

# S W O T

## STRENGTHS

- 1) Affordable Housing
- 2) Location
- 3) Architecture/Character
- 4) Emergency Services
- 5) Services
- 6) Amenities
- 7) Pool (Swimming/Syncro)
- 8) Parks (Soccer/T-Ball)
- 9) Recreation
- 10) Friendly People
- 11) Business District
- 12) Tree/Streetscape
- 13) Community Involvement
- 14) Political Support
- 15) Neighborhoods
- 16) Strong Management
- 17) Dedicated Employees
- 18) Education Choices
- 19) Public Transportation/Flivver
- 20) Financially Stable
- 21) Community Identity
- 22) Communication
  - 1) Newsletter
  - 2) Website
- 23) Collaborative Relationships with Neighboring Communities
- 24) Attractive
- 25) Sub-communities
- 26) Worship Options - Churches

## WEAKNESSES

- 1) Identity/Visibility Problem
- 2) High Taxes/WHSD/Local
- 3) Communication Follow-Up
- 4) Harness Talent, i.e., Get Volunteers
- 5) Public Relations
- 6) Business District
- 7) Demographics – Aging Population
- 8) Current Government Model is Broken- Not Sustainable

## **WEAKNESSES (Continued)**

- 9) Westinghouse – Avenue F
- 10) Development – Lack of Consensus
- 11) Intergenerational Cohesiveness
- 12) Keep Young Families Here
- 13) WHSD – Real or Perceived
- 14) Lack of Media Relations
- 15) Follow Up & Accountability
- 16) Lack of Cultural Diversity
- 17) Aging Infrastructure
- 18) Personnel Costs/Department Structures
- 19) Pension & Benefit Obligations
- 20) Zoning – Not Business Friendly
- 21) Proactive Business Outreach
- 22) Improve Walkability - Emerald Necklace
- 23) Resistance to Change
- 24) Institutional Buy-In for Partnering with Other Communities
- 25) Aging Housing Stock

## **OPPORTUNITIES**

- 1) Regionalization of Municipal Services
- 2) Business District
  - a) Bacchus Property
  - b) Open Lots (Brown Building)
  - c) Traffic Flow on Ardmore Blvd.
  - d) Traffic Light Study/Analysis
- 3) Marketing Amenities to certain demographics
- 4) Activities geared towards Senior Citizens
  - Garden Club/Senior Swim/FF2 Silver Sneakers
- 5) Potential for Development of Public Lands
- 6) Proximity to Universities & Downtown
- 7) Borough Resident Pride in the Community
  - Mobilize Borough Pride
  - Bryn Mawr Farms/Pool People
- 8) Open/Available Office Space
- 9) Designation of Westinghouse Property at Avenue F as Brownfield
- 10) Emerald Necklace – Tie Parks Together
- 11) Farmer’s Market (Expansion)
- 12) Urban Farming
- 13) Going Green Initiative in Forest Hills
- 14) Historical Attractions
- 15) Forest Hills Centennial (2019)
- 16) Community Events
- 17) Leveraging the Faith-Based Organizations in Forest Hills

- 18) Leveraging Sports-Based Organizations in Forest Hills
- 19) Reinvigorate Forest Hills Business Association
- 20) Technology – Twitter/Facebook/Website
- 21) Inter-municipal Comprehensive Plan
- 22) Forest Hills Professional Network
- 23) Cohesive Council

### **THREATS**

- 1) WHSD – 495-500 Rank in Pennsylvania
- 2) Decline of Communities in Proximity
- 3) Local Tax Rate Higher Compared to Neighbors
- 4) Static Assessed Values
- 5) Increase in Employee Cost
- 6) Provincialism
- 7) Aging Population
- 8) Aging Housing Stock
- 9) Static Economy in Western PA
- 10) Institutional Sustainability for Long Term (Council working together for common purpose)
- 11) No Youngblood Municipal Managers

### **GUIDING PRINCIPLES & VALUES**

- 1) Community (Almost Monthly Events that Bring Neighbors Together)
- 2) Tradition
- 3) Hometown Feel/Small Town
- 4) Service Oriented
- 5) Green Space (Parks/Trees)
- 6) Unpretentious
- 7) Welcoming Environment
- 8) Active
- 9) Inter-generational
- 10) Safety & security
- 11) Cohesiveness – Participate in Local Businesses
- 12) Loyalty to Local Businesses
- 13) Integrated
- 14) Connectedness
- 15) Giving of Time to Civic Committees
- 16) Planning
- 17) Looking Forward
- 18) Progressive
- 19) Health & Fitness
- 20) Small Business Development

## **PARKING LOT**

- 1) Communication with Community Groups and Businesses
  - Need Follow-Up/Response
  - Timeliness
- 2) Interaction/Relationship with Advisory Boards and Committees
  - Advisory Board Bylaws
- 3) Tax Abatement – Status
- 4) Greening Government – Green Roofs, Solar Panels, Rain Barrels, etc.
- 5) Centennial Planning

**STRATEGIC PLANNING MEETING NOTES  
JANUARY 15, 2011**

**MISSION STATEMENT**

- 1) Forest Hills is a community committed to preserving, protecting and enhancing the quality of life of our residents.
- 2) Our citizens work in collaboration with our government to achieve balance between community interests and economic development.
- 3) Forest Hills provides quality services in a cost effective and responsible manner.
- 4) Forest Hills provides legislation that ensures the unique attributes and character of Forest Hills are maintained and supported for all present and future generations to enjoy.
- 5) Forest Hills leadership is committed to treating all of its citizens with mutual respect and recognizing our employees and volunteers for their commitment to excellence.
- 6) Forest Hills strives to promote a welcoming environment and sense of community in everything it does.

**VISION STATEMENT**

- 1) Forest Hills borough leadership is committed to the health, safety and well-being of the public we serve and to ensuring the quality of life and maintenance of our resources for future generations.
- 2) We envision being a leader in quality municipal government operations by advocating progress and growth while preserving our community traditions, natural resources and green space.
- 3) We foresee a future committed to establishing valuable partnerships and collaborating with other communities in order to plan for and meet change and challenges as well as create opportunities for our future.

We value local government based on the following:

1. Engaged, accountable, dedicated:
  - a. Citizens who participate in community events, vote in Forest Hills elections and volunteer when called upon
  - b. Local elected officials who are committed to leadership at the local, county and state levels
  - c. Employees who provide constituent services and enforce borough ordinances and regulations in a professional manner
2. We value fostering a business-friendly environment conducive to economic development and growth.
3. Honesty, accountability and integrity in everything we do
4. We value the distinct character of our borough, its history and evolution over time as represented in the architectural diversity in its housing stock, its mature trees and the various stories of residents, past and present.
5. We value the quiet streets, small town attributes of Forest Hills with its quality services and community-building events and, at the same time, value living near a very vibrant urban community like the City of Pittsburgh.
6. We value responsible fiscal management.
7. We value our natural and developed environment and are stewards of Forest Hills resources.
8. We respect our citizens and value the diverse backgrounds, professions and generations in Forest Hills.