



Implementable Comprehensive Plan *REVISITED*

APA PA Conference
October 18, 2016

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Think differently

New benchmark

- Success is measured by **RESULTS!**
 - Implemented?
 - Principles followed?
 - Improvements?



Does the quality of the document or the ingenuity of its recommendations matter if a plan is not implemented?

Think differently

- Problems
- Needs
- Opportunities

- Problems getting solved
- Needs being met
- Opportunities pursued



Comprehensive Plan

Community is
dissatisfied, restless,
concerned for the future

Community is taking action,
moving in new directions,
making improvements,
achieving its vision

Think differently

Old School

- Have consultant prepare book
- Review book
- Submit book
- Hope

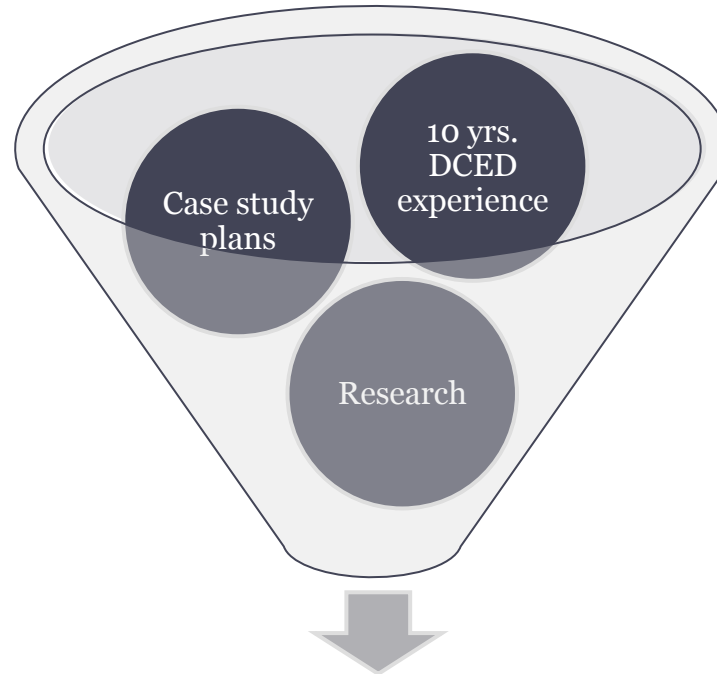
New School

- Meet, talk, inquire
- Have consultant provide investigation and ideas
- Involve others
- Decide
- Action plan
- Commit
- Create workbook of notes and reports










- Tradition – A comprehensive plan is a guide to decisions to be made and actions to be taken after the plan is completed.
- Innovation – A comprehensive plan is a record memorializing decisions made and actions committed to and initiated during a planning process.



5 keys for an implementable plan

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

Myths



- This isn't a true comprehensive plan.
 - Doesn't include all comp plan elements
 - It's about projects not goals and policies
 - It's short range not long range
- The plan is “issues-based” and chapters don't follow the MPC template, so we've done it!

An implementable planning case study for the City of Jeannette



City of Jeannette Westmoreland County



The RFP

Setting the stage for Implementable Planning

The Consultant will:

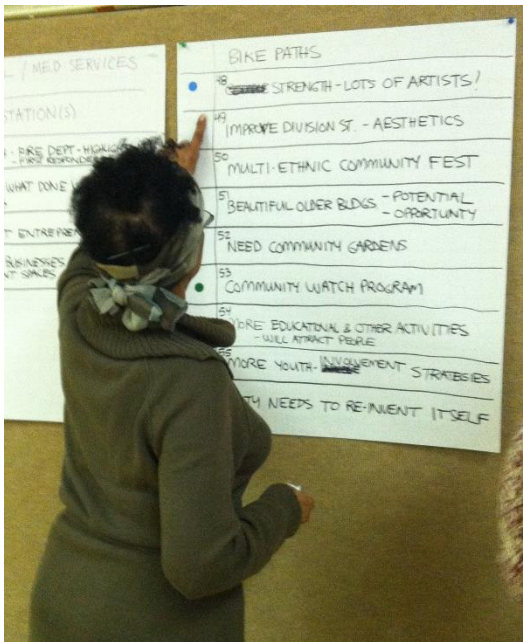
1. Focus on providing intelligence for decision making (not recitation of data)
2. Provide creative ideas and workable action plans
3. Help recruit partners and create capacity to implement plan
4. Organize on city's priorities that emerge from the process
5. Be efficient in words and avoid jargon

Public Participation

- Working with a terrific, diverse steering committee
- Distributed a digital Quality of Life Survey
- Interviewed stakeholders
- Facilitated a public meeting attend by 100 people



Taking **hundreds of ideas** and consolidate those ideas into **4 critical issues** that needed to be addressed by this planning process



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

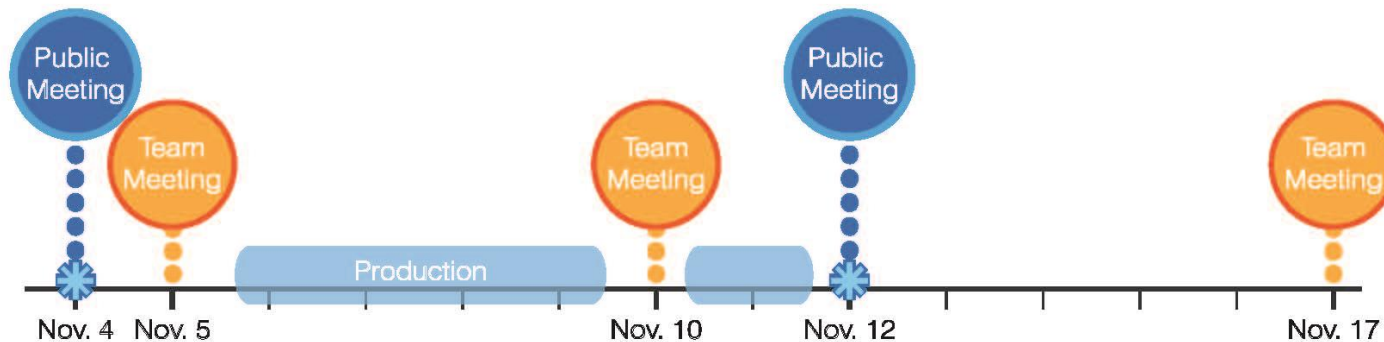
Significant Shift in Scope of Work

Original Scope of Work was to hold a focus group of “experts,” stakeholders, local champions and design team members for each of the four key topic areas.

Client noted that we had great participation by residents in the first public meeting and was worried that holding focus groups as planned would not keep the residents engaged

Significant Shift in Scope of Work

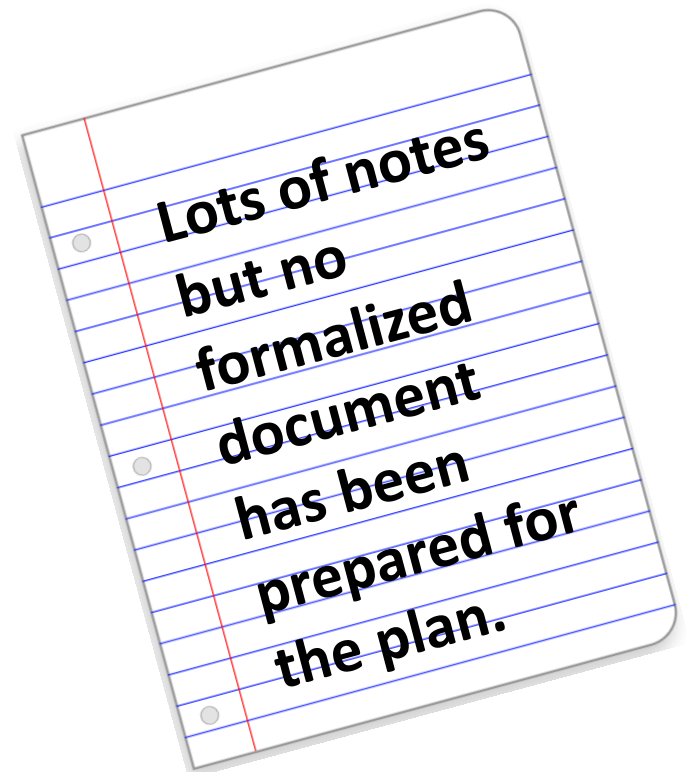
- Agreement to do a 6-day workshop



- Change from the traditional:
 - client – observer/facilitator
 - consultant – producer of the work
 - county/DCED staff – reviewer

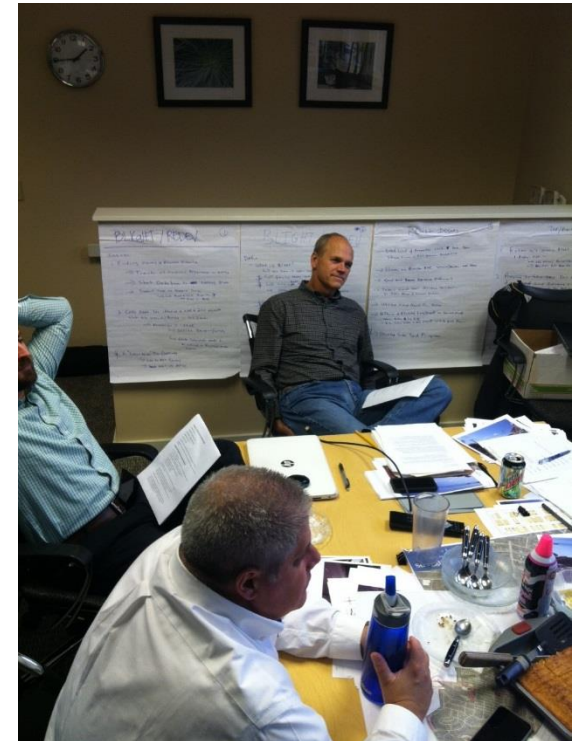
So what happened at the workshop?

- Each key issue had a team formed
- Each Issue group team was responsible for developing an action plan
- Recommendations were presented at a second public meeting. A “buzz” in the community about the plan was created.



Planning Team

- **Fighting Blight** – Brian Lawrence, County Planning Staff, Bill Wasielewski, M&L
- **Positive Impressions** – Elaine Kramer, Pashek Associates
- **Vibrant Downtown** – Denny Puko, DCED
- **Welcoming Gateways and Corridors** – Jim Pashek, Pashek Associates
- **Meeting publicity and logistics**, Council and City staff liaison – Diana Reitz, Community Development Director/Michael Nestico, City Manager



Why do this?

- Community remained **engaged** in the process
- County & state staff **partnered** in the process
- Local “experts” were involved in a way that maximized their contribution while minimizing their time – **built local capacity**
- Vision, goals, objectives and implementation **strategies were developed** quickly, for each key issue identified by the community
- Focus was on producing **results** and not sitting back and writing a book
- The final presentation could be used as a **rallying cry for action** that energized the participants



Vibrant Downtown

- Building capacity and leadership
- Make it easy for prospective businesses and developers to find downtown properties
- Get started on Good ideas like Brand, Events, Promotions, physical improvements



Fighting Blight

- Mapping of problem areas
- Focus on problem areas near assets, gateways
- Beef up code enforcement, go digital
- Update ordinances to support this plan

Data mapping

VacAbanViolentCrime

Imported at Wed Nov 11 15:52:44 PST 2015 from VacAbanViolentCrime.csv.

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Rows 1 ▾

Cards 1

Map of Latitude

Filter ▾

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1-100 of 257

Address	Address2	City	State	Zip	Date	Type	CallNum	Latitude	Longitude	AbanVac
1000 LOWRY AVENUE	MCKEE ELEMENTARY SCHOOL	Jeannette	PA	15644	10/26/2015	FIGHT	C15-0004624	40.316757	-79.618082	
308 S. 5TH STREET		Jeannette	PA	15644	10/17/2015	FIGHT	C15-0004430	40.326744	-79.615926	
MAGEE AVE & SOUTH 5TH STREET		Jeannette	PA	15644	10/17/2015	FIGHT	C15-0004428	40.328254	-79.617727	
GASKILL AVE & NORTH 5TH STREET		Jeannette	PA	15644	10/18/2015	FIGHT	C15-0004427	40.329263	-79.616779	
LAFFERTY STREET & THOMAS STREET		Jeannette	PA	15644	10/12/2015	ASSAULT (PHYSICAL)	C15-0004336	40.326744	-79.615926	
307 SOUTH THIRD STREET		Jeannette	PA	15644	10/7/2015	ASSAULT (PHYSICAL)	C15-0004259	40.325832	-79.617832	
800 FLORIDA		Jeannette	PA	15644	10/6/2015	FIGHT	C15-0004238	40.314651	-79.608591	

Focus the effort



Positive Impressions

- Branding and marketing program
- Communicate message many ways but with one voice
- Develop media relationships



Welcoming Gateways and Corridors

- Cleanup key locations
- Add Trees
- Pilot project that rebuilds crumbling sidewalks, creates planting beds and adds sign



So what has happened since the Workshop?

- New Planning Commission
- New zoning ordinance in works
- DCED grant for code enforcement & blight tracking software
- New logo / publicity toolkit developed
- Council updates
- PA Downtown Center is helping to create downtown action plan (paid by DCED)
- “Accountability” team meetings by phone
- Running “progress report”

What does the “progress report” look like now?

Draft 9-1-2016

Fighting Blight

Blight is one of Jeannette'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 fight blight in all forms, in all parts of the city. This effort includes 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.

Draft 9-1-2016

Strategies and implementation steps

Create intensive plan for addressing blight

Create a comprehensive, intensive and vigorous plan for addressing blight in all forms throughout the community. An overarching 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.

- Gain consensus for developing a comprehensive blighted property strategy.

PROGRESS

- 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.
- Commit staff resources, including creating a full-time code enforcement officer position. Add or strengthen codes and ordinances. Be more aggressive with enforcement.
- Engage key stakeholders in a blight task force that includes the city's community development office and code enforcement officer, and representatives of the planning commission, redevelopment authority, county planning division, county redevelopment authority, the consulting team, citizens and landlords.



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.

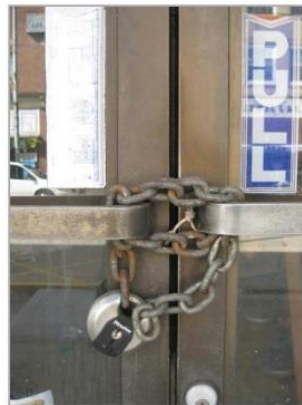
This does not minimize the work going on in other aspects of the city; in fact, the intention of the "Positive Impressions" chapter of this comprehensive plan is to acknowledge problems, but also show how they are being solved or addressed.

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

1. **"Rebrand" 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.**

PROGRESS



1. 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](#).)
2. City Council reviews and approves the statements.
3. Ensure the statements are visible on the website and that city actions and publications reflect the contents and intentions.

- **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.



- 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.





Implementable Comprehensive Plan *REVISITED*

Discussion

Input

Best practices

RFP/RFQ, Scope of Services, Contract

What consultant skills should you hire when you don't know what issues will be addressed by the plan?

Are you comfortable with an “ORGANIC” process that may lead you to tasks you never imagined in the beginning of the project?

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Parks & Recreation.....	Section 4
Public Infrastructure.....	Section 5

Other Topics

Population Growth and Township Resources.....	Section 6
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Workbook Appendices

Consistency with the MPC

MPC requirement	Where it can be found in the Comprehensive Plan
Statement of objectives	Found in the Vision Statements for each Key Issue.
Plan for land use	The Township of Pine is almost fully developed. The township recently updated its zoning ordinance and zoning map. This comprehensive plan addresses a few minor adjustments recommended to the zoning. Otherwise, the majority of the zoning remains the same. The current zoning map, provided on subsequent page in this section, reflects Future Land Use.
Plan to meet housing needs	Housing was discussed during preparation of this plan, and the township believes the current housing mix as well as that provided for in the Zoning Ordinance will meet the needs of the community for the next 10 years. The current zoning map and chart of zoning designations and permitted uses for residential development are provided on subsequent pages in this section of the appendix. Research surrounding population growth and community resources appears in the Other Topics chapter.
Plan for movement of people and goods	Found in the Public Infrastructure chapter for road improvements proposed by this plan. Also, in the Connectivity & Trails section for non-motorized movement of people.
Plan for community facilities	Most of the township's facilities are fairly new or have recently been updated. This plan focused on several park recommendations, in the Parks and Recreation chapter. Public utilities were addressed in the Public Infrastructure chapter.
Statement of Interrelationship among various plan components.	The nature of an Implementable Comprehensive Plan is to focus on major issues in the community. Each issue tends to address multiple planning elements in an integrated manner.
Short- and long term implementation strategies	Found in each chapter for the specific issue.
	<i>Continued on next page</i>

MPC requirement <i>(continued)</i>	Where it can be found in the Comprehensive Plan
Statement that existing and proposed development is compatible with existing and proposed development in adjacent communities and consistent with the County Comprehensive Plan.	The zoning map was not changed as the result of this plan. There has been no change in consistency. Part of the process was to convene a focus group of planners from adjacent communities to address common regional concerns including Route 19, watersheds, regional trails and best practices municipalities were engaging in regarding stormwater and land use regulations. This plan is consistent with the County Comprehensive Plan.
Plan for protection of natural and historic resources	Found in the Community Character & Appearance Chapter.
Plan for reliable supply of water	Found in the Public Infrastructure chapter. Water for the Township of Pine is provided by the Westview Water Authority. Two water storage tanks have been built for the township. Adequate water supplies have been planned for through full build-out.
Plan to be reviewed in 10 years	This plan recommends that the plan be updated in 10 years. Found in the introduction.
Careful analysis of all of the elements	We believe that the Key Issues identified by the Community were developed in a careful manner that incorporated most of the planning elements of the MPC.
Adoption process with the county	To take place in Fall 2015.



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Land Use and Planning

Objective 1.0: Seek consistency in land use across municipal borders through sound land use tools, design concepts, and mutual action toward common policies and practices.						
No.	Strategies	Priority	Municipality	Responsible & Participating Parties	Potential Funding Source or Technical Assistance	Record of Action
LU 1.1	Create a Regional Planning Commission among the four municipalities to oversee implementation of the Joint Comprehensive Plan. The four municipalities should retain their individual Planning Commissions to serve as an advisory boards for implementation of individual zoning ordinances. The Regional Planning Commission will complement the individual Planning Commissions by providing guidance on regional development issues and plans that impact all four municipalities.	H	City of Greensburg, Hempfield Township, South Greensburg Borough, Southwest Greensburg Borough	Municipal Governing Bodies	DCED - LUPTAP, Local Government Academy	
LU 1.2	Update and implement separate, but consistent, zoning ordinances and sub-division and land development ordinances (SALDO) to promote uniform development standards and zoning districts among the four municipalities. Land use ordinances should be consistent with the elements of the future land use plan	H	City of Greensburg, Hempfield Township, South Greensburg Borough, Southwest Greensburg Borough	Municipal Governing Bodies, Planning Commissions	DCED - LUPTAP, Local Government Academy, Smart Growth Partnership of Westmoreland County	
LU 1.3	Develop and implement land use tools through zoning that encourage innovative neighborhood design options. Innovative land use tools include traditional neighborhood development and conservation subdivision design standards. Ensure consistency between the zoning ordinance and SALDO in allowing for innovative neighborhood design.	H	City of Greensburg, Hempfield Township, South Greensburg Borough, Southwest Greensburg Borough	Municipal Governing Bodies, Planning Commissions	DCED - LUPTAP, Local Government Academy, Smart Growth Partnership of Westmoreland County, Natural Lands Trust	
LU 1.4	Update and/or adopt ordinance design standards that are consistent across the four municipalities for sidewalks, buffers and landscaping, signage, streetlights, shade trees, and parking.	H	City of Greensburg, Hempfield Township, South Greensburg Borough, Southwest Greensburg Borough	Municipal Governing Bodies, Planning Commissions	DCED - LUPTAP, Local Government Academy, Smart Growth Partnership of Westmoreland County	
LU 1.5	Implement commercial development standards and/or design guidelines for large scale retail facilities that include that take into consideration building design and orientation, surrounding land uses, access, landscaping/buffering, lighting, signage, and pedestrian movement.	H	Hempfield Township	Municipal Governing Bodies, Planning Commissions	DCED - LUPTAP, Local Government Academy, Smart Growth Partnership of Westmoreland County	
LU 1.6	Improve the visual appearance of designated gateways and corridors that travel through one or more of the municipalities, including Route 30, Route 130, Route 819, Route 119, Business Route 66, Pittsburgh/Ottermann Streets, Huff Ave/Broad Street.	M	City of Greensburg, Hempfield Township, South Greensburg Borough, Southwest Greensburg Borough	Municipal Governing Bodies, Planning Commissions, Huff Avenue Committee	DCED - LUPTAP, PennDOT, Smart Growth Partnership of Westmoreland County, Main Street/Elm Street Programs	
LU 1.7	Create consistent design standards and guidelines for the Route 30 and Route 119 corridors through a corridor enhancement overlay zoning designation that includes standards for access management, building orientation, lighting, signage, sidewalks/pedestrian facilities, parking areas to the side or rear of buildings, loading areas, landscaping, and buffering.	M	City of Greensburg, Hempfield Township, South Greensburg Borough, Southwest Greensburg Borough,	Municipal Governing Bodies, Planning Commissions	Smart Growth Partnership of Westmoreland County, DCED - LUPTAP, PennDOT	
LU 1.8	Develop a system for identification and evaluation of developments of regional impact for consistency with the goals and objectives of the multi-municipal plan.	M	City of Greensburg, Hempfield Township, South Greensburg Borough, Southwest Greensburg Borough	Municipal Governing Bodies, Planning Commissions, Westmoreland County Planning Department	DCED - LUPTAP	

Strategies and implementation steps

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