

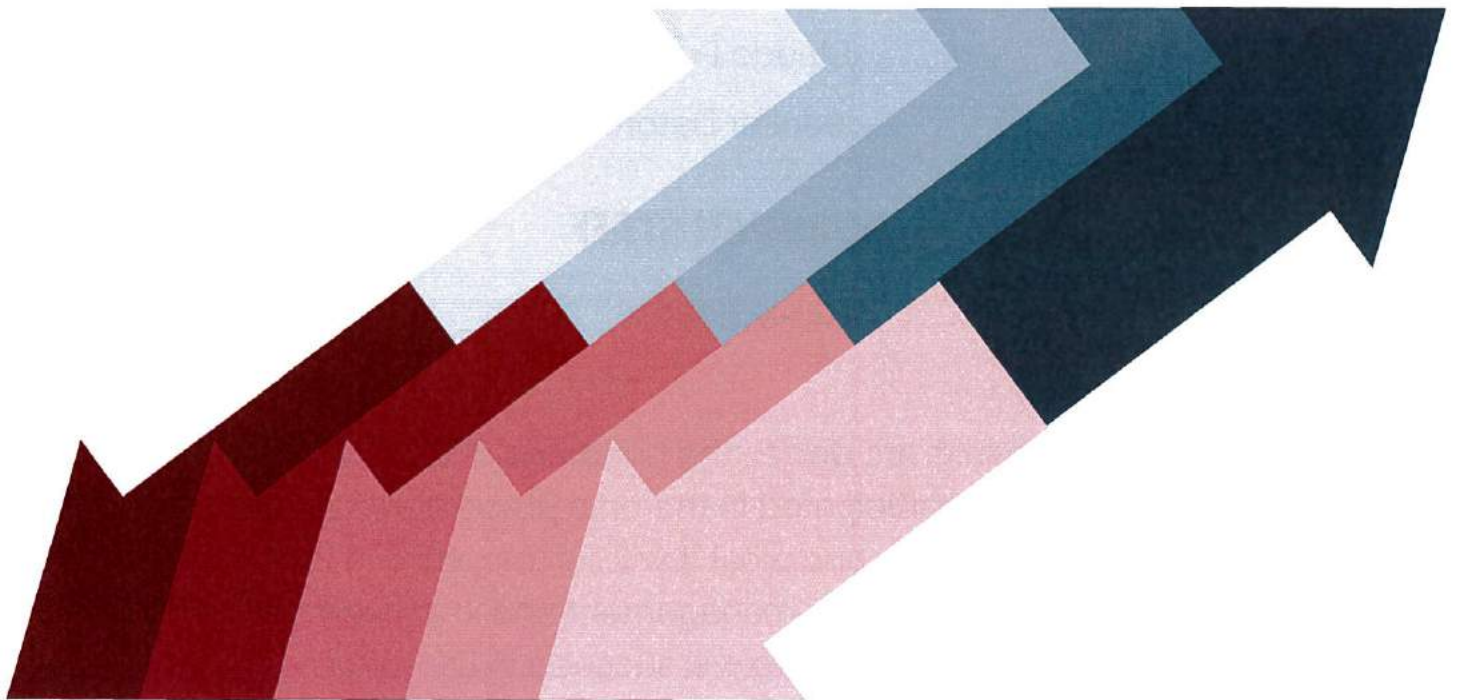
SOUTH

GREENSBURG

Comprehensive Plan 2019

FINAL REPORT

FEBRUARY 22, 2019



ACKNOWLEDGEMENTS

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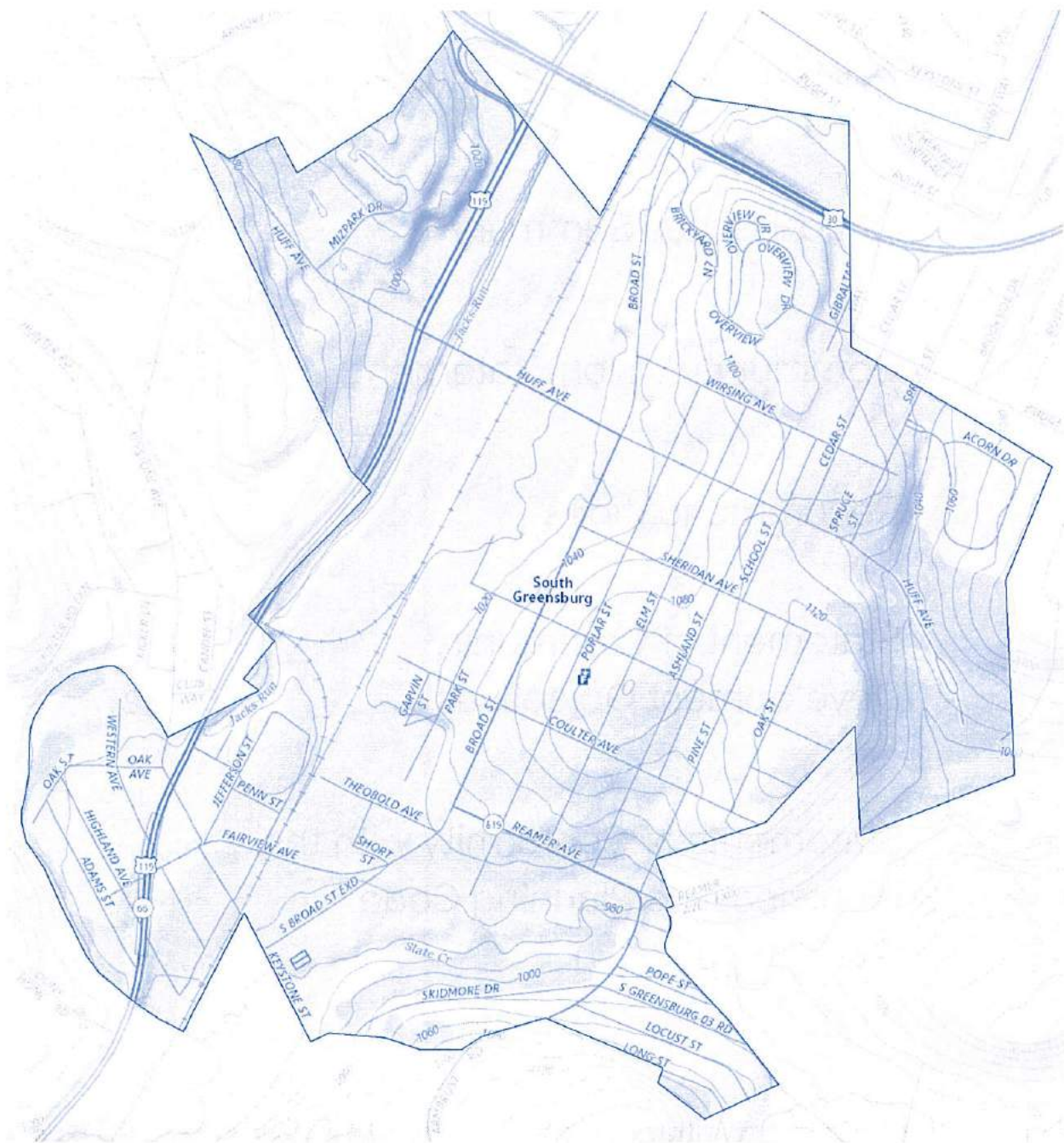
Our most sincere thanks are due to the hundreds of local citizens and business owners who participated in the plan process and make South Greensburg what it is today and what it will be tomorrow. It is because of their participation in the daily management and improvement of the community that South Greensburg will succeed in the future.

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This plan was developed through the Technical Resources and Municipal Services Program of the Westmoreland County Department of Planning and Development.





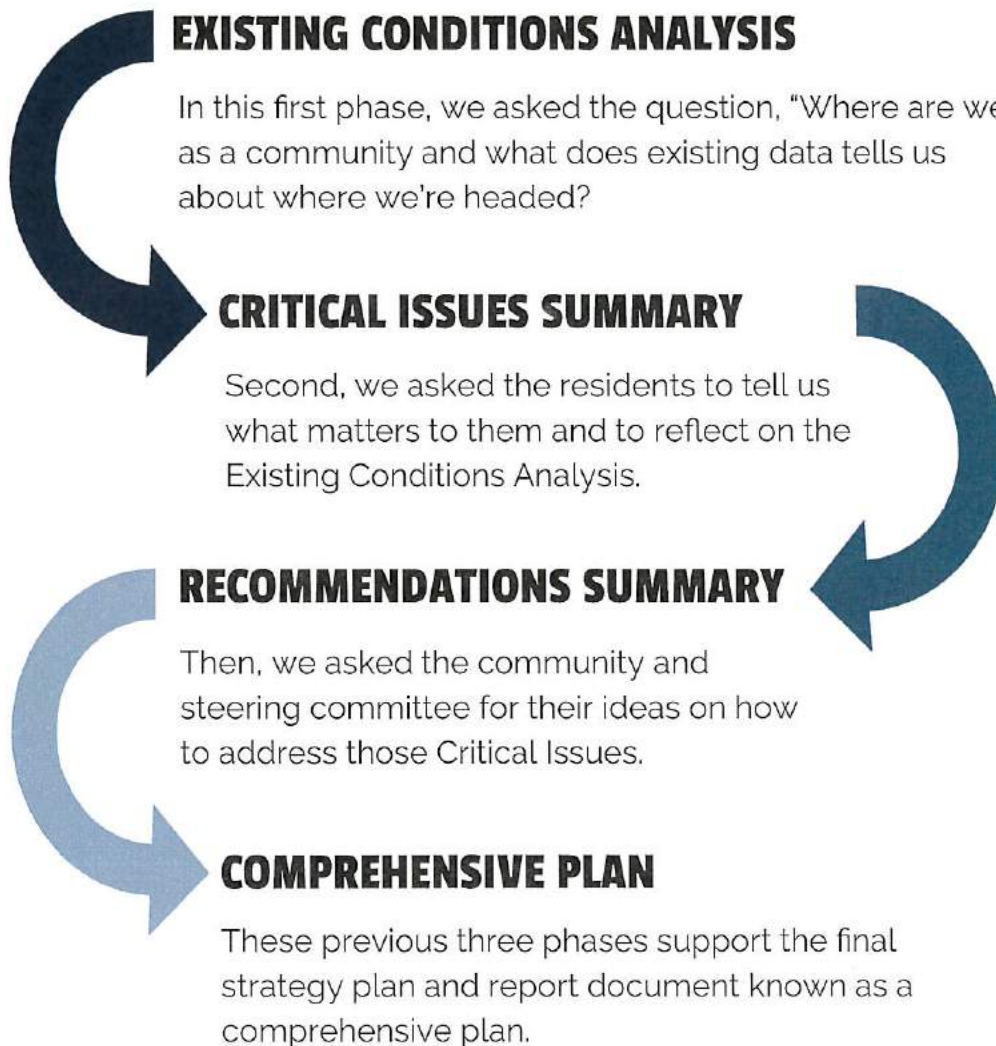
INTRODUCTION

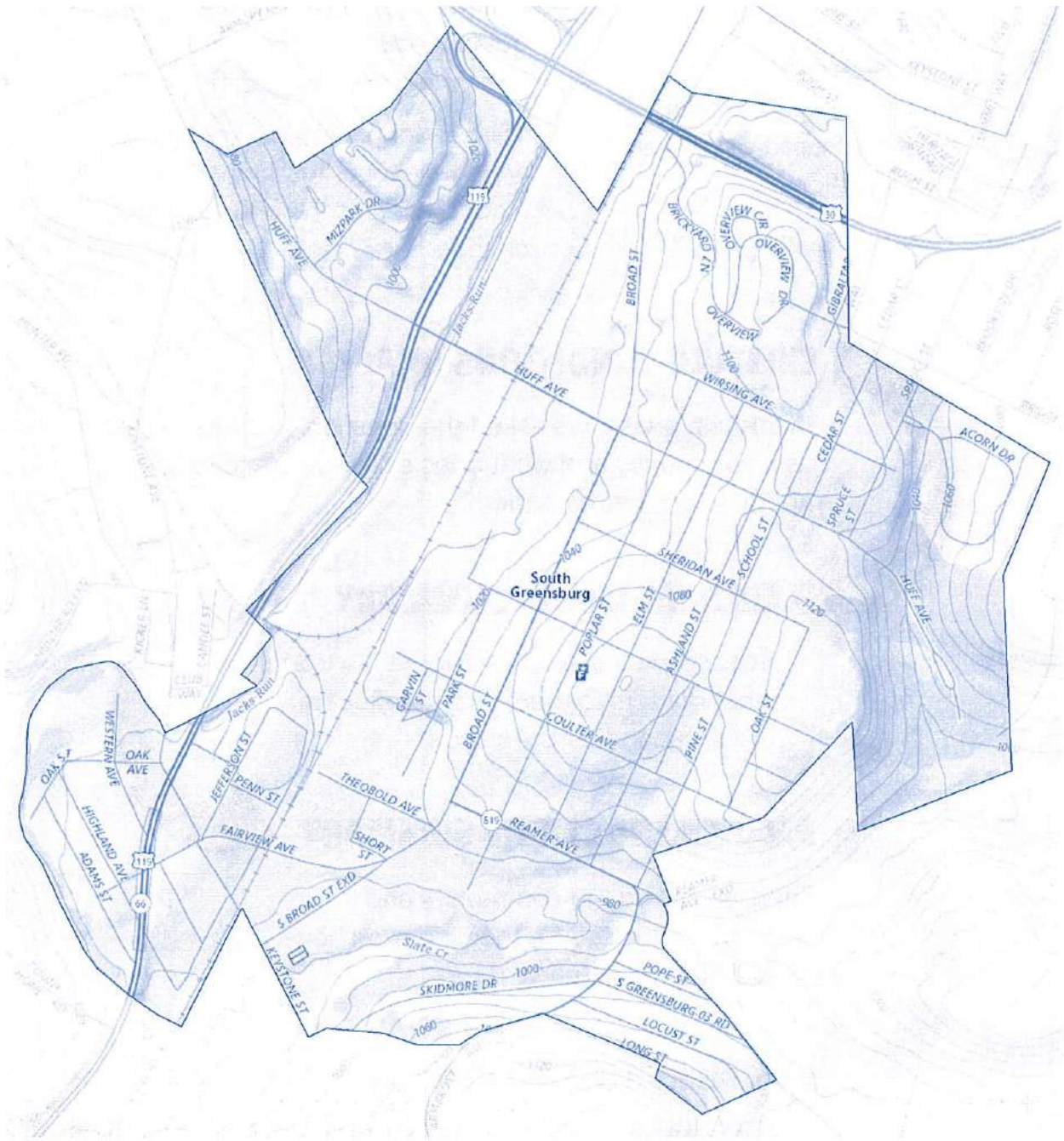
The direction of a given community depends on a great number of factors. Usually, its past is a good predictor of a community's trajectory.

Yet, citizens and elected officials, when aiming toward a shared vision, can change that direction.

This comprehensive plan attempts to uncover the past and present of South Greensburg. More importantly, it offers guidance about future efforts to improving the community.

This is a long-term process. In some ways it never stops. In many ways, that's a good thing as the only constant is change.





EXISTING CONDITIONS ANALYSIS

The Existing Conditions Analysis (ECA) provides the public and officials with an understanding of the current conditions, changes and trends affecting the Borough. It also represents the initial work of County Planners to become acquainted with the Borough.

Its goal is not to complete an encyclopedic depiction of the community, rather it will highlight potential issues facing the Borough. Additionally, it informs the public and officials as we begin making decisions about the future of the community.

To do this, we've collected data on housing, demographic, and economic data from readily available sources.

This was complemented by a public survey of residents and businesses in the Borough. The business survey responses are too few to summarize and have been included in their raw form.

Additionally, a land use analysis was completed to develop an understanding of the land use makeup of the community. This will be vitally important later in the plan as we work to develop a vision for the community's redevelopment in the future.

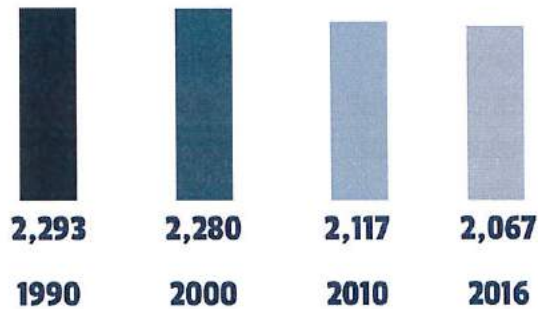
An abbreviated version of the ECA will be shared at the first public meeting.

DEMOGRAPHIC ANALYSIS



POPULATION OVER TIME

SOURCE: US CENSUS, 2010



9.8%
DECLINE

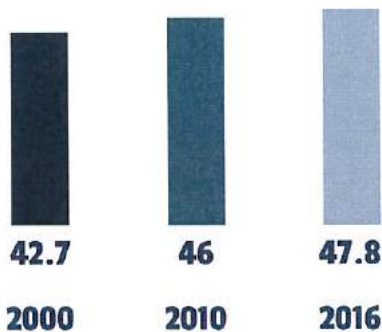
POPULATION BY AGE

SOURCE: US CENSUS, 2010



MEDIAN AGE

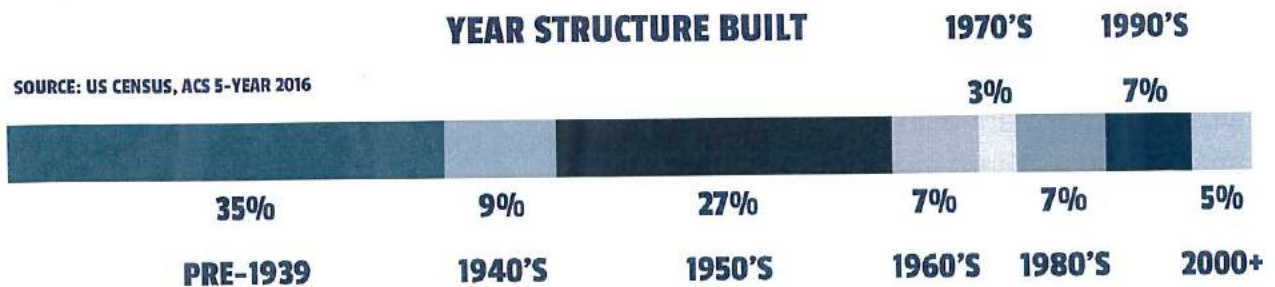
SOURCE: US CENSUS, 2000, 2010



11.9%
INCREASE



HOUSING ANALYSIS



DEMOGRAPHIC ANALYSIS

INTRODUCTION

Demographic analysis is the study of populations; their makeup, how they change and importantly making judgments about the future implications of those changes.

DISCUSSION AND ANALYSIS

Over the past 26 years, the Borough has seen a population decline of 9.8%. While this is better than many comparable communities, it is about twice as high as the County.

The population by age chart shows a surprising level of balance between those who are aged and those who are younger. In growing communities, larger percentages toward the lower end of the age distribution portends growth. This isn't the case in South Greensburg. To illustrate, there are as many people who are over 80 as there are under 10 years old.

The greatest bulge is among those aged 50-59 (16%) and 40-49 (14%). It's important to note that this chart is from 2010. By 2020, it's likely that those two groups will be in the 60-69 and 50-59

The number and variety of demographic data points that can be examined is virtually limitless. Therefore, we're focusing on the major factors for our purposes.

age groups, knowing the tendency of residents to stay in the Borough once they move here. This fact is evidenced by the increase in the median age of the Borough from 42.7 in 2000 to 47.8 in 2016.

IMPLICATIONS

While South Greensburg isn't alone with an aging and declining population, local implications are significant.

Constituting about 28% of Borough revenue, local earned income taxes (EIT) will likely see a significant shift downward as retirees increase. Social security and other retirement income is exempt from EIT.

Indeed, the Census bureau reports that the number of residents receiving social security/retirement income has increased by almost 20% between 2010 and 2016.

There may also be a greater need for services for an aged population. At the same time, to attract a younger generation, services and amenities for that group is important.



HOUSING ANALYSIS

INTRODUCTION

Housing is a fundamental element of a community. From a literal sense, housing is usually the single largest land use in every community. In a figurative sense, families start and grow, neighbors are made and by extension, a community is sown in those housing units.

Understanding housing, its quality, age, type and condition, is essential to understanding the ways South Greensburg can either attract or repel new residents.

DISCUSSION AND ANALYSIS

Of the 1,137 housing units in the community, between 11-13% are currently vacant (depending on the year of the estimate). This is significantly above the ideal vacancy rate of 6-7%.

This suggests that the market for housing is softer for some reason or another. Indeed, the County's 2014 Housing Policy and Plan identified the community as having an average market in the center and northern parts of town and below average in the southern third.

When viewed in the context of regional demographic trends suggesting population decline and lack of immigration to the region, this will remain so in the near-term and likely get worse in the coming decade as large portions of the community pass on. With fewer people to move into these units, vacancy will likely increase.

The age of the housing stock is also significantly older, with 71% being built pre-1960. While that isn't necessarily a problem (many fine older communities have managed to maintain their older

housing stock) much of the housing in South Greensburg was built for a different place and time. And, it appears through a cursory review of current listings, that many of the homes reflect that time period.

However, there is a potential benefit to the age of these homes as starters for young people and younger families. In fact, the median value of owner-occupied homes is \$102,000 or about 73% of the County median of \$140,000.

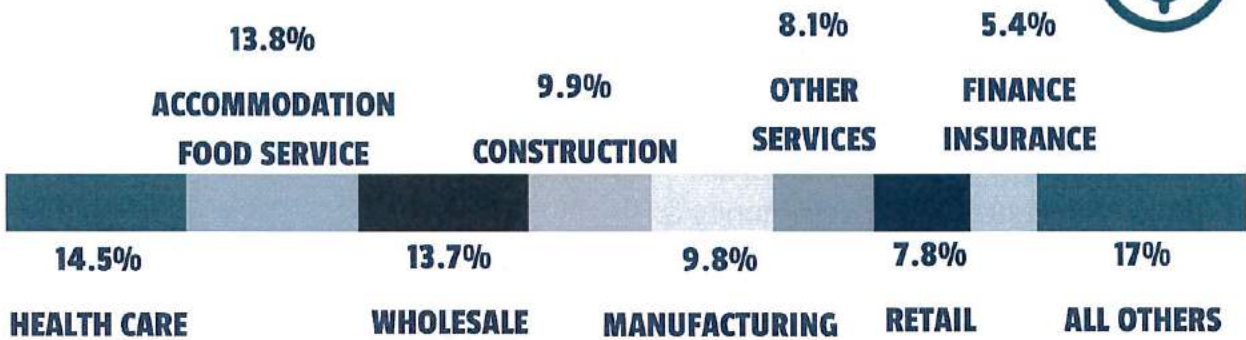
IMPLICATIONS

With 44% of the Borough population older than 50 in 2010, attracting younger families will be of significant importance to stabilizing vacancy rates and median home values, and curbing the spread of blight.

ECONOMIC ANALYSIS

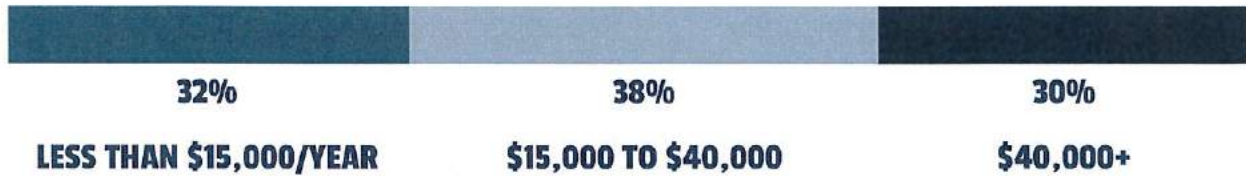
SOURCE: US CENSUS, 2015 LEHD

1,398 TOTAL JOBS



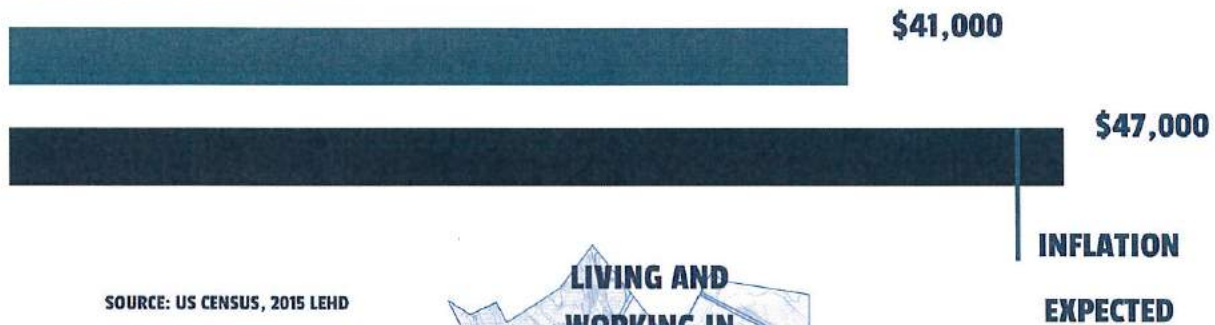
EMPLOYEE EARNINGS

SOURCE: US CENSUS, 2015 LEHD

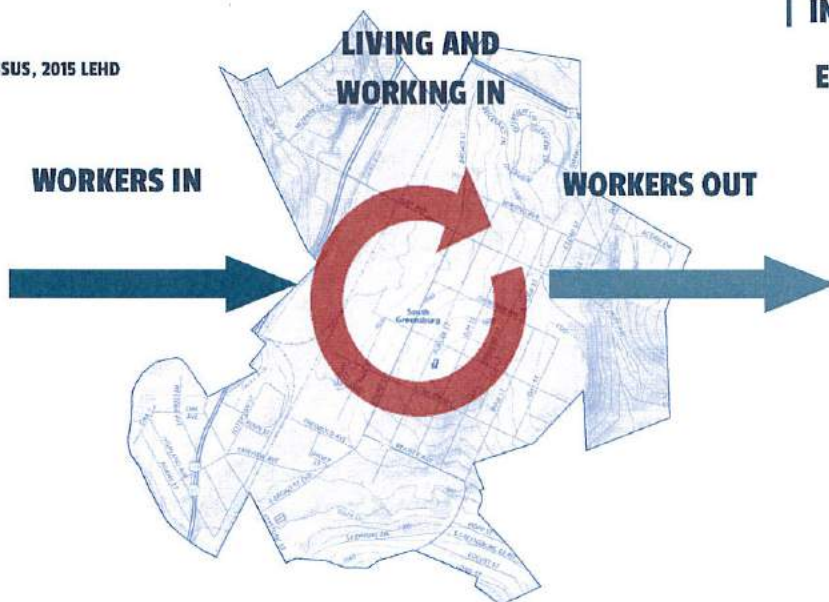


MEDIAN HOUSEHOLD INCOME

SOURCE: US CENSUS, 2010, 2016 ACS 5-YEAR



SOURCE: US CENSUS, 2015 LEHD



ECONOMIC ANALYSIS

INTRODUCTION

Jobs and the economy are without a doubt, one of the most important aspects of community health; it's the basis for all other community services.

However, South Greensburg exists in a larger regional economy, and that exists in an even larger regional economy.

DISCUSSION AND ANALYSIS

South Greensburg is in a strong position when it comes to the economy. As early as 2009 jobs have been increasing. From just over 1,000 to 1,398 in 2015.

The industry make up is strong since the top three industries show themselves to be either a regional strength or both a regional strength and national strength. The fourth, construction, shows itself as a regional weakness, but a national strength.

Manufacturing continues to hold a large segment of the industry mix, yet needs to begin transitioning into Industry 4.0.

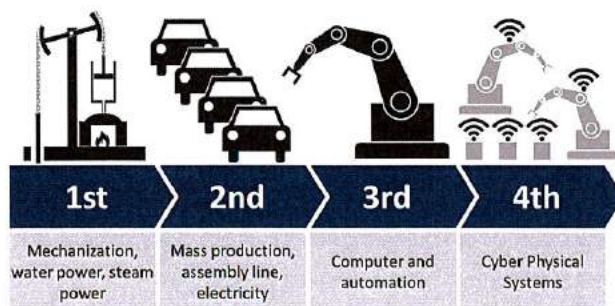


Image Credit: Christoph Roser at AllAboutLean.com

Employee earnings compare somewhat less favorably to the County's figures. Yet, median wages have increased

So, it is very difficult to separate local and regional factors. Additionally, our small cities and boroughs don't typically make economic development decisions. Therefore, we'll aim to provide an understanding of the local economic scene to the extent possible.

beyond what should be expected from inflation alone.

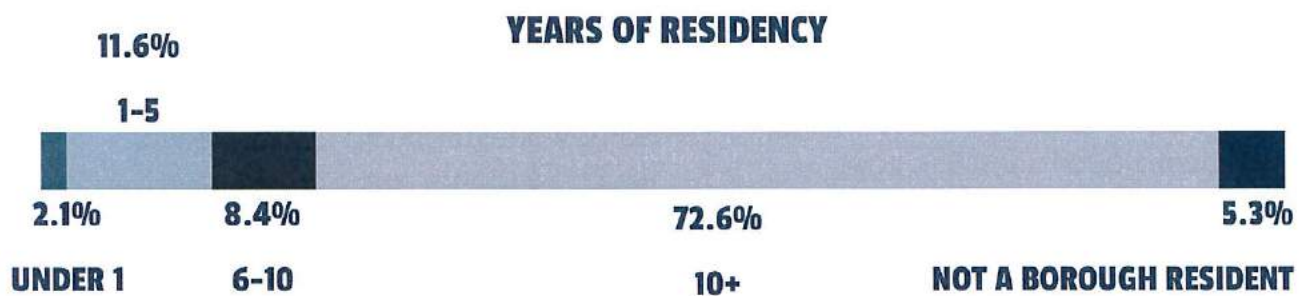
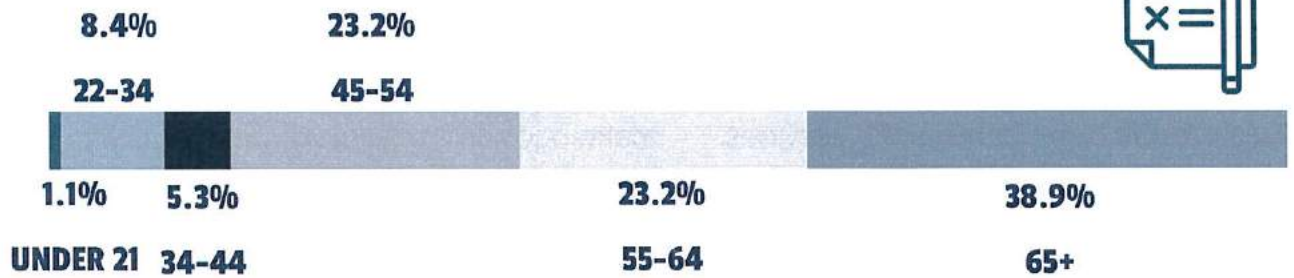
Somewhat surprising is the level to which residents and workers aren't necessarily the same. That is to say, Census data suggests that only 45 of the 1,398 jobs in the Borough are filled by residents. This suggests that people are making a decision to live in South Greensburg, but not for the jobs that are here.

IMPLICATIONS

Two key questions arise for the future of the Borough from an economic standpoint. First, will rising wages offset the impact of declining numbers of wage earners? Second, can the Borough find a way to create a more even distribution between workers coming to the Borough and residents leaving to work elsewhere. Indeed, the 1,353 people who come to the community on a nearly daily basis for work might be convinced to make a home in the community, all things being equal.

RESIDENT SURVEY ANALYSIS

102 TOTAL RESIDENT RESPONSES



DISCUSSION AND ANALYSIS

To summarize what residents like about South Greensburg; it has distinguished itself as a safe, connected, family focused community with quality services, parks and recreation, and access to the greater community and features.

This isn't mere happenstance. These are common features of compact community built on a street grid network. The social fabric of a community regularly happens in the civic spaces between buildings, on sidewalks and at community gathering spaces like parks and ball fields.

These are features of a community that many others seek to emulate, yet because of their built form, have much difficulty in achieving.

With that said, there are likely efforts that can be instituted that enhance these basic qualities and used as a platform for community betterment.

RESIDENT SURVEY ANALYSIS

SUMMARY OF LIKES

SMALL TOWN

A community defined both in its compact physical form and connected social fabric with a unique sense of place.

31

PUBLIC SAFETY

Both the perception and reality of safety of people and their properties.

20

FAMILY FOCUSED

The ability to raise a family in a safe, comfortable and enriching environment for children and their parents.

16

NEIGHBORS AND FRIENDS

A community featuring friendliness, care for one another, and social cohesion and connectedness.

16

SERVICES

The timely, cost efficient delivery of resident focused public services, especially sanitation and public works.

16

ACCESSIBILITY

Convenience of daily life activities and ability to access the greater Greensburg area.

14

PARKS AND RECREATION

Presence and quality of parks and recreation facilities and programs.

13

QUIET

A sense of quietness on streets and on properties

10

RESIDENT SURVEY ANALYSIS

SUMMARY OF DISLIKES

BLIGHT

The existence of run-down, unkempt property or lands that present a hazard to health, safety and welfare of the community.

29

TRAFFIC SAFETY/CIRCULATION

All elements related to vehicular traffic like speeding, noise, enforcement, safety and congestion.

11

PHYSICAL INFRASTRUCTURE/ROADS

The deterioration of roadways, alleys, curbs and sidewalks.

11

ONE WAY STREETS

The difficulty one way streets present for traffic circulation.

10

RECYCLING

The absence of a recycling program.

7

PARKING

The provision of both off-street and on-street parking availability and convenience.

7

PHYSICAL INFRASTRUCTURE/RECREATION

The deterioration or absence parks and recreation facilities and grounds.

6

CRIME AND DRUGS

The perception of an increase or presence of crime and drug use.

6

RESIDENT SURVEY ANALYSIS

ANIMAL CONTROL

The nuisance caused by animals, mainly dogs and cats, from waste, barking and excessive presence.

6

BUSINESSES

A lack of businesses or their difficulty in staying in business.

6

DISCUSSION AND ANALYSIS

Overall, there is a much greater spread of disliked elements in the community compared to liked elements.

Among respondents, blight garnered the most attention. Property maintenance, the mostly temporary presence of unsightly weeds, grass, trash and other conditions that are distinct from more permanent blighted conditions garnered an additional five dislikes. Together they outpace the next dislike by a factor of three. Clearly, it is high on the minds of respondents.

Traffic safety, from running stop signs, speeding, congestion, noise and traffic enforcement is a distant second with 11 dislikes.

The state of infrastructure, including roads, alleys, curbs and sidewalks garnered a similar number. This doesn't include other infrastructure like parks and recreation, which garnered six dislikes. It also doesn't include functional systems like sewer, water, cable, electric and gas utilities,

The lack of a recycling program was mentioned quite a bit in this section of the survey.

The state of recreation facilities and grounds were mentioned about the same.

And rounding out the top ten issues of dissatisfaction were crime and drugs, animal control and businesses.

RESIDENT SURVEY ANALYSIS

SUMMARY OF TOP ISSUES

PUBLIC SAFETY

The perceived lack of police presence or an impression of poor resident focus or that public safety is important generally.

15

PHYSICAL INFRASTRUCTURE INVESTMENT

Investment in the physical infrastructure including, roads, curbs, sidewalks, and parks and recreation facilities

13

TRAFFIC SAFETY/CIRCULATION

All elements related to vehicular traffic like speeding, noise, enforcement, safety and congestion.

11

BLIGHT

The existence of run-down, unkempt property or lands that present a hazard to health, safety and welfare of the community.

10

BUSINESSES

A lack of businesses or their difficulty in staying in business.

9

PROPERTY MAINTENANCE

The more temporary presence of unsightly weeds, trash and other conditions that are distinct from more permanent blighted conditions.

7

TAXES

The perceived lack of collections of unpaid taxes and taxes that are too high, or revenue in general.

5

RESIDENT SURVEY ANALYSIS

DISCUSSION AND ANALYSIS

After having listed all the things that folks have concerns about, the goal of this section is to ask respondents to narrowly focus their attention on the issues of greatest importance to them.

At the top of the list is public safety and a perceived lack of police presence. But, they also mentioned it in terms of a general issue, not as a negative one. Yet, many responses were aimed directly at the perception of their presence.

Physical infrastructure investment of all types, generally was a major issue..

Traffic safety/circulation remained a top issue, as did blight, businesses and property maintenance.

Taxes, their level, whether too high, too low or just right were mentioned seventh overall.

RESIDENT SURVEY ANALYSIS

SUMMARY OF SOLUTIONS

ENFORCE/ENACT ORDINANCES

Improve the adequacy, timing and resolution of all ordinance violations related to blight, animal control, and property maintenance.

23

BUDGET/CAPITAL IMPROVEMENT PLAN

Adequately budget, fund and develop a longer-term capital improvement plan for all physical infrastructure.

14

INCENTIVES/ASSISTANCE

Provide funding, incentives or assistance for residents to fix their properties and for businesses to open.

13

RECREATION

Increase or enhance recreation programs, facilities and events.

10

TRAFFIC CIRCULATION/CONGESTION/ENFORCEMENT

Change traffic circulation, enforce traffic rules, reduce congestion.

9

GRANTS

Apply for grants to address community concerns regarding infrastructure, programming, projects and activities

7

PUBLIC SAFETY

Increase or enhance police presence.

5

RESIDENT SURVEY ANALYSIS

COMMUNICATIONS

Timely and appropriate communications on an array of services, projects and programs

4

RECYCLING PROGRAM

Create a recycling program.

2

DISCUSSION AND ANALYSIS

The goal of this section was to ask respondents how they would go about solving their top issue. It should be noted that these responses won't necessarily align with the top issues, since many respondents mentioned multiple solutions to multiple issues. Therefore, this summary aimed to focus on the actual powers afforded to municipalities in Pennsylvania.

Respondents showed a preference for enforcing existing ordinances or passing new ones to address these issues. Specifically, there seemed to be a general concern that ordinances weren't being enforced.

Budgeting and capital improvement planning were identified 14 times as a necessary measure to address the top issues. To some extent, there may be a disconnect between these mechanisms and communications with the public about them.

Residents were warm to the idea of enacting incentives and assistance on a range of issues, from property maintenance and blight to business startups.

Recreation investments in programs, facilities and events were mentioned highly.

Changes to traffic circulation, like reconfiguring or removing one way streets, installing stop signs, enforcing traffic laws and reducing congestion in key areas, like the western end of Huff Ave were mentioned routinely throughout the survey.

Grants were cited as a potential funding mechanism to solve many problems, from infrastructure, to recreation, to public safety.

Lastly, the creation of a recycling program was noted two times.

BUSINESS SURVEY RESULTS

WHAT DO YOU LIKE MOST ABOUT DOING BUSINESS IN SOUTH GREENSBURG BOROUGH?

Residents are cooperative

Close to home, lower taxes

Everyone is like family and treats you with respect.

Small town feel. Although most of our work is done outside of so. Gbg

A home town atmosphere and the friendliness of people that own the business

The support from community like police and fire departments.

All of the other restaurants and businesses in the area.

location to route 30 and Broad street

convenience

Community

I grew up in SG (since 1945), and lived there most of my life. I am currently living in the city of Greensburg, where I have lived for several years. I currently have two rental properties in SG and it seems to be a very congenial location for both me and my tenants. This is the extent of my business activities in SG.

BUSINESS SURVEY RESULTS

WHAT DO YOU LIKE LEAST ABOUT DOING BUSINESS

IN SOUTH GREENSBURG BOROUGH?

Traffic, one way streets

Not enough options

N/A

People think because you have your own business, you have it made!! Have no idea of the overhead and what it takes to stay afloat.

Not feeling safe seeing a gun shop and a Vape shop. Does not bring a positive feeling to the Broad Street.

The trucks blocking Huff when my employees try to get to work.

The traffic from Dunkin Doughnuts Drive Thru and the traffic from the tractor trailer trucks at the Catch-Up Logistics blocking the road.

Garbage fees

nothing

"Having too much large truck traffic on Broad St and Huff Ave. There should be more activities for the senior citizens, but this is not a problem unique to SG.

Develop areas along the walking trail so people walking and biking on it have a destination to stop for a drink or an open air meal."

BUSINESS SURVEY RESULTS

FROM A BUSINESS OPERATION PERSPECTIVE, WHAT IS THE MOST IMPORTANT ISSUE IN SOUTH GREENSBURG BOROUGH?

Roads,traffic

Healthcare

Keep jobs in town. We have a good police and fire departments. We also have to get people to keep up with there houses so we can get people to move to our town.

I feel many properties are neglected and run down. The first impression coming into the borough could be improved. Many of the street signs are rusted and unreadable. Would not take much to have a group of volunteers paint and clean up.

Having business update their property and interiors so that it is inviting to customers.

Parking availability

Parking

no issues

Accessibility

Keep the lines of communication open with your constituents, and endeavor to respect all the diverse political/treehugger opinions which they may possess.

BUSINESS SURVEY RESULTS

WHAT PROJECT, PROGRAM OR POLICY COULD ADDRESS THIS ISSUE?

Funding for better roads, correct traffic patterns

Unsure

Building and grounds a lot needs fix due to not doing anything for years. Rec and parks program.

Unsure

Have a business association that would help each other.

Not sure

Add parking

Keep the parks and trails intact. They are a wonderful attribute to the entire community. Encourage the remaining industry to stay and in these difficult economic times and where possible, encourage friendly new endeavors. Surveys like this one are an excellent way of showing businesses and constituents that someone in SG Govt. cares about their wellbeing.

LAND USE ANALYSIS



- | | |
|---|--|
| ■ Residence or Accomodations | ■ Construction-Related Businesses |
| ■ General Sales or Services | ■ Transportation, Communications, Info., & Utilities |
| ■ Education, Public Admin., Health Care, & Other | ■ Agriculture, Forestry, Fishing and Hunting |
| ■ Manufacturing or Wholesale | ■ Mining and Extraction Establishments |
| ■ Arts, Entertainment, and Recreation | ■ Other |

DISCUSSION AND ANALYSIS

The purpose of a land use analysis is to understand the current distribution of a multitude of uses in the community. But, more importantly, to visually depict and analyze the relationships between various land uses. Additionally this is an important step in the land use planning element of the comprehensive plan.

In future phases of the process, we'll use this map to help the CPSC set a course for future land use in a Future Land Use map.

More importantly, that Future Land Use map will be the guidance for your zoning ordinance.

The County Planning Department is recognizing that many older style zoning ordinances, called Euclidean or use-based ordinances don't deliver the types of communities our municipalities aim toward or deserve.

Newer ordinances focus much more on what can be called "character areas," rather than the strict segregation of uses and densities.

To that end, this step in the process will help us envision a new zoning ordinance, if the community chooses to adopt one.

At left is a parcel by parcel inventory of all the land uses in broad categories. (Many of these uses are not present in the community, but shown in the legend, nonetheless.)

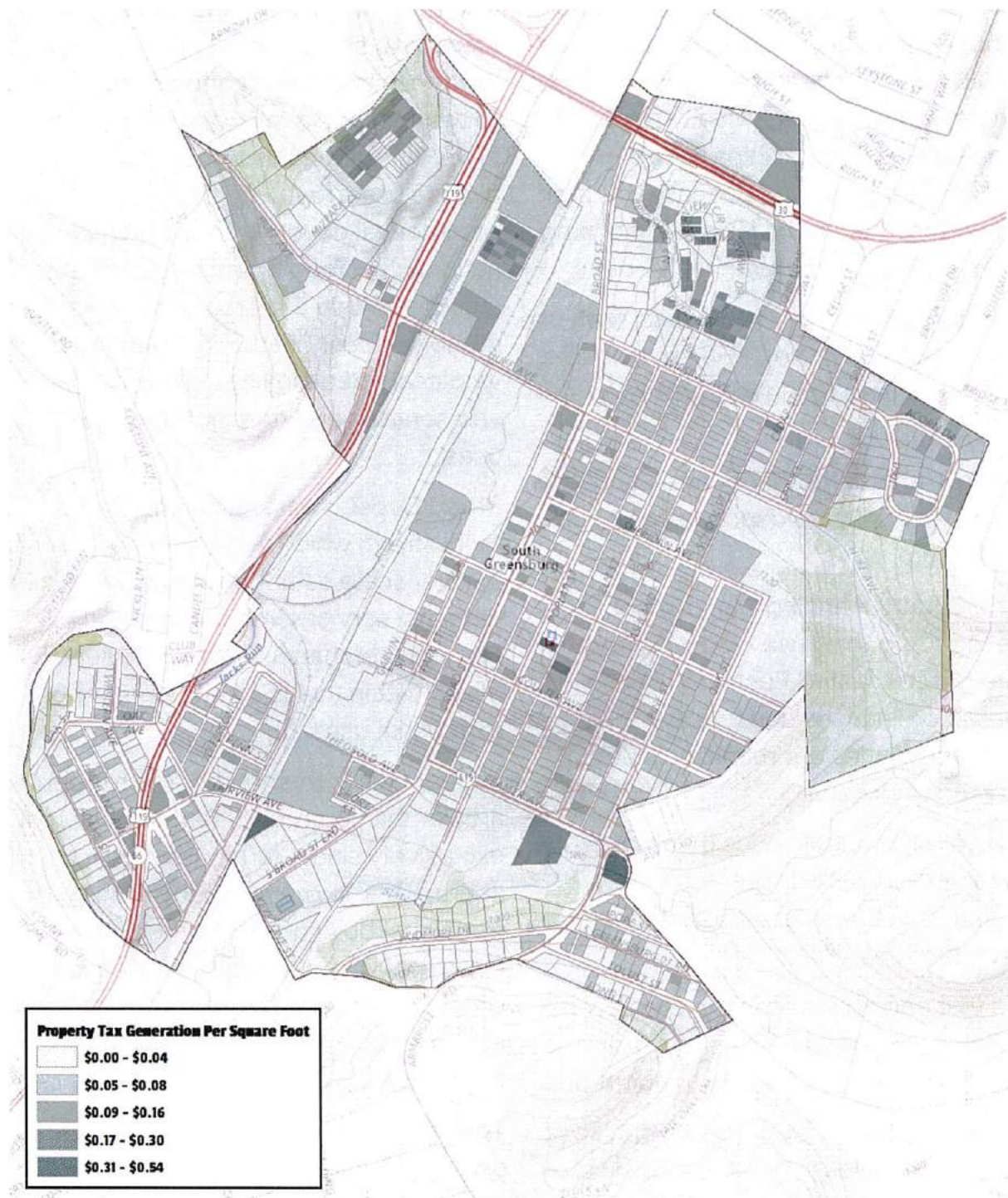
It's of no surprise that the community has a long spine consisting of two roads, Route 119 to the west and Broad Street to the east and a rail with trail line, the Five-Star trail. In this spine is the most diverse uses, featuring highway commercial development with major national fast food chains and gas stations. Within this area is a large number of manufacturing, industrial, wholesale trade, offices, general sales and services and transportation land uses.

Broad Street is essentially the towns main street, which features many smaller scale establishments like offices, personal services, restaurants and general merchandise establishments. Mixed within that is a large number of residential uses.

Farther east is the heart of the residential area of the community featuring almost exclusively single family homes and apartments. However, many of the traditional buildings like schools have been happily replaced with offices and service providers. To the southwest is another enclave of housing, somewhat fragmented by Route 119.

To the extreme east is the largest park in the community. And to the northwest is a newer townhome development with newer professional services offices.

PROPERTY TAX ANALYSIS



PROPERTY TAX ANALYSIS

DISCUSSION AND ANALYSIS

As the single largest sources of general revenue for the community, property tax deserves a special observation. Indeed, to truly understand the "where" of property tax generation, it's important to map it.

Too few communities truly realize the importance of the traditional development pattern, which is the bulk of the pattern in South Greensburg.

Usually, communities focus on highway commercial frontage in the errant belief that that's where the bulk of revenue is generated. While this may be true in an absolute sense, one should also be cognizant of the tax generation per square foot of individual parcels, not just the overall tax production.

When controlling for the size of a parcel, it becomes clear that the areas of Broad Street and nearly all of the gridded, residential streets generate the most tax value per square foot. In fact, the one

block span of development on Broad Street between Huff and Sheridan generates \$0.06 per square foot of parcel area, whereas the Wendy's development only returns \$0.05 per square foot of parcel area. Yet, many



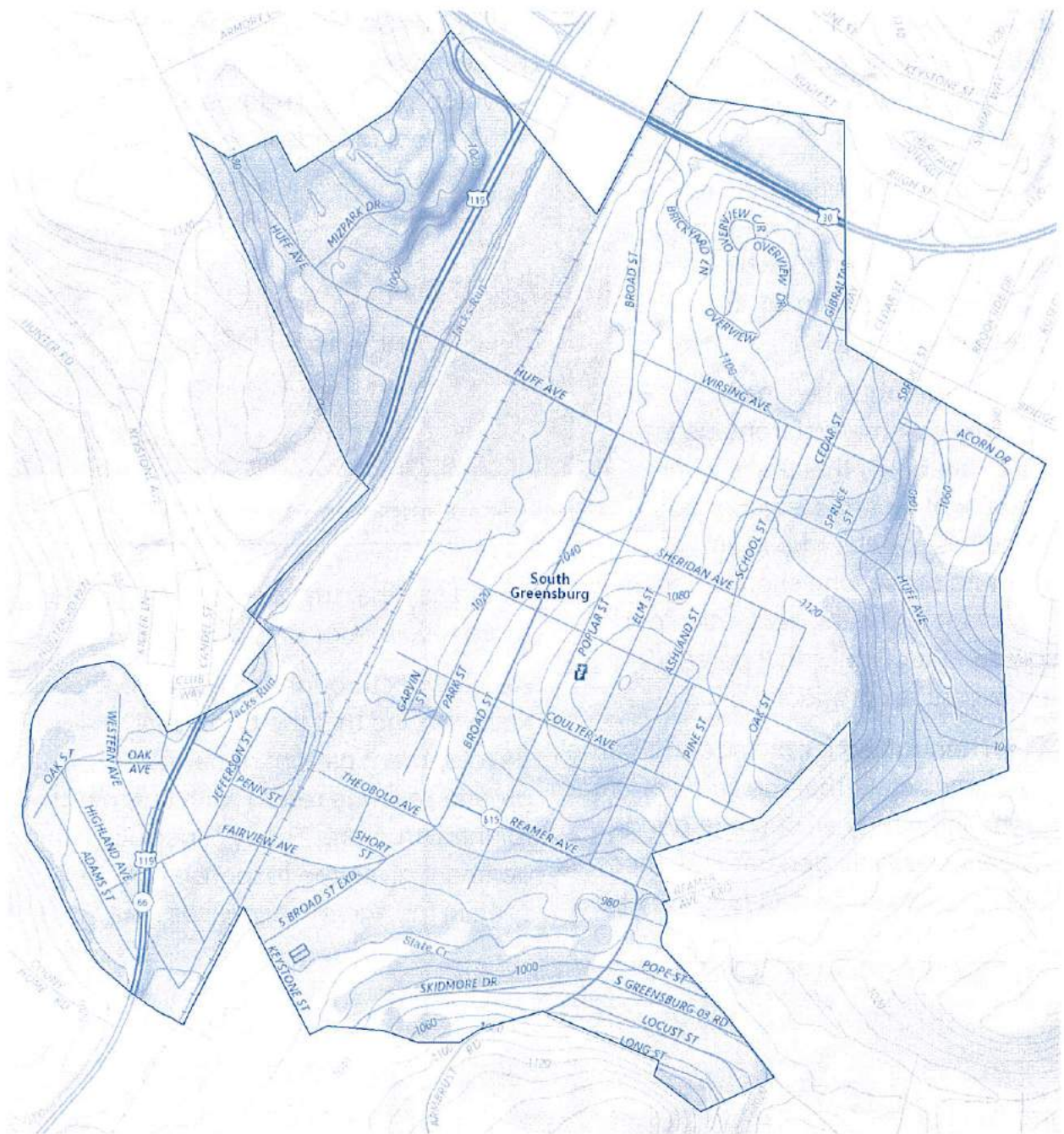
Wendy's, Route 119, Image Courtesy: Google Street View

would say that the Wendy's generates more revenue for the community.

As we work through the plan, we should keep in mind that the traditional development pattern generates a greater revenue return, with less need for infrastructure. This is especially poignant given the responses we've seen in the survey responses.



Broad Street, Looking South, Image Courtesy: Google Street View



CRITICAL ISSUES SUMMARY

The Critical Issues Summary serves to encapsulate the first two phases of community exploration: 1) a statistical examination of housing, economic and demographic data, and 2) the results of the first phase of in-depth public engagement.

At this phase, we're also attempting to arrive at a solid consensus on a variety of topics that matter to residents. Referring back to the Engagement and Outreach Plan, we're working our way up the ladder of public participation.

First, we asked for open ended responses based on no prior knowledge about what the plan is attempting to accomplish. Then, we informed the public about the major trends affecting

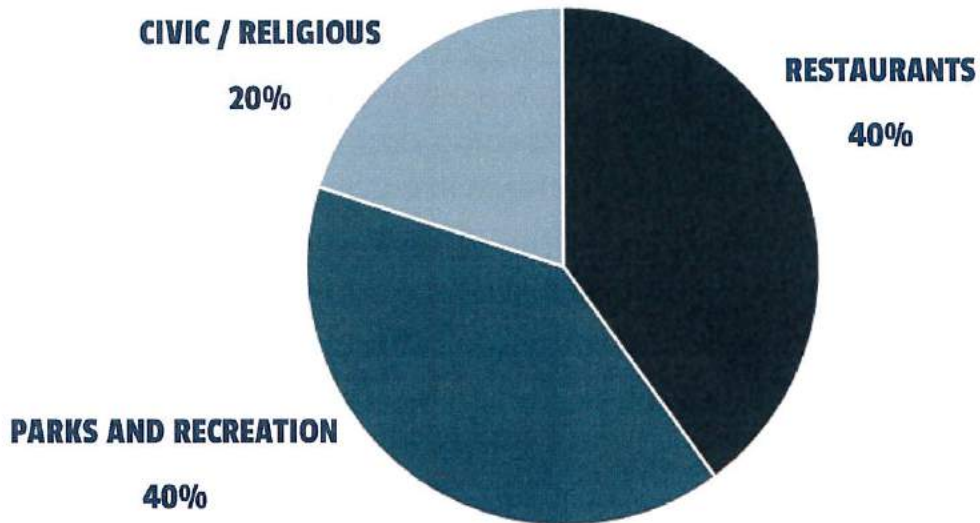
their future and how planning can help address them. Third, we asked them to reflect on those trends and offer their thoughts about priorities for the future. From this process, the areas for action become clearer and justified by what they'd learned.

The summary presented on the following pages are taken from the paper copies of attendees exercise responses.

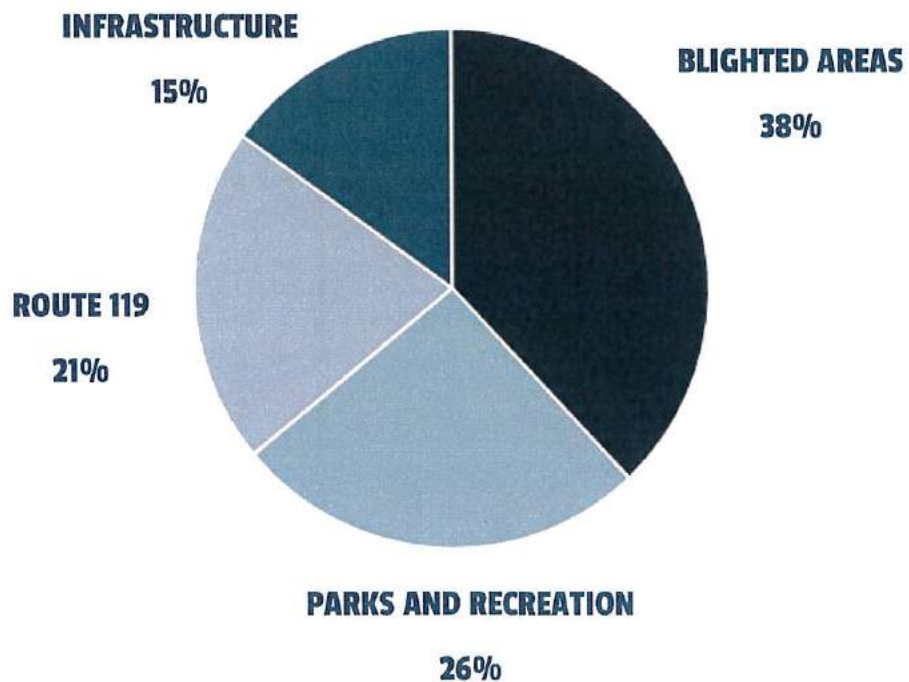
From these activities, Blight, Broad Street, Parks and Recreation, and Infrastructure are emerging as the most critical issues for the community to address in the next 10 to 15 years.

CRITICAL ISSUES SUMMARY

WHAT PLACES WOULD YOU LIKE TO TAKE OUT-OF-TOWN VISITORS?



WHAT PLACES WOULD YOU AVOID TAKING OUT-OF-TOWN VISITORS?



CRITICAL ISSUES SUMMARY

WHAT PLACES WOULD YOU LIKE TO TAKE VISITORS?

The first question posed to attendees in the public meeting was about the special places in their community, the places that they're proud of and the places that they'd be eager to share with out-of-town visitors.

Many times, as residents of a community, we tend to forget or take for granted the great places that make a community. Alternatively, we might realize just how starved we are for high-quality public places.

SUMMARY

Restaurants tied Parks and Recreation at 40% of responses. Restaurants such as DeGennaro's, Spitfire Grille, Waterworks and South Greensburg Restaurant were identified uniformly as the restaurants worth taking visitors.

Parks and Recreation places regularly featured the Five Star Trail and South Greensburg Park, in particular. More generally, parks, playgrounds and recreation events were noted.

Civic and Religious places were regularly identified at a share of 20%. Civic places were things like the social clubs from AMS to the Legion. Religious places were St. Bruno's, and more generally, all churches. Some responses noted church events and festivals.

WHAT PLACES WOULD YOU AVOID TAKING VISITORS?

Our next question asked attendees to identify the places they'd avoid taking guests. This is a good way of identifying

those areas that have seen better days or are in serious need of support.

SUMMARY

Blight, in sometimes very particular areas, received the most mentions from attendees at 38%.

Parks and Recreation locations were listed second at 26% from a perceived lack of upkeep in equipment or in general.

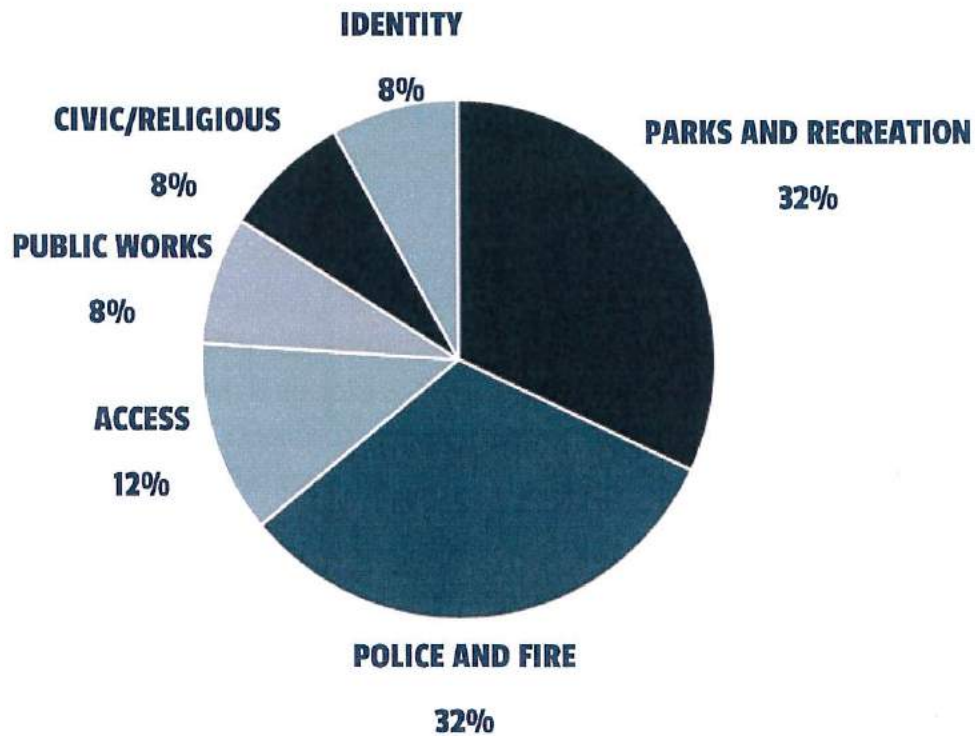
Route 119 and in particular cases, the restaurants and motel were listed as

places that attendees would avoid at 21% of mentions.

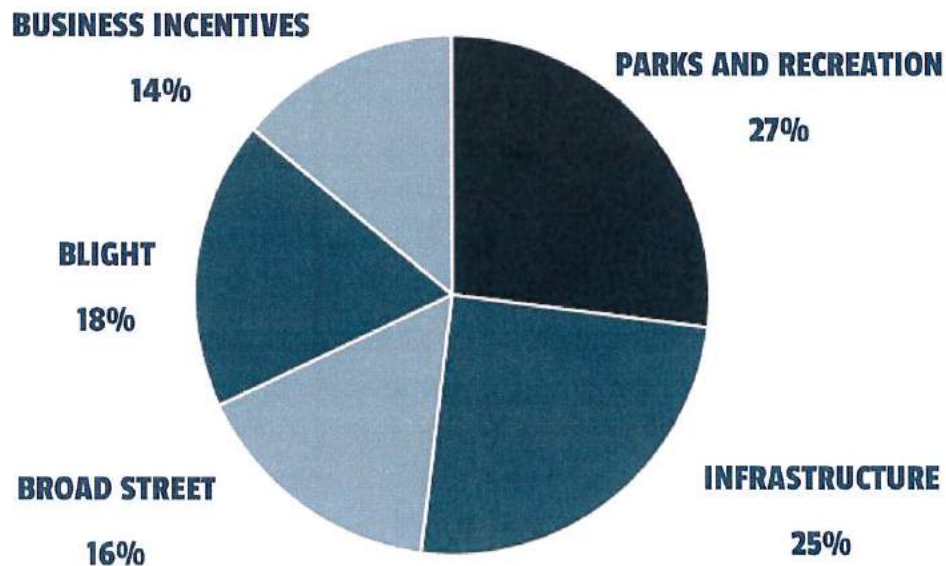
Infrastructure and in particular, areas that were missing infrastructure like sidewalks or the infrastructure was in disrepair rounded out the top four, with 15% of responses

CRITICAL ISSUES SUMMARY

**NAME ANY ASSETS, AMENITIES, INSTITUTIONS OR NATURAL FEATURES THAT
MAKE YOUR COMMUNITY SPECIAL OR UNIQUE**



**WHAT AREAS IN YOUR COMMUNITY SHOULD SEE INVESTMENT, IMPROVEMENT
OR BE REDEVELOPED OVER THE NEXT 10 TO 15 YEARS?**



CRITICAL ISSUES SUMMARY

NAME UNIQUE ASSETS, AMENITIES, INSTITUTIONS OR FEATURES

What wasn't captured in the first question, is addressed in this third item. In many cases, communities have assets

or institutions that aren't necessarily place-based. Yet, they represent real opportunities for community growth.

SUMMARY

Leading all unique assets, amenities, institutions or natural features is Parks and Recreation with 32% of mentions.

Tied for first were the services of the Police and Fire Departments at an equal 32% of mentions.

Third, at 12%, Access to Routes 119, 30

and the Interstate system in New Stanton were listed as amenities.

Rounding out the top five, were the Public Works Department, Civic / Religious institutions and as a unique asset, Identity all received 8% of mentions.

WHAT AREAS SHOULD SEE INVESTMENT, REDEVELOPMENT?

Our last question asked attendees to identify the areas that should see investment or redevelopment in the next 10 to 15 years. From that process, we

then asked attendees to vote by sticker dot on the items that deserve to be prioritized above all others.

SUMMARY

Parks and Recreation predictably received the greatest number of mentions at 27%, with Infrastructure second at 25%.

Third was Blight with 18% of mentions, followed by the business district on Broad Street at 16%. Business Incentives followed close behind at 14%

After completing that exercise, we asked attendees to vote by sticker dot on the items that deserve special priority. Blight found its way to the top, garnering the most votes with 14. Following very close behind was investment and

redevelopment of Broad Street with 13 votes. Following third was investment in Parks and Recreation at 8 votes. The next closest item was Infrastructure with 3 votes.

It becomes more apparent throughout these first two public engagements that responses are changing as more and more ideas and information is being shared. While few new items are entering the picture, comparing the public meeting to the survey, clearly, Blight, Broad Street, Parks and Recreation, and Infrastructure remain top priorities.

COMMUNITY VISION STATEMENT

At the heart of any comprehensive plan is a strategy. A strategy guided by a vision statement about the aspirations of the community over the next ten years.

After learning about the trajectory of the community and identifying the critical issues facing the Borough, residents set out to craft the vision statement.

In the second public meeting and our third public engagement (on top of the resident and business survey), planners asked attendees a series of questions to think critically about their future.

These questions included:

- What are South Greensburg's principle values?
- What defines a good quality of life?
- What are South Greensburg's opportunities?
- What things in South Greensburg should be preserved or enhanced?
- What should South Greensburg look like in the future?

From these questions, working with the Steering Committee, three statements were crafted that represent the values, opportunities and appearance of the Borough.

COMMUNITY VISION STATEMENT

THE BOROUGH OF SOUTH GREENSBURG IS A COMMUNITY...

THAT VALUES ITS...

Engagement with citizens.

Families and children of the community.

Small town pride.

Safety and comfort.

THAT WILL BUILD OFF OF ITS...

Exceptional public services.

Local business community.

Highway and employment access.

Vital public spaces

Affordable housing stock.

Restaurants and community activities

Parks, recreation and civic organizations.

THAT LOOKS AND FEELS LIKE...

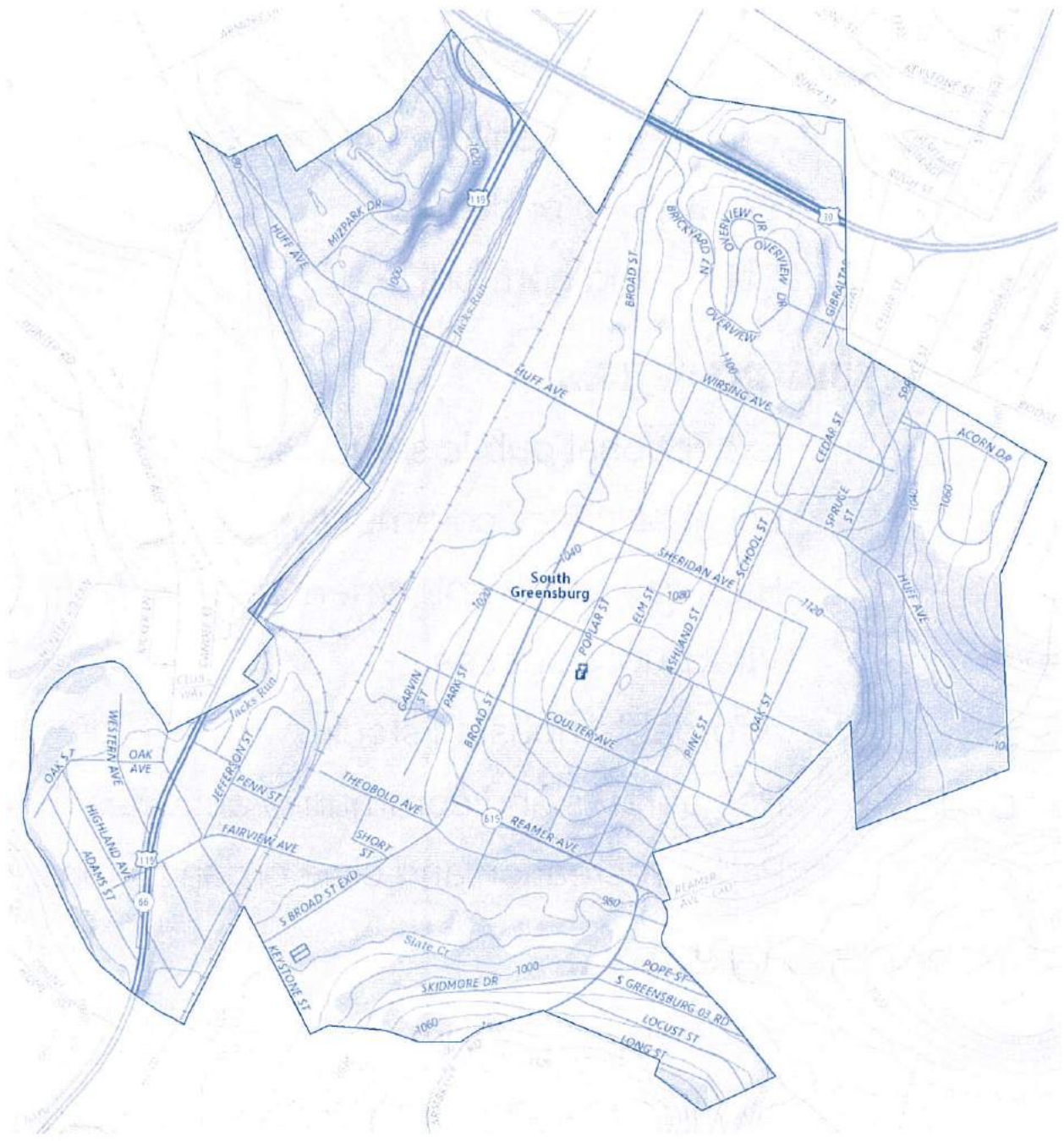
A bustling town center.

A well maintained community.

A functional and beautiful place.

A place for people.

RECOMMENDATIONS



RECOMMENDATIONS

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RECOMMENDATIONS

CORE OBJECTIVE 1: BUILD HEALTHY AND WHOLE COMMUNITIES

Healthy communities are the basis for successful communities. The purpose of this core objective is to eliminate the physical conditions that diminish quality of life for current and future residents. Things like blight, indistinguishable gateways and unkempt corridors all contribute to an impression of an unhealthy community.

STRATEGY 1: ELIMINATE BLIGHT

Blight was regularly cited throughout the planning process as a critical issue to be addressed in the future. In its most basic sense, blight represents an imbalance between supply and demand. Blight is the result of an oversupply of housing and commercial buildings.

Certainly, there are many aggravating factors, which are hard to tease out from the cumulative effect of deferred maintenance, vacancy and ultimately, abandonment. Some of those factors might be the perceived lack of parking accommodations, mismatch between units and demand, the spillover effect of existing blighted structures, tax burden and overall community appearance. In our estimation, all of those factors are present in South Greensburg. Therefore, attempts to address blight must reflect a holistic approach.

ACTION A: COMPLETE AND IMPLEMENT A BLIGHT PLAN

Desired Result: An implementable approach to dealing with the myriad factors that influence the existence and spread of blight.

Action Step 1: Gain consensus among stakeholders on the need to formulate a comprehensive blight plan.

Action Step 2: Assess the nature and extent of blight using a data-driven approach, using GIS mapping and inventory of the community.

Action Step 3: Convene a blight task force made up of key stakeholders who are affected by or can influence blight remediation efforts.

Action Step 4: Engage municipal officials to take action and formulate ordinances and actions to address blight.

Action Step 5: Identify priority efforts and implement.

For further reference see the Five-Step, Fast-Track Blight Plan manual here: pablightlibrary.com.

RECOMMENDATIONS

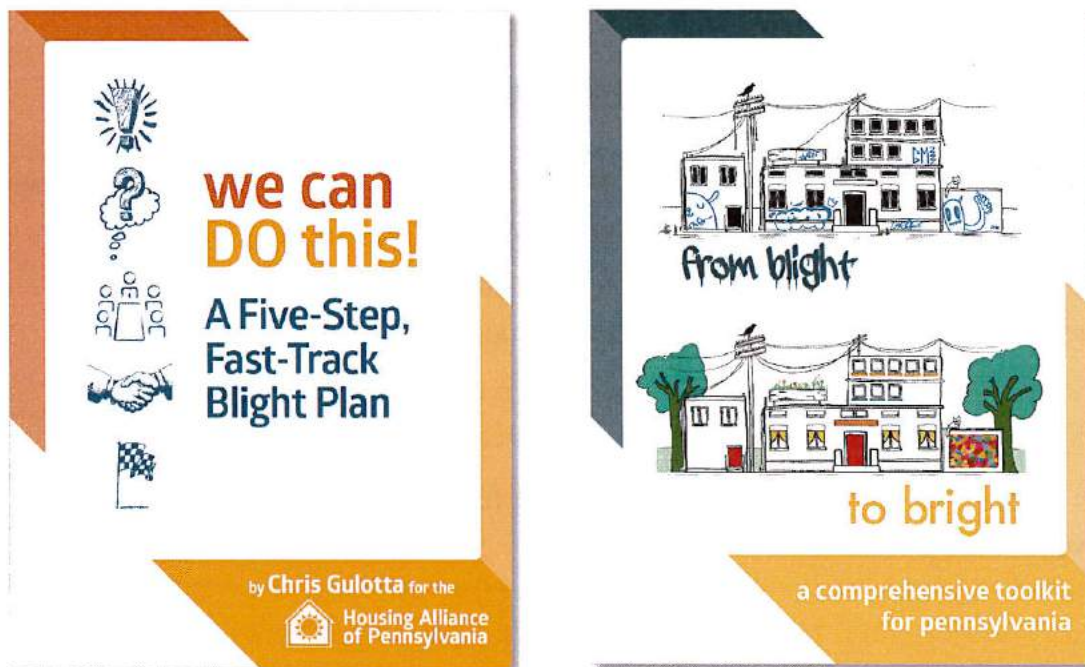
CORE OBJECTIVE 1: BUILD HEALTHY AND WHOLE COMMUNITIES

ACTION B: COMMUNICATE THE IMPACT OF BLIGHT

Desired Result: Residents and property owners understand the importance of property maintenance and how blight affects the community.

Action Step 1: Develop informational brochures that educate the public on the importance of property maintenance and how blight affects the community.

Action Step 2: Establish lines of communication with landlords to learn about issues with their properties and educate them on the importance of property maintenance and how blight affects the community.



Two essential resources for addressing blight are found in the pages of these two documents, which can be found at pablightlibrary.com.

RECOMMENDATIONS

CORE OBJECTIVE 1: BUILD HEALTHY AND WHOLE COMMUNITIES

STRATEGY 1: ELIMINATE BLIGHT

ACTION C: SUPPORT HOUSING REHABILITATION EFFORTS

Desired Result: Owner and renter occupied housing units that meet demand and are market viable.

Action Step 1: Establish dialog with potential partners like Westmoreland Community Action and Homes Build Hope to develop a rehabilitation program.

Action Step 2: Establish dialog with potential funding partners like the Pennsylvania Housing Finance Agency and Westmoreland County Department of Planning and Development, Community Development Division to identify funding sources for a rehabilitation program.

Action Step 3: Develop outreach efforts directed at owners of housing in the Borough to communicate the value of the rehabilitation program.

ACTION D: REVIEW LOCAL ORDINANCES FOR IMPEDIMENTS

Desired Result: Ordinances that do not unduly burden the opening of businesses, while enhancing the community's appearance.

Action Step 1: Establish dialog with business owners to identify the most troublesome local ordinances that affect a business's operation.

Action Step 2: Examine the usefulness of such ordinances as they relate to established community development objectives.

Action Step 3: Amend ordinances that do not further established community development objectives.

RECOMMENDATIONS

CORE OBJECTIVE 1: BUILD HEALTHY AND WHOLE COMMUNITIES

STRATEGY 2: INVEST IN BEAUTIFICATION

Well-maintained and attractive communities not only have value for improving quality of life for residents, they also serve to communicate the values of the community, like pride and attention to detail, that can attract new residents and businesses. The perception of safety as well as convenience can be improved through beautification efforts.

ACTION A: BEAUTIFY PUBLIC SPACES

Desired Result: Publicly owned property that is well maintained, attractive and inviting.

Action Step 1: Establish a community appearance task force to generate ideas for beautification efforts in publicly owned property.

Action Step 2: Prioritize key corridors, gateways and intersections for beautification efforts.

Action Step 3: Develop a volunteer network to beautify public spaces.

ACTION B: SUPPORT COMMERCIAL FAÇADE IMPROVEMENT PROGRAM

Desired Result: Retail and commercial establishments that contribute positively to the outward appearances of commercial areas.

Action Step 1: Establish dialog with potential funding partners like the PA Department of Community and Economic Development, the Community Foundation of Westmoreland County and local financial institutions to identify funding sources for a façade improvement program.

Action Step 2: Develop outreach efforts directed at commercial and retail property owners in the Borough to communicate the value of the façade improvement program.

RECOMMENDATIONS

CORE OBJECTIVE 1: BUILD HEALTHY AND WHOLE COMMUNITIES

STRATEGY 2: INVEST IN BEAUTIFICATION

ACTION C: DEVELOP AND ENFORCE STANDARDS

Desired Result: Design guidelines and standards that maintain and enhance the community's character.

Action Step 1: Establish a community appearance group task force to identify key public space guidelines and standards for development and redevelopment like street trees and landscaping.

Action Step 2: Amend local ordinances to reflect the community's aesthetic standards.

Action Step 3: Examine the property maintenance code and its administration for potential improvements in its requirements and/or enforcement.

BEST PRACTICE: FAÇADE IMPROVEMENT IN LATROBE, PA

Through the Latrobe Community Revitalization Program and funded by local foundations and other sources, Latrobe has accomplished major efforts to restore many historic façades. Shown here are before and after photos of the Potthoff Jewelers building in downtown Latrobe. (Images Courtesy, LCRP)



BEFORE



AFTER

RECOMMENDATIONS

CORE OBJECTIVE 1: BUILD HEALTHY AND WHOLE COMMUNITIES

STRATEGY 3: PLAN FOR CAPITAL INVESTMENT

Continual improvement of the physical infrastructure in the community takes long-term planning and annual assessments of achievements. Reflected in the community's public engagement, deteriorating infrastructure like roads, curbs, sidewalks and storm water infrastructure needs are significant. Adequately cataloging those needs, setting priorities, funding those priorities, evaluating progress and communicating results are all part of a capital improvement plan.

ACTION A: CATALOG NEEDS

Desired Result: A holistic list of all infrastructure needs, with cost estimates that drives decision making.

Action Step 1: Work with the Borough engineer and public works department to list all needs for infrastructure repair and replacement, with costs.

Action Step 2: Work with the Borough engineer and public works department to identify potential enhancement projects. (These are projects that go beyond basic repair and maintenance, like adding a slide at a playground.)

ACTION B: SET PRIORITIES AND FUND

Desired Result: Clear priorities for the investments to be made on a one, five and ten year basis.

Action Step 1: Separate all cataloged needs into distinct priority categories, for example; immediate life and safety concerns, projects that extend the useful life of assets, projects that are mostly aesthetic in nature and projects that support this plan.

ACTION C: IMPLEMENT, EVALUATE, COMMUNICATE

Desired Result: A well established process to implement, evaluate and communicate progress.

Action Step 1: Implement projects.

Action Step 2: Evaluate the impact and effective use of funding.

Action Step 3: Communicate progress to the community and the long-term strategy to address infrastructure issues.

RECOMMENDATIONS

CORE OBJECTIVE 2: CONNECT WITH PARKS AND NATURE

Parks, open space and recreation are an important part of community life. Parks provide opportunities for social interaction, physical activity and connection with nature. Recreation programs offer opportunities for activities that strengthen character, reduce the likelihood of childhood obesity and provide adults with opportunities to practice healthy lifestyles.

STRATEGY 1: MAINTAIN AND ENHANCE PARKS AND RECREATION

Parks, open space and recreation were identified throughout each phase of public engagement as a source of both pride and concern. There also appears to be significant discord about the direction and long term strategy for this vital service. Given the public's considerable esteem for parks and recreation and the role it plays in the future of the community, arriving at a commonly held consensus will be important.

ACTION A: COMPLETE A SYSTEM WIDE ASSESSMENT AND PLAN

Desired Result: A clear understanding of and shared vision for the current and future needs of recreation infrastructure and programming tied to specific projects to improve quality of life and attraction of residents.

Action Step 1: Establish a working group to inventory all deficiencies in infrastructure and equipment at all playgrounds and parks.

Action Step 2: Open lines of communication between Parks Committee and Recreation Committee to establish trust.

Action Step 3: Conduct a user survey of facilities to identify the most critical needs.

Action Step 4: Consult with professional facilitators to complete a charrette or similar process.

Action Step 5: Program investments in a larger capital improvement plan.

RECOMMENDATIONS

CORE OBJECTIVE 2: CONNECT WITH PARKS AND NATURE

ACTION B: EXAMINE POTENTIAL OF JOINT RECREATION PROGRAMMING

Desired Result: Recreational programming that is self-sufficient, to the extent possible, by leveraging the maximum number of participants across municipal borders.

Action Step 1: Establish a working group to examine best practices and case studies of effective methods for joint recreational programming.

Action Step 2: Open lines of communication with neighboring municipal partners and agencies about programming overlap and desired programs.

Action Step 3: Execute cooperation agreements with neighboring municipalities and agencies.

ACTION C: DEVELOP A FUNDRAISING AND ADVOCACY PROGRAM

Desired Result: A clearly communicated vision for the long-term improvement of the parks and recreation system that generates public buy-in and financial support.

Action Step 1: Create and distribute newsletters and similar publications to communicate the value of parks and recreation in the community.

Action Step 2: Hold social events and fundraising campaigns that generate funding.

BEST PRACTICE: CITIZENS ADVISORY BOARD, WESTMORELAND COUNTY

The Westmoreland County Citizens Advisory Board (CAB) is a group of 19 volunteers that help advise, advocate and develop countywide parks and recreation programs. A signature event for the CAB is their Green Luncheon where they honor the investment of time and resources of residents and funders. (Image Courtesy, Westmoreland County)



RECOMMENDATIONS

CORE OBJECTIVE 3: REPOSITION OUR TOWN CENTER

Broad Street is and has been the center of community life for South Greensburg for practically its entire history. Trends that once held sway, like neighborhood grocers and amenities have given way to big box retail and mass consumerism. While few would argue that South Greensburg will recapture that lost market, the town center can be repositioned toward a new future.

STRATEGY 1: INVEST IN THE TOWN CENTER

Broad Street serves as the most visible part of the community, having a north-south gateway and a connection to Route 119, via Huff Avenue. Considering this, the intersection of Broad Street and Huff Avenue is arguably the most important intersection for the Borough. Any efforts to enliven the town center must have a center point and spread from it; this intersection is that center point. Additionally, any changes to the current complexion and function of the town center need a catalyst, a reason to be there in the first place.

ACTION A: LEVERAGE ARTS, ENTERTAINMENT AND DINING

Desired Result: A town center typified by regular activities and programming featuring the arts, entertainment and dining that draws in visitors.

Action Step 1: Establish a working group to assess current deficiencies and opportunities for outdoor art and entertainment locations and events.

Action Step 2: Establish a working group that includes existing restaurants to explore the potential for monthly food truck round ups.

Action Step 3: Examine local ordinances and codes for their effectiveness in regulating arts, entertainment and dining operations.

Action Step 4: Open lines of communication with arts and entertainment organizations like the Westmoreland Cultural Trust and the Greater Pittsburgh Arts Council to identify programs and events.

RECOMMENDATIONS

CORE OBJECTIVE 3: REPOSITION OUR TOWN CENTER

ACTION B: COORDINATE INVESTMENTS

Desired Result: A town center that is well-maintained, attractive and convenient for visitors and businesses.

Action Step 1: Prioritize capital improvement program funds to the intersection of Broad Street and Huff Avenue, and Broad Street generally.

Action Step 2: Prioritize beautification program funds and efforts to the intersection of Broad Street and Huff Avenue, and Broad Street generally.

Action Step 3: Prioritize blight remediation funds and efforts to the intersection of Broad Street and Huff Avenue, and Broad Street generally.

Action Step 4: Prioritize façade improvement program funds and efforts to the intersection of Broad Street and Huff Avenue, and Broad Street generally.

BEST PRACTICE: FOOD TRUCK FRIDAY, FORD CITY, PA

Entering its third year, Ford City's Food Truck Friday has shown how food can be a major draw into smaller cities and towns. Ford City's program regularly hosts more than 30 food trucks of varying cuisine. Started by the local police department, Chief Michael Greenlee was quoted in the Tribune Review saying, "We started this last year as a community event to show off Ford City and we wanted something that would draw people into town." The events are held weekly and also feature music, inflatables for kids and a farmer's market. (Flyer from Food Truck Friday in Ford City, Facebook)



DRAFT RECOMMENDATIONS

CORE OBJECTIVE 3: REPOSITION OUR TOWN CENTER

STRATEGY 2: PROVIDE HOUSING OPTIONS

It is practically undeniable that people create markets by supporting the demand for goods and services and also providing the necessary workforce for businesses. This symbiotic relationship is a virtuous cycle that increases demand and more housing options. Over the past half century or more, housing options in small towns and cities have been in decline. Much of this is due to new housing being built outside of the Borough, rather than being redeveloped. By improving housing options in and around Broad Street, the Borough can help support the local goods and service economy.

ACTION A: EXAMINE ORDINANCES

Desired Result: Ordinances that support multiple housing types and arrangements in and around Broad Street.

Action Step 1: Work with the planning commission to examine the zoning ordinance for compatibility with mixed-use, multi-floor housing options.

Action Step 2: Work with the planning commission to examine barriers to new and rehabilitated housing options like minimum parking regulations and artificial limits on density.

Action Step 3: Amend zoning ordinance to direct the densest forms of development to the intersection of Broad Street and Huff Avenue, and Broad Street generally.

ACTION B: PROVIDE INCENTIVES

Desired Result: Market-viable housing options.

Action Step 1: Establish a working group to examine the use of Tax Increment Financing and Local Economic Revitalization Tax Assistance to incentivize housing options.

Action Step 2: Open lines of communication with real estate agencies and developers to discuss the value of investment in South Greensburg and how to market the community.

Action Step 3: Prioritize housing rehabilitation programs and funds to the intersection of Broad Street and Huff Avenue, and Broad Street generally.

DRAFT RECOMMENDATIONS

CORE OBJECTIVE 4: DISCOVER SOUTH GREENSBURG

Several conversations throughout the planning process centered around communications between residents and local officials. Whether its getting the word out about a new recreation program or a changing ordinance, passing along information is a challenge. Additionally, two-way communication, where residents are sharing information with local officials is essential to keeping the finger on the pulse of the community.

STRATEGY 1: STRATEGICALLY COMMUNICATE

Strategic communications is a bit different than everyday communication. In "Defining Strategic Communication," Kirk Hallahan, et al suggests strategic communication is "the purposeful use of communication by an organization to fulfill its mission." In short, every communication should be serving that mission. This means that communications must be timely, relevant and necessary for different audiences at different times.

ACTION A: COMPLETE AND IMPLEMENT A STRATEGIC COMMUNICATIONS PLAN

Desired Result: A strategic and comprehensive approach to communicating with residents, businesses and stakeholders.

Action Step 1: Create a communications working group to explore best practices and approaches.

Action Step 2: Consider engaging a communications specialist to help define messaging and public relations.

Action Step 3: Conduct a strategic communications workshop with residents, business and stakeholders to identify what they want and need to hear about.

Action Step 4: Develop a strategic communications plan and implement it.

COMMUNITY DEVELOPMENT OBJECTIVES

Reflective of the community's vision, Borough Council hereby adopts the following statement of community development objectives:

1. Overall, maintain and enhance the basic qualities of the community; safety, public services, convenience, accessibility, and small town atmosphere.
2. Establish coordinated efforts to address blighted structures and properties.
3. Focus efforts to revitalize the town center that encompasses Broad Street by improving the district's appeal and convenience.
4. Maintain and enhance parks and recreation facilities and grounds and their usage.
5. Maintain and enhance physical infrastructure through strategic and coordinated capital improvements.
6. Aim to provide safe, attractive and convenient housing options that are affordable and allow for aging-in-community.
7. Ensure high-quality public spaces through the use of best practice land use and development guidelines, and standards where appropriate.
8. Ensure adequate access to business.

PLAN FOR LAND USE

The following land use statements reflect the relevant Pennsylvania Keystone Principles for Growth, Investment and Resource Conservation.

They are

1. **Redevelop First:** Recognizing the fact that the Borough is almost completely built-out, redeveloping first may be the only option.
2. **Provide Efficient Infrastructure:** Fix infrastructure first, before adding new burdens to water, wastewater and transportation infrastructure. Make highway and public transit investments that use context sensitive designs.
3. **Concentrate Development:** Support infill and "greenspace" development that is compact, conserves land, is consistent with existing and future infrastructure, and fosters healthy neighborhoods.
4. **Restore and Enhance the Natural Environment:** Conserve and restore environmentally sensitive lands.
5. **Expand Housing Opportunities:** Support the construction and rehabilitation of all housing types to meet the needs of people of all incomes and abilities.
6. **Plan Regionally, Implement Locally:** Support multi-municipal, county and local government planning and implementation that has broad input and support and is consistent with these principles.

PLAN FOR THE MOVEMENT OF PEOPLE AND GOODS

Throughout the comprehensive plan process, residents and leaders identified several key transportation issues, including access for business, addressing the confusion of one-way streets, and most importantly, capital improvement planning to address deficient streets, curbs, gutters, drains and sidewalks. Strategies to address these items are discussed throughout the plan.

PLAN TO MEET HOUSING NEEDS

Blight and deferred maintenance represent the greatest threats to the community's existing housing stock and any potential new housing development. Additionally, as the community's residents age, there may be a greater need for home rehabilitation and accessibility improvements. Strategies to address housing needs are discussed throughout the plan.

PLAN FOR COMMUNITY FACILITIES AND UTILITIES

Community facilities are discussed throughout the plan and focus on the state of repair of many recreation structure and equipment. Strategies to address the community facilities and utilities are specifically addressed in the development of a capital improvement plan.

STATEMENT OF INTERRELATIONSHIPS

This plan represents a substantial departure from the traditional comprehensive plans completed since the Municipalities Planning Code was adopted in 1968. It does not seek to analyze the community within traditional sectors of planning, like transportation, economic development, or housing. Instead, the plan sought out the major, relevant issues within the community and developed strategies that would overlap and address multiple issues concurrently.

SHORT AND LONG-TERM IMPLEMENTATION STRATEGIES

Strategies to address the four core objectives are identified in their respective headings throughout this plan.

STATEMENT OF CONSISTENCY

Existing and proposed development of the community is compatible with the existing and proposed development and plans in contiguous portions of neighboring municipalities and with the objectives and plans of the county comprehensive plan.

PLAN FOR HISTORICAL AND NATURAL RESOURCES

According to the Westmoreland County Comprehensive Plan 2005, the Borough does not have any historic resources listed in the National Register of Historic Places.

South Greensburg does have several sensitive environmental lands including wetlands and flood zones. Working with the Westmoreland Conservation District to understand and implement best management practices is an appropriate action.

PLAN FOR THE RELIABLE SUPPLY OF WATER

According to the Westmoreland County Comprehensive Plan 2005, South Greensburg and its water service company, the Municipal Authority of Westmoreland County, have adequate supply for current and future demand.

