



Sustainable Communities in Appalachia Technical Assistance Program



Connecting Connellsville: An Action Plan for Downtown Revitalization of Connellsville, PA January, 2013



[Inside Cover]

About This Document

This report is the result of technical assistance provided to the City of Connellsville, PA from the U.S. Environmental Protection Agency (EPA) and the Appalachian Regional Commission (ARC). EPA contractors Renaissance Planning Group and Twaddell Associates provided support for these efforts. For more information contact:

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1. Background

A hundred years ago, Connellsville was known as the “Coal & Coke Capital of the World.” The region’s beehive coke production industry took off in the 1850s and peaked in 1916, by which time the community housed some 22,000 people and was reputed to have more millionaires per capita than any other US city.

Over the ensuing 60 years, the productivity of Connellsville’s coke ovens slowly declined under pressure from 20th century industry competitors, ending with the closure of the Shoaf Works in the 1970s. By the year 2000, many downtown businesses and residents had migrated to nearby suburban malls and housing subdivisions, or left Southwest Pennsylvania altogether.

Connellsville’s 2012 population of approximately 7,600 is two-thirds smaller than it was in the days before World War I. Train horns still blow day and night as freight and passenger cars traverse the eastern banks of the Youghiogheny River while bicyclists from all over the world enjoy the Great Allegheny Passage (GAP) trail along the river’s west side. Highlands Hospital, a locally owned, nonprofit hospital located just outside the center of downtown, is now the community’s biggest employer, promoting health, wellness and active living.

Connellsville, like many communities in Appalachia, has experienced periodic boom-and-bust cycles. For nearly two hundred years, local citizens and elected officials have wrestled with the challenges of managing change. Today, a new generation of dedicated residents, business owners, and civic leaders has taken on the charge of renewing downtown Connellsville’s role as the heart of the community.

Connellsville’s 21st century revitalization has gotten underway with a myriad of projects such as the Amtrak station renovation, the downtown streetscape project, the GAP Arch, public kiosks and Heritage Trail maps, the Edwin Porter Theater and the Yough River Park public restrooms. These and many other initiatives are the fruits of perseverance, “sweat equity,” and creative funding strategies generated by local residents who love their city.



Over the past several years, Connellsville conducted a number of visioning, planning and design exercises aimed at revitalizing downtown. This body of work yielded very clear ideas on key streetscape improvements, downtown redevelopment initiatives and GAP Trail related activities, many of which are moving forward. Yet the community seems to lack a comprehensive strategy for pulling together the elements of these plans, establishing priorities for action, and coordinating tactics with other initiatives such as the Hospital's emerging wellness programs and local economic development efforts to attract new lodging to the City. There also exist some unresolved questions about the type and location of new growth relative to opportunities on both sides of the river and along the surrounding highway corridors. This uncertainty on how and where to grow in the future also makes it difficult to develop a single comprehensive strategy.

Given this backdrop, the next step for the City of Connellsville is not to develop another policy plan or project, but rather to help community members identify and integrate the overlapping goals and priorities from existing plans and initiatives into a simple, cohesive action plan. This action plan can provide a more coordinated sense of direction and help identify the optimal locations for new businesses and future growth that will best serve downtown revitalization goals. Finally, the action planning process can also strengthen the community's capacity for implementation by bringing together local citizens, business owners, elected officials, and philanthropic groups to foster consensus and create a unified voice for advancing key projects, coordinating existing initiatives, establishing new partnerships and seeking additional funding opportunities.

This report includes a summary of the key actions and near-term priorities identified by local citizens through the technical assistance workshop activities conducted for Connellsville. The framework laid out in this document can serve as a playbook that newly organized stakeholders and elected officials can use to create a more detailed "Connecting Connellsville Action Plan." The desired outcomes of this new action plan include the following elements:

- Achieve key projects identified in existing plans and initiatives;
- Build consensus on priority projects and locations for future growth to advance downtown revitalization;
- Foster productive relationships and new partnerships among elected officials, businesses, and civic groups; and
- Improve communication and coordination among the various groups and individuals involved in community development.



2. The Workshop

On October 15 and 16, 2012, the City of Connellsville hosted a small team of federal agency staff and contractors to deliver technical assistance focused on revitalization of downtown. Sponsored by the US Environmental Protection Agency (EPA) and the Appalachian Regional Commission (ARC), these activities came about from the City’s successful application to ARC’s 2012 Livable Communities program.

The technical assistance effort included pre-workshop conference calls and interviews to identify issues and goals with local stakeholders; a walking tour of downtown; focus group discussions; an evening public workshop; a full-day stakeholder work session; and follow up conference calls with local organizers. Hosted by Highlands Hospital, the workshop events garnered strong participation from the general public, local business owners, elected officials and other stakeholders. Participants worked through facilitated exercises to confirm key values, identify community assets and opportunities, develop goals and priorities, and map out a plan of action for leveraging the GAP trail project and other initiatives to catalyze downtown revitalization and community economic development. Figure 1 illustrates the sequence of activities that led to the development of the “Connecting Connellsville Community Action Plan.”



Connellsville Mayor Charles Matthews addresses the crowd that gathered inside the dining area of Highlands Hospital on Monday, October 15, 2012 during a public meeting entitled Connecting Connellsville hosted by the Connellsville Redevelopment Authority. *Evan R. Sanders, Daily Courier.*

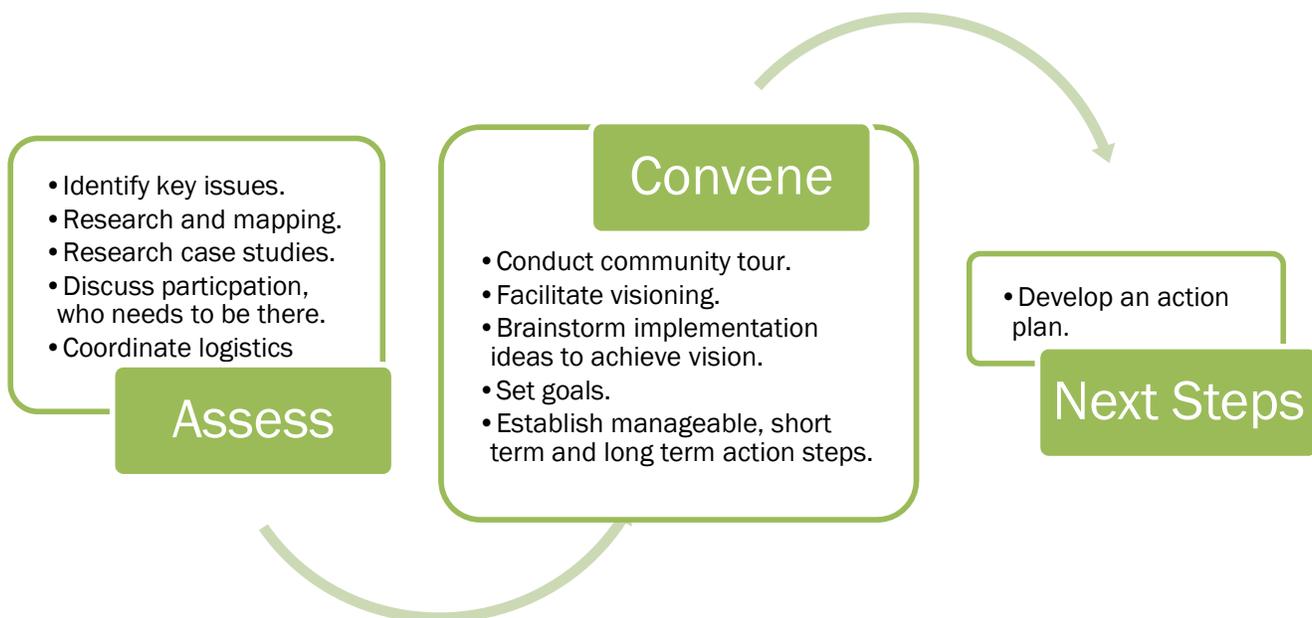


Figure 1 – Technical Assistance Process Diagram

3. Community Vision

The public workshop kicked off with storytelling exercises that revealed a widely shared appreciation for the City’s natural beauty, historic character, and, most importantly, it’s abiding ability to sustain family ties and foster friendships despite economic hardships and a dwindling population. While many community members are lifelong residents with deep family roots, some of its most active citizens are people who have recently moved to the City and feel equally at home. Given these dynamics, Connellsville has a very strong social fabric which can serve as the foundation for advancing action and motivating people to make Connellsville an even better place to live.

In addition to the storytelling exercises, participants also worked in small groups to identify a collective map of existing community assets (“gold stars”) and opportunities for improvement (“green lights”). The composite map from this exercise and a corresponding table identifying each location by name is included in the Appendix.

Building on the mapping exercise, participants brainstormed strategies for enhancing the “gold stars” and advancing the “green lights” locations. People posted their ideas on the wall and worked with facilitators to organize them into the following simple themes:

- Make Movement
- Make Money
- Make It Known
- Make Rooms
- Make Movers and Shakers.

These overarching goals serve as a framework for the action strategies described in the next section and further elaborated in the appendices. As illustrated in Table 1, the themes are very compatible with the livability principles that guide investments by the federal interagency Partnership for Sustainable Communities¹.

“We haven’t lived here very long, but when we needed help for my granddaughter’s medical needs, the people here raised thousands of dollars for us...”

“I’ve come home to Connellsville after many years away, and I want to give something back to this great community....”

“We may not always agree on things, but we want to work together to make this City great again ... “

Quotes from workshop participants.



¹ The interagency Partnership for Sustainable Communities includes the U.S. Department of Housing and Urban Development (HUD), Environmental Protection Agency (EPA), and the Department of Transportation (DOT). Learn more at www.sustainablecommunities.gov.

Livability Goal	The Connecting Connellsville Action Plan and ongoing initiatives will help achieve...
Provide more transportation choices	<p>⇒ Make Movement. Improve downtown walkability and bikability by better connecting the GAP trail with community activity centers such as local parks, Amtrak, the river, shops, tourist attractions, the Community Center, and Highlands Hospital.</p>
Promote equitable, affordable housing	<p>⇒ Make Movement Increase opportunities for affordable housing within walking distance of downtown amenities by refurbishing historic properties and improving pedestrian connections.</p>
Enhance economic competitiveness	<p>⇒ Make Money, Make Rooms and Make it Known. Increase downtown commercial activity, lodging facilities, and business incubators by coordinating downtown revitalization efforts, regional economic development initiatives and promotional campaigns that draw regional visitors to local amenities.</p>
Support existing communities	<p>⇒ Make Movers and Shakers and Make It Known. Promote restoration and redevelopment of the downtown core by involving people in hands-on projects; enhance quality of life for existing residents by focusing on health and wellness activities; grow leaders and build social capital through the new Connecting Connellsville coordinating group.</p>
Coordinate and leverage federal policies and investment	<p>⇒ Make Money. Increase local, regional, state, federal, private sector and philanthropic resources by leveraging funds and coordinating improvements.</p>
Value communities and neighborhoods	<p>⇒ Make Money. Increase property values and downtown area amenities by improving existing infrastructure and attracting new investments.</p>

[Table 1 above illustrates how the Connecting Connellsville Action Plan supports the livability goals of the Federal Interagency Partnership for Sustainable Communities.]

4. Action Plan

The five simple goals and supporting strategies discussed in this section encompass the ideas that participants felt were crucial to revitalizing downtown by capitalizing on the GAP Trail and other community assets. The overarching theme was to **Make Connellsville Great**. The following summary does not include all of the actions and ideas generated at the workshop, but rather focuses on the next steps that participants deemed as achievable priorities.

Goal 1: Make Movement – This goal builds upon several previous plans and current efforts to enhance the walking, biking and transit opportunities in town. It addresses not only the importance of infrastructure improvements, enhanced streetscape features, and better signage to attract regional tourists, but also the need to coordinate proactively the health and wellness programs at Highlands Hospital with local walking /biking events and at key locations (e.g. Yough Park, downtown, GAP Trail, riverfront, etc.).

**Note: These goals and corresponding sets of actions should be coordinated with the Bicycle and Pedestrian Master planning process initiated by the City Council in the Fall of 2012.*

Action 1.1 - Enforce/improve sign ordinance to reduce visual clutter and prioritize signage at key locations. Develop consolidated signage strategy and guidelines to draw travelers into the downtown area and to special events, particularly those arriving by bicycle from the GAP Trail, by train from the Amtrak station, and by car from regional highways.

Lead Role: City.

Supporting Role: Local organizations, businesses, special events, Penn State University.

Timeframe: Immediately, monthly.

Measures: Removal of excess signage, new signs erected/installed.

Cost/Funding: TBD. Potential funding sources include non-profits, grants and tourism money.

First 100 days: Create a signage committee and review existing ordinances.

Action 1.2 - Identify high priority locations/gateways, kiosks and billboards. Prioritize appropriately scaled, consistently themed signage at key locations that orients visitors to downtown and draws them to local attractions. Critical locations could include intersections with high levels of foot, bicycle, and vehicular traffic such as the crossings of the GAP trail with Crawford Avenue and Crawford Avenue with 9th Street.

Lead Role: Redevelopment Authority.

Supporting Role: Committees, businesses, Laurel Highlands Visitors Board (LHVB), PennDot.

Timeframe: Immediately.

Measures: Removal of excess signage, new signs erected/installed.

Costs/Funding: TBD. Potential sources include LHVB, City and PennDOT.

First 100 days: Create a signage committee.

Action 1.3 – Create a multimodal transportation strategy that coordinates regional mass transit (Amtrak, shuttling, bus tours) with local bicycle and pedestrian networks. Develop a regional system that draws cyclists and pedestrians from Pittsburgh and beyond via shuttles, buses or trains, and that provides a walkable and bikable network connecting local lodging and amenities for ‘car-free’ visitors.

Lead Role: Possible private business (to operate shuttles/motor coaches).

Supporting Role: Southwestern Pennsylvania Commission, The Progress Fund, Amtrak, PennDOT.

Timeframe: TBD.

Measures: Estimate demand and need, report on needs.

Costs/Funding: TBD. Potential sources include The Progress Fund, and federal/state transportation dollars.

First 100 days: TBD.

Action 1.4 – Create a Visit Connellsville Website/Mobile Phone Application. Create and/or improve website and mobile device applications for regional tourists and GAP Trail users that highlight key destinations, lodging options and activities in downtown Connellsville.

Lead Role: TBD.

Supporting Role: TBD.

Timeframe: TBD.

Measures: Number of website hits/ app downloads/ clicks to website & app ads/ other web analytics.

First 100 days: TBD.

Goal 2: Make Money – This goal focuses on economic development initiatives and expanded funding for major projects that will foster the revitalization of downtown.

Action 2.1 – Reform existing building code to enable the rehabilitation and repurposing of existing historic properties. The current building code is an obstacle to renovating existing historic properties at market rates. Evaluate and revise existing codes to accommodate creative renovation strategies.

Lead Role: City Council.

Supporting Role: Redevelopment Authority, Planning and Zoning Commission.

Timeframe: 2 years.

Measures: Number of buildings brought up to code.

Costs: \$35,000 (code rewrite).

First 100 days: City to pass resolution to update codes.

Action 2.2 – Create local business retention and recruiting plan. Develop a consistent marketing and recruitment strategy to publicize existing businesses and to promote

Connellsville as a business-friendly location, especially for startup companies seeking walkable, small-town locations with urban amenities.

Lead Role: Redevelopment Authority.

Supporting Role: City, Fay-Penn Economic Development Council.

Timeframe: 2 years.

Measures: Number of startup companies staying in business for at least one year; number of retained businesses.

Costs/Funding: \$15,000 (marketing and recruiting plan). Potential funding sources include state and federal funds

First 100 days: Gain cooperation of absentee property owners on key properties for redevelopment/reuse.

Action 2.3 – Expand Yough Park to include additional development and attractions where families and tourists can gather. Complete and implement the Park master plan, including a funding and phasing strategy and prioritize major improvements. Key amenities to consider include a boat dock, waterslide, amusement rides, and concessions.

Lead Role: City

Supporting Role: Redevelopment Authority, Fay-Penn.

Timeframe: Three years (acquiring of additional property).

Measures: Property acquisition; new features constructed.

Costs/Funding: \$100,000-250,000. Potential funding could come from a City bond, or seek other state and federal funding programs.

First 100 days: Identify priority projects.

Action 2.4 – Rehabilitate and re-purpose Yough Glass property. This historic building sits at the major gateway into downtown and provides an opportunity to create a key destination.

Lead Role: Current Property Owner, City, and Redevelopment Authority.

Supporting Role: Downtown Connellsville (merchant's group), other community groups.

Timeframe: 1 year (to garner support and willingness of property owner to work with City)

Measures: Development of a master plan for property.

Costs/Funding: \$15,000 (?). Potential funding source could be Community Growth Fund

First 100 days: Establish communications with property owner; apply for grant.

Goal 3 - Make It Known – This goal focuses on publicizing the City of Connellsville as a great place to live, work, visit, shop, and play. The City can build upon publicity for regional assets and tourist destinations such as Fallingwater, Kentuck Knob, Ohiopyle State Park, and the GAP trail to attract tourists and supporting business into downtown Connellsville.

Action 3.1 – Develop marketing and public relations plan.

Lead Role: Downtown Connellsville.

Supporting Role: LHVB, Highlands Hospital, Fay-Penn Economic Development Council, and other community organizations including the library and historical society.

Timeframe: 4-6 months.

Measures: Hits on website, trail usage, lodging numbers, number of inquiries, Facebook activity.

Costs: \$3,000-\$5,000 to develop marketing and PR plan. Potential funding sources include Downtown Connellsville, LHVB grants, and casino.

First 100 days: TBD.

Action 3.2 – Develop communications plan.

Lead Role: Downtown Connellsville.

Supporting Role: LHVB, Highlands Hospital and Fay-Penn and other community organizations including the library and historical society.

Timeframe: 2-3 months after development of marketing plan.

Measures: Clipping service, Google alerts.

Costs/Funding: \$3,000-\$5,000 to develop communications plan. Potential funding sources include Downtown Connellsville, LHVB grants, and casino.

First 100 days: TBD.

Action 3.3 – Develop Visitor’s Center. Co-locate a new Visitor’s Center with new Train Display facility currently under construction in downtown. Develop program and staffing plan for center.

Lead Role: Downtown Connellsville.

Supporting Role: YRTC, local businesses, Greater Connellsville Chamber of Commerce, LHVB, Highlands Hospital.

Timeframe: 1 year.

Measures: Numbers of visits/visitors; amount of information dissemination.

First 100 days: TBD.

Action 3.4 – Cultivate Connellsville Ambassadors. Create a volunteer program to educate and cultivate local citizen ambassadors who can share knowledge of things to do and see in and around Connellsville. Activities could overlap with Visitor Center staffing/volunteers.

Lead Role: Trail Town, Americorps.

Supporting Role: Chamber of Commerce, Highlands Hospital and LHVB.

Timeframe: 1-2 years.

Measures: number of volunteers.

First 100 days: TBD.

Goal 4 - Make Rooms – This goal encompasses the full range of activities to increase the number of lodging options in the City. Actions include clarifying the demand and seeking opportunities to create a strong mix of downtown area lodging options within walking/biking distance of the GAP trail and other key destinations.

Action 4.1 – Conduct market demand study to identify lodging needs/potential. Complete the market study recently launched by the Connellsville Redevelopment Authority. The study should examine the full range of lodging typologies, from both price and product perspectives, including traditional hotels, Bed & Breakfasts/Inns, hostels, etc.

Lead Role: ATA (Allegheny Trail Alliance), Redevelopment Authority.

Supporting Role: Downtown Connellsville; local real estate agents.

Timeframe: 1-3 months for study (estimated to be complete by Jan. 2013).

Measures: Completed report.

Costs/Funding: \$15,000-\$20,000 (market study). Potential funding sources include local foundations, Progress Fund and tourism grants.

First 100 days: Initiate study.

Action 4.2 - Identify potential entrepreneurs and investors seeking to develop lodging business/properties. Cultivate relationships with existing and potential investors and developers within and outside of Connellsville.

Lead Role: Redevelopment Authority, existing B&B owners

Supporting Role: Progress Fund, other lodging owners, LHVB, SBA, and real estate agents.

Timeframe: immediately.

Measures: Number of contacts/interested investors.

Costs/Funding: minimal – support needed for open houses, special events, and marketing to state and national lodging trade associations. Potential funding sources include Downtown Connellsville and Trail Towns.

First 100 days: Make contact with prospective lodging interests, hold open house, market Connellsville at 2013 conference of PA Association of B&B Inns.

Action 4.3 - Identify location for potential Youth Hostel in town. Recognizing the interest and market for young and international travelers, consider possible locations and sponsors for a youth hostel located within walking distance of the Amtrak station and GAP Trail.

Lead Role: TBD.

Supporting Role: TBD.

Timeframe: TBD.

Measures: TBD.

First 100 days: TBD.

Goal 5 - Make Movers and Shakers – This goal focuses on building new leadership capacity and connecting existing agents of change within the community through the establishment of a new working group entitled “Connecting Connellsville.” The City of Connellsville has a very strong social fabric and active citizens; however there is a need to rebuild old relationships, kindle new relationships and create consensus about the town’s priorities and initiatives related to revitalization of downtown. Additionally, there is a need to cultivate new leaders within the City by engaging younger professionals and newcomers to town and creating avenues for better coordination and communication about City initiatives, programs and special events.

Action 5.1 – Create “Connecting Connellsville” group and communications plan to foster coordination among existing City advocates and agents of change. Hold regular meetings to share ideas and information; create a community calendar of events, a website or social media page, and other networks to foster communication among local groups and individuals involved in improving downtown Connellsville. Task the new group with responsibility for fostering and monitoring progress on the actions outlined in this report. The group should not promote itself to the public, but instead serve an internal function to coordinate and enhance the promotion of existing and emerging organizations and activities.

Lead Role: Downtown Connellsville, Mayor.

Supporting Role: Existing leadership and civic organizations such as the Lions and Rotary Clubs.

Timeframe: 6 months to establish group and develop plan; 18 months to prioritize and put into action.

Measures: Number of members; level of website/ social media activity; number of events on community calendar.

Costs/Funding: \$10,000 to support communication activities. The first milestone is the first \$1,000 raised. Potential funding sources include Fayette County local reinvestment fund, CFFC, Scottdale Bank, Penn State, private citizens and business owners, hotel tax grant, etc.

First 100 days: TBD.

Action 5.2 – Initiate a City Pride outreach program at local schools. Foster civic pride among local youth by organizing clean up events, Active Living programs, and educational activities to share stories about why Connellsville is a great place to live, work, shop, visit, and play.

Lead Role: Penn State Eberly Campus; Connellsville City Schools.

Supporting Role: Downtown Connellsville, Highlands Hospital, civic organizations.

Timeframe: Initiate in 2013-2014 school year (next 6-8 months).

Measures: Number/ percent of students participating in window events, clean ups, etc.

Costs/Funding: \$15,000 in planning/presentations; Potential funding sources include CFFC; gas companies; DCNR.

First 100 days: Secure funding and lead role sponsor.

Action 5.3 – Leverage volunteer energy. Expand the number of community volunteers involved in the local initiatives identified in this plan and elsewhere, and leverage their efforts for maximum efficiency and effectiveness.

Lead Role: Community Center Board; Trail Town; Highlands Hospital, Library.

Supporting Role: FCCT, Redevelopment Authority, City Council and Downtown Connellsville.

Timeframe: Summer 2013 (next six months).

Measures: Number of volunteers relative to population base.

Costs/Funding: \$10,000, materials and support staff. Potential funding sources: City; private sector and philanthropic foundations.

First 100 days: Secure funding and lead role sponsor.

5. Appendix

Appendix A – What Makes Connellsville Great

Appendix B – Gold Stars, Green Lights Mapping and Table

Appendix C – Action Planning Tables

Appendix D – Presentation of EPA/ARC Technical Assistance Overview

Appendix E – Sustainable Pittsburgh Presentation

Appendix F – Federal Resources for Sustainable Rural Communities

Appendix A – What Makes Connellsville Great

As part of the interactive workshop activities, participants were asked to identify what makes Connellsville a great place. The following represent the key ideas generated from this exercise.

***What makes Connellsville great?
What are its key assets?***

- Community Support
- Waterfront
- Family
- Positive changes over the last 10 years
- Nearby activities such as skiing and hunting
- I can walk everywhere 10 minutes
- Great place to raise a family
- You can leave your door unlocked
- Parks and playgrounds
- Close to everything
- Nearby universities and higher education
- High school musicals and career development center
- Local newspaper
- Famous people came from here
- Rod and gun club
- Hospital
- One day drive of 60% of US population – Chicago, Baltimore, D.C., etc.
- Movers and shakers in town
- Power of people
- Old buildings and classic old architecture
- Community – bonding
- Tourism and community center
- New ideas
- People
- Moving and energy
- River
- Nature and eco tourism
- Great Allegheny Passage (GAP) Trail
- Family
- Church
- Raw potential (since 80s)



Appendix B – Gold Stars, Green Lights Mapping and Table

Gold Stars and Green Light Locations

	Gold	Green	Comments
Stewart's Crossing	x		
Martin's Plaza	x		
Wastewater Plant	x		
Yough River Park	x		
GAP Trail	x		
Bike Lane on Bridge	x		
8th Street Shopping Plaza	x		
Old Train Station	x	x	
Chamber of Commerce	x		
Bed & Breakfasts	x		
Empty Lot (Across from Martin's)		x	<i>Redevelopment/ Commercial</i>
Sustainability Center		x	
Connellsville Bottling		x	<i>Redevelopment/ Waterfront</i>
Waterfront Plaza (near Bottling Plant)	x		
Bud Murphy's		x	
Intersection @ Trail/Crawford	x	x	
Empty Lot (Mongell at Bridge)		x	<i>Redevelopment/ Restaurant</i>
Riverbank Restoration (Behind Funeral Home)		x	
Widmer & Martucci's Funeral Home	x		
Crawford Avenue Bridge Improvements		x	
Italianette House		x	
Amtrak Station	x	x	
Sidewinders		x	
Water Street		x	<i>Waterfront Plaza/Pedestrian Plaza</i>
Downtown Block (Arch, Crawford & Meadow)	x		<i>Train Exhibit</i>
Downtown Block (Arch, Crawford & Meadow)		x	<i>Empty Doctor's Office/Pharmacy</i>
Downtown Block (Pittsburgh, Crawford & Carnegie)	x		<i>Redevelopment Authority, Heritage Signs</i>
Downtown Block (Meadow, Crawford & Pittsburgh)		x	<i>Brimstone Building</i>
Downtown Corridor (Crawford & Pittsburgh)		x	<i>Streetscape Improvements</i>
Historic Post Office	x		
Highlands Hospital	x		
Moose Lodge	x	x	<i>More parking</i>
Intersection of Pittsburgh/Fayette Street		x	
Church Lights	x		

*Yellow designations represent existing 'stars' in town, or places that are seen as key assets.
Green designation represents areas in need of improvement or continued attention.*

Gold Stars and Green Light Community Mapping



Appendix C – Action Planning Tables

Connellsville Appendix Action Tables

Goal: Make Movement				
SMART Actions	Specific Action:			
	Enforce/improve sign ordinance	Identify high priority locations/gateways, kiosks, billboards	Mass transit strategy (shuttling)/Bike trail and pedestrian network	Website/Apps
Measurable	Create guidelines and priorities	Actually see signs pulled or put-up	Report and numbers for need	Hit counter analytics
Achievable	Yes	Yes	TBD	
Relevant	Making it easier to find events/locations	Making it easier to find events/locations	Yes, more regional need	
Time-frame	Immediately/monthly-continuously	Immediately – committees to review signs	?	
Lead Role	City	City – redevelopment authority/county	Possible business venture, rental company	
Supporting Cast	Organizations, businesses, special events, Penn State University	Committees, businesses, LHVB, PennDot	?	
Costs	Case by case	?	?	
Sources	Non-profits funding or grants, tourism money	LHVB, city, PennDOT	Fay-Penn Progress Fund Foundation	
First 100 Days	Identify committee, review existing ordinances, owner	Form committees		

Goal: Make Some Money

SMART Actions	Specific Action:			
	Reform building code to enhance current prop/future investment	Existing and new business develop a consistent marketing and recruiting plan	Future development and expansion (Yough Park)	Yough Glass Reuse
Measurable	How many buildings brought up to code	Number of new startups and retention of existing businesses; existing and new startups must show business activity within one year	Feature amenities at it	Develop a plan
Achievable	Hire outside consultant with continuing service contract	Business planning workshop	Boat dock, waterslide, amusement rides	Develop a reuse plan for property
Relevant	Clean and safe environment	Increase business, jobs, investor tax Revenue	A place where families can gather	Gateway property/historical
Time-frame	2 years/milestone (hire consultant)	Two years	Three years, acquiring additional property by park	12 months – have owner agree to work with us
Lead Role	City council (lead)	Redevelopment authority, Fay-Penn	City of Connellsville	Current property owner; city; redevelopment authority
Supporting Cast	Redevelopment authority, planning zone	City	RDA, Fay-Penn, downtown Connellsville	Downtown group, other community Groups
Costs	Approximately \$35,00	\$15,000	\$100,000 - \$250,000	\$15,000
Sources		State and federal funds	City could float a bond; other state and federal funding programs	Community Growth Fund
First 100 Days	City to pass resolution on codes	Gain cooperation of absentee property owners	Identify prime property for the development	Apply for grant; get homeowner cooperation

Goal: Make It Known

SMART Actions	Specific Action:			
	Completed marketing and public relations plan	Communication Plan	Develop visitors center	Cultivate Ambassadors
Measurable	Hits on website; number of inquiries; trial usage; heads in beds; Facebook activity	Clipping service; Google alerts	Number of visits/visitors; information disseminated (amount of brochures, info, etc.)	Number of volunteers
Achievable	Yes: to do / No: to implement	Yes	Place: yes / staffing: no	<i>Maybe:</i> Library, hospital, school, chamber, garden club, senior citizens, trail volunteers?
Relevant	1	2	4	3
Time-frame	4-6 months	2-3 months after marketing		
Lead Role	Downtown Connellsville	Downtown Connellsville	Downtown Connellsville	Trail; town; outreach corps
Supporting Cast	LHVB; hospital; Fay-Penn; other community organizations; library; historical society	LHVB; hospital; Fay-Penn; other community organizations; library; historical society	YRTC; businesses; city chamber of commerce; LHVB; hospital	Chamber of commerce; hospital
Costs	\$3,000-\$5,000 publication	\$3,000-\$5,000 publication	Staff or volunteer ambassadors	
Sources	D/C; LHVB grants; casino	D/C; LHVB grants; casino		
First 100 Days				

Goal: Make Rooms

SMART Actions	Specific Action:			
	Marketing study/Identify locations	Identify potential entrepreneurs/investors	Online "Rent a room"	Hostel
Measurable	Completed report	How many are looking/interested in Connellsville and lodging in general		Identify a location and someone to run it (city/rec board?) at community center or old school near 119
Achievable	Find funding grants, etc.	Yes		
Relevant	Jobs; new business bring overnight people to stay	Jobs; new business bring overnight people to stay		
Time-frame	1-3 months for report; finish by January 2013			
Lead Role	Progress fund? Contractor for report	Lucy		
Supporting Cast	Redevelopment authority; real estate agents	Progress fund; other lodging owners; LHVB; SBA; real estate agents		
Costs	\$15,000 - \$20,000	Minimal special events, open house		
Sources	Foundations; Growth Fund tourism grant	Downtown Connellsville; Trail Towns		
First 100 Days	Start applications; reach out to companies	Make contact; plan event/open house		

Goal: Make Movers and Shakers

SMART Actions	Specific Action:			
	Communication: Overall plan between agents of change	City Pride: Outreach campaign at school	Organize Volunteer Forces	
Measurable	Website hits and surveys; map of family tree of who does what – paint a picture of structure and say concretely who does what; grant money for surveys at a minimum	Number of students that participate; window clings in vacant buildings	Number of individuals involved compared to population base	
Achievable		Getting permission of school, superintendent and principals	School students to recruit family members; reach out to clubs, organizations, churches	
Relevant	Give us the opportunity to assure that we are speaking on positive	Getting the youth involved – “sense of belonging to their community”	The people that live here take ownership and pride in their neighborhood	
Time-frame	Six months to develop the plan; 18 months to evaluate and put in to action	Underway in school year, 2013-2014	Summer of 2013	
Lead Role	Downtown Connellsville; city council and agencies	Penn State Fayette, the Eberly campus	Community center; Trail Town; library; hospital	
Supporting Cast	Lions; rotary; chamber; other civic organizations	Downtown Connellsville, supporting cast	FCCT; redevelopment authority; city council; downtown Connellsville	
Costs	\$10,000; the first milestone is the first \$1,000	\$15,000 planning and presentation	\$10,000, materials and support staff	
Sources	Fayette County local reinvestment fund; CFFC; Scottdale Bank; individuals; hotel tax grant	CFFC; gas companies; DCNR	City of Connellsville; private sector	
First 100 Days	?	Secure funds	Secure funds	

Connellsville Appendix Action Table Notes

Leadership Structure

- Communication – overall plan needed to connect agents of change
- Development of future leadership
- Like minded individuals committee
- Succession Plan
 - Choose potential members
 - Invite them to meeting
 - Choose one quick project for them to work on for a quick success
- City pride outreach within school district
- Organized volunteer forces
- Participate actively with sustainable Pittsburgh (hire Mario away from Monaca!)
- Communication – between business, events, without duplicating concepts
- Speaker's bureau

Moving Around – Finding Way

- Walking school bus
- Signage for business/visitor information
- Connect parks with services (physical network)
- Shuttle service and overnight garaging for Amtrak riders
- Hike for health program
- Bike ped signage and routes
- Public, local transportation just for Connellsville and 10-20 mile radius
- Kiosk program
- Walk/bike/directions/signs to various community assets (see also bike/ped signage)
- Updated signage +/- our community which connects us
- Signage plan to move people around town
- Create a sign ordinance
 - Get rid of all old signs
 - Create an incentive for people to purchase new signs
 - Buy local

New Enterprise

- Crawford Ave. gateway/welcoming to core from 119
- Crawford Bridge and traffic calming
- Optimize Marcellus
- Develop an antique craft mall (downtown-central)
- HVB signage
- Improve/develop four corners of 3rd Street (gap) and Crawford
- Appropriate/sustainable development for Crawford Avenue (both sides of river)
- Transfer ownership of residential home stock from investors back to individual homeowners
- Gain cooperation of absentee property owners
- Yough Glass building – city needs to float a bond to buy it for economic development and offer it to businesses

- Plan for former Yough Glass building (old train station)
- Code enforcement blight removal
- Economic development plan for the trail corridor
- Encourage unique business development
- Encourage/seek out new business/investors
- Further development of Yough Park = additional amusement and water front development of boat pier (water slide)
- FCCT working with community center Porter Theater
- Community center plan

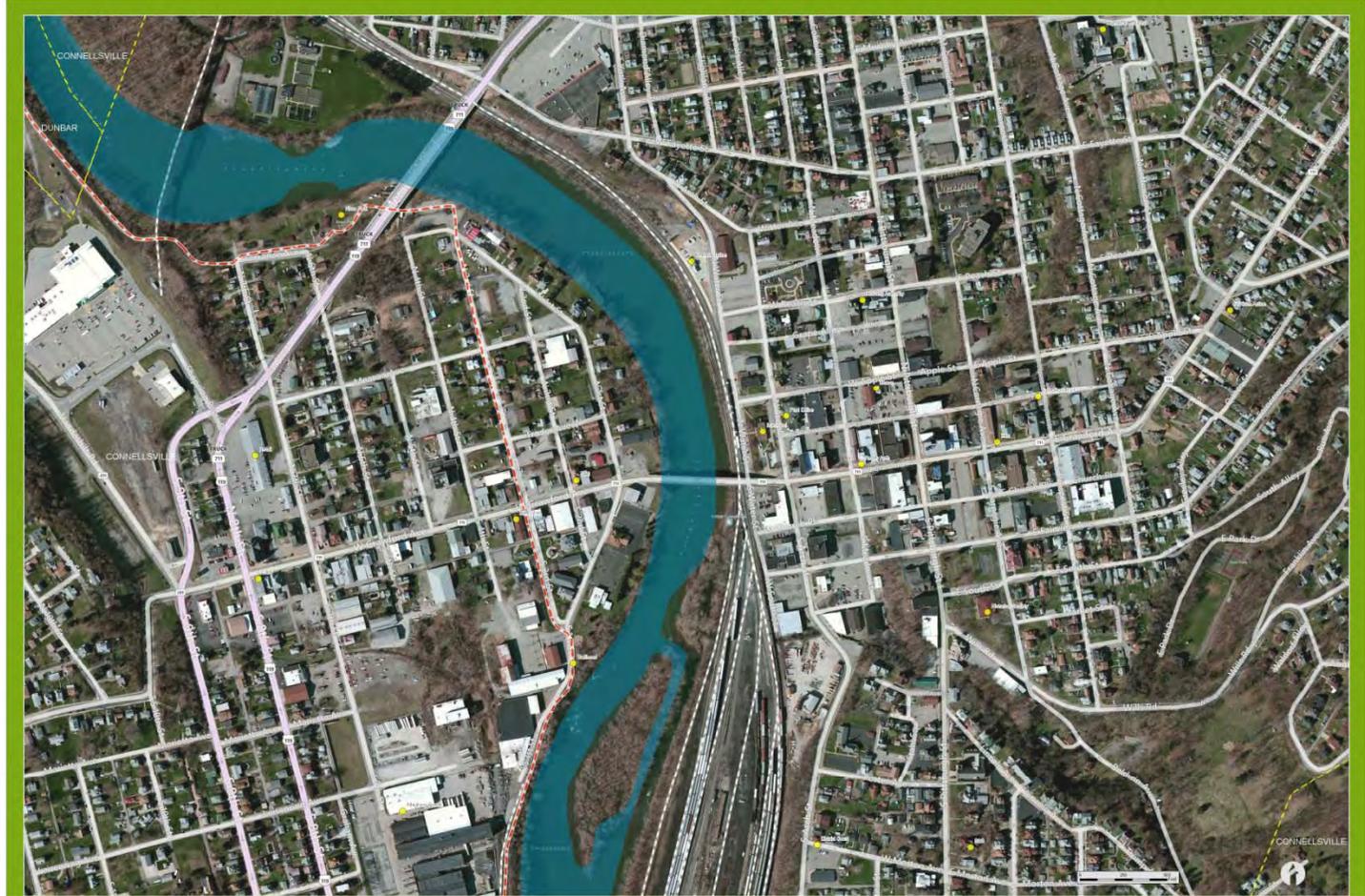
Marketing Campaign

- Develop a group of local citizens as visitor ambassadors (trial)
- Secure a building with an employee or volunteer that becomes a visitor center
- Develop a central place for visitor information (24/7)
- Identify funding opportunities to develop and implement a comprehensive marketing plan and resources to tell our story
- Publicity for Connellsville
- Manned information center

Beds

- Hostel...possible revenue for city in large, existing building (perhaps city owned building)
- Strategic plan for lodging (B+B network, cottages, hotels, hostels)
- Address lodging, increase number of beds, various options
- Plan for network of B+Bs (or hotel)
- Increased beds
- Agreement on hotel location site (hotel vs. B+B vs. boutique hotel)
- Pick one location for hotel and B+B sites
- Lodging: Bed and Breakfast, rooms
- Community resources come together to develop a hotel/motel
- Secure funding for a hotel

Appendix D – Presentation of EPA/ARC Technical Assistance Overview



LIVABILITY in SMALL APPALACHIAN TOWNS

STAR – Small Town Appalachian Revitalization



RENAISSANCE PLANNING GROUP

TONIGHT

- ① Introductions
- ① The Project
- ① Livability and the Partnership for Sustainable Communities
- ① 'STAR' Themes
- ① Celebrating Connellsville
- ① Next Steps

STAR -SMALL TOWN APPALACHIAN REVITALIZATION

INTRODUCTION

- ◎ **Joint project of:**
 - ◎ Appalachian Regional Commission
 - ◎ US Environmental Protection Agency
 - ◎ US Department of Agriculture – Rural Development
 - ◎ Local sponsors

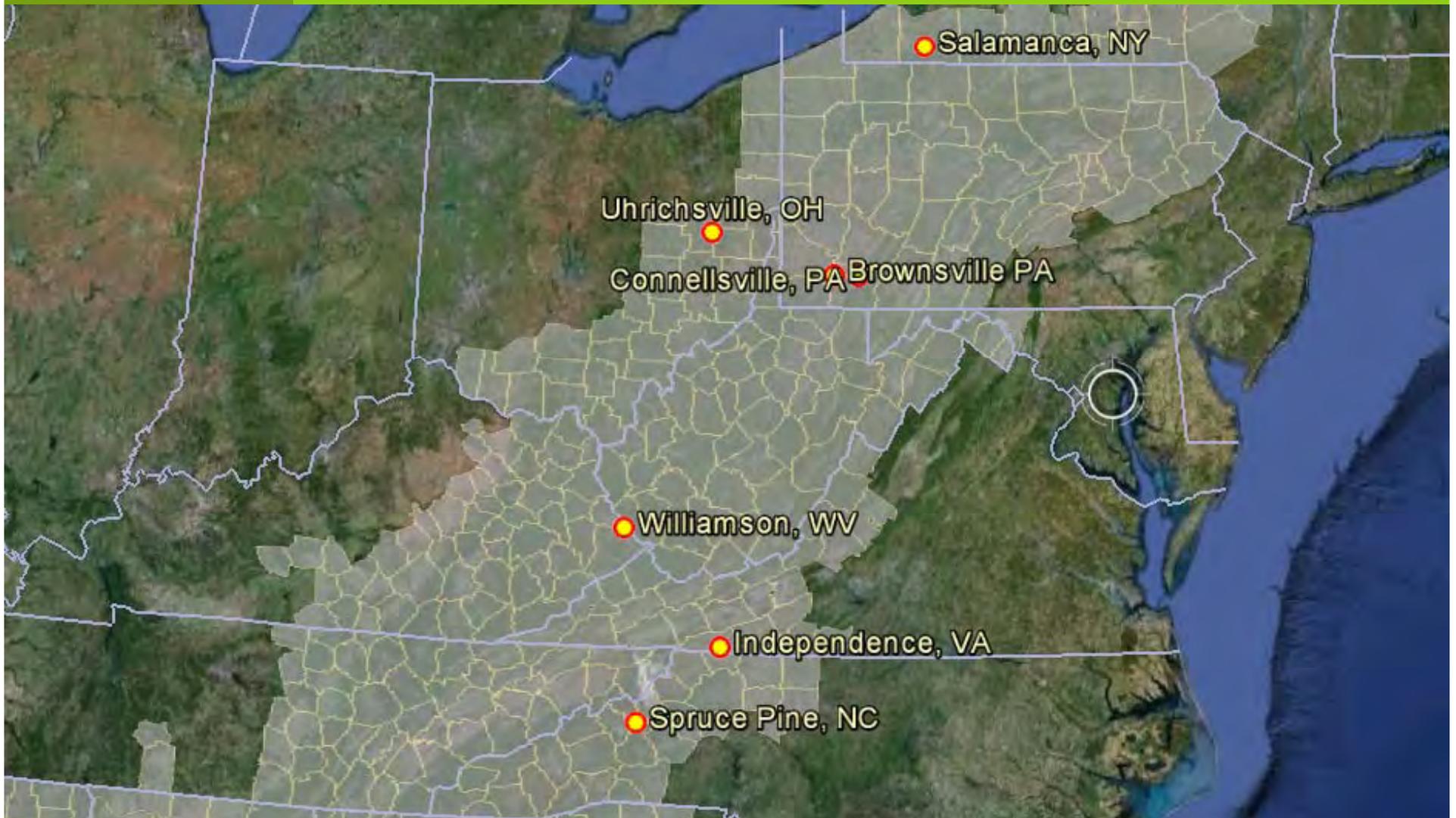
STAR -SMALL TOWN APPALACHIAN REVITALIZATION

INTRODUCTION

Technical Assistance Purpose

- ⦿ Advance local efforts to create vibrant, sustainable communities and improve economic vitality by building consensus and capacity for action.
- ⦿ In other words, *“help you get from point A to point B.”*
- ⦿ Connellsville: To advance revitalization of the downtown business district and capitalize on trail to further economic development.

SEVEN PILOT STAR TOWNS



SEVEN PILOT STAR TOWNS

Town	Main Community Issues
Brownsville, PA	Downtown revitalization and action planning for a downtown stage and park designed by local high school students.
Salamanca, NY	Revitalization of downtown business district, development of arts and cultural district, and streetscape improvements.
Connellsville, PA	Connectivity between the Great Allegheny Passage Trail, new Amtrak Station, and downtown. Attract trail users into town.
Independence, VA	Establish a downtown farmers market and improve connectivity through new sidewalks.
Uhrichsville, OH	Plan for expanded Clay Museum as a focal point of downtown revitalization and coordinate groups interested in downtown.
Williamson, WV	Become a model sustainable community for Appalachia. Spread knowledge and foster collaboration among stakeholders.
Spruce Pine, NC	Revitalization of downtown business district. Build park, improve river access, attract tourists from Blue Ridge Parkway.

Partnership for Sustainable Communities

INTRODUCTION

Livability Principles

1. Provide more transportation choices.
2. Promote equitable, affordable housing.
3. Enhance economic competitiveness.
4. Support existing communities.
5. Coordinate and leverage federal policies and investment.
6. Value communities and neighborhoods.



BACKGROUND

PARTNERSHIP GOALS FOR LIVABLE *RURAL* COMMUNITIES

1. Promote rural prosperity
2. Support vibrant rural communities
3. Expand transportation choices
4. Expand housing choices





BACKGROUND

IN OTHER WORDS...

“Livability means being able to take your kids to school, go to work, see a doctor, drop by the grocery or post office, go out to dinner and a movie, and play with your kids at the park, all without having to get into your car. Livability means building the communities that help Americans live the lives they want to live—whether those communities are urban centers, small towns, or rural areas.”

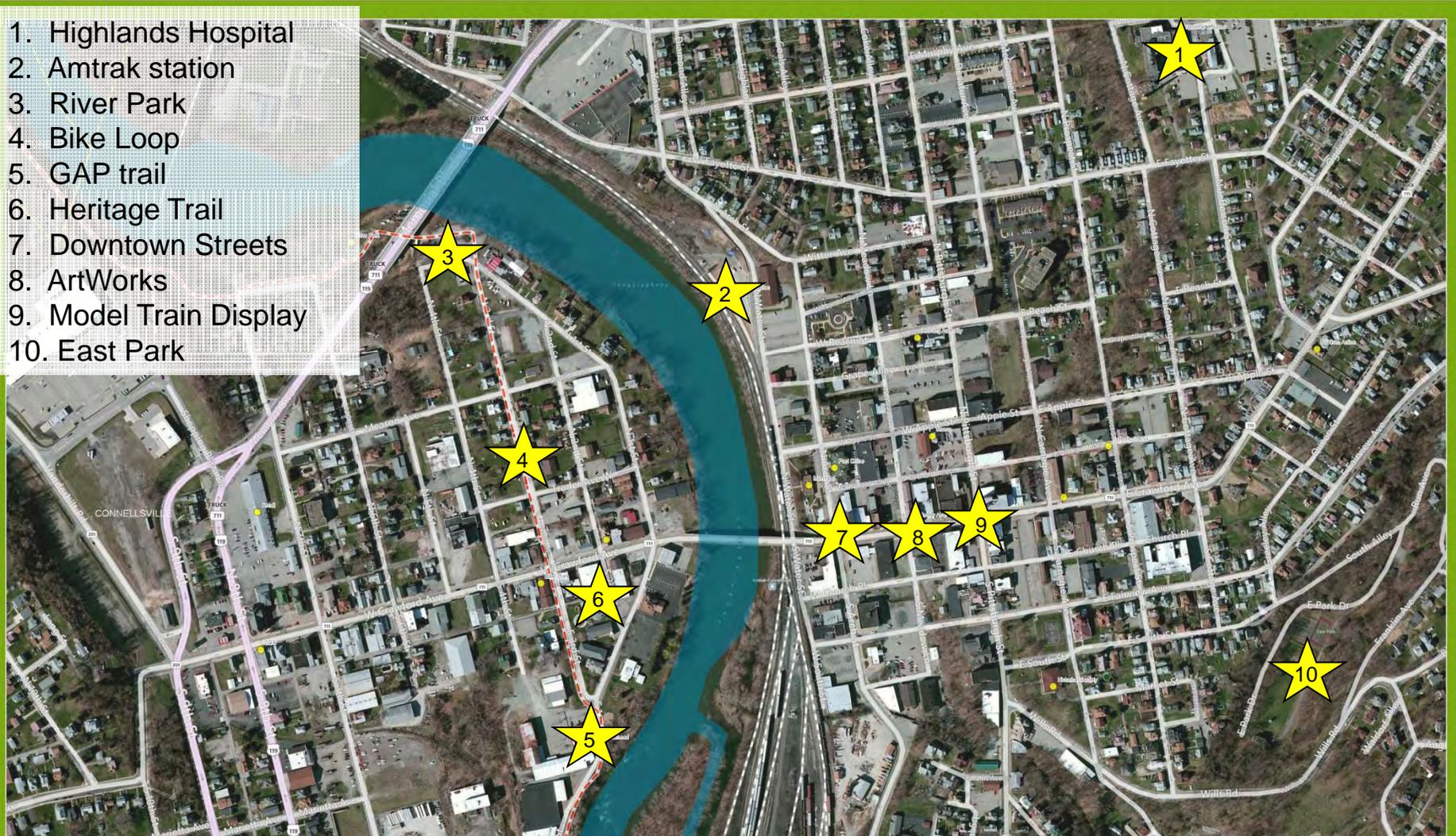
- *Ray LaHood, Secretary, US Dept of Transportation*

STAR TOWN THEMES



STAR THEMES OUR TOWN

1. Highlands Hospital
2. Amtrak station
3. River Park
4. Bike Loop
5. GAP trail
6. Heritage Trail
7. Downtown Streets
8. ArtWorks
9. Model Train Display
10. East Park



STAR THEMES REVITALIZE



STAR THEMES TRANSITION

CONNELLSVILLE COAL AND COKE REGION



Hand-drawing coke at the Steel Works, N.C. Frick Coke Co., ca.1807

The Connellsville Coal and Coke Region lies at the northern end of the Appalachian coal fields, straddling Fayette and Westmoreland counties in southwestern Pennsylvania. Of the eight distinct bituminous coal seams underlying the region, the Pittsburgh coal seam was considered among the most important in the world because of its thickness, nearness to the surface, structure, and chemical attributes. Although the entire seam had desirable characteristics, the coal in the Connellsville region possessed ideal physical and chemical properties for the production of high-quality metallurgical coke. It was soft, friable, high in volatile and low in ash, sulfur and phosphorus. The furnace operators preferred Connellsville coke for its low sulfur and ability to resist crushing under the weight of ore and limestone in the blast furnace.

In the 1850s, the market for coke shifted from foundries and forges to blast furnaces, and the coke mostly furnished. By 1880, the Connellsville region's 7,000 ovens produced over two-thirds of the nation's coke; two decades later, output rose from 2.2 million to over 10 million tons, and the number of ovens exceeded 20,000. The opening of the nearby Klondike, on Lower Connellsville, region in 1899 eventually added an additional 17,000 ovens to the area's coking facilities.

Coke oven technology remained remarkably stable, but innovations in working the ovens appeared with increasing regularity after 1900. Until the widespread adoption of by-product coking in the World War I era, beehive ovens and the closely related rectangular ovens dominated coke production in the United States. Nonetheless, mechanical innovations transformed charging, leveling, quenching, drawing and loading. Often, operators modified equipment to conform to their own specific requirements. Thus, evidence of several styles of tarry cars, Covington pullers, and coke cars might be found at a single works.

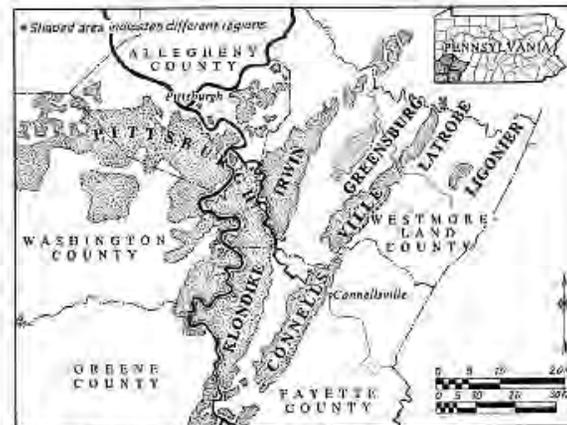
The rise of the Connellsville Coal and Coke Region was inextricably linked to expanding demand for iron and steel in the latter half of the 19th century. It is not surprising, therefore, that some of the largest iron and steel makers owned substantial numbers of ovens. The W.C. Frick Coke

Company was the largest operator in the Connellsville region. Contested by Carnegie (and later U.S.) Steel, the company operated almost two-thirds of the ovens in the Connellsville region by the end of the 19th century.

Beehive coke production in the Connellsville and Klondike regions peaked in 1916 with the shipment of over 21 million tons of coke; the number of active ovens had peaked six years earlier at almost 40,000. The region's decline in the post-World War I era was due largely to competition from by-product coking plants erected by major steel makers at or near their primary steel sites outside the Connellsville region. Despite a brief resurgence during World War II, the beehive industry was unable to meet increasingly more stringent state and federal environmental standards. The region's last beehive coke plant, the Sheet works operated by Hox Noble, closed in the 1970s. Unlike the remains of most beehive oven plants, which have disappeared steadily during the 20th century, Sheet's periodic rehabilitation, first by U.S. Steel during World War II, and later by Hox Noble, has left it the best preserved beehive coke site in the Connellsville Region.

Documentation of the Connellsville Coal and Coke Region was prepared under the auspices of the Southwestern Pennsylvania Survey and Recording Project, cosponsored by the Historic American Buildings Survey/Historic American Engineering Record, Dr. Robert J. Kapsch, Chief, and America's Industrial Heritage Project, Randall J. Cooley, Director.

The field work, drawings, historical reports and photographs were prepared under the direction of Eric H. DeLooy, Chief of HAER, and Gary Fitzsimons, Project Leader. The recording team consisted of Richard O'Connor, HAER Historian and Project Manager; Christopher H. Marston, HAER Architect and Team Supervisor; Jack Conviser (The Copper Union), Robinette Emmanuel (USHCOMOS - University of Michigan), Elizabeth Fairbanks (University of Michigan) and Laura E. McGuane (Catholic University of America), Architectural Technicians; Francis A. Quirk (University of Pennsylvania), Historian; Joe Lowe, Photographer.



Pittsburgh Coal in Southwestern Pennsylvania

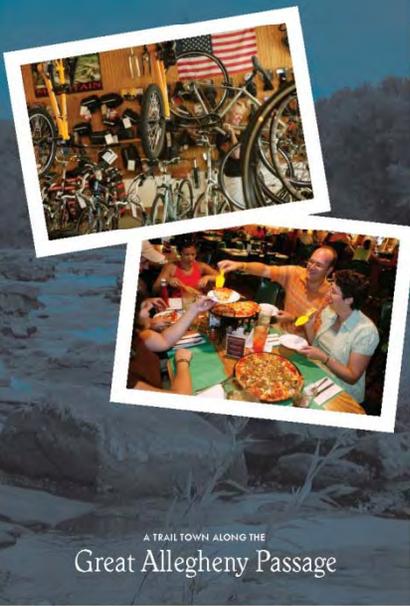
STAR THEMES CATALYZE

2012 SERVICES & EVENTS

CONNELLSVILLE PENNSYLVANIA



Explore. Experience. Enjoy.



A TRAIL TOWN ALONG THE
Great Allegheny Passage

Visitor Information

- 23. Conneltsville Chamber of Commerce 628-5500
- 2. Conneltsville Caboose Visitor Center

Recreation & Trail Services

- 26. Bikes Unlimited 628-2453

Lodging

- 3. Adirondack Shelters (Free camping on a first-come, first-served basis)
- 18. Conneltsville B&B 628-4808
- 32. Greenwood House 570-0566
- 31. Melody Motor Lodge 628-9600
- 1. River's Edge Camping & Cabins 628-4880
- 11. Seams Like Home Retreat 984-1399
- 21. Victorian Rose B&B 628-5520

Food and Drink

- 44. The Arch Café 628-9117
- 43. Bud Murphy's Sports Bar 628-9884
- 8. Colebrook Chocolates 628-8383
- 45. Domino's Pizza 620-0123
- 52. Double Dragon Chinese Restaurant 628-7449
- 54. El Canelo Mexican 626-0808
- 34. Great Wall Chinese Restaurant 628-9730
- 37. Hometown Diner 628-7006
- 41. The Italian Oven 626-6836
- 4. Martin's Supermarket and Deli 626-8025
- 42. McDonald's 626-1442
- 47. Nancy's Tea Room 628-0173
- 9. NY Pizza and Pasta 628-4946
- 48. The Paint Room Restaurant 626-9532
- 49. Pechin's Deli 628-7400
- 40. Pizza Hut/Wing Street 628-3400
- 16. Peanutz Pizza (opening summer) 603-2929
- 12. Sheetz Convenience Store (ATM) 628-8044
- 35. Shop-N-Save 628-9893
- 13. Valley Dairy Restaurant 626-8798
- 22. Wendy's 628-3373

Attractions

- 5. Colonel Crawfords Cabin
- 61. East Park
- 53. Lions Square Park
- 6. Yough River Park (Wi-fi)

Emergency & Public Services

- 60. Carnegie Library - Internet Access 628-1380
- 50. Conneltsville City Hall
- 59. Fayette EMS 911
- 46. Highlands Hospital 626-2300
- 50. Police Department 911
- 51. U.S. Post Office

Shops

- 14. Animal House 277-2870
- 56. ArtWorks Conneltsville 320-6392
- 30. The Book Case 628-9181
- 7. Dollar Tree 626-1628
- 17. Jay Lyn's Collectibles 628-0120
- 18. La Boheme Glass 628-4808
- 25. Lid'l Lyn's 628-6672
- 15. Mug N Brush Fitness Center & Gift Shop 628-3956
- 38. Radio Shack 626-0325
- 19. Rita's West Side News 628-3060
- 20. Riverwalk Antiques 213-9721
- 27. SpaFaces 626-7546
- 28. West Side Jewelry 628-3100

Other Services

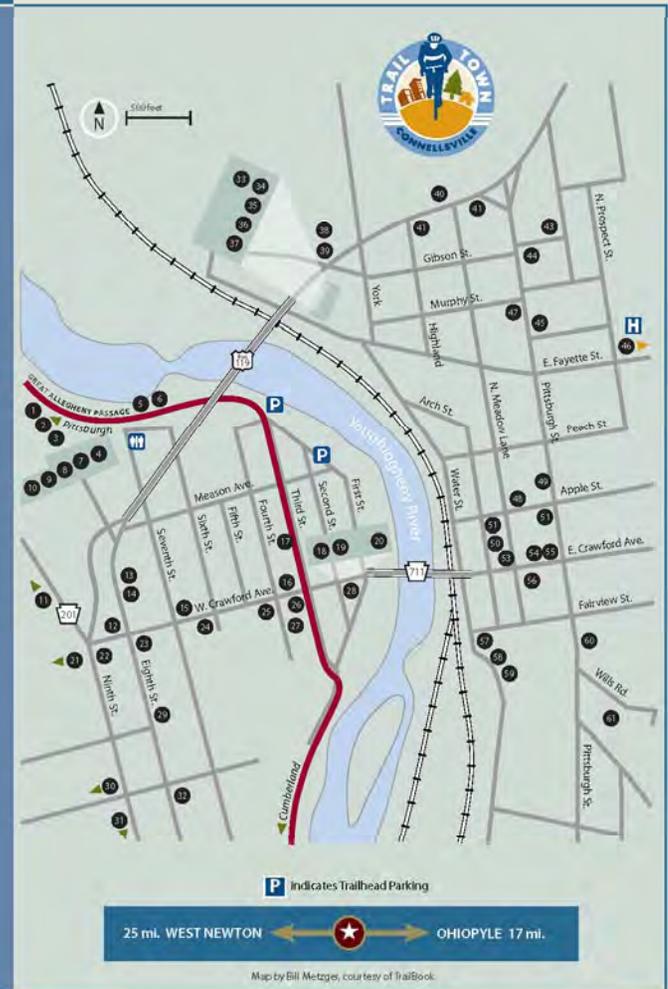
- 10. Hunter Pharmacy 626-0191
- 36. Nickman Drug 628-8125
- 39. Rite Aid 628-8460
- 24. Spotto's Hardware 628-8010
- 29. West Gate Cleaning Village (Laundromat) 628-6890

Banking and Atms

- 58. Charleoi Federal Savings 628-6001
- 55. PNC Bank - Downtown 628-6200
- 33. PNC Bank - Shopping Plaza 628-2300
- 57. Scottdale Bank and Trust 628-3200

All phone numbers are preceded by (724) unless otherwise noted.

Area shuttle service provided by Yough River Transport. 724-277-0550 or youghriverttransport.com.





STAR THEMES LEVERAGE

- Armstrong
- Attorney Carolyn Maricondi
- Bruner Chiropractic
- Bud Murphy's Restaurant
- CAEA
- Charleroi Federal Savings
- City Church of Connellsville
- City of Connellsville
- Colebrook Chocolates
- Community Foundation of Fayette
- Conn Area Catholic School
- Connellsville Area Education Association
- Connellsville Area Garden Club
- Connellsville Area Historical Society
- Connellsville Area Senior Tigers
- Connellsville Chamber of Commerce
- Connellsville Counseling and Psychological Center
- Connellsville Elks
- Connellsville Industrial Enterprises
- Cordaro
- Daughters of the American Colonists
- Davies Ford
- Demuth Florist
- Dietz & Miele
- Donna J. Evans Realty
- Dr. Grimaldi
- Fayette EMS
- Federal Enterprise Community Grant
- Fiesta Insurance
- Fink Funeral Home
- Gasbarro Insurance
- Glass Cap Federal Credit Union
- Graft Oil
- Grasso Greenhouses
- H&R Block
- Highlands Hospital
- Horewitz
- Janney Montgomery Scott
- Johnson Accounting
- King's Physical Therapy and Fitness
- Kisiel & Rudnik
- Lidl Lyns and Beck Outlet.
- Lions Club
- Mancuso's Barber Shop
- McCarthy Public Relations
- Molinaro Law Office
- National City Bank now PNC
- New Haven Volunteer Fire Department
- Risers Pub
- Rotary Connellsville
- Sheetz
- Slovak Club
- St. John's Lutheran Church
- The Bug Trap
- The Stern Center
- Tina's Hair Nook
- Trinity Lutheran Church
- Widmer Engineering
- Wesley Methodist Church

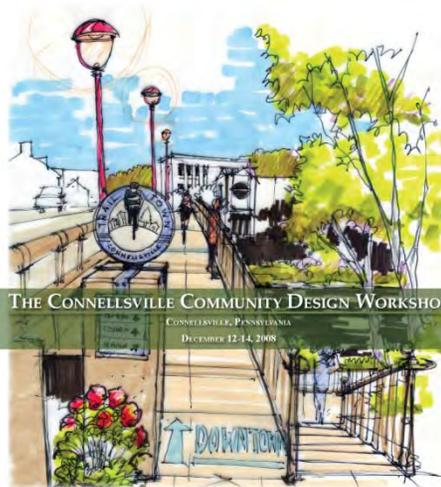
STAR THEMES UNIFY

Connellsville			
VISION STATEMENT			
In 2020, our community will be a place where all people are united in purpose throughout the region. Where all are respected, diverse, and afforded employment opportunities. Where all children are safe, healthy and can receive a quality education. We value helpful neighbors, our natural resources and our heritage. We believe that by working together we can create a quality of life where people can earn a self sustaining wage and support the local economy. Where people want to live and raise a family.			
Agriculture			
Project Area: Develop Programs for Community Gardens			
Action Steps	Measures	Lead	Partners
Establish areas for community gardens and utilizing every vacant lot in Connellsville.			
Arts & Culture			
Project Area: Develop Local Art & Culture Programs in The Community			
Action Steps	Measures	Lead	Partners
Cross promote entertainment between communities eliminating schedule overlaps in Connellsville, Uniontown, etc.			
Community Development			
Proj			Partners
Land	MULTI-MUNICIPAL COMPREHENSIVE PLAN		

for the
CITY OF CONNELLSVILLE
CONNELLSVILLE TOWNSHIP
SOUTH CONNELLSVILLE BOROUGH



November 2009



THE CONNELLSVILLE COMMUNITY DESIGN WORKSHOP
CONNELLSVILLE, PENNSYLVANIA
DECEMBER 12-14, 2008



CONNELLSVILLE SUSTAINABLE DESIGN SKETCHBOOK



JUNE 2012

Larger text Smaller text

Meetings to assess trail towns' priorities, amenities

Recommend 4 Send

Tweet 2

By Mary Pickels

Published: Tuesday, October 2, 2012, 10:00 p.m.
Updated: Wednesday, October 3, 2012

About Mary Pickels
Tribune-Review Staff reporter
Mary Pickels can be reached



STAR THEMES OUR STORY

*There are 30 churches
in our town*

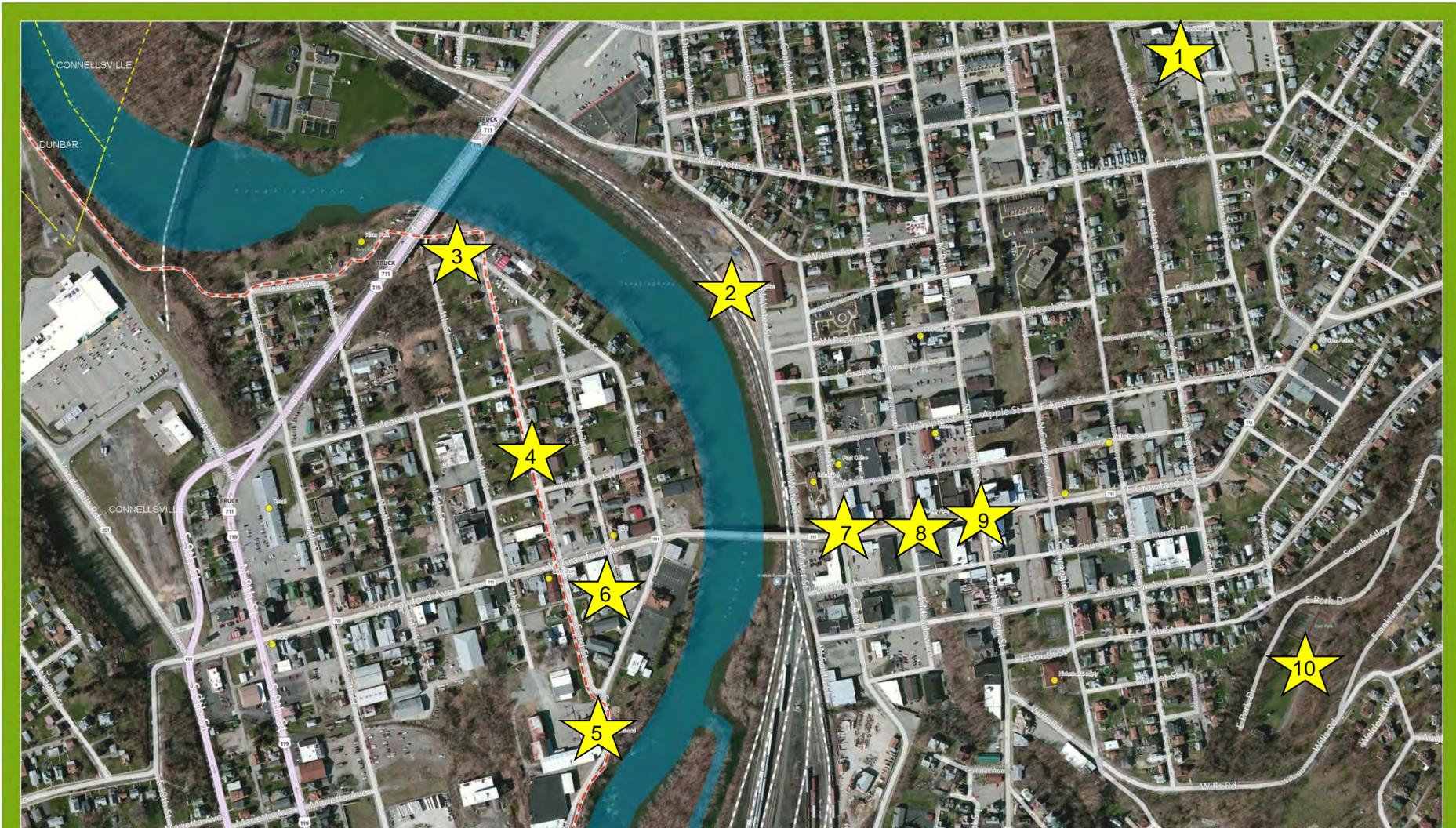
*The historic architecture and small
town culture brought me back home...*

We have a great view of the river....

My family is here...

I like that our businesses are locally owned....

STAR THEMES PLACES TO CELEBRATE





NEXT STEPS

- ③ Confirm key goals and planning efforts
- ③ Prioritize actions and strategies to move goals forward
- ③ Keep the conversation going



SMALL TOWN LIVABILITY CASE STUDIES

STAR – Small Town Appalachian Revitalization



RENAISSANCE PLANNING GROUP

MAKING GREAT PLACES



GREAT PLACES EARN STRAIGHT A'S

- ✓ Accessible
- ✓ Active
- ✓ Appealing
- ✓ Amiable



*Adapted from Placemaking framework by Project for
Public Spaces – www.pps.org*



ACCESSIBLE

- ③ Can people easily **walk** around the place?
- ③ Can people use a variety of **transportation** options – bus train, car, bicycle, etc. – to reach the place?
- ③ Does the place function for **all types** of people, especially children and older adults?
- ③ Is the place **seamlessly** connected or “gap-toothed” (interrupted by blank walls, parking lots, etc)?

ACTIVE

- ◎ Which areas are **used** and which are **empty**?
- ◎ Are there people of **different ages** around?
- ◎ Are people in **groups**?
- ◎ Are there **choices** of things to do?
- ◎ How many **different types** of activities are occurring – people walking, eating, playing baseball, chess, relaxing, reading?



APPEALING

- ③ Does the place make a good first **impression**?
- ③ Is there a choice of **convenient** places to sit in sun and shade?
- ③ Are spaces are **clean** and free of litter? Who is responsible for maintenance? What do they do?
- ③ Does the area feel **safe**? Is there a security presence? What do these people do? When?
- ③ Do **vehicles** dominate the place? Do they prevent people from easily walking around?



AMIABILE

- ⊙ Are people **smiling**? Talking? Do people make eye contact? Do they seem to know each other by face or by name?
- ⊙ Do people **use the place regularly** and by choice? Are people meeting friends here or running into them?
- ⊙ Is this a place where you would choose to **meet** your friends?
- ⊙ Do people **bring friends** and relatives here? Do they point out special features proudly?
- ⊙ Do people **pick up litter** when they see it?



CASE STUDY TOWNS

- ③ **Cumberland, MD** (trail tourism)
- ③ **Ranson, WV** (green corridor/ brownfield redevelopment)
- ③ **Black Mountain, NC** (arts-based economic development)
- ③ **Owego, NY** (downtown riverwalk/ parks)



CUMBERLAND, MD

TRAIL-BASED TOURISM

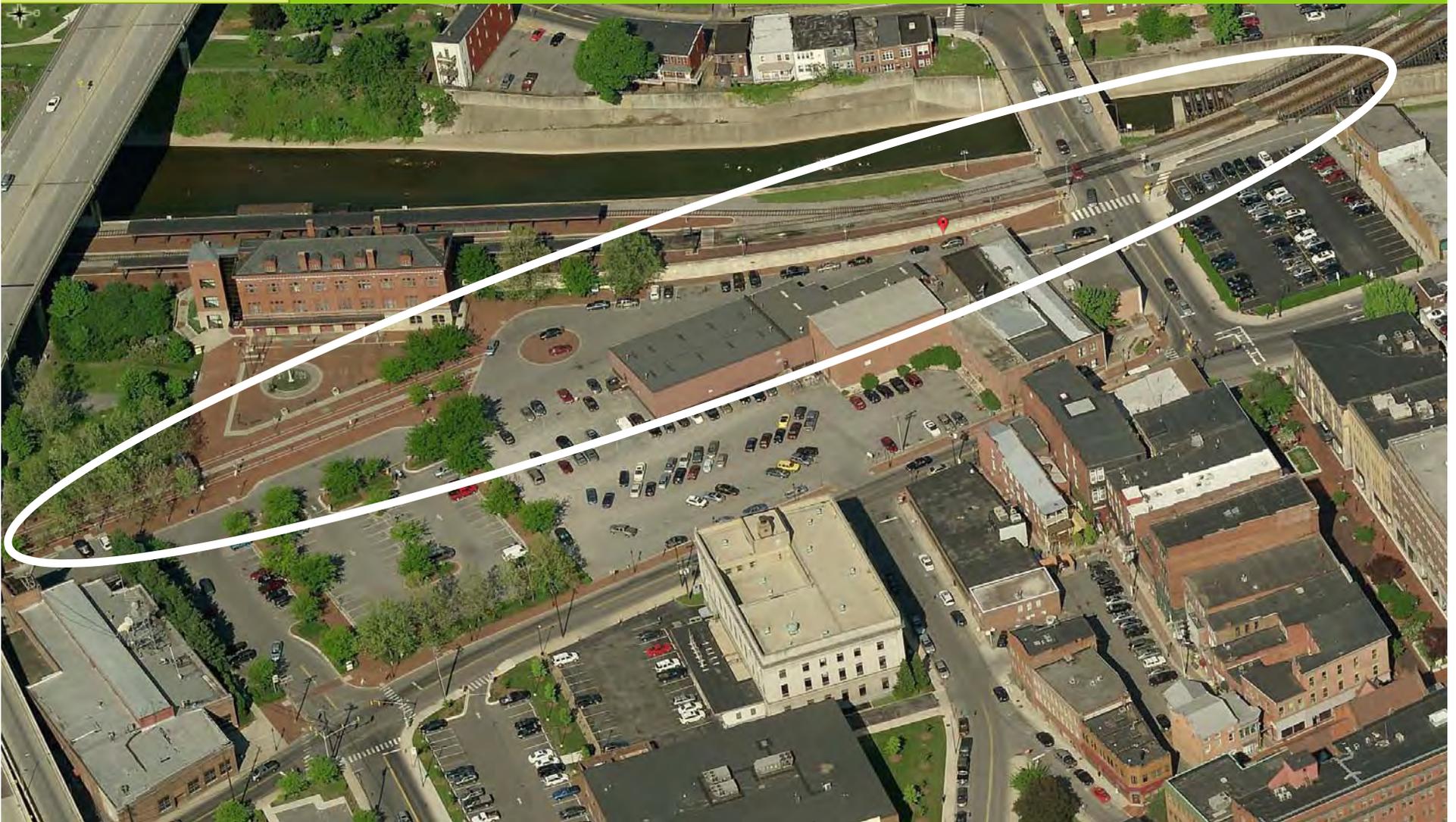
◎ **Backstory**

- ◎ Located where the C&O Canal Tow Path and Great Allegheny Passage Trail converge.
- ◎ Economy long driven by transportation – First federal-aid highway, canal, railroads, trail.
- ◎ Today supported in part trail visitors riding the two trails.

CUMBERLAND, MD

TRAIL-BASED TOURISM

CASE STUDIES





CUMBERLAND, MD

TRAIL-BASED TOURISM

◎ **Action Steps**

◎ Signage:

- Placed signs along the trail informing riders of the best way to get downtown, and what's there.
- “You Shop, We Ship” signs on trail. Trail users have higher than average income.
- “If they can't find the town, and don't know what's in the town, they won't go there.” – Bill Atkinson, MD Department of Planning.



CUMBERLAND, MD

TRAIL-BASED TOURISM

- ◎ **Action Steps**
 - ◎ “Certified Trail Friendly” business designation. Businesses must have knowledge about the Trails to earn it (owner even takes a test). They are promoted to Trail tourists.
 - ◎ Each business receives a packet of information about the trail.
 - ◎ City Bike Rack Program – Bikes are expensive. If people can’t see them, they won’t feel comfortable stopping in town.



CUMBERLAND, MD

TRAIL-BASED TOURISM

◎ **Action Steps**

- ◎ Cumberland has a pro-active bike plan. City wants the trails to be a healthy local resource, not just a conduit for tourists. Connecting neighborhoods to trails.
- ◎ Lots of funding partners. “You name it, we tapped into it.”
 - FHWA programs (Transportation Enhancements & Recreational Trails – Now called Transportation Alternatives), MD bonds, MD Historical Trust, Appalachian Regional Commission, local funds, Allegheny Power and other private funds.



CASE STUDIES

CUMBERLAND, MD *TRAIL-BASED TOURISM*





CASE STUDIES

CUMBERLAND, MD *TRAIL-BASED TOURISM*





CUMBERLAND, MD

TRAIL-BASED TOURISM

◎ **Lessons Learned**

- ◎ Trail tourists need to know:
 - How to get downtown.
 - What's in downtown (museums, food, lodging, etc.).
- ◎ Businesses need to be well informed about the trail and its benefits.
- ◎ Provide bike parking in many places.
- ◎ Make the trail a local resource too.
- ◎ Tap into many funding partners.



RANSON, WV

CORRIDOR REVITALIZATION

🎯 **The Backstory**

- 🎯 Pop 4,400; long, slow industrial decline; new “engine” in Charles Town; DC growth
- 🎯 Brownfields along Fairfax Blvd.
- 🎯 Won competitive grants from:
 - 🟡 EPA for brownfield clean up plan.
 - 🟡 HUD for brownfield remediation.
 - 🟡 HUD/DOT for zoning update and “complete streets” design of Fairfax Blvd.



CASE STUDIES

RANSON, WV

FAIRFAX BLVD VISION



SOURCE: FAIRFAX BOULEVARD "GREEN CORRIDOR" CONCEPT
REPORT. 2012. AVAILABLE: WWW.RANSONRENEWED.COM

RANSON, WV

FAIRFAX BLVD VISION

CASE STUDIES



Source: Pictometry



CASE STUDIES

RANSON, WV *BROWNFIELD CUM UNIVERSITY*



SOURCE: EPA



RANSON, WV

CORRIDOR REVITALIZATION

🎯 **Lessons Learned**

- 🎯 Combine resources for planning & construction – DOT, EPA, HUD.
- 🎯 Strong collaboration with neighbors - “Companies don’t care about the town line.”
- 🎯 Have a vision, stick to it, leverage plans
- 🎯 Make big progress with small victories.



BLACK MOUNTAIN, NC

ARTS-SUPPORTED ECONOMY

◎ **Backstory**

- ◎ About 8,000 people, tucked in the Blue Ridge Mountains east of Asheville.
- ◎ Weak economy, crumbling downtown, and loss of young people until 1980s.
- ◎ Changed zoning to allow work-live space
- ◎ Sold office building to group that formed Black Mountain Center for the Arts.
- ◎ Now home to a thriving arts scene. Attracts about 1 million tourists per year.



CASE STUDIES

BLACK MOUNTAIN, NC *ARTS-SUPPORTED ECONOMY*





CASE STUDIES

BLACK MOUNTAIN, NC *ARTS-SUPPORTED ECONOMY*





CASE STUDIES

BLACK MOUNTAIN, NC *ARTS-SUPPORTED ECONOMY*





CASE STUDIES

BLACK MOUNTAIN, NC *ARTS-SUPPORTED ECONOMY*





BLACK MOUNTAIN, NC

ARTS-SUPPORTED ECONOMY

◎ **Lessons Learned**

- ◎ The arts can support economic revitalization, especially in communities with a rich arts history.
- ◎ Zoning that allows home businesses is a strategy for supporting the arts.
- ◎ Town can actively promote the arts and other economic development by strategically selling surplus real estate.



OWEGO, NY

DOWNTOWN RIVER ACCESS

🎯 **Backstory**

- 🎯 Pop 4,000, NY Southern Tier/Binghamton
- 🎯 Region's population stagnant; loss of manufacturing jobs.
- 🎯 **Assets**
 - 🟡 Susquehanna River
 - 🟡 Street grid
 - 🟡 Historic buildings
 - 🟡 On busy route to Ithaca/ Finger Lakes



CASE STUDIES

OWEGO, NY *DOWNTOWN RIVER ACCESS*

- ③ NYSDOT Gateway Bridge @ 2002; catalyst for Riverwalk & Gateway Park
- ③ 1,200' long x 10' wide Riverwalk path behind downtown commercial district.
- ③ Connects parks on both ends of path; opens access to backsides of buildings.
- ③ Complements events such as the Strawberry Festival, Farmers Market, Art Walk, and Lights on the River.
- ③ LED lighting, bike racks, materials and plants that withstand seasonal flooding.



CASE STUDIES

OWEGO, NY *BEFORE RIVERWALK*



Approximate
location of
Riverwalk path

Source: Pictometry



CASE STUDIES

OWEGO, NY *BEFORE RIVERWALK*



SOURCE: MICHAEL HAAS, HAAS
LANDSCAPE ARCHITECTS, 2012



CASE STUDIES

OWEGO, NY *AFTER RIVERWALK*



SOURCE: FACEBOOK. GATEWAY
COMMUNITY PARK. 2012



OWEGO, NY

DOWNTOWN RIVER ACCESS

- ① Community group working on Gateway Community Park; will connect Front St to the Riverwalk; will fill space of building that burned in early 2000s.
- ① Riverwalk cost was \$2.17 million for design and construction
 - ① \$1.96 federal funds secured by U.S. Representative Hinchey
 - ① \$215K state funds secured by NY State Senator Libous



CASE STUDIES

OWEGO, NY *RIVERWALK/PARK SITE*



**Location of Gateway
Community Park now
under construction.
Connects Front Street
to the Riverwalk.**

SOURCE: FACEBOOK. GATEWAY
COMMUNITY PARK. 2012



CASE STUDIES

OWEGO, NY *BEFORE COMMUNITY PARK*



SOURCE: FACEBOOK. GATEWAY
COMMUNITY PARK. 2012



CASE STUDIES

OWEGO, NY *AFTER FIRST PHASES*



SOURCE: FACEBOOK. GATEWAY
COMMUNITY PARK. 2012

Appendix E – Sustainable Pittsburgh Presentation

“Connecting Connellsville”

Connecting Vision to Action

Court Gould

Sustainable Pittsburgh

10/16/12



SUSTAINABLE PITTSBURGH

THREE STRATEGIC NETWORKS

Business



Municipal/Community



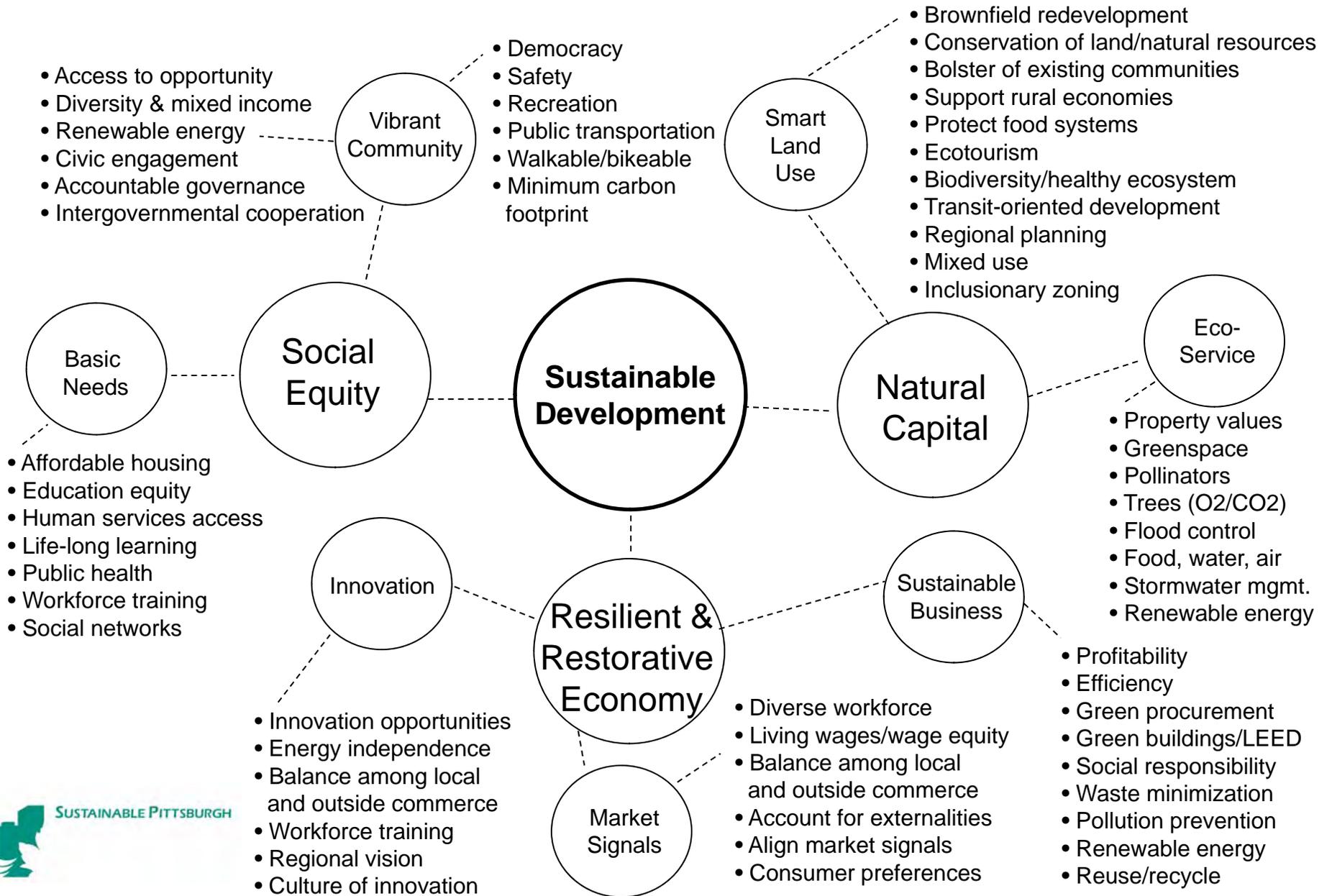
**Outdoor
Recreation**



What is a sustainable community?

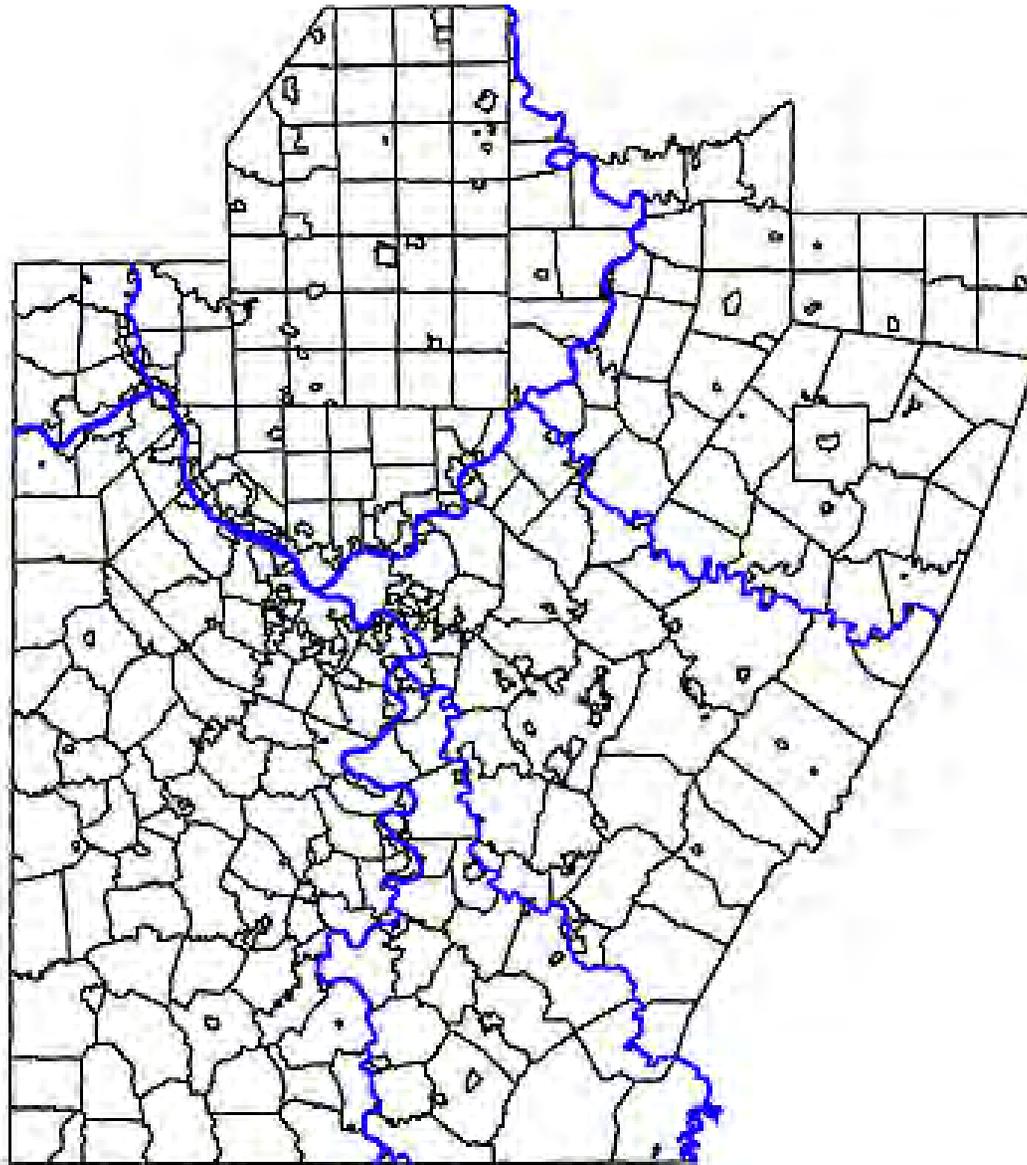


Sustainability: A Process for Continuous Improvement



THE REGION

**Over 500
Municipalities**



14 Essentials of a Sustainable Community

- Air Quality
- Diversity, Equity and Inclusion
- Education
- Energy Conservation and Green Building
- Environmentally Sensitive, Civic and Historic Places
- Expanding Housing Choice and Addressing Blight
- Food Security and Local Production
- Governance
- Healthy Communities
- Land Use and Community Design
- Local Economies and Main Street Revitalization
- Mobility and Alternative Fuels
- Waste Management and Recycling
- Water and Stormwater Management

Sustainable Community Essentials

Rapid Assessment

for Southwestern Pennsylvania

SUSTAINABLE COMMUNITY
DEVELOPMENT NETWORK
A Program of Sustainable Pittsburgh

Find out how sustainable your community is!

- This online rapid assessment questionnaire is a resource for YOU to gauge YOUR community's progress toward sustainability.

- **ASSESS. LEARN. ACT**

Use this site as a resource to learn more about your community and sustainability.

[get started!](#)

 Home

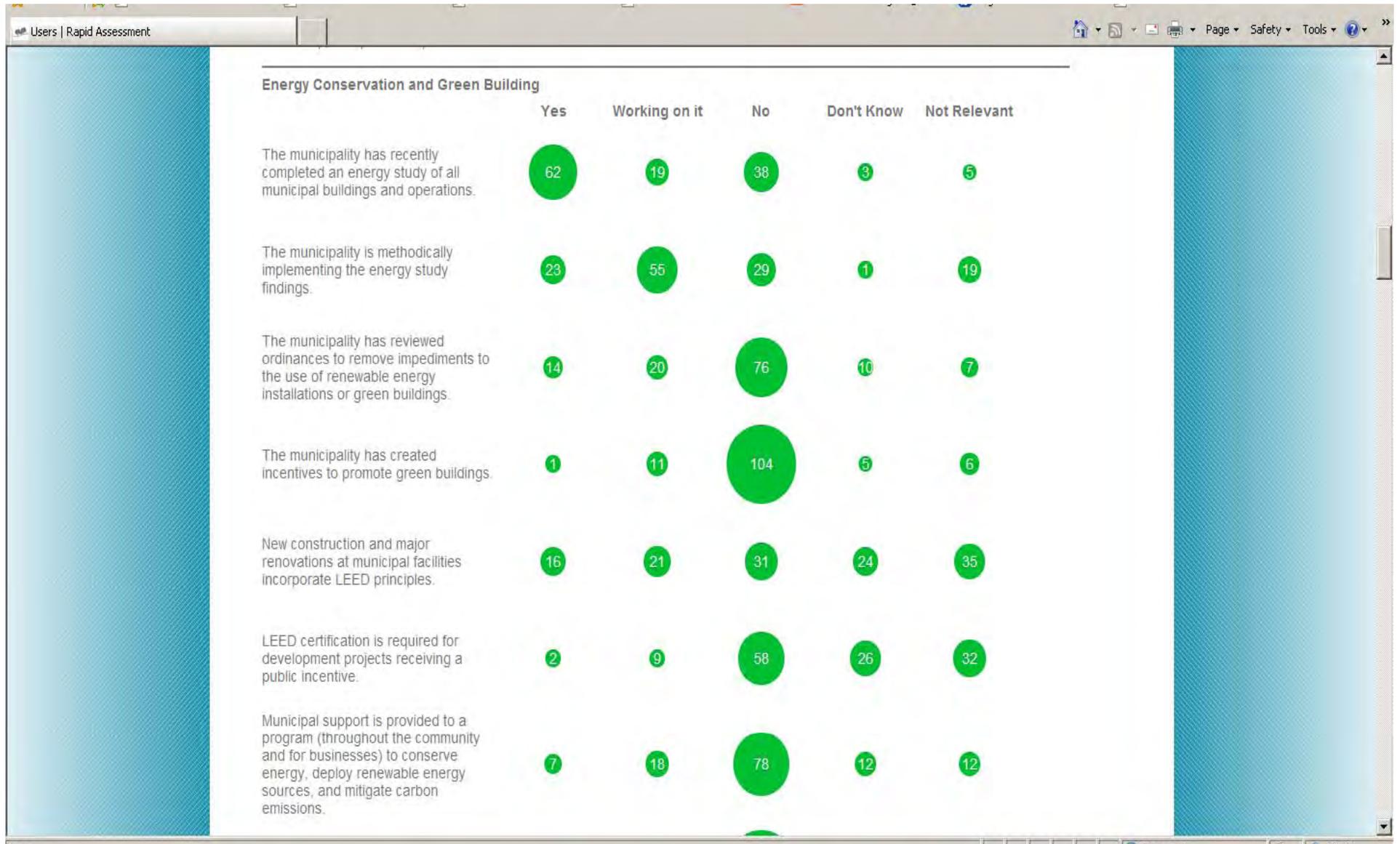
 Assessment

 Learn

 About

 Contact

Municipal results – Energy Conservation & Green Bldg



Municipal results – Air Quality

Users Rapid Assessment					
	Air Quality				
	Yes	Working on it	No	Don't Know	Not Relevant
Green vehicle fleet assessment has been initiated toward using greener fuels/vehicles and vehicle right-sizing for the job/trip is practiced.	7	12	92	6	10
Alternate transportation (e.g. transit, inter-modal, multi-modal, bicycle/pedestrian) are accommodated and promoted.	24	26	61	2	14
Trails for walking and bicycling are being developed or maintained.	51	26	45	1	4
Public education regarding reducing emissions is readily accessible.	10	8	78	22	9
State anti-idling law is enforced and compliance is promoted.	47	11	48	19	2
Diversity, Equity and Inclusion					
	Yes	Working on it	No	Don't Know	Not Relevant
A municipal diversity committee and program has been established with diversity training required for municipal employees.	5	7	100	6	8

Find: Match case

Done

Municipal results – Housing Choice and Blight

Expanding Housing Choice and Addressing Blight		Yes	Working on it	No	Don't Know	Not Relevant
The municipality has recently conducted an occupation and wage profile of jobs relative to assessing progress in expanding housing choice to ensure workers in the locality can afford to live there.	4	4	104	3	12	
The comprehensive plan addresses the community benefits of and need for expanding housing choice.	40	9	45	14	19	
The zoning ordinance provides for, or accommodates a full range of housing opportunities throughout the community.	84	7	13	12	11	
A program exists (perhaps in partnership with an outside agency) to facilitate home ownership: homebuyer incentives, employer-assisted housing, community land trust, etc.	17	8	78	14	10	
A current inventory of vacant and blighted/blighting properties is maintained and mapped.	36	37	45	3	6	
The building and maintenance code requires upkeep and maintenance and sufficient staff are available to ensure that the code is enforced aggressively.	66	33	21	2	5	
A program is being implemented to put blighted, abandoned properties back into productive use: smart rehab code.	33	32	47	6	9	

x Find:

 Match case

Done

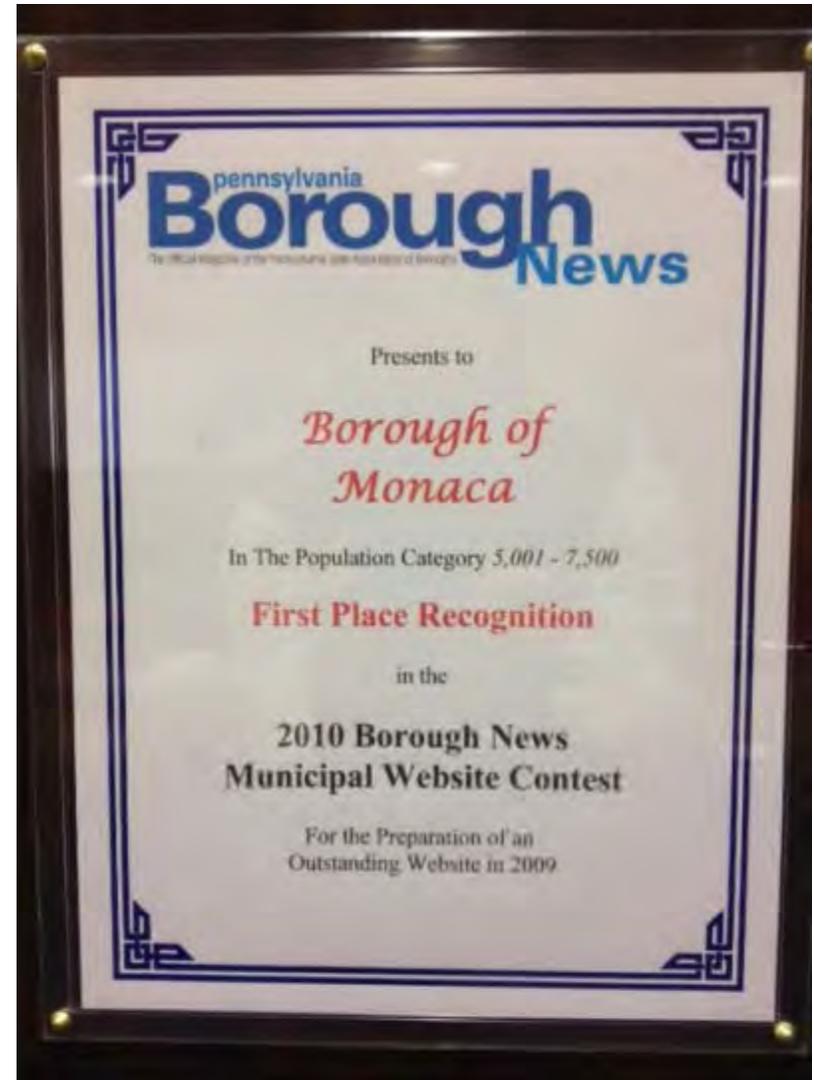
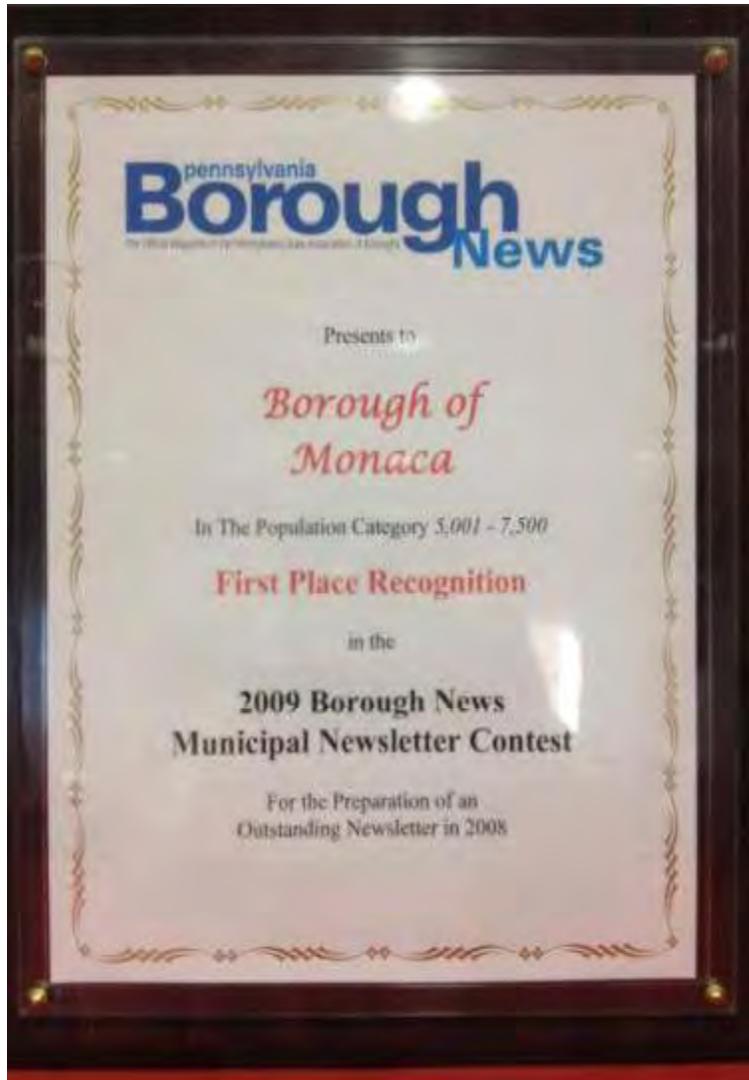
BOROUGH FACTS:



- Population - 5,734
- Households - 2,461
- Area - 2 Square Miles
- Employees - 24 Full-Time and 15 Part-Time
- Budget- Approximately \$5 million
- Operates our own Water & Wastewater Systems
- Roads -26 miles
- Vehicles in Fleet- 17
- Ohio River Trail (ORTC) 40 miles of proposed Bike, Pedestrian, Canoe & Kayak Trail network

BOROUGH NEWSLETTER & WEB-SITE

www.monacapa.net



SUSTAINABLE BUSINESS



PAPERLESS COUNCIL MEETINGS & OFFICE PAPER RECYCLING

2 Council Meetings Monthly = 100 pages of documents

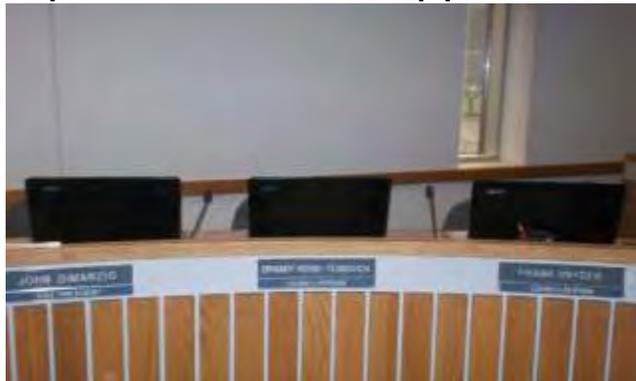
100 pages x 13 attendees = 1,300 pages a month

1,300 pages x 12 months = 15,600 pages saved by using laptops

*does not include Budget or Committee meetings

- The Borough also requires duplex copying when possible

The Borough Office has saved approximately 29 trees and the Police Department saved approximately 15 trees since implementing the Shred-It box in 2011



RECYCLING EFFORTS



Portland Adopt-a-Belly Program Branding

Website Graphics



BigBelly Compactor Graphics



BigBelly Recycling Kiosk Graphics



Modern solution

- Solar-powered, automatic compaction
- Reduces collections by 4 times or more
- Eliminates overflowing bins
- Keeps litter in, pests out
- No trenching or wiring needed
- Reliable, safe and easy to use
- Demonstrates commitment to community & environment
- Educate your constituents
- Ad mounts provide marketing platform



Classic problem

"The [BigBelly] solar trash receptacles have to go citywide. It will give us a more productive work force because you don't have to pick them up every day."
—Mayor Thomas Menino, City of Boston

"The machines are working magnificently. They are better than advertised."
—Jim Burkhardt, Cincinnati Parks Department

"Without question, the BigBelly system has reduced litter and made the city cleaner and more efficient. With the time saved on fewer collections, we can redeploy workers to other important tasks."
—Mayor David Cohen, City of Newton, Massachusetts

"The main thing for a Business Improvement District is you have to make it look neater. New benches and planters are nice, but you have to get rid of the litter. The BigBelly has been terrific for our beautification efforts."
—Marie Tornelli, Steinway Street BID, New York City



BIGBELLY® SOLAR — PROUD RECIPIENT OF TOP AWARDS



Springer's Top 50 Eco & Sustainability Business Ideas in 2007



GPS TRACKING SYSTEM

User Activity Report
From "1/11/2012 00:00" to "1/11/2012 11:59:59 PM"

User Name: WATER TRUCK 8

Date / Time	Stop Status	Speed	Miles	Stop	Position	Street	City	State	Zip
Jan 11 2012									
3:20:29 PM	Arrived	5	0.12	0.02	PUBLIC WORKS	1278 Taylor Ave	Monaca	PA	15061
3:22:57 PM	Departed	6	0.13		PUBLIC WORKS	1278 Taylor Ave	Monaca	PA	15061
3:24:08 PM	Arrived	6	0.17	0.06	PUBLIC WORKS	1278 Taylor Ave	Monaca	PA	15061
3:30:25 PM	Departed		0.01		PUBLIC WORKS	1278 Taylor Ave	Monaca	PA	15061
3:55:01 PM	Moving		0.24			988 MARSHALL RD	MONACA	PA	15061
3:57:10 PM	Moving	22	0.43			301 MARSHALL RD	MONACA	PA	15061
3:58:27 PM	Moving	13	0.26			1781 OLD BROADHEAD RD	MONACA	PA	15061
3:59:40 PM	Arrived	28	0.59	0.01	WASTE WATER	329 Pennsylvania Ave (Pa-18)	Monaca	PA	15061
4:00:51 PM	Departed	5	0.11		PUMPHOUSE	600 ATLANTIC AVE	MONACA	PA	15061
4:02:05 PM	Arrived	5	0.11	0.01	PUMPHOUSE	600 ATLANTIC AVE	MONACA	PA	15061
4:03:15 PM	Departed		0.01		PUMPHOUSE	600 ATLANTIC AVE	MONACA	PA	15061
Day Totals: Avg Speed: 10.45, Total Miles: 22.05, Total Length: 5:58									
User Totals: Avg Speed: 10.45, Total Miles: 22.06, Total Length: 5:58									
Report Totals: Avg Speed: 13.56, Total Miles: 62.43, Total Length: 72:45									



BROWNFIELD REDEVELOPMENT

Monaca, 1 of 23 awarded of \$150,000
US EPA Area-Wide Brownfield Planning
Pilot Grant.

4 Municipalities: Midland – Monaca –
Aliquippa - Coraopolis

LEED RIVERFRONT PARK



LED LIGHTING UPGRDES

Lighting to the left showing retro fitted LED fixture and lighting on the right a metal halide



Shown:
LED Mogul
Base Bulb



Shown:
SHD1-PC1023CL /
LED30MOG



kiaroLED
Luminaires by EYE Lighting

Precision lighting with optimum versatility.

IMPLEMENTATION OF WINDMILL & SOLAR ORDINANCES

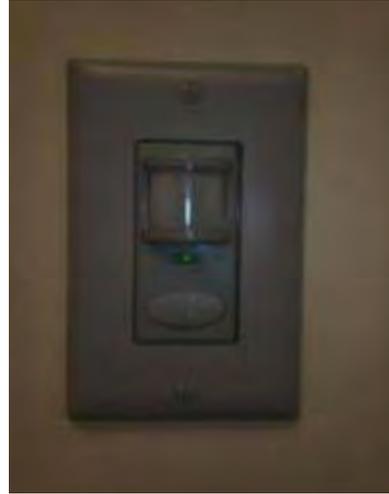
Monaca's first residential windmill installed along the riverbank of the Ohio River.



A \$315,697 grant from the U.S. Department of Energy, will be used by Penn Future's Three Rivers Solar Source project to help remove barriers and reduce costs for solar panel installations in the region. Allegheny County, and 23 municipalities including Midland and **Monaca** in Beaver County.



JCI ENERGY PERFORMANCE CONTRACT HB 1996

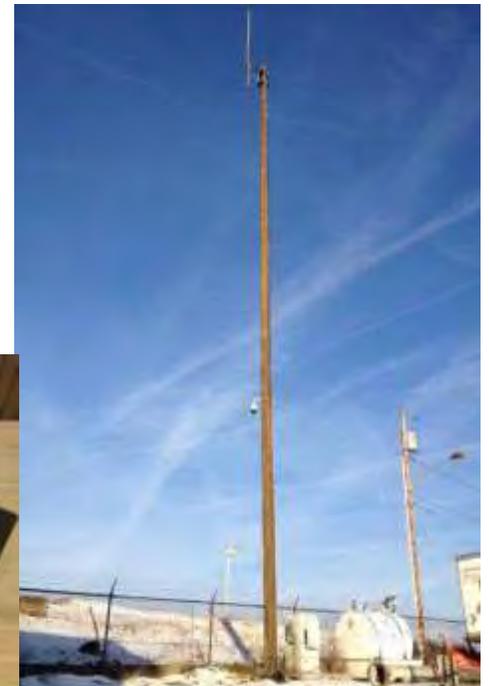


1. Replaced 3 HVAC units on Municipal Building.
2. Lighting upgrades - changed electronic ballast and T-8 bulbs, and motion sensors throughout Borough Building.
3. Building envelope improvements - new windows & doors at the WWTP and Pumphouse, new garage doors at VFD, and new door seals throughout Borough Building.

JCI ENERGY PERFORMANCE CONTRACT

Water Meter / Leak Detection Project

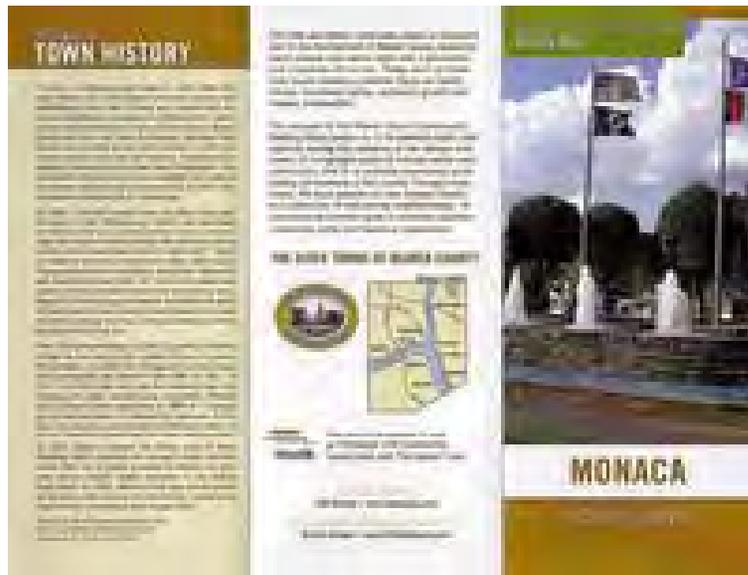
1. Replaced 2,438 water meters with automatic meter reading (AMR) system.
2. Installed system wide leak detection system.
3. Installed new billing software.



ALTERNATIVE FUEL VEHICLES



PROMOTING A WALKABLE COMMUNITY



MONACA ZONING ORDINANCE

- On September 28th, 2010 Monaca Borough Council adopted a new Zoning Ordinance and Map.
- An amendment to the prior Zoning included adding a new District titled PROD, Planned River-oriented District. Opening this area to development of Townhouses, Garden Apartments and Riverfront Sit-down Restaurants.

Appendix F – Federal Resources for Sustainable Rural Communities

