

MON VALLEY ALLIANCE **Economic Playbook**



APRIL 2022

Acknowledgements

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The project is funded by a grant from the Washington County Local Share Account (LSA) Program derived from the annual gaming revenues under the Pennsylvania Racehorse Development and Gaming Act. This fund is distributed through grants from the Pennsylvania Department of Community and Economic Development (DCED).

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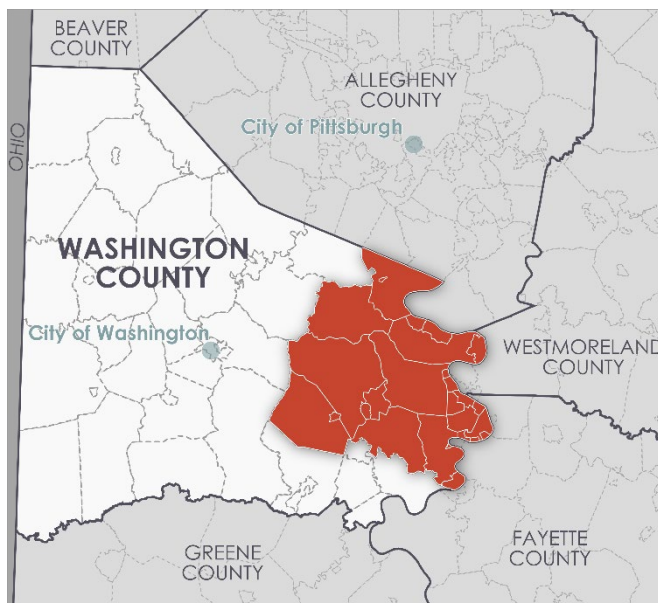
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About the Economic Playbook

In 2021, the Mon Valley Alliance (MVA) obtained grant funding assistance through the Washington County Local Share Program¹ to prepare an Economic Playbook (Playbook) for 27 municipalities located in eastern Washington County, Pennsylvania. The Playbook is a coordinated and collaborative marketing and promotion strategy that embraces and builds on the region's industrial legacy to advance economic development and continued investment among the 27 municipalities comprised of Allenport, Bentleyville, Carroll, California, Charleroi, Coal Center, Cokeburg, Donora, Dunlevy, Elco, Ellsworth, Fallowfield, Finleyville, Long Branch, Monongahela, New Eagle, North Bethlehem, North Charleroi, Nottingham, Roscoe, Somerset, Speers, Stockdale, Twilight, Union, West Brownsville and West Pike Run.



The Mon Valley Alliance serves the Mon Valley with industrial, business, and community development activities, working together to build better communities.



INDUSTRIAL

MVA oversees the development of industrial parks in the area. We are happy to assist you in finding space for your project no matter how large or small.



BUSINESS

MVA has programs to help current businesses grow, new businesses relocate to the business friendly Mon Valley as well as startup and business creation programs.



COMMUNITY

MVA works to strengthen local communities and reduce blight. Get an update on our current projects or suggest your own.

¹ The project is funded by a grant from the Washington County Local Share Account (LSA) Program derived from the annual gaming revenues under the Pennsylvania Racehorse Development and Gaming Act. This fund is distributed through grants from the Pennsylvania Department of Community and Economic Development (DCED).

The Playbook was prepared by MVA and its technical consultant team consisting of Michael Baker International, Inc. and Vernon Land Use, LLC in collaboration with the 27 municipalities and through the expert advisement of an ad-hoc Steering Committee comprised of the following public and private sector representatives:

Organization	Representative, Title
Blueprints	Abby Stark, Supervisor
Fourth Street BBQ	Dave Barbe, CEO
Mid Mon Valley Transit	Ashley Seman, Executive Director
Mon Valley Career and Technology Center	Neil Henehan, Director
PA State Representative Tim O'Neal, 48th District	Claire Shrontz, District Office Manager
PA State Representative Bud Cook - 49th District	Rachel Willson, Chief of Staff
PA State Senator Camera Bartolotta - 46th District	Rennick Remley, Chief of Staff
Penn Highlands Mon Valley	Lou Panza, CEO
Pennsylvania Department of Community and Economic Development	Johnna Pro, Southwest Regional Director
PennWest – California University of Pennsylvania	Tony Mauro, Campus Administrator, Director of Development
Redevelopment Authority of Washington County	Bob Griffin, Economic Development Director
U.S. Senator Bob Casey	Robbie Matesic, Southwest Regional Director
Washington County Chamber of Commerce	Chase McClain, Director, Marketing
Washington County Planning Commission	Lisa Cessna, Director

Components

The Playbook consists of a set of detailed strategies and actions developed with input from the municipalities, Steering Committee, and other regional stakeholders. One of the strategies has already moved to implementation and is a key component to the Playbook, a public facing website, MVA Investment Portal, showcasing the region.

- **MVA Investment Portal** – A public-facing and community engagement website developed in an ArcGIS Hubsite platform that organizes people, data, and tools through information-driven initiatives. The MVA Investment Portal is a one-stop location for regional information including the following. With updates occurring regularly, the MVA Investment Portal will be a real time platform to help attract new regional investment.
 - **Regional Profile** that delivers a concise snapshot of Eastern Washington County's history and industrial legacy along with its key economic and demographic data.
 - **Our Communities** including Municipal Profiles providing community, demographic, land use, regulatory, and cost of living insights for each of the region's 27 municipalities.
 - **Results** documenting the over \$200M (and counting) infrastructure, training, and workforce development financial investments made in made in the region since 2008.
 - **Investment Opportunities** promoting the region's industrial, commercial, mixed use, and residential real estate development properties.
- **Focus Areas, Strategies, and Implementation Actions** – A strategic framework and action plan to deliver a coordinated regional approach to community and economic development and sustainable growth. The focus areas address the following six goal areas:
 - **Coordination & Capacity** – Ensure implementation by addressing regional coordination and capacity.
 - **Marketing & Branding** – Develop a comprehensive approach to market the Mid-Mon Region.
 - **Infrastructure & Revitalization** – Prepare for future investment through strategic revitalization of infrastructure and communities.
 - **New Places to Live** – Make the Region a preferred destination for new residents.
 - **Business Retention & Attraction** – Prepare the region for increased, diverse business investment.
 - **Recreation & Tourism** – Develop the region into a recreation and tourism destination.

Eastern Washington County is at the helm of the region's redevelopment and rebirth. The region is well situated to take advantage of southwestern Pennsylvania's economic growth and revitalization bridging its strong industrial legacy with opportunities for growth and development.

The Economic Playbook represents MVA's commitment to building relationships with and between local government, elevating the region's assets and opportunities, and providing a clear roadmap for local investment, growth, and development. MVA along with its federal, state, local, and private sector partners will continue to "Build our Future Together" through successful implementation of the Economic Playbook.



Monongahela, Pennsylvania

Focus Areas, Strategies, and Implementation Actions

Note: Acronyms included at the end of the matrix

STRATEGY	IMPLEMENTATION ACTION	LEAD ENTITY	PARTNERS	TIMEFRAME	POTENTIAL FUNDING OPPORTUNITIES ⁽¹⁾
COORDINATION & CAPACITY ENSURE IMPLEMENTATION BY ADDRESSING REGIONAL COORDINATION AND CAPACITY					
1. Continue to build regional consensus and collaboration to promote the Mid-Mon Region	A. Encourage intergovernmental cooperation between municipalities through formal agreements per the Pennsylvania Intergovernmental Cooperation Act	WCPC DCED Local Government Services	Municipalities	Short Term (0 – 3 years)	DCED MAP LSA Washington County ARC POWER Local Government Academy
	B. Establish the Mid-Mon Valley Investment Team to implement the Economic Playbook. Include municipalities and entities involved to date ⁽²⁾	MVA	Investment Team ⁽²⁾	Short Term (0 – 3 years)	DCED MAP LSA Washington County ARC POWER
	C. Add new Investment Team partners as additional municipalities and entities are included in the regional initiative	MVA	Investment Team	Short Term (0 – 3 years)	DCED MAP LSA Washington County CFA LSA Statewide
2. Improve municipal capacity to implement Economic Playbook strategies	A. Identify existing and future technical assistance resources to support municipal planning needs and advance revitalization and new investment	PennWest California	Municipalities DCED Local Government Services Municipal Associations SPC Local Government Academy	Short Term (0 – 3 years)	DCED MAP LSA Washington County ARC POWER PennDOT Connects Local Government Academy

STRATEGY	IMPLEMENTATION ACTION	LEAD ENTITY	PARTNERS	TIMEFRAME	POTENTIAL FUNDING OPPORTUNITIES ⁽¹⁾
	B. Secure grant writers to write, apply for, and monitor public and foundational funding opportunities on behalf of and in conjunction with municipalities	TBD	Municipalities MVRCC	Short Term (0 – 3 years) and Ongoing	Washington County Community Foundation
3. Support Mid-Mon Valley region investment projects	A. Annually, identify, track, and prioritize regional projects for support and funding opportunities	MVA	Investment Team	Annually	DCED MAP LSA Washington County ARC POWER
	B. Assist grant applicants with making projects grant ready, preparing grant applications, obtaining letters of support, application submissions, and award management / compliance	TBD	Municipalities MVA MVRCC	Ongoing	
	C. Consider hiring a new staff member to be a single point of contact from implementing the Economic Playbook	MVA	N/A	Mid Term (4 – 7 years)	ARC POWER

STRATEGY	IMPLEMENTATION ACTION	LEAD ENTITY	PARTNERS	TIMEFRAME	POTENTIAL FUNDING OPPORTUNITIES ⁽¹⁾
MARKETING & BRANDING					
DEVELOP A COMPREHENSIVE APPROACH TO MARKET THE MID-MON REGION					
1. Finalize regional branding	A. Convene a focus group to finalize regional branding building upon the proposed branding tag line "Slice of the American Pie", "Find YOUR slice of the American Pie Here", "The American Spirit Lives Here," etc.)	MVA	Investment Team	Short Term (0 – 3 years)	
2. Showcase the region through the Mid-Mon Valley Investment Portal (Arc GIS Hub site)	A. Develop a digital campaign to attract new businesses through advertising in regional and national business and site selection publications	MVA	Regional Businesses MVRCC WCCC DCED	Short Term (0 – 3 years)	Washington County LSA DCED Marketing
	B. Develop a campaign to attract new citizens through digital platforms	MVA	WCTPA Municipalities WCCC DCED Washington Greene Association of Realtors PRA	Short Term (0 – 3 years)	
	C. Develop a campaign to attract new visitors and tourists	WCTPA	DCED MVA WCCC DCED DCNR	Short Term (0 – 3 years)	DNCR C2P2 (Heritage Area Funding) Washington County Act 13 Marcellus Shale Funding WCTPA Grant

STRATEGY	IMPLEMENTATION ACTION	LEAD ENTITY	PARTNERS	TIMEFRAME	POTENTIAL FUNDING OPPORTUNITIES ⁽¹⁾
3. Maintain & expand the Mid-Mon Valley Investment Portal	A. Update the Investment Portal to add new projects to the "Results" tab when announced	MVA	Investment Team	Ongoing	
	B. Add new sites to the Investment Portal under the "Investment Opportunities" tab when submitted through the portal	MVA	Investment Team	Ongoing	
	C. Work with the Investment Team to biannually update the portal with new content	MVA	Investment Team	Biannually	
	D. Incorporate all Mid-Mon Valley municipalities into the investment portal and continue their active engagement	MVA	Municipalities in Washington, Fayette, Greene, and Westmoreland Counties	Short Term (0 – 3 years) and Ongoing	DCED MAP ARC POWER
4. Rebuild regional civic pride by communicating new investments and encouraging participation	A. Update citizens about new investments and activities through local news outlets and social media	MVA	Investment Team News Media Outlets	Ongoing	
	B. Encourage residents to submit new information to consider including on the Investment Portal	MVA	Investment Team	Ongoing	

STRATEGY	IMPLEMENTATION ACTION	LEAD ENTITY	PARTNERS	TIMEFRAME	POTENTIAL FUNDING OPPORTUNITIES ⁽¹⁾
INFRASTRUCTURE & REVITALIZATION					
PREPARE FOR FUTURE INVESTMENT THROUGH STRATEGIC REVITALIZATION OF INFRASTRUCTURE AND COMMUNITIES					
1. Continue to invest in the region's infrastructure and public services	A. Work with SPC to identify, prioritize, and program the region's transportation improvement priorities	WCPC	SPC Municipalities MVA Mid Mon Valley Transit Authority Freedom Transit	Short Term (0 – 3 years) and Ongoing	Bipartisan Infrastructure Law Pennsylvania Infrastructure Bank (PIB) FTA
	B. Support completion of local road and bridge improvement projects (e.g., bridge bundling) ⁽³⁾	Municipalities	PennDOT District 12 WCPC	Short Term (0 – 3 years)	Pennsylvania Infrastructure Bank (PIB) PennDOT MTF DCED/CFA MTF
	C. Invest in the region's water, sewer, and stormwater infrastructure needs as inventoried by WCPC and articulated by municipalities ⁽⁴⁾	WCPC/ Municipal Authorities	Municipalities RAWC	Ongoing	LSA Washington County USDA Rural Development Program (Water and Environmental Programs) EDA Public Works Program PENNVEST DCED/CFA PA Small Water and Sewer DCED/CFA H2O PA – Water Supply, Sanitary Sewer and Storm Water Projects DEP Growing Greener Plus – Watershed Protection

STRATEGY	IMPLEMENTATION ACTION	LEAD ENTITY	PARTNERS	TIMEFRAME	POTENTIAL FUNDING OPPORTUNITIES ⁽¹⁾
	D. Install the most technologically current broadband infrastructure where needed throughout the region	Washington County Authority	Municipalities SPC (Southwest PA Connected) PA Broadband Development Authority	Short Term (0 – 3 years)	ARPA LSA Washington County ARC POWER PA Broadband Development Authority Grants
2. Redevelop Mid-Mon Valley communities using a mix of community and economic development tools	A. Revisit and implement blight prevention and remediation strategies identified in the 2018 <i>Washington County Mon Valley Comprehensive Blight Strategy Plan</i> ⁽⁵⁾	RAWC	Washington County Land Bank Municipalities	Short Term (0 – 3 years)	DCED Keystone Communities Program DCED MAP ARC POWER Washington County LSA CDBG Washington County Land Bank
	B. Encourage increased regional participation in the Washington County Land Bank	RAWC	Washington County Land Bank Municipalities	Short Term (0 – 3 years)	DCED MAP ARC POWER Washington County Land Bank
	C. Identify and address additional areas of blight throughout the region	RAWC	Municipalities Local Government Academy	Mid Term (4 – 7 years)	DCED Keystone Communities Program DCED MAP Washington County Land Bank
	D. Update municipal land use regulations and ordinances to support redevelopment and revitalization projects within the region	PennWest California	Municipalities DCED Local Government Services PennDOT Connects	As Required	DCED MAP

STRATEGY	IMPLEMENTATION ACTION	LEAD ENTITY	PARTNERS	TIMEFRAME	POTENTIAL FUNDING OPPORTUNITIES ⁽¹⁾
	E. Support façade improvements throughout the region's municipalities through Main Street programs	RAWC	Municipalities	Ongoing	DCED Keystone Communities Program LSA Washington County
	F. Consider partnering with PA Downtown Center to provide technical assistance on the benefits of downtown revitalization	MVA	Municipalities PA Downtown Center RAWC	Short Term (0 – 3 years)	LSA Washington County DCED MAP
3. Develop and implement signature community projects throughout the region	A. Prepare a redevelopment strategy for the former Ringgold Middle School in Union Township	Union	MVA WCPC RAWC	Mid Term (4 – 7 years)	DCED Keystone Communities Program m LSA Washington County
	B. Complete the Railroad and 2 nd Street Connectivity project in Monongahela to improve connectivity between Aquatorium Park and the Central Business District	Monongahela	National Road Heritage Corridor SPC Active Transportation PennDOT Connects RAWC	Short Term (0 – 3 years)	DCED Keystone Communities Program LSA Washington County CDBG
	C. Redevelop Fallowfield Avenue between 4 th Street and 6 th Street in downtown Charleroi to include retail commercial uses on the ground floor and residential/office in upper stories	Charleroi	RAWC MVA Washington County Land Bank	Short Term (0 – 3 years)	DCED Keystone Communities Program LSA Washington County Washington County Land Bank

STRATEGY	IMPLEMENTATION ACTION	LEAD ENTITY	PARTNERS	TIMEFRAME	POTENTIAL FUNDING OPPORTUNITIES ⁽¹⁾
	D. Redevelop the Chambers Plaza property in Charleroi	Mon Valley Regional Chamber of Commerce	Charleroi MVA	Mid Term (4 – 7 years)	DCED Keystone Communities Program LSA Washington County
	E. Develop the Ken Griffey Field at Donora Industrial Park	Donora	RAWC MVA	Mid Term (4 – 7 years)	DCED Keystone Communities Program LSA Washington County
	F. Plan and implement riverfront projects throughout the region	PennWest California	Monongahela Charleroi Speers Other locations TBD	Mid Term (4 – 7 years)	DCED Keystone Communities Program LSA Washington County ARC POWER
	G. Prepare and implement a multi-phase street scape and signage program along main streets throughout the region (PA 837, PA 88)	PennWest California	MVA Municipalities	Mid Term (4 – 7 years)	DCED/CFA MTF PennDOT MTF DCED Keystone Communities Program LSA Washington County
	H. Assist North Bethlehem Township with the planning, design, and construction of a new municipal building	North Bethlehem Township	MVA WCPC PennWest California	Mid Term (4 – 7 years)	USDA Community Facilities Program LSA Washington County
	I. Assist New Eagle Borough with developing a master reuse plan for the currently owned mine land properties and an Official Map	New Eagle	MVA WCPC PennWest California	Short Term (0 – 3 years)	DCED MAP DCNR Community Conservation Partnerships Program Grants Act 13 Impact Fees

STRATEGY	IMPLEMENTATION ACTION	LEAD ENTITY	PARTNERS	TIMEFRAME	POTENTIAL FUNDING OPPORTUNITIES ⁽¹⁾
	J. Assist the City of Monongahela and New Eagle Borough with preparing a new Joint Comprehensive Plan (update from the 2008 plan)	Monongahela New Eagle	WCPC (reviewing agency) Consultant(s)	Mid Term (4 – 7 years)	DCED MAP LSA Washington County
	K. Assist New Eagle Borough with updating its Codified Ordinance	New Eagle	WCPC (reviewing agency) Consultant(s)	Mid Term (4 – 7 years)	DCED MAP LSA Washington County
	L. Rehabilitate/replace the Brownsville Road (PA-88) bridge spanning Peters Creek to include pedestrian walkway(s)	PennDOT District 12	WCPC SPC Finleyville	Mid Term (4 – 7 years)	PennDOT Bridge Funding
	M. Provide technical assistance to support the design and construction of a new salt storage building for Finleyville Borough	Finleyville	MVA	Short Term (0 – 3 years)	PennDOT PIB USDA Community Facilities LSA Washington County
	N. Support Finleyville's purchase of new Christmas Lights for its Main Street annual event beautification needs O. Repair the bridge at the Speers Industrial Park	Finleyville Speers	Community Foundations Regional businesses MVA MVA	 Short Term (0 – 3 years)	Community Foundations Regional businesses Local crowd-sourced funding DCED/CFA MTF DCED/CFA Business in Our Sites LSA Washington County
	P. Address areas prone to landslide in Fallowfield Township	Fallowfield	PADEP	Short Term (0 – 3 years)	FEMA HMGP

STRATEGY	IMPLEMENTATION ACTION	LEAD ENTITY	PARTNERS	TIMEFRAME	POTENTIAL FUNDING OPPORTUNITIES ⁽¹⁾
	Q. Upgrade the Dunlevy Recreation Center (Emergency Community Center)	Dunlevy	MVA PennWest California Local Business Community	Short Term (0 – 3 years)	DCED Keystone Communities Program Local Business Community CDBG LSA Washington County
	R. Determine the feasibility of deploying an autonomous shuttle providing intra-region public transportation to residents and tourists	MMVT	PennDOT Bureau of Public Transportation SPC WCPC	Long Term (8 – 10 years)	DCED/CFA MTF PennDOT MTF Act 44 Demonstration
	S. Conduct a feasibility study and implement a water taxi along the Monongahela River	MMVT	USACOE PennDOT Bureau of Public Transportation SPC	Long Term (8 – 10 years)	DCED/CFA MTF PennDOT MTF DCED Waterfront Development Tax Credit Program
NEW PLACES TO LIVE MAKE THE REGION A PREFERRED DESTINATION FOR NEW RESIDENTS					
1. Develop a regional housing strategy to address regional housing needs	A. Review housing strategies in municipal and multi-municipal comprehensive plans and implement recommendations	PennWest California	WCHA WCPC RAWC	Short Term (0 – 3 years)	
	B. Develop new housing inventory to replace obsolete housing, meet workforce demand, and address housing needs by housing type, income, age, and ability	Municipalities	PHFA Washington Greene Association of Realtors Local and Regional Developers RAWC	Long Term (8 – 10 years)	

STRATEGY	IMPLEMENTATION ACTION	LEAD ENTITY	PARTNERS	TIMEFRAME	POTENTIAL FUNDING OPPORTUNITIES ⁽¹⁾
2. Revitalize existing housing	A. Support development of upper story housing in downtown Monongahela and Charleroi	RAWC	Charleroi Monongahela Washington Greene Association of Realtors Local and Regional Developers	Short Term (0 – 3 years)	
	B. Support the upgrade and modernization of existing housing stock throughout the region	RAWC	Municipalities Regional Developers/Investors	Mid Term (4 – 7 years)	
3. Plan for and construct new housing as identified by municipalities	A. Support new housing construction in Union, Fallowfield, and Nottingham Townships to include a variety of housing types	Municipalities	Local and Regional Developers Washington Greene Realtors Association Local and Regional Developers	Mid Term (4 – 7 years)	
BUSINESS RETENTION & ATTRACTION					
PREPARE THE REGION FOR INCREASED, DIVERSE BUSINESS INVESTMENT					
1. Develop new industrial flex space in the region and support continued investment in existing business and industrial parks	A. Prepare new locations for business and industrial development ⁽⁶⁾	MVA	Municipalities RAWC	Mid Term (4 – 7 years)	DCED/CFA Business in Our Sites PA RACP ARC POWER EDA Public Works Program
	B. Support development of the Mon River Industrial Park ⁽⁶⁾	Mon River Industrial Park	Norfolk Southern WCPC	Short Term (0 – 3 years)	
2. Attract new commercial and retail investment throughout the region	A. Support municipal efforts to attract new commercial and retail businesses	MVA	Municipalities WCCC MVRCC	Ongoing	DCED Keystone Communities Program EDA Economic Adjustment Program

STRATEGY	IMPLEMENTATION ACTION	LEAD ENTITY	PARTNERS	TIMEFRAME	POTENTIAL FUNDING OPPORTUNITIES ⁽¹⁾
	B. Encourage investors/developers to open community grocery stores in the region's downtowns	California Charleroi	MVA WCCC MVRCC	Short Term (0 – 3 years)	
	C. Encourage continued growth of international grocery stores in Charleroi	Charleroi	MVA WCCC MVRCC	Short Term (0 – 3 years)	
	D. Encourage core communities to implement Main Street Programs like Monongahela's Main Street Program	MVA	Municipalities Pennsylvania Downtown Center PA DCED	Mid Term (4 – 7 years)	Washington County Community Foundation DCED Keystone Communities Program Program
3. Develop new incubator space to house regional startups	A. Identify business startup opportunities focusing on the region's key industry clusters (energy, advanced manufacturing, building & construction, logistics & transportation, health care)	PennWest California	MVCTC MVA University of Pittsburgh Small Business Development Center	Short Term (0 – 3 years)	ARC POWER EDA Local Technical Assistance
4. Support MVCTC's efforts in matching skilled workers with employers	A. Develop the region's workforce to meet short term employer needs and long term industry cluster needs	MVCTC	Investment Team Southwest Corner Workforce Investment Board	Short Term (0 – 3 years)	ARC POWER

STRATEGY	IMPLEMENTATION ACTION	LEAD ENTITY	PARTNERS	TIMEFRAME	POTENTIAL FUNDING OPPORTUNITIES ⁽¹⁾
RECREATION & TOURISM DEVELOP THE REGION INTO A RECREATION AND TOURISM DESTINATION					
1. Increase river-based tourism and riverfront access	A. Develop a regional Mon River Corridor Access, Improvement, and Activities Plan	National Road Corridor (Mon River Towns Program)	Municipalities MVA DCNR	Short Term (0 – 3 years)	LSA Washington County DCNR C2P2
	B. Develop Coal Center Riverfront Park which will include a new dock and boat access	Coal Center	Washington County Tourism Promotion Agency Mon River Towns DCED DCNR	Short Term (0 – 3 years)	DCNR C2P2 DCED Waterfront Development Tax Credit Program
	C. Redevelop Charleroi Community Park into a regional recreation destination	Trustees of Charleroi Community Park	Charleroi Washington County Tourism Promotion Agency Mon River Towns DCED DCNR	Mid Term (3 – 7 years)	DCNR C2P2 DCED Waterfront Development Tax Credit Program
	D. Develop a riverfront trail connecting downtown Charleroi to Lower Speers	Charleroi Speers	Washington County Tourism Promotion Agency Mon River Towns DCED DCNR Norfolk Southern	Mid Term (3 – 7 years)	DCNR C2P2 DCED/CFA MTF PennDOT MTF
	E. Plan for and develop a riverside park in Speers	Speers	Washington County Tourism Promotion Agency Mon River Towns DCED DCNR	Long Term (8 – 10 years)	DCNR C2P2 DCED Waterfront Development Tax Credit Program

STRATEGY	IMPLEMENTATION ACTION	LEAD ENTITY	PARTNERS	TIMEFRAME	POTENTIAL FUNDING OPPORTUNITIES ⁽¹⁾
	F. Plan for and develop riverfront boat access in Dunlevy and an adjacent indoor recreation complex, walking trail, and dog park	Dunlevy	Washington County Tourism Promotion Agency Mon River Towns DCED DCNR	Long Term (8 – 10 years)	DCNR C2P2 DCED Waterfront Development Tax Credit Program
	G. Implement West Brownsville Borough's Riverfront Park Site Master Plan	West Brownsville	MVA WCPC PennWest California	Mid Term (4 – 7 years)	DCNR C2P2 Program LSA Washington County
2. Support existing and future park, recreation, and trail initiatives	A. Develop an open-air performance pavilion/ park in California on the former Hollywood Theater site	California	DCNR MVA	Short Term (0 – 3 years)	DCNR C2P2
	B. Improve Mechanics Street Playground in California which serves as a location for summer basketball leagues	California	DCNR MVA	Mid Term (4 – 7 years)	DCNR C2P2
	C. Complete Phase 2 of the Valley Park project	Carroll	MVA DCNR	Short Term (0 – 3 years)	LSA Washington County DCNR C2P2
	D. Improvements to Speers Park and the playground in Lower Speers including ADA accessibility	Speers	DCNR MVA	Short Term (0 – 3 years)	DCNR C2P2
	E. Plan for and develop a park in the Maple View neighborhood of Speers	Speers	DCNR	Long Term (8 – 10 years)	DCNR C2P2

STRATEGY	IMPLEMENTATION ACTION	LEAD ENTITY	PARTNERS	TIMEFRAME	POTENTIAL FUNDING OPPORTUNITIES ⁽¹⁾
	F. Support Dunlevy Borough's acquisition of community soccer fields and associated improvements to support regional soccer tournaments	Dunlevy	DCNR MVA	Short Term (5 – 7 years)	DCNR C2P2
	G. Make improvements to Elementary Park in Fallowfield Township	Fallowfield	DCNR MVA	Short Term (0 – 3 years)	DCNR C2P2
	H. Support the Rails to Trails project in Fallowfield Township	Natural Road Heritage Corridor	Fallowfield Township	Mid Term (4 – 7 years)	DCNR C2P2
	I. Upgrade Nottingham Township's Park including ADA features	Nottingham	DCNR MVA RAWC	Mid Term (4 – 7 years)	DCNR C2P2 CDBG
	J. Improve Veterans Memorial Park in Union Township	Union	DCNR MVA	Mid Term (4 – 7 years)	DCNR C2P2
	K. Construct El Rama Park in Union Township	Union	DCNR MVA	Mid Term (4 – 7 years)	DCNR C2P2
	L. Construct Maple Heights Park in Union Township on a former Nike missile storage site	Union	DCNR MVA	Mid Term (4 – 7 years)	DCNR C2P2
3. Promote the region's tourism, recreation, historic, and cultural resources	A. Partner with WCTPA to incorporate regional recreation and tourism destinations into Washington County's tourism promotion website	WCTPA	Investment Team	Short Term (0 – 3 years)	LSA Washington County ARC POWER DCED C2P2

Footnotes:

(1) The Potential Funding Opportunities listed are those that could possibly be eligible under program guidelines. Listing on this matrix is not a guarantee of award or funding availability.

(2) Mid-Mon Valley Investment Team (Investment Team) will include the following partners with additional partners to be added in the future.

- Municipalities
- PA Federal and State Delegation
- DCED
- Washington County Planning
- Washington County Redevelopment Authority
- Washington County Chamber of Commerce
- Mon Valley Career and Technology Center
- PennWest California
- Blueprints
- Penn Highlands Mon Valley
- Fourth Street BBQ

(3) Municipalities identifying road and bridge improvement needs include Charleroi, Dunlevy, Fallowfield, Finleyville, West Pike Run.

(4) WCPC in conjunction with municipal authorities has inventoried water and sewer service throughout Washington County. Year 2020-2025 Active Projects including Capital and Maintenance projects have been identified. Current information on each of the project listed below would be obtained from each municipal authority. Additional notes obtained from municipal outreach is also included.

Authority	Municipality(ies)	2020-2025 Active Projects	Municipal Notes
Authority of the Borough of Charleroi (ABC)	Charleroi Borough North Charleroi Borough Speers Borough Dunlevy Borough Twilight Borough Fallowfield Township	CSO Phase I under construction \$15,000,000 CSO Phase II under design/preparing for bid \$12,000,000 Solids Handling Upgrades at the STP in planning stages \$3,500,000	

Authority	Municipality(ies)	2020-2025 Active Projects	Municipal Notes
		Fallowfield Pump Station Improvements in design phase \$800,000"	
California Borough	California Borough Coal Center Borough	Expanding service area	Replace old terra cotta sewer pipes in California Borough
Carroll Township Authority (CTA)	Carroll Township	Lining and upgrading system - Multiple millions; Sewer System Capital Improvements \$487,000	CTA is assembling cost estimates to extend the sanitary sewers from approximately Ringgold High School campus area along SR 136 to the Ginger Hill area. Ginger Hill residents inquire about connecting to sewer. Several homes past the school campus that have no public sewer. Extending public sewer to the Ginger Hill area would open up the interchange at Toll 43 for development.
Center-West Joint Sewage Authority (CWJSA)	Centerville Borough West Brownsville Borough	local expansions 30 EDU	
Mid Mon Valley Water Pollution Control Authority (MMVWPCA)	Allenport Borough Elco Borough Roscoe Borough Stockdale Borough	Pump Station #1 replacement- \$835,000 (as per funding availability) Pump station 2-4 planning \$2,500,000	
Mon Valley Sewage Authority (MVSA)	Monesson City Donora Borough Carroll Township	2020 Mon Valley Sewage Authority Long Term Control Plan Phase III - \$6,538,000 Blower improvement project - \$1,500,000	
Municipal Authority of the City of Monongahela (MACM)	Monongahela City Carroll Township	Meter Replacement \$250,000; Dry Run Stream Bank Reinforcement Project - \$600,000	

Authority	Municipality(ies)	2020-2025 Active Projects	Municipal Notes
New Eagle Municipal Sewage Authority (NEMSA)	New Eagle Borough		
Peters Creek Sanitary Authority (PCSA)	Finleyville Borough Nottingham Township Peters Township Union Township	CIPP Repair Program- many capital projects planned toward rehabilitation & I/I removal \$400,000/year	Plan for future public sewage in the Ginger Hill Area of Nottingham Township
Pigeon Creek Sanitary Authority (PCSA)	Bentleyville Borough Ellsworth Borough Cokeburg Borough Fallowfield Township North Bethlehem Township Somerset Township	Manhole Rehabilitation Project \$500,000; CAP IMPLEMENTATION	Fallowfield Township has storm water management needs
Union Township	Union Township	Mingo Circle sewage Project \$2,750,000 (104 EDU); Overlook Sewage and Sanitary Sewer Extension- \$600,000 (26 EDU)-2020	
West Pike Run Township Municipal Authority (WPRTMA)	West Pike Run Township		Expand sewer and water infrastructure to support residential development including a water fill station in West Pike Run Township

⁽⁵⁾ The 2018 Washington County Mon Valley Comprehensive Blight Strategy Plan was prepared by RAWC to address blight in Charleroi, Fallowfield Township, North Charleroi, Speers, and Twilight. Municipalities that noted blight issues/concerns include Carroll, Charleroi, Donora, Fallowfield, Finleyville, North Charleroi, Speers, and Twilight.

⁽⁶⁾ Pending property owner approval, properties for future development to be posted on the Mid-Mon Valley Investment Portal are listed in the following table. Additional properties to be added by MVA on an ongoing basis.

Site	Municipality	Acres	Description	Industry Sector
Former Mitchell Power Plant	Union	57	Former power plant site Potential redevelopment opportunities Rail served, waterfront	Industrial
Canestrале North Site	Union	294	Coal refuse site Potential redevelopment opportunities Rail served	Industrial
Canestrале South Site	Union New Eagle	505	Coal refuse site Potential redevelopment opportunities Rail served	Industrial
Donora Industrial Park	Donora	400	Existing Industrial Park 20 acres available Rail served https://www.monvalleyalliance.org/services/locations/donora-industrial-park/	Industrial
Donora Industrial Park - Ken Griffey Field	Donora	11	Vacant, developable 11 acre rail served, waterfront property	Industrial
Alta Vista Business Park	Fallowfield	256	Existing Industrial Park 3 to 40 acre parcels available https://www.monvalleyalliance.org/services/locations/alta-vista/	Industrial
Speers Industrial Park	Speers	80	Existing Industrial Park Lease, sale opportunities available https://www.monvalleyalliance.org/services/locations/speers-industrial-park/	Industrial
Dunlvey Site	Dunlevy	95	Former industrial site Available for redevelopment Rail served, waterfront	Industrial
Mon River Industrial Park	Allenport	102	Former industrial site Available for redevelopment Rail served, waterfront	Industrial
California Technology Park	California	120	Existing business park 2 remaining development parcels, opportunity for expansion	Industrial

Site	Municipality	Acres	Description	Industry Sector
			https://www.washcochamber.com/business-assistance/site-location/california-technology-park	
138 McKean Avenue	Charleroi	0.2	Vacant, zoned for commercial use https://www.monvalleyalliance.org/services/locations/138-mckean-ave-charleroi-pa-15022-lot-for-sale/	Commercial
335 McKean Avenue	Charleroi	0.3	Vacant, zoned for commercial use https://www.monvalleyalliance.org/335-mckean-ave-lot-for-sale-charleroi-pa/	Commercial
Highland Village	Union		New patio home community 88 attached homes; 17 single family detached homes	Residential

Acronyms

ARC - Appalachian Regional Commission

ARPA – American Rescue Plan Act

C2P2 – DCNR Community Conservation Partnerships Program

CDBG – Community Development Block Grant

PennWest California – California University of Pennsylvania (*Pennsylvania Western University as of July 2022*)

CFA - Commonwealth Financing Authority

DCED – Pennsylvania Department of Community and Economic Development

DCNR – Pennsylvania Department of Conservation and Natural Resources

EDA – U.S. Department of Commerce, Economic Development Agency

FTA – Federal Transit Authority

FEMA – Federal Emergency Management Agency

LSA – Local Share Account

HMGP – FEMA Hazard Mitigation Grant Program

Investment Team – Mid-Mon Valley Investment Team

MAP – DCED Municipal Assistance Program

MTF –Multimodal Transportation Fund

MVA – Mon Valley Alliance

MVCTC – Mon Valley Career and Technology Center

MVRCC – Mon Valley Regional Chamber of Commerce

PADEP – Pennsylvania Department of Environmental Protection

PennDOT – Pennsylvania Department of Transportation

PENNVEST - Pennsylvania Infrastructure Investment Authority

PHFA – Pennsylvania Housing Finance Agency

PHMC – Pennsylvania Historic and Museum Commission

PIB – Pennsylvania Infrastructure Bank

POWER - Partnerships for Opportunity and Workforce and Economic Revitalization Initiative

PRA – Pittsburgh Regional Alliance

PA RACP – Pennsylvania Governor's Office of the Budget Redevelopment Assistance Capital Program

SMART – USDOT Strengthening Mobility and Revolutionizing Transportation Grant Program

SPC – Southwestern Pennsylvania Commission

WCCC – Washington County Chamber of Commerce

WCHA – Washington County Housing Authority

WCPC - Washington County Planning Commission

RAWC – Redevelopment Authority of Washington County

USDA – United States Department of Agriculture

WCTPA – Washington County Tourism Promotion Agency