

**Potter County Comprehensive Plan –
Preserving and Enhancing the Quality of Life for Current and Future Residents of Potter County**

Chapter 2 – Goals and Objectives

Introduction

As stated in Chapter 1, the purpose of this plan is to develop a set of broad policies that will guide the county over the next ten years and to give the local municipalities a common set of strategies that can be used to assist in developing their own plans. Consistency in county and local planning programs begins with a solid plan to engage the public and local municipal officials to hear what the populace of the county sees as its strengths and weaknesses. Failure to engage the public and keep them engaged will result in a plan that does not represent a common vision and one that will fail.

One of the most important components of this Comprehensive Plan is the county’s vision, goals, and objectives for directing the community for the next ten years. The process of developing the county’s vision, goals, and objectives is often more important than the actual written statements. The Potter County Planning Commission recognized the importance of this element and developed and implemented a public participation program that included a community survey and community forum meetings. The community forum meetings were conducted in each of the county’s six school districts and were facilitated by the Penn State Cooperative Extension. In addition, approximately 2,330 surveys were mailed to county residents requesting feedback on the state of Potter County. The meeting forums and community survey were conducted in 2002 and 2003.

However, it is not always easy to get people involved in community activities, especially in the time period of digital technology and the ever-declining amount of available leisure time afforded to all individuals. Additionally, every community will have people or organizations that will not participate for any number of reasons. In an effort to overcome such obstacles, the Potter County Planning Commission implemented, in addition to the community survey and public meeting forums, the following methods to ensure continued engagement of the public:

- All Planning Commission meetings on the Plan were open to the public
- County-wide Road Tour
- Project Specific Web Site
- Six public meetings at the end of the project to debut the plan recommendations

Community Survey

The citizen survey provided an opportunity for county residents to participate directly in the Comprehensive Plan process without leaving their home. All survey questions were reviewed and developed by the commission. Questions were designed to poll residents on their attitudes, both subjectively and objectively. Approximately 2,330 surveys were mailed to the residents in the six different school districts in the county. Table 2-1 provides the statistical analysis of the mailing and return rate. In total, 629 surveys were returned for a return rate of twenty-seven (27%) percent.

While the survey cannot be considered a 100% count of resident attitudes, the return rate of 27% suggests a valid representative sampling. The commission, understanding that issues might have regional ties, in that what may be an issue in one portion of the county may not be a concern to another region, developed and tabulated the results for not only the entire county but also each of the six school districts. By analyzing the results in this fashion, the commission compared the overall results with the various geographical areas in the county to determine if the results were similar from school district to school district.

**Table 2-1
Distribution of Potter County Community Survey Results**

School District	Total Mailed	Total Returned	Percent Return
Coudersport	623	188	30%
Austin	277	68	25%
Northern Potter	390	133	34%
Galeton	320	104	33%
Oswayo	420	63	15%
Port Allegany	300	73	25%
Total	2,330	629	27%

Source: Potter County Planning Commission

Coudersport, Northern Potter, and Galeton all had return rate over 30%, followed by Austin and Port Allegany at 25%, and Oswayo at 15%. The return rates are consistent with the make-up and geographic location of the school district. Coudersport, Galeton, and Northern Potter are all located in the eastern, more developed geographic areas of the county.

Overall, 89% of the respondents identified Potter County as a Very Desirable to Somewhat Desirable place to live. This is compared to only 8% that felt the county was a Somewhat Undesirable to Very Undesirable place to live.

The following are common themes identified by the analysis of the survey:

- Recent changes and shifts in employment within the county have led to a feeling that the county will be a less desirable place to live ten years from now
- County residents believe that Potter County is a good place to raise children
- Residents are not as positive about the school districts’ curricula as they are that the county is a good place to raise children
- There must be better communication between the school districts and residents
- Local recreation opportunities must be developed for youth, adults, and elderly of the county
- There is a lack of community spirit in the county
- Historical and cultural attractions must be identified and developed
- Shopping opportunities in the county are considered poor
- Employment opportunities in the county must be increased
- Increased access to affordable housing in the county is important
- Residents of the county feel safe from crime
- Residents of the county have adequate access to health care facilities in the County
- Emergency services are considered adequate
- Access to municipal sewage treatment and on lot septic systems is considered adequate.
- Adequacy of the transportation network is a concern to all school districts and the county as a whole
- The residents of the county recognize the natural beauty, air quality, water quality, and drinking water as adequate to excellent
- There is adequate access to churches and other places of worship
- Community leadership could be better

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- Affordable housing, taxation, employment opportunities, and road infrastructure are the top four issues facing the county in the next five years
- To a lesser degree, traffic and parking, and education are challenges that also must be addressed
- Residents responding to the survey feel very strongly that community development controls, such as preparing a long-range plan to guide development, encouraging greater planning coordination among municipalities, enhancing and expanding public infrastructure, and encouraging development of recreational facilities should be championed by the county and local municipalities
- Natural resources such as forest resources, woodlands, open space, and agricultural lands should be managed and protected from development
- Improving education curriculums and access to continuing education program is important
- Majority of the respondents felt that growth could bring positive or negative changes, depending on whether we have planned for it and can control it

The following is a detailed analysis of the Potter County Community Survey as prepared by the Commission. Detailed 2000 Census information can be found in Chapter 4 of this plan.

Population

Between 1960 and 2000, Potter County experienced a net increase in its population of 13%, growing from 15,894 in 1960 to 18,080 in 2000. The average age of the adult population in 2000 was 49 years and the largest age segment of the population after 40-49 year olds was the 10-19 age group, particularly young teenagers who are between the ages of 12 to 15 years.¹

Education

Overall, Potter County mirrors Pennsylvania's educational attainment with 73.8% of county residents in 1990 having obtained at least a high school diploma. (Pennsylvania's average educational attainment of persons age 25 and older in 1990 was 74.7%. Some variation within the County exists, however. Proportions range between a low of 53.2% in Bingham Township to a high of 87.7% in Hebron Township. With respect to higher education, Potter County has markedly fewer residents with college degrees than the average in Pennsylvania. Overall, almost twice as many Pennsylvanians have bachelor degrees as residents of Potter County have (17.9% v. 9.8%) and more than twice as many have professional or graduate degrees (6.6% v. 2.9%).

Income

The median household money income in 1997 in Potter County was \$30,554, about 18% below the median household income of \$37,267 for the state in that same year.³ In addition, Potter County had a 3.8% higher poverty rate than the average in Pennsylvania (14.9 v. 11.1) in 1990. There was wide variation among the municipalities in the proportion of persons who were living below the poverty level. Proportions ranged from 1.4% of persons living below the poverty level in Homer Township to 22.8% of the persons in Oswayo Borough living below poverty level.¹ By 1997, the gap had narrowed to 3.6% due to improvement in both the state (down from 11.1% to 10.9%) and county (down from 14.9% to 14.5%) poverty rates. Interestingly, during that period, the poverty rate in Potter County decreased twice as much as the poverty rate of the state.

Occupation

Census figures for 1990 indicate that 16 of the 30 municipalities employed more persons in the occupational category of operator/fabricator/laborer than in any other type of occupation. But by 1999, service jobs were the most common occupations countywide. This reflects the major change in industries that occurred in Potter County between 1989 and 1999 in which jobs in transportation and utilities increased six-fold. At present, the largest single employer in Potter County is Adelphia Communications, located in Coudersport Borough and Eulalia Township. Increases in retail trade, wholesale trade, and construction also occurred; however, their contribution was minimal and the increase in transportation and utilities overwhelmed the advance of all other types of occupations combined.⁴

Why the Study was done

Citizens' surveys can provide a valuable source of information about peoples' attitudes toward possible changes in their communities. The Potter County Planning Commission believes that better decisions can be made when attitudes are assessed before making public decisions about social issues and implementing projects that ultimately affect the lives of Potter County residents. To this end, the Potter County Planning Commission created the Potter County Survey.

How the Study was done

The Potter County Survey was mailed to 2,800 randomly selected households during August of 2001. These households were apportioned so that 30% of the households of each of the six school districts were randomly selected. Oswayo School District suffered from a mailing problem due to the coincidence of the timing of the mailing and the changing of house numbers that accompanied the updating of the emergency response system in the county. Much of the mailing was not delivered and funds were not available to mail new surveys. On average, 27% of the surveys were returned. The response rate ranged from 25% to 34%, except for Oswayo School District. The response rate for Oswayo School District was only 15%. Normally, the response rate is computed based solely on those surveys that reach potential respondents. We were unable to obtain an accurate figure for the number of surveys that were mailed but never reached potential respondents. Thus, we were able to take into consideration neither the mailing problem in Oswayo School District nor the surveys that were undeliverable in the other districts. Had we done so, the response rate would certainly be higher than we have been able to compute here. The 618 total responses represent slightly less than 5% of the 18-90 year old population of Potter County.

Representativeness of the Respondents

To ascertain how representative the sample respondents are of the county residents, a comparison was done between the residents of Potter County and the sample respondents. The distribution of males and females in the sample was 52% and 48%, respectively, which compares favorably to the County's distribution of 49% males and 51% females.¹ The average age of the respondents was 53 years old compared to the average adult age in the County in 2000 of 49 years.¹ The higher average age in the sample is reflected in the distribution of ages of adults in the sample. Although the mean age of the sample respondents approximates the actual mean age of Potter County residents, the sample has a different age pattern than the county. The 18-29 age group, the 30-49 age group, and

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the 70-90 age group were underrepresented and the 50-69 age group was overrepresented in the sample. Thus, the respondents were slightly older than the county residents were as a whole in 2000 and clustered into the 50-69 age group.

The respondents were also better educated than was reported for the county as a whole in 1990. Overall, 90.7% of the respondents to the survey reported having at least a high school education; Census figures indicate that in 1990 only 73.8% of Potter County residents had at least graduated from high school.²

In order to ascertain whether the respondents are representative of the county residents with respect to their occupations, the occupational categories used in the survey must match the categories used in comparison data. In this case, there are no matching data available and a comparison of the respondents' occupations to county residents is not possible. Additionally, almost one-half of the respondents (47%) chose not to disclose their occupation in the survey. Of those who did, 64% said that they work at service jobs, 23.8% claimed professional occupations, 6.7% said they work in manufacturing, 2.7% were retired, and 2.7% were homemakers. As noted above, the U. S. Census Bureau reports that most of the jobs in the county are service jobs. However, the county figure for service occupations is 23%. This indicates that the residents Potter County who work in service jobs are disproportionately over-represented in the survey. Thus, the most that can be said is that service jobs predominate both in the county and among the respondents, although much more so among the respondents.

¹ U. S. Census Bureau <http://factfinder.census.gov/home/en/datanotes>

² Pennsylvania State Data Center, 1999 Potter County Data Book

³ U. S. Census Bureau, State and County Quickfacts Potter County, Pennsylvania quickfact@lists.census.gov.

⁴ BEA-REIS and Penn State Cooperative Extension, 1999

The School Districts

Coudersport School District

Located in west central Potter County, Coudersport School District ("Coudersport") consists of five complete municipalities plus one, Allegany, which it divides diagonally with Northern Potter School District. The population of approximately 2079 residents is fairly dense: two of the municipalities are quite dense, three are moderately dense, and one is not dense at all. Surveys were mailed to about 630 households in August 2001. There were 189 responses (a 30% raw response rate) to that survey. On average, the Coudersport respondents were 53 years old, 91.9% of them had at least completed high school, and of those who disclosed their occupations in the survey, 47.9% were in service occupations, 35.0% were professionals, 6.0% were in manufacturing, 6.0% were homemakers, and 5.1% were retired. However, 38.1% chose not to disclose their occupation on the survey. According to the 1990 Census, most of the employed persons in these municipalities were employed in the Management/Professional Specialty or Technical Sales/ Administrative Support employment categories. The major industry in Coudersport is Adelphia Communications, which is located at the county seat, in Coudersport Borough.

A large proportion (42.5%) of the Coudersport respondents are lifetime residents of Potter County and another sizable proportion (25.8%) have lived in Potter County for more than 15 years. Another 8.6% have lived in Potter County between 10 and 15 years, 7.5% have been residents between six and nine years, 9.7% have lived in Potter County for two to five years, and 5.9% have lived in Potter County for less than two years. A majority of respondents, 95.4%, considers their residency to be permanent, and 92.9% expect to be living in Potter County for at least the next five years.

Northern Potter School District

Adjacent to New York State in the north and to the east of Coudersport and north of Galeton School Districts, Northern Potter School District ("Northern Potter") includes three moderately populated municipalities and one that is sparsely populated.

It also includes parts of two other sparsely populated municipalities that are divided with other school districts. Allegany Township, as mentioned above, is divided diagonally with Coudersport, and about one-quarter of Hector Township is included in Northern Potter while the remaining portion is in Galeton School District to its south.

Generally the population density of Northern Potter is similar to Coudersport with the exception that Ulysses Borough, the major town in the district, does not match the size and density of Coudersport Borough. Surveys were mailed to approximately 394 households of the 1182 residents. Of those surveys mailed, 134 were returned (a 34% raw response rate).

The average age of the respondents in Northern Potter was 54 years and 89.7% have at least a high school degree. Notably, 47.8%, or 64 of the 134 respondents, declined to respond to questions about employment. Of those who did respond, 67.1 % said that their primary occupation is in the service sector, 5.7% said manufacturing, and 25.7% said professional. The 1990 Census reports that the occupational category of Operator/Fabricator/Laborer dominates the occupations of all of the municipalities in Northern Potter with the exception of Hector Township where 33% of the occupations are in the Technical Sales/ Administrative Support category and 31% are in the category of Operator/Fabricator/Laborer. As in Coudersport, a majority of the respondents are long term residents of Potter County. There are 41.4% who have lived in Potter County for their entire lives and another 30.1% who have lived there for more than 15 years. An additional 7.5% have been residents for 10 to 15 years, 7.5% for six to nine years, 9.0% for two to five years, and 4.5% for less than two years. Residency is considered permanent by 93.5% of the respondents and 92.5% expect to remain in Potter County for at least the next five years.

Austin School District

Austin School District ("Austin") consists of five southwestern sparsely populated municipalities, four of which have less than five persons per square mile. Stewardson Township, located in the far southwestern corner of the county, with a 1996 population of 682, is part of Emporium School District in neighboring Cameron County. To include Stewardson Township in the survey, surveys were mailed to 30% of its households. Its responses were included with those of Austin, the school district adjacent to Stewardson's western border (See Appendix I). The population of Austin plus Stewardson totals approximately 906 residents. In August of 2001, surveys were sent to 272 households of which 68 were completed and returned. This represents a raw response rate of about 25%.

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The average age of the Austin respondents is 57 years. More than nine-tenths of the respondents have at least a high school diploma (90.2%) and 16.1% are college graduates. Of the 68 respondents, 41.2% did not disclose their occupation in the survey; but of those who did, 87.5% said that they work in service jobs, 10.0% professional, and 2.5% said that they are retired. Census data for 1990 indicate that the range of occupations in Austin varies. Two of the municipalities that are closest to Coudersport, Homer Township and Summit Township, are dominated by Management/Professional/Specialty and Technical Sales/ Administrative Support, respectively. The two western municipalities, Keating Township and Portage Township, have more persons employed in the operator/fabricator/laborer category than any other single category, as is also the case for Austin Borough. Sylvania Township employs 40% of its residents in services. Wharton Township, in the south, has 70% of its work force employed in Precision Production Craft/Repair, and East Fork District employs people mostly in Management/Professional/Specialty.

There is no indication that the Austin respondents are at all reflective of the employment pattern in Austin presented by the census data. Since most of the respondents said that they work in service occupations and most of the service occupations are in Sylvania Township (and possibly in Summit and Homer), then most of the Austin respondents may reside in that part of Austin. But, from these data, we cannot conclude that the occupations of the Austin respondents are representative of the occupations of Austin residents.

As in Coudersport and Northern Potter, the majority of respondents in Austin are long term residents: 35.8% are lifelong and another 38.8% have been residents for more than 15 years. The rest of the pattern is also the same, with 10.4% living in Potter County for 10 to 15 years, 4.5% for six to nine years, 7.5% for two to five years, and 3.0% for less than two years. Also similar to Coudersport and Northern Potter, residency is considered permanent by 98.4% of the respondents of Austin, and they all (100%) expect to remain in Potter County for at least the next five years.

Galeton School District

Potter County shares the Galeton School District ("Galeton") with Tioga County to its east. The Potter county portion of Galeton consists of three and three-quarters municipalities on the eastern border of the County. With the exception of Galeton Borough, these municipalities are sparsely populated (five to 15 persons per square mile) with a total population of about 1061. The 105 responses received from Galeton represent a 33% raw response rate from the approximately 318 surveys that were mailed to households in Galeton in August of 2001.

Galeton respondents were, on average, 53.5 years old, and 92.7% had at least a high school education at the time of the survey. Although 55.2% of them chose not to disclose their occupation on the survey, of those who did, 72.3% said that they were employed in service jobs. An additional 14.9% said that their occupation was in manufacturing, 10.6% said they worked as professionals, and 2.1% were homemakers. In 1990, according to the Census Bureau, the occupational category of Technical Sales/Administrative Support dominated Galeton's townships, except for Pike Township and Galeton Borough where most of the labor force was in the Operator/Fabricator/Laborer category. The pattern of long term residency described above for Coudersport, Northern Potter, and Austin holds true for Galeton. The largest proportion of respondents (39.0%) were born and raised in Potter County, followed by those who have lived there for more than fifteen years (31.0%). An additional 7.0% said that they have lived in Potter County for 10 to 15 years, 8.0% said six to nine years, 11.0%

said two to five years, and 4.0% said less than two years. When asked if they consider residency to be permanent, all of the Galeton respondents (100%) responded that they consider themselves to be permanent residents and 97.9% expect to be living in Potter County for at least the next five years.

Oswayo School District

Located in the northwestern corner of the County, Oswayo School District (Oswayo) consists of three townships and two boroughs that range in population density. The population of both Shinglehouse Borough and Oswayo Borough are quite dense with greater than 100 persons per square mile and Sharon Township is somewhat dense with 15.1 to 100 persons per square mile. Oswayo and Clara Townships are rather sparse with no more than about five to 15 persons per square mile.

The population of Oswayo during the time of this survey was 1,422. The 64 responses to the survey represent a 15% response rate to the approximately 427 surveys that were mailed in August 2001 and approximately 4.5% of Oswayo's population. The problems that were encountered with respect to the mailing of the surveys were explained above. Although the 15% raw response rate is suspect as a large enough proportion for the responses to be considered representative of Oswayo's demographic composition and attitudes, the responses can be considered as suggestive of Oswayo residents' demographics and opinions. This is particularly true since the patterns of the responses of the Oswayo respondents to the demographic portion of the survey are reasonably similar to the patterns shown among the other school districts, which would be expected were the sample actually representative. However, when considering the meaning of the data, it is important to bear in mind that the Oswayo data may not be at all representative of Oswayo residents.

There is general agreement between Oswayo and the other school districts with respect to basic population features. The average age of Oswayo respondents is 53 years and the vast majority of them (89.7%) have at least a high school diploma. The employment pattern is also similar. First, a large proportion of the respondents (50%) not chose to respond to the question. Second, the pattern of occupations mirrors the other districts: 62.5% of those responding said that they are employed in service jobs, 9.4% in manufacturing, 25.0% as professionals, and 3.6% said that they are retired. The 1990 Census indicates that four of the five municipalities are dominated by the occupational category of Operator/Fabricator/Laborer, implying that the respondents work in higher income occupations (service) than the residents of Oswayo actually work in. If that were true, then the finding that the educational level of the respondents is also higher than the actual county average seems reasonable. Almost half of the respondents (49.2%) said that they were born and raised in Potter County, another 29.5% said that they have lived there for more than 15 years, 6.6% said 10 to 14 years, 6.6% have resided in Potter County for six to nine years, 3.3% for two to five years, and 4.9 for less than two years. Most of the respondents, 94.8 %, consider themselves to be permanent residents and all of the respondents (100%) expect that they will still be in Potter County five years from now.

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Port Allegany School District

The Potter County portion of Port Allegany School District ("Port Allegany") consists of Pleasant Valley Township and Roulette Township. Pleasant Valley is very sparsely populated (less than 5 persons per square mile) while Roulette is moderately populated (15.1 to 100 persons per square mile). Surveys were mailed to 232 households in order to reach about 30% of the approximately 775 residents in the district. There were 58 responses; the raw response rate was 25%.

The average age of the respondents in Port Allegany is 55 years. A sizable proportion of the respondents (20.7%) chose not to disclose their educational attainment in the survey. Of those who did, the proportion of respondents who said that they have at least a high school education is 86.9% and 28.2% said that they have obtained at least one degree beyond high school. An even larger proportion of the respondents chose not to disclose their occupational category-62.1 %. Otherwise, the largest proportion of respondents said that they work in service jobs (81.8%), with 4.5% in manufacturing, 9.1% in professional occupations, and 4.5% saying that they are homemakers. Because of the small number of respondents in Port Allegany, it is helpful to remember that these proportions represent 18, 1, 2, and 1 respondent, respectively. A comparison with the 1990 Census shows that the largest proportion of employees in Pleasant Valley Township is in the occupational categories of Management/ Professional/Specialty (27.5%) and Precision Production Craft/Repair (25.0%). The largest proportion of persons in Roulette is employed in the Operator/Fabricator/Laborer category (41.2%).

As in the other school districts, a large proportion of Port Allegany respondents were born and raised in Potter County (47.4%) and another 36.8% have lived in Potter County for more than 15 years. An additional 7.0% have been residents for 10 to 15 years, 1.8% for six to nine years, and 7.0% for less than two years. There was no one who had lived in Potter County for between two and five years. The proportion of Port Allegany respondents who thought of their residency as permanent was 97.8% and 93.5% expects to be living in Potter County for at least the next five years.

General Satisfaction

Of the 618 respondents to the Potter County Survey, 30.6% are from Coudersport, 21.7% are from Northern Potter; 11% are from Austin, 17% are from Galeton, 10.4% are from Oswayo, and 9.4% are from Port Allegany.

When asked how desirable they find Potter County to be as a place to live, 59% of the respondents overall said that Potter County is a very desirable place to live, 35.3% said that it is somewhat desirable, and 5.7% said that it is an undesirable place to live. The responses within each of the six school districts are similar to the overall view. Port Allegany has the largest proportion of respondents who said that Potter County is a desirable place to live with 66.7% and Oswayo has the lowest proportion with 50%. Coudersport, Northern Potter, Austin, and Galeton range in between.

Overall, although almost one-half of the respondents (45.9%) said that Potter County's desirability will not change over the next ten years, more than one-half do expect change. About 28.6% believe that Potter County will become more desirable while 25.5% said that Potter County would become less desirable.

Among the school districts, there are two distinct patterns to their expectation of change. In the first pattern, demonstrated by Coudersport, Austin, and Port Allegany, a large proportion of the respondents expect no change in desirability, followed by a smaller proportion expecting increased desirability, and then an even smaller proportion who expect decreased desirability. Northern Potter, Galeton, and Oswayo share a different pattern. It begins like the pattern described above with a large proportion of respondents expecting no change in the desirability of Potter County as a place to live, but the next largest proportion expect less desirability, followed by those who expect it to become more desirable.

Quality of Life

Certain characteristics of the county were presented to the respondents to be rated as to their quality for their particular area. The respondents were asked to rate the items as excellent, good, fair, poor, or not applicable. For purposes of the analysis, the 26 items were grouped into five composite variables: family orientation, recreation/environment, civic participation, community services, and economy/jobs.

Family Orientation

The category of "family orientation" incorporates the respondents' opinions about (1) the quality of Potter County as a place to raise children, (2) the quality of the relationship between school and the community, and (3) the quality of places of worship. Overall, 36.5% of the respondents rated the quality of the family orientation of Potter County as good, 32.3% rated it as fair, 12.7% rated it poor and 10.7% said that it does not apply to them. Only 7.8% of the respondents, overall, rated the family orientation of the county as excellent.

Of the school districts, the respondents from Austin and Coudersport expressed the greatest degree of satisfaction with the family orientation in their particular areas. The largest proportion of their respondents rated the quality as good, followed by fair, then excellent and, finally, by poor. Port Allegany respondents are somewhat less satisfied. The pattern begins similar to Austin and Coudersport with the largest proportion rating the quality as good, followed by fair. However, where Austin and Coudersport follow the fair rating with a rating of excellent, Port Allegany respondents follow the fair rating with a rating of poor, and then excellent. Respondents in Northern Potter and Galeton seem even less happy with the family orientation in their communities. The proportion that rated family orientation as good was almost equal to the proportion that rated it as fair, followed by poor, and then by excellent. Oswayo respondents were the most critical: they clearly rated family orientation as fair, followed by smaller proportions rating it equally good and poor, and a very small proportion rating it excellent. A notable proportion of the respondents of Austin, Coudersport, and Port Allegany said that this question does not apply to them. That proportion is particularly large in Port Allegany where the proportion that said that it did not apply to them was 21.4%.

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Recreation/Environment

The recreation and environment category of items consists of recreational opportunities for (1) youth, (2) adults, and (3) seniors, and (4) for historical and cultural attractions. It also includes items relating the quality of the (5) air, (6) scenic beauty, and (7) the water in the open lakes and streams. Overall, 36.8% rated the recreation and environment items as excellent 46.5% of the respondents considered their quality to be good, 13.7% rated them fair, and 2.3% rated them poor. Unlike the family items, only a negligible proportion of the respondents (0.7%) found these items to be inapplicable.

Five of the six school districts follow the pattern in their responses to this group of items that describes the overall picture. The largest proportion are those who said that the quality is good, followed by a sizable proportion rating it as excellent, then a small proportion rating it fair, and finally a very small proportion said that the quality is poor. Austin rates the quality of recreation and the environment the most favorably of all the school districts: 43.3% rate it as excellent, 49.3% as good, 7.5% as fair, and there were no poor ratings. It is notable that the difference between Austin respondents' excellent and good ratings is only four respondents. The exception to this pattern is Port Allegany, in which the majority rated the quality as good (46.6%) but the remaining 53.4% is more evenly divided between excellent and fair ratings (29.3% versus 22.4%). Only 1.7% said that recreation and environment quality is poor.

Civic Participation

The items that the respondents were asked to rate for quality of civic participation are (1) community leadership, (2) citizen participation in community affairs, (3) cooperation among diverse people, and (4) community spirit. The respondents did not rate the civic participation of their communities highly. Overall, 5.6% rated civic participation as excellent, 33.7% rated it as good, 43.0% considered it to be fair, and 15.3% evaluated it as poor. Only a small minority found these items to be inapplicable (2.3%). A breakdown of the individual school districts indicates that in some areas, an even lower evaluation predominates.

Although Galeton has the relatively highest proportion of excellent ratings of all of the districts, its otherwise strong showing in the less favorable ratings indicates that its relatively high proportion of excellent ratings is misleading. In addition, there are no clear patterns of responses among the school districts, which make descriptive comparisons difficult to see. However, if the four categories of ratings are treated as two categories by combining good and excellent into one category and calling it "higher quality" and combining fair and poor into the other and calling it "lower quality," then it is easier to compare the ratings among the six school districts. Taking this approach, Coudersport rated civic participation the highest with 48.3%, followed by Port Allegany with 41.8%, Austin with 37.0, Galeton with 35%, Northern Potter with 34.3, and Oswayo with 30.7%. The more valuable perspective, however, is the opposite view--that of the proportions of respondents who found civic participation to be of low quality--67.8% in Oswayo, 63.1% in Galeton 63.0% in Austin, 61.8% in Northern Potter, 56.3% in Port Allegany, and 48.9% in Coudersport. (Note: not all of the proportions add up to 100% due to the small proportions of respondent that rated the items "not applicable.")

Community Services

The community services variable consists of eight items: (1) law enforcement, (2) freedom from crime, (3) emergency services, (4) health care facilities and services, (5) municipal sewage treatment /on-lot septic systems, (6) effectiveness of garbage collection/disposal, (7) quality and quantity of drinking water, and (8) parking. Overall, 29.7% of the respondents said that services are excellent, 46.4% said that they are good, 17.9% rated them as fair, and 5.6% rated them as poor. Only .3% found these items to be inapplicable. All of the school districts except for Austin and Coudersport follow the same pattern as the respondents overall. This pattern begins with a strong good rating, followed by a sizable excellent rating, a weak fair rating, and a small poor rating.

Austin respondents rate services very well: in fact, a larger proportion in Austin rates these items as excellent than in any other school district (37.3%). However, respondents said that services in their area are good (35.8%) just about as often as they said that they are excellent and the two ratings differ by the evaluation of only one respondent. Fair ratings in Austin are similar to Northern Potter, Galeton, Oswayo, and Port Allegany; poor ratings are higher at 7.5%.

Coudersport's respondents rate services quite a bit less positively than the other school districts. Only 19.6% rate the quality of these items as excellent, 49.5% rate them as good, 22.8% rate them as fair, and 8.2% rate them as poor. These are the highest fair and poor ratings among the districts.

Economy/jobs

Economy/jobs consists of items that ask for a rating of the quality of (1) employment/opportunities, (2) the availability of affordable housing, (3) shopping areas, and (4) highways, roads, and streets. Overall, about three quarters of the respondents rated the economy/jobs items as either fair (37.6%) or poor (36.8%). Only five (5) responses separate these two categories. Just 21.1% said that the quality was good and a mere 3.4% said that the quality is excellent.

The respondents of Coudersport, Austin, Galeton, and Port Allegany rated economy/jobs as fair, followed by poor, then good and last, as excellent. The respondents of Northern Potter and Oswayo rated economy/jobs as poor, then fair, followed by good, and finally, excellent. The most favorable ratings were in Port Allegany where, although 41.4% rated them as fair and 22.4% rated them as poor, 32.8% rated them as good. The least favorable ratings were in Northern Potter where the poor rating was 46.6%, the fair rating was 32.3%, good was 15.0%, and excellent was 4.5%. Applying the same combining technique here that was applied to civic participation above it can be seen that the best high quality rating is only 34.5% in Port Allegany while the highest low quality rating is 78.9% in Northern Potter.

Priorities

Respondents were asked to prioritize 25 public and planning issues as being of "highest priority," "some priority," "no priority," or "don't know." The "don't know" category can be viewed as a way to measure the degree of knowledge in the community of certain topics. Five composite variables were created in order to analyze the responses. These variables are planning, forests/agriculture, community development, education, and economy/jobs.

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The planning variable is a composite of the items that ask respondents for a priority rating with respect to (1) preparing long range community plans to guide community growth, (2) using land use controls to guide development, (3) encouraging greater planning coordination among municipalities, (4) encouraging county and municipal water supply planning, and (5) reassessing the real property values in the county. Overall, 38.1% said that planning warranted no priority, 29.8% said some priority is justified, and 25.7% said planning should be given the highest priority. A small proportion, 6.4%, "don't know" how much priority should be given to these issues.

Austin, Galeton, Oswayo, and Port Allegany follow the same pattern as the county overall. Northern Potter respondents said that planning should have no priority, followed by highest priority and then by some priority. Coudersport respondents valued planning as a priority more than the respondents in the other school districts. The largest proportion there said that it should have the highest priority, closely followed by some priority and then by no priority. It is notable, however, that the Coudersport ratings are very close to each other and only four respondents separate the three categories. With respect to planning issues, the proportion of respondents who did not know how to respond ranged from a low of 1.7% in Oswayo to a high of 8.0% in Northern Potter.

Forests/Agriculture

There are four issues that make up this composite variable: (1) encouraging utilization of forest resources, (2) managing woodlands for wildlife and recreation, (3) protecting open spaces from development, and (4) preserving agricultural land. Overall, 58.5% felt that these issues should be given the highest priority, 31.3% said some priority, 8.2% said no priority, and 2.1% did not know.

Taken individually, the school districts show the same general pattern of responses as the County overall. A large proportion rates them as deserving of the highest priority, a smaller proportion gives them some priority and a very small proportion gives these issues no priority at all. The exception is Port Allegany, which gives equal weight to "some priority" and "highest priority."

Community Development

The community development variable is composed of issues that take account of and encourage economic and residential growth. They ask how much priority should be given to: (1) encouraging development of new roads and highways, (2) enhancing and expanding public sewer and water systems; (3) encouraging development of additional recreational facilities, (4) expanding public transportation, and (5) developing a county or municipal airport. Overall, 56.5% of the respondents said that these issues warranted no priority, 23.4% gave them some priority, and 13.0% gave these issues the highest priority. A small proportion, 7.2%, did not know how much priority to give to these issues. This pattern is seen in each of the school districts individually. Oswayo seems to show the least amount of interest in these issues; Galeton appears to be the most enthusiastic about them.

Education

This variable intends to combine the issues regarding support for the educational facilities and opportunities for all of the age segments of the population. The issues are (1) strengthening youth education, (2) enhancing post-secondary educational opportunities, (3) enhancing adult educational opportunities, and (4) improving public libraries. Overall, the respondents said that education should be given some priority (50.1%), followed by a still sizable proportion who said that these issues should be given the highest priority (33.9%) and then by a small proportion rating these issues as deserving of no priority (13.3%). A very small proportion, 2.8%, did not know how much priority should be given to education. There is little variation among the school districts with respect to this composite variable. It is notable that, although Austin and Oswayo maintain the pattern of the other school districts, the proportions that gave no priority to education is quite a bit higher than it is for the other school districts. There are 20.3% of Austin respondents and 18.0% of Oswayo respondents that gave no priority to education, which is almost twice the proportions in that rating category for Coudersport, Galeton, and Port Allegany.

Economy/jobs

The economy/jobs composite variable is made up of seven issues: (1) increasing the number of manufacturing jobs, (2) increasing the number of service jobs, (3) increasing the number of professional jobs, (4) recruiting new businesses and industries to relocate to the area, (5) supporting the development of local businesses and industries, (6) encouraging the development of the tourism industry, and (7) improving the availability of housing. Overall, 45.6% would give the economy/jobs issues the highest priority, 41.3% would give them some priority, 10.5% would give them no priority, and 2.6% did not know how much priority to give to these issues.

There are two patterns of responses among the school districts. The first pattern, seen in the responses of Coudersport, Northern Potter, and Austin, first gave the economy/jobs the highest priority, followed by some priority, and then by no priority. The second pattern is seen in Galeton, Oswayo, and Port Allegany where the interest is not quite as strong: respondents gave these issues some priority, followed by highest priority, and then by no priority. Those respondents who did not know how to respond range from a low of 1.6% in Oswayo to 7.7% in Austin.

Economic and Residential Growth

Some of the characteristics and issues (described above) that were presented to the respondents for their assessment allude to economic and residential growth. The survey also directly addresses growth and asks respondents how they feel about the growth of Potter County in the next five to 10 years. The survey offers three options for response: the two polar views and a moderate position. Respondents could choose to answer that growth is not desired at all, that growth will be positive and should be encouraged, or that growth could be positive or negative depending on if it has been planned for and can be controlled.

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Overall, 67.3% responded that growth could be positive or negative. The rest of the responses are equally divided between the two polar positions of strong support for growth and strong opposition to growth at 16.3% each. With the exception of Oswayo, the general pattern among all of the school districts is similar to the overall responses. Between 50.8% and 70.5% said that they feel that growth could be either positive or negative. The balance of the responses is fairly closely divided between the other two possible responses with Coudersport and Port Allegany respondents slightly favoring growth over no growth and Northern Potter, Austin, and Galeton slightly favoring no growth over growth. Oswayo respondents followed this general pattern but with less emphasis on the moderate response and more emphasis on both of the other positions: 50.8% said that they feel that growth could be positive or negative, 28.8% said that they do not want any growth at all, and 20.3% said that growth is a positive thing and should be encouraged. In fact, Oswayo has the highest proportional rating of all of the school districts in both the "no growth" and the "positive growth" response categories.

When asked to share their thoughts about future residential development in Potter County, more of the concerns that were voiced by the respondents in all of the districts were about affordable housing than about any other growth issue. Many respondents expressed strong concerns about housing. For example, one Coudersport respondent wrote, "We will need more middle and lower class housing. Affordable housing for average income is obsolete." And from Austin, "Real estate has skyrocketed. People can't afford to buy and stay here." And from Port Allegany, "Need cheaper houses for middle and low income families."

Other concerns about the impact of residential growth were the preservation of farmland and natural beauty (Coudersport, Northern Potter, and Austin), zoning (Coudersport, Galeton, and Oswayo), and employment (Coudersport). One Port Allegany respondent said, "We're losing a lot of farms to development and we can't afford that." One Austin respondent said, "Be careful not to destroy the beauty that attracts people here in the first place." And some respondents said that they fear the loss of rural life. From Coudersport: "I truly miss the small town I was raised in. All the good things about choosing a rural setting seem to be disappearing." An Austin respondent, who said, "With the influx of people and increased population, 'small town' fellowship will become full fledged suburbia," also expressed the sentiment.

Some respondents expressed resentment toward Adelpia's influence on taxes and housing. One Coudersport respondent succinctly states, "Adelpia has driven the price of housing out of control." Respondents were also concerned that the growth of Adelpia employment attracts workers from outside of the county to compete for jobs and housing with young workers who are natives of Potter County, to the detriment of the latter. "Too much influx of people and nowhere to put them all" complains one Coudersport respondent; and, from Coudersport again, "I worry that local people will not be able to afford to live here anymore, the habits of courtesy and kindness will disappear. It should be noted I am not a native." A Port Allegany respondent said, "Our children usually leave this area, we need to keep them here." And from Northern Potter, "We need help for the younger people to stay." Finally, from Galeton, "Our children must leave the area to find employment. We do not need development for down state people to relocate here, we need to help local residents to stay here, provide them with jobs, shopping, and training."

Most Critical Issues

When asked what the two most critical issues facing Potter County in the next five years are, the most common response overall was, again, "affordable housing." The second most common response was "taxes." This overall picture is misleading, however, because, due to its larger number of respondents, the high number of responses about affordable housing in Coudersport dominated the other school districts. Actually, affordable housing was much more important to Coudersport than the respondents in any of the other school districts. Affordable housing was the third most important issue for Northern Potter respondents, the most important for Austin by only a narrow margin, fourth for Galeton and Oswayo, and the most important by just one respondent for Port Allegany.

After affordable housing, Coudersport respondents said that traffic and parking is a most critical issue. Northern Potter respondents were most concerned about employment and roads. Austin said that affordable housing is the most important issue followed closely by both taxes and roads. Galeton's respondents voiced most concern over taxes and then employment. The largest number of Oswayo respondents said that "roads" is the critical issue, followed by taxes. An Oswayo respondent said, "back roads are cow pastures, the roads were better back in the 20s." And Port Allegany respondents said that affordable housing is critical but that taxes and traffic/parking are just about as critical as housing is. The two issues that seem to be somewhere at or near the top two responses for the majority of the school districts are roads and taxes.

¹ BEA-REIS and Penn State Cooperative Extension, 1999

² Pennsylvania State Data Center, 1999 Potter County Data Book

³ U. S. Census Bureau, State and County Quickfacts, Potter County, Pennsylvania
quickfact@lists.census.gov.

⁴ U. S. Census Bureau, <http://factfinder.census.gov/home/en/datanotes>

Public Meeting Forums

A total of six public meeting forums were conducted, one in each of the six school districts. These meetings were facilitated by the Penn State Cooperative Extension Office and utilized a small group technique. A total of 181 residents attended these meetings. Table 2-2 provides a statistical analysis of meeting attendance.

**Table 2-2
Distribution of Public Meeting Forums**

School District	Total Attendance
Coudersport	41
Austin	15
Northern Potter	36
Galeton	36
Oswayo	25
Port Allegany	28
Total	181

Source: Potter County Planning Commission

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Depending on the overall group size, the attendees were separated into smaller groups and were asked to identify priority issues within a five and ten year time frame, and develop a five and ten year plan to address the issues. The results of those meetings are on file with the Potter County Planning Commission and were used in the preparation of recommendations and strategies in this plan. However, the following is a summary of the six meetings as prepared by the County:

Infrastructure

All six school districts expressed a need to upgrade and maintain the water and sewer systems, as well as sidewalks, street lights, and other public utilities, for safety and a better quality of life. In addition, the respondents indicated that it was important to have bridges and the local and state roads repaired and maintained. Five of the six school districts felt that modern forms of communication should be made accessible to the area. Four of the groups would like to see more transportation available to the public. Several groups suggested stormwater management ordinances should be adopted to control runoff and erosion. Interestingly, three of the school districts would like to see zoning be introduced into Potter County, and most agreed that local ordinances should be updated and enforced. Property maintenance ordinances should be adopted by local municipalities. It was also suggested that there should be county-wide building permits and code enforcement.

Elderly Issues

All six school districts would like to see non-institutional senior housing with support services, as well as affordable housing for those on fixed income. Several residents suggested better transportation for seniors, and possibly a registry for those with special needs. It was also noted that even though some services do exist, the seniors are not kept informed as to how or where to apply for them.

Economic Development

All six school districts would like some incentives to keep their children in the area. They feel young people are forced to move elsewhere for better paying jobs. They also feel that emphasis should be put on tourism, and incentives are needed to encourage business growth. Two of the school districts feel that more revenue from the state could be generated from the sale of timber and gas from Potter County state lands. Northern Potter expressed a concern over the loss of small and part time farmers, and the impact it would have on the economy and landscape.

Law Enforcement

Two of the school districts would like to see a regional police force, while another would prefer to have their own force increased and their equipment updated. The major concern of some areas is the response time of the Pennsylvania State Police.

Community Needs

The majority of the school districts would like to see local ordinances to improve the appearance of the community. The majority would like to have a community center built, along with more day care for children and the elderly.

Education

All six districts would like to see an increase in the availability of post high school education opportunities in the county. Some suggestions included partnering education facilities with potential/existing employers, and possibly a satellite campus built in the areas.

Taxation

Several of the groups want to see an estate tax reduction for retirees. It was also suggested that the amount of revenue from state agencies be increased for land owned in Potter County. A large majority feels that more revenue should be obtained from Potter County gas and timber sales from state forests. The groups also expressed a need to maintain or lower current taxes. The groups also believe that they should have more control over local tax dollars.

Open Planning Commission Meetings

The Potter County Board of Commissioners saw the advantage of utilizing the County Planning Commission as the comprehensive plan oversight body to ensure the success of the project. The Planning Commission consists of seven members appointed by the Board of Commissioners. The project was discussed with the Commission at its regularly scheduled meetings by the Planning Director and consultant. These meetings were open to the public and advertised to encourage public attendance.

County-wide Road Tour

On November 24, 2003, a road tour of the county was conducted with the Planning Director and consultant. The purpose of this tour was to provide an opportunity to inventory and identify concerns, and to gain an understanding of the natural environment and physical development patterns of the County. The following is a listing of the major discussion points brought out during the road tour:

1. Centertown Park in Galeton – Community gathering, fireworks, swing set (tot lot), pavilion, restrooms, walking. Needs trails. New library will be located at the park.
2. Forestry – Trucking – damage to roads. Most coming from publicly owned lands. No revenue for county/municipalities.
3. Route 6 – Galeton – Road is sinking.
4. Intersection improvements are necessary in Galeton before Route 6 work can be completed due to the detour route.
5. Galeton Industrial Park – Patterson Lumber – One of the largest employers in the county. Chattanooga Labeling – Environmental concerns.
6. West Branch Road to Lyman State Park – Narrow in parts/existing structures near right-of-way/no shoulders, horizontal curves.
7. Buck season – Large increase in population.

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8. Lyman State Park – ATV trails are available for use. This attracts tourists but also is a conflict with the park's natural setting.
9. Potter County – Should be marketed as a destination point. Advertise to large metro-regions.
10. Some state owned roads are in bad shape. Local paved roads are not working well. Stone roads hold up better and are easier to maintain.
11. Germania – Public sewer system needed to address malfunctioning systems.
12. Roulette – Access to Township Park across Route 6 needs to be better identified.
13. Cherry Spring – Night Sky Area.
14. Keener's Country Store – SR 44 between Cherry Spring Campgrounds and Patterson Campgrounds. Typical rural occupation.
15. Seasonal Camps are turning into year round residences. Out of area people.
16. Elk at the southern edge of the county. Elk viewing could become popular.
17. SR 44 – Consider Scenic By-way designation. County PC approved the concept; however, Route 6 is being pushed.
18. Coudersport Golf Course in Sweden Valley.
19. Intersection of Buffalo Street and Route 6 needs to be updated. Traffic Light/Betterment project.
20. SR 872 between Coudersport and Austin – Agriculture – Horse/Dairy Farms.
21. Quarrying is becoming more popular in the county.
22. Coudersport Area Recreation Park (CARP) – Trail is needed to "Rubbertown."
23. Millport Village – Potter County Fair.
24. North Central Planning – Responsible for transportation.
25. SR 244 and 44 intersection alignment problem.
26. Hebron Township – Bridge replacement.
27. SR 449 – Important north/south corridor in Potter County – rebuilt in 2004.
28. Amish concentration in the northern area of the county centered on Ulysses.

29. Agricultural activity is mostly concentrated in the northeast quadrant of the county.
30. Harrison Township – Public sewer being installed to address on-lot septic system malfunctions.
31. Solid waste goes to McKean County Landfill.
32. County has closed landfills. Need to be mapped.
33. Route 6 – Seven miles west of Galeton – Remove concrete and replace with macadam.

Project Specific Website

Potter County took advantage of the World Wide Web in an effort to increase communication with residents and initiate public participation throughout the Comprehensive Plan process. The county launched a link from the RETTEW Associates, Inc., company web site to a page detailing the Comprehensive Plan. On this project-specific page, the residents were able to educate themselves on the comprehensive plan process, track key project submission and meeting dates, and review text versions of the plan and maps.

By using this technology, the county provided another channel for its residents who were unable to attend a meeting due to other schedule conflicts to have their voices heard.

Six Public Meetings

Communication and feedback on the final recommendations ensure a plan that will be accepted by the community and community leaders, and more importantly, a plan that can be adopted by the Board of Commissioners. Upon completion of the draft plan, six public meetings were conducted to debut the recommendations and receive public comment prior to the plan being submitted to the Planning Commission and Board of Commissioners for final approval. The planning program was initiated with public input and will conclude with public input, making this plan unique and tailored to the needs of the local communities.

Mission Statement

The Potter County Planning Commission Mission Statement should accurately explain why the organization exists and what it hopes to achieve in the future. It articulates the organization's essential nature, its values, and its work. An effective mission statement must resonate with the public, staff, and elected and appointed officials that work for and work with the commission.

To protect the health, safety, and welfare of our residents; provide leadership in the management of growth and change in the county; balance the desire to preserve the uniqueness and value of Potter County with the need to develop the economy, ecology and community

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Philosophy

We believe in being helpful, reliable, accessible, and responsive. We believe in teamwork with others in discussing and finding solutions to land use issues. We have respect and appreciation for the public we serve and are dedicated to providing land use information for all who live in and visit Potter County.

Vision Statement

An important by-product of the public participation program is the development of a Vision Statement. The Vision Statement must reflect the varied perspectives within the county, built through careful dialogue and thought, based upon accurate understanding of current conditions, supported by plans implementing and maintaining the vision, and it must have follow through. A Vision Statement is the framework around which implementable goals and objectives are developed. Without a strong vision guiding the county there will be no follow through. The following Vision Statement was developed around the results of the public participation process. The Vision Statement is the mental image generated by the county of the way it should appear and function in the future.

Potter County Vision Statement

Imagine...Ten to twenty years from now Potter County will be described as follows:

Potter County is recognized for its natural beauty and rural life style. The county's population has grown in a managed way that complements the environment, the school districts, public utilities, emergency services, and public infrastructure. The county has capitalized on tourism, especially from the abundance of public lands and trails that traverse the county and its local heritage. Eco-tourism has spurred new employment opportunities in the services and retail markets, as out-of-county residents migrate to the county for recreation and weekend getaways. Non-service related jobs continue to increase as employers recognize the high work ethic of the county's population and accessibility to other major markets, which has led to a reduction of out-migration of the county's youth. Natural resources will continue to play an important role in employment. Agriculture and logging employ many people, especially in the northern half of the county. Communication between county residents, county agencies, local municipalities, and the school districts has improved the school districts' education curriculum and the county services to the elderly, veterans, and needy, which all contribute to a high quality of life. Displaced workers have access to job training and continuing education opportunities in the county. Due to the close-knit community atmosphere, crime rates are generally low, and the Pennsylvania State Police continue to serve the rural municipalities with good response time. Local police forces are centered on the developed boroughs of the county. Other emergency services such as fire protection and ambulance services are supported by local municipalities, and health care facilities are easily accessible by all county residents. The boroughs of the county continue to be the source of community activity and retail services. Public infrastructure improvements are coordinated with the county to ensure consistency with established community planning strategies and provide development opportunities for residential and non-residential development. Elderly housing and housing for residents on fixed incomes are provided where there is easy access to required services provided by an

interconnected system of sidewalks and elderly transportation services. Local municipalities recognize the benefits of community planning and establish local planning commissions and ordinances based upon the strategies developed by the county. Multi-municipal planning is performed by school district boundaries to encourage vertical consistency between municipalities. The County Planning Commission continues to perform community planning services for those municipalities without planning commissions. New parks are developed to increase accessibility to local recreation, and youth sports organizations meet the needs of the growing population. The rural atmosphere, abundant natural resources, quality educational facilities, and safe atmosphere contribute to the county being an excellent community in which to live and raise children.

Goals to Achieve the County's Vision

A goal identifies what the county intends to accomplish. A goal should be broad, not identifying specific activities. It is oriented to achieving the vision of Potter County. One goal cannot be implemented and others discarded; they all must complement each other in order to achieve the vision of the county. Potter County has established the following goals:

1. Community Facilities

Ensure the provision of adequate community services to meet the needs of existing and future residents of Potter County, and guide future development toward community facilities which are compatible with resource constraints and otherwise in conformance with the county's land use policies.

2. Economic Development and Tourism

Achieve and maintain a healthy business climate to ensure sound economic growth and a high quality of life, and promote heritage and eco-tourism.

3. Historic and Natural Features

Sustain and enhance natural, scenic, and historical resources for the benefit of current and future generations while accommodating planned growth.

4. Housing

Continue to provide for a wide range of housing types, densities, and affordability that will meet the needs of the entire county.

5. Land Use

Preserve and enhance the diversified mix of rural and natural land uses within the county through well thought out land use strategies which are in balance with critical environmental and community service needs and constraints.

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6. Parks, Recreation, and Open Space

Provide a coordinated and comprehensive system of parks, recreation, and open space that will meet the active and passive recreational needs of residents of the county.

7. Transportation

Ensure a safe and adequate transportation network through Potter County, serving both existing and anticipated transportation needs, and retain both functional attributes and scenic qualities of roadways as new development and improvements occur.

8. Utilities

Provide utility facilities and services to meet needs in the county, protect the environment and public health, and support development consistent with managed growth.

9. Hazard Mitigation

Ensure the safety and well being of all county residents. Implementation time frames and responsibilities can be found in the Hazard Mitigation Plan on file with the Potter County Emergency Management Office.

Objectives for Action

The objectives provide a framework for county and local officials that will help guide progress and achieve the goals and in a larger sense the vision of Potter County.

1. Community Facilities

Goal: Ensure the provision of adequate community services to meet the needs of existing and future residents of Potter County, and guide future development toward community facilities which are compatible with resource constraints and otherwise in conformance with the county's land use policies.

Objectives:

Objective 1.1: The Potter County Planning Commission shall establish an information sharing protocol with the school districts to ensure that district officials are aware of new development and changing growth patterns.

Objective 1.2: Access to higher education is important to developing a highly qualified work force. The Potter County Education Council (PCEC) shall continue to offer and expand its higher education degree and certificate programs in lieu of establishing a community or branch campus in the county.

- Action 1.2.1: The PCEC shall establish an outreach effort with the county's school districts to inform high school seniors of the higher educational opportunities offered through the PCEC.

- Action 1.2.2: The PCEC shall establish a scholarship committee to develop a scholarship program and investigate the formation of a scholarship foundation.
- Action 1.2.3: The Potter County Board of Commissioners should continue to fund the scholarship program.
- Action 1.2.4: The PCEC shall continue to seek out grants, with full support of county, to help off set operational expenses, grow, and establish new programs.
- Action 1.2.5: The PCEC should develop a marketing plan to educate the residents of the county on the services that they provide.
- Action 1.2.6: The PCEC should develop a rapid response packet that can be handed out at a moment's notice of a business closure or mass layoff.
- Action 1.2.7: As the role of the PCEC continues to grow, appropriate physical facilities must be developed, such as new classroom space. The PCEC shall identify physical facility needs and seek appropriate funding and grants to make the improvements.

Objective 1.3: Major employment industries in the county include manufacturing; education, health, and social services; and information. The Potter County Education Council shall develop educational and training facilities to meet the needs of the major employment industries in the county.

- Action 1.3.1: The PCEC shall remain fluid and adapt to the changing educational and training needs of the businesses in the county.
- Action 1.3.2: The PCEC shall continue to develop its outreach program with local businesses in the county to ascertain training needs.
- Action 1.3.3: The PCEC shall continue to lead the broad band initiative to promote local economic growth by providing high speed internet access to county businesses.

Objective 1.4: The county libraries are a great source of information and reference material. The county should support efforts of the local libraries to ensure they continue to provide high quality modern educational and resource material.

- Action 1.4.1: The Potter County Board of Commissioners shall support library funding at current levels.
- Action 1.4.2: The Potter County Board of Commissioners will support state funding for the county's libraries.
- Action 1.4.3: The Potter County Board of Commissioners and Library Boards will support the library and book mobile.

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Objective 1.5: New or replacement libraries in the county should be constructed in designated growth areas of the county as shown on the future land use plan.

Objective 1.6: An informational flyer detailing services provided by each library should be mailed to all residents in the library service area, or included with back to school information at the beginning of each school year.

Objective 1.7: A committee of all library boards should meet on a bi-annual basis to discuss library needs and develop strategies to meet those needs.

Objective 1.8: The Potter County Board of Commissioners should support the library boards in developing high quality, modern children and adult programs that can contribute to basic life skills improvements.

Objective 1.9: Potter County residents are fortunate in that they have access to high quality health care at the Charles Cole Memorial Hospital and three health centers located throughout the county. Continued access to high quality health care and general accessibility to the facilities should be a high priority of the county.

- Action 1.9.1: The Potter County Board of Commissioners will support the development of a VA Center.

Objective 1.10: The educational, health, and social services industry is the second largest employer in the county. The retention and growth of jobs in this industry is a priority of the county.

Objective 1.11: Senior and special needs housing should be located within the high growth and rural growth areas near the hospital or one of the three existing health centers.

Objective 1.12: The expansion of hospital facilities and services should be supported by the county to ensure greater access to a variety of health related services and an increase in higher paying professional jobs.

Objective 1.13: The Potter County Board of Commissioners should plan for and appropriately budget for the requested improvements identified by the Potter County Department of Emergency Services.

Objective 1.14: The Potter County Department of Emergency Services shall support the volunteer emergency services and assist with needs identification and grant preparation.

- Action 1.14.1: The Potter County Board of Commissioners will support the community animal response team (CART), and the citizen emergency response team (CERT).
- Action 1.14.2: The county shall assist local emergency responders with identifying training courses for first responders.

Objective 1.15: The Potter County Department of Emergency Services and local emergency service providers shall encourage volunteerism through public service announcements and volunteer recognition programs to overcome a decline in volunteerism and man-power shortages.

- Action 1.15.1: The Potter County Board of Commissioners will continue to recognize volunteerism through proclamations.
- Action 1.15.2: Volunteer based organizations should have annual installation dinners to recognize their volunteers.

Objective 1.16: The Pennsylvania State Police should be the primary responder for municipalities that currently do not have a local police force, and should work cooperatively with the county's five local police forces.

- Action 1.16.1: The Pennsylvania State Police shall cover those municipalities that have a local police force when they are not on duty.

Objective 1.17: Criminal activity and local police needs do not stop at municipal borders. A committee should be created with members from the five local police forces and the Pennsylvania State Police to identify equipment and staff needs and regional policing opportunities and to develop strategies to address them.

- Action 1.17.1: Municipalities with a local police force should consider the possibility of establishing a regional police force.
- Action 1.17.2: A committee should be established to discuss regional policing. The committee shall be made up of officials from interested municipalities.

Objective 1.18: The Potter County Economic and Redevelopment Authority (PCERA) shall support local efforts to improve existing public water and sewer facilities.

- Action 1.18.1: The PECERA shall assist local water and sewer authorities in applying for funding and identification of needs.
- Action 1.18.2: Improvements to the Coudersport Borough sewer and water systems should be considered a priority to increase capacity, since Coudersport is classified as a High Growth Area.
- Action 1.18.3: The Potter County Planning Commission and PCERA shall support the development of an Act 537 Plan to identify corrective actions in the North Bingham and West Bingham areas.

Objective 1.19: The expansion of public water and sewer facilities shall be encouraged into the high growth and rural growth areas, and discouraged outside of those areas unless to correct a public health issue.

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Objective 1.20: Community Development Block Grant money, where applicable, should be utilized to help fund public water and sewer improvements identified in this plan and local Act 537 Plans.

Objective 1.21: The county shall support the recommendations of the individual water supply studies, and consider preparing a comprehensive water supply plan for the county.

- Action 1.21.1: The Potter County Planning Commission shall review the water supply studies for consistency when reviewing a subdivision or land development plan within water supply area.
- Action 1.21.2: The Potter County Planning Commission shall assist local municipalities with developing ordinances to implement the recommendations of the water supply studies.

Objective 1.22: Potter County residents should be encouraged to participate in the Pennsylvania of Department of Environmental Protection’s Citizen’s Monitoring Program, and attend educational programs on the proper maintenance of on-lot septic systems.

Objective 1.23: The Potter County Solid Waste Transfer and Recycling Facility should continue to be utilized and should update the Potter County Solid Waste Management Plan in 2010.

Objective 1.24: The Potter County Board of Commissioners should support expanded, up-to-date cellular communication coverage in the county which will enhance the ability of residents to request assistance if needed.

- Action 1.24.1: Expansion of the system should occur in the Route 6 corridor first, followed by the county’s other major transportation corridors as identified in this plan.

Objective 1.25: In order to attract creative talent (doctors, lawyers, and new businesses) the county needs access to recreational and cultural facilities to entertain and fulfill the lives of those people and families.

- Action 1.25.1: Potter County will support the private and public establishment of recreational and cultural facilities in the county.
- Action 1.25.2: Such facilities should be located within the boroughs of the county to promote “spin-off” economic development opportunities.
- Action 1.25.3: Access to such facilities should be from both the local and regional roadways and from sidewalks.
- Action 1.26.4: The Potter County Economic and Redevelopment Authority will play a leading role in identifying areas of opportunity for such uses.

Objective 1.26: The Potter County Planning Commission shall develop a support program to interact with the local municipalities and promote the strategies offered in this plan.

Objective 1.27: The cable service area must be expanded to increase access to high speed internet service.

Objective 1.28: One area of discussion throughout the county has been the need for recreational facilities (similar to a YMCA). It’s recognized that in order to attract creative talent (doctors, lawyers, big business) the county needs ready access to recreational facilities to entertain and fulfill the lives of the families in waiting. These facilities should be in proximity of our public schools.

Objective 1.29: Potter County offers a broad range of Human and Social Services that can be utilized by all residents of the county regardless of age.

- Action 1.28.1: The Potter County Board of Commissioners will continue to support and provide funding for mobile family services.
- Action 1.28.2: The Potter County Board of Commissioners will support the Teen Suicide Prevention Program, Yellow Ribbon Program, Trail Blazer Program, Teen Screen, and Potter County Mentor Program.

Objective 1.30: The Potter County Board of Commissioner should begin planning for implementation of the Geographic Information System Needs Assessment prepared by Penn State College of Agricultural Sciences.

- Action 1.30.1: The county needs to conduct a pilot program where all necessary data layers are developed to move the county forward.
- Action 1.30.2: The county needs to hire a dedicated GIS staff person who has the education and experience to move the county forward.
- Action 1.30.3: Network connectivity needs to be established between the main courthouse complex and the auxiliary building.
- Action 1.30.4: GIS training shall be made available for county and local government staff.
- Action 1.30.5: GIS data should be freely available to local municipalities.
- Action 1.30.6: The Potter County Board of Commissioners should consider creating an information technology office to administer the technology needs of the county.

Objective 1.31: Potter County will support the development of new programs and educational opportunities offered through the Cameron/McKean/Potter Unit of the Penn State Cooperative Extension.

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Objective 1.32: The Potter County Board of Commissioners shall establish an outreach team to meet with the growing Amish community to discuss the relationship between the Amish and non-Amish communities.

- Action 1.32.1: The committee shall consist of local officials from those municipalities with concentrated Amish populations, business owners, PENNDOT, and community elders.
- Action 1.32.2: The committee should meet on a bi-annual basis.

Objective 1.33: Construct a hydroelectric dam on the Allegheny River at Burtville.

- Action 1.33.1: The Potter County Board of Commissioners shall establish a committee to develop the concept of a hydroelectric dam.
- Action 1.33.2: The committee shall conduct public meetings on the concept to ascertain the public's reaction to the concept.
- Action 1.33.3: A feasibility study shall be conducted on the likelihood of the project moving from the concept stage to engineering.

2. Economic Development and Tourism

Goal: Achieve and maintain a healthy business climate to ensure sound economic growth and a high quality of life, and promote heritage and eco-tourism.

Objectives:

Objective 2.1: Create an Economic Development Corporation to assist with commercial and industrial land ownership and grant management.

- Action 2.1.1: Establish points of contact for communication between the Potter County Economic Development Authority, County Planning Commission, and local municipalities.
- Action 2.1.2: Focus economic development in the county where there is adequate infrastructure, such as transportation, water, sewage, and high speed internet access.
- Action 2.1.3: Diversify the county's employment base so as not to be adversely affected in case of job shifts and relocations.

Objective 2.2: Work with the North Central Workforce Development Board.

- Action 2.2.1: Prepare a business directory to promote local business opportunities.

Objective 2.3: Encourage the school districts to work with the Potter County Economic and Redevelopment Authority and the North Central Workforce Development Board to develop career guidance and curriculum to address the employment needs of the county's major industries.

Objective 2.4: Develop a county information packet geared towards attracting new businesses and promoting existing businesses.

- Action 2.4.1: A think tank of key economic stakeholders shall be established to brainstorm ideas on how to attract new businesses and promote existing business.

Objective 2.5: Conduct a labor market assessment to identify the human resource base in Potter County.

Objective 2.6: Promote the two Keystone Opportunity Zones in the county and attract employers that best fit the character of the county.

Objective 2.7: Focus not on attracting jobs by offering a low-wage workforce, but rather on supplying a high-quality workforce and recruiting high paying jobs.

Objective 2.8: To increase the supply of educated workers, investigate and pursue ways to make higher education more accessible and affordable.

Objective 2.9: Support the funding of rural Workforce Investment Boards.

Objective 2.10: Direct local economic development efforts to look at industry clusters in terms of supply chain. Growth efforts should not only focus on specific industries but also complementary support industries.

Objective 2.11: Over the next ten years, tourism will become a major contributor to the county's local economy. The county must seize the opportunity now and begin to plan for this change. Therefore, tourism and tourist related functions are considered a priority.

- Action 2.11.1: Establish a permanent seat on the Potter County Economic and Redevelopment Authority Board for the Director of Tourism.

Objective 2.12: Tourist activities and attractions must be marketed outside of the county and immediate region.

Objective 2.13: This plan establishes the fact that tourism will play an important role in the county; therefore, an in depth tourism study must be conducted.

Objective 2.14: Strengthen the Potter County Visitors Association.

Objective 2.15: Promote the natural beauty of the county and eco-tourism.

- Action 2.15.1: Develop the growing interest in elk viewing in the southern portion of the county adjacent to Cameron and Clinton Counties.

Objective 2.16: Slogans such as "Stay, Be Part of the Future" should focus on rural counties in order to decelerate the rural brain drain.

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Objective 2.17: Hunting and fishing and other outdoor activities contribute to the local economy and will continue to contribute in the future. Such opportunities/activities must be marketed to population centers within and outside of Pennsylvania.

- Action 2.17.1: The county should establish a committee to follow changes in hunting and fishing laws that may adversely affect the industry in rural counties.
- Action 2.17.2: Local hunting and fishing organizations should meet on a biannual basis to discuss the county's resources and develop a plan to ensure they are properly managed and marketed.

Objective 2.18: A scenic vista self-guiding road tour should be developed.

Objective 2.19: The county is blessed with many environmental amenities, including streams, lakes, mountain ridges, open public lands, and traditional boroughs to name a few. This plan supports the connectivity of these features by greenways.

- Action 2.19.1: Develop an eco-tourism based brochure highlighting the natural beauty of Potter County

Objective 2.20: Encourage and support development of revitalization plans for the boroughs that are identified as high growth and rural growth areas.

- Action 2.20.1: Provide support and assistance to the local municipalities that apply for Safe Street to Schools, Elm Street, and Main Street Grants to assist with improvements to the boroughs' town centers.
- Action 2.20.2: Access to parking is vital to the success of downtown revitalization projects. Community parking lots should be identified and connected to the shopping/entertainment areas by sidewalks or well lighted trails.
- Action 2.20.3: The Potter County Planning Commission shall support the Galeton Borough downtown improvement project.

Objective 2.21: The county boroughs should become the center of activity by holding parades, seasonal events, and other activities to increase economic development and increase community spirit in the county.

Objective 2.22: The natural beauty and open spaces of the county lends itself to recreation and outdoor activities and as a destination point for weekend getaways. Private investors should consider building a spa/retreat/hotel facility that takes advantage of the county's geography in relation to major metropolitan areas, eco-tourism, access to natural areas, Cherry Springs Airport, and hunting and fishing to name a few.

Objective 2.23: Encourage the preservation of dark skies as a Potter County resource for astronomers by encouraging hooded lighting fixtures for outdoor security or vision at night.

- Action 2.23.1: The Potter County Planning Commission shall develop a sample lighting ordinance that can be utilized by the county's local municipalities.
- Action 2.23.2: The Potter County Subdivision and Land Development Ordinance should be amended to include lighting guidelines to preserve the county's night sky.

Objective 2.24: Small-scale commercial development or rural occupations, such as Keener's County Store, should be encouraged in the Rural Resource areas identified on the Future Land Use Plan.

Objective 2.25: The Potter County Fair in Millport Village represents a coming together of the community for fun and festivities. The county should continue to support the fair.

Objective 2.26: A map of the Underground Railroad with pertinent stops in the county should be developed.

Objective 2.27: The economic development strategies identified in the Pennsylvania Route 6 Heritage Corridor Management Action Plan shall be incorporated into the county's economic development program.

Objection 2.28: The Pennsylvania Lumber Heritage Museum is an asset to the county and a destination point for tourists. The museum also plays an important role in the county's local economy. The Potter County Board of Commissioners shall support the expansion of and improvements/renovations to the museum.

- Action 2.28.1: The Potter County Board of Commissioners shall support the museum's grant applications to undertake such improvements.
- Action 2.28.2: The Potter County Board of Commissioners will enlist the aid of local state legislators to assist with getting grant money.

Objective 2.29: Existing business infrastructure, e.g., high speed internet, fiber optics, vacant buildings must be identified and marketed to the public and private sectors, such as e-government and e-commerce that need access to such infrastructure.

Objective 2.30: An officially recognized rest area/visitor's center must be developed in the Route 6 Corridor to identify attractions in Potter County and provide comfort stations for through travelers.

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Objective 2.31: The Potter County Board of Commissioners shall support the Food Bundle (Agri-Tourism) project.

- Action 2.31.1: The Potter County Board of Commissioners shall support the project through providing necessary letters of support for grant applications.
- Action 2.31.2: The county shall designate a county liaison to the project to ensure information sharing between the county and this venture.

3. Historic and Natural Features

Goal: Sustain and enhance natural, scenic, and historical resources for the benefit of current and future generations while accommodating planned growth.

Objectives:

Objective 3.1: Protect sensitive environmental land, such as wetlands, floodplains, steep slopes, wooded areas, and scenic views throughout the county by means of an environmental assessment in a subdivision and land development ordinance, or overlay districts in a zoning ordinance.

- Action 3.1.1: The Potter County Subdivision and Land Development Ordinance shall be amended to include Steep slope protection regulations.
- Action 3.1.2: The Potter County Subdivision and Land Development Ordinance shall be amended to include wetland protection regulations.
- Action 3.1.3: The Comprehensive Plan shall be updated with new soil information and mapping upon completion of soils mapping in the county.

Objective 3.2: Support the activities of the Potter County Conservation District

- Action 3.2.1: The Potter County Board of Commissioners and Planning Commission shall support and advance, when possible, the Potter County Conservation District's Mission and Long Term Goals to address the district's identified areas of concern.
- Action 3.2.2: The Potter County Planning Commission should co-sponsor educational events and participate in workshops and educational events sponsored by the District.
- Action 3.2.3: The Potter County Planning Commission and the Conservation District should meet on a yearly basis, preferably in January, to discuss upcoming programs and educational events.

- Action 3.2.4: The following areas of concern, as identified by Conservation District, should be considered priority by the commission in implementing and discharging its duties.

1. Erosion and Sedimentation Control and Water Obstruction and Encroachments
2. Watershed Development and Water Resources
3. Nutrient Management Program
4. Chesapeake Bay Program
5. Land Use
6. Education, Youth, and Awards
7. District Image and Public Relations
8. Local, Regional, State and National Action
9. District Operations and Personnel

Objective 3.3: The Planning Commission and Conservation District will support the goals and actions of the Groundwater Management Plan for the Susquehanna River Basin.

- Action 3.3.1: The Planning Commission and Conservation District shall review all Subdivision and Land Development Plans and earth moving activity that are located in the Susquehanna River Basin, which include the Cowanesque River Watershed, Pine Creek Watershed, Kettle Creek Watershed, and the Sinnemahoning Watershed, against the strategies identified in the Groundwater Management Plan for the Susquehanna River Basin.
- Action 3.3.2: The Potter County Planning Commission shall amend the County's Subdivision and Land Development Ordinance by including supportive regulations as proposed in the Groundwater Management Plan for the Susquehanna River Basin.

Objective 3.4: Encourage developers to incorporate environmental strategies for innovative approaches to stormwater management, or when part of an Act 167 Stormwater Study, the provisions of that study.

Objective 3.5: Support the conservation of prime agricultural soils through the following agricultural land preservation programs such as Agricultural Security Areas and Agricultural Conservation Easements.

- Action 3.5.1: The Potter County Farmland Preservation Board should develop a plan to target agricultural conservation easement purchases.
- Action 3.5.2: The target area should be focused on agricultural lands outside of the high growth and rural growth areas.

Objective 3.6: Protect the county's important aquifer areas by discouraging dense or high intensity development over those aquifers.

- Action 3.6.1: Guide development away from areas of the county classified as exceptional value water sheds, and higher intensity and denser development from areas that have been identified to have geologic formations that support high quality groundwater resources.

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Objective 3.7: Work with the Western Pennsylvania Conservancy in preparing a Natural Areas Inventory Plan.

Objective 3.8: Encourage the adoption of wellhead protection ordinances by local municipalities to protect potable water resources.

Objective 3.9: Encourage planning by watershed to protect high quality streams and groundwater resources from degradation.

Objective 3.10: Review and amend the Potter County Subdivision and Land Development Ordinance to ensure consistency with the recommendations of this Plan.

- Action 3.10.1: Update the county’s stormwater management regulations where necessary, and encourage local municipalities to adopt single purpose stormwater ordinances.
- Action 3.10.2: Develop an open space subdivision option in the county’s subdivision and land development ordinance as an option to the standard subdivision.
- Action 3.10.3: Ensure that all municipalities have floodplain management ordinances adopted and that they are all up to date.

Objective 3.11: Assist, when possible, local watershed advisory groups in preparing watershed protection plans.

Objective 3.12: Recognize the forest land of the county as an asset and contributor to the county’s economic vitality, and encourage responsible timbering of forest land.

- Action 3.12.1: The Potter County Planning Commission and Conservation District should develop a timbering ordinance that can be utilized by the local municipalities.
- Action 3.12.2: The county should encourage those municipalities, with watersheds that supply public water systems, to adopt the ordinance.
- Action 3.13.3: In addition to standard erosion and sedimentation control requirements, Best Management Practices (BMP) should be incorporated into the ordinance.
- Action 3.13.4: The Potter County Conservation District should take the lead role and assist with developing the ordinance and administration of it.

Objective 3.13: Recognize the natural resources of the county as an asset and contributor to the county’s economic vitality, and encourage responsible mining, timbering, and retrieval of such resources.

- Action 3.13.1: The Potter County Planning Commission and Conservation District should develop a mineral extraction and timbering ordinance that can be utilized by the local municipalities.

Objective 3.14: Utilize the environmental limitations map as an initial review tool to identify any environmental impacts that development may have on a parcel and the county.

Objective 3.15: Encourage and assist local municipalities in preparing Act 167 – Stormwater Management Plans.

Objective 3.16: Review all subdivision and land development plans against strategies and recommendations in applicable stormwater management plans and watershed plans.

Objective 3.17: Establish a committee on historic preservation to oversee the historic resources of the county.

- Action 3.17.1: Work closely with the state and local historic societies in identifying new resources that may not be identified.
- Action 3.17.2: Develop historic preservation ordinance language that can be adopted by local municipalities.
- Action 3.17.3: Continue to build upon the inventory of historic resources identified in this plan.
- Action 3.17.4: Support the historic preservation organizations in their efforts to identify, document, and preserve historic resources and landscapes.
- Action 3.17.5: Include in the historic resource survey a survey of historic and scenic roads, bridges, streamscapes, and landscapes in order to preserve the character of historic structures and not just the structures themselves.
- Action 3.17.6: Educate residents and local government officials thoroughly and often on historic preservation tools and the need to protect these resources
- Action 3.17.7: Promote original/present use of historic properties where appropriate but recognize the need for and encourage adaptive re-use, which is changing the use of a building beyond its original intent, where the original or present use is no longer feasible.
- Action 3.17.8: Encourage new development to utilize an open space development design to preserve historic structures or to incorporate historic resources in the design layout.
- Action 3.17.9: Work with landowners and public and private agencies to encourage the preservation, acquisition, and maintenance of endangered historic properties. This may include providing technical assistance and guidance in application processes, providing educational materials, and providing a funding information clearinghouse for residents.

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Objective 3.18: Enhance Historic Properties

- Action 3.18.1: Adopt and/or revise local ordinances as needed to encourage historic preservation.
- Action 3.18.2: Develop an open space development option in the county’s subdivision and land development ordinance to ensure that open space is appropriately located to complement and preserve the setting of historic resources.
- Action 3.18.3: Protect historic landscapes and streamscapes through the application of scenic roadway overlays, vegetation, and woodland management ordinances and other appropriate regulation.
- Action 3.18.4: Integrate non-motorized transportation links into historic districts/properties.

Objective 3.19: Promote Appreciation of Historic Properties and Participation in Preservation Efforts

- Action 3.19.1: Make available to the general public the inventory of historical sites in the county including photographs and maps.
- Action 3.19.2: Work with property owners to develop a comprehensive signage system to inform the public regarding historically significant sites in the community.
- Action 3.19.3: Educate the public on tax advantages of having a property designated as a historic resource.
- Action 3.19.4: Utilize the recommendations and strategies identified in the Pennsylvania Historic Preservation Plan.

Objective 3.20: Create a self-guiding road tour of all historic structures in the county.

Objective 3.21: The Potter County Conservation District shall continue to implement the Two Year Action Plan in the Chesapeake Bay Implementation Plan.

- Action 3.21.1: The Potter County Planning Commission shall support the Conservation District in implementing the Two Year Action Plan.
- Action 3.21.2: The Planning Commission shall participate in outreach meetings, field trips, and workshops.
- Action 3.21.3: The implementation strategies shall be reviewed against all subdivision and land development plans that are reviewed by the commission.

4. Housing

Goal: Provide a wide range of housing types and affordability throughout the county at appropriate densities based on identified growth areas, access to health and human resources, shopping, employment opportunities, and walkability.

Objectives:

Objective 4.1: The Potter County Planning Commission will assist local municipalities with technical guidance and grant preparation to prepare a local or multi-municipal comprehensive plan and zoning ordinances that build upon the county’s housing plan with specific local strategies that ensure the housing needs of the locality or region are met.

- Action 4.1.1: Encourage the municipalities that are located in the high growth and rural growth areas to prepare comprehensive plans and zoning ordinances.
- Action 4.1.2: Assist those municipalities with technical guidance that includes meeting with the local municipality or municipalities and assisting with preparing grant applications.

Objective 4.2: High and medium density residential development, including elderly housing shall be directed to the high growth and rural growth areas that are served by public water and public sewer.

- Action 4.2.1: Continue to update and refine the community services chapter and map to accurately reflect the water and sewer capacity and service areas.
- Action 4.2.2: Develop model high and medium density zoning language that consists of common terms that can be incorporated into a local or county-wide zoning ordinance.
- Action 4.2.3: Work with local and regional developers to construct high and medium density housing developments in the high growth and rural growth areas of the county.
- Action 4.2.4: Promote compact growth in the Coudersport, Shinglehouse, Galeton, Ulysses, and Austin Boroughs.
- Action 4.2.5: Support mixed use development consisting of commercial and residential uses in the designated growth areas.

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Objective 4.3: Amend the county’s subdivision and land development ordinance to increase the minimum lot area for new development not served by public water and sewer to one and one half acres.

- Action 4.3.1: Create a sub-committee of the county’s planning commission to review the county’s subdivision and land development ordinance and identify appropriate sections to be revised.
- Action 4.3.2: Notify the county’s municipalities that fall under the county subdivision and land development ordinance and seek appropriate input.
- Action 4.3.3: Conduct public meetings to seek input from county residents on the proposed change.
- Action 4.3.4: Support the use of Growing Greener techniques, including conservation overlay districts.

Objective 4.4: The Potter County Planning Commission and Housing Authority will promote conservation and rehabilitation of existing housing.

- Action 4.4.1: Assist local municipalities with identification of substandard housing and improvement programs, and notify local residents of available housing improvement programs.
- Action 4.4.2: The county will encourage public and private sector programs to upgrade existing housing quality and value, including rehabilitation and adaptive reuse, as well as construction of in-fill housing.
- Action 4.4.3: The county will support public and private sector emergency housing needs, provided they are not used for permanent housing.
- Action 4.4.4: The Housing Authority will promote and develop a workshop regarding housing assistance and rehabilitation programs to eliminate substandard housing throughout the county.

Objective 4.5: The Potter County Housing Authority should continue to monitor the need for elderly housing and assisted living facilities.

- Action 4.5.1: The basic housing element of the plan shall be updated to accurately reflect elderly and assisted housing opportunities.
- Action 4.5.2: The housing authority should conduct outreach meetings with senior citizen organizations and seek input from the county’s senior citizens.
- Action 4.5.3: Elderly and assisted housing facilities should be located in or near the county’s developed boroughs and should be in walking proximity to health and human resources and commercial activity.

Objective 4.6: The Potter County Planning Commission shall encourage a variety of housing types consisting of single-family detached dwellings, townhouses, and multi-family dwellings that attract various age groups and people of varying income levels.

- Action 4.6.1: The County Planning Commission shall encourage the development of all housing types at appropriate densities, including manufactured homes in areas of the county that are in the path of development and do not provide a variety of housing.
- Action 4.6.2: Recommended solutions to the identified barrier to affordable housing shall be reviewed by the planning commission and housing authority and applicable solutions implemented.
- Action 4.6.3: The county shall support and encourage compliance with federal fair housing laws which prohibit discrimination in the sale or rental of housing.

Objective 4.7: The Potter County Planning Commission and housing authority shall identify all available housing programs in the county and work with private organizations, such as Habit for Humanity.

- Action 4.7.1: The County Planning Commission and housing authority shall act as a depository for all housing programs.
- Action 4.7.2: The housing authority shall update its housing condition report, specifically looking at structures within the high growth, rural growth, and village growth areas.

Objective 4.8: The conversion of seasonal and recreational structures to full time residences shall include compliance with the uniform construction code and applicable on-lot septic system improvements.

- Action 4.8.1: Building permits and occupancy permits shall be secured and issued prior to construction, improvements, and occupancy of the structure.
- Action 4.8.2: The Sewage Enforcement Officer shall ensure the existing septic system is functioning properly or a new system is installed prior to occupancy.

Objective 4.9: The Potter County Housing Authority (PCHA) will promote the U.S. Department of Agriculture Single-Family Guaranteed Housing to assist low and moderate income, credit-worthy families and individuals in purchasing existing or building new homes in rural areas.

- Action 4.9.1: The Potter County Housing Authority shall establish a relationship with the U.S. Department of Agriculture and assist with administration where possible.
- Action 4.9.2: The PCHA will be a depository for information and applicable applications.
- Action 4.9.3: Where possible the PCHA will assist applicants with completing the necessary loan applications.

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Objective 4.10: The Potter County Board of Commissioners shall support the goals and objectives of the Housing Authority.

- Action 4.10.1: Expand the supply of assisted housing through additional rental vouchers.
- Action 4.10.2: Improve the quality of assisted living through improved voucher management.
- Action 4.10.3: Increase assisted housing choices through outreach efforts to potential voucher landlords, and increase voucher payment standards.
- Action 4.10.4: Maximize the number of affordable units available.
- Action 4.10.5: Increase the number of affordable housing units by applying for additional Section 8 units should they become available.
- Action 4.10.6: Target available assistance families at or below 30% of AMI.

5. Land Use

Goal: Preserve and enhance the diversified mix of rural and natural land uses within the county through well thought out land use strategies which are in balance with critical environmental and community service needs and constraints.

Objectives:

Objective 5.1: The Potter County Board of Commissioners should adopt the Potter County Comprehensive Plan upon completion of the public meetings.

Objective 5.2: Encourage and support the development of local and joint comprehensive plans and land use ordinances based on school district boundaries.

- Action 5.2.1: Promote coordinated land use patterns along municipal borders.
- Action 5.2.2: Encourage the development of mixed-use districts that encourage a combination of light commercial/industrial and higher density residential.
- Action 5.2.3: Manage growth to logical areas where critical environmental resources will not be compromised and community services can be made available in a cost efficient manner.
- Action 5.2.4: Maintain the rural character of areas with a predominance of open space and farming, and gauge public support for open space and farmland preservation strategies and programs.
- Action 5.2.5: Encourage and support those municipalities that are designated for high and rural growth to prepare a comprehensive plan and adopt a subdivision and land development ordinance.

Objective 5.3: Update the Potter County Subdivision and Land Development Ordinance to be consistent with the strategies proposed in this plan.

- Action 5.3.1: Ensure that all lots have a suitable area for an on-lot septic system including lots for seasonal and full time residences.

Objective 5.4: The Potter County Planning Commission should promote the use of consistent land use regulations throughout the county based on the descriptions in the future land use plan.

Objective 5.5: Provide technical assistance to local municipalities on topics regarding subdivision and land development, zoning, grants, and other community-planning strategies.

Objective 5.6: The Potter County Planning Commission should act as the lead agency in coordinating land use training sessions for local officials.

- Action 5.6.1: The Planning Commission should develop a county-based local government assistance program to assist with distribution of model ordinances, identify funding sources, and provide grant writing assistance.

Objective 5.7: The Planning Commission should maintain an up-to-date listing of all plans submitted and prepare a yearly report on the effectiveness of the growth strategies proposed in this plan.

Objective 5.8: The Planning Commission shall encourage the development of multi-municipal comprehensive plans. Funding for such plans is available through the Department of Community and Economic Development.

Objective 5.9: The Potter County Board of Commissioners shall appoint a county-wide Agricultural Task Force to promote the economic stability of agriculture.

- Action 5.9.1: At a minimum, the Task Force shall be made up of individuals from the agricultural community, Conservation District, Farmland Preservation Board, and Municipal Officials.
- Action 5.9.2: The Task Force shall prepare an overall strategy for agricultural preservation that will include goals and an action plan to sustain a healthy local farm economy.

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6. Parks, Recreation, Greenway, and Open Space

Goal: Provide a coordinated and comprehensive system of parks, recreation, and open space that will meet the active and passive recreational needs of all residents of the county.

Objectives:

Objective 6.1: Improve and build upon the existing parks and recreational facilities found in the county, and develop new recreation opportunities for youth, adult, and elderly county residents.

Objective 6.2: Establish a trail and bikeway network that links residential areas, recreational facilities, businesses, Route 6 Bikeway, and the boroughs.

- Action 6.2.1: A greenway and trail system should be considered along Pine Creek, beginning in Galeton Borough and connecting to Pine Creek Trail.
- Action 6.2.2: The County Board of Commissioners shall support a Greenway and Open Space Plan.
- Action 6.2.3: The County Board of Commissioners shall support a grant application to prepare the Greenway and Open Space Plan.
- Action 6.2.4: The Potter County Planning Commission shall prepare the grant application.

Objective 6.3: Support local municipal efforts to secure DCNR funding for parkland acquisition and improvements.

Objective 6.4: Support the development of North Fork Dam County Park in accordance with the Final Master Plan of North Fork Dam Park.

Objective 6.5: This plan supports public and private recreation, open space, and greenways. A Comprehensive Recreation, Greenway and Park and Open Space Plan should be prepared to aid in identifying recreation needs and capital improvement projects.

- Action 6.5.1: The Potter County Board of Commissioners should support the Clinton County and Potter County initiative to link ATV Trails between the two counties.

Objective 6.6: The Potter County Board of Commissioners shall recognize the value of the state system in the county and support improvements and recreation programs that not only benefit county residents, but will increase tourism and tourist related activities.

Objective 6.7: The Potter County Board of Commissioners will play an active role with the county conservation district in managing and operations of the Saulter Preserve.

Objective 6.8: The Potter County Board of Commissioners, Planning Commission, and Visitors Bureau shall support the development of the PA Wilds Plan.

Objective 6.9: The county should support Coudersport Borough in developing a trail from “Rubbertown” to the Coudersport Area Recreation Park.

7. Transportation

Goal: Ensure a safe and adequate transportation network through Potter County, serving both existing and anticipated transportation needs, and retain both functional attributes and scenic qualities of roadways as new development and improvements occur.

Objectives:

Objective 7.1: The Potter County Planning Commission shall coordinate regional transportation improvement projects.

- Action 7.1.1: The Planning Commission should hold quarterly outreach meetings with municipal officials and staff from NCPRPDC to discuss potential transportation improvement projects and concerns.
- Action 7.1.2: The Planning Commission and NCPRPDC shall continue to inventory problem intersections, curves, bridges, and roadway sections, above what has already been identified in this plan, for inclusion into the state’s transportation improvement program.

Objective 7.2: The Potter County Planning Commission shall take a lead role in soliciting transportation improvement projects for the state’s transportation improvement program.

- Action 7.2.1: NCPRPDC shall educate the Potter County Planning Commission staff and members on the transportation improvement program and provide staff with the necessary survey forms to solicit projects from the county’s local municipalities.
- Action 7.2.2: The Planning Commission shall send letters to the county’s local municipalities requesting transportation improvement projects, and actively contact those municipalities that do not respond.
- Action 7.2.3: The Planning Commission shall rank each submitted improvement against a standard set of guidelines developed by the NCPRPDC. Projects that fall within the designated growth areas will receive priority ranking.
- Action 7.2.4: Planning Commission staff shall actively participate in the NCPRPDC, the Rural Planning Organization overseeing the transportation improvement program.

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Objective 7.3: The Potter County Subdivision and Land Development Ordinance shall be updated to provide a variety of street design standards depending on their functional purpose.

- Action 7.3.1: PennDOT’s design criteria shall be used as the minimum design criteria to ensure new roads are accepted into the liquid fuel reimbursement program.
- Action 7.3.2: Consideration should be given to the use of private rights-of-way that serve no more than three lots or units. These rights-of-way will be privately owned and maintained.
- Action 7.3.4: Substandard secondary state roads should be improved to allow two cars to pass.

Objective 7.4: 73% of solicited transportation improvement projects are bridge-related. Bridges that are identified as substandard and hinder emergency access, are on a major transportation corridor, or are located in the growth areas of the county shall be given a priority for improvements or replacement.

- Action 7.4.1: The county shall continue with its bridge inspection program and identify bridges that are in need of repair.

Objective 7.5: Route 6 is a major transportation corridor not only in Potter County, but also Pennsylvania. The following actions should be considered for Route 6.

- Action 7.5.1: An access management overlay district should be developed to ensure new accesses onto Route 6 are properly managed and designed.
- Action 7.5.2: Route 6 is a pending nomination for Byway designation by PennDOT. The county should support the designation of Route 6 as a Pennsylvania Byway. Such designation will provide enhanced opportunities for funding improvements through PENNDOT.
- Action 7.5.3: The county should prepare and adopt a sign ordinance in conjunction with the designation of Route 6 as a Byway by PennDOT.
- Action 7.5.4: As improvements occur to Route 6, the county should insist that a designated bike lane be included to accommodate BicyclePA’s Route Y.
- Action 7.5.5: A beautification corridor study should be conducted to identify ways to beautify the corridor.
- Action 7.5.6: Route 6 bisects Galeton and Coudersport Boroughs. All traffic, including truck traffic, must pass through these two boroughs. As identified in previous planning studies, consideration should be given to construction of a by-pass around Coudersport Borough. A by-pass would allow truck traffic to by-pass the borough.
- Action 7.5.7: Well-designed wayfinding signs should be used extensively throughout the corridor to direct tourists to local attractions and destination points.

- Action 7.5.8: Route 6 Gateways must be developed on both ends of the county. These Gateways should be designed by an architect, be inviting, and highly landscaped.
- Action 7.5.9: Transportation improvement projects in the Route 6 Corridor should be given priority by the Planning Commission.
- Action 7.5.10: The county shall support the recommendations of the Pennsylvania Route 6 Heritage Corridor Management Plan prepared by the Pennsylvania Route 6 Heritage Corporation.
- Action 7.5.11: Scenic vistas in the Route 6 corridor should be identified and protected through adoption of land use regulations at the local municipal level, or through adoption of land use ordinances at the county level.
- Action 7.5.12: The county planning commission shall support grant applications and transportation improvement projects for Route 6, where Route 6 is the main street through town.
- Action 7.5.13: Local municipalities should be encouraged to adopt property maintenance ordinances to eliminate blighted and poorly maintained properties in the Route 6 Corridor.
- Action 7.5.14: The Potter County Board of Commissioners shall support efforts and funding for improvements to the Route 6 Heritage Program.
- Action 7.4.15: The Potter County Board of Commissioners, Potter County Educational Council, and the Route 6 Heritage Corporation shall support improving access to technology within the Route 6 corridor. Access to wireless technology for business and recreation purposes needs to be strengthened in Potter County.
- Action 7.4.16: Route 6, from Galeton Borough to Route 449. is in need of repaving and shoulders for bicycling. This plan supports the inclusion of this project on the twelve year program.

Objective 7.6: The Potter County Subdivision and Land Development Ordinance should be amended to include access management, traffic impact studies, and traffic calming provisions.

- Action 7.6.1: The Potter County Planning Commission shall prepare amendments to the ordinance based on provisions being developed by PENNDOT.
- Action 7.6.2: Proposed amendments shall be offered for review by the local municipalities prior to adoption by the county.

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Objective 7.7: Tourism and tourist related activities will play a significant economic development role in the future Potter County. The County has one general use airport that functions adequately. However, constraints at the airport prohibit it from becoming more than just a general use airport. The county should begin exploring ways to improve Cherry Springs Airport, or consider developing another airport that can support future demands.

- Action 7.7.1: The Potter County Board of Commissioners should commission a study on aviation needs in the county, and recommended improvements to Cherry Springs Airport.

Objective 7.8: The Potter County Planning Commission shall work with NCRPDC to update the functional classification of roads in the county.

Objective 7.9: Transportation improvements in corridors with large percentages of truck traffic and projected new trips should be considered priority projects, especially if in a growth area.

- Action 7.9.1: Study freight route demands as related to area industry and home-based businesses.
- Action 7.9.2: Continue to monitor truck traffic as major transportation projects are completed.

Objective 7.10: Home Town Streets and Safe Routes to School programs should be promoted by the Planning Commission to the boroughs that have schools and downtown areas.

- Action 7.10.1: The county planning commission shall inform and educate the local municipalities on both programs, and assist when possible, with grant applications.

Objective 7.11: The Conservation District shall continue to assist the local municipalities with the dirt and gravel road program, if funding allows.

Objective 7.12: The Planning Commission and NCRPDC shall promote the development of adequate roadways into and out of the county. The roadways carry not only the residents of the County but also serve through-traffic.

Objective 7.13 – To capture the growing trend in outdoor recreation, the Planning Commission shall support the expansion of bicycle, ATV, snowmobile, rails to trail, and greenways facilities.

- Action 7.12.1: The planning commission shall develop design criteria that can be provided to local municipalities or incorporated into the county's subdivision and land development ordinance.

Objective 7.14: The Potter County Board of Commissioners should support the Area Transportation Authority of North Central Pennsylvania and work closely to ensure that current access to public transit is maintained and future access serves the growth areas as they develop.

- Action 7.14.1: The ATA should consider developing a formal passenger transfer station or hub in Coudersport Borough. The borough is designated as the primary growth area of the county. Routes can branch off to the other rural growth areas, villages, and hamlets as identified on the future land use plan.
- Action 7.14.2: The Potter County Board of Commissioners will support the Welfare to Work Transportation Program and will actively partner with ATA to receive funding for the program.

Objective 7.15: Lyman State Park offers many attractions and amenities to the residents of the county and visitors. West Branch Road from Galeton Borough to the park is narrow in parts, lacks shoulders, and has geometry problems.

- Action 7.15.1: A study should be commissioned to identify required improvements to West Branch Road.
- Action 7.15.2: The Planning Commission should work closely with NCRAPC to identify funding sources for needed improvements.
- Action 7.15.3: Future improvements to West Branch Road should include shoulder and bike lanes that tie into Route 6 PA Bicycle Route Y.

Objective 7.16: The Potter County Board of Commissioners and Planning Commission should support designating not only Route 6 as a Scenic By-way, but also SR 44 and SR 872.

8. Utilities

Goal: Provide utility facilities and services to meet needs in the county, protect the environment and public health, and support development consistent with planned growth.

Objectives:

Objective 8.1: Promote compact development around existing boroughs and service areas and discourage sizeable developments outside service areas to lessen the financial burden placed on all community facilities.

Objective 8.2: Support water conservation measures to reduce water supply demands.

Objective 8.3: Encourage the continued upgrade of private services, such as telephone, cable, and high speed internet access.

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Objective 8.4: Preserve and protect existing utility right-of-way corridors and the logical extension of new corridors.

9. Hazard Mitigation Plan

The following goals describe the means of implementing the County Hazard Mitigation Projects identified in the Hazard Mitigation Plan. Specific projects were developed by the County Hazard Mitigation Team with input from the municipalities and members of the community. To ensure that the projects can be carried out by the county, an action plan is provided to outline timelines and responsibilities for tasks related to the projects. The Action Plan is separated into six sections corresponding with project types.

GOAL #9.1 (Preventive Measures)

Attempt to reduce the current and future risk of damage from floods, subsidence, and other hazards in Potter County

Objective 9.1.1: Potter County will attempt to reduce the current and future risk of flood and subsidence damage in Potter County by directing new development away from high hazard areas by reviewing existing regulations to ensure adequacy in reducing the amount of future development in identified hazard areas.

- Action 9.1.1.1: Encourage municipal offices to review regulations pertaining to their jurisdiction to make sure that adequate zoning regulations are in place to reduce future development in high hazard areas in their jurisdiction. Planning Departments to review Subdivision and Land Development Ordinances.
- Action 9.1.1.2: Hazard Mitigation Team to obtain repetitive loss information from PA DCED to be included in next revision of the Potter County Hazard Mitigation Plan.

Objective 9.1.2: Review all comprehensive plans to ensure that designated growth areas are not in hazard areas.

- Action 9.1.2.1: Planning Departments and applicable municipal offices to review their comprehensive plans to ensure that designated growth areas are not in high hazard areas identified in this plan.

Objective 9.1.3: The Commonwealth of Pennsylvania recently adopted the statewide Uniform Construction Code (UCC) and the majority of municipalities are expected to adopt said building code as well. Review and enforcement of the building codes are strongly advised.

- Action 9.1.3.1: Encourage all municipal offices to review the statewide UCC to ensure the enforcement of these codes as a minimum standard.

Objective 9.1.4: Review all capital improvement plans to ensure that infrastructure improvements are not directed towards hazardous areas.

- Action 9.1.4.1: Encourage applicable municipal offices to review their capital improvement plans to ensure that programmed infrastructure improvements are not in high hazard areas.

Objective 9.1.5: Evaluate and update existing floodplain ordinances to meet or exceed the NFIP standards.

- Action 9.1.5.1: Applicable municipalities to review and update their floodplain ordinances to be sure that they are in full compliance with the NFIP.

Objective 9.1.6: Improve the enforcement of existing floodplain regulations.

- Action 9.1.6.1: For Potter County OES to arrange with PEMA/FEMA/DCED to hold training sessions with the County and the municipalities on the National Flood Insurance Program (NFIP) requirements.
- Action 9.1.6.2: Potter County OES to arrange with PEMA/FEMA/DCED to hold training for Insurance Companies on the NFIP.

Objective 9.1.7: Recommend that flood insurance policies remain affordable through county and municipal government programs.

- Action 9.1.7.1: County OES to arrange with PEMA/FEMA/DCED to conduct training on the Community Rating System (CRS) to municipalities.

Objective 9.1.8: Evaluate existing shelters to determine adequacy for current and future populations.

- Strategy 9.1.8.1: Ensure that all shelters within Potter County have adequate emergency power resources by working with the American Red Cross towards upgrading all shelter resources.
- Strategy 9.1.8.2: Develop adequate emergency shelter and evacuation plans for animals (domestic pets and livestock) by establishing a committee representative of all areas of the County that will include veterinarians, pet store owners, the Humane Society, animal shelters and other interested parties to work on animal-specific evacuation and sheltering needs.

GOAL #9.2 (Property Protection)

Reduce the potential impact of natural and man-made disasters on public and private property.

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Objective 9.2.1: Encourage municipal participation in the National Flood Insurance Program and encourage property owners to purchase subsidence insurance.

- Action 9.2.1.1: County OES and PEMA to conduct outreach efforts to educate municipalities about the NFIP and its requirements.
- Action 9.2.1.2: County to obtain updated information on the number of NFIP policyholders in Potter County and its municipalities from PEMA and FEMA.

Objective 9.2.2: Protect Potter County’s most vulnerable populations, buildings and critical facilities through the implementation of cost-effective and technically feasible mitigation projects.

- Action 9.2.2.1: OES to work with municipalities and the county assessment office to collect information on the number, location and assessed value of all repetitive loss properties throughout the county in order to plan future mitigation activities; and create and maintain a current inventory asset list of all structures within the 100-year floodplain.
- Action 9.2.2.2: County to work with Rettew Associates and Tioga County GIS Department to develop a database in existing hazard GIS system of information on all repetitive loss properties including maps to be used in future mitigation activities.
- Action 9.2.2.3: When funds become available for hazard mitigation projects, the county recommends that the municipalities hold a series of public meetings with the owners of repetitive loss properties in high risk areas. These meetings will also be used to identify high-risk properties in the unincorporated areas of the County and to determine potential participation in future acquisition and relocation projects.

GOAL #9.3 (Emergency Services Measures)

Improve upon the protection of the citizens of Potter County from all natural and man-made hazards.

Objective 9.3.1: Ensure adequate training and resources for emergency organizations and personnel.

- Action 9.3.1.1: Potter County CERT Trainers to teach Community Emergency Response Team (CERT) classes to interested citizens in Potter County to assist first responders at specified emergencies throughout the county. Additional trainers need to attend future Train-the-Trainer Courses.
- Action 9.3.1.2: OES to work with the Potter County Fire Association, Charles Cole Hospital EMS and the Sheriff’s Department to increase the number of trained citizen emergency responders by meeting with groups of potential volunteers to attempt to increase the number of trained responders for all County Fire Departments, Emergency Medical Services, Law Enforcement, etc. All areas of Potter County will benefit.

- Action 9.3.1.3: OES to conduct annual tabletop and functional disaster exercises with local law enforcement, emergency managers, county and local officials, and other disaster response agencies. Types of exercises to include: Flood Exercise, Weapons of Mass Destruction Exercise, Hazardous Materials Spill Exercise, Weather Exercise and Bio-Terrorism Exercise.
- Action 9.3.1.4: OES to provide information about local, regional, state, and federal training opportunities to fire departments, EMS, ambulance services, and other emergency responders. Develop a list of training opportunities that are available and distribute the list to all local emergency responders. Training should include preparedness to respond to geological and natural hazards as well as man-made and technological hazards
- Action 9.3.1.5: Continue to conduct National Weather Service Storm Spotter classes by partnering with the National Weather Service to provide training to people throughout Potter County on Storm Spotting in the areas of Flooding, High Winds, Basic I and II.

Objective 9.3.2: Improve emergency preparedness in Potter County and its municipalities.

- Action 9.3.2.1: Review the existing Potter County Emergency Operations Plan (EOP) and update where necessary based on the recommendations of the Potter County Hazard Mitigation Plan. Include participation from all municipalities in the update process by ensuring that their EOPs are reviewed and updated annually.
- Action 9.3.2.2: Potter County has obtained an emergency services rescue vehicle to respond to emergencies within the county.

Objective 9.3.3: Improve coordination and communication among disaster response organizations, local, and county governments.

- Action 9.3.3.1: Expand the mission and membership of the Potter County Local Emergency Planning Committee (LEPC) to act as a countywide disaster task force by expanding their mission to include other disaster planning and response activities.

Objective 9.3.4: Evaluate cost-effective ways of augmenting existing broadcast and communication systems to monitor warning information continuously and to disseminate appropriate warnings.

- Action 9.3.4.1: Develop a plan to update the Communications Center equipment and furniture.
- Action 9.3.4.2: Research the possibility of installing Emergency Alert Warning Sirens and equipment to reach all populated areas throughout the County.
- Action 9.3.4.3: 165 NOAA Weather Radios have been distributed to Potter County municipalities, schools, hospitals, nursing homes, day care centers, and SARA facilities.

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GOAL #9.4 (Structural Projects)

Reduce or redirect the impact of natural disasters (especially floods) away from at risk population areas

Objective 9.4.1: Research possible mitigation projects to reduce flooding, reduce/eliminate sewage leakage and inflow/infiltration problems. Some projects may include reservoirs, levees, floodwalls, diversions, channel modification and storm sewers.

- Action 9.4.1.1: Continue to review Hazard Mitigation Questionnaires and post-disaster reviews submitted by the municipalities.
- Action 9.4.1.2: Continue to produce and submit Hazard Mitigation Project Opportunity Forms for high-risk structures/areas (especially post-disaster).

Objective 9.4.2: Gather information on any structures previously studied that may have design information that could possibly be implemented to reduce flood hazards.

(Example: A dam that may have been previously proposed, for which data exists, could be used as a potential project to construct a dam that would reduce flooding.)

- Action 9.4.2.1: Contact the United States Army Corp of Engineers (USACE) and other agencies for information pertaining to previous studies on structural projects. This information could be helpful in planning future mitigation projects.

Goal #9.5 (Natural Resource Protection)

Protect existing natural resources and open space, including parks and wetlands, within the floodplain and watershed to improve their flood control function.

Objective 9.5.1: Protect Potter County's natural resources through the implementation of cost-effective and technically feasible mitigation projects.

- Action 9.5.1.1: Work with DEP, conservation agencies, park and recreation organizations, wildlife groups and other appropriate agencies to collect information on the number and location of natural resource area throughout the county.
- Action 9.5.1.2: County to develop a database in the existing GIS system of all natural resource areas including maps to be used in future mitigation activities.
- Action 9.5.1.3: When funds become available for mitigation projects, the county plans to hold meetings to identify high-risk properties in the county and to determine potential participation in future acquisition and relocation projects.

Objective 9.5.2: Protect Potter County's natural resources through the implementation of recreation planning and storm water management planning.

- Action 9.5.2.1: Planning Department to consider creating and implementing a County Recreation Plan and Storm Water Management Plan within the next five years.
- Action 9.5.2.2: PENNDOT to investigate the possibility of wetland protection of approximately 50 acres in Potter County.
- Action 9.5.2.3: County to work with DEP, conservation agencies, etc., to research avenues for restoring degraded natural resources and open space to improve their flood control functions.

Goal #9.6 (Public Information Program)

Protect public health, safety and welfare by increasing the public awareness of existing and potential hazards and by fostering both individual and public responsibility in mitigating risks due to those hazards.

Objective 9.6.1: Develop and distribute public awareness materials about natural hazard risks, preparedness, and mitigation.

- Action 9.6.1.1: Create a "How To" Mitigation display for use at public events that would include information and pictures like that contained in FEMA's publications: Retrofitting for Homeowners Guide, Elevating Your Flood Prone Home, Elevating Residential Structures, and Information on the NFIP.
- Action 9.6.1.2: Planning to work with the Potter County Cooperative Extension to develop Animals in Disaster Displays that will be used at 4-H Clubs, Agricultural Fair, in Veterinarians Offices and other places that animal owners may gather. The display will have information about preparing animals for disasters by making a disaster plan and a disaster supply kit for each animal. The display will encourage animal owners to decide ahead of time where animals will be sheltered and to familiarize them with the County's Animals in Disaster Annex of the Emergency Operations Plan.
- Action 9.6.1.3: County to develop a Business Continuity Planning Display. The display will be designed to raise the awareness level of WHY it is important to have a Business Continuity Plan, how to develop a plan, and will encourage businesses to make sure that their plan fits in with the County's plan. This display will be appropriate for use at local Chamber of Commerce meetings and activities, civic group gatherings such as the Rotary Club, and other business-related gatherings.
- Action 9.6.1.4: Create displays for children's programs that teach safety. Examples of information to be used would be similar to that on the FEMA for Kids CD and/or the Sparky Fire Safety Program. Potter County Fire Department to seek funding to purchase a trailer to utilize for conducting community training on fire safety and other relevant trainings. Potter County also holds a yearly class on fire extinguisher use and safety, which is open to the public.

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- Action 9.6.1.5: Continue to utilize the media for the distribution and publication of hazard information by sending news releases and public service series to local newspapers, radio and TV stations about pre-disaster information.
- Action 9.6.1.6: Continue to work with non-governmental organizations to promote mitigation education and awareness by creating public speaking series on hazard related topics such as types of natural disasters and risks, how to develop a family disaster plan and disaster supply kit, sheltering in place, how to develop a business continuity plan, simple types of mitigation projects for homeowners and businesses, etc. These speaking engagements will be offered to boys and girls clubs, scouting organizations, family centers, civic groups such as Rotary and Kiwanis Clubs, the Chamber of Commerce, Church and interfaith groups, etc.
- Action 9.6.1.7: Ensure that the Red Cross citizen’s disaster course is held on a frequent basis. The American Red Cross will hold a variety of courses, including: Adult and Child CPR, Basic First Aid, Introduction to Disaster Services, Mass Care, Shelter Operations and others at the Red Cross Office and at other locations throughout the County.
- Action 9.6.1.8: Develop a county website to provide hazard related information that is easily accessible. The County OES website to provide information about disaster preparedness and related activities. The plan is to expand and update the website as needed and as appropriate in a timely manner to benefit all County residents.
- Action 9.6.1.9: Continue to work with the Potter County school districts through the Seneca Highlands Intermediate Unit #9 and the Penn State University to promote hazard mitigation education and awareness, provide information on emergency alert systems and discuss ways to better integrate mitigation into the curriculum such as science, math and other subjects.
- Action 9.6.2.3: Distribute letters to county property owners or renters within the 100-year floodplain regarding potential flood hazards. The content of the letters may include the following information: the local flood hazard, flood safety, flood insurance information, property protection measures, the natural and beneficial functions of the local floodplain, a map of the local flood hazard area, information about NOAA Weather radios used for local weather warnings, floodplain development permit requirements and substantial improvement/damage requirements.
- Action 9.6.2.4: Assessment office to continue collecting and updating information for structures within the 100-year floodplain and structures that are not in the floodplain, but are prone to flooding. This information will include map number, assessed value and structure type.

Objective 9.6.2: Target owners of properties within identified hazard areas for additional outreach regarding mitigation and disaster preparedness.

- Action 9.6.2.1: Continue working with representatives from NFIP to hold local course on the National Flood Insurance Program (NFIP) for realtors, bankers, insurers and property owners to be attended from all areas of Potter County.
- Action 9.6.2.2: Establish all-hazard resource centers to be located in the County Courthouse, Chamber of Commerce, municipalities, local libraries and senior centers. The centers will act as a repository for information on local hazard identification, preparedness, and mitigation strategies for use by citizens, realtors, and lenders. Centers would display information about the National Flood Insurance Program, Flood Insurance Rate Maps, books about mitigation for homeowners, the Are You Ready Guide, Protecting Building Utilities from Flood Damage, Seeking Shelter from the Storm Books, etc.