

Overview - Community Sustainability

In essence, a county is really a collection and aggregation of communities. While philosophers may argue that the whole is greater than the sum of its parts, the sustainability of Cambria County is at least closely related to the health and viability of its communities, including its 63 municipalities and villages and neighborhoods within these municipalities. Communities sustain themselves by sustaining their basic *building blocks*. In an urbanized area these building blocks may include streets, sidewalks, utilities, community facilities and services that are required to maintain a higher population and employment density. In a rural township these building blocks may include a natural resource base, agriculture, small villages and hamlets surround by open fields, outdoor recreational resources and low-density residential development.



Community Sustainability Recommendations may be summarized within the following categories:

- ❑ Growth Area focus for infrastructure improvements/expansions in Growth Areas and local land use/development planning;
- ❑ Highway/access improvements focused on public safety on Rt. 56/403 West and Rt. 219 enhancements, as well as on-line enhancements on Rt.53 North;
- ❑ Adjust planning to meet demographic realities while continuing to try to alter the course via education/workforce training, marketing and “new economy”;
- ❑ Transit enhancements – transit center and periodic evaluation/study of routes;
- ❑ Encourage regionalized delivery of public safety and recreational services, reflecting economies of scale and economic realities;
- ❑ County-wide Recreation, Park and Open Space Plan focusing on needs, facilities and programming, including treatment of trails and water-based recreation; and
- ❑ Life-cycle housing – rehabilitation, subdivision/land development regulations, age-restricted private housing, local property maintenance codes and incentives via housing/redevelopment authorities as needed.



**TOWARD A SUSTAINABLE FUTURE 2010-2030 – COMMUNITY SUSTAINABILITY
ISSUES, OPPORTUNITIES, GOALS, OBJECTIVES AND RECOMMENDATIONS**

Vision Statement: By 2030 Cambria County communities will be attractive and self-sustaining places in which to live, work and play				
SUBCATEGORY	ISSUES	OPPORTUNITIES	GOALS/OBJECTIVES	RECOMMENDATIONS
Demographics	<p>The County has continuously lost population over the past 70 years, with economy-related losses of the young family-forming and middle-aged family maintaining age group but increases in the 65+ age group</p> <p>While more County residents are finishing high school, overall increases in those attaining post-secondary degrees have not been as significant</p>	<p>Local residents enjoy a relatively low cost of living with the opportunity for local choice over residing in rural, suburban or urban environments</p> <p>During 1989-06 adjusted incomes increased even although gaps between county and state and national incomes remain.</p>	<p>Plan for existing population in short term but seek to reverse out-migration in long-term</p> <ul style="list-style-type: none"> <input type="checkbox"/> Recognize and plan in light of population characteristics and trends but focusing on quality of life issues <p>Promote modern work force training and education that address an aging labor force while fostering the “new economy”</p> <ul style="list-style-type: none"> <input type="checkbox"/> Encourage greater utilization of local educational resources <input type="checkbox"/> Foster closer partnerships between business and educational establishment 	<p>Develop a strategy capitalizing on Demographic trends and the “new economy”</p> <ul style="list-style-type: none"> <input type="checkbox"/> Short-term focus on needs for mature/maturing population base; longer term coordinated marketing/promotion of County <input type="checkbox"/> Provide financial incentives for wind, solar and thermal energy products <input type="checkbox"/> Promote educational training in local schools/post-secondary for employment in natural gas, high-tech manufacturing and nature-tourism jobs <input type="checkbox"/> Encourage coordination between School Districts/CTC’s, Universities and Colleges, manufacturing employers <input type="checkbox"/> Implement projects/activities that encourage the continued development and coordinated marketing of nature- and cultural-tourism, as part of the County economic base
Land Use	<p>Land use regulation and planning activities vary considerably within the County</p> <ul style="list-style-type: none"> <input type="checkbox"/> Approximately 36% of County municipalities have zoning ordinances in effect <input type="checkbox"/> 44% have Subdivision/Land Development ordinances <input type="checkbox"/> 37% have local planning commissions <input type="checkbox"/> Planning Region 3 has least amount of land use planning/regulatory framework 	<p>In a survey, 93% of the survey respondents feel that some form of developmental regulations are necessary to guide new development, with 34% favoring municipal regulations and 59% favoring county regulations</p> <p>Approximately 59% of the land area of the County is undeveloped, another 18% is public semi-public land and another 13% is in agricultural use</p> <p>Land use regulation and planning activities are most pronounced in Planning Region 1</p> <ul style="list-style-type: none"> <input type="checkbox"/> 62% of municipalities have comprehensive plans <input type="checkbox"/> 81% have zoning <input type="checkbox"/> 59% have subdivision/land use regulations 	<p>Promote development in delineated Growth Areas with ready access to water, sewer and other community facilities</p> <ul style="list-style-type: none"> <input type="checkbox"/> Address Land use and land development regulation gaps and philosophy <input type="checkbox"/> Focus on the links between transportation and land use <input type="checkbox"/> Encourage agricultural land use preservation techniques such as conservation easements and agricultural security areas. <input type="checkbox"/> Use the land based assets found in the County as a means to enhance the quality of life for existing residents and to attract new residents into the County <input type="checkbox"/> Promote the development and/or revision of local comprehensive plans in municipalities sustaining Growth Areas and/or affected by Growth Areas 	<p>Cambria County Planning Commission (CCPC) to encourage development in delineated Growth Areas:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Reviews of infrastructure projects for plan consistency <input type="checkbox"/> Encourage the recommended Cambria County Economic Development Partnership or similar county-wide group to assign priority to projects located in Growth Areas <input type="checkbox"/> Submit Existing/Future Land Use Maps to municipalities in Growth Areas <input type="checkbox"/> Prepare/revise/submit model land use/land development ordinances to municipalities in Growth Areas <p>County provides Technical assistance and support in relation to local governance</p> <ul style="list-style-type: none"> <input type="checkbox"/> Assist locals in leadership training as liaison for municipal management training by state agencies and/or municipal organizations. <input type="checkbox"/> Encourage state assistance and/or provide county funding assistance to municipalities to develop or improve land use/development regulations
Public Utilities and Infrastructure	<p>There are 40+ public water suppliers within the county, many of which are older community water systems that require substantial repairs and upgrades</p> <p>There are 26 sanitary sewer systems serving communities, many of which are older and characterized by in-flow and infiltration problems, including those faced by approximately 20 communities under a PADEP mandate in the Johnstown area</p> <p>The Chesapeake Bay Tributary Strategy poses future challenges to northern sections of the County within this basin</p> <p>Infrastructure gaps affect developmental potential of rural sections for energy/utility-intensive users</p>	<p>Overall, built-up and developing sections of the County have public water service and public sanitary sewer service</p> <p>Sewage facility plans in the northwest, southeast and Mainline areas are relatively recent, as are those in Richland, Jackson, East and West Taylor and Dean Townships and Patton Borough. Also:</p> <ul style="list-style-type: none"> <input type="checkbox"/> The Forest Hills Region has interfaced sewage planning with defined growth area planning in 2010. <input type="checkbox"/> The Johnstown Regional Sewage area is presently addressing long-standing in-flow, infiltration and periodic bypass problems <input type="checkbox"/> Glendale Valley Municipal Authority sewage project is underway and will have excess capacity to accept flows from nearby smaller treatment plants that cannot meet Chesapeake Bay standards <p>The County-supported <i>Cambria Connected</i> wireless network has expanded telecommunication and information technology and expanded infrastructure to rural Cambria County</p>	<p>Focus Infrastructure improvements and expansions in the delineated Growth Areas</p> <ul style="list-style-type: none"> <input type="checkbox"/> Encourage regionalization of sewer and water services to provide cost effective utility service delivery and ultimately savings to residents <input type="checkbox"/> Encourage replacement/repair of aged systems especially in urban areas <input type="checkbox"/> Encourage elimination of sewage overflows and other pollution sources from existing infrastructure <p>Accommodate and balance the varying needs and expectations between rural and urban communities tied together via concerns over continued “sustainability”</p> <ul style="list-style-type: none"> <input type="checkbox"/> Continue rural township “road orientation” with low-density development <input type="checkbox"/> Encourage urban public safety, sewer and water orientation as higher-intensity/density development 	<p>CCPC to encourage development in delineated Growth Areas:</p> <ul style="list-style-type: none"> <input type="checkbox"/> Reviews of infrastructure projects for plan consistency and supports regionalization efforts <input type="checkbox"/> Encourage the recommended Cambria County Economic Development Partnership or similar county-wide group to assign priority to projects located in Growth Areas <input type="checkbox"/> Submit Existing/Future Land Use Maps to municipalities in Growth Areas <input type="checkbox"/> Prepare/revise/submit model land use/land development ordinances to municipalities in Growth Areas <input type="checkbox"/> Encourage adoption of or revisions to existing Subdivision and Land Development Ordinances (SALDO) as a method to guide the development of new housing in appropriate locations and away from areas that are best left for preservation and open space. <input type="checkbox"/> Encourage revisions to existing SALDOs to include incentives for a conservation subdivision alternative especially in the Townships with water/sewer that would conserve open space and utility costs via clustering of development

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SUBCATEGORY	ISSUES	OPPORTUNITIES	GOALS/OBJECTIVES	RECOMMENDATIONS
Transportation	<p>The County has limited direct access to the Interstate System and regional highway network in general, affecting travel within the County</p> <ul style="list-style-type: none"> ❑ Most major roads north of US Route 22 being of the 2-lane variety; No 4-lane North/South highway connection within entire county ❑ Southern Cambria County lacks a direct connection with the Pittsburgh Metro Area, depending on outdated 2-lanes roads through residential neighborhoods that create developmental and safety issues <p>Heavy traffic volumes exist in urbanized area generally on segments of US Rt. 219, PA Rt. 56 and the Scalp Avenue/Bedford St. corridor (SR 3016)</p> <p>Truck volumes are relatively high on segments of US Rt. 22, US Rt. 219, PA Rt. 56 and US Rt. 422, all but Rt. 56 West segments are outside of densely populated areas</p> <p>There are relatively few trails/bicycle routes in the urbanized area of the County</p> <p>No new major highway projects are expected in the near future under the traditional PennDOT planning/programming process but critical intersections have been identified in local level planning in Elton and Sidman</p> <p>Local level planning has identified level of service issues with intersections in the Forest Hills Region, due mainly to impacts of spillover development in the East Hills</p> <p>The urbanized mass transit system is evolving with changes to or elimination of service to certain sections of the historic service area. Fixed route service is not available to the Forest Hills area.</p>	<p>Limited access highways are located in the central and southern sections of the County</p> <ul style="list-style-type: none"> ❑ Rt. 22 provides 4-lane access east to/from I-99 and 4-lane or at least improved access west to Pittsburgh Metro Area for Central Cambria County ❑ Rt. 219 provides 4-lane access south to I-76/70 for Central and Southern sections of the County <p>Most major roadways in the County carry only moderate traffic volumes and appear to have capacities for higher volumes</p> <p>There are 8 trails and 3 on-road bicycle routes in the County, particularly in the more rural central and northern sections and interest in making connections that result in Johnstown as a trail hub</p> <p>There have been some incremental enhancements to PA Rt. 56 in Johnstown, however, truck volumes remain high</p> <p>Present PennDOT roadway planning and programming involves rehabilitation and/or replacement of bridges, which may address public safety concerns in affected communities</p> <ul style="list-style-type: none"> ❑ A number of state and local bridges have been upgraded in recent years <p>A number of communities have carried out or are planning enhancements to sidewalks, crosswalks and other pedestrian facilities to minimize conflicts between motorists and pedestrians</p> <p>The urbanized mass transit system has enhanced service to the growing residential and commercial East Hills area</p>	<p>Assure that the transportation network (roads, rails and trails) that are used in the movement of vehicles and people is maintained and strategically improved to ensure safe and efficient movement of goods and people throughout the County, its constituent communities and neighborhoods</p> <ul style="list-style-type: none"> ❑ Provide completed East/West and North/South highway with more direct connections with the larger region and facilitate safer intra-county travel ❑ Encourage Camtran to continue to reevaluate the mass transit system in the urbanized and rural service areas and update facilities as required to maintain and improve service levels ❑ Insure that future growth and development in identified Growth Areas create minimal traffic and access issues ❑ Continue to program bridges for replacement and rehabilitation based on the accepted criteria ❑ Focus safety improvements on strategic key intersections in an era of declining transportation resources ❑ Support context-sensitive enhancement projects that minimize or eliminate conflicts between motorized transport (i.e. trucks, automobiles, etc.) and non-motorized transport (pedestrians, bicycles, buggies, etc.) 	<p>Emphasize the planning, programming and funding of key transportation projects within the PennDOT Highway Construction Program planning process via the Johnstown MPO</p> <p>Rt. 56 West – Seek implementation of short- and long-term projects that reduce truck traffic through the densely settled West End of the City of Johnstown that address public safety concerns while providing for cost effective truck routing:</p> <ul style="list-style-type: none"> ❑ <i>Short-term recommendations</i> include enhanced signage at various locations recommending truckers utilize Route 403 to avoid curves, narrow streets and neighborhood automobile and pedestrian traffic in the Oakhurst/Neighborhood. Suggested signage locations include: <ul style="list-style-type: none"> ○ On Rts. 56/403 westbound in Johnstown near Broad St./Fairfield Ave. intersection ○ On Route 22 westbound in Indiana County before Route 403 Exit ○ On Route 22 eastbound in Indiana County before Route 56 Exit ○ On Route 56 eastbound in Indiana County before Route 22 Exit ○ On Route 711 North in Seward (Westmoreland County) near Route 56 intersection (also routing truck traffic over Rt. 56 West to Route 22 East to Rt. 403 Exit) ❑ <i>Long-term recommendation</i> is the analysis and eventual programming, design and construction of Route 56/Route 403 Connector near the Johnstown City/Lower Yoder Township boundary on Route 56 connecting with Rt. 403 on Cooper Avenue via undevelopable Brownfield area locally known as “the Clay Pits” and a structure over Conemaugh River and Norfolk Southern tracks. <p>Rt. 219 North and related – Continue to advocate short- and long-range improvements to north/south travel in northern Cambria County that reduces regional through traffic within Northern Cambria Borough and Carrolltown and villages such as St. Boniface and St. Benedict while improving overall access with the regional transportation system :</p> <ul style="list-style-type: none"> ❑ The short-term recommendation for enhancements to SR 4013 roughly between Carrolltown and Route 36 northwest of Patton and on-line safety improvements to Route 36 to existing Route 219 in Mahaffey (Clearfield County). However, this still provides no direct modern link to I-80 near DuBois. ❑ The long-term recommendation is continue to press for a four-lane limited access highway from the present termination between Carrolltown and Ebensburg to I-80 in Jefferson or Clearfield Counties, as a separate Route 219, part of the Continental One concept or with a realigned US Rt. 219/119 Corridor in coordination with Indiana and Jefferson Counties. <p>Rt. 53 North - On-line improvements to Route 53 between US 22 and Clearfield County in northeastern Cambria County with strategic safety and intersection improvements in Cresson and Ashville and villages such as Dean, Fallentimber and Flinton</p>

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Transportation (continued)				<p>Public Transit related – CCPC encourages a mass transit system as part of a balanced public transportation system via the Johnstown MPO</p> <ul style="list-style-type: none"> ❑ CCPC recommends that Camtran study to feasibility of extending fixed route service via its Rural Division to the Forest Hills Area, reinforcing on-going multi-density residential and commercial development ❑ CCPC recommends and supports the construction of a modern mass transit headquarters and maintenance facility to better serve the overall public transportation needs throughout the urbanized area and the County <p>CCPC encourages the programming, design and implementation of context-sensitive public safety enhancements via the MPO that balance motorized and non-motorized needs</p> <ul style="list-style-type: none"> ❑ Initial improvement efforts should focus on critical intersections including the Route 756/160 intersection in Elton and the Route 160/869 intersection in Sidman as outlined in the <i>Forest Hills Multi-Municipal Comprehensive Plan</i> ❑ Assist in identifying and addressing public safety and traffic flow issues at strategic intersections and crosswalks <p>Prioritize bridge rehabilitation/replacements crucial for resolving public safety within communities or link sections/neighborhoods within communities</p>

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Public Services and Recreation	<p>There is a multiplicity of public service providers in the County, including</p> <ul style="list-style-type: none"> ❑ 32 local police departments (with 14 municipalities relying on PA State Police) ❑ 46 fire departments ❑ 22 EMS services ❑ 14 public school districts, 2 non-public High schools, two 2 Career and Vocational Technology Centers and a number of parochial pre-school and elementary level schools. Most have declining enrollments. ❑ Economic/sustainability considerations have recently caused several scattered regionalization initiatives among fire and EMS services but not police. <p>Senior citizens in northeastern and southeastern Cambria County must travel great distances to reach senior activities centers</p> <p>Most cultural attractions and resources are concentrated in the Greater Johnstown and Ebensburg areas</p> <p>In-patient hospitals are located in the fringes of the County, in southern side of Johnstown (Conemaugh) and Hastings (Miners), and in northern Somerset County (Windber)</p> <ul style="list-style-type: none"> ❑ Home care providers are concentrated in the Johnstown area. ❑ 7 of the 10 Long Term Care/Nursing Care Facilities are also located in the Johnstown area. <p>While there are several regional recreation commissions and authorities, centralized facilities and program planning does not occur countywide</p> <p>Assembling trails and corridors face complications due to the lack of funding, occasional citizen fears/opposition regarding trail users, minimal number of regional sponsors and regulatory land use gaps</p> <p>9 of the 15 lake access points in the County are on Glendale Lake, while the water supply agencies owning several dams appear to downplay water recreation</p>	<p>There are efforts towards reaching better economies of scale:</p> <ul style="list-style-type: none"> ❑ Significant regionalized public safety services include a state-of-the-art 9-1-1 center/system and a Special Hazards Assistance Response Program ❑ 17 municipalities receive local police protection via contracting services with neighboring forces or participation in the West Hills Regional system ❑ Several small school districts are considering consolidations mostly due to economic considerations. ❑ There are 9 senior activities centers in the County, 3 in the south, 4 in the central and 2 in the north ❑ There are 14 branches of the Cambria County Library System, located in population centers relatively close to most residents <p>There are four institutions of higher education within the county and at least another 11 specialized post-secondary training institutions in the County.</p> <p>There are several primary/urgent care centers in Richland, Ebensburg and Portage. Traditional in-patient hospitals in Altoona and Indiana also serve northeastern and northwestern residents respectively</p> <ul style="list-style-type: none"> ❑ 3 home care providers are located in Ebensburg and one each in Summerhill and Cresson. ❑ In addition to Long Term Care/Nursing Care Facilities in Ebensburg, Hastings and Portage there are a number of smaller elder-care facilities scattered throughout the County <p>Approximately 15% of the County area is open space or public recreation areas. This includes municipal/community facilities, indoor/outdoor County facilities, State Gamelands, State Parks, Federal land, 10 golf courses and other public water/land facilities. A County Conservation and Recreation Authority has been created.</p> <ul style="list-style-type: none"> ❑ There are 8 trails within the County, 24 planned trails/trail extensions, 4 proposed regional greenway corridors and 4 preservation corridors/habitats ❑ There are 15 lake access/launch ramps at 7 impoundments/dams and 2 water trails (Kiski-Conemaugh and West Branch Susquehanna). Considerable water acreage is owned by water supply agencies 	<p>Provide for uninterrupted and cost-effective police, fire, EMS and other services in local municipalities.</p> <ul style="list-style-type: none"> ❑ Encourage regional/inter-municipal police, fire and EMS services via cooperation, mergers and consolidations ❑ Encourage closer cooperation and cost-effectiveness among school districts via administrative cost sharing, consolidations and other cooperative means <p>Address municipal Tax Base Issues and cost-efficiencies in providing services by encouraging the State Legislature to rethink taxation replacing property tax as the basis for educational and government funding</p> <ul style="list-style-type: none"> ❑ Encourage primary and secondary education alternative funding via income, sales taxes and other taxes deemed fairer for mature/senior population ❑ Encourage the enactment of alternative taxing to lessen the burden of property taxes on a maturing population <p>Address the gaps in neighborhood recreation by developing more neighborhood recreational facilities and programs</p> <ul style="list-style-type: none"> ❑ Encourage the formation of multi-municipal recreation commissions based on school district or other locally relevant means ❑ Encourage coordination among commissions and other recreation providers in facilities and programs ❑ Reemphasize the recreational use of waterways ❑ Encourage coordinated planning and development of trails/trail segments emphasizing connectivity 	<p>County public financial recommendations:</p> <ul style="list-style-type: none"> ❑ Depend on economics dictating regionalization and/or consolidation of public safety facilities and services but provide coordinative resources as required ❑ Encourage alternatives to property taxes especially for public education <p>County is recommended to carry out a county-wide <i>Recreation, Park and Open Space Plan</i> focusing on recreational needs, facilities and programming</p> <ul style="list-style-type: none"> ❑ Convene a planning committee consisting of local/regional recreation agencies in the County ❑ Seek partial funding via the PA Department of Conservation and Natural Resources ❑ Pursue a policy prioritizing coordination in meeting recreation needs on multi-municipal basis ❑ Focus on a greater recreational use of waterways and water trails <p>Implementation of trail projects/extensions that enhance the connectivity of existing and/or trail system (i.e. Path of Flood, Main Line Trail, Johnstown Trail Network, etc.)</p>

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Housing	<p>Housing growth is non-existent in the County for the second decade in a row, with notable declines in urban communities in the southwest area, in the larger boroughs throughout the County, and also in several more rural townships</p> <p>Housing deterioration has been identified in a number of older boroughs, with field studies under this planning process identifying 717 deteriorated units (8.7% of housing stock) in ten targeted older boroughs</p> <ul style="list-style-type: none"> □ The Central Cambria and Forest Hills multi-municipal plans also identified deteriorated units <p>Residential development is diffused and uneven with compact or concentrated development in the urbanized Johnstown area and in and around older boroughs, and newer low-density development in adjacent townships and more recently in rural areas</p>	<p>Housing growth is especially noteworthy in central Cambria County, as well as in the northern Townships of Chest and White and Richland Township and Southmont Borough in the south.</p> <p>Housing deterioration is nearly non-existent in Cresson Borough, an older community that recently benefitted from a housing rehabilitation program carried out by the Cambria County Redevelopment Authority. This reinforces the importance of rehabilitation in general and in targeting in practice.</p>	<p>To assure the availability of an adequate supply and choice of housing and sanitary housing conditions in the County that will support the maturing population and will serve as an asset for attracting younger families to relocate in the Region</p> <ul style="list-style-type: none"> □ Encourage development of housing stock/housing options to serve the older population of the Study Area. □ Promote the rehabilitation of dilapidated housing via code enforcement measures □ Improve the existing housing stock to better accommodate the maturing population especially in the boroughs □ Encourage higher density residential development around those areas with public sewer and water service as a means to help preserve the agricultural/natural areas in the Study Area. □ Enact SALDO ordinances in all Municipalities that will facilitate the managed developed of housing in the Region 	<p>County assist in the formulation of a multi-pronged life-cycle housing approach</p> <ul style="list-style-type: none"> □ Carry out assisted housing rehabilitation activities, targeted and prioritized in relation to needs identified in the County Plan Update □ Assist communities in developing Subdivision/Land Development regulations, prioritizing delineated Growth Area municipalities and/or other municipalities experiencing residential development pressures □ Encourage private-sector provision of age-restricted housing that addresses demographic maturation pressures and frees up existing housing stock for younger homeowners □ Assist municipalities in enacting property maintenance codes □ Coordinate with the Redevelopment Authority of Cambria County (RACC) in the development of housing in areas not experiencing private sector housing development □ Encourage moderate- to higher-density and infrastructure-dependent residential development in the delineated Growth Areas □ Utilize County Community Development Entitlement Block Grant funds to improve and enhance housing, water and sanitary sewer infrastructure to meet identified needs
Economic Base	<p>Increased municipal expenditures have outpaced the increase in revenues during the 1998-2008 period, with more municipalities facing debt service</p> <p>Many County municipalities are concerned about long-term financial sustainability</p>	<p>Municipalities now nearly equally rely on earned income as much as property taxes</p> <p>There are a number of multi-municipal efforts and organizations in operation within the County</p>	<p>Provision of municipal, utility and community services in a cost-effective manner</p> <ul style="list-style-type: none"> □ Encourage regional/inter-municipal services via cooperation, mergers and consolidations □ Encourage closer cooperation and cost-effectiveness among school districts via administrative cost sharing, consolidations and other cooperative means 	<p>County public financial/economic recommendations</p> <ul style="list-style-type: none"> □ Depend on economics dictating regionalization and/or consolidation of public facilities and services but provide coordinative resources as required □ Provide coordinative services via the recommended Cambria County Economic Development Partnership and a <i>Point of contact or Intermediary or Ombudsman</i> for Cambria County that fosters multi-municipal arrangements and identify possible financial incentives □ Assist local officials in leadership and/or governance training as a liaison for municipal management training by State agencies, statewide/regional municipal organizations and/or other allied agencies. <i>Local Governance</i> is the act of governing at the most local level – the municipality <ul style="list-style-type: none"> ○ Governance relates to decisions that define expectations, grant power, or verify performance. ○ Governance may be a part of management or leadership processes. ○ Governance has best management practices

Community Sustainability Implementation Strategy

The preceding matrix helps define *Community Sustainability* in terms of identified issues, opportunities, goals/objectives and recommendations, related to functional planning categories. This subsection establishes short and longer-term implementation measures and action statements.

Community Sustainability Recommendation	Short-Term Implementation Strategy	Long-Term Implementation Strategy
<p>Prioritizing and relating infrastructure, growth areas and development</p>	<p>CCPC distributes land use and growth area mapping to affected municipalities, water/sewer authorities and developmental agencies</p> <p>CCPC prepares model land use/Subdivision/Land Development Ordinance (SALDO) for Growth Area municipalities</p> <p>CCPC offers to assist Growth Area communities in securing planning assistance (i.e. Municipal Assistance Program, other DCED) to prepare and/or update</p> <ul style="list-style-type: none"> o Comprehensive Plans o Land use ordinance o SALDO o Municipal management training <p>To better reflect and implement Growth Areas concept</p>	<p>Land use ordinances, or in communities not choosing to have them, infrastructure planning (i.e. Act 537 Plans, utility extensions) should reflect the identified Growth Areas</p> <p>CCPC continues to assist communities in preparing and updating plans and regulatory framework</p> <p>County gradually adopts Growth Areas concept to prioritize projects seeking County assistance or o/b/o applications, including CDBG, HOME, Keystone Communities, etc., and future funding sources that develop during the 20-year planning period</p>
<p>Highway access improvements focused on public safety</p>	<p>CCPC through the Metropolitan Planning Organization (MPO) programs a signage project that recommends truck rerouting via Route 403 rather than Rt. 56</p> <p>MPO programs enhancements to SR 4013 and Rt. 36 as alternative for regional traffic accessing Rt. 219 North</p> <p>MPO programs intersection enhancements initially at Rts 160/756 and Rts. 160/869, with others to follow reflecting local input</p>	<p>CCPC encourages MPO to analyze, program, design and implement Rt. 56/Rt. 403 Connector</p> <p>CCPC encourages MPO to analyze, program, design and implement 4-lane limited access Rt. 219 North.</p> <ul style="list-style-type: none"> □ County developmental agencies continue to coordinate with allied agencies in counties between Clearfield and McKean to see a Rt. 219 North <p>CCPC monitors safety needs on Rt. 53 north of Rt. 22 and encourages MPO to program enhancements</p>
<p>Demographic and economic interface</p>	<p>Continued emphasis on training “unconventional” older student and coordination among educational institutions</p>	<p>More centralized economic marketing by County stressing quality of life, “new economy” success stories, in energy, advanced technology manufacturing applications and nature-tourism</p>

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Transit system maintenance and enhancement	Camtran develops new and modern transit headquarters/maintenance facility in urban area	CCPC and local planning and municipal agencies encourage Camtran Rural Division to study/extend fixed route service to Forest Hills area.
Regional service delivery	<p>County prioritizes technical assistance to municipalities and organizations seeking multi-municipal arrangements</p> <p>CCPC/County seeks assistance via PA Department of Conservation and Natural Resources for a countywide Recreation, Park and Open Space Plan</p>	<p>County prioritizes technical assistance to municipalities and organizations seeking multi-municipal arrangements.</p> <p>Coordinated programming of enhancements and regionalization recommended in the countywide Recreation, Park and Open Space Plan via County Conservation and Recreation Authority and/or local recreation providers</p>
Life cycle housing approach reflecting demographic changes and needs	<p>CCPC assists municipalities in preparing/revising SALDO's that include creative/context-sensitive approaches</p> <p>RACC uses housing conditions identified in this Plan to guide future housing rehabilitation activities</p> <p>CCPC maintains data base to share on request by private housing developers</p>	<p>CCPC assists municipalities in preparing/revising SALDO's that include creative/context-sensitive approaches.</p> <p>CCPC encourages municipalities to prepare./adapt/adopt Property Maintenance Codes</p> <p>CCPC maintains data base to share on request by private housing developers</p> <p>Age-restricted and niche housing opportunities are incorporated into centralized marketing by County</p> <p>Higher density housing development requiring community infrastructure/community service network encouraged for the Growth Areas</p>
Economic sustainability helping communities	<p>County establishes a coordinating mechanism in the form the following:</p> <ul style="list-style-type: none"> ❑ Economic Development Partnership embracing relevant local/regional agencies ❑ Identified Point of Contact, Intermediary or Ombudsman 	<p>County maintains a coordinating mechanism in the form the following:</p> <ul style="list-style-type: none"> ❑ Economic Development Partnership ❑ Point of Contact, Intermediary or Ombudsman ❑ Centralized marketing message