



# City of Jeannette

Westmoreland County, Pennsylvania



## RESOLUTION NO. 17-01

### A RESOLUTION OF THE CITY OF JEANNETTE ADOPTING THE COMPREHENSIVE PLAN FOR THE CITY OF JEANNETTE.

**WHEREAS**, the City of Jeannette has by Ordinance 15-09 established a Planning Commission of the City of Jeannette pursuant to Article II, Section 202 of the Pennsylvania Municipalities Planning Code; and

**WHEREAS**, the City of Jeannette Planning Commission is empowered to recommend to the City Council the adoption of a Comprehensive Plan for the physical development of the City, pursuant to Section 209.1 of the Pennsylvania Municipalities Planning Code; and

**WHEREAS**, the Planning Commission has engaged the services of the Westmoreland County Technical Resources and Municipal Services Program (TRAMS) to assist with their review of the Comprehensive Plan; and

**WHEREAS**, the City of Jeannette and the City of Jeannette Planning Commission did comply with the requirements set forth in Sections 301.3 and 302 of the Pennsylvania Municipalities Planning Code with respect to public meetings, public notice, public comment and public hearings, and all deadlines set forth therein, and;

**WHEREAS**, the Planning Commission, at their February 1, 2017 agenda meeting, unanimously approved the Comprehensive Plan be recommended to City Council for approval at the March 8, 2017 public meeting of City Council; and

**WHEREAS**, the City of Jeannette, pursuant to Section 302(b) of the Pennsylvania Municipalities Planning Code, provided public notice and subsequent public hearing on March 8, 2017 at 5:00 p.m. relative to the proposed Comprehensive Plan; and

**WHEREAS**, the Planning Commission, in conjunction with the consulting team of Pashek Associates, Mullin & Lonergan Associates, the Pennsylvania Department of Community



# City of Jeannette

Westmoreland County, Pennsylvania



## RESOLUTION NO. 17-01

and Economic Development, the Westmoreland County Department of Planning and Development, and the City of Jeannette, has prepared the Comprehensive Plan attached hereto and incorporated herein by reference as Exhibit "A", which complies with the requirements set forth in Sections 210 – 212 of the Pennsylvania Municipalities Planning Code.

**NOW, THEREFORE, BE IT RESOLVED**, and it is hereby resolved by the Council of the City of Jeannette that the proposed City of Jeannette Comprehensive Plan, attached hereto and marked as Exhibit "A", is hereby adopted pursuant to Article III and Article XI of the Pennsylvania Municipalities Planning Code.

**RESOLVED, ENACTED AND ADOPTED** at a meeting held on the 8th day of March, 2017.

THE CITY OF JEANNETTE

Richard R. Jacobelli  
Mayor and President of Council

ATTEST:

Michael L. Nestico  
City Manager



Draft 12-7-2016

**RETOOLING**

**Jeannette**



An IMPLEMENTABLE Comprehensive Plan

# Project Team

PASHEK ASSOCIATES

LANDSCAPE ARCHITECTURE | DESIGN | PLANNING

MULLIN &  
LONERGAN  
ASSOCIATES  
INCORPORATED

The City of   
**JEANNETTE**  
Community · Commerce · Culture

 **pennsylvania**  
DEPARTMENT OF COMMUNITY  
& ECONOMIC DEVELOPMENT





Draft 12-7-2016

**RETOOLING**

**Jeannette**



An IMPLEMENTABLE Comprehensive Plan

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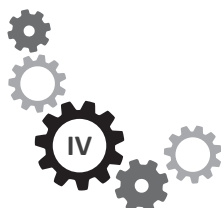
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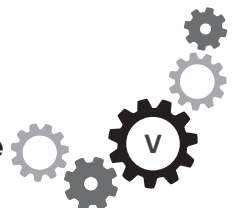
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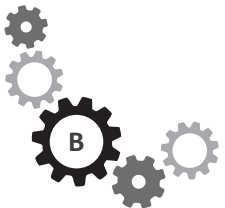


## SUMMARY

# RETOOLING

# Jeannette





# Retooling Jeannette

## A quick view of the plan

**J**eannette wanted radical change. It decided to create an implementable comprehensive plan and begin immediately to undertake the steps necessary to “retool” the community. Further spurred by a complete re-do of its zoning maps and ordinances, Jeannette is poised – and, in fact, has already begun – to create the changes that residents and officials desire. The comprehensive planning and zoning initiatives will allow Jeannette to make positive changes and maximize use of its limited resources.

Jeannette chose four working areas as the primary focus of the implementable plan:

### Fighting Blight

Page D, and Chapter 1



### Positive Impressions

Page F, and Chapter 3



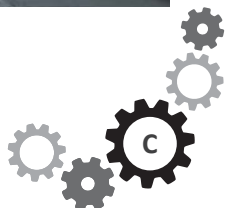
### Vibrant Downtown

Page E, and Chapter 2



### Welcoming Gateways

Page G and Chapter 4



## Fighting Blight

Blight is the city's most pervasive and largest problem. Fix blight, and many other problems go away or are ameliorated. Jeannette should give this issue top priority.

To do so, the City of Jeannette will enact a comprehensive and aggressive plan to flight blight in all forms, in all parts of the city. This effort includes a vigorous blight elimination plan, new land-use designations, new ordinances that apply to zoning and building codes, and new design guidelines to provide standards for redevelopment. The effort will apply to the city generally, but pay specific attention to the downtown, to important gateways and corridors leading into the city, and to three major parcels that are slated for redevelopment.

### Strategies and implementation steps

1. **Create a zero-tolerance, comprehensive, intensive and vigorous plan for addressing blight in all forms throughout the community.**



This comprehensive plan outlines a blight-fighting process that has been effective in other Pennsylvania cities. It assumes the city will set its jaw and be unrelenting in its efforts. The process includes creating an effective task force to lead the effort, and enlisting citizens and stakeholders, professional staff and elected officials to support the fight vocally and vigorously. It also includes public education about the direct and indirect costs of blight; an emphasis on collecting hard data about the nature and extent of blight, and making decisions based on data; and development of a strategic approach to addressing the problem.

2. **Target the downtown for blight-fighting efforts and redevelopment.**

Reinvigorating Jeannette's downtown is a major undertaking on its own. But dealing with blight citywide starts with downtown as a necessary first step.

3. **Target gateways and corridors for blight-fighting efforts and redevelopment.**

4. **Target specific large redevelopment sites:**

- A. The former Jeannette Glass location near downtown.
- B. The former Monsour Hospital site along Route 30.
- C. The former Jeannette District Memorial Hospital site, now owned by Palm Communities.

This comprehensive plan proffers a bold but realistic vision for the city's core area that incorporates new uses for the former Jeannette Glass site. The first step toward this vision will be to create a community process to fully re-imagine Jeannette's central core.

## Vibrant Downtown

Empty storefronts, deteriorated structures and vacant lots detract significantly from the appeal of the city's downtown.

Jeannette plans to overcome the negative influence of a struggling downtown through strategies for investment and economic development, new streetscape and place-making improvements, and new branding, marketing and promotion.

### Strategies and implementation steps

#### 1. Create a multifaceted plan for reinvigorating downtown, working with the Pennsylvania Downtown Center.

Addressing blight, as explained in the previous section, must be the first step for improving the downtown. Beyond that, however, Jeannette will tap the experience of the Pennsylvania Downtown Center, which has the ability to help build community capacity through training, marketing and promotion and solidifying brand identity. Other important aspects of this multifaceted plan are to continue discussion about "right-sizing" the downtown; re-envisioning how to best redevelop the former Jeannette Glass Works site; working with the Jeannette Business Association and considering a Downtown Improvement District to increase opportunities; and moving toward a goal of developing a "Main Street manager" position.

#### 2. Change how downtown properties are used.

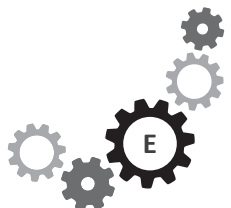
New zoning maps, uses and ordinances produced alongside this comprehensive plan define the downtown district. Zoning definitions and descriptions encourage mixed uses with emphasis on adding residential housing. As people move in, they bring with them a demand for retail shops and services.

#### 3. Make it easier to set up shop or move in.

Strategies outlined in this section explain how to set up and maintain a database of available properties, including their cost, condition and needed rehabilitation.

#### 4. Spread the word about downtown.

The downtown's reputation needs an upgrade too. A new "brand" will help build on successes.



## Positive Impressions

The City of Jeannette plans to take tangible and visible steps to address an existing problem: that the city is subject to negative perceptions.

The city recognizes it must “change the narrative” about itself – alter the impression that many people now hold. The idea is to get updated facts, information and understanding about the city into the public realm so that these perspectives carry the weight they deserve.

This does not minimize the work going on in other aspects of the city; in fact, the intention of the “Positive Impressions” chapter of this comprehensive plan is to acknowledge problems, but also show how they are being solved or addressed.

## Strategies and implementation steps

### 1. Create and implement a branding strategy.



A new brand for Jeannette was developed in the process of creating this comprehensive plan. The logo, shown here, helps position the city as it sees itself now, with room to grow, change and improve over time.

Next, the city should fully implement its brand.

### 2. Improve external communications

Communications with citizens, businesses, groups, institutions and visitors can be improved through the steps in this plan. A high priority of adding a public information officer position might not be immediately attainable, but the city can still develop and implement use of a communications toolkit. This also includes continually updating the city’s crisis communications plan.

### 3. Improve media relations

Jeannette feels that it gets a bum rap in how it is portrayed in the media. It can improve its relationship with media outlets, but also recognize that many communication channels today, including social media and other digital forms, provide a direct channel to an audience. The city also should secure on-camera media interview training for key personnel.

### 4. Enhance community engagement opportunities.

With so many hopes and aspirations, the city should strive to involve and engage its citizens, and this section outlines ways to do so. People who are invested in the city’s future will be its greatest asset – and an effective means of communicating and representing the city’s brand.

# Welcoming Gateways and Corridors

Jeannette hopes to improve the first impression it presents to people coming into town. Visitors and residents alike typically arrive via a few major roads that enter and cross the city generally according to compass directions. As motorists proceed, they may or may not be able to recognize where the city begins or ends, and they are likely to encounter some instances where the visual landscape is not attractive.

The City of Jeannette plans to improve the way the community looks along these major arteries by creating welcoming gateways and attractive corridors.

## Strategies and implementation steps

### 1. Create a community appearance group.

A volunteer working group or board would be charged with leading this initiative: analyzing the corridors and gateways; identifying improvement opportunities; and getting the projects under way. This group should be represented on the blight-fighting task force.

### 2. Analyze important corridors and gateways

The group should undertake the task of visually assessing the gateways and corridors to look for: Blighted or deteriorated buildings, fences or other structures; unkempt vegetation; junk vehicles; garbage or refuse; junky looking signs or other elements; absence of street trees and gardens; unbroken expanses of high walls; and unlit or insufficiently lit areas.

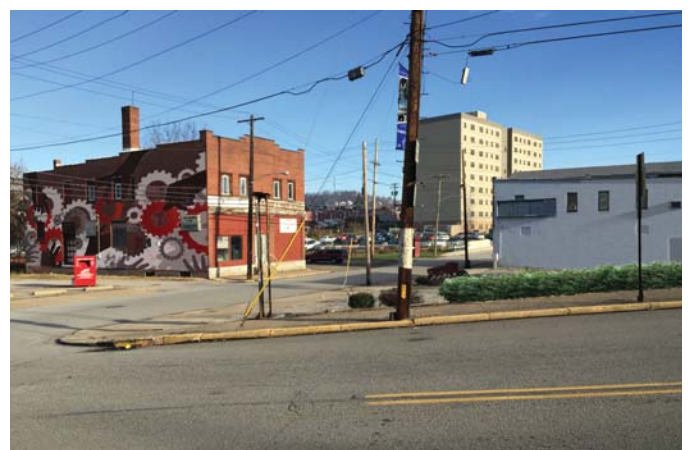
### 3. Identify improvement opportunities.

Working in tandem with other efforts in this comprehensive plan, such as fighting blight or improving the downtown, the community appearance group can set priorities for what to tackle to provide the most strategic benefit.

### 4. Create the improvement projects.

In addition to cleaning up, the group can lead efforts to create places that are especially attractive. This can be gateway gardens, tree-lined streets or new murals.

### 5. Create public involvement and build awareness.



# What set this plan in motion

Implementable comprehensive plans should be as deeply rooted as possible in community opinion. This was true for the Retooling Jeannette plan, which employed a non-traditional community involvement process for developing the content of the plan.

## Initial public meeting



About 100 people attended a kick-off community meeting in January 2015, where citizens spoke up about what they thought would be the best ways the community could improve in the next few years. A long list of hopes, ideas, issues and priorities was distilled into themes.

## Steering committee

A steering committee comprising a diverse group of community members and also including Community Development Coordinator Diana Reitz, met during 2015 to refine the list of key issues. These became the four main

topics articulated in this comprehensive plan:

- Fighting Blight
- Welcoming Gateways and Corridors
- Vibrant Downtown
- Positive Impressions

Jeannette city council and the mayor agreed these topics were the most important and most feasible to pursue.

## Consulting team

The city hired Pashek Associates, a landscape architecture and planning firm, to lead the comprehensive planning process. Pashek Associates strives to help create plans that are “implementable,” not pie-in-the-sky, and that pursue real change in a community – not just a big, fat report. Mullin & Lonergan Associates, another planning consulting firm, is responsible for managing the process of revising the city’s zoning ordinances and maps. Westmoreland County Department of Planning and Development and the state Department of Community and Economic Development were also members of the project team, along with City Manager Michael Nestico and Community Development Coordinator Diana Reitz.

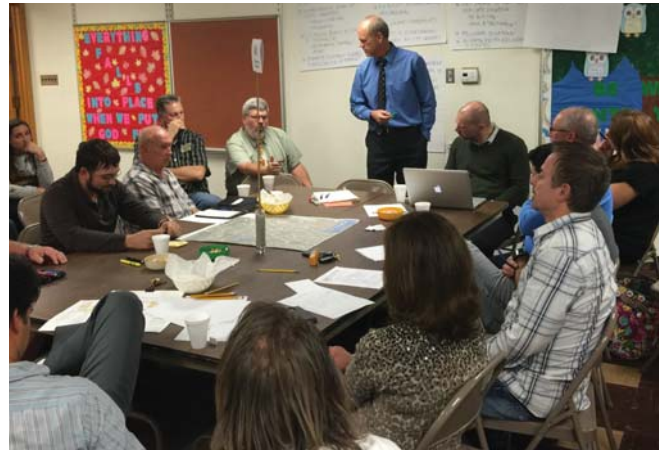
## Five principles of implementable comprehensive planning

1. Focus the plan on real, relevant community issues.
2. Organize the plan the way local officials and citizens think.
3. Devise practical and workable recommendations.
4. Recruit partners and create capacity to implement the plan.
5. Get local ownership of the plan and commitment to implement .





# Community design workshop process



The enthusiasm and interest among citizens, city professional staff members and elected officials to “retool” Jeannette led the consulting team to suggest a non-traditional community discussion process.

The community design workshop process took place during eight days in November 2015, and here’s how it worked:

**Step 1:** The community was invited, along with local, regional and statewide experts on the four key issue topics, to gather in a work session to articulate and define the issues to be addressed, and to brainstorm solutions. The experts provided ideas and clarified what is feasible and how to move forward. Community members also provided ideas and helped choose solutions and next steps. About 80 people participated, working on the topic of their choice in small groups, then within the full group.

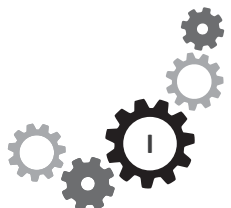


**Step 2:** The consulting team then worked intensively for five days to consolidate the learning from the first work session, and to propose language and implementation strategies for the four key issues.

**Step 3:** The community and the topic experts attended a second work session to view and react to a presentation that reflected the ideas for progress that were collected and refined over the previous week. About 60 people participated. They contributed new ideas and helped to tweak content.

Arising from this second work session was the pointed matter of “who would oversee this work?” Certainly, elected officials and staff members had been and continued to be engaged and interested. But the future action of the comprehensive plan needed a champion. Thus, it became the first priority to re-create a city Planning Commission (which had lapsed many years ago) to oversee and propel implementation of the comprehensive plan. Citizens volunteered to assist the city in implementing the plan.

**Step 4:** The content developed during the community design workshop process became the heart of the comprehensive plan, which would be further developed and refined over time. But Jeannette was now poised for action: It knew what it wanted to accomplish, and it would put in place the organizational structure to do so.



## A new planning commission

Jeannette citizens participating in the community design workshop process recognized the need to reinstate a city planning commission so that the comprehensive plan (which by the end of 2015 was already a work in progress) would have a champion. Some citizens at the design workshops even raised their hands to say they would like to be considered for appointment to the commission.



In January 2016, Jeannette City Council decided to reconvene a planning commission, and members (shown at left) were appointed the next month.

Commission members participated in training through the Local Government Academy to gain understanding of their roles and responsibilities. The city also contracted with Westmoreland County to provide professional staff support. Brian Lawrence, assistant deputy director, has been the point person to assist the Planning Commission in developing and pursuing its mission.

The planning commission's first tasks were to initiate, with Mullin & Lonergan consultants, the work of revising Jeannette's zoning ordinances, codes and zoning maps.

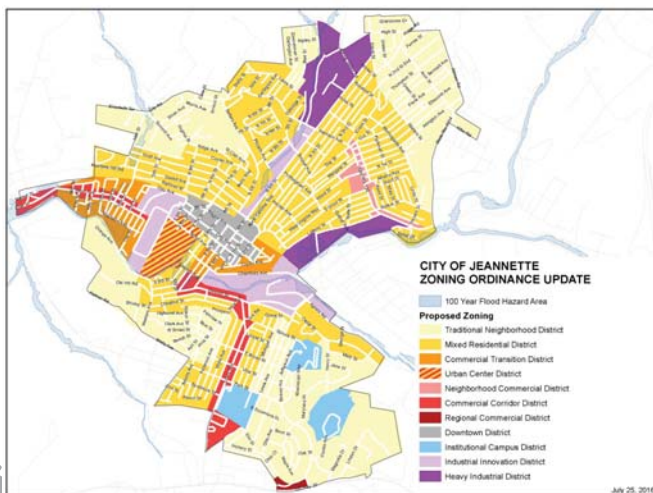
## Preparation of a comprehensive plan report

While the planning commission got up and running, work continued within the city on the issues defined by the comprehensive planning process. For instance, a working group proceeded to develop a new "brand" for the city, with a logo and slogan. Other initiatives also saw progress, including initial meetings with the Pennsylvania Downtown Center about new ideas for Jeannette's downtown.

In addition, efforts got under way to revise Jeannette's zoning ordinances, maps and city codes.

The production of this report was timed to reflect work so far and to position the city for next steps on each of the four key issues. The steps are articulated in depth throughout this report and also summarized in this User Guide on Pages D-G.

## Zoning update



Jeannette decided to update its zoning map and ordinances as part of the comprehensive planning process, so the zoning tools would align with city priorities and would support the changes sought in the plan. Mullin & Lonergan Associates provided consulting expertise in developing these new elements in city governance.

Revised ordinances, zoning map, future land use map and community development objectives will position the city to implement improvements in all four key issue areas of the implementable comprehensive plan.

## Who does what

This report can serve as a guide in the following ways:

- **Citizens** - Individuals may advocate for the plan and track progress by comparing the steps listed in this report to physical changes in the community and actions taken by the city. Citizens may attend public meetings where decisions are made. Citizens may take an active role by pressing for the actions and policies listed in this plan, which are designed to create change in the community. Citizens also may support and propel change by volunteering for committees or for special initiatives.
- **City staff members** - Jeannette city employees have the responsibility of identifying successive next steps and tracking progress. They will work on a day-to-day basis to develop policies and procedures; muster resources; and assist elected and appointed officials in pushing the outcomes of the plan. Staff members are in the best position to spot obstacles to progress and propose solutions.
- **Appointed officials** - People serving on the Planning Commission should become deeply familiar with the contents of this report. These members, along with other board and commission members, hold the responsibility of keeping they city's "foot on the gas" for implementing the steps in this plan, anticipating what should happen next, and proposing action, and solving problems that will clear the way for progress.
- **Elected officials** - This report documents the development of the comprehensive plan. It identifies the directions in which the City of Jeannette will change, and lays out the practical next steps that will produce the desired changes. Next steps, in most cases, rest in the hands of elected and appointed officials who have the role and responsibility of initiating new policies or procedures; providing funding via grants or city revenue streams; providing human and material resources; and lending oversight.



# Top 10 things to do in next 6 months



Form a Blight Committee and define "Blight."



Train staff on blight software module including mobile data collection, begin populating Blight data base.



Create a list of top 10 blighted properties factoring in strategic locations



Engage the County to facilitate the Planning Commission for another year



Work with DCED to begin the next round of meetings on the Downtown with the Pennsylvania Downtown Center



Form a Downtown working committee including JBA and other stakeholders to promote Downtown



That Downtown committee should begin planning a one day special event in downtown for summer/fall of 2017, like an open streets event



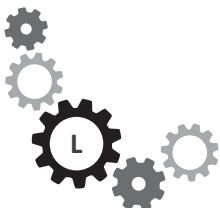
In lieu of funding a Public Information officer, form a small committee to further public information strategies to increase positive impressions of Jeannette



Begin incorporating the new City logo into stationary, business cards, signs, City literature, website, truck signs

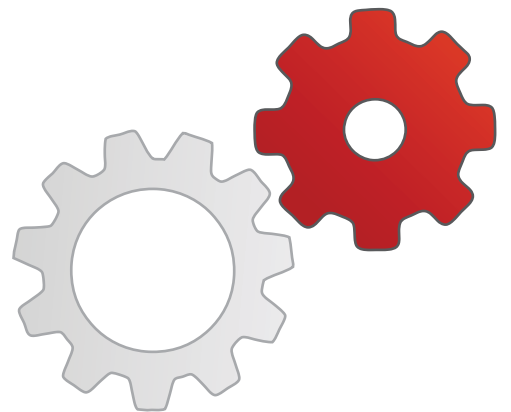


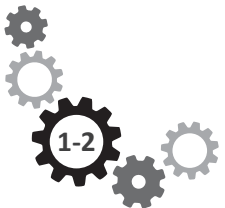
Create a community appearance working group and select one easy demonstration project to complete (ie plant street trees along a major corridor)





# **FIGHTING** **Blight**





# Fighting Blight

**Blight is one of Jeanette's most far-reaching and pressing problems.** It has many causes and, in turn, contributes to numerous negative consequences. Vacant and deteriorating properties, whether commercial or residential, add to an unfavorable impression of the city. They hinder economic stability or growth. They create public health and safety hazards. They attract vagrants, trespassers and law-breakers.

Deteriorated properties in some cases have owners who live outside the area. Some have owners who cannot afford improvements. Some have owners who cannot be located.

This issue was the one that public meeting participants most wanted the City of Jeannette to address.

The City of Jeannette plans to enact a comprehensive and aggressive plan to flight blight in all forms, in all parts of the city. This effort includes a vigorous blight elimination plan, new land-use designations, new ordinances that apply to zoning and building codes, and new design guidelines to provide standards for redevelopment. The effort will apply to the city generally, but pay specific attention to the downtown, to important gateways and corridors leading into the city, and to the three major parcels owned by Westmoreland County that are slated for redevelopment.

## Vision

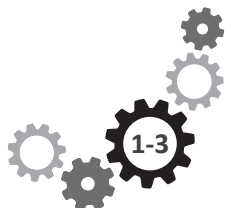
Jeannette will be an environmentally healthy, economically vibrant and visually attractive location for residents, business owners and visitors.

## Goals and Objectives

1. Create opportunities for commercial/ economic growth.
2. Improve or create opportunities for safe and healthy residential, social, recreational and cultural life.
3. Create visually attractive locations and views.



Vacant and blighted properties create health hazards, deter neighborhood investment, and are unsightly and unpleasant. They contribute to negative perceptions and lower the value of nearby properties.



# Strategies and implementation steps

## Create a zero-tolerance approach to blight

**C**reate and fully implement a zero-tolerance, comprehensive, intensive and vigorous plan for addressing blight in all forms throughout the community. An over-arching plan will provide a full, data-driving view of the problem and set out specific steps for making improvements. Jeannette will generally follow the “Five-Step, Fast-Track Blight Plan” created by the Housing Alliance of Pennsylvania, with adjustments to tailor it to the specific circumstances and needs of the community. Pottsville, PA, has been employing this process for four years, and this section presents some ideas from there about how to make this process as effective as possible.

- Develop community consensus and fervent buy-in for a comprehensive blighted property strategy.

P R O G R E S S



1. Engage political leadership, which has occurred at least since the beginning of this comprehensive planning process but also must continue with elected and appointed officials.
2. Commit staff resources, including creating a full-time code enforcement officer position.
3. Add or strengthen codes and ordinances. Be more aggressive with enforcement, and coordinate with policing.
4. Engage key stakeholders in a blight task force that includes the city’s community development office and code-enforcement officer; representatives of the planning commission, community appearance group, redevelopment authority, county planning department, redevelopment authority and district attorney’s office; and state legislators.
5. Educate officials and citizens on the direct and indirect costs of blight.





- Assess the nature and extent of the blight.** A comprehensive strategy must be based on data that, in turn, is based on agreed-upon definitions and ideas. As the city “gets its arms around the problem” of blight, it can use live information in a more detailed way to benefit the city. For example, armed with data, the city will be equipped to set priorities and apply a strategic approach to this significant problem.



1. Select software to manage a code-deficiency database, tracking by type, number and address/area.
2. Strengthen property maintenance codes.
3. Create data-collection mechanisms, including mobile technology that is integrated with tracking and city financial software.
4. Train the code enforcement officer to collect and manage the code-enforcement database.
5. Embrace GIS data mapping so the locations and extent of blight can be fully understood and visualized by all involved.
6. Create a list of the top 10 blighted properties.
7. Tie to city’s financial software to track costs and financial impacts.

## Ideas from Elsewhere

### Plan of Attack

Notify each property owner of the problem  
 Isolate properties in smaller groups  
 Focus our attention on those properties, monitor conditions and determine what approach is most effective  
 Implement a progressive approach to achieve compliance  
 Letters, calls, issuance of quality of life tickets, citations, nuisance property.....  
 Continually seek new tools that worked for our community.

The task force in Pottsville, PA, reviews its progress monthly with a report sampled here.

### 6. 313 W. Norwegian Street

Owners: Alexander Nekhanevich –Brooklyn, NYC  
 Anna Nekhanevich –Brooklyn, NYC  
 Rating: 3.85  
 Demo Order Issued  
 Outstanding QOL Tickets & Citations  
 Blight Letter sent  
 Demolition Letter Sent

### 6. 313 W. Norwegian Street



Pottsville’s approach has been to continually address the “10 worst” properties. No. 6 is above.

### What is the economic impact ?

10 properties were reviewed to determine if taxes, water, sewer and trash bills were owed.  
 \$44,272 owed in taxes  
 \$9,274 owed to sewer authority  
 \$5,172 owed to solid waste (7 properties have own hauler)  
 water bills were up to date, because this service will be terminated for failure to pay.  
 \$58,718 owed in total on 10 properties.  
 42 units in these 10 properties.  
 Failure to register tenants could cost the City \$7,500-15,000 per year in per capita taxes.

Pottsville’s monthly review tallies up the money saved or recovered through the blight-fighting effort.

- **Create community capacity to lead the fight against blight.** The blight task force will be responsible for educating officials and citizens and gaining community buy-in for an assault on blight.

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1. The blight task force will articulate a vision for desired outcomes and reasons for that vision. This will explain how the community would be better if it were less blighted, what it would look like, and how a flight against blight will have additional benefits.
2. Create quantifiable goals.
3. Select strategies designed to address prevention, remediation and redevelopment.

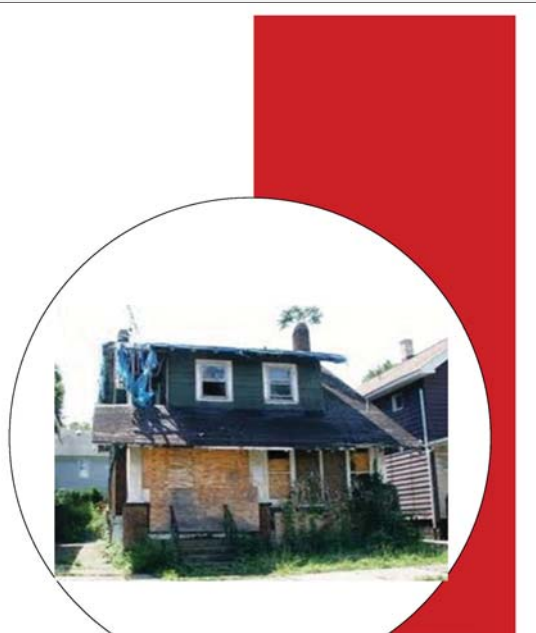
- **Engage municipal officials.** The task force must ensure its work aligns with the goals and priorities of the city’s elected and appointed officials, and vice versa.

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1. Task force collaborates and communicates with municipal officials to seek endorsement and support for the goals of the comprehensive blight plan and the strategic steps being developed.
2. Write best-practice ordinances.

## Ideas from Elsewhere

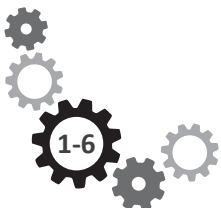
Pottsville created a brochure as part of a public-awareness program to help citizens understand the city’s blight-fighting initiative.



**FIGHTING BLIGHT  
IN POTTSVILLE**

**CITY OF POTTSVILLE**

570.622.1234  
ext 316



- **Create an overall strategy, identify priorities and begin implementation.** As the blight task force and the city move toward implementation of a comprehensive and intensive blight-fighting plan, the task force adds the responsibility of ensuring follow-through and accountability. It helps the city to keep its foot on the gas through a journey that will take years.

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1. Collaborate with other organizations that have priorities and goals that align with blight prevention, blight reduction and redevelopment, such as the Jeannette Business Association and the city redevelopment authority.
2. Tap the resources and expertise of the county planning department, county redevelopment authority and the county land bank.
3. Focus resources and grant opportunities around community assets.
4. Target enforcement on areas where redevelopment is aimed, on tipping-point areas, or some other metric adopted by the community. This comprehensive plan encourages focus on the downtown, gateways and corridors, and the major redevelopment sites. However, other strategic targets may emerge.
5. Impose consistent and progressive penalties. If the city means business when it fights blight, it needs to energetically enforce its ordinances and apply penalties for failures to comply.

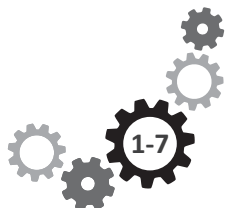
## Ideas from Elsewhere

### Aggressive and strategic

In Pottsville, PA, which now has four years of experience employing the blight-fighting process described here, the city’s strategy initially was to pursue a rolling list of the “10 worst” properties - those with the worst numerical scores in the inventory.

More recently, the city has become increasingly strategic in its efforts to combat and prevent blight. It now seeks to address derelict properties as part of a larger thought process and in the context of bigger goals. For example, it now seeks to target blighted properties in areas that are part of more comprehensive citywide or targeted redevelopment efforts, such as where blight-fighting coincides with other initiatives, where funding can be acquired, where there is additional benefit such as new development and investment.

**In Jeannette, blight-fighting efforts should be part of the larger intention of this comprehensive plan as shown on pages 1-9 to 1-21 in this chapter. Fighting blight should be aligned with efforts to improve gateways and corridors, to help reinvigorate the downtown, and to address specific county-owned redevelopment sites.**

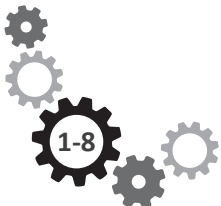


## Ideas from Elsewhere

Here are some blight-fighting tools other cities have employed when they got serious about addressing the problem.

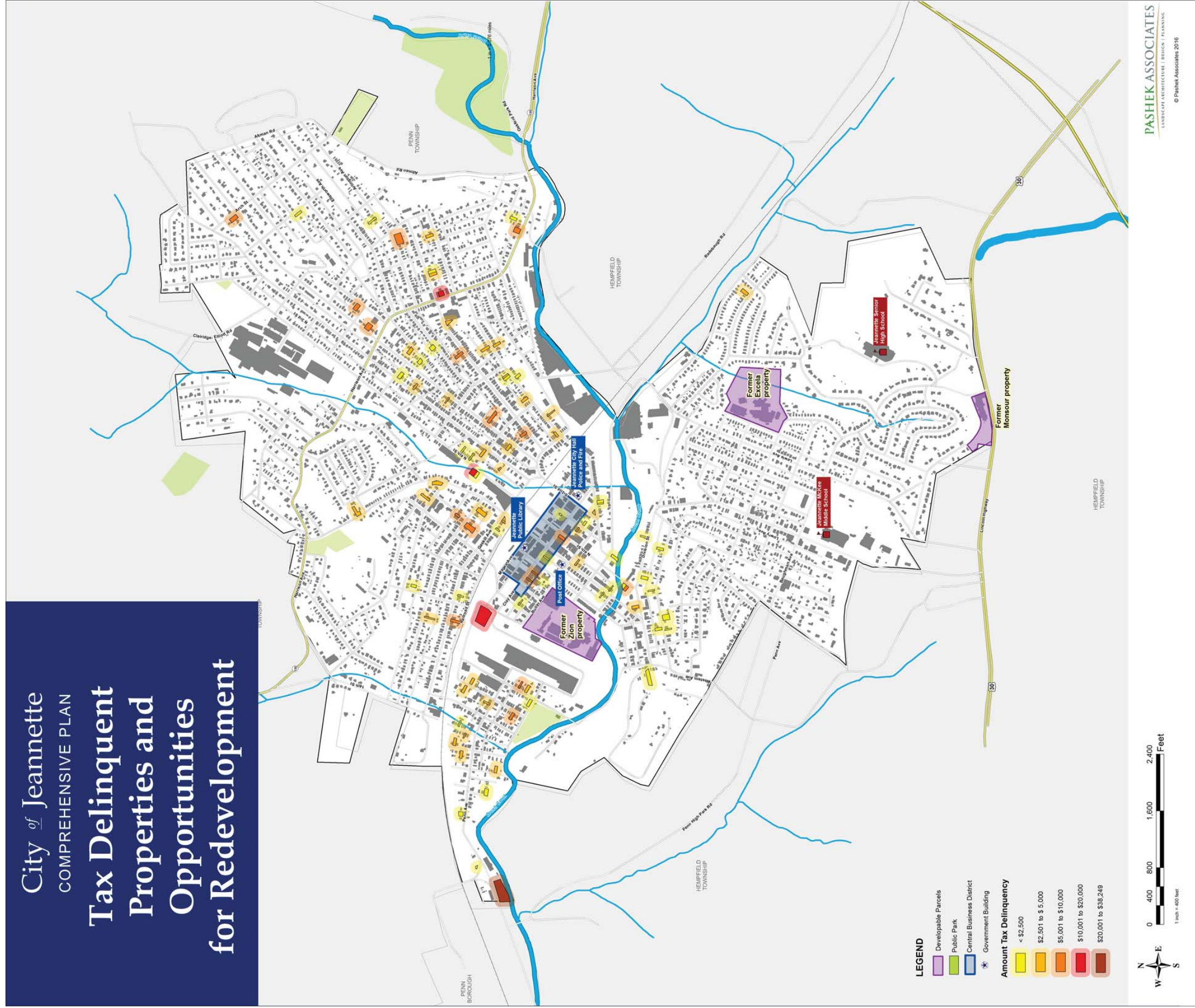
### Available tools

- A. Establish a registration program for vacant, rental, and foreclosed properties
- B. Establish a Blight Court
- C. Create a blight fund
- D. Require pre-sale inspection by sellers of code-deficient structures
- E. Require purchasers of code-deficient properties to resolve violations within 18 months
- F. Disqualify bidding on tax sale properties by those who have tax delinquencies or code violations
- G. Establish a home repair and rental rehabilitation grant program
- H. Impose fines on owners for missing doors or windows
- I. Deny permits to owners of tax delinquent properties
- J. Asset attachment against violators
- K. Create a Hall of Shame, publicizing the names, photos and addresses of violators
- L. Apply criminal misdemeanor sanctions for multiple code violations
- M. Extradite out of state property owners for criminal prosecution



This map shows the distribution of tax-delinquent properties in Jeannette in 2015. In the absence of data on blight, tax-delinquency is shown here as a proxy, for illustrative purposes. The map demonstrates how data-based mapping can show the extent and distribution of a problem. Mapping also can help a community visualize strategic opportunities.

**City of Jeannette**  
 COMPREHENSIVE PLAN  
**Tax Delinquent Properties and Opportunities for Redevelopment**





# Target the downtown

**R**edevelop the downtown area. Blight within the downtown hinders economic vitality and contributes to a negative impression. As the city applies its intensive plan for addressing blight, the downtown area should be a primary target. It will be important to apply this intensive plan for addressing blight to the downtown area of Jeannette. Additional steps also are important.



- **Redefine what is “downtown,” including deciding how to right-size it.** In the past half-century, as the manufacturing-based economy shifted, Jeannette’s downtown lost many of its businesses. The buildings that once housed banks, retail stores and offices occupy 11 square blocks bounded by Magee Avenue and Bullitt Avenue to the north and south and South Second Street and South Eighth Street to the east and west. With many of these buildings now vacant or under used, blight has encroached.

P R O G R E S S



1. As the city brings a multi-pronged effort to downtown improvements (See “Vibrant Downtown,” Chapter 2), the city should define the downtown’s geographic parameters so it can target blight-fighting strategies in that zone.
2. An honest but difficult discussion needs to take place regarding right-sizing the downtown for the 21st century.

- Use the blight-fighting process described earlier in this chapter to aggressively enforce city ordinances against property owners who are in violation.



1. Collect and maintain data on property ownership within the downtown area. Understanding who owns property can enable the city to target absentee owners who allow buildings to remain vacant and under-used.
2. Aggressively enforce city codes.
3. Implement programs that encourage local ownership, such as working with local banks or acquire properties; employing a side-yard program; implementing absentee landlord actions; and applying the state conservatorship law.



- **Initiate property rehabilitation programs.**



1. Collect and maintain data on the condition of properties within the downtown area.
2. Implement programs that encourage rehabilitation of sound structures and the demolition of unsound buildings.
3. Support rental-rehab programs for property owners.

- **Initiate land-use programs.**



1. Collect and maintain data on the condition of properties within the downtown area.
2. Implement programs that encourage rehabilitation of sound structures and the demolition of unsound buildings.
3. Support rental-rehab programs for property owners.

- **Initiate vacant lots and side yards programs.**



1. Identify and implement vacant lot and side yard programs that use open spaces creatively and fruitfully to contribute to the downtown's vibrancy. Utilize land bank as a tool for redevelopment.
2. Include gardens, green infrastructure, art and music, and commercial opportunities.

- **Apply design guidelines** to ensure quality, visually attractive development that becomes a significant asset to the community.



1. Future development in downtown area should incorporate the design standards established in the zoning ordinances developed as part of this planning initiative.
2. Publicize and implement development as part of property rehabilitation programs.







## Case study: What would it take to redevelop a site?

Pages 1-13 and 1-15 provide a sample pro-forma for redeveloping a building as shown in these images.



### 506-508 Clay Avenue – Jeannette

Current Owner:	First Empire Development Corp. 521 Clay Avenue Jeannette, PA 15644	Tax parcel #: 14-01-16-0-102-00-000 Date last sold/price: \$10,000 Current Assessed Value: \$28,920 Taxes on Bldg.: \$4,008.60 Est. Sq. Footage: 6,700
1 <sup>st</sup> Floor Storefront:	vacant	
Upper two floors:	vacant	

#### Preservation Concept:

Set in the heart of the downtown business district, 506-08 Clay Avenue was selected as an example of a potential development preservation project to illustrate what downtown properties could look like if rehabilitated for re-use.

The building is currently vacant and in need of substantial rehabilitation. Ideally, the ground floor commercial space would be occupied by a restaurant or similar use. The upper floors could also be rehabilitated for either additional commercial usage (office space) or residential space. Any rehabilitation of this structure should reach for the highest quality in order to set the standard for future preservation projects in downtown Jeannette.

#### Steps to Building Rehabilitation:

1. Conduct Feasibility Study
2. City acquire site control
3. Identify potential developers through RFQ/P
4. Select Developer that will advance City's goals
5. Work with the developer to secure funding



**Case study: What would it take to redevelop a site?**

NOTE: FOR ILLUSTRATIVE PURPOSES ONLY

**SAMPLE DEVELOPMENT PROFORMA FOR 506-08 CLAY AVE. JEANNETTE, PA****Uses of Funds****Hard Construction Costs**

Estimated Rehabilitation Costs		
Commercial	\$323,785	
Residential	\$379,610	
Total Rehabilitation Costs	\$	703,395
Construction Contingency	\$	35,170
<b>Subtotal Hard Construction Costs</b>	<b>\$</b>	<b>738,565</b>

**Fees and Costs**

Architectural/Engineering Fee	\$	70,340
Legal Fees	\$	5,000
Environmental Audit	\$	7,500
Property Appraisal	\$	5,000
Survey	\$	4,500
Market Study	\$	10,000
Title, permits and Recording Costs	\$	3,500
Other related Soft costs	\$	5,000
Developer's Fee	\$	84,407
Operating Reserve Fund	\$	25,000
<b>Subtotal Fees and Costs</b>	<b>\$</b>	<b>220,247</b>

**Acquisition**

506-08 Clay Avenue	\$	50,000
Closing Costs	\$	3,500
<b>Subtotal Acquisition Costs</b>	<b>\$</b>	<b>53,500</b>
<b>Total Uses of Funds:</b>	<b>\$</b>	<b>1,012,312</b>

**SOURCES OF FUNDS**

PA Keystone Communities Dev. Grant	\$	250,000
PA Neighborhood Partnership Program (NPP)	\$	250,000
City of Jeannette CDBG	\$	150,000
County Act 137 funds (residential only)	\$	125,000
Amortized Commercial Debt	\$	50,000
Owner Equity	\$	100,000
Other state and local	\$	87,312
<b>Total Sources of Funds</b>	<b>\$</b>	<b>1,012,312</b>

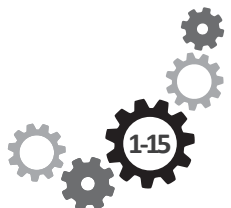
Note 1: Commercial Rehab cost est. at \$145 sq.ft X 2,233 sq ft.

Note 2: Residential Rehab cost est at \$85 sq ft X 4,466 sq. ft

Note 3: Owner equity and/or commercial debt may need to be eliminated from overall sources if developer is unable to secure these sources.  
If so, additional public sources of funds would be need to make the project financially feasible.

Note 4: All PA state funds may be replaced with other state or local funding programs upon additional financial feasibility analysis

— Mullin &amp; Lonergan



## Ideas from Elsewhere

As the city fights blight and pursues mixed-use redevelopment, design criteria can help ensure the kind of attractive appearance the city desires. Though the objectives shown below were written for a big-city planning department, there's no reason Jeannette can't require them as well.

### **Design objectives for mixed-use multi-family residential and commercial sites**

Consider neighborhood context and linkages in building and site design. Include site planning, building orientation, entrances, and relationship to adjacent buildings.

Employ distinguishable and attractive building design. Include building facades and building materials. Apply special design consideration for historic properties.

Provide pedestrian connections within and around the project. Include sidewalks and pathways, crosswalks and street crossings, on-street parking.

Minimize the appearance of driveways and parking areas as viewed from the street. Include off-street parking, driveways and green infrastructure.

Utilize open areas and landscaping opportunities to their full potential. Include on-site landscaping, green infrastructure, open space and recreation activities.

Improve the streetscape experience by reducing visual clutter. Include building signage, lighting and security, and utilities.

— Adapted from

*“Residential Citywide Design Guidelines for Multi-family Residential and Commercial Mixed-use Projects.”*

*Los Angeles Department of City Planning*

# Target gateways and corridors

**Improve the character and appearance of the gateways and important corridors leading into Jeannette.** The first impression visitors have of Jeannette is the experience of driving into the city. Currently, the roads leading into town do not present the city at its best due to specific properties or stretches of road with vacant and/or deteriorated buildings or lots. An overall plan for improving the approaches to the city appears in Chapter 4, "Welcoming Corridors." However, it bears mentioning here, as well, that the city's effort to fight blight should include these high-priority locations.

- Collaborate with the Community Appearance group (see chapter on Gateways and Corridors) to initiate property rehabilitation programs to enhance the appearance of main corridors.

P R O G R E S S



1. Collect and maintain data on the condition of properties along key corridors entering the city, with particular attention to Lowry Avenue from Route 30 and Harrison Avenue.
2. Implement programs that encourage rehabilitation of sound structures and the demolition of unsound buildings.
3. Work with property owners where opportunities exist for murals and street-tree plantings.



- Initiate vacant lots programs to enhance the appearance of main corridors into the city.



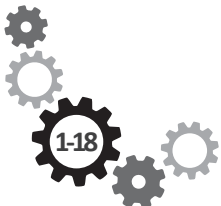
1. Identify vacant lots along key corridors such as Lowry Avenue and Harrison Avenue.
2. Identify and implement vacant lot programs that use open spaces creatively and fruitfully to contribute to the appearance of routes entering the city.
3. Include gardens, green infrastructure, art and music, and commercial opportunities.

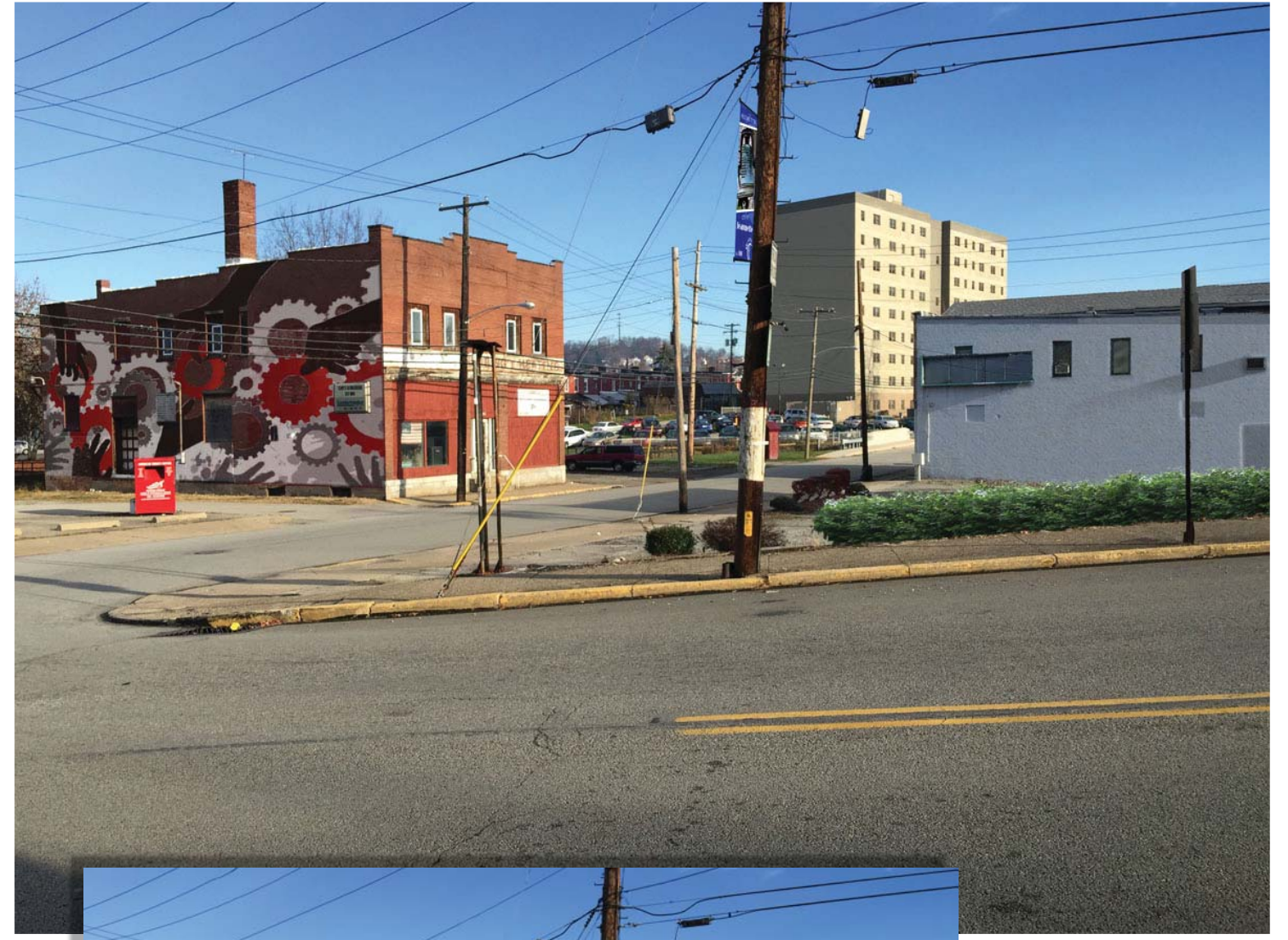


- **Apply design guidelines** to ensure quality, visually attractive development that becomes a significant asset to the community.



1. Future development along important corridors should incorporate the design standards established in the zoning ordinances developed as part of this planning initiative.
2. Publicize and implement development as part of property rehabilitation programs.









# Central core proposed development

Truck access route to industrial zone

Park/green space anchor to downtown zone

Multi-use plaza associated with flex-space building

Flex-space warehouse/distribution site and market

Park/green space and community garden at former Jeannette Glass Works site

Light industrial/warehouse facilities at former Jeannette Glass Works site

Trail connections

Improvements to gateways

High-density residential mixed-use development (typical)

Park/green space and stormwater management area at former industrial site

Street trees along major corridors





## Target specific sites

**R**edevelop the former **Jeannette Glass Works site**. The former Jeannette Glass plant stood abandoned for years before the Westmoreland County Industrial Development Corp. purchased the 13-acre property in 2012. The purchase was tied up in litigation for a few years, but development can now begin. As of this writing, site is being assessed for environmental damage under Pennsylvania’s Land Recycling Program (“Act 2”).

- In cooperation with Westmoreland County, develop and mount a community process to re-imagine the former Jeannette Glass Works site and identify the best potential uses.

### P R O G R E S S



1. Jointly plan a community conversation about the future uses of the site. Collaborate and communicate with county planning and redevelopment professionals as well as the Jeannette Redevelopment Authority, Jeannette Planning Commission and city staff to develop the process.
2. Reiterate during discussions the results of public input collected as part of this plan. This input strongly suggested:
  - Mixed-use development as a buffer between a newly developed residential zone along South Sixth Street and the county’s existing industrial park on the other side.
  - While additional tax revenue for the city is one goal for the property, other goals are to enhance the greenway formed by Brush Creek, to strengthen connections to downtown, and to provide opportunities for bike/pedestrian access to and through the site.
3. Work with all parties to undertake a market study to establish a realistic view of demand for uses at the site.
4. As county completes study, remain abreast of findings for potential site uses.



- **Align future land use and intended development of this site with zoning ordinances and zoning and land-use maps.** Zoning ordinances should provide flexibility and encourage good development.



1. Ensure development at this site complies with zoning ordinances and land-use and zoning maps developed as part of this planning initiative.

## Zoning district description

### URBAN CENTER DISTRICT (UC)

Purpose: To accommodate the redevelopment and re-use of part of the former Zion manufacturing site and some surrounding parcels. This district is intended to accommodate a mix of commercial, residential, and public uses that together foster an active pedestrian-oriented area.

- **Apply design guidelines** to ensure quality, visually attractive development that becomes a significant asset to the community.



1. Future development of the former Jeannette Glass site should incorporate the design standards established in the zoning ordinances developed as part of this planning initiative.
2. Publicize and implement as part of the future sale and/or development of this property.

## Ideas from Elsewhere

As the city pursues redevelopment, design criteria can help ensure the kind of attractive appearance the city desires.

### Design objectives for industrial sites

1. Consider neighborhood context and compatible design of uses. Include site planning, building orientation, entrances and relationship to adjacent buildings.
2. Employ high-quality architecture to define the character of industrial districts. Include attention to pedestrian scale, building facade and form, building materials, walls and fences and green infrastructure
3. Create active pedestrian and employee amenities. Include sidewalks and pathways, parking, bicycle amenities.
4. Facilitate safe access for loading areas while buffering pedestrians and non-industrial uses. Include parking, driveways, and loading zones.
5. Include open space to create opportunities for pedestrian and employee amenities. Include on-site landscaping, open space, plazas and green infrastructure.
6. Improve the streetscape experience by reducing visual clutter. Include building signage, lighting and security, and utilities.

— Adapted from

*“Industrial Citywide Design Guidelines for Heavy Industrial, Limited and Light industrial, Hybrid Industrial and Commercial Manufacturing”*

*Los Angeles Department of City Planning*



**R**edevelop the former Monsour Hospital site. This high-visibility location along Route 30 became a magnet for trespassers in the 10 years it stood vacant after going out of business in 2006. The Westmoreland County Land Bank purchased the 6.7-acre site in 2014, and demolished the building in 2015-16.

- Align future land use and intended development of this site with ordinances and zoning and land-use maps.

P R O G R E S S



1. Ensure development at this site complies with zoning ordinances and land-use and zoning maps developed as part of this comprehensive planning initiative.
2. The site’s “Regional Commercial” zoning district allows for appropriate development at the site, which is bounded on one side by a highway and to the rear by a residential neighborhood.

- Apply best-practice standards for design of highway-oriented development, including access management. This enhances the value of the property and encourages use of similar standards in other jurisdictions along Route 30. It also helps to ensure quality, visually attractive development that becomes a significant asset to the community.



1. Conduct a visual preferences survey with the Planning Commission as part of an initiative to create best-practice design standards.
2. Future development of the former Monsour Hospital site should incorporate the design standards established in the zoning ordinances developed as part of this comprehensive planning initiative.
3. Publicize and implement the design as part of the future sale and/or development of this property.

### Zoning district description

#### REGIONAL COMMERCIAL DISTRICT (RC)

Purpose: To allow for commercial development along a highway corridor to provide retail, services, and other amenities to residents and visitors throughout the region. Commercial development that provides pedestrian access and facilities is encouraged, along with the use of appropriate building materials, architectural detail, massing, lighting, and landscaping criteria to maintain compatibility with the character of Jeanette.



- **Apply best-practice standards for buffer requirements** for lighting, signage, and traffic/parking on the residential side of the property. This protects the value of existing homes in the vicinity of the site.



1. Conduct a visual preferences survey with the Planning Commission as part of an initiative to create best-practice design standards.
2. Future development of the former Monsour Hospital site should incorporate the design standards established in the zoning ordinances developed as part of this planning initiative.
3. Publicize and implement the design as part of the future sale and/or development of this property.



**R**edevelop the former Jeannette District Memorial Hospital site as an assisted living facility that is compatible with the surrounding neighborhood. The location of the now-demolished hospital lies within a largely residential area in southeastern Jeannette. It has been purchased by Larbon LLC for redevelopment by Palm Communities as an assisted-living facility. Although the former hospital was razed in 2014, the parcel still includes a retaining wall and a two- to three-level parking deck facing the residential neighborhood. A medical office building also remains on the site.



- **Align future land use and intended development of this site with ordinances and zoning and land-use maps.**

P R O G R E S S

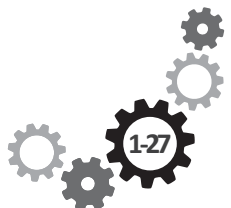


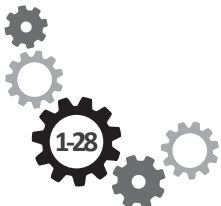
1. Ensure development at this site complies with zoning ordinances and land-use and zoning maps developed as part of this comprehensive planning initiative.
2. Communicate with the owner and developer about the city’s intention for this property.
3. Public input into this project leaned strongly toward mixed uses compatible with neighboring residential use, such as a single-story or low-rise residential-style assisted living facility.

- **Apply best-practice standards for design, including buffer requirements** for lighting, signage, and traffic/parking. This protects the value of existing homes in the vicinity of the site.



1. Future development of the former Jeannette District Memorial Hospital site should incorporate the design standards established in the zoning ordinances developed as part of this planning initiative.
2. Publicize and implement the design as part of the future sale and/or development of this property.



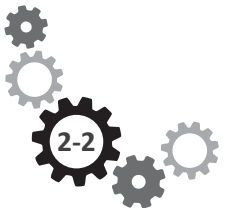






**VIBRANT**

# **Downtown**



# Vibrant Downtown

The downtown area of Jeannette has struggled since the later decades of the 1900s in similar fashion to that of other U.S. cities whose economic bases were weakened with a decline in local manufacturing jobs.

Over time, businesses closed. Department stores and other shops went dark, and companies that had large offices in town no longer needed a local presence. Today, a number of buildings have been vacant or under-utilized for decades. The resulting impression, which residents, officials and visitors alike find troubling, is a struggling downtown with limited assets.

Of course there are bright spots:

- Existing businesses include some popular restaurants and other entertainment locations, interesting specialty shops and antique stores, a

few thriving retail stores and franchises that meet basic general needs of local residents.

- Also present in or near downtown are community resources such as houses of worship, municipal offices, social-service non-profits and the public library. The downtown zone also includes residences.
- Business owners mount events such as festivals and farm markets that draw visitors.

The City of Jeannette plans to overcome the negative influence of empty storefronts, deteriorated structures and vacant lots through strategies for investment and economic development, new streetscape and place-making improvements, and new branding, marketing and promotion.

## Vision

Jeannette's vibrant downtown is a lively, safe and economically viable place to live, play and do business.

## Goals and Objectives

1. Diversify the mix of uses in the downtown to include commercial and residential.
2. Create a commercial district with diverse business types.
3. Provide a lively and safe cultural, social, economic and residential atmosphere.



Mixing business and residential uses will help mitigate the vacancy rates in downtown Jeannette.

# Strategies and implementation steps

## Create a focused downtown plan

**C**reate a multifaceted plan for reinvigorating downtown, working with the Pennsylvania Downtown Center. The community's core, hollowed out by years of population and commercial decline, can be re-energized.

To build a focused downtown plan, the state Department of Community and Economic Development (DCED) was willing to fund some preliminary discussions between Jeannette and the Pennsylvania Downtown Center (PDC). The PDC has experience in revitalizing downtowns across the commonwealth, and is familiar with a process to begin building capacity in support of that process. The Pennsylvania Downtown Center has the ability to help build community capacity through training, marketing and promotion, and solidifying brand identity and downtown image.

- **Build on the fundamentals as described throughout this comprehensive plan.**

### PROGRESS



1. Use the blight-fighting strategy described on **Pages 1-11 to 1-16** to redefine the size of the downtown and aggressively fight property deterioration and vacancy.
2. Work with Pennsylvania Downtown Center to continue to define downtown assets, beyond those already noted in this plan.
3. Continue the discussion on right-sizing the downtown area, incorporating parking for mixed uses, and providing easy access to open space for new urban dwellers.
4. Work with county government and the redevelopment authority to target key parcels in downtown for acquisition and redevelopment.
5. Begin envisioning how development at the former Jeannette Glass Works site will enhance downtown.

### Pennsylvania Downtown Center: The work so far

To start the conversation between Jeannette and the PDC, the Pennsylvania Department of Community and Economic Development funded a site visit by Dave Zellers from the downtown center in June 2016 to engage in a situational analysis, meet with representatives from Jeannette, DCED, the comprehensive planning team and the Jeannette Business Association to talk about next-step strategies. The PDC returned to Jeannette in August 2016 to present additional information to stakeholders in the community.








Clay Avenue should be one focal point of effort to invigorate the downtown.





# Downtown proposed development

## LEGEND

-  Downtown zone
-  Clay Avenue gateways
-  Key Downtown connections
-  New 2-way traffic pattern
-  New infill development



- Engage with Jeannette Business Association and a small working group that is interested in reinvigorating the downtown to build on the existing programs the JBA has initiated.



1. Consider creating a Downtown Improvement District.
2. Pursue the following steps:

### **The 5 Pillars of Community Revitalization for Main Streets**

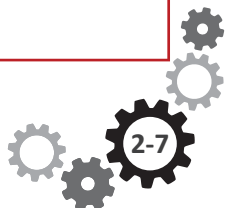
- A. Create a strong organization to promote the downtown through partnering, volunteering and fund raising.
- B. Focus on economic vitality through business retention and recruitment, developing new economy assets, financial incentives and market information and research
- C. Promote the downtown through special events, media relations, cross-retail efforts and websites and social media through block parties, fairs and healthy community events.
- D. Create attractive places through design, including façade renovation, streetscapes, attractive gathering spaces, convenient parking.
- E. Provide a safe, clean and green environment in the downtown by community clean-up days, block watch efforts, litter and code enforcement and maintaining attractive gateways and corridors.



- Eventually develop a position for someone who can be the point person for attracting investments, new business, and generating activity and events in the downtown area. The typical way capacity is generated in downtown revitalization strategies is to create such a paid position. Statewide programs include the Keystone Community and the Main Street Community.



1. Continue to provide City Council with additional information on the benefits of funding, in part, a Main Street manager position.
2. Seek alternative funding sources, such as:
  - Donations
  - Business Improvement District fees
  - Event revenues
  - Municipal contributions
  - Foundations



# Change how downtown properties are used

**E**ncourage mixed uses in the downtown, with emphasis on adding residential housing. Commercial and residential uses tend to feed off each other since people who live in an area create a demand for retail shops services and entertainment opportunities. The simple presence of people living downtown can help draw in new businesses.

- Align future land use and intended development of this site with ordinances and zoning and land-use maps.

P R O G R E S S

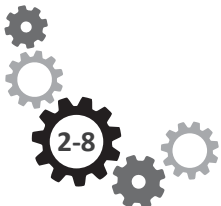
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1. Ensure downtown development complies with zoning ordinances and land-use and zoning maps developed as part of this comprehensive planning initiative.
2. Emphasize the addition of new residential in the downtown area in a way that is compatible with commercial uses.
3. Develop design guidelines for facades and streetscape improvements

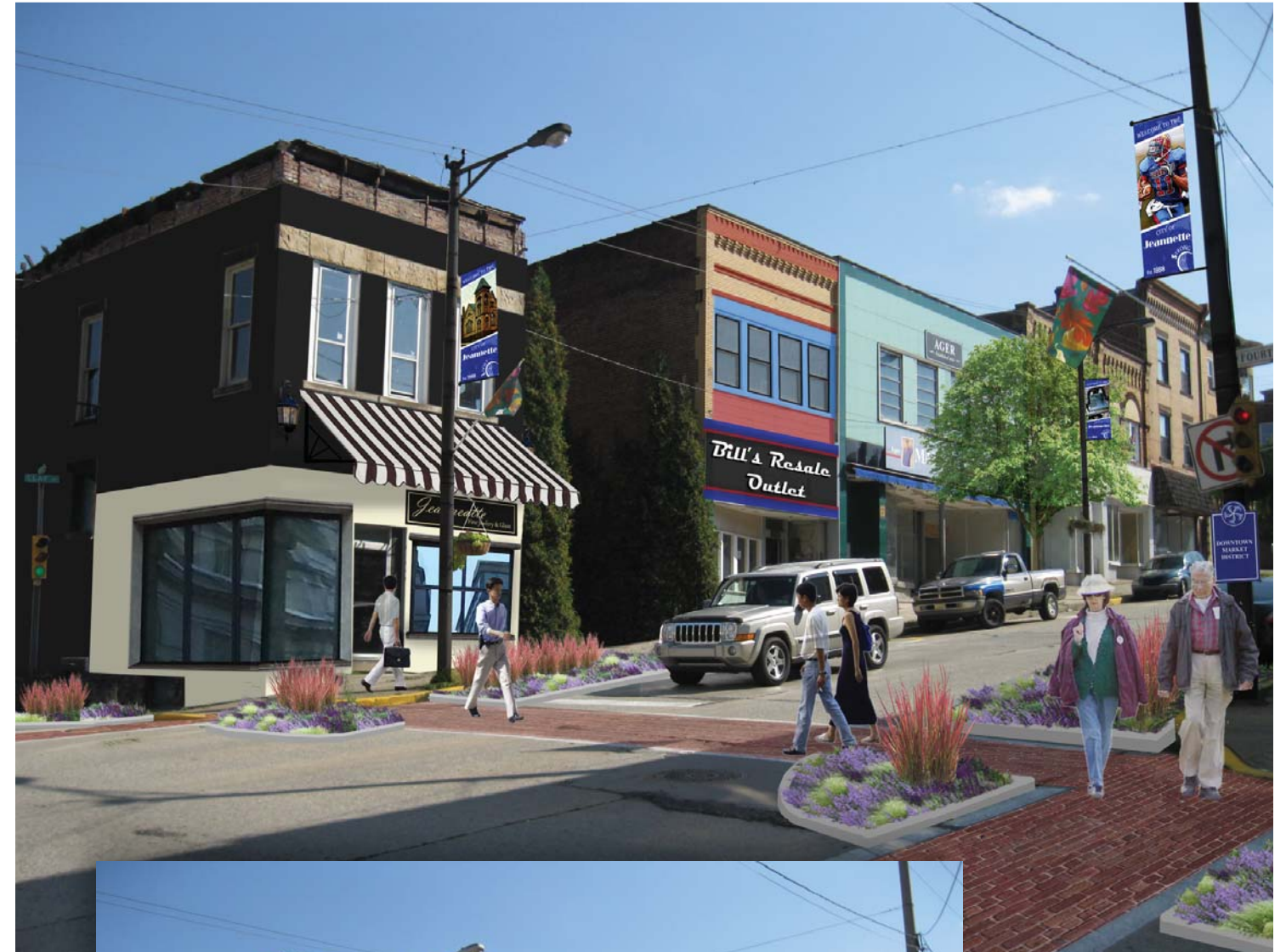
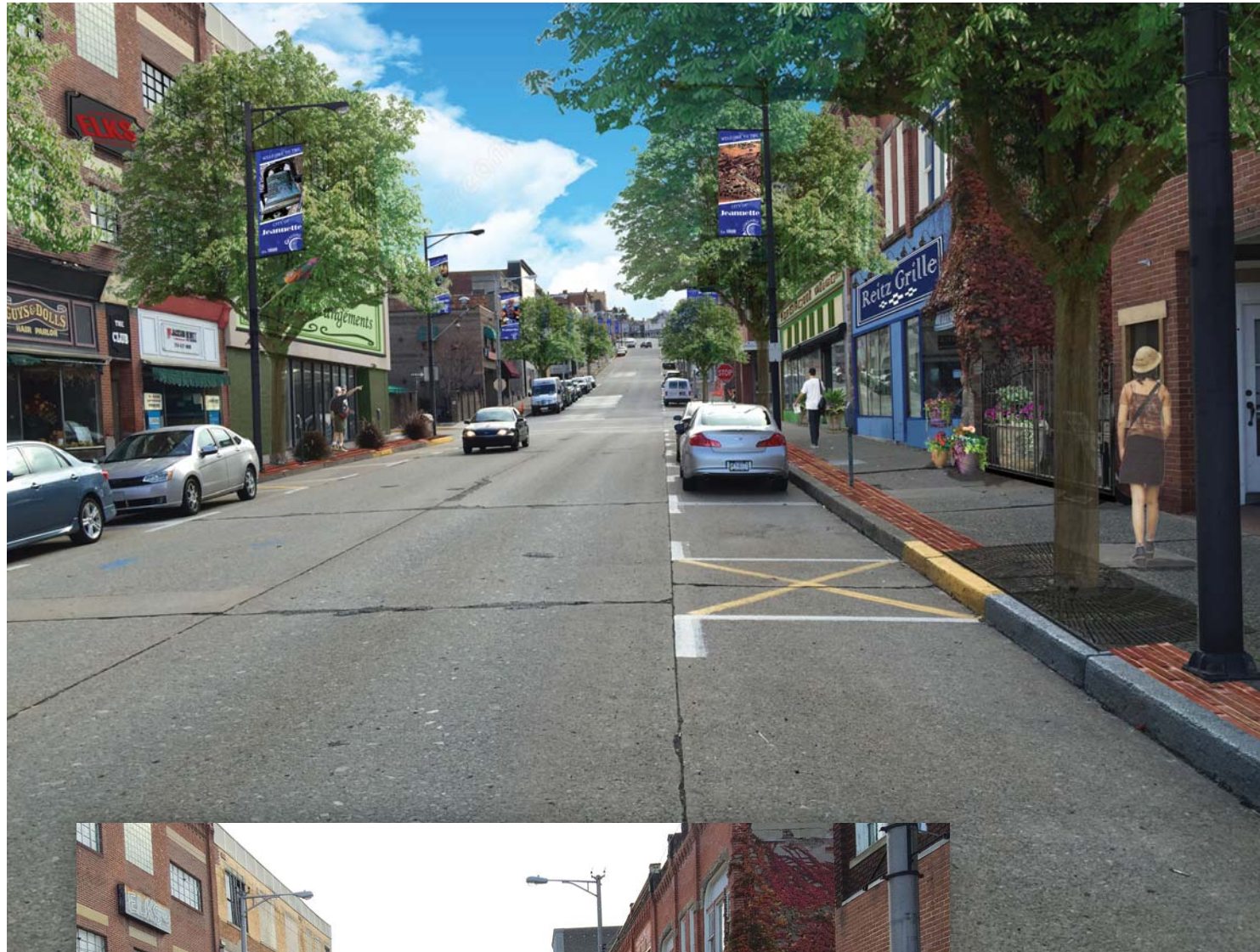
## Zoning district description

### DOWNTOWN DISTRICT (D)

Purpose: To stimulate an active, vibrant traditional business district in Jeannette. Larger structures with regional commercial land uses are appropriate. The boundaries of this district are meant to foster a concentrated focus for the economic revitalization of Jeannette’s commercial core. A variety of retail and service uses are permitted, with mixed-use and multi-tenant buildings encouraged.









# Make it easier to set up shop or move in

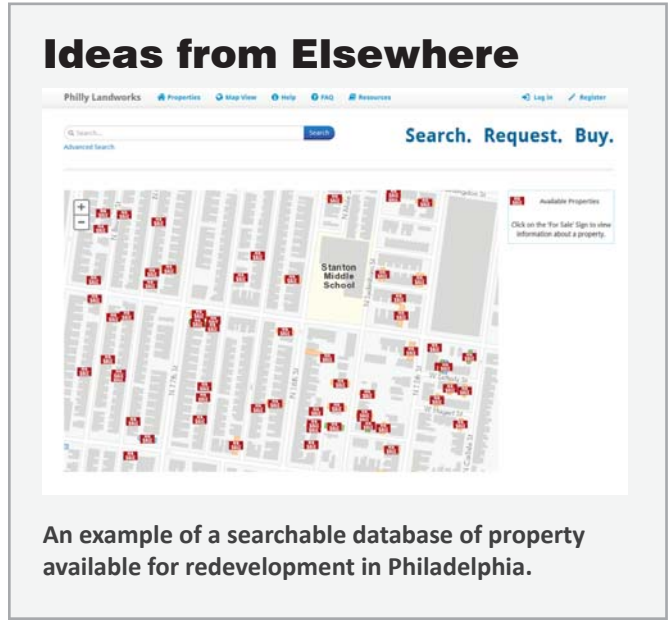
**T**rack property availability and market properties and opportunities downtown. Potential residents and business owners could overlook or skip Jeannette if information about downtown availabilities is not readily attainable. This plan suggests the city take new steps in identifying and marketing to potential investors the available properties and opportunities.

- **Create a property database.** Potential investors need to be able to find out, with no hassle, what properties are for sale, what kind of shape they are in, how much rehabilitation work or expense will be needed, and what kind of assistance might be available. A well-maintained database that drives a clickable map is the most convenient way businesses owners or investors find the information they want.

P R O G R E S S

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1. Develop and maintain a database that provides clear and accurate information and photos, including what improvements may be needed to bring the building up to code, current ownership information, including any liens against the property. Photographs or video tours should be part of the clickable information.
2. The city may wish to also include properties not currently on the market officially but that are under-used or vacant, and for which investment and improvements may be desirable.
3. The city should host this service or work with Westmoreland County to provide this data-driven information source. Properties that are part of the Westmoreland County Land Bank program should be cross-listed.



An example of a searchable database of property available for redevelopment in Philadelphia.

- **Provide rehab assistance for commercial and residential uses downtown. Funding opportunities include:**
  - A. DCED Keystone Communities Program – used for community and economic development for costs associated with planning, façade programs and development grants. At the writing of this plan, there were limited funds available for this program but hopefully future state budgets will allocate additional resources.
  - B. DCED Neighborhood Partnership Program – five year program for community development where corporate partners receive 75-80% tax credit for a donation to the program. The Elliot Group has participated in a plan like this through Westmoreland Community Action.
  - C. Historic Tax Credits – federal tax credits for developers of historically significant buildings.

- **Enhance marketing efforts of downtown availabilities.** In tandem with the downtown rebranding efforts, the city, the Jeannette Business Association and other stakeholders in downtown redevelopment should actively market the properties that are available for investment.



1. Encourage temporary uses, such as pop-ups, in habitable but vacant structures
2. Provide vacant-building tours for business groups or real estate agents or the general community.
3. Publicize the property database.



1. Become a clearinghouse to assist in writing grant applications for renovations. Assist in the development of pro forma analysis for prospective projects.
2. Once funding is available, set up a revolving loan fund for redevelopment and a matching grant program for façade renovation.

## Ideas from Elsewhere



Wilkesburg offered a tour of properties it believes are prime opportunities for redevelopment.



# Spread the word about downtown

**R**ebrand and market the downtown. Jeannette’s downtown area should have a distinct identity that helps to differentiate it from other locations. The downtown will play a key role in helping the city experience regeneration, and its current and future assets should be trumpeted via branding and marketing efforts.

- **Develop a new “brand.”** This includes creating a slogan and logo that works well with the city’s new brand.

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1. Select the drafted slogan/logo if desired, or pursue a separate brand-development initiative.
2. Meet with Downtown group, JBA and other groups and institutions to explain and unify around a logo and slogan.

- **Create a marketing effort.** The Jeannette Business Association, individual downtown merchants and community groups can work with each other and with the city’s community development professional to incorporate the downtown “brand” into marketing materials.



1. Communicate with all related interest groups and the media about the new brand.
2. Provide the logo to local groups, businesses and institutions, along with guidelines of how to use it.
3. Downtown group or JBA should monitor use of logo.



- Mount pop-ups and special events.



1. Create special events. Consider closing Clay Avenue for one-day festival.
2. Build on branding and communication tools to engage participants in events.
3. Ensure scheduling compatibility via unified calendar.



Anacortes, WA, (pop. 16,000) ran its third annual Open Streets event for “non-motorized movers.”

## Why food-based pop-ups are popular

**Guest appeal.** The millennial generation likes the novelty and creativity. And those guests can spread the word to their baby boomer parents.

**Variety.** Pop-ups are opportunities for operators to offer quick-hit innovations with frequently changing menus. A chef can operate a new pop-up for a weekend, close and open another one the following weekend.

**Affordability.** As the name implies, pop-ups don’t require long-term investments. Operators pay rent only as long as they occupy the space. A restaurateur might spend only a few thousand dollars a week to maintain a mini-restaurant.

**Higher check averages.** Because pop-ups often are exclusive, and their food often is rare or unusual, customers will pay a premium for the experience.

**Portability.** A successful pop-up concept can move from city to city. If it’s equally popular there, it might stay. If not, it might still receive press for the brand.

**Growth potential.** If the concept continues to grow, it could grow to a stand-alone operation or one that distributes packaged food.

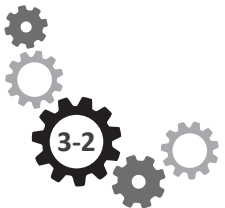
**Small loss potential.** If a concept fails in one spot, it can be packed up and closed as swiftly as it started.

— National Restaurant Association



**POSITIVE**

# Impressions





# Positive Impressions

The good things happening in Jeannette these days could fill a book (and they *do* fill this book). These positive steps are aimed at addressing real and significant problems such as blight and vacancies, a struggling downtown, and other community issues.

The steps set forth in this comprehensive plan and other initiatives led by the city, community groups and individual citizens give Jeannette much to be proud of and new improvements to tout.

Nonetheless, many residents and outsiders hold outdated negative impressions of Jeannette. Many believe crime is far worse than it is; many believe incorrectly that the city lags behind similar communities in Westmoreland County or Western Pennsylvania.

The City of Jeannette plans to take tangible and visible steps to address the problem of negative impressions.

The work of creating new, more-positive impressions of Jeannette is called “changing the narrative” in the professional world of marketing and strategic communications. The idea is to get updated facts, information and understanding about the city into the public realm so that these perspectives carry the weight they deserve.

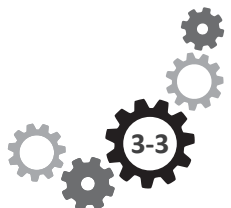
This does not minimize the work going on in other aspects of the city; in fact, the intention of the “Positive Impressions” chapter of this comprehensive plan is to acknowledge problems, but also show how they are being solved or addressed.

## Vision

Jeannette is widely recognized for vitality in community, commerce and culture, arising through public engagement and timely and accurate two-way communications.

## Goals and Objectives

1. Rebrand Jeannette as the city of “Community. Commerce. Culture.”
2. Communicate in a timely and accurate way with citizens, the business community, visitors and the media.
3. Involve and engage the public effectively.



# Strategies and implementation steps

## Create and implement a branding strategy

**R**ebrand” the city with a new slogan and logo that present Jeannette in a positive light. A city’s slogan becomes the short-hand way it is perceived by residents, businesses, visitors and also by people who know nothing else about a place. For years, Jeannette was known as “The Glass City,” which is no longer accurate, and now serves more as a reminder of what has been lost than a statement of current conditions or future hopes. A new slogan and logo are needed, along with a brand implementation effort.

- **Articulate the city’s vision for its future, its mission as a municipal jurisdiction, and a list of guiding principles for how it wants to operate.**
- **Create a new “brand.”** A new brand must reflect the contents of the city’s vision, mission and guiding principles. It must effectively position the city while also aligning with reality, neither glossing over problems nor selling Jeannette short. It must tout what the city is proud of today while also providing room for aspirations.

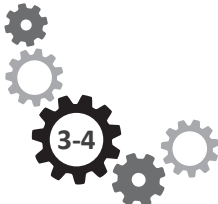
P R O G R E S S



4. Create a set of statements that puts into words how the city views itself and its future, and the values by which it conducts official business. (Statements appear on facing page.)
5. City Council reviews and approves the statements.
6. Ensure the statements are visible on the website and that city actions and publications reflect the contents and intentions.



- Create an ad hoc group of marketing, communications and design professionals and representatives of the city’s business community, planning commission and other groups.
- Draft a slogan and logo.
- Secure support from City Council and manager.



## Vision

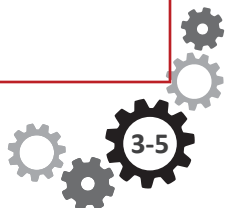
The City of Jeannette draws strength from its history as an industrial and manufacturing center; strives for a future that values hard work, personal responsibility and mutual prosperity; derives its sense of community from collaboration, communication and respect; embraces diversity in all forms; and welcomes new residents and businesses.

## Mission

Jeannette's government exists to help residents and business thrive within a safe and healthy environment. The City of Jeannette operates with these guiding principles:

## Guiding Principles

- Jeannette is a city in transition but one with clear priorities, so city government strives to demonstrate its commitment to "Community. Commerce. Culture."
- Jeannette must be a safe place to live and work, so city government works with the community to prevent crime and protect lives and property.
- Jeannette must be a healthy environment, so city government protects air, water and other natural resources, and manages waste effectively.
- Jeannette must be a visually attractive location for residents, visitors and business owners, so city government works with citizens and partners to eliminate blight and provide attractive streetscapes, open spaces, parks and views.
- Jeannette must be economically viable location for residents and businesses, so city government encourages and guides business development.
- Jeannette's citizenry is diverse, so city government provides and/or encourages services, opportunities and infrastructure that enable people of different abilities, backgrounds, ages and incomes to live and work here.
- Jeannette citizens and businesses entrust tax dollars to the city, so city government is a responsible steward of public money.
- Jeannette values citizen interest and engagement, so city government provides timely and accurate information, and invites public participation.
- Jeannette considers itself to be a good neighbor, so city government works collaboratively with other governmental bodies, adjoining municipalities and the school district.
- Jeannette citizens should have the benefits of physical and social well-being, so city government provides and encourages affordable recreational and cultural opportunities.




# Ideas from elsewhere

- **Apply consistent use of logo and slogan, including fonts and colors.** The purpose of developing a brand is to help create instant recognition on the part of the public. Consistent use makes the elements of a brand more effective.



1. Identify instances and situations in which the logo, slogan, colors and fonts should be used.
2. Methodically follow through. This should include all communication materials such as letterhead, emails, business cards, press releases, website, social media.



**MAYOR**  
RICHARD R. JACOBELLI

**CITY MANAGER**  
MICHAEL NESTICO

**COUNCIL**  
CHARLES HIGHLANDS  
GABRIEL H. HOMAN  
ROBIN MOZLEY  
RON SMITH

**City of Jeannette Guiding Principles**

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110 S. 2<sup>ND</sup> STREET JEANNETTE, PENNSYLVANIA 15644-2198  
CityOfJeannette.com (724) 527-4000 FAX (724) 527-4005

## Checklist for effective press releases

**Write for humans and search engines.** Press releases aren't just for reporters anymore, but also go directly to citizens and residents.

**Optimize for key words.** Identify key words or buzzwords that people (including reporters) might type into a search engine.

**Use buzzwords in the headline.** Headlines should be six to 12 words long.

**Use a sub-headline and optimize it for a different keyword phrase than in the headline.** This should provide additional information to grab attention and also to meet needs of people who might not read further.

**Use one or two of the keyword phrases in the first sentence of the press release.**

**Repeat keyword phrases throughout the press release.** This helps search engines find your material. But, be careful not to overdo it, or you may get blocked.

**Make the press release long enough, but not too long.** A good length is 400 words, which is about one page, or twice as much content as appears in this box.

**Link to relevant websites and pages.** But limit hyperlinks to one per paragraph.

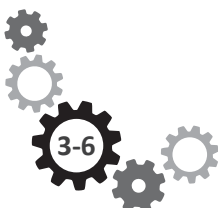
**Include quotes from real people.** This adds relevance, interest and humanity.

**Add a relevant YouTube video.** Embed it and link to it.

**Link to social media sites.**

**Twitterize your headline.** Make it enticing to Twitter users.

— Adapted from "Press Release Checklist,"  
PR News Channel



# Improve external communications

**C**ommunicate effectively with citizens, businesses, groups, institutions and visitors. Part of “changing the narrative” about Jeannette involves communicating in a timely and accurately way about news and information concerning the city. The city should manage its communication so that it “speaks with one voice,” communicates via many channels, and is receptive to communication from citizens and constituent groups. It must be able to conduct emergency communications as well as routine ones.

- **Create a public information officer position.** A public information officer has the responsibility of initiating communication on behalf of the city, to ensure that news and information conveyed promptly and accurately. The public information officer is the point person for receiving questions about the city, news events or important developments, and preparing/delivering responses. This position helps to ensure that the city is “speaking with one voice.”
- **Develop and routinely use a “communications toolbox.”** Well-developed lists of “ways to communicate” and “potential audiences” should be created and routinely used, so that communication via many channels and formats becomes standard practice. This can ensure that citizens with different communication preferences (digital, print, mobile) will receive the information they need and deserve. For example, the city’s spokesperson would choose one set of communications tools to inform non-profit groups about new grant money available, and choose a different set of communications tools to inform all citizens and businesses of a developing crisis event.

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1. Although a public information officer position was not approved or funded soon after it was proposed, this full- or part-time position is an important goal for a city so intent upon changing how it is perceived in the public realm.
2. Until this can be achieved, the duties of this position should be handled by the city manager or his/her designee.



1. Set up communications channels and mechanisms that meet the needs of all types of city information recipients.
2. Develop checklists for which methods to use for which constituencies.
3. Best practices are available through the Pennsylvania Association of Township Supervisors and other professional organizations related to good governance.
4. Update city council monthly on progress.

## Draft 12-7-2016

- Continue to develop the city’s website and mobile site.
- Develop and maintain a curated presence on social media sites.



1. Regain control of the city’s internet domain name.
2. Revise the city’s internet site.
3. Develop a mobile site.
4. Refine the internet and mobile sites, and add functionality, including the ability for users to sign up for “push” emails from the city; the ability to acquire information such as meeting agendas by clicking on the home page events calendar; and the ability to complete employment or volunteer board applications via online forms.

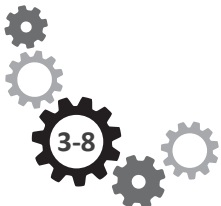
1. Create and implement a posting policy within city government.
2. Recognize that the most important sites for local communications in 2017 are Facebook, Twitter and Nextdoor. The city should have one presence on each platform so that it speaks with one voice.
3. The city should keep abreast of the changing social media landscape, and be prepared to abandon or add platforms.
4. Best practices and sample standards are available online at sites related to good-government sites for local jurisdictions.

**P**repare and continually revise a crisis communications plan. No one wants to imagine a disaster or horrible event close to home. However, it is in emergencies that citizens most need clear, accurate and timely information. Pennsylvania cities are required to maintain an emergency communications plan. Jeannette should ensure that its plan reflects communications improvements resulting from this comprehensive plan.

- Prepare a checklist for both whom to contact and what information will be needed.



- Prepare an information checklist.
- Prepare an emergency distribution contact list.
- Follow other emergency communications guidelines on good-government sites.



# Improve media relations

**D**evelop and implement a media relations toolkit. Part of “changing the narrative” about Jeannette involves effective relationships with media outlets so the city is better able to widely communicate news and information it hopes to convey, and media outlets are better able to secure the information they need for stories they are preparing.

- Create and maintain a list of media contacts.

P R O G R E S S



1. Maintain a current contact list for specific reporters, producers and editors at all mainstream media outlets that cover Jeannette.
2. Similarly, those media representatives should have on- and off-hours contact information for a spokesperson for the city.

- Approach each occurrence of media contact with adequate preparation.



1. Begin the practice of developing fact sheets, talking-point memos and/or press releases about important news items so that the spokesperson is prepared to communicate effectively with media professionals.
2. Although the city spokesperson should typically be the face and voice of the city to the media, all key city officials should receive copies of the fact sheets, talking-points memos or press releases so they also are sufficiently informed about a newsworthy event to respond knowledgeably to questions.
3. Steps include preparing templates for fact sheets, talking-points memos and press releases so that contents can be developed quickly if needed; establish clear guidelines within the city about who speaks for the city to the media and how to work with the media.
4. Some templates were developed as part of this comprehensive plan. Other helpful templates and checklists are available at online resource sites such as: <http://www.eplanonline.com/webver/PublicInformationOfficer.htm>





- Secure media training for the public information officer or other city spokesperson, and key city officials. Training should include best practices for telephone or personal contact, news releases, briefings, backgrounders, media advisories, public service announcements or broadcasts, television releases and/or interviews, and social media interaction, including managing user comments.

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1. Arrange for training, including on-camera practice. Avenues for this are professional organizations such as the Pennsylvania Municipal League, the Local Government Academy, the Pennsylvania Emergency Management Agency, or a university communications program.
2. Until live training is arranged, follow the tips provided in the eplan checklist: <http://www.eplanonline.com/webver/PublicInformationOfficer.htm>

## Tips for media Interviews

- Anticipate what the reporter will ask and prepare accordingly.
- Don't use jargon. Your information is going to the general public.
- Offer reliable information.
- If the information you offered is incorrect, correct the error and take responsibility for it.
- Don't speculate, guess, assume or hypothesize.
- Don't argue with a reporter.
- Don't play favorites. Treat all reporters the same.
- Treat reporters with respect and they will usually respond in kind.
- Know reporters' deadlines.
- Avoid "off-the-record" remarks.
- Don't lose your cool.
- Don't be intimidated.
- Monitor the news coverage that follows the interview to ensure its accuracy.
- Special TV Tips:
  - Dress the part. Look professional
  - Avoid simple "yes" or "no" answers. Elaborate a little, but get to the point.
  - No sunglasses.
  - No smoking or chewing.
- Never, ever lie!

— Adapted from Firehouse.com





# Enhance community engagement opportunities

**A**dd or enhance the ways citizens can engage with the city. Active and engaged citizens are a hallmark of successful local government. A city’s sense of community spirit and its effectiveness as an institution are strengthened by citizen involvement in civic life, which is a cornerstone of the democratic process.

- **Develop additional volunteer opportunities.**

The implementation steps throughout this comprehensive plan provide many opportunities to enlist citizens who hope to volunteer. These opportunities range from community clean-up days, to tree plantings, to the possibility of new volunteer boards or ad hoc working groups.

P R O G R E S S



1. Create an online process for volunteer board applications.
2. Create an online and community outreach process enabling citizens to sign up to help with other city-sponsored initiatives.

Home > Contact Us > Boards & Authorities > Apply for a Board

## Board Vacancies

BOARDS VACANCIES

### BOARDS & COMMISSIONS

Apply for a Board Search

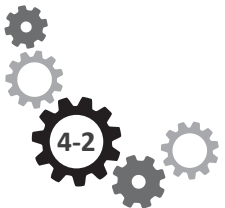






**WELCOMING**

# Gateways



# Welcoming Gateways

First impressions matter.

The ways in which Jeannette “meets and greets” people when they arrive are important, and Jeannette needs to provide the kind of visual and experiential welcome that makes people react favorably from the very beginning.

People coming into Jeannette arrive via a few major roads that enter and cross the city generally according to compass directions. As motorists proceed, they may or may not be able to recognize where the city begins or ends: The community’s gateways are not marked in

noticeable ways. The city doesn’t wave a friendly hello.

In addition, people traveling those main corridors into the city currently encounter instances where the sights are not attractive. In some cases the unappealing experiences extend for blocks, and in other cases, they are scattered, single glimpses of run-down properties.

The City of Jeannette plans to improve the way the community looks along these major arteries by creating welcoming gateways and attractive corridors.

## Vision

Jeannette’s points of entry greet visitors and residents with views, scenes and routes that are clean and pleasing, and present the city at its best.

## Goals and Objectives

1. Create noticeable and attractive gateways at important entry points.
2. Create visually appealing routes along key corridors into the city.



# Strategies and implementation steps

## Create a community appearance group

**A**semble a volunteer board or group to work with the city to lead and support initiatives. Citizens, students, community groups and others can accomplish a great deal when working in conjunction with the city staff and elected and appointed officials.

- **Create a volunteer community appearance board or other group that leads initiatives** and reports to the city council, planning commission or public works department. This group should be represented on the city’s blight-fighting task force.

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1. Recruit and select members of a volunteer board or working group. (Names of potential participants can be found on the group sign-up sheets from the community design workshop process and via the city website’s volunteer application.)
2. The board or group will arrange for tasks such as: analyze existing conditions, identify improvement opportunities, prioritize projects, help pursue grants, recruit volunteers and organize work days.
3. Create a cleanup day, maybe scheduled for Earth Day.



# Analyze important corridors and gateways

**Identify corridor improvement opportunities along main routes into the city.** Main roads leading into Jeannette from all four directions are the high-visibility locations that present first impressions of the city. The arrival experience, now marred sporadically or in some locations overwhelmingly by unsightly elements, can be made more pleasant by addressing problems and adding attractive features.

- Visually inspect the driving routes to identify the types of unattractive elements and their specific locations.



1. Work with the city community development department coordinator and others to collect data about the scope and location of problems in the following categories:
  - Blighted or deteriorated buildings, fences or other structures
  - Unkempt vegetation
  - Junk vehicles
  - Garbage or refuse
  - Junky looking signs or other elements
  - Absence of street trees and gardens
  - Unbroken expanses of high walls
  - Unlit or insufficiently lit areas

- Assign priorities to potential projects.



1. The Community Appearance group should work with the city community development department coordinator and others, including those working on the blight initiative explained in the Flight Blight section of this report.
2. Create a data file listing potential projects, prioritized by corridor location, by problem type, or both.



**Identify gateway improvement locations along main routes into the city.** The places where main roads cross the city boundary are potential sites for gateways that welcome motorists to town.

- Note potential sites for gateway signs and plantings.

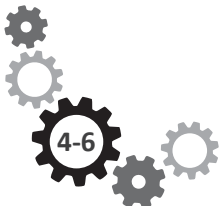


1. The community appearance group should work with the city community development department coordinator and others to review the locations for community gateway signifiers suggested in this report.
2. Some gateways could be simple signs, and others could be more highly designed spaces that include a sign, lighting and plants.
3. Work on planting street trees, using memorial trees, TreeVitalize grants and CDBG grants.

- Assign priorities to the potential gateway projects.



1. The community appearance group should work with the city community development department coordinator and others to suggest the type of gateway for each location.
2. Prioritize the projects.
3. Work with Penn State Master Gardeners program, garden clubs and university design students to design attractive plantings at key entry points. Identify sponsors.
4. Engage Western Pennsylvania Conservancy for guidance on gateway garden design and implementation.
5. Where ownership of property for a gateway is an issue, assign a city staff person to work with property owners to secure a long-term lease for the gateway sign and plantings.
6. Work to secure grants for streetscape improvements with an emphasis on better lighting at underpasses.
7. Coordinate efforts to have additional murals provided on buildings and underpasses.





# Improve high-visibility corridors and gateways

**C**reate corridor projects. Following the prioritized list suggested on the previous page (while recognizing that availability of funding can affect priorities), the city should pursue corridor improvements. The project list will include some problem types that can and some that cannot realistically be tackled by the Community Appearance Task Force alone. A collaborative effort will need to involve the city, consultants, county and state, including the transportation departments.

- Target deteriorated properties along important corridors as high priority.

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1. Coordinating with the Fight Blight initiative explained in Chapter 1, rehabilitate or remove derelict properties.
2. Seek property maintenance code enforcement for emerging problems.



- Address problems of unkempt vegetation, junk vehicles, garbage or refuse, junky looking signs or elements.

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1. This work should be undertaken in coordination with the Fight Blight initiative, and city code enforcement and public works offices.
2. Create a mechanism for reporting emerging problems with garbage or refuse dumping.
3. Organize community clean-up days.
4. Create a volunteer helping-hand program to clean up private property in hardship cases.
5. Publicize improvements.

- Plant street trees on important corridors, according to priority list.

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1. Seek grants and donations for acquiring trees, especially TreeVitalize.
2. Work with city public works department to develop a tree maintenance plan.
3. Enlist volunteers to plant.
4. Publicize improvements.



- Improve streetscapes with an emphasis to provide better lighting on underpasses.

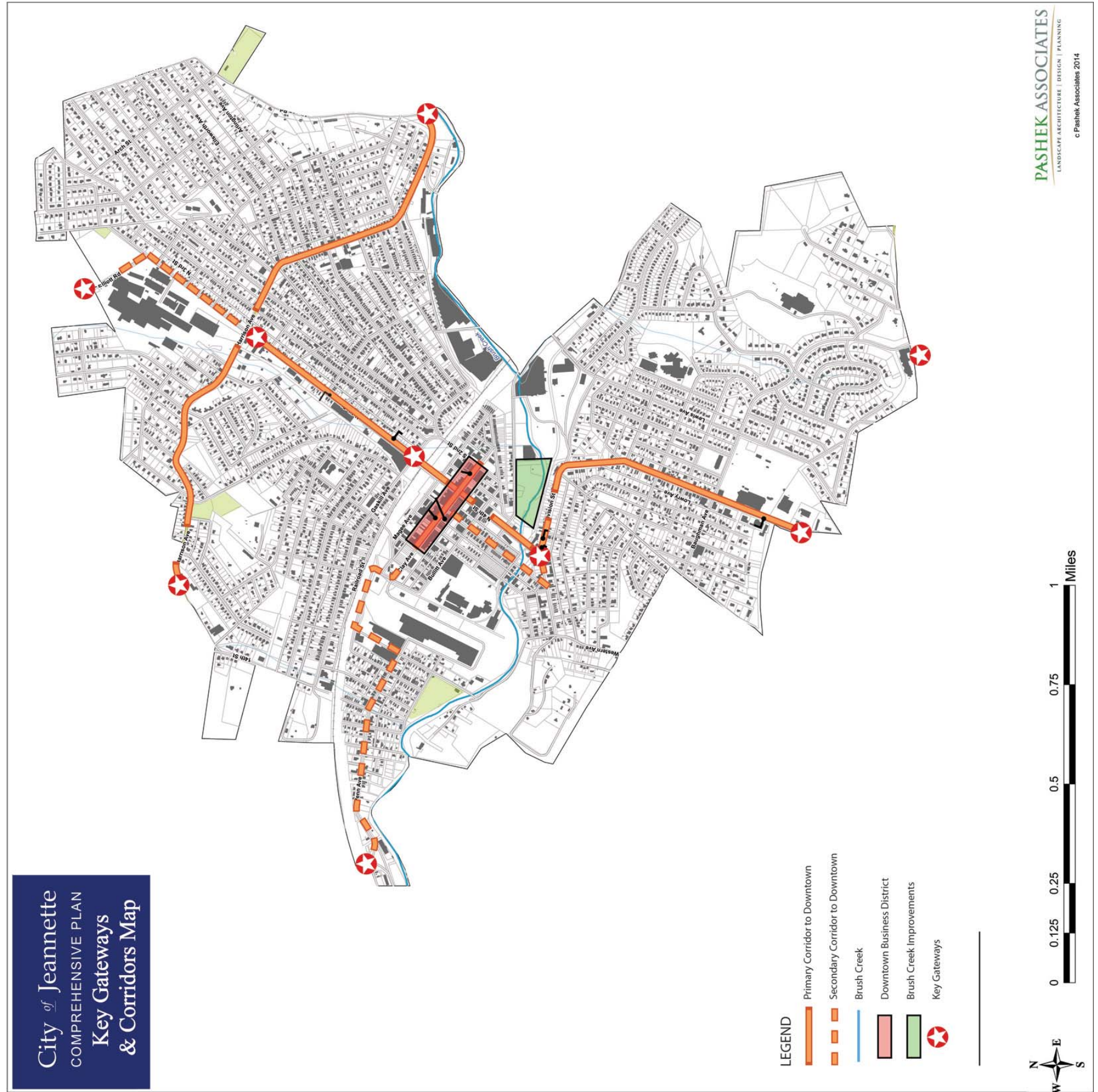
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1. Seek grants and donations.
2. Add lighting.
3. Consider gateway murals and attractive plantings where appropriate.
4. Publicize improvements.

This map shows the location of key corridors to and through the city, and important gateways. It serves as an inventory of locations for future improvements.

On the following pages, before-and-after photo renderings of streetscapes in Jeannette demonstrate how improvements would look.









- Improve streetscapes with an emphasis on adding murals to walls and underpasses.

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1. Seek grants and donations, working with Westmoreland Community Action and the Jeannette Community Action Team.
2. Enlist property owners to make improvements on their own or via public-private partnerships.
3. Implement improvements.
4. Publicize new murals, perhaps creating a walking tour with a downloadable or mobile map.

## Jeannette's Murals

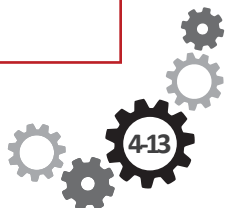
- The city has five murals so far, with more planned.
- Funding was via the state Department of Community and Economic Development's Neighborhood Partnership Program, administered by Westmoreland Community Action. Elliott Group and Key Bank contributed money in return for tax credits. Additional funding from Community Foundation of Westmoreland County.
- Locations and designs were selected by the Neighborhood Partnership Program, the Jeannette Community Action Team, and property owners.

**C**reate gateway improvement projects. Following the prioritized list, the community appearance group, city community development department coordinator, and public works department should start with a single pilot project, and then proceed down the list.

- Implement a pilot gateway improvement project.

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1. Where ownership of property for a gateway is an issue, work with property owners to get a long-term lease to develop a gateway.
2. Identify groups/businesses/individuals willing to sponsor with money and time the installation and maintenance of the gateway signs and gardens.
3. Produce gateway signs that incorporate the city logo or seal.
4. Implement the designs created by Penn State Master Gardeners, garden clubs and student designers at the entry points into the city.
5. Seek guidance or assistance on implementation from Western Pennsylvania Conservancy.
6. Publicize improvements.



**C**reate public involvement and build awareness. Community activism breeds future cooperation and enhances the city's reputation.



- The city should publicize all community appearance improvements.

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1. Publicize events before, during and after, reaching out to traditional media via press releases and calls, and also communicating via the city's social media and website platforms.
2. Before-and-after photographs are particularly effective.

- The community appearance group should engage volunteer groups to maintain the improved city corridors and gateways and other high-value locations such as the downtown and Brush Creek.

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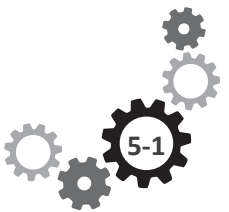
1. Create annual work days such as Earth Day and/or Arbor Day events for general clean-up.
2. Recruit student groups, civic organizations and neighborhoods on specific projects.

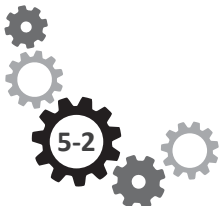




**ADDITIONAL**

# Elements





# Zoning Initiative

An important allied element of the Retooling Jeannette Comprehensive Plan is a concurrent initiative to update the city's zoning ordinances, use tables and zoning map.

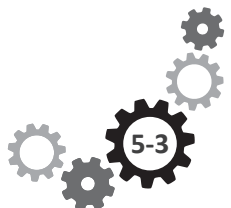
From the outset of work on this plan, the city intended to pursue this joint approach. The city's original request for proposals envisioned integrating the two processes, and the consulting team, city staff and community participants contributed work and ideas to both elements at the same time. This helped to ensure that the two aspects of city governance reflected common goals and intentions, and will act in support of each other.

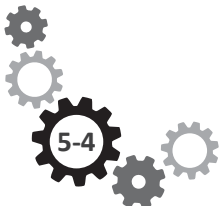
Community Development Goals and Objectives, a primary building block of zoning ordinances, align with intention and language of the comprehensive plan's four Key Issues.

## Statement of Community Development Objectives Prepared for Zoning Ordinance

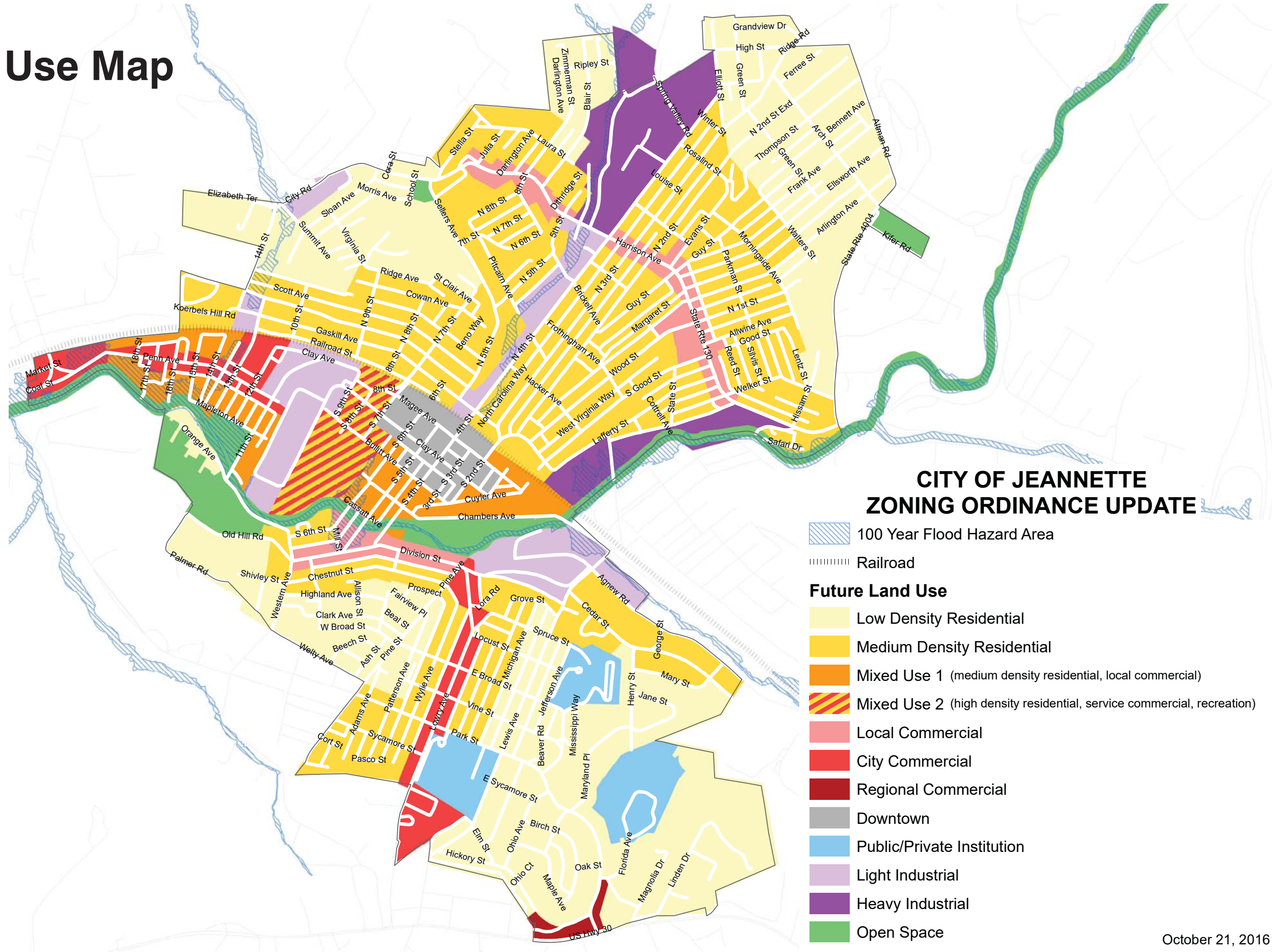
The City of Jeanette aims to foster a healthy, economically vibrant, and visually attractive community for residents, business owners, and visitors. In order to achieve this vision, the City has adopted the following Community Development Objectives:

- A. Allow for mixed uses where appropriate, especially residential living on the upper floors of businesses.
- B. Develop clean, attractive gateways and corridors to greet residents and visitors to the City of Jeanette.
- C. Reduce blight and spur reinvestment in the existing building stock.
- D. Strengthen the connections between downtown and the surrounding neighborhoods.
- E. Stimulate commercial development within the City.
- F. Allow for new innovative and productive uses, such as "pop-up" businesses.
- G. Guide the design of the public realm in key districts to ensure quality, visually attractive development that becomes a significant asset to the community.
- H. Require appropriate buffers and transitions between uses of greatly different intensity to protect property owners.
- I. Require best practices for the design of highway-oriented development, including access management.
- J. Encourage future redevelopment of industrial sites within the City.
- K. Ensure safe and efficient bicycle and pedestrian movement throughout the City.
- L. Protect and enhance the City's natural features, open space, and historic resources.
- M. Facilitate administration and enforcement of the City's regulations.





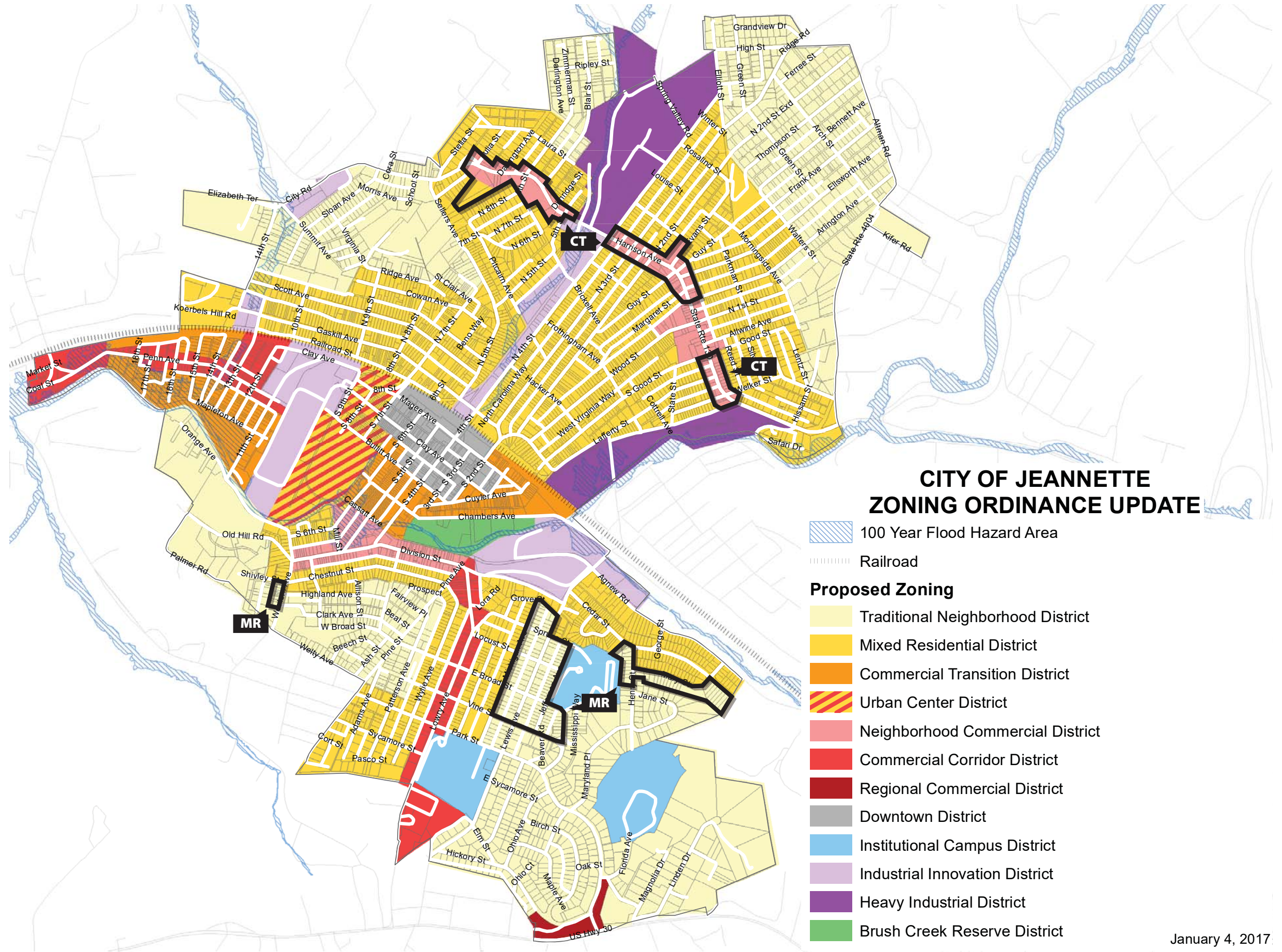
# Future Land Use Map



October 21, 2016



# Zoning Map



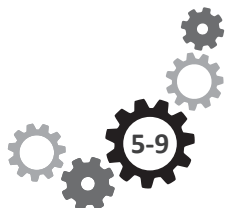
January 4, 2017





Use	TN	MR	CT	UC	NC	CC	RC	D	IC	II	HI	BCR
P = Permitted   C = Conditional   A = Accessory   SE = Special Exception												
<b>AGRICULTURE</b>												
Community Garden	P	P	P	A	P			SE	A	A		
Indoor Crop Production										P	P	
<b>CIVIC</b>												
Cemetery	P	P	P									
Communication Antenna			A	A	A	A	A	A	A	A	A	
Communication Tower										C	C	
Communications Equipment Building										C	C	
Detention Facility										C	P	
Educational Facilities, College/University				C		C		C	C	C		
Educational Facilities, Primary/Secondary	C	C	C	C	C	C			C			
Educational Facilities, Vocational						C		C	C	C	C	
Essential Services	P	P	P	P	P	P	P	P	P	P	P	
Government Offices				P	P	P		P	C			
Hospital Services				C		C		C	C	C		
Library		P	P		P			P	P			
Maintenance and Service Facilities										C	P	
Military Installations										C	P	
Museum				P				P	P			
Place of Worship	P	P	P	C	P	P		C	P			
Postal Facilities			P			P		P	C	P	P	
Public Safety Facility			C	C	C	P		P	C	P	P	
Railroad Facilities											C	
Recreation, Indoor (Public)				P		C		C	P	SE		
Recreation, Open Space	P	P	P	P	P	P	P	P	P	P	P	P
Recreation, Outdoor (Public)	P	P	P	P	P	C			SE			SE
Transitional Housing		P	P									
Transportation Terminal						C		C		C	P	
Utilities, Major										C	P	
<b>COMMERCIAL</b>												
Administrative/Business Offices			P	P	P	P	P	P	P	P	P	
Adult Business											P	
Alcohol Sales				P	C	C		C				
Alternative Financial Services				P		P						
Art Gallery			P	P	P	P		P	P			
Assisted Living Facility				P		C		C	P			
Automotive, Rentals						P						

TN = Traditional Neighborhood; MR = Mixed Residential; CT = Commercial Transition; NC = Neighborhood Commercial; CC = Commercial Corridor; UC = Urban Center; RC = Regional Commercial; D = Downtown; IC = Institutional Campus; II = Industrial Innovation; HI = Heavy Industrial; BCR = Brush Creek Reserve



CITY OF JEANNETTE | PERMITTED LAND USE TABLE | 01.04.17

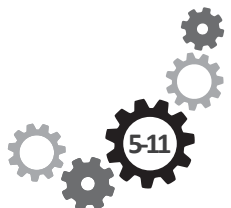
Use	TN	MR	CT	UC	NC	CC	RC	D	IC	II	HI	BCR
P = Permitted   C = Conditional   A = Accessory   SE = Special Exception												
<b>COMMERCIAL</b>												
Automotive, Repair					SE	P					P	
Automotive, Sales			SE			P	P					
Automotive, Washing					SE	P	P				P	
Bail Bond Services					SE	P						
Bar/Lounge			SE	P	P	C	P	P				
Bed & Breakfast	SE	SE	SE	SE				SE				
Blood Plasma Center						P				P		
Building Maintenance Services						P				P	P	
Clinic, Medical or Dental			P	P	P	P	P	P	P			
Clinic, Veterinary			P	P	P	P	P	P				
Club or Lodge			P	P	P	P		P				
Communications Services						P		P		P		
Consumer Repair Services			P	P	P	P	P	P		P		
Convenience Storage						P		SE		P	P	
Day Care Services, General			P	P	P	P	P	P	P	P		
Day Care Services, Limited		A	P	P	P				P	P		
Drive-Through Facility			A	A		A	A	SE				
Employee Recreation, Lunch, Healthcare				A		A			A	A	A	
Entertainment, Indoor				P		P	P	P				
Entertainment, Outdoor				P				SE				
Equipment Repair										SE	P	
Equipment Sales										SE	P	
Family Day Care Home	P	P	P									
Food Preparation, General					C					P	P	
Food Preparation, Limited				P	P	P		SE		P	P	
Food Sales			P	P	P	P	P	P				
Food Truck			A	A	A	A		A	A	A	A	
Forestry	P	P	P	P	P	P	P	P	P	P	P	P
Funeral Services			P		P	P						
Home-Based Business, No-Impact	A	A	A	A	A	A	A	A				
Home Occupation		A	A	A	A	A	A	A				
Hotel				P		P	P	P				
Kennels						SE					SE	
Laundry Services			P		P	P	P					
Live/Work Unit			P	P				SE		P	SE	
Mixed-Use Structure			P	P	P		P	P				
Motel						P	P					

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Use	TN	MR	CT	UC	NC	CC	RC	D	IC	II	HI	BCR
P = Permitted   C = Conditional   A = Accessory   SE = Special Exception												
<b>COMMERCIAL</b>												
Nursing Facility, Skilled			SE	SE					SE			
Pawn Shop						P						
Personal Services			P	P	P	P	P	P	SE			
Pet Services			P	P	P	P		P				
Plant Nursery						P				P		
Printing and Publishing				P		P		P		P	P	
Professional Offices			P	P	P	P	P	P	P	P	P	
Recreation, Indoor (Private)				P			P	P	SE	SE		
Recreation, Outdoor (Private)				SE			SE		SE			C
Residential Treatment						C		C				
Restaurant, General				P	P	P	P	P				
Restaurant, Limited			P	P	P	P	P	P				
Retail Sales, Convenience			P	P	P	P	P	P				
Retail Sales, General				P		P	P	P				
Salvage Yard											P	
Service Station						P					P	
Sexually Oriented Business											P	
Sidewalk Dining				A	A		A	A				
Solar Energy Production	A	A	A	A	A	A	A	A	A	P	P	
Substance Abuse Treatment Facility						P				P	P	
Wind Energy Production	A	A	A	A	A	A	A	A	A	A	A	
<b>INDUSTRIAL</b>												
Industrial Park										P	P	
Manufacturing, Custom				A	A			A		P		
Manufacturing, Heavy											P	
Manufacturing, Light				C						P	P	
Mineral Extraction											P	
Oil and Gas Extraction											C	
Warehousing and Distribution, General											P	
Warehousing and Distribution, Limited						P				P	P	
<b>RESIDENTIAL</b>												
Dwelling, Duplex	SE	P	P	P	P				A			
Dwelling, Multi-Family		P	P	P	P	P		P	A			
Dwelling, Single-Family	P	P	P									
Dwelling, Townhouse		P	P	P	P							
Garage, Private	A	A	A	A	A			A				
Group Home	P	P	P	P	P	P						

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CITY OF JEANNETTE | PERMITTED LAND USE TABLE | 01.04.17

Use	TN	MR	CT	UC	NC	CC	RC	D	IC	II	HI	BCR
P = Permitted   C = Conditional   A = Accessory   SE = Special Exception												
<b>RESIDENTIAL</b>												
Halfway House		P	P									
Outdoor Storage Shed, Private	A	A	A		A							
Outdoor Storage Shed, Temporary	A	A	A	A	A	A	A	A	A	A	A	
Swimming Pool, Private	A	A			A							

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# Planning requirements

In order for the Jeannette City Council to approve this Comprehensive Plan, the proposed plan must first be reviewed by Westmoreland County Department of Planning and Development for consistency with the County Comprehensive Plan, and the plan must meet the requirements of Pennsylvania’s Municipalities Planning Code (MPC) Article III, Section 301.

## Consistency with Municipalities Planning Code

Until recently, most comprehensive plans followed a formulaic methodology that aligned content with the MPC requirements. This often resulted in information silos that matched well with the letter of the Municipalities Planning Code but rarely motivated communities to improve. Now, there is a movement in Pennsylvania to develop Implementable Comprehensive Plans that are deeply rooted in an individual community’s issues and needs. We believe that this approach will lead to more plans that truly foster positive changes in our communities. The challenge is to explain how these plans, arising from integrated community issues, match up with the topics in the MPC. The following is our attempt to explain that relationship. The headings list the MPC requirements, and the accompanying text provides an explanation.

## Statement of community development objectives

Found in the Chapter titled “Additional Elements” under the heading “Zoning Initiative,” [Page 5-3](#).

## Plan for land use

The Future Land Use can be found immediately after the Community Development Objectives, on [Page 5-5](#).

## Plan to meet housing needs

Discussion about Housing Needs can be found in the “Fighting Blight” chapter. The Future Land Use Plan describes the preservation of well-established residential neighborhoods and the introduction of mixed-use development in the urban core of the community.

## Plan for movement of people and goods

Found in the “Fighting Blight” Chapter, where a proposed truck route has been identified that will serve the former Jeannette Glass site, recommendations to convert Fourth Street one-way traffic into town to two-way traffic, and the emphasis of major corridors through streetscape recommendations in the “Welcoming Gateways” Chapter. Bike lanes were also promoted in a photo simulation in this chapter.



## **Plan for community facilities and utilities**

In the “Fighting Blight” chapter, plans are proposed for new public spaces and a greenway/trail along Brush Creek. Existing utilities are sufficient; they were sized for a much larger city that exists today or that might be developed in the future.

## **Plan for protection of natural and historic resources**

The “Fighting Blight” chapter illustrates the goal of preserving/reclaiming the floodplain along Brush Creek, while adding capacity to stormwater management in the city.

## **Plan for the reliable supply of water**

The Westmoreland County Comprehensive Plan indicates that the water service for the City of Jeannette has “adequate storage capacities to serve current and anticipated needs.”

## **Statement of interrelationships among various plan elements**

The nature of Implementable Comprehensive Planning is to focus on major issues in the community. Each issue tends to address multiple planning elements in an integrated manner. For example, the “Fighting Blight” Chapter addresses, transportation, land use, economic development, housing and community facilities.

## **Short and long-range implementation strategies**

Found in each chapter for the specific issue.

## **Statement that existing/proposed development is consistent with or can be buffered against that in contiguous municipalities**

There has been no change in the zoning of land uses on the perimeter of the community.

## **Statement that existing/proposed development is consistent with the county comprehensive plan**

We believe that the proposals in this plan are consistent with the Westmoreland County Plan. The county planning department staff participated actively in the development of this plan.

# Other topics

## Facilitating easy access to downtown



Key corridor streets linking downtown with the central core gateway at Division Street currently have one-way traffic patterns. South Fourth Street, shown at left, carries northbound traffic, and South Fifth Street carries southbound.

This comprehensive plan suggests changing both to two-way traffic flows.

Shown here is an explanation of why cities turned streets one-way several decades ago, and how thinking has changed.

### Ideas from Elsewhere

#### Why one way, back then?

In the 1960s and '70s, the primary traffic issue for downtowns was how to reduce “congestion” and make traffic move faster, that is: provide maximum mobility. In the late '80s and '90s, there was a realization that maybe some traffic congestion downtown is good. Maybe we don't have to “give over” the entire commercial district to the automobile and make all systems subservient to vehicular mobility. As a result of the resurgence of central business districts and the need to slow traffic to make the area more pedestrian friendly, we have begun to look at those operational techniques that cause high-volume and high-speed traffic. One-way traffic is one of those systems that has come under recent scrutiny.

How did one-way streets become so popular downtown anyway? There were several problems that led to commercial districts adopting one-way traffic systems:

- Needed increases in capacity
- Preservation of on-street parking
- Increasing traffic

By the 1980s, not only had retail growth declined but other downtown land uses were relocating as well. Many downtowns experienced declines in traffic volume on some streets. Given this history, why even be concerned about converting one-way streets?

#### Making Main Street customer friendly

Many factors combine to make “main street” economically successful. One important, but often overlooked, aspect is the traffic pattern. One-way streets are efficient but they are not customer friendly for people coming

downtown to shop two or three times a month. For these infrequent visitors, the downtown circulation system needs to be as easy to use and as easy to understand as possible.

A major concern of organizations working to revitalize traditional commercial districts is to improve retail sales, and, more specifically, to boost the visibility and accessibility of the retail segment of the district's complement of government, services, and retail. In this regard, making the circulation system more "customer friendly" is a prerequisite to increasing the retail segment of downtown and appealing to investors and merchants who are interested in coming back to main street.

Retailers aren't the only businesses dependent on easy-to-understand traffic operations, however. Service operations and professional offices also need a circulation system that is easy to understand and to navigate; and in most small to medium-sized communities (10,000 to 50,000 in population), two-way streets are preferable.

### **Creating a vibrant feel**

One-way streets increase travel. Because most one-way systems do not allow motorists to travel directly to every destination, there are some locations that one must drive past, turn around, and then drive back in order to gain access. So in any downtown grid, there will be "dead blocks" -- meaning from an access standpoint, they require circuitous routing to arrive at a destination located in that block.

Another perception that affects the success of downtown retailing is "does it feel exciting, are there lots of people?" which means a certain degree of congestion. One-way circulation is so efficient at moving traffic that the streets may feel empty! Thus a commercial district needs to have a certain level of traffic congestion so that it appears busy.

How fast cars travel on downtown streets is another issue. Any successful main street district will have considerable pedestrian traffic, and where pedestrians are present, operating speeds should be low -- 15 to 20 miles per hour. One-way streets, especially one-way road pairs of 10 to 15 blocks in length, tend to encourage higher operating speeds, usually in the range of 35 to 40 mph.

### **Why convert?**

When should a community consider converting a street or network of streets from one-way to two-way traffic? The most important consideration is whether it will help a revitalization effort. If the area affected by the conversion is a retail district that is experiencing a comeback, then a conversion may be warranted. If, however, the area adjacent to the one-way street is primarily office, warehousing, or industrial, with high peak-hour traffic, then a conversion may not be worth it.

Perhaps the most important reason for changing the traffic flow of a downtown street is to improve the economic well-being of the commercial district. A survey of 25 towns and cities that have converted their main streets show that many have experienced significant reductions in vacant floor space after the conversion.

All of the communities surveyed reported positive results after converting their one-way streets to two-way traffic, and many reported substantial private investments stimulated by conversions that were coupled with streetscape projects.

Changing the downtown environment so that it better serves pedestrians is another major reason for converting one-way streets. In several communities, operating speeds were reduced from 30-45 mph to 20-





25 mph. Slowing traffic has the advantage of reducing noise, water and snow splash, and fumes – all problems for people walking on the sidewalk.

An even more important benefit is the increase in pedestrian safety. In the booklet, “Main Street – When a Highway Runs Through It,” published by the Washington State Department of Transportation, speed is related to driver perception and the severity of injuries at various speeds. For instance, at 40 mph, the driver’s focus is on the roadway at a distance; at 30 mph, the driver begins to see things at the road’s edges; and at 20 mph, the foreground comes into focus. At 15 mph, the motorist sees pedestrians and other elements on adjacent buildings. The booklet also points out the chances of fatality to a pedestrian who is struck at various speeds: at 40 mph, the chance of death is 85%; at 30 mph, it is 45%, while at 20 mph, the chance of a fatal injury is 15%.

## The benefits of street conversions

Street conversions to two-way traffic should be based upon real and anticipated economic benefits, such as reduced vacancy rates, increased retail sales and employment, increased pedestrian activity, and/or increased property tax assessments. While a growing number of communities are opting for two-way traffic in their business districts and there is significant anecdotal evidence that positive changes occur after most street conversions, there has been limited research on actual retail sales and property value increases. More economic data is needed to support the economic benefits of these conversions.

— Excerpted from John D. Edwards

*Main Street Story of the Week, June 2002, #187*

# Facilitating freight access

## Serving needs of key industry/employer

Elliott Group, which manufactures and installs turbo-machinery at sites worldwide has its headquarters in Jeannette. It is a wholly owned subsidiary of Ebara Corp.



The company, the county’s 10th largest employer, with about 700 workers in 2015, has reported that it would benefit from the restoration of rail service. A spur owned by Elliott Group (shown at left) runs between the company’s location at North Fourth Street and Harrison Avenue and the Norfolk Southern line, which runs east-west through central Jeannette. According to the company, the spur is disused because of necessary work at the connection with the main line, and because of what has so far been a non-productive effort to secure repairs from Norfolk Southern.

## Draft 12-7-2016

Possible avenues of assistance, some potentially with assistance from Westmoreland County, could be:

- Assisting in creating a successful partnership with Norfolk Southern.
- Helping to deed the line to an existing shortline operator, such as Southwest Pennsylvania Railroad Company, which may have better access to resources to support a partnership with Elliott.
- Working with Pennsylvania Department of Transportation's Rail Freight Assistance Program, which is typically funded by the legislature and has an open application period once a year:

<http://www.penndot.gov/Doing-Business/RailFreightAndPorts/Pages/Grants-and-Loans.aspx>

Assistance with the application could be available from PennDOTs staff. Contact Steve Panko, 717-214-1922, [stepanko@pa.gov](mailto:stepanko@pa.gov), in the Bureau of Rail Freight.

## Serving needs of redeveloped urban center zone

The former Jeannette Glass Works site, now owned by Westmoreland Industrial Development Corp. and being assessed/rehabilitated for future development, will require new truck access routes that keep big trucks off city streets.

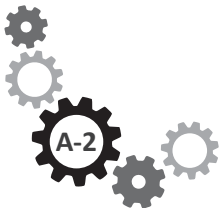
A proposed route would direct heavy truck traffic to the existing industrial park and the proposed urban center zone via Penn Avenue from the west instead of the current route from the south, which travels along Lowry Avenue to Division Street and then onto narrow city streets. The new route will require an extension of Eleventh Street that will curve around to align with S. Ninth Street at the western end of Clay Avenue. This route also will provide more streamlined connectivity between Jeannette's west end and downtown neighborhoods, improving access to downtown for residents of neighborhoods in that part of town.

The former brewery building, shown below left, will be removed so that vehicular traffic will be able to access the industrial park visible in the distance. Trucks will enter the industrial park at the existing entrance on Jayhawk Drive, shown below right.





# Appendices

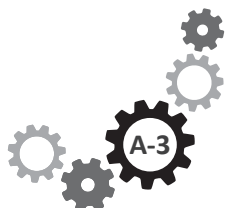


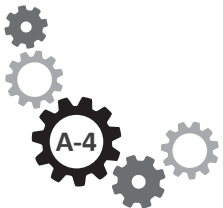
# Appendix

1



## Creating this Implementable Plan





# Retooling Jeannette

## Creating this Implementable Plan

The City of Jeannette has wrestled with several intractable, frustrating problems for years or decades, and decided in 2014 to pursue solutions through an implementable comprehensive plan. This type of plan would concentrate on a select few of the problems - those the city considered both its highest priorities and ones that were politically and financially realistic to undertake.

Jeannette selected as its planning consultant Pashek Associates, which drew in Mullin and Lonergan Associates (to specialize in housing, community development and land-use/zoning), and which embraced the expertise of professionals from the state Department of Community and Economic Development (DCED) and the Westmoreland County Department of Planning and Development.

An implementable comprehensive plan, as devised by Pashek Associates in conjunction with the state DCED, strives to be highly useful and action-oriented. It provides realistic next steps a community can take to “get stuff done” instead of a book of data and research that is destined for a dusty shelf.

### Five Components of an Implementable Comprehensive Plan

*“Implementation, not preparation of a comprehensive plan must be the bottom line.”*

1. **Focus the plan on relevant, real community issues.**
  - Does the plan convey uniqueness?
  - Does the plan have substance and relevance?
  - Can the recommendations be tied to direct action?
2. **Organize the way elected officials and citizens think.** Chapters of the plan should be organized based on key issues. Each chapter should:
  - Introduce the topic
  - Validate the issue
  - Create a vision for the future for each issue
  - Develop implementation strategies
3. **Develop practical/workable recommendations.**
  - Provide more detail on fewer issues.
  - Prioritize based on need and likeliness to succeed.
4. **Recruit partners and create capacity to implement.**
  - Historically 50% of a plan is data collection, 20% is public involvement and 30% is analysis and recommendations. An Implementable Comprehensive Plan should focus more time on greater public involvement and analysis/recommendations – this results in greater buy-in and clearer direction on how to implement change in the community.
  - Identify people with knowledge, and add in a few cheerleaders for each issue.
5. **Create ownership of the plan – a commitment to implement.**
  - This plan should guide all other municipal decisions.
  - A system should be set in place to expect progress and who will be responsible for that progress.

## Draft 12-7-2016

With a resolute commitment to fostering real change in a community, an implementable plan focuses on problems that the community feels most insistent about tackling but that also represent a realistic chance for progress. The thought here is: We all may want to see the impossible happen, but why waste time and effort? Let's focus instead on work that is very important, but not impossible. This plan calls such high-priority, high-feasibility problems "Key Issues."

Work on the implementable comprehensive plan for Jeannette began with a public meeting attended by approximately 100 citizens, many of whom continued to be involved over the following months. This degree of community involvement was a distinguishing element of the entire Jeannette planning project, which we have titled "Retooling Jeannette." Community enthusiasm for change and for the goals of this planning project, though obviously not universal, was absolutely noteworthy.

A steering committee guided the process to identify the community's key issues, and advocated for community involvement. The steering committee comprised the city's community and economic development coordinator; residents from various neighborhoods; a manager from Elliott Group, the city's largest employer; several local businesspeople; and the aforementioned state, county and local planners.

In identifying the key issues, the committee considered: results from a community survey; priorities that the city listed in its request for proposals; recommendations from previous plans; and suggestions compiled in the initial public meeting, those from the mayor, and those from steering committee members themselves.



Citizens attending an initial public meeting selected the issues they felt were most critical for Jeannette to tackle.

### **Jeannette's Priorities in Request for Proposals**

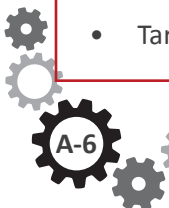
The following list represents the key issues the City of Jeannette presented as its most important problems to solve:

- Closed industrial facilities and hospitals
- Disinvestment in downtown
- Aging and deteriorated housing
- Upgrading infrastructure and community facilities
- Transportation improvements
- Negative perceptions
- Target location and objectives for development

### **Community Priorities From the Initial Public Meeting**

The following list represents the key issues identified by citizens at a February 2015 public meeting.

- Cleanup dilapidated properties, remove abandoned cars, more rigorous code enforcement
- Jeannette – a new Identity to build on
- Attract new businesses
- Building on existing artist community to attract young people to invest in city
- War on drugs
- Improve gateways





## Jeannette's Key Issues for Comprehensive Plan

After digesting input from many sources, the steering committee selected the following four key issue topics:



Deteriorated properties, blight, and redevelopment opportunities



Struggling downtown



Negative impressions



Unwelcoming main corridors and community gateways

Once the key issues were determined, the project team then decided that, in light of the community's high level of participation and interest, it would invite citizens and stakeholders to participate in a charette process that would serve as the next steps in understanding the issues, defining solutions, and identifying implementation strategies and next steps. The steering committee discontinued separate meetings as members seeded the design workshop charette process.

## Design workshop charette process

The project team designed a modified charette process to take place over the course of about a week. It involved two robust "design workshops" for and with the community, separated by several days of intensive work on the part of the project team.

The design workshops also included individuals who could provide expertise in planning, design and community development. The project team identified the experts to invite, selecting individuals with substantial experience and knowledge in each of the four key issue areas. These individuals hailed from state, county and local governments, and the nonprofit and business sectors. They would serve as resources during design

workshops; they could generate ideas, react to citizen's ideas; and help to "truth test" potential solutions to civic problems.

The flier for this program appears on [pages Appendix 1-12 to 1-13](#).

### Design workshop No. 1

The first workshop would focus on understanding and defining the problems that the city faces, and identifying potential solutions.

At the first workshop, approximately 80 citizens

**Lend a hand to help Jeannette GEAR UP TO MAKE CHANGE**  
**Wednesday, Nov. 4**  
 Public meeting with Key Issue contributors

**AGENDA**

5:30 Doors open. Participants will select the group they feel most interested in.

6:00 Welcome to the Design Workshop

- Introductions
- What is a Design Workshop?
- The Key Issues facing Jeannette, which you have defined already
- The Key Issue groups and what we will accomplish today

Key Issue	Table Facilitators
Blight / Deteriorated Buildings / Redevelopment Opportunities	Bill Wasielewski, Mullin & Lonergan Assoc. Brian Lawrence, Westmoreland Cty Planning
Struggling Downtown	Denny Puko, PA Dept. of Community & Economic Development
Negative Perceptions	Elaine Kramer, Pashek Associates
Gateways and Important Corridors	Jim Pashek, Pashek Associates

6:30 Key Issue group work. Goal for each table: "To emerge with potential strategies for addressing the problem, ranked in terms of priority and feasibility."

- Introductions around each table
- Discuss

self-selected into groups that each focused on one of the four key issues. Each group included a half-dozen of the invited experts as well as a discussion facilitator from the project team. The discussions allowed citizens to have a voice in identifying the problems, and encouraged them to focus on solutions and forward momentum. Each group then ranked the strategies in terms of priority and feasibility. These discussions enabled citizens to have a voice in establishing what is most important to the city in each key issue area.

Each group “reported out” to the full participant group so that all citizens in attendance could stay abreast of discussions and ideas in the other three key issues outside their small-group session. This larger view also enabled citizens to understand each issue in the context of others, for example, how blight and property deterioration affects progress of downtown economic development, or how an unattractive corridor into the city can contribute to negative perceptions of the city.



**About 80 citizens and policy experts from around the region attended the first community workshop session.**

## Project team work sessions

After the first design workshop with the community and invited community resources, the project team met for intensive workdays at Pashek Associates’ office. This work also brought in the efforts of additional employees from Pashek Associates who for a few days dedicated their full days to this project.

The tasks included building on the ideas presented by citizens and experts who attended the first workshop, and creating visuals that would help Jeannette citizens and elected and appointed officials get a better sense of what could be in store: proposed next steps for addressing the problems in the key issue areas, and “what it would take” to pull it off.

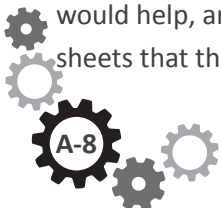
## Design workshop No. 2

The second design workshop had the goal of suggesting implementation steps toward the most important and feasible solutions to problems Jeannette is facing in the four key issue areas. The project team assembled the plans, ideas and visual renderings created during the work sessions described above, and brought them back to the community.

Many of the same people who attended the first workshop also came to this one, with a few new participants as well. The workshop began with a presentation of the materials compiled and created by the project team in the previous few days. Then, citizens and the invited experts again broke into groups and, led by facilitators, reviewed the planning and implementation strategies.

The facilitators posed a few important questions to each group: Did we successfully capture and refine your ideas? Did we miss anything? What questions do you have for the project team or the experts?

Most importantly, the project team asked Jeannette’s citizens and officials: Are you willing to help implement these ideas? Hoping to increase citizen involvement and community capacity, we asked all participants to say how they would help, and further requested that they list their names and contact information on volunteer recruitment sheets that the city could retain.



At this meeting, we recast the four key issue not as problems, but as undertakings the city will pursue.

Some ways we suggested that citizens could continue to help:

- To volunteer to serve on a new planning commission;
- To pledge to attend city council meetings and champion the stages of the comprehensive plan implementation;
- To use social media to brag about Jeannette and the changes it is making;
- To participate in future community efforts such as tree-plantings or clean-up days.

## First steps toward implementing the plan

Work on the change-generating ideas set forth in the design workshops began immediately.

In December 2015, the project team created a to-do list for driving the process of change in Jeannette. Project team members took leadership responsibility for propelling work initially in each of the four key issue areas:

- Fighting Blight - Brian Lawrence (Westmoreland County Planning) and Bill Wasielewski (Mullin & Lonergan)
- Vibrant Downtown - Denny Puko (Pennsylvania DCED)
- Positive Impressions - Elaine Kramer (Pashek Associates)
- Welcoming Gateways and Corridors - Jim Pashek (Pashek Associates)

In subsequent conference calls, the consulting team maintained a running “to-do” list. The last one, which shows all previous work and discussion, appears on [pages Appendix 1-14 to 1-26](#).

## Creating a Jeannette Planning Commission

While the initial stages of work on implementing the plan were to be instigated by the project team members, the City of Jeannette understood that, over time, the city would be responsible for pursuing the action steps that would lead to desired changes. A question was: “Who in city government will champion this plan?”

The answer would normally be “the city planning commission,” but none existed in Jeannette; a commission had been disbanded so long ago that few people could even remember its operation. Therefore, the first step in implementing the comprehensive plan was to re-create the commission. The commission would serve at the behest of city council, and would both initiate recommendations based on the contents of the comprehensive plan and take on assignments requested by council.

Invitations to apply for the planning commission were sent to all design workshop participants who has listed that

DRESS	I VOLUNTEER TO:
YAHOO.COM	MY SKILLS/EXPERIENCE IS IN BUSINESS MGMT & SALES. OPEN TO HELP ANYWAY
meast7.NET	ANYWAY I CAN
@gmail.com	Document Blight, find landlords or anything else
hoo-com	take course join planning commission
comcast.net	whatever needs done
gmail.com	ask

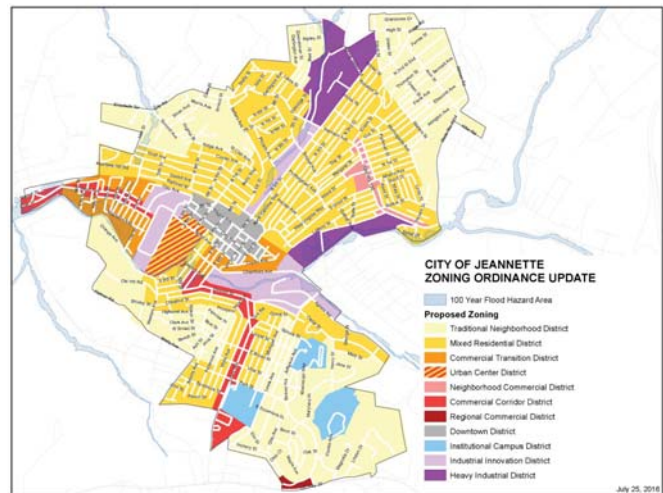
interest on the sign-up sheets. Council appointed seven members after reviewing the applications. Six of seven members of the new commission attended an extensive training program provided by the Local Government Academy to become grounded in their new roles and responsibilities. The new planning commission began meeting regularly in May to dispatch its duties and also to gain expertise. As part of ongoing training, it received briefings about how planning intersects with zoning, economic development and redevelopment work.

## New zoning map and ordinances

Jeannette decided to update its zoning map and ordinances as part of the comprehensive planning process, so the zoning tools would align with city priorities and would support the changes sought in the plan. Mullin & Lonergan Associates provided consulting expertise in developing these new elements in city governance.

Revised ordinances, zoning map, future land use map and community development objectives will help position the city to implement improvements in all four key issue areas of the implementable comprehensive plan. Among them:

- Fighting Blight - New zoning tools will help the city to deal with long-standing and emerging issues involving owners of properties that are in deteriorating condition.
- Vibrant Downtown - New zoning tools will enable the city to re-envision the size and character of the downtown zone; uphold design standards; and encourage mixed residential and commercial use patterns.
- Positive Impressions - Jeannette will be able to tout progress in numerous aspects of civic life as the city enacts new zoning tools and then later as it reaps the benefits.
- Welcoming Gateways and Corridors - New zoning tools will enable the city to implement design standard for landscaping, screening, building designs, signs and other elements of city infrastructure and architecture.



## The comprehensive plan book and future work

It may bear repeating here that the object of an implementable comprehensive plan is to create change in a community, not to prepare a fat book that nobody will read. This report, therefore, is intended to serve as a handbook or guide for citizens, city staff members, and elected and appointed officials – the people who will carry on with the work of implementing the comprehensive plan.

This report not only compiles the ideas and intentions of the community for Jeannette's future, but supplies highly targeted "next steps" for implementation. Along with these implementation steps are explanations of why each step is included and a vision statement; together, these should clarify "where are we now, where do we want to be (and why), and how do we get there."

## Who does what

This report can serve as a guide in the following ways:

- **Citizens** - Individuals may advocate for the plan and track progress by comparing the steps listed in this report to physical changes in the community and actions taken by the city. Citizens may attend public meetings where decisions are made. Citizens may take an active role by pressing for the actions and policies listed in this plan, which are designed to create change in the community. Citizens also may support and propel change by volunteering for committees or for special initiatives.
- **City staff members** - Jeannette city employees have the responsibility of identifying successive next steps and tracking progress. They will work on a day-to-day basis to develop policies and procedures; muster resources; and assist elected and appointed officials in pushing the outcomes of the plan. Staff members are in the best position to spot obstacles to progress and propose solutions.
- **Appointed officials** - People serving on the Planning Commission should become deeply familiar with the contents of this report. These members, along with other board and commission members, hold the responsibility of keeping the city's "foot on the gas" for implementing the steps in this plan, anticipating what should happen next, and proposing action, and solving problems that will clear the way for progress.
- **Elected officials** - This report documents the development of the comprehensive plan. It identifies the directions in which the City of Jeannette will change, and lays out the practical next steps that will produce the desired changes. Next steps, in most cases, rest in the hands of elected and appointed officials who have the role and responsibility of initiating new policies or procedures; providing funding via grants or city revenue streams; providing human and material resources; and lending oversight.



# Lend a hand to help Jeannette **GEAR UP TO MAKE CHANGE**



## Design Workshop 1

Tell us what will drive change

**WEDNESDAY, NOV. 4, 2015**  
6-8 P.M.



## Design Workshop 2

Come back and claim a role in that change

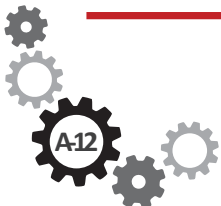
**THURSDAY, NOV. 12, 2015**  
6-8 P.M.

**WHERE:** Fellowship Hall, First Presbyterian Church, South Fourth St. & Bullitt Ave.

**WHAT:** Citizens and experts work together to identify the practical, realistic strategies that Jeannette can pursue to make change.

**YOUR ROLE:** Participants bring solution-oriented ideas for beginning to address the Key Issues. Participants choose where to help:

- Deteriorated Buildings/  
Redevelopment Opportunities/  
Blight
- Struggling Downtown
- Negative Perceptions
- Gateways and Important  
Corridors



## Lend a hand to help Jeannette GEAR UP TO MAKE CHANGE



### PARTICIPANT GUIDE

**WHERE:** Fellowship Hall, First Presbyterian Church, South Fourth St. & Bullitt Ave.

**WHAT:** The City of Jeannette is working on its comprehensive plan: a roadmap for what it wants to be or do in the coming decade. The main issues the city and its residents / stakeholders want to address are:

1. Deteriorated buildings / redevelopment opportunities / blight
2. Struggling downtown
3. Negative perceptions
4. Gateways and important corridors

#### Design Workshop 1

Tell us what will drive change

**WEDNESDAY,  
NOV. 4, 2015  
6-8 P.M.**

At this meeting, we will bring together interested citizens and experts in the four Key Issue areas to begin to identify feasible and implementable solutions.

The role of the experts will be to contribute knowledge and ideas; provide reality checks; help identify obstacles and ways to overcome them; build on citizen input.

Each expert has been invited to sit with one of the four groups. A facilitator will guide the discussion in each group. We may call the experts in the coming week to tap your expertise further.

#### Design Workshop 2

Come back and claim a role  
in that change

**THURSDAY,  
NOV. 12, 2015  
6-8 P.M.**

Citizens and experts will reconvene to review work that has been done “off-line” in the past week. We will present in a more robust form the solutions that were proposed at the Nov. 4 workshop.

We will show the citizens and experts how your ideas for solutions were further developed during a week of intense work that added research, detail, visual images and other specifics.

We then will ask citizens and other interested stakeholders to claim a role in implementing the ideas.



## City of Jeannette Implementable Comprehensive Plan

Floating: Mayor Jacobelli

Fixer, time-keeper: Diana Reitz

### Key Issue Focus Groups:

1. Blight / Deteriorated Buildings / Redevelopment Opportunities

**Table leaders: Brian Lawrence & Bill Wasielewski**

Key Issue Contributor	Attending
Ed Howley, Code Enforcement (BIU)	+
Rich Sanner, Property Maintenance for city	+
Joe Matijevic, Fire Chief	+
Barb Ciampini, Greensburg Planning Director and head of code enforcement	+
Alex Graziani, former Latrobe city manager, Penn Twp manager	?
Kristin Zaccaria and/or Chad Ruffner, Homes Build Hope	+
An Lewis, Steel Valley COG	+
Lou Gainfort, developer	?
Jim Markitel, business owner	?
Santino Sylvania, business owner	?
Members of the Steering Committee interested in this topic	?

## Negative Perceptions

**Table leader: Elaine Kramer**

Key Issue Contributor	Attending
Shannon Binda, Police Chief	+
Matt Hutcheson, Superintendent of School District, Steering Com.	?
School Board representative	?
Rev. Bob Fuhrer, Ministry Association representative	+
Rich Sanner, Property Maintenance for city	+
Jennifer Miele, VP Marketing, Excelsa Health	+
Bill Pacelli, Elliott Group, Steering Committee	+
Laura Smith, JBA, Steering Committee	+
Renee Seifert, president, Laurel Highlands Visitors Bureau	+
Westmoreland County Realtors Assoc. representative	?
Members of the Steering Committee interested in this topic	?





## 2. Struggling Downtown

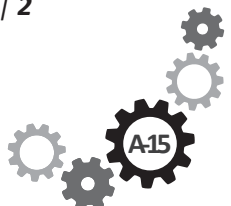
Table leader: Denny Puko

Key Issue Contributor	Attending
Representative from JBA	+
Chuck Highlands, Jeannette Redevelopment Authority	+
Steve Gifford, exec director Greensburg CDC	?
Jill Sorrels, Keynote Cafe owner and NPP program	+
Rick Viglione, PA Downtown Center	+
Tay Waltenbaugh, Westmoreland Community Action	+
Francine Gibbon, Downtown resident and JBA	+
Hallie Chatfield, County Redevelopment Authority	+
Jeff Landy, borough mgr., Mt. Pleasant	?
Jarod Trunzo, Latrobe Community Revitalization program	+
Mike Langer, Westmoreland Cultural Trust	?
Michael Nestico, Jeannette city manager	+
Taris Vrcek, McKees Rocks CDC	+
Members of the Steering Committee interested in this topic	?

## Gateways and Important Corridors

Table leader: Jim Pashek

Key Issue Contributor	Attending
Representative from JBA	+
Rich Ault, City Public Works foreman	?
Jane/Scot Noel, owners Code Media Essentials (CME), Lowry Avenue business	?
Ed Antonacci, City Engineer	+
Robyn Terwillger, True Value Hardware, Lowry Avenue business	?
Members of the Steering Committee interested in this topic	?



## Jeannette Comprehensive Plan

Notes originally from 12.10.15 Team Meeting establishing next steps, after the Design Workshop process.

**UPDATED 11/14/16:** Next conference call will occur either in December or January.

### Aligning city processes/structure with plan

A. Planning commission

- Council likely to reinstate ordinance 12/21/15
- Planning Commission membership
  - Diana, Michael, Mayor will review list of people who attended meetings who said they were interested.
  - Preconditions are: willingness to attend training, be involved, attend monthly planning commission meetings.
  - How many members? Ordinance states 7, and that is fine; it would be OK to fill just five spots.
  - Perhaps invite interested people to brief meeting ASAP to help them know what would be involved, what they'd be responsible for, time commitment, etc.
  - Perhaps develop fact sheet so people know what they'd be getting themselves into and/or questionnaire of why they want to be involved and what they'd bring to the process.
  - Ask council to designate a representative from council to be liaison with planning commission. This is Chuck Highland.

TASK	WHO	WHEN
Review list of people	Diana, Michael, Mayor	done
Develop questionnaire / also fact sheet?	Elaine	done
Hold orientation for interested people?	Diana, Michael, Mayor, Denny	done
Select nominees	Diana, Michael, Mayor	done
Appoint to planning commission	Council	done
Involve new planning commission in discussion about Monsour site, zoning	Brian, Michael, Diana	ongoing
Planning Commission to begin discussing land use of recently acquired Zion property; potential for new truck connector to site; need for a market study to have a reality check on future land uses	Brian, Michael, Diana	ongoing
Planning Commission to continue monitoring comp plan progress through updates by Brian and others	Brian	ongoing

Brian set out this tentative schedule for the Planning Commission:

9/21/16 update: The focus of the planning commission will be on zoning updates. M&L presented land use categories, preliminary zoning map and zoning definitions at the September meeting. The truck access to the old Zion site is “back on the table” and might influence the proposed land use for that property. For the past year, discussion on the use of the Zion site was put on hold while negotiations continued toward acquisition of the property. Now that the County owns the property, a market study would seem to be the next step in determining the highest and best use of the land.

11/14/2016 update: Brian: Planning commission has been busy with new zoning ordinance. Have held three workshops so far, with fourth planned for January. PC is looking forward to reviewing the draft comp plan with Jim on Dec. 7. Comp plan to be adopted before zoning ordinance.

**B. Additional assistance**

- City could contract with county for some number of hours from a county planner
  - This person would be resource/staff support for Planning Commission, available to provide research and digital data collection, provide mapping and other technical information, help propel next steps, and help with whatever planning commission needs.
  - This would make the mapping collaboration more effective.
  - City would know what county is thinking regarding redevelopment sites, and vice versa.
  - Cost depends on hours. Possibly six months of support for \$20,000, to help get planning commission up and running, or some other arrangement.
- Key city staff members could join professional organizations such as LGA, Association for Pennsylvania Municipal Management (APMM), International City/County Management Association (ICCM), Pennsylvania Municipal League (PML), which all provide low-cost training and resources such as sample policies, practices, etc. Could be very inexpensive way to get many resources. Michael joined LGA and will attend APMM w/ finance director. Over next year will begin to draw in other members of city staff, commissions, and council.

TASK	WHO	WHEN
Further discuss county-city arrangement for planning commission support	Michael, Mayor, Brian	done
Develop proposal for council for county-city arrangement if viable	Michael, Mayor, Diana	done
Look into joining professional organizations if not already member	Michael, Mayor, Diana, Shannon, Joe	ongoing



C. Consider viability of city Redevelopment Authority

- Hold meeting with existing members to explain comprehensive plan and goals. Ask for help, support and participation in regularly scheduled meetings to address blight and downtown development.

TASK	WHO	WHEN
C. Meet with City Redevelopment Authority; consider redefining the area of redevelopment	Diana, Michael, Brian, Bill, Denny	ongoing

D. Begin work on update to the zoning ordinance

- Create ad hoc working group to kick off zoning initiative: Bill and Marjorie from M&L, Brian, Diana, Ed, representative from planning commission.
- Talk to zoning hearing board about this upcoming work
- Prepare a review of existing ordinance for concerns, MPC conformance, other issues raised recently.
- Prepare a future land use plan to illustrate goals of comprehensive plan in terms of future land use.
- Meet with planning commission to explain how ordinance works
- Meet with planning commission to review future land use plan and issues with existing ordinance
- Meet with planning commission as needed to obtain feedback on issues, buy-in for updated ordinance.
- Meet with zoning hearing board – joint meeting with planning commission? – in July or Sept.
- Group had these points and questions:
  - How traditional or non-traditional should this plan be?
  - Are design standards needed?
  - Future use at Zion property will probably depend at least partly on soil core samples/ contamination. What if future land use map shows it as mixed use or no land use in support of current litigation, to be amended when title is finally conveyed to the county?

3/21/16 update: Brief discussion about how to proceed with zoning work in context of Planning Commission getting up and running, the 3 development sites now all available, etc. Decision was that Bill will pull together a group for preliminary meeting for April or May, to assess current conditions and situation, and to lay out an integrated approach. To include: Bill, Marjorie, Denny, Diana, Brian, city zoning officer Ed Howley, and maybe a council liaison person.

## 4/20/16 update:

- The preliminary meeting of ad hoc group is scheduled for May 6. It will initially be a limited group to get oriented on zoning issues and hotspots, then later the process will wrap in the full planning commission. Diana has invited the chairman of the ZHB. Denny said it's important not to limit the group so much that constituencies are not represented.
- Denny said he'd be happy to provide a reorientation seminar at a future Zoning Hearing Board meeting.

## 5/19/16 update:

The zoning initiative is now under way.

## 6/22/16 update:

Bill/Marjorie preparing first workshop for July. Goals are: to develop future land use map, proposed community development objectives, and proposed zoning district descriptions.

## 9/21/16 update:

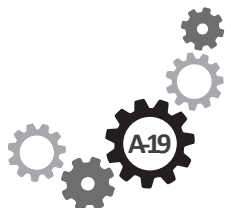
Zoning map, land use classifications and definitions were reviewed at the September PC meeting. There was much discussion and M&L is looking at other strategies for getting the PC through the ordinance update as efficiently as possible while maintaining the original schedule of adopting the ordinance in early 2017. The PC did ask that the entire Harrison Avenue corridor be zoned as commercial land use. The County was concerned that the first draft of the design guidelines and proposed ordinance for the old Monsour site were too restrictive.

## 11/14/16 update

County redevelopment sites: **Zion property** is going through additional environmental assessment, then remediation. Zoning update includes a lot of flexibility for the site, including light industrial. **Monsour property** will soon have RFPs out. County is meeting with developers, and meanwhile is reviewing design guidelines/standards from M&L to decide what should be included in RFP as a restrictive covenant and what should be conveyed as guidelines. **Hospital property** is now in hands of Palm Communities for development as senior care/housing. They have a site plan, and will soon be in review stage with conservation district. Completion is expected end of 2017 or early 2018.

## Blight Issue

- A. Need to create ad hoc working group to propel next steps for Blight to Bright strategies, along with Planning Commission.
  - Should include Diana, Bill, Brian, City RDA member(s), Ed Howley, anyone from Design Workshop?
  - Group will use Blight to Bright strategies from design workshop
- B. Strategies are:
  1. Mapping of problem areas
  2. Focus on problem areas near assets, gateways
  3. Beef up code enforcement
  4. Go digital



## **3/21/16 update:**

Michael reported that he has a first choice of software that city can use to track blight, and that will be able to integrate with other city functions, and have remote capabilities, etc. Will present to Council 3/21 or soon.

## **4/20/16 update:**

- Diana said she believes the software selection is still in progress. She will check with Michael and let our group know how things are progressing.
- Brian told the group about a process for addressing blight, called Five Step Fast Track Blight Plan. He feels this could be useful for Jeannette, but said it will be important to understand how it would mesh with work being done by the Land Bank.
- Bill added that he has been working with communities in Eastern PA using another data-driven progressive discipline approach. This model is something An Lewis from Steel Valley COG is sharing via their website. Bill said it's important to understand whether and how a blight-fighting model can connect with CDBG grant program, and whether Redevelopment Authority funding sources can be used to fight blight.

## **5/19/16 update:**

- An ad hoc committee will start meeting at end of summer.
- Michael reported that the software selection is getting close: He and Michael Foreman will discuss 5/23. City is selecting a financial management software that Michael thinks also can handle database for blight mapping. He is testing it in sandbox mode. Brian has meanwhile been looking at Access.
- Brian said he looked into interaction between Land Bank program and Five Step Fast Track Blight Plan, and the two can align. Land banking would only come in at the end of the five-step program.
- Diana expressed urgency about adopting a blight plan and new ordinances (i.e. vacant property ordinance) because several downtown properties are heading into repository. She feels council needs to take steps quickly to secure and protect the integrity of downtown before flippers buy the properties and the clock gets reset on legal process.

## **6/22/16 update:**

- Michael reports that the software purchase was approved. City is finalizing contract. Vendor will set out implementation plan, but goal is to up and running for code enforcement in September.

## **9/21/16 update:**

- The finance software was purchased by the city and training will begin soon on the various modules, according to Michael. The land use module will likely be available for training later in the fall and will be able to provide staff and the County with information in the first quarter of 2017.
- Michael reported that there were some internal staffing changes going on in terms of responsibility for various zoning issues. A vacant property ordinance is being considered, and Michael hoped it would be passed in October.

**11/14/16 update:**

Michael: Software is being used now but city isn't yet tracking blight. Separately, Council voted to begin acquiring repository properties for demolition, and to set aside money for more, so work is proceeding on blight issue.

Elaine mentioned Pottsville PA as example of place that has been using the 5-step process and data-driven tracking for 4-5 years.

Bill said M&L is working with Pottsville via a small cities project. He explained how data is an important underpinning for fighting blight, but Pottsville is also doing a great job of thinking strategically by using that data, developing priorities that will be meaningful to the city's vision, working with developers and aligning goals with funding opportunities. Bill offered to set up a call with Karen Parrish at M&L and Pottsville officials as a resource for Jeannette.

TASK	WHO	WHEN
A. Invite working group participants and set up meeting	Diana	
B. Group begins regular meetings to tackle Blight to Bright strategies.	Bill, Brian, Diana, Ed, RDA, planning commission, also Hallie Chatfield, County Redevelopment Authority	Brian / January, 2017

**Positive Impressions**

- A. ID person(s) to oversee branding / communications / public information functions
  - o Michael is investigating ways to create Public Information Officer function within city government. Could be Michael, Cindy, or a part-time employee developed through creative financing.

3/21/16 update: Hiring a dedicated FT or PT person isn't feasible at this time. Michael will revisit in the future as conditions change. In meantime, Michael and Elaine will brainstorm how to cover the duties w/ existing staff.

TASK	WHO	WHEN
Identify person(s) to oversee branding, communications, public information	Michael, Mayor, Working with council	Periodically revisit

- B. Website
  - o Michael and Diana are trying to get control of city website from Dimension X.
  - o Michael would like to enhance website to include interactivity, additional flexibility and components

TASK	WHO	WHEN
Get control of city website, domain name	Michael, Diana, city solicitor if needed	done
Enhance website	Michael, others?	ongoing
Migrate comp plan materials to website	Elaine, Michael	ongoing



- C. Council needs to be updated regularly about what is being done, accomplished as part of this comprehensive plan, and what’s coming up next. Need to create an expectation for accomplishments in front of Council.

TASK	WHO	WHEN
Update Council, community regularly about progress on comprehensive plan	Michael, Diana	Michael to do this quarterly

- D. Need to create ad hoc working group to propel next steps for Positive Impressions strategies. This should include the person(s) holding PIO functions, Elaine, Michael, key individuals from the Design Workshop group.

- o Group will pursue Positive impressions strategies.

- E. Strategies are:

1. Branding and marketing program
2. Communicate message many ways but with one voice
3. Develop media relationships

TASK	WHO	WHEN
Ad-hoc working group begins branding initiative	Elaine, Michael	done

**4/20/16 update:**

- Elaine said ad hoc working group for developing a brand has been recruited and will meet as a one-time effort May 19. The goal is to create branding materials for the City of Jeannette (city as a jurisdictional body).
- Denny said the City’s theme and branding is also important to a future downtown group. He suggested the branding ad hoc group remain conscious of the larger community.
- Diana will give Elaine the names of a couple likely participants in the branding group who are currently active downtown to participate in the workshop session.

**5/19/16 update:**

- Elaine said the ad hoc group met 5/19 and will supply draft of slogan and logo in coming weeks.
- Some participants in group said they’d be willing to assist city with other strategies within Positive Impressions key issue, such as developing a communications toolkit for the city, and helping with media relations training.

**6/22/16 update:**

- Michael was able to introduce slogan casually to Council, but he heard mixed feedback subsequently. Elaine will attend Council work session July 11 to more formally introduce draft slogan and potential logos to Council.
- Draft slogan:  
City of Jeannette: Community. Commerce. Culture  
If desired, the Downtown group could use “Minutes Away in Jeannette, PA!” as a compatible slogan. Ad hoc group will develop this as a logo and offer it to Downtown and JBA.
- Some initial ideas for logo, though group is still working.



**9/21/16 update:**

Elaine reported that a volunteer to the stakeholder group for Positive Impressions has finalized the digital layout of the city logo.



The volunteer is now developing an allied logo for consideration by the business district featuring the words “Minutes away in Jeannette, PA.”

**Vibrant Downtown**

A. Need to create ad hoc working group to propel next steps for Vibrant Downtown strategies, along with Planning Commission.

- o Should include Diana, Denny, Tay, Downtown Center, anyone from Design Workshop group, members of JBA, other business owners.
- o Group could evolve into a CDC.
- o Group will use Vibrant Downtown strategies from design workshop

B. Strategies are:

1. Building capacity and leadership
2. Make it easy for prospective businesses and developers to find downtown properties to invest in
3. Get started on good ideas like developing a downtown brand, mounting events, developing promotions, enacting physical improvements.

TASK	WHO	WHEN
Invite working group participants and set up meeting. Group begins regular meetings to tackle downtown revitalization strategies.	Denny, Diana	Done
Hold a work session with larger group of city leaders and business people facilitated by Downtown Center	Denny, Diana, Michael, key person(s) from working group, Downtown Center	Gradually grow the group per Denny
Start now on planning an event that will wow the community	Working group members	ASAP
Begin to build database of downtown properties (as part of larger data-gathering initiative)	Denny	As feasible



## 4/20/16 update:

- Denny said he is having trouble getting approvals from city to proceed. He would like a clear signal from council via Michael that Jeannette wants this initiative to begin.
- Diana suggested setting up a meeting to introduce the idea to council and JBA, and also said she would relay info to Michael.
- Jim suggested Denny could ask to be placed on an upcoming council agenda to explain the initiative.

## 5/19/16 update:

- Denny said council approved outreach to Downtown Center, and he expects DCED authorization for this shortly. Meanwhile Downtown Center's Bill Fontana is tied up to do a workshop following an initial set-up meeting.
- Denny noted that the Downtown Center can help develop the property protection measures that Diana mentioned in discussion about Blight.

## 6/22/16 update:

- Initial meeting with Downtown Center's David Zellers occurred 6/21.
- Denny says next step is he will work with David and Bill Fontana to design the program and goal for future workshop.
- Pashek Assoc. to provide visuals developed during design workshop process, to help Downtown Center understand work done so far so they can tailor program specifically to Jeannette.

## 9/21/16 update:

- A second meeting was held with Dave Zellers and Bill Fontana in August to provide some training for the smaller groups of Jeannette representatives. Denny and Michael thought the second meeting was more realistic and feasible than earlier discussions.
- DCED will fund a continuation of this work with the PDC, possibly three more workshops with a larger group of stakeholders. This work will likely occur toward the end of 2016 and into 2017.
- Denny noted that it seemed that those in attendance at the meeting with the PDC did not have a clear, shared vision for the downtown, and the workshops with the PDC will help with those issues.

## 11/14/16 update:

Denny reported that he and Johnna Pro are trying to set up meeting w/ PDC and Harrisburg DCED.

## Welcoming Gateways and Corridors

- A. Need to create ad hoc working group to propel next steps for Gateways and Corridors strategies, along with Planning Commission.
  - o Should include Diana, Jim, Ed Antonacci, Rich Ault, anyone from Design Workshop group
- B. Strategies are:
  1. Clean up key locations
  2. Add trees
  3. Pilot project that rebuilds crumbling sidewalks, creates planting beds and adds signs (Harrison Avenue)

## Draft 12-7-2016

TASK	WHO	WHEN
Invite working group participants and set up meeting	Diana, Jim	Push to 2017
Group begins regular meetings to tackle Gateways and Corridors strategies	Diana, Jim	Push to 2017

- C. Group should first explore funding sources for trees, cleanup, sidewalks
- o Consider Act 89 corridor enhancement
  - o Consider Act 13 Impact fees
  - o Talk to SPC, get on TIP with projects
  - o District 12, meet with Chris Bova [cbova@co.westmoreland.pa.us](mailto:cbova@co.westmoreland.pa.us) and 724-830-3995
  - o Brian feels county can play a key role here, as they have good contacts with all these groups.

TASK	WHO	WHEN
Explore funding sources / grant deadlines	Diana	ongoing
Meet with Chris Bova, PennDOT District 12 and also SPC so they know what Jeannette wants to do. Discuss strategies for getting funding.	Diana, Rich, Brian	Q3-4

4/20/16 update:

5/19/16 update:

6/22/16: update:

9/21/16 update:

11/14/16 update:

- No updates, as this initiative is deferred to let the others get off the ground.

### Involving Council and Mayor

- A. New council person is starting soon. She has met with Michael and plans to meet every department head before starting.
- B. Mayor says he was skeptical of the whole Comp Plan process originally, but now is completely in favor. Considers himself a convert and hopes to enlist Council to feel same way.



**3/21/16 update**

Michael explains that Mayor is a proponent, and if there is ever any indication the council’s interest has waned, it may be that council members may not fully know how necessary some of the facets of the plan are.

**4/20/16 update:**

- Brian said the planning commission doesn’t yet have a set schedule, but will from the start provide council with PC agendas and minutes.
- Brian also said that since the commission serves the needs of council but also has its own mission established by the plan, the two bodies will need to develop a comfortable relationship in which council will ask the PC for help when it needs something, or the PC will ask permission to tackle initiatives.

**5/19/16 update:**

- No updates other than to note that Chuck Highland is now liaison.

TASK	WHO	WHEN
Provide mayor with talking points	Michael, Diana	Ongoing updates

C. Ideas for encouraging Council support:

- Can Michael present a “Moving Forward” summary to council to create a framework of conceptual ideas?
- Can Michael (and later the “PIO” person) continually update council on recent accomplishments and “what will happen by our next meeting” regarding plan to establish an expectation of progress?
- Can Diana/Michael encourage council not to waste this moment. Remind how council wanted the comprehensive plan done; that it has endorsed the four Key Issues since last summer. Also that there was so much cynicism about past planning efforts in the community, city government should focus on new strategies and produce change while there is momentum.

TASK	WHO	WHEN
C. Pursue ideas for encouraging council support.	Michael, Diana	ongoing
C. Meet individually with council members, to hear concerns, explain ideas and urgency	Michael, Diana	ongoing

**9/21/16 update:**

- Michael reported that he shared with Council the draft of the plan document sent to the team members in August. He did not get any feedback. He did not get the feeling that there was any resistance to the plan, at least at this point.
- He has developed a significant presence for the comp plan on the City of Jeannette website.

**11/14/16 update:** Michael, any concerns? None at this point.

## What is “the report”?

- The group agreed that there will be some form of comprehensive plan document that will:
  - Relate the zoning initiative to the plan through the community development objectives
  - Document the process and any milestones that took place
  - Help the city council/mayor/planning commission/city staff keep issues and priorities in mind and put community decision-making into context of a comprehensive plan
- The group agreed there should be a small number of chapters that are a cross between an action plan and executive summary, plus some kind of pull-out section that the planning commission, council, etc. could refer to on an ongoing basis. It was thought this could be done in 25-30 pages.
- Next steps will be:
  - June: Our team reviews and discusses outline of the report
  - July-Sept: Pashek Associates works on a draft
  - Fall: Team review process begins
  - End of 2016: Draft completed
  - Beginning of 2017: Adoption process begins for Comp Plan, followed quickly with the adoption of the new zoning ordinances

### **6/22/16 update:**

- Group reviewed and discussed outline. Overall comments were: good idea to put process-y stuff in the appendix
- Main suggested change is within the “blight” chapter, Strategies and Implementation Steps. No. 1 will become a more robust version of the steps to creating an intensive plan for addressing blight overall. Nos. 2-5 will focus on specific locations within city.

### **9/21/16 update:**

- With the exception of Brian’s comments that were addressed, there were no other comments on the first draft of the plan document? Progress report? Draft plan? Jim and Elaine are proceeding in that direction with documenting the process.
- There was some discussion about the timing of the comprehensive plan report. Bill suggested that it would be best if the comp plan was adopted by the City before they adopted the zoning ordinances. Denny agreed. Yet, there are some delays in the work initiated by the comp plan, especially the fall 2015 workshop. Implementation work for downtown revitalization and getting the software going on the blight mapping will likely extend into much of 2017. It was agreed that in the spirit of this planning process being an ongoing effort with no distinct ending point, that we might develop a “progress report” towards the end of the year that could serve as the comp plan document that Planning Commission and Council would consider for adoption. The ongoing work after that will be implementation steps that typically follows the completion of a comprehensive plan process.



## 11/14/16 update:

Suggested timeline for completion and approval.

Nov 21-Dec 6 Elaine and Jim work on Draft Plan Report

Dec. 7 – Jim to attend PC meeting to provide update / progress report. Present copy for them to begin digesting.

Dec. 12 or Dec. 14 – Jim to attend city council meeting to provide update and request permission to send to county for public comment period.

Jan. 30 – 45-day review period ends.

Jan. 30-31 – Pashek Associates completes revisions. *(If revisions are extensive, the following steps will need to push back a month)*

Feb. 1 – Planning commission recommends adoption.

Feb 13 and Feb. 15 – Council adopts plan

March – PC reviews/recommends and Council review/adopts new zoning ordinances.