

Greenville Economic Strategy - 10-Year Recommendations
KM Date Community Planning, LLC
VERSION 4.0 10-5-20 Final Report

This document is a complement to a full Economic Strategy, developed by the Town of Greenville Economic Strategy Committee in 2020. That document should be consulted for a full discussion of recommended action steps, funding sources, and market studies supporting the recommendations. This digital version is provided to the Town of Greenville for practical use in implementing recommended strategies.

Note:

Key:

Low cost:	Within existing budgets
Medium cost:	Via grants, short-term loans, expanded revenues
High cost:	Requires substantial debt and financing strategy
Shaded blocks	First 3 years; many activities already in progress
Light Shaded Blocks	Action Steps in Progress that will be continued

Abbreviations:

CLG	Certified Local Government
DCEd	PA Dept of Community and Economic Development
DCNR	PA Dept of Conservation and Natural Resources
DEP	PA Dept of Environmental Protection
EPA	US Environmental Protection Agency
GAEDC	Greenville Area Economic Development Corporation
GRDC	Greenville Reynolds Development Corp
HP	Historic Preservation
MCRPC	Mercer County Regional Planning Commission
PA	Pennsylvania
UPMC	University of Pittsburgh Medical Center

Strategy	Action Step	Time Frame from 2020	Cost	Funding/Financing Sources (in progress)	Responsibility
1	Redevelop Trinity North and Downtown Sites				
1A	Develop site plan for downtown sites including background market analysis and feasibility for alternative uses	1-3 years	Funds allocated to date	Current EPA grant	Town, Consultant, Committee, and public
1B	Organize committee/coalition and champion(s) to move project forward	1 year	Low	None	Committee
1C	Evaluate ownership frameworks to meet site, Town and community needs, and identify best approach (Town, Redevelopment Authority, Nonprofit, PennNorthwest, or combination)	1 year	medium	Town	Committee with consultant or technical assistance, Town leadership and solicitor
1D	Develop political and public support for redevelopment	1-3 years	none	no cost	Committee
1E	Position East Elementary for reuse as nonprofit hub, office, lab, innovation/incubator, or similar venue; recruit developer interest and explore uses	1-3 years	medium	Current EPA grant	School District, Committee, Development Partners, Town
1F	Recruit developer interest and explore reuses for St Michael's School such as senior housing, arts/gallery space, or professional office space	1-3 years	low	Current EPA grant	Diocese, Committee, Development Partners
1G	Collaborate with surrounding Townships on Trinity South and other target properties as opportunities arise	1-3 years	varies	Varies	Committee, Town, GAEDC, Development Partners, surrounding Townships
1H	Acquire Trinity North site	3 years	low-medium?	Planning: current grant; Acquisition: Business in Our Sites, RCAP	Ownership Entity with Committee support
1J	Revisit Trinity North site environmental covenants	6 years	medium	EPA funding	Ownership Entity, PA DEP, Committee support
1K	Finalize Trinity North design and development plan	7 years	medium	EPA funding	Ownership Entity, consultant
1L	Redevelop Trinity North site through RFP, development agreement	8-10 years	high	Developer or redevelopment authority funded	Ownership Entity, Development partner
1M	Redevelop Canal Street underutilized sites as light industrial and micro-manufacturing, including small-scale food processing with retail components	8-10 years	high	Planning and cleanup: EPA funds; redevelopment: private entities or redevelopment authority or partnership	Committee, Ownership Entities, Development Partners
1N	Monitor UPMC site and as appropriate, assist with exploring alternative uses such as senior housing, expanded health care, Thiel collaborative uses	5 years	varies	current budget, DCEd planning grant	UPMC, Committee, Development Partners, Town
2	Comprehensive Urban Design Plan and Zoning for Downtown Greenville				
2A	Incorporate market analysis findings for housing, office, retail, tourism, hospitality, business activity, and health care into design priorities	1-2 years	funds allocated to date	Current EPA grant	Town, Consultant, Committee, and public
2B	Incorporate Downtown Site plans	1-2 years	funds allocated to date	Current EPA grant	Town, Consultant, Committee, and public
2C	Address northern "transition zone" to Main Street	1-2 years	funds allocated to date	Current EPA grant	Town, Consultant, Committee, and public
2D	Address light industrial redevelopment area along Canal Street area	1-2 years	funds allocated to date	Current EPA grant	Town, Consultant, Committee, and public
2E	Address visual, functional and physical connections between Riverside Park, Thiel College, Greenville-Jamestown Trail, Main Street, schools	1-2 years	funds allocated to date	Planning: Current EPA grant; implementation through marketing funds	Town, Consultant, Committee, and public
2F	Plan for Riverside Park as destination opportunity	1-2 years	funds allocated to date	Current EPA grant	Town, Consultant, Committee, and public
2G	Address Greenville Downtown Gateways	1-2 years	funds allocated to date	Current EPA grant	Town, Consultant, Committee, and public
2H	Address needed street, traffic, parking, sidewalk improvements and strategies in downtown, including evaluation of truck travel routes	1-2 years	medium	Planning: Current EPA grant; Implementation: PennDOT Safe Streets, DCEd Multi-modal grants, DCEd Blight Remediation grants	Town, Consultant, Committee, and public

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2I	Identify needed zoning updates to align with design priorities	1-2 years	funds allocated to date	Current EPA grant	Town, Consultant, Committee, and public
2J	Explore and expand Trinity mixed use zoning to appropriate adjacent sites such as East Elementary	2 years	low	MCRPC assistance	Town, School District
2K	Update zoning code in alignment with recommendations of design plan	2 years	low	MCRPC assistance	Town, Consultant, Committee, and public
3	Prioritize Historic Preservation				
3A	Organize Historic Preservation Task Force, integrated with design review commission	1-2 years	low	PA Historic Preservation Office: Technical assistance	Committee, HP Task Force, Greenville Historical Society
3B	Assess Structural Integrity of key downtown buildings with focus on preservation	1-2 years	medium	PA Historic Preservation Office: DCED historic preservation planning funds	HP Task Force, consultant
3C	Identify, plan for, acquire and do emergency repairs on key Main Street buildings in danger of condemnation and loss	1 year	medium	DCED Blight Remediation Grant; County CDBG blight remediation funds	HP Task Force, consultant, GAEDC?
3D	Launch campaign to develop support for value of historic preservation to economic development in Greenville	1-2 years	low	collaboration	Town, Task Force, Greenville Historical Society, Public
3E	Connect property owners to tax credit financing opportunities	1 year	low	collaboration	Chamber of Commerce, Task Force, Town, Greenville Historical Society, GAEDC
3F	Adopt local historic district ordinance	3-5 years	low	MCRPC assistance, PA Historic Preservation Office: Technical assistance (Certified Local Government program)	Town, Greenville Historic Review Commission, Greenville Historic Preservation Task Force, Greenville Historical Society
3G	Develop design guidelines to support appropriate development and redevelopment in Main Street historic district	3-5 years	medium	PA Historic Preservation Office: Keystone Historic Preservation Planning Grants; CLG program grants	Town, Greenville Historic Review Commission, Greenville Historic Preservation Task Force, Greenville Historical Society
3H	Become a certified local government	3-5 years	low	PA Historic Preservation Office: CLG program funding	Commission, Greenville Historic Preservation Task Force, Greenville Historical Society
3I	Train and develop capacity of task force and design review commission members to evaluate proposals and advocate for historic preservation efforts	3 years	low	PA Historic Preservation Office: technical assistance	Commission, Greenville Historic Preservation Task Force, Greenville Historical Society
3J	Create a revolving storefront/property rehab loan program	5 years	medium	DCED Blight remediation grants; Mercer County CDBG blight remediation funds	Town
3K	Explore expanding historic district west to the bridge	3 years	medium	PA Historic Preservation Office: Keystone Historic Preservation Planning Grants	Commission, Greenville Historic Preservation Task Force, Town, Greenville Historic Review Commission, Greenville Historical Society
3L	Continue to use Elm Street model for historic preservation on Eagle Street and nearby streets	5-7 years	medium	PA Downtown Center technical assistance	Commission, Greenville Historic Preservation Task Force,
4	Strengthen Main Street				
4A	engagement, in order to support entrepreneurial investment, and fill vacancies productively	1-3 years	low	Collaboration	Town, Chamber of Commerce
4B	Move the farmer's market to a Main Street location, possible indoor space	2020	low	DCED Blight Remediation Grant (202-206 Main St in current application), current EPA grant	Chamber of Commerce, Town, farmers
4C	Engage student interns to assist with marketing, promotion, program management	1-3 years	low-medium	West Central Job Partnership SLIP (State and Local Internship Program) pays 65% of wages	Chamber of Commerce
4D	Work with Thiel College administration and student associations to develop fall and spring programs on Main Street that will engage students in community service and visiting Main Street	1-3 years	medium	Collaboration	Chamber of Commerce
4E	interest; perhaps vacant space(s) could be used to provide micro-, Amish	1-3 years	low-medium?	current application), current EPA grant	Committee, Town
4F	Support outdoor venues for dining and entertainment	1-3 years	low	Collaboration; MCRPC assistance on any zoning adjustments needed	Chamber of Commerce, Town
4G	Work with merchants and downtown partners to promote and market Main Street businesses	1-3 years	low	Collaboration	Chamber of Commerce
4H	Continue work on safety, lighting, and Main Street design approach and amenities, expand to adjacent streets over time	1-3 years	medium	DCED Blight Remediation Grant (202-206 Main St in current application); current EPA grant	Chamber of Commerce, Town
4I	Economic Vitality Organization (with or without full Main Street membership)	1-3 years	low	Collaboration	Chamber of Commerce
4J	Enhance creative business recruitment practices such as seeking businesses elsewhere who might be interested in opening a second location	1-3 years	low	Collaboration	Chamber of Commerce
4K	Prioritize filling storefront vacancies in 3 core blocks first, then expand outward	1-3 years	low	Collaboration	Chamber of Commerce
4L	Recruit a diversity of businesses serving all four markets and varied price points: existing residents, new/global residents, tourists/visitors, workers	1-3 years	low	Collaboration	Chamber of Commerce
4M	Continue and expand ongoing outreach and business expansion/retention with merchants	1-3 years	low	Collaboration	Chamber of Commerce
4N	Continue to create programs and attractions year-round	1-3 years	low	Collaboration; business fundraisers	Chamber of Commerce
4O	Encourage and support property owners developing housing and offices in upper floors over Main Street businesses	1-3 years	low	Collaboration; MCRPC assistance on any zoning adjustments needed	Chamber of Commerce, Town

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4P	Work with merchants to align business hours to maximize critical mass for key time periods weekly	1-3 years	low	Collaboration	Chamber of Commerce
4Q	Recruit some sort of small-scale grocery option for Main Street walkable area	5 years	low	Collaboration	Chamber of Commerce
4R	Strategize ways to provide overnight accommodations downtown, within walking distance of Main Streets (could be short term rentals)	5 years	medium	MCRPC assistance on zoning management of short term rentals	Chamber of Commerce, Town
4S	Identify home businesses with potential to grow	5 years	low	Use business inventory provided as part of this project; advertise; hold a program to attract home business owners	Chamber of Commerce
4T	Over time, consider participation in full PA Main Street Program (see full report; Main Street partners can begin working on Main Street principles without formally becoming a member of the Main Street Program, but it is advised over time as capacity allows)	5-7 years	medium	PA Downtown Center technical assistance	Chamber of Commerce
4U	Over time as funds are available, expand organizational capacity via staff, volunteer efforts, committees, awards and marketing	5-7 years	medium	Collaboration, business support, volunteer support	Chamber of Commerce
5	Collaborate with Thiel College				
5A	Continue to meet regularly with Thiel representatives to identify ways to collaborate and facilitate collaborative efforts	1-3 years	low	Collaboration	Committee, Chamber of Commerce, GAEDC, Town, Greenville Public Library
5B	Integrate College and townwide marketing strategies to enhance each other	1-3 years	low	Collaboration	Committee, Chamber of Commerce, GAEDC, Town
5C	Collaborate with faculty, students and alumni via volunteer programs, intergenerational programs, Main Street programming, business-school connections	1-3 years	low	Collaboration	Committee, Chamber of Commerce, GAEDC, Town, Greenville Public Library
	See Thiel collaboration ideas in other categories				
6	Enhance Recreation Opportunities				
6A	Organize areawide Recreation and Greenspace Committee, integrating amphitheater, trails and parks efforts from the past; plan for next steps; need a champion	1-3 years	low	Collaboration	Committee, Recreation/Greenspace Committee/Mercer County Trails Association/Mercer County Tourism
6B	Work with partners on completing the Jamestown Greenville Trail	1-5 years	medium	DCED Greenways Grant; EPA grant for due diligence on property donations	Committee, Recreation/Greenspace Committee/Mercer County Trails Association
6C	Provide water-based and pedestrian/bike trailhead facilities at Riverside Park and at Main Street Bridge	1-3 years	medium	PA DCNR Community Conservation Partnerships Prora	Committee, Recreation/Greenspace Committee/Mercer County Trails Association
6D	Expand recreational uses and opportunities in winter in the Greenville area	3-5 years	low	Private foundation funds for youth recreation	Recreation/Greenspace Committee, Businesses
6E	Follow Riverside Park planning with design development and implementation to enhance its role as a gem in Greenville and serve/attract a wide range of users	3-5 years	medium	DCED Greenways Grant; EPA grant for due diligence on property donations	Town, Recreation/Greenspace Committee
6F	Work with partners to complete the Greenville-Shenango Reservoir Trail	7-10 years	medium	DCED Greenways Grant; EPA grant for due diligence on property donations	Recreation/Greenspace Committee
7	Enhance the Arts and Culture				
7A	Collaborate with Thiel College on performing arts spaces and opportunities	1-3 years	low	Collaboration	Committee, Chamber of Commerce, Town
7B	Improve presence/awareness of galleries and visual arts on Main Street and downtown	1-3 years	low-medium	Collaboration, Signage?	Chamber of Commerce, Town, Businesses
7C	Continue to support Greenville symphony and integrate into community programming	1-3 years	low	Collaboration	Chamber of Commerce, Town, Businesses
7D	Collaborate with museum association to enhance their integration as Greenville arts/culture offerings	1-3 years	low	Collaboration	Chamber of Commerce, Town, Businesses
7E	Recruit/Create a small-scale music/movie venue in Main Street walkable area	1-3 years	low-medium	Collaboration	Chamber of Commerce, Greenville Area Community Theater
7F	Recruit family arts-oriented businesses to Main Street: hobbies, do-it-yourself, galleries	1-3 years	low	Collaboration	Chamber of Commerce
7G	round	3-5 years	medium	Collaboration; possible PA Partners in the Arts grant	Chamber of Commerce, Thiel
7H	Work with Thiel to expand summer arts opportunities, conferences, retreats, etc	3-5 years	low-medium	Collaboration; possible PA Partners in the Arts grant	Chamber of Commerce, Town, Businesses
7I	Collaborate with nearby manufacturers to explore metal fabrication arts opportunities - recruit artists?	5-7 years	low-medium	Collaboration; possible PA Partners in the Arts grant	Chamber of Commerce, Town, Businesses
8	Strengthen Greenville's Neighborhoods				
8A	Implement demolition priorities, work on reuse of vacant lots	1-3 years	medium	DCED Blight Remediation Grant	Town
8B	Use code enforcement as community outreach opportunity	1-3 years	low	Collaboration; personalized training	Town

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8C	Repair roads and sidewalks	1-3 years	medium-high	DCED and PennDOT funds; State Liquid Fuels (gas tax) funds; Shenandoah Valley Metropolitan Planning Organization Transportation Improvement Program (TIP)	Town
8D	Develop revolving loan program for homeowner rehab	3-5 years	medium	Blight remediation grants; DCED HOME investment partnership program for low-income households	Town
8E	Implement senior housing maintenance assistance	3-5 years	medium	Blight remediation grants; DCED HOME Investment Partnership Program for low-income assistance	Town; Community Development Corporation or nonprofit entity; Greenville Senior Center
8F	Organize a street tree commission and planting program	3-5 years	medium	PA DCNR TreeVitalize grants and technical assistance	Town, Street Tree Commission
8G	Recruit development to build more affordable senior housing, ideally within walking distance of Main Street	5-7 years	medium	Collaboration	Town, Ownership Entity, Development interests
8H	Recruit development to build more higher-end new housing for millennial/boomer/globals market within walking distance of Main Street	5-7 years	medium	Collaboration	Town, Ownership Entity, Development interests
9	Collaborate with Greenville Area School District				
9A	Continue to meet regularly with school district representatives to identify ways to support school effectiveness	1-3 years	low	Collaboration	Committee, Chamber of Commerce, GAEDC, Town, School District and Key Communicators Group, Greenville Public Library
9B	Integrate school district marketing into townwide marketing strategy, address college-bound, technical school and arts opportunities	1-3 years	low	Collaboration	Committee, Chamber of Commerce, GAEDC, Town, School District, Greenville Public Library
9C	Collaborate with schools via volunteer programs, intergenerational programs, Main Street programming, business-school connections	3-5 years	low-medium	Collaboration	Committee, Chamber of Commerce, GAEDC, Town, School District, Greenville Public Library
10	Develop and Market Greenville's Brand				
10A	Organize, Expand and align existing marketing committees to work together to develop marketing strategy	1-3 years	low	Collaboration; PA DCED grants Marketing to Attract Tourists, Marketing to Attract Business	Commerce, GAEDC, Thiel, Greenville Schools, Town, Visit Mercer County Tourist Agency
10B	Develop marketing strategy emphasizing recreation, small town living, arts, micro-clusters, historical themes, town-gown opportunity, and agritourism	1-3 years	medium	Collaboration; PA DCED grants Marketing to Attract Tourists, Marketing to Attract Business	Committee, Chamber of Commerce, GAEDC, Thiel, Greenville Schools, Town, Visit Mercer County Tourist Agency
10C	Target Pittsburgh and Cleveland markets, Thiel College alumni, and global earner families	1-3 years	low	Collaboration; PA DCED grants Marketing to Attract Tourists, Marketing to Attract Business	Committee, Chamber of Commerce, GAEDC, Thiel, Greenville Schools, Town, Visit Mercer County Tourist Agency
10D	Work with local businesses, Main Street, Thiel College, Greenville Schools, and regional recreation.arts/agritourism venues on specific themes and target audiences	1-3 years	low	Collaboration; PA DCED grants Marketing to Attract Tourists, Marketing to Attract Business	Committee, Chamber of Commerce, GAEDC, Thiel, Greenville Schools, Town, Visit Mercer County Tourist Agency
11	Develop Agricultural and Agritourism Opportunities				
11A	Initiate conversations with local Amish, farmers about business opportunities (micro-business market in downtown; expand farmer's market downtown)	1-5 years	low	Collaboration	Chamber of Commerce, Businesses
11B	Recruit small-scale food manufacturing, farm-to-table restaurants, and microbreweries/ microdistilleries/microwineries to downtown area	1-5 years	low	Collaboration	Chamber of Commerce, Businesses
11C	Collaborate with small farm operations in Greenville area to co-market and encourage regional visitors - farm tour day?	1-5 years	low	Collaboration	Chamber of Commerce, Businesses, Town
11D	Explore possibilities for small-scale meat processing in Greenville area (abattoir and finishing, likely separate)	1-5 years	medium	PDA training/apprenticeships, grants/loans; EPA funding for township site reuse for abattoir?	Chamber of Commerce, Businesses
12	Enhance the Business and Commercial Environment				
12A	Collaborate with businesses in microclusters for metal processing and fabrication, health and wellness, wood products to enhance business exchanges and recruit additional businesses	1-3 years	low-medium	Collaboration	GAEDC
12B	Strategize ways to make high speed internet more reliable and cost-competitive throughout the Town, for both business and residential users; identify providers and initiate conversations about what is needed	1-3 years	medium-high	Collaboration; Technical Assistance - Institute for Local Self-Reliance; Planning and Implementation: USDA Re-Connect Loan/Grant program; PA Governor's Office Broadband Investment Incentive Program; DCED Business in Our Sites grants/loans; Keystone Communities Program; Pennsylvania First Program	GAEDC, GRDC, Town, Businesses
12B	Collaborate toward recruiting downstream petrochemical businesses to Greenville	1-3 years	low-medium	Collaboration	GAEDC
12C	Assist with recruiting businesses to collaborate on workforce training development	1-3 years	low-medium	Collaboration	GAEDC, Thiel, Greenville Schools, West Central Job Partnership, Careerlink

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12D	Assist with connecting workers to workforce training opportunities	1-3 years	low-medium	Collaboration	GAEDC, Thiel, Greenville Schools, West Central Job Partnership, Careerlink