voice greater support for public transportation. In other respects, they were in tune with the majority, but supported the position even more strongly. They were the greatest proponents of bringing in new manufacturing businesses to the County and using tax incentives to attract new businesses. And they were most supportive of sharing municipal services and promoting a County and regional approach.

Low Income Residents: Residents making less than \$25,000 also represented a smaller percentage of survey participants than their proportion of the County population. When compared to the overall survey responses, they expressed greater support for public transportation. They were also much less likely to view the County's low crime rate as a positive. They tended to favor River Towns more than other groups and were strong proponents of downtown revitalization as a way to attract new businesses. They also selected heavy manufacturing more frequently than others as the type of business the County should seek to attract. Finally, they were strong supporters of natural places and creation of stream buffers.

Rural Residents: Once again, this group was underrepresented in the pool of survey respondents. They showed strong support for existing businesses and for making infrastructure improvements a high County priority. They also chose conservation easements over stream buffers as a conservation strategy. And, not surprisingly, they viewed development in rural areas more favorably than urban and suburban respondents. Rural residents tended to view affordable housing as less of an attribute than others. They also were the least likely group to support public transportation or new housing anywhere in the County. Finally, fewer rural respondents expressed agreement with promoting County and regional interests.

Newcomers: Finally, the answers of newcomers to Beaver County were carefully considered. These perspectives can help the County understand what it needs to do to attract new residents to the County. Newcomers cited affordable housing as a positive in very large numbers. They also chose revitalizing downtowns over marketing County assets as the best strategy for attracting new businesses. New residents

agreed that light manufacturing and health care were important businesses to attract, but less so than other groups. They selected retail as well as restaurants and entertainment more frequently than longer-term residents. They were the least likely to support public transportation, but the strongest proponents of working to promote County and regional interests.

Overall, the survey responses indicate that Beaver County residents are supportive of the Commonwealth's Keystone Principles. Adopted by the Economic Development Cabinet in May 2005, these principles were "designed as a coordinated interagency approach to fostering sustainable economic development and conservation of resources through the state's investments in Pennsylvania's diverse communities."³ The following sections indicate how the responses support each principle:

1. Redevelop first.

Respondents consistently demonstrated their support for redevelopment. They selected brownfield redevelopment and revitalization of traditional downtowns as two of the top three things that need to be improved in Beaver County. Housing renovation was favored over new construction. And most respondents believed new development should be targeted in existing places like brownfields and River Towns.

2. Provide Efficient Infrastructure.

Many respondents endorsed efficient infrastructure. When asked how the County should prioritize spending, infrastructure was the top response. Moreover, investment in infrastructure improvements was the third most frequently chosen answer when respondents were asked how best to attract new business to the County. And there was strong support from many who responded for sharing or consolidating services like water and sewer.

3. Concentrate Development.

Concentrating development was clearly favored by most respondents. When asked in what single location new development should be focused, more than 50% said "abandoned industrial sites" and 33% chose "existing 'River Towns'." Less than 9% said "suburban communities" and less than 3% called for new development in "rural towns." Even when respondents called for growth in undeveloped areas, they tended to site it in places well served by roads and other infrastructure, like the I-376 corridor. Moreover, renovation of existing housing was chosen more frequently than construction of new housing in any location.

4. Increase Job Opportunities.

Job creation and attracting new business to the County were themes that were repeated throughout the responses. "Attract new businesses" was the top response when participants were asked what needs to be improved most in the County. When asked how the County should prioritize expenditures, respondents chose providing tax incentives to new businesses as the second highest priority.

5. Foster Sustainable Businesses.

No questions were asked that would have elicited responses that support this principle.

6. Restore and Enhance the Environment.

Conservation of natural resources also emerged as an important issue among respondents. "Natural places" was selected most frequently as something residents value about their County. And while not one of the top three, a

3 Preamble to the Keystone Principles, <http://www.newpa.com/find-and-apply-for-funding/keystone-principles/index.aspx>.

robust 84% of respondents listed “protection of natural resources from development” as a high or moderate priority. Moreover, establishment of stream buffers and creation of conservation greenways ranked in the top three strategies for best preserving natural resources.

7. Enhance Recreational and Heritage Resources.

Recreational and historic resources were not ranked as highly by survey respondents as other priorities. This is undoubtedly due to the focus on more fundamental needs like jobs and redevelopment of abandoned or underutilized sites. It also may stem from recent investments that have occurred in these areas, such as preparation of the County’s Comprehensive Parks, Recreation and Open Space Plan; the County Greenways and Trails Plan; and Master Plans for its three County parks. Therefore, residents may feel that recreation has been sufficiently addressed. Similarly, the State has invested in the County’s historic site, Old Economy Village, through construction of the new visitor center.

8. Expand Housing Opportunities

Housing did not emerge as a top priority among respondents. New housing was seen as a very low priority, although renovation of existing homes fared better. Since County residents ranked housing affordability so highly, there may be a sense that there is adequate housing in the County to meet the needs of most residents.

9. Plan Regionally; Implement Locally

Many respondents voiced support for more collaborative, regional planning as well as implementation. Nearly ninety percent agreed that promoting the interests of the County and the Region was important. And numerous respondents voiced support for sharing of services, staff, and materials as well as for more extensive steps like municipal and school district consolidation.

10. Be Fair.

In several cases, respondents from different groups supported answers whether or not they were most beneficial to that group. For example, respondents said new development should be focused in abandoned industrial sites (#1) and River Towns (#2), even if they lived in suburban or rural communities. Similarly, there was strong support for conservation of farmland and natural resources from urban and suburban respondents. And, while respondents indicated that bringing in new businesses was the area most in need of improvement in the County, they selected “supporting existing, locally-owned businesses” as a high priority as often as “attracting new companies.”

CONCLUSION

The survey will help Beaver County as it moves forward into Phase II of the Plan, Creating the Future Vision. Residents have clearly indicated that while they want to attract new business to the County, development should be steered first to brownfields, existing downtowns, or areas with established infrastructure. They do not support the continued unmanaged expansion of commercial and residential development into undeveloped areas without the services to support them. They value natural places highly and support a variety of measures like stream buffers, agricultural easements and conservation greenways to help preserve them.

Moreover, respondents have spoken clearly about looking for greater efficiencies in government services. The County needs to provide education and support to municipalities who are attempting to share or consolidate them. And greater dialogue is needed about municipal and school district consolidations in instances where population decline is making it difficult to provide quality, cost-effective services.

SWOT Analysis

The Background Assessment culminates in a summary of the County's strengths, weaknesses, opportunities and threats, also referred to as a "SWOT analysis." This analysis has been distilled from information gathered through public input and the inventory research. It can be used as an important planning tool.

Strengths are the assets or special qualities that the County can capitalize upon. They are the attributes the County can market to attract new residents and businesses. Weaknesses are areas where improvement is needed. The County can focus resources and funds towards programs or initiatives that will address these problem areas. Opportunities are prospective actions designed to lead to positive change. They may spring from an identified strength or remedy a particular weakness. Finally, threats are challenges that hamper the County's ability to achieve its goals. While these can be viewed as "negatives," they can also promote problem solving. Understanding the obstacles is the first step to overcoming them.

The SWOT analysis is set forth on the following pages.

“SWOT” Analysis

STRENGTHS	WEAKNESSES
<p>Land Use</p> <ul style="list-style-type: none"> • Good mix of urban, suburban and rural • Room to grow <p>Housing</p> <ul style="list-style-type: none"> • Affordability • Diverse housing options • Safe neighborhoods <p>Economic Conditions</p> <ul style="list-style-type: none"> • Established business districts in 10 river towns • County-funded Main Street program • Commitment to redevelopment • Inventory of “shovel ready” development sites • Growing health care & social services sector • Low property taxes <p>Transportation</p> <ul style="list-style-type: none"> • Proximity to transportation corridors (rivers, rail, interstates) • Good public transit • Proximity to Pittsburgh Airport • Access to 2 regional airports <p>Community Facilities and Services</p> <ul style="list-style-type: none"> • Access to higher education (Penn State, CCBC, Geneva, Mountain State) • New 911 Center in Ambridge <p>Public Facilities and Utilities</p> <ul style="list-style-type: none"> • Abundant water supply • Consolidated human services in Beaver Falls <p>Environmental Features</p> <ul style="list-style-type: none"> • Abundant natural places and scenic open space • Viable agricultural land <p>Parks and Recreation</p> <ul style="list-style-type: none"> • Many parks and recreational opportunities <p>Historic Sites</p> <ul style="list-style-type: none"> • Numerous historic and cultural sites 	<p>Population and Socioeconomic Characteristics</p> <ul style="list-style-type: none"> • Lack of diversity; little immigration • High percentage of Senior population <p>Land Use</p> <ul style="list-style-type: none"> • Loss of housing in urban communities causing blight • Increase in suburban and rural housing despite population loss • Historic downtowns are too large <p>Housing</p> <ul style="list-style-type: none"> • Shortage of housing for low- to moderate-income residents • Mismatch between available public housing and residents’ needs • Location of public housing in poor and unsafe neighborhoods <p>Economic Conditions</p> <ul style="list-style-type: none"> • Failing Main Street businesses; boarded-up storefronts • Lack of job growth • Lack of County marketing and promotion • Declining median household incomes • Economic disparities between White and Black residents <p>Transportation</p> <ul style="list-style-type: none"> • Infrastructure (roads, bridges) in poor condition • Montgomery Locks need to be upgraded • Too few Ohio River crossings • Insufficient East-West road connections <p>Community Facilities and Services</p> <ul style="list-style-type: none"> • Fragmented municipal governments, school districts and authorities • Lack of code enforcement • Educational opportunities are not matched with employment needs • Insufficient coordination between colleges and municipalities <p>Public Facilities and Utilities</p> <ul style="list-style-type: none"> • Poor communication about availability of public services • Infrastructure (water, sewer) in poor condition <p>Parks and Recreation</p> <ul style="list-style-type: none"> • Dilapidated park facilities

“SWOT” Analysis (continued)

OPPORTUNITIES	THREATS
<p>Land Use</p> <ul style="list-style-type: none"> • Mixed use development in downtowns • Brownfield redevelopment • Riverfront redevelopment for recreation, housing, entertainment, transportation, and industry • Plans that emphasize municipalities’ unique features <p>Housing</p> <ul style="list-style-type: none"> • Targeted housing rehabilitation <p>Economic Conditions</p> <ul style="list-style-type: none"> • Attracting new companies and industry, like those that use products manufactured by Beaver County firms • Providing additional financial incentives to companies • Marketing of the County’s low real estate and housing costs • Promotion of façade renovation in downtowns • Increasing awareness of business development programs <p>Transportation</p> <ul style="list-style-type: none"> • Redesignation of Route 60 as I-376 • Improved road connection between Cranberry and I-376 <p>Community Facilities and Services</p> <ul style="list-style-type: none"> • More communication and cooperation among local governments • Additional school district consolidations • Expanded vocational training programs <p>Public Facilities and Utilities</p> <ul style="list-style-type: none"> • Shared services among local governments • Combined riverfront sewage treatment plants • Development of alternative energy sources, like hydropower and solar <p>Environmental Features</p> <ul style="list-style-type: none"> • Adoption of municipal stream buffer ordinances • Establishment of conservation greenways <p>Parks & Recreation</p> <ul style="list-style-type: none"> • Implementation of Park Master Plans & Greenways and Trails Plan 	<p>Population and Socioeconomic Characteristics</p> <ul style="list-style-type: none"> • Continued population loss • Youth leaving the County • Parochialism (putting local needs over the County’s & region’s) • Negativity – defeatist attitudes <p>Land Use</p> <ul style="list-style-type: none"> • Sprawl development – not enough education about “Smart Growth” • River access cut off by railroads • Insufficient funding for agricultural land preservation <p>Housing</p> <ul style="list-style-type: none"> • Shrinking funding for new public housing • Demand for housing rehabilitation funds far exceeds availability <p>Economic Conditions</p> <ul style="list-style-type: none"> • Limited funds at the local and County level • Decreasing State and Federal funding • Too little coordination among economic development agencies <p>Community Facilities and Services</p> <ul style="list-style-type: none"> • Too many political subdivisions and lack of coordination among them • High costs of maintaining independent police departments <p>Public Facilities and Utilities</p> <ul style="list-style-type: none"> • Parochialism among elected officials <p>Environmental Features</p> <ul style="list-style-type: none"> • Continued development of steep slopes and slide prone areas • Insufficient funding and commitment for land acquisition • Abandoned mine drainage • Natural gas drilling <p>Historic Sites and Preservation</p> <ul style="list-style-type: none"> • Deterioration and demolition of historic buildings • Shrinking funds for preservation • Lack of coordination among many preservation groups

SECTION II –

Creating the Future Vision

Introduction

During the second phase of the comprehensive planning process, the Plan uses what was learned during the background assessment to form a vision of what Beaver County can be in the future. It looks to build upon the County's strengths, improve upon weaknesses, take advantage of opportunities, and find ways to overcome challenges. The Vision takes an expansive view of the possibilities, but remains grounded in reality.

The Future Vision for Beaver County includes the following components:

- The Vision Statement
- Goals and Objectives
- The Future Land Use Plan
- Target Economic Development Sites
- Statement of Compatibility

The Vision Statement

The Vision Statement for Beaver County was developed through the synthesis of public meeting comments, feedback from interviews and focus groups, and responses to the On-line Quality of Life Survey. It sets the context for the goals, objectives, and action plan by painting a picture in words of the desired future conditions.

Beaver County's Future Vision

Beaver County is attracting new residents to its accessible, affordable and inviting communities. There is a good mix of housing options for residents of all ages and income levels. Young people and families are moving to Beaver County for the availability of high-quality, reasonably-priced housing and good schools. They enjoy safe, walkable neighborhoods in the River Towns as well as the relaxed pace of life in its suburban and rural communities.

Abandoned and underutilized industrial sites have been redeveloped for a mix of uses, including manufacturing, offices, and housing. New companies in a variety of industries have come to the County to take advantage of its excellent location; well-trained workforce; and proximity to road, rail and river transportation. The well-paying jobs they create, coupled with housing affordability and low taxes, provide Beaver County residents with a high standard of living. The County is a leader in the region in ensuring that economic prosperity is shared among all residents regardless of racial or ethnic background.

Both residents and visitors appreciate Beaver County's many assets. They enjoy its well-maintained parks and the trails that link towns, riverfronts, and recreational amenities. Revitalized downtowns are filled with small retail and service businesses that provide a pedestrian-oriented shopping and dining experience. Larger businesses are situated in suburban shopping areas with good road access and utilities. The County's many historic and cultural sites are well-publicized and visited.

People travel safely and efficiently on a network of improved roads and bridges that connect population centers with major employment and commercial destinations in the County and beyond its borders. They can travel quickly and efficiently from population and shopping centers in neighboring Butler County to Interstate 376 and the Pittsburgh International Airport. Residents in increasing numbers are taking public transit to jobs and other destinations in the County, Pittsburgh, Cranberry, and the Airport corridor.

Rural communities continue to provide a slower-paced lifestyle. They retain a mix of small towns, farms, forests, and scenic landscapes. A network of conservation greenways is taking shape to protect riverbanks, stream corridors and other natural features. New construction is sensitive to the County's natural and agricultural resources.

Under the County's leadership, municipalities are cooperating to save resources and taxpayer money. Officials are working together to improve quality of life through shared and consolidated public services. Beaver County municipalities are working to implement sustainable policies and practices. They are planning and making decisions about land use and economic development so as to better the region as a whole.

Goals and Objectives

County goals are broad in nature and reflect the main themes of the Vision Statement. Several objectives are associated with each goal. Objectives are more specific and targeted than goals and create a link between the “big-picture” goals and the concrete actions and strategies set forth in Article III of this Plan. Goals and objectives provide local officials and decision-makers with guidance in developing and implementing land use policies and tools.

Beaver County’s Goals and Objectives are set forth in Table 2.1 and correspond to the planning elements discussed in Section I, the Background Assessment.

Table 2.1 Beaver County Comprehensive Plan Goals and Objectives

TOPIC	GOALS	OBJECTIVES
<p>Land Use (Types and Mix of Uses)</p>	<p>Beaver County retains a balanced mix of urban, suburban and rural areas and new development implements Pennsylvania’s “Keystone Principles.”</p>	<ol style="list-style-type: none"> 1) Promote continued revitalization of central business districts as centers of business, residential and entertainment uses. 2) Redevelop abandoned and underutilized properties for a variety of uses. 3) Encourage growth in areas serviced by or adjacent to adequate water, sewer and roads. 4) Preserve natural resources and agricultural land. 5) Encourage complementary land uses along waterways that promote public access to and use of riverfronts.
<p>Housing</p>	<p>There is a variety of safe and affordable housing for residents of all age groups, income levels and needs.</p>	<ol style="list-style-type: none"> 1) Promote programs for rehabilitation of existing housing and removal of substandard, blighted homes. 2) Increase housing choices for young families, empty nesters and the elderly. 3) Improve low-income housing to provide units that meet the needs of the existing population. 4) Improve and increase housing and staff for residents with special needs. 5) Encourage use of green building (LEED) standards in renovating existing and constructing new housing.

Economic Development	1) The County provides a variety of employment opportunities for <i>all</i> residents and the workforce has the skills to fill those jobs.	<ol style="list-style-type: none"> 1) Offer incentives to attract new businesses and encourage existing businesses to stay and expand. 2) Attract new employers in industries that are underrepresented or that complement existing industries. 3) Promote programs that offer job training and education to create a skilled workforce. 4) Address disparities in income, unemployment, housing and other factors between White and Minority residents.
	2) The County is redeveloping its brownfield sites and existing vacant or underutilized facilities.	<ol style="list-style-type: none"> 1) Provide and/or upgrade infrastructure (including telecommunications service) to these sites. 2) Make sites available for a wide range of uses and development types.
	3) The County's economic development efforts are well publicized, coordinated and funded.	<ol style="list-style-type: none"> 1) Improve communication about Beaver County's economic development activities to residents and others in the Region. 2) Create a forum where new economic development projects are discussed and prioritized. 3) Develop a coordinated strategy for funding priority projects.
Transportation	The County has a safe and well-planned transportation system that provides options and effectively connects the places people live, work, shop and entertain themselves.	<ol style="list-style-type: none"> 1) Invest in improvements to existing roads and bridges. 2) Ensure the County's employment and commercial centers and the neighborhoods where people live are well connected through roads and public transit routes. 3) Create greater east-west mobility in the County. 4) Coordinate transportation planning with the County's future land use and economic development plans. 5) Promote use of railways and waterways for commercial and non-commercial purposes. 6) Provide alternative transportation options through pedestrian and multi-use trails.
Public Facilities and Utilities (Water, Sewer, Energy, etc.)	The County has sufficient public utilities that meet the needs of residents and businesses and that protect public and environmental health.	<ol style="list-style-type: none"> 1) Support local municipalities that need to upgrade their existing water and sewer infrastructure. 2) Coordinate infrastructure planning with land use planning to ensure that service extensions are consistent with desired growth, environmental limitations and transportation planning. 3) Promote the development of alternative energy technology as a source of clean and reliable power.
Community Facilities and Services (County & Local govt; Schools, Libraries, Police, Fire)	Beaver County and its local governments are working effectively and cooperatively to provide necessary services to residents in a cost effective manner.	<ol style="list-style-type: none"> 1) Support improved local governance through outreach and education. 2) Encourage consolidation or sharing of services between municipalities. 3) Promote voluntary consolidations of smaller school districts for fiscal and educational benefits.

<p>Historical Sites and Preservation</p>	<p>The County recognizes the importance and economic potential of its historic and cultural assets and supports efforts to identify, protect, and promote significant historic sites and cultural institutions.</p>	<ol style="list-style-type: none"> 1) Better market the County’s historic and cultural assets within the County, throughout the Pittsburgh Region, and in neighboring States. 2) Preserve historic buildings and sites. 3) Promote better communication and coordination among the County’s numerous historic and cultural sites and local historic societies. 4) Ensure that development adjacent or in close proximity to historic and cultural sites is compatible and does not detract from the value of the site.
<p>Environmental Features</p>	<p>The County supports conservation of natural resources and encourages land use planning that is sensitive to wildlife habitat, water and air quality, and preservation of open space.</p>	<ol style="list-style-type: none"> 1) Protect priority natural features and habitats, including rivers and streams. 2) Promote the use of development tools that preserve valuable open space and natural resources. 3) Increase awareness of the County’s significant natural amenities.
<p>Parks and Recreation</p>	<p>Beaver County’s parks, recreational facilities and programs provide activities for and are accessible to all County residents.</p>	<ol style="list-style-type: none"> 1) Maintain and upgrade the County’s existing park facilities. 2) Maintain and expand recreational programming. 3) Connect Beaver County’s population centers, recreational amenities and other assets through a system of land and water trails. 4) Promote the County’s recreational amenities throughout the region.

The Future Land Use Plan

THE PURPOSE OF THE PLAN

The Future Land Use Plan translates the County's Future Vision into a targeted growth and preservation strategy. The purpose of the Future Land Use Plan is to ensure that land use within the County fits together in an integrated and harmonious manner that is consistent with the Future Vision. The Future Land Use Plan is a conceptual guide for establishing land use policies and implementation tools that direct land use and development practices over the next ten to twenty years.

The main component of the Future Land Use Plan is the Future Land Use Map. The Future Land Use Map diagrams the type of land uses and development patterns that are appropriate and desired in the County. It targets areas for future growth, reinvestment, and conservation of natural assets. The Future Land Use Map is a guide for municipal officials as they revise their comprehensive plans and ordinances, and as they evaluate whether proposed development is generally consistent with County development goals. New development and redevelopment activities should not only be examined within the context of the area in which the development falls, but also should evaluate the activity's relationship to and impact on surrounding land uses.

PUBLIC INPUT

As part of the public participation process, three public workshops were held in March 2009, one in each of the three planning regions. During these workshops, the Steering Committee and the general public expressed their visions of where growth, redevelopment and conservation should occur in the County. To do so, participants formed small groups and used several tools:

- An existing land use map showing where and what type of development currently exists in each region of the County;
- A land use key depicting various development types (see Figure 2-1)
- A list of questions about the types and locations of development, redevelopment, preservation and improvements that are desired (see Figure 2-2).
- A map identifying areas with potential development constraints (such as steep slopes, wetlands, and floodplains) as well as development catalysts (water and sewer service).
- A set of colored markers that matched the colors on the land use key.

Figure 2-1

Land Use Categories



Residential



Commercial and Office



Industrial



Institutional






Figure 2-1 (continued)

Land Use Categories


Parks or Recreation Land



Rural Resource Areas (Agriculture or Open Space)



Transportation Improvements



★ Economic Development Target Areas



BEAVER COUNTY COMPREHENSIVE PLAN FUTURE LAND USE EXERCISE

The **Future Land Use Map** provides a visual picture of desired land use in the County. It conceptually diagrams where to target growth, reinvestment, and conservation of land. We use the following tools to help create the Future Land Use Map:

- 1) Base Map for each planning region showing the land uses that currently exist
- 2) Visual Land Use Key that illustrates the types of uses under each land use category
- 3) Digital Water and Sewer Map showing areas of the County with or planned for service
- 4) Digital Environmental Constraints Map showing significant environmental features and proposed greenway corridors
- 5) County Goals and Objectives

Use the colored markers that match the visual land use key to illustrate preferences of future land uses on the Base Map.

MAPPING EXERCISE QUESTIONS:

1. Where should **residential land use** be targeted? Use your **yellow marker** to note areas that are suitable for:
 - New development
 - Rehabilitation of existing neighborhoods
2. a. What areas are most appropriate for **commercial development**? Think about size and scale of development and proximity to residential land uses. Use your **red marker** to show areas for:
 - Regional businesses (ex. shopping centers)
 - Neighborhood commercial (ex. grocery stores, dry cleaners)
 - Main Street revitalization
 - Mixed-use areas (small scale commercial and residential within walking distance)

b. Should some existing commercial areas (ex. portions of struggling downtowns, old strip centers) be converted to other uses?
3. Where is **industrial development** most appropriate in the planning area? Think about whether the areas have access to major transportation networks and infrastructure. Use your **purple marker** to show areas for:
 - Light industry, manufacturing, and office parks
 - Heavy manufacturing
4. Where are the areas that should be identified as **target economic development sites** in the Plan? Place a **black ★** in the locations you feel should be high priorities such as:
 - Abandoned industrial sites
 - Riverfront property

Figure 2-2 (continued)

- Downtown areas
 - Undeveloped land along major routes or at key intersections
5. What type of **transportation** upgrades are needed to better facilitate the movement of goods and people and create better access to neighborhoods, jobs, shopping areas, and other key destinations? Use your **orange marker** to illustrate:
- Where existing roads and bridges need to be upgraded
 - Where new roads and bridges are needed
 - Where transportation facilities (river ports, airports, intermodal facilities) should be established or improved
6. Where should **rural resource areas** be established? Think about the County's agricultural and natural areas. Use your **brown marker** to show where efforts should be targeted to preserve:
- Areas where agriculture continues to have a strong presence
 - Significant natural resources (steep slopes, floodplains, habitat areas)
 - Proposed greenway corridors
7. Are there areas that should be set aside for **parks or recreational uses**? Use your **green marker** to indicate where:
- New or expanded parks should be created (ex. riverfronts)
 - Trail connections are needed
8. Are there areas of **historic** significance that need to be preserved? Do existing historic districts need to be strengthened or expanded? Use your **black marker** to circle these areas.

Using these tools, participants created colored illustrations depicting areas where they hope to see new development, redevelopment, and preservation. At the end of the workshop, each group presented its ideas to the entire group.

Several common threads emerged from these presentations regarding the County's future:

- The emphasis should be on redeveloping existing residential neighborhoods rather than constructing new subdivisions.
- Existing downtowns should be revitalized as centers of pedestrian-oriented shopping. In some cases, the size of the downtown may need to contract to be viable.
- New commercial growth should be primarily in areas adjacent to existing commercial centers with utilities and good access.
- Abandoned industrial sites should be redeveloped for industrial or mixed uses.
- There should be better river access and recreational uses along riverfronts wherever feasible.
- Mobility in the County should be improved, particularly by creating better east-west access.
- Development in rural areas that lack water and sewer service should be limited.



A draft Future Land Use Map was assembled from comments received at the workshops and input from the Steering Committee. It considered the location of infrastructure (roads, water, and sewer), existing development styles and densities, environmental constraints, agricultural areas, and suitability of land for conservation. The draft was then compared to Future Land Use Maps contained in individual and multi-municipal comprehensive plans to determine if there were significant differences. The map was adjusted, where necessary, to ensure general consistency.¹

THE FUTURE LAND USE MAP

The Future Land Use Map, synthesizes the information gathered and measured it against the County’s goals and objectives. It proposes areas for redevelopment as well as limited new growth. It also identifies where residents would like to preserve natural features, farmland, and rural character. Additional features, such as transportation improvements and target economic development areas, are also shown. Trails and conservation greenways are *not* depicted on the Future Land Use Map. Instead, this Plan adopts the configurations set forth in the Beaver County Greenways and Trails Plan which is incorporated in its entirety into this Comprehensive Plan.

The Future Land Use Map has been created using the Existing Land Use Map as a base. It uses overlays to depict areas proposed for development or enhancement. In addition to the uses already identified on the Existing Land Use Map, the Future Land Use Map includes the following development types:

-  **New Residential Development** – areas where new residential subdivisions are targeted. These are limited to places that have or are in close proximity to utilities; are near high growth corridors; and would not cause significant loss of sensitive environmental features.²
-  **Rural Resource Areas** – areas with a high percentage of forest, farmland, and parks and where public infrastructure (water and sewer) is lacking. Conservation of natural resources and agricultural land is encouraged. New housing, small businesses, and recreational uses should occur at low densities and in a manner that preserves natural assets.
-  **Residential Rehabilitation / Infill Development** – areas where a high percentage of the existing housing stock is old (> 50 years) and in poor condition. In these neighborhoods, certain homes or blocks should be targeted for either renovation or demolition and replacement with infill housing.
-  **New Commercial Development** – areas, usually in close proximity to existing commercial areas, where new retail and service businesses are proposed. These areas are limited and located where there is infrastructure to support them.
-  **Commercial Revitalization** – areas where commercial uses exist but are in need of redevelopment. These consist of traditional “Main Street” downtowns in several urban communities, as well as redevelopment of strategically located suburban shopping areas.
-  **New Mixed Use Development** – areas where either new development or reuse combines a mix of uses which may include commercial, office, residential, and/or recreational uses. Such areas are close to existing development and transportation, and are serviced by water and sewer.
-  **New Industrial Development** – areas suitable for new manufacturing or warehousing and distribution facilities. These sites are located in places having (or close to) water and sewer service and adjacent to major transportation arteries.

1. Because this is a County Comprehensive Plan, future land uses could not be shown in the level of detail used in municipal and multi-municipal plans.
2. This comprehensive plan does not recommend widespread development of new housing in the County. This position is supported by demographic trends and responses from the majority of residents responding to the survey and attending public meetings. Therefore, the Future Land Use Map designates two primary target areas where new residential development is recommended.



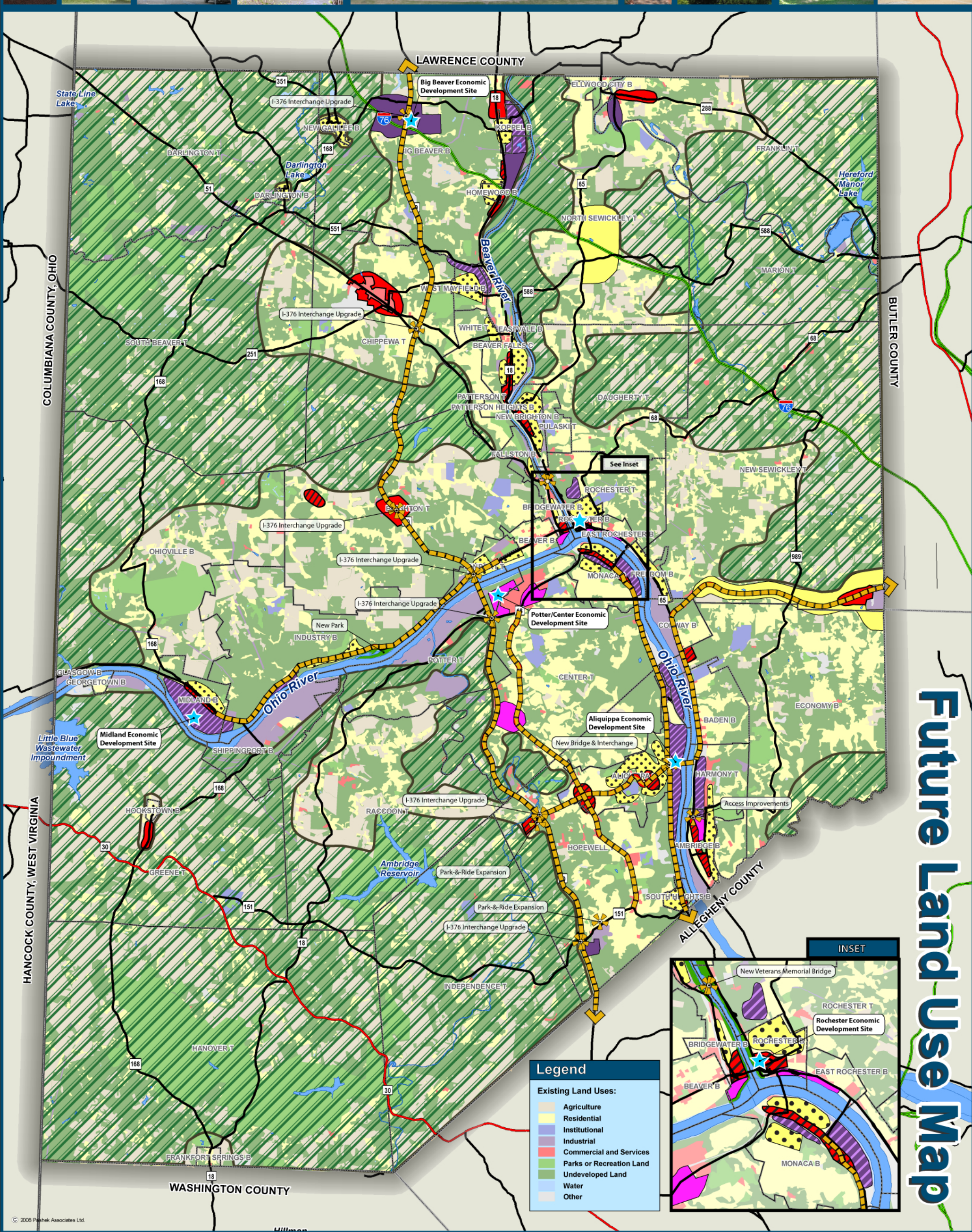
Industrial Redevelopment – areas where abandoned or underutilized industrial sites can be redeveloped for new industrial uses. Similarly, these sites are close to important transportation resources (roads, rail, river) and have or are adjacent to water and sewer service.



Transportation Improvement Sites –upgrades to existing roads and bridges, new or improved interchanges, expanded park ‘n ride facilities, and new river crossings.



Target Economic Development Sites –high priority areas for development or redevelopment in the County. The Future Land Use Map designates five (5) sites which were selected by the Steering Committee from over twenty proposed sites.

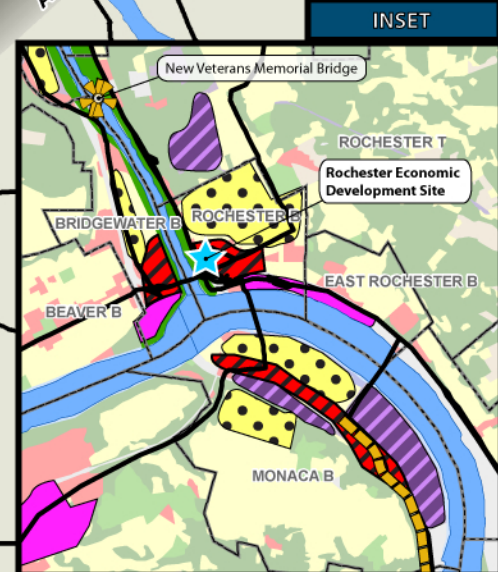


Future Land Use Map

Legend

Existing Land Uses:

- Agriculture
- Residential
- Institutional
- Industrial
- Commercial and Services
- Parks or Recreation Land
- Undeveloped Land
- Water
- Other



BEAVER COUNTY PLANNING COMMISSION
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LEGEND

- | | | |
|-----------------|---------------------------------------|--------------------------------------|
| County Boundary | New Mixed Use Development | Industrial Rehab./Infill Development |
| Municipality | New Residential Development | Rural Resource Area |
| Lake/Reservoir | Residential Rehab./Infill Development | New Parks or Open Spaces |
| River | New Commercial Development | Target Economic Development Sites |
| Interstate | Commercial Rehab./Infill Development | Transportation Improvement Sites |
| US Highway | New Industrial Development | Transportation Improvement Routes |
| State Route | | |

Map Sources:
 Southwest Pennsylvania Commission (SPC)
 Pennsylvania Spatial Data Access (PASDA)
 Beaver County
 Western Pennsylvania Conservancy

Projection: State Plane - NAD 1983
 Pennsylvania South, Feet

The preparation of this map was financed in part through a Land Use Planning and Technical Assistance Grant from the Department of Community and Economic Development, as administered by the Governor's Center for Local Government Services, Pennsylvania Department of Community and Economic Development.

The Future Land Use Map puts forward a conservative approach to new development. This approach is supported by demographic trends, current economic realities, and the Keystone Principles. Therefore, while a few areas of new growth are proposed, they are limited in scope. The emphasis of the Future Land Use Plan is on redeveloping existing places.

The following section summarizes the significant areas of future land use:

Residential

The Plan recommends that there be significant reinvestment in existing residential neighborhoods. These are primarily located in the County's older, urban communities: Aliquippa, Ambridge, Beaver Falls, Bridgewater, Darlington Borough, Fallston, Freedom, Homewood, Industry, Koppel, Midland, Monaca, New Brighton, New Galilee, Rochester, South Heights, Vanport, West Mayfield and White. These communities provide walkable neighborhoods and generally have infrastructure in place.

Two primary areas are targeted for new residential development. The first is located in North Sewickley Township east of Route 65. The second is in New Sewickley Township and Economy Borough surrounding Freedom-Crider Road. Both are in the eastern part of the County, close to the high-growth I-79 corridor in neighboring Butler County. More importantly, these areas either have water and sewer service or can easily be connected to adjacent service areas. Construction of new housing in rural resource areas is also acceptable as long as it is low density and sensitive to the County's natural assets, like steep slopes, floodplains and wetlands.

Rural Resource Areas

Rural Resource Areas have been designated over large portions of the southwestern, northwestern and northeastern parts of the County. They also include the Upper Beaver River and the Big Sewickley Creek corridors. These areas were selected because they have high percentages of farmland; parks & recreation land; and sensitive environmental features. They contain resources of high conservation, scenic and recreational value to the County and its residents. In addition, Rural Resource Areas do not have water and sewer infrastructure that would support more intensive development. Therefore, these areas are proposed for agricultural, recreational, low-density residential and small-scale, neighborhood commercial uses. Most residents in these parts of the County want to preserve their rural heritage and character. Many farms in these areas have been designated as Agricultural Security Areas and some have gone further to protect their farms permanently through agricultural conservation easements. These areas are suitable for new housing if it uses development techniques, like conservation subdivision design, that preserve sensitive natural features. Small commercial uses, like convenience stores, are also appropriate and are best situated at crossroads of major routes.

Commercial

The plan recommends two types of commercial development:

- Commercial rehabilitation/infill - This covers existing commercial areas that would benefit from revitalization. Downtown business districts in the County's River Towns are proposed such as Aliquippa, Ambridge, Beaver Falls, Bridgewater, Midland, Monaca, New Brighton, and Rochester. In addition, several suburban shopping areas are proposed for redevelopment. These include Northern Lights Shopping Mall (Economy), Green Garden Mall (Hopewell), the commercial stretch of Route 18 near the Westgate Industrial Park (Big Beaver), and the intersections of Brodhead Road with Kennedy Boulevard/Mill Street and Brodhead Road with Sheffield Road (Aliquippa).
- New Commercial Development – Limited areas have been proposed for new commercial development. These areas have water and sewer infrastructure or are adjacent to serviced areas. They include properties surrounding the Chippewa Mall, the I-376 interchange in Brighton Township, and Freedom-Crider Road in New Sewickley Township.

Mixed Use

Several areas are proposed for mixed use development. These areas would allow for development plans containing several types of uses such as retail, hotels, restaurants, office, entertainment and/or residential uses. They include:

- The former H.H. Robertson site in Ambridge
- Properties along the riverfront in Rochester Borough
- The redevelopment site at the confluence of the Ohio & Beaver Rivers in Bridgewater (Bridgewater Crossing);
- Properties surrounding the Beaver Valley Mall in Center and Potter Townships; and
- An area surrounding the Expressway Transit Center in Center Township.

Industrial

Large swaths of the County's riverfront land have been and continue to be devoted to industrial uses. Because these sites are close to rail and river transportation, many of them remain well-suited for continued manufacturing and other industrial uses. This plan puts an emphasis on industrial redevelopment first; however, a few areas of new industrial development are also proposed where appropriate access and other infrastructure exist.

Industrial Redevelopment is proposed for:

- The former LTV site stretching from Aliquippa to Monaca
- Former manufacturing sites in Ambridge & Harmony
- Industrial properties in Monaca
- The former J&L site in Midland
- The former Hydril site in Rochester Township
- The brownfields site in Beaver Falls and West Mayfield
- Underutilized industrial properties in Koppel

In addition, a few areas are shown as having new industrial uses. They include:

- An expansion of Hopewell Business Park in Hopewell Township
- Industrial uses (transportation & warehousing) surrounding the I-76 and I-376 interchange in Big Beaver Township
- Continued development of Westgate Industrial Park in Big Beaver Township
- A small area surrounding Route 65 in Franklin and North Sewickley Townships

Parks and Conservation Land

For the most part, this plan does not focus on creating new parks. Beaver County has been planning improvements to its existing County Parks and recently adopted a County-wide Parks Master Plan. The County has also adopted an ambitious Greenways and Trails Plan. The recommendations from both of these plans are incorporated by reference into this Comprehensive Plan.

However, one new area of parkland is proposed on the map. This is the Ohioview Embayment site in Industry Borough. This land is privately owned and has been considered for residential development in the past. However, it is a biological diversity area rated as "prime" habitat. Several State and federal agencies are interested in protecting this site as part of the Ohio River Islands National Wildlife Refuge. Therefore, this Plan recommends that the land be acquired and permanently protected from development and made accessible to the public for passive recreational uses.

Transportation Improvements

The Future Land Use Plan proposes that specific transportation infrastructure be upgraded or added to improve mobility throughout the County. The following improvements are recommended:

- Roads & Interchanges
 - Improvements to Brodhead Road - As the major “service road” to I-376, Brodhead Road carries a significant amount of traffic volume. Improvements should include access management techniques, turn lanes in high volume areas, and better signalization.
 - Route 51 – A major north-south route through the County, Route 51 needs upgrades between South Heights and Monaca. These include traffic calming through South Heights, turn lanes at major intersections and improved shoulders. In addition, since Route 51 currently serves as Bike Route A, efforts should be made to create a designated on-road bike lane or to create an alternative route through riverfront land and on smaller side streets wherever feasible.
 - Route 68 – this road connects Beaver Borough with Midland Borough in the West. Improvements include turn lanes in Vanport, access management techniques in Vanport and Industry Boroughs, and widened shoulders.
 - East-west connection between I-79 and I-376 – While this concept has been proposed for decades, this plan supports it as a much needed link between the high-growth I-79 corridor and I-376 to the Pittsburgh Regional Airport. The plan proposes that the connection follow Freedom-Crider Road from Cranberry Township to Route 65 in Conway Borough. It would then proceed south along Route 65 to a new bridge crossing the Ohio River to Route 51. The route would continue south on Route 51 and then west on Franklin Avenue across Brodhead Road to connect with I-376 in Hopewell Township. Alternatively, it could continue south on Route 51 to Route 151 to connect to I-376 at the Hopewell Interchange.
 - A new interchange is also proposed from the new Ohio River crossing to the Aliquippa Industrial Park, thereby creating better access to the site.
 - Access improvements are recommended from Route 65 into the northern end of Ambridge, providing a more direct and safer approach to New Economy Business Park and other redevelopment sites in the Borough.
- Bridges
 - Veterans Memorial Bridge – this Plan supports the construction of the Veterans Memorial Bridge between Rochester Township and Bridgewater (replacing the Fallston Bridge). This bridge will include a pedestrian and bike lane creating a vital link between the proposed trail systems on both sides of the Beaver River.
 - New Ohio River Crossing connecting Routes 65 and 51 (see East-West connection, above).
- Park and Rides – the Future Land Use Map proposes that Park and Ride facilities be improved at several locations along the I-376 corridor, including those at Hopewell Business Park and Green Garden Mall.

Target Economic Development Sites

Five target economic development sites were selected and are shown on the Future Land Use Map. By designating target economic development sites, the County is positioning them for rapid development. The County will work with municipal, other public, nonprofit, and private sector partners to plan and pursue funding for these projects. Other candidate sites listed below that were not selected as one of the five targets may also be pursued as opportunities arise. However, priority emphasis will be placed on advancing the five target sites identified in this Plan.

Potential sites were gathered from suggestions by the Steering Committee, focus groups and participants at public workshops. A list of the possible candidates is provided in the following table:

Table 2.2 Target Economic Development Site Candidates

REGION 1				
Site Name	Location	Municipality Type	Type of Redevelopment	Ownership
Westgate Business Park	Big Beaver	Rural	Light Industrial	CED
Interchange – Turnpike & I-376	Big Beaver	Rural	Light Industrial	Multiple Private Owners
Midland Industrial sites	Midland	Urban	Industrial	CED; Multiple Private Owners
Bridge Street Infill Commercial	Bridgewater	Urban	Downtown Commercial	Single Private Owner
Beaver Falls Riverfront	Beaver Falls	Urban	Recreation (Trail, river access)	City, Municipal Authority, Geneva College, Railroad, Private
Bridgewater Riverfront	Bridgewater	Urban	Mixed Use (Residential & recreation)	Municipality; Private;
Downtown Beaver Falls	Beaver Falls	Urban	Downtown Commercial	Multiple Private Owners
Former Babcock & Wilcox site	West Mayfield	Urban	Industrial	Private
REGION 2				
Site Name	Location	Municipality Type	Type of Redevelopment	Ownership
Former H.H. Robertson Site	Ambridge	Urban	Mixed Use	Private
Former American Bridge HQ	Ambridge	Urban	Residential	Private
Northern Lights Mall	Economy Borough	Suburban	Regional Commercial	Private

REGION 2 (continued)				
Site Name	Location	Municipality Type	Type of Redevelopment	Ownership
Crows Run Corridor	Conway, New Sewickley	Urban, Rural	Commercial, Lt. Industrial	Private
Downtown Rochester	Rochester Borough	Urban	Downtown Commercial	Private
Rochester Riverfront	Rochester Borough	Urban	Mixed Use	Municipality; Private
Downtown New Brighton	New Brighton	Urban	Downtown Commercial	Multiple Private Owners
Route 65 corridor to Conway	Ambridge, Harmony, Baden, Economy, Conway	Urban & Suburban	Regional Commercial	Multiple Private Owners
REGION 3				
Site Name	Location	Municipality Type	Type of Redevelopment	Ownership
Former LTV Sites	Aliquippa, Monaca	Urban	Industrial (w/ recreational trail)	CED; Private
Hopewell Bus. Park expansion	Hopewell Twp	Suburban	Light Industrial/ Commercial	CED
I-376 Interchange at Beaver Valley Mall	Center & Potter Twps	Suburban	Mixed Use	Private
Area around Exp'y Transit Center	Center Twp	Suburban	Mixed Use	Private
Potter Twp Industrial Site	Potter	Suburban	Mixed-Use (Office & Recreational)	Township
Interchanges along I-376 corridor	Hopewell, Center, Potter	Suburban	Regional Commercial/ Light Industrial	Multiple Private Owners

To select the five target sites, the Steering Committee discussed the sites based on a number of criteria:

1. Is there consensus that development/redevelopment will be economically successful? Will it lead to future development or redevelopment and is this desirable?
2. Is development/redevelopment of the site being planned? Ready to move forward?
3. Is the site highly visible and connected/close to infrastructure (roads, water and sewer)?
4. Who owns the site? Single owner or multiple owners? Public or private? If privately-owned, is/are owner(s) interested in developing/redeveloping?
5. Is developing/redeveloping the site consistent with the municipality's comprehensive plan? Will it be compatible with surrounding development or can conflicts be adequately mitigated?
6. Is there a special incentive for developing the site (KOZ, KIZ, Enterprise Zone/New Community, Main Street, Elm Street, TOD)?
7. Can the plan disperse the five sites among the three planning regions and among different types of municipalities (urban, suburban, & rural)?
8. Will the sites selected be planned for a variety of different uses (industrial, commercial, mixed use, and the like)?

Committee members agreed that the prime consideration should be those sites the County most wants to move forward, whether or not they've already been extensively planned. Once a tentative selection was made by the Steering Committee, additional research was done to better understand the sites. Large landowners were contacted to discuss their plans for development or redevelopment. If water and sewer service were not currently available, the Committee looked at whether plans to extend services were underway. Zoning ordinances were reviewed for the subject parcels.

Members of the Steering Committee toured the five sites on May 14, 2009 to visually evaluate the development or redevelopment opportunities. Using aerial maps and a summary of the information collected, the Committee defined the boundaries of each site and assessed them for their suitability for different types of uses, access improvements, public transportation connections, and bicycle and pedestrian enhancements.

The five Target Economic Development Sites selected are set forth in Table 2.3. A concept plan for each of these sites was created using the information gathered and the observations made during the tour. The concept plans are included below. Implementation and potential funding sources are discussed in Section III, the Action Program.

Table 2.3 Target Economic Development Sites

Site Name	Location	Municipality Type	Type of Development/ Redevelopment
Big Beaver Target Economic Development Site	Interchange – Turnpike & I-376 (Region 1)	Rural	Light Manufacturing; Highway Commercial
Midland Target Economic Development Site	Former Crucible Site; downtown business district; and nearby residential areas (Region 1)	Urban	Crucible Site: Industrial; Light Manufacturing; Business Park Downtown: Residential Rehabilitation; Mixed Use and Open Space
Rochester Target Economic Development Site	Rochester TOD and Main Street Districts; Riverfront (Region 2)	Urban	Downtown: Infill Commercial, Office & Residential Riverfront: Park; Retail, Office & Residential
Former LTV Target Economic Development Site	Aliquippa, Hopewell, Center and Monaca riverfronts (Region 3)	Urban	Industrial; Business Park; Recreational Trail; Park w/ River Access
Center and Potter Target Economic Development Site	I-376 and Route 18 Interchange at Beaver Valley Mall (Region 3)	Suburban	Mixed Use (Commercial, Business Park, Multi-family Residential; Open Space)

Target Site Concept Plans

Because the concept plans present a very detailed view of individual sites, the land use categories shown are more specific than those used in the County-wide Future Land Use Map. The following land use categories are shown on the concept plans:

-  **Park/Open Space/Buffer** – land that remains undeveloped to protect sensitive environmental features, to screen lower intensity uses, to preserve viewsheds, or to provide areas for active or passive recreation.
-  **New Residential** – areas planned for dwellings of differing densities.
-  **Residential Rehabilitation** – neighborhoods where restoration of blighted or substandard housing is recommended.
-  **New Retail** – commercial development that consists of businesses that sell goods or services to the public, like stores, gas stations, and restaurants.
-  **Small Service Retail** – consisting of small, community-serving businesses, often limited in square-footage, like specialty shops, dry cleaners and banks.
-  **Main Street Commercial** – indicates the boundaries of the Main Street districts, where downtown revitalization efforts are focused.
-  **Retail Redevelopment** – areas where existing abandoned or underutilized buildings should be rehabilitated
-  **Tourism Anchors** - act as “magnets” to draw people to the area, like a private recreational complex.
-  **Mixed Use** – a combination of two or more uses within a single building or parcel, such as office on the first floor with apartments/condominiums above.
-  **Business Park** – planned developments that consist of a group of buildings for office and associated uses connected by a system of roads and accessways.
-  **Light Manufacturing** – uses that produce goods or components, but which do not generate high volumes of traffic, noise, waste or other impacts, like high tech companies. This use also includes warehousing and distribution facilities.
-  **Industrial Redevelopment** – heavy industry, which by its nature generates a high volume of traffic, noise, waste streams and/or other impacts than other uses. This use includes steel manufacturing, mineral extraction, power plants, metals recycling, and the like. Areas designated as industrial, however, would also allow for less intense uses like light manufacturing, but would not be suitable for residential use.

BIG BEAVER TARGET ECONOMIC DEVELOPMENT SITE (REGION 1)

Big Beaver Borough has made this site, east of the intersection of the Pennsylvania Turnpike (I-76), Route I-376, and Route 351, a high priority growth area. It covers just over 360 acres of mostly undeveloped or agricultural land. The site is held by multiple owners, although much of it consists of several large parcels. The area was recently rezoned for limited access highway commercial uses and water and sewer lines were extended from Big Beaver along Route 351.

The location of the site makes it suitable for two types of development. First, because it lies at the intersection of two interstate highways, it is a prime location for businesses looking for convenient transport of their goods and services. Approximately 27 acres of the site have already been developed as the Turnpike Distribution Center, a 410,000 square-foot warehouse and distribution facility. To date, about 75% of the facility had been leased. The plan would expand on this use, designating another 123 acres of adjacent land for light manufacturing, distribution and flex space. The developer of the Turnpike Distribution facility has an option to purchase an adjacent parcel for similar development.

In addition, the Big Beaver concept plan seeks to capitalize on the site’s tourism potential. The site is situated within a few miles of the BeaveRun Motorsports Complex, which draws racing enthusiasts from a wide area. A popular ATV Park, Mines & Meadows, lies to the north just over the Lawrence County border. The proximity to these destinations, coupled with the location adjacent to a highway interchange, makes the site a good candidate for tourism-related retail and entertainment uses. These may include a hotel with water park; a sports complex with a small stadium; restaurants; recreational businesses (like mini-golf, batting cages, or arcade games); and shops. The concept plan proposes that these uses be situated on about 75 acres along Shenango Road and Route 351.

The last important component of this plan is open space and buffers. The plan sets aside 137 acres to protect streams and steeply sloped land and to screen residential properties from higher intensity uses.

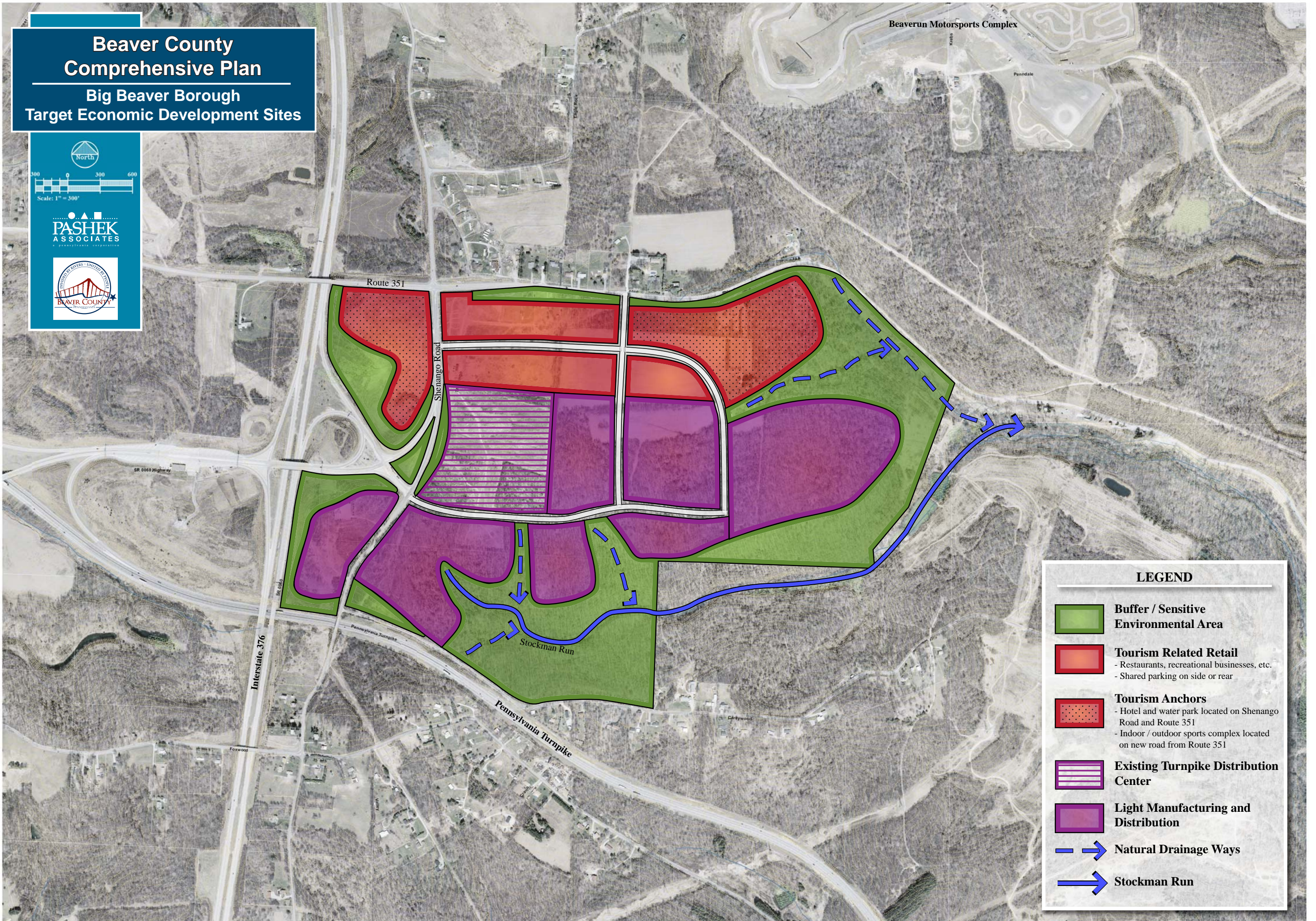
BIG BEAVER TARGET ECONOMIC DEVELOPMENT SITE	
Location:	East of PA Turnpike (I-76) and I-376 Interchange, Big Beaver Borough (Region 1)
Number of Acres:	363 acres
Current Use(s):	Turnpike Distribution Center (27 acres) Remainder is farmed or undeveloped.
Proposed Use(s):	<ul style="list-style-type: none"> • Light manufacturing, warehousing & distribution (123 acres) • Hotel & water park (16 acres) • Tourism-related retail (33 acres) • Sports complex (27 acres) • Open space & vegetated buffers protect steep slopes and stream corridors as well as screen adjacent residences from the development (137 acres)
Current Zoning:	Highway commercial
Changes Needed:	None. Allows for all proposed uses.
Features:	<p>This development plan has two main components:</p> <ol style="list-style-type: none"> 1) A light manufacturing and distribution complex expanding upon the existing Turnpike Distribution Center 2) Recreational and tourism-related retail that complements nearby tourist destinations: BeaveRun Motorsports and Mines & Meadows ATV Park.

Benefits:	<ul style="list-style-type: none">• Creates a manufacturing and distribution complex with easy access to two interstate highways.• Enhances the area as a recreational & tourist destination.• Provides needed services to travelers since nearest PA Turnpike rest stop was closed.
Constraints:	<ul style="list-style-type: none">• Steep slopes, drainage ways and a stream limit buildable area and should be preserved.• Route 351 is narrow and should be improved to accommodate increased traffic.• North side of Route 351 remains residential and should be buffered from new development.

Beaver County Comprehensive Plan

Big Beaver Borough Target Economic Development Sites

Scale: 1" = 300'



LEGEND

- Buffer / Sensitive Environmental Area**
- Tourism Related Retail**
- Restaurants, recreational businesses, etc.
- Shared parking on side or rear
- Tourism Anchors**
- Hotel and water park located on Shenango Road and Route 351
- Indoor / outdoor sports complex located on new road from Route 351
- Existing Turnpike Distribution Center**
- Light Manufacturing and Distribution**
- Natural Drainage Ways**
- Stockman Run**

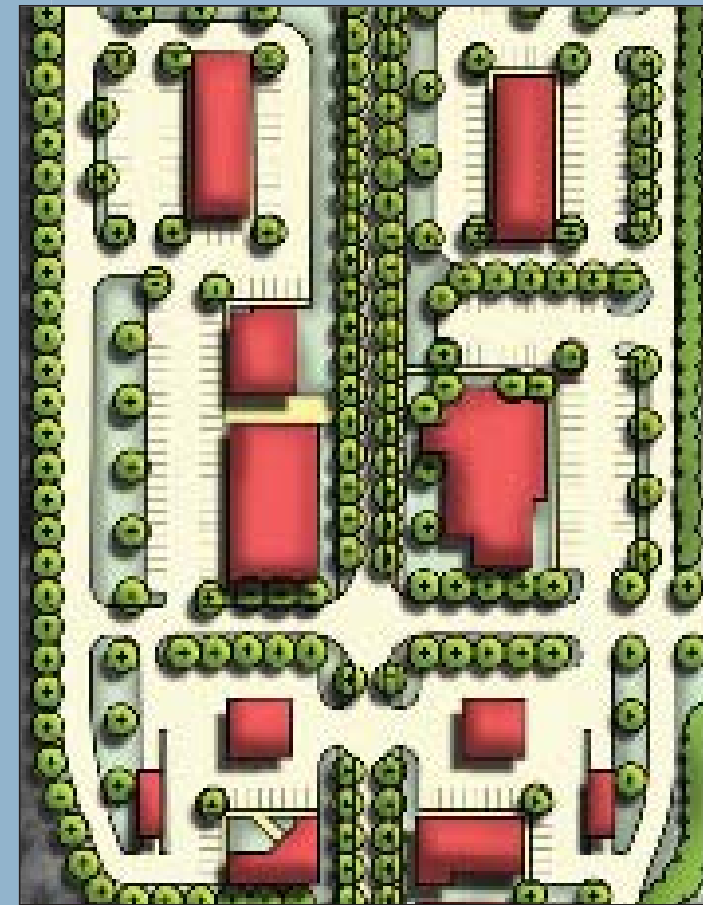


Tourism - Related Development

This location serves as an important stop along Interstate 376 and the Pennsylvania Turnpike for travelers. Nearby recreational attractions include the BeaveRun Motorsports Complex, and the Mines and Meadows ATV / RV Resort. Businesses that can take advantage of this location include entertainment and other tourism-related activities such as an indoor waterpark, indoor sports complex, and miniature golf.

Light Manufacturing, Warehousing, and Distribution

The Plan recommends that one-third of the site be developed for light industrial uses such as light manufacturing, warehousing and distribution. These areas expand on the existing Turnpike Distribution Center. Best practices include buildings that have a common design theme; unified signage; and parking lots and loading areas that are screened from the street.



Hotel and Restaurant

Hotels and restaurants, such as these, that are set closer to the street with most of their parking located in the rear and plenty of landscaping create a more attractive streetscape setting.



Parking Lot Design

Parking lots should be designed to include sufficient parking for buses (tourism-related development) and trucks (light manufacturing, warehousing and distribution). Connector roads and driveways should have turning radii large enough to accommodate these vehicles.

To reduce the impacts of extensive paved areas, internal roads, parking lots and loading areas should be designed to incorporate best management practices.



Stormwater Control

Nearly one-third of the development site is preserved as open space due to steep slopes and a stream. Stormwater best management practices should be incorporated to limit run-off and erosion from parking lots and other paved surfaces as well as protect the nearby stream from non-point source pollution. These practices include drainage swales, vegetated medians, retention basins, and porous paving, where practicable.



Diminish the Heat Island Effect

The development should include landscaping and street trees to reduce large paved areas and create shade. These should include landscaping around buildings, parking lots with vegetated islands, and planted buffers. Buildings can also incorporate light-colored or “green” building roofs.



MIDLAND TARGET ECONOMIC DEVELOPMENT SITE (REGION 1)

Midland Borough, located on the Ohio River in the far western part of the County, has been experiencing a renaissance due to investment by the Pennsylvania Cyber Charter School, located in the Borough. As a result, the state-of-the-art Lincoln Park Performing Arts Center was built and several downtown buildings have been and are being renovated for use as office space. Midland Borough is also one of the ten Rivertowns participating in Beaver County's Main Street Program and streetscape improvements are currently being installed along Midland Avenue. This concept plan builds on these successes.

The majority of Midland's target economic development site is comprised of the approximately 400-acre former Crucible Steel site. About 156 acres are currently occupied by active industrial businesses. Most of the remaining "brownfield" parcels are owned by the Corporation for Economic Development and by Centennial Capital. The eastern part of the site is a 33-acre Keystone Opportunity Zone. This portion has water and sewer infrastructure and Act 2 environmental cleanup is underway. The central and western portions of the site still require environmental cleanup and extension of utilities.

The concept plan envisions redevelopment of the former Crucible site for three main uses. About 108 acres surrounding active industrial uses are designated for similar industrial purposes. These are located on the eastern two-thirds of the site. The western 52 acres, closest to the Spring Lane neighborhood, are proposed for redevelopment as a business park. The land between these uses, about 53 acres, is designated as light manufacturing, to transition from the high-impact industrial area to the lower-intensity business uses. Another 31 acres is set aside buffer area.

Midland's target site also encompasses commercial, institutional, and residential properties within and in close proximity to the Borough's Main Street district. The Borough is undertaking activities through the Main Street program to revitalize the downtown through streetscape improvements, façade enhancements and efforts to attract new businesses. The plan incorporates and supports these efforts. In addition, the concept plan designates the West End and Spring Lane neighborhoods, and an area of apartments on Midland Avenue between 10th and 12th Streets, for residential rehabilitation. These areas contain a high proportion of blighted or substandard housing that should be targeted either for restoration or for demolition and redevelopment. Because these neighborhoods are located in close walking distance to the central business district, rehabilitation will support the efforts to revitalize the downtown. A nonprofit group, West End Renaissance, is working to identify blighted homes and seek funding for demolition and construction of new affordable housing. The plan also incorporates a proposal to redevelop the Hillcrest Manor apartment complex into a mixed-use development of housing and offices.

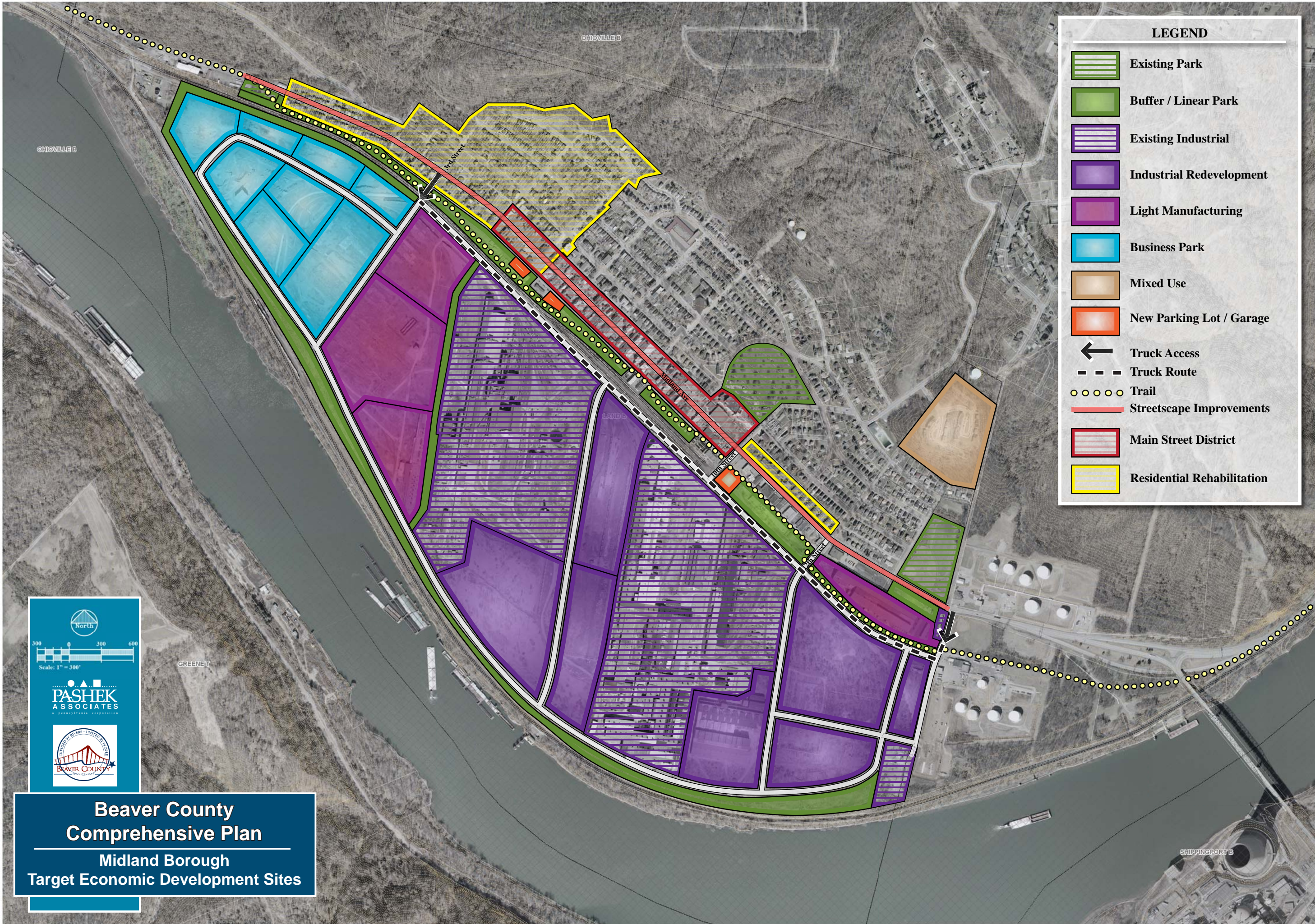
The Midland concept plan also envisions recreational improvements to the downtown. It proposes that blighted properties along Railroad Avenue (located between Midland Avenue and the former Crucible site) be redeveloped over time into a greenway that would accommodate a multi-use trail. This trail would form a part of a proposed trail network extending into Ohio proposed by the Beaver County Greenways and Trails Plan. Moreover, the plan incorporates existing plans by the Midland School district to redesign the park at 13th Street and Midland Avenue to include a new Early Childhood Center surrounded by public recreational facilities such as ballfields, a reconstructed track, basketball courts and a new playground. It also supports the Borough's efforts to rebuild an existing playground in the Spring Lane neighborhood as part of its Elm Street program.

Visual improvements to the Borough are also proposed. The concept plan proposes to create a "green" eastern gateway to the Borough by replacing an area of strip commercial on Midland Avenue across from the 13th Street park with landscaped open space. The Borough's Elm Street project to improve the playground, mentioned above, would also serve to create an attractive western gateway to the town. Finally, the plan proposes that streetscape improvements be extended beyond the Main Street district to other parts of Midland Avenue. Because funds are in short supply, these enhancements may be more limited, like planting of street trees and/or hanging of flower baskets or banners.

Finally, the concept plan proposes two important transportation-related improvements. The first would establish a designated truck route through the industrial site and away from the pedestrian-oriented downtown shopping district. Signage would prohibit truck traffic (except local deliveries) from Midland Avenue between 3rd and 14th Streets and direct trucks to use a newly constructed road paralleling Midland Avenue on the former Crucible property. The best location and design of the new truck route will require additional study. In addition, to alleviate serious parking shortages during events at the Performing Arts Center, the plan identifies an area at 10th Street and Railroad Avenue that may be suitable for a new parking facility, such as a garage. Additional parking areas are also shown in a few locations off Railroad Avenue behind Midland Avenue businesses. Their location is purely conceptual. Location of future parking facilities in the Borough will require further study.

MIDLAND BOROUGH TARGET ECONOMIC DEVELOPMENT SITE	
Location:	Former Crucible Site; downtown areas & surrounding neighborhoods, Midland Borough (Region 1)
Number of Acres:	Crucible Site: 300 acres
Current Use(s):	Crucible site: Industrial (156 acres) & brownfields (244 acres) Downtown areas: Commercial, office & residential
Proposed Use(s):	Crucible Site: <ul style="list-style-type: none"> • Industrial (108 acres) • Light manufacturing (53 acres) • Business park (52 acres) • Buffer Area (31 acres) Downtown areas: <ul style="list-style-type: none"> • Infill commercial & office • Greenway with recreational trail • Increased parking including parking garage at 10th Street Residential areas: <ul style="list-style-type: none"> • Rehabilitation and demolition/infill • Mixed use redevelopment (office/housing)
Current Zoning:	Crucible Site: I-2 Downtown areas: I-1, C-1, C-2, R-2 & R-3
Changes Needed:	Yes. Would have to permit business park (office) uses in I-2. Other uses permitted.
Features:	The plan for Midland includes three main components: <ol style="list-style-type: none"> 1) Redevelopment of the former Crucible site to include; <ul style="list-style-type: none"> ○ New industrial uses surrounding active heavy industry; ○ Light manufacturing in the center; and ○ Office park at the western end. 2) Downtown enhancements including: <ul style="list-style-type: none"> ○ An improved gateway with additional green space; ○ Streetscape improvements to gateway; ○ Parking near performing arts center and shops; and ○ A greenway & trail corridor along Railroad Avenue. 3) Residential rehabilitation including: <ul style="list-style-type: none"> ○ West End and Spring Lane neighborhoods ○ New mixed use (residential/office) development at Hillcrest Manor. Other features include traffic improvements: <ul style="list-style-type: none"> ○ All truck traffic (except local deliveries) diverted from Midland Avenue through industrial site.

Benefits:	<ul style="list-style-type: none">• Compatible reuse of the Crucible site• Strengthening of Main Street revitalization efforts• Blight reduction• Removal of heavy truck traffic from central business district
Constraints:	Former Crucible Site: Limited site access; no river access. Downtown areas: Multiple owners.



LEGEND

-  Existing Park
-  Buffer / Linear Park
-  Existing Industrial
-  Industrial Redevelopment
-  Light Manufacturing
-  Business Park
-  Mixed Use
-  New Parking Lot / Garage
-  Truck Access
-  Truck Route
-  Trail
-  Streetscape Improvements
-  Main Street District
-  Residential Rehabilitation

North

300 0 300 600

Scale: 1" = 300'

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UNION RIVER - UNITED STATES
BEAVER COUNTY
PENNSYLVANIA

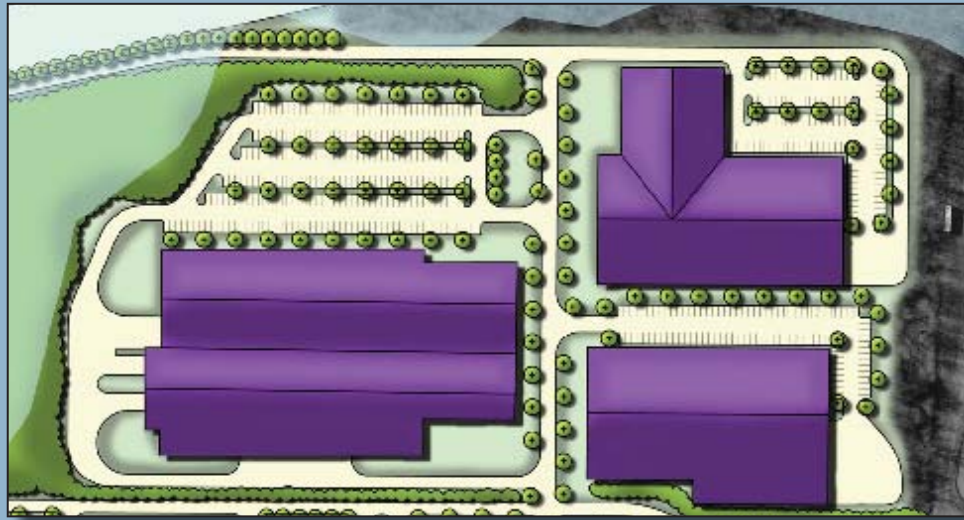
**Beaver County
Comprehensive Plan**

**Midland Borough
Target Economic Development Sites**

Brownfield Redevelopment and Business Park

Brownfield redevelopment at the former Crucible Steel site should take into consideration the site's proximity to residential neighborhoods and a redeveloping downtown commercial district. Site development should be compatible and use buffering between incompatible uses wherever possible.

In addition, the development should incorporate best practices to control stormwater run-off and reduce the heat island effect. These practices are described and depicted in the Big Beaver Concept Plan.



Landscaping Requirements for Non- Residential Uses

(a) Purpose. The purpose of this Section is to define the landscape requirements for nonresidential uses in order to:

- (1) Provide a quality environment throughout the business and industrial areas, which includes requirements for plantings in new and reuse developments to provide shade, beauty and environmental benefits (air quality, absorption of stormwater, prevention of soil erosion, etc.) to the community.
- (2) Improve the appearance and desirability of the business and industrial areas, to enhance property values and to promote economic development and reinvestment in the community.
- (3) Better define and control traffic patterns within parking areas and along streets, thus increasing safety. Curbing, trees, plantings and similar measures serve to delineate travel lanes from parking area and to provide a traffic calming effect in slowing traffic both on and off public streets.
- (4) Design improved and safer access within and between properties for pedestrians.
- (5) Provide effective noise, pollution and visual privacy buffers for residential properties adjacent to business or industrial developments.

Buffer Yard and Screening Requirements

The purpose of this Section is to set standards to buffer or screen incompatible uses in order to minimize negative impacts on neighboring properties.

(a) Buffer Yard Requirements. Where any major, minor or industrial nonresidential development borders a residential zoning district or use, or a public or private school or a church, buffer yard option A or B shall be required along the entire length of all abutting property lines. The buffer yard shall not be required within the future right-of-way of any street or in any location where it would interfere with the greenway and/or vehicle sight distance or safety.

(b) Buffer Yard Options

Buffer Yard Option A:

A 50 foot wide strip containing the following minimum planting specifications per each 100 feet of buffer yard length:
Three canopy trees + six ornamental trees + 20 evergreen trees (= 29 trees total) per 100 feet of buffer yard length.

Buffer Yard Option B:

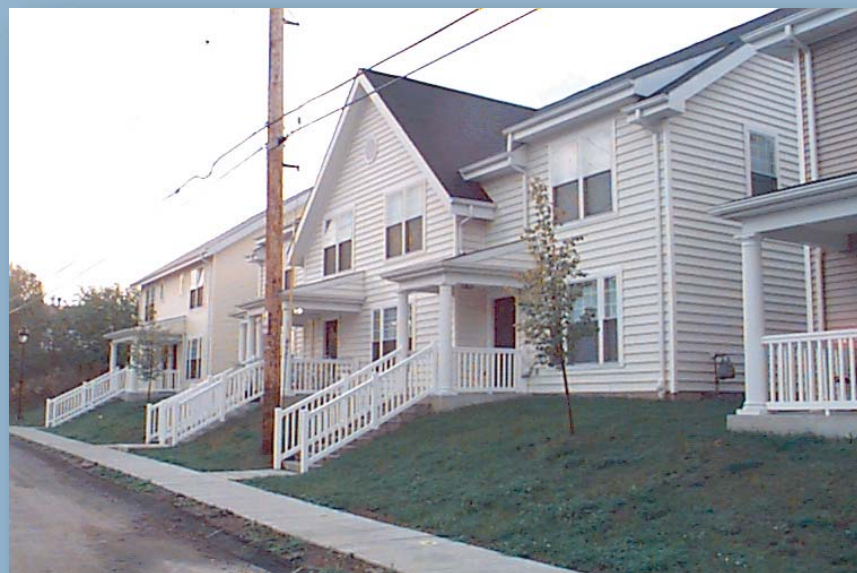
A 20 foot wide strip containing a masonry wall in accordance with City standards, of a minimum height of 6 feet or a solid evergreen hedge with a minimum height at time of planting of 6 feet located along the property line, plus the following plantings within the remainder of the 20 foot wide strip:
Three canopy trees + six ornamental trees + five evergreen trees (= 14 trees total) per 100 feet of buffer yard length

Excerpts from City of Hermitage Zoning Ordinance



Infill Housing

Improving residential neighborhoods like the West End and Spring Lane neighborhoods can be accomplished through rehabilitation and/or demolition and infill of substandard housing. New homes should be architecturally compatible with surrounding structures, similar in style, materials, height, and setbacks. Homes should incorporate features like front porches or stoops to encourage a sense of community.

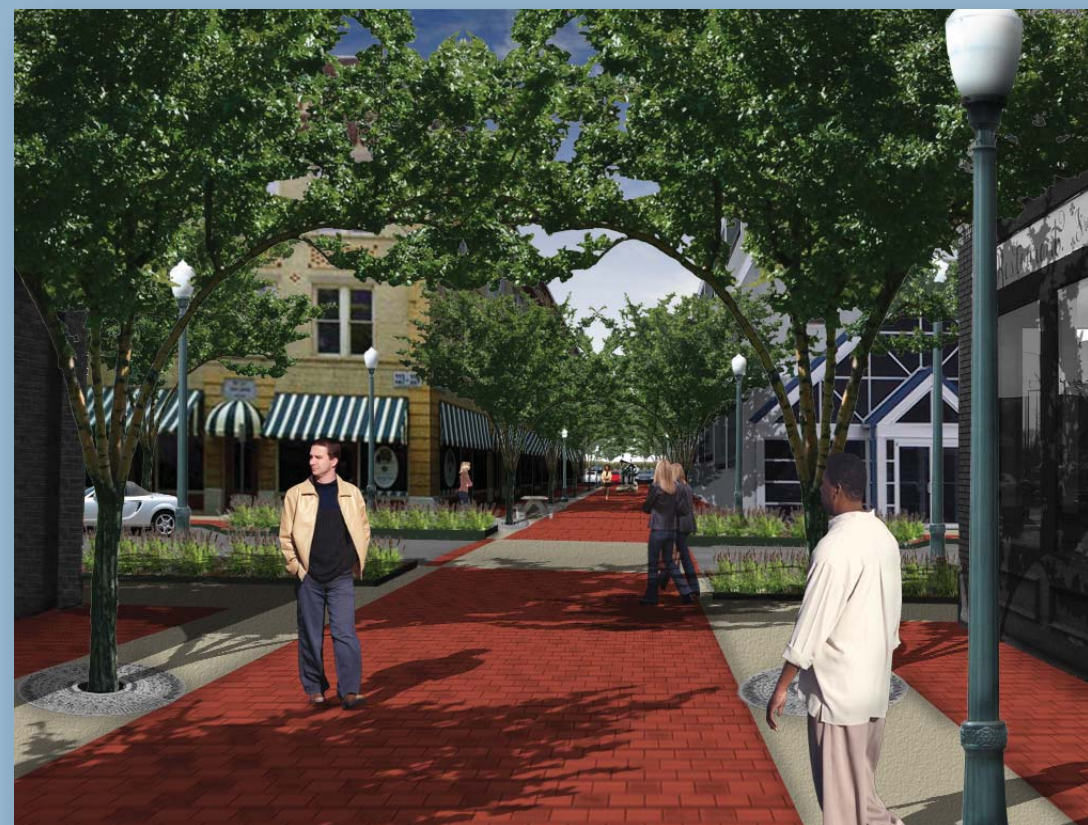


Circulation Improvements

Improving vehicular and pedestrian circulation through downtown Midland is an important objective of the concept plan. Truck traffic should be directed away from Midland Avenue to a new truck route through the industrial and business park. This would not include local deliveries to Main Street businesses. Directional signage would be installed on Midland Avenue.



In addition, the illustration below shows a corridor similar to what is envisioned for Railroad Avenue. Underutilized and dilapidated structures could be replaced with a multi-use trail, parking to the rear of Midland Avenue businesses, a parking garage, and landscaping.



ROCHESTER TARGET ECONOMIC DEVELOPMENT SITE (REGION 2)

This concept plan builds on two significant initiatives in the works in Rochester Borough – the Transit-Oriented Development (TOD) being advanced by Rochester Borough, Rochester Borough Development Corporation, and the BCTA and plans to redevelop riverfront property by a private developer. The site incorporates about 97 acres of downtown and riverfront property.

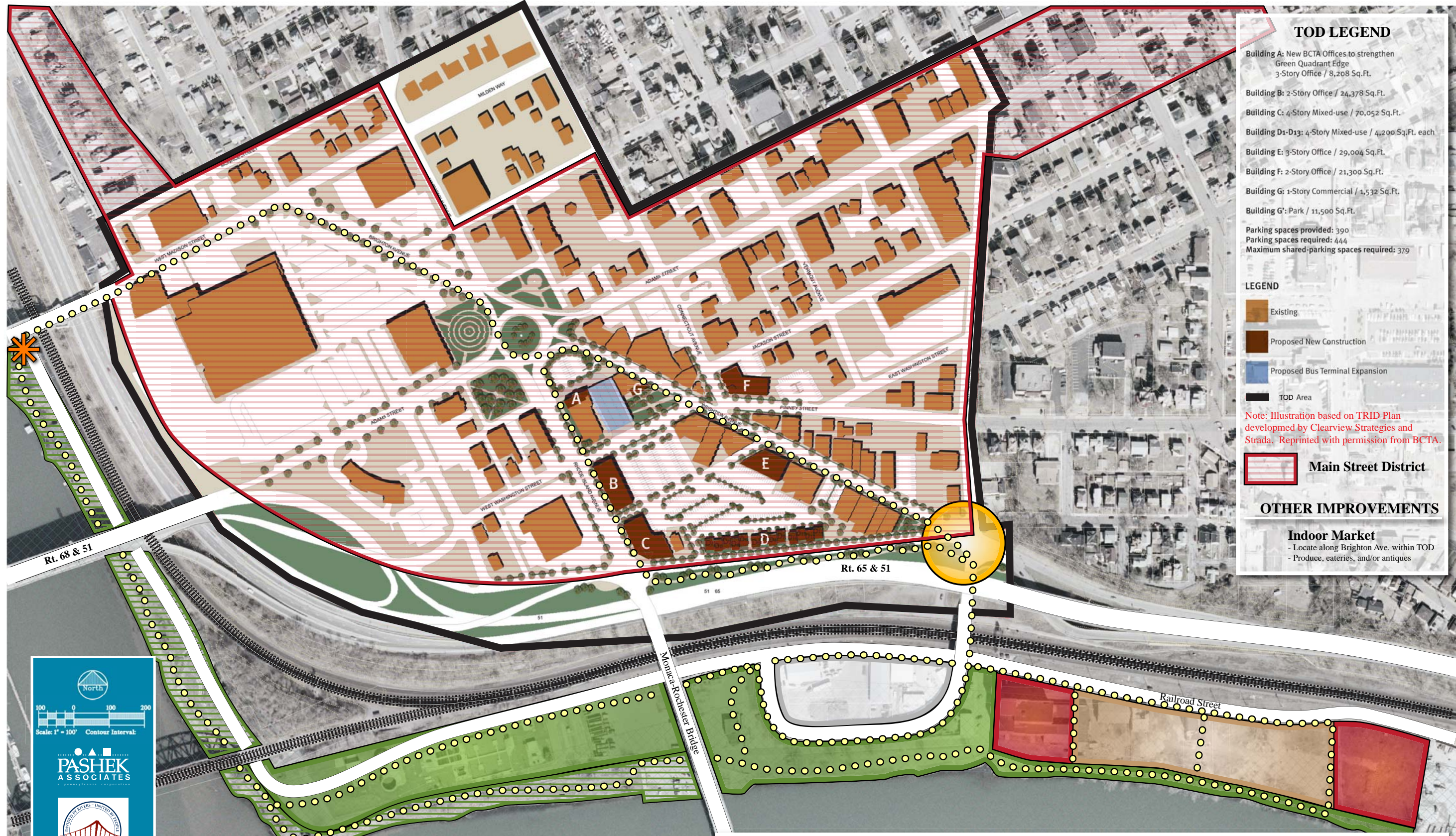
The Borough created a Steering Committee that involved many stakeholders in the community. The Steering Committee recently completed a TOD Study that was prepared with a grant obtained by the Borough of Rochester. The resulting TOD Plan proposes targeted downtown improvements centered around the Rochester Transportation Center. Key features of that plan include a traffic roundabout at the intersection of Brighton Avenue, Adams Street and Rhode Island Avenue; reconfigured parks; new commercial, office, and mixed use buildings; and relocation of parking primarily to the rear of buildings. The concept plan incorporates the TOD Plan prepared by Strada Architects in its entirety. This plan also suggests that the TOD include space for an indoor market that would create a unique destination to draw people into the downtown. This space could be designed to accommodate a variety of uses such as farmers’ markets, flea markets or antiques markets, thereby making it a year-round destination.

Redevelopment of the riverfront envisions expansion of Riverfront Park to include the area now occupied by the sewage treatment plant and several industrial uses. The expanded park could incorporate features proposed in the Master Plan previously prepared for the Borough, such as an amphitheater, overlooks, trails and vendors. The eastern part of the riverfront would be redeveloped as a combination of retail, office and residential uses. Because new retail at the riverfront is likely to compete with efforts to reinvigorate downtown businesses, it is recommended that the percentage of retail be kept to a minimum. Possible uses could include restaurants or recreational businesses that would benefit from proximity to the riverfront. Greater emphasis should be placed on offices and residential units that are enhanced by river views. Parking is proposed for the property enclosed by the ramp from the downtown.

Finally, the concept plan proposes that there be greater connectivity between the downtown and the riverfront. The main point of access to the riverfront is across a five-way intersection at the foot of Brighton Avenue. The plan notes that improvements at this intersection are needed to improve pedestrian and vehicle safety and mobility. These improvements would include crosswalks or an overpass, pedestrian signals, curb cuts and better sidewalks. A loop trail would connect the downtown to the riverfront. An ADA-compliant elevator/stairway from the Rochester-Bridgewater Bridge to Riverfront Park would create an alternate access point to Riverfront Park. Finally, a system of pedestrian paths and sidewalks is proposed throughout the riverfront site, linking the mixed use development and the park.

ROCHESTER BOROUGH TARGET ECONOMIC DEVELOPMENT SITE	
Location:	Downtown Rochester (Main Street and TOD Districts) Rochester Riverfront (Region 2)
Number of Acres:	TOD – 78.4 acres Riverfront – 18.7 acres TOTAL – 97.1 acres
Current Use(s):	Downtown: Commercial, Residential, Institutional, Transportation Riverfront: Industrial, Commercial, Park
Proposed Use(s):	Downtown: <ul style="list-style-type: none"> ● Transit Center Improvements and Future Expansion ● Infill Commercial & Housing Riverfront: <ul style="list-style-type: none"> ● Retail (2.6 acres) ● Mixed Use (office/residential) (3.3 acres) ● Parking (1.9 acres) ● Expansion of Riverfront Park (10.9 acres)

Current Zoning:	TOD District: C (Community Business), M (Mixed Use), R-3 (High-Density Residential) Riverfront: Special Use. Borough recently amended ordinance to make mixed use development a permitted use.
Changes Needed:	TOD District: Would need to amend to allow for mixed-use buildings as proposed by the TOD Plan. Investigate use of form-based zoning and/or commercial design standards. Riverfront: None.
Features:	<p>Downtown: This plan adopts the recently completed TOD Plan for downtown Rochester:</p> <ul style="list-style-type: none"> • Transit Center Renovations and Future Expansion • A roundabout improves circulation at the intersection of Brighton Ave, Rhode Island Ave and Adams Street and improves access to the Downtown. • Infill Development in the downtown includes new office, commercial and mixed use (retail/residential) buildings. • Most parking is moved to the interior of lots with increased capacity. • Future addition: indoor market to attract people into the downtown. Could accommodate farmers market, antiques market and other vendors at varying times. <p>Riverfront:</p> <ul style="list-style-type: none"> • Redevelop easternmost parcels as mixed use: retail, office & residential, taking advantage of river views. • Expand Riverfront Park into area currently occupied by wastewater treatment plant. • Create new parking in area surrounded by overpass. <p>Connectivity:</p> <ul style="list-style-type: none"> • Develop a loop trail connecting downtown to riverfront. • Improve intersection at foot of Brighton Ave with crosswalks, curb cuts and better signalization. • Create pedestrian walkway on outer side of overpass. • Develop stairs/elevator access from Rochester-Bridgewater bridge to park.
Benefits:	<ul style="list-style-type: none"> • Links transit improvements with downtown revitalization • Creates a new downtown destination (market) that builds on the “local foods” movement and the existing antiques business. • Improves connection between downtown and the riverfront • Provides increased public park land and public riverfront access.
Constraints:	<ul style="list-style-type: none"> • Much of riverfront lies within the 100-year floodplain • Riverfront retail will compete with downtown revitalization efforts. Heavier emphasis should be on office and residential uses (which also benefit from views). • There is only one means of car/truck access to the riverfront (plus one emergency exit across railroad tracks). • The intersection at the foot of Brighton Ave is heavily trafficked and should be further studied to determine best means of providing safe pedestrian/bike access. • Continued presence of scrap metal yard diminishes the appeal and value of the site. Heavy truck traffic presents safety issues.



TOD LEGEND

- Building A: New BCTA Offices to strengthen Green Quadrant Edge
3-Story Office / 8,208 Sq.Ft.
- Building B: 2-Story Office / 24,378 Sq.Ft.
- Building C: 4-Story Mixed-use / 70,052 Sq.Ft.
- Building D1-D13: 4-Story Mixed-use / 4,200 Sq.Ft. each
- Building E: 3-Story Office / 29,004 Sq.Ft.
- Building F: 2-Story Office / 21,300 Sq.Ft.
- Building G: 1-Story Commercial / 4,532 Sq.Ft.
- Building G': Park / 11,500 Sq.Ft.
- Parking spaces provided: 390
Parking spaces required: 444
Maximum shared-parking spaces required: 379

LEGEND

- Existing
- Proposed New Construction
- Proposed Bus Terminal Expansion
- TOD Area

Note: Illustration based on TRID Plan developed by Clearview Strategies and Strada. Reprinted with permission from BCTA.

Main Street District

OTHER IMPROVEMENTS

Indoor Market

- Locate along Brighton Ave. within TOD
- Produce, eateries, and/or antiques

North

Scale: 1" = 100' Contour Interval:

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BEAVER COUNTY
PA

Beaver County Comprehensive Plan

Rochester Borough Target Economic Development Sites

RIVERFRONT LEGEND

- Existing Riverfront Park
- Riverfront Park / Open Space
- Trails, amphitheater, vendors
- Connections to existing park, surrounding development, and downtown
- Retail
- Take advantage of river views
- Parking facing Railroad Street
- Mixed Use
- Apartments or condos and office
- Take advantage of river views
- Parking facing Railroad Street
- Parking
- Intersection Improvements
- Crosswalks, pedestrian signals, curb cuts, and sidewalks
- Stairs and/or Elevator
- Pedestrian connection between Rochester Bridgewater Bridge and the Park.
- Trails
- Loop trail connects downtown with the riverfront
- Trails and sidewalks connect retail and residential to the Park
- Use signs and enhance pedestrian amenities

Connectivity

Creating improved access between downtown Rochester and the riverfront is a goal of the redevelopment plan. The two sites are currently separated by a set of railroad tracks and Routes 65 and 51. Access from the foot of Brighton Avenue requires crossing a five-way intersection. The photo-simulation shown below illustrates the types of improvements that should be made to enhance pedestrian mobility and safety. These include more visible crosswalks, improved signalization and directional signage.

Another strategy would be construction of an overpass that would take pedestrians and cyclists over the intersection and connect to the ramp to the riverfront. Examples shown below include the overpass to Washington's Landing (Herr's Island) and the pedestrian/bicycle connector to the Hot Metal Bridge in Oakland.



Before



After

Commercial infill

The Transit-Oriented Development Plan calls for infill development in several areas of the downtown. The illustration above shows how a typical substandard building can be transformed into attractive storefront. The new building maintains the scale and style of the urban landscape and is set against the sidewalk. The inclusion of large windows creates an inviting façade that is appealing to pedestrians. Other features include well-designed lighting and signage as well as the additional of street trees.

FORMER LTV TARGET ECONOMIC DEVELOPMENT SITE (REGION 3)

This site is comprised primarily of the brownfield sites formerly occupied by LTV Steel located along the Ohio River in the City of Aliquippa, Hopewell Township, Center Township and the Borough of Monaca. The largest of the target economic development sites, it covers approximately 566 acres. Nearly half of the site is in use for industrial, light manufacturing and distribution purposes (251 acres) and institutional uses (16 acres). The undeveloped parcels are owned by three landowners: the Corporation for Economic Development; Bet-Tech International; and Aliquippa Tin Mill L.P., a joint venture between CED and C.J. Betters Enterprises. Most of these parcels still need environmental cleanup and utilities.

The concept plan proposes that most of the available land south of the West Aliquippa neighborhood (139 acres) be redeveloped for industrial purposes. This would allow for heavy industry, but also permit lower intensity light manufacturing, warehousing and distribution uses. The parcels east and north of West Aliquippa (141 acres) are designated as a business park. These parcels surround the existing Beaver County Jail. Potential uses in this area include offices, other institutional uses, as well as private recreational businesses like a marina. A small area south of Monaca would also be redeveloped for industrial uses, extending the existing industrial area.

The plan also proposes that property be set aside as park or buffer where feasible. The City of Aliquippa has expressed a desire to create public access to the Ohio River. Therefore, the Plan shows a corridor of open space along an existing culvert leading from the tunnel under Route 51 to the river. It also creates a small area of parkland along the riverfront with an observation point. Because this land is privately owned, the City would have to negotiate with the landowners to acquire this property. A small planted buffer is also recommended screening the West Aliquippa neighborhood from the industrial development surrounding it.

A new Ohio River crossing is proposed connecting Route 65 to Route 51, with ramp access to the site. The location and configuration of the bridge are depicted in the New Bridge Access Site Plan. The location approximates Alternate 1B from a previous PennDOT plan for the Ambridge/Aliquippa Bridge project. This new crossing would connect to Route 65 at Baden (using an existing overpass over the railroad tracks) and to Route 51 at the West Aliquippa overpass. This crossing would provide an alternate access point to the site.

In addition, the concept plan incorporates plans currently being developed to relocate Bike Route A from Route 51 to the former LTV site. The trail would follow the main road through the site. Opportunities to create loops toward the river can be explored. This trail would form a portion of a larger trail network linking to the Montour Trail in Allegheny County and the Columbiana Trail in eastern Ohio.

Finally, this concept plan incorporates and supports two ongoing efforts to improve downtown Aliquippa. The first is the Main Street District along Franklin Avenue and the work being done to improve the downtown business district through streetscape improvements, business development and the like. The second is the City of Aliquippa's ongoing revitalization plan for lower Franklin Avenue. Because the plan is in its early stages, our concept plan only shows the boundaries of the subject area. Preliminary plans show several redevelopment options incorporating new commercial and mixed use buildings, residential buildings, street access, and landscaped areas.

FORMER LTV TARGET ECONOMIC DEVELOPMENT SITE	
Location:	Brownfield sites along west bank of the Ohio River, City of Aliquippa, Hopewell Twp, Center Twp, and Monaca Bor. (Region 3)
Number of Acres:	566 acres
Current Use(s):	<ul style="list-style-type: none"> • Industrial; light manufacturing and distribution (251 acres) • Institutional (jail) (16 acres)

Proposed Use(s):	<ul style="list-style-type: none"> • New industrial (149 acres) • Business park (141 acres) • Open space/park/public river access (9 acres)
Current Zoning:	<p>Aliquippa: Industrial w/ Riverfront Resource Overlay Hopewell: Riverfront Industrial Center: Industrial Monaca: Riverfront Business Park</p>
Changes Needed:	None.
Features:	<ul style="list-style-type: none"> • New Industrial redevelopment in and around existing heavy industrial uses. • Business park east and north of West Aliquippa (surrounding the jail) with possible marina or other entertainment uses. • Public riverfront access along existing culvert opposite tunnel from downtown Aliquippa; riverfront park • Green buffers separating industrial uses from West Aliquippa neighborhood • Trail connection along public right-of-way with potential for loops with river views • New river crossing with ramp access to the site (future)
Benefits:	<ul style="list-style-type: none"> • Productive re-use of brownfield site • Improved access to the site (currently limited to the tunnel in the south and from West Aliquippa in the north) • Supports City of Aliquippa’s revitalization plans for lower Franklin Avenue • Connection of downtown to the riverfront • Removal of Bike Route A from Route 51 • Direct connection between Route 65 and Route 51
Constraints:	<ul style="list-style-type: none"> • Additional environmental cleanup needed in some areas • Potential conflicts between heavy industrial uses and recreational uses (park; trail) • New river crossing has been studied, but is not planned for funding (not included in the TIP)

LEGEND

-  Existing Institutional
-  Green Space / Buffer
 - Public water access
 - Trail Access
-  Existing Industrial
-  Industrial Redevelopment
-  Business Park
-  New Bridge Access
-  Trail
-  City of Aliquippa Revitalization Plan
-  Main Street District
-  Overlook

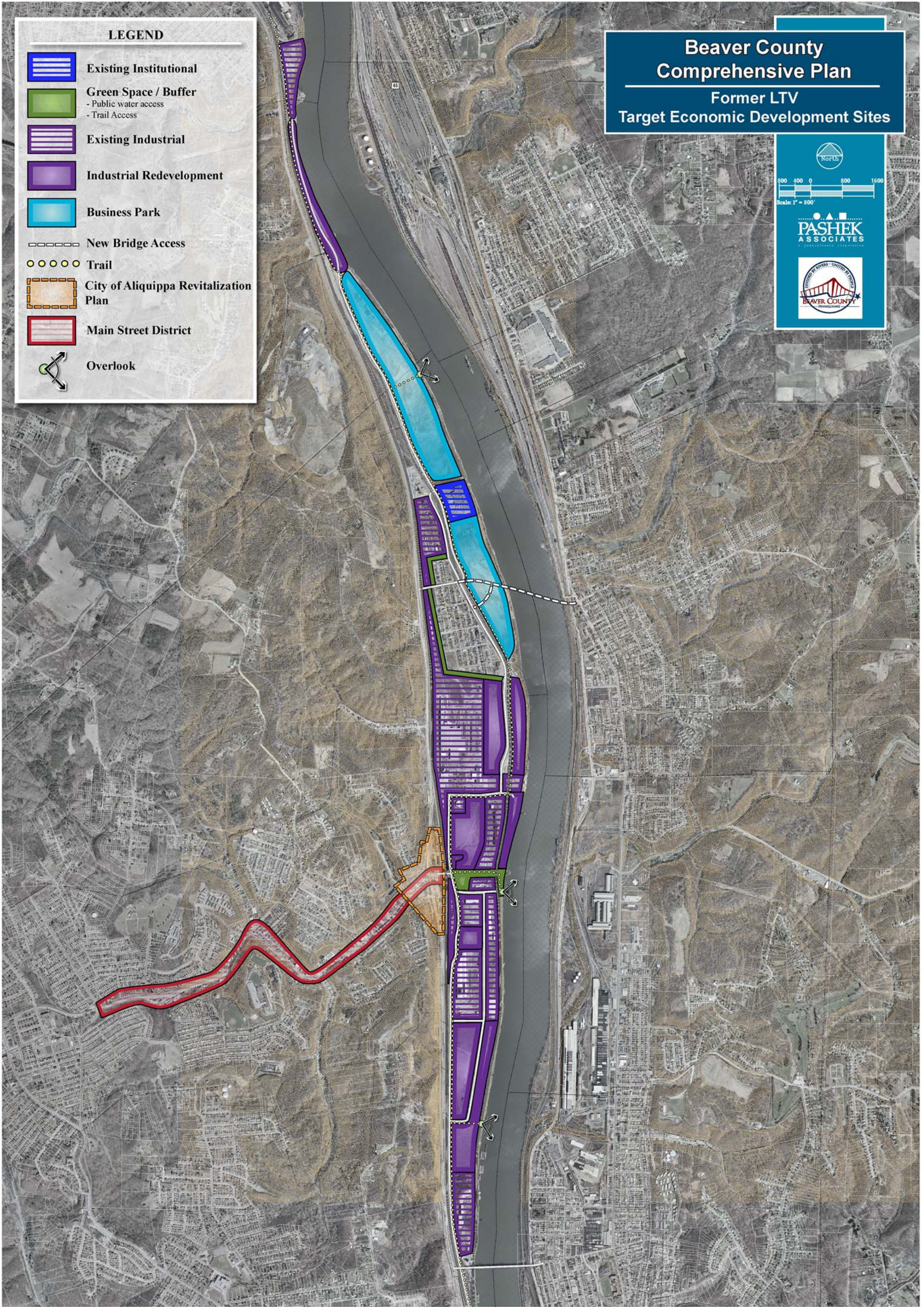
**Beaver County
Comprehensive Plan**
Former LTV
Target Economic Development Sites

North

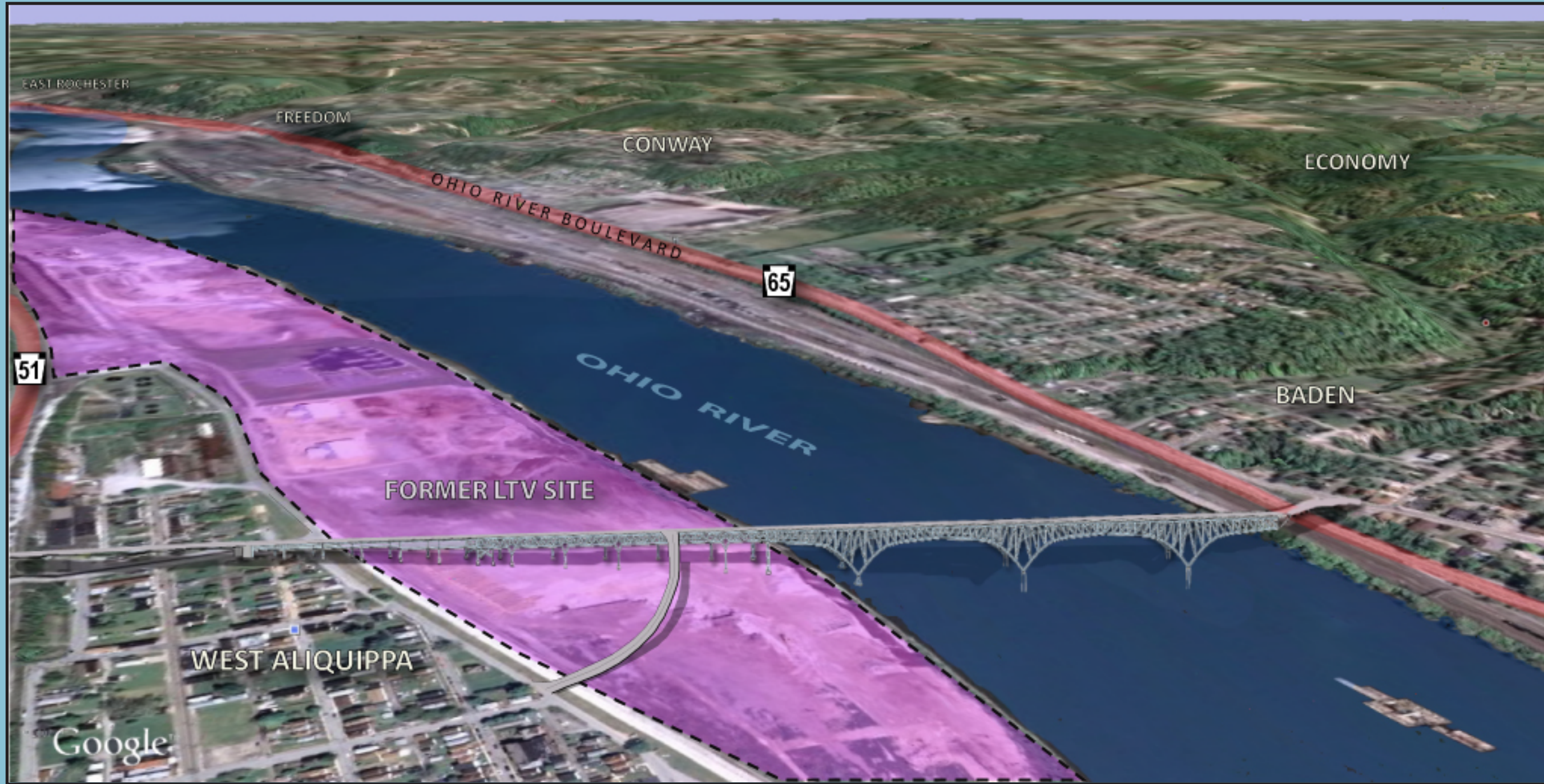


Scale: 1" = 800'

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New Bridge
Access
Site Plan



New Bridge Access Site Plan

The concept plan depicts an additional entry to the site. The improved access is part of a proposed new river crossing that would create a direct connection between Route 65 at Baden to Route 51 at West Aliquippa. A ramp from the bridge would carry traffic to the main connector road on the site. To provide efficient and safe access, a traffic signal and turning lane would be installed on the bridge at the ramp. Similar ramp designs can be seen leading to the Waterfront in Homestead and Washington's Landing on Herr's Island.

Brownfield Redevelopment

The former LTV site in Aliquippa, Center, Hopewell and Monaca provides opportunities for industrial, business park, recreation and greenway uses. The redevelopment of this site is extremely important to Beaver County's economy, ecological environment, and social environment. The example shown below details the redevelopment of a brownfield site that is very similar to the LTV site. This plan demonstrates good design principles to follow as part of the LTV site's redevelopment. These principles will not only help create an attractive development that is oriented towards the river and connected to recreational activities, but also one that is environmentally sensitive.



- Create an attractive entrance with signage and landscaping.
- Orient industrial and office buildings towards the river.
- Require trees and other landscaping along access roads and in parking lots to break up large expanses of asphalt and reduce the heat island effect.
- Install stormwater swales to filter pollutants and reduce stormwater runoff.
- Wherever possible, create access to river views with trail spurs and overlooks.



Screening and Planting Islands

Screening is used to block views of visually unattractive objects, structures, or areas. Screens include fencing or vegetation and can be low to the ground or higher depending on what needs to be screened. Parking lots, especially when located next to a major road, can be visually unattractive. The bottom photo shows how a low hedge is used to help screen views of a parking area. In other cases, such as in the top photo, screens are used to soften and hide large buildings located across the street from residential properties.

Planting islands increase the visual appearance by breaking up and softening large expanses of asphalt. They can also help screen parking from the road.





ORTC
Ohio River Trail Council

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Ohio River Trail Council

Joining communities through fitness and recreation.

Beaver County Comprehensive Plan

Target Economic Development Sites

Former LTV Site Design Principles and Best Practices

Trail Development

Best Practices



Trail, Trail Access, and Overlooks

Accommodating cyclists within an industrial site and business park will require careful design to ensure the routes are well marked and separated from the road right-of way when possible. Where routes converge, clearly designated bike lanes and signage should be used to alert drivers that they must share the road with cyclists.

To take advantage of views over the Ohio River, the concept plan proposes a series of overlooks. These may consist of simple grassy areas or structures built out over the bluff, as depicted above.

CENTER-POTTER TARGET ECONOMIC DEVELOPMENT SITE (REGION 3)

Center and Potter Townships are working cooperatively to plan development for this site at the I-376 and Route 18 interchange. The property covers about 230 acres between the interchange and the Beaver Valley Mall. It is primarily undeveloped, but has access to all utilities. The land is owned by two entities, Beaver Valley Limited (the owner of the mall) and Castlebrook, a private developer.

The concept plan proposes a mix of uses that complement and support the existing mall. About 37 acres are designated for retail uses. These parcels are closest to the mall property. Small service retail is suggested near the residential areas. The plan also proposes redevelopment of an existing mall parcel near the entrance of the development that contains several abandoned stores. A hotel and small convention center could occupy 15 acres closest to the interchange. This would consist of a full-service hotel connected to a facility with meeting and exhibition space. Other uses include a small business park (18 acres) and townhomes, condos and/or apartments (9 acres). These uses are set closer to the river to take advantage of views. Nearly 2/3 of the site (151 acres) remains undeveloped to protect steep slopes, wetlands, drainageways and viewsheds.

The plan includes sidewalks and trails to promote pedestrian mobility as well as three designated transit stops. It also encourages interconnections between internal circulation roads and roads on the mall property.

A detailed site plan depicts the potential layout of the lower portion of the site close to Route 18. This plan shows how the hotel/convention center, business park, retail uses, and associated parking could be configured on the buildable portion of the site. Trails, sidewalks, a transit stop and landscaping are also shown.

CENTER/POTTER TARGET ECONOMIC DEVELOPMENT SITE	
Location:	Intersection of I-376 and Route 18, Center and Potter Townships (Region 3)
Number of Acres:	230 acres
Current Use(s):	Mostly undeveloped. Small area occupied by Beaver County Humane Society.
Proposed Use(s):	<ul style="list-style-type: none"> ● Retail (37 acres) ● Hotel & Convention Center (15 acres) ● Business Park (18 acres) ● MF Residential (Condos/apartments & townhomes) (9 acres) ● Open space/park (151 acres)
Current Zoning:	Center – C4 (Transitional District – Mixed Use); C2 (existing mall) Potter - Industrial
Changes Needed:	Center – no. Potter – yes. It is currently working to create a mixed use district that will mirror Center’s.
Features:	<p>This plan features a mixed-use development:</p> <ul style="list-style-type: none"> ● Retail uses are located on parcels closest to the mall. One mall parcel (vacant stores) is designated for redevelopment. ● A small hotel and convention center is situated close to the interchange. ● Business park and multi-family housing take advantage of river views. ● Sidewalks, crosswalks, and transit stops are included to provide for pedestrian accessibility. ● Steep slopes and wetland areas are buffered and preserved. Buffers contain walking trails.

Benefits:	This development builds on the existing retail center, but adds residential, office and hotel uses that help support retail uses.
Constraints:	<ul style="list-style-type: none">• Forested steep slopes, viewsheds & wetlands limit the buildable area and should be preserved.• Some adjacent retail buildings are empty and backs of buildings face the development site. They are under separate ownership.• New road access is separate from existing mall circulation roads. Connections are needed.

Beaver County Comprehensive Plan

Center and Potter Townships Target Economic Development Sites

North

Scale: 1" = 200' Contour Interval:

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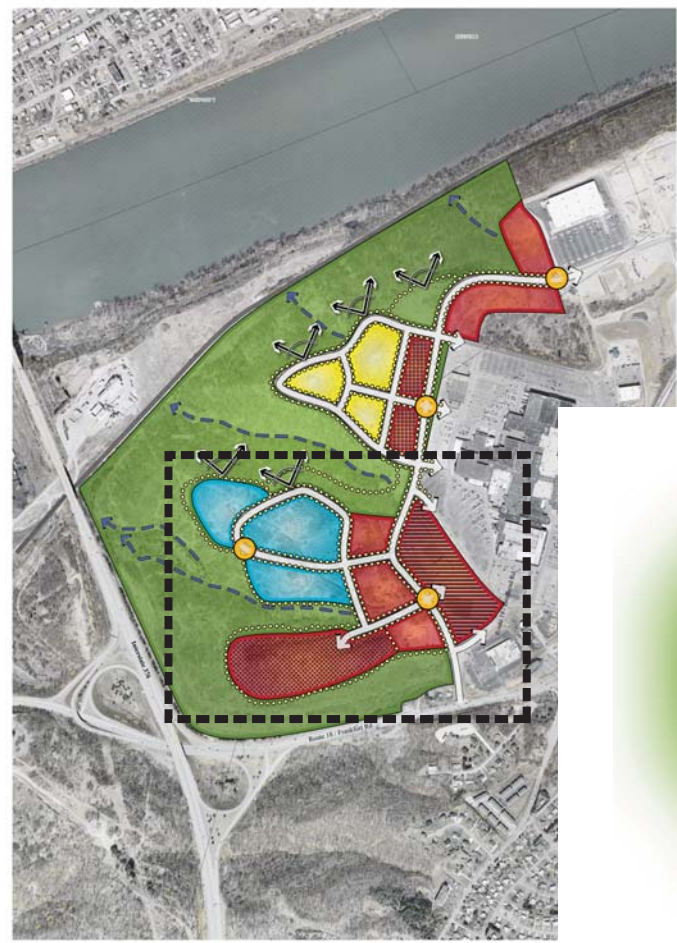


LEGEND

- Park / Sensitive Environmental Area**
- Retail**
- Retail Redevelopment**
- Small Service Retail**
- Small Convention Center**
- Meeting and exhibit space
- Hotel
- Business Park**
- Shared parking located in rear or side
- Views of the River
- Multi-Family Residential**
- Two- to three story apartments, condos, and townhouses
- Rear alley access and parking
- Views of the River
- Public Transit Stops**
- Pedestrian / Bicycle Circulation**
- Sidewalks, crosswalks, and trails
- Connect all land uses
- Natural Drainage Ways**
- Views**

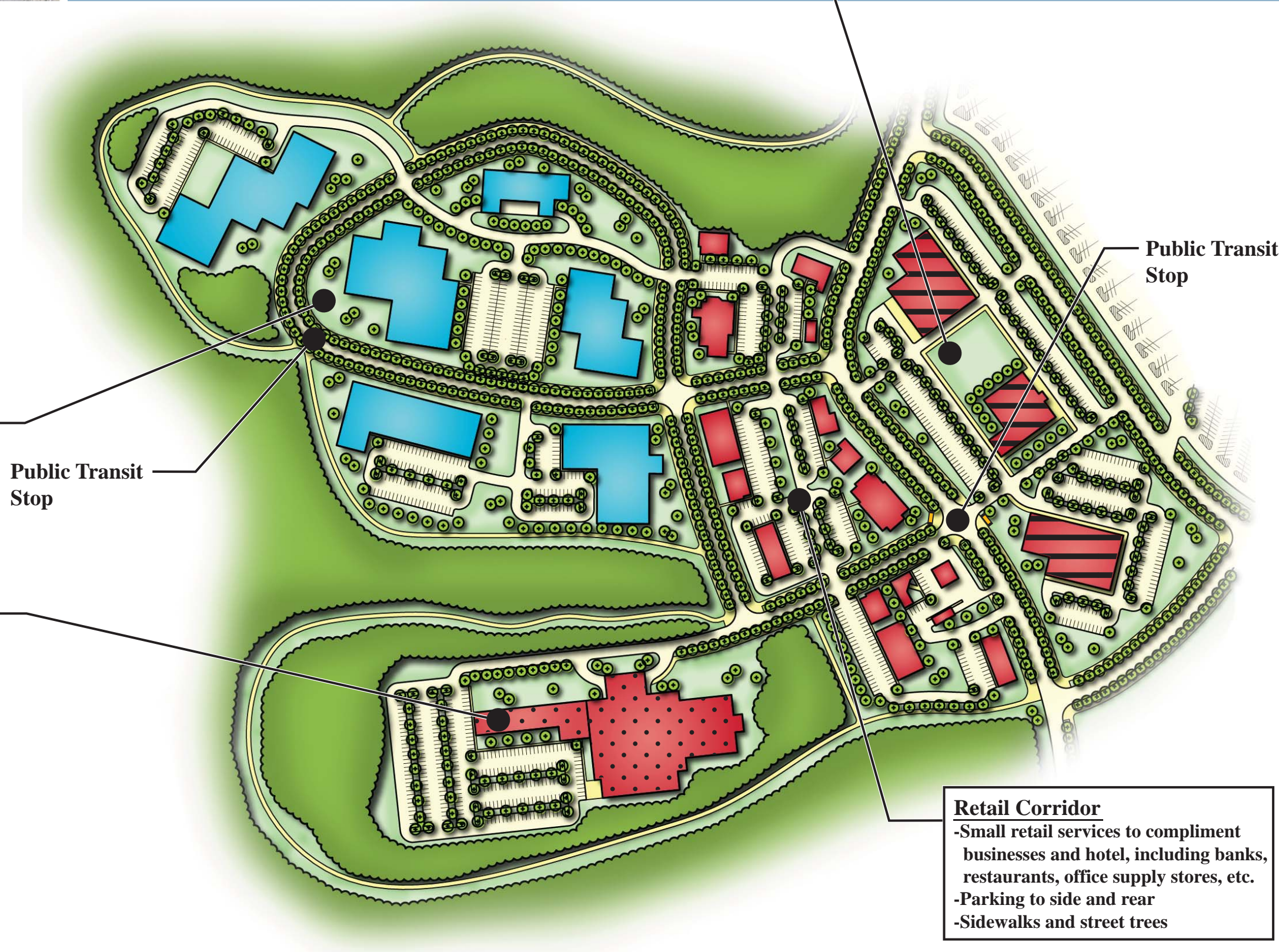
OTHER IMPROVEMENTS

- Landscaped Median**
- Between mall property and new road
- Soften existing mall parking



Retail Redevelopment

- Redesign vacant commercial properties to transition between mall and new development
- Improve facades facing new development
- Buffer parking lots from street
- Add sidewalks, landscaping, and street trees



Business Park

- New office buildings
- Parking to the side or rear
- Sidewalks and trails
- Landscaping and street trees

Public Transit Stop

Convention Center and Hotel

- Facilities for meetings and events
- Ample parking with landscaped medians
- Walking trail

Public Transit Stop

Retail Corridor

- Small retail services to compliment businesses and hotel, including banks, restaurants, office supply stores, etc.
- Parking to side and rear
- Sidewalks and street trees



Transit, Pedestrian, and Bicycle Improvements

In order to encourage transit and multi-modal transportation, it is important to provide the improvements to make transit, pedestrian, and bicycle use appealing to potential users. This example, in State College, Pennsylvania, serves as a best practice model of intergrating transit, pedestrian, and bicycle uses with one another within a retail and commerical development. This internal network is connected to the surrounding neighborhood and community through a shared use path that parallels State Business Route 322 through the heart of this district.



Multi-family Development

The plan includes the addition of multi-family housing (townhomes, apartments and/or condominiums) that would take advantage of the proximity to shops and services as well as views across the river. The examples below show well-designed, pedestrian-oriented multi-family housing developments in the Pittsburgh Region: townhomes from Summerset at Frick Park and apartments at the Waterfront in Munhall. Homes have small front yards and are set close to the sidewalk. Parking is on-street or to the rear. Street trees and grassy medians soften the landscape.



Statement of Compatibility

Sound land use planning cannot be conducted in a vacuum. The County's goals and future development plans need to be viewed within a larger context to ensure that development patterns are consistent with regional patterns as well as statewide goals. This section evaluates the compatibility of the proposed future land use plan with 1) land uses in surrounding Counties; and 2) the Keystone Principles.

REGIONAL COMPATIBILITY

Every effort was made to consider existing land uses and plans in surrounding counties when developing the Future Land Use Plan. For the most part, proposed new development in Beaver County is limited and most efforts are focused on redevelopment of existing places. Redevelopment of former industrial sites along the Ohio River is consistent with redevelopment patterns in adjacent Allegheny County communities. Similarly, improvements to the I-376 corridor and its interchanges dovetail with Allegheny County's efforts to develop the airport corridor.

Growth in neighboring Butler County was considered when recommending that the primary areas for new residential growth be targeted in the eastern part of the County. Moreover, the plan proposes a better transportation connection between these growth areas along Freedom-Crider Road. This is compatible with similar efforts in Cranberry Township to improve mobility along Freedom Road.

Proposed development in the northern part of Beaver County is limited. Like Lawrence County, growth in Beaver County is projected along the I-376 and Route 18 corridors. Otherwise, most land is designated as Rural Resource Area, allowing for low density development consistent with the predominantly agricultural and forested land uses across Beaver County's northern border.

Finally, no new substantial growth is proposed near Beaver County's southern and western borders shared with Washington County; Columbiana County, Ohio; and Hancock County, West Virginia. The Future Land Use Map designates these areas as Rural Resource Areas, focused on preservation of natural and agricultural resources and low density, predominantly residential development. Similarly, Beaver County's southern and western neighbors have no plans to develop areas close to Beaver County in the foreseeable future. These areas are characterized by farmland, parks and recreation land, and wildlife management areas.

CONSISTENCY WITH THE COMMONWEALTH'S KEYSTONE PRINCIPLES

The County's goal and plans for future land use also reflect the Keystone Principles which were adopted by the Commonwealth to guide growth and promote conservation.

- **Redevelop First.** The Future Land Use Plan stresses redevelopment over new development. It supports revitalization of existing downtowns and limits new commercial expansion to a few areas in close proximity to existing commercial centers. It focuses on rehabilitation of existing residential neighborhoods rather than continued expansion of housing into undeveloped areas. And it targets abandoned or underutilized industrial sites for various types of reuse (industrial; mixed use; recreational).
- **Provide Efficient Infrastructure.** The Plan recommends that existing roads be upgraded to create better mobility between population centers and major destinations. This includes a significant upgrade to provide for improved east-west travel between high-growth communities and the Pittsburgh International Airport. In the few areas where new growth is targeted, the plan proposes transportation improvements to create better access, including public transit improvements, bike trails and pedestrian connections. New

development is limited to areas with water and sewer infrastructure or those where service can be easily extended.

- **Concentrate Development.** For the most part, the Plan focuses development in or adjacent to existing communities. Housing rehabilitation or infill is proposed in older communities. Where new development is planned, its footprint is limited and located in areas with or directly adjacent to public water and sewer.
- **Increase Job Opportunities.** A major focus of the Plan is to develop/redevelop land for uses that create jobs. Downtown revitalization seeks to support employment by local small businesses. “Brownfield” sites are targeted for primarily industrial or business commercial uses. Efforts have been made to designate more sites for uses that provide high-paying, skilled jobs rather than lower-wage service and retail jobs.
- **Foster Sustainable Businesses.** The Plan advocates attracting sustainable businesses to its development and redevelopment sites. This includes attracting new businesses that are end users of materials manufactured by existing businesses to reduce transportation and energy consumption. Promotion of renewable energy initiatives, like small hydropower, may boost the County’s economic opportunities. The Plan also advocates preservation of agricultural and rural lands that support important natural resource-based businesses like farming, responsible forestry, fishing, recreation and tourism. The Plan’s focus on reuse of existing places with infrastructure promotes economic development that is compact, energy efficient and conserves resources.
- **Restore and Enhance the Environment.** The Plan proposes cleanup and reuse of brownfield sites. Revegetation, use of porous pavements, and buffering of rivers and streams will help reduce erosion, water pollution, stormwater runoff, and other environmental impacts. In addition, designation of rural resource areas will encourage low-impact development in the areas where the County wants to conserve important agricultural and natural resources. The environment will also be enhanced by the creation of conservation greenway corridors, which were proposed by the Beaver County Greenways and Trails Plan and are incorporated into this Plan.
- **Enhance Recreational and Heritage Resources.** The County’s ongoing commitment to improving its recreational amenities is supported by this Plan. It incorporates the recommendations of the County’s Comprehensive Parks, Recreation and Open Space Plan, its Greenways and Trails Plan and the Parks Master Plans. Moreover, this Plan promotes opportunities to create and strengthen access to the County’s rivers wherever possible. The Plan’s focus on redeveloping existing places also bolsters support for its historic and cultural resources.
- **Expand Housing Opportunities.** The Plan recommends that a wide variety of housing be created to meet the needs of all residents. It targets older neighborhoods with quality housing stock for rehabilitation or for demolition and construction of infill housing. These neighborhoods are close to jobs, public transit, services, schools and other existing infrastructure. The Plan also identifies limited new areas in the high growth corridor where new housing is appropriate. It advocates support for building or improving housing for the elderly and disadvantaged populations.
- **Plan Regionally; Implement Locally.** This Plan promotes a regional vision. It has been developed with broad public participation as well as attention to local planning efforts. However, realization of this Plan cannot occur without collaboration between the County and its municipal partners. The County is committed to partnering with municipalities to provide education and technical assistance needed to achieve this vision at the local level.
- **Be fair.** This Plan is equitable. It distributes development and conservation areas among the three planning regions. It allocates target economic development sites among urban, suburban and rural communities and in disadvantaged as well as more affluent municipalities. In short, this Plan strives to provide all residents with a share of the County’s future prosperity.

SECTION III –
The Action Program

Introduction

Section III answers the question “How do we get there?” by creating an action program for implementation. It begins by setting forth recommendations to address the following issues identified by Beaver County:

- Recommendations regarding present and future roles of County public and private for-profit and non profit economic development entities, as well as a strategy for prioritization of projects.
- A strategy on effective intergovernmental cooperation and support for multi-municipal, county and local government planning and implementation; and
- Strategies for examining alternative energy sources

This Section also includes specific strategies for achieving the vision, goals, and objectives that were developed for each of the following planning elements:

- Land Use (including Agriculture)
- Housing
- Economic Development
- Transportation
- Public Facilities and Utilities
- Community Facilities and Services
- Historic Sites and Preservation
- Environmental Features
- Parks and Recreation

The action program serves as a guide for municipal officials, local agencies and other parties responsible for carrying out the plan. The detailed tables list specific strategies, priorities, lead and participating parties, and potential funding sources. The following definitions aid in interpreting the action plan:

- Strategy: A plan of action intended to reach a specific goal.
- Priority: A classification of each strategy based on time sensitivity for taking action:
 - Immediate (I) = with the first year
 - High (H) = 1 to 3 years
 - Moderate (M) = 4 to 7 years
 - Low (L) = 8 to 10 years
 - Ongoing (O) = strategies requiring continuous implementation
- Lead and Participating Parties: Those agencies, organizations, or public entities responsible for taking action.
- Potential Funding Source: Agencies that support the action to be taken.

A key component of the action program is the identification of potential funding sources that are available to conduct particular plan strategies, when available. Technical and financial assistance is available from county and state programs, as well as non-profits and foundations. In most instances, municipal matching funds are required for grant funding. **Appendix 10** includes a reference list of Funding and Technical Assistance Resources that the lead and participating parties can use to seek funds and technical assistance for plan implementation.

Economic Development Structure and Prioritization

This Section puts forward a Plan regarding the future roles of County economic development entities and a strategy for prioritization of development projects. A well-coordinated structure will facilitate the advancement of the target economic development sites and other key initiatives the County seeks to move forward.

Currently, economic development is handled by various County entities as well as the County’s 54 individual municipalities. One of the Plan’s primary recommendations is the establishment of an Economic Growth Commission (EGC), an entity that would bring together all parties to share information and discuss priorities for economic development projects of County-wide significance. By working together to advance projects, the County will be better positioned to secure scarce grant funds. In addition, the EGC would coordinate the County’s marketing activities. (see Strategies D-7A, D-8A, D-8B, D-9A, and D-9B, below).

The EGC would be made up of eleven (11) voting members appointed by the County Commissioners. Voting members would represent County organizations with significant decision-making and fiscal authority in County-wide economic development activities. Advisory members would attend meetings to provide feedback and share specific expertise. The proposed structure of the EGC is illustrated in Figure 3-1, whereas its functions are depicted in Figures 3-2 and 3-3.

Figure 3-1

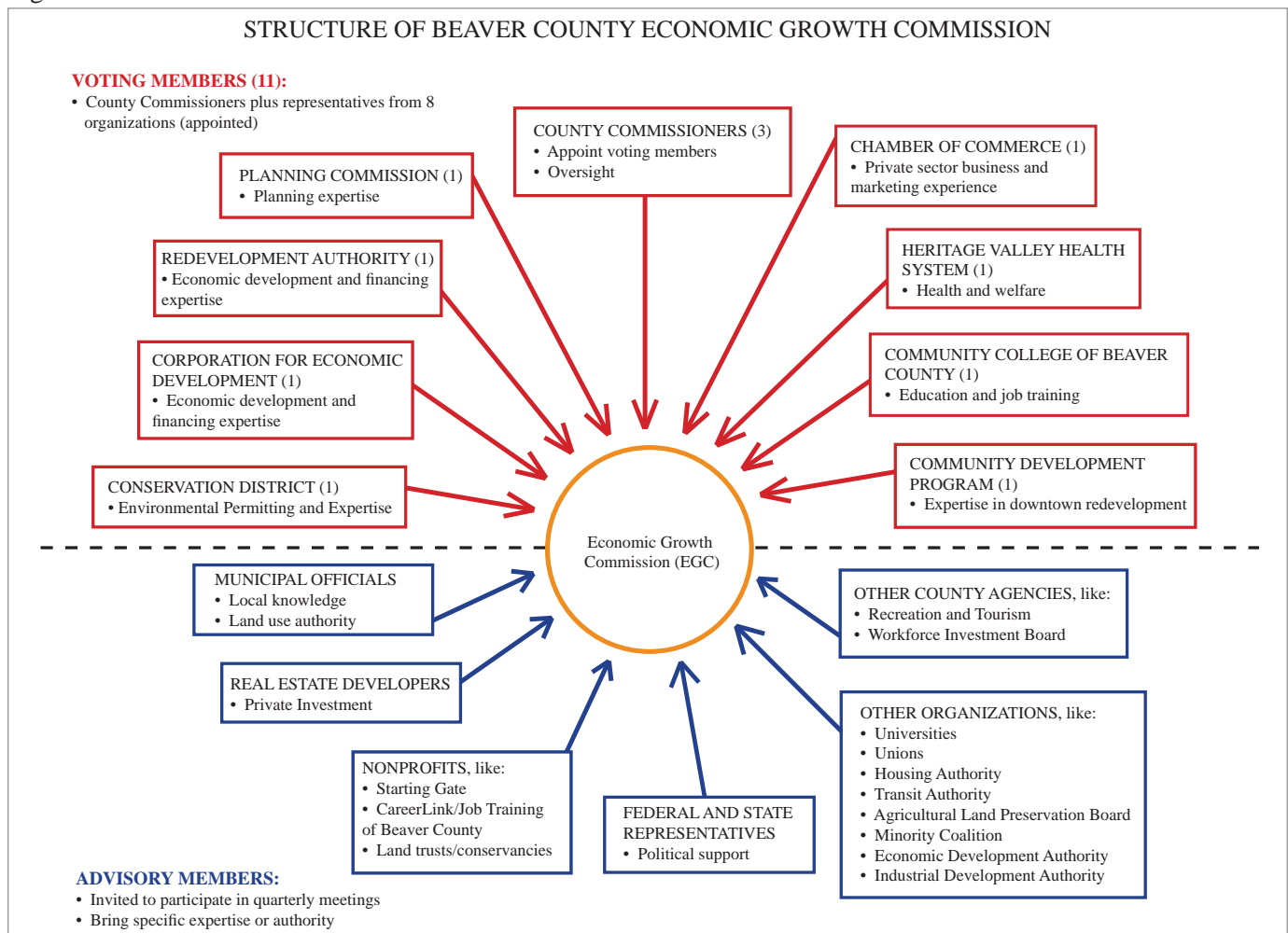


Figure 3-2

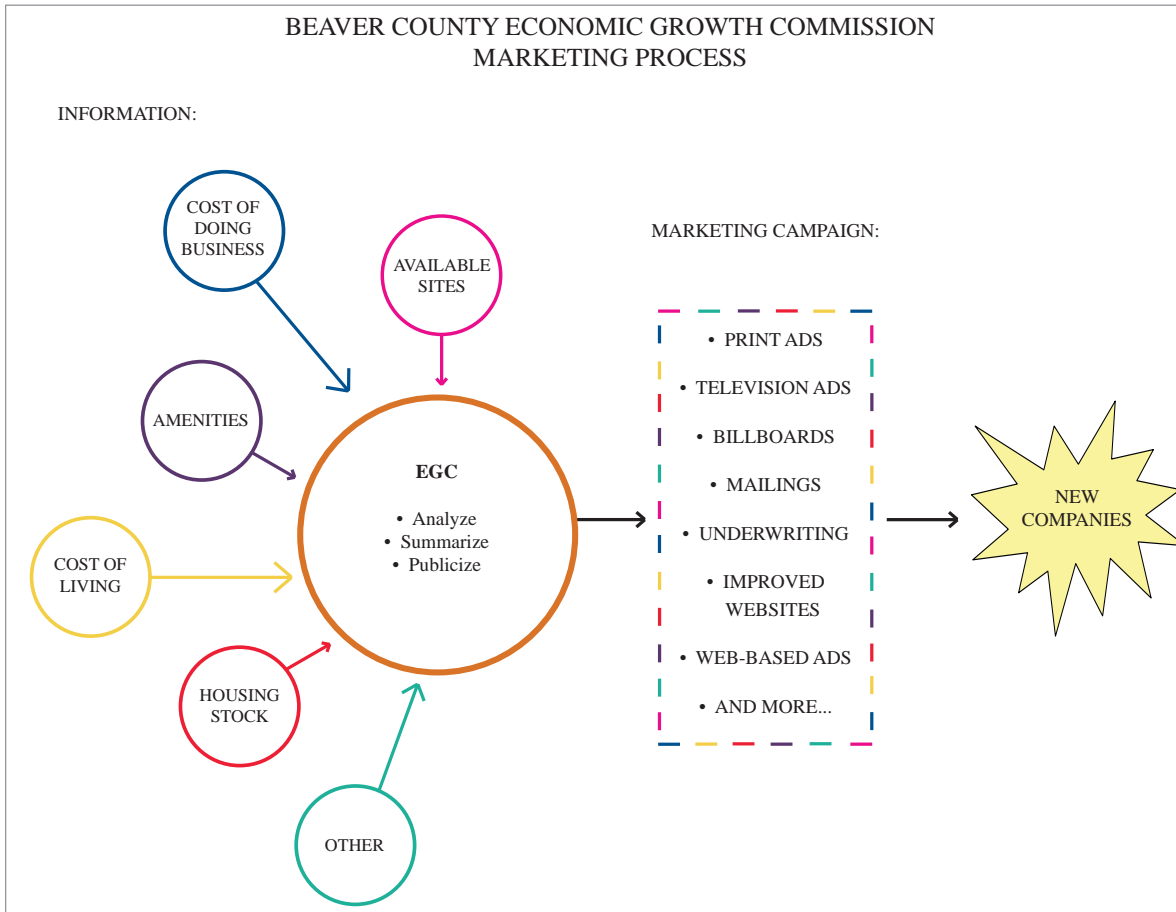
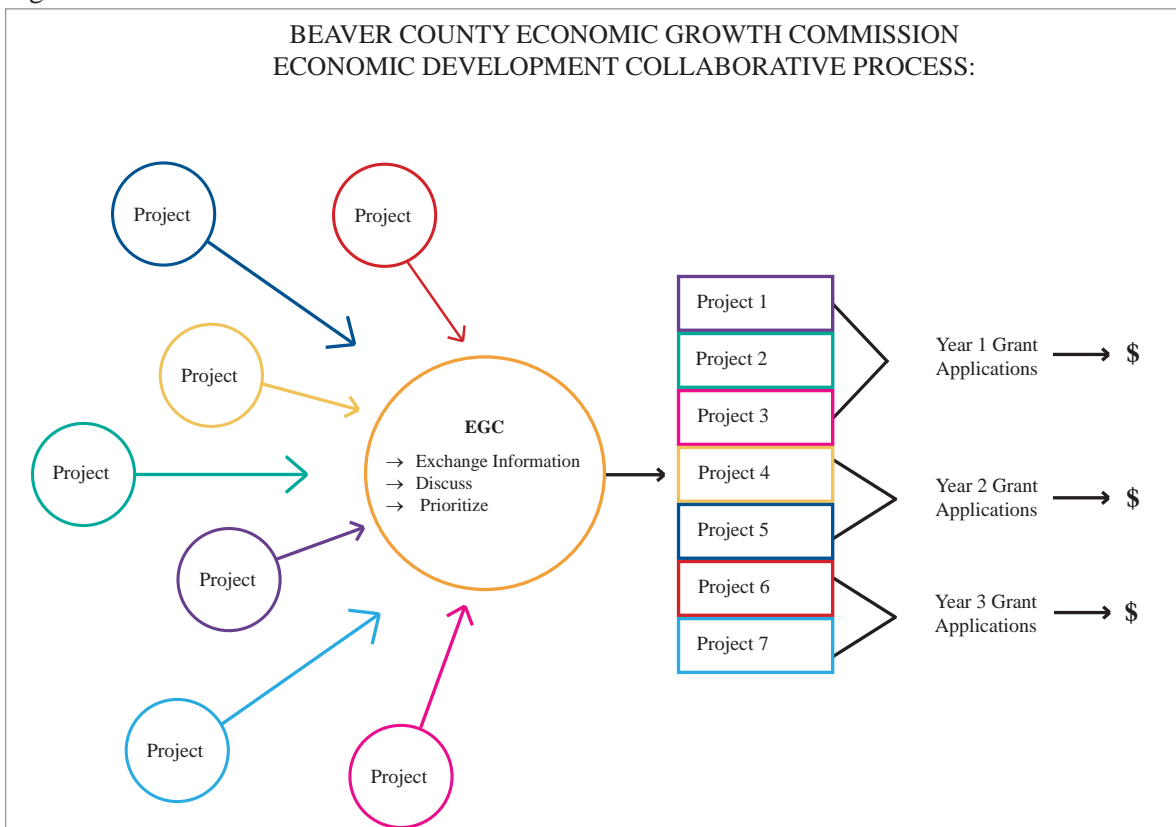


Figure 3-3



The EGC would not have staff and would not supplant the roles of its member organizations, nor would it create another layer of approval for County projects. The EGC would strive to reach agreement among its members on which projects to pursue first and how best to leverage funding. Projects would be evaluated using criteria agreed to by the EGC. Such criteria should incorporate, at a minimum, the Commonwealth's Keystone Principles. Implementation would continue to be executed by the organization responsible for the project with support from its EGC partners.

It is recommended that meetings of the EGC be held regularly (e.g., quarterly) to ensure that all parties are kept informed about proposed projects and grant opportunities, as well as progress on ongoing projects and grants that have been secured.

Intergovernmental Cooperation

This section consolidates many of the recommendations included in the tables below into a strategy for strengthening intergovernmental cooperation in Beaver County. Currently, Beaver County municipalities are cooperating in a number of important ways. These efforts include the following:

Beaver County Regional Council of Governments (COG)

The COG includes members from approximately 38 of Beaver County's 54 municipalities, as well as 3 schools/school districts, a sewer authority and a business association. Members meet monthly to discuss issues and share solutions. The COG also coordinates joint bidding services for commodities such as road paving materials, road salt, fuel, and traffic signs.

Rivertowns Partnership

Representatives of the County's ten Main Street communities work together to discuss and prioritize streetscape and other projects, as well as seek grant funding.

Multi-municipal Comprehensive Plans

To date, four multi-municipal comprehensive plans involving 18 Beaver County municipalities have been undertaken/adopted.

Regional Policing

The number of independently owned and operated municipal police departments has decreased over the last 10 years as a number of communities disbanded their forces and contracted with other municipalities for police protection. In addition, five Beaver County municipalities – Eastvale, Fallston, Patterson, West Mayfield and White Township -- recently opened discussions about forming a regional police force.

School District Merger

Finally, the recent merger of the Center and Monaca School Districts creates a model for other school districts which may stand to benefit from consolidating operations in the face of shrinking enrollments.

This Plan builds on these efforts to promote increased intergovernmental cooperation through the following strategies:

Regional Economic Development and Marketing

- Establish a Beaver County Economic Growth Commission (EGC) that will include representatives from County agencies, nonprofits, municipal governments and business. As discussed in the preceding section, the EGC will create a forum where County and local government officials would discuss and prioritize economic development projects of County-wide significance and thereby foster cooperation rather than competition among municipalities. (Strategies D-7A, D-8A, D-8B, D-9A, and D-9B).

Shared Utilities and Services

- Encourage consolidation of municipal sewage treatment plants where possible, and relocate treatment plants that are located in floodplains or sensitive environmental areas. (Strategy P-1B).
- Assess the County's 19 public water service providers and encourage restructuring and/or

- consolidations for greater efficiency and cost-effectiveness (Strategy P-1D).
- Encourage municipalities to evaluate benefits of police department mergers using DCED’s “Regional Police Services in Pennsylvania: A Manual for Local Government Officials” and provide support. (Strategy C-2A).
- Support multi-municipal cooperation among volunteer fire departments. Pursue joint purchasing and joint grant-writing for major equipment needs. (Strategy C-2B).
- Promote regionalization of Emergency Operations Centers in compliance with Title 35 guidelines. (Strategy C-2C).
- Increase the role of the Beaver County Regional COG to provide additional programs for its members. A new director has been hired who is helping to steer the organization toward providing expanded services. (Strategy C-2D).

Voluntary School District Mergers

- Help facilitate dialogue between small neighboring school districts that may benefit from consolidation. Promote the use of the Pennsylvania School Boards Association “School District Consolidation Checklist” to evaluate opportunities and options. Develop a “lessons learned” summary from the Center/Monaca merger that can be shared with other school districts. (Strategies C-3A & C-3B).

Regional Tourism Promotion

- Work with neighboring Counties to jointly market the region’s top historic and cultural venues. (Strategy HI-1A)

Multi-Municipal Land Use Strategies

- Promote multi-municipal planning and subsequent adoption of compatible zoning ordinances that allows municipalities to share uses rather than providing for every use in each municipality. (Strategy E-2A).
- Promote tax-base sharing among neighboring municipalities that would discourage competition among municipalities for new development. (Strategy E-2D).

While the County can take a leadership role in promoting the use of these strategies, ultimately it is up to the municipalities, authorities or school districts to take action. The following educational and technical assistance programs are available to assist interested municipalities:

- Local Government Academy – provides training on a wide variety of topics of interest to local officials, including multi-municipal planning, shared municipal services, and regional policing. It also provides grants to municipalities that undertake joint comprehensive plans.
- Department of Community and Economic Development Center for Local Government Services – this State agency provides support and training to local governments in many areas. The regional office in Pittsburgh has personnel who provide technical assistance to municipalities. DCED also administers several grant programs that support intergovernmental activities, such as:
 - Land Use Planning and Technical Assistance Program (LUPTAP) – funds joint comprehensive plans, intergovernmental cooperative agreements and zoning.
 - Regional Police Assistance Grant Program – provides grants to support consolidation of police departments.
 - Shared Municipal Services Program – provides grant funds that promote cooperation among municipalities that result in more effective delivery of municipal services.
 - Regional Economic Development District Initiative Program (REDDI) - provides grants for projects furthering regional community and economic development.

Promotion of Alternative Energy Sources

This section lays out several strategies designed to promote alternative energy usage in both the public and private sectors.

In 2004, Pennsylvania made a significant commitment to promoting the use of alternative energy by adopting the Alternative Energy Portfolio Standards. These standards require that by the year 2020, 18% of Pennsylvania's electricity must come from alternative energy sources. This Plan makes a number of recommendations that will help Beaver County and its municipalities take strides towards meeting this goal. These include:

Energy Management and Retrofits

The County and municipalities can take advantage of State funding programs that support actions to inventory existing energy usage and implement energy saving measures. These programs include the Energy Harvest Program, Alternative Fuels Incentive Grants, the Renewable Energy Program and the Local Government Greenhouse Gas Pilot Grants. The County has taken positive steps in this direction by surveying lighting in its facilities and applying for funding to install more efficient LED lighting.

Eligible projects include installation of solar panels or geothermal heating in municipal facilities or conversion of a municipal fleet to alternative fuel or hybrid vehicles. The Plan makes the following recommendations:

- Continue to show leadership at the County level by developing a comprehensive energy management plan to reduce energy consumption and costs. Create a phased plan to retrofit buildings and vehicles to use clean, renewable energy. (Strategy P-3A).
- Encourage municipalities to reduce energy usage by inventorying usage and applying for alternative energy grants. Point to local examples in Economy Borough & Greene Township. (Strategy P-3B).

Small Hydropower

- Work with Army Corps of Engineers to assess the feasibility of adding small hydropower generators to the Montgomery Locks & Dam or Beaver River dams in conjunction with planned upgrades. (Strategy P-3C).

Green Development

In addition, the County should work with municipalities and private developers to encourage that new development in the County is energy efficient and uses new technologies. Private developers also have access to funding programs that encourage the use of alternative energy like the Renewable Energy Program. To that end, the Plan recommends:

- Work with the Green Building Alliance to develop a packet of information about LEED certification and financial incentives to provide to municipalities and developers. (Strategy H-5A)
- Offer other incentives (like streamlined plan review) to developers who renovate or build new housing using LEED standards and employ renewable energy technologies. (Strategy H-5B).

Land Use

Throughout the planning process, residents expressed support for managing growth and reinvesting in existing communities. Overwhelmingly, Beaver County residents felt that new growth should be focused on or close to already developed land with the services to support it.

There was little support for investments in new housing, particularly in rural areas. Instead, more residents approved of rehabilitating existing neighborhoods. There was strong support for redevelopment of brownfields, particularly for uses that produce jobs. And residents expressed concern about the continued loss of agricultural land and natural places that characterize the areas outside the river valleys. There was also a desire to reclaim portions of the County's riverfronts that have been devoted, for decades, primarily to industrial uses.

To address these concerns and promote a balanced pattern of land use, the Plan establishes the following land use objectives:

- Promote continued revitalization of central business districts as centers of business, residential and entertainment uses.
- Redevelop abandoned and underutilized properties for a variety of uses.
- Encourage growth in areas serviced by or adjacent to adequate water, sewer and roads.
- Preserve natural resources and agricultural land.
- Encourage complementary land uses along waterways that promote public access to and use of riverfronts where feasible.

The tables that follow recommend a variety of strategies that can be used to achieve these objectives. It must be stressed, however, that by law local municipalities are vested with the authority for making land use decisions. Therefore the County maintains a supportive role. That being said, the County manages several programs and funding streams that are used to support land preservation and development efforts. For example, the Beaver County Agricultural Land Preservation Board administers funds used to purchase agricultural conservation easements and the Beaver County Community Development Program allocates CDBG funds for downtown revitalization efforts under the Main Street program. The Plan recommends that the County maintain its support for these and other programs.

Moreover, the County should play an active role in educating municipal officials about the impacts of unmanaged growth and encouraging planning that is consistent with this Plan and Smart Growth principles. It can provide information about innovative zoning tools that promote concentrated development and protect sensitive natural features. Leadership at the County level is needed to promote balanced growth.

Goal: Beaver County retains a balanced mix of urban, suburban and rural areas and new development implements Pennsylvania’s “Keystone Principles.”

Objective 1: Promote continued revitalization of central business districts as centers of business, residential and entertainment uses.

No.	Strategy	Priority	Lead/ Participating Parties	Potential Funding Sources
L-1A	Maintain County support for Main Street improvements including streetscape enhancements and façade renovations in the ten River Towns.	H	Community Development Program (CDP); Rivertowns Partnership; Local Redevelopment Organizations (LROs); Municipalities	Housing and Urban Development (HUD) Community Development Block Grants (CDBG); Dept. of Community and Economic Development (DCED); Pennsylvania Dept. of Transportation (PennDOT)
L-1B	Redefine/consolidate Main Street districts in Aliquippa, Ambridge & Beaver Falls where redevelopment efforts and funding will be concentrated.	M	Municipalities; Rivertowns Partnership; CDP; Redevelopment Authority of Beaver County (RABC); LROs	DCED; HUD (CDBG)
L-1C	Continue to seek funding for improvements to residential areas adjacent to downtown commercial districts.	M	CDP; Rivertowns Partnership; Pittsburgh History & Landmarks Foundation; Municipalities; LROs	DCED; HUD (CDBG); DCNR
L-1D	Promote local zoning that allows for mixed use (retail/office/service/housing) in downtowns.	M	Beaver County Planning Commission (BCPC); Municipalities	DCED
L-1E	Support commercial infill on Bridge Street in Bridgewater Borough.	M	CDP; Rivertowns Partnership; Bridgewater Borough; Bridgewater LRO	DCED; HUD (CDBG)

Objective 2: Redevelop abandoned and underutilized industrial properties for a variety of uses.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
L-2A	Redevelop the remaining vacant areas of the former Crucible Steel site in Midland for industrial & commercial use (Note: See Target Economic Development Sites).	H	Beaver County Corporation for Economic Development (CED); RABC; Private Developers; Midland Borough	US Env. Protection Agency (EPA); PA Industrial Dev. Auth (PIDA); DCED; Comm. Finance Authority (CFA); PA Dept. of Env. Protection (DEP); Beaver Cty Economic Dev. Auth. (EDA); Office of Budget – Redev. Assistance Capital Program (OB-RACP)

L-2B	Complete the Bridgewater Crossing mixed use development.	I	CED; Bridgewater Borough; Private Developer(s)	PIDA, CFA; DCED
L-2C	Redevelop the former Babcock & Wilcox site in West Mayfield & Beaver Falls.	M	Private Developer; CED; RABC	PIDA, DEP, DCED
L-2D	Redevelop the former H.H. Robertson site in Ambridge. Create improved access from Route 65.	H	RABC; PennDOT; Ambridge Borough; Private Developer	CFA; DCED; DEP; PennDOT; EDA; OB-RACP
L-2E	Redevelop the Rochester Riverfront for a mix of commercial and residential uses. Improve road and pedestrian access. Continue to work to relocate adjacent riverfront industrial uses. (Note: See Target Econ. Dev Sites).	H	RABC; CED; Rochester Borough; BCTA	CFA; DCED; DEP; OB – RACP; PennDOT; DCNR; Beaver County Industrial Development Authority (IDA); Private developers
L-2F	Develop a plan to redevelop the former Hydril site in Rochester Township.	L	Rochester Township; RABC; CED	DCED
L-2G	Redevelop remaining portions of the former LTV site along the Ohio River in Aliquippa, Hopewell, Center and Monaca for industrial and other uses. Improve access to and within the sites. (Note: See Target Econ Dev Sites).	H	CED; RABC; Municipalities; Private Developer	CFA; DCED; DEP; PennDOT; DCNR; OB-RACP
L-2H	Clean up and create better access to former industrial site owned by Potter Twp to prepare it for reuse as open space and/or low-impact recreational use compatible with the Lower Raccoon Creek Biological Diversity Area.	L	Potter Township; RABC	DEP; EPA; DCED; DCNR
L-2I	Create a coordinated, County-wide marketing plan to attract developers and new businesses to the sites.	H	Beaver County Economic Growth Commission	County
L-2J	Ensure that land use ordinances are flexible, easy to administer, and allow for the desired reuse of sites. Consider application of form-based zoning as appropriate.	M	Municipalities; BCPC	DCED

Objective 3: Encourage growth in areas serviced by or adjacent to adequate water, sewer and roads.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
L-3A	Promote rehabilitation of housing and demolition of blighted homes/ infill development in designated neighborhoods.	M	CDP; RABC; Housing Authority of the County of Beaver (HACB); Municipalities	HUD (CDBG); DCED

L-3B	Redevelop underperforming shopping malls and strip centers, like Green Garden and Northern Lights, for a mix of uses.	M	Municipalities; RABC	DCED; EDA; Private developers
L-3C	Complete development of Westgate Business Park for light industrial uses.	I	CED	PIDA; OB – RACP
L-3D	Develop land at Turnpike/I-376 interchange for transportation/ warehousing and highway commercial uses. Create links to nearby recreational destinations. (Note: See Target Economic Development Sites).	H	Big Beaver Borough; RABC; CED; Private Developers	PIDA; OB – RACP; EDA
L-3E	Develop vacant land adjacent to the Beaver Valley Mall for a mix of retail, office, public, and residential uses. (Note: See Target Economic Development Sites).	H	Center Township; Potter Township; RABC; CED; Beaver County Transit Authority (BCTA); Private Developer(s)	DCED; OB – RACP; PennDOT; EDA
L-3F	Expand the Hopewell Business Park to include industrial as well as hotel and restaurant uses.	M	CED; Hopewell Township	PIDA; OB – RACP

Objective 4: Preserve natural resources and agricultural land.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
L-4A	Establish conservation greenways proposed by the Greenways and Trails Plan. Provide County support to the Beaver County Conservation Foundation and other land trusts for targeted acquisition of land or easements.	H	BCPC; County Commissioners; Municipalities; Land Trusts	DCNR; HUD (CDBG); DCED; County
L-4B	Develop guidance and resources for municipalities on stream buffer, steep slope and other conservation-based ordinances.	M	BCPC; Beaver County Conservation District; Land Trusts	DCED; DCNR
L-4C	Support agricultural land preservation through advocacy and additional funding for conservation easements.	H	Agricultural Land Preservation Board; BCPC; Municipalities	Pa Dept. of Agriculture (DOA)
L-4D	Work with local conservation nonprofits to support the County’s agricultural land preservation efforts.	M	Agricultural Land Preservation Board; BCPC; Independence Conservancy; Watershed Groups	DOA

Objective 5: Encourage complementary land uses along waterways that promote public access to and use of riverfronts.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
L-5A	Support redevelopment initiatives to acquire, clean up, and reuse abandoned riverfront property.	H	CED; RABC; Municipalities	DCED; HUD (CDBG); DEP
L-5B	Zone riverfront property to allow for a variety of uses, but protect floodplains and other sensitive environmental features.	M	Municipalities; BCPC; Conservation District	DCED; DCNR
L-5C	Encourage developers to provide for public trail access within riverfront property.	M	CED; RABC; Greenways & Trails Planner; Municipalities	DCNR
L-5D	Create water trails and public access points as recommended in the County Greenways Plan & the Beaver River Conservation Plan.	H	BCPC; Municipalities	DCNR; PA Fish & Boat Commission

Housing

Residents cited affordable housing as one of the top things they like about living in Beaver County. And while this is clearly a positive for Beaver County, there are several housing issues that the Plan hopes to address to provide better housing for all residents.

For example, much of the County’s housing stock is old, with more than 60% of all units being 50 years old or more. Most of these units are concentrated in the River Towns and many are located in poorer neighborhoods with high concentrations of rental units and absentee landlords. Age of housing stock, poverty, and poor maintenance have led to blighted homes and neighborhoods in Aliquippa, Ambridge, Beaver Falls, Midland, and other urban areas. Investing in rehabilitation of these neighborhoods should be a priority.

While the percentage of multi-family housing has been increasing, nearly 80% of all housing in 2006 consisted of single-family homes. There is a need for more quality multi-family units that provide options for young people, low-income residents, empty-nesters and Seniors.

Disadvantaged, elderly and special needs residents also lack sufficient, well-situated housing options. Many public housing units are located in crime-ridden neighborhoods. In addition, many units do not match the needs of the population.

To address these needs, the Plan proposed several housing objectives:

- Promote programs for rehabilitation of existing housing and removal of substandard, blighted homes.
- Increase housing choices for young families, empty nesters and the elderly.
- Improve low-income housing to provide units that meet the needs of the existing population.
- Improve and increase housing and staff for residents with special needs.
- Encourage use of green building (LEED) standards in renovating existing and constructing new housing.

The tables on the following pages recommend actions needed to meet these objectives.

Goal: There is a variety of safe and affordable housing for residents of all age groups, income levels and needs.

Objective 1: Promote programs for rehabilitation of existing housing and removal of substandard, blighted homes.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
H-1A	Implement strategies under affordable housing priorities #1 & #5 in CDP’s Five-Year Consolidated Plan (FY 2005-2009): <ul style="list-style-type: none"> • Rehabilitation of rental units • Homeowner rehabilitation 	H	CDP; Municipalities	HUD (HOME, CDBG); DCED

H-1B	Continue to undertake selective demolition of vacant or substandard public housing units and build new units with federal replacement housing dollars.	O	HACB	HUD
H-1C	Build new units in New Brighton and Ambridge on foreclosed property acquired with neighborhood stabilization funds. Units can be rented as public housing and later sold to first-time homebuyers.	H	HACB; Habitat for Humanity; Municipalities	HUD; DCED
H-1D	Map areas of blighted housing and create plans for targeted demolition & replacement with infill housing or other uses (e.g. community gardens).	M	CDP; West End Renaissance; Committee to Clean & Beautify Ambridge; Other Community Groups	HUD (Neighborhood Stabilization, HOME & CDBG); DCED
H-1E	Educate and assist municipalities in acquiring blighted properties through foreclosure, negotiated purchase, donation, conservatorship or eminent domain.	O	CDP; Municipalities; RABC	HUD (Neighborhood Stabilization, HOME & CDBG)
H-1F	Work with municipalities to increase code enforcement on blighted properties.	O	CDP; RABC; Municipalities	County; Local

Objective 2: Increase housing choices for young families, empty nesters and the elderly.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
H-2A	Work with municipalities to ensure that zoning ordinances allow for a range of housing types including townhomes, quads, patio homes, mixed use buildings and other affordable housing options.	O	BCPC; Municipalities	County
H-2B	Encourage housing in and around downtowns through mixed use districts or traditional neighborhood development to support pedestrian-oriented lifestyles.	O	Municipalities; BCPC; CDP	DCED (Elm Street)
H-2C	Implement strategies under affordable housing priorities #2 & #3 in CDP's Five-Year Consolidated Plan (FY 2005-2009): <ul style="list-style-type: none"> Rental Assistance Homebuyer assistance 	H	CDP; Housing Opportunities of Beaver County; Habitat for Humanity	HUD (HOME, Act 137 & CDBG)
H-2D	Develop Housing Authority property in New Brighton into market rate rental units that can generate income for new public housing projects.	H	HACB	Private sources

H-2E	Provide education and financial assistance to low-to-moderate-income, first-time homebuyers.	O	Housing Opportunities of Beaver County; HACB	HUD (Homeownership Program; American Dream Downpayment Initiative)
H-2F	Develop new assisted living and other elderly housing options adjacent to Friendship Ridge.	H	HACB; Private Developers	Low-Income Housing Tax Credits
H-2G	Support programs that allow elderly and infirm residents to remain in their own homes.	O	CDP; Beaver County Office on Aging	CDBG

Objective 3: Improve low-income housing to provide units that meet the needs of the existing population.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
H-3A	Implement strategies under affordable housing priorities #4 & #6 in CDP's Five-Year Consolidated Plan (FY 2005-2009): <ul style="list-style-type: none"> • New Construction and Substantial Rehabilitation of Rental Housing • Acquisition in Conjunction with Rehabilitation 	H	CDP	HUD (HOME, Act 137 & CDBG)
H-3B	Convert existing public housing units from multi-bedroom apartments to smaller units to better meet the needs of residents.	H	HACB	HUD
H-3C	Rehabilitate the Stephen Phillips complex in Monaca to create 71 units of public housing with a community center.	H	HACB	HUD Capital Grant, Stimulus Funds
H-3D	Work with host municipalities like Aliquippa, Ambridge and Beaver Falls to reduce crime in areas where public housing is concentrated. Advocate community policing and block watch programs.	O	HACB; Municipalities	DCED (CDBG; Community Revitalization Program)
H-3E	Continue to provide private low-income housing options through the Section 8 voucher program.	O	Housing Authority	HUD
H-3F	Work with local non-profits to construct new homes for low-income families.	O	CDP; Municipalities; Habitat for Humanity	HUD (HOME & Community Services Block Grants)

Objective 4: Improve and increase housing and staff for residents with special needs.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
H-4A	<p>Implement strategies under homeless & special needs priorities in CDP's Five-Year Consolidated Plan (FY 2005-2009):</p> <ul style="list-style-type: none"> • Homeless Assistance • Affordable, Accessible Housing and Supportive Services for Persons with Disabilities • Affordable Housing and Supportive Services for Persons with Alcohol and Other Addictions 	H	CDP	Emergency Shelter Grant Program, PA Homeless Assistance Program, Homelessness Prevention & Rapid Rehousing Program, HOME, HUD Supportive Housing Program
H-4B	Renovate existing public housing units to be accessible for handicapped or elderly residents, including ½ the units at Stephen Phillips complex in Monaca.	H	HACB	HUD
H-4C	Support targeted conversion of vacant public housing to units for residents with special needs such as the homeless, recovering drug and alcohol abusers and the like.	M	HACB	HUD
H-4D	Work with local non-profits to construct new homes for handicapped residents such as returning combat veterans.	M	HACB; Municipalities	HUD

Objective 5: Encourage use of green building (LEED) standards in renovating existing and constructing new housing.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
H-5A	Work with the Green Building Alliance to develop a packet of information about LEED certification and financial incentives to provide to municipalities and developers.	M	BCPC; Municipalities	DEP, DCED
H-5B	Offer other incentives (like streamlined plan review) to developers who renovate or build new housing using LEED standards and employ renewable energy technologies.	M	Municipalities	Local funds

Economic Development

The Plan recommends numerous strategies to improve the economic climate in the County. Its goals can be achieved through redevelopment of idle or underutilized land into jobs-producing businesses; better job training; greater emphasis on economic justice; and improved marketing of Beaver County’s significant assets.

One strategy proposes that the County work with its largest employers, like Heritage Valley and First Energy, to identify complementary businesses (e.g., suppliers or end users) that economic development agencies should target. Using this tool, they would market available development sites to companies in target areas. For example, these may include users of specialty metals, or companies in growth fields like health care and alternative energy.

In addition, the action plan proposes development of an Economic Growth Commission, a new entity that would share information about and prioritize economic development projects of County-wide significance.

Economic development strategies are set forth in the following tables.

Goal 1: The County provides a variety of employment opportunities for *all* residents and the workforce has the skills to fill those jobs.

Objective 1: Offer incentives to attract new businesses and encourage existing businesses to stay and expand.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
D-1A	Give priority for small business loans to businesses that locate or expand in downtown business districts.	M	Starting Gate; Chamber of Commerce; Local Merchants	N/A
D-1B	Support and encourage local farming through agricultural land preservation, small business loans, and promotion of farmers markets.	H	Agricultural Land Preservation Board; Penn State Cooperative	U.S. Dept. of Agriculture; DCED
D-1C	Create links on the County website to economic development agency websites that list the financial incentives available in the County and the application guidelines.	I	Beaver County Economic Growth Commission	County
D-1D	Develop electronic marketing material (or links where such information exists) about the County’s amenities and comparing Beaver County’s cost of doing business/cost of living with other regions.	H	County Commissioners; Beaver County Economic Growth Commission	County
D-1E	Support HVHS and other health care employers in meeting the growing health care needs of County residents	H	County Commissioners; Beaver County Economic Growth Commission	County

Objective 2: Attract new employers in industries that are underrepresented or that complement existing industries.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
D-2A	Work with largest employers to identify complementary businesses (e.g., suppliers or end users) that the County should target.	I	Beaver County Chamber of Commerce; CED; Beaver County Economic Growth Commission	N/A
D-2B	Market the County to companies in target areas and growth fields like health care and alternative energy.	H	Beaver County Economic Growth Commission; HVHS	County; local businesses
D-2C	Continue to support start-up businesses through incubators and professional associations that provide low-cost facilities, services & business counseling.	O	Starting Gate, Chamber of Commerce, Universities; Job Training of Beaver County/ CareerLink	DCED
D-2D	Develop well-planned and visually attractive gateways and access to County redevelopment sites.	M	RABC, CED	PennDOT

Objective 3: Promote programs that offer job training and education to create a skilled workforce.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
D-3A	Implement strategies outlined in the Southwest Corner Workforce Investment Board Strategic Plan. These include: <ul style="list-style-type: none"> • Conduct an industry cluster analysis to identify current or projected labor shortages. • Develop/sustain industry partnerships in identified clusters. • Develop performance criteria to certify training providers that are responsive to local labor market needs. • Develop and implement marketing strategies to promote awareness of demand-side labor market concerns and efforts to address them. 	H	CCBC; Southwest Corner Workforce Investment Board; Job Training for Beaver County; CareerLink; Business Leaders	DCED
D-3B	Coordinate job attraction/retention efforts with workforce training programs.	O	Job Training for Beaver County; CareerLink; CCBC; Penn State Beaver; Business Leaders	DCED
D-3C	Support retraining of unemployed or underemployed County residents for jobs in growing employment sectors like health care, social services and alternative energy.	O	Job Training for Beaver County; CareerLink; CCBC; Penn State Beaver; Business Leaders	DCED

D-3D	Work with Beaver County Community College and other local universities to offer degree programs in growing fields.	O	Job Training for Beaver County ; CareerLink; Business Leaders	County
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Objective 4: Address disparities in income, unemployment, housing and other factors between White and Minority residents.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
D-4A	Convene a meeting among the County Commissioners and relevant County agencies to discuss the data and develop an Economic Justice Task Force to address the issues.	I	BCPC ; County Commissioners; CDP; HACB, Beaver County Minority Coalition	County
D-4B	Develop an action plan that targets neighborhoods with high percentages of minority residents for assistance and information about growth careers, job training, and business counseling.	H	Job Training for Beaver County ; CareerLink; Beaver County Minority Coalition	County
D-4C	Work with Beaver County Schools to support programs that stimulate and reward achievement and leadership among minority students.	O	Job Training for Beaver County ; CareerLink; Beaver County Minority Coalition; Beaver Valley Intermediate Unit	County; Department of Education
D-4D	Ensure that publicly-funded projects in the County employ minority- and women-owned businesses	O	County Commissioners	County

Goal 2: The County is redeveloping its brownfield sites and existing vacant or underutilized facilities. (See also Land Use, Objective 3)

Objective 5: Provide and/or upgrade infrastructure (including telecommunications service) to these sites.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
D-5A	Work with municipalities and/or municipal authorities to extend water and sewer service to support the intended reuse.	H	BCPC ; DEP; CED; RABC; Private Developers; Municipalities; Municipal Authorities	PennVEST; DCED (Infrastructure Development Program)
D-5B	Improve transportation of people and goods to and from the sites through roads, rail connections and barge facilities (for riverfront sites).	H	Municipalities ; PennDOT; Rail Companies; Port Authority; Port of Pittsburgh Commission	PennDOT
D-5C	Research the establishment of a County Port Authority or revive the Aliquippa Port Authority in cooperation with efforts to expand barge and docking facilities at the former LTV site.	M	County Commissioners ; Municipalities (e.g. Aliquippa)	DCED (Infrastructure Development Program)

D-5D	Work with service providers to ensure that high-priority sites have wireless and/or fiber optic internet access.	H	Municipalities; Private Developers	Local funds
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Objective 6: Make Sites Available for a wide range of uses and development types.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
D-6A	Encourage municipalities to create comprehensive plans that promote flexible reuse and to amend zoning ordinances to allow mixed use districts or overlays.	H	BCPC	DCED; Local Government Academy
D-6B	Market sites to developers interested in developing housing, office, entertainment or other uses in appropriate locations.	O	Beaver County Economic Growth Commission; RABC; Municipalities	Local funds
D-6C	For riverfront sites, encourage plans that create riverfront access, incorporate recreational uses and preserve river views.	H	Municipalities; CED	Local funds
D-6D	Buffer incompatible uses with transitional uses, vegetation or topographical features.	O	Municipalities	N/A

Goal 3: The County's economic development efforts are well publicized, coordinated and funded.

Objective 7: Improve communication about Beaver County's economic development activities to residents and others in the Region.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
D-7A	Establish a Beaver County Economic Growth Commission that will serve as the lead entity for marketing the County to prospective businesses and residents.	I	County Commissioners	County
D-7B	Develop a comprehensive marketing plan that will identify key industry targets and a strategy for attracting them to Beaver County.	H	Beaver County Economic Growth Commission	County
D-7C	Develop electronic marketing materials about the County's business climate, amenities, and other attributes that can be distributed to target companies.	H	Beaver County Economic Growth Commission	County

Objective 8: Create a forum where new economic development projects are discussed and prioritized.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
D-8A	Establish a Beaver County Economic Growth Commission that will include representatives from County agencies, nonprofits, municipal government and business.	H	County Commissioners	County
D-8B	Convene quarterly meetings to share information about projects and discuss priorities.	O	Beaver County Economic Growth Commission	County

Objective 9: Develop a coordinated strategy for funding priority projects.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
D-9A	Develop a prioritized plan for economic development projects. Criteria for prioritization may include: <ul style="list-style-type: none">• Number of permanent jobs created• Project in target industry sector• Tax revenue generated• Location in a brownfield or distressed community• Benefit to surrounding businesses• Consistency with municipal comprehensive plan	H	Beaver County Economic Growth Commission	County
D-9B	Provide grant-writing and other assistance to priority applicants. Individual organizations or municipalities would apply and receive grants (rather than passing them through the single entity).	M	Beaver County Economic Growth Commission (individual members, as appropriate).	County

Transportation

Because the County is divided by rivers and crossed by steep valleys, movement of people and goods smoothly from one side to the other poses challenges. But the County’s rivers also pose transportation opportunities. This section proposes strategies to attain the following objectives:

- 1) Invest in improvements to existing roads and bridges.
- 2) Ensure the County’s employment and commercial centers and the neighborhoods where people live are well connected through roads and public transit routes.
- 3) Create greater east-west mobility in the County.
- 4) Coordinate transportation planning with the County’s future land use plans.
- 5) Promote use of railways and waterways for commercial and non-commercial purposes.
- 6) Provide alternative transportation options through pedestrian and multi-use trails.

This Plan continues to support construction of the long-debated road corridor that would connect the high-growth area surrounding Cranberry to I-376 and the Airport. A key aspect of this proposal is the construction of a new Ohio River crossing that would create a direct connection between Route 65 and Route 51. This proposal would greatly improve east-west mobility in the County. Efforts to move this project forward continue.

Several transit initiatives are also proposed. While Beaver County has excellent transit service, recommendations include implementing the TOD in Rochester, pursuing a TOD study in Ambridge and improving bus facilities and pedestrian connections throughout the Beaver Valley Mall. Exploring the feasibility of commuter rail service in the future is also recommended.

Finally, this Section proposes that Beaver County continue to expand its trail network to provide cycling and pedestrian connections. These are particularly important between the River Towns and linking to existing trail corridors outside the County, like the Montour Trail. The County should continue to support the work of the Beaver River Rails to Trails Association and the newly-formed Ohio River Trail Council.

Goal: The County has a safe and well-planned transportation system that provides options and effectively connects the places people live, work, shop and entertain themselves.

Objective 1: Invest in improvements to existing roads and bridges.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
T-1A	Continue to support high-priority projects on the 2009 Twelve-Year Transportation Plan (TYP) including: <ul style="list-style-type: none"> • Ambridge-Aliquippa Bridge repairs • Freedom Road upgrades (See Appendix 4)	O	BCPC; CED; Municipalities	PennDOT

T-1B	<p>Improve corridors designated on the Future Land Use Plan:</p> <ul style="list-style-type: none"> • I-376 • Brodhead Road • Franklin Ave. • Route 65 • Freedom Road • Route 68 <p>to widen lanes; redesign intersections/ interchanges; manage access to businesses, etc. Include projects in the TIP.</p>	H - M	<p>PennDOT; Municipalities – State Routes</p> <p>Municipalities; County Commissioners – Local Roads</p>	PennDOT
T-1C	<p>Study Route 65 corridor from Ambridge to Rochester to address safety & congestion issues. May include reducing curb cuts; coordinating signals; & adding turning lanes.</p>	M	BCPC ; Municipalities	PennDOT
T-1D	<p>Provide municipalities with information about tools for funding transportation improvements like establishing Transportation Development Districts and adopting traffic impact fee ordinances.</p>	I	BCPC	County

Objective 2: Ensure the County’s employment and commercial centers and the neighborhoods where people live are well connected through public transit routes.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
T-2A	<p>Implement the Transit Oriented Development (TOD) in Rochester. Construct a roundabout to improve traffic flow and upgrade the BCTA Transit Center. (see Target Economic Development Sites)</p>	H	BCTA ; Rochester Borough	PennDOT
T-2B	<p>Pursue Transit Oriented Development project in Ambridge in connection with the Northern Ambridge Redevelopment Project to include upgraded park and ride with customer info center, ticketing, and improved parking.</p>	H	BCTA ; RABC; Ambridge Borough	PennDOT
T-2C	<p>Improve access to transit at the Beaver Valley Mall by developing safe pedestrian connections between commercial venues and bus stops.</p>	M	BCTA ; Center Township	PennDOT
T-2D	<p>Work with municipalities to require that new developments generating substantial new employment/ visitation be coordinated with BCTA to provide for well-located stops, bus shelters, and safe pedestrian routes.</p>	O	BCTA ; BCPC ; Municipalities	County; PennDOT

T-2E	Evaluate the need for expanded BCTA service to popular destinations like Cranberry, Midland, or Pgh Int'l Airport if ridership warrants.	M	BCTA	County; PennDOT
T-2F	Expand regional transit service with the Port Authority of Allegheny County to provide for coordinated services like the "Smart Card" fare system, regional trip planner, and a regional website.	O	BCTA	County; PennDOT

Objective 3: Create greater east-west mobility in the County.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
T-3A	Support the construction of the Veterans Memorial Bridge to create improved access over the Beaver River from Route 65 to Route 51.	H	County Commissioners; New Brighton Borough; Rochester Township; Bridgewater Borough	PennDOT
T-3B	Continue to support creation of a major east-west artery from Cranberry to I-376 and the Airport including a new bridge crossing over the Ohio (Freedom Road upgrade).	H	County Commissioners; Chamber of Commerce; Municipalities	PennDOT
T-3C	Conduct a Route 68 corridor study between Beaver and Midland to recommend safety and mobility improvements like wider shoulders and improved site distances.	L	BCPC; Beaver Borough; Vanport Township; Industry Borough; Midland Borough	PennDOT

Objective 4: Coordinate transportation planning with the County's future land use and economic development plans.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
T-4A	Work with PennDOT District 11 to apprise them of the County's Future Land Use Plan and transportation priorities.	I	BCPC; County Commissioners	County
T-4B	Ensure that County's representative to the Southwestern Pennsylvania Commission is familiar with the County's Future Land Use Plan and can advocate for its projects.	O	BCPC; County Commissioners	County
T-4C	Work with local municipalities to educate them about the Future Land Use Plan and how transportation improvements affect future development patterns.	O	BCPC	County

Objective 5: Promote use of railways and waterways for commercial and non-commercial purposes.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
T-5A	Direct manufacturing and industrial businesses to sites that have existing rail and/or barge access.	O	CED; RABC; Municipalities; Developers	County; Local
T-5B	Promote the development and redevelopment of barge facilities along the Ohio River in strategic locations like Aliquippa.	M	BCPC; Port of Pittsburgh Commission; Municipalities	PennDOT
T-5C	Study the feasibility of developing a commuter light rail system between Pittsburgh and Beaver County.	M	Beaver County Transit Authority; BCPC; Port Authority of Allegheny County; Southwestern Pennsylvania Commission	PennDOT
T-5E	Create new public access points to the Ohio and Beaver Rivers and support the creation of recreational water trails.	O	BCPC; CED; Municipalities	DCNR

Objective 6: Provide alternative transportation options through pedestrian and multi-use trails.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
T-6A	Implement the strategies for trail development proposed in the Beaver County Greenways and Trails Plan. Support the work of existing trail groups like the Beaver River Rails to Trails Association.	H - L	BCPC; CED; Municipalities	DCNR; PennDOT
T-6B	Support the Ohio River Trail Council's plans to develop a trail connecting to the Columbiana Trail in Ohio and the Montour Trail in Allegheny County.	H	BCPC; Ohio River Trail Council; CED; Municipalities; Private landowners	DCNR; PennDOT
T-6C	Work with PennDOT to ensure that road widening and resurfacing projects include wide shoulders or bike lanes (where appropriate) and surface materials are compatible with cycling.	O	BCPC; Municipalities	PennDOT

Public Facilities and Utilities

Desired growth in the County cannot occur without availability of needed public utilities. However, extension of water and sewer lines promotes new, higher density development and should be carefully considered to ensure that it is consistent with future land use goals. Many residents expressed dismay at the continued residential expansion in the County and the loss of natural landscapes and rural character. Therefore, this plan promotes strategies that upgrade and improve efficiency of existing utilities over widespread expansion.

Strategies in this section support the following objectives:

- 1) Support local municipalities that need to upgrade their existing water and sewer infrastructure.
- 2) Coordinate infrastructure planning with land use planning to ensure that service extensions are consistent with desired growth, environmental limitations and transportation planning.
- 3) Promote the development of alternative energy technology as a source of clean and reliable power.

Under Section 301(b) of the Pennsylvania Municipalities Planning Code, comprehensive plans “shall include a plan for the reliable supply of water, considering current and future water resources availability, use and limitations, including provisions adequate to protect water supply sources.” Beaver County is blessed with an ample water supply that meets both current and anticipated future needs. While supply is not an issue, reliable quality and delivery are threatened by increasing development and numerous small water authorities. The plan proposes strategies to address these threats. Water supply and quality in Beaver County can also be impacted by lawful activities associated with mineral extraction and commercial agriculture. Marcellus shale extraction poses a significant threat to water quality, but new Department of Environmental Protection standards will better regulate the discharge of water used in the extraction process. These activities are governed by statutes and cannot be unreasonably restricted by local municipalities. Therefore, the County and its water authorities should make reasonable efforts to protect drinking water by working cooperatively with mining companies and the agricultural community.

Goal: The County has sufficient public utilities that meet the needs of residents and businesses and that protect public and environmental health.

Objective 1: Support local municipalities that need to upgrade their existing water and sewer infrastructure.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
P-1A	Work with the 37 municipalities that have Act 537 Sewage Plans more than 20 years old to update their plans. (see Appendix 5)	O	BCPC ; DEP; Municipalities	DEP
P-1B	Encourage consolidation of municipal sewage treatment plants where possible, and relocate treatment plants that are located in floodplains or sensitive environmental areas.	O	BCPC ; DEP; Municipal Authorities; Municipalities	PennVEST; DEP

P-1C	Provide information and technical assistance to municipalities that are working to address combined sewer overflows.	O	BCPC; DEP	DEP; Three Rivers Wet Weather (technical assistance)
P-1D	Assess the County's 19 public water service providers and encourage restructuring and/or consolidations for greater efficiency and cost-effectiveness (See Appendix 6)	O	BCPC; DEP	PennVEST
P-1E	Maintain buffers around the County's major drinking water reservoirs like the Ambridge Reservoir to protect water quality.	O	Water Authorities; Municipalities	DEP
P-1F	Complete the County's Act 167 Stormwater Management Plan and provide assistance to municipalities that must adopt/revise municipal stormwater plans consistent with the County Plan within 6 months.	H	BCPC	DEP

Objective 2: Coordinate infrastructure planning with land use planning to ensure that service extensions are consistent with desired growth, environmental limitations and transportation planning.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
P-2A	Ensure that municipalities are informed about the County's Future Land Use Plan and that municipal comprehensive plans are generally consistent.	O	BCPC	County
P-2B	Encourage municipalities to update their Act 537 Plans to be consistent with desired growth and conservation areas in the Future Land Use Plan.	O	BCPC; DEP	County
P-2C	In areas where public water and/or sewer service is not available, work with municipalities to limit growth and ensure that new development protects drinking water.	O	BCPC; DEP	County

Objective 3: Promote the development of alternative energy technology as a source of clean and reliable power.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
P-3A	Continue to show leadership at the County level by developing a comprehensive energy management plan to reduce energy consumption and costs. Create a phased plan to retrofit buildings and vehicles to use clean, renewable energy.	H	County Commissioners; Department of Public Works; BCPC	DEP; DCED (Energy Harvest, Alternative Fuels Incentive Grants, Renewable Energy Program, Local Gov't Greenhouse Gas Pilot Grants)

P-3B	Encourage municipalities to reduce energy usage by inventorying usage and applying for alternative energy grants. Point to local examples in Economy Borough & Greene Township.	O	BCPC ; Municipalities	DEP; DCED (Energy Harvest, Alternative Fuels Incentive Grants, Renewable Energy Program, Local Gov't Greenhouse Gas Pilot Grants)
P-3C	Work with Army Corps of Engineers to assess the feasibility of adding small hydropower generators to the Montgomery Locks & Dam or Beaver River dams in conjunction with planned upgrades.	I	BCPC ; Utility Companies; Municipalities	DEP; DCED

Community Facilities and Services

A frequent concern expressed by residents was the inefficiency and high cost of maintaining independent services among 54 individual municipalities and 14 school districts, particularly in light of shrinking populations and school enrollments. Many residents indicated that the County should support efforts by local municipalities and schools to cooperate and, in some cases, consolidate. This section recommends steps to meet the following objectives:

- 1) Support improved local governance through outreach and education.
- 2) Encourage consolidation or sharing of services between municipalities.
- 3) Promote voluntary consolidations of smaller school districts for fiscal and educational benefits.

A significant proposal includes increasing the activities of the Beaver County Regional Council of Governments. This organization currently serves about 38 out of the County's 54 municipalities, primarily though conducting joint bidding for commodities such as road building materials, road salt, traffic signs and the like.

The COG recently hired a new part-time director who will be shared with the Lawrence County Regional COG. The new director is assessing what additional services the COG could provide including:

- Equipment sharing between municipalities
- Joint purchasing of equipment
- Training programs on issues of broad interest, such as Marcellus Shale drilling
- Regional civil service training
- Joint contracting for work funded by CDBG monies.

In addition, efforts should be made to bring all of Beaver County's 54 municipalities into the COG. This would help it better fulfill its mission as well as create the potential for additional revenue.

Goal: Beaver County and its local governments are working effectively and cooperatively to provide necessary services to residents in a cost effective manner.

Objective 1: Support improved local governance through outreach and education.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
C-1A	Make information available to local officials about training programs through the Local Government Academy, the Beaver County COG, and other providers.	O	BCPC	County

C-1B	Encourage municipalities to incorporate sustainability practices to achieve social equity, economic development and environmental conservation. These practices are detailed at http://www.sustainablecommunityessentials.org/ and include: <ul style="list-style-type: none"> • A sustainability assessment of policies, facilities and operations • Decision-making that is done with full transparency and public participation • Comparing goals and outcomes regularly 	O	BCPC; Land Trusts; Watershed Groups	County
C-1C	<ul style="list-style-type: none"> • Recognize municipalities with a “Good Governance” Award based on joint purchasing, shared services or facilities, use of smart growth principles and the like. 	O	County Commissioners; BCPC	County

Objective 2: Encourage consolidation or sharing of services between municipalities.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
C-2A	Encourage municipalities to evaluate benefits of police department mergers using DCED’s “Regional Police Services in Pennsylvania: A Manual for Local Government Officials” (Appendix 7) and provide support.	O	Beaver County Emergency Services; Municipalities	DCED
C-2B	Support multi-municipal cooperation among volunteer fire departments. Pursue joint purchasing and joint grant-writing for major equipment needs.	O	Beaver County Emergency Services; VFDs	DCED
C-2C	Promote regionalization of Emergency Operations Centers in compliance with Title 35 guidelines.	O	Beaver County Emergency Services	DCED
C-2D	Increase role of Beaver Cty Regional COG to assist municipalities in providing services at lower costs (see text description above).	O	Beaver County Regional COG; Municipalities.	Local funds

Objective 3: Encourage and support voluntary consolidation of smaller school districts for fiscal and educational benefits.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
C-3A	Help facilitate dialogue between small neighboring school districts that may benefit from consolidation like Center and Monaca. Promote the use of the Pennsylvania School Boards Association “School District Consolidation Checklist” to evaluate opportunities and options (Appendix 8).	M	Beaver Valley Intermediate Unit ; State Legislators; Local School Districts	Dept. of Education
C-3B	Develop a “lessons learned” summary from the Center/Monaca merger that can be shared with other school districts.	H	Beaver Valley Intermediate Unit; Central Valley School District	Dept. of Education

Historic Sites and Preservation

The County has exceptional historic and cultural sites like Old Economy Village, the Merrick Art Gallery, and the Lincoln Park Performing Arts Center. Moreover, its River Towns and small rural boroughs are filled with history and fine architecture. Yet many residents noted that the County does not sufficiently capitalize on these assets. To help change that, this section makes recommendations to:

- 1) Better market the County’s historic and cultural assets within the County, throughout the Pittsburgh Region, and in neighboring States.
- 2) Preserve historic buildings and sites.
- 3) Promote better communication and coordination among the County’s numerous historic and cultural sites and local historic societies.
- 4) Ensure that development adjacent or in close proximity to historic and cultural sites is compatible and does not detract from the value of the site.

Several of the strategies stress the need for greater collaboration -- among the County and its neighbors; among historic societies; and among historic and cultural institutions themselves. Funding for historic preservation and tourism continues to decline every year. Therefore, the need for collaborative marketing, fundraising, education and programming is more important than ever.

Goal: The County recognizes the importance and economic potential of its historic and cultural assets and supports efforts to identify, protect, and promote significant historic sites and cultural institutions.

Objective 1: Better market the County’s historic and cultural assets within the County, throughout the Pittsburgh Region, and in neighboring States.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
HI-1A	Work with neighboring Counties to jointly market the region’s top historic and cultural venues.	M	Recreation and Tourism Department; Beaver County Historical Research and Landmarks Foundation	DCED; CFA (Tourism Promotion Assistance Grants; First Industries Fund)
HI-1B	Use the success of the Lincoln Park Performing Arts Center to market the County as a growing center for arts and culture.	M	Recreation and Tourism Department; Beaver County Foundation; Lincoln Park Performing Arts Center; local Theater Companies	DCED; CFA (Tourism Promotion Assistance Grants; First Industries Fund)
HI-1C	Implement a uniform wayfinding system for significant historic and cultural sites throughout the County.	L	Recreation and Tourism Department; CDP; RiverTowns Partnership; Beaver County Historical Research and Landmarks Foundation; Municipalities	DCED; PennDOT

HI-1D	Publicize Beaver County's role in the Underground Railroad and develop a tour that highlights important sites in New Brighton and surrounding communities.	M	Recreation and Tourism Department; Beaver County Historical Research and Landmarks Foundation	DCED; CFA (Tourism Promotion Assistance Grants; First Industries Fund); PHMC
HI-1E	Add a separate category for historic sites to the County's Tourism website (www.visitbeavercounty.com)	I	Recreation and Tourism Department; Beaver County Historical Research and Landmarks Foundation	County

Objective 2: Preserve Historic Building and Sites.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
HI-2A	Provide information to owners about tax credits and other financing available to rehabilitate historic buildings.	H	Beaver County Historical Research and Landmarks Foundation; Municipalities	County; PHMC
HI-2B	Continue to support the allocation of CDBG funding to the County's Main Street Program and façade improvement grants.	O	CDP; Rivertowns Partnership; Municipalities	HUD (CDBG)
HI-2C	Conduct a feasibility study for redeveloping the former American Bridge Headquarters building as a National Bridge Museum.	M	Ambridge Borough; Private landowner	PHMC (Preservation Project Grant)

Objective 3: Promote better communication and coordination among the County's numerous historic and cultural sites and local historic societies.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
HI-3A	Convene a meeting of administrators of historic & cultural sites to develop collaborative, cost-effective strategies for increasing visitation such as joint marketing & grant writing to support new programs.	I	County Commissioners; Beaver County Historical Research and Landmarks Foundation; Recreation and Tourism Department; Old Economy Village; Lincoln Park Performing Arts Center (and others)	DCED; CFA (Tourism Promotion Assistance Grants; First Industries Fund)
HI-3B	Promote the consolidation of historical societies to better promote the County's heritage and preserve its historic resources.	H	County Commissioners; Beaver County Historical Research and Landmarks Foundation; Historical Societies; Private Collectors like Fry Glass, Phoenix Glass & Industrial Museum	N/A

Objective 4: Ensure that development adjacent or in close proximity to historic and cultural sites is compatible and does not detract from the value of the site.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
HI-4A	Adopt historic district ordinances in Beaver and Bridgewater and establish Historic Area Review Boards to ensure compliance.	H	Beaver and Bridgewater Boroughs; Pennsylvania Historical and Museum Commission	PHMC
HI-4B	Encourage municipalities without historic districts to designate them where appropriate (e.g. New Brighton; Frankfort Springs) or update their zoning ordinances to provide for appropriate uses, density and dimensional requirements around individual historic sites.	M	BCPC; Pennsylvania Historical and Museum Commission	PHMC
HI-4C	Promote development of businesses that support tourism around historic and cultural sites such as restaurants, hotels, B&Bs, and gift shops.	O	Municipalities; Beaver County Economic Growth Commission	County & local funds

Environmental Features

Beaver County retains large areas of natural beauty and rural charm. Its rolling hillsides and picturesque rivers and streams are a major “selling point.” However, these assets are threatened by impacts from existing development and rapid new growth in rural townships. Many of this Plan’s other sections support the conservation of natural resources like the focus on redeveloping/rehabilitating existing places; on limiting the scope of new residential growth, and on discouraging widespread expansion of utilities. In this Section, the Plan proposes direct actions aimed at conservation to meet the following objectives:

- 1) Protect priority natural features and habitats, including rivers and streams.
- 2) Promote the use of development tools that preserve valuable open space and natural resources.
- 3) Increase awareness of the County’s significant natural amenities.

Protection of natural assets will occur through concerted planning and regulation at the municipal level as well as through investment by the County, land trusts and others in permanently protecting valuable resources through acquisition or easements. The Beaver County Greenways and Trails Plan proposes a network of conservation greenways that the County should work toward establishing over time.

Goal: The County supports conservation of natural resources and encourages land use planning that is sensitive to wildlife habitat, water and air quality, and preservation of open space.

Objective 1: Protect priority natural features and habitats, including rivers and streams.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
E-1A	Implement the conservation greenway recommendations of the Beaver County Greenways and Trails Plan and the recommendations of the Beaver River Conservation and Management Plan.	H-L	BCPC; Greenways & Trails Planner; Beaver County Conservation Foundation; CED; Land Trusts; Watershed Groups; Municipalities	DCNR; DEP
E-1B	Acquire the land surrounding the Ohioview Embayment to protect this important habitat for migratory birds.	H	Independence Conservancy; PA Fish & Boat Commission; U.S. Fish & Wildlife Service; U.S. Army Corps of Engineers; Industry Borough; Private landowner	DCNR
E-1C	Support and strengthen the Beaver County Conservation Foundation and other land trusts in their mission to acquire and protect land for conservation.	O	County Commissioners	County; DCNR

E-1D	Develop and distribute a model stream buffer ordinance to local municipalities and encourage its adoption. Use PA Land Trust Association and Land Trust Alliance models.	I	BCPC	DCNR; DCED
E-1E	Continue and expand treatment of acid mine drainage that impacts Raccoon Creek and other waterways in the County.	O	Independence Conservancy; Raccoon Creek Watershed Association	DEP
E-1F	Work with local landowners to understand the impacts of natural gas exploration (Marcellus Shale) and to protect their rights in leases with gas companies.	O	Beaver County Conservation District (BCCD) , Penn State Cooperative Extension	DEP; DCNR; Penn State Cooperative Extension
E-1G	Complete the County's Act 167 Plan, develop a model stormwater ordinance, and assist municipalities in adopting consistent ordinances.	H	BCPC; BCCD; Municipalities	DEP
E-1H	Encourage municipalities to characterize and limit disturbance of areas with steep slopes (25% grade or more) and slide prone soils. Use PA Land Trust Association and Land Trust Alliance models.	O	BCPC; BCCD; Municipalities	DEP; DCED
E-1I	Encourage municipalities to update their ordinances to include or improve floodplain management regulations to comply with the National Flood Insurance Program requirements.	O	BCPC; BCCD	DCED; DEP
E-1J	Promote responsible forest management practices to build and maintain sustainable and attractive communities.	O	BCCD; Municipalities	Department of Agriculture
E-1K	Promote protection of source waters (wells, rivers and reservoirs) in the County.	O	BCCD; Municipalities	DEP, Penn State Cooperative Extension
E-1L	Support participation by municipalities in the Dirt & Gravel Roads Program to reduce stormwater runoff from gravel roads.	O	BCCD	DCNR, Penn State Cooperative Extension

Objective 2: Promote the use of development tools that preserve valuable open space and natural resources.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
E-2A	Promote multi-municipal planning and subsequent adoption of compatible zoning ordinances that allows municipalities to share uses rather than providing for every use in each municipality.	O	BCPC ; Municipalities	DCED; Local Government Academy
E-2B	Encourage municipalities to adopt ordinances that preserve natural resources and create corridors of open space in new residential development like Conservation Subdivision Design.	O	BCPC ; Municipalities	DCED; Department of Conservation and Natural Resources (DCNR); Natural Lands Trust
E-2C	Identify target growth municipalities where a pilot Transfer of Development Rights program could be implemented.	M	BCPC ; Local Government Academy; Municipalities	DCED
E-2D	Promote tax-base sharing among neighboring municipalities that would discourage competition among municipalities for new development.	M	BCPC ; Local Government Academy; Municipalities	DCED

Objective 3: Increase awareness of the County's significant natural amenities.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
E-3A	Support environmental education programs for the County's youth that include hands-on programs in the County's natural areas.	O	Beaver County Conservation District, Independence Conservancy, Beaver Valley Intermediate Unit	DEP
E-3B	Attract outdoor recreation businesses (like canoe & kayak rentals) that get residents and visitors outdoors and into Beaver County's parks and natural places.	M	Recreation and Tourism Department ; Chamber of Commerce; Beaver County Rowing Association (and others).	DCNR; Local funds

Parks and Recreation

Sustaining and improving Beaver County’s parks and recreational amenities will require action to:

- 1) Maintain and upgrade the County’s existing park facilities.
- 2) Maintain and expand recreational programming.
- 3) Connect Beaver County’s population centers, recreational amenities and other assets through a system of land and water trails.
- 4) Promote the County’s recreational amenities throughout the region.

Great strides have been taken since the completion of the Beaver County Comprehensive Recreation and Parks Plan and the subsequent county park master plans. The County has committed funding, matched through state grant opportunities where possible, and completed many significant upgrades and improvements within the County parks. Its successes include creating a DCNR / DCED funded shared greenway and environmental planner position with Lawrence County, and securing over two million dollars in grant funding for capital improvements between 2007 and 2011. A summary of completed and proposed Master Plan projects and corresponding costs is included in **Appendix 9**.

Attracting sponsors for programs, events, and facilities has seen limited success. This may be due to the methodology employed to attract sponsors. To date, blanket requests have been made to potential sponsors. We recommend efforts be refocused to develop specific requests tailored to each prospective sponsor. For example, the health industry is focused on healthy lifestyles and wellness. Therefore, a sponsorship proposal might include tailoring a proposal by which the County offers naming rights to the walking trail loop in Bradys Run to an agency in the health care industry. A sponsorship program could be developed around the parks’ destination playgrounds where local daycare providers are recognized on a sponsorship board should they desire to participate in the program. Each sponsorship program should be tailored in such a manner as to respond to the financial capabilities of the target audience.

The County took a significant step towards enhancing its recreational assets by developing the Beaver County Greenways and Trails Plan, which proposes an extensive trail network that would connect the County’s population centers, parks and other places of interest. The Plan represents a vision that will require long-term commitment and investment by the County and many partners. The strategies of the Greenways and Trails Plan are incorporated by reference into this Plan.

Goal: Beaver County’s parks, recreational facilities and programs provide activities for and are accessible to all County residents.

Objective 1: Maintain and upgrade the County’s existing park facilities.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
R-1A	Continue to implement improvements to the County’s park facilities proposed in the Beaver County Parks Master Plans. (see Appendix 9)	H	Department of Public Works; Recreation and Tourism Department, BCPC	DCNR; County

R-1B	To help address public funding cuts, partner with local businesses to help finance specific facilities in exchange for naming rights, banners, etc.	M	Recreation and Tourism Department	Private businesses
R-1C	Revisit the operations and management recommendations of the Beaver County Comprehensive Recreation and Parks Plan.	H	Department of Public Works; Recreation and Tourism Department	County
R-1D	Continue to improve efficiency and reduce costs through sustainable parks management practices (no mow areas, low-maintenance trail construction, etc.)	O	Department of Public Works; Recreation and Tourism Department	County

Objective 2: Maintain and expand recreational programming.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
R-2A	Evaluate the fee structure for facilities and programs to bring fees in line with market rates in the Region.	I	Recreation and Tourism Department; Department of Public Works	County
R-2B	Expand partnerships with recreational businesses and organizations to conduct outdoor programming, such as mountain biking, hiking, paddling and fishing programs.	O	Recreation and Tourism Dept.; Beaver County Rowing Association; Beaver River Trails Organization; Venture Outdoors (Pittsburgh); Keystone Sojourns (Ellwood City)	County

Objective 3: Connect Beaver County's population centers, recreational amenities and other assets through a system of land and water trails.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
R-3A	Implement the trail recommendations of the Beaver County Greenway Plan.	H - L	BCPC; Greenways & Trails Planner; Dept. of Public Works; Recreation & Tourism Dept.	DCNR; PennDOT
R-3B	Support the work of the Ohio River Trail Council to develop a trail along the Ohio River connecting to the Montour Trail in Allegheny County (Phase I) and to the Columbiana Trail in Ohio (Phase II).	H	BCPC; Greenways & Trails Planner; CED; Municipalities; Private landowners	DCNR; PennDOT
R-3C	Work with PennDOT to ensure that road widening and resurfacing projects include wide shoulders or bike lanes (where appropriate) and bike-friendly paving.	O	BCPC; Municipalities	PennDOT

R-3D	Look for opportunities to create additional public access points to the Ohio and Beaver Rivers in brownfield redevelopment projects or in other locations.	O	BCPC ; Greenways and Trails Planner; CED; Municipalities	DCNR
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Objective 4: Promote the County’s recreational amenities throughout the region.

No.	Strategy	Priority	Lead/Participating Parties	Potential Funding Sources
R-4A	Improve the visitbeavercounty.org website to include detailed information about County recreational opportunities or create a new website devoted to County recreation.	I	Recreation & Tourism Dept.; Beaver County Economic Growth Commission	DCED; CFA (Tourism Promotion Assistance Grants; First Industries Fund)
R-4B	Partner with Heritage Valley, YMCA, recreational businesses, and others to promote local parks and facilities and stress the health benefits of leading an active lifestyle. Feature a different park or program each month.	O	Recreation & Tourism Dept.; Greenways & Trails Planner; Trail Groups; Municipalities	County

APPENDICES

*Appendix 1 –
Steering Committee Meeting Minutes*

MEMORANDUM

TO: Beaver County Comprehensive Plan Steering Committee

FROM: Joan Miles and Paul Gilbert, Pashek Associates

DATE: September 10, 2008

RE: Beaver County Comprehensive Plan: Minutes from Meeting # 1

On September 9, 2008, the steering committee for the Beaver County Comprehensive Plan met from 10:30 to 12 in the Buchanan Building Conference Room in Beaver Borough. The following committee members attended:

Carl DeChellis, Housing Authority of Beaver County
Gene Fleegal, Beaver County Agricultural Land Preservation Board
John Hosey, Beaver County Minority Coalition
Frank Mancini, Jr., Beaver County Planning Commission
Suzanne Modrak, Beaver County Community Development Program
Mary Jo Morandini, Beaver County Transit Authority
Sam Prodonovich, Beaver County Building & Trades Council
Laura Rubino, Beaver County Corporation for Economic Development
Charlotte Somerville, Beaver County Planning Commission Board
Marty Warchol, Beaver County Conservation District

In addition, Joy Wilhelm of the Governor's Center for Local Government Services, Department of Community and Economic Development was present.

Joan Miles and Paul Gilbert of Pashek Associates facilitated the meeting.

I. Introductions

Ms. Miles welcomed everyone and thanked them for coming. She provided a brief summary of the agenda. Then she asked everyone to introduce themselves and answer the following two questions:

- What is it about Beaver County that you most value?
- What issue or problem do you most want this Comprehensive Plan to address?

A summary of the responses is attached to these minutes.

II. Overview of the comprehensive planning process

Ms. Miles distributed a comprehensive planning flow chart and explained the three phases of the planning process: the Background Assessment, Creating the Vision, and the Action Program. The Committee then reviewed the draft meeting schedule. The Committee will generally meet monthly through next summer. There will be three sets of

public meetings, one during each phase of the planning process. If all goes smoothly, we expect the Plan to be ready for adoption by late 2009.

Ms. Miles also explained that the steering committee will play an important role in shaping the Plan. In general, the Committee will be expected to:

- Attend meetings regularly
- Provide feedback on information presented by the consultants
- Share new ideas
- Be an advocate for the plan

III. The Inventory Process

Ms. Miles described the types of information that will be collected as part of the first phase of the plan. They are:

- Land Use
- Housing
- Economic Conditions
- Transportation
- Community Facilities (like schools, libraries, emergency services)
- Public Facilities (water, sewer, etc.)
- Parks & Recreation
- Environmental & Natural Resources
- Historic Sites and Preservation

Mr. Mancini noted that Economic Justice was also a required planning element under the Scope of Work.

Ms. Miles distributed a chart entitled “Key Contacts and Resources.” She asked the Committee to break into three subgroups and brainstorm the names of significant people and studies that can provide information about each of the planning elements listed above. Each subgroup then filled in the charts.

Ms. Miles explained that as part of the project, we will be preparing and distributing an internet-based survey. The questionnaire will be targeted to all governing bodies and school districts. In addition, we will develop a list of other contacts who have demonstrated an interest in the future of Beaver County. They will be notified about the survey and asked to participate. In addition, the survey will be made available to the general public. We will notify residents about it through local newspapers and other media. At the October meeting, the Committee will review and refine a draft questionnaire. Mr. Mancini asked that it be provided to the Committee in advance of the meeting. Ms. Miles agreed to do so.

IV. Discussion: How will we analyze the County?

Mr. Gilbert presented three maps to the Committee that illustrate how we will categorize municipalities during our analysis. The first shows the three planning regions that occur naturally as a result of the Ohio and Beaver Rivers. He explained that for each round of public meetings, we will hold a meeting in each of these three planning regions.

Mr. Gilbert then discussed the map that depicted the County's municipalities by functional category: urban, suburban, and rural towns/small villages. He explained that these distinctions were primarily determined by population density. He called the Committee's attention to the population density map. Ms. Miles noted that some choices were not black & white and may be up for discussion. For example, Potter Township & Shippingport Borough are not densely populated but were characterized as urban because of their heavy industrial areas. After discussion, the Committee agreed with this provided the plan provides footnotes explaining what factors led to this characterization.

V. Overview of preliminary census data and findings

Mr. Gilbert distributed a Demographic Overview and went over the major points regarding population, median age, households, housing units, income and housing units. Ms. Morandini asked how Beaver County's median age compares to the national one. Ms. Miles agreed to look this up and distribute the information to the Committee.

VI. Next Steps

In closing, Ms. Miles reminded everyone that our next meeting will take place on October 14th. The major tasks will include:

- developing a mission statement;
- identifying the County's strengths, weaknesses, opportunities and threats; and
- reviewing and refining the draft survey questionnaire.

Summary of Committee Responses

What is it about Beaver County that you most value?

- Choices of lifestyle – rural/suburban
- Proximity to Pittsburgh
- Diversity
- Work ethic
- Natural resources
- Great staff
- Small town feel
- People & their pride in their hometowns
- Recreational opportunities
- Connectivity/proximity of natural areas & developed areas
- Work force
- Potential of the County
- Great region with many assets

What issue or problem do you most want this Comprehensive Plan to address?

- Redevelopment & economic development projects
- College students moving away; ways to keep them in the County
- Preservation of affordable housing
- Revitalization of Main Streets
- Natural resource protection, in particular problems presented by natural gas well drilling
- Update of old plan's recommendations that can be used to leverage support for grants
- Job retention/creation
- Attraction/retention of residents
- Aging population
- Preservation of farmland

MEMORANDUM

TO: Beaver County Comprehensive Plan Steering Committee

FROM: Joan Miles and Paul Gilbert, Pashek Associates

DATE: October 15, 2008

RE: Beaver County Comprehensive Plan: Minutes from Meeting # 2

The Steering Committee met again on Tuesday, October 14, 2008 from 10:30 to 12 in the Buchanan Building Conference Room in Beaver Borough. The following committee members attended:

Carl DeChellis, Housing Authority of Beaver County
Diane Dornenburg, Beaver County Chamber of Commerce
Frank Mancini, Jr., Beaver County Planning Commission
Suzanne Modrak, Beaver County Community Development Program
Mary Jo Morandini, Beaver County Transit Authority
Laura Rubino, Beaver County Corporation for Economic Development
Frank Vescio, Redevelopment Authority of Beaver County

Joan Miles and Paul Gilbert of Pashek Associates facilitated the meeting.

I. Draft Mission Statement

Ms. Miles distributed a copy of a draft mission statement. She explained that this statement forms the foundation for the planning process. After review, the Committee agreed to adopt the following as its mission statement:

The purpose of the Beaver County Comprehensive Plan
is to establish a coordinated strategy
for meeting residents' economic and social needs
in a way that balances
new development,
redevelopment of existing places,
and preservation of natural, cultural and historic assets.

II. Strengths, weaknesses, opportunities, and threats ("SWOT")

Mr. Gilbert explained the purpose of the "SWOT" analysis. He distributed an outline of the planning elements that will be evaluated in the comprehensive plan. He asked Committee members to think specifically about the County's strengths, weaknesses, opportunities and threats in relation to the planning elements. A slide show depicting County locations, both positive and negative, was presented to assist in this exercise. Committee members then shared

their ideas for each category. A table of the responses is attached to the Minutes as Attachment A.

III. Draft survey questionnaire

A link to the on-line survey was provided to the Committee prior to the meeting. Most who attended had taken the survey and felt that it was clear and user-friendly. It took Committee members between 12 and 20 minutes to complete. It was agreed that this was a reasonable length. Before getting into the substance of the questions, the Committee discussed several logistical issues:

- Recipients: while the survey will be open to the general public, Pashek Associates will target certain individuals by providing them with advance mail notification requesting their participation. These will include all 54 municipal elected bodies and school districts. In addition, we will notify other “key” individuals who have demonstrated an interest in the County. Ms. Miles will send an email to the Committee requesting names of such individuals.
- Where to host: The survey will be hosted on the County and Chamber of Commerce websites. It will be launched in early November right after Election Day.
- Publicity:
 - Beaver County Times
 - County Newsletter
 - Chamber Newsletter
 - Announce at public meetings
- Gift: To encourage participation, we will offer those completing the survey a chance to win a gift. Ideas discussed were a gift certificate from a local business or a gift basket of Beaver County items. Ms. Miles will discuss further with Mr. Mancini and Ms. Dornenburg.

The Committee discussed the questions briefly and several small changes were suggested. Several Committee members who had to leave agreed to email their comments to Pashek Associates.

IV. Next Steps

- Public input meetings - Ms. Miles noted that we will hold three public meetings in November, one in each of the three regions of the County. Several potential locations were mentioned. The Committee agreed that we will work with the school districts to use their auditoriums. Ms. Miles will work with Planning Commission staff to coordinate dates and locations. To publicize the meetings, we will send press releases to the Beaver County Times and Post-Gazette West, distribute flyers to each municipality and ask Committee members to notify people through email list serves they may have.
- Next Meeting – The next meeting will be on December 9, 2008 in the same location. The Committee agreed to start the meeting a half hour earlier at **10 am** to allow more time for discussion.

STRENGTHS	WEAKNESSES
<p>Land Use</p> <ul style="list-style-type: none"> ● Good mix of urban, suburban and rural ● Room to grow <p>Housing</p> <ul style="list-style-type: none"> ● Housing affordability ● Diverse housing options ● Safe neighborhoods <p>Economic Conditions</p> <ul style="list-style-type: none"> ● Established business districts in 10 river towns ● County-funded Main Street program ● Commitment to redevelopment ● Inventory of “shovel ready” development sites ● Good medical facilities in County and nearby in Pittsburgh ● Low property taxes <p>Transportation</p> <ul style="list-style-type: none"> ● Proximity to transportation corridors (rivers, rail, turnpike) ● Location along Interstate 376 (current Rte. 60) ● Good public transit ● Proximity to Pittsburgh Airport ● Access to 2 regional airports <p>Community Facilities</p> <ul style="list-style-type: none"> ● Access to higher education (Penn State, CCBC, Geneva) <p>Public Services</p> <ul style="list-style-type: none"> ● Abundant water supply ● Consolidated human services in Beaver Falls <p>Historic Sites</p> <ul style="list-style-type: none"> ● Numerous historic and cultural sites <p>Environmental Features</p> <ul style="list-style-type: none"> ● Plenty of scenic open space ● Viable agricultural land <p>Parks and Recreation</p> <ul style="list-style-type: none"> ● Many parks and recreational opportunities 	<p>Population and Socioeconomic Characteristics</p> <ul style="list-style-type: none"> ● Lack of diversity; little immigration ● High percentage of Senior population <p>Land Use</p> <ul style="list-style-type: none"> ● Blight and lack of code enforcement ● Historic downtowns are too large <p>Economic Conditions</p> <ul style="list-style-type: none"> ● Lack of Main Street businesses; boarded-up storefronts ● Lack of job growth ● Lack of County marketing and promotion <p>Transportation</p> <ul style="list-style-type: none"> ● Infrastructure (roads, bridges) in poor condition ● Montgomery Locks need to be upgraded ● Too few Ohio River crossings ● Insufficient East-West road connections <p>Community Facilities</p> <ul style="list-style-type: none"> ● Educational opportunities are not matched with employment needs ● Insufficient coordination between colleges and municipalities <p>Public Services</p> <ul style="list-style-type: none"> ● Fragmented municipal governments, school districts and authorities ● Poor communication about availability of public services ● Lack of code enforcement ● Infrastructure (water, sewer) in poor condition

“SWOT” Analysis (continued)

OPPORTUNITIES	THREATS
<p>Land Use</p> <ul style="list-style-type: none"> ● Mixed use development in downtowns ● Brownfield redevelopment ● Capitalizing on riverfronts for recreation, housing, entertainment and transportation ● Making use of “Smart Growth” development strategies ● Individual planning strategies for municipalities based on their unique features ● Marketing the County Comprehensive plan to local municipalities <p>Housing</p> <ul style="list-style-type: none"> ● Targeted housing rehabilitation <p>Economic Conditions</p> <ul style="list-style-type: none"> ● Introduce a “Manufacturing Expo” to link employers with Seniors, students and other prospective employees ● Attract “end-user” companies to the County that use products manufactured by Beaver County firms ● Promote façade renovation in downtowns ● Increase awareness of business development programs <p>Community Facilities</p> <ul style="list-style-type: none"> ● Expand vocational training programs and change the perception of them as “dumping grounds” for poor students <p>Public Services</p> <ul style="list-style-type: none"> ● Combine riverfront sewage treatment plants <p>Parks & Recreation</p> <ul style="list-style-type: none"> ● Build on existing recreational assets 	<p>Population and Socioeconomic Characteristics</p> <ul style="list-style-type: none"> ● Continued population loss ● Youth leaving the County ● Parochialism (putting local needs over the County’s & region’s) ● Negativity – defeatist attitudes <p>Land Use</p> <ul style="list-style-type: none"> ● Sprawl development – not enough education about “Smart Growth” ● River access cut off by railroads <p>Economic Conditions</p> <ul style="list-style-type: none"> ● Limited funds at the local and County level ● Decreasing State and Federal funding <p>Public Services</p> <ul style="list-style-type: none"> ● Too many political subdivisions and lack of coordination among them ● Not enough County commitment to planning <p>Historic Sites and Preservation</p> <ul style="list-style-type: none"> ● Deterioration and demolition of historic buildings

MEMORANDUM

TO: Beaver County Comprehensive Plan Steering Committee

FROM: Joan Miles and Paul Gilbert, Pashek Associates

DATE: December 11, 2008

RE: Beaver County Comprehensive Plan: Minutes from Meeting # 3

The Steering Committee met again on Tuesday, December 9, 2008 from 10:00 to 12 in the Buchanan Building Conference Room in Beaver Borough. The following committee members attended:

Diane Dornenburg, Beaver County Chamber of Commerce
Frank Mancini, Jr., Beaver County Planning Commission
Mary Jo Morandini, Beaver County Transit Authority
Laura Rubino, Beaver County Corporation for Economic Development
Frank Vescio, Redevelopment Authority of Beaver County
Victoria Michaels, Independence Conservancy
Brian Yaworski, Beaver County Housing Authority
Marty Warchol, Beaver County Conservation District
Charlotte Somerville, Beaver County Planning Commission Board

Paul Gilbert of Pashek Associates facilitated the meeting.

I. Overview of First Round of Public Meetings

Paul distributed a copy of a Summary of Public Meeting Input. He explained that the handout provides a snapshot of the input from all three meetings and consolidates the votes into one list. It was suggested that the date, location, and number of attendees be added to this handout. The committee asked when the survey results were going to be analyzed. Paul responded that the survey would remain active until the end of the year and after the survey is deactivated, the results will be analyzed.

The committee expressed that press coverage of the plan thus far has been good.

With regard to the survey, the committee asked if we would be able to separate the input of business owners from other individuals. Paul and Frank M. responded that since there is not a question asking if the person is a business owner, we would be unable to do this. On a similar note, Diane offered to email the results of the Chamber of Commerce's recent meetings to Pashek Associates.

Paul mentioned the idea of changing the meeting strategy for the second round of public meetings. After some discussion, the committee agreed that three meetings should be held. Two

meetings should be held similarly to the previous round of meetings and the third should be held as part of a Chamber of Commerce “Open Forum” meeting.

It was also suggested that the meetings be held in more prominent locations because people had difficulty finding the previous meetings. Places such as the CCBC Library Conference Room were suggested.

Discussion turned to the venue for the upcoming Steering Committee Meetings. Laura agreed to reserve the room in the coming months for the 2nd Tuesday 10:00am to 12:00pm.

II. Background Assessment

Paul provided an overview of the Economic Condition Summary. Frank M. introduced the economic justice portion of the analysis. Ideas expressed by the committee during this discussion included:

- The commute patterns should be compared to those of 1990.
- What % of the county’s African-American population is in Aliquippa?
- If education is improved, it will greatly help address many of the economic justice issues.
- What do the employment pie charts tell us?
 - They can provide an overview of trends and a base for future actions such as business recruitment and utilizing available land.
- Developments such as Southpointe and communities like Cranberry positively impact the figures found in many of the charts for Washington and Butler Counties.
- We may want to look at the new proposal for tolling along I-80.
- Municipalities may be influenced to change zoning based on the recommendations of the County Comprehensive Plan.
- The plan could perhaps recommend more school consolidation.
- Should we look at poverty/income data at the census tract level?
 - Tract 6045 is the poorest census tract in the County (Aliquippa along Franklin Ave.)
- The plan could recommend social programs in specific geographic locations as a result of some of these analyses.

Discussion then shifted to the mapping. Paul asked the committee for their thoughts on the Functional Classification Analysis. As a result of the discussion, the committee agreed that the following changes should be made:

- Darlington Borough should be classified as “rural”
- New Galilee Borough should be classified as “rural”
- Bridgewater Borough should be classified as “urban”
- Hookstown Borough should be classified as “rural”
- Frankfort Springs Borough should be classified as “rural”
- Industry Borough should be classified as “suburban”
- Potter Township should be classified as “suburban”
- Shippingport Borough should be classified as “rural”

The committee then discussed the other maps and how to review them. It was suggested that Pashek Associates contact relevant organizations/agencies to review the maps instead of the committee. Paul agreed to create a website that could be accessed by the committee that includes the maps for their review.

III. Next Steps

Next Meeting – The next meeting will be on January 13, 2008 at 10:00am in the same location.

A few closing thoughts were shared. Diane read a quote related to Beaver County from a recent interview with an economist from outside Beaver County. The economist described four points that could help move Beaver County forwards:

1. Promote mixed use development
2. Aggressively recruit businesses from higher taxing counties
3. Cluster companies within similar industries
4. Ask non-residents why they don't live in Beaver County

Frank V. followed with a thought that Beaver County should attract more end-users to the County to capitalize on the products already being created within the County.

MEMORANDUM

TO: Beaver County Comprehensive Plan Steering Committee

FROM: Joan Miles and Paul Gilbert, Pashek Associates

DATE: January 14, 2009

RE: Beaver County Comprehensive Plan: Minutes from Meeting # 4

The Beaver County Comprehensive Plan Steering Committee met on Tuesday, January 13, 2009 from 10 to 12 in the Buchanan Building Conference Room in Beaver Borough. The following people attended:

Frank Mancini, Jr., Beaver County Planning Commission
Suzanne Modrak, Beaver County Community Development Program
Joe Petrella, Beaver County Agricultural Land Preservation Board
Dennis Rousseau, Greater PA Regional Council of Carpenters
Laura Rubino, Beaver County Corporation for Economic Development
Charlotte Somerville, Beaver County Planning Commission Board
Frank Vescio, Redevelopment Authority of Beaver County
Marty Warchol, Beaver County Conservation District
Brian Yaworsky, Beaver County Housing Authority

Joan Miles and Paul Gilbert of Pashek Associates facilitated the meeting.

I. Discussion of Survey Results

The Committee reviewed the summary of survey results that was distributed in advance of the meeting. Ms. Miles first noted how the pool of respondents differed from the general population in certain ways:

- While there were respondents from most of Beaver County's municipalities, small villages were underrepresented. Mr. Mancini noted that each municipality was notified by email, fax or mail of the survey and encouraged to participate.
- When compared to Census population data for the County, the under 20 and over 65 age groups were underrepresented. This is to be expected of the under 20 group since children and youth would not be likely to participate. We expect that youth issues were covered by respondents who are parents of residents in this age group. However, this is not true for the Senior population. We agreed that we will cross-tabulate the responses for the over 65 age group and note where they differ from respondents as a whole.
- In addition, respondents earning less than \$25,000 (and to a lesser extent those earning between \$25,000 and \$50,000) were underrepresented. Again, we

will cross-tabulate and take note of the areas where low income residents answered differently from the respondents as a whole.

The group then went through the summary of the substantive questions and answers. The following observations were made:

- Many of the responses show support for development that is consistent with the “Keystone Principles,” like redevelopment of existing places (brownfields, downtowns), encouraging new development in areas with infrastructure, preserving natural places, etc.
- The answers regarding new housing consistently scored low. This may indicate that most residents feel there is already sufficient quantity and variety of housing stock in the County.
- The responses consistently showed that job creation and attracting new business to the County is a priority for most residents.
- Many respondents feel that Beaver County is not doing enough to market itself.
- The low number of responses regarding investment in public transportation is likely due to the underrepresentation of respondents in the low income and elderly groups. We will check the responses of these groups and residents of the 10 rivertowns when we cross tabulate. It was also suggested that the low response may reflect the fact that a substantial investment has already been made in the BCTA’s Transit Center in Center Township.
- There was very strong support for increased sharing of services as well as municipal and school district consolidation.

Ms. Miles pointed out that respondents indicated that the best means of transmitting information to them was through the Beaver County Times, followed by email and focused mailing. However, several Committee members expressed dissatisfaction with the Times’ willingness to print stories about the County’s economic development and other efforts. The Chamber has purchased several pages of the paper to print a business section monthly and this will probably be the best vehicle for economic development groups to get the word out.

Ms. Miles noted that 23% of respondents submitted additional written comments, a surprising number. She highlighted a few of the responses that raised new issues:

- A lengthy comment submitted by the principal at BeaveRun Motorsports Complex noting that not enough is being done to capitalize on the large number of visitors this top notch facility brings into the County on weekends.
- A number of responses voicing frustration with local government and a need for strong leadership.
- A comment on the disjointed nature of economic development efforts in the County.
- An observation about the need for improved “gateways” to the County’s redevelopment sites that would make them more attractive to potential companies.

II. Introduction of Phase II – Developing the Future Vision

Mr. Gilbert began by presenting the draft Existing Land Use Map and explaining what it shows and how it was developed. The map will be posted on the website and the Committee is invited to review it and let us know if corrections are needed. The Existing Land Use Map will be the foundation from which we start to develop the Future Land Use Map.

Mr. Gilbert then facilitated the discussion of the Goals and Objectives Worksheet. The Committee went through the draft and made suggestions for editing the goals and suggesting additional objectives. Because we ran out of time, Ms. Miles asked Committee members to provide us with their notes. A revised version is enclosed with these minutes.

III. Next Steps

➤ Review of Draft Background Sections

We are currently completing the background sections of the Plan. All sections will be posted on our website and Committee members are welcome to review them all. However, Ms. Miles suggested that Committee members agree to review and comment on specific sections in their areas of expertise to ensure that all information is complete and accurate. These Committee members will take the lead on the following sections:

Section	Committee Members
Land Use	Frank M., Charlotte
Economic Development	Laura, Diane, Frank V.
Community Facilities	Frank M., Wes
Housing	Carl/Brian
Transportation	Mary Jo
Public Utilities	Frank V.
Environmental Conditions	Marty, Vicky
Agriculture	Joe Petrella
Historic & Cultural Resources	Suzanne
Parks, Recreation & Open Space	Frank M. (& Cty Planning Staff)

Ms. Miles will email these sections to the designated Committee members as they are completed.

At the next meeting, Pashek Associates will present significant findings that emerge through cross tabulating the survey results. We will then conduct the Future Land Use exercise.

The next meeting is scheduled for **Tuesday, February 10th** from **10 to 12.**

MEMORANDUM

TO: Beaver County Comprehensive Plan Steering Committee

FROM: Joan Miles and Paul Gilbert, Pashek Associates

DATE: February 11, 2009

RE: Beaver County Comprehensive Plan: Minutes from Meeting # 5

On Tuesday, February 10, 2009, the Beaver County Comprehensive Plan Steering Committee met from 10 to 12 in the Buchanan Building Conference Room in Beaver Borough. The following people attended:

John Hosey, Beaver County Minority Coalition
Frank Mancini, Jr., Beaver County Planning Commission
Vicky Michaels, Independence Conservancy
Suzanne Modrak, Beaver County Community Development Program
Mary Jo Morandini, Beaver County Transit Authority
Joe Petrella, Beaver County Agricultural Land Preservation Board
Laura Rubino, Beaver County Corporation for Economic Development
Frank Vescio, Redevelopment Authority of Beaver County
Marty Warchol, Beaver County Conservation District

Joan Miles and Paul Gilbert of Pashek Associates facilitated the meeting.

I. Survey Results

Ms. Miles presented a brief summary of some of the cross-tabulations of the survey results. She noted where some of the underrepresented groups differed from the survey pool as a whole.

Mr. Mancini asked how the survey results will be used in the planning process. Ms. Miles indicated that it is one of several tools that can help guide us as we develop our plan for the future. For example, the public's views about where to focus new economic development can be used to help shape the future land use plan, but we will also apply the collective expertise of the Steering Committee and our own professional judgment to shape the plan.

II. Future Land Use Exercise

Mr. Gilbert and Ms. Miles explained the future land use exercise and asked Committee members to divide into three groups, one for each region of the County. Each group was provided with:

- regional base map showing existing land uses;
- a land use category sheet;

- a map showing where water and sewer service are present and where environmental constraints exist;
- a list of questions; and
- revised County goals and objectives.

They used markers to color the base maps to show areas for new development, redevelopment or conservation in each of the following land use categories:

- Residential
- Commercial
- Industrial
- Target redevelopment sites
- Transportation improvements
- Rural resource areas
- Parks and recreation
- Historic preservation

Each group presented their ideas to the Committee and Mr. Gilbert reflected those ideas on a digital map. The following is a summary of each group's recommendations:

Region 1 (Northwest Section)

- Rural resource areas: Preserve areas with concentrations of farming in the north and west of the region.
- Residential: Target the following older communities for residential rehabilitation efforts: Darlington, New Gallilee, Koppel, Homewood, West Mayfield, White, Eastvale, Beaver Falls, Patterson Hts, Patterson, Fallston, Bridgewater, Vanport, Industry and Midland.
- Commercial:
 - New commercial development in Bridgewater at the Bridgewater Crossing site.
 - Downtown revitalization efforts in Bridgewater (car dealership) and Beaver Falls.
 - Commercial redevelopment along Route 18 in Big Beaver to reuse underutilized properties.
 - Commercial infill along Route 51 in Chippewa and better use of existing commercial properties.
- Industrial:
 - Maintain or redevelop industrial sites in Koppel, Industry and Midland.
 - New industrial development at Westgate (ongoing) and around the Turnpike - Route 60 Interchange.
- Transportation:
 - Support redesignation of Route 60 to I-376.
 - Improve public transportation connections to Chippewa and to Midland.

- Parks:
 - Acquire Ohioview Embayment in Industry and preserve as a park (Note: site is listed by the National Parks Service as site #1 in the Ohio River Islands National Wildlife Refuge, but it is currently privately owned. Owner has wanted to sell for residential development in the past).
 - Maintain riverbanks in Beaver, Bridgewater and along the lower portion of the Beaver River as parks.
- Target Development Sites:
 - Westgate Business Park (Big Beaver)
 - Turnpike & I-376 (Rte. 60) Interchange area (Big Beaver)
 - Former Babcock & Wilcox sites (West Mayfield)
 - Midland Industrial sites (Midland)
 - Revitalization of Bridge Street car dealership area (Bridgewater)

Region 2 (Eastern Section)

- Rural resource area:
 - Preserve agricultural and rural communities in the northwest
 - Establish greenways along the Connoquenessing, Brush Creek and the upper Beaver River.
- Parks:
 - Preserve Hereford Manor Lakes
 - Upgrade and create better access to Big Rock Park in New Brighton
 - Create a water trail along the upper Beaver River
- Residential: Rehabilitate residential neighborhoods in Ambridge, New Brighton, and Rochester
- Commercial:
 - Create or enhance small pockets of neighborhood commercial at crossroads in rural communities
 - Redevelop Northern Lights Shopping Center
 - Support the plans to redevelop former industrial properties in Ambridge into a mixed-use development (Northern Ambridge Redevelopment Project).
- Industrial:
 - Redevelop former Hydril site in Rochester Twp
 - Tie Rochester riverfront sites into the Rochester business district and TRID.
- Transportation:
 - Create an east-west road connection from Cranberry to Route 60 (I-376) along Freedom-Crider Road, down 65, across the Ohio and up through Aliquippa.
 - Construct a new Ohio River Bridge from Harmony Twp to Aliquippa with ramps to Aliquippa Industrial Park.

- Upgrade connection from Route 65 to redevelopment sites in Ambridge (through Foodland site).
- Make improvements to intermodal (park 'n ride) facility in Ambridge
- Target Development Site:
 - Former H.H. Robertson site, building off other investments in the area like New Economy Business Park, new High School, Old Economy Visitors Center, Historic District, etc. (Ambridge)

Region 3 (Southwest Section)

- Rural Resource Area:
 - Designate most land south of Georgetown, Shippingport and Potter and west of Route 60 (I-376).
 - Protect steep slopes along the Ohio between Shippingport and Potter.
- Residential:
 - Promote residential rehabilitation in Monaca, Center, Aliquippa, Hopewell, and South Heights.
 - Encourage historic preservation in parts of Monaca and Aliquippa.
- Commercial:
 - Support downtown revitalization efforts in Aliquippa and Monaca.
 - Expand commercial area around the Beaver Valley Mall towards Potter Twp.
 - Promote Transit Oriented Development around the Expressway Center in Center (mixed use commercial with some residential above and/or on the fringe).
 - Create a pocket of neighborhood commercial in Greene Twp near Hookstown.
- Industrial:
 - Redevelop the old Monaca tube works site.
 - Create new industrial area along riverfront between Aliquippa and Monaca.
 - Expand Hopewell Business Park.
- Transportation:
 - Support redesignation of Rte 60 as I-376.
 - Expand and improve intermodal (park 'n ride) facilities along I-376 (Green Garden, Hopewell).
 - Create corridor improvements along Brodhead Road (service road to I-376).
- Target Redevelopment Sites:
 - Commercial expansion around Beaver Valley Mall (Center)
 - Expressway Transit Center (Center)
 - Industrial redevelopment along Ohio (Center/Aliquippa)
 - Hopewell Business Park expansion (Hopewell)

III. Next Steps

Ms. Miles discussed the plans to hold 3 public meetings in each region in March that will update residents on our progress and lead them through the future land use exercise. The Committee agreed that the exercise should take the same format as the one they participated in at this meeting. We agreed that participants at each meeting will focus on future uses for that region only. Ms. Miles will work with the County Planning Commission to pick dates and locations.

Mr. Mancini noted that he and Ms. Miles will be doing a presentation to the Beaver County Chamber of Commerce about our comprehensive planning effort on March 2nd at 6PM at the CCBC Library Conference Center, Room 107.

The next Steering Committee Meeting will take place on April 14, 2009 (no meeting in March).

MEMORANDUM

TO: Beaver County Comprehensive Plan Steering Committee

FROM: Joan Miles, Pashek Associates

DATE: April 15, 2009

RE: Beaver County Comprehensive Plan: Minutes from Meeting # 6

On Tuesday, April 14th, 2009, the Beaver County Comprehensive Plan Steering Committee met from 10 to 12 in the Buchanan Building Conference Room in Beaver Borough. The following people attended:

Diane Dornenburg, Beaver County Chamber of Commerce
Frank Mancini, Jr., Beaver County Planning Commission
Vicky Michaels, Independence Conservancy
Suzanne Modrak, Beaver County Community Development Program
Mary Jo Morandini, Beaver County Transit Authority
Joe Petrella, Beaver County Agricultural Land Preservation Board
Laura Rubino, Beaver County Corporation for Economic Development
Frank Vescio, Redevelopment Authority of Beaver County
Marty Warchol, Beaver County Conservation District
Brian Yaworsky, Housing Authority of the County of Beaver

Joan Miles of Pashek Associates facilitated the meeting.

I. Future Land Use Map

Ms. Miles presented a summary of the three public workshops. She noted that attendance was low but that those who attended were enthusiastic participants. The input from the three meetings was used to help develop the draft Future Land Use Map. In a few cases, Ms. Miles indicated that we had not incorporated suggestions where they were inconsistent with County goals or would work against other County development or preservation efforts.

The Steering Committee discussed the draft map. Ms. Miles explained that future uses were depicted as overlays on the Existing Land Use Map. In this way, it is possible to see how future development relates to what currently exists. The following uses were discussed:

- Residential – Ms. Miles indicated that the map shows only two limited areas of new residential development in areas that have the infrastructure to support them. Most residential development in the County is depicted as residential rehabilitation in existing neighborhoods. After discussion, the

Committee agreed to this configuration. The text will explain that new housing can also continue to be built in existing residential areas as well as in Rural Resource Areas at low densities.

- Commercial rehabilitation/infill:
 - Aliquippa –indicate that the downtown area should be limited to the stretch from the police station to the Borough Building. Most of the buildings below this to the tunnel need to be demolished and redeveloped.
 - Ambridge – the core downtown should contract to the stretch from 8th St. to 16th St. Commercial areas outside the core should be rezoned as transitional mixed-use to allow for other uses.
 - Beaver Falls - shrink the pedestrian-oriented downtown to the area between 11th and 19th Sts. The lower end should be designated as highway commercial.
 - For each of these cases, the text will explain that revitalization efforts should be limited to these areas.
 - Add an area of downtown revitalization in Midland
 - Add an area of commercial rehabilitation to the intersection of Franklin Avenue and Broadhead Road.

- New Commercial
 - The Committee agreed with the areas shown as new commercial. I will check with Greene Township about the location of the area designated for that community.

- Mixed Use
 - The expansion of Hopewell Business Park should be changed from mixed use to new industrial.
 - Remove the area in Potter Township from the map. The site poses many challenges: access, environmental clean-up, etc. that would make redevelopment within the next ten years unlikely. The text will mention it and indicate the steps needed to ready the site for development.
 - Change the areas surrounding the Beaver Valley Mall to Mixed Use.

- Industrial
 - Expand the area of industrial redevelopment in West Mayfield to extend along Route 551.

- Parks
 - Show areas of green in the inset map extending up both banks of the Beaver River.

Pashek Associates will post the revised map on its website so Committee members can review it again and submit any additional comments.

II. Target Economic Development Sites

The Committee then turned its attention to the handout listing the potential target economic development sites. We discussed the criteria. Several committee members felt the prime criterion should be those sites the County most wants to move forward, whether or not they've already been extensively planned. After discussion, we agreed that all sites will be discussed in the text, but the five target sites will be those the County is viewing as the 5 highest priorities. The target sites selected were:

- 1) **Former LTV Site** in Aliquippa (we will incorporate any existing plans developed by CED and Mr. Betters).
- 2) **PA Turnpike and I-376 Interchange** (new sketch plan to be developed)
- 3) **Midland industrial sites** – about 300 acres owned by CED and others (we will incorporate any existing plans).
- 4) **Downtown Rochester** and environs– we will incorporate BCTA's TRID plans for the area surrounding the transportation center. Ms. Morandini presented draft TRID plans that have been developed showing a new roundabout, a renovated terminal, and redevelopment of commercial and residential areas within a ½ mile radius. Our target area would incorporate these plans and expand them to show redevelopment of the riverfront and the connection between them. Mr. Mancini asked that this target area include downtown Bridgewater. The scope of this target site will need to be discussed further.
- 5) **Center-Monaca Interchange Redevelopment** – we will show how areas surrounding the mall could be developed in a mixed use configuration.

The Committee agreed that a one-day tour will be scheduled to visit these sites and discuss the possible development or redevelopment options. Ms. Miles will bring Sara Thompson of Pashek Associates who will be developing the sketches.

III. Next Steps

By the end of this week, Ms. Miles will distribute drafts of the Background Assessment sections to Committee members for review and comment.

She will select potential dates for the tour and email them out to the Committee. The tour will be scheduled on the date that works for the majority. If we have a large group, Ms. Morandini indicated we can use one of the County's DART buses.

MEMORANDUM

TO: Beaver County Comprehensive Plan Steering Committee
FROM: Joan Miles, Pashek Associates
DATE: June 10, 2009
RE: Beaver County Comprehensive Plan: Minutes from Meeting # 7

The Beaver County Comprehensive Plan Steering Committee met on Tuesday, June 9th from 10 to 12 in the Buchanan Building Conference Room in Beaver Borough. The following people attended:

Diane Dornenburg, Beaver County Chamber of Commerce
Frank Mancini, Jr., Beaver County Planning Commission
Joe Petrella, Beaver County Agricultural Land Preservation Board
Laura Rubino, Beaver County Corporation for Economic Development
Frank Vescio, Redevelopment Authority of Beaver County
Marty Warchol, Beaver County Conservation District

Joan Miles of Pashek Associates facilitated the meeting.

I. Target Economic Development Sites

The Committee reviewed and discussed draft concept plans for the five target sites. The following development concepts and revisions were discussed.

- Former LTV Site – Aliquippa/Hopewell/Center/Monaca

Most of the site will be designated for industrial, light manufacturing and business park uses. The area north of West Aliquippa will be changed to delete “Phase I, Biofuel crops” and be shown as manufacturing/business park/marina. The text will note that prior to redevelopment, sites could be used for growing biofuel crops.

There was extensive discussion about reserving the stormwater outfall area as public riverfront access for Aliquippa. It was agreed that the Plan can show it, but the area probably should be narrowed. Mrs. Rubino will walk the site to determine how much land would be suitable for this purpose.

Regarding the new river crossing, Mr. Mancini indicated that PennDOT did a study that analyzed options and selected a preferred location. He agreed to check his files. The Plan should show the option that emerged as the most acceptable.

The Committee also discussed the trail alignment. The consensus was that the trail should only be shown along the planned rights of way (a separate trail alignment adjacent to the road). The text will state that a feasibility study will be conducted and that the study can evaluate whether any alternative alignments with river views would be possible.

- Center/Potter Interchange

The concept plan shows a mix of retail, hotel & convention center, business park and residential uses. The retail uses are located along the access drive closer to the mall. The residential uses envision apartments/condos closer to the retail area and townhouses overlooking the river. The layout protects the slopes and wetlands on the site and takes advantage of river views. Sidewalks are proposed throughout the development and walking trails are shown on the perimeter.

The Committee approved of the concept plan and had no changes.

- Rochester Borough

This concept plan incorporates the TRID Plan developed by the BCTA. It proposes adding a year-round indoor farmers' market along Brighton Avenue to draw people into the downtown. Better connections to the riverfront are planned through intersection improvements at the foot of Brighton Avenue. The plan proposes extension of the riverfront park into the area now occupied by the wastewater treatment plant. The property inside the overpass would become parking. The Committee noted that this is where Cronimet has its headquarters, but we should show it anyway. The property south of the overpass would be redeveloped with a mix of retail and residential uses. We noted that this retail will compete with any downtown revitalization efforts. We also noted that this area is in the floodplain and is not well suited for development. The Committee indicated that the developer intends to raise the development several feet. Finally, our plan proposes a loop trail that would connect the downtown to the riverfront park. A stairway would lead down from the Rochester-Bridgewater Bridge down to the park. Mrs. Rubino indicated that this has been studied before, but the funding was not available.

Ms. Miles will obtain a copy of Rochester's Riverfront Development Plan from the Borough to ensure our plan is consistent. The Committee approved the concept plan with no changes.

- Midland Borough

In Midland, the former J&L site is proposed for a mix of industrial, light manufacturing and business park uses. The industrial uses will be centered

around the active industrial properties. The western side of town is designated for residential rehabilitation.

The Committee discussed the gateway properties at the entrance to the town. They do not currently present an attractive entry into Midland. The Committee agreed that extending streetscape improvements, like street trees, would help. Pashek Associates will contact the cyber school about its plans.

The Committee also discussed the area between the former J&L site and the Main Street district along Railroad Alley. This area has many abandoned buildings and is very rundown. We suggested showing this area for redevelopment as a greenway/trail area. It could also accommodate some parking lots to the rear of buildings. The Committee agreed that the concept plan will be amended to show this.

- Big Beaver Interchange

This target site covers the area rezoned by Big Beaver Borough as highway commercial. The concept plan envisions development that complements the existing Turnpike Distribution Center as well as the nearby recreational facilities, BeaveRun Racetrack and the Mines & Meadows ATV Park.

The plan shows a warehousing and distribution complex on parcels adjacent to and east of the Turnpike Distribution Center. A hotel/water park is located just north of the interchange. In addition, tourism-related commercial businesses are shown along the south side of Route 351. These could include restaurants, small retail and recreational businesses like mini-golf, batting cages and the like. A planted buffer is proposed along the road to screen these businesses from residential properties across the road (not rezoned). Finally, an area for a stadium/sports complex is designated to the east of the distribution park. Wetlands and steep slopes are protected and buffer nearby residential properties from the development.

Mrs. Rubino suggested that the Sports Complex be moved to the parcel closer to Route 351, next to the tourism-related commercial area. Ms. Miles will check to see if this is possible.

II. Introduction to Section III – Action Program

Ms. Miles distributed samples of the implementation tables for Committee review. Committee members should think about desired strategies in their area of practice and bring them to the next meeting. For example, we will need to discuss what steps are needed to create a better marketing plan for the County.

III. Next Steps

- Refine Target Site concept plans - The concept plans for the five target sites will be amended and digitized. Ms. Miles will bring the revised versions to the next meeting.
- Develop Implementation Strategies – Pashek Associates will develop draft strategies for each plan element for discussion at the July meeting.
- Next Meeting – July 14th at 10AM.

MEMORANDUM

TO: Beaver County Comprehensive Plan Steering Committee

FROM: Joan Miles, Pashek Associates

DATE: July 15, 2009

RE: Beaver County Comprehensive Plan: Minutes from Meeting # 8

The Beaver County Comprehensive Plan Steering Committee met on Tuesday, July 14th from 10 to 12 in the Buchanan Building Conference Room in Beaver Borough. The following people attended:

Carl DeChellis, Housing Authority of the County of Beaver
Diane Dornenburg, Beaver County Chamber of Commerce
Frank Mancini, Jr., Beaver County Planning Commission
Vicky Michaels, Independence Conservancy
Suzanne Modrak, Community Development Program
Mary Jo Morandini, Beaver County Transit Authority
Joe Petrella, Beaver County Agricultural Land Preservation Board
Laura Rubino, Beaver County Corporation for Economic Development
Frank Vescio, Redevelopment Authority of Beaver County
Marty Warchol, Beaver County Conservation District
Brian Yaworsky, Housing Authority of the County of Beaver

Joan Miles of Pashek Associates led the meeting.

I. Target Economic Development Sites

The Steering Committee reviewed the revised concept plans and summary descriptions for each of the five target sites. The following changes were agreed to:

- 1) Big Beaver
 - Under “Proposed Use,” add “open space and buffers” and the acreage.
 - Consider adding transit stops to the plan. Ms. Miles will discuss this with Ms. Morandini.
- 2) Center/Potter Interchange
 - Indicate that the zoning of the proposed development area in Center Township has been changed to C4. The area shown as redevelopment of mall property remains C2.
- 3) Rochester Borough
 - Change all references to the “TRID” to “TOD”
 - Under “Changes Needed,” add that form based zoning and/or design standards should be investigated for the downtown.

4) Midland Borough

- The brownfield site is known by most in the community as the “former Crucible site,” therefore all reference to J&L should be changed.
- Need to address the lack of parking for events at the Performing Arts Center. A parking garage should be shown, possibly on an empty lot at 10th Street. In addition, small areas of parking should be shown in the green space off Railroad Ave.
- The proposed truck route should be shown.

5) Former LTV Site

- All sites shown as “light manufacturing” will be shown as “industrial” to allow for maximum flexibility.
- A portion of the area shown as green space along the river belongs to CED and should remain industrial.
- Create a green buffer between industrial areas and the West Aliquippa neighborhood
- The plan will show the area of the plan for lower Franklin Avenue that Aliquippa is developing.
- A new bridge crossing will be shown connecting Routes 65 and 51. It will roughly follow Alternate 1B in the plan previously done by Gannett Fleming for PennDOT. Although Alternate 4 was favored by the community during public meetings several years ago, that option would directly conflict with Aliquippa’s plans for lower Franklin Ave. Therefore, our plan will propose a crossing from Route 65 at Baden connecting to Route 51 at the West Aliquippa Bridge.

II. Action Plan – Implementation Strategies

The discussion focused on the over-arching issue about how economic development and marketing should be coordinated in the County. The Committee discussed which agencies/organizations are currently involved in economic development and marketing and what efforts are taking place.

- Ms. Dornenburg explained that the Chamber of Commerce is putting an insert in the Pittsburgh Business Times about the benefits of living & working in Beaver County. It has over 600 members and considerable expertise in marketing.
- Ms. Rubino explained what the Corporation for Economic Development (CED) does to market sites through its website and the Pittsburgh Regional Alliance. CED is also contemplating hiring a consultant that would actively make contacts with potential businesses.

The Committee agreed that there is a need to create a packet of information that more directly makes the case for why businesses should locate in Beaver County. Mr. Yaworsky stressed that there should be a focus on electronic as well as print material. Mr. Mancini noted that Steubenville has been aggressively marketing itself on television and billboards.

It was also agreed that the Plan should propose formation of a Committee that would coordinate economic development efforts and marketing as was previously done by the Beaver Initiative for Growth (“BIG”). It would be led by the County Commissioners and include, at a minimum, members from:

- CED
- Chamber of Commerce
- Redevelopment Authority

This Committee would hold regular meetings (quarterly) and invite State legislators, representatives from other County organizations, and municipal officials. These meetings would provide an opportunity for exchanging information about ongoing economic development efforts and reaching consensus about County funding priorities. Ms. Miles will prepare a diagram showing how the Committee might be constituted for discussion at the next meeting.

III. Next Steps

- Next Meeting - the Committee agreed to meet in August to continue the discussion of implementation strategies. The meeting will be rescheduled for the third **Tuesday, August 18th**, since Ms. Miles will be away the previous week. Since the Planning Commission will be meeting in the conference room that day at 11:30, Ms. Rubino will check into its availability from 9 to 11.
- Strategy Tables – Committee members will send their comments to Ms. Miles so that the tables can be revised.

MEMORANDUM

TO: Beaver County Comprehensive Plan Steering Committee

FROM: Joan Miles, Pashek Associates

DATE: August 20th, 2009

RE: Beaver County Comprehensive Plan: Minutes from Meeting # 9

The Beaver County Comprehensive Plan Steering Committee met on Tuesday, August 18th from 10 to 12 in the Buchanan Building Conference Room in Beaver Borough. The following Committee members attended:

Diane Dornenburg, Beaver County Chamber of Commerce
Frank Mancini, Jr., Beaver County Planning Commission
Vicky Michaels, Independence Conservancy
Suzanne Modrak, Community Development Program
Mary Jo Morandini, Beaver County Transit Authority
Joe Petrella, Beaver County Agricultural Land Preservation Board
Laura Rubino, Beaver County Corporation for Economic Development
Frank Vescio, Redevelopment Authority of Beaver County
Marty Warchol, Beaver County Conservation District

Joan Miles of Pashek Associates led the meeting.

The meeting was devoted to discussion of Phase III of the Plan, the Action Program. The following issues were discussed:

- I. Specific Issues
 - A. Economic Development Coordination & Marketing

At the last meeting, the Steering Committee agreed that a new entity should be proposed in the Plan that would bring all interested parties together to discuss economic development initiatives in the County. It would be a forum for exchange of information about and prioritization of economic development projects that have County-wide significance. It would also coordinate marketing of County sites and assets.

Ms. Miles distributed flowcharts depicting the proposed structure and operations of this entity, the Economic Growth Commission (EGC). The EGC's proposed structure would include both voting members (appointed by the County Commissioners) and advisory members. The Committee had the following comments:

- The County Commissioners should appoint 2 representatives of their own. Other voting organizations would propose to the Commissioners appointees who would be best qualified to serve on the EGC.

- The Planning Commission should be added as a voting member, bringing the total number to 7.
- Do not designate leads for the various functions.
- Restate the Chamber of Commerce’s role as “Private sector business and marketing experience.”
- Under “Nonprofits,” add “Job Training of Beaver County” after “CareerLink.”
- Add “Land Trusts and Conservancies” under “Nonprofits.”
- Add “Federal and” to “State Representatives.”
- Remove “Housing Authority” from “Other County Agencies” and place it under “Other Organizations.”
- Add the following to “Other Organizations:”
 - Transit Authority
 - Conservation District
 - Agricultural Land Preservation Board
 - Minority Coalition
 - Economic Development Authority
 - Industrial Development Authority
- Add “Real Estate Developers” as an Advisory Member.

The Steering Committee also reviewed the two flowcharts illustrating the economic development and marketing operations of the Economic Growth Commission. They had no comments. **The revised charts are attached to these minutes.**

The Committee also discussed the types of projects that would be reviewed by the EGC. Ms. Morandini asked whether certain projects like streetscape projects currently approved by the Community Development Program and the Rivertowns Partnership, would now be required to go through an additional layer of approval. The Committee indicated that they should not. The Plan will make clear that the EGC is not an approving body. It will also discuss the types of criteria that would be used to designate projects of County-wide significance such as significant job creation, blight reduction, and those that can leverage significant grant dollars.

B. School District Mergers

The Committee discussed what the Plan should say about additional school district mergers. It was noted that the County does not have authority over school districts. Yet, the Committee feels that the Plan should encourage voluntary mergers like the one recently undertaken by the Center and Monaca School District. The Plan should stress the positive benefits of mergers including cost savings, better educational resources for students, etc.

Ms. Miles noted that the Rendell Administration has proposed reducing the current 500 school districts in the State to no more than 100. The Plan should

encourage voluntary mergers before consolidations are imposed by the State. She also shared a “School District Consolidation Checklist” published by the Pennsylvania School Boards Association. **This document is attached to these minutes and will be an Appendix to the Comprehensive Plan.**

The Committee noted that the text of the Plan needs to be updated to reflect that the Center and Monaca school districts have now officially merged.

C. Shared Emergency Services

Ms. Miles distributed pages from the Comprehensive Plan showing police, fire and EMS services by municipality, and referred to several pages from a DCED publication, “Regional Police Services in Pennsylvania: A Manual for Local Government Officials” (**attached**). The Committee discussed the financial burden on many municipalities of providing police service. However, mergers of departments have been very difficult to achieve. Mr. Mancini stated that any recommendation in the Plan should be discussed with Wes Hill. He will attempt to schedule a conference call with Ms. Miles to discuss.

D. Water & Sewer Service Consolidations

The committee next discussed what the Plan should say about consolidations of public water and sewer authorities. Ms. Miles distributed a table showing the 19 separate water authorities in the County. She also referred to an EPA publication, “Restructuring and Consolidation of Small Drinking Water Systems: A Compendium of State Authorities, Statutes and Regulations.” This document notes that “Drinking water systems, especially those small systems which serve 3,300 or fewer customers, face a wide array of challenges in providing safe, reliable, and affordable drinking water to their customers.” In Beaver County, nine (9) out of 19 water authorities serve less than 3,300 customers. The Plan will encourage restructuring and consolidations of small systems and attach the relevant pages from the EPA publication. (**attached**).

Mr. Mancini noted that the text under Stormwater needs to be updated to reflect that the County’s Phase I Plan is 60 % complete.

II. Committee Comments

Ms. Miles asked the Committee if there were other major recommendations that they would like the Plan to address. None were raised. Several Committee members provided Ms. Miles with handwritten comments on the tables.

Mr. Mancini asked about the source of Land Use strategy L1-E regarding Bridge Street in Bridgewater. The Committee agreed that language regarding

relocation of the car dealership could raise concern and will be eliminated. It will be rewritten to state: "Support commercial infill on Bridge Street in Bridgewater Borough."

III. Next Steps

Ms. Miles will revise the tables and distribute them for the next meeting. It was agreed that the last column will not list specific funding programs, but rather the source agencies like DCED, PennDOT or DCNR.

The next meeting will be held on Tuesday, September 8th at the regular time (10 AM).

MEMORANDUM

TO: Beaver County Comprehensive Plan Steering Committee

FROM: Joan Miles, Pashek Associates

DATE: October 21st, 2009

RE: Beaver County Comprehensive Plan: Minutes from Meeting # 10

The Beaver County Comprehensive Plan Steering Committee met on Tuesday, October 20th from 9 to 11 in the Beaver County Planning Commission Conference Room in Beaver Borough. The following Committee members attended:

Carl DeChellis, Housing Authority of the County of Beaver
Frank Mancini, Jr., Beaver County Planning Commission
Suzanne Modrak, Community Development Program
Mary Jo Morandini, Beaver County Transit Authority
Frank Vescio, Redevelopment Authority of Beaver County
Marty Warchol, Beaver County Conservation District

Joy Ruff of the Governor's Center for Local Government Services, Department of Community and Economic Development, also attended.

Joan Miles of Pashek Associates led the meeting.

I. Detailed Plans for Target Sites

The Committee carefully reviewed the detailed site plans and best practices illustrations for the five target sites. The text will note that the five target sites are the County's top priorities but should not prevent other sites from moving forward if the opportunities arise. The following comments were offered on the plans:

Big Beaver:

- Amend Best Practices Sheet to discuss indoor arena under tourism-related development.
- Add picture of Turnpike Distribution Center and or its entrance signage.

Center and Potter

- Concept Plan: add a transit stop in the business park and differentiate more clearly between the different commercial areas (more variation in the reds).
- Mixed Use Site Plan: Add a transit stop in the business park and show an area of open space behind the shelter with benches. Also differentiate the reds (consistent with concept plan).
- Best Practices Sheet: Add titles to text.

Former LTV Site:

- Concept Plan: In legend, change “City of Aliquippa Master Plan” to “City of Aliquippa Revitalization Plan.” Then expand the area covered by the revitalization plan (light orange) to include the area with the train station.
- Bridge Access Plan: Correct spelling of Aliquippa. Indicate that there will be a signalized intersection at the ramp.
- Brownfield redevelopment best practices: revise or eliminate.

Midland:

- Concept Plan: Make parking lots more visible
- Best Practices sheet: Change “Spring Valley” to “Spring Lane.”

Rochester:

- Credit should be more visible and should state: “Illustration based on TRID Plan developed by Clearview Strategies and Strada. Reprinted with permission from BCTA”

II. Action Plan – Implementation Strategies

Ms. Miles asked whether there were any additional comments. Mrs. Modrak noted that DCNR should be added as an additional source of funding for strategy L-1C. No other comments were received.

Ms. Miles stated that all comments on the text should be transmitted by October 30th.

III. Preparation for Public Meeting

Joy Ruff asked that a draft of the Plan be submitted to DCED for review and comment prior to the public meeting. It was therefore decided that we will not schedule the public meeting until DCED’s comments have been received. Pashek Associates will print a draft that Mr. Mancini can send to DCED as soon as possible.

The Committee discussed the format of the meeting. Because of low attendance in the past, we agreed that we will have one large meeting instead of the three meetings provided in the Scope of Services. It will begin with an open house format. Tables will be set up for each of the five target sites as well as for the Future Land Use Plan. Residents will be able to visit the tables to review the plans and ask questions. Ms. Miles suggested that Steering Committee members staff these tables. After the open house segment, Pashek Associates will do a short presentation followed by comments from the public. The County and Pashek Associates will address these and other revisions to the Scope of Services as agreed upon.

IV. Next Steps

Presentations to the Planning Commission Board and the Commissioners will follow the public meeting. Mr. Mancini stated that he may be able to consolidate the two meetings.

The next Steering Committee meeting is tentatively scheduled for December 8, 2009.

MEMORANDUM

TO: Beaver County Comprehensive Plan Steering Committee

FROM: Joan Miles, Pashek Associates

DATE: April 14, 2010

RE: Beaver County Comprehensive Plan: Minutes from Meeting # 11

The Beaver County Comprehensive Plan Steering Committee met on Tuesday, April 13th at 10 AM in the Beaver County Planning Commission Conference Room in Beaver Borough. The following Committee members attended:

Carl DeChellis, Housing Authority of the County of Beaver
Frank Mancini, Jr., Beaver County Planning Commission
Vicky Michaels, Independence Conservancy
Greg Mikut, Beaver County Chamber of Commerce (for Diane Dornenburg)
Suzanne Modrak, Community Development Program
Mary Jo Morandini, Beaver County Transit Authority
Laura Rubino, Beaver County Corporation for Economic Development
Frank Vescio, Redevelopment Authority of Beaver County
Marty Warchol, Beaver County Conservation District

Joan Miles from Pashek Associates facilitated the meeting.

I. Public Comments on Plan

Ms. Miles opened the meeting by noting the excellent attendance at the February 2nd Open House and Public Meeting and the positive feedback she received from the participants. She asked all those who had attended to provide their impressions. All agreed that the meeting had been a success and the Plan was well-received. Mr. Mancini added that the Commissioners' support was evident in remarks by Commissioners Amadio and Spanik. Commissioner Camp would have attended as well had he not had a class that evening. The Committee agreed that keeping the Commissioners informed throughout the planning process had built that support.

The Committee then turned their attention to significant comments received during the public comment period and corresponding revisions to the Plan:

- 1) Letters were received from Norman Mitry of Heritage Valley Health System and Joe Forrester of the Community College of Beaver County. Both expressed concern that their organizations did not have representation on the Economic Growth Commission. A change has been made to add a representative from each to the voting members. The Steering Committee

agreed with this change. Ms. Rubino noted that their desire to be involved in the County's economic development planning is very positive.

- 2) The Steering Committee also concurred that no changes to the Plan would be made in response to comments from Christina Sarson. However, all agreed that she had raised important issues that would be more applicable to a Rochester Borough Comprehensive Plan. Mr. Mancini will send a response and encourage her to become involved at the local level.
- 3) Ms. Miles noted that changes had been made to the text of the Rochester Target Economic Development Site in response to a comment from Ms. Morandini. The changes clarify that the TOD was a Borough-led effort with substantial public input. Ms. Morandini suggested a few additional revisions to the text which will be made.
- 4) Mr. Mancini noted that the LTV Target Site Plan has been modified to add the correction requested by CED.
- 5) The Committee discussed the comment sent by Ms. Michaels regarding the "undeveloped" land use classification. Ms. Michaels expressed concern that the name suggests that the land is waiting to be developed. However, the group could not find another suitable name that did not carry similar or other undesirable connotations. Mr. Mancini stated that "undeveloped" is a commonly used planning term. The Committee agreed to leave it unchanged.

II. Plan Adoption

Mr. Mancini described the steps that will occur prior to adoption of the Plan. Ms. Miles will present a slide show of Plan highlights to the Planning Commission Board on April 20th. The Board will then vote to recommend adoption of the Plan by the County Commissioners.

Mr. Mancini requested that a final Plan with all revisions be delivered to him at the Planning Commission Board meeting. Ms. Miles will do so.

III. Plan Implementation

Ms. Miles stated that while development of the Plan is coming to a close, the implementation phase is just beginning. She expressed the hope that each organization represented on the Committee will take a leadership role in carrying out Plan strategies. The Planning Commission will coordinate implementation activities. The formation of the Economic Growth Commission will be a first priority.

Ms. Miles thanked all of the Steering Committee members for their assistance and guidance.

*Appendix 2 –
Public Meeting Minutes*

MEMORANDUM

TO: Beaver County Comprehensive Plan Steering Committee

FROM: Joan Miles, Pashek Associates

DATE: November 17, 2008

RE: Beaver County Comprehensive Plan: Minutes from Public Meeting at Freedom Area High School

On Thursday, November 13, 2008, Pashek Associates held a public meeting at the Freedom Area High School at 7 P.M. Eight members of the public were present:

Betsy Woodling, Independence Conservancy
Vic Gurinowitsch, Potter Township Supervisor
Marty Warchol, Beaver County Conservation District
Karl Chapple, local businessman & member of Beaver County Chamber
Charles Batte, New Sewickley Township Planning Commission
Rob Cyphert, Beaver County Commissioners Office
John Rubino, local businessman
Sara Walfort, Southwestern Pennsylvania Commission

Joan Miles and Krista Connelly of Pashek Associates conducted the presentation.

Ms. Miles welcomed everyone and thanked them for coming. She asked any elected officials to stand and introduce themselves. She then introduced Marty Warchol from our Steering Committee. In addition, she noted that County Planning Director, Frank Mancini, Jr., was unable to be present since he was attending a County Planning Directors meeting in State College.

Ms. Miles then presented a PowerPoint that contained the following information:

- The purpose of the plan, including the focus on five target economic development sites;
- A summary of the three-step planning process, including a review of the many opportunities for public input;
- An overview of our progress to date, including the on-line survey, draft mapping of the County, and initial findings from our demographic and economic research; and
- The next steps in the planning process.

The audience was then given the opportunity to ask questions and the following questions were put forward:

- What has been accomplished from the prior comprehensive plan that was completed about 10 years ago?

Ms. Miles indicated that she could not list specific items, but certainly the County has been moving ahead with many projects including brownfield redevelopment, revitalization of the river towns, and so forth. The ability of the County to implement all plan recommendations was limited by funds and County priorities. Mr. Cyphert of the County Commissioners Office elaborated and noted many park and recreation improvements that have been undertaken by the County.

- There is an old military site in Potter Township that is being cleaned up. It is owned by the Township (about 60 acres). The Township is thinking about redeveloping the site into ballfields and other recreational facilities. Would this be the type of economic development project the plan could focus on?

Ms. Miles stated that we would probably be looking at projects that create jobs and generate tax revenue, but it is something we could look at.

- What is Butler County doing to cause it to have higher housing and income values?

The development of Cranberry Township has been a large factor. Several large corporations relocated there. This in turn spawned a housing boom. Sara Walfort of SPC noted the impact that Route 279 had on that growth.

- One attendee noted that he had recently moved to Beaver County and opened a business in Beaver Falls. He has been discouraged by the negativity in the County. How will the plan help change that?

Ms. Miles noted that this negativity is not unique to Beaver County. It affects the region as a whole and stems from the economic collapse in the 1980's. However, she noted that things have been improving gradually. The plan will put forward more strategies for positive change. She noted that the success of any plan, however, depends on the will of those in the County to follow through.

The next part of the meeting was devoted to a public participation exercise. Participants were asked to record answers to the following two questions on index cards:

- What is it about Beaver County that you most value?
- What problems need to be improved?

Ms. Miles showed slides of photographs of many aspects of the County, both positive and negative, to help stimulate ideas. At the end of the slide show, participants were asked to share their answers and Pashek Associates recorded them. The following answers were provided:

MOST VALUE

- County Built for Industry
- Diversity of uses within close proximity of one another
- Can see Stars in the sky – clean air
- Abundant natural resources, especially the rivers
- Historic sites
- Close to major city (Pittsburgh) and its assets
- Rivers as a means of transportation
- Low cost of living
- Good educational institutions
- Great potential for success (people, resources, infrastructure)
- Good work ethic
- Beaver County identity – a “sense of place”
- Excellent parks that serve the County and Region

NEED TO IMPROVE

- Diminishing industry
- Clean up dump sites
- Better utilization of transportation resources
- Better protection of water resources
- Empty storefronts everywhere
- Mentality/resistance to change
- Need more visionaries/leaders
- More quality (secure & well-paying) jobs
- Better connections between universities & industries/workforce
- Improve cooperation between municipalities
- Improve cooperation between municipalities & County
- Bring more businesses to the area
- Improve/change zoning
- More citizen involvement

The participants were then given six dots each and asked to place dots next to the three items on each list that they felt were most important. The participants prioritized the items as follows:

MOST VALUE

- Abundant natural resources, especially the rivers (4)
- County Built for Industry (3)
- Diversity of uses within close proximity of one another (2)
- Can see Stars in the sky – clean air (2)
- Close to major city (Pittsburgh) and its assets (2)
- Excellent parks that serve the County and Region (2)
- Rivers as a means of transportation (1)
- Low cost of living (1)
- Good educational institutions (1)
- Great potential for success (people, resources, infrastructure) (1)
- Good work ethic (1)
- Beaver County identity – a “sense of place” (0)
- Historic sites (0)

NEED TO IMPROVE

- More citizen involvement (4)
- Bring more businesses to the area (3)
- Better protection of water resources (3)
- Diminishing industry (2)
- Empty storefronts everywhere (2)
- More quality (secure & well-paying) jobs (2)
- Improve cooperation between municipalities & between municipalities & County (2)
- Clean up dump sites (1)
- Improve/change zoning (1)
- Need more visionaries/leaders (1)
- Better connections between universities & industries/workforce (0)
- Better utilization of transportation resources (0)
- Mentality/resistance to change (0)

Ms. Miles thanked everyone for coming and encouraged them to take the on-line survey if they hadn't already done so. The meeting was adjourned at 8:40 P.M.

MEMORANDUM

TO: Beaver County Comprehensive Plan Steering Committee

FROM: Joan Miles, Pashek Associates

DATE: November 18, 2008

RE: Beaver County Comprehensive Plan: Minutes from Public Meeting at Blackhawk Area High School

The second public meeting was held on Monday, November 17, 2008 at 7 P.M. at the Blackhawk Area High School. Ten people attended:

- Shirley & Frank Buckholz, Beaver
- Mike Bonkovich, Beaver Falls
- Lisa Signore, Beaver County Community Development
- John Hosey, Beaver County Minority Coalition
- Frank Mancini, Jr., Beaver County Planning Commission
- Doniele Andrus, Beaver County Planning Commission
- Bill Evans, Beaver County Planning Commission
- Rick Packer, Beaver County Planning Commission
- Sandra Bursey, Beaver County Planning Commission
- Matthew Bursey, Midland Heights

Paul Gilbert and Joan Miles facilitated the meeting.

Ms. Miles welcomed everyone and thanked them for coming. She asked any elected officials to stand and introduce themselves. She then introduced John Hosey from our Steering Committee.

Ms. Miles and Mr. Gilbert presented a PowerPoint that covered the following topics:

- The purpose of the plan, including the focus on five target economic development sites;
- A summary of the three-step planning process, including a review of the many opportunities for public input;
- An overview of our progress to date, including the on-line survey, draft mapping of the County, and initial findings from our demographic and economic research; and
- The next steps in the planning process.

Participants asked the following questions:

- Mr. Mancini noted that more recent housing data would undoubtedly show smaller gains or even losses in housing value.

We agreed to check sources other than the census to see if we can find more recent data.

- Mr. Mancini also asked why education, health & social services are grouped together in our charts of employment data.

Mr. Gilbert indicated that this is the way the census presents it. However, he will check to see if there is another source that breaks these categories out.

- Mr. Buckholz asked whether we have the number of Beaver County residents who are retired and not in the work force.

Ms. Miles indicated that while the census tells us how many people are not in the work force, it does not split that out between retired people and children. We will check to see if another source would provide this information.

Pashek Associates then engaged the audience in a public participation exercise. Participants were asked to record answers to the following two questions on index cards:

- What is it about Beaver County that you most value?
- What problems need to be improved?

They viewed a brief slide show of photographs depicting many aspects of the County, both positive and negative, to help stimulate ideas. At the end of the slide show, participants shared their answers and Pashek Associates recorded them. Subsequently, everyone placed dots next to their top three choices under each list: The following answers were given in order of priority:

MOST VALUE

- **Good transportation resources (rivers, turnpike, Route 60) (6)**
- **Low cost of living (6)**
- **Affordable housing (6)**
- **Small town feel in close proximity to City/airport (3)**
- **Natural resources/rivers (3)**
- Friendliness/openness of people (2)
- Low crime rate (2)
- Local farms & agricultural products (1)
- Historical & cultural assets (1)
- Good zoning & other ordinances (1)
- Slow pace of life (0)
- Good network of social services (0)

- Industrial jobs (0)
- Good “Main Street” communities (0)
- Reasonable real estate taxes (0)

NEED TO IMPROVE

- **More job opportunities (5)**
- **Deteriorating water and sewer infrastructure (4)**
- **Remove vacant, dilapidated structures (3)**
- **Brownfield redevelopment (3)**
- **Keep youth/fight population decline (3)**
- **Capitalize on rivers (3)**
- Crow’s Run Road connection with Cranberry (2)
- More accessible recreation & work from home (2)
- More consolidation of education, municipal resources, public & municipal authorities (2)
- Income-based tax system (rather than property-based) (2)
- More land use controls (1)
- Main Street revitalization (1)
- Promote white collar jobs (1)
- Better control of goose population (1)
- More trails (1)
- More gamelands & parks (0)
- Create more walkability (0)
- Floodplain protection (0)
- More transit routes/passenger rail to Pittsburgh and Airport (0)
- Better buffering between incompatible uses (0)
- Develop an inland port on the Ohio (Aliquippa Port Authority) (0)
- More vocational education (0)

Ms. Miles thanked everyone for coming and adjourned the meeting at 8:35 P.M.

MEMORANDUM

TO: Beaver County Comprehensive Plan Steering Committee

FROM: Joan Miles, Pashek Associates

DATE: November 25, 2008

RE: Beaver County Comprehensive Plan: Minutes from Public Meeting at Hopewell Area High School

The third public meeting was held on Monday, November 24, 2008 at 7 P.M. at the Hopewell Area High School. Twenty-six people attended the meeting. The list of participants is attached as Appendix A.

Joan Miles and Paul Gilbert of Pashek Associates welcomed everyone and thanked them for coming. Once again, they presented a PowerPoint presentation that included the following topics:

- The purpose of the plan, including the focus on five target economic development sites;
- A summary of the three-step planning process, including a review of the many opportunities for public input;
- An overview of our progress to date, including the on-line survey, draft mapping of the County, and initial findings from our demographic and economic research; and
- The next steps in the planning process.

At the end of the presentation, the participants asked the following questions:

- Will the maps be online for review?

We explained that the maps are still in draft at this time. However, once they are close to final, we can make them available to the public. We will ask Beaver County Planning commission if it will be willing to post the maps on their website.

- Can tonight's presentation be placed on-line?

We will need to check with the Beaver County Planning Commission.

- The Steering Committee should discuss marketing the County to bring in more residents, new employers, etc. This may help raise median incomes.

Recommendations for better marketing of the County will be a part of the Plan.

- Who will pick the five target economic development sites?

It will be a joint effort. We will be talking to economic development organizations, developers and municipal officials. We will also be conducting a second round of public meetings that will consider future land uses and identify potential areas for development.

- The Scottsdale “Family Dollar” example showed a small retail redevelopment. That type of project doesn’t create well-paying jobs.

We explained that this type of project is meant to serve as a catalyst for further investment in a downtown. As a significant building is renovated, it leads to other property owners improving their buildings or new developers coming in to rehabilitate other buildings. Also, downtown redevelopment is likely to be just one of the five target projects. Others will look at redevelopment of industrial sites or new commercial/industrial projects.

- Shouldn’t municipalities be here to promote themselves?

Yes. We invited them to come. A few have attended other meetings.

- Are possible funding sources included in the Plan?

Yes. In the Action Plan.

- Does the plan cover things like improving safety and recreation?

Absolutely. Safety is covered in several sections including Community Facilities & Services (police, fire, EMT) and transportation (pedestrian & vehicular safety). There is also a Parks & Recreation section. This Plan will probably cross-reference to the Comprehensive Parks, Recreation & Open Space Plan, Greenway Plan & Park Master Plans recently completed or underway in the County.

- Could vacant industrial sites be mapped and proposed for new “green” industries?

Yes. We can map them. Also, we will make some recommendations about alternative energy in the County.

- Are you having good communication with the boroughs and townships?

Some elected officials attended prior meetings, but not many. Each municipality received a flyer inviting them to attend. We hope they will participate in other phases of the project.

- Do you have steering committee members representing labor & recreation?

Sam Prodonovich (Building Trades Council) is on our committee. There is no one who specifically represents recreation, however we do have representatives from the Conservation District and the Independence Conservancy. Since Beaver County has done a great deal of work on recreation over the last few years, we will not be devoting a lot of this Plan's resources to the recreation component.

- One participant noted the important connection between health care and planning. In many communities, it is not possible to go anywhere without a car. This has led to obesity & heart disease.

We agreed. We will look at promoting pedestrian and bike routes as part of the transportation section. The Greenway Plan has proposed many trails.

Pashek Associates then asked the audience to participate in a public participation exercise. Participants viewed a brief slide show of County scenes and then recorded answers to the following two questions on index cards:

- What is it about Beaver County that you most value?
- What problems need to be improved?

At the end of the slide show, participants shared their answers and Pashek Associates recorded them. Subsequently, everyone placed dots next to their top three choices under each list: The following answers were given in order of priority:

MOST VALUE

Natural scenery/ abundant green space (10)

People with strong work ethic (10)

Small, unique town; great neighborhoods (8)

Low cost of living (7)

The rivers (6)

Young people (5)

Sense of community (5)

Agriculture (4)

Historic sites, including history of labor movement & underground railroad (3)

Good access to public radio (1)

Racial/ethnic diversity (1)

Location & access to major transportation arteries (0)

Diverse recreational opportunities (0)

Independence Marsh (0)

Available land for development (0)
Proximity to great hospitals in Pittsburgh (0)
Great place to raise a family/ small town values/close to City amenities (0)
Good educational institutions (0)

NEED TO IMPROVE

More living wage jobs/career building opportunities (14)
Better marketing of County assets (9)
Make use of alternative energies (rivers, geothermal, etc) (7)
Promote municipal mergers (6)
More municipal cooperation (5)
Utilize vacant lots to promote entrepreneurship in youth (5)
Improve roads, bridges & other infrastructure (5)
Connect Rivertowns with trails (4)
Brownfield redevelopment (3)
State-of-the-art youth center (3)
More trails (3)
More school mergers (2)
Improve negative attitudes (2)
Balance economic growth with green space & farmland preservation (2)
Reinstate rail service between Beaver County & Pittsburgh (2)
More shared public services (1)
Better pedestrian access to services/ walkability (1)
Greater diversity of housing (1)
Riparian buffers for water quality (1)
More riverfront development (1)
Beautify secondary streets (1)
Expans hands-on training for youth (1)
Create mixed use business park at Hopewell exchange (0)
Improve safety in some neighborhoods (0)
Attract young people (0)
Better code enforcement (0)
More recreation & social opportunities to fight drug use (0)
Organize litter pick up (0)
More commercial opportunities (0)
Coordinate transportation & land use planning (0)

APPENDIX A

List of Meeting Participants Hope Area High School November 24, 2008

Vicky Michaels, Independence Conservancy
Peter Deutsch, Center Township
Tom Welte
Suzanne Modrak, Community Development
Frank Vescio, Beaver County Redevelopment Authority
Jon Laughner, Penn State Extension
Pat Seech, Aliquippa
Tina Shannon, Progressive Democrats of America
Brad Bachelor, Aliquippa
Jerry DeSena, Aliquippa
Aileen Gilbert, Aliquippa
Cheryl L. King, Aliquippa
Marlin Erin, Beaver
Kelly Tocci, Aliquippa
Nevin Welte, Aliquippa
Denise Cox, Midland
Jan Carpenter, New Brighton
Linda Davenport, Aliquippa
Randy Shannon, New Brighton
Joe West, Beaver County Planning Commission
Marcia Lehman, Ambridge
Dennis Rousseau
Joe Kaldon, Aliquippa
Erica Wachtel, Ambridge Planning Commission
Nancy Werme, Beaver
Russell Werme, Beaver

MEMORANDUM

TO: Beaver County Comprehensive Plan Steering Committee

FROM: Joan Miles, Pashek Associates

DATE: March 19, 2009

RE: Beaver County Comprehensive Plan:
Minutes from Region 3 Public Workshop

On Wednesday, March 18, 2009, Pashek Associates conducted a public workshop at Beaver County Community College's Library Conference Center, Room 103 in Center Township. The workshop began at 7 P.M. Eighteen (18) people attended.

Ms. Miles welcomed everyone and introduced Krista Connelly. She presented a PowerPoint slide show to provide the participants with background information about the project and our findings to date. The slide show covered the following topics:

- Purpose of the comprehensive plan
- The planning process
- Progress to date, including highlights from research of demographics and economic conditions
- Summary of key responses from the on-line survey
- Next steps in the planning process

Ms. Miles then opened the meeting up to questions and comments.

- 1) The slide show talked about increasing housing with decreasing population as being undesirable. However, a large cause is that people are leaving the older, urban areas because of poor school districts and cheaper housing in suburban and rural areas. So how can that be changed?

Ms. Miles agreed that these have been important factors. However, the County has been and can continue to invest in the more urban communities to make them more attractive through efforts like the Main Street program. Young people today are choosing to live in the more urban, walkable settings.

- 2) Is anything being done to find out why the population is declining and what can be done to change it?

Ms. Miles noted that this is not just a County problem. Most of the Region has been losing population since the collapse of the steel mills in the 1980's. It takes time to recover from that. The County needs to do a better job of marketing itself. Mr. Mancini added that the primary issue is lack of jobs and that the Plan will try to address that through the five target economic development sites. Mr. Vescio

reiterated that this needs to be done together with a strong marketing effort that will attract new companies to the area.

At this point, the participants broke up into four small groups to conduct the future land use exercise. Ms. Miles explained the materials on each table and how each group should proceed to record their ideas on the map. She and Ms. Connelly also explained how the blue and red map on each table was developed. Areas of the region that may pose constraints to development (environmentally sensitive areas & proposed greenways) are shown in red, whereas areas that can best support new development (with water & sewer service) are indicated in blue. They asked the participants to think about these issues as they selected areas for new development, redevelopment and conservation.

The groups spent about 30 minutes discussing and answering a list of questions about where different types of land uses or improvements could be located (a copy of the questions is attached). They recorded their answers on a base map of Region 3 (area south and west of the Ohio River). Each group then presented its ideas to the other participants. Ms. Connelly recorded those ideas on the digital base map. The following ideas were presented:

Group 1

Potter Township:

- There is a former industrial site that the municipality now owns. Turn that into a mixed use development, possibly office park with recreational ball fields.
- Maintain and expand light industrial land uses along the River
- Expand commercial & mixed use development in area around the Beaver Valley Mall
- Create a commercial and medical training center along Route 18.
- Build new housing on the hill adjacent to existing residential areas.

Aliquippa:

- Consolidate the business district along Franklin Ave and create a new shopping area at the intersection of Sheffield & Monaca Road
- Demolish housing damaged in the floods and rehabilitate residential neighborhoods
- Improve traffic circulation by widening the tunnel to the industrial park and rerouting truck traffic from the center of town
- Continue to develop the Aliquippa Industrial Park

Transportation Improvements:

- Improve Route 51 and Route 151
- Build a new river crossing and create a connection from the bridge through Center Township to Route 60 (I-376)

Western part of Region 3:

- No new development because infrastructure is not there.

Group 2

Housing:

- Several residential neighborhoods in Aliquippa need to be rehabilitated
- Replace housing in Monaca in the neighborhood north of downtown
- Renovate housing in South Heights

Industrial:

- Continue to redevelop the industrial riverfronts in Aliquippa and Monaca as mixed use – light industry, commercial, recreation
- Expand the Hopewell Business Park
- Develop the Route 60 corridor for industrial and mixed use.

Commercial:

- Continue to expand the commercial development around the Mall

Transportation:

- Create a new bridge crossing over the Ohio which connects to the Aliquippa Industrial Park, Route 51 and through Aliquippa to Route 60 (I-376)

Rural Resource Areas:

- Conserve Raccoon Creek corridor
- Development west should be limited & low-impact (like canoe launches).

Group 3

Shippingport & Potter:

- Maintain industrial land uses
- Concur with redeveloping former industrial site as mixed use w/ some recreational

Center Township:

- More focus on office development around the mall (not just retail)
- Develop the area around the Transportation Center as mixed use.

Monaca:

- Redevelop housing in the area between 9th Street and the boat dock
- Create walking trails
- Redevelop business district along Pennsylvania Avenue
- Remove blighted housing between 9th and 17th Streets and replace with infill housing
- Redevelop vacant industrial properties
- Create a bike/pedestrian trail along the riverfront from Monaca to South Heights with an eventual connection to the Montour Trail.

Aliquippa:

- Remove blight and redevelop Franklin Avenue

- New bridge crossing of Ohio river is vital to the revitalization of the City
- Housing rehabilitation

South Heights:

- Rehabilitation along Route 51 – Southern gateway to Beaver County

Hopewell Industrial Park:

- Expand to include other uses such as hotels & restaurants

Frankfort Springs:

- Market this historic town for tourism

Target Redevelopment sites:

- Mall area in Center
- Transportation Center in Center Township
- Monaca Industrial sites
- Hopewell Business Park

Group 4

This group started by saying that they had tried to take a realistic approach in light of population decline. Therefore they are not proposing any new housing. They also believe a regional focus is important – “as the Riverfronts Towns go, so goes the County.”

Monaca & Aliquippa:

- Focus on housing rehabilitation - demolish dilapidated homes and replace with infill housing
- Main Street revitalization in downtown business districts
- Mixed use redevelopment in vacant industrial areas

Target Economic Development Sites:

- Hopewell Business Park
- Aliquippa Industrial Park
- Interchanges along Route 60/I-376

Transportation:

- Connection from 376 through Aliquippa to Route 51
- New bridge crossing in Aliquippa with hopes to connect east to Cranberry and 279 in the future.

Rural Resource Area:

- Most areas west of I-376

Ms. Miles thanked everyone for coming and sharing their ideas. The meeting was adjourned at 8:55 P.M..

BEAVER COUNTY COMPREHENSIVE PLAN

FUTURE LAND USE EXERCISE

The **Future Land Use Map** provides a visual picture of desired land use in the County. It conceptually diagrams where to target growth, reinvestment, and conservation of land. We use the following tools to help create the Future Land Use Map:

- 1) Base Map for each planning region showing the land uses that currently exist
- 2) Visual Land Use Key that illustrates the types of uses under each land use category
- 3) Digital Water and Sewer Map showing areas of the County with or planned for service
- 4) Digital Environmental Constraints Map showing significant environmental features and proposed greenway corridors

Use the colored markers that match the visual land use key to illustrate preferences of future land uses on the Base Map.

MAPPING EXERCISE QUESTIONS:

1. Where should **residential land use** be targeted? Use your **yellow marker** to note areas that are suitable for:
 - New development
 - Rehabilitation of existing neighborhoods

2. a. What areas are most appropriate for **commercial development**? Think about size and scale of development and proximity to residential land uses. Use your **red marker** to show areas for:
 - Regional businesses (ex. shopping centers)
 - Neighborhood commercial (ex. grocery stores, dry cleaners)
 - Main Street revitalization
 - Mixed-use areas (small scale commercial and residential within walking distance)

b. Should some existing commercial areas (ex. portions of struggling downtowns, old strip centers) be converted to other uses?

3. Where is **industrial development** most appropriate in the planning area? Think about whether the areas have access to major transportation networks and infrastructure. Use your **purple marker** to show areas for:
 - Light industry, manufacturing, and office parks
 - Heavy manufacturing

4. Where are the areas that should be identified as **target economic development sites** in the Plan? Place a **black ★** in the locations you feel should be high priorities such as:
 - Abandoned industrial sites
 - Riverfront property
 - Downtown areas
 - Undeveloped land along major routes or at key intersections

5. What type of **transportation** upgrades are needed to better facilitate the movement of goods and people and create better access to neighborhoods, jobs, shopping areas, and other key destinations? Use your **orange marker** to illustrate:
 - Where existing roads and bridges need to be upgraded
 - Where new roads and bridges are needed
 - Where transportation facilities (river ports, airports, intermodal facilities) should be established or improved

6. Where should **rural resource areas** be established? Think about the County's agricultural and natural areas. Use your **brown marker** to show where efforts should be targeted to preserve:
 - Areas where agriculture continues to have a strong presence
 - Significant natural resources (steep slopes, floodplains, habitat areas)
 - Proposed greenway corridors

7. Are there areas that should be set aside for **parks or recreational uses**? Use your **green marker** to indicate where:
 - New or expanded parks should be created (ex. riverfronts)
 - Trail connections are needed

8. Are there areas of **historic** significance that need to be preserved? Do existing historic districts need to be strengthened or expanded? Use your **black marker** to circle these areas.

MEMORANDUM

TO: Beaver County Comprehensive Plan Steering Committee

FROM: Joan Miles, Pashek Associates

DATE: March 25, 2009

RE: Beaver County Comprehensive Plan:
Minutes from Region 1 Public Workshop

On Tuesday, March 24, 2009, Joan Miles and Paul Gilbert of Pashek Associates conducted a public workshop at the Beaver County Office of Aging Conference Room in Beaver Falls. The workshop began at 7 P.M. Thirteen (13) people attended.

Ms. Miles welcomed everyone and thanked them for coming. She presented a PowerPoint slide show that covered the following topics:

- Purpose of the comprehensive plan
- The planning process
- Progress to date, including highlights from research of demographics and economic conditions
- Summary of key responses from the on-line survey
- Next steps in the planning process

She then opened the meeting up to questions.

1) One participant asked if Beaver County officials are getting the information presented. Ms. Miles noted that municipal officials have been notified directly about all meetings and the survey. She also expects that the County will do outreach to the municipalities after the Plan is adopted.

2) Another participant noted that our sewer map is incorrect for Big Beaver. Sewer service is available along Route 18 to Koppel and the area surrounding the Turnpike/Route 60 interchange is also sewerred. Ms. Miles thanked him and asked him to draw these areas on the map so we can make the correction.

The participants then broke into three small groups to conduct the future land use exercise. Ms. Miles explained the materials on each table and how each group should record their ideas on the map. Mr. Gilbert explained how the blue and red map on each table was developed. Areas of the region that may pose constraints to development (environmentally sensitive areas & proposed greenways) are shown in red, whereas areas that can best support new development (with water & sewer service) are indicated in blue. They suggested that participants use this map as a guide when deciding where to locate new development, redevelopment and conservation areas.

The groups spent about 30 minutes discussing and answering a list of questions about where different types of land uses or improvements could be located. They recorded their answers on a base map of Region 1 (area north of the Ohio and west of the Beaver River) and presented their ideas to the other participants. Mr. Gilbert recorded those ideas on the digital base map. The following ideas were presented:

Group 1:

This group started by saying that they are proponents of walkable downtowns and focused their plans of revitalizing existing places rather than proposing new development.

Residential – Revitalize the housing in Midland, Vanport/Beaver, Bridgewater and Beaver Falls. Did not propose any new housing.

Commercial – Focus efforts on downtown revitalization in Midland, Beaver, Bridgewater and Beaver Falls. Eliminate old strip mall (Big Beaver Plaza) on Route 18.

Industrial – Redevelop the old Allegheny Ludlam site in Midland and Westgate in Big Beaver.

Target economic development sites:

- Allegheny Ludlam – Midland
- Westgate – Big Beaver
- Riverfront – Beaver Falls
- Riverfront – Bridgewater
- Downtown Bridgewater

Transportation improvements:

- Improve Route 68 with turning lanes in Vanport.
- Support designation of Route 60 as I-376
- Construct the Veterans Memorial Bridge

Recreation – Create a green riverfront in Beaver and Bridgewater. Support trail development from Beaver north along the Beaver River into Lawrence County.

Historic preservation – Beaver County is lucky to have three historic districts on the National Register, two in Region 1 (Beaver & Bridgewater).

Group 2

Residential:

- Demolish or rehabilitate blighted housing in Midland and Beaver Falls.
- New housing along the new I-376 corridor.

Transportation – expand Route 68; eliminate brick yard across from Lock 6.

Recreation – create a “riverwalk” all the way from Beaver to Midland in addition to the trail along the Beaver River.

Agriculture (Rural resource) – preserve area in the far west.

Commercial – new restaurants & hotels in Midland. Bring businesses back into the Rivertowns.

Group 3

Commercial:

- Focus on revitalizing downtowns. They have public transit to Pittsburgh.
- Shrink the Beaver Falls commercial district – it is too large.
- Expand the commercial area slightly in Chippewa.

Residential:

- Housing rehabilitation in Beaver Falls and other rivertowns
- Allow for new housing only in close proximity to existing residential areas like New Galilee, Homewood & Koppel

Target Development Sites:

- Downtown Beaver Falls
- River Access point
- Westgate
- Interchange of Turnpike and I-376

Industrial:

- Upper and lower ends of Beaver Falls
- Midland brownfields
- Northwest corner of the County (Darlington brickworks; Cannellton (challenge: no utilities)
- Light industrial around Beaver County Airport

Recreation – Create the trail along the Beaver River and link to Bradys Run Park and North Country Trail in the north. Develop river access near Beaver Falls and water trail along the Beaver River.

Rural resource – far west

Transportation:

- Promote light rail from Pittsburgh to Pgh Regional Airport and on to Beaver County Transit Center.

This group also noted that Beaver County will continue to lose out to Cranberry and other areas for economic development projects unless it fixes its problems, like the inefficiencies and cost of local government. There is a need to regionalize.

MEMORANDUM

TO: Beaver County Comprehensive Plan Steering Committee

FROM: Joan Miles, Pashek Associates

DATE: March 30, 2009

RE: Beaver County Comprehensive Plan:
Minutes from Region 2 Public Workshop

The third and final public workshop was held on Thursday, March 26, 2009 at the Beaver County Transit Authority Conference Room in Rochester Borough. The workshop began at 7 P.M. Seventeen (17) people participated. Joan Miles and Krista Connelly of Pashek Associates facilitated the workshop.

After welcoming everyone, Ms. Miles presented the introductory PowerPoint slide show and then opened the meeting up to questions.

- 1) One participant noted that their municipalities had gone through future land use planning during their multi-municipal comprehensive plan several years ago. Will that information be incorporated into this plan?

Ms. Miles stated that all municipal and multi-municipal plans were collected from the Beaver County Planning Commission office. All future land use plans, where available, were reviewed and copied. The County Comprehensive Plan will use them, but will make adjustments if there have been changes over time.

- 2) What can communities do to utilize and rehabilitate old housing stock rather than building new?

Ms. Miles noted that several municipalities are already participating in programs to restore housing and revitalize neighborhoods that can make existing towns more attractive to residents. There are the Main Street and Elm Street programs, as well as other State financing programs for housing rehabilitation. In some communities like Aliquippa and New Brighton, homes have been demolished and new infill has been developed. The County should also do more to market its existing communities better, particularly its housing affordability.

- 3) One participant noted that the best way to attract new residents is better highway connections. The increased growth in Cranberry and Washington counties was due to improved roadways which allow residents to get into downtown Pittsburgh in 20 minutes.

Ms. Miles noted that improved road connections are being considered in the comprehensive plan, like an east-west connection to Cranberry.

The participants then formed three groups to conduct the future land use exercise. As in previous meetings, Ms. Miles explained the materials on each table and how each group should record their ideas on the map of Region 2 (area east of the Ohio and Beaver Rivers). The groups spent about 30 minutes discussing and answering a list of questions about where different types of land uses or improvements could be located. They presented their ideas to the other participants. Ms. Connelly recorded those ideas on the digital base map. The following ideas were presented:

Group 1

This group began by saying that they focused on capitalizing on existing infrastructure.

Industrial: Upgrade brownfields in Ambridge & Harmony.

Commercial:

- Revitalize existing shopping areas in Ambridge and at Northern Lights.
- Allow new commercial & light industrial along improved Freedom-Crider Rd.

Residential:

- Reduce dilapidated housing in Ambridge
- Rehabilitate housing in Harmony & Rochester
- Keep Economy Borough and entire central portion of the Region residential.

Rural Resource: preserve green and agricultural areas in the northern part of the Region and along Big Sewickley Creek watershed.

Transportation improvements:

- Develop a road connection to Cranberry along the Crows Run corridor to bring in workers from new Westinghouse headquarters and other businesses.
- Create mass transit rail line along Ohio River connecting the river towns to Pittsburgh.
- Expand the walking trails along riverfront.

Target Development Sites:

- Ambridge Brownfields
- Northern Lights
- Crows Run Corridor (Freedom-Crider Rd.)

Group 2

This group indicated that they agreed with many of Group 1's recommendations, but wanted to see new industry "greened up" with better zoning and landscaping.

They noted additional recommendations not mentioned by Group 1:

- Create a walking/bike trail from Rochester to New Brighton and back across to the Bridgewater trail (loop).
- Continue the Crows Run connection across the Ohio River and connect to Route 60 (I-376).
- Target Development Sites: Add downtown Rochester & New Brighton.

This group noted that younger people are looking for more walkable communities. Therefore, it is important to focus efforts on revitalizing the river towns and making them places where the young people will want to be.

Group 3

Industrial & Commercial:

- Promote commercial & light industry along the new Crows Run connector
- Continue to redevelop industrial areas along the Ohio River from Ambridge through Conway & Old Valvoline Plant in East Rochester.
- Support mixed use redevelopment along Ohio in Rochester Borough
- Redevelop area around old Hydril site in Rochester Township

Residential: Keep most other areas in the region for residential development.

Parks & Recreation:

- Create a green area from the River up the hill in Freedom (greenway)
- Expand the parkland along the Beaver River from Rochester Riverfront Park to New Brighton
- Connect to trail in Beaver Falls

Target Redevelopment Sites:

- Downtown Rochester (TRID Plan has been presented to Council)
- Crows Run/Freedom Crider corridor
- Route 65

Transportation Improvements:

- Crows Run
- Connect Veterans Bridge to Route 68
- Create a new interchange at Turnpike and Route 68

Residential: Attract young people into the County to rehabilitate old homes

One participant noted that Beaver County is a prime location for new start-up companies due to its low cost per square footage of office space and its affordable housing.

Ms. Miles thanked everyone for coming. The meeting ended at 8:55 P.M.

MEMORANDUM

TO: Beaver County Comprehensive Plan Steering Committee

FROM: Joan Miles, Pashek Associates

DATE: February 3, 2010

RE: Beaver County Comprehensive Plan:
Minutes from Final Public Meeting

On Tuesday, February 2, 2010, more than 60 Beaver County residents attended an open house and public meeting presenting the final draft of the Beaver County Comprehensive Plan. The meeting was held at the Library Resource Center, Room 103, at the Community College of Beaver County. Joan Miles and Paul Gilbert of Pashek Associates facilitated the meeting.

I. Open House

The Open House began at 6 PM. Residents were invited to view the Existing and Future Land Use Maps as well as the concept plans for each of the five target economic development sites. Representatives from the Steering Committee and Pashek Associates described the plans and answered questions. Participants also had an opportunity to note their comments in writing. The following written comments were submitted at the open house:

- Preservation and recreation, waterways and trails! Thanks to the Steering Committee for all of your thought and work. –Todd Stevenson, Beaver River Rails-to-Trails
- We need hiking and bicycling trails – go to D.C. or Pittsburgh or Lisbon, Ohio. They are the icing on the cake. – Greg Kalamasz
- Riverfront could use a museum (river history – education for our kids). – Michael Harcher
- Boat marina, dock restaurants – M. Harcher
- River environmental lab – environmental education. – M. Harcher
- Develop area between New Brighton and Rochester on Route 65 – Zack Tanaka
- Stop tearing down historical buildings such as theaters; build museums out of them. –Zack Tanaka
- Rail trails from southern rivertowns to Brady's Run for biking and hiking. Also trails extending towards Pittsburgh or into farmland. Will attract a younger generation. – Christina Sarson
- In new green open space behind Rochester's riverfront park, include family space (playgrounds) or a skate park. Integrate a playground into the residential areas – more accessible. – C. Sarson.
- Make the alternate access point to Rochester's riverfront park a priority.

II. Public Presentation

At 7:05 PM, Frank Mancini, Planning Commission Director, welcomed everyone and provided a brief introduction to the planning process and the ways in which public opinion was solicited and incorporated into the plan. He thanked County Commissioners Spanik and Amadio for attending and acknowledged staff from several legislators' offices. He also introduced members of the steering committee.

Ms. Miles and Mr. Gilbert then presented a PowerPoint slideshow that summarized significant elements of the Plan. **A copy of the PowerPoint presentation is being distributed with these minutes.**

Ms. Miles explained the steps that will occur between now and Plan adoption. Following the meeting, there will be a 45-day review period. Members of the public can review the Plan at the following locations:

- Beaver County Planning Commission Office
- CCBC Library reference desk
- Beaver County Planning Commission website
(www.co.beaver.pa.us).

Go to: "Public Services," then select "Planning Commission," and click on "Draft Comprehensive Plan."

After the close of the comment period, comments will be discussed by the Steering Committee and necessary revisions will be made. The Plan will then be presented to the Planning Commission Board who will make a recommendation for approval. The Plan will then go to the County Commissioners for adoption.

III. Comments and Questions

Ms. Miles asked for questions and comments. The following individuals spoke:

- Paul Anthony of Midland Borough Council thanked the Steering Committee for promoting redevelopment of Midland in the Plan. He noted several good things that have occurred there in recent years (Lincoln Park Performing Arts School, Cyber Charter School, Main Street streetscape improvements). He also spoke of the difficulty they have had in engaging neighboring municipalities about shared services. He stressed how important service sharing/consolidation are to the future of the County.
- County Commissioner Joe Spanik noted that several things have changed in the last 18 months:
 - The County is applying for funding to improve the energy efficiency in four County buildings.
 - The Commissioners are also meeting next week with a company about potential location at the LTV site. If successful, the company would create 240 new jobs.
 - The redesignation of Route 60 to I-376 has been an important change.

- A new 911 Center has been built in Ambridge.

He also noted that all 3 Commissioners are active in SPC. One of SPC's major goals is to work toward merging some authorities.

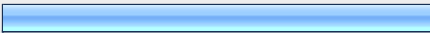
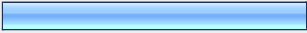

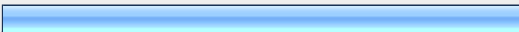
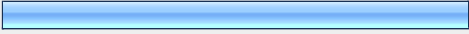
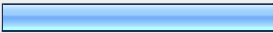
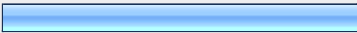


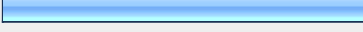
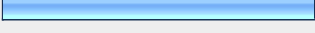
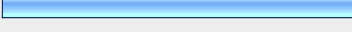


- Commissioner Tony Amadio spoke about the need for the County to get past its parochialism and put what's best for the County first. He also noted that Commissioner Charles Camp is currently serving as the chairman of SPC.

Ms. Miles thanked everyone for coming. The meeting was adjourned at 8:30 PM.





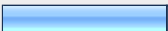






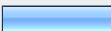


Appendix 3 – Summary of Survey Results

General Summary

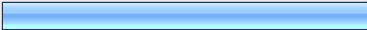
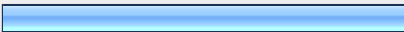
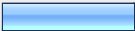

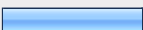

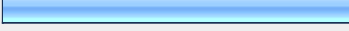

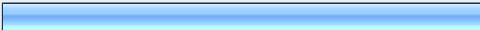

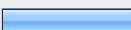





2008 Beaver County Quality of Life Survey

1. What do you like about Beaver County? (check all that apply)			
		Response Percent	Response Count
River Towns		59.2%	559
Suburban Communities		41.8%	395
Rural Towns		40.5%	382
Natural Places (Rivers, Streams, Forests)		71.7%	677
Affordable Housing		64.3%	607
Educational Opportunities (Public Schools, Trade Schools, Colleges, Etc.)		37.2%	351
Easy To Commute To Work Or School		48.9%	462
Access To Public Transportation		15.5%	146
Job Opportunities		5.7%	54
Recreational Parks And Facilities		49.7%	469
Historic Places		42.9%	405
Low Crime Rate		48.4%	457
Public Services (Police, Fire Protection, Emergency Services)		30.2%	285
Other (please specify)		9.6%	91
		<i>answered question</i>	944
		<i>skipped question</i>	8

2. Out of all the items you checked in Q-1 above, which ONE do you feel is most important to your quality of life?

		Response Percent	Response Count
River Towns		6.9%	60
Suburban Communities		5.7%	49
Rural Towns		4.9%	42
Natural Places (Rivers, Streams, Forests)		10.3%	89
Affordable Housing		22.3%	193
Educational Opportunities (Public Schools, Trade Schools, Colleges, Etc.)		6.3%	54
Easy To Commute To Work Or School		8.6%	74
Access To Public Transportation		0.7%	6
Job Opportunities		3.9%	34
Recreational Parks And Facilities		4.6%	40
Historic Places		1.0%	9
Low Crime Rate		14.7%	127
Public Services (Police, Fire Protection, Emergency Services)		4.5%	39
Other		5.6%	48
		answered question	864
		skipped question	88

3. Which of the following needs to be improved most in Beaver County? (please check just three)

		Response Percent	Response Count
Revitalize traditional downtowns		50.2%	472
Redevelop abandoned industrial sites ("BROWNFIELDS")		55.3%	520
Manage growth in undeveloped areas		17.9%	168
Develop more housing types		6.5%	61
Preserve farms		19.0%	179
Conserve natural resources		18.2%	171
Fix roads and bridges		48.1%	452
Expand public transportation		12.4%	117
Attract new businesses		66.3%	623
Provide more job training		8.0%	75
Upgrade existing parks and recreational facilities		17.6%	165
Expand services for the poor		7.9%	74
Expand services for youth		17.8%	167
Expand services for the elderly		12.3%	116
Improve Public Safety		10.3%	97
Other (please specify)		10.6%	100
		<i>answered question</i>	940
		<i>skipped question</i>	12


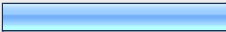
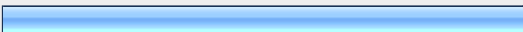

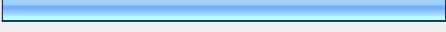
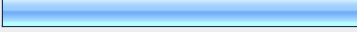

4. Which of these actions should be priorities for the County and its municipalities? It is important for Beaver County to:(Check only one box for each statement)

	High Priority	Moderate Priority	Low Priority	Not a priority at all	Rating Average	Response Count
1. Attract new companies and industry to the area	77.8% (726)	17.8% (166)	2.7% (25)	1.7% (16)	3.72	933
2. Support existing locally-owned businesses	77.8% (724)	20.3% (189)	1.4% (13)	0.5% (5)	3.75	931
3. Guide development to areas with existing roads, sewers and other infrastructure	41.4% (374)	44.4% (401)	12.6% (114)	1.7% (15)	3.25	904
4. Protect streams and other natural resources from development	43.7% (396)	40.4% (366)	14.2% (129)	1.7% (15)	3.26	906
5. Renovate existing housing	23.3% (210)	43.5% (392)	27.7% (250)	5.4% (49)	2.85	901
6. Build new housing in urban areas	10.6% (94)	23.1% (205)	43.9% (389)	22.4% (199)	2.22	887
7. Build new suburban housing	7.2% (63)	18.5% (161)	44.8% (390)	29.4% (256)	2.04	870
8. Redevelop riverfronts for commercial & industrial uses	37.5% (338)	35.0% (316)	19.0% (171)	8.5% (77)	3.01	902
9. Build new housing on riverfronts	15.0% (134)	23.1% (207)	37.1% (332)	24.8% (222)	2.28	895
10. Use Riverfronts for parks & trails	36.1% (324)	37.5% (337)	19.7% (177)	6.7% (60)	3.03	898
10. Expand public transportation within Beaver County	24.1% (213)	39.1% (346)	29.5% (261)	7.3% (65)	2.80	885
11. Protect historic resources	34.4% (311)	41.6% (376)	20.7% (187)	3.3% (30)	3.07	904
12. Consolidate school districts	41.6% (375)	24.6% (222)	22.5% (203)	11.2% (101)	2.97	901
13. Share services among municipalities such as police and fire protection	41.7% (377)	28.5% (258)	21.5% (195)	8.3% (75)	3.04	905
14. Increase communication & cooperation among local Governments	62.9% (574)	28.7% (262)	6.5% (59)	1.9% (17)	3.53	912
	answered question					942
	skipped question					10

5. With limited resources, County agencies must prioritize how funds are spent. Please rank how the County should invest public funds in order of importance (1 = most important; 7 = least important):

	1 - Most Important	2	3	4	5	6	7 - Least important	Rating Average	Response Count
Emergency Services	23.2% (172)	18.0% (133)	16.9% (125)	17.2% (127)	10.7% (79)	8.5% (63)	5.5% (41)	4.78	740
Infrastructure (roads, Water, Sewer)	27.7% (217)	29.1% (228)	19.4% (152)	11.0% (86)	6.5% (51)	5.0% (39)	1.3% (10)	5.40	780
Housing for the elderly and disadvantaged	4.1% (31)	6.7% (51)	16.3% (124)	17.3% (132)	20.6% (157)	18.9% (144)	16.0% (122)	3.35	760
Public Transportation	2.8% (22)	6.6% (52)	10.8% (85)	22.1% (174)	19.3% (152)	17.4% (137)	21.0% (165)	3.15	780
Tax Incentives to Attract New Business	30.3% (249)	17.1% (140)	14.7% (121)	10.7% (88)	9.6% (79)	6.7% (55)	10.8% (89)	4.84	820
Parks and Recreation	3.9% (33)	7.4% (62)	17.1% (144)	13.3% (112)	17.5% (147)	20.4% (171)	20.4% (171)	3.24	840
Redevelopment of abandoned sites	19.0% (170)	23.7% (212)	13.5% (121)	10.3% (92)	9.5% (85)	11.6% (104)	12.2% (109)	4.49	890
	answered question								930
	skipped question								10

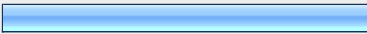
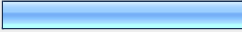



6. To attract more businesses to locate in Beaver County, what steps do you believe the County needs to take (check all that apply):

		Response Percent	Response Count
Provide tax incentives to prospective companies		65.2%	580
Support more worker training programs		30.7%	273
Market the County's low cost of living and other assets		71.9%	639
Invest in infrastructure improvements (roads, water, sewer)		65.1%	579
Revitalize downtowns		61.1%	543
Improve recreational amenities for young people and families		48.9%	435
Other (please specify)		9.8%	87
		<i>answered question</i>	889
		<i>skipped question</i>	63

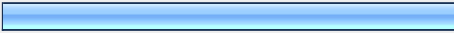
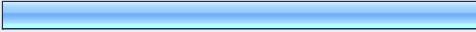



7. Rank the types of new businesses that you believe Beaver County should attract to strengthen its economy (1 = most important; 7 = least important):

	1 - Most Important	2	3	4	5	6	7 - Least important	Rating Average	Response Count
Light Manufacturing	40.8% (326)	25.3% (202)	10.4% (83)	8.4% (67)	4.6% (37)	7.8% (62)	3.0% (24)	5.55	80
Heavy Manufacturing	20.5% (152)	22.4% (166)	13.7% (102)	8.9% (66)	10.0% (74)	8.2% (61)	16.4% (122)	4.45	74
Health Care and Social Services	16.1% (121)	18.9% (142)	24.6% (185)	17.4% (131)	11.8% (89)	6.1% (46)	5.3% (40)	4.71	75
Finance And Real Estate	2.7% (18)	7.1% (47)	14.7% (98)	20.2% (134)	21.4% (142)	18.0% (120)	16.1% (107)	3.32	66
Retail	9.0% (62)	11.6% (80)	14.7% (101)	20.3% (140)	18.0% (124)	16.4% (113)	10.2% (70)	3.84	68
Restaurant & Food Services	8.5% (63)	11.7% (86)	11.5% (85)	15.2% (112)	23.0% (170)	18.7% (138)	11.5% (85)	3.66	73
Tourism & entertainment	7.6% (55)	8.2% (59)	15.3% (110)	12.5% (90)	13.1% (94)	22.0% (158)	21.4% (154)	3.34	71
Information Services	10.9% (66)	12.9% (78)	14.9% (90)	12.9% (78)	11.3% (68)	11.6% (70)	25.5% (154)	3.63	60
answered question									88
skipped question									6

8. Where do you most believe the County should focus new economic development efforts? (Check one.)

		Response Percent	Response Count
Abandoned industrial sites		50.3%	445
Existing "River Towns"		33.0%	292
Suburban communities		8.9%	79
Rural towns		2.9%	26
Other (please specify)		5.0%	44
answered question			885
skipped question			67

9. Which of the following steps do you believe should be used to preserve agricultural land and natural resources? (Check all that apply)

		Response Percent	Response Count
Preserve farms through conservation easements		62.4%	538
Protect streams by limiting development within a buffer area		65.5%	565
Limit development of steep slopes		44.4%	383
Protect sensitive wildlife habitats by creating conservation greenways		56.3%	485
Encourage new housing developments that preserve open space		45.1%	389
		answered question	862
		skipped question	90



















10. Some municipalities in Western Pennsylvania are trying to achieve greater efficiencies and cost-savings by sharing or consolidating services. Do you believe your municipality should share any of the following (or is it already doing so)? (Check all that apply.)

	Do not know	We are sharing	We should share	Response Count
Public Works Staff/Equipment	31.4% (254)	10.1% (82)	59.8% (484)	809
Police	32.1% (245)	19.9% (152)	48.9% (373)	763
Education	24.4% (190)	20.2% (157)	56.4% (439)	778
Bulk Purchasing of Materials (e.g. road salt, asphalt, computer equipment)	22.4% (190)	11.6% (98)	67.5% (572)	847
Fire Protection	31.9% (234)	14.9% (109)	54.1% (397)	734
			Other (please specify)	53
			answered question	866
			skipped question	86


11. "I believe we should work to promote the interests of the County and the Southwest Pennsylvania region, not just the interests of each individual municipality."

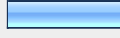
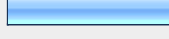
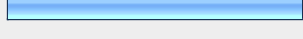
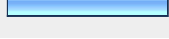
	Agree Strongly	Agree Somewhat	Neutral	Disagree Somewhat	Disagree Strongly	Rating Average	Response Count
Please check how much you agree with this statement	59.3% (524)	29.7% (262)	7.0% (62)	3.4% (30)	0.7% (6)	4.44	883
	<i>answered question</i>						883
	<i>skipped question</i>						69

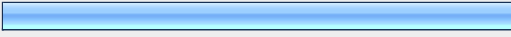
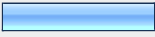





12. Where do you live? Please choose your municipality from the drop-down list


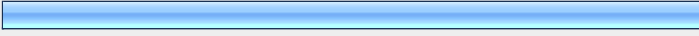
		Response Percent	Response Count
Aliquippa		3.5%	30
Ambridge		8.3%	71
Baden		2.3%	20
Beaver		8.9%	76
Beaver Falls		2.9%	25
Big Beaver		1.2%	10
Bridgewater		1.1%	9
Brighton		6.1%	52
Center		6.8%	58
Chippewa		6.2%	53
Conway		2.2%	19
Darlington Borough		0.1%	1
Darlington Township		0.5%	4
Daugherty		2.1%	18
East Rochester		0.4%	3
Eastvale		0.1%	1
Economy		5.6%	48
Ellwood City		0.5%	4


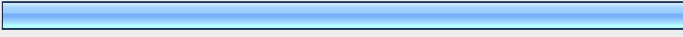
Fallston		0.1%	1
Frankfort Springs		0.0%	0
Franklin		0.2%	2
Freedom	▣	2.1%	18
Georgetown		0.1%	1
Glasgow		0.0%	0
Greene		0.6%	5
Hanover		0.2%	2
Harmony	▣	1.6%	14
Homewood		0.0%	0
Hookstown		0.0%	0
Hopewell	▣	5.1%	44
Independence	▣	1.2%	10
Industry		0.7%	6
Koppel		0.1%	1
Marion		0.0%	0
Midland		0.6%	5
Monaca	▣	4.9%	42
New Brighton	▣	3.9%	33
New Galilee		0.4%	3
New Sewickley	▣	4.7%	40
North Sewickley	▣	1.5%	13
Ohioville	▣	1.8%	15
Patterson Heights		0.6%	5
Patterson Township		0.9%	8
Potter		0.5%	4
Pulaski		0.2%	2
Raccoon	▣	1.1%	9

Rochester Borough		2.7%	23
Rochester Township		2.2%	19
Shippingport		0.0%	0
South Beaver		1.3%	11
South Heights		0.1%	1
Vanport		1.1%	9
West Mayfield		0.6%	5
White		0.5%	4
		answered question	857
		skipped question	95


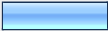
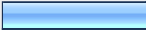
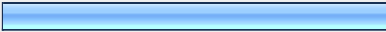

13. How long have you lived in your community? (Check one.)			
		Response Percent	Response Count
Less than 5 years		15.5%	135
5 to 15 years		22.2%	194
More than 15 years		40.5%	354
All my life		21.8%	190
		answered question	873
		skipped question	79

14. Where do you work? (Check one.)			Response Percent	Response Count
Beaver County			70.6%	587
Allegheny County			20.8%	173
Butler County			4.3%	36
Lawrence County			0.6%	5
Washington County			0.2%	2
Another Pennsylvania County			0.5%	4
Out of State			3.0%	25
			<i>answered question</i>	832
			<i>skipped question</i>	120






15. Are you an elected official?			Response Percent	Response Count
Yes			3.3%	29
No			96.7%	846
			<i>answered question</i>	875
			<i>skipped question</i>	77


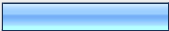
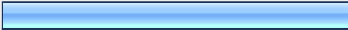
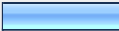

16. Are you employed by a school district?			Response Percent	Response Count
Yes			5.6%	49
No			94.4%	824
			<i>answered question</i>	873
			<i>skipped question</i>	79

17. Into what age range do you fall? (Check one.)

		Response Percent	Response Count
Under 20		4.5%	39
20 – 34		14.1%	123
35 - 44		19.6%	171
45 – 64		52.8%	461
Over 65		9.0%	79
		<i>answered question</i>	873
		<i>skipped question</i>	79

18. How many people live in your household (including yourself)? (Check one).

		Response Percent	Response Count
1		11.0%	96
2		39.5%	343
3		20.7%	180
4		17.4%	151
More than 4		11.4%	99
		<i>answered question</i>	869
		<i>skipped question</i>	83

19. What is your household's approximate annual income? (Check one.)			Response Percent	Response Count
\$0 – \$25,000			6.8%	55
\$25,000 - \$50,000			22.6%	184
\$50,000 - \$100,000			47.8%	389
\$100,000 - \$150,000			16.0%	130
More than \$150,000			6.9%	56
			answered question	814
			skipped question	138

20. What is the best way for Beaver County to notify you about its programs, services, and other information? (Check your top three media)						
	1st choice	2nd choice	3rd choice	Rating Average	Response Count	
Beaver County Times	54.7% (316)	23.2% (134)	22.1% (128)	2.33	578	
Local Newspaper	22.1% (25)	34.5% (39)	43.4% (49)	1.79	113	
Local Cable TV	19.0% (47)	41.3% (102)	39.7% (98)	1.79	247	
Local Radio Station	14.4% (21)	37.7% (55)	47.9% (70)	1.66	146	
Website	22.7% (93)	42.4% (174)	34.9% (143)	1.88	410	
Focused Mailing	29.4% (140)	38.6% (184)	32.1% (153)	1.97	477	
Email	47.2% (225)	26.0% (124)	26.8% (128)	2.20	477	
Other (please specify)					22	
					answered question	873
					skipped question	79

21. If there is anything else you would like to share about your municipality and its future, please include it in the space below.

		Response Count
		217
	<i>answered question</i>	217
	<i>skipped question</i>	735

22. One last thing: If you would like to be entered to win a gift basket from Beaver County, please provide your name and email or phone number in the space below. It is our way of saying "Thank You!"

		Response Percent	Response Count
Name:	<input type="text"/>	97.6%	402
Email Address:	<input type="text"/>	92.0%	379
Phone Number:	<input type="text"/>	86.4%	356
	<i>answered question</i>		412
	<i>skipped question</i>		540

Responses by Age

2008 Beaver County Quality of Life Survey

1. What do you like about Beaver County? (check all that apply)						
	Into what age range do you fall? (Check one.)					
	Under 20	20 – 34	35 - 44	45 – 64	Over 65	Response Totals
River Towns	41.0% (16)	56.9% (70)	56.1% (96)	61.0% (280)	68.4% (54)	59.2% (516)
Suburban Communities	33.3% (13)	29.3% (36)	36.3% (62)	46.4% (213)	57.0% (45)	42.4% (369)
Rural Towns	46.2% (18)	28.5% (35)	42.7% (73)	41.4% (190)	43.0% (34)	40.2% (350)
Natural Places (Rivers, Streams, Forests)	74.4% (29)	65.0% (80)	65.5% (112)	75.4% (346)	72.2% (57)	71.6% (624)
Affordable Housing	43.6% (17)	62.6% (77)	66.1% (113)	66.9% (307)	69.6% (55)	65.3% (569)
Educational Opportunities (Public Schools, Trade Schools, Colleges, Etc.)	35.9% (14)	27.6% (34)	37.4% (64)	37.0% (170)	51.9% (41)	37.1% (323)
Easy To Commute To Work Or School	51.3% (20)	43.1% (53)	43.3% (74)	51.6% (237)	50.6% (40)	48.7% (424)
Access To Public Transportation	20.5% (8)	4.9% (6)	11.7% (20)	16.1% (74)	30.4% (24)	15.2% (132)
Job Opportunities	23.1% (9)	4.9% (6)	2.9% (5)	5.2% (24)	7.6% (6)	5.7% (50)
Recreational Parks And Facilities	38.5% (15)	54.5% (67)	44.4% (76)	51.0% (234)	55.7% (44)	50.1% (436)
Historic Places	23.1% (9)	39.0% (48)	39.8% (68)	44.4% (204)	55.7% (44)	42.8% (373)
Low Crime Rate	51.3% (20)	34.1% (42)	50.9% (87)	53.4% (245)	48.1% (38)	49.6% (432)
Public Services (Police, Fire Protection, Emergency Services)	28.2% (11)	18.7% (23)	22.8% (39)	31.6% (145)	58.2% (46)	30.3% (264)
Other (please specify)	7.7% (3)	8.9% (11)	6.4% (11)	10.7% (49)	13.9% (11)	9.8% (85)
answered question	39	123	171	459	79	871
skipped question						2

2. Out of all the items you checked in Q-1 above, which ONE do you feel is most important to your quality of life?

	Into what age range do you fall? (Check one.)					Response Totals
	Under 20	20 – 34	35 - 44	45 – 64	Over 65	
River Towns	5.4% (2)	15.9% (18)	8.0% (13)	4.9% (21)	6.0% (4)	7.2% (58)
Suburban Communities	8.1% (3)	8.0% (9)	4.9% (8)	5.4% (23)	4.5% (3)	5.7% (46)
Rural Towns	13.5% (5)	3.5% (4)	6.8% (11)	4.0% (17)	4.5% (3)	5.0% (40)
Natural Places (Rivers, Streams, Forests)	10.8% (4)	8.0% (9)	6.2% (10)	12.7% (54)	6.0% (4)	10.1% (81)
Affordable Housing	5.4% (2)	21.2% (24)	27.2% (44)	21.8% (93)	28.4% (19)	22.6% (182)
Educational Opportunities (Public Schools, Trade Schools, Colleges, Etc.)	5.4% (2)	5.3% (6)	7.4% (12)	6.1% (26)	7.5% (5)	6.3% (51)
Easy To Commute To Work Or School	5.4% (2)	11.5% (13)	8.0% (13)	9.2% (39)	3.0% (2)	8.6% (69)
Access To Public Transportation	0.0% (0)	0.9% (1)	0.0% (0)	0.5% (2)	3.0% (2)	0.6% (5)
Job Opportunities	10.8% (4)	4.4% (5)	1.9% (3)	3.3% (14)	1.5% (1)	3.4% (27)
Recreational Parks And Facilities	2.7% (1)	8.0% (9)	6.2% (10)	3.8% (16)	1.5% (1)	4.6% (37)
Historic Places	0.0% (0)	0.0% (0)	1.2% (2)	1.4% (6)	0.0% (0)	1.0% (8)
Low Crime Rate	24.3% (9)	6.2% (7)	17.9% (29)	15.7% (67)	14.9% (10)	15.2% (122)
Public Services (Police, Fire Protection, Emergency Services)	2.7% (1)	3.5% (4)	1.2% (2)	4.5% (19)	13.4% (9)	4.3% (35)
Other	5.4% (2)	3.5% (4)	3.1% (5)	6.8% (29)	6.0% (4)	5.5% (44)
<i>answered question</i>	37	113	162	426	67	805
<i>skipped question</i>						68

3. Which of the following needs to be improved most in Beaver County? (please check just three)

	Into what age range do you fall? (Check one.)					Response Totals
	Under 20	20 – 34	35 - 44	45 – 64	Over 65	
Revitalize traditional downtowns	25.6% (10)	64.8% (79)	51.5% (88)	47.6% (219)	56.4% (44)	50.6% (440)
Redevelop abandoned industrial sites ("BROWNFIELDS")	23.1% (9)	54.9% (67)	63.2% (108)	55.7% (256)	55.1% (43)	55.5% (483)
Manage growth in undeveloped areas	10.3% (4)	13.1% (16)	18.1% (31)	19.1% (88)	15.4% (12)	17.4% (151)
Develop more housing types	5.1% (2)	2.5% (3)	6.4% (11)	7.2% (33)	7.7% (6)	6.3% (55)
Preserve farms	33.3% (13)	11.5% (14)	15.2% (26)	20.4% (94)	24.4% (19)	19.1% (166)
Conserve natural resources	33.3% (13)	16.4% (20)	11.7% (20)	18.3% (84)	28.2% (22)	18.3% (159)
Fix roads and bridges	61.5% (24)	41.0% (50)	37.4% (64)	51.5% (237)	52.6% (41)	47.8% (416)
Expand public transportation	17.9% (7)	7.4% (9)	12.9% (22)	12.6% (58)	17.9% (14)	12.6% (110)
Attract new businesses	38.5% (15)	62.3% (76)	73.1% (125)	66.5% (306)	71.8% (56)	66.4% (578)
Provide more job training	10.3% (4)	2.5% (3)	8.2% (14)	8.9% (41)	6.4% (5)	7.7% (67)
Upgrade existing parks and recreational facilities	23.1% (9)	23.8% (29)	16.4% (28)	17.8% (82)	11.5% (9)	18.0% (157)
Expand services for the poor	17.9% (7)	5.7% (7)	7.0% (12)	6.7% (31)	9.0% (7)	7.4% (64)
Expand services for youth	25.6% (10)	16.4% (20)	19.9% (34)	16.3% (75)	12.8% (10)	17.1% (149)
Expand services for the elderly	12.8% (5)	5.7% (7)	8.8% (15)	12.0% (55)	25.6% (20)	11.7% (102)
Improve Public Safety	15.4% (6)	9.8% (12)	8.2% (14)	9.8% (45)	14.1% (11)	10.1% (88)
Other (please specify)	2.6% (1)	10.7% (13)	10.5% (18)	11.3% (52)	10.3% (8)	10.6% (92)

<i>answered question</i>	39	122	171	460	78	870
<i>skipped question</i>						3

4. Which of these actions should be priorities for the County and its municipalities? It is important for Beaver County to:(Check only one box for each statement)

		Into what age range do you fall? (Check one.)					
		Under 20	20 – 34	35 - 44	45 – 64	Over 65	Response Totals
1. Attract new companies and industry to the area	High Priority	30.8% (12)	73.8% (90)	81.0% (136)	81.8% (374)	79.5% (62)	
	Moderate Priority	33.3% (13)	23.8% (29)	16.1% (27)	15.8% (72)	16.7% (13)	
	Low Priority	28.2% (11)	1.6% (2)	1.8% (3)	1.1% (5)	3.8% (3)	
	Not a priority at all	7.7% (3)	0.8% (1)	1.2% (2)	1.3% (6)	0.0% (0)	
rating average		2.87 (39)	3.70 (122)	3.77 (168)	3.78 (457)	3.76 (78)	3.72 (864)
2. Support existing locally-owned businesses	High Priority	59.0% (23)	78.9% (97)	78.8% (134)	78.4% (355)	75.3% (58)	
	Moderate Priority	33.3% (13)	17.1% (21)	20.0% (34)	20.5% (93)	20.8% (16)	
	Low Priority	5.1% (2)	4.1% (5)	0.6% (1)	0.4% (2)	3.9% (3)	
	Not a priority at all	2.6% (1)	0.0% (0)	0.6% (1)	0.7% (3)	0.0% (0)	
rating average		3.49 (39)	3.75 (123)	3.77 (170)	3.77 (453)	3.71 (77)	3.75 (862)
3. Guide development to areas with existing roads, sewers and other infrastructure	High Priority	28.2% (11)	41.8% (51)	34.1% (57)	44.9% (197)	46.6% (34)	
	Moderate Priority	56.4% (22)	41.8% (51)	50.3% (84)	41.9% (184)	41.1% (30)	
	Low Priority	10.3% (4)	15.6% (19)	12.6% (21)	11.8% (52)	12.3% (9)	

	Not a priority at all	5.1% (2)	0.8% (1)	3.0% (5)	1.4% (6)	0.0% (0)	
rating average		3.08 (39)	3.25 (122)	3.16 (167)	3.30 (439)	3.34 (73)	3.26 (840)
4. Protect streams and other natural resources from development	High Priority	50.0% (19)	52.0% (64)	42.1% (69)	42.4% (189)	37.1% (26)	
	Moderate Priority	36.8% (14)	30.1% (37)	43.9% (72)	40.8% (182)	47.1% (33)	
	Low Priority	7.9% (3)	15.4% (19)	13.4% (22)	15.2% (68)	14.3% (10)	
	Not a priority at all	5.3% (2)	2.4% (3)	0.6% (1)	1.6% (7)	1.4% (1)	
rating average		3.32 (38)	3.32 (123)	3.27 (164)	3.24 (446)	3.20 (70)	3.26 (841)
5. Renovate existing housing	High Priority	25.6% (10)	34.4% (42)	22.9% (38)	19.7% (86)	22.2% (16)	
	Moderate Priority	38.5% (15)	39.3% (48)	41.0% (68)	45.0% (196)	41.7% (30)	
	Low Priority	35.9% (14)	23.0% (28)	30.7% (51)	28.0% (122)	33.3% (24)	
	Not a priority at all	0.0% (0)	3.3% (4)	5.4% (9)	7.3% (32)	2.8% (2)	
rating average		2.90 (39)	3.05 (122)	2.81 (166)	2.77 (436)	2.83 (72)	2.83 (835)
6. Build new housing in urban areas	High Priority	12.8% (5)	16.0% (19)	11.4% (19)	9.3% (40)	2.9% (2)	
	Moderate Priority	33.3% (13)	21.8% (26)	15.7% (26)	25.3% (109)	19.1% (13)	
	Low Priority	30.8% (12)	40.3% (48)	45.8% (76)	44.5% (192)	45.6% (31)	
	Not a priority at all	23.1% (9)	21.8% (26)	27.1% (45)	20.9% (90)	32.4% (22)	
rating average		2.36 (39)	2.32 (119)	2.11 (166)	2.23 (431)	1.93 (68)	2.20 (823)

7. Build new suburban housing	High Priority	7.7% (3)	8.6% (10)	5.6% (9)	7.1% (30)	3.0% (2)	
	Moderate Priority	30.8% (12)	20.7% (24)	14.3% (23)	18.9% (80)	17.9% (12)	
	Low Priority	33.3% (13)	44.8% (52)	46.0% (74)	45.8% (194)	43.3% (29)	
	Not a priority at all	28.2% (11)	25.9% (30)	34.2% (55)	28.3% (120)	35.8% (24)	
rating average		2.18 (39)	2.12 (116)	1.91 (161)	2.05 (424)	1.88 (67)	2.02 (807)
8. Redevelop riverfronts for commercial & industrial uses	High Priority	17.9% (7)	39.7% (46)	42.4% (70)	37.7% (167)	37.5% (27)	
	Moderate Priority	41.0% (16)	31.0% (36)	35.8% (59)	34.1% (151)	37.5% (27)	
	Low Priority	20.5% (8)	19.8% (23)	15.2% (25)	20.8% (92)	12.5% (9)	
	Not a priority at all	20.5% (8)	9.5% (11)	6.7% (11)	7.4% (33)	12.5% (9)	
rating average		2.56 (39)	3.01 (116)	3.14 (165)	3.02 (443)	3.00 (72)	3.02 (835)
9. Build new housing on riverfronts	High Priority	7.7% (3)	24.8% (30)	13.3% (22)	14.0% (61)	12.9% (9)	
	Moderate Priority	30.8% (12)	14.9% (18)	21.7% (36)	25.2% (110)	22.9% (16)	
	Low Priority	38.5% (15)	37.2% (45)	38.6% (64)	37.6% (164)	30.0% (21)	
	Not a priority at all	23.1% (9)	23.1% (28)	26.5% (44)	23.2% (101)	34.3% (24)	
rating average		2.23 (39)	2.41 (121)	2.22 (166)	2.30 (436)	2.14 (70)	2.28 (832)
10. Use Riverfronts for parks & trails	High Priority	30.8% (12)	52.5% (64)	32.1% (53)	35.6% (157)	34.8% (24)	
	Moderate Priority	38.5% (15)	24.6% (30)	37.6% (62)	39.7% (175)	36.2% (25)	

	Low Priority	23.1% (9)	18.0% (22)	24.2% (40)	18.1% (80)	23.2% (16)	
	Not a priority at all	7.7% (3)	4.9% (6)	6.1% (10)	6.6% (29)	5.8% (4)	
rating average		2.92 (39)	3.25 (122)	2.96 (165)	3.04 (441)	3.00 (69)	3.05 (836)
10. Expand public transportation within Beaver County	High Priority	23.1% (9)	20.3% (24)	23.3% (38)	24.6% (106)	27.5% (19)	
	Moderate Priority	43.6% (17)	35.6% (42)	39.9% (65)	39.9% (172)	43.5% (30)	
	Low Priority	25.6% (10)	33.9% (40)	30.1% (49)	29.2% (126)	21.7% (15)	
	Not a priority at all	7.7% (3)	10.2% (12)	6.7% (11)	6.3% (27)	7.2% (5)	
rating average		2.82 (39)	2.66 (118)	2.80 (163)	2.83 (431)	2.91 (69)	2.80 (820)
11. Protect historic resources	High Priority	39.5% (15)	44.6% (54)	29.0% (49)	32.5% (143)	38.9% (28)	
	Moderate Priority	42.1% (16)	36.4% (44)	42.0% (71)	42.5% (187)	40.3% (29)	
	Low Priority	13.2% (5)	16.5% (20)	24.3% (41)	21.6% (95)	18.1% (13)	
	Not a priority at all	5.3% (2)	2.5% (3)	4.7% (8)	3.4% (15)	2.8% (2)	
rating average		3.16 (38)	3.23 (121)	2.95 (169)	3.04 (440)	3.15 (72)	3.07 (840)
12. Consolidate school districts	High Priority	10.3% (4)	32.5% (38)	40.7% (68)	46.1% (201)	59.5% (44)	
	Moderate Priority	53.8% (21)	20.5% (24)	21.0% (35)	24.1% (105)	20.3% (15)	
	Low Priority	17.9% (7)	33.3% (39)	25.7% (43)	20.2% (88)	16.2% (12)	
	Not a priority at all	17.9% (7)	13.7% (16)	12.6% (21)	9.6% (42)	4.1% (3)	

rating average		2.56 (39)	2.72 (117)	2.90 (167)	3.07 (436)	3.35 (74)	2.99 (833)
13. Share services among municipalities such as police and fire protection	High Priority	17.9% (7)	39.2% (47)	34.9% (59)	46.3% (204)	54.3% (38)	
	Moderate Priority	41.0% (16)	22.5% (27)	27.2% (46)	28.6% (126)	25.7% (18)	
	Low Priority	33.3% (13)	26.7% (32)	27.2% (46)	17.9% (79)	17.1% (12)	
	Not a priority at all	7.7% (3)	11.7% (14)	10.7% (18)	7.3% (32)	2.9% (2)	
rating average		2.69 (39)	2.89 (120)	2.86 (169)	3.14 (441)	3.31 (70)	3.04 (839)
14. Increase communication & cooperation among local Governments	High Priority	25.6% (10)	63.0% (75)	63.1% (106)	65.0% (291)	76.7% (56)	
	Moderate Priority	53.8% (21)	28.6% (34)	28.0% (47)	26.6% (119)	19.2% (14)	
	Low Priority	17.9% (7)	5.9% (7)	7.1% (12)	6.5% (29)	4.1% (3)	
	Not a priority at all	2.6% (1)	2.5% (3)	1.8% (3)	2.0% (9)	0.0% (0)	
rating average		3.03 (39)	3.52 (119)	3.52 (168)	3.54 (448)	3.73 (73)	3.53 (847)
answered question		39	123	170	461	79	872
skipped question							1

5. With limited resources, County agencies must prioritize how funds are spent. Please rank how the County should invest public funds in order of importance (1 = most important; 7 = least important):

		Into what age range do you fall? (Check one.)					
		Under 20	20 – 34	35 - 44	45 – 64	Over 65	Response Totals
Emergency Services	1 - Most Important	56.8% (21)	23.5% (24)	19.6% (28)	17.5% (62)	31.4% (16)	
	2	10.8% (4)	16.7% (17)	18.2% (26)	19.7% (70)	19.6% (10)	
	3	2.7% (1)	16.7% (17)	18.9% (27)	18.0% (64)	11.8% (6)	
	4	8.1% (3)	17.6% (18)	20.3% (29)	17.5% (62)	19.6% (10)	
	5	10.8% (4)	8.8% (9)	9.1% (13)	12.1% (43)	9.8% (5)	
	6	5.4% (2)	12.7% (13)	7.7% (11)	9.3% (33)	2.0% (1)	
	7 - Least important	5.4% (2)	3.9% (4)	6.3% (9)	5.9% (21)	5.9% (3)	
rating average		5.57 (37)	4.75 (102)	4.71 (143)	4.61 (355)	5.14 (51)	4.74 (688)
Infrastructure (roads, Water, Sewer)	1 - Most Important	11.4% (4)	19.6% (22)	21.9% (32)	32.8% (124)	35.0% (21)	
	2	42.9% (15)	28.6% (32)	32.9% (48)	27.2% (103)	26.7% (16)	
	3	25.7% (9)	18.8% (21)	21.2% (31)	17.7% (67)	16.7% (10)	
	4	2.9% (1)	16.1% (18)	7.5% (11)	11.1% (42)	13.3% (8)	
	5	5.7% (2)	8.9% (10)	7.5% (11)	6.3% (24)	1.7% (1)	
	6	8.6% (3)	5.4% (6)	8.2% (12)	4.0% (15)	5.0% (3)	
	7 - Least important	2.9% (1)	2.7% (3)	0.7% (1)	0.8% (3)	1.7% (1)	
rating average		5.14	5.07	5.27	5.54	5.58	5.40

		(35)	(112)	(146)	(378)	(60)	(731)
Housing for the elderly and disadvantaged	1 - Most Important	2.9% (1)	2.9% (3)	2.8% (4)	4.8% (18)	3.8% (2)	
	2	11.8% (4)	3.8% (4)	4.2% (6)	6.9% (26)	9.4% (5)	
	3	32.4% (11)	15.4% (16)	14.0% (20)	13.9% (52)	20.8% (11)	
	4	32.4% (11)	17.3% (18)	20.3% (29)	13.9% (52)	20.8% (11)	
	5	14.7% (5)	16.3% (17)	16.1% (23)	24.3% (91)	20.8% (11)	
	6	5.9% (2)	19.2% (20)	25.2% (36)	19.7% (74)	17.0% (9)	
	7 - Least important	0.0% (0)	25.0% (26)	17.5% (25)	16.5% (62)	7.5% (4)	
	rating average	4.38 (34)	3.02 (104)	3.12 (143)	3.29 (375)	3.74 (53)	3.30 (709)
Public Transportation	1 - Most Important	5.7% (2)	0.9% (1)	2.1% (3)	3.1% (12)	3.6% (2)	
	2	8.6% (3)	5.6% (6)	6.3% (9)	6.7% (26)	5.4% (3)	
	3	8.6% (3)	10.3% (11)	8.3% (12)	12.1% (47)	12.5% (7)	
	4	25.7% (9)	23.4% (25)	16.7% (24)	22.4% (87)	25.0% (14)	
	5	17.1% (6)	18.7% (20)	20.8% (30)	20.4% (79)	17.9% (10)	
	6	14.3% (5)	19.6% (21)	19.4% (28)	15.7% (61)	21.4% (12)	
	7 - Least important	20.0% (7)	21.5% (23)	26.4% (38)	19.6% (76)	14.3% (8)	
	rating average	3.37 (35)	3.02 (107)	2.88 (144)	3.24 (388)	3.30 (56)	3.15 (730)
Tax Incentives to Attract New Business	1 - Most Important	11.4% (4)	28.4% (31)	35.7% (55)	30.8% (122)	31.9% (22)	
	2	8.6% (3)	16.5% (18)	17.5% (27)	17.2% (68)	21.7% (15)	

	3	14.3% (5)	15.6% (17)	9.7% (15)	16.4% (65)	17.4% (12)	
	4	11.4% (4)	10.1% (11)	11.7% (18)	11.4% (45)	7.2% (5)	
	5	20.0% (7)	9.2% (10)	12.3% (19)	7.1% (28)	8.7% (6)	
	6	14.3% (5)	7.3% (8)	4.5% (7)	6.6% (26)	5.8% (4)	
	7 - Least important	20.0% (7)	12.8% (14)	8.4% (13)	10.6% (42)	7.2% (5)	
rating average		3.57 (35)	4.72 (109)	5.05 (154)	4.91 (396)	5.14 (69)	4.87 (763)
Parks and Recreation	1 - Most Important	8.1% (3)	8.5% (10)	0.6% (1)	3.7% (15)	1.6% (1)	
	2	5.4% (2)	5.9% (7)	5.8% (9)	7.6% (31)	12.5% (8)	
	3	13.5% (5)	21.2% (25)	19.4% (30)	16.3% (67)	20.3% (13)	
	4	8.1% (3)	11.0% (13)	14.2% (22)	14.9% (61)	12.5% (8)	
	5	21.6% (8)	20.3% (24)	20.0% (31)	14.6% (60)	17.2% (11)	
	6	27.0% (10)	15.3% (18)	16.1% (25)	22.7% (93)	14.1% (9)	
	7 - Least important	16.2% (6)	17.8% (21)	23.9% (37)	20.2% (83)	21.9% (14)	
rating average		3.24 (37)	3.54 (118)	3.09 (155)	3.22 (410)	3.39 (64)	3.26 (784)
Redevelopment of abandoned sites	1 - Most Important	8.1% (3)	23.9% (28)	25.2% (41)	18.5% (81)	13.5% (10)	
	2	16.2% (6)	29.9% (35)	18.4% (30)	24.5% (107)	25.7% (19)	
	3	5.4% (2)	10.3% (12)	14.1% (23)	14.2% (62)	18.9% (14)	
	4	10.8% (4)	6.8% (8)	11.7% (19)	11.0% (48)	5.4% (4)	

	5	5.4% (2)	11.1% (13)	10.4% (17)	8.5% (37)	12.2% (9)	
	6	24.3% (9)	9.4% (11)	12.9% (21)	10.5% (46)	10.8% (8)	
	7 - Least important	29.7% (11)	8.5% (10)	7.4% (12)	12.8% (56)	13.5% (10)	
	rating average	3.19 (37)	4.86 (117)	4.68 (163)	4.51 (437)	4.36 (74)	4.52 (828)
	answered question	39	122	169	458	79	867
	skipped question						6

6. To attract more businesses to locate in Beaver County, what steps do you believe the County needs to take (check all that apply):						
	Into what age range do you fall? (Check one.)					
	Under 20	20 – 34	35 - 44	45 – 64	Over 65	Response Totals
Provide tax incentives to prospective companies	43.6% (17)	58.2% (71)	68.2% (116)	66.7% (305)	70.9% (56)	65.2% (565)
Support more worker training programs	59.0% (23)	22.1% (27)	21.8% (37)	32.6% (149)	40.5% (32)	30.9% (268)
Market the County's low cost of living and other assets	43.6% (17)	63.1% (77)	72.9% (124)	75.7% (346)	75.9% (60)	72.0% (624)
Invest in infrastructure improvements (roads, water, sewer)	61.5% (24)	57.4% (70)	60.6% (103)	67.6% (309)	74.7% (59)	65.2% (565)
Revitalize downtowns	59.0% (23)	71.3% (87)	66.5% (113)	56.7% (259)	59.5% (47)	61.0% (529)
Improve recreational amenities for young people and families	51.3% (20)	63.1% (77)	50.0% (85)	46.8% (214)	40.5% (32)	49.4% (428)
Other (please specify)	2.6% (1)	5.7% (7)	8.2% (14)	11.8% (54)	11.4% (9)	9.8% (85)
answered question	39	122	170	457	79	867
skipped question						6

7. Rank the types of new businesses that you believe Beaver County should attract to strengthen its economy (1 = most important; 7 = least important):

		Into what age range do you fall? (Check one.)					
		Under 20	20 – 34	35 - 44	45 – 64	Over 65	Response Totals
Light Manufacturing	1 - Most Important	16.2% (6)	25.0% (29)	34.0% (54)	47.7% (194)	57.8% (37)	
	2	18.9% (7)	19.8% (23)	25.2% (40)	27.5% (112)	21.9% (14)	
	3	13.5% (5)	12.1% (14)	12.6% (20)	9.6% (39)	6.3% (4)	
	4	13.5% (5)	12.1% (14)	11.3% (18)	6.1% (25)	4.7% (3)	
	5	13.5% (5)	6.9% (8)	4.4% (7)	3.2% (13)	4.7% (3)	
	6	13.5% (5)	18.1% (21)	6.9% (11)	4.9% (20)	4.7% (3)	
	7 - Least important	10.8% (4)	6.0% (7)	5.7% (9)	1.0% (4)	0.0% (0)	
rating average		4.27 (37)	4.66 (116)	5.30 (159)	5.92 (407)	6.09 (64)	5.54 (783)
Heavy Manufacturing	1 - Most Important	8.3% (3)	12.2% (12)	20.4% (29)	22.0% (84)	21.9% (14)	
	2	13.9% (5)	11.2% (11)	19.0% (27)	25.7% (98)	31.3% (20)	
	3	11.1% (4)	11.2% (11)	16.9% (24)	13.6% (52)	12.5% (8)	
	4	25.0% (9)	8.2% (8)	9.2% (13)	7.1% (27)	12.5% (8)	
	5	13.9% (5)	17.3% (17)	15.5% (22)	6.5% (25)	6.3% (4)	
	6	8.3% (3)	16.3% (16)	8.5% (12)	7.3% (28)	3.1% (2)	
	7 - Least important	19.4% (7)	23.5% (23)	10.6% (15)	17.8% (68)	12.5% (8)	
rating average		3.75	3.50	4.52	4.56	4.91	4.40

		(36)	(98)	(142)	(382)	(64)	(722)
Health Care and Social Services	1 - Most Important	34.2% (13)	21.8% (24)	15.9% (23)	14.1% (54)	10.0% (6)	
	2	21.1% (8)	15.5% (17)	26.9% (39)	15.7% (60)	23.3% (14)	
	3	26.3% (10)	17.3% (19)	18.6% (27)	27.7% (106)	26.7% (16)	
	4	5.3% (2)	14.5% (16)	15.2% (22)	19.3% (74)	20.0% (12)	
	5	5.3% (2)	14.5% (16)	11.0% (16)	12.3% (47)	11.7% (7)	
	6	7.9% (3)	4.5% (5)	6.9% (10)	6.5% (25)	5.0% (3)	
	7 - Least important	0.0% (0)	11.8% (13)	5.5% (8)	4.4% (17)	3.3% (2)	
rating average		5.50 (38)	4.55 (110)	4.79 (145)	4.63 (383)	4.72 (60)	4.70 (736)
Finance And Real Estate	1 - Most Important	6.1% (2)	6.2% (6)	2.3% (3)	1.8% (6)	2.0% (1)	
	2	21.2% (7)	8.2% (8)	7.0% (9)	5.6% (19)	3.9% (2)	
	3	24.2% (8)	18.6% (18)	18.8% (24)	11.8% (40)	11.8% (6)	
	4	24.2% (8)	19.6% (19)	20.3% (26)	21.2% (72)	13.7% (7)	
	5	18.2% (6)	22.7% (22)	17.2% (22)	21.5% (73)	29.4% (15)	
	6	6.1% (2)	14.4% (14)	18.0% (23)	19.5% (66)	19.6% (10)	
	7 - Least important	0.0% (0)	10.3% (10)	16.4% (21)	18.6% (63)	19.6% (10)	
rating average		4.55 (33)	3.71 (97)	3.38 (128)	3.12 (339)	2.98 (51)	3.32 (648)
Retail	1 - Most Important	5.9% (2)	11.1% (11)	8.0% (11)	9.1% (31)	9.8% (6)	
	2	17.6% (6)	23.2% (23)	7.3% (10)	9.4% (32)	13.1% (8)	

	3	14.7% (5)	11.1% (11)	16.1% (22)	14.3% (49)	19.7% (12)	
	4	17.6% (6)	13.1% (13)	19.0% (26)	22.8% (78)	18.0% (11)	
	5	29.4% (10)	17.2% (17)	16.1% (22)	17.3% (59)	24.6% (15)	
	6	14.7% (5)	11.1% (11)	21.9% (30)	16.1% (55)	13.1% (8)	
	7 - Least important	0.0% (0)	13.1% (13)	11.7% (16)	11.1% (38)	1.6% (1)	
	rating average	4.09 (34)	4.12 (99)	3.60 (137)	3.77 (342)	4.20 (61)	3.84 (673)
Restaurant & Food Services	1 - Most Important	24.2% (8)	15.7% (18)	7.4% (10)	5.4% (20)	7.8% (5)	
	2	9.1% (3)	17.4% (20)	12.5% (17)	10.2% (38)	10.9% (7)	
	3	6.1% (2)	14.8% (17)	7.4% (10)	12.1% (45)	15.6% (10)	
	4	15.2% (5)	18.3% (21)	14.0% (19)	14.7% (55)	17.2% (11)	
	5	15.2% (5)	12.2% (14)	25.7% (35)	26.0% (97)	17.2% (11)	
	6	18.2% (6)	14.8% (17)	17.6% (24)	19.0% (71)	28.1% (18)	
	7 - Least important	12.1% (4)	7.0% (8)	15.4% (21)	12.6% (47)	3.1% (2)	
	rating average	4.09 (33)	4.34 (115)	3.47 (136)	3.47 (373)	3.78 (64)	3.66 (721)
Tourism & entertainment	1 - Most Important	6.7% (2)	14.7% (16)	8.0% (11)	5.7% (21)	6.7% (4)	
	2	10.0% (3)	9.2% (10)	5.8% (8)	9.5% (35)	3.3% (2)	
	3	3.3% (1)	21.1% (23)	17.5% (24)	14.4% (53)	13.3% (8)	
	4	6.7% (2)	12.8% (14)	13.9% (19)	11.9% (44)	18.3% (11)	

	5	10.0% (3)	12.8% (14)	13.1% (18)	14.6% (54)	5.0% (3)	
	6	23.3% (7)	11.9% (13)	17.5% (24)	26.0% (96)	23.3% (14)	
	7 - Least important	40.0% (12)	17.4% (19)	24.1% (33)	17.9% (66)	30.0% (18)	
	rating average	2.67 (30)	3.94 (109)	3.33 (137)	3.30 (369)	2.98 (60)	3.35 (705)
Information Services	1 - Most Important	0.0% (0)	5.6% (4)	21.4% (25)	10.2% (34)	6.8% (3)	
	2	0.0% (0)	14.1% (10)	12.0% (14)	14.1% (47)	15.9% (7)	
	3	15.4% (4)	12.7% (9)	9.4% (11)	16.2% (54)	20.5% (9)	
	4	7.7% (2)	21.1% (15)	12.0% (14)	11.7% (39)	13.6% (6)	
	5	11.5% (3)	11.3% (8)	7.7% (9)	12.9% (43)	6.8% (3)	
	6	23.1% (6)	15.5% (11)	14.5% (17)	9.6% (32)	4.5% (2)	
	7 - Least important	42.3% (11)	19.7% (14)	23.1% (27)	25.4% (85)	31.8% (14)	
	rating average	2.31 (26)	3.56 (71)	3.91 (117)	3.66 (334)	3.61 (44)	3.64 (592)
	answered question	39	122	169	458	78	866
					skipped question		7

8. Where do you most believe the County should focus new economic development efforts? (Check one.)						
	Into what age range do you fall? (Check one.)					
	Under 20	20 – 34	35 - 44	45 – 64	Over 65	Response Totals
Abandoned industrial sites	30.8% (12)	34.7% (42)	60.6% (103)	51.9% (237)	51.3% (40)	50.2% (434)
Existing “River Towns”	30.8% (12)	45.5% (55)	24.1% (41)	33.5% (153)	32.1% (25)	33.1% (286)
Suburban communities	15.4% (6)	10.7% (13)	11.8% (20)	7.2% (33)	6.4% (5)	8.9% (77)
Rural towns	20.5% (8)	2.5% (3)	1.2% (2)	1.8% (8)	6.4% (5)	3.0% (26)
Other (please specify)	2.6% (1)	6.6% (8)	2.4% (4)	5.7% (26)	5.1% (4)	5.0% (43)
<i>answered question</i>	39	121	170	457	78	865
<i>skipped question</i>						8

9. Which of the following steps do you believe should be used to preserve agricultural land and natural resources? (Check all that apply)						
	Into what age range do you fall? (Check one.)					
	Under 20	20 – 34	35 - 44	45 – 64	Over 65	Response Totals
Preserve farms through conservation easements	67.6% (25)	54.2% (64)	60.8% (101)	62.2% (278)	75.3% (58)	62.2% (526)
Protect streams by limiting development within a buffer area	78.4% (29)	69.5% (82)	62.0% (103)	64.4% (288)	71.4% (55)	65.9% (557)
Limit development of steep slopes	48.6% (18)	41.5% (49)	38.0% (63)	46.8% (209)	50.6% (39)	44.7% (378)
Protect sensitive wildlife habitats by creating conservation greenways	67.6% (25)	59.3% (70)	54.2% (90)	56.6% (253)	55.8% (43)	56.9% (481)
Encourage new housing developments that preserve open space	45.9% (17)	44.1% (52)	39.8% (66)	47.7% (213)	45.5% (35)	45.3% (383)
<i>answered question</i>	37	118	166	447	77	845
<i>skipped question</i>						28

10. Some municipalities in Western Pennsylvania are trying to achieve greater efficiencies and cost-savings by sharing or consolidating services. Do you believe your municipality should share any of the following (or is it already doing so)? (Check all that apply.)

		Into what age range do you fall? (Check one.)					
		Under 20	20 – 34	35 - 44	45 – 64	Over 65	Response Totals
Public Works Staff/Equipment	We are sharing	28.9% (11)	7.5% (9)	11.4% (18)	8.4% (35)	13.0% (9)	
	We should share	18.4% (7)	57.5% (69)	61.4% (97)	61.7% (258)	59.4% (41)	
	Do not know	52.6% (20)	35.0% (42)	27.2% (43)	29.9% (125)	27.5% (19)	
		38	120	158	418	69	803
Police	We are sharing	36.1% (13)	15.9% (17)	20.9% (29)	18.3% (73)	27.8% (20)	
	We should share	13.9% (5)	43.9% (47)	42.4% (59)	54.0% (216)	48.6% (35)	
	Do not know	50.0% (18)	40.2% (43)	36.7% (51)	27.8% (111)	23.6% (17)	
		36	107	139	400	72	754
Education	We are sharing	29.7% (11)	20.7% (23)	21.0% (30)	19.0% (77)	19.7% (14)	
	We should share	21.6% (8)	43.2% (48)	51.0% (73)	63.3% (257)	60.6% (43)	
	Do not know	48.6% (18)	36.0% (40)	28.0% (40)	17.7% (72)	19.7% (14)	
		37	111	143	406	71	768
Bulk Purchasing of Materials (e.g. road salt, asphalt, computer equipment)	We are sharing	23.7% (9)	4.9% (6)	9.9% (16)	12.1% (54)	13.5% (10)	
	We should share	31.6% (12)	64.2% (79)	67.7% (109)	69.7% (311)	68.9% (51)	
	Do not know	44.7% (17)	30.9% (38)	22.4% (36)	18.2% (81)	17.6% (13)	

		38	123	161	446	74	842
Fire Protection	We are sharing	32.4% (12)	10.4% (11)	11.0% (14)	13.2% (51)	27.5% (19)	
	We should share	21.6% (8)	52.8% (56)	51.2% (65)	58.2% (224)	50.7% (35)	
	Do not know	45.9% (17)	36.8% (39)	37.8% (48)	28.6% (110)	21.7% (15)	
		37	106	127	385	69	724
	Other (please specify)	0	4	11	32	6	53
	answered question	38	119	164	448	79	848
skipped question							25

11. "I believe we should work to promote the interests of the County and the Southwest Pennsylvania region, not just the interests of each individual municipality."							
		Into what age range do you fall? (Check one.)					
		Under 20	20 – 34	35 - 44	45 – 64	Over 65	Response Totals
Please check how much you agree with this statement	Agree Strongly	18.9% (7)	59.5% (72)	58.0% (98)	62.0% (285)	62.8% (49)	
	Agree Somewhat	37.8% (14)	26.4% (32)	32.5% (55)	30.0% (138)	23.1% (18)	
	Neutral	35.1% (13)	9.9% (12)	4.7% (8)	4.1% (19)	11.5% (9)	
	Disagree Somewhat	5.4% (2)	4.1% (5)	4.1% (7)	3.0% (14)	2.6% (2)	
	Disagree Strongly	2.7% (1)	0.0% (0)	0.6% (1)	0.9% (4)	0.0% (0)	
	rating average	3.65 (37)	4.41 (121)	4.43 (169)	4.49 (460)	4.46 (78)	4.43 (865)
	answered question	37	121	169	460	77	864
skipped question							9

12. Where do you live? Please choose your municipality from the drop-down list

	Into what age range do you fall? (Check one.)					Response Totals
	Under 20	20 – 34	35 - 44	45 – 64	Over 65	
Aliquippa	0.0% (0)	2.5% (3)	5.4% (9)	3.5% (16)	2.6% (2)	3.5% (30)
Ambridge	2.6% (1)	12.6% (15)	10.1% (17)	7.1% (32)	7.9% (6)	8.3% (71)
Baden	0.0% (0)	0.0% (0)	2.4% (4)	3.1% (14)	2.6% (2)	2.3% (20)
Beaver	0.0% (0)	13.4% (16)	7.7% (13)	8.6% (39)	10.5% (8)	8.9% (76)
Beaver Falls	2.6% (1)	4.2% (5)	3.0% (5)	2.2% (10)	5.3% (4)	2.9% (25)
Big Beaver	2.6% (1)	0.0% (0)	0.6% (1)	1.5% (7)	1.3% (1)	1.2% (10)
Bridgewater	0.0% (0)	3.4% (4)	1.2% (2)	0.4% (2)	1.3% (1)	1.1% (9)
Brighton	0.0% (0)	1.7% (2)	4.2% (7)	8.6% (39)	5.3% (4)	6.1% (52)
Center	0.0% (0)	10.1% (12)	6.0% (10)	7.1% (32)	5.3% (4)	6.8% (58)
Chippewa	0.0% (0)	4.2% (5)	6.0% (10)	7.3% (33)	6.6% (5)	6.2% (53)
Conway	13.2% (5)	0.8% (1)	3.0% (5)	1.5% (7)	1.3% (1)	2.2% (19)
Darlington Borough	0.0% (0)	0.8% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.1% (1)
Darlington Township	0.0% (0)	0.8% (1)	0.0% (0)	0.7% (3)	0.0% (0)	0.5% (4)
Daugherty	0.0% (0)	1.7% (2)	2.4% (4)	2.0% (9)	2.6% (2)	2.0% (17)
East Rochester	0.0% (0)	0.0% (0)	1.2% (2)	0.2% (1)	0.0% (0)	0.4% (3)
Eastvale	0.0% (0)	0.0% (0)	0.6% (1)	0.0% (0)	0.0% (0)	0.1% (1)

Economy	5.3% (2)	2.5% (3)	4.8% (8)	7.3% (33)	2.6% (2)	5.6% (48)
Ellwood City	2.6% (1)	0.8% (1)	0.6% (1)	0.2% (1)	0.0% (0)	0.5% (4)
Fallston	0.0% (0)	0.0% (0)	0.6% (1)	0.0% (0)	0.0% (0)	0.1% (1)
Frankfort Springs	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Franklin	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	2.6% (2)	0.2% (2)
Freedom	26.3% (10)	0.0% (0)	1.8% (3)	0.7% (3)	2.6% (2)	2.1% (18)
Georgetown	0.0% (0)	0.0% (0)	0.0% (0)	0.2% (1)	0.0% (0)	0.1% (1)
Glasgow	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Greene	0.0% (0)	0.0% (0)	0.6% (1)	0.9% (4)	0.0% (0)	0.6% (5)
Hanover	0.0% (0)	0.0% (0)	0.0% (0)	0.2% (1)	1.3% (1)	0.2% (2)
Harmony	2.6% (1)	0.0% (0)	0.6% (1)	2.4% (11)	1.3% (1)	1.6% (14)
Homewood	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Hookstown	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Hopewell	0.0% (0)	5.0% (6)	4.8% (8)	6.2% (28)	2.6% (2)	5.2% (44)
Independence	0.0% (0)	0.0% (0)	1.2% (2)	1.3% (6)	1.3% (1)	1.1% (9)
Industry	0.0% (0)	1.7% (2)	1.2% (2)	0.2% (1)	0.0% (0)	0.6% (5)
Koppel	0.0% (0)	0.0% (0)	0.6% (1)	0.0% (0)	0.0% (0)	0.1% (1)
Marion	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)

Midland	0.0% (0)	0.8% (1)	1.2% (2)	0.4% (2)	0.0% (0)	0.6% (5)
Monaca	2.6% (1)	10.1% (12)	3.6% (6)	4.4% (20)	3.9% (3)	4.9% (42)
New Brighton	2.6% (1)	8.4% (10)	3.6% (6)	2.7% (12)	3.9% (3)	3.8% (32)
New Galilee	0.0% (0)	0.0% (0)	0.6% (1)	0.4% (2)	0.0% (0)	0.4% (3)
New Sewickley	36.8% (14)	3.4% (4)	4.8% (8)	2.9% (13)	1.3% (1)	4.7% (40)
North Sewickley	0.0% (0)	0.0% (0)	3.0% (5)	1.3% (6)	2.6% (2)	1.5% (13)
Ohioville	0.0% (0)	0.0% (0)	3.0% (5)	2.0% (9)	1.3% (1)	1.8% (15)
Patterson Heights	0.0% (0)	1.7% (2)	0.6% (1)	0.2% (1)	1.3% (1)	0.6% (5)
Patterson Township	0.0% (0)	0.8% (1)	1.2% (2)	0.9% (4)	1.3% (1)	0.9% (8)
Potter	0.0% (0)	0.0% (0)	0.6% (1)	0.7% (3)	0.0% (0)	0.5% (4)
Pulaski	0.0% (0)	0.8% (1)	0.0% (0)	0.2% (1)	0.0% (0)	0.2% (2)
Raccoon	0.0% (0)	0.0% (0)	1.2% (2)	1.5% (7)	0.0% (0)	1.1% (9)
Rochester Borough	0.0% (0)	4.2% (5)	0.6% (1)	2.0% (9)	10.5% (8)	2.7% (23)
Rochester Township	0.0% (0)	2.5% (3)	2.4% (4)	2.2% (10)	2.6% (2)	2.2% (19)
Shippingport	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
South Beaver	0.0% (0)	0.0% (0)	1.2% (2)	1.8% (8)	1.3% (1)	1.3% (11)
South Heights	0.0% (0)	0.0% (0)	0.0% (0)	0.2% (1)	0.0% (0)	0.1% (1)
Vanport	0.0% (0)	0.8% (1)	0.0% (0)	1.3% (6)	2.6% (2)	1.1% (9)
	0.0%	0.0%	1.2%	0.7%	0.0%	0.6%

	(0)	(0)	(2)	(3)	(0)	(5)
White	0.0% (0)	0.0% (0)	1.2% (2)	0.4% (2)	0.0% (0)	0.5% (4)
answered question	38	119	168	452	76	853
skipped question						20

13. How long have you lived in your community? (Check one.)						
	Into what age range do you fall? (Check one.)					Response Totals
	Under 20	20 – 34	35 - 44	45 – 64	Over 65	
Less than 5 years	15.4% (6)	45.8% (55)	19.3% (33)	8.1% (37)	3.8% (3)	15.5% (134)
5 to 15 years	12.8% (5)	23.3% (28)	34.5% (59)	20.1% (92)	10.1% (8)	22.2% (192)
More than 15 years	12.8% (5)	10.0% (12)	28.1% (48)	51.4% (235)	64.6% (51)	40.5% (351)
All my life	59.0% (23)	20.8% (25)	18.1% (31)	20.4% (93)	21.5% (17)	21.8% (189)
answered question	39	120	171	457	79	866
skipped question						7

14. Where do you work? (Check one.)						
	Into what age range do you fall? (Check one.)					
	Under 20	20 – 34	35 - 44	45 – 64	Over 65	Response Totals
Beaver County	63.2% (24)	56.1% (69)	63.4% (104)	77.3% (348)	76.5% (39)	70.7% (584)
Allegheny County	13.2% (5)	35.8% (44)	26.2% (43)	15.6% (70)	15.7% (8)	20.6% (170)
Butler County	21.1% (8)	4.1% (5)	4.9% (8)	3.1% (14)	2.0% (1)	4.4% (36)
Lawrence County	0.0% (0)	0.0% (0)	0.6% (1)	0.9% (4)	0.0% (0)	0.6% (5)
Washington County	0.0% (0)	0.0% (0)	0.0% (0)	0.4% (2)	0.0% (0)	0.2% (2)
Another Pennsylvania County	0.0% (0)	0.8% (1)	0.0% (0)	0.7% (3)	0.0% (0)	0.5% (4)
Out of State	2.6% (1)	3.3% (4)	4.9% (8)	2.0% (9)	5.9% (3)	3.0% (25)
<i>answered question</i>	38	123	164	450	51	826
<i>skipped question</i>						47

15. Are you an elected official?						
	Into what age range do you fall? (Check one.)					
	Under 20	20 – 34	35 - 44	45 – 64	Over 65	Response Totals
Yes	0.0% (0)	4.1% (5)	4.1% (7)	2.8% (13)	5.1% (4)	3.3% (29)
No	100.0% (39)	95.9% (118)	95.9% (164)	97.2% (445)	94.9% (74)	96.7% (840)
<i>answered question</i>	39	123	171	458	78	869
<i>skipped question</i>						4

16. Are you employed by a school district?						
	Into what age range do you fall? (Check one.)					
	Under 20	20 – 34	35 - 44	45 – 64	Over 65	Response Totals
Yes	5.1% (2)	9.8% (12)	7.7% (13)	4.8% (22)	0.0% (0)	5.7% (49)
No	94.9% (37)	90.2% (111)	92.3% (156)	95.2% (436)	100.0% (78)	94.3% (818)
answered question	39	123	169	458	78	867
skipped question						6

17. Into what age range do you fall? (Check one.)						
	Into what age range do you fall? (Check one.)					
	Under 20	20 – 34	35 - 44	45 – 64	Over 65	Response Totals
Under 20	100.0% (39)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	4.5% (39)
20 – 34	0.0% (0)	100.0% (123)	0.0% (0)	0.0% (0)	0.0% (0)	14.1% (123)
35 - 44	0.0% (0)	0.0% (0)	100.0% (171)	0.0% (0)	0.0% (0)	19.6% (171)
45 – 64	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (461)	0.0% (0)	52.8% (461)
Over 65	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (79)	9.0% (79)
answered question	39	123	171	461	79	873
skipped question						0

18. How many people live in your household (including yourself)? (Check one).						
	Into what age range do you fall? (Check one.)					
	Under 20	20 – 34	35 - 44	45 – 64	Over 65	Response Totals
1	0.0% (0)	10.7% (13)	7.1% (12)	11.1% (51)	24.4% (19)	11.0% (95)
2	2.6% (1)	36.1% (44)	18.8% (32)	45.9% (210)	70.5% (55)	39.4% (342)
3	30.8% (12)	28.7% (35)	20.6% (35)	20.5% (94)	5.1% (4)	20.8% (180)
4	38.5% (15)	12.3% (15)	31.8% (54)	14.6% (67)	0.0% (0)	17.4% (151)
More than 4	28.2% (11)	12.3% (15)	21.8% (37)	7.9% (36)	0.0% (0)	11.4% (99)
answered question	39	122	170	458	78	867
skipped question						6

19. What is your household's approximate annual income? (Check one.)						
	Into what age range do you fall? (Check one.)					
	Under 20	20 – 34	35 - 44	45 – 64	Over 65	Response Totals
\$0 – \$25,000	7.9% (3)	7.5% (9)	5.0% (8)	4.7% (20)	20.3% (14)	6.7% (54)
\$25,000 - \$50,000	23.7% (9)	27.5% (33)	14.5% (23)	21.6% (92)	39.1% (27)	22.7% (184)
\$50,000 - \$100,000	44.7% (17)	53.3% (64)	52.2% (83)	48.5% (206)	24.6% (17)	47.7% (387)
\$100,000 - \$150,000	13.2% (5)	7.5% (9)	20.8% (33)	17.9% (76)	10.1% (7)	16.0% (130)
More than \$150,000	10.5% (4)	4.2% (5)	7.5% (12)	7.3% (31)	5.8% (4)	6.9% (56)
answered question	38	120	159	425	69	811
skipped question						62

20. What is the best way for Beaver County to notify you about its programs, services, and other information? (Check your top three media)

		Into what age range do you fall? (Check one.)					
		Under 20	20 – 34	35 - 44	45 – 64	Over 65	Response Totals
Beaver County Times	1st choice	67.9% (19)	49.4% (38)	58.0% (65)	52.3% (160)	63.5% (33)	
	2nd choice	21.4% (6)	24.7% (19)	23.2% (26)	23.9% (73)	19.2% (10)	
	3rd choice	10.7% (3)	26.0% (20)	18.8% (21)	23.9% (73)	17.3% (9)	
rating average		2.57 (28)	2.23 (77)	2.39 (112)	2.28 (306)	2.46 (52)	2.33 (575)
Local Newspaper	1st choice	7.1% (1)	28.6% (2)	19.0% (4)	23.2% (13)	33.3% (5)	
	2nd choice	28.6% (4)	14.3% (1)	38.1% (8)	39.3% (22)	26.7% (4)	
	3rd choice	64.3% (9)	57.1% (4)	42.9% (9)	37.5% (21)	40.0% (6)	
rating average		1.43 (14)	1.71 (7)	1.76 (21)	1.86 (56)	1.93 (15)	1.79 (113)
Local Cable TV	1st choice	17.4% (4)	17.1% (6)	21.2% (11)	16.7% (19)	33.3% (7)	
	2nd choice	47.8% (11)	45.7% (16)	48.1% (25)	36.8% (42)	33.3% (7)	
	3rd choice	34.8% (8)	37.1% (13)	30.8% (16)	46.5% (53)	33.3% (7)	
rating average		1.83 (23)	1.80 (35)	1.90 (52)	1.70 (114)	2.00 (21)	1.80 (245)
Local Radio Station	1st choice	11.8% (2)	27.8% (5)	12.0% (3)	14.1% (9)	9.5% (2)	
	2nd choice	47.1% (8)	27.8% (5)	16.0% (4)	35.9% (23)	66.7% (14)	
	3rd choice	41.2% (7)	44.4% (8)	72.0% (18)	50.0% (32)	23.8% (5)	
rating average		1.71	1.83	1.40	1.64	1.86	1.66

		(17)	(18)	(25)	(64)	(21)	(145)
Website	1st choice	28.6% (4)	26.5% (18)	17.0% (15)	23.3% (49)	14.8% (4)	
	2nd choice	21.4% (3)	41.2% (28)	44.3% (39)	43.3% (91)	48.1% (13)	
	3rd choice	50.0% (7)	32.4% (22)	38.6% (34)	33.3% (70)	37.0% (10)	
rating average		1.79 (14)	1.94 (68)	1.78 (88)	1.90 (210)	1.78 (27)	1.87 (407)
Focused Mailing	1st choice	0.0% (0)	27.8% (20)	28.6% (28)	30.9% (79)	30.8% (12)	
	2nd choice	62.5% (5)	38.9% (28)	38.8% (38)	37.5% (96)	35.9% (14)	
	3rd choice	37.5% (3)	33.3% (24)	32.7% (32)	31.6% (81)	33.3% (13)	
rating average		1.63 (8)	1.94 (72)	1.96 (98)	1.99 (256)	1.97 (39)	1.97 (473)
Email	1st choice	72.7% (8)	46.6% (34)	46.5% (40)	47.6% (127)	38.5% (15)	
	2nd choice	18.2% (2)	24.7% (18)	27.9% (24)	26.6% (71)	23.1% (9)	
	3rd choice	9.1% (1)	28.8% (21)	25.6% (22)	25.8% (69)	38.5% (15)	
rating average		2.64 (11)	2.18 (73)	2.21 (86)	2.22 (267)	2.00 (39)	2.20 (476)
Other (please specify)		1	2	5	13	1	22
answered question		39	123	169	458	78	867
skipped question							6

21. If there is anything else you would like to share about your municipality and its future, please include it in the space below.

	Into what age range do you fall? (Check one.)					
	Under 20	20 – 34	35 - 44	45 – 64	Over 65	Response Count
	8	29	41	120	18	216
<i>answered question</i>	8	29	41	120	18	216
<i>skipped question</i>						657

22. One last thing: If you would like to be entered to win a gift basket from Beaver County, please provide your name and email or phone number in the space below. It is our way of saying "Thank You!"

	Into what age range do you fall? (Check one.)					
	Under 20	20 – 34	35 - 44	45 – 64	Over 65	Response Totals
Name:	100.0% (13)	96.6% (57)	98.7% (75)	96.7% (207)	100.0% (48)	97.6% (400)
Email Address:	92.3% (12)	96.6% (57)	93.4% (71)	91.6% (196)	85.4% (41)	92.0% (377)
Phone Number:	76.9% (10)	89.8% (53)	84.2% (64)	87.4% (187)	83.3% (40)	86.3% (354)
<i>answered question</i>	13	59	76	214	48	410
<i>skipped question</i>						463

Responses by Income

2008 Beaver County Quality of Life Survey

1. What do you like about Beaver County? (check all that apply)						
	What is your household's approximate annual income? (Check one.)					
	\$0 – \$25,000	\$25,000 - \$50,000	\$50,000 - \$100,000	\$100,000 - \$150,000	More than \$150,000	Response Totals
River Towns	72.7% (40)	54.3% (100)	59.3% (230)	57.7% (75)	67.9% (38)	59.4% (483)
Suburban Communities	45.5% (25)	36.4% (67)	41.8% (162)	39.2% (51)	48.2% (27)	40.8% (332)
Rural Towns	32.7% (18)	46.7% (86)	40.2% (156)	35.4% (46)	33.9% (19)	40.0% (325)
Natural Places (Rivers, Streams, Forests)	78.2% (43)	75.5% (139)	70.9% (275)	64.6% (84)	67.9% (38)	71.2% (579)
Affordable Housing	50.9% (28)	58.2% (107)	70.9% (275)	63.8% (83)	67.9% (38)	65.3% (531)
Educational Opportunities (Public Schools, Trade Schools, Colleges, Etc.)	38.2% (21)	42.4% (78)	36.3% (141)	31.5% (41)	30.4% (17)	36.7% (298)
Easy To Commute To Work Or School	41.8% (23)	42.4% (78)	51.3% (199)	52.3% (68)	44.6% (25)	48.3% (393)
Access To Public Transportation	23.6% (13)	19.6% (36)	12.6% (49)	13.8% (18)	12.5% (7)	15.1% (123)
Job Opportunities	7.3% (4)	7.1% (13)	5.4% (21)	6.2% (8)	5.4% (3)	6.0% (49)
Recreational Parks And Facilities	52.7% (29)	55.4% (102)	49.2% (191)	42.3% (55)	48.2% (27)	49.7% (404)
Historic Places	49.1% (27)	43.5% (80)	42.0% (163)	40.0% (52)	44.6% (25)	42.7% (347)
Low Crime Rate	38.2% (21)	43.5% (80)	49.7% (193)	62.3% (81)	46.4% (26)	49.3% (401)
Public Services (Police, Fire Protection, Emergency Services)	36.4% (20)	37.5% (69)	28.9% (112)	26.9% (35)	23.2% (13)	30.6% (249)
Other (please specify)	14.5% (8)	9.2% (17)	8.5% (33)	9.2% (12)	16.1% (9)	9.7% (79)
answered question	55	184	388	130	56	813

2. Out of all the items you checked in Q-1 above, which ONE do you feel is most important to your quality of life?

	What is your household's approximate annual income? (Check one.)					Response Totals
	\$0 – \$25,000	\$25,000 - \$50,000	\$50,000 - \$100,000	\$100,000 - \$150,000	More than \$150,000	
River Towns	2.0% (1)	4.3% (7)	8.5% (31)	11.3% (14)	10.2% (5)	7.7% (58)
Suburban Communities	6.1% (3)	3.7% (6)	5.5% (20)	2.4% (3)	14.3% (7)	5.2% (39)
Rural Towns	2.0% (1)	7.4% (12)	4.9% (18)	2.4% (3)	4.1% (2)	4.8% (36)
Natural Places (Rivers, Streams, Forests)	16.3% (8)	15.3% (25)	8.5% (31)	8.9% (11)	4.1% (2)	10.3% (77)
Affordable Housing	20.4% (10)	19.6% (32)	24.6% (90)	29.0% (36)	14.3% (7)	23.3% (175)
Educational Opportunities (Public Schools, Trade Schools, Colleges, Etc.)	8.2% (4)	6.1% (10)	6.3% (23)	3.2% (4)	6.1% (3)	5.9% (44)
Easy To Commute To Work Or School	4.1% (2)	7.4% (12)	8.7% (32)	12.1% (15)	8.2% (4)	8.7% (65)
Access To Public Transportation	0.0% (0)	1.2% (2)	0.8% (3)	0.0% (0)	0.0% (0)	0.7% (5)
Job Opportunities	8.2% (4)	3.7% (6)	3.6% (13)	2.4% (3)	0.0% (0)	3.5% (26)
Recreational Parks And Facilities	8.2% (4)	5.5% (9)	4.9% (18)	0.8% (1)	2.0% (1)	4.4% (33)
Historic Places	0.0% (0)	0.0% (0)	1.1% (4)	1.6% (2)	2.0% (1)	0.9% (7)
Low Crime Rate	10.2% (5)	13.5% (22)	13.7% (50)	18.5% (23)	24.5% (12)	14.9% (112)
Public Services (Police, Fire Protection, Emergency Services)	8.2% (4)	7.4% (12)	3.3% (12)	2.4% (3)	0.0% (0)	4.1% (31)
Other	6.1% (3)	4.9% (8)	5.7% (21)	4.8% (6)	10.2% (5)	5.7% (43)

answered question	49	163	366	124	49	751
skipped question						63

3. Which of the following needs to be improved most in Beaver County? (please check just three)						
	What is your household's approximate annual income? (Check one.)					Response Totals
	\$0 – \$25,000	\$25,000 - \$50,000	\$50,000 - \$100,000	\$100,000 - \$150,000	More than \$150,000	
Revitalize traditional downtowns	46.3% (25)	51.1% (94)	52.7% (204)	47.7% (62)	51.8% (29)	51.0% (414)
Redevelop abandoned industrial sites ("BROWNFIELDS")	40.7% (22)	53.3% (98)	55.6% (215)	63.8% (83)	46.4% (26)	54.7% (444)
Manage growth in undeveloped areas	11.1% (6)	17.4% (32)	18.3% (71)	20.8% (27)	12.5% (7)	17.6% (143)
Develop more housing types	13.0% (7)	7.6% (14)	4.9% (19)	6.2% (8)	7.1% (4)	6.4% (52)
Preserve farms	29.6% (16)	23.4% (43)	15.2% (59)	15.4% (20)	16.1% (9)	18.1% (147)
Conserve natural resources	20.4% (11)	23.4% (43)	14.7% (57)	11.5% (15)	19.6% (11)	16.9% (137)
Fix roads and bridges	51.9% (28)	48.9% (90)	46.5% (180)	53.8% (70)	33.9% (19)	47.7% (387)
Expand public transportation	13.0% (7)	15.8% (29)	11.9% (46)	14.6% (19)	1.8% (1)	12.6% (102)
Attract new businesses	53.7% (29)	66.3% (122)	66.9% (259)	64.6% (84)	73.2% (41)	66.0% (535)
Provide more job training	14.8% (8)	8.2% (15)	5.4% (21)	6.9% (9)	10.7% (6)	7.3% (59)
Upgrade existing parks and recreational facilities	13.0% (7)	17.9% (33)	19.9% (77)	13.8% (18)	21.4% (12)	18.1% (147)
Expand services for the poor	20.4% (11)	9.8% (18)	5.2% (20)	6.9% (9)	0.0% (0)	7.2% (58)
Expand services for youth	25.9% (14)	21.2% (39)	14.7% (57)	14.6% (19)	17.9% (10)	17.1% (139)
Expand services for the elderly	24.1% (13)	15.2% (28)	8.5% (33)	11.5% (15)	3.6% (2)	11.2% (91)

Improve Public Safety	14.8% (8)	9.2% (17)	10.9% (42)	6.2% (8)	3.6% (2)	9.5% (77)
Other (please specify)	20.4% (11)	9.8% (18)	8.8% (34)	13.8% (18)	14.3% (8)	11.0% (89)
answered question	54	184	387	130	56	811
skipped question						3

4. Which of these actions should be priorities for the County and its municipalities? It is important for Beaver County to:(Check only one box for each statement)

		What is your household's approximate annual income? (Check one.)					
		\$0 – \$25,000	\$25,000 - \$50,000	\$50,000 - \$100,000	\$100,000 - \$150,000	More than \$150,000	Response Totals
1. Attract new companies and industry to the area	High Priority	64.2% (34)	75.3% (137)	79.1% (306)	84.5% (109)	74.5% (41)	
	Moderate Priority	28.3% (15)	20.3% (37)	17.6% (68)	11.6% (15)	14.5% (8)	
	Low Priority	5.7% (3)	2.2% (4)	2.3% (9)	3.1% (4)	7.3% (4)	
	Not a priority at all	1.9% (1)	2.2% (4)	1.0% (4)	0.8% (1)	3.6% (2)	
rating average		3.55 (53)	3.69 (182)	3.75 (387)	3.80 (129)	3.60 (55)	3.72 (806)
2. Support existing locally-owned businesses	High Priority	69.2% (36)	80.7% (146)	78.7% (303)	67.7% (88)	80.0% (44)	
	Moderate Priority	25.0% (13)	18.2% (33)	20.0% (77)	29.2% (38)	14.5% (8)	
	Low Priority	5.8% (3)	0.6% (1)	1.0% (4)	2.3% (3)	1.8% (1)	
	Not a priority at all	0.0% (0)	0.6% (1)	0.3% (1)	0.8% (1)	3.6% (2)	
rating average		3.63 (52)	3.79 (181)	3.77 (385)	3.64 (130)	3.71 (55)	3.74 (803)
3. Guide development to areas with existing	High	34.7%	38.9%	39.7%	46.8%	50.0%	

roads, sewers and other infrastructure	Priority	(17)	(70)	(150)	(59)	(26)	
	Moderate Priority	53.1% (26)	43.3% (78)	46.0% (174)	42.1% (53)	36.5% (19)	
	Low Priority	10.2% (5)	16.7% (30)	12.2% (46)	9.5% (12)	11.5% (6)	
	Not a priority at all	2.0% (1)	1.1% (2)	2.1% (8)	1.6% (2)	1.9% (1)	
rating average		3.20 (49)	3.20 (180)	3.23 (378)	3.34 (126)	3.35 (52)	3.25 (785)
4. Protect streams and other natural resources from development	High Priority	44.0% (22)	46.9% (83)	43.0% (163)	37.6% (47)	34.6% (18)	
	Moderate Priority	42.0% (21)	36.2% (64)	42.7% (162)	40.8% (51)	40.4% (21)	
	Low Priority	14.0% (7)	15.8% (28)	12.4% (47)	20.0% (25)	23.1% (12)	
	Not a priority at all	0.0% (0)	1.1% (2)	1.8% (7)	1.6% (2)	1.9% (1)	
rating average		3.30 (50)	3.29 (177)	3.27 (379)	3.14 (125)	3.08 (52)	3.24 (783)
5. Renovate existing housing	High Priority	30.8% (16)	29.6% (53)	22.2% (83)	19.4% (24)	16.0% (8)	
	Moderate Priority	50.0% (26)	43.6% (78)	43.0% (161)	40.3% (50)	34.0% (17)	
	Low Priority	15.4% (8)	21.8% (39)	29.1% (109)	34.7% (43)	42.0% (21)	
	Not a priority at all	3.8% (2)	5.0% (9)	5.6% (21)	5.6% (7)	8.0% (4)	
rating average		3.08 (52)	2.98 (179)	2.82 (374)	2.73 (124)	2.58 (50)	2.84 (779)
6. Build new housing in urban areas	High Priority	7.8% (4)	12.3% (21)	9.7% (36)	12.2% (15)	13.5% (7)	
	Moderate Priority	29.4% (15)	21.1% (36)	21.4% (79)	25.2% (31)	15.4% (8)	
	Low Priority	31.4% (16)	43.3% (74)	47.0% (174)	39.0% (48)	42.3% (22)	

	Not a priority at all	31.4% (16)	23.4% (40)	21.9% (81)	23.6% (29)	28.8% (15)	
rating average		2.14 (51)	2.22 (171)	2.19 (370)	2.26 (123)	2.13 (52)	2.20 (767)
7. Build new suburban housing	High Priority	7.7% (4)	7.7% (13)	5.8% (21)	4.2% (5)	13.5% (7)	
	Moderate Priority	21.2% (11)	19.5% (33)	16.7% (60)	23.3% (28)	11.5% (6)	
	Low Priority	40.4% (21)	41.4% (70)	47.4% (170)	45.8% (55)	44.2% (23)	
	Not a priority at all	30.8% (16)	31.4% (53)	30.1% (108)	26.7% (32)	30.8% (16)	
rating average		2.06 (52)	2.04 (169)	1.98 (359)	2.05 (120)	2.08 (52)	2.02 (752)
8. Redevelop riverfronts for commercial & industrial uses	High Priority	26.4% (14)	41.5% (73)	38.8% (146)	39.2% (49)	27.5% (14)	
	Moderate Priority	37.7% (20)	34.1% (60)	34.3% (129)	31.2% (39)	41.2% (21)	
	Low Priority	18.9% (10)	16.5% (29)	19.9% (75)	17.6% (22)	21.6% (11)	
	Not a priority at all	17.0% (9)	8.0% (14)	6.9% (26)	12.0% (15)	9.8% (5)	
rating average		2.74 (53)	3.09 (176)	3.05 (376)	2.98 (125)	2.86 (51)	3.01 (781)
9. Build new housing on riverfronts	High Priority	5.9% (3)	16.3% (28)	15.2% (57)	16.7% (21)	24.5% (13)	
	Moderate Priority	33.3% (17)	16.3% (28)	21.7% (81)	28.6% (36)	18.9% (10)	
	Low Priority	35.3% (18)	36.0% (62)	39.6% (148)	31.7% (40)	35.8% (19)	
	Not a priority at all	25.5% (13)	31.4% (54)	23.5% (88)	23.0% (29)	20.8% (11)	
rating average		2.20 (51)	2.17 (172)	2.29 (374)	2.39 (126)	2.47 (53)	2.28 (776)

10. Use Riverfronts for parks & trails	High Priority	26.0% (13)	39.4% (71)	37.1% (139)	39.2% (47)	37.7% (20)	
	Moderate Priority	48.0% (24)	30.0% (54)	38.4% (144)	37.5% (45)	26.4% (14)	
	Low Priority	22.0% (11)	23.9% (43)	18.1% (68)	18.3% (22)	28.3% (15)	
	Not a priority at all	4.0% (2)	6.7% (12)	6.4% (24)	5.0% (6)	7.5% (4)	
rating average		2.96 (50)	3.02 (180)	3.06 (375)	3.11 (120)	2.94 (53)	3.04 (778)
10. Expand public transportation within Beaver County	High Priority	24.5% (13)	25.1% (43)	25.2% (92)	21.1% (26)	21.6% (11)	
	Moderate Priority	39.6% (21)	36.3% (62)	43.0% (157)	30.9% (38)	29.4% (15)	
	Low Priority	32.1% (17)	32.2% (55)	25.2% (92)	40.7% (50)	33.3% (17)	
	Not a priority at all	3.8% (2)	6.4% (11)	6.6% (24)	7.3% (9)	15.7% (8)	
rating average		2.85 (53)	2.80 (171)	2.87 (365)	2.66 (123)	2.57 (51)	2.80 (763)
11. Protect historic resources	High Priority	34.0% (18)	40.2% (70)	34.2% (129)	28.8% (36)	33.3% (18)	
	Moderate Priority	43.4% (23)	35.6% (62)	42.2% (159)	40.8% (51)	44.4% (24)	
	Low Priority	20.8% (11)	19.5% (34)	21.5% (81)	28.0% (35)	11.1% (6)	
	Not a priority at all	1.9% (1)	4.6% (8)	2.1% (8)	2.4% (3)	11.1% (6)	
rating average		3.09 (53)	3.11 (174)	3.08 (377)	2.96 (125)	3.00 (54)	3.07 (783)
12. Consolidate school districts	High Priority	35.8% (19)	36.3% (62)	41.3% (154)	51.2% (65)	58.5% (31)	
	Moderate Priority	32.1% (17)	29.2% (50)	22.8% (85)	21.3% (27)	17.0% (9)	

	Low Priority	24.5% (13)	22.2% (38)	23.9% (89)	21.3% (27)	11.3% (6)	
	Not a priority at all	7.5% (4)	12.3% (21)	12.1% (45)	6.3% (8)	13.2% (7)	
rating average		2.96 (53)	2.89 (171)	2.93 (373)	3.17 (127)	3.21 (53)	2.98 (777)
13. Share services among municipalities such as police and fire protection	High Priority	29.4% (15)	34.3% (59)	43.4% (164)	48.8% (62)	53.7% (29)	
	Moderate Priority	33.3% (17)	25.0% (43)	29.9% (113)	22.8% (29)	22.2% (12)	
	Low Priority	33.3% (17)	30.2% (52)	18.8% (71)	22.0% (28)	14.8% (8)	
	Not a priority at all	3.9% (2)	10.5% (18)	7.9% (30)	6.3% (8)	9.3% (5)	
rating average		2.88 (51)	2.83 (172)	3.09 (378)	3.14 (127)	3.20 (54)	3.03 (782)
14. Increase communication & cooperation among local Governments	High Priority	64.8% (35)	62.1% (108)	62.6% (238)	66.9% (85)	64.2% (34)	
	Moderate Priority	25.9% (14)	29.3% (51)	28.4% (108)	26.0% (33)	26.4% (14)	
	Low Priority	7.4% (4)	6.9% (12)	7.1% (27)	5.5% (7)	7.5% (4)	
	Not a priority at all	1.9% (1)	1.7% (3)	1.8% (7)	1.6% (2)	1.9% (1)	
rating average		3.54 (54)	3.52 (174)	3.52 (380)	3.58 (127)	3.53 (53)	3.53 (788)
answered question		54	184	389	130	56	813
skipped question							1

5. With limited resources, County agencies must prioritize how funds are spent. Please rank how the County should invest public funds in order of importance (1 = most important; 7 = least important):

		What is your household's approximate annual income? (Check one.)					
		\$0 – \$25,000	\$25,000 - \$50,000	\$50,000 - \$100,000	\$100,000 - \$150,000	More than \$150,000	Response Totals
Emergency Services	1 - Most Important	25.0% (11)	25.0% (34)	20.4% (64)	18.6% (18)	19.6% (9)	
	2	25.0% (11)	18.4% (25)	18.5% (58)	15.5% (15)	10.9% (5)	
	3	18.2% (8)	16.2% (22)	15.9% (50)	19.6% (19)	17.4% (8)	
	4	20.5% (9)	11.8% (16)	20.1% (63)	19.6% (19)	21.7% (10)	
	5	6.8% (3)	9.6% (13)	12.1% (38)	9.3% (9)	8.7% (4)	
	6	0.0% (0)	10.3% (14)	9.2% (29)	10.3% (10)	10.9% (5)	
	7 - Least important	4.5% (2)	8.8% (12)	3.8% (12)	7.2% (7)	10.9% (5)	
rating average		5.23 (44)	4.71 (136)	4.72 (314)	4.55 (97)	4.35 (46)	4.70 (637)
Infrastructure (roads, Water, Sewer)	1 - Most Important	24.4% (10)	28.4% (42)	26.1% (87)	31.8% (35)	17.4% (8)	
	2	26.8% (11)	25.7% (38)	30.6% (102)	30.0% (33)	41.3% (19)	
	3	24.4% (10)	19.6% (29)	18.3% (61)	18.2% (20)	23.9% (11)	
	4	4.9% (2)	12.2% (18)	12.0% (40)	7.3% (8)	8.7% (4)	
	5	4.9% (2)	6.8% (10)	6.9% (23)	7.3% (8)	6.5% (3)	
	6	9.8% (4)	6.8% (10)	4.8% (16)	4.5% (5)	2.2% (1)	
	7 - Least important	4.9% (2)	0.7% (1)	1.2% (4)	0.9% (1)	0.0% (0)	

	rating average	5.12 (41)	5.34 (148)	5.38 (333)	5.55 (110)	5.48 (46)	5.39 (678)
Housing for the elderly and disadvantaged	1 - Most Important	14.3% (6)	4.8% (7)	2.5% (8)	2.9% (3)	2.3% (1)	
	2	9.5% (4)	7.5% (11)	6.3% (20)	7.7% (8)	0.0% (0)	
	3	21.4% (9)	19.7% (29)	15.0% (48)	12.5% (13)	9.1% (4)	
	4	21.4% (9)	17.7% (26)	17.2% (55)	19.2% (20)	4.5% (2)	
	5	7.1% (3)	17.0% (25)	22.2% (71)	20.2% (21)	29.5% (13)	
	6	11.9% (5)	17.0% (25)	21.3% (68)	19.2% (20)	31.8% (14)	
	7 - Least important	14.3% (6)	16.3% (24)	15.6% (50)	18.3% (19)	22.7% (10)	
	rating average	4.10 (42)	3.49 (147)	3.23 (320)	3.23 (104)	2.55 (44)	3.30 (657)
Public Transportation	1 - Most Important	2.8% (1)	4.7% (7)	1.8% (6)	2.7% (3)	2.0% (1)	
	2	8.3% (3)	9.5% (14)	6.0% (20)	8.1% (9)	2.0% (1)	
	3	11.1% (4)	10.8% (16)	13.7% (46)	6.3% (7)	6.1% (3)	
	4	16.7% (6)	28.4% (42)	19.0% (64)	18.0% (20)	34.7% (17)	
	5	25.0% (9)	13.5% (20)	19.6% (66)	28.8% (32)	20.4% (10)	
	6	22.2% (8)	16.2% (24)	18.2% (61)	14.4% (16)	14.3% (7)	
	7 - Least important	13.9% (5)	16.9% (25)	21.7% (73)	21.6% (24)	20.4% (10)	
	rating average	3.25 (36)	3.47 (148)	3.10 (336)	3.08 (111)	3.06 (49)	3.18 (680)
Tax Incentives to Attract New Business	1 - Most Important	27.1% (13)	25.9% (42)	32.9% (111)	36.3% (41)	39.6% (19)	

	2	18.8% (9)	15.4% (25)	19.3% (65)	12.4% (14)	18.8% (9)	
	3	14.6% (7)	14.8% (24)	14.2% (48)	16.8% (19)	12.5% (6)	
	4	12.5% (6)	10.5% (17)	10.1% (34)	9.7% (11)	16.7% (8)	
	5	6.3% (3)	15.4% (25)	6.5% (22)	8.0% (9)	8.3% (4)	
	6	12.5% (6)	6.2% (10)	5.0% (17)	7.1% (8)	2.1% (1)	
	7 - Least important	8.3% (4)	11.7% (19)	11.9% (40)	9.7% (11)	2.1% (1)	
	rating average	4.77 (48)	4.60 (162)	4.99 (337)	4.99 (113)	5.50 (48)	4.92 (708)
Parks and Recreation	1 - Most Important	2.0% (1)	6.2% (10)	3.4% (12)	2.6% (3)	6.1% (3)	
	2	6.1% (3)	5.6% (9)	8.5% (30)	5.2% (6)	10.2% (5)	
	3	20.4% (10)	15.5% (25)	19.2% (68)	17.2% (20)	18.4% (9)	
	4	18.4% (9)	13.0% (21)	11.5% (41)	21.6% (25)	10.2% (5)	
	5	18.4% (9)	22.4% (36)	16.6% (59)	11.2% (13)	18.4% (9)	
	6	18.4% (9)	18.6% (30)	18.9% (67)	23.3% (27)	20.4% (10)	
	7 - Least important	16.3% (8)	18.6% (30)	22.0% (78)	19.0% (22)	16.3% (8)	
	rating average	3.35 (49)	3.30 (161)	3.26 (355)	3.21 (116)	3.49 (49)	3.28 (730)
Redevelopment of abandoned sites	1 - Most Important	19.6% (10)	17.4% (30)	21.9% (81)	17.5% (22)	24.5% (13)	
	2	21.6% (11)	27.3% (47)	19.5% (72)	30.2% (38)	24.5% (13)	
	3	2.0% (1)	14.0% (24)	12.7% (47)	15.1% (19)	18.9% (10)	
		5.9%	9.3%	10.8%	9.5%	5.7%	

		(3)	(16)	(40)	(12)	(3)	
	5	25.5% (13)	5.8% (10)	10.3% (38)	7.9% (10)	3.8% (2)	
	6	11.8% (6)	12.2% (21)	12.7% (47)	10.3% (13)	11.3% (6)	
	7 - Least important	13.7% (7)	14.0% (24)	12.2% (45)	9.5% (12)	11.3% (6)	
	rating average	4.14 (51)	4.49 (172)	4.45 (370)	4.71 (126)	4.81 (53)	4.51 (772)
	answered question	54	183	385	130	56	808
	skipped question						6

6. To attract more businesses to locate in Beaver County, what steps do you believe the County needs to take (check all that apply):

	What is your household's approximate annual income? (Check one.)					Response Totals
	\$0 – \$25,000	\$25,000 – \$50,000	\$50,000 – \$100,000	\$100,000 – \$150,000	More than \$150,000	
Provide tax incentives to prospective companies	61.8% (34)	61.9% (112)	69.0% (267)	59.2% (77)	70.9% (39)	65.5% (529)
Support more worker training programs	45.5% (25)	35.4% (64)	28.2% (109)	26.9% (35)	27.3% (15)	30.7% (248)
Market the County's low cost of living and other assets	63.6% (35)	71.8% (130)	71.3% (276)	76.9% (100)	72.7% (40)	71.9% (581)
Invest in infrastructure improvements (roads, water, sewer)	56.4% (31)	60.8% (110)	67.2% (260)	69.2% (90)	61.8% (34)	65.0% (525)
Revitalize downtowns	69.1% (38)	61.9% (112)	62.0% (240)	55.4% (72)	56.4% (31)	61.0% (493)
Improve recreational amenities for young people and families	50.9% (28)	47.0% (85)	50.4% (195)	47.7% (62)	60.0% (33)	49.9% (403)
Other (please specify)	12.7% (7)	10.5% (19)	8.5% (33)	7.7% (10)	16.4% (9)	9.7% (78)
answered question	55	181	387	130	55	808
skipped question						6

7. Rank the types of new businesses that you believe Beaver County should attract to strengthen its economy (1 = most important; 7 = least important):

		What is your household's approximate annual income? (Check one.)					
		\$0 – \$25,000	\$25,000 - \$50,000	\$50,000 - \$100,000	\$100,000 - \$150,000	More than \$150,000	Response Totals
Light Manufacturing	1 - Most Important	33.3% (16)	37.9% (61)	41.4% (147)	40.5% (47)	55.8% (29)	
	2	25.0% (12)	26.7% (43)	26.8% (95)	25.0% (29)	13.5% (7)	
	3	6.3% (3)	11.2% (18)	11.5% (41)	10.3% (12)	5.8% (3)	
	4	16.7% (8)	8.1% (13)	5.6% (20)	11.2% (13)	11.5% (6)	
	5	6.3% (3)	5.0% (8)	3.9% (14)	3.4% (4)	0.0% (0)	
	6	8.3% (4)	6.8% (11)	7.9% (28)	6.9% (8)	11.5% (6)	
	7 - Least important	4.2% (2)	4.3% (7)	2.8% (10)	2.6% (3)	1.9% (1)	
rating average		5.21 (48)	5.47 (161)	5.61 (355)	5.57 (116)	5.71 (52)	5.55 (732)
Heavy Manufacturing	1 - Most Important	18.2% (8)	25.7% (37)	20.1% (65)	17.4% (19)	10.2% (5)	
	2	20.5% (9)	25.0% (36)	20.7% (67)	21.1% (23)	30.6% (15)	
	3	15.9% (7)	13.2% (19)	13.0% (42)	14.7% (16)	14.3% (7)	
	4	9.1% (4)	7.6% (11)	9.3% (30)	11.0% (12)	8.2% (4)	
	5	13.6% (6)	8.3% (12)	11.8% (38)	9.2% (10)	4.1% (2)	
	6	9.1% (4)	8.3% (12)	9.0% (29)	9.2% (10)	2.0% (1)	
	7 - Least important	13.6% (6)	11.8% (17)	16.1% (52)	17.4% (19)	30.6% (15)	

		rating average	4.39 (44)	4.80 (144)	4.37 (323)	4.29 (109)	4.06 (49)	4.43 (669)
Health Care and Social Services	1 - Most Important	33.3% (15)	17.6% (28)	14.9% (50)	17.3% (19)	4.8% (2)		
	2	20.0% (9)	19.5% (31)	17.9% (60)	19.1% (21)	19.0% (8)		
	3	24.4% (11)	22.0% (35)	25.7% (86)	25.5% (28)	28.6% (12)		
	4	11.1% (5)	17.6% (28)	15.2% (51)	19.1% (21)	21.4% (9)		
	5	0.0% (0)	12.6% (20)	13.7% (46)	9.1% (10)	14.3% (6)		
	6	4.4% (2)	5.0% (8)	6.6% (22)	6.4% (7)	7.1% (3)		
	7 - Least important	6.7% (3)	5.7% (9)	6.0% (20)	3.6% (4)	4.8% (2)		
		rating average	5.36 (45)	4.74 (159)	4.61 (335)	4.83 (110)	4.38 (42)	4.71 (691)
Finance And Real Estate	1 - Most Important	6.1% (2)	2.2% (3)	2.1% (6)	3.0% (3)	2.0% (1)		
	2	9.1% (3)	5.1% (7)	5.5% (16)	10.1% (10)	12.0% (6)		
	3	9.1% (3)	13.9% (19)	15.9% (46)	16.2% (16)	16.0% (8)		
	4	33.3% (11)	22.6% (31)	18.7% (54)	21.2% (21)	24.0% (12)		
	5	21.2% (7)	28.5% (39)	20.8% (60)	15.2% (15)	18.0% (9)		
	6	12.1% (4)	12.4% (17)	20.4% (59)	18.2% (18)	14.0% (7)		
	7 - Least important	9.1% (3)	15.3% (21)	16.6% (48)	16.2% (16)	14.0% (7)		
		rating average	3.73 (33)	3.31 (137)	3.22 (289)	3.45 (99)	3.58 (50)	3.34 (608)
Retail	1 - Most Important	11.1% (5)	9.5% (14)	9.2% (27)	4.3% (4)	10.9% (5)		

	2	13.3% (6)	8.1% (12)	11.5% (34)	12.0% (11)	17.4% (8)	
	3	15.6% (7)	18.9% (28)	12.5% (37)	10.9% (10)	17.4% (8)	
	4	20.0% (9)	22.3% (33)	22.0% (65)	17.4% (16)	17.4% (8)	
	5	20.0% (9)	20.9% (31)	16.6% (49)	20.7% (19)	17.4% (8)	
	6	13.3% (6)	12.8% (19)	15.9% (47)	23.9% (22)	13.0% (6)	
	7 - Least important	6.7% (3)	7.4% (11)	12.2% (36)	10.9% (10)	6.5% (3)	
rating average		4.09 (45)	3.95 (148)	3.78 (295)	3.47 (92)	4.22 (46)	3.83 (626)
Restaurant & Food Services	1 - Most Important	4.3% (2)	10.2% (16)	8.1% (26)	6.6% (7)	14.0% (6)	
	2	19.1% (9)	11.5% (18)	11.6% (37)	8.5% (9)	11.6% (5)	
	3	14.9% (7)	10.2% (16)	10.9% (35)	12.3% (13)	11.6% (5)	
	4	14.9% (7)	14.0% (22)	16.3% (52)	11.3% (12)	11.6% (5)	
	5	21.3% (10)	15.9% (25)	24.4% (78)	33.0% (35)	18.6% (8)	
	6	14.9% (7)	27.4% (43)	16.6% (53)	17.9% (19)	20.9% (9)	
	7 - Least important	10.6% (5)	10.8% (17)	12.2% (39)	10.4% (11)	11.6% (5)	
rating average		3.83 (47)	3.61 (157)	3.64 (320)	3.49 (106)	3.81 (43)	3.63 (673)
Tourism & entertainment	1 - Most Important	10.0% (4)	7.0% (10)	7.9% (25)	9.4% (10)	4.5% (2)	
	2	2.5% (1)	7.7% (11)	9.1% (29)	8.5% (9)	6.8% (3)	
	3	12.5% (5)	18.9% (27)	14.5% (46)	13.2% (14)	13.6% (6)	
		12.5% (5)	7.7% (11)	14.5% (46)	12.3% (14)	18.2% (6)	

		(5)	(11)	(46)	(13)	(8)	
	5	17.5% (7)	7.0% (10)	13.9% (44)	13.2% (14)	18.2% (8)	
	6	35.0% (14)	24.5% (35)	18.9% (60)	23.6% (25)	22.7% (10)	
	7 - Least important	10.0% (4)	27.3% (39)	21.1% (67)	19.8% (21)	15.9% (7)	
rating average		3.30 (40)	3.17 (143)	3.41 (317)	3.39 (106)	3.30 (44)	3.34 (650)
Information Services	1 - Most Important	5.4% (2)	6.6% (8)	10.9% (28)	17.2% (16)	12.5% (5)	
	2	8.1% (3)	17.4% (21)	13.6% (35)	11.8% (11)	7.5% (3)	
	3	18.9% (7)	10.7% (13)	16.3% (42)	15.1% (14)	12.5% (5)	
	4	2.7% (1)	13.2% (16)	14.8% (38)	12.9% (12)	5.0% (2)	
	5	13.5% (5)	10.7% (13)	9.3% (24)	9.7% (9)	25.0% (10)	
	6	10.8% (4)	9.9% (12)	13.2% (34)	6.5% (6)	15.0% (6)	
	7 - Least important	40.5% (15)	31.4% (38)	21.8% (56)	26.9% (25)	22.5% (9)	
rating average		2.95 (37)	3.40 (121)	3.75 (257)	3.87 (93)	3.43 (40)	3.62 (548)
answered question		54	183	385	130	56	808
skipped question							6

8. Where do you most believe the County should focus new economic development efforts? (Check one.)

	What is your household's approximate annual income? (Check one.)					Response Totals
	\$0 – \$25,000	\$25,000 - \$50,000	\$50,000 - \$100,000	\$100,000 - \$150,000	More than \$150,000	
Abandoned industrial sites	41.8% (23)	58.6% (106)	50.3% (194)	48.1% (62)	35.7% (20)	50.2% (405)
Existing "River Towns"	34.5% (19)	32.0% (58)	32.6% (126)	32.6% (42)	39.3% (22)	33.1% (267)
Suburban communities	9.1% (5)	3.3% (6)	9.8% (38)	10.9% (14)	12.5% (7)	8.7% (70)
Rural towns	7.3% (4)	2.8% (5)	2.1% (8)	3.9% (5)	5.4% (3)	3.1% (25)
Other (please specify)	7.3% (4)	3.9% (7)	5.2% (20)	4.7% (6)	7.1% (4)	5.1% (41)
<i>answered question</i>	55	181	386	129	56	807
<i>skipped question</i>						7

9. Which of the following steps do you believe should be used to preserve agricultural land and natural resources? (Check all that apply)

	What is your household's approximate annual income? (Check one.)					Response Totals
	\$0 – \$25,000	\$25,000 - \$50,000	\$50,000 - \$100,000	\$100,000 - \$150,000	More than \$150,000	
Preserve farms through conservation easements	63.0% (34)	65.0% (119)	61.5% (228)	55.2% (69)	57.4% (31)	61.1% (481)
Protect streams by limiting development within a buffer area	70.4% (38)	63.4% (116)	65.0% (241)	68.0% (85)	63.0% (34)	65.3% (514)
Limit development of steep slopes	44.4% (24)	41.5% (76)	43.9% (163)	51.2% (64)	48.1% (26)	44.9% (353)
Protect sensitive wildlife habitats by creating conservation greenways	61.1% (33)	55.7% (102)	57.4% (213)	50.4% (63)	59.3% (32)	56.3% (443)
Encourage new housing developments that preserve open space	35.2% (19)	44.8% (82)	45.3% (168)	47.2% (59)	50.0% (27)	45.1% (355)
<i>answered question</i>	54	183	371	125	54	787
<i>skipped question</i>						27

10. Some municipalities in Western Pennsylvania are trying to achieve greater efficiencies and cost-savings by sharing or consolidating services. Do you believe your municipality should share any of the following (or is it already doing so)? (Check all that apply.)

		What is your household's approximate annual income? (Check one.)					
		\$0 – \$25,000	\$25,000 - \$50,000	\$50,000 - \$100,000	\$100,000 - \$150,000	More than \$150,000	Response Totals
Public Works Staff/Equipment	We are sharing	8.3% (4)	11.0% (19)	10.0% (36)	12.2% (14)	9.3% (5)	
	We should share	43.8% (21)	49.1% (85)	62.5% (225)	66.1% (76)	64.8% (35)	
	Do not know	47.9% (23)	39.9% (69)	27.5% (99)	21.7% (25)	25.9% (14)	
		48	173	360	115	54	750
Police	We are sharing	25.5% (12)	28.0% (45)	16.6% (56)	12.3% (13)	29.4% (15)	
	We should share	31.9% (15)	37.9% (61)	52.7% (178)	58.5% (62)	49.0% (25)	
	Do not know	42.6% (20)	34.2% (55)	30.8% (104)	29.2% (31)	21.6% (11)	
		47	161	338	106	51	703
Education	We are sharing	9.3% (4)	19.4% (32)	20.3% (70)	25.7% (29)	12.5% (6)	
	We should share	53.5% (23)	51.5% (85)	55.4% (191)	61.9% (70)	64.6% (31)	
	Do not know	37.2% (16)	29.1% (48)	24.3% (84)	12.4% (14)	22.9% (11)	
		43	165	345	113	48	714
Bulk Purchasing of Materials (e.g. road salt, asphalt, computer equipment)	We are sharing	7.5% (4)	7.9% (14)	12.6% (47)	11.3% (14)	16.4% (9)	
	We should share	56.6% (30)	63.3% (112)	67.4% (252)	74.2% (92)	67.3% (37)	

	Do not know	35.8% (19)	28.8% (51)	20.1% (75)	14.5% (18)	16.4% (9)	
		53	177	374	124	55	783
Fire Protection	We are sharing	13.0% (6)	22.6% (33)	15.2% (50)	8.6% (9)	4.1% (2)	
	We should share	43.5% (20)	41.8% (61)	53.9% (178)	66.7% (70)	71.4% (35)	
	Do not know	43.5% (20)	35.6% (52)	30.9% (102)	24.8% (26)	24.5% (12)	
		46	146	330	105	49	676
Other (please specify)		2	14	18	8	7	49
answered question		53	182	376	126	54	791
skipped question							23

11. "I believe we should work to promote the interests of the County and the Southwest Pennsylvania region, not just the interests of each individual municipality."							
		What is your household's approximate annual income? (Check one.)					
		\$0 – \$25,000	\$25,000 - \$50,000	\$50,000 - \$100,000	\$100,000 - \$150,000	More than \$150,000	Response Totals
Please check how much you agree with this statement	Agree Strongly	44.4% (24)	57.7% (105)	61.9% (239)	62.8% (81)	56.4% (31)	
	Agree Somewhat	38.9% (21)	29.1% (53)	28.5% (110)	27.1% (35)	30.9% (17)	
	Neutral	11.1% (6)	9.3% (17)	5.7% (22)	7.0% (9)	3.6% (2)	
	Disagree Somewhat	3.7% (2)	3.8% (7)	2.8% (11)	3.1% (4)	7.3% (4)	
	Disagree Strongly	1.9% (1)	0.0% (0)	1.0% (4)	0.0% (0)	1.8% (1)	
rating average		4.20 (54)	4.41 (182)	4.47 (386)	4.50 (129)	4.33 (55)	4.43 (806)
answered question		54	181	386	129	55	805
skipped question							9

12. Where do you live? Please choose your municipality from the drop-down list

		What is your household's approximate annual income? (Check one.)					Response Totals
		\$0 – \$25,000	\$25,000 – \$50,000	\$50,000 – \$100,000	\$100,000 – \$150,000	More than \$150,000	
	Aliquippa	5.6% (3)	5.6% (10)	3.7% (14)	0.0% (0)	1.9% (1)	3.5% (28)
	Ambridge	16.7% (9)	8.9% (16)	8.7% (33)	6.2% (8)	3.8% (2)	8.5% (68)
	Baden	7.4% (4)	3.4% (6)	1.6% (6)	1.6% (2)	1.9% (1)	2.4% (19)
	Beaver	9.3% (5)	6.1% (11)	7.6% (29)	14.0% (18)	22.6% (12)	9.4% (75)
	Beaver Falls	3.7% (2)	3.4% (6)	3.4% (13)	0.8% (1)	3.8% (2)	3.0% (24)
	Big Beaver	0.0% (0)	1.7% (3)	1.3% (5)	0.8% (1)	0.0% (0)	1.1% (9)
	Bridgewater	0.0% (0)	2.2% (4)	1.0% (4)	0.8% (1)	0.0% (0)	1.1% (9)
	Brighton	0.0% (0)	1.7% (3)	5.8% (22)	12.4% (16)	9.4% (5)	5.8% (46)
	Center	1.9% (1)	3.9% (7)	7.1% (27)	8.5% (11)	7.5% (4)	6.3% (50)
	Chippewa	1.9% (1)	4.5% (8)	5.8% (22)	7.0% (9)	11.3% (6)	5.8% (46)
	Conway	3.7% (2)	1.7% (3)	2.6% (10)	1.6% (2)	1.9% (1)	2.3% (18)
	Darlington Borough	0.0% (0)	0.0% (0)	0.3% (1)	0.0% (0)	0.0% (0)	0.1% (1)
	Darlington Township	0.0% (0)	1.1% (2)	0.3% (1)	0.8% (1)	0.0% (0)	0.5% (4)
	Daugherty	0.0% (0)	3.4% (6)	1.6% (6)	0.8% (1)	1.9% (1)	1.8% (14)
	East Rochester	0.0% (0)	1.1% (2)	0.3% (1)	0.0% (0)	0.0% (0)	0.4% (3)

Eastvale	0.0% (0)	0.6% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.1% (1)
Economy	3.7% (2)	2.2% (4)	5.8% (22)	8.5% (11)	9.4% (5)	5.5% (44)
Ellwood City	0.0% (0)	1.1% (2)	0.3% (1)	0.0% (0)	0.0% (0)	0.4% (3)
Fallston	0.0% (0)	0.0% (0)	0.3% (1)	0.0% (0)	0.0% (0)	0.1% (1)
Frankfort Springs	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Franklin	0.0% (0)	0.6% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.1% (1)
Freedom	3.7% (2)	2.2% (4)	2.1% (8)	1.6% (2)	1.9% (1)	2.1% (17)
Georgetown	0.0% (0)	0.0% (0)	0.3% (1)	0.0% (0)	0.0% (0)	0.1% (1)
Glasgow	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Greene	0.0% (0)	0.0% (0)	0.8% (3)	1.6% (2)	0.0% (0)	0.6% (5)
Hanover	0.0% (0)	0.6% (1)	0.3% (1)	0.0% (0)	0.0% (0)	0.3% (2)
Harmony	0.0% (0)	1.7% (3)	2.1% (8)	2.3% (3)	0.0% (0)	1.8% (14)
Homewood	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Hookstown	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Hopewell	5.6% (3)	2.2% (4)	7.3% (28)	3.1% (4)	3.8% (2)	5.2% (41)
Independence	1.9% (1)	0.6% (1)	1.0% (4)	1.6% (2)	1.9% (1)	1.1% (9)
Industry	1.9% (1)	0.0% (0)	1.0% (4)	0.0% (0)	1.9% (1)	0.8% (6)
Koppel	0.0% (0)	0.6% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.1% (1)

Marion	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	(0)	(0)	(0)	(0)	(0)	(0)
Midland	0.0%	1.1%	0.5%	0.8%	0.0%	0.6%
	(0)	(2)	(2)	(1)	(0)	(5)
Monaca	0.0%	5.6%	4.2%	10.1%	1.9%	5.0%
	(0)	(10)	(16)	(13)	(1)	(40)
New Brighton	11.1%	5.0%	3.9%	1.6%	0.0%	4.0%
	(6)	(9)	(15)	(2)	(0)	(32)
New Galilee	0.0%	0.6%	0.5%	0.0%	0.0%	0.4%
	(0)	(1)	(2)	(0)	(0)	(3)
New Sewickley	7.4%	5.0%	4.2%	4.7%	3.8%	4.6%
	(4)	(9)	(16)	(6)	(2)	(37)
North Sewickley	1.9%	2.8%	1.3%	0.8%	0.0%	1.5%
	(1)	(5)	(5)	(1)	(0)	(12)
Ohioville	1.9%	1.1%	1.8%	1.6%	1.9%	1.6%
	(1)	(2)	(7)	(2)	(1)	(13)
Patterson Heights	0.0%	1.1%	0.3%	1.6%	0.0%	0.6%
	(0)	(2)	(1)	(2)	(0)	(5)
Patterson Township	0.0%	1.1%	1.0%	0.8%	0.0%	0.9%
	(0)	(2)	(4)	(1)	(0)	(7)
Potter	0.0%	0.6%	0.8%	0.0%	0.0%	0.5%
	(0)	(1)	(3)	(0)	(0)	(4)
Pulaski	0.0%	0.0%	0.5%	0.0%	0.0%	0.3%
	(0)	(0)	(2)	(0)	(0)	(2)
Raccoon	0.0%	0.0%	1.3%	2.3%	1.9%	1.1%
	(0)	(0)	(5)	(3)	(1)	(9)
Rochester Borough	1.9%	7.8%	1.8%	0.0%	0.0%	2.8%
	(1)	(14)	(7)	(0)	(0)	(22)
Rochester Township	1.9%	3.4%	2.1%	0.0%	5.7%	2.3%
	(1)	(6)	(8)	(0)	(3)	(18)
Shippingport	0.0%	0.0%	0.0%	0.0%	0.0%	0.0%
	(0)	(0)	(0)	(0)	(0)	(0)
South Beaver	1.9%	0.6%	1.3%	2.3%	0.0%	1.3%
	(1)	(1)	(5)	(3)	(0)	(10)
South Heights	0.0%	0.0%	0.3%	0.0%	0.0%	0.1%
	(0)	(0)	(1)	(0)	(0)	(1)
	3.7%	1.1%	1.0%	0.0%	0.0%	1.0%

	(2)	(2)	(4)	(0)	(0)	(8)
West Mayfield	1.9% (1)	1.1% (2)	0.5% (2)	0.0% (0)	0.0% (0)	0.6% (5)
White	0.0% (0)	1.1% (2)	0.3% (1)	0.0% (0)	0.0% (0)	0.4% (3)
answered question	54	179	381	129	53	796
skipped question						18

13. How long have you lived in your community? (Check one.)						
	What is your household's approximate annual income? (Check one.)					Response Totals
	\$0 – \$25,000	\$25,000 - \$50,000	\$50,000 - \$100,000	\$100,000 - \$150,000	More than \$150,000	
Less than 5 years	21.8% (12)	15.3% (28)	16.9% (65)	14.6% (19)	10.9% (6)	16.1% (130)
5 to 15 years	10.9% (6)	21.9% (40)	26.5% (102)	19.2% (25)	18.2% (10)	22.6% (183)
More than 15 years	47.3% (26)	38.3% (70)	36.9% (142)	46.2% (60)	40.0% (22)	39.6% (320)
All my life	20.0% (11)	24.6% (45)	19.7% (76)	20.0% (26)	30.9% (17)	21.7% (175)
answered question	55	183	385	130	55	808
skipped question						6

14. Where do you work? (Check one.)						
	What is your household's approximate annual income? (Check one.)					
	\$0 – \$25,000	\$25,000 - \$50,000	\$50,000 - \$100,000	\$100,000 - \$150,000	More than \$150,000	Response Totals
Beaver County	82.9% (34)	76.2% (128)	68.4% (262)	68.5% (87)	56.4% (31)	70.0% (542)
Allegheny County	7.3% (3)	13.1% (22)	23.2% (89)	22.8% (29)	34.5% (19)	20.9% (162)
Butler County	2.4% (1)	6.5% (11)	3.4% (13)	5.5% (7)	3.6% (2)	4.4% (34)
Lawrence County	0.0% (0)	0.0% (0)	1.3% (5)	0.0% (0)	0.0% (0)	0.6% (5)
Washington County	0.0% (0)	0.6% (1)	0.3% (1)	0.0% (0)	0.0% (0)	0.3% (2)
Another Pennsylvania County	2.4% (1)	0.6% (1)	0.3% (1)	0.8% (1)	0.0% (0)	0.5% (4)
Out of State	4.9% (2)	3.0% (5)	3.1% (12)	2.4% (3)	5.5% (3)	3.2% (25)
answered question	41	168	383	127	55	774
skipped question						40

15. Are you an elected official?						
	What is your household's approximate annual income? (Check one.)					
	\$0 – \$25,000	\$25,000 - \$50,000	\$50,000 - \$100,000	\$100,000 - \$150,000	More than \$150,000	Response Totals
Yes	0.0% (0)	3.3% (6)	3.4% (13)	1.5% (2)	5.4% (3)	3.0% (24)
No	100.0% (55)	96.7% (177)	96.6% (375)	98.5% (128)	94.6% (53)	97.0% (788)
answered question	55	183	388	130	56	812
skipped question						2

16. Are you employed by a school district?						
	What is your household's approximate annual income? (Check one.)					
	\$0 – \$25,000	\$25,000 - \$50,000	\$50,000 - \$100,000	\$100,000 - \$150,000	More than \$150,000	Response Totals
Yes	5.5% (3)	0.5% (1)	6.5% (25)	7.0% (9)	10.7% (6)	5.4% (44)
No	94.5% (52)	99.5% (182)	93.5% (362)	93.0% (120)	89.3% (50)	94.6% (766)
answered question	55	183	387	129	56	810
skipped question						4

17. Into what age range do you fall? (Check one.)						
	What is your household's approximate annual income? (Check one.)					
	\$0 – \$25,000	\$25,000 - \$50,000	\$50,000 - \$100,000	\$100,000 - \$150,000	More than \$150,000	Response Totals
Under 20	5.6% (3)	4.9% (9)	4.4% (17)	3.8% (5)	7.1% (4)	4.7% (38)
20 – 34	16.7% (9)	17.9% (33)	16.5% (64)	6.9% (9)	8.9% (5)	14.8% (120)
35 - 44	14.8% (8)	12.5% (23)	21.4% (83)	25.4% (33)	21.4% (12)	19.6% (159)
45 – 64	37.0% (20)	50.0% (92)	53.2% (206)	58.5% (76)	55.4% (31)	52.4% (425)
Over 65	25.9% (14)	14.7% (27)	4.4% (17)	5.4% (7)	7.1% (4)	8.5% (69)
answered question	54	184	387	130	56	811
skipped question						3

18. How many people live in your household (including yourself)? (Check one).

		What is your household's approximate annual income? (Check one.)					
		\$0 – \$25,000	\$25,000 - \$50,000	\$50,000 - \$100,000	\$100,000 - \$150,000	More than \$150,000	Response Totals
1		41.8% (23)	20.1% (37)	6.5% (25)	1.6% (2)	0.0% (0)	10.8% (87)
2		27.3% (15)	45.7% (84)	37.9% (146)	40.3% (52)	32.7% (18)	39.0% (315)
3		9.1% (5)	16.8% (31)	24.7% (95)	24.0% (31)	16.4% (9)	21.2% (171)
4		14.5% (8)	9.2% (17)	19.0% (73)	23.3% (30)	25.5% (14)	17.6% (142)
	More than 4	7.3% (4)	8.2% (15)	11.9% (46)	10.9% (14)	25.5% (14)	11.5% (93)
answered question		55	184	385	129	55	808
skipped question							6

19. What is your household's approximate annual income? (Check one.)

19. What is your household's approximate annual income? (Check one.)						
	What is your household's approximate annual income? (Check one.)					
	\$0 – \$25,000	\$25,000 - \$50,000	\$50,000 - \$100,000	\$100,000 - \$150,000	More than \$150,000	Response Totals
\$0 – \$25,000	100.0% (55)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	6.8% (55)
\$25,000 - \$50,000	0.0% (0)	100.0% (184)	0.0% (0)	0.0% (0)	0.0% (0)	22.6% (184)
\$50,000 - \$100,000	0.0% (0)	0.0% (0)	100.0% (389)	0.0% (0)	0.0% (0)	47.8% (389)
\$100,000 - \$150,000	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (130)	0.0% (0)	16.0% (130)
More than \$150,000	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (56)	6.9% (56)
answered question	55	184	389	130	56	814
skipped question						0

20. What is the best way for Beaver County to notify you about its programs, services, and other information? (Check your top three media)

		What is your household's approximate annual income? (Check one.)					
		\$0 – \$25,000	\$25,000 - \$50,000	\$50,000 - \$100,000	\$100,000 - \$150,000	More than \$150,000	Response Totals
Beaver County Times	1st choice	50.0% (18)	57.7% (75)	52.9% (129)	58.0% (51)	61.1% (22)	
	2nd choice	27.8% (10)	20.0% (26)	25.0% (61)	20.5% (18)	25.0% (9)	
	3rd choice	22.2% (8)	22.3% (29)	22.1% (54)	21.6% (19)	13.9% (5)	
rating average		2.28 (36)	2.35 (130)	2.31 (244)	2.36 (88)	2.47 (36)	2.34 (534)
Local Newspaper	1st choice	20.0% (2)	21.7% (5)	18.2% (8)	31.3% (5)	33.3% (2)	
	2nd choice	10.0% (1)	13.0% (3)	45.5% (20)	31.3% (5)	50.0% (3)	
	3rd choice	70.0% (7)	65.2% (15)	36.4% (16)	37.5% (6)	16.7% (1)	
rating average		1.50 (10)	1.57 (23)	1.82 (44)	1.94 (16)	2.17 (6)	1.77 (99)
Local Cable TV	1st choice	20.0% (4)	18.0% (11)	20.5% (23)	21.9% (7)	0.0% (0)	
	2nd choice	30.0% (6)	47.5% (29)	40.2% (45)	50.0% (16)	20.0% (2)	
	3rd choice	50.0% (10)	34.4% (21)	39.3% (44)	28.1% (9)	80.0% (8)	
rating average		1.70 (20)	1.84 (61)	1.81 (112)	1.94 (32)	1.20 (10)	1.80 (235)
Local Radio Station	1st choice	28.6% (4)	14.3% (5)	15.3% (9)	6.3% (1)	0.0% (0)	
	2nd choice	42.9% (6)	45.7% (16)	33.9% (20)	25.0% (4)	41.7% (5)	
	3rd choice	28.6% (4)	40.0% (14)	50.8% (30)	68.8% (11)	58.3% (7)	

		rating average	2.00 (14)	1.74 (35)	1.64 (59)	1.38 (16)	1.42 (12)	1.65 (136)
Website	1st choice	29.4% (5)	20.5% (17)	21.3% (40)	30.2% (19)	10.3% (3)		
	2nd choice	29.4% (5)	44.6% (37)	44.1% (83)	36.5% (23)	51.7% (15)		
	3rd choice	41.2% (7)	34.9% (29)	34.6% (65)	33.3% (21)	37.9% (11)		
		rating average	1.88 (17)	1.86 (83)	1.87 (188)	1.97 (63)	1.72 (29)	1.87 (380)
Focused Mailing	1st choice	27.3% (9)	20.7% (18)	31.5% (67)	26.5% (22)	45.5% (15)		
	2nd choice	42.4% (14)	46.0% (40)	36.6% (78)	41.0% (34)	21.2% (7)		
	3rd choice	30.3% (10)	33.3% (29)	31.9% (68)	32.5% (27)	33.3% (11)		
		rating average	1.97 (33)	1.87 (87)	2.00 (213)	1.94 (83)	2.12 (33)	1.97 (449)
Email	1st choice	40.0% (10)	56.4% (53)	47.8% (108)	37.5% (24)	36.1% (13)		
	2nd choice	36.0% (9)	18.1% (17)	25.7% (58)	31.3% (20)	36.1% (13)		
	3rd choice	24.0% (6)	25.5% (24)	26.5% (60)	31.3% (20)	27.8% (10)		
		rating average	2.16 (25)	2.31 (94)	2.21 (226)	2.06 (64)	2.08 (36)	2.20 (445)
Other (please specify)		0	6	8	6	1	21	
answered question		53	184	388	130	55	810	
skipped question							4	

21. If there is anything else you would like to share about your municipality and its future, please include it in the space below.

	What is your household's approximate annual income? (Check one.)					
	\$0 – \$25,000	\$25,000 - \$50,000	\$50,000 - \$100,000	\$100,000 - \$150,000	More than \$150,000	Response Count
	16	49	95	28	15	203
answered question	16	49	95	28	15	203
skipped question						611

22. One last thing: If you would like to be entered to win a gift basket from Beaver County, please provide your name and email or phone number in the space below. It is our way of saying "Thank You!"

	What is your household's approximate annual income? (Check one.)					
	\$0 – \$25,000	\$25,000 - \$50,000	\$50,000 - \$100,000	\$100,000 - \$150,000	More than \$150,000	Response Totals
Name:	94.6% (35)	97.9% (95)	98.3% (174)	100.0% (56)	87.0% (20)	97.4% (380)
Email Address:	86.5% (32)	89.7% (87)	94.4% (167)	94.6% (53)	100.0% (23)	92.8% (362)
Phone Number:	78.4% (29)	83.5% (81)	87.6% (155)	89.3% (50)	87.0% (20)	85.9% (335)
answered question	37	97	177	56	23	390
skipped question						424

Responses by Length of Residency

2008 Beaver County Quality of Life Survey

1. What do you like about Beaver County? (check all that apply)					
	How long have you lived in your community? (Check one.)				
	Less than 5 years	5 to 15 years	More than 15 years	All my life	Response Totals
River Towns	58.5% (79)	59.6% (115)	61.4% (216)	53.7% (102)	58.9% (512)
Suburban Communities	33.3% (45)	34.7% (67)	48.6% (171)	45.3% (86)	42.4% (369)
Rural Towns	36.3% (49)	36.3% (70)	44.6% (157)	39.5% (75)	40.3% (351)
Natural Places (Rivers, Streams, Forests)	61.5% (83)	70.5% (136)	77.8% (274)	69.5% (132)	71.8% (625)
Affordable Housing	71.1% (96)	65.3% (126)	65.6% (231)	61.1% (116)	65.4% (569)
Educational Opportunities (Public Schools, Trade Schools, Colleges, Etc.)	26.7% (36)	31.1% (60)	44.9% (158)	36.8% (70)	37.2% (324)
Easy To Commute To Work Or School	45.9% (62)	47.2% (91)	50.0% (176)	51.6% (98)	49.1% (427)
Access To Public Transportation	7.4% (10)	11.9% (23)	18.2% (64)	17.9% (34)	15.1% (131)
Job Opportunities	4.4% (6)	6.2% (12)	6.0% (21)	5.8% (11)	5.7% (50)
Recreational Parks And Facilities	43.7% (59)	54.4% (105)	55.4% (195)	40.0% (76)	50.0% (435)
Historic Places	28.9% (39)	48.7% (94)	47.7% (168)	37.9% (72)	42.9% (373)
Low Crime Rate	45.9% (62)	52.3% (101)	49.1% (173)	49.5% (94)	49.4% (430)
Public Services (Police, Fire Protection, Emergency Services)	23.0% (31)	22.8% (44)	36.4% (128)	32.6% (62)	30.5% (265)
Other (please specify)	8.1% (11)	8.8% (17)	9.1% (32)	13.2% (25)	9.8% (85)
answered question	135	193	352	190	870

2. Out of all the items you checked in Q-1 above, which ONE do you feel is most important to your quality of life?

	How long have you lived in your community? (Check one.)				Response Totals
	Less than 5 years	5 to 15 years	More than 15 years	All my life	
River Towns	10.3% (13)	8.8% (16)	5.9% (19)	5.2% (9)	7.1% (57)
Suburban Communities	3.2% (4)	4.9% (9)	5.6% (18)	8.7% (15)	5.7% (46)
Rural Towns	7.1% (9)	5.5% (10)	4.0% (13)	4.6% (8)	5.0% (40)
Natural Places (Rivers, Streams, Forests)	7.9% (10)	7.7% (14)	12.7% (41)	9.2% (16)	10.1% (81)
Affordable Housing	27.8% (35)	25.8% (47)	21.7% (70)	19.1% (33)	23.0% (185)
Educational Opportunities (Public Schools, Trade Schools, Colleges, Etc.)	1.6% (2)	6.6% (12)	8.0% (26)	5.8% (10)	6.2% (50)
Easy To Commute To Work Or School	11.9% (15)	8.8% (16)	8.0% (26)	7.5% (13)	8.7% (70)
Access To Public Transportation	0.8% (1)	1.1% (2)	0.0% (0)	1.2% (2)	0.6% (5)
Job Opportunities	5.6% (7)	2.7% (5)	2.5% (8)	4.0% (7)	3.4% (27)
Recreational Parks And Facilities	3.2% (4)	3.3% (6)	5.0% (16)	5.2% (9)	4.4% (35)
Historic Places	1.6% (2)	2.2% (4)	0.3% (1)	0.6% (1)	1.0% (8)
Low Crime Rate	13.5% (17)	16.5% (30)	13.6% (44)	17.3% (30)	15.0% (121)
Public Services (Police, Fire Protection, Emergency Services)	2.4% (3)	2.2% (4)	6.2% (20)	4.6% (8)	4.4% (35)
Other	3.2% (4)	3.8% (7)	6.5% (21)	6.9% (12)	5.5% (44)
answered question	126	182	323	173	804

3. Which of the following needs to be improved most in Beaver County? (please check just three)

	How long have you lived in your community? (Check one.)				Response Totals
	Less than 5 years	5 to 15 years	More than 15 years	All my life	
Revitalize traditional downtowns	57.8% (78)	50.8% (98)	47.3% (166)	50.0% (95)	50.3% (437)
Redevelop abandoned industrial sites ("BROWNFIELDS")	54.8% (74)	62.7% (121)	57.0% (200)	46.8% (89)	55.7% (484)
Manage growth in undeveloped areas	17.0% (23)	17.1% (33)	17.9% (63)	17.4% (33)	17.5% (152)
Develop more housing types	5.9% (8)	6.7% (13)	5.4% (19)	7.9% (15)	6.3% (55)
Preserve farms	14.1% (19)	15.0% (29)	21.7% (76)	22.6% (43)	19.2% (167)
Conserve natural resources	13.3% (18)	15.5% (30)	21.4% (75)	18.4% (35)	18.2% (158)
Fix roads and bridges	43.0% (58)	40.4% (78)	51.6% (181)	52.1% (99)	47.9% (416)
Expand public transportation	9.6% (13)	13.5% (26)	14.5% (51)	11.1% (21)	12.8% (111)
Attract new businesses	64.4% (87)	65.8% (127)	69.2% (243)	65.3% (124)	66.9% (581)
Provide more job training	4.4% (6)	5.2% (10)	8.8% (31)	11.1% (21)	7.8% (68)
Upgrade existing parks and recreational facilities	17.8% (24)	15.5% (30)	19.7% (69)	17.4% (33)	18.0% (156)
Expand services for the poor	5.2% (7)	7.8% (15)	8.3% (29)	6.8% (13)	7.4% (64)
Expand services for youth	14.1% (19)	14.0% (27)	16.2% (57)	23.7% (45)	17.0% (148)
Expand services for the elderly	8.1% (11)	8.3% (16)	14.5% (51)	12.1% (23)	11.6% (101)
Improve Public Safety	8.1% (11)	7.8% (15)	11.1% (39)	12.1% (23)	10.1% (88)

Other (please specify)	14.8% (20)	10.4% (20)	9.7% (34)	10.0% (19)	10.7% (93)
answered question	135	193	351	190	869
skipped question					4

4. Which of these actions should be priorities for the County and its municipalities? It is important for Beaver County to:(Check only one box for each statement)

		How long have you lived in your community? (Check one.)				
		Less than 5 years	5 to 15 years	More than 15 years	All my life	Response Totals
1. Attract new companies and industry to the area	High Priority	78.4% (105)	78.1% (150)	80.4% (279)	74.7% (142)	
	Moderate Priority	17.2% (23)	18.8% (36)	17.0% (59)	17.4% (33)	
	Low Priority	1.5% (2)	1.0% (2)	2.0% (7)	6.8% (13)	
	Not a priority at all	3.0% (4)	2.1% (4)	0.6% (2)	1.1% (2)	
rating average		3.71 (134)	3.73 (192)	3.77 (347)	3.66 (190)	3.73 (863)
2. Support existing locally-owned businesses	High Priority	76.3% (103)	81.3% (156)	76.7% (267)	76.3% (142)	
	Moderate Priority	19.3% (26)	16.1% (31)	22.7% (79)	21.0% (39)	
	Low Priority	3.7% (5)	2.1% (4)	0.3% (1)	1.6% (3)	
	Not a priority at all	0.7% (1)	0.5% (1)	0.3% (1)	1.1% (2)	
rating average		3.71 (135)	3.78 (192)	3.76 (348)	3.73 (186)	3.75 (861)
3. Guide development to areas with existing roads, sewers and other infrastructure	High Priority	33.3% (44)	47.9% (90)	39.0% (131)	44.8% (82)	
	Moderate Priority	46.2% (61)	35.6% (67)	48.8% (164)	43.7% (80)	

	Low Priority	16.7% (22)	12.2% (23)	12.2% (41)	10.4% (19)	
	Not a priority at all	3.8% (5)	4.3% (8)	0.0% (0)	1.1% (2)	
rating average		3.09 (132)	3.27 (188)	3.27 (336)	3.32 (183)	3.25 (839)
4. Protect streams and other natural resources from development	High Priority	38.3% (51)	43.6% (82)	47.9% (163)	39.7% (71)	
	Moderate Priority	42.1% (56)	43.1% (81)	38.5% (131)	38.5% (69)	
	Low Priority	17.3% (23)	12.2% (23)	11.8% (40)	19.6% (35)	
	Not a priority at all	2.3% (3)	1.1% (2)	1.8% (6)	2.2% (4)	
rating average		3.17 (133)	3.29 (188)	3.33 (340)	3.16 (179)	3.26 (840)
5. Renovate existing housing	High Priority	27.5% (36)	21.9% (41)	23.5% (79)	20.0% (36)	
	Moderate Priority	38.9% (51)	42.8% (80)	44.3% (149)	42.8% (77)	
	Low Priority	30.5% (40)	28.9% (54)	26.2% (88)	31.1% (56)	
	Not a priority at all	3.1% (4)	6.4% (12)	6.0% (20)	6.1% (11)	
rating average		2.91 (131)	2.80 (187)	2.85 (336)	2.77 (180)	2.83 (834)
6. Build new housing in urban areas	High Priority	15.4% (20)	10.4% (19)	9.3% (31)	9.0% (16)	
	Moderate Priority	19.2% (25)	26.2% (48)	21.1% (70)	23.7% (42)	
	Low Priority	44.6% (58)	42.1% (77)	46.1% (153)	40.1% (71)	
	Not a priority at all	20.8% (27)	21.3% (39)	23.5% (78)	27.1% (48)	

rating average		2.29 (130)	2.26 (183)	2.16 (332)	2.15 (177)	2.20 (822)
7. Build new suburban housing	High Priority	7.9% (10)	7.8% (14)	5.2% (17)	8.6% (15)	
	Moderate Priority	19.0% (24)	20.0% (36)	16.0% (52)	21.8% (38)	
	Low Priority	43.7% (55)	41.1% (74)	48.5% (158)	42.5% (74)	
	Not a priority at all	29.4% (37)	31.1% (56)	30.4% (99)	27.0% (47)	
rating average		2.06 (126)	2.04 (180)	1.96 (326)	2.12 (174)	2.03 (806)
8. Redevelop riverfronts for commercial & industrial uses	High Priority	36.5% (46)	42.9% (79)	35.8% (122)	38.8% (71)	
	Moderate Priority	29.4% (37)	27.2% (50)	36.7% (125)	40.4% (74)	
	Low Priority	22.2% (28)	24.5% (45)	19.4% (66)	10.4% (19)	
	Not a priority at all	11.9% (15)	5.4% (10)	8.2% (28)	10.4% (19)	
rating average		2.90 (126)	3.08 (184)	3.00 (341)	3.08 (183)	3.02 (834)
9. Build new housing on riverfronts	High Priority	18.6% (24)	19.4% (36)	13.1% (44)	11.7% (21)	
	Moderate Priority	21.7% (28)	26.9% (50)	21.7% (73)	22.8% (41)	
	Low Priority	40.3% (52)	36.0% (67)	38.7% (130)	32.2% (58)	
	Not a priority at all	19.4% (25)	17.7% (33)	26.5% (89)	33.3% (60)	
rating average		2.40 (129)	2.48 (186)	2.21 (336)	2.13 (180)	2.28 (831)
10. Use Riverfronts for parks & trails	High Priority	46.9% (61)	43.3% (81)	33.4% (112)	30.1% (55)	
	Moderate	30.8%	34.2%	39.4%	38.3%	

	Priority	(40)	(64)	(132)	(70)	
	Low Priority	18.5% (24)	17.6% (33)	21.2% (71)	21.3% (39)	
	Not a priority at all	3.8% (5)	4.8% (9)	6.0% (20)	10.4% (19)	
rating average		3.21 (130)	3.16 (187)	3.00 (335)	2.88 (183)	3.04 (835)
10. Expand public transportation within Beaver County	High Priority	20.6% (26)	29.9% (55)	22.9% (76)	22.6% (40)	
	Moderate Priority	36.5% (46)	38.0% (70)	42.5% (141)	37.3% (66)	
	Low Priority	32.5% (41)	27.2% (50)	29.8% (99)	28.2% (50)	
	Not a priority at all	10.3% (13)	4.9% (9)	4.8% (16)	11.9% (21)	
rating average		2.67 (126)	2.93 (184)	2.83 (332)	2.71 (177)	2.80 (819)
11. Protect historic resources	High Priority	32.1% (42)	36.4% (68)	35.7% (122)	31.8% (57)	
	Moderate Priority	42.7% (56)	41.7% (78)	40.6% (139)	40.2% (72)	
	Low Priority	23.7% (31)	18.2% (34)	21.1% (72)	21.2% (38)	
	Not a priority at all	1.5% (2)	3.7% (7)	2.6% (9)	6.7% (12)	
rating average		3.05 (131)	3.11 (187)	3.09 (342)	2.97 (179)	3.06 (839)
12. Consolidate school districts	High Priority	34.9% (44)	43.5% (80)	45.0% (153)	42.6% (78)	
	Moderate Priority	27.0% (34)	21.2% (39)	26.2% (89)	20.8% (38)	
	Low Priority	27.0% (34)	24.5% (45)	20.6% (70)	21.9% (40)	
	Not a	11.1%	10.9%	8.2%	14.8%	

	priority at all	(14)	(20)	(28)	(27)	
rating average		2.86 (126)	2.97 (184)	3.08 (340)	2.91 (183)	2.99 (833)
13. Share services among municipalities such as police and fire protection	High Priority	38.8% (50)	42.8% (80)	44.0% (149)	41.5% (76)	
	Moderate Priority	26.4% (34)	25.7% (48)	30.1% (102)	25.7% (47)	
	Low Priority	26.4% (34)	24.6% (46)	19.5% (66)	20.2% (37)	
	Not a priority at all	8.5% (11)	7.0% (13)	6.5% (22)	12.6% (23)	
rating average		2.95 (129)	3.04 (187)	3.12 (339)	2.96 (183)	3.04 (838)
14. Increase communication & cooperation among local Governments	High Priority	61.5% (80)	63.6% (119)	66.9% (232)	59.3% (108)	
	Moderate Priority	24.6% (32)	26.2% (49)	27.1% (94)	31.3% (57)	
	Low Priority	11.5% (15)	7.0% (13)	5.2% (18)	6.6% (12)	
	Not a priority at all	2.3% (3)	3.2% (6)	0.9% (3)	2.7% (5)	
rating average		3.45 (130)	3.50 (187)	3.60 (347)	3.47 (182)	3.53 (846)
answered question		135	193	353	190	871
					skipped question	2

5. With limited resources, County agencies must prioritize how funds are spent. Please rank how the County should invest public funds in order of importance (1 = most important; 7 = least important):

		How long have you lived in your community? (Check one.)				
		Less than 5 years	5 to 15 years	More than 15 years	All my life	Response Totals
Emergency Services	1 - Most Important	20.4% (21)	20.0% (32)	21.0% (57)	26.9% (42)	
	2	15.5% (16)	19.4% (31)	19.9% (54)	16.0% (25)	
	3	20.4% (21)	16.3% (26)	15.1% (41)	17.9% (28)	
	4	17.5% (18)	16.3% (26)	16.6% (45)	21.2% (33)	
	5	11.7% (12)	8.8% (14)	12.9% (35)	8.3% (13)	
	6	8.7% (9)	10.6% (17)	8.5% (23)	7.1% (11)	
	7 - Least important	5.8% (6)	8.8% (14)	5.9% (16)	2.6% (4)	
rating average		4.66 (103)	4.59 (160)	4.70 (271)	5.01 (156)	4.74 (690)
Infrastructure (roads, Water, Sewer)	1 - Most Important	18.6% (21)	29.0% (49)	34.0% (99)	21.9% (35)	
	2	34.5% (39)	26.0% (44)	26.5% (77)	34.4% (55)	
	3	20.4% (23)	17.2% (29)	19.6% (57)	18.8% (30)	
	4	13.3% (15)	13.6% (23)	7.9% (23)	11.9% (19)	
	5	6.2% (7)	7.7% (13)	6.9% (20)	4.4% (7)	
	6	5.3% (6)	5.9% (10)	4.5% (13)	6.3% (10)	
	7 - Least important	1.8% (2)	0.6% (1)	0.7% (2)	2.5% (4)	

rating average		5.23 (113)	5.35 (169)	5.57 (291)	5.29 (160)	5.40 (733)
Housing for the elderly and disadvantaged	1 - Most Important	1.0% (1)	2.5% (4)	4.9% (14)	5.6% (9)	
	2	5.0% (5)	4.3% (7)	7.6% (22)	6.3% (10)	
	3	16.0% (16)	14.8% (24)	14.2% (41)	17.5% (28)	
	4	17.0% (17)	14.2% (23)	16.3% (47)	22.5% (36)	
	5	14.0% (14)	24.7% (40)	22.2% (64)	19.4% (31)	
	6	26.0% (26)	24.1% (39)	20.5% (59)	10.0% (16)	
	7 - Least important	21.0% (21)	15.4% (25)	14.2% (41)	18.8% (30)	
rating average		3.00 (100)	3.12 (162)	3.38 (288)	3.51 (160)	3.30 (710)
Public Transportation	1 - Most Important	1.8% (2)	3.4% (6)	3.1% (9)	1.9% (3)	
	2	7.2% (8)	6.9% (12)	6.6% (19)	5.6% (9)	
	3	10.8% (12)	12.6% (22)	10.5% (30)	9.4% (15)	
	4	18.0% (20)	27.6% (48)	22.6% (65)	16.9% (27)	
	5	18.9% (21)	17.8% (31)	20.2% (58)	21.3% (34)	
	6	18.0% (20)	10.9% (19)	17.1% (49)	24.4% (39)	
	7 - Least important	25.2% (28)	20.7% (36)	19.9% (57)	20.6% (33)	
rating average		3.00 (111)	3.35 (174)	3.19 (287)	2.94 (160)	3.15 (732)
Tax Incentives to Attract New Business	1 - Most Important	39.3% (44)	24.4% (43)	28.9% (88)	35.3% (60)	
		19.6%	22.2%	14.1%	15.9%	

		(22)	(39)	(43)	(27)	
	3	10.7% (12)	11.9% (21)	17.8% (54)	16.5% (28)	
	4	8.0% (9)	10.8% (19)	12.5% (38)	8.8% (15)	
	5	8.9% (10)	9.1% (16)	9.2% (28)	10.0% (17)	
	6	5.4% (6)	7.4% (13)	5.9% (18)	7.6% (13)	
	7 - Least important	8.0% (9)	14.2% (25)	11.5% (35)	5.9% (10)	
rating average		5.24 (112)	4.63 (176)	4.77 (304)	5.11 (170)	4.88 (762)
Parks and Recreation	1 - Most Important	5.0% (6)	4.4% (8)	3.5% (11)	1.8% (3)	
	2	5.0% (6)	7.2% (13)	9.9% (31)	4.1% (7)	
	3	16.7% (20)	23.2% (42)	16.0% (50)	14.6% (25)	
	4	16.7% (20)	9.9% (18)	16.0% (50)	11.7% (20)	
	5	23.3% (28)	16.0% (29)	13.8% (43)	21.1% (36)	
	6	15.8% (19)	19.3% (35)	18.6% (58)	25.7% (44)	
	7 - Least important	17.5% (21)	19.9% (36)	22.1% (69)	21.1% (36)	
rating average		3.34 (120)	3.36 (181)	3.29 (312)	2.92 (171)	3.24 (784)
Redevelopment of abandoned sites	1 - Most Important	25.8% (33)	22.0% (41)	16.9% (56)	17.6% (32)	
	2	21.1% (27)	22.6% (42)	25.1% (83)	24.2% (44)	
	3	14.8% (19)	10.8% (20)	16.9% (56)	10.4% (19)	
	4	10.2% (13)	9.1% (17)	10.3% (34)	10.4% (19)	

	5	10.2% (13)	11.3% (21)	8.2% (27)	8.8% (16)	
	6	8.6% (11)	14.0% (26)	12.4% (41)	10.4% (19)	
	7 - Least important	9.4% (12)	10.2% (19)	10.3% (34)	18.1% (33)	
	rating average	4.79 (128)	4.52 (186)	4.54 (331)	4.27 (182)	4.52 (827)
	answered question	132	191	353	190	866
					skipped question	7

6. To attract more businesses to locate in Beaver County, what steps do you believe the County needs to take (check all that apply):					
	How long have you lived in your community? (Check one.)				
	Less than 5 years	5 to 15 years	More than 15 years	All my life	Response Totals
Provide tax incentives to prospective companies	65.4% (87)	62.5% (120)	63.4% (223)	71.4% (135)	65.2% (565)
Support more worker training programs	25.6% (34)	29.2% (56)	29.3% (103)	38.1% (72)	30.6% (265)
Market the County's low cost of living and other assets	66.2% (88)	71.9% (138)	75.9% (267)	70.4% (133)	72.3% (626)
Invest in infrastructure improvements (roads, water, sewer)	63.9% (85)	58.3% (112)	71.0% (250)	63.0% (119)	65.4% (566)
Revitalize downtowns	70.7% (94)	58.9% (113)	59.1% (208)	59.3% (112)	60.9% (527)
Improve recreational amenities for young people and families	54.1% (72)	46.9% (90)	48.9% (172)	49.2% (93)	49.3% (427)
Other (please specify)	6.0% (8)	10.9% (21)	11.9% (42)	7.9% (15)	9.9% (86)
answered question	133	192	352	189	866
				skipped question	7

7. Rank the types of new businesses that you believe Beaver County should attract to strengthen its economy (1 = most important; 7 = least important):

		How long have you lived in your community? (Check one.)				
		Less than 5 years	5 to 15 years	More than 15 years	All my life	Response Totals
Light Manufacturing	1 - Most Important	30.3% (36)	42.6% (75)	45.7% (145)	36.6% (63)	
	2	25.2% (30)	22.7% (40)	24.3% (77)	30.8% (53)	
	3	9.2% (11)	11.9% (21)	9.1% (29)	12.2% (21)	
	4	16.8% (20)	5.7% (10)	8.2% (26)	5.2% (9)	
	5	3.4% (4)	3.4% (6)	5.0% (16)	5.2% (9)	
	6	10.9% (13)	10.2% (18)	5.4% (17)	6.4% (11)	
	7 - Least important	4.2% (5)	3.4% (6)	2.2% (7)	3.5% (6)	
rating average		5.13 (119)	5.51 (176)	5.73 (317)	5.55 (172)	5.55 (784)
Heavy Manufacturing	1 - Most Important	18.8% (21)	16.4% (26)	21.8% (61)	22.8% (39)	
	2	15.2% (17)	21.4% (34)	23.2% (65)	25.7% (44)	
	3	8.9% (10)	16.4% (26)	13.2% (37)	14.6% (25)	
	4	6.3% (7)	8.2% (13)	10.0% (28)	10.5% (18)	
	5	14.3% (16)	10.7% (17)	8.6% (24)	8.8% (15)	
	6	14.3% (16)	9.4% (15)	6.4% (18)	6.4% (11)	
	7 - Least important	22.3% (25)	17.6% (28)	16.8% (47)	11.1% (19)	

		rating average	3.86 (112)	4.26 (159)	4.53 (280)	4.80 (171)	4.43 (722)
Health Care and Social Services	1 - Most Important	20.7% (23)	11.0% (18)	15.2% (44)	19.1% (33)		
	2	15.3% (17)	25.2% (41)	19.7% (57)	13.9% (24)		
	3	19.8% (22)	25.2% (41)	25.2% (73)	25.4% (44)		
	4	14.4% (16)	19.0% (31)	16.9% (49)	17.9% (31)		
	5	11.7% (13)	8.0% (13)	13.1% (38)	13.9% (24)		
	6	5.4% (6)	4.9% (8)	6.9% (20)	6.9% (12)		
	7 - Least important	12.6% (14)	6.7% (11)	3.1% (9)	2.9% (5)		
		rating average	4.52 (111)	4.71 (163)	4.74 (290)	4.74 (173)	4.70 (737)
Finance And Real Estate	1 - Most Important	4.8% (5)	2.1% (3)	1.9% (5)	3.7% (5)		
	2	10.5% (11)	4.2% (6)	7.2% (19)	6.7% (9)		
	3	19.0% (20)	16.1% (23)	12.1% (32)	14.9% (20)		
	4	21.9% (23)	20.3% (29)	21.2% (56)	18.7% (25)		
	5	21.9% (23)	21.0% (30)	21.6% (57)	18.7% (25)		
	6	14.3% (15)	18.9% (27)	18.9% (50)	17.9% (24)		
	7 - Least important	7.6% (8)	17.5% (25)	17.0% (45)	19.4% (26)		
		rating average	3.81 (105)	3.20 (143)	3.22 (264)	3.27 (134)	3.32 (646)
Retail	1 - Most Important	12.1% (12)	8.8% (13)	8.0% (22)	9.2% (14)		
		19.2%	9.5%	9.1%	13.2%		

	1	(19)	(14)	(25)	(20)	
	3	13.1% (13)	6.8% (10)	21.4% (59)	11.8% (18)	
	4	16.2% (16)	27.2% (40)	17.8% (49)	19.7% (30)	
	5	20.2% (20)	20.4% (30)	14.1% (39)	22.4% (34)	
	6	12.1% (12)	16.3% (24)	18.8% (52)	13.8% (21)	
	7 - Least important	7.1% (7)	10.9% (16)	10.9% (30)	9.9% (15)	
rating average		4.22 (99)	3.67 (147)	3.79 (276)	3.86 (152)	3.84 (674)
Restaurant & Food Services	1 - Most Important	14.0% (16)	10.1% (16)	6.6% (19)	6.3% (10)	
	2	12.3% (14)	12.7% (20)	10.7% (31)	11.9% (19)	
	3	14.9% (17)	8.9% (14)	11.0% (32)	13.2% (21)	
	4	15.8% (18)	10.8% (17)	14.8% (43)	18.9% (30)	
	5	17.5% (20)	29.1% (46)	23.1% (67)	20.1% (32)	
	6	15.8% (18)	13.9% (22)	23.1% (67)	18.9% (30)	
	7 - Least important	9.6% (11)	14.6% (23)	10.7% (31)	10.7% (17)	
rating average		4.04 (114)	3.64 (158)	3.51 (290)	3.66 (159)	3.65 (721)
Tourism & entertainment	1 - Most Important	9.1% (10)	9.2% (14)	6.8% (19)	5.6% (9)	
	2	10.0% (11)	7.8% (12)	9.6% (27)	4.4% (7)	
	3	17.3% (19)	20.9% (32)	13.2% (37)	11.9% (19)	
	4	13.6% (15)	12.4% (19)	12.8% (36)	12.5% (20)	

	5	14.5% (16)	11.8% (18)	14.6% (41)	10.6% (17)	
	6	14.5% (16)	22.9% (35)	18.1% (51)	32.5% (52)	
	7 - Least important	20.9% (23)	15.0% (23)	24.9% (70)	22.5% (36)	
rating average		3.58 (110)	3.61 (153)	3.27 (281)	2.94 (160)	3.32 (704)
Information Services	1 - Most Important	7.9% (7)	14.1% (19)	11.7% (28)	8.7% (11)	
	2	12.4% (11)	13.3% (18)	15.1% (36)	8.7% (11)	
	3	19.1% (17)	14.1% (19)	15.1% (36)	12.7% (16)	
	4	14.6% (13)	11.9% (16)	12.6% (30)	12.7% (16)	
	5	7.9% (7)	10.4% (14)	12.1% (29)	13.5% (17)	
	6	16.9% (15)	13.3% (18)	10.5% (25)	7.9% (10)	
	7 - Least important	21.3% (19)	23.0% (31)	23.0% (55)	35.7% (45)	
rating average		3.62 (89)	3.77 (135)	3.78 (239)	3.20 (126)	3.63 (589)
<i>answered question</i>		134	191	351	189	865
<i>skipped question</i>						8

8. Where do you most believe the County should focus new economic development efforts? (Check one.)

	How long have you lived in your community? (Check one.)				
	Less than 5 years	5 to 15 years	More than 15 years	All my life	Response Totals
Abandoned industrial sites	41.4% (55)	52.9% (101)	52.8% (186)	48.9% (92)	50.2% (434)
Existing "River Towns"	39.1% (52)	33.5% (64)	32.7% (115)	27.7% (52)	32.8% (283)
Suburban communities	9.0% (12)	5.8% (11)	8.0% (28)	14.4% (27)	9.0% (78)
Rural towns	3.0% (4)	2.6% (5)	2.3% (8)	4.8% (9)	3.0% (26)
Other (please specify)	7.5% (10)	5.2% (10)	4.5% (16)	4.3% (8)	5.1% (44)
<i>answered question</i>	133	191	352	188	864
<i>skipped question</i>					9

9. Which of the following steps do you believe should be used to preserve agricultural land and natural resources? (Check all that apply)

	How long have you lived in your community? (Check one.)				Response Totals
	Less than 5 years	5 to 15 years	More than 15 years	All my life	
Preserve farms through conservation easements	54.8% (69)	66.1% (123)	63.0% (216)	63.6% (119)	62.6% (527)
Protect streams by limiting development within a buffer area	65.1% (82)	69.4% (129)	66.8% (229)	60.4% (113)	65.7% (553)
Limit development of steep slopes	37.3% (47)	46.2% (86)	46.9% (161)	44.4% (83)	44.8% (377)
Protect sensitive wildlife habitats by creating conservation greenways	51.6% (65)	60.8% (113)	59.2% (203)	52.9% (99)	57.0% (480)
Encourage new housing developments that preserve open space	46.0% (58)	41.9% (78)	45.8% (157)	47.6% (89)	45.4% (382)
<i>answered question</i>	126	186	343	187	842
<i>skipped question</i>					31

10. Some municipalities in Western Pennsylvania are trying to achieve greater efficiencies and cost-savings by sharing or consolidating services. Do you believe your municipality should share any of the following (or is it already doing so)? (Check all that apply.)

		How long have you lived in your community? (Check one.)				
		Less than 5 years	5 to 15 years	More than 15 years	All my life	Response Totals
Public Works Staff/Equipment	We are sharing	3.1% (4)	8.3% (15)	11.7% (37)	14.6% (26)	
	We should share	59.2% (77)	59.1% (107)	60.6% (191)	55.1% (98)	
	Do not know	37.7% (49)	32.6% (59)	27.6% (87)	30.3% (54)	
		130	181	315	178	804
Police	We are sharing	7.8% (9)	22.2% (38)	22.1% (67)	23.3% (38)	
	We should share	48.3% (56)	46.8% (80)	49.8% (151)	46.0% (75)	
	Do not know	44.0% (51)	31.0% (53)	28.1% (85)	30.7% (50)	
		116	171	303	163	753
Education	We are sharing	15.3% (18)	19.0% (33)	21.4% (66)	23.4% (39)	
	We should share	53.4% (63)	48.9% (85)	62.1% (192)	52.1% (87)	
	Do not know	31.4% (37)	32.2% (56)	16.5% (51)	24.6% (41)	
		118	174	309	167	768
Bulk Purchasing of Materials (e.g. road salt, asphalt, computer equipment)	We are sharing	3.8% (5)	11.8% (22)	12.7% (43)	14.1% (26)	
	We should share	67.2% (88)	63.6% (119)	70.2% (238)	62.2% (115)	
	Do not	29.0%	24.6%	17.1%	23.8%	

	know	(38)	(46)	(58)	(44)	
		131	187	339	185	842
Fire Protection	We are sharing	1.8% (2)	11.7% (19)	16.1% (46)	23.8% (39)	
	We should share	53.2% (59)	52.8% (86)	56.6% (162)	49.4% (81)	
	Do not know	45.0% (50)	35.6% (58)	27.3% (78)	26.8% (44)	
		111	163	286	164	724
	Other (please specify)	6	11	25	10	52
	answered question	130	188	344	186	848
		skipped question				25

11. "I believe we should work to promote the interests of the County and the Southwest Pennsylvania region, not just the interests of each individual municipality."						
		How long have you lived in your community? (Check one.)				
		Less than 5 years	5 to 15 years	More than 15 years	All my life	Response Totals
Please check how much you agree with this statement	Agree Strongly	63.2% (84)	58.5% (113)	60.3% (213)	54.1% (100)	
	Agree Somewhat	26.3% (35)	30.1% (58)	31.2% (110)	29.2% (54)	
	Neutral	8.3% (11)	5.7% (11)	5.4% (19)	10.8% (20)	
	Disagree Somewhat	1.5% (2)	4.7% (9)	2.8% (10)	4.9% (9)	
	Disagree Strongly	0.8% (1)	1.0% (2)	0.3% (1)	1.1% (2)	
	rating average	4.50 (133)	4.40 (193)	4.48 (353)	4.30 (185)	4.43 (864)
	answered question	133	193	352	185	863
		skipped question				10

12. Where do you live? Please choose your municipality from the drop-down list

	How long have you lived in your community? (Check one.)				Response Totals
	Less than 5 years	5 to 15 years	More than 15 years	All my life	
Aliquippa	3.0% (4)	2.1% (4)	2.3% (8)	7.0% (13)	3.4% (29)
Ambridge	10.4% (14)	10.5% (20)	4.3% (15)	11.9% (22)	8.3% (71)
Baden	0.7% (1)	2.6% (5)	3.5% (12)	1.1% (2)	2.3% (20)
Beaver	13.4% (18)	7.9% (15)	8.4% (29)	7.6% (14)	8.9% (76)
Beaver Falls	3.7% (5)	1.6% (3)	2.3% (8)	4.9% (9)	2.9% (25)
Big Beaver	1.5% (2)	1.1% (2)	1.2% (4)	1.1% (2)	1.2% (10)
Bridgewater	1.5% (2)	3.2% (6)	0.3% (1)	0.0% (0)	1.1% (9)
Brighton	4.5% (6)	7.4% (14)	8.4% (29)	1.6% (3)	6.1% (52)
Center	11.2% (15)	4.7% (9)	6.7% (23)	5.9% (11)	6.8% (58)
Chippewa	7.5% (10)	6.3% (12)	6.7% (23)	4.3% (8)	6.2% (53)
Conway	3.7% (5)	0.5% (1)	2.6% (9)	2.2% (4)	2.2% (19)
Darlington Borough	0.7% (1)	0.0% (0)	0.0% (0)	0.0% (0)	0.1% (1)
Darlington Township	0.0% (0)	0.5% (1)	0.9% (3)	0.0% (0)	0.5% (4)
Daugherty	0.7% (1)	2.6% (5)	2.3% (8)	2.2% (4)	2.1% (18)
East Rochester	0.0% (0)	1.1% (2)	0.0% (0)	0.5% (1)	0.4% (3)
	0.0%	0.0%	0.3%	0.0%	0.1%

	(0)	(0)	(1)	(0)	(1)
Economy	3.7% (5)	5.8% (11)	7.8% (27)	2.7% (5)	5.6% (48)
Ellwood City	0.0% (0)	0.0% (0)	0.3% (1)	1.6% (3)	0.5% (4)
Fallston	0.0% (0)	0.0% (0)	0.0% (0)	0.5% (1)	0.1% (1)
Frankfort Springs	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Franklin	0.0% (0)	0.0% (0)	0.6% (2)	0.0% (0)	0.2% (2)
Freedom	0.0% (0)	2.1% (4)	1.4% (5)	4.9% (9)	2.1% (18)
Georgetown	0.0% (0)	0.0% (0)	0.3% (1)	0.0% (0)	0.1% (1)
Glasgow	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Greene	0.0% (0)	0.0% (0)	0.9% (3)	1.1% (2)	0.6% (5)
Hanover	0.0% (0)	0.0% (0)	0.6% (2)	0.0% (0)	0.2% (2)
Harmony	0.0% (0)	1.6% (3)	2.0% (7)	2.2% (4)	1.6% (14)
Homewood	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Hookstown	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
Hopewell	3.7% (5)	6.8% (13)	4.1% (14)	6.5% (12)	5.2% (44)
Independence	0.7% (1)	0.5% (1)	2.3% (8)	0.0% (0)	1.2% (10)
Industry	0.7% (1)	1.6% (3)	0.3% (1)	0.5% (1)	0.7% (6)
Koppel	0.0% (0)	0.5% (1)	0.0% (0)	0.0% (0)	0.1% (1)
Marion	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)

Midland	0.7% (1)	0.0% (0)	0.9% (3)	0.5% (1)	0.6% (5)
Monaca	6.0% (8)	3.2% (6)	4.1% (14)	7.6% (14)	4.9% (42)
New Brighton	4.5% (6)	3.7% (7)	2.9% (10)	4.9% (9)	3.7% (32)
New Galilee	0.0% (0)	1.1% (2)	0.0% (0)	0.5% (1)	0.4% (3)
New Sewickley	5.2% (7)	3.2% (6)	3.5% (12)	8.1% (15)	4.7% (40)
North Sewickley	2.2% (3)	1.1% (2)	1.4% (5)	1.6% (3)	1.5% (13)
Ohioville	1.5% (2)	2.1% (4)	2.3% (8)	0.5% (1)	1.8% (15)
Patterson Heights	1.5% (2)	0.5% (1)	0.6% (2)	0.0% (0)	0.6% (5)
Patterson Township	0.7% (1)	0.5% (1)	1.4% (5)	0.5% (1)	0.9% (8)
Potter	0.0% (0)	1.1% (2)	0.3% (1)	0.5% (1)	0.5% (4)
Pulaski	0.0% (0)	0.0% (0)	0.6% (2)	0.0% (0)	0.2% (2)
Raccoon	0.0% (0)	1.6% (3)	1.4% (5)	0.0% (0)	0.9% (8)
Rochester Borough	2.2% (3)	1.6% (3)	3.2% (11)	3.2% (6)	2.7% (23)
Rochester Township	2.2% (3)	3.2% (6)	2.3% (8)	1.1% (2)	2.2% (19)
Shippingport	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)	0.0% (0)
South Beaver	0.0% (0)	2.1% (4)	1.7% (6)	0.5% (1)	1.3% (11)
South Heights	0.0% (0)	0.0% (0)	0.3% (1)	0.0% (0)	0.1% (1)
Vanport	0.7% (1)	1.6% (3)	1.4% (5)	0.0% (0)	1.1% (9)

West Mayfield	0.0% (0)	2.1% (4)	0.3% (1)	0.0% (0)	0.6% (5)
White	0.7% (1)	0.5% (1)	0.6% (2)	0.0% (0)	0.5% (4)
answered question	134	190	345	185	854
skipped question					19

13. How long have you lived in your community? (Check one.)					
	How long have you lived in your community? (Check one.)				
	Less than 5 years	5 to 15 years	More than 15 years	All my life	Response Totals
Less than 5 years	100.0% (135)	0.0% (0)	0.0% (0)	0.0% (0)	15.5% (135)
5 to 15 years	0.0% (0)	100.0% (194)	0.0% (0)	0.0% (0)	22.2% (194)
More than 15 years	0.0% (0)	0.0% (0)	100.0% (354)	0.0% (0)	40.5% (354)
All my life	0.0% (0)	0.0% (0)	0.0% (0)	100.0% (190)	21.8% (190)
answered question	135	194	354	190	873
skipped question					0

14. Where do you work? (Check one.)					
	How long have you lived in your community? (Check one.)				
	Less than 5 years	5 to 15 years	More than 15 years	All my life	Response Totals
Beaver County	66.7% (88)	68.4% (128)	72.5% (237)	72.1% (129)	70.5% (582)
Allegheny County	25.0% (33)	23.0% (43)	19.3% (63)	18.4% (33)	20.8% (172)
Butler County	3.0% (4)	4.8% (9)	3.7% (12)	6.1% (11)	4.4% (36)
Lawrence County	0.0% (0)	0.5% (1)	0.9% (3)	0.6% (1)	0.6% (5)
Washington County	0.0% (0)	0.0% (0)	0.6% (2)	0.0% (0)	0.2% (2)
Another Pennsylvania County	0.8% (1)	1.1% (2)	0.0% (0)	0.6% (1)	0.5% (4)
Out of State	4.5% (6)	2.1% (4)	3.1% (10)	2.2% (4)	2.9% (24)
<i>answered question</i>	132	187	327	179	825
<i>skipped question</i>					48

15. Are you an elected official?					
	How long have you lived in your community? (Check one.)				
	Less than 5 years	5 to 15 years	More than 15 years	All my life	Response Totals
Yes	1.5% (2)	3.6% (7)	3.4% (12)	4.2% (8)	3.3% (29)
No	98.5% (132)	96.4% (186)	96.6% (340)	95.8% (181)	96.7% (839)
<i>answered question</i>	134	193	352	189	868
<i>skipped question</i>					5

16. Are you employed by a school district?					
	How long have you lived in your community? (Check one.)				
	Less than 5 years	5 to 15 years	More than 15 years	All my life	Response Totals
Yes	6.0% (8)	6.3% (12)	6.0% (21)	3.7% (7)	5.5% (48)
No	94.0% (126)	93.7% (179)	94.0% (331)	96.3% (182)	94.5% (818)
answered question	134	191	352	189	866
skipped question					7

17. Into what age range do you fall? (Check one.)					
	How long have you lived in your community? (Check one.)				
	Less than 5 years	5 to 15 years	More than 15 years	All my life	Response Totals
Under 20	4.5% (6)	2.6% (5)	1.4% (5)	12.2% (23)	4.5% (39)
20 – 34	41.0% (55)	14.6% (28)	3.4% (12)	13.2% (25)	13.9% (120)
35 - 44	24.6% (33)	30.7% (59)	13.7% (48)	16.4% (31)	19.7% (171)
45 – 64	27.6% (37)	47.9% (92)	67.0% (235)	49.2% (93)	52.8% (457)
Over 65	2.2% (3)	4.2% (8)	14.5% (51)	9.0% (17)	9.1% (79)
answered question	134	192	351	189	866
skipped question					7

18. How many people live in your household (including yourself)? (Check one).

		How long have you lived in your community? (Check one.)				
		Less than 5 years	5 to 15 years	More than 15 years	All my life	Response Totals
1		11.3% (15)	10.0% (19)	12.8% (45)	9.0% (17)	11.1% (96)
2		43.6% (58)	31.1% (59)	44.7% (157)	35.1% (66)	39.4% (340)
3		18.8% (25)	24.2% (46)	17.1% (60)	24.5% (46)	20.5% (177)
4		15.8% (21)	18.9% (36)	16.5% (58)	18.6% (35)	17.4% (150)
	More than 4	10.5% (14)	15.8% (30)	8.8% (31)	12.8% (24)	11.5% (99)
<i>answered question</i>		133	190	351	188	862
<i>skipped question</i>						11

19. What is your household's approximate annual income? (Check one.)

	How long have you lived in your community? (Check one.)				Response Totals
	Less than 5 years	5 to 15 years	More than 15 years	All my life	
\$0 – \$25,000	9.2% (12)	3.3% (6)	8.1% (26)	6.3% (11)	6.8% (55)
\$25,000 - \$50,000	21.5% (28)	21.9% (40)	21.9% (70)	25.7% (45)	22.6% (183)
\$50,000 - \$100,000	50.0% (65)	55.7% (102)	44.4% (142)	43.4% (76)	47.6% (385)
\$100,000 - \$150,000	14.6% (19)	13.7% (25)	18.8% (60)	14.9% (26)	16.1% (130)
More than \$150,000	4.6% (6)	5.5% (10)	6.9% (22)	9.7% (17)	6.8% (55)
<i>answered question</i>	130	183	320	175	808
<i>skipped question</i>					65

20. What is the best way for Beaver County to notify you about its programs, services, and other information? (Check your top three media)

		How long have you lived in your community? (Check one.)				
		Less than 5 years	5 to 15 years	More than 15 years	All my life	Response Totals
Beaver County Times	1st choice	47.4% (37)	48.1% (62)	55.0% (126)	64.0% (89)	
	2nd choice	20.5% (16)	24.8% (32)	22.7% (52)	24.5% (34)	
	3rd choice	32.1% (25)	27.1% (35)	22.3% (51)	11.5% (16)	
rating average		2.15 (78)	2.21 (129)	2.33 (229)	2.53 (139)	2.33 (575)
Local Newspaper	1st choice	8.3% (1)	24.0% (6)	30.4% (14)	10.3% (3)	
	2nd choice	25.0% (3)	32.0% (8)	30.4% (14)	48.3% (14)	
	3rd choice	66.7% (8)	44.0% (11)	39.1% (18)	41.4% (12)	
rating average		1.42 (12)	1.80 (25)	1.91 (46)	1.69 (29)	1.78 (112)
Local Cable TV	1st choice	29.0% (9)	20.0% (10)	20.2% (19)	12.9% (9)	
	2nd choice	48.4% (15)	44.0% (22)	38.3% (36)	40.0% (28)	
	3rd choice	22.6% (7)	36.0% (18)	41.5% (39)	47.1% (33)	
rating average		2.06 (31)	1.84 (50)	1.79 (94)	1.66 (70)	1.80 (245)
Local Radio Station	1st choice	23.1% (6)	4.0% (1)	13.7% (7)	16.3% (7)	
	2nd choice	26.9% (7)	48.0% (12)	43.1% (22)	32.6% (14)	
	3rd choice	50.0% (13)	48.0% (12)	43.1% (22)	51.2% (22)	

		rating average	1.73 (26)	1.56 (25)	1.71 (51)	1.65 (43)	1.67 (145)
Website	1st choice	21.7% (15)	30.6% (30)	19.1% (31)	21.1% (16)		
	2nd choice	40.6% (28)	38.8% (38)	46.9% (76)	39.5% (30)		
	3rd choice	37.7% (26)	30.6% (30)	34.0% (55)	39.5% (30)		
		rating average	1.84 (69)	2.00 (98)	1.85 (162)	1.82 (76)	1.88 (405)
Focused Mailing	1st choice	32.9% (28)	30.4% (31)	27.0% (54)	29.9% (26)		
	2nd choice	40.0% (34)	42.2% (43)	35.5% (71)	39.1% (34)		
	3rd choice	27.1% (23)	27.5% (28)	37.5% (75)	31.0% (27)		
		rating average	2.06 (85)	2.03 (102)	1.90 (200)	1.99 (87)	1.97 (474)
Email	1st choice	49.4% (38)	47.7% (51)	48.5% (98)	41.4% (36)		
	2nd choice	28.6% (22)	22.4% (24)	26.2% (53)	27.6% (24)		
	3rd choice	22.1% (17)	29.9% (32)	25.2% (51)	31.0% (27)		
		rating average	2.27 (77)	2.18 (107)	2.23 (202)	2.10 (87)	2.20 (473)
Other (please specify)		2	8	7	5	22	
answered question		134	192	352	188	866	
skipped question						7	

21. If there is anything else you would like to share about your municipality and its future, please include it in the space below.

	How long have you lived in your community? (Check one.)				
	Less than 5 years	5 to 15 years	More than 15 years	All my life	Response Count
	29	50	90	47	216
<i>answered question</i>	29	50	90	47	216
<i>skipped question</i>					657

22. One last thing: If you would like to be entered to win a gift basket from Beaver County, please provide your name and email or phone number in the space below. It is our way of saying "Thank You!"

	How long have you lived in your community? (Check one.)				
	Less than 5 years	5 to 15 years	More than 15 years	All my life	Response Totals
Name:	98.4% (63)	98.8% (81)	97.6% (162)	95.9% (93)	97.6% (399)
Email Address:	95.3% (61)	93.9% (77)	91.0% (151)	89.7% (87)	91.9% (376)
Phone Number:	95.3% (61)	84.1% (69)	84.3% (140)	85.6% (83)	86.3% (353)
<i>answered question</i>	64	82	166	97	409
<i>skipped question</i>					464

Responses by Elected Officials

2008 Beaver County Quality of Life Survey

1. What do you like about Beaver County? (check all that apply)			
	Are you an elected official?		
	Yes	No	Response Totals
River Towns	82.8% (24)	58.4% (493)	59.2% (517)
Suburban Communities	31.0% (9)	42.8% (361)	42.4% (370)
Rural Towns	34.5% (10)	40.5% (342)	40.3% (352)
Natural Places (Rivers, Streams, Forests)	75.9% (22)	71.6% (604)	71.7% (626)
Affordable Housing	82.8% (24)	64.7% (546)	65.3% (570)
Educational Opportunities (Public Schools, Trade Schools, Colleges, Etc.)	51.7% (15)	36.7% (310)	37.2% (325)
Easy To Commute To Work Or School	51.7% (15)	48.9% (413)	49.0% (428)
Access To Public Transportation	17.2% (5)	14.9% (126)	15.0% (131)
Job Opportunities	6.9% (2)	5.8% (49)	5.8% (51)
Recreational Parks And Facilities	44.8% (13)	50.2% (424)	50.1% (437)
Historic Places	48.3% (14)	42.7% (360)	42.8% (374)
Low Crime Rate	55.2% (16)	49.2% (415)	49.4% (431)
Public Services (Police, Fire Protection, Emergency Services)	27.6% (8)	30.3% (256)	30.2% (264)
Other (please specify)	6.9% (2)	9.7% (82)	9.6% (84)
answered question	29	844	873
skipped question			2

2. Out of all the items you checked in Q-1 above, which ONE do you feel is most important to your quality of life?

	Are you an elected official?		Response Totals
	Yes	No	
River Towns	7.4% (2)	7.2% (56)	7.2% (58)
Suburban Communities	7.4% (2)	5.6% (44)	5.7% (46)
Rural Towns	7.4% (2)	4.7% (37)	4.8% (39)
Natural Places (Rivers, Streams, Forests)	7.4% (2)	10.2% (80)	10.1% (82)
Affordable Housing	18.5% (5)	23.0% (180)	22.9% (185)
Educational Opportunities (Public Schools, Trade Schools, Colleges, Etc.)	11.1% (3)	6.1% (48)	6.3% (51)
Easy To Commute To Work Or School	3.7% (1)	8.8% (69)	8.7% (70)
Access To Public Transportation	0.0% (0)	0.6% (5)	0.6% (5)
Job Opportunities	3.7% (1)	3.5% (27)	3.5% (28)
Recreational Parks And Facilities	7.4% (2)	4.5% (35)	4.6% (37)
Historic Places	0.0% (0)	1.0% (8)	1.0% (8)
Low Crime Rate	18.5% (5)	15.0% (117)	15.1% (122)
Public Services (Police, Fire Protection, Emergency Services)	3.7% (1)	4.2% (33)	4.2% (34)
Other	3.7% (1)	5.5% (43)	5.4% (44)
<i>answered question</i>	27	782	809
		<i>skipped question</i>	66

3. Which of the following needs to be improved most in Beaver County? (please check just three)

	Are you an elected official?		Response Totals
	Yes	No	
Revitalize traditional downtowns	44.8% (13)	50.8% (428)	50.6% (441)
Redevelop abandoned industrial sites ("BROWNFIELDS")	51.7% (15)	55.8% (470)	55.6% (485)
Manage growth in undeveloped areas	13.8% (4)	17.6% (148)	17.4% (152)
Develop more housing types	3.4% (1)	6.3% (53)	6.2% (54)
Preserve farms	20.7% (6)	19.2% (162)	19.3% (168)
Conserve natural resources	17.2% (5)	18.4% (155)	18.3% (160)
Fix roads and bridges	44.8% (13)	48.0% (405)	47.9% (418)
Expand public transportation	10.3% (3)	12.7% (107)	12.6% (110)
Attract new businesses	82.8% (24)	66.0% (556)	66.5% (580)
Provide more job training	3.4% (1)	7.8% (66)	7.7% (67)
Upgrade existing parks and recreational facilities	13.8% (4)	18.1% (153)	18.0% (157)
Expand services for the poor	3.4% (1)	7.4% (62)	7.2% (63)
Expand services for youth	17.2% (5)	17.0% (143)	17.0% (148)
Expand services for the elderly	6.9% (2)	11.9% (100)	11.7% (102)
Improve Public Safety	3.4% (1)	10.4% (88)	10.2% (89)
Other (please specify)	6.9% (2)	10.6% (89)	10.4% (91)

<i>answered question</i>	29	843	872
<i>skipped question</i>			3

4. Which of these actions should be priorities for the County and its municipalities? It is important for Beaver County to:(Check only one box for each statement)				
		Are you an elected official?		
		Yes	No	Response Totals
1. Attract new companies and industry to the area	High Priority	89.7% (26)	77.7% (650)	
	Moderate Priority	10.3% (3)	18.0% (151)	
	Low Priority	0.0% (0)	2.9% (24)	
	Not a priority at all	0.0% (0)	1.4% (12)	
rating average		3.90 (29)	3.72 (837)	3.73 (866)
2. Support existing locally-owned businesses	High Priority	79.3% (23)	77.2% (645)	
	Moderate Priority	20.7% (6)	20.6% (172)	
	Low Priority	0.0% (0)	1.6% (13)	
	Not a priority at all	0.0% (0)	0.6% (5)	
rating average		3.79 (29)	3.74 (835)	3.75 (864)
3. Guide development to areas with existing roads, sewers and other infrastructure	High Priority	44.4% (12)	41.3% (337)	
	Moderate Priority	37.0% (10)	44.4% (362)	
	Low Priority	18.5% (5)	12.4% (101)	

	Not a priority at all	0.0% (0)	1.8% (15)	
rating average		3.26 (27)	3.25 (815)	3.25 (842)
4. Protect streams and other natural resources from development	High Priority	55.6% (15)	43.1% (352)	
	Moderate Priority	33.3% (9)	40.2% (328)	
	Low Priority	11.1% (3)	14.8% (121)	
	Not a priority at all	0.0% (0)	1.8% (15)	
rating average		3.44 (27)	3.25 (816)	3.25 (843)
5. Renovate existing housing	High Priority	41.4% (12)	22.5% (182)	
	Moderate Priority	37.9% (11)	43.0% (348)	
	Low Priority	20.7% (6)	28.8% (233)	
	Not a priority at all	0.0% (0)	5.7% (46)	
rating average		3.21 (29)	2.82 (809)	2.84 (838)
6. Build new housing in urban areas	High Priority	3.7% (1)	10.6% (85)	
	Moderate Priority	25.9% (7)	22.4% (179)	
	Low Priority	44.4% (12)	43.8% (350)	
	Not a priority at all	25.9% (7)	23.2% (185)	
rating average		2.07 (27)	2.21 (799)	2.20 (826)

7. Build new suburban housing	High Priority	11.5% (3)	6.8% (53)	
	Moderate Priority	7.7% (2)	18.9% (148)	
	Low Priority	46.2% (12)	44.9% (352)	
	Not a priority at all	34.6% (9)	29.5% (231)	
rating average		1.96 (26)	2.03 (784)	2.03 (810)
8. Redevelop riverfronts for commercial & industrial uses	High Priority	51.7% (15)	37.6% (304)	
	Moderate Priority	17.2% (5)	35.2% (285)	
	Low Priority	27.6% (8)	18.5% (150)	
	Not a priority at all	3.4% (1)	8.7% (70)	
rating average		3.17 (29)	3.02 (809)	3.02 (838)
9. Build new housing on riverfronts	High Priority	15.4% (4)	15.1% (122)	
	Moderate Priority	26.9% (7)	22.5% (182)	
	Low Priority	30.8% (8)	37.6% (304)	
	Not a priority at all	26.9% (7)	24.8% (200)	
rating average		2.31 (26)	2.28 (808)	2.28 (834)
10. Use Riverfronts for parks & trails	High Priority	46.4% (13)	36.9% (299)	
	Moderate Priority	35.7% (10)	36.5% (296)	

	Low Priority	14.3% (4)	20.2% (164)	
	Not a priority at all	3.6% (1)	6.3% (51)	
rating average		3.25 (28)	3.04 (810)	3.05 (838)
10. Expand public transportation within Beaver County	High Priority	22.2% (6)	23.9% (190)	
	Moderate Priority	40.7% (11)	39.6% (315)	
	Low Priority	29.6% (8)	29.5% (235)	
	Not a priority at all	7.4% (2)	7.0% (56)	
rating average		2.78 (27)	2.80 (796)	2.80 (823)
11. Protect historic resources	High Priority	46.2% (12)	33.9% (277)	
	Moderate Priority	46.2% (12)	40.9% (334)	
	Low Priority	7.7% (2)	21.4% (175)	
	Not a priority at all	0.0% (0)	3.7% (30)	
rating average		3.38 (26)	3.05 (816)	3.06 (842)
12. Consolidate school districts	High Priority	57.1% (16)	42.0% (339)	
	Moderate Priority	17.9% (5)	24.3% (196)	
	Low Priority	17.9% (5)	23.0% (186)	
	Not a priority at all	7.1% (2)	10.8% (87)	

rating average		3.25 (28)	2.97 (808)	2.98 (836)
13. Share services among municipalities such as police and fire protection	High Priority	69.0% (20)	41.3% (336)	
	Moderate Priority	20.7% (6)	28.2% (229)	
	Low Priority	10.3% (3)	22.0% (179)	
	Not a priority at all	0.0% (0)	8.5% (69)	
rating average		3.59 (29)	3.02 (813)	3.04 (842)
14. Increase communication & cooperation among local Governments	High Priority	82.8% (24)	62.7% (514)	
	Moderate Priority	17.2% (5)	28.3% (232)	
	Low Priority	0.0% (0)	7.1% (58)	
	Not a priority at all	0.0% (0)	2.0% (16)	
rating average		3.83 (29)	3.52 (820)	3.53 (849)
answered question		29	845	874
skipped question				1

5. With limited resources, County agencies must prioritize how funds are spent. Please rank how the County should invest public funds in order of importance (1 = most important; 7 = least important):

		Are you an elected official?		
		Yes	No	Response Totals
Emergency Services	1 - Most Important	15.4% (4)	22.3% (148)	
	2	19.2% (5)	18.3% (122)	
	3	3.8% (1)	17.1% (114)	
	4	23.1% (6)	17.6% (117)	
	5	19.2% (5)	10.4% (69)	
	6	7.7% (2)	8.7% (58)	
	7 - Least important	11.5% (3)	5.6% (37)	
rating average		4.19 (26)	4.76 (665)	4.74 (691)
Infrastructure (roads, Water, Sewer)	1 - Most Important	42.9% (12)	27.1% (191)	
	2	17.9% (5)	29.8% (210)	
	3	25.0% (7)	18.7% (132)	
	4	0.0% (0)	11.3% (80)	
	5	7.1% (2)	6.5% (46)	
	6	7.1% (2)	5.2% (37)	
	7 - Least important	0.0% (0)	1.3% (9)	
rating average		5.68	5.39	5.40

		(28)	(705)	(733)
Housing for the elderly and disadvantaged	1 - Most Important	0.0% (0)	4.1% (28)	
	2	0.0% (0)	6.6% (45)	
	3	14.8% (4)	15.5% (106)	
	4	7.4% (2)	17.5% (120)	
	5	22.2% (6)	20.9% (143)	
	6	37.0% (10)	19.0% (130)	
	7 - Least important	18.5% (5)	16.5% (113)	
rating average		2.63 (27)	3.33 (685)	3.30 (712)
Public Transportation	1 - Most Important	0.0% (0)	2.7% (19)	
	2	3.7% (1)	6.7% (47)	
	3	3.7% (1)	11.2% (79)	
	4	25.9% (7)	21.7% (153)	
	5	18.5% (5)	19.8% (140)	
	6	11.1% (3)	17.6% (124)	
	7 - Least important	37.0% (10)	20.4% (144)	
rating average		2.59 (27)	3.16 (706)	3.14 (733)
Tax Incentives to Attract New Business	1 - Most Important	17.9% (5)	31.3% (231)	
	2	21.4% (6)	17.1% (126)	

	3	17.9% (5)	14.8% (109)	
	4	25.0% (7)	10.3% (76)	
	5	7.1% (2)	9.3% (69)	
	6	10.7% (3)	6.4% (47)	
	7 - Least important	0.0% (0)	10.8% (80)	
	rating average	4.86 (28)	4.88 (738)	4.88 (766)
Parks and Recreation	1 - Most Important	3.6% (1)	3.8% (29)	
	2	10.7% (3)	7.1% (54)	
	3	17.9% (5)	17.8% (135)	
	4	10.7% (3)	13.7% (104)	
	5	17.9% (5)	17.1% (130)	
	6	14.3% (4)	20.2% (153)	
	7 - Least important	25.0% (7)	20.3% (154)	
	rating average	3.29 (28)	3.25 (759)	3.25 (787)
Redevelopment of abandoned sites	1 - Most Important	22.2% (6)	19.5% (157)	
	2	25.9% (7)	23.6% (190)	
	3	18.5% (5)	13.6% (109)	
	4	11.1% (3)	10.0% (80)	

	5	7.4% (2)	9.5% (76)	
	6	11.1% (3)	11.7% (94)	
	7 - Least important	3.7% (1)	12.2% (98)	
	rating average	4.96 (27)	4.50 (804)	4.52 (831)
	answered question	29	840	869
			skipped question	6

6. To attract more businesses to locate in Beaver County, what steps do you believe the County needs to take (check all that apply):			
	Are you an elected official?		
	Yes	No	Response Totals
Provide tax incentives to prospective companies	71.4% (20)	65.2% (548)	65.4% (568)
Support more worker training programs	21.4% (6)	31.2% (262)	30.8% (268)
Market the County's low cost of living and other assets	67.9% (19)	71.9% (605)	71.8% (624)
Invest in infrastructure improvements (roads, water, sewer)	64.3% (18)	65.3% (549)	65.2% (567)
Revitalize downtowns	50.0% (14)	61.4% (516)	61.0% (530)
Improve recreational amenities for young people and families	57.1% (16)	49.0% (412)	49.3% (428)
Other (please specify)	7.1% (2)	9.9% (83)	9.8% (85)
answered question	28	841	869
			skipped question
			6

7. Rank the types of new businesses that you believe Beaver County should attract to strengthen its economy (1 = most important; 7 = least important):

		Are you an elected official?		
		Yes	No	Response Totals
Light Manufacturing	1 - Most Important	44.0% (11)	40.6% (310)	
	2	24.0% (6)	25.3% (193)	
	3	12.0% (3)	10.5% (80)	
	4	4.0% (1)	8.4% (64)	
	5	12.0% (3)	4.3% (33)	
	6	4.0% (1)	7.7% (59)	
	7 - Least important	0.0% (0)	3.1% (24)	
rating average		5.72 (25)	5.54 (763)	5.54 (788)
Heavy Manufacturing	1 - Most Important	24.0% (6)	20.0% (140)	
	2	36.0% (9)	21.7% (152)	
	3	12.0% (3)	13.7% (96)	
	4	8.0% (2)	9.1% (64)	
	5	0.0% (0)	10.4% (73)	
	6	8.0% (2)	8.4% (59)	
	7 - Least important	12.0% (3)	16.7% (117)	
rating average		5.04	4.40	4.42

		(25)	(701)	(726)
Health Care and Social Services	1 - Most Important	8.0% (2)	16.4% (117)	
	2	16.0% (4)	19.0% (136)	
	3	32.0% (8)	24.2% (173)	
	4	20.0% (5)	16.9% (121)	
	5	12.0% (3)	11.9% (85)	
	6	8.0% (2)	6.2% (44)	
	7 - Least important	4.0% (1)	5.5% (39)	
rating average		4.48 (25)	4.71 (715)	4.70 (740)
Finance And Real Estate	1 - Most Important	0.0% (0)	2.8% (18)	
	2	0.0% (0)	7.1% (45)	
	3	11.1% (2)	14.7% (93)	
	4	27.8% (5)	20.4% (129)	
	5	27.8% (5)	21.0% (133)	
	6	22.2% (4)	17.7% (112)	
	7 - Least important	11.1% (2)	16.3% (103)	
rating average		3.06 (18)	3.32 (633)	3.31 (651)
Retail	1 - Most Important	4.3% (1)	8.9% (58)	
	2	8.7% (2)	11.7% (76)	

	3	0.0% (0)	15.4% (100)	
	4	13.0% (3)	20.4% (133)	
	5	26.1% (6)	18.1% (118)	
	6	17.4% (4)	16.3% (106)	
	7 - Least important	30.4% (7)	9.2% (60)	
rating average		2.78 (23)	3.87 (651)	3.83 (674)
Restaurant & Food Services	1 - Most Important	4.5% (1)	8.6% (60)	
	2	9.1% (2)	11.6% (81)	
	3	18.2% (4)	11.4% (80)	
	4	9.1% (2)	15.4% (108)	
	5	27.3% (6)	22.7% (159)	
	6	27.3% (6)	18.7% (131)	
	7 - Least important	4.5% (1)	11.6% (81)	
rating average		3.55 (22)	3.65 (700)	3.65 (722)
Tourism & entertainment	1 - Most Important	8.3% (2)	7.6% (52)	
	2	0.0% (0)	8.5% (58)	
	3	25.0% (6)	14.9% (102)	
	4	16.7% (4)	12.4% (85)	

	5	8.3% (2)	13.2% (90)	
	6	16.7% (4)	22.0% (150)	
	7 - Least important	25.0% (6)	21.4% (146)	
	rating average	3.33 (24)	3.34 (683)	3.34 (707)
Information Services	1 - Most Important	18.2% (4)	10.9% (62)	
	2	13.6% (3)	13.2% (75)	
	3	4.5% (1)	14.9% (85)	
	4	22.7% (5)	12.5% (71)	
	5	4.5% (1)	11.4% (65)	
	6	13.6% (3)	11.6% (66)	
	7 - Least important	22.7% (5)	25.6% (146)	
	rating average	3.86 (22)	3.62 (570)	3.63 (592)
	answered question	28	840	868
			skipped question	7

8. Where do you most believe the County should focus new economic development efforts? (Check one.)			
	Are you an elected official?		
	Yes	No	Response Totals
Abandoned industrial sites	51.7% (15)	50.4% (422)	50.4% (437)
Existing "River Towns"	44.8% (13)	32.2% (270)	32.6% (283)
Suburban communities	3.4% (1)	9.2% (77)	9.0% (78)
Rural towns	0.0% (0)	3.1% (26)	3.0% (26)
Other (please specify)	0.0% (0)	5.3% (44)	5.1% (44)
<i>answered question</i>	29	838	867
<i>skipped question</i>			8

9. Which of the following steps do you believe should be used to preserve agricultural land and natural resources? (Check all that apply)			
	Are you an elected official?		
	Yes	No	Response Totals
Preserve farms through conservation easements	65.5% (19)	62.3% (509)	62.4% (528)
Protect streams by limiting development within a buffer area	55.2% (16)	66.1% (540)	65.7% (556)
Limit development of steep slopes	48.3% (14)	44.6% (364)	44.7% (378)
Protect sensitive wildlife habitats by creating conservation greenways	62.1% (18)	56.5% (462)	56.7% (480)
Encourage new housing developments that preserve open space	37.9% (11)	45.5% (372)	45.3% (383)
<i>answered question</i>	29	817	846
<i>skipped question</i>			29

10. Some municipalities in Western Pennsylvania are trying to achieve greater efficiencies and cost-savings by sharing or consolidating services. Do you believe your municipality should share any of the following (or is it already doing so)? (Check all that apply.)

		Are you an elected official?		
		Yes	No	Response Totals
Public Works Staff/Equipment	We are sharing	32.1% (9)	9.3% (72)	
	We should share	60.7% (17)	58.9% (458)	
	Do not know	7.1% (2)	31.8% (247)	
		28	777	805
Police	We are sharing	44.4% (12)	19.0% (138)	
	We should share	48.1% (13)	48.2% (351)	
	Do not know	7.4% (2)	32.8% (239)	
		27	728	755
Education	We are sharing	33.3% (9)	19.5% (145)	
	We should share	51.9% (14)	56.1% (417)	
	Do not know	14.8% (4)	24.4% (181)	
		27	743	770
Bulk Purchasing of Materials (e.g. road salt, asphalt, computer equipment)	We are sharing	42.9% (12)	10.2% (83)	
	We should share	46.4% (13)	67.5% (551)	
	Do not know	10.7% (3)	22.3% (182)	

		28	816	844
Fire Protection	We are sharing	32.0% (8)	14.0% (98)	
	We should share	64.0% (16)	53.4% (375)	
	Do not know	4.0% (1)	32.6% (229)	
		25	702	727
Other (please specify)		1	52	53
answered question		28	822	850
		skipped question		25

11. "I believe we should work to promote the interests of the County and the Southwest Pennsylvania region, not just the interests of each individual municipality."				
		Are you an elected official?		
		Yes	No	Response Totals
Please check how much you agree with this statement	Agree Strongly	75.9% (22)	58.6% (491)	
	Agree Somewhat	10.3% (3)	30.4% (255)	
	Neutral	10.3% (3)	6.8% (57)	
	Disagree Somewhat	3.4% (1)	3.5% (29)	
	Disagree Strongly	0.0% (0)	0.7% (6)	
rating average		4.59 (29)	4.43 (838)	4.43 (867)
answered question		29	837	866
		skipped question		9

12. Where do you live? Please choose your municipality from the drop-down list

	Are you an elected official?		Response Totals
	Yes	No	
Aliquippa	0.0% (0)	3.6% (30)	3.5% (30)
Ambridge	3.6% (1)	8.5% (70)	8.3% (71)
Baden	0.0% (0)	2.4% (20)	2.3% (20)
Beaver	3.6% (1)	9.1% (75)	8.9% (76)
Beaver Falls	3.6% (1)	2.8% (23)	2.8% (24)
Big Beaver	0.0% (0)	1.1% (9)	1.1% (9)
Bridgewater	7.1% (2)	0.8% (7)	1.1% (9)
Brighton	0.0% (0)	6.3% (52)	6.1% (52)
Center	3.6% (1)	6.9% (57)	6.8% (58)
Chippewa	0.0% (0)	6.4% (53)	6.2% (53)
Conway	7.1% (2)	2.1% (17)	2.2% (19)
Darlington Borough	0.0% (0)	0.1% (1)	0.1% (1)
Darlington Township	3.6% (1)	0.4% (3)	0.5% (4)
Daugherty	0.0% (0)	2.2% (18)	2.1% (18)
East Rochester	0.0% (0)	0.4% (3)	0.4% (3)
Eastvale	0.0% (0)	0.1% (1)	0.1% (1)

Economy	7.1% (2)	5.6% (46)	5.6% (48)
Ellwood City	0.0% (0)	0.5% (4)	0.5% (4)
Fallston	3.6% (1)	0.0% (0)	0.1% (1)
Frankfort Springs	0.0% (0)	0.0% (0)	0.0% (0)
Franklin	0.0% (0)	0.2% (2)	0.2% (2)
Freedom	7.1% (2)	1.9% (16)	2.1% (18)
Georgetown	0.0% (0)	0.1% (1)	0.1% (1)
Glasgow	0.0% (0)	0.0% (0)	0.0% (0)
Greene	0.0% (0)	0.6% (5)	0.6% (5)
Hanover	0.0% (0)	0.2% (2)	0.2% (2)
Harmony	3.6% (1)	1.6% (13)	1.6% (14)
Homewood	0.0% (0)	0.0% (0)	0.0% (0)
Hookstown	0.0% (0)	0.0% (0)	0.0% (0)
Hopewell	0.0% (0)	5.2% (43)	5.0% (43)
Independence	0.0% (0)	1.2% (10)	1.2% (10)
Industry	7.1% (2)	0.5% (4)	0.7% (6)
Koppel	0.0% (0)	0.1% (1)	0.1% (1)
Marion	0.0% (0)	0.0% (0)	0.0% (0)

Midland	0.0% (0)	0.6% (5)	0.6% (5)
Monaca	3.6% (1)	5.0% (41)	4.9% (42)
New Brighton	0.0% (0)	4.0% (33)	3.9% (33)
New Galilee	3.6% (1)	0.2% (2)	0.4% (3)
New Sewickley	3.6% (1)	4.7% (39)	4.7% (40)
North Sewickley	0.0% (0)	1.6% (13)	1.5% (13)
Ohioville	0.0% (0)	1.7% (14)	1.6% (14)
Patterson Heights	3.6% (1)	0.5% (4)	0.6% (5)
Patterson Township	0.0% (0)	1.0% (8)	0.9% (8)
Potter	3.6% (1)	0.4% (3)	0.5% (4)
Pulaski	3.6% (1)	0.1% (1)	0.2% (2)
Raccoon	0.0% (0)	1.1% (9)	1.1% (9)
Rochester Borough	10.7% (3)	2.4% (20)	2.7% (23)
Rochester Township	3.6% (1)	2.2% (18)	2.2% (19)
Shippingport	0.0% (0)	0.0% (0)	0.0% (0)
South Beaver	0.0% (0)	1.3% (11)	1.3% (11)
South Heights	0.0% (0)	0.1% (1)	0.1% (1)
Vanport	3.6% (1)	1.0% (8)	1.1% (9)
	0.0%	0.6%	0.6%

	(0)	(5)	(5)
White	0.0% (0)	0.5% (4)	0.5% (4)
answered question	28	825	853
skipped question			22

13. How long have you lived in your community? (Check one.)			
	Are you an elected official?		
	Yes	No	Response Totals
Less than 5 years	6.9% (2)	15.7% (132)	15.4% (134)
5 to 15 years	24.1% (7)	22.2% (186)	22.2% (193)
More than 15 years	41.4% (12)	40.5% (340)	40.6% (352)
All my life	27.6% (8)	21.6% (181)	21.8% (189)
answered question	29	839	868
skipped question			7

14. Where do you work? (Check one.)			
	Are you an elected official?		
	Yes	No	Response Totals
Beaver County	82.8% (24)	70.1% (561)	70.6% (585)
Allegheny County	13.8% (4)	21.0% (168)	20.7% (172)
Butler County	3.4% (1)	4.4% (35)	4.3% (36)
Lawrence County	0.0% (0)	0.6% (5)	0.6% (5)
Washington County	0.0% (0)	0.3% (2)	0.2% (2)
Another Pennsylvania County	0.0% (0)	0.5% (4)	0.5% (4)
Out of State	0.0% (0)	3.1% (25)	3.0% (25)
answered question	29	800	829
skipped question			46

15. Are you an elected official?			
	Are you an elected official?		
	Yes	No	Response Totals
Yes	100.0% (29)	0.0% (0)	3.3% (29)
No	0.0% (0)	100.0% (846)	96.7% (846)
answered question	29	846	875
skipped question			0

16. Are you employed by a school district?			
	Are you an elected official?		
	Yes	No	Response Totals
Yes	6.9% (2)	5.6% (47)	5.6% (49)
No	93.1% (27)	94.4% (796)	94.4% (823)
answered question	29	843	872
skipped question			3

17. Into what age range do you fall? (Check one.)			
	Are you an elected official?		
	Yes	No	Response Totals
Under 20	0.0% (0)	4.6% (39)	4.5% (39)
20 – 34	17.2% (5)	14.0% (118)	14.2% (123)
35 - 44	24.1% (7)	19.5% (164)	19.7% (171)
45 – 64	44.8% (13)	53.0% (445)	52.7% (458)
Over 65	13.8% (4)	8.8% (74)	9.0% (78)
answered question	29	840	869
skipped question			6

18. How many people live in your household (including yourself)? (Check one).			
	Are you an elected official?		
	Yes	No	Response Totals
1	0.0% (0)	11.4% (95)	11.0% (95)
2	41.4% (12)	39.4% (329)	39.4% (341)
3	17.2% (5)	20.9% (175)	20.8% (180)
4	20.7% (6)	17.2% (144)	17.3% (150)
More than 4	20.7% (6)	11.1% (93)	11.4% (99)
answered question	29	836	865
skipped question			10

19. What is your household's approximate annual income? (Check one.)			
	Are you an elected official?		
	Yes	No	Response Totals
\$0 – \$25,000	0.0% (0)	7.0% (55)	6.8% (55)
\$25,000 - \$50,000	25.0% (6)	22.5% (177)	22.5% (183)
\$50,000 - \$100,000	54.2% (13)	47.6% (375)	47.8% (388)
\$100,000 - \$150,000	8.3% (2)	16.2% (128)	16.0% (130)
More than \$150,000	12.5% (3)	6.7% (53)	6.9% (56)
answered question	24	788	812
skipped question			63

20. What is the best way for Beaver County to notify you about its programs, services, and other information? (Check your top three media)

		Are you an elected official?		
		Yes	No	Response Totals
Beaver County Times	1st choice	55.0% (11)	54.8% (305)	
	2nd choice	20.0% (4)	23.3% (130)	
	3rd choice	25.0% (5)	21.9% (122)	
rating average		2.30 (20)	2.33 (557)	2.33 (577)
Local Newspaper	1st choice	25.0% (1)	22.0% (24)	
	2nd choice	50.0% (2)	33.9% (37)	
	3rd choice	25.0% (1)	44.0% (48)	
rating average		2.00 (4)	1.78 (109)	1.79 (113)
Local Cable TV	1st choice	22.2% (2)	19.0% (45)	
	2nd choice	33.3% (3)	41.8% (99)	
	3rd choice	44.4% (4)	39.2% (93)	
rating average		1.78 (9)	1.80 (237)	1.80 (246)
Local Radio Station	1st choice	0.0% (0)	15.2% (21)	
	2nd choice	50.0% (3)	36.2% (50)	
	3rd choice	50.0% (3)	48.6% (67)	
rating average		1.50	1.67	1.66

		(6)	(138)	(144)
Website	1st choice	9.1% (1)	23.1% (92)	
	2nd choice	63.6% (7)	42.0% (167)	
	3rd choice	27.3% (3)	34.9% (139)	
rating average		1.82 (11)	1.88 (398)	1.88 (409)
Focused Mailing	1st choice	20.0% (3)	29.6% (136)	
	2nd choice	33.3% (5)	38.7% (178)	
	3rd choice	46.7% (7)	31.7% (146)	
rating average		1.73 (15)	1.98 (460)	1.97 (475)
Email	1st choice	57.9% (11)	46.4% (211)	
	2nd choice	21.1% (4)	26.4% (120)	
	3rd choice	21.1% (4)	27.3% (124)	
rating average		2.37 (19)	2.19 (455)	2.20 (474)
Other (please specify)		0	21	21
answered question		29	840	869
			skipped question	6

21. If there is anything else you would like to share about your municipality and its future, please include it in the space below.

	Are you an elected official?		
	Yes	No	Response Count
	9	206	215
<i>answered question</i>	9	206	215
<i>skipped question</i>			660

22. One last thing: If you would like to be entered to win a gift basket from Beaver County, please provide your name and email or phone number in the space below. It is our way of saying "Thank You!"

	Are you an elected official?		
	Yes	No	Response Totals
Name:	100.0% (18)	97.4% (380)	97.5% (398)
Email Address:	88.9% (16)	92.1% (359)	91.9% (375)
Phone Number:	77.8% (14)	86.7% (338)	86.3% (352)
<i>answered question</i>	18	390	408
<i>skipped question</i>			467

*Appendix 4 –
Beaver County 2009 TYP Projects*

2009

TWELVE YEAR TRANSPORTATION PROGRAM

Adopted By The

STATE TRANSPORTATION COMMISSION

February 12, 2009

<u>MPMS #</u>	<u>SR</u>	<u>Title</u>	<u>Period</u>	<u>STUDY</u>	<u>PE</u>	<u>FD</u>	<u>UTIL</u>	<u>ROW</u>	<u>CON</u>	<u>PRA</u>	<u>Total</u>
77931	3023	Iron Bridge No. 1 NCABB-South Buffalo (Township)	1	0	0	0	0	0	500,000	0	500,000
23793	3025	North Clinton Railroad Br-South Buffalo (Township)	1	0	0	281,300	58,500	117,000	0	0	456,800
			2	0	0	0	0	0	2,400,000	0	2,400,000
76234	4006	Armstrong DFB #2 - 2009-East Franklin (Township)	1	0	0	0	5,200	10,400	81,000	0	96,600
84265	4006	Cowan Station Bridge #3-East Franklin (Township)	1	0	0	0	0	0	75,000	0	75,000
75598	4023	Dickey Crossing-East Franklin (Township)	1	0	0	0	0	0	10,000	0	10,000
75599	4023	Patton Crossing-East Franklin (Township)	1	0	0	0	0	0	10,000	0	10,000
75600	4023	Mosgrove Crossing-East Franklin (Township)	1	0	0	0	0	0	10,000	0	10,000
23869	7213	T-970 Climax Bridge-Mahoning (Township)	1	0	0	0	0	0	2,525,120	0	2,525,120
Beaver-Highway											
28812	-	Airport Rd Br-CB32-Repl-Hopewell (Township)	1	0	0	286,000	16,224	16,224	787,405	0	1,105,853
28830	-	Pohl's Bridge-CB51-Raccoon (Township)	1	0	0	297,440	16,224	16,224	818,901	0	1,148,789
28834	-	Sportsman Club Bridg-CB57-South Beaver (Township)	1	0	0	0	0	0	676,000	0	676,000
28898	-	Veterans Memorial Bridge-Bridgewater (Borough)	1	0	0	616,299	207,000	195,000	31,366,400	0	32,384,699
71563	-	BeaverRiverRails-Trails 2-Beaver Falls (City)	1	0	0	0	0	0	0	0	0
75342	-	Beaver Betterment Reserve	1	0	0	400,000	0	0	10,491,170	0	10,891,170
75350	-	Beaver RR Line Item	1	0	0	0	0	0	424,646	0	424,646
76582	-	Beaver Bridge Line Item	1	0	0	2,000,000	0	0	0	0	2,000,000
76599	-	Beaver Geotechnical Res	1	0	0	400,000	0	0	0	0	400,000
76601	-	Beaver Traffic Signal Res	1	0	0	200,000	0	0	0	0	200,000
73531	18	18Wallace Run Rd -SR 351-Homewood (Borough)	1	0	80,000	0	0	0	3,300,000	0	3,380,000
81599	18	Beaver County Jt Repr 08-Vanport (Township)	1	0	0	0	0	27,116	26,683	0	53,799
84492	18	Traffic Signal Updates-New Brighton (Borough)	1	0	0	0	0	0	0	0	0
84987	18	09 Expan Repl - Beaver Co-Franklin (Township)	1	0	0	0	0	0	1,000,000	0	1,000,000
28889	51	PA 51:Pennsylvania Ave Br-Monaca (Borough)	1	0	0	0	0	0	9,500,000	0	9,500,000
29070	51	PA 51 BR/Constitution-Alliquippa (City)	1	0	0	0	0	0	800,000	0	800,000
76610	60	PA 60, Section B28-Brighton (Township)	1	0	0	0	0	0	1,232,000	0	1,232,000
69094	65	PA 65 French Point Crk Br-Harmony (Township)	1	0	0	0	0	0	1,248,000	0	1,248,000
82561	65	SR 65-Baden (Borough)	1	0	0	0	0	0	21,720	0	21,720

<u>MPMS #</u>	<u>SR</u>	<u>Title</u>	<u>Period</u>	<u>STUDY</u>	<u>PE</u>	<u>FD</u>	<u>UTIL</u>	<u>ROW</u>	<u>CON</u>	<u>PRA</u>	<u>Total</u>
47883	68	PA 68 Signals/Vanport-Beaver (Borough)	1	0	0	0	500,000	500,000	3,536,000	0	4,536,000
69073	68	68/Bridge ov Brush Creek-New Sewickley (Township)	1	0	190,000	0	0	0	1,000,000	0	1,190,000
80106	68	68/Shippingport Interchg-Industry (Borough)	1	0	0	0	0	0	500,000	0	500,000
84002	68	Deck Replacements 2009-New Castle (City)	1	0	416,000	260,000	10,000	10,000	0	0	696,000
70801	151	151 Bocktown/Raredon Rn-Independence (Township)	1	0	0	0	0	0	1,000,000	0	1,000,000
28708	168	PA 168 Shippingport Br-Industry (Borough)	1	0	0	0	0	0	19,040,000	0	19,040,000
29061	168	New Galilee Road Bridge-Darlington (Township)	1	0	152,492	108,160	54,080	54,080	562,432	0	931,244
29067	168	Tuscarwas Rd ov Bealer Ru-Ohioville (Borough)	1	0	0	0	0	0	1,000,000	0	1,000,000
29069	288	PA 288 Br/Camp Run-Franklin (Township)	1	0	0	0	0	0	1,000,000	0	1,000,000
28734	351	Koppel - Ellwood Bridge-North Sewickley (Township)	1	0	2,340,000	0	0	0	0	0	2,340,000
69109	351	Crescent Drive Bridge-Darlington (Township)	1	0	0	0	0	0	1,297,929	0	1,297,929
28955	588	Herman Road Bridge Repl-Marion (Township)	1	0	0	200,000	300,000	300,000	4,120,000	0	4,920,000
29140	588	PA 588 RIVERVIEW RD-Franklin (Township)	1	0	250,000	0	0	0	0	0	250,000
28945	989	Dunlap Hill Road Bridge-New Sewickley (Township)	1	0	650,000	175,000	100,000	100,000	1,000,000	0	2,025,000
28925	1015	SR 1015, Hartzell Rd Br-Franklin (Township)	1	0	0	0	0	0	2,000,000	0	2,000,000
29138	1032	New York Avenue Bridge-Rochester (Borough)	1	0	0	0	0	0	9,726,010	0	9,726,010
81559	2004	Lovi Rd Slide Repair-New Sewickley (Township)	1	0	0	0	0	0	0	0	0
82615	2004	Freedom Rd Upgrade - Ph A-New Sewickley (Township)	1	0	0	0	0	3,859,604	0	0	3,859,604
81651	2005	2005/BigSewickCk-Pfaff Rd-Economy (Borough)	1	0	0	0	0	0	38,418	0	38,418
28894	3010	3010/Moffitts Mill Br/Raco-Raccoon (Township)	1	0	0	0	0	0	2,812,160	0	2,812,160
73524	3017	3017/SR 60 - Brodhead Rd-Center (Township)	1	0	0	0	0	0	0	0	0
29151	3018	McCleary ov Trib. Mill Ck-Greene (Township)	1	0	0	0	0	0	1,000,000	0	1,000,000
29074	3022	SR 3022/Tank Farm Rd Br.-Independence (Township)	1	0	400,000	208,000	108,160	104,000	2,249,728	0	3,069,888
29071	4028	Tuscarawas Road/PA 60-Brighton (Township)	1	0	467,180	0	0	0	4,160,000	0	4,627,180
28731	4032	Engle Rd Bridge-Industry (Borough)	1	0	0	0	0	0	536,907	0	536,907
29078	4033	Wildwood Rd ov Brady Run-Patterson (Township)	1	0	0	0	0	0	1,000,000	0	1,000,000
78315	4034	Wolf Run Road ov Wolf Rn2-Industry (Borough)	1	0	190,000	0	0	0	800,000	0	990,000

<u>MPMS #</u>	<u>SR</u>	<u>Title</u>	<u>Period</u>	<u>STUDY</u>	<u>PE</u>	<u>FD</u>	<u>UTIL</u>	<u>ROW</u>	<u>CON</u>	<u>PRA</u>	<u>Total</u>
29144	4035	Sebring Road Bridge-Brighton (Township)	1	0	450,000	0	0	0	4,160,000	0	4,610,000
75671	4035	4035/Brighton Road Intchg-Brighton (Township)	1	0	0	0	0	0	4,500,000	0	4,500,000
29103	7402	Aliquippa/Ambridge Bridge-Aliquippa (City)	1	0	0	757,120	562,432	0	5,849,293	0	7,168,845
			2	0	0	0	0	0	23,397,202	0	23,397,202
57103	7424	Washington Ave Br/Jordan	1	0	0	228,800	21,633	21,633	787,405	0	1,059,471
Butler-Highway											
24261	-	T-384 McFann Bridge-Middlesex (Township)	1	0	0	0	10,400	31,200	1,135,700	0	1,177,300
24873	-	T-323 Senn Bridge-Jackson (Township)	1	0	0	0	0	0	1,833,600	0	1,833,600
75492	-	2009 Butler Br Preserv	1	0	0	10,400	0	0	520,000	0	530,400
75493	-	2010 Butler Br Preserv	1	0	0	10,900	0	0	540,800	0	551,700
82546	-	Butler Act 44 Br PM Line	1	0	0	0	0	0	1,927,100	0	1,927,100
83166	-	2011 ButlerBrPreservation	1	0	0	11,300	0	0	562,500	0	573,800
83169	-	2012 ButlerBrPreservation	1	0	0	11,700	0	0	585,000	0	596,700
83170	-	2013 Butler DFB Line	1	0	0	78,800	5,900	11,700	0	0	96,400
83171	-	2014 Butler DFB Line	1	0	0	81,900	0	0	0	0	81,900
83968	-	2012 Butler DFB#2 Line	1	0	0	75,800	5,700	11,300	186,000	0	278,800
84043	-	2011 Butler DFB #2 Line	1	0	0	0	5,500	10,900	168,800	0	185,200
84108	-	B&P RR Diesel Retrofit	1	0	0	0	0	0	1,545,200	0	1,545,200
84976	-	2009 AWP Contract	1	0	0	0	0	0	0	0	0
85607	-	Pillow Street Streetscape-Butler (Township)	1	0	0	0	0	0	189,000	0	189,000
24724	8	Adams Corner Bridge-Slippery Rock (Township)	1	0	0	270,400	45,000	123,800	0	0	439,200
			2	0	0	0	0	0	427,400	0	427,400
83305	8	Harrisville Bridge-Harrisville (Borough)	1	0	0	270,400	45,000	123,800	0	0	439,200
			2	0	0	0	0	0	598,300	0	598,300
75604	19	Route 19 Corridor Study-Lancaster (Township)	1	150,000	0	0	0	0	0	0	150,000
78136	19	McConells Mills Bridge-Muddy Creek (Township)	1	0	0	0	0	0	0	0	0
24731	38	SW of Boydstown Bridge-Oakland (Township)	1	0	260,000	270,400	45,000	123,800	0	0	699,200
			2	0	0	0	0	0	940,280	0	940,280
24732	38	Greece City Bridge-Concord (Township)	1	0	0	270,400	45,000	123,800	0	0	439,200
			2	0	0	0	0	0	512,880	0	512,880
24733	38	Lil Connoquenessing Cr Br-Concord (Township)	1	0	260,000	270,400	45,000	123,800	0	0	699,200

*Appendix 5 –
Municipal Act 537 Plans*

Municipality	Plan Approval Date	Status
Aliquippa	1/1/1971	Plan older than 20 years
Ambridge Boro	1/1/1971	Plan older than 20 years
Baden Boro	7/6/1993	Plan between 10 and 20 years old
Beaver Boro	1/1/1971	Plan older than 20 years
Beaver Falls	1/10/1997	Plan between 10 and 20 years old
Big Beaver Boro	7/10/2003	Plan between 5 and 10 years old
Bridgewater Boro	8/2/1971	Plan older than 20 years
Brighton Township	1/1/1971	Plan older than 20 years
Center Township	1/1/1971	Plan older than 20 years
Chippewa Township	7/1/1991	Plan between 10 and 20 years old
Conway Boro	1/1/1971	Plan older than 20 years
Darlington Boro	1/1/1971	Plan older than 20 years
Darlington Township	1/1/1971	Plan older than 20 years
Daugherty Township	4/28/2003	Plan between 5 and 10 years old
East Rochester Boro	1/1/1971	Plan older than 20 years
Eastvale Boro	1/1/1971	Plan older than 20 years
Economy Boro	10/30/1999	Plan between 5 and 10 years old
Ellwood City Boro	8/1/1975	Plan older than 20 years
Fallston Boro	1/1/1971	Plan older than 20 years
Frankfort-Springs Boro	1/1/1971	Plan older than 20 years
Franklin Township	5/9/1974	Plan older than 20 years
Freedom Boro	1/1/1971	Plan older than 20 years
Georgetown Boro	1/1/1971	Plan older than 20 years
Glasgow Boro	1/1/1971	Plan older than 20 years
Greene Township	1/1/1971	Plan older than 20 years
Hanover Township	1/1/1971	Plan older than 20 years
Harmony Township	1/1/1971	Plan older than 20 years
Homewood Boro	1/10/1997	Plan between 10 and 20 years old
Hookstown Boro	1/1/1971	Plan older than 20 years
Hopewell Township	1/1/1971	Plan older than 20 years
Independence Township	1/1/1971	Plan older than 20 years
Industry Boro	1/5/1990	Plan between 10 and 20 years old
Koppel Boro	7/15/2000	Plan between 5 and 10 years old
Marion Township	1/1/1971	Plan older than 20 years
Midland Boro	1/1/1971	Plan older than 20 years
Monaca Boro	1/1/1971	Plan older than 20 years
New Brighton Boro	4/28/2003	Plan between 5 and 10 years old
New Galilee Boro	1/1/1971	Plan older than 20 years
New Sewickley Township	10/30/1999	Plan between 5 and 10 years old
North Sewickley Township	7/15/2003	Plan between 5 and 10 years old
Ohioville Boro	1/1/1971	Plan older than 20 years
Patterson Heights Boro	1/1/1971	Plan older than 20 years
Patterson Township	4/25/1985	Plan older than 20 years
Potter Township	1/1/1971	Plan older than 20 years
Pulaski Township	3/6/2003	Plan between 5 and 10 years old
Raccoon Township	1/1/1971	Plan older than 20 years
Rochester Boro	1/1/1971	Plan older than 20 years
Rochester Township	3/6/2003	Plan between 5 and 10 years old
Shippingport Boro	1/1/1971	Plan older than 20 years
South Beaver Township	7/1/1991	Plan between 10 and 20 years old
South Heights Boro	3/6/2003	Plan between 5 and 10 years old
Vanport Township	1/1/1971	Plan older than 20 years
West Mayfield Boro	1/1/1971	Plan older than 20 years
White Township	7/15/2000	Plan between 5 and 10 years old

# of Municipalities	Act 537 Plan Age
0	Plan less than 5 years old
11	Plan between 5 and 10 years old
6	Plan between 10 and 20 years old
37	Plan older than 20 years
0	Plan older than 40 years

*Appendix 6 –
Restructuring and Consolidation of Small Water
Systems: EPA Compendium of State Authorities,
Statutes and Regulations (relevant pages)*



Restructuring and Consolidation of Small Drinking Water Systems

**A Compendium of State
Authorities, Statutes, and
Regulations**

Office of Water (4606M)
EPA 816-B-07-001
October 2007
www.epa.gov/safewater

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The Compendium

This document contains information on restructuring and consolidation authorities for public drinking water systems. It provides an individual summary for each state by listing available statutes, regulations, or policies that encourage or require consolidation or restructuring of drinking water systems. Information or requirements contained in documents incorporated by reference into state regulations (e.g., “Ten State Standards,” manuals of recommended standards for wastewater treatment plants, public water supply systems, and other water-based facilities written by the Great Lakes-Upper Mississippi River Board of State Sanitary Engineers), are not included.

This document is intended as a starting point for public drinking water systems pursuing information on restructuring and consolidation. During its development, the Environmental Protection Agency (EPA) strived to collect the most current information through coordination and consultation with states. EPA recognizes that information may change over time and recommends that drinking water systems contact their state directly to make sure they understand any applicable requirements.

This Compendium consists of three sections for your use and reference.

The first section of this document, the main body, summarizes state-specific restructuring information as provided by the state regulatory agency. Additional information was obtained from two EPA publications (State Strategies to Assist Public Water Systems in Acquiring and Maintaining Technical, Managerial, and Financial Capacity [EPA 816-R-01-019, July 2001] and State Programs to Ensure Demonstration of Technical, Managerial, and Financial Capacity of New Water Systems [EPA 816-R-01-018, July 2001]).

The remaining two sections consist of user friendly appendices:

Appendix A includes internet links to statutory or regulatory provisions for each listed state.

Appendix B includes a list of the common authority, statutory, and regulatory elements used by the states as of December 2006.

Introduction

If you are reading this document, perhaps you manage or regulate one of the more than 50,000 small community water systems in the United States and its territories. Maybe you provide technical assistance, training, or other services to these systems. You might even work for a local, state, or federal regulatory or financial agency.

No matter what you do, you probably know of small systems that provide excellent drinking water at a reasonable cost. You probably also know of small systems that are struggling to maintain operations. They, too, want to provide good service and safe water to drink. Unfortunately, some of these systems are physically run-down or exhibit poor source water quality. Most of these type systems service customers who cannot afford big rate increases to address or correct these issues. You may also know of systems that are operating with no immediate problems, but are concerned about their ability to continue providing the best possible service.

Systems that are having problems now, or those that are worried about the future, may need to evaluate all options available to them. These options may include restructuring of system/management operations, utilization of appropriate technology, financial assistance (grants or loans), training, and technical assistance. Most systems will probably find they need some combination of these options to resolve these issues.

Drinking water systems, especially those small systems which serve 3,300 or fewer customers, face a wide array of challenges in providing safe, reliable, and affordable drinking water to their customers. These challenges include adapting to new regulatory standards, the need to upgrade or replace aging infrastructure, source water availability and protection issues, and increasing budgetary constraints.

Changes to the operational, managerial, or institutional structure of a water system, commonly referred to as “restructuring,” can offer several effective options to address these challenges. Restructuring options can range from relatively minor changes in a system’s procurement processes to transferring ownership of a system through consolidation or regionalization (see Diagram #1).

Each water system is unique in its own way, resulting in no “one-size-fits-all” restructuring solutions. It is important for states and water systems to work together to choose a restructuring strategy that will be most appropriate to meet the system’s needs. The spectrum of restructuring options represents a broad, flexible array of solutions that could address the challenges faced by systems and improve the technical, managerial, and financial capabilities of most water systems.

Restructuring can improve capacity in a number of important ways:

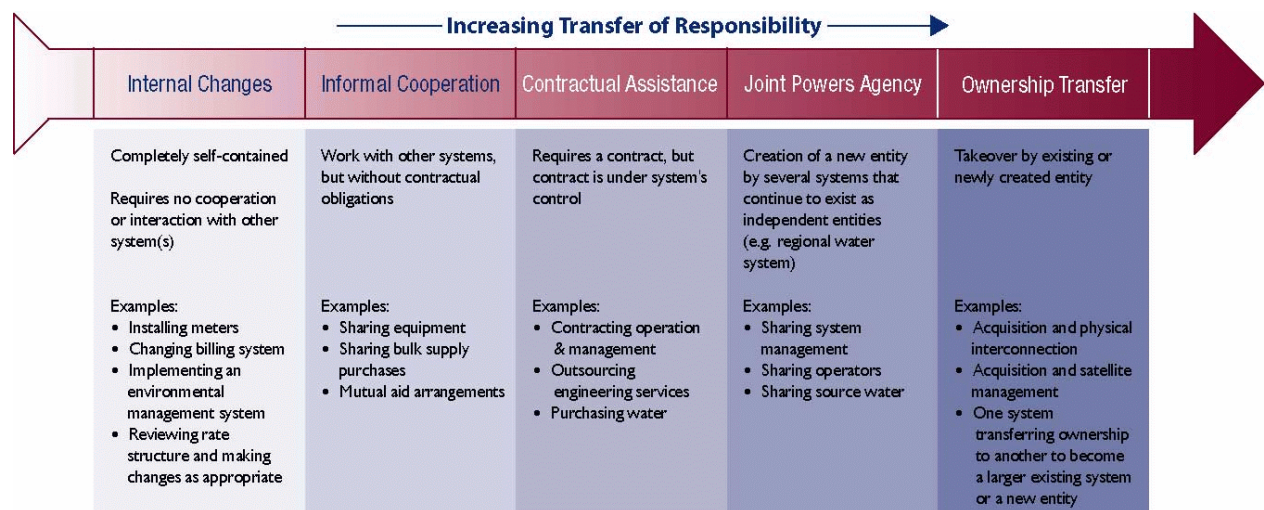
Technical capacity improvements can include increasing access to higher quality/quantity source water; sharing, upgrading, or building new infrastructure; developing more efficient treatment technologies; and opening access to a certified operator and additional expertise.

Managerial capacity improvements can include increasing expertise in water system planning/operations and enhancing systems' financial, accounting, and asset management practices.

Financial capacity improvements can include reducing costs, achieving greater economies of scale through shared services, and increasing systems access to funds through new partnerships. In addition, systems that consider consolidation or restructuring may receive preferential treatment in loan or grant programs (e.g., higher priority for Drinking Water State Revolving Fund [DWSRF] loans).

Restructuring can be an effective means to help small water systems achieve and maintain technical, managerial, and financial capacity, and to reduce the oversight and resources that states need to devote to these systems. One key mechanism that a state can use to consider and promote the use of restructuring activities is its water system capacity development program. States enact statutes or regulations that require new systems to demonstrate their need to exist or their inability to connect to a nearby existing system. A few other states require existing systems to act as mentors to new systems or takeover new systems that cannot consistently demonstrate adequate capacity.

Diagram #1: The Restructuring Spectrum



In addition to state capacity development programs, some state primacy agencies have promoted restructuring activities through collaboration between other state agencies such as the public utility or public service commissions. Examples of these relationships can be found throughout Appendix B.

Acronyms

CPCN	Certificate of Public Convenience and Necessity
CWS	Community Water System
DWSRF	Drinking Water State Revolving Fund
PWS	Public Water System
SDWA	Safe Drinking Water Act
STP	Single Tariff Pricing
TMF	Technical, Managerial, and Financial



I. Overview of State Restructuring and Consolidation Efforts

Title 52 Pennsylvania Code (PC) Chapter § 69.701 discusses the viability of small water systems and lists some of the objectives of the PUC and the Department of Environmental Protection (DEP) as “substantially restrict[ing] the number of nonviable drinking water systems by discouraging the creation of new nonviable small systems, and at the same time, encourag[ing] the restructuring of existing nonviable small systems” (Title 52 PC Chapter § 69.701[a][3]). Title 52 PC §3.501, provides filing requirements to obtain a certificate of public convenience from the PUC. These requirements include, among other things, (a) the filing of a business plan, (b) a full description of the proposed facilities, (c) a map of the proposed service area, (d) a proposed initial tariff of rates, proposed rules and conditions of service, and (e) proof of compliance with applicable design, construction and operations standards of DEP or the county health department.

To meet these goals the PUC provides acquisition incentives, among other things, and facilitates the rate process to aid in the provision of financial assistance from PENNVEST (the state’s finance authority) to projects that incorporate or encourage comprehensive planning and restructuring. The PUC has statutory authority to order, under appropriate circumstances, the acquisition of a small, noncompliant water system by a larger system that is capable of providing safe and adequate service to all ratepayers.

II. State Agencies Directly Involved with Restructuring and Consolidation Efforts

- A. Pennsylvania Public Utility Commission
- B. Pennsylvania Department of Environmental Protection

III. Additional Information on Restructuring and Consolidation

To be eligible for the incentives, an acquisition must: serve the general public interest, be conducted through arms-length negotiations, leave the acquiring system with adequate TMF capabilities, and provide the acquired system's rate payers with improved service within a reasonable period of time. In addition, the acquired system must be non-viable: in violation of a PUC statute or regulation, have failed to comply with a DEP order, and serve fewer than 3,300 customers. The purchase price of the acquisition must be fair and reasonable.

Acquisition incentives include additional rate of return basis points, the inclusion of reasonable excess acquisition costs in the rate base of the acquiring entity and amortization over 10 years, and a phased-in rate recovery for improvement costs. Additional surcharges are allowed to offset various operating costs (state tax adjustment, distribution system improvement, purchase power, and purchase water). The PUC encourages Single Tariff Pricing (STP) as an appropriate tool to facilitate regionalization.

The PUC allows short form (abbreviated) rate filing procedures for water systems with less than \$250,000 in annual operating revenues. The PUC also provides technical assistance for small systems to file a rate case, allows small systems the opportunity to use an operating ratio methodology as a rate base substitute for determining rates, allows the establishment of an emergency fund for small systems and encourages mediations and settlements to avoid the high cost of litigation.

*Appendix 7 –
Regional Police Service in Pennsylvania: DCED
Manual for Local Government Officials*



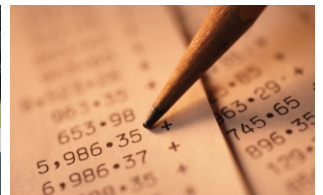
pennsylvania

GOVERNOR'S CENTER FOR
LOCAL GOVERNMENT SERVICES

Regional Police Services in Pennsylvania

A Manual for Local Government Officials

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Regional Police Services in Pennsylvania

A Manual for Local Government Officials

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I. Introduction

History of Municipal Police Consolidation

The thought of consolidating municipal police departments as an alternative to solving many administrative and operational problems has been considered for many years in the state and nation. On the surface, the concept appears especially appropriate for the Commonwealth of Pennsylvania since there are more than 1,100 municipal police departments in the state. This is an exceptional number when compared to most other states which get along with 300 or 400.

Although the concept was present and operational in many parts of the country many years earlier, the consolidation of local police services was a major recommendation of the President's Commission on Law Enforcement and Administration of Justice 1967 report *The Challenge of Crime in a Free Society*.

In 1973, the National Advisory Commission on Criminal Justice Standards and Goals recommended the consolidation of police departments of less than 10 full-time sworn officers. Two years later, in December 1975, Pennsylvania adopted as one of its many standards and goals for the improvement of police services in the Commonwealth, Standard 6.4 which deals with police consolidation. Standard 6.4, states in part "where appropriate to do so, police departments should consolidate for improved efficiency or effectiveness, but in no case should an individual department member lose salary or status as a result of such consolidation." The standard further indicates in its text that every local government and every local police department should study the possibilities of combined and contract police services and, where appropriate, implement such services.

Without regard to the support for police consolidation just discussed, elected officials in Pennsylvania are seriously considering this approach to solving many of the problems associated with providing municipal police services. Continuously rising costs and increasing complexity force municipal officials to consider other methods of providing police services at a higher level of efficiency. A reduction in funding at the federal and state level has placed additional pressure on elected officials to scrutinize all the services they provide, including law enforcement. As of March 2007, there are 33 regional police agencies in Pennsylvania, most of them developed in the past 10 years. Listings of those agencies and participating municipalities are included in the appendix.

Alternative Methods of Providing Police Services

Traditional Method. Police services may be provided in political subdivisions in the Commonwealth in several ways. In most of the 2,564 political subdivisions, the municipality establishes its police department, staffs and equips it, and gives it the legal responsibility for providing police services and law enforcement. This would be considered the classical or traditional method.

Centralized Support Services/Decentralized Patrol. Centralization of support services provides for consolidating records, communications, investigations, recruitment and other personnel functions, but leaves the patrol and traffic functions to individual political subdivisions. There are many examples of centralized support services in Pennsylvania in the form of countywide communications systems and regional records systems. This method could be considered a hybrid of the traditional method and consolidated police services. In most instances, this method cannot be given serious consideration as a cost reducing method since support services do not relate directly to the patrol force, which is the most costly police function.

Contracted Police Services. Contracting police services is the most common method of regionalized police service in the state. Police services are provided by *Community A* to *Community B* for a mutually agreed upon dollar amount based upon certain cost factors. This method often develops when a political subdivision that provides no police services realizes the need and negotiates a contract or agreement with a neighboring community to provide police services. At other times, municipalities have chosen to abolish their existing police departments and purchase police services from another police department. This method will be addressed in greater detail in later sections of this manual.

Consolidated Police Services. Consolidation of police services requires the abolishment of political subdivision boundaries for police services and the unification of existing police departments into one regional police department. The distinctive characteristic of this method of policing is the operation of the police department outside the direct control of any one single municipality. The police department is responsible to a policy board or police commission consisting of primarily elected officials from each participating municipality. This board appoints the chief, evaluates the chief's performance, sets policies and adopts the budget. This is the method of municipal policing that this manual is primarily intended to address.

Consolidation Issues

Intergovernmental cooperation in municipal policing is probably more difficult to achieve than it is in any other area of municipal services. Cooperative agreements in solid waste disposal, sewage treatment, recreation, water services, purchasing and other services are commonplace throughout Pennsylvania. In most instances, the complete consolidation of the service takes place. However, until recently, elected officials have been reluctant to go the whole way in municipal policing.

The President's Commission on Law Enforcement and Administration of Justice *Task Force Report on Police* states "The political and social pressures linked to the desire for local self-government offer the most significant barrier to the coordination and consolidation of police services."

The desire for local self-government is probably a barrier to police consolidation, but there is some question as to it being the most significant. The Department of Community and Economic Development's (DCED), Governor's Center for Local Government Services, through its police consulting services program, has been continuously involved in the issues of police consolidation since 1972. The department's efforts in this area indicate that there are many other areas of concern about consolidated police services.

Police officers involved are often unconvinced that they will not suffer some personal loss or diminished opportunity as a result of the merger.

Citizens are often unsure of what will actually result. It is not easy to convince citizens that regional police departments are self governing and that taking the community's name off their police cars, changing the location of police headquarters or changing the telephone numbers do not make the police units alien or unresponsive to the communities the agencies serve. Therefore, it is often difficult to determine if public officials have firm support from their constituents to consolidate police departments.

It is difficult to satisfactorily address the question of whether or not services will improve. While it seems obvious on the surface that the coordination of area policing efforts will result in improved efficiency, it has been difficult to document this to the satisfaction of those concerned.

Without doubt, there are other problems associated with police consolidation which surface from time to time depending upon the community or area. However, increasing costs and demands for a fair return for the tax dollar spent tend to make what were large problems appear smaller.

Legal Authority For Police Consolidation

Section 5 of Article IX of the Constitution of the Commonwealth of Pennsylvania serves as a legal and constitutional basis for consolidation of police services in the state. Section 5 of Article IX states as follows:

A municipality by act of its governing body may, or upon being required by initiative and referendum in the area affected shall, cooperate or agree in the exercise of any function, power or responsibility with, or delegate or transfer any function, power or responsibility to, one or more other governmental units including other municipalities or districts, the federal government, any other state or its governmental units, or any newly created governmental unit.

Act 180 as passed by the General Assembly and signed into law by the Governor on July 12, 1972, served as the enabling legislation that makes cooperation and consolidation of public services in the Commonwealth a legal process. Act 180 is now a part of The Pennsylvania Consolidate Statutes Title 53, Sections 2301 through Section 2315 enacted by the State Legislature in 1996.

Contained in the Act are the provisions for initiating the cooperation and identification of the necessary contents of the agreement. Consolidated Statutes Title 53, Intergovernmental Cooperation, is included in the appendix of this manual.

Section 1202, Clauses 34 and 35 of the Borough Code; Section 1502, Clauses LIII and LIV of the First Class Township Code; and Section 1507, 1903, and 1904, of the Second Class Township Code also bestow authority upon municipal governments to enter into agreements for the purpose of intergovernmental cooperation. Section 1911 of the Second Class Township Code additionally authorizes and provides for the policing of portions of townships and defines the procedure for doing so. This authority makes it possible for Second Class Townships to enter into agreements to police only certain areas where, because of a higher density of population or a higher property value (business district), policing is necessary.

Advantages of Police Consolidation or Regional Police Services

There are several specific advantages to police consolidation which may or may not result depending upon the administrative policy established for the operation of the police department, the existing geographic and social conditions of the area, the organization and structure of the newly created police department and the procedures used in implementation. Basically, the advantages are the following:

Improvement in the Uniformity and Consistency of Police Enforcement. Policy, regulations, and local law governing police practices and performance often vary greatly from community to community. The implementation of a consolidated or regional police department requires the establishment of uniform policies and regulations covering administrative and field operations. For example, the policy of high speed pursuits is made uniform through the service area.

Improvements in the Coordination of Law Enforcement Services. It is not uncommon within any given area of Pennsylvania for five or six police officers to be investigating a series of criminal offenses all committed by the same person when the investigation could be handled by one officer. They must do so simply because the offenses are committed in different political subdivisions. It is also not uncommon for each of those five or six municipal police departments to maintain their own radio dispatch systems, records system and other support services when one would be sufficient. Consolidation improves coordination of police efforts.

Improvement in the Distribution and Deployment of Police Personnel. Police personnel should be assigned to duty according to the highs and lows of police activity. If forty percent of the crime and police activity occurs during a particular period of time each day (on average), forty percent of the police patrol

force should be working during that time. In a police department employing five police officers, little more can be accomplished than simply placing one officer on duty each shift of the day. Therefore, in an area where there are five or six small police departments with the need to have at least one officer on duty at all times, five or six officers may be patrolling an area that could be adequately covered by one or two during that time of the day. Merging of police departments through consolidation results in a better use of police personnel.

Improvement in Training and Personnel Efficiency. Providing proper and necessary police training can be very difficult in smaller police departments. Sending an officer to police training sessions often means not providing police patrol during certain periods of the day. Therefore, exposure to necessary training often does not occur. Properly trained police officers are much more efficient in their work and a higher quality police service results. Consolidating police services opens the door to improving training and efficiency.

Improved Police Management and Supervision. Because of limitations in time and personnel, police chiefs in smaller police departments often function in the capacity of a patrol officer and are unable to devote the necessary effort to developing sound management systems. Therefore, developing and implementing procedures which would result in maximum productivity and return of the tax dollar spent are often placed in the background. Experience has shown that increased efficiency in police department management has been a positive result from regional police programs.

Reduced Costs. The cost of providing police services is lower in communities served by consolidated police departments. This was established in a analysis of the ten consolidated police departments existing in Pennsylvania in 1988-89 conducted by the former Department of Community Affairs. Nine of the ten consolidated departments operated at an average twenty-four percent lower cost when compared to nearby traditional police departments serving communities comparable to those served by the consolidated department. Generally, lower costs result from the need for fewer officers, fewer vehicles, fewer ranking positions and fewer police headquarters facilities.

Improved Career Enhancement Opportunities for Police Officers. The larger police departments resulting from police consolidation provide greater opportunities for police officers to receive a wider range of training and opportunities to specialize in such areas as criminal investigation, youth services, traffic enforcement and crime prevention activities. The potential for advancement and higher salaries is also greater in consolidated departments.

Negative Factors Involved in Police Consolidation

Arguments against consolidation of municipal police service are basically the same, regardless of the manner in which the police department is developed or the geographic conditions and social makeup of the area.

Loss of Local Nonenforcement Services. Police officers in Pennsylvania and elsewhere in the country perform many duties which cannot really be considered police functions but are often very much a part of the job of a police officer in the community. Collecting monies from parking meters, delivering messages and communications for other municipal officials, raising and lowering the flag, running errands and issuing licenses and permits are some of them. Consequently, when police consolidation takes place these services are usually discontinued and the municipality must look for other ways of performing them. However, most soon find performing them with nonuniformed employes to be more cost effective.

Loss of Local Control. In the traditional law enforcement situation where the municipality creates and maintains its own police department, the entire governing body is often directly involved in the day-to-day operations of the police department. Public safety or police committees often exist which establish policy, oversee budgeting and control finances. In some municipalities, a member of the governing body is

designated *Police Commissioner* and is delegated the responsibility of overseeing the operation of the police department. In boroughs, this responsibility, by state law is placed upon the mayor. In consolidated or regional police departments, the municipality appoints one or more of its elected officials to a Regional Police Board or Police Commission which is responsible for the effective operation of the police department. The municipality's representative(s) is its liaison to the police department through which all communications flow. Each community's control over the police department is diluted by the necessity to get general agreement on policies and finances.

Loss of Citizen Contact. Consolidating police departments often means a transfer of personnel from one jurisdiction to another because of a need to reestablish patrol zones and districts. Therefore, sometimes an attitude develops that the citizens of a participating municipality will not have as close a relationship with the police department. However, if this does occur it will be temporary and only exist until such time as police officers become acquainted with the area. This would be overcome as quickly as it takes a new officer on any police department to adjust to a new patrol zone.

II. Preliminary Feasibility Considerations

Once it has been decided that there may be something to be gained through consolidated or regional police service, it will be necessary to determine if the existing conditions make attempting it feasible. (Although determining the practicality of consolidated police services is difficult, there are several basic areas which can be reviewed by elected officials that serve as indicators of whether or not it will work). Gathering the information needed to assess conditions in each of these areas can be time consuming, particularly when one is unsure of just what information is necessary. Included in the appendix of this manual is a *Law Enforcement Survey Questionnaire* which is designed to develop statistical information about the municipality and its police department. This survey form may be completed by each municipality to serve as a database to determine feasibility. The information will also be useful in developing a plan for consolidation should a positive determination be made.

General Conditions

Existing Intergovernmental Cooperation. One of the best indicators of whether or not a consolidated or regional police department will be accepted within a certain area is the degree to which government cooperation has occurred in the past. If recreation, public works or other municipal services have been consolidated, it is very possible that the concept has proven itself. However, school systems should not be included since their consolidation was mandated by state law. Also, the fact that consolidated services are not present should not always be received negatively, since the need to consolidate other services may not have existed.

Geographic Conditions. In most areas of the Commonwealth, the geographic conditions will not present a problem and will not have to be considered. In limited situations, however, rivers, mountains and the location of one municipality relative to another represent particular problems. Areas which are accessible by only one highway (or where it is necessary because of terrain to skirt large areas) make patrol difficult. Patrolling through municipalities which are not participants in the consolidated department is legally permissible although it is not desirable. If such conditions do exist, the ability to effectively patrol and respond to incidents and requests for service should be the measure used to determine whether to proceed.

Demographic Characteristics. Areas which are homogeneous in nature adapt more easily to consolidated police services. Policing needs and situations which are the same from community to community require little adjustment on the part of the police department. On the other hand, it is most difficult for a police department that has always serviced a residential community to suddenly become responsible for policing an industrial or commercial complex having a high volume of nonresident traffic. The adjustment will eventually take place, but at a slower rate. Vast differences in age of residents, income levels and social climate also require different methods and procedures in policing.

Police Service Considerations

Adaptability of Police Department Operating Conditions. Major differences among existing police departments in fringe benefits and working conditions present obstacles to consolidation of police services. Excessive differences make it difficult to compromise and arrive at a personnel package that is acceptable to all communities.

Attitude of Police Officials. The success or failure of an effort to consolidate police departments may well depend upon the attitudes of the police officers affected by the consolidation. There will be those strongly in

favor of the move and others who will be strongly opposed. Most officers will probably keep an open mind and want answers to many questions before they make a decision. In some communities, police officers are able to influence a large number of people, including elected officials. People tend to be more attentive to the opinions of police officers since they are the group most affected by the move. The elected officials of an area considering a consolidated police department have an obligation to deal with the issues raised by police officers in an objective fashion. They must answer the questions relating to what will occur when the consolidation takes place. If the plan is sound, it will most likely be supported by the majority of police officers. Appendix B of this manual includes examples of the types of questions most often raised by police officers, elected officials and the citizens of the community.

Public Opinion

Experience has shown that the citizens of any community basically want a police service that:

- Provides an atmosphere of personal safety and protection of property with a reasonable expectation of police intervention when a problem arises.
- An expectation that police will respond rapidly to any requests for police services.
- When a crime is committed, the expectation that the police will respond and institute a process of recording, investigating and solving the criminal offense.

For police service, most citizens of the political subdivisions of the Commonwealth are willing to pay a reasonable price in the form of taxes. In considering a consolidated police department, a percentage of the citizens of the community will obviously feel that the service they are presently receiving meets their expectations at a reasonable cost, while others will not.

Some elected officials feel they know how the majority of their constituents feel about consolidation while others are of the opinion that they were elected to represent the citizens and it is their judgment that is important. Regardless of the attitude of the elected officials representing a community considering regional police service, it is important to know the opinions of the citizens. Some attempt should be made to assess that opinion specifically as it relates to the cost and efficiency of existing police service as opposed to a consolidated police department.

Depending upon how they are handled, public opinion surveys can be costly and involved or relatively simple and inexpensive. The most important factor, of course, is assuring that the questions used actually measure what is intended. Civic organizations and other community groups are sometimes willing to conduct such surveys as community projects. Schools may also be willing to assist and, depending upon the area, colleges and universities are sometimes willing to conduct such surveys for the student learning experience involved. These methods of assessing public opinion are usually inexpensive or free. On the other hand, hiring a consulting agency to conduct the survey can be expensive.

Another option available to access the attitude of the citizens, though limited to a yes or no response, is the placing of the question on the election ballot. This procedure as it relates to police consolidation is covered in Pennsylvania Consolidated Statutes Title 53, Intergovernmental Cooperation, which is included in the appendix.

It is necessary that the elected officials considering consolidation have an *accurate* assessment of public opinion and not be overly influenced by those who have a direct interest. Elected officials in authority positions who stand to lose that authority through the abolishment of the police department often are very vocal, as are police chiefs in the same situation. Other persons who have strong feelings against consolidation, as well as those who strongly favor it, can also be adamant in their positions.

III. Basic Steps for Assessing Feasibility and Developing Plan

Appointment of a Regional Police Study Committee

The first step of any process to determine the feasibility of and to develop a plan for a consolidated or regional police department should be to establish the oversight unit. This is accomplished by each municipal governing body appointing one or more of its members to a Regional Police Study Committee. Other persons, including persons from business, industry, government or other citizens may also be appointed to the committee, but at least one elected official should represent each government. This tends to give official sanction to the work of the committee and permits easier access to the police and municipal information that will be needed by the committee.

The basic tasks of the committee are normally to: (1) determine the specific procedure to be used in undertaking the study; (2) gather the data and information that will be necessary from each municipality and its police department (if one exists); (3) analyze the data and information and from that analysis determine the feasibility of regional police service and what method of regional policing (centralized support services, contract or purchase of services, or consolidation of police departments) would be most appropriate; and (4) establish the procedure and timetable for implementation.

The Regional Police Study Committee serves in the capacity of an advisory board and participating municipalities are not bound by the findings or recommendations of the committee. Committee members should elect a chairperson and any other officers they find appropriate from their membership. The committee may seek the assistance and advice of persons knowledgeable in various aspects of regional police services. The assistance of the DCED's Governor's Center for Local Government Services is available upon request. The committee may also choose to review the operation of an existing regional police department to gain an understanding of how it works on a first hand basis.

The study committee should seek to build community consensus by opening their process to the public and seeking the maximum possible coverage in the local media. Questions about a regional police proposal should be heard and the answers made available to the public at large.

Determining Study Procedure

The mechanics of how the study will be conducted, as well as the timing of the work and its completion, are extremely important to the study's success. The committee should seek answers to the following:

1. How will we proceed with the information gathering process?
2. In addition to the information secured through the use of the Governor's Center for Local Government Services questionnaire (see appendix A), what other information will be necessary?
3. Will a public opinion survey be necessary and, if so, how will we conduct it?
4. Will it be necessary to seek advice or assistance from other than local sources?
5. Will it be profitable to visit an existing regional police department?
6. Will our study completion timetable coincide with municipal budget preparation to allow for its implementation before financial data becomes stale?
7. Will public hearings be necessary and, if so, when?

8. How do we keep the public informed of our progress?
9. How will we present our findings and recommendations to the municipal governments involved and what will we expect from them in response?

Gathering Data and Information

It is usually necessary to secure information and data from four different sources: the municipality, the police department, local agencies associated with the police department and other sources not associated with the municipal government or its police department. The types of information which should be secured from each of the sources are as follows:

Municipality

1. The population of the municipality including a breakdown of the number of residents under eighteen years of age and the number over sixty-five years.
2. The size of the municipality in square miles.
3. The total miles of roads and highways.
4. The total operating costs of the municipal government and its police department for each of the past three years.
5. A complete breakdown of the current budget to operate the police department including any hidden costs such as insurance on the officers, fringe benefits, vehicle operations, and costs to maintain the police facility. The breakdown should exclude nonpolice-related items such as traffic signal purchases and maintenance of parking meters which are often found in police operating budgets.
6. The name, rank, dates of employment, police training certification number, salary and fringe benefit costs for all police employees.
7. Contents of the current police department labor agreement.
8. The tax rate in mills and the assessment ratio.
9. Market value of real property.
10. Revenue from taxes and other sources.

Police Department

1. A two-year history of the amount of crime and police activity (incidents) in the community.
2. A two-year history of traffic accidents and enforcement.
3. The deployment and assignment of full and part-time sworn police personnel.
4. The assignments, hours of work, salaries and fringe benefits of full and part-time civilian personnel.
5. Degree of and specific areas of cooperation with neighboring police personnel.
6. Training level of police personnel.
7. Methods of recruiting, selecting and promoting police personnel.
8. Number of vehicles, amount and conditions of other equipment.
9. Operations and personnel administration procedure.

Local Agencies Associated With the Police Department

District magistrates, district attorney(s), county probation and juvenile officials, the local substation of the Pennsylvania State Police and neighboring police departments not a part of the study area may be contacted to gather information, understand law enforcement procedures or obtain opinions.

Other Sources

Local statistics and information on population, employment, economic conditions, income levels, and land area often may be secured from county or city planning agencies. Additional information on crime and crime trends can be secured from the Bureau of Research and Development, Pennsylvania State Police. Historical municipal financial information may be secured from the Governor's Center for Local Government Service.

Each elected official appointed to the committee to represent a municipality should serve as liaison to their community and be responsible for securing the necessary information. Appropriate notification should be given to police and other government officials if interviews are to be conducted or a commitment of time will be necessary on their part.

Analyzing Data and Determining Feasibility

This is probably the most difficult function of the committee and little guidance can be offered in the precise procedure to follow to reach conclusions. It is extremely important, however, that the committee is exposed to all the information that is available so that sound decisions may be made. Basically, the committee must decide whether or not intergovernmental cooperation and a change in the present system of policing would benefit the represented municipalities and their citizens. If so, what type of change would bring the most benefit, and what would those benefits be.

Establishing the Procedure and Timetable for Implementation

After a decision is made concerning the type of regional police program that will be recommended, the framework for the program and a timetable for implementation must be developed. Depending upon what is recommended, this may be relatively easy or extremely complex. The remainder of this manual will be devoted to the mechanics of developing a regional or consolidated police program.

IV. Developing an Intermunicipal Police Contract or Purchase of Service Agreement

Again, contracted police services is the method of regional policing where one municipality sells or provides police services to another municipality according to the terms of a written agreement. Basically, in accepting this method, the purchasing community agrees to accept the supplying community's police department as its own without any *direct* control over its internal operating procedures. The purchasing community has no say in who is hired for positions or the manner of filling positions. It has no say in the assignment of personnel, salary levels, rank structure or police equipment. It *does* have say, however, in the manner of policing within its own municipal boundaries, the amount of policing, and the times during which police officers will be deployed, all of which should be defined in the agreement that is developed.

Specifically, the agreement should cover the following areas.

- The types of service that will be provided by the supplying department, defined as patrol, investigative, administrative or other.
- The amount of service to be provided, defined in ways such as eight hours per day, sixty hours per week or one unit of full-time coverage.
- Provisions for the transfer of policing authority to the supplier's police personnel.
- Provisions for a liaison between the community and the supplier police department.
- An explanation of liability.
- Duration of the agreement and procedure for its termination.

Define the Level of Police Service and Determine the Cost

A clear definition should be made of the kind of service to be provided. For example, we normally look at patrolling, investigating complaints and answering requests for services as accepted everyday police functions. However, directing traffic at the annual county fair may not be, and if the purchasing community wants this service it should be defined. A negotiated agreement for twenty-four hour patrol coverage means that there will be at least one patrol unit on duty at all times patrolling within the boundaries of the purchasing municipality. On the other hand, the manner in which eight hours a day or sixty hours a week would be provided needs clarification.

Determining costs to the recipient community requires a thorough analysis of the current operating cost and the amount of service provided by the supplier department. Current cost of operating is established by adding all direct and indirect costs and eliminating those items that relate to only the municipality, such as school crossing guards or parking meter enforcement. Once the actual operating cost is established, the total hours of police service must be determined.

Most police departments maintain an accurate record of the actual duty time of their personnel. If accurate records are not available, an estimate of the annual hours of service must be made. An officer working a forty hour week works 2,080 hours annually (40 hours x 52 weeks = 2,080 hours). Subtract from the figure the amount of off duty time as in the following example.

Table 1 -

Types of Leave Available	Total Hours Available
Total Hours Available	2,080
Less 15 Days Vacation (120 Hours)	1,960
Less 12 Holidays (96 Hours)	1,864
Less 10 Sick Days (80 Hours)	1,784
Less 5 Days For Training (40 Hours)	1,744
Less 2 Days Other (Personal, Death in Family) (16 Hours)	1,728
TOTAL ANNUAL HOURS	1,728

Once the per officer annual hours are established either from actual records or from an estimate as in the example, the total hours worked by all sworn personnel is divided into the total operating cost and a cost per hour of service is determined. The cost per hour is the basis for determining other methods of assessing cost. For example, if the recipient community desires the level of service of *one officer full-time*, the per hour cost is multiplied by 168 hours or the number of hours in a week then multiplied by the 52 weeks in a year. If the recipient community desires only 60 hours of patrol per week, the hourly rate is multiplied by the sixty hours and the result of that calculation multiplied by the 52 weeks in the year.

Other methods of arriving at cost assessment are covered in later sections of this manual and may be appropriate for contract regional police service depending upon the area and communities involved. The *Police Protection Unit* concept which is currently used in the Northern York County Regional Police Program can be applied as well.

Developing the Agreement

The legal agreement should contain language which grants authority to the officers and members of the supplier police department to enforce the law and provide police services within the recipient community. Also included should be a definition of how the recipient community will make its concerns on policing policy known to the police department. In short, the communications flow must be established. This can be accomplished by the appointment of an elected official who would serve as a liaison, the designation of a member of the police department to attend the regular meetings of the governing body of the recipient community or prearranged regular meetings between the elected officials and the police chief.

Liability clauses should be included which protect the recipient community from liability for sick and injured officers or for salaries and other compensation, and the supplier agency from liability for any action or inaction relating to the providing of police services. The agreement should contain language reopening cost negotiations. The agreement should also provide the mechanics which would allow either community to terminate the agreement after due notice to the other. An example of a working agreement for contracted police service is included in the appendix.

Police Pensions - Purchase of Service Agreement

When one municipality contracts with another for police services, the municipality providing the service maintains the police pension fund. In 1996, The State Legislature amended Act 600, the Municipal Police Pension Law, to specifically address regional police departments. That includes the transfer of police credits. The summary of Act 600 and the Amendment, addressing regional police issues, will be addressed in greater detail in later sections of this manual.

V. Developing a Consolidated Police Department

The merging of two or more existing municipal police departments is a major undertaking and involves many complex issues. This section of the manual addresses all the known concerns of police consolidation and explains in detail methods of dealing with them.

Oversight of the Consolidated Police Department

Initially, determining the proper method of managing a regional police department is difficult. It is easy to see how difficult it would be if each member of the governing body of each participating local government attempted to collectively administer the police department. Depending upon the number of municipalities involved, there could be twenty or thirty elected officials involved. The experience of police cooperation and consolidation ventures indicates that the most successful and workable solution is the creation of a regional police board or police commission. This board or commission is usually comprised of one elected representative from each of the communities participating in the program. The person who has responsibility for the police function in the community is almost always selected. This generally results in the mayor filling the membership position in boroughs and third class cities operating under the commission form of government. However, it is not required that the mayor be the designated representative on the regional police board or police commission.

Alternative board or commission composition should be considered if the one-to-one (one representative from each municipality) method of managing the regional police department results in an even number of members on the board or commission. A mechanism should be available to resolve situations where tie votes may result.

The regional police board or police commission should appoint from its members the following officers: chairperson, vice-chairperson, secretary and treasurer. Figure 5.1 presents an example of an organization structure for managing a regional police department. Figure 5.2 further delineates the division of responsibilities among the various parties for administering the regional or consolidated police department.

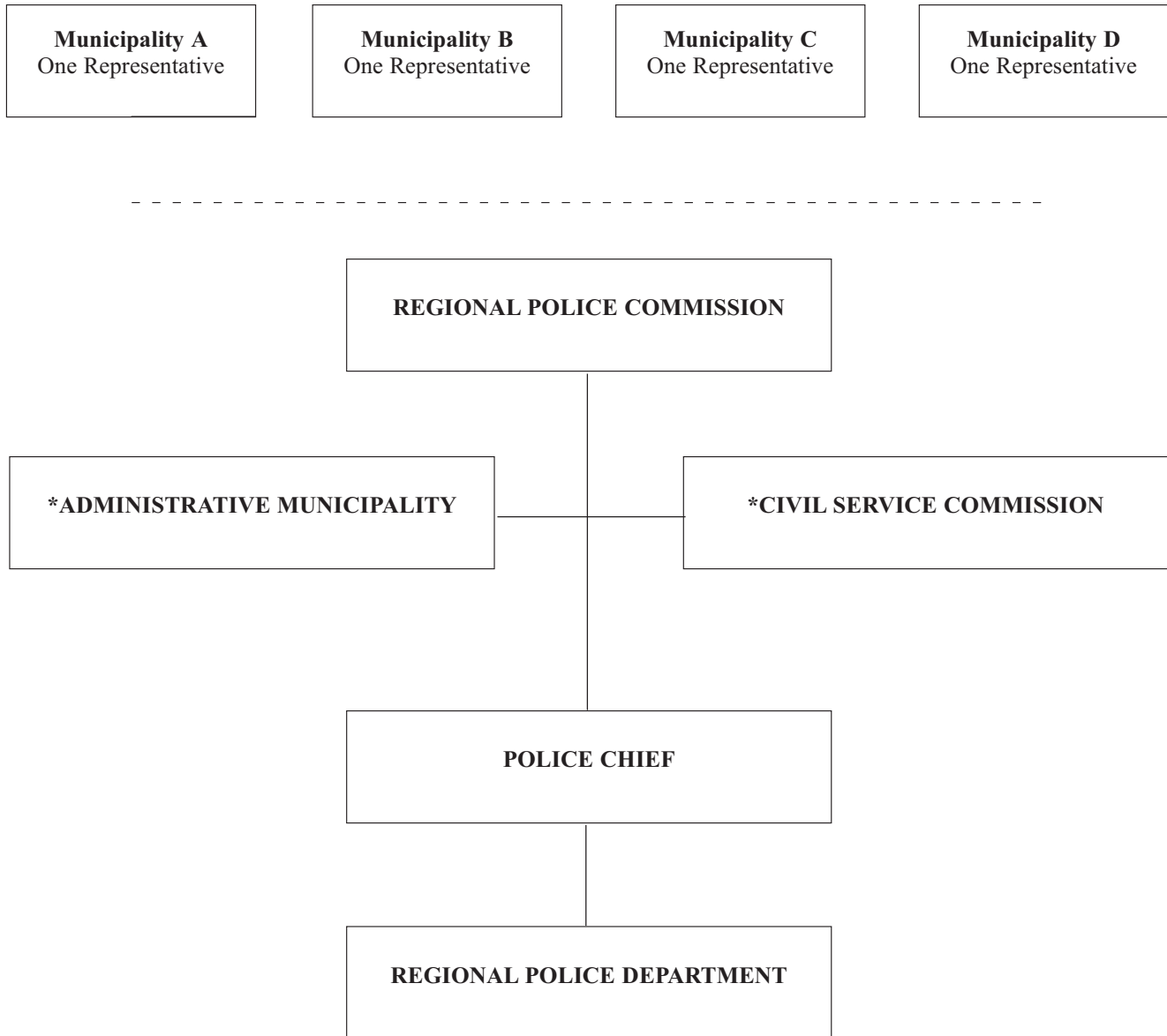
The responsibility of the police board or commission would be to make policy decisions determining such things as the budget, staffing levels for employees, selection standards of personnel, as well as general rules and regulations. The police board or commission provides a workable vehicle for competent management and, yet, each municipal participant remains a partner in both the determination of police policy and the oversight of police operations. More is presented about the duties and responsibilities of the board or commission in the sample articles of agreement included in the appendix.

The policy-making board or commission should utilize all available resources in developing overall police department policy. Although the chief of the regional department is primarily responsible for the day-to-day operations of the department and not policy making, the chief's input is quite valuable. The board or commission will naturally be influenced by concerns of the members of the governing bodies they individually represent as well as the public, community organizations, institutions and interest groups served by the police department.

The policy developed by the board or commission should delegate complete authority and responsibility to the police chief to manage the police department within the parameters set. It should also require accountability to the board and the individual municipalities for the efficient and effective operation of the department and the attainment of the goals established.

Figure 5.1 -

REGIONAL POLICE COMMISSION MEMBERSHIP



*Optional

OUTLINE OF RESPONSIBILITY

ADMINISTRATION OF THE REGIONAL POLICE DEPARTMENT

■ Legislative Bodies of the Participating Units of Local Government

- Legislative (ordinances) relating to organization, creation and implementation of the department Articles of Agreement
- Providing resources for the Department
- Combined action on policy decisions requiring “new” money outlays
- Appoint members of the regional police commission and police civil service commission or designate a current commission to serve
- Designate administrative municipality

■ Regional Police Commission (Appointed by the combined legislative bodies)

- Serve as advisory board to participating municipalities
- Develop budgets
- Conduct meetings (scheduled and unscheduled)
- Make policy for the regional department
- Sign warrants for various payments of regional police department obligations
- Make uniform policy on wages, hours, conditions and terms of employment and approve labor agreements

■ Regional Police Chief and Staff

- Day to day operations of the police department
- Assignment of personnel
- Control and discipline
- Determination of training needs
- Internal affairs
- Budget development for consideration of the commission
- Reports to commission and legislative bodies
- Public relations
- Evaluations (personnel)

■ Administrative Municipality

- Administer payroll function, fringe benefits such as insurance, retirement and pension and all other personnel program needs
- Hold titles to vehicles and equipment

■ Civil Service Commission

- Promulgate rules and regulations pertaining to testing, appointing qualifying criteria, certification, promotions, reductions, suspensions and terminations

Management of the regional or consolidated police department is usually difficult and hectic during the early organizational stages. However, after the program is implemented and operational for a short period of time, the management strain should be no more or less than those experienced in managing a traditional police department. More is said about the duties and responsibilities of the police chief in the section of this manual dealing with methods of selecting the chief.

Applicable Laws. Most general state and federal legislation affecting the operation of police departments also applies to regional police departments. These include the Sunshine Act, Right to Know Law, the Ethics Act, the Local Agency Law, the Municipal Police Officers' Education and Training Act and, on the federal level, the Fair Labor Standards Act and the Equal Employment Opportunity Act.

Personnel Administration

A part of the management responsibility included with the regional police department relates to personnel. These responsibilities include the handling of payroll, administration of pension programs, maintenance of leave records and other employee fringe benefit programs.

One approach for handling the many personnel functions in a newly created regional or consolidated police department is to designate one of the participating municipalities as the administrative municipality, as the sample management organization structure indicates (figure 5.1). Office personnel of this community would prepare and disburse payroll checks over the signature of the regional police commission. It could also handle the various pension processes until a pension board is appointed. The administrative municipality would retain title to all police department property and equipment and hold insurance policies on personnel and equipment for safekeeping. Any and all expenses associated with handling the affairs of the regional police department should be borne by all participating local governments.

On the other hand, if the regional police department created is large enough to employ a civilian staff to support the line units, it might be more desirable to handle all the administrative functions within the police department. This would probably prove less costly and would permit the police chief and regional police commission to be more completely involved in the management of the police department.

An up-to-date record of accrued sick leave, vacation, court attendance and overtime should be provided to the regional police commission by each member municipality for its sworn and civilian personnel. After the initial merger, the chief of police would be responsible for providing input to the commission and administrative municipality to keep the records current.

Any labor contracts between existing police departments and their respective governing bodies should be honored. At the earliest time possible, through negotiations with police representatives, the regional police commission should develop a uniform fringe benefit and working condition package for the entire department. The package developed by the commission should include policy on such matters as overtime, sick leave, vacation, holidays, longevity, court attendance, education pay and training expenses. No person should be subjected to lesser benefits (like salary, vacation or sick leave) under the initial regionalized plan than they received in a predecessor police department. The negotiation process outlined by Act 111, of June 24, 1968, the compulsory and binding arbitration law, should be used by the regional police department in negotiating for future salary and benefits.

The personnel administration program established for the regional police department should include the following:

- In larger police departments, a position classification plan which groups positions into classes sufficiently similar so that the same descriptive title may be given and the same qualifications and tests of fitness may be used for each group. In smaller police departments this may not apply, but as a very minimum, job descriptions should exist for every position.
- An equitable system of evaluating job performance.
- Effective procedure for maintaining discipline in the department including recognition for outstanding performance, as well as punishment for improper conduct.
- A sound program of employee relations including a grievance procedure.
- A competent in-service training program which assures the continued development of all officers on the department. Newly hired police officers must receive the basic training required by Act 120, of June 18, 1974, as amended, prior to actual performance as a police officer. Annual in-service training is also required to maintain the certification of officers.
- A recruitment and selection program which assures the appointment and promotion of the most qualified persons.
- An equitable compensation plan which assures that no employee will suffer a loss of income. Employees may be integrated into a pay plan which establishes minimum and maximum pay levels for each classification. Each employee enters the regional police department at the basic salary they received before the consolidation. In the fiscal year following the merger, each employee would move to the step within the plan that is closest to, but not lower than, their existing salary. Opportunities for advancement to higher steps within each grade should be based upon satisfactory performance. In time, salary level will equalize within classes.

Police officers have the right, under Act 111, to bargain collectively for salary, fringe benefits and working conditions. It is important from a management point of view to establish the basic structure of a pay and benefit plan before it can be lost at the bargaining table.

Regional Police Pension Plan

Until May 10, 1996, regional police pension plans lacked specific enabling legislation for the creation and administration of their pension plans. They had evolved largely through past audit activity of the Department of the Auditor General and court decisions. It was generally believed that the benefit structure created was not restricted by the pension statutes in existence at that time. The legislature passed Act 33 of 1996, which established various procedures and structures for regional police pension plans.

The act requires the following types of municipalities that participate in a regional police department to establish their pension plans pursuant to Act 600.

- | | |
|--------------|-----------|
| 1. Boroughs | 3. Cities |
| 2. Townships | 4. Towns |

(It is important to note that Home Rule municipalities were not specifically mentioned in this legislation.)

Act 600 of 1956

Act 33 was an amendatory act. It amended Act 600 of 1956 to require all new regional police pension plans to comply with the structural provisions included in the Act. Plans established prior to the passage of this act may continue the benefit structure in place at that time. The Act currently includes mandatory (minimum) provisions and optional provision.

Purchase of Service Agreements

When one municipality contracts with another for police service, the municipality providing the service maintains the police pension fund. If the municipality purchasing police services has a preexisting police pension fund, the obligations to retired members, other beneficiaries, vested members or terminated members should be provided for before terminating the fund. At termination, the municipality should withdraw its contributions to the police pension fund and return the remaining assets to the Department of the Auditor General Comptroller's Office, Allocation Division, with a copy of the ordinance, or resolution, terminating the police pension fund.

Act 33 has also provided for transfer of service credits for police officers whose position is terminated when a borough, town or township disbands their full-time police department and is hired by the borough, town or township that will be providing services to that municipality through a contract authorized by Consolidated Statutes Title 53, Intergovernmental Cooperation. To qualify for the transfer of service credits, the following must occur:

1. The police officer must be employed by the disbanded police department on or after January 1, 1995.
2. He must be employed by the police department that is providing services to the borough, town or township of the disbanded police department within six months of the effective date of the disbandment.
3. The agreement may also provide for service credits so long as there is a transfer of assets that does not exceed the actuarial accrued liability of the transferring participant.

Should the receiving borough, town or township subsequently reestablish a police department and reemploy one or more members of that police department, a transfer of service credits may be provided for the time spent as a full-time member if the assets are transferred to the reestablishing police pension plan.

Adoption of the Pension Plan

The regional police commission must formally adopt a police pension plan document and select an administrative approach. The police pension plan document should present the specific provisions and benefit structure of the regional police pension fund.

Prior to the adoption of a pension plan, the member municipalities must develop a benefit structure for the pension plan and an actuarial report studying the cost implication of that structure must be completed. This report will develop the funding requirements of the plan and provide the components for the subsequent Minimum Municipal Obligation report. The participating municipalities must also adopt ordinances establishing the regional police pension fund and establishing the benefit structure.

The act also provides for time served with the original municipality to be credited to the regional pension plan. This benefit transfer can be accomplished so long as the transfer of the police officer occurs within six months of the establishment of the regional police department. He will be credited with all of his service spent as a full-time police officer.

Transition Considerations

The establishment and administration of a pension fund should be one of the specific objectives included in the pension ordinances adopted by each municipality pursuant to Act 600 of 1956. The plan document should address the intent of the municipalities to:

- Terminate all existing police pension funds and transfer unallocated assets to the regional police pension fund.
- Relinquish all claims to transferred police pension fund monies.
- Pay each municipality’s prorated share of the regional police commission pension fund costs in a manner consistent with the provisions of Act 205.
- Transfer service credits of the police officers initially employed by the regional police commission who were employed by participating municipalities immediately preceding the formation of the regional police department.
- Grant unqualified authority and responsibility to the regional police commission for the development of a police pension plan and the administration of the associated pension fund in accordance with Act 205.

In terminating existing police pension funds, obligations to retired members, other beneficiaries and vested members must be provided for prior to transferring the remaining assets to the regional police pension fund.

In relinquishing claims to assets of the regional police pension fund, member municipalities recognize that they are acting in an agency capacity in the receipt of the General Municipal Pension System State Aid allocations. Accordingly, the agreement should indicate that assets of the terminated regional police pension fund will be returned to the Commonwealth after:

1. the obligations to members and beneficiaries of the regional pension fund have been satisfied.
2. the disbursement of the actuarially determined reimbursements payable to police pension funds of member municipalities that employ terminated regional police officers.
3. the withdrawal of contributions by the regional police commission to the regional pension fund.

As the regional police pension fund may not have sufficient assets to provide for all of the above items, (1) and (2) will be fully funded prior to termination of the agreement. Also, the agreement should indicate what provisions will be made for any residual administrative duties associated with the regional police pension fund before the agreement is terminated.

Mandatory Provisions

Normal Retirement Age and Service	Age 50 and 25 years of service
Final Monthly Average Salary	Not less than 36 months or more than 60 months
Employee Contributions	Without social security 5 to 8 percent
Service Connected Disability Benefits	To be determined by municipality
Intervening Military Service	Police officer prior to entering the military and return within 6 months after being discharged

Optional Provisions

Death Benefit	50 percent to spouse until remarries or dies, then to children to age 18 (unreduced)
Service Increment	For years of service over 25 - maximum total additional monthly benefit is \$100
Cost of Living Adjustment	No more than a 30 percent increase in the monthly benefit or more than 75 percent of the Final Monthly Average Salary at retirement

Vesting	One hundred percent of the accrued benefit after 12 years of service
Reduced Normal Retirement Age & Service	Age 50 and 25 years of service
Non-Intervening Military Service	Up to 5 years may be bought by the employee
Killed-in-Service	To be determined by municipality
Reduced Employee Contribution	Contributions by the employee may be reduced or eliminated if employer contributions are not necessary to fund plan

Acquisition of State Funds

The Commonwealth provides annual allocations of General Municipal Pension Systems State Aid to help offset the municipal pension cost of full-time police officers, as well as other full-time municipal employees. Member municipalities that currently do not participate in the allocation should submit certification Form AG-385 to the Department of the Auditor General, Comptroller's Office, Allocation Division and actuarial information to the Public Employee Retirement Commission to become eligible for subsequent allocations. The Regional Police Commission should also submit certification Form AG-385 to the Department of the Auditor General. Certification forms may be obtained from and should be submitted to:

Department of the Auditor General
 Comptroller's Office
 Allocation Division
 Room 320 - Finance Building
 Harrisburg, PA 17120
 Phone: (717) 787-3636

Both the member municipality and the regional police commission must also submit a certification Form AG-385 to the Department of Auditor General, Comptroller's Office, Allocation Division. However, only the regional police commission discloses the number of full-time police officers employed and their covered payroll. Each member municipality must submit an affidavit annually to the Department of the Auditor General, Comptroller's Officer, Allocation Division disclosing the percentage of costs paid by your municipality to finance the operation of the regional police commission. The affidavits may be obtained from the Department of the Auditor General, Comptroller's Office, Allocation Division.

Upon submission of the appropriate certifications and affidavits, each member municipality will become eligible to receive an annual allocation of General Municipal Pension System State Aid to be used exclusively for providing pension benefits for full-time municipal employees. Upon receipt, such monies should be deposited in the general fund of the municipality. However, these monies *MUST BE* forwarded or deposited in the Regional Police Commission pension account within 30 DAYS of receipt of the monies of the municipality. The regional police commission should annually assess the member municipalities for the funds needed to maintain the regional police pension fund in accordance with the Act 205 actuarial funding standard. The annual assessments may be an itemized part of the aggregate municipal contributions, or they may be billed separately. The treasurer of the regional police pension fund must be bonded prior to assuming the duties of the treasurer. However, if the treasurer of the regional police commission is bonded and acts as treasurer for the regional police pension fund, no additional bond is necessary unless required by the regional police commission.

Civil Service Commission

A civil service procedure assures the merit principles in selection and promotion and guarantees a right of review to disciplined or discharged employees. The creation of a civil service commission to handle the recruitment, selection and promotion of regional police department personnel is also outlined in the sample management organization structure (figure 5.1). Although a civil service commission may not be required under Title 53 Consolidated Statutes Intergovernmental Cooperation, it is highly desirable. Under current state law, civil service is required for officers employed by boroughs and first class townships (when three or more are employed), and third class cities.

Two approaches are available to establish a civil service commission for the regional police department. The board or regional police commission may appoint a new commission consisting of three members selected from the citizenry of the area served, and adopt the civil service provision of one of the municipal codes (Borough Code or First Class Township Code) as the regulating authority. Or, the board or commission may simply accept an existing civil service commission and operate under its rules and regulations and municipal code.

Organization of the Regional Police Department

Probably the most important aspect of the concept of regional or consolidated police service is the design of the police department. Ideally, the new department will be large enough to provide a full range of police services including complaint service, traffic enforcement, patrol service, criminal investigation, and their associated functions on a twenty-four hour basis to all communities. To accomplish this goal, it is necessary to develop an organization structure which addresses all of these areas, provides all the required functions, yet does not overspecialize or overstructure. It is more desirable to be conservative when determining rank and specialist needs than to end up with positions that are unnecessary. Unnecessary rank and positions are extremely difficult to eliminate once they are created because of the human element involved. They are also very costly.

The goal of organization development is to group activities into specific categories, delineate authority and responsibility, and establish working relationships which will enable both the police department and personnel to accomplish mutual objectives. An effective organization structure provides the means by which organization goals are met. The needs of the organization have to be identified and satisfied to ensure maximum levels of service. Police organization needs are generally broken down into the following specific categories.

Table 2 -

Distribution of Organizational Responsibility

Field Services	Staff Services	Auxiliary Service
Patrol	Recruitment	Police Records
Traffic	Training	Police Communications
Criminal Investigation	Personnel Management	Jail or Lockup
Youth Services	Community Relations	Equipment
Vice	Crime Prevention	Planning and Research

The initial structure developed for the regional or consolidated department must include the mechanisms for providing field services, staff services, and auxiliary services for the police department. In the very small police department, the entire personnel complement will perform the field and auxiliary services, and the chief will perform most of the staff service functions. However, in larger police organizations where the volume of work in each function is greater, it is even more important that activities be categorized. Line or field services relate to the performance of services on the street, while staff and auxiliary services relate more to support of field services.

Regardless of the organization developed, the first consideration must be the patrol unit or the unit within the department that will perform most of the work. The overall size of the department, in terms of personnel, will depend upon the needs of the patrol unit. An operations manual should be developed for the regional or consolidated department that defines the responsibilities of the patrol unit as well as other units. The manual should further explain the relationship of the patrol unit to any specialist units, define specific operational procedures, and establish rules and regulations. Methods of determining the manpower needs and manpower distribution of the patrol unit are included in later sections of this manual.

Police Supervision. To preclude any breakdown in achieving the goals and objectives of the organization and to assure compliance with the procedures that are established by the operations manual, a supervision component must be built into the structure at every level of need. In the very small police department, the total responsibility for supervision will fall upon the shoulders of the chief of police. In larger organizations, however, the responsibility for supervision can be distributed throughout the structure. Some basic guidelines to use in determining supervision needs are the following:

1. Supervisory positions should exist only to the extent necessary to perform the function.
2. The same rank should have the same responsibility. For example, a police sergeant is usually a line unit supervisor. Therefore, if sergeant is determined to be an appropriate rank, every line unit supervisor should be a sergeant. It would not be effective to have a sergeant supervising one platoon, a lieutenant another and a corporal the third.
3. Rank should only be associated with positions of leadership and/or supervision. Rank should not be assigned to specialist positions (criminal investigator, juvenile officer, crime prevention officer).
4. Supervisory positions or rank should be transferable. A sergeant supervising a patrol unit (platoon) should be equally capable of supervising a traffic or criminal investigation unit.
5. Depending upon the police unit, an effective span of control (number of persons reporting directly to supervisor) is from two to eight persons. Generally, the departmentwide ratio of supervisor to subordinates should be approximately one to four.

Specialist Positions. Ideally, all the sworn personnel on the police department should be in the patrol unit where all police service needs are addressed. Here, the total available manpower is directed at the problem of policing. However, in reality, it is more practical to establish specialty positions to handle particular functions if there is justification. The specialist not only is more expert in handling the function, but is more efficient in accomplishing the specialty task. Determining the number of specialists and the particular areas of specialty in a newly created regional or consolidated police department requires an understanding of the amount of crime and/or police activity within the area.

Specialty positions should not be created in any situation where there is a question as to whether or not there will be enough work for a full-time position. Part-time specialty positions should be avoided since they have a tendency to become full-time even when the need is not there. In staff services, it is sometimes practical to consolidate two or more functions where there is partial need in each area, but not enough in any one area to

justify a full-time position. For example, personnel administration, training, and community relations could all be handled by the same person.

As a general rule, specialty positions should not be created in police departments of fewer than eighteen or twenty sworn officers. Specialty positions should not usually represent more than ten percent of the total complement of personnel. When attempting to determine the need for specialty positions, it should be kept in mind that each time a specialty position is created there is one less officer on the street (unless another person is hired as a replacement).

Civilian Positions. In developing an organization structure for the regional or consolidated police department, emphasis should be placed upon filling any position that does not require the exercise of police authority or knowledge with civilian personnel. Civilians can be used in many positions that have been traditionally handled by sworn officers in a large number of Pennsylvania police departments.

The need to assure job security in a regional police program is as important among civilian personnel as it is among sworn police officers. Therefore, civilian personnel employed by existing police departments should be absorbed into the consolidated or regional police department. A recruitment and selection process should be established which will assure the selection of the most qualified and promotional opportunities based upon merit. Training programs should be established which will provide civilian employees opportunities for self-improvement.

Examples of regional police organization structures are presented in figures 5.3 and 5.4.

Figure 5.3 - Organization Example "A" 20 Personnel

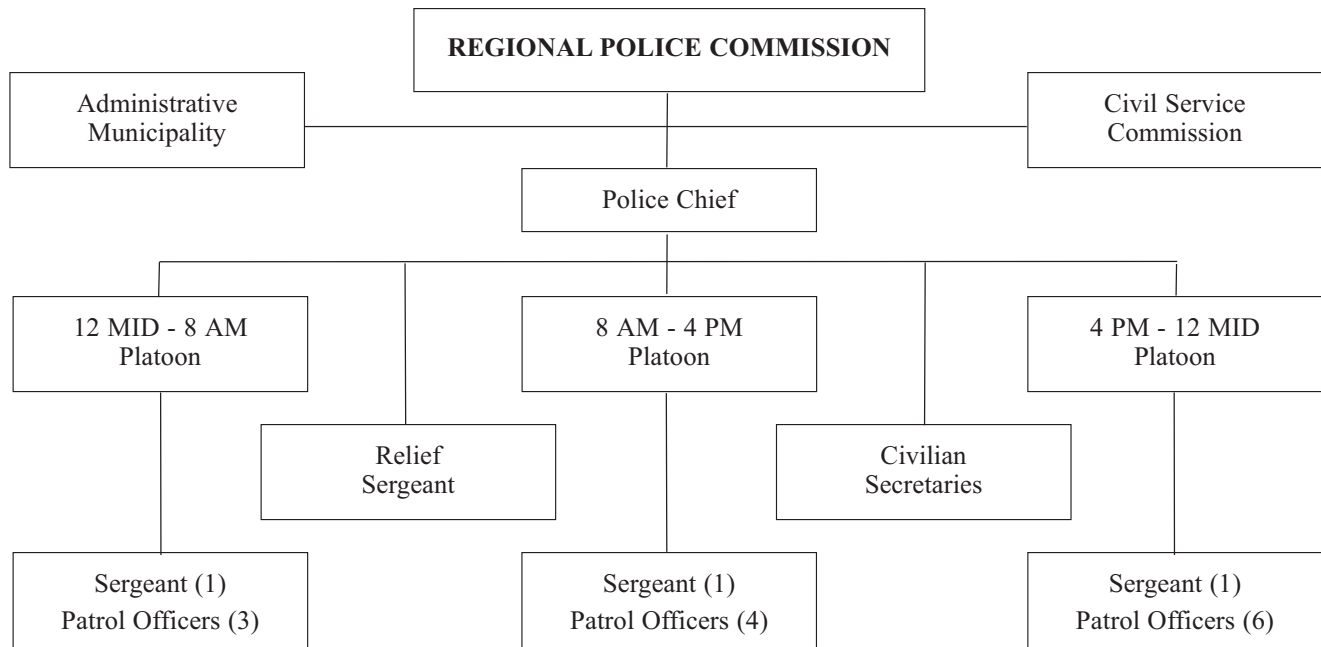
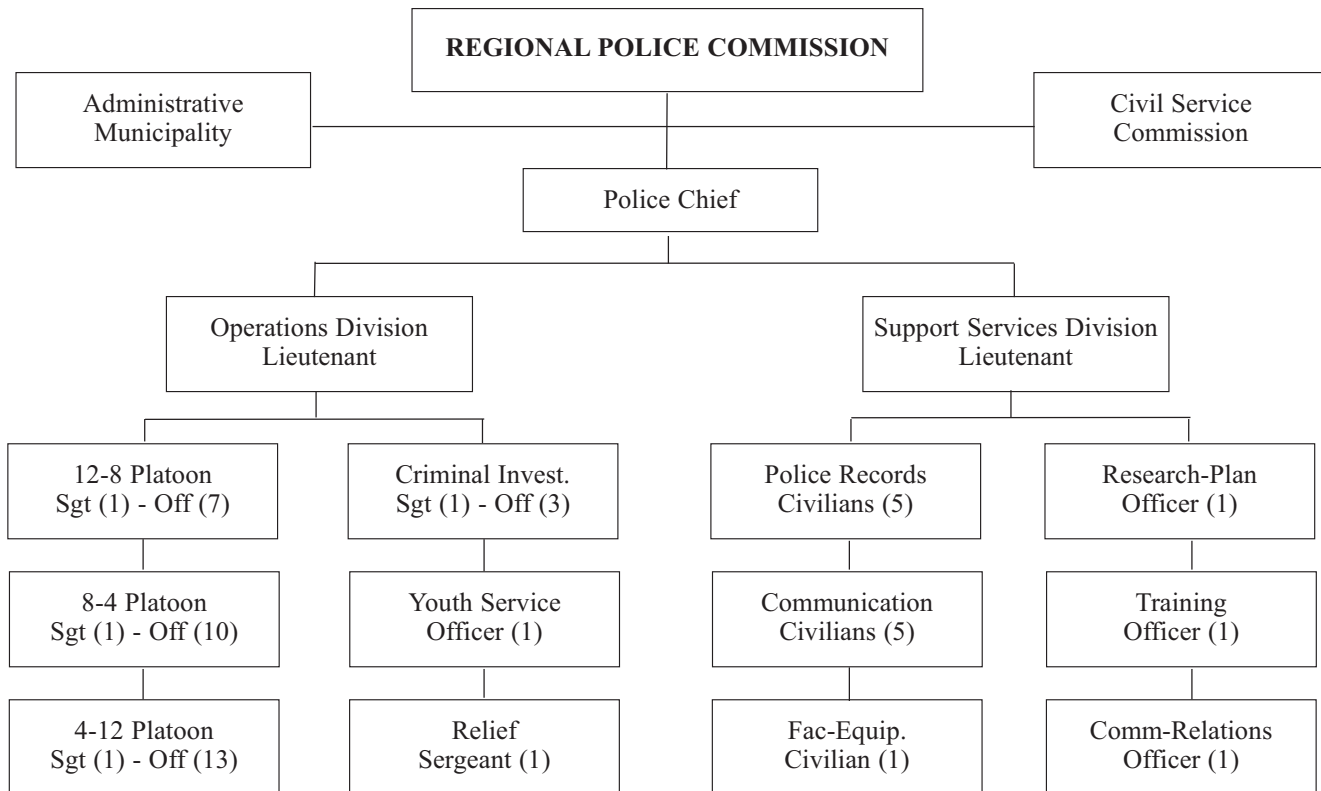


Figure 5.4 - Organization Example "B" 54 Personnel



VI. Personnel, Equipment, Facilities and Finances

Determining Staffing Needs

Probably one of the most significant responsibilities of those attempting to develop a regional police program is the task of determining just how many officers are necessary to police the area. We have already discussed the fact that the number of supervisors and specialists are dependent upon the number of other personnel or specialist activity. Civilian personnel levels are determined by the number of functions existing in the department which can be handled by unsworn persons. Therefore, establishing how many officers are necessary to perform the patrol function should be the first step of determining staffing needs.

The International Association of Chiefs of Police (IACP) has developed a method for determining patrol officer needs based on the actual or estimated complaint or incident experience in the community. The Governor's Center for Local Government Services has found the IACP system to be most reliable in determining police needs. It is far superior to projecting staffing needs based upon national averages of police officers to thousands of population. The IACP procedure for determining patrol unit personnel needs is outlined below.

Determining Patrol Unit Staffing

- Step 1* Determine the number of complaints or incidents received and responded to by the police departments in each community. Complaints and incidents include all forms of police activity where an officer responded and/or took official action. It does not include actions such as giving advice over the telephone, delivering messages or handling internal police department matters. If an actual complaint or incident figure is not available because the community does not have police department records, or they are not accessible, or are unreliable, an estimate may be used. Sound estimates may be made based upon the assumption that, in the average community, five hundred fifty police complaints or incidents will occur for every one thousand residents or 0.55 per resident. Therefore, if the population of a community is 4,500, it can be estimated that 2,475 police complaints or incidents will occur ($4,500 \times 0.55 = 2,475$).
- Step 2* Multiply the total complaints or incidents by 0.75 (forty-five minutes). It is generally conceded that forty-five minutes is the average time required to handle a complaint or incident.
- Step 3* Multiply by three to add a buffer factor and time for preventive patrol. General experience has shown that about one third of an officer's time should be spent handling calls for service. Other requirements for servicing police vehicles, personal relief, eating, and supervision must be considered. Time required for aggressive preventive patrol must also be taken into consideration. Multiplying by three adjusts for these factors.
- Step 4* Divide the product by 2,920 - the total number of hours ($365 \text{ days} \times 8 \text{ hours} = 2,920$) necessary to staff one basic one-officer patrol unit for one year.

In applying the IACP formula outlined above the number of patrol elements necessary to effectively police the area can be determined. The following example is presented to demonstrate how the formula would be applied to three typical communities.

Figure 5.5 -

Application of IACP Formula to Three Typical Communities

IACP Formula	Community A	Community B	Community C
Complaints/Incidents	12,392	2,475	*6,391
Times 0.75	9,294	1,856	4,793
Times 3 (Buffer)	27,882	5,568	14,379
Divide by 2,920	9.55	1.91	4.92
Patrol Elements Required	9.55	1.91	4.92

**Estimated based upon 0.55 incidents per resident.*

If police officers could be expected to work eight hours each day, 365 days each year, there would be a need for 16.38 officers to provide police services for the three communities in the above example (Community A - 9.55 plus Community B - 1.91 plus Community C - 4.92 equals 16.38). Since this cannot be expected, it must be determined just how many hours in each year a police officer will not be available for duty because of normal time-off periods. Then, we must establish just how many additional officers will be necessary to fill in for those on normal time-off status. This information is determined by itemizing all the areas in which time off is granted to an officer and the total annual hours allowed for each area. For example, if the fringe benefit package arrived at for the regional police department provides for a forty-hour work week for all officers, this means that each officer will be off duty sixteen hours each week or eight hundred thirty two hours a year. Listed below are most of the common time-off factors which are normally part of the fringe benefit package, or which subtract from available duty time.

Factor	Annual Hours
Days off (2 days per week)	832
Vacation (15 days per year)	120
Holidays (10 days per year)	80
Court days (5 days per year)	40
Training (5 days per year)	40
Sick and injury (5 days per year)	40
Miscellaneous leave (death in family, etc.)	8
Total hours not available	1,160

In the above calculation, it has been determined that of the 2,920 hours in each patrol element, the officer assigned to staff it will be off duty 1,160 hours and on duty 1,760 hours. Therefore, if this were the time off schedule developed for the regional police department serving the three communities just discussed (Community A, Community B and Community C), it can be determined that an additional 10.8 patrol officers would be necessary to staff the 16.38 patrol elements determined to be necessary to effectively police the three communities. The 10.8 additional officers added to the 16.38 original officers indicates a need for 27.18 or 27 officers. In this example, it actually takes 1.66 patrol officers to staff each patrol element.

To continue the three-community example further, it was determined that it would take 16.38 patrol elements staffed by 27 patrol officers to police the three communities twenty-four hours each day, 365 days each year. This number would not include the supervisors, specialists, or civilians necessary to administer the police department or perform specialist functions. The question now is how should the twenty seven patrol officers be assigned or distributed throughout the twenty-four hour working day to ensure an adequate number of officers on each shift?

It has been determined through research conducted by IACP that on the average, police department activity occurs in the following percentages.

Night Tour	22%
Day Tour	33%
Evening Tour	44%

The Governor's Center for Local Government Services, has verified the determination made by the IACP in communities throughout the Commonwealth of Pennsylvania. Therefore, if those distribution levels were applied to the twenty-seven officer department that was determined to be necessary for the three communities, personnel would be assigned to the three shifts in the following manner.

<u>Shift</u>	<u>Assigned</u>
Night tour (12 - 8)	5.94 or 6 officers
Day tour (8 - 4)	8.91 or 9 officers
Evening tour (4 - 12)	11.88 or 12 officers

The forgoing represents the number of officers assigned to each shift in the three-community example. To determine how many officers would be working on the average day on each shift, simply divide the number assigned by the number necessary to staff one patrol element (1.66). This indicates that on the average day there would be 3.61 officers working the night tour, 5.42 on the day tour and 7.23 working on the evening shift.

Selecting the Chief of the Regional Police Department

Regardless of the police department, traditional or regional, the ability of the police to act effectively against crime and disorder depends upon the police chief. Probably the most important decision to be made by the persons responsible for managing the regional police department will be the designation of the department's top administrator. In nearly every situation where a police consolidation is being considered, there is more than one person holding the title of chief of police. All those persons cannot be the chief or administrator of the regional department. Therefore, some mechanism must be developed which will select a person to lead the regional department.

There are no regulations which prevent selecting the police chief from the various departments. There are also no restrictions against going outside the existing departments to recruit a qualified individual. There are advantages to both approaches. The inside candidate will have detailed knowledge of the area, personnel, and existing police problems which would prove most helpful in the initial stage of implementing the regional department. From the outside, public officials can look for whatever experience factor, training factor, and educational exposure they desire for the top administrator. There is also the possibility of recruiting someone with prior regional police experience. The bottom line, however, to this extremely important aspect of the regional department is to provide the new regional police department and each individual community with the best police leadership available. The person selected should be familiar with modern police methods and be firm in insisting upon a professional police effort from all aspects of the police department operations. The police chief should have the ability to use personnel effectively, write procedures for daily police operations, and design systems for accountability and control.

If a merit recruiting and selection process is to be utilized to select a chief of police, technical assistance is available in this area from the Governor's Center for Local Government Services.

Filling Other Administrative and Supervisory Positions

Depending upon the size of the regional police department created and the organization structure developed, there will probably be other administrative and supervisory positions that must be filled. If the number of these positions proposed for the regional department is the same as the number existing in the departments to be consolidated, and if police officials are satisfied with the persons in such positions, filling them is simple. However, if a judgment must be made as to which of a larger group will fill a few positions, then some method must be used to make that determination. A competitive examination process is the most practical method.

Job descriptions should be prepared for each of the supervisory and administrative positions established, and eligibility requirements should be determined. All police officers meeting the eligibility requirements should be tested through written and oral examinations and whatever other testing elements are determined to be necessary. Persons should then be selected based upon the outcome of the examination process. The Governor's Center for Local Government Services can provide guidance in establishing a merit selection process.

Filling Specialist and Civilian Positions

Specialization in the consolidated or regional department should represent a temporary assignment with the right retained by the police chief to effect transfers into and out of any specialty function. Specialist positions should not represent promotions even though a higher salary grade may be attached to such positions.

Civilian positions in the consolidated or regional police department should be filled by civilian personnel currently employed by individual police departments. For the purpose of filling future civilian positions, the regional police commission should make every effort to recruit, screen and select well qualified personnel. Each position is a vital part of the police operation and the selection process adopted should be sensitive to this condition when appointments are made. The merit principal should be the order of the day when filling civilian positions.

Consolidation of Equipment

A complete inventory should be made of all police equipment to be consolidated and an appraisal made of its value. Only necessary and serviceable equipment should be accepted. A permanent record should be maintained of the equipment (and its value) contributed by each municipality in the event a settlement may be necessary at some later time.

An equipment needs list should be developed by public officials which establishes what operational, vehicular, office, and personal equipment will be required in the consolidated or regional police department. Equipment that is contributed by each municipality should be compatible with the needs list established for the regional department. As the contributed equipment replaces an item on the needs list, a credit in the amount of the value of the equipment should be applied to the contributing municipalities.

Police Records Consolidation

Initially, the records systems of all participating police departments should be consolidated into the regional police records system. Records covering the last ten years should become an integral part of the records system. Arrest, criminal history, and fingerprint files should be transferred in their entirety. Should one of the existing police records systems be appropriate for adoption by the regional police department, it should

be accepted as the new records system. Whatever system is accepted, it is important that the records system effectively accounts for and records all police activity in each community.

Personnel records should also be consolidated. Personnel records should be maintained separately from other police department records and be under the direct control of the chief of police. Personnel files should be secured under lock and key, and effective controls established to prevent unauthorized access.

Monthly reports should also be provided to each community by the police department documenting all police activity in the community and the entire area.

Training the Regional Police Department

All new officers hired by the regional police department will be required to complete the basic training course as provided by the Municipal Police Officers Education and Training Commission (MPOETC). Act 120 of June 18, 1974, as amended, requires completion of a minimum training program by newly-hired police officers prior to actually performing the duties of a police officer. In addition, police officers are required to attend mandatory in-service training as required by MPOETC.

Those officers placed in supervisory, administrative, or specialty positions should receive training in their functional area unless adequate prior training can be documented.

Selecting a Police Headquarters Facility

Determining where the consolidated or regional police headquarters will be located can be a difficult decision for public officials. It is not really necessary that the facility be centrally located or that it be somewhere other than in one of the present police facilities. In most situations, one of the existing facilities can be utilized as the headquarters for the regional department. However, even when this approach is used, it is often necessary to renovate. Therefore, there may be some exceptional costs in the first year of funding a regional department due to the police facility. If a decision is made to construct a new building or purchase an existing structure, a substantial capital cost will be incurred.

Developing a Budget

Probably the most important aspect of developing a budget for the consolidated or regional police department is assuring the accuracy and completeness of the financial information supplied by each municipality. If financial information is sound, establishing a budget for the regional police department is no more difficult than developing a budget for any organization. Basically, to assure complete understanding on the part of all concerned, the budget developed should evolve from the following format.

<u>Budget Category</u>	<u>Amount</u>
<i>Personnel Services</i>	
Salary of Chief	
Salary of Captains	
Salary of Lieutenants	
Salary of Specialists	
Salary of Police Officers	
Salary of Civilian Personnel	
Overtime	
Insurance and other Employee Benefits	
Civil Service Commission Expense	
Legal Fees (Act 111, Contract Negotiations)	

Operating Expenses

- Office Supplies and Forms
- Postage
- Telephone and Communications
- Membership Dues
- Travel and Subsistence
- Training
- Special Departmental Supplies and Equipment
- Vehicle Maintenance and Repair
- Gas, Oil and Lubricants
- Vehicle Insurance
- Equipment Maintenance and Repair
- Uniforms and Personal Equipment
- Lighting, Heating, Cooling and Power
- Other Utilities
- Rent
- Building Maintenance
- Insurance

Capital Expenditures

- Furniture
- Office Equipment or Machines
- Vehicles
- Building Construction, Purchase or Renovation

All municipalities in Pennsylvania are required to submit reports of their annual budget and expenditures to the Governor's Center for Local Government Services. When participating in a consolidated or regional police department, the municipality need only indicate its share of the total amount of funds budgeted or expended (as the case may be) on the report submitted.

Methods of Distributing Cost

The immediate concern of elected officials, after a budget has been developed, is a method of determining just how much of the total cost will be paid by each community. Whatever method is adopted, it is necessary that it be based upon stable factors which relate in some way to the demographic, social, or economic makeup of the area. Unless a sound cost distribution method is established initially, the possibility exists that major changes in year-to-year cost distribution will occur. Such occurrences have caused failures of regional police programs which otherwise were functioning very well. Some of the more common factors which have been or may be used in developing a cost distribution method are the following.

Population. Population is sometimes used as the sole factor for cost distribution. The primary responsibility of any police department is to protect people and render services. Population is generally a very stable factor, especially if the United States Census figures, which change only every ten years, are used. It is important that the source for population figures used to determine cost distribution be reliable.

Land Area - Road Mileage. Population when combined with land area (denotes density) and/or road mileage adds another dimension to the impact of people on police services and law enforcement. The distribution of population over an area can affect the policing needs of that area. The miles of roads that must be patrolled or traveled to serve the people also impacts upon the police department.

Property Valuation. Assessed valuation of real property can be used in conjunction with population as a formula for distributing cost in the regional police program. This combination links together the objects of a police department's first goal, the protection of life and property. Market value of property is determined by

the State Tax Equalization Board, while assessed value is determined at the local level through county or municipal assessment. Either market value or assessed value may be used as a cost distribution factor. However, market value is more closely associated to the actual value of the property.

Revenues and Taxes Collected. The percentage of distribution of total municipal revenues and total taxes collected reflect to some degree the wealth of the community. However, there is usually a strong correlation between population, assessed valuation and taxes collected in communities. Using taxes collected and revenues in conjunction with population and property value in cost distribution comes close to using the same factors the second time. Figure 5.6 displays four variations of cost distribution methods which may be appropriate, depending upon the individual communities.

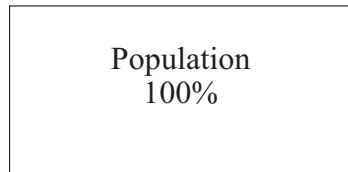
Plan A is based upon population exclusively. No other factor would be considered. Plan B uses as a base the population and market value of real property. The weight of fifty percent is given to both factors. Plan C utilizes the factor of road miles in conjunction with population and market value. Plan D adds the taxes collected factor which takes into consideration the municipality's ability to pay.

The percentage value of any factor in any of the cost distribution methods (Plan A, B, C, and D) may be changed according to the desire of municipal officials. For the purpose of providing an example of how the distribution formulas are applied, we will return again to the three municipalities discussed previously (Communities A, B, and C). Assume that Community A has a population of 19,500 and a market value of real property in the amount of \$22,500,000. Community B has 4,500 residents and a property value of \$4,200,000. Community C's population is 10,200 and its market value of property is \$14,900,000. The budget developed for the police department to serve the three communities amounts to \$1,225,188. Assume also that the three communities have decided that cost distribution Plan B is the most desirable method of distributing cost. Figure 5.7 reflects the application of Plan B to the three communities. The other cost distribution methods (Plans A, C, and D) would be applied in a similar manner.

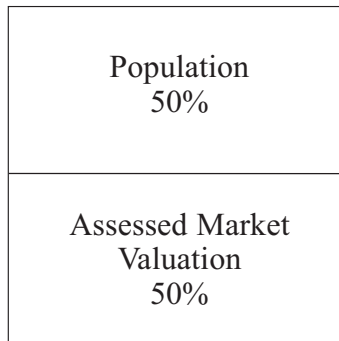
Figure 5.6 -

Example Plans for Cost Distribution

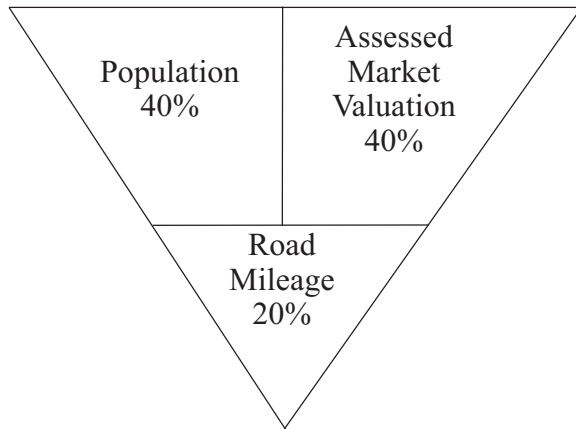
Plan A



Plan B



Plan C



Plan D

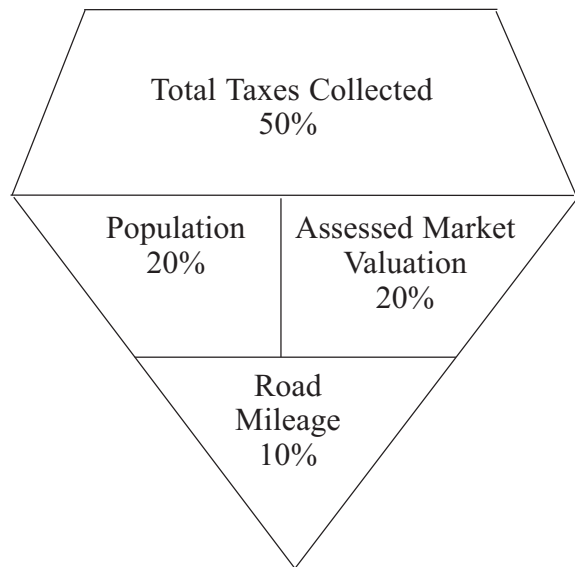


Figure 5.7 -

COST DISTRIBUTION PLAN B - APPLIED TO THREE EXAMPLE COMMUNITIES

Community	(1) Population	(2) Percent of Total	(3) Times 50%	(4) Market Value Property	(5) Percent of Total	(6) Times 50%	(7) Total % Share Columns 3 & 6	(8) Cost Share of Total Budget
A	19,500	57.02	28.51	\$22,500,000	54.09	27.04	55.55	\$680,592
B	4,500	13.16	6.58	4,200,000	10.09	5.05	11.63	\$142,490
C	10,200	29.82	14.91	14,900,000	35.82	17.91	32.82	\$402,107
Totals	34,200	100.00	50.00	\$41,600,000	100.00	50.00	100.00	\$1,225,188

Crime and Police Activity. The amount of crime and police activity within the community may be used as a cost distribution method. Accuracy in reporting and recording accounts of crime and activity are extremely important to the success of this costing method. Decisions must be made concerning the specific types of activity which will be measured and the time during which the measurement will take place.

Equal weight is usually applied to each police activity. Activities are added together and the percentage occurring in each community as it relates to the total activity is the percentage share of the cost for each community. This cost distribution method is more directly related to actual police performance than any other.

Police Protection Unit. The Northern York County Regional Police Department uses a police protection unit concept in determining cost share for each municipality. A police protection unit consists of ten hours of service each week or one quarter of the amount of time available from one officer. Each community purchases the number of units it desires and therefore has direct control over the amount of and cost of police service it receives. Each municipality determines in advance of the budget year just how many units of ten hours a week it desires in the coming year. Usually the number desired is consistent with the current year. The total units are then added together and the number of officers necessary to provide the service is determined. Required units are then divided into operating cost and a per unit cost is established. A separation of administrative costs from direct service costs occurs in the Northern York Regional Police cost assessment method, but in reality each community pays a percentage share equal to the percentage share of the total units purchased.

State Funding

Operational Grants. State funds may be available to assist in the initial startup costs of a regional police department. The Regional Police Assistance program offers a limited number of grants up to \$99,000 spread over a three-year period to implement consolidated police departments. Priority is given to projects involving one or more distressed or at-risk communities under the Municipalities Financial Recovery Program, and also to departments with a minimum of five full-time officers and a full-time chief. The Shared Municipal Services Single Application program offers grants to help defray the costs of joint municipal functions. Grant amounts are significantly smaller, but can be useful in paying for items critically necessary to get a regional police department operational. For further information contact the following.

Governor's Center for Local Government Services
Commonwealth Keystone Building
400 North Street, 4th Floor
Harrisburg, PA 17120-0225
1-888-223-6837

Cooperative Purchasing. Regional police departments can purchase police cruisers off the state contract at the same price the state has contracted to buy State Police vehicles. For further information contact the following.

Piggyback Purchasing Program
Pennsylvania League of Cities and Municipalities
414 North Second Street
Harrisburg, PA 17101
800-438-5370

VII. Common Questions on Consolidated or Regional Police Services

- *May a regional or consolidated police department overlap county boundaries?*

Yes. County boundaries present little difficulty in providing regional police service. The major handicap for the law enforcement agency is in having to adjust to two or more county court systems.

- *Must municipalities abut one another or may patrol units pass through nonparticipating jurisdictions?*

Naturally, it is more desirable for municipalities entering into regional police service to be adjacent to one another. However, nothing prohibits the adoption of a program which requires that patrols pass through nonparticipating jurisdictions.

- *Must agreements for regional police service developed under the authority of Title 53 Consolidated Statutes Intergovernmental Cooperation be approved by the Local Government Commission?*

Only those agreements involving programs which overlap state boundaries or agreements developed with the state and/or federal government must be approved by the Local Government Commission. Agreements developed for police service between municipalities or groups of municipalities within the state require no approval at the state or federal level.

- *May a municipality dissolve its police department and enter into an agreement with another municipality or other municipalities for police service?*

Yes. The courts of Pennsylvania have basically held that the governing body of a municipality may abolish its police agency to make other arrangements for police protection. A Commonwealth Court decision (Appeal from Ordinance No. 384 of the Borough of Dale, 382 A.2d 145, 33 Pa.Cmwlth. 430, 1978) involved many issues which are often concerns of elected officials when they are considering such a move. In this case the court ruled that the municipality acted within its power in abolishing its police department to enter into a purchase of service agreement with the City of Johnstown. More recently, as a result of rulings of the Pennsylvania Labor Relations Board, the dissolving of one department to contract for services from another municipal department is subject to collective bargaining under Act 111.

- *Must municipal ordinances which require police enforcement be codified?*

No. However, it is often found that there are very few differences in the ordinances that are developed by neighboring municipalities and little effort is necessary if codification is desirable.

- *Are there other forms of consolidated or regional police service other than those discussed in this manual?*

Yes. One approach to regional policing which has been successful in a few locations in the country is the share a chief approach. Although not tried in Pennsylvania, it would seem most appropriate for the Commonwealth because of the large number of small rural police departments. As discussed previously in this manual, little time is available to the chief in smaller departments to develop sound management procedures. Several communities in a small geographic area could effectively employ the same person as police chief. There could be many advantages to this concept in the form of improved police management and coordination of police services.

FIGURE 5.8 -

SUMMARY OF STUDY PROCEDURE PHASE I

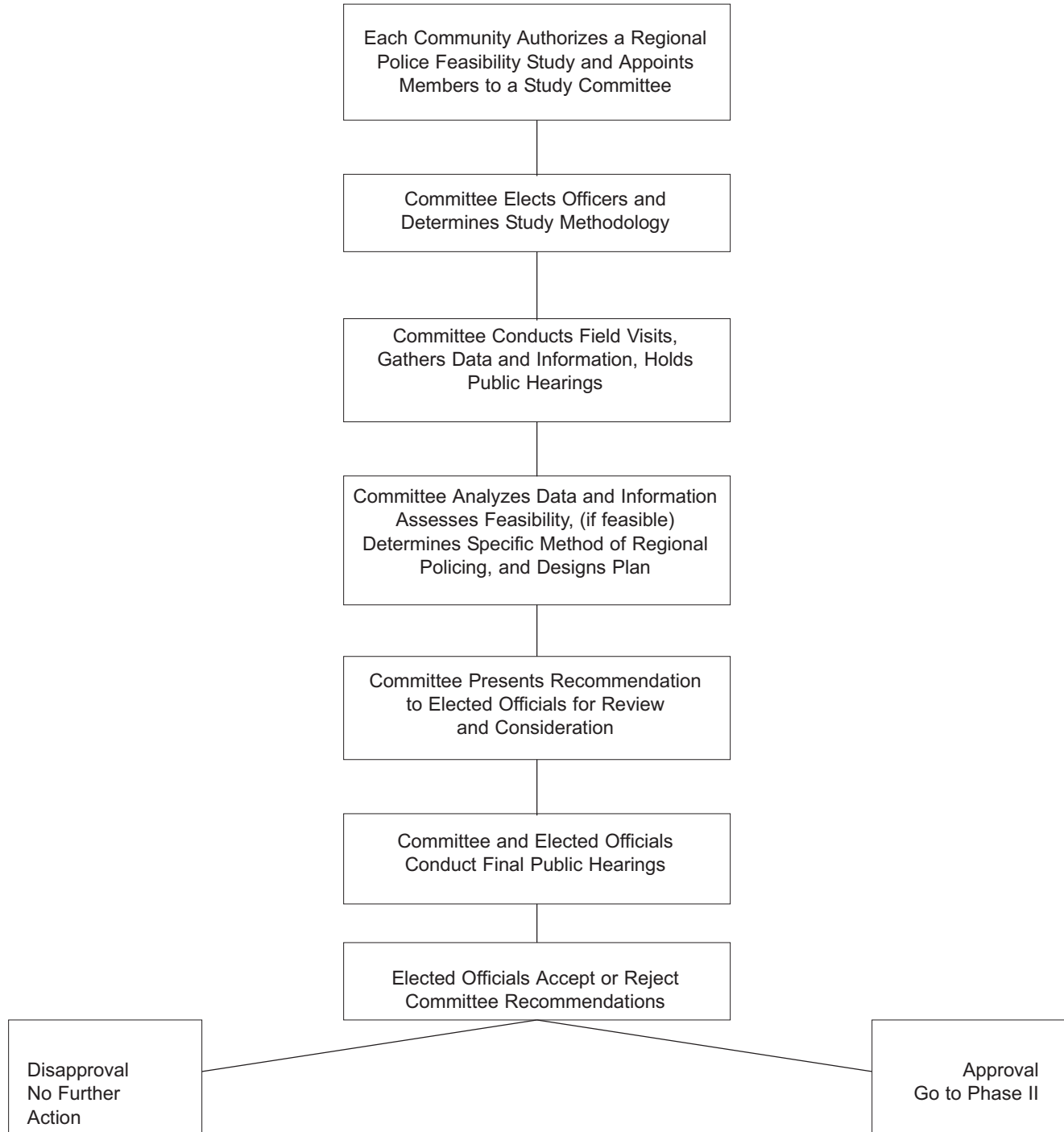
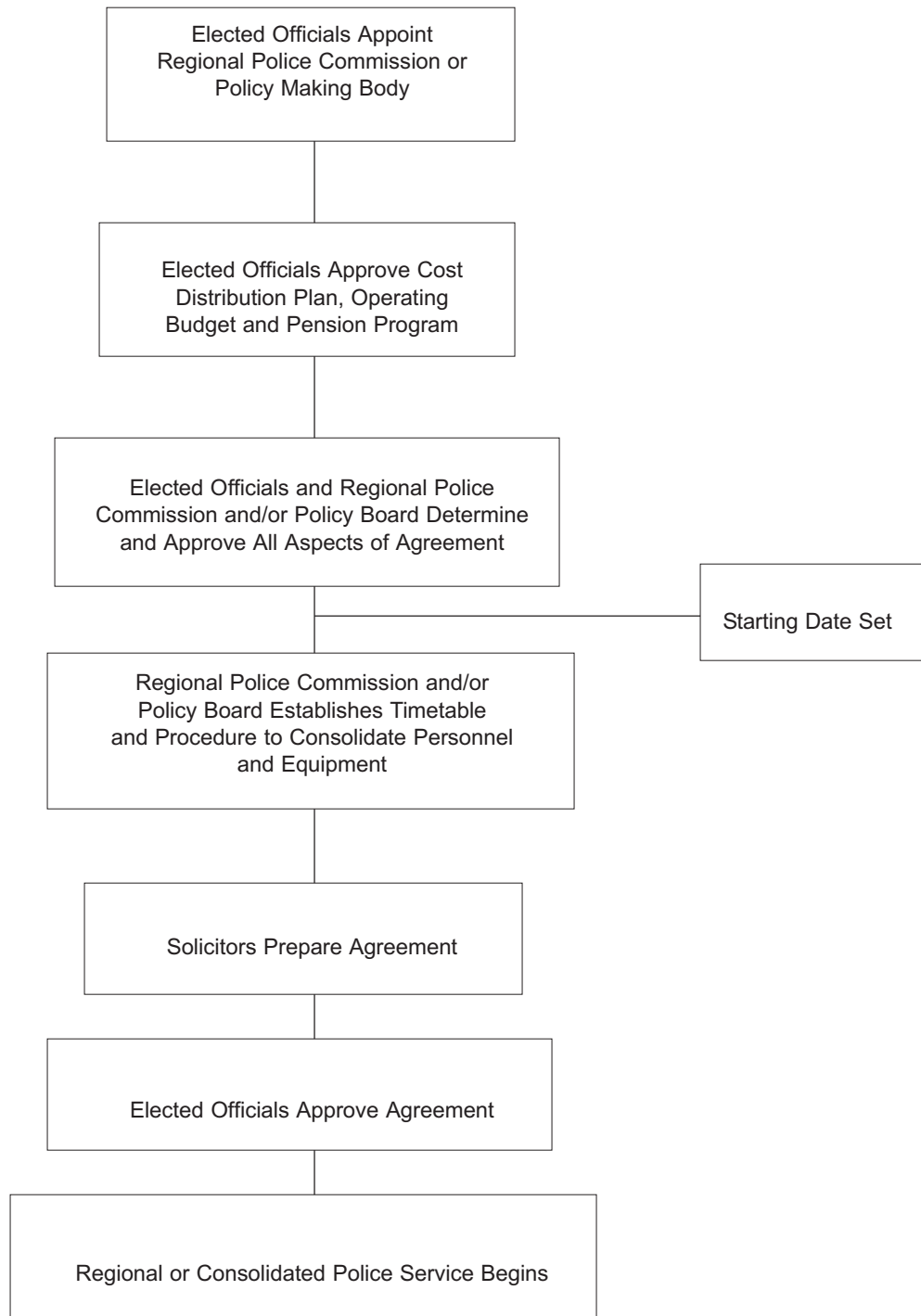


FIGURE 5.9 -

IMPLEMENTATION PROCESS PHASE II



*Appendix 8 –
Pennsylvania School Boards Association
School District Consolidation Checklist*

SCHOOL DISTRICT CONSOLIDATION CHECKLIST

PENNSYLVANIA SCHOOL BOARDS ASSOCIATION

November 2008

The changing demographics and economics of Pennsylvania are energizing discussions among school districts that span from sharing services to physical consolidation. Some discussions are driven by circumstance—such as a declining tax base or decreasing enrollments, others by a desire on the part of communities to maintain or expand strong academic and student support programs.

The time to consider options is before external events force the issue. This allows school districts the time to do a thorough self-evaluation and to examine their options with a maximum of local control. That is the purpose of this checklist: to help school districts *think through* their opportunities and options.

School districts have three primary options to consider: *functional* consolidation (existing districts sharing resources), mergers (one school district becomes part of another school district), or *physical* consolidation (two or more school districts become a new single entity). In each case, the consideration process is similar with three major steps:

- Deliberation,
- Identifying potential school district partners, and
- Finding allies.

The basic structure of the following checklist is divided into these three steps. Most activities can be simultaneously considered, and though there is a general order to the process, most activities will have overlap. A brief overview of each step follows.

Deliberation

Each school district should begin their considerations using the following five areas of self study:

- Analyze the district's current environment
- Generate predictive data (usually five years)
- Perform a academic self assessment
- Anticipate significant events or changes
- Identify advantageous shared resource opportunities for the school district.

Identifying Potential Partners

Finding potential partners will, most likely, begin with contiguous or nearby school districts. Building upon the self-assessment performed under the first step, find matches that can provide maximum mutual benefits for sharing resources. Look for additional pluses such as a shared sense of community, history of shared services, complementary academic strengths, and varied programs/facilities that can be extended to all students in a consolidated district. Combining the best of existing districts can produce an even stronger school system.

Begin with the three foremost challenges when identifying partners:

- Can millage and other tax rates be standardized across communities?
- How soon and how easily can a combined collective bargaining agreement be negotiated and accepted?
- Are existing debt levels approximately the same with similar timeframes to retire debt?

Other information can be obtained from internet searches and public databases. Statewide organizations, including the School Boards Association and the Pennsylvania Department of Education, can provide for your review:

- District policies and procedures
- General operations and staff levels
- List of course offerings
- Grade configurations
- Facility capacity and use
- Enrollment patterns
- Achievement measures
- Planning documents and summaries
- Demographics of communities in the school district.

Finding Allies

The final step is to **ally** with one or more school districts for further study. Approach other districts strictly limiting discussion between administrations. Proceed by sharing information, and then combine the most recent financial, academic and staffing data into one consolidated school district. This clearly represents how a consolidated school district would have performed if it functioned during the preceding year. The “paper” consolidation may be developed in-house or by a research organization. The topics are:

- Academic programs
- Student services
- District governance
- Staffing levels and bargaining agreements
- Operations and facilities
- Finances/tax base
- Community involvement.

Determining Your Options

The final goal of using this checklist is to understand the viable options available to a school district or for a group of school districts. Generally, consolidation or sharing resources are built upon three pillars:

- Expanded student opportunities
- Cost savings or future cost avoidance
- Support of the community.

First and foremost is supporting/sustaining academic programs and student support. If the existing academic program is diminished or impaired, the responsible options should not be deemed viable. *Viable* options are based upon:

- Research, valid assumptions, predictions, and experience of current administrators and teachers
- A high probability of implementation
- Flexibility so that efforts can be adapted or tweaked as needed
- Avoidance of “winners” or “losers” in the consolidation or resource sharing process.

Board members need to know the impact of consolidation upon students, instruction, district governance, finances, and the community. Consolidation is not without risk, pitfalls, and controversy. It requires additional effort from administrators and teachers to ensure its success, and a commitment from the general community to support the goals of consolidation. Hence, options that cannot earn professional, community or taxpayer support may not be viable. Support of stakeholders will be dependent upon:

- Expanded student opportunities
- Potential long-term savings related to building renovation and shared construction
- Lower administrative costs
- Keeping the best of existing district instructional programs and teacher expertise
- Motivation to plan the district’s own destiny
- Finding lower costs and higher efficiencies.

Checklist Overview

The following checklist directs school districts and communities through data collection and analysis. It serves to provide information for ongoing discussions and provides a common reference point to guide those discussions. Please note that all data requirements set by the Pennsylvania Department of Education to date have been included in this checklist.

1.0 Deliberation	2.0 Identifying Potential Consolidation Partners	Ally With Districts: 3.0 Academic Programs
1.1 Describe Current School District Environment	2.1 District Policies and Procedures	3.1 General Overview
1.2 Generate Predictive Data	2.2 General Operations and Staff Levels	3.2 Curriculum Development
1.3 Perform an Academic Self Assessment	2.3 List of Course Offerings	3.3 Programs by Grade Level
1.4 Anticipate Significant Events or Changes	2.4 Grade Configurations	3.4 Special Education
1.5 Identify Advantageous Shared Resource Opportunities	2.5 Facility Capacity and Use	3.5 Cross-District Schools
	2.6 Enrollment Patterns	
	2.7 Achievement Measures	
	2.8 Demographic Characteristics and a Common Sense of Community	
Ally With Districts: 4.0 Student Services	Ally With Districts: 5.0 District Governance	Ally With Districts: 6.0 Staffing Patterns and Bargaining Agreements
4.1 Student Activities	5.1 Administration	6.1 Existing Staffing
4.2 Social Activities	5.2 Strategic Planning and Curriculum Development	6.2 Collective Bargaining Agreements
4.3 Athletic Programs		
4.4 Extracurricular and Community Programs	5.3 Education Partners	
	5.4 Special Circumstances	
Ally With Districts: 7.0 Operations and Facilities	Ally With Districts: 8.0 Finances/Tax Base	Ally With Districts: 9.0 Community Involvement
7.1 Facility Assessment	8.1 District Revenues	9.1 Identify Stakeholders
7.2 Facility Cost Estimates	8.2 Equalizing the Tax Base	9.2 Setting Expectations
7.3 Transportation Analysis	8.3 Examining Expenditures	9.3 Role of the Community
7.4 Merging Services and District Operations		9.4 Communications Plan

1.0 Deliberation

1.1 Current Environment Each district begins with a thorough understanding of its existing circumstances, its predicted situation, and its current strengths and weaknesses. This information serves as a benchmark for comparison with other school districts and provides a baseline to measure change/outcomes over time.

- 1.1.1 Analyze enrollment stability and patterns by:
 - Grade distribution
 - Distribution by socio-economic status, race, gender and categories of exceptionality
 - Characterization of affected student population in regard to program of studies, curricular racks or academic achievement
 - Number of nonpublic students
 - Access to community colleges, postsecondary or adult education programs
 - Number of students enrolled in approved vocational programs in the school district and the regional Vocational/Technical School.
- 1.1.2 Review staffing patterns by academic discipline and by support services
 - Graph staffing by type, by grade and by building
 - Identify all the human resource categories and collective bargaining agreements
- 1.1.4 Review type, location and purpose of all facilities
- 1.1.5 Financial strength—Estimate the following for the next three to five school years:
 - Anticipated revenues
 - Estimated expenditures
 - Expected gaps between revenue and expenditures
- 1.1.6 Community Characteristics—If possible, the following should be predicted for the next three to five years:
 - Low income pupils (AFDC)
 - Population
 - Square miles
 - Pending building permits
 - Population demographics (aging, household income, type of housing, etc.).
- 1.1.7 Student Achievement—Review the districts academic standing using normative information, including measures such as SAT, NCLB, PSSA, etc.

1.2 Generate Predictive Data by determining:

- Enrollment projections for at least the next five years
- Community demographics (population growth, shift, birthrates, building permits, etc.)
- Projected budget requirements
- Expected changes to community characteristics, including economic conditions
- Future tax capacity and effort

1.2 Perform an Academic Self Assessment, including recognition of the district's:

- Most important academic goals and objectives
- Strongest programs
- Goals for the smallest class sizes possible
- Ability to expand upon existing successful academic programs
- Competitive needs, such as adding new programs or an internal charter school
- Most valuable student support and extracurricular activities

- Commitment to community support and programs
- Plan for defining educational programs for the future

1.4 Anticipate Significant Events or Changes by

- Reviewing recent board actions and personnel changes
- Contacting statewide organizations to discuss possible changes in program mandates legislation, funding formulas, interest rates, need for additional debt service, etc.
- Analyzing facility space and configuration needed in future years
- Determining significant changes in instructional patterns, use of technology, curriculum materials, etc.
- Parental and community demands upon the school system
- Changes in the district's tax base, economy or ability to generate revenues

1.5 Identify the Most Advantageous Shared Resource Opportunities for your School District, including:

- Expanding or improving student academics and support services
- Ways to share or avoid future fixed costs
- Feasibility of sharing facilities, either existing or new construction
- Expanding the tax base and stability of revenues
- Re-adjusting enrollment size for greater efficiency and effectiveness

2.0 Identifying Potential Consolidation Partners

Identification of potential partners may occur through the assessment process that follows, or through school board or school administrator discussions. In most cases, this process will begin among contiguous or nearby districts where transportation and community culture challenges may be minimized. Understanding the following characteristics of other districts is only a start. The detailed study of regional taxes, separate collective bargaining agreements, and existing debt, to name a few, are included in the third step (choosing partners) when actual alliances come under study.

2.1 District Policies and Procedures—Identify school districts with similar:

- 2.1.1 Mission, vision and academic philosophy
- 2.1.2 Interest in resource sharing or consolidation
- 2.1.3 Levels of staffing and community support for resource sharing
- 2.1.4 Interests in supporting existing or expanding student opportunities

2.2 General Operations and Staff Levels—Identify school districts where the sharing of possible operations and staff seems particular feasible by analyzing:

- 2.2.1 Geographic conditions and opportunities for sharing of student transportation routes
- 2.2.2 Student/teacher ratios and availability of student support staff
- 2.2.3 General financial stability, tax structures and level of debt
- 2.2.4 Similar terms for collective bargaining agreements

2.3 Course Offerings—Always begin serious consolidation discussions with an analysis of academic opportunities, including the possibility to:

- 2.3.1 Increase the number and scheduled availability of courses offered
- 2.3.2 Take and preserve the strongest programs from each existing district
- 2.3.3 Provide programs no district could provide individually
- 2.3.4 Better meet district and mandated education goals

2.4 Facility Capacity, Condition and Use—A more detailed study of facilities can follow, but search for school district partners with:

- 2.4.1 Building capacity and potential configuration for additional or new uses
- 2.4.2 Similar maintenance, condition, age or size of buildings
- 2.4.3 A comparable need for new construction or major renovations

2.5 Enrollment Patterns and Goals—School districts should be initially sought with common goals for:

- 2.5.1 Grade configurations (middle school vs. junior high school, for instance)
- 2.5.2 Maximum total enrollment for new district (perhaps less than 2,500 students)
- 2.5.3 Targeted instructional expenditures per student

2.6 Achievement Measures—For each potential school district partner, review the most recent:

- 2.6.1 Academic standards, measures and score results
- 2.6.2 Scope of secondary programs and graduation requirements

2.7 Demographic Characteristics and a Common Sense of Community—Look for:

- 2.7.1 Same goals, academic philosophy
- 2.7.2 Similar emphasis and balance between academic, community, and athletic programs

Ally With Other School Districts

In this final collection of tasks information from each school district is listed side by side and directly compared and analyzed. The process begins with academic programs. At the end of these comparisons school districts will clearly understand their differences and similarities which, in turn, identify the challenges and opportunities that lie ahead. From this information school boards can determine the “tipping point” that might lead to further action, how to build upon common strengths, and how to present viable options for each school board.

3.0 Academic Programs

3.1 General Description—Document for each potential or participating school district:

- 3.1.1 Mission statement or vision statement
- 3.1.2 Academic standards, goals and objectives, mandates
- 3.1.3 Class schedules and scheduling/grade report programs
- 3.1.4 Academic planning and periodic review
- 3.1.5 Sequencing and use of standards by grade level

3.2 Curriculum Development—Document the specific effects of consolidation on the following:

- 3.2.1 Course and curricular offerings
- 3.2.2 Support and special services
- 3.2.3 Special needs students
- 3.2.4 Staff utilization
- 3.2.5 Present educational goals and objectives
- 3.2.6 Availability of educational resources
- 3.2.7 Vocational education
- 3.2.8 Gifted and talented programs

3.3 Programs by Grade Level—Compare among the districts the following:

- 3.3.1. Grade configurations by program and facility
- 3.3.2. Elementary programs
- 3.3.3. Middle school programs
- 3.3.4. High school programs
- 3.3.5. Graduation requirements

3.4 Special Education—Document any proposed changes on the following aspects of special education:

- 3.4.1. Total number of special education students (including transfers)
- 3.4.2. District or multi-district operated programs
- 3.4.3. Intermediate Unit operated programs
- 3.4.4. Projected budget of the IU component of the special education program
- 3.4.5. Provision of related and support services
- 3.4.6. Need to change reporting requirements under NCLB if total number of students i increases sufficiently

3.5 Cross-District Schools—Explore the possibility of sharing schools or programs, including:

- 3.5.1. New buildings and programs under the existing school boards
- 3.5.2. Cyber-schools
- 3.5.3. Charter schools within the existing school districts or consolidated district
- 3.5.4. Library and other technology reference services

4.0 Student Services

4.1 Student Activities—Clubs and student activities are an integral part of every high school.

For each building or grade level, compare the number and scope of:

- 4.1.1 Student clubs
- 4.1.2 Service organizations
- 4.1.3 School and community volunteer opportunities
- 4.1.4 Student leadership positions
- 4.1.5 Number of instructional and non-instructional staff involved and assigned to student organizations

4.2 Social Activities—Secondary school especially serves as the entrance to adulthood for most students. Compare among each existing school district the type and number of:

- 4.2.1 Extracurricular activities
- 4.2.2 Dances, concerts, musicals, etc.

4.3 Athletics—Especially at the secondary level, consolidation of athletic programs can prove to be the most difficult of all efforts. Varsity programs have histories, rivalries, mascots, school colors, and other traditions that invoke deep community pride and loyalty. However, athletic programs go beyond varsity teams and include:

- 4.3.1 Interscholastic opportunities and potential changes (PIAA, for instance)
- 4.3.2 Student wellness and physical training
- 4.3.3 Intramural activities

5.0 District Administration

The governance structure of each school district should be reviewed, evaluated, and analyzed for impact of a consolidation. Most important is documenting how administrators function as a team to plan and monitor educational programs, allocate resources, assign teachers to programs, support professional development, meet periodically to resolve problems, evaluate professionals, and work with the principals and faculty.

5.1 General Administration—Most school district consolidation studies will emphasize cost savings by combining existing administration offices. To document cost savings, say by moving from two or more superintendents, to one:

- 5.1.1 Describe existing administrative structures
- 5.1.2 Document number, type and cost of administrators using PSBA average salaries
- 5.1.3 Identify overlap or redundancies and calculate cost savings
- 5.1.4 Find opportunities to re-align administrative staff and add needed positions for a larger, consolidated school district (for instance, a curriculum director where none now exists)
- 5.1.5 Combine existing school calendars and class scheduling to a single entity
- 5.1.6 Determine the new governance structure of a consolidated school district, including organizational charts and staff listings

5.2 Strategic Planning and Curriculum Development—Compare:

- 5.2.1 Planning cycle by curriculum subject area
- 5.2.2 Curriculum sequencing by standards and by grade
- 5.2.3 The most recent academic programs and emphases

5.3 Education Partners—Compare existing partnerships, including financial obligations associated with each partnership, for each district with emphasis upon how students or staffing may be affected:

- 5.3.1 Vocational/technical school and other partners
- 5.3.2 Community college or other higher education institutions
- 5.3.3 Intermediate Unit(s)
- 5.3.4 Community groups and foundations
- 5.3.5 Other partnerships

5.4 Special Circumstances

- 5.4.1 Identify pending legislation, penalties, court orders, etc., that will be of interest to all existing districts (for instance, a desegregation order)

6.0 Staffing Patterns

Faculty and staff provide the primary instructional machine for school districts and are key to successful sharing of resources or consolidation effort. School boards have retained (at least outside of the professional accrediting process) a good deal of autonomy and opportunities for best assigning staff. However, individual collective bargaining agreements and multiple curriculum programs create a challenge to consolidation.

6.1 Existing Staffing—Document instructional and non-instructional staffing patterns for each existing district including:

- 6.1.1 Assignment of present academic staff by academic unit or building
- 6.1.2 Professional staffing by configuration of grades
- 6.1.3 A complete list of supervision and management positions

6.2 Collective Bargaining Agreements—Document commonalities and differences of current collective bargaining agreements by:

- 6.2.1 Lining up, side by side, each contractual item (health insurance co-pays, tuition reimbursements, etc.) by specific clause
- 6.2.2 Documenting the differences between agreements, then costing out the result of combining all staff under the most generous agreement clause (include salaries, benefits, pension payouts, vacation/sick time, personal/professional leaves, etc.)
- 6.2.3 Combining the salary levels and steps and place the combined professional staff into this grid with the highest for each one
- 6.2.4 Determining the financial impacts upon types of positions, wages and benefits

7.0 Operations and Facilities

School district operations and facilities should provide a safe, learner-centered, comfortable, accessible, and flexible environment for the academic program. This review should provide the information needed to evaluate the adequacy of the existing facilities to accommodate current and proposed instructional programs.

7.1 Building Assessment—For each facility document its:

- 7.1.1 Location and use

- 7.1.2 Condition and safety status)
- 7.1.3 Size and capacity
- 7.1.4 Grade configurations
- 7.1.5 Code exceptions, safety or health issues
- 7.1.6 Need for maintenance or scheduled renovation or replacement

7.2 Shared Use of Facilities—Document the ability to share:

- 7.2.1 Athletic and practice fields
- 7.2.2 Maintenance and storage facilities
- 7.2.3 School district administrative suites
- 7.2.4 Energy performance reviews
- 7.2.5 Waste reduction programs led by students and faculty

7.3 Student Transportation—Document existing transportation policy and the software tools for each district used to determine bus routes, then:

- 7.3.2 Document the combined number of students transported, public and nonpublic
- 7.3.3 Determine changes needed to minimize time in transit for students in a consolidated district
- 7.3.4 Identify any potential or expected changes in transportation costs in the near future (regular and special education, vocational, nonpublic, etc.)
- 7.3.5 Reconcile existing transportation contracts for each district
- 7.3.6. Estimate changes, if any, in state reimbursement for transportation

7.4 Merging Services and District Operations—Whether consolidating or sharing services, analyze potential savings by sharing:

- 7.4.1 Food service personnel, supply purchasing, and food preparation
- 7.4.2 Equipment, vehicles, storage and supplies
- 7.4.3 Maintenance, storage and service contracting
- 7.4.4 Capital lease plans vs. purchase of facilities
- 7.4.5 Contracting of energy sources
- 7.4.6 Software licenses, networks, and technology support specialists
- 7.4.7 Wireless technologies across all buildings in existing or consolidated school districts

8.0 Finances/Tax Base

As is true for any merger or consolidation, the parties need knowledge of the current fiscal status of a potential partner. Further, the current status of each district is needed to correctly combine their collective assets and liabilities, and to provide the basis for projected costs and/or savings after consolidation. One way to test the financial effects of consolidation without making difficult predictions or assumptions is to combine the latest year of financial data of the existing districts to determine the resulting revenues, expenditures, and tax burdens if that year had operated as a consolidated school district.

8.1 District Revenues—Estimate the following for each existing school district for the current school year, then combine into one district:

- 8.1.1 Real property valuation, assessed valuation, property tax rate, and property tax revenues
- 8.1.2 Per capita taxes
- 8.1.3 Wage taxes
- 8.1.4 Applicable Act 511 taxes

- 8.1.5 Aid ratios
- 8.1.6 Personal income valuation (certified by the Secretary of Revenue)
- 8.1.7 Annual interest payments
- 8.1.8 Annual rental payments
- 8.1.9 Property Tax Base
- 8.1.10 Property Tax Revenues
- 8.1.11 State and Federal Programs
- 8.1.12 Local/Community Foundations
- 8.1.13 Potential Changes in State Subsidies

8.2. Equalizing the Financial Base for Communities Within a Consolidated District—The financial officers or a research group can provide analysis of:

- 8.2.1. Equalized Millage across all involved municipalities
- 8.2.2 Requirements of the state’s Uniformity Law with adjustments across district/county lines
- 8.2.3 For the most recent fiscal year, for each existing district, then combined for all districts:
 - Assessed valuation
 - Property tax revenues
 - Per capita taxes
 - Act 511 taxes
 - Real property valuation
 - Personal income valuation
 - Number and effect of low income pupils (AFDC)
- 8.2.4 Projected change in revenue from state sources when districts consolidate
 - School subsidy
 - Aid ratio
 - Special funds
 - Grant funds
 - Other
- 8.2.5 Projected change in revenue from federal sources when districts consolidate
 - Chapter I
 - Chapter II
 - Vocational education
 - Migrant Education
 - HeadStart
 - Other
- 8.2.6 Projected change in revenue from local sources when districts consolidate
 - Local and school district foundations
 - Established business partnerships and support
 - Other

8.3 Expenditures—The district’s board members or financial officers can best determine the needed level of detail for comparing expenditures by category (such as vocational programs—code 1300 or pupil personnel—code 2100). Generally, expenditures for each existing district and for a consolidated district are prepared. At the very least, and most importantly, this analysis should include the following three items:

- Instructional expenditures per student
- Outstanding general obligation bonds and authority rentals, leases, other debt
- Recalculation of administrative, teacher and staff salaries based a combined salary scale that includes the maximum amount for each level and step

9.0 Community Involvement

Keeping the public informed and involved is essential to a successful school district consolidation effort. From the start, community and parent involvement is sought to contribute ideas, respond to suggestions, and serve as a sounding board.

9.1 Identify Stakeholders

- 9.1.1 List the individuals, organizations and state representatives, if any, to include in
- 9.1.2 Anticipate the contribution, political position, and of each participating person or organization

9.2 Setting Expectations

- 9.2.1. Create a brief report summarizing findings analysis of the shared services/consolidation that includes impacts upon:
 - Instruction and academics
 - Student services
 - District administration
 - Community benefits
 - Cost savings
 - Potential effect on future tax rates
- 9.2.2. Have an early rollout of consolidation benefits, assumptions, and challenges for public dissemination—include project goals and objectives

9.3 Public Role in the Consolidation Process—Individuals can participate in the consolidation study and planning by:

- 9.3.1 Serving on advisory groups
- 9.3.2 Joining focus groups or completing community surveys
- 9.3.3 Attending public hearings
- 9.3.4 Establishing community, corporate, or individual foundations to support a new school District

9.4 Communications Plan

- 9.4.1 Use the school district's existing communication sources (newsletters, letters to parents, web sites) to update the public
- 9.4.2 Use other media to reach those community members who may not have children attending the school districts
- 9.4.3 Include strategies in this plan to anticipate questions, challenges, specific points of view, and the need for more detailed information

Prepared for the Pennsylvania School Boards Association by the Pennsylvania Economy League, Inc.

Managing the Checklist process

Most districts will begin this checklist process with a work plan. In the short term district boards and administrators might consider the following:

- Setting timelines for completion of checklist tasks
- Anticipating barriers or expected challenges
- Identifying participants in this process from representative groups
- Assigning specific analyses to individuals or groups
- Defining the scope of the project, perhaps in incremental steps as you decide at each step to continue or not continue with research and analysis
- Working with a research organization to prepare the information and analysis
- Adding engineering and architectural activities to the facilities review
- Expanding budget and enrollment projections beyond five years.

A work plan might also include directions for:

- On-going communications with school personnel and the community
- Cost estimates for each part of the study and identification of a source of funds
- Direct assignment of roles and responsibilities (an example follows).

Activity	Person/Group Responsible	Needed Outcome	Due Date
6.1 Comparison of collective bargaining agreements	Financial Officer from each school district	Side by side comparison by contract clause; costing out of additional costs or expected savings of consolidating existing contracts	February 28, 2010

Finally, as the project progresses from the checklist stage, address the immediate and short-term challenges of moving into consolidation discussions, including:

- Public announcements, public meetings and ongoing input
- Schedule of board meeting discussions and requirements under the sunshine laws
- Re-allocation of existing resources to consolidation planning
- Consolidation of curriculum
- Re-structuring administration
- Implementing, if necessary, grade configurations and facility use
- Funding the up-front costs of a school district consolidation.

*Appendix 9 –
Park Master Plans Capital Improvements*

Master Plans for Bradys Run, Brush Creek, and Old Economy Parks – 2008

Since 2006, Beaver County has been able to secure grants and provide local funding for a number of projects identified in the County Park Master Plans. These projects, and their corresponding costs, are outlined below:

Bradys Run Tennis Courts Rehabilitation	\$140,000
Bradys Run Action Park	\$200,000
Bradys Run Destination Playground.....	\$230,000
Old Economy Park Swimming Pool Filtration System	\$25,000
Old Economy Park Tennis Courts Rehabilitation.....	\$70,000
Old Economy Park Swimming Pool Accessibility Improvements	\$70,000
Old Economy Park Destination Playground (2010)	\$280,000
Bradys Run Trail Improvements (2010)	\$670,000
Bradys Run Lake Improvements (2011).....	\$1,200,000
Brush Creek Tennis Court Improvements	\$70,000

Total of recent capital investments in the County Parks:\$2,955,000

These projects have addressed issues such as playground safety, providing an accessible swimming pool environment, rehabilitating and enhancing fishing opportunities, and expanding trail opportunities. These projects have addressed some of the facility improvements that have previously been deferred due to lack of available finances.

The park master plans detail additional capital improvement needs in each park. Given the costs associated with all the improvements, a phased approach was recommended to address these needs. A summary of these phasing plans, for each park, is as follows:

Bradys Run Park

Phase IA - \$ 816,444

Phase 1A construction at Bradys Run Park should focus on improvements to the park's trail system, including: trailhead parking; trail re-routes; obliteration of specified trail segments; construction of new trails; trail signage and markers; and trail marketing efforts. \$670,000 allocated in 2009 to implement selected improvements.

Phase 1B - \$ 1,692,316

Phase 1B includes access improvements to the existing boat house, beach, boat launch, and shore fishing area; as well as implementation of recommendations from the 2003 Bradys Run Lake, Watershed Assessment and Restoration Plan; and addressing the erosion issue beneath the Route 60, overpass. This phase carries a large price tag but assumes use of Beaver County's Environmental, Initiative Funds (distributed to the County through DCNR) as well as other County matching funds. \$1,200,000 allocated in 2009 to implement selected improvements.

Phase 2 - \$ 1,748,656

Phase 2 construction will focus on the beginning of development at the ball field complex. Work will include: removal of a portion of the existing road; removal of shade trees; construction of the proposed loop road at the ball field complex; the development of proposed picnic groves near the entrance of the complex and on the southern end of the loop road; construction of the main parking area and smaller parking areas at picnic groves; paved handicapped-accessible parking; asphalt walkways; compacted aggregate paths; shade tree plantings; lawn seeding; area lighting along the proposed road; and utility services to proposed picnic pavilions and restrooms in the ballfield complex.

Phase 3 - \$ 1,271,106

Phase 3 will concentrate on further development at the ball field complex. Construction should include: earthwork; clearing and grubbing; installation of the proposed adult baseball field (fencing, infield, back stop, dugouts, bleacher); development of a picnic grove with pavilion and sand volleyball court in the northeastern part of the ball field complex; gravel parking; paved accessible parking; asphalt walks; compacted aggregate access paths; shade tree plantings; and lawn seeding.

Phase 4 - \$ 854,493

Phase 4 construction will focus on enhancements to the park's picnic groves. Work will include the following: removal of the existing horseshoe court facility; replacement of outdated play equipment; an architectural assessment of picnic pavilions and restrooms to determine needs and feasibility of repairs; removal of wooden separate-sex restrooms; installation of composting restrooms; a playground; gravel parking areas; paved handicapped-accessible parking; asphalt walkways; compacted aggregate paving; shade tree plantings; and lawn seeding.

Phase 5 - \$ 1,168,102

Phase 5 should concentrate on improvements to Bradys Run Lodge and the Horse Arena, as well as development of the new horseshoe court facility. Work will include: replacement of the vehicular bridge to Bradys Run Lodge; gravel parking areas; paved accessible parking areas; an architectural feasibility study for year-round use and energy efficiency of the lodge; trailer parking, handicapped-accessible parking, accessible viewing area, rental stables, and signage at the horse arena; and construction of a 16-court horseshoe facility with chain-link fence enclosure, 3 covered courts under pavilion, and a horseshoe league equipment storage building.

Detailed phasing plans for each park are located in their respective plans.

Old Economy Park

Phase 1 - \$ 524,899

The first phase of construction at Old Economy Park should include new park entrance signage, swimming pool improvements, trail system improvements, replacement of two of the park's sets of restrooms with self-mulching restrooms; replacement of the existing Corn Crib Pavilion, and installation of parking to accommodate the proposed pavilion (that will replace the Corn Crib). These items are the first steps in helping to build the identity of the park. In addition, this phase should include the architectural assessment of the existing Barn Pavilion.

Phase 2 - \$ 629,709

Phase 2 construction should focus on the destination playground and associated walkways and plantings. The destination playground is a signature facility that will further help to build the park's identity in the County and surrounding region. Destination playground funded at \$280,000 in 2009.

Phase 3 - \$ 589,003

Phase 3 construction will concentrate on development in the park's picnic groves. Work will include: gravel parking areas near the existing northernmost pavilion and tennis courts and in the Silver Mine Picnic Area; paved handicapped-accessible parking; replacement of the remaining 2 sets of the park's restrooms with self-mulching restrooms; horseshoe courts; re-routing of the park road in the Silver Mine Picnic Area; asphalt walks; compacted aggregate access paths; shade tree plantings; and lawn seeding.

Phase 4 - \$ 557,558

This phase will include work associated with installation of 3 playground areas in the park's picnic groves. Work will include: earthwork; installation of play equipment, safety surface, and edging; compacted aggregate access paths; and lawn seeding.

Phase 5 - \$ 508,252

Phase 5 construction should include: earthwork; two proposed picnic pavilions; horseshoe courts; proposed basketball court; proposed dog park; sand volleyball court; disc golf course hole relocation; standing charcoal grills; trash receptacles; shade tree plantings; and lawn seeding.

Brush Creek Park

Phase #1- \$ 1,197,300

Phase 1 construction at Brush Creek Park should include only the replacement of the two road bridges. This improvement is the top priority, and problems during floods each year will persist if the bridges are not replaced.

Phase #2 - \$ 514,025

Phase 2 includes repairing the most deteriorated sections of the park road, assuming that 25% of the park road needs total replacement of asphalt and placement of aggregate base. Also included in this phase are the improvements to the park's trail system.

Phase #3 - \$ 450,965

Phase 3 construction will focus on construction of proposed picnic pavilions and amenities (including horseshoe courts), gravel horse-trailer parking area, paved handicapped parking, paved walkways, compacted aggregate access paths, associated earthwork, and landscaping.

Phase #4 - \$405,324

Phase 4 will concentrate on removal of the existing tennis courts, rehabilitation of two tennis courts, construction of parking near the tennis courts, paved walkways, compacted aggregate walking paths, associated earthwork, and landscaping. Also included in this phase are improvements to the southernmost ball field, as well as compacted aggregate access paths to all existing ball fields, and the restrooms to the south and to the east of the ball fields. Tennis court rehabilitation funded at \$70,000 in 2009.

*Appendix 10 –
Matrix of Potential Funding Sources*

Funding and Technical Assistance for Plan Implementation

PUBLIC AGENCIES -FEDERAL

Programs and Organizations	Description	Organization/Contact Information
United States Department of Housing and Urban Development (HUD) Grants	HUD programs advance affordable housing initiatives and remove regulatory barriers to affordable housing. These programs include: <ul style="list-style-type: none"> ➤ Fair Housing Assistance Program ➤ Housing Choice Voucher Program ➤ Community Development Block Grants ➤ Section 108 Loan Guarantees ➤ HOME Program ➤ Emergency Shelter Grants ➤ Supportive Housing Program 	Pittsburgh Field Office: 339 Sixth Avenue, Sixth Floor Pittsburgh, PA 15222 Tel: 412-644-6428 Fax: 412-644-4240 http://www.hud.gov/offices/adm/grants/ Programs administered in Beaver County by: Housing Authority of the County of Beaver (HACB) Tel: 724-775-1220 AND Beaver County Community Development Program Tel: 724-847-3889
United States Department of Agriculture (USDA) Rural Development Office <ul style="list-style-type: none"> ○ Single Family Housing Programs ○ Multi-Family Housing Programs ○ Rural Business & Cooperative Programs ○ Rural Community Programs (solid waste, water, wastewater) 	The Pennsylvania Rural Development Office of the USDA offers programs and grant opportunities. Such focus areas include rural utilities investment, housing services, business development, and enhancement of community facilities.	USDA Rural Development Pennsylvania Office One Credit Place #330 Harrisburg, PA 17110 Tel: 717-237-2299 Web Link: www.rurdev.usda.gov/pa/
United States Department of Agriculture Forest Legacy Program	The Forest Legacy Program (FLP), a federal program in partnership with states, supports state efforts to protect environmentally sensitive forest lands. FLP helps the states develop and carry out their forest conservation plans. It encourages and supports acquisition of conservation easements, legally binding agreements transferring a negotiated set of property rights from one party to another, without removing the property from private ownership.	Dept. of Conservation & Natural Resources Bureau of Forestry Rachel Carson State Office Building P.O. Box 8552 Harrisburg, PA 17105 717-787-6460 (phone) 717-783-5109 (fax) www.fs.fed.us/spf/coop/programs/loa/flp.shtml
Conservation Reserve Enhancement Program (CREP)	CREP is a joint state and federal program that addresses the environmental effects of agricultural production. The objective of CREP is to improve water quality, erosion control, and wildlife habitat in specific watersheds.	U.S. Department of Agriculture Farm Service Agency (PA office) www.fsa.usda.gov/pa/

Programs and Organizations	Description	Organization/Contact Information
National Park Service Land and Water Conservation Fund	The LWCF program provides matching grants to States and local governments for the acquisition and development of public outdoor recreation areas and facilities. The program is intended to create and maintain a nationwide legacy of high quality recreation areas and facilities and to stimulate non-federal investments in the protection and maintenance of recreation resources across the United States.	Pennsylvania - Land and Water Fund Program Deputy Secretary Conservation and Engineering Dept. of Conservation and Natural Resources P.O. Box 8767 Harrisburg, PA 17105 Tel: 717-787-9306 www.nps.gov/ncrc/programs/lwcf/
U.S. Fish and Wildlife Service North American Wetlands Conservation Act Grants Program	The North American Wetlands Conservation Act (Act) of 1989 provides matching grants to organizations and individuals who have developed partnerships to carry out wetlands conservation projects in the United States, Canada, and Mexico.	US Fish and Wildlife Service Division of Bird Habitat Conservation 4401 North Fairfax Drive Arlington, Virginia 22203 Phone: 703-358-1784 Fax: 703-358-2282 www.fws.gov/birdhabitat/Grants/NAWCA/index.shtm Email: dbhc@fws.gov

PUBLIC AGENCIES -STATE		
Programs and Organizations	Description	Organization/Contact Information
Pennsylvania Department of Agriculture Farmland Preservation Programs <ul style="list-style-type: none"> ○ Clean and Green Program ○ Installment Purchase Program ○ Land Trust Reimbursement Program ○ Pennsylvania Agricultural Conservation Easement Purchase Program ○ Agricultural Security Areas 	The Pennsylvania Department of Agriculture, Bureau of Farmland Preservation offers a number of programs focused on agricultural preservation. Local Farmland Preservation Boards are established to implement the program on a local level.	Pennsylvania Department of Agriculture, Bureau of Farmland Preservation Tel: 717-783-3167 www.agriculture.state.pa.us Beaver County Agricultural Land Preservation Board Tel: 724-728-5700
Pennsylvania Department of Agriculture Marketing and Promotion <ul style="list-style-type: none"> ○ Next Generation Farmer Loan Program ○ Agriculture Produce Promotion Matching Grant ○ Agriculture Rural and Youth Grant ○ Capital Improvement Grant – Pennsylvania Fairs 	The Pennsylvania Department of Agriculture, Bureau of Marketing Development offers programs that support agricultural education and outreach	Pennsylvania Department of Agriculture Bureau of Marketing Development Tel: 1-888-PAGROWS www.agriculture.state.pa.us
Pennsylvania Department of Environment Protection - Pennsylvania Small Towns Environmental Program (PENN STEP)	The Pennsylvania Small Towns Environment Program (PENN STEP) is a small-community assistance program from the Pennsylvania Department of Environmental Protection, the Rural Development Council and the Center for Rural Pennsylvania. PENN STEP is not a funding program; instead, it uses self-help techniques to reduce the cost of drinking water and wastewater projects.	PA DEP Bureau of Water Supply Mgmt. P.O. Box 8467 11 th Floor RCSOB Harrisburg, PA 17105 Tel: 717.787.0122 Fax: 717.772.4474 www.dep.state.pa.us/dep/deputate/waterops/re/design/subpages/pennstepmain.htm
Pennsylvania Department of Environmental Protection (DEP) Growing Greener II Grant Program <ul style="list-style-type: none"> ○ Watershed Grants (Restoration & Protection) ○ New or Innovative Technology Grants (water and wastewater) ○ Abandoned Mine Reclamation ○ Abandoned Oil and Gas Wells 	Growing Greener is the largest single investment of state funds to address Pennsylvania's critical environmental concerns of the 21st century.	Department of Environmental Protection Grants Center RCSOB, 15th Floor 400 Market Street, P.O. Box 8776 Harrisburg, PA 17105-8776 Tel: 717-705-5400 Web Link: www.dep.state.pa.us/growinggreener/site/default.asp Email: growinggreener@state.pa.us

Programs and Organizations	Description	Organization/Contact Information
Pennsylvania Department of Environmental Protection, Energy and Technology Development <ul style="list-style-type: none"> ○ Energy Harvest Grant Program ○ Keystone HELP Residential Energy Efficiency Program ○ Small Business Energy Efficiency Grant Program ○ Small Business Advantage Grant Program ○ PA Sunshine Residential and Small Business Solar Program ○ Alternative Fuel Incentive Grant Program ○ Energy Use Reduction Grants ○ State Energy Grant Program ○ Renewable Energy Program (Geothermal and Wind) ○ Local Government Greenhouse Gas Pilot Grant Program ○ Small Business Loan Program, Pollution Prevention Assistance Account 	DEP's Office of Energy and Technology Deployment administers and partners with other state agencies to offer a large number of grant and loan programs aimed at expanding the use of renewable energy and reducing our overall energy usage.	PA DEP Pennsylvania's State Energy Program - OETD 400 Market Street, 15th Floor Harrisburg, PA 17101 Tel: 717-783-9981 Web Link: www.depweb.state.pa.us/energy.cwp
Pennsylvania Energy Development Authority (PEDA)	PEDA is an independent public financing authority that offers grants, loans and loan guarantees, tax-exempt and taxable bond financing and other funding tools to finance clean, advanced energy projects. Potentially eligible projects include solar energy, wind, low-impact hydropower, geothermal, biomass, landfill gas and fuel cells.	PEDA Tel: (717) 783-8411 E-mail: eppaenergy@state.pa.us
Pennsylvania Department of Environmental Protection Nonpoint Source Implementation Program	Provides grant funds to address specific nonpoint source water pollution problems.	PA DEP Bureau of Watershed Management www.dep.state.pa.us/dep/deputate/watermgt/wc/subjects/nonpointsourcepollution/default.htm

Programs and Organizations	Description	Organization/Contact Information
Pennsylvania Department of Environmental Protection Act 537 Sewage Facilities Planning Grants	To administer grants to counties, municipalities and authorities to assist them in preparing official plans and revisions to official plans for sewage systems required by the Act. Provides up to 50% the cost of the Act 537 plan preparation	PA DEP Bureau of Water Supply and Wastewater Management RCSOB, 11 th Floor P.O. Box 8774 Harrisburg, PA 17105 www.dep.state.pa.us/watersupply/cwp
Pennsylvania Department of Environmental Protection, Bureau of Land Recycling and Waste Management <ul style="list-style-type: none"> - Act 101 County Planning Grants - Act 101 Recycling Grants - County Recycling Coordinator Grants - Host Municipal Inspector Reimbursement - Compost Infrastructure Development Grants - Recycling Markets Infrastructure Development Grants - Household Hazardous Waste Collection Grants - Act 198 Resource Recovery Development Grant - Recycling Performance Grants 	Provides reimbursement grants for preparation of county solid waste management plans required by Act 101. Counties are eligible to receive 80% funding for preparation of a county solid waste management plan. Recycling Grants reimburse counties and municipalities 90 percent of eligible recycling program development and implementation expenses.	PA DEP Bureau of Land Recycling and Waste Management DEP Recycling Coordinator (see contact list: www.dep.state.pa.us/dep/deputate/airwaste/wm/recycle/document/DEPCOORD.htm) www.dep.state.pa.us/dep/deputate/airwaste/wm/RECYCLE/Grants.htm
Pennsylvania Department of Environment Protection Brownfields Action Team	Brownfields Action Teams enhance interaction of the PA DEP with the local community by creating a single point of contact for priority projects located on distressed property. Projects that are accepted into the BAT program will have increased access to financial assistance that may be available through the Commonwealth.	PA DEP Bureau of Land Recycling and Cleanup Program www.depweb.state.pa.us/landrecwaste/cwp/view.asp?a=1243&q=462059 Brownfield Action Team Voice: 717 783-7816 Fax: 717 787-9549 E-mail: landrecycling@state.pa.us
The Pennsylvania Infrastructure Investment Authority (PENNVEST) <ul style="list-style-type: none"> - Brownfields Remediation Funding - Drinking water, wastewater, and stormwater - On-lot disposal 	PENNVEST offers low-interest loans for brownfields remediation and for design, engineering, and construction of both publicly and privately owned drinking water distribution and treatment facilities, wastewater treatment and collection systems, and municipal stormwater conveyance and control systems. Low interest loans are available to individuals for on-lot disposal systems.	PENNVEST 22 S. Third Street, Harrisburg, PA 17101 Tel: 717-783-6798 Fax: 717-787-0804 www.pennvest.state.pa.us/pennvest/cwp/browse.asp?A=4

Programs and Organizations	Description	Organization/Contact Information
Pennsylvania Department of Conservation and Natural Resources (DCNR) – Community Conservation Partnership Program	DCNR offers a variety of state grants and partnership opportunities to fund facilities and programs, including: Community Recreation Land Trusts Rails to Trails Heritage Parks Land and Water Conservation Recreational Trails	DCNR-Regional Office Rachel Carson State Office Building PO Box 8767 400 Market Street Harrisburg, PA 17105-8767 Tel: (412) 880-0486 e-mail: ra-askdcnr@state.pa.us www.dcnr.state.pa.us/brc/grants/
Pennsylvania Emergency Management Agency (PEMA) Hazardous Materials Emergency Preparedness Planning and Training Grants	Increase effectiveness in safety handling of hazardous materials accidents and incidents.	PEMA Tel: 717.651.2013 www.pema.state.pa.us/pema/site/default.asp
Pennsylvania Emergency Management Agency (PEMA) Emergency Management Performance Grant	Supports state and local government efforts to improve emergency response capabilities.	PEMA Tel: 717.651.2035 www.pema.state.pa.us/pema/site/default.asp
Pennsylvania Department of Transportation - Transportation Enhancements Program	Program sponsors projects that relate to surface transportation and enhancing a mode of transportation such as corridor gateways, pedestrian and bicycle paths, restoration of a historic train museum, etc. Funds are available for design, acquisition, and construction.	Pennsylvania Department of Transportation (PennDOT) Center for Program Development and Management P.O. Box 3365 Harrisburg, PA 17105 Tel: 717-787-2962 Fax: 717-787-5247 www.dot.state.pa.us/internet/Bureaus/CPDM.nsf
Pennsylvania Department of Transportation (PennDOT) Infrastructure Bank Program	Program offers low-interest loan programs to assist in transportation improvements for municipalities, counties, regional councils, et al. Roads, bridges, and transit projects are among projects most commonly covered.	Pennsylvania Department of Transportation (PennDOT) Center for Program Development and Management P.O. Box 3365 Harrisburg, PA 17105 Tel: (717) 772-1772 Fax: (717) 787-5247 www.dot.state.pa.us/penndot.bureaus/PIB.nsf/HomePagePIB?OpenForm

Programs and Organizations	Description	Organization/Contact Information
Pennsylvania Department of Transportation – Growing Smarter Transportation Projects/Land Use Initiative	PennDOT provides funds on a competitive basis for studies that coordinate transportation and land use.	PennDOT Department of Planning, Center for Program Development and Management www.dot.state.pa.us/internet/Bureaus/CPDM.nsf/HomePageLandUse?
Pennsylvania Department of Transportation (PennDOT) Transit Research and Demonstration Program	The program provides financial assistance for innovative projects that enhance the attractiveness of public transportation. Eligible applicants include local transportation organizations, educational institutions, regional planning commissions, and private firms.	PennDOT Bureau of Public Transportation Tel: 717-783-8025 www.dot.state.pa.us/Internet/Bureaus/pdBPT.nsf/infoTransitResDemProg
Pennsylvania Department of Transportation Rail Freight Assistance Program	The Rail Freight Assistance Program (RFAP) provides financial assistance for investment in rail freight infrastructure. The intent of the Program is to (1) preserve essential rail freight service where economically feasible, and (2) preserve or stimulate economic development through the generation of new or expanded rail freight service.	PennDOT, Bureau of Rail Freight, Ports, and Waterways 400 North Street 6 th Floor Harrisburg, PA 17120 Tel: 717-705-1320 www.dot.state.pa.us/Internet/Bureaus/pdBRF.nsf/infoGrantProgram
Pennsylvania Historical and Museum Commission (PHMC) - Certified Local Government Grant Program - Keystone Historic Preservation Grant Program - Pennsylvania History and Museum Grant Program	PHMC offers technical assistance to communities that want to enhance historical resources or districts, as well as building rehabilitation assistance. It also offers grants to local governments and 501 (c)(3) organizations, on a competitive basis.	Pennsylvania Historical and Museum Commission 300 North Street Harrisburg, PA 17120 Tel: 717-787-3362 Fax: 717-783-9924 www.phmc.state.pa.us/ www.artsnet.org/phmc
Pennsylvania Department of Community and Economic Development Floodplain Land Use Assistance Program	Provides grants and technical assistance to encourage the proper use of land and the management of floodplain lands within Pennsylvania.	DCED Center for Local Government Services Tel: 888-223-6837 www.newpa.com/ProgramDetail.aspx?id=99

Programs and Organizations	Description	Organization/Contact Information
<p>Pennsylvania Department of Community and Economic Development (DCED). Main Street / Anchor Building Program</p>	<p>The Main Street Manager Component is a five-year program designed to help a community's downtown economic development effort through the establishment of a local organization dedicated to downtown revitalization and the hiring a full-time professional downtown coordinator.</p>	<p>DCED 400 North Street, 4th Floor Commonwealth Keystone Building Harrisburg, PA 17120-0225 Tel: 1-866-GO-NEWPA (466-3972) www.newpa.com/ProgramDetail.aspx?id=79</p> <p>Beaver County Community Development Program Tel: 724-847-3889</p>
<p>Pennsylvania Department of Community and Economic Development Elm Street Program</p>	<p>Grant funds for planning, technical assistance and physical improvements to residential and mixed use areas in proximity to central business districts.</p>	<p>DCED 400 North Street, 4th Floor Commonwealth Keystone Building Harrisburg, PA 17120-0225 Tel: 1-866-GO-NEWPA (466-3972) www.newpa.com/ProgramDetail.aspx?id=74</p> <p>Beaver County Community Development Program Tel: 724-847-3889</p>
<p>Pennsylvania Department of Community and Economic Development Community Development Block Grant Program (CDBG)</p>	<p>This program provides grant assistance and technical assistance to aid communities in their community and economic development efforts. There are two components: the entitlement program, which provides annual funding to 27 third-class cities, 127 boroughs and townships, and 54 counties; and a competitive program which is available to all non-federal entitlement municipalities in Pennsylvania. 70% of grant money must go toward activities benefiting low-moderate income people.</p>	<p>DCED 400 North Street, 4th Floor Commonwealth Keystone Building Harrisburg, PA 17120-0225 Tel: 1-866-GO-NEWPA (466-3972) www.newpa.com/ProgramDetail.aspx?id=71</p> <p>Beaver County Community Development Program Tel: 724-847-3889</p>
<p>Pennsylvania Department of Community and Economic Development Appalachian Regional Commission (ARC)</p>	<p>Provides grant funding to support development of Appalachia's human and community infrastructure. The Appalachian Region within the Commonwealth consists of 52 counties served by seven Local Development Districts (LDD). Funds are awarded to non-profit organizations.</p>	<p>DCED 400 North Street, 4th Floor Commonwealth Keystone Building Harrisburg, PA 17120-0225</p> <p>Tel: 1-866-GO-NEWPA (466-3972)</p> <p>www.newpa.com/ProgramDetail.aspx?id=710</p>

Programs and Organizations	Description	Organization/Contact Information
<p>Pennsylvania Department of Community and Economic Development Community Revitalization Program</p>	<p>Provides grants for community stability and improvement projects throughout the Commonwealth. CRP funds are awarded to local governments, municipal organizations, and non-profit organizations.</p>	<p>DCED 400 North Street, 4th Floor Commonwealth Keystone Building Harrisburg, PA 17120-0225</p> <p>Tel: 1-866-GO-NEWPA (466-3972)</p> <p>www.newpa.com/ProgramDetail.aspx?id=712</p>
<p>Pennsylvania Department of Community and Economic Development Emergency Responder Resources and Training Program</p>	<p>ERRTP funds may be used for emergency responder improvement projects. These projects must demonstrate a benefit to community activities associated with police, fire, ambulance or related public safety services. Eligible parties include municipalities, non-profits, and community organizations.</p>	<p>DCED 400 North Street, 4th Floor Commonwealth Keystone Building Harrisburg, PA 17120-0225</p> <p>Tel: 1-866-GO-NEWPA (466-3972)</p> <p>www.newpa.com/ProgramDetail.aspx?id=75</p>
<p>Pennsylvania Department of Community and Economic Development Local Municipal Resources Development Program</p>	<p>Provides grants which promote community and/or development; improve the stability of the community; enhance the delivery of local government services through inter-municipal approaches to service delivery; improve existing and/or develop new civic, cultural, recreational, industrial, infrastructure and other facilities; assist in business retention, expansion, creation or attraction; promote the creation of jobs and employment opportunities; enhance the health, welfare and quality of life of Pennsylvania citizens</p>	<p>DCED 400 North Street, 4th Floor Commonwealth Keystone Building Harrisburg, PA 17120-0225</p> <p>Tel: 1-866-GO-NEWPA (466-3972)</p> <p>www.newpa.com/ProgramDetail.aspx?id=78</p>
<p>Pennsylvania Department of Community and Economic Development Urban Development Program</p>	<p>UDP grant funds may be used for urban development and improvement projects. Urban development activities may include, but are not limited to, programs and projects designed to strengthen Pennsylvania's neighborhoods</p>	<p>DCED 400 North Street, 4th Floor Commonwealth Keystone Building Harrisburg, PA 17120-0225</p> <p>Tel: 1-866-GO-NEWPA (466-3972)</p> <p>www.newpa.com/ProgramDetail.aspx?id=81</p>
<p>Pennsylvania Department of Community and Economic Development Act 47 Municipal Financial Recoveries Act (MFRA)</p>	<p>Provides loan and grant funds to financially distressed local governments as well as technical assistance to formulate financial recovery plans.</p>	<p>DCED 400 North Street, 4th Floor Commonwealth Keystone Building Harrisburg, PA 17120-0225</p> <p>Tel: 1-866-GO-NEWPA (466-3972)</p> <p>www.newpa.com/ProgramDetail.aspx?id=97</p>

Programs and Organizations	Description	Organization/Contact Information
Pennsylvania Department of Community and Economic Development Land Use Planning and Technical Assistance Program (LUPTAP)	LUPTAP provides grant funds for the preparation of community comprehensive plans and the ordinances to implement them. Eligible are County governments, coalitions of two or more municipal governments, or third party representing coalitions of municipalities. This is a 50% matching grant.	DCED 400 North Street, 4th Floor Commonwealth Keystone Building Harrisburg, PA 17120-0225 Tel: 1-866-GO-NEWPA (466-3972) www.newpa.com/ProgramDetail.aspx?id=100
Pennsylvania Department of Community and Economic Development Local Government Capital Projects Loan Program (LGCPL)	Provides low-interest loans for the equipment and facility needs for small local governments.	DCED 400 North Street, 4th Floor Commonwealth Keystone Building Harrisburg, PA 17120-0225 Tel: 1-866-GO-NEWPA (466-3972) www.newpa.com/ProgramDetail.aspx?id=96
Pennsylvania Department of Community and Economic Development Regional Police Assistance Grant Program	Provides grants for a period of up to three years for the start-up of consolidated police departments.	DCED 400 North Street, 4th Floor Commonwealth Keystone Building Harrisburg, PA 17120-0225 Tel: 1-866-GO-NEWPA (466-3972) www.newpa.com/ProgramDetail.aspx?id=83
Pennsylvania Department of Community and Economic Development Shared Municipal Services Program (SMSP)	This program provides grant funds that promote cooperation among municipalities. The program also encourages more efficient and effective delivery of municipal services on a cooperative basis.	DCED 400 North Street, 4th Floor Commonwealth Keystone Building Harrisburg, PA 17120-0225 Tel: 1-866-GO-NEWPA (466-3972) www.newpa.com/ProgramDetail.aspx?id=101
Pennsylvania Department of Community and Economic Development HOME Program	A federally funded program that provides local governments with loan assistance and technical assistance to expand the supply of decent and affordable housing for low- and very low-income Pennsylvanians.	DCED 400 North Street, 4th Floor Commonwealth Keystone Building Harrisburg, PA 17120-0225 Tel: 1-866-GO-NEWPA (466-3972) www.newpa.com/ProgramDetail.aspx?id=85 Beaver County Community Development Program Tel: 724-847-3889

Programs and Organizations	Description	Organization/Contact Information
Pennsylvania Department of Community and Economic Development Emergency Shelter Grant (ESG)	This program provides grants to local governments and non-profit organizations to assist in creating or rehabilitating shelter space for the homeless.	DCED 400 North Street, 4th Floor Commonwealth Keystone Building Harrisburg, PA 17120-0225 Tel: 1-866-GO-NEWPA (466-3972) www.newpa.com/ProgramDetail.aspx?id=92 Beaver County Community Development Program Tel: 724-847-3889
Pennsylvania Department of Community and Economic Development Weatherization	A federal program that works to minimize the adverse effects of high energy costs on low-income, elderly and handicapped citizens through client education activities and by providing high quality weatherization services.	DCED 400 North Street, 4th Floor Commonwealth Keystone Building Harrisburg, PA 17120-0225 Tel: 1-866-GO-NEWPA (466-3972) www.newpa.com/ProgramDetail.aspx?id=95
Pennsylvania Department of Community and Economic Development Community Services Block Grant (CSBG)	Federal grants funds to support programs that promote economic self-sufficiency of low-income individuals.	DCED 400 North Street, 4th Floor Commonwealth Keystone Building Harrisburg, PA 17120-0225 Tel: 1-866-GO-NEWPA (466-3972) www.newpa.com/ProgramDetail.aspx?id=84 Beaver County Community Development Program Tel: 724-847-3889

Non-Profit Organizations		
Programs and Organizations	Description	Organization/Contact Information
Local Government Academy, Multi-Municipal Planning Grant Program	Provides funds to two or more municipalities who are cooperating to prepare a multi-municipal comprehensive plan or land use ordinances as an implementation tool. Funds may be use as part of the local government match for LUPTAP grants.	Local Government Academy 800 Allegheny Avenue Suite 402 Pittsburgh, PA 15233-1895 www.localgovernmentacademy.org/ Telephone: 412-422-7877
Community Loan Fund of Southwestern Pennsylvania, Inc. (CLF)	CLF works to increase employment and expand economic opportunity in SW Pennsylvania. It increases access to training, education and skill development organizations and provides early funding to promising entrepreneurs.	Community Loan Fund of SW Pennsylvania 1920 Gulf Tower 707 Grant Street Pittsburgh, PA 15219 Tel: 412-201-2450 Fax: 412-201-2451 info@clfund.com www.clfund.com
Small Business Development Center (SBDC)—Duquesne University	SBDC provides management consulting, at no charge, and sponsors management-training programs. Its goals are for growth, expansion, and innovation of regional small businesses.	Small Business Development Center Duquesne University 600 Forbes Avenue 108 Rockwell Hall Pittsburgh, PA 15282 412-396-6233 Fax: 412-396-5884 www.duq.edu/sbdc
Center for Rural Pennsylvania (CRP)	CRP awards grants for applied research and model projects (Watershed Grants, Environmental Stewardship Fund); maintains and disseminates information on rural trends and conditions; publishes research and project results; and sponsors local, state and national forums on rural issues.	Center for Rural PA 200 North Third St. #600 Harrisburg, PA 17101 717-787-9555 Fax: 717-772-3587 info@ruralpa.org www.ruralpa.org
Pennsylvania Downtown Center (PDC)	The mission of the Pennsylvania Downtown Center is to promote and support the vitality of Pennsylvania's downtown's and traditional neighborhood business districts. PDC's assists members across the state with training and technical assistance tailored to a community's unique needs. Assistance includes objective assessments, educational and training programs, publications, and a resource library to offer critical assistance to downtown managers.	PA Downtown Center 130 Locust Street Harrisburg, PA 17101 717-233-4675 Fax: 717-233-4690 padowntown@padowntown.org www.padowntown.org

Programs and Organizations	Description	Organization/Contact Information
10,000 Friends of Pennsylvania	An alliance of organizations committed to promoting land use polices and actions that will enable Pennsylvania to strengthen its diverse urban and rural communities. It offers technical assistance to municipalities that wish to incorporate smart growth practices into their comprehensive plans and zoning ordinances. 10,000 Friends of Pennsylvania's Planning Beyond Boundaries publication guides local governments through the multi-municipal planning process.	<p>10,000 Friends of Pennsylvania 1315 Walnut Street Suite 1329 Philadelphia, PA 19107-4725</p> <p>Tel: 866-985-3201 Fax: 215-985-3207</p> <p>info@10000friends.org www.10000friends.org</p>
National Trust for Historic Preservation	The National Trust offers books and how-to manuals on preserving historic buildings, fundraising, how to prepare grants, etc.	<p>National Trust for Historic Preservation 1785 Massachusetts Avenue, NW Washington, DC 20036-2117</p> <p>Tel: 202-588-6000 Fax: 202-588-6038</p> <p>www.nationaltrust.org/</p>
Preservation Pennsylvania	Preservation Pennsylvania is a statewide, private non-profit organization dedicated to the protection of historically and architecturally significant properties. It administers the Preservation Fund of Pennsylvania, a revolving loan fund.	<p>Preservation Pennsylvania 257 North Street Harrisburg, PA 17101 (717) 234-2310 Fax: (717) 234-2522</p> <p>info@preservationpa.org www.preservationpa.org</p>
Pittsburgh History & Landmarks Foundation (PHLF)	PHLF offers a Preservation Loan Fund, technical services, bricks-and-mortar projects, architectural surveys, feasibility studies, tours & events, and educational programs, in order to preserve historical integrity of the region's downtowns.	<p>PHL Foundation 100 West Station Square Drive Suite 450 Pittsburgh, PA 15219</p> <p>Tel: 412-471-5808 Fax: 412-471-1633</p> <p>info@phlf.org www.phlf.org</p>
Young Preservationists Association of Pittsburgh	This a broad-based regional coalition of dynamic preservation leaders organized to ignite a new historic preservation movement in southwestern Pennsylvania. They offer seminars and support research on historic preservation efforts in southwestern Pennsylvania.	<p>Young Preservationists Association of Pittsburgh PO Box 2669 Pittsburgh, PA 15230-2669</p> <p>info@youngpreservationists.org www.youngpreservationists.org</p>

FOUNDATIONS		
Foundation	Description	Organization/Contact Information
The Heinz Endowments	The Heinz Endowment programs supports regional and community revitalization and smart growth by promoting investment, new business development, and training--all with a focus on creating opportunities for our most disadvantaged citizens. Registered 501(c)(3) non-profits are eligible to apply; individuals and for-profit organizations are not.	Economic Opportunity Programs The Heinz Endowments 30 Dominion Tower 625 Liberty Avenue Pittsburgh PA 15222 Tel: 412-281-5777 Fax: 412-281-5788 info@heinz.org www.heinz.org
The Pittsburgh Foundation	This community development foundation provides to grants to non-profit organizations with 501(c)(3) status, with a focus on the community betterment on the Pittsburgh Region.	The Pittsburgh Foundation Five PPG Place Suite 250 Pittsburgh, PA 15222-5401 Tel: 412-391-5122 Fax: 412-391-7259 www.pittsburghfoundation.org
United Way of Allegheny County (UWAC)	UWAC has programs for Environmental Quality as well as Organizational/Community Services. Within the latter program, funding is available for Community/Civic groups, such as neighborhood improvement groups.	United Way of Allegheny County 1250 Penn Avenue Pittsburgh, PA 15222 Tel: 412-261-6010 Fax: 412-394-5376 Campaign@uwac.org www.uwac.org
The Claude Worthington Benedum Foundation (CWBF)	CWBF promotes SW Pennsylvania regional economic development via entrepreneurial development, education assistance, and special programs on situational basis. Recipients must be non-profit 501(c)(3) organizations within Southwestern Pennsylvania.	Claude Worthington Benedum Foundation 1400 Benedum-Trees Building 223 Fourth Avenue Pittsburgh, PA 15222 412-288-0360 www.benedum.org
The Grable Foundation	This community development foundation has a particular interest in SW Pennsylvania on educational assistance, to special education programs, public schools, and appropriate youth organizations.	The Grable Foundation 650 Smithfield St. #240 Pittsburgh, PA 15222 412-471-4550 Fax: 412-471-2267 grable@grablefdn.org www.grablefdn.org

Foundation	Description	Organization/Contact Information
Roy A. Hunt Foundation (RH FDN)	RH FDN is committed to SW Pennsylvania's quality of life. The Trustees of this family foundation meet semi-annually to make grants to nonprofit organizations engaged primarily in Arts and Culture, Environment, Health, Human Services, Community Development, and Youth Violence Prevention.	Roy A. Hunt Foundation One Bigelow Square #630 Pittsburgh, PA 15219 412-281-8734 Fax: 412-255-0522 www.rahuntdn.org/
The Jewish Healthcare Foundation (JHF)	JHF foster the provision of healthcare services, healthcare education to the health-related needs of the elderly, underprivileged, indigent and underserved populations in Western Pennsylvania.	Jewish Healthcare Found. Centre City Tower 650 Smithfield Street, #400 Pittsburgh, PA 15222 Tel: 412-594-2550 Fax: 412-232-6240 info@jhf.org www.jhf.org
The McCune Foundation (MCF)	MCF goal is to stimulate long-lasting and sustainable progress that contributes to community vitality and economic growth by assisting community development non-profit organizations.	McCune Foundation 750 Six PPG Place Pittsburgh, PA 15222 Tel: (412) 644-8779 Fax: 412-644-8059 info@mccune.org www.mccune.org
Richard King Mellon Foundation (RKM)	RKM focuses primarily on SW PA regional economic development, wildlife and natural conservation, and education/youth programs for distressed urban/rural areas. RKM also supports programs that relate to Medicine, Civic Affairs, and Cultural Activities. The Trustees have shown a preference for supporting established organizations with specific objectives, and for partnering with other donors.	Richard King Mellon Foundation One Mellon Bank Center 500 Grant St. #4106 Pittsburgh, PA 15219 412-392-2800 http://fdncenter.org/grantmaker/rkmellon/index.html
Scaife/Allegheny Foundation	This foundation is primarily for historic preservation, civic development, and education. Grants are awarded to 501 (c)(3) organizations; no grants to individuals.	Office of the President Allegheny Foundation One Oxford Center 301 Grant St. #3900 Pittsburgh, PA 15219 (412) 392-2900 www.scaife.com

Foundation	Description	Organization/Contact Information
The Alcoa Foundation	The foundation awards assistance toward sustainable growth, job-skills training, corporate and community interaction, and various other civic programs. In Pennsylvania, these sites are in Lebanon, Leetsdale, New Kensington, and Cressona.	<p>The Alcoa Foundation Alcoa Corporate Center 201 Isabella Street Pittsburgh, PA 15212-5858</p> <p>Tel: 412-553-4545 Fax: 412-553-4498</p> <p>www.alcoa.com/global/en/community/info_page/foundation.asp</p>
The Bayer Foundation	Bayer Foundation supports programs that enhance the quality of life, provide unique and enriching opportunities that connect diverse groups and ensure the preparedness of tomorrow's leaders. 501 (c)(3) organizations in civic leadership and arts/sciences development are eligible to apply.	<p>Office of Executive Director Bayer Foundation 100 Bayer Road Pittsburgh, PA 15205</p> <p>(412) 777-2000</p> <p>www.bayer.com/en/bayer-foundations.aspx</p>
Columbia Gas of Pennsylvania	Columbia offers several assistance programs to community organizations as well as individual families. Its community services division is divided into Customer Programs and Community Relations. A complete listing of them is available on each provided link.	<p>Community Relations Columbia Gas of Pennsylvania 650 Washington Rd. Pittsburgh, PA 15228</p> <p>1-888-460-4332</p> <p>http://www.columbiagaspa.com/community_outreach/community_outreach.htm</p>
Dominion Foundation	The Dominion Foundation bases each contribution decision on two priorities: 1. To assist in providing necessary social services to the communities served. 2. To undertake programs to improve the economic revitalization of the region.	<p>Dominion Foundation Dominion Peoples Dominion Tower 625 Liberty Avenue Pittsburgh, PA 15219 (412) 244-2626</p> <p>www.dom.com/about/community/foundation/index.jsp</p>
PPG Industries Foundation	The Foundation awards grants for education, human services, cultural initiatives, and civic & community affairs. Grants are available to 501 (c)(3) organizations.	<p>PPG Industries Foundation One PPG Place Pittsburgh, PA 15272</p> <p>Tel: (412) 434-3131</p> <p>http://Corporateportal.ppg.com/PPGIndustriesFoundation</p>

Foundation	Description	Organization/Contact Information
USX Foundation, Inc.	The Foundation is divided into the Education program, the Health and Human Services program, and the Public, Culture & Sciences program. Awards are given to 501 (c)(3) organizations.	Office of General Manager USX Foundation, Inc. 600 Grant St. #685 Pittsburgh, PA 15219 Tel: (412) 433-1121 Fax: (412) 433-5733
Westinghouse Charitable Giving Program	The Program gives money to Pennsylvania non-profit organizations, with focuses in the Health and Welfare, Education, and Civic & Social areas.	Westinghouse Charitable Giving Program P.O. Box 355, ECE 575C Pittsburgh, PA 15230-0355 www.westinghousenuclear.com/Community/Charitable_Giving/index.shtm
Three Rivers Community Foundation (TRCF)	The TRCF provides grants to grassroots organizations that are dedicated to social and racial justice, services and skills development, and other community empowerment initiatives.	Three Rivers Community Fund 100 N. Braddock Ave, # 302 Pittsburgh, PA 15208 (412)243-9250 Fax: (412) 243-0405 www.trcf.net/what.html

