



Town of Greenville

Town of Greenville, Mercer County, PA Economic Development Strategy

FINAL REPORT
October 5, 2020

KM Date Community Planning, LLC



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EXECUTIVE SUMMARY

The Town of Greenville

The Town of Greenville is a historic town in northwestern Pennsylvania, in the center of Mercer County, with a population of about 5,700 residents. An hour and a half from key population centers of Pittsburgh, Cleveland and Erie, it boasts many assets, making it an ideal visitor destination and place to live and work, including:

- Thiel College, a 4-year historic Lutheran liberal arts institution
- Extensive regional recreation opportunities, including Pymatuning Lake, the canoeable Shenango River leading from the lake to Greenville, a downtown Riverside Park along the river, and surrounding state parks and trails
- A quality historic downtown Main Street, a national historic district with three intact late 19th century blocks of substantial buildings
- A small cluster of local businesses which draw customers from around the region, especially in summer
- An arts/cultural community which supports a symphony, community theater, art gallery, and three historical museums
- A small but thriving industrial sector with micro-clusters in metals, wood products, and health products manufacturing
- A rural environment with natural rolling hills and a growing population of small-scale specialty farms
- A solid, small-town local school district which draws families to Greenville
- A reputation for being a small town community with engaged citizens and leadership
- A thriving local library which is a resource for families, residents and businesses

As a “legacy community” which lost its historic manufacturing base over the last four decades, Greenville has seen its share of disinvestment and population loss. Not everyone has a positive vision for Greenville’s future. Citizens and businesses have made incremental progress over the years with efforts to create recreation opportunities, change negative perceptions, and attract businesses. These important efforts have ebbed and flowed over time, but each movement has accomplished real goals, and established relationships and community connections.

Figure 1: Greenville’s Assets



Figure 1: Around the core four assets, in green and orange, are eight supporting assets which together demonstrate strong opportunity for Greenville.

A Time of Opportunity

Greenville is now at another opportune time to move its vision forward. Significant developments in the past year include:

- The receipt of \$900,000 in US EPA grant funds for brownfields environmental work, which is available for areawide as well as site-level planning
- The long-awaited environmental covenant on the Trinity North Site is just about complete
- The state-authorized ability to create a Redevelopment Authority to manage redevelopment is now available to small communities
- There is a track record of small Pennsylvania communities with vacant industrial property achieving redevelopment success, proving it’s doable to citizens and investors/developers alike

- Penn Northwest, the regional development corporation, will be gaining new leadership, opening the door for new strategies and partnerships
- The cities of Pittsburgh and Cleveland have economic momentum, both acquiring new tech populations with discretionary income and interest in outdoors
- The Millennial and Gen Z generations are starting careers and families, looking for walkable Main Street environments and historic character
- The Boomer generation is retiring, including many Thiel alumni, and are also looking for walkable Main Street environment and historic character, with an interest in the outdoors
- The pandemic has expanded opportunities for “global earners” to live anywhere
- The pandemic is also likely to expand interest in living in less dense rural environments

The Economic Strategy Plan

As Greenville comes toward the exit stage of its Act 47 oversight, it is important to develop economic strategies which the Town leaders, residents, partners, and businesses can take forward to strengthen Greenville’s economic status into the future. Funded by the Act 47 program as a critical part of the Act 47 Exit Strategy, this Economic Strategy responds to opportunities and assets to define action steps which the Town can use to strengthen its economic base.

This economic strategic plan was developed over the past year in collaboration with the Greenville Economic Strategy Committee comprised of sixteen interested citizens, business owners, Town leaders, and county and state technical staff. They offered useful feedback at six meetings during the process, and also held subcommittee meetings of their own. With the publication of this report and implementation strategy, they are poised to take these ideas forward toward a bright future for the Town of Greenville.

Findings of the Market Analysis

A key part of development of this economic strategy was an overview market analysis in several important areas. This analysis identified areas of opportunity and important assets which Greenville can build on in its revitalization efforts.

- **Business Activity:** Findings include micro-clusters in metals, woodworking, miscellaneous manufacturing
- **Growth areas:** Analysis identified small-scale food production and downstream petrochemical products as potential growth areas for Greenville business
- **Retail Market:** Analysis showed significant leakage, especially Main Street type businesses
- **Main Street markets:** Multiple markets served by Main Street were identified, including longtime residents, new residents/globals, visitors, nearby workers, college students and youth/families
- **Housing:** Analysis indicated gaps in upper price point and affordable housing (especially senior-oriented affordable)

- **Strong draws:** Walkability, local schools, small town setting and community, historic character, recreation, arts and hobby are strong draws for small town visitors, businesses and residents
- **Thiel College:** Interviews and analysis indicated that alumni are an enthusiastic untapped market
- **Covid-19 effects:** The pandemic has many unknown impacts to date, but “global earners”, collaborative workspace, and small-town life will likely emerge as stronger markets

Priority Strategies

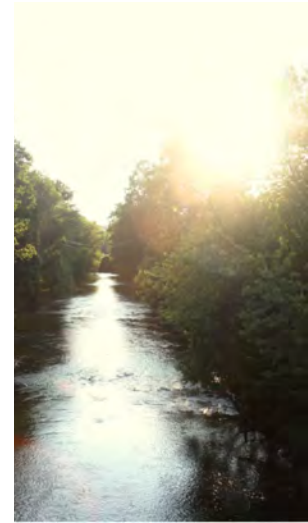
The Economic Strategy Committee identified three top priority areas for action, with an additional nine recognized as important to begin within the next three years. Each of these strategies has multiple steps that can stretch over ten years, as detailed in the full report. The most effective approach will involve moving forward step-by-step within each organization’s capacity. This is especially important given Covid-19 and the uncertainty of additional tasks that are involved for every organization and family.

These included:

1. **TOP PRIORITY: Redevelop Trinity North.** This is a long-term, likely 10-year plan made possible by the imminent completion of environmental covenants, receipt of the EPA funds which will support planning, and legal authority for Greenville to establish a Redevelopment Authority. With a plan and market studies in place, and a mechanism for redevelopment, a Coalition will be charged to work on acquisition of the property, exploration of covenant changes to allow for a mix of appropriate uses on the site, and redevelopment through public-private partnerships.
2. **TOP PRIORITY: Comprehensive Urban Design Plan, Site Studies and Zoning for Downtown.** A downtown-wide plan, site-specific studies, and necessary zoning updates to allow for redevelopment will be funded by part of the \$600,000 EPA grant to be received in October.
3. **TOP PRIORITY: Prioritize Historic Preservation.** A task force will be created to work on saving critical properties on Main Street, exploring expansion of the existing National Historic District so more property owners can take advantage of tax credits, and working with property owners, the Town, and the public on putting critical protections in place and developing funding sources to maintain Main Street historic character.
4. **Strengthen Main Street.** The Chamber of Commerce will continue to work on a variety of projects including business recruitment, program development, organizational development, marketing, and collaboration with businesses and organizations. Key to this work will be providing funded student internships to help expand the Chamber’s capacity for projects.
5. **Collaborate with Thiel College.** The Town and Thiel College will collaborate on intergenerational programming, arts programming, student involvement on Main Street, and other projects.

- 6. Enhance Recreation Opportunities.** A recreation working group will be re-invigorated to continue to develop expanded recreation opportunities in Greenville, including trail completion, Riverside Park design and redevelopment, business recruitment, and related projects.
- 7. Enhance the Arts and Culture.** The Chamber of Commerce will work with Thiel College, the Greenville Symphony, the Greenville Area Community Theater, local artists, and others to bring more arts activity to Greenville and Main Street.
- 8. Strengthen Greenville's Neighborhoods.** The Town will leverage funds to remove blight, rehabilitate and restore properties, repair streets and sidewalks, assist property owners with repairs, and begin a street tree program.
- 9. Collaborate with Greenville Area Schools.** The Town, Chamber of Commerce, and Thiel College will work together with the schools to jointly market Greenville, and develop intergenerational programming.
- 10. Develop and Market Greenville's Brand.** The Chamber of Commerce will lead a collaborative effort with Thiel College, the Greenville School District, the GAEDC, the GRDC, and others to market and brand Greenville to targeted audiences both local, regional and in Cleveland, Pittsburgh and Erie; and among Thiel College alumni.
- 11. Develop Agricultural, Local Food, and Agritourism Opportunities.** The Chamber of Commerce and GAEDC will work with local farmers and businesses to expand the farmer's market, bring it to Main Street, and develop agritourism programming, and recruit local food producing businesses to Greenville locations.
- 12. Enhance the Business and Commercial Environment.** Greenville's Economic Development organizations, Greenville Area Economic Development Corporation (GAEDC) and the Greenville Reynolds Development Corporation (GRDC), will collaborate with businesses, regional economic development and workforce development agencies to enhance the business environment, recruit businesses, further develop micro-clusters, bring high speed internet costs down, and connect workers and businesses to workforce training opportunities.

The full report includes details characterizing Greenville, market analysis findings, and specific strategies and action steps.



INTRODUCTION

The Town of Greenville

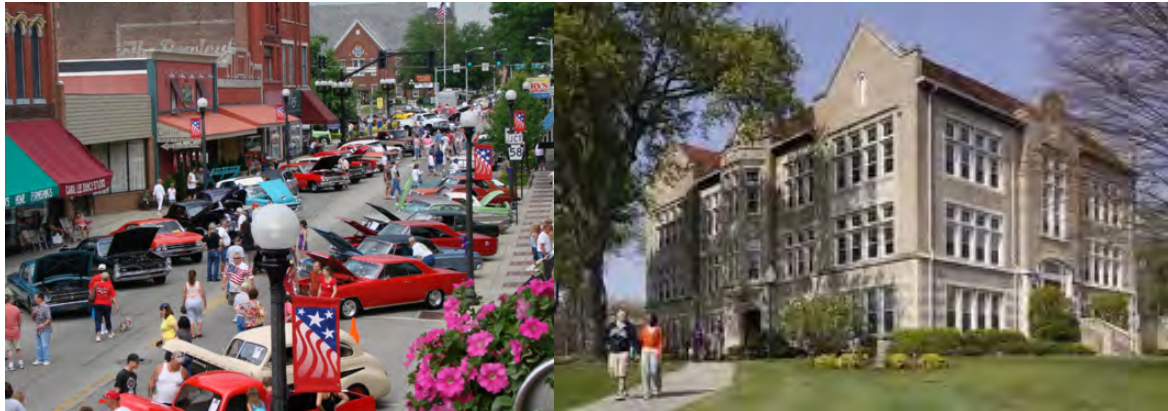
The Town of Greenville, Pennsylvania, is located in Mercer County, in the northwest part of the state. An hour and a half from Cleveland, Ohio, Erie, and Pittsburgh, the town was chosen by several key manufacturers in the 19th and early 20th centuries as a central location along critical rail lines connecting New York, Chicago, Buffalo, Pittsburgh, and Toronto. As a hub of industry, it attracted philanthropy and entrepreneurs, and its historic Main Street and downtown boasted an opera house, substantial bank and railroad administration buildings, and a large post office. A Lutheran liberal arts institution, Thiel College, located in Greenville in 1874, and remains an asset to the Town to this day.

As is typical of many small towns across the US, several key manufacturers, including a rail car manufacturer, a ladder company, and others, closed their doors over the last four decades, leaving vacant and underutilized brownfield industrial sites and many fewer wage-earner jobs. The population has aged, and many young people have left for more thriving places. Recessions, globalization of the economy, and banking/foreclosure crises have taken their toll. Beginning in 2002, the Borough was designated a “distressed community” and developed a plan for recovery under Pennsylvania’s Act 47.

With significant progress over the last eighteen years in recovering from this economic distress, the Town is now poised to exit Act 47 oversight. The community boasts many assets including its central location, Thiel College, excellent recreational amenities, and its historic downtown; its small town engaged population; a solid local school district; and its rural, natural setting. With a key industrial site poised for redevelopment, and the receipt of major grant from the US

EPA which will support planning and the first steps in implementation, Greenville is poised to make significant progress in improving its economic future.

This planning process was initiated to facilitate that progress through the creation of an asset- and data-based, community-supported, economic strategic plan. Development of the strategy was funded under the Act 47 program, as a critical part of the Act 47 Exit Strategy, the final phase of Act 47 oversight.



Parts of a Great Place

- Good quality housing and building stock
- Great neighborhoods
- Good schools and higher education options
- Walkability
- Vibrant shopping and browsing environment
- Historic character
- Inviting “Third Places”
- Arts and culture, programs, personal/family opportunities
- Parks and recreation
- Sense of community spirit and pride
- Strong community services and leadership

What is Economic Development?

The purpose of economic development is to enhance the business environment for a range of business, and their leaders, managers and employees. To do this, economic developers seek ways to strengthen the community’s capacity for business attraction, retention, and expansion, and strengthen the community’s tax base. As we will discuss in this report, all of these goals

require the creation of a place that will attract people and give them a high quality of life – business leaders, entrepreneurs, residents, families, visitors, and workers.



What Site Selectors are Looking For

In order of Interest (most important first):

- 1) Best quality location:
 - a) Labor/Workforce
 - b) Logistics (transportation, infrastructure, etc) – “5 minutes from interstate”
 - c) Quality of Life
 - d) Quality of location/place
- 2) Low-cost wages/regulation
- 3) Low risk - long into the future, will all be OK?
- 4) Incentives fall into all 3 above

Businesses and Place

Businesses are attracted to **places** that will enhance their ability to grow, and produce/sell their products/services effectively:

- **Great places** provide a supportive business environment: reduced risk of unexpected high costs, availability of labor, goods and services
- **Great places** enhance workforce availability through attractive housing, great neighborhoods, vibrant places for living
- **Great places** enhance the business environment through synergies of clusters
- **Great places** ease transportation and logistics

Purpose of the Study

The purpose of this study is to use data analysis and engagement with community leaders and stakeholders to understand Greenville’s economic and housing status. This information then will inform the development of strategies in support of economic development and continued growth of Greenville’s economy as the Town exits the Act 47 process.

Specific tasks of the study included:

- 1) Evaluate strategies and recommendations for:
 - *housing rehabilitation, retention and construction*
 - *business environment improvement*
 - *business attraction, retention and expansion*
 - *workforce development*
 - *community branding and outreach*
- 2) Develop specific action steps, within community capacity, for going forward

Study Process

The study process was undertaken by KM Date Community Planning, in collaboration with the Greenville Economic Strategy Committee.

Key elements of the study approach included:

- Taking an asset-driven economic development approach
- Positioning Greenville in the Shenango Valley
- Using a community based process
- Aligning with past and current community efforts
- Creating a clear Implementation framework for action going forward

Figure 2: Economic Strategy Development Process

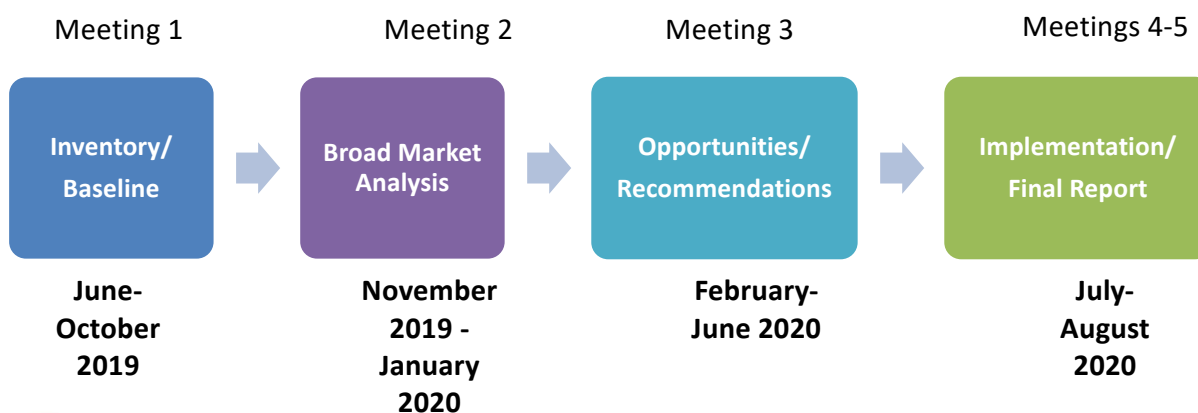


Figure 2: A four-phase process was organized around meetings of the Greenville Economic Strategy Committee.

Four primary steps in the study led to the final strategy. These included:

- 1) **Inventory/Baseline**
 - Convene the Economic Strategy Committee
 - Presentation to Council
 - Property condition analysis

- Overview of data characterizing Greenville
- Overview of past planning efforts

2) Broad Market Analysis

- Housing market analysis
- Retail and Lodging market analysis
- Business and Commercial/Industrial activity analysis
- Farm and agritourism activity review
- Workforce/Labor Market data review
- Interviews with key informants and stakeholders

3) Opportunities and Recommendations

- Sites and vacant properties evaluation
- Summarize and prioritize key opportunities
- Review implementation strategies
- Present to Council
- Ongoing interviews

4) Implementation and Final Report

- Develop implementation matrix
- Identify funding sources
- Ongoing Interviews

Greenville Economic Strategy Committee

Members of the Greenville Economic Strategy Committee included residents, business owners, and representatives of key Greenville stakeholders such as the Greenville Area School District, Thiel College, the Mercer County Regional Planning Commission, and Town leadership.

Brad Gosser, GRDC
 Ellen Pardee, GAEDC
 Janice Schwanbeck, Greenville Chamber of Commerce
 Bob Schmoll, Thiel College
 Jonathan Bailey, UPMC/resident
 Brandon Mirizio, Greenville Area School District
 Dan Gracenin, Mercer County Regional Planning Commission
 Jim Miller, PA DEP

Mark Patrick, KU Resources, Inc.
 Ben Beck, Greenville
 Neuromodulation/resident
 Vicki Poe, resident
 Marty Johnson, Fresh Grounds/resident
 Casey Shilling, Carried Away
 Recreation/resident
 Steve Williams, Osborne-Williams Funeral Home/resident
 Jasson Urey, Town of Greenville/resident
 Lyle Huffman, Town of Greenville

Past Planning and Visioning Efforts

Greenville has been the beneficiary of multiple past planning efforts which have set the stage for this economic strategy. They are important for the priorities they identified, the citizen and leadership involvement they engaged, the relationships they built, and the action steps that were implemented. These plans laid the groundwork for the analysis and strategies proposed in this study, and should continue to inform plans for Greenville's future. A brief summary of each of these efforts and their recommendations is included in the Appendix.

They included:

- Greenville-Hempfield Comprehensive Plan 2004
- Greenville Borough Act 47 plans since 2002, and 3-Year Exit Plan 2019
- Greenville Home Rule Charter 2019
- Greenville Pedestrian Plan 2019
- Mercer County Comprehensive Plan 2006
- Mercer County Greenways and Recreation Plan 2006
- Mercer County Long Range Transportation Plan 2006, updated regularly (latest in 2016)

In addition, Greenville residents have led two visioning efforts in the last decade: the Boomtown effort in 2011-2013, and the Community Visioning process in 2018. Both engaged citizens and businesses in imagining a bright future for Greenville. The Boomtown effort resulted in several significant accomplishments including construction of a first phase of the Greenville-Jamestown Trail, the attraction of several businesses to Main Street, the beginning of redevelopment of Riverview Park, and explorations into the future use of the Trinity North vacant industrial property. The Visioning effort conducted a community survey which yields good information on perception of Greenville, and was the basis for the "Word Cloud" developed in the Branding section of this study.

Parts of this report

After this Introduction, this report begins, as did the study, with a chapter Characterizing Greenville, taking inventory of the community and its assets and challenges. This is followed by a series of chapters evaluating the markets and opportunities for Housing, Retail Commerce, Business Activity, Agribusiness and Agritourism, Labor and Workforce; and useful findings about Greenville's Brand and perception of the Town. A Recommendations chapter summarizes the market findings into Ten Big Ideas for improving Greenville's economic future and quality of life, as prioritized by the Economic Strategy Committee. This chapter included a detailed look at vacant and brownfield sites which could play a part in revitalizing Greenville; and also notes best practices for small town revitalization in meeting market demand. A final Implementation chapter lays out the needed strategies and action steps, funding sources, responsible parties, and timeline, that will go forward to bring the plan into action.

A Word About Covid-19

At this writing, in August of 2020, the world is in the midst of an unprecedented economic crisis due to the Covid-19 pandemic. Restaurants, retail, office space and other workplaces are

affected by this downturn as patrons and workers stay home, with at greatly reduced consumption of in-person consumer goods and services, and with many people out of work. Currently, the end date of the crisis is unknown, and there is limited data about restaurant, business, office and housing demand under the new conditions. It is not known how deep the effect of the pandemic will be and for how long; or what demand will look like when the pandemic subsides, and consumers are able to resume normal life.

It is possible that after suffering many closures, businesses on Main Street will see a rebound in demand that will generate unprecedented opportunity for new ventures to open. It is possible that there will be an increase in demand for small/flex office space as businesses reduce their permanent office space and still require periodic short-term collaborative space. It is also possible that the pandemic will drive people to move their families to less dense rural areas and small towns, and that “globals” (people who can work anywhere) will be empowered to seek small town life while continuing to work remotely for distant companies.

In that spirit, this market analysis is done based on 2019 data available. The approach is to generate a sense of the market pre-pandemic, against which to compare new information as it becomes available. It will be several years before the data truly reflects the new post-pandemic reality; in the meantime, it will be important to monitor changing conditions, and revisit the findings of this study regularly to identify new opportunities and challenges.

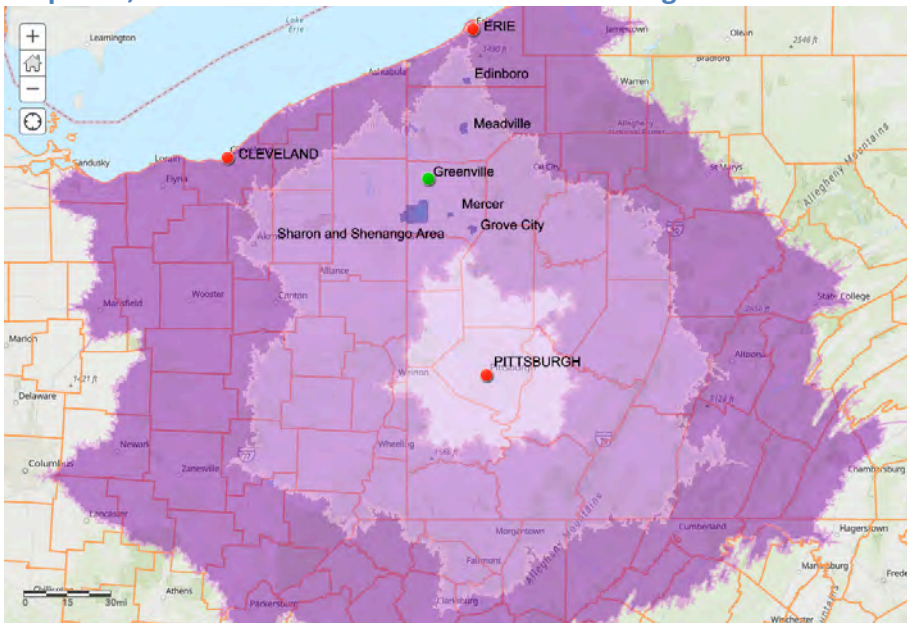


CHARACTERIZING GREENVILLE

Location

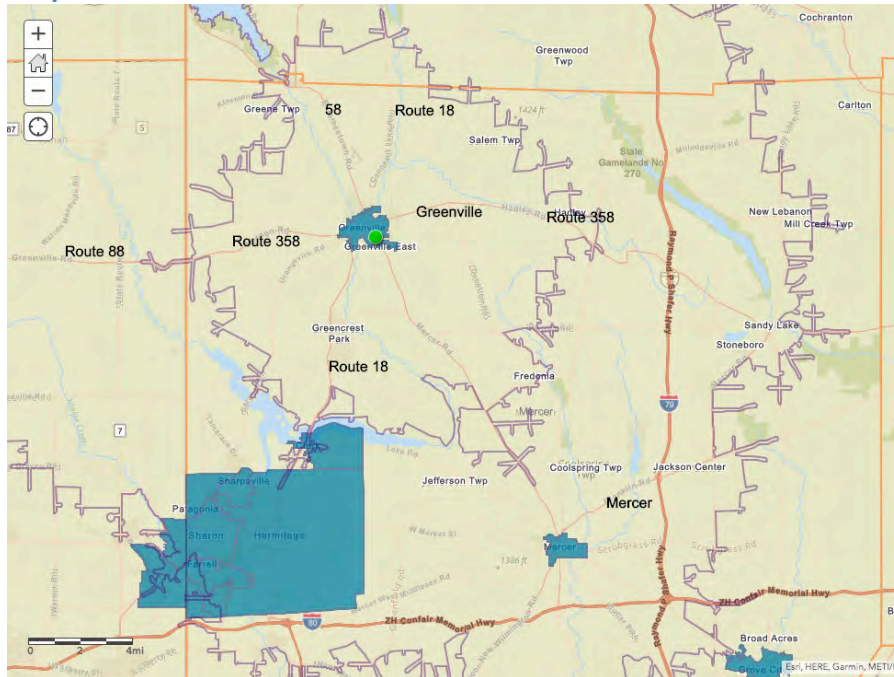
Greenville’s location 80 miles (1-1/2 hour’s drive) from Pittsburgh and Cleveland underlies its potential as a destination for visitors seeking a weeklong or weekend getaway in the rural northwestern Pennsylvania. A corollary to this location is that the nearest city is at least 15 minutes away, including Hempfield and the cluster of communities around Sharon in the Shenango Valley economic group. Greenville acts more as a standalone community, separate and unique from other Shenango Valley communities.

Map 1: 1, 2 and 3-hour Drive Times from Pittsburgh



Map 1: Three color bands show 1, 2 and 3-hour drive times from Pittsburgh. Greenville is within 1 to 1-1/2 hours of three key cities, a good destination driving distance. Source: ESRI, KM Date

Map 2: Travel Routes and 15- and 30-minute drive times



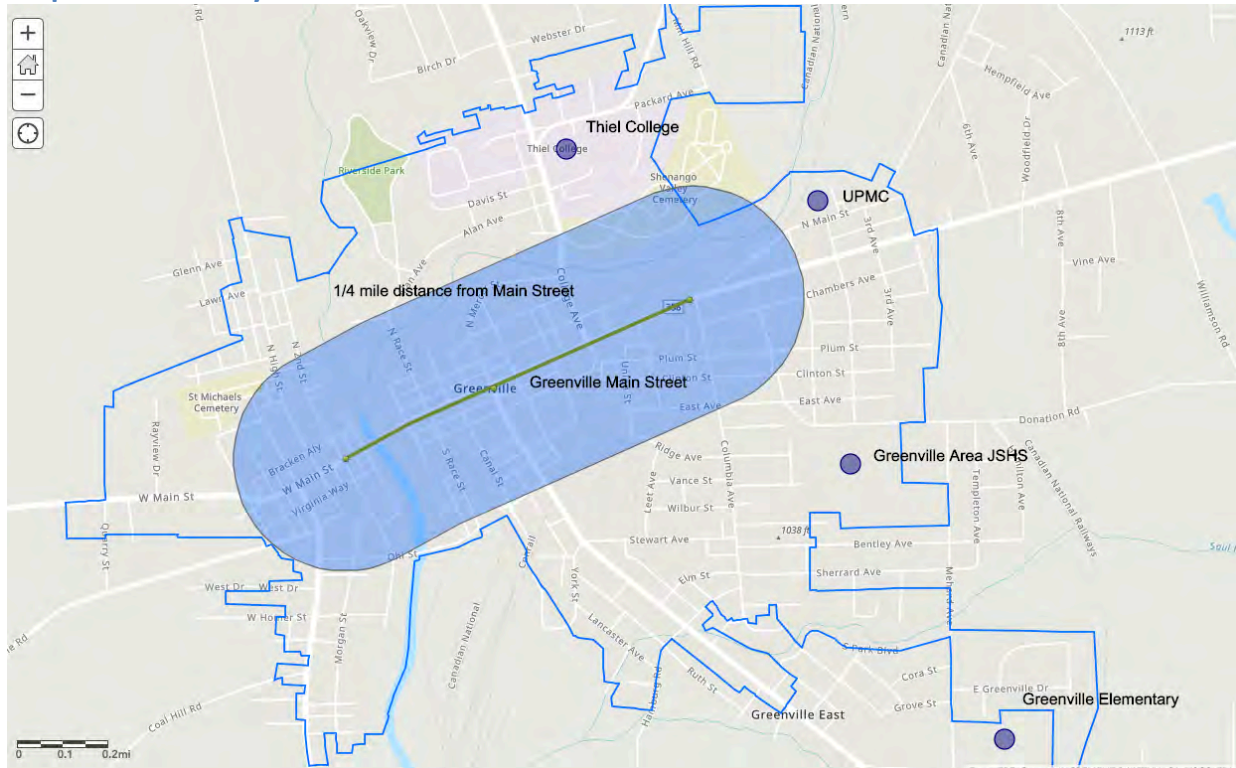
Map 2: Purple lines show 15- and 30-minute drive times from Greenville. Key travel routes, including I-80 and I-79, and the population center at Sharon-Hermitage, are within 20 to 25 minutes from Greenville. Source: ESRI, KM Date

Community Character

Greenville's downtown historic character, especially its intact 3 blocks along Main Street, is a significant asset. It is a true walkable community, with many residents within walking distance of Main Street, and several key redevelopment sites also within walking distance. The Main Street includes popular Third Places¹ including Fresh Grounds Coffee House, Sheetz, Churches, and several beauty salons and Restaurants. Interviews indicate that Greenville's small town sense of community and rural environment are significant reasons why people move to or stay in Greenville.

¹ Ray Oldenburg, *The Great Good Place*, Marlowe & Company, 1999. See the Recommendations section of this report for further explanation.

Map 3: Walkability in the Downtown



Map 3: The blue zone shows ¼ mile distance from Main Street, a typical 10-minute walk. Thiel College, UPMC, and Greenville Area Junior-Senior High School are among the anchor destinations within about a 20-minute walk from Main Street. A good proportion of Greenville’s neighborhoods also fall within the 20-minute distance. Source: ESRI, KM Date

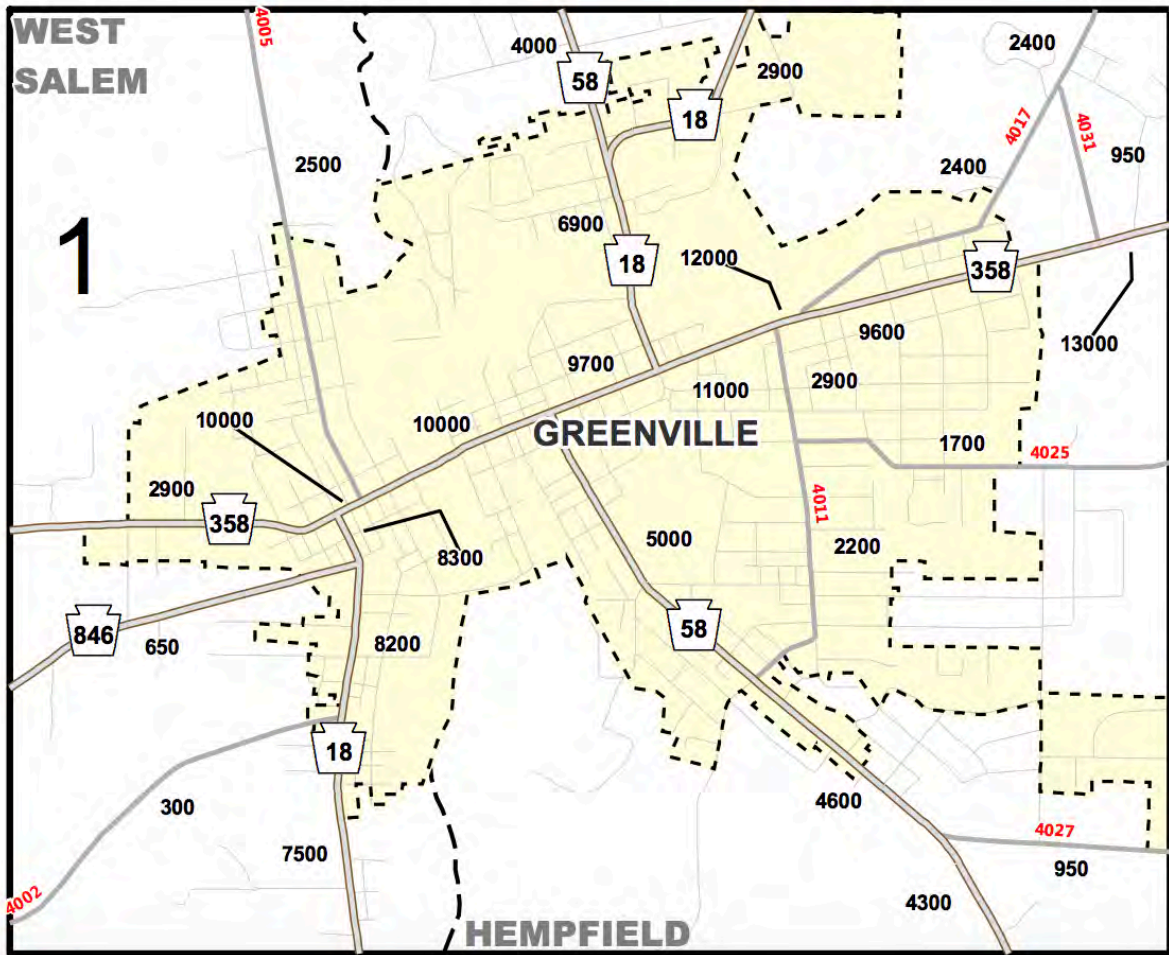
Traffic Routes in Town

Traffic levels on the main arteries leading in and out of town are typical of a small-town commercial center, in the 5,000 to 10,000 average daily traffic (ADT) range. Major routes through town lead west to Ohio; north to Jamestown, Lake Pymatuning, and Meadville; south to Hermitage, Sharon and interstate I-80; southeast to Mercer, the county seat; and east to the Hempfield Township commercial area on Hadley Road, and on to interstate I-79.

Through truck traffic typically runs north-south along Route 18 and/or 58, and east-west along Route 358. Turning north- and south-bound truck traffic often travels along Clinton Street, one block south and parallel to Main Street, to enable larger turning radii. Through east-west truck traffic travels on Main Street. Route 18 leads north out of town through the Thiel College campus.

Some interviewees have noted issues with trucks turning at downtown intersections and potential conflict with pedestrians/cyclists and Main Street customer traffic. This issue would be best visited as part of a downtown plan (see Twelve Big Ideas and Implementation sections of this report).

Map 4: Traffic Counts in Greenville



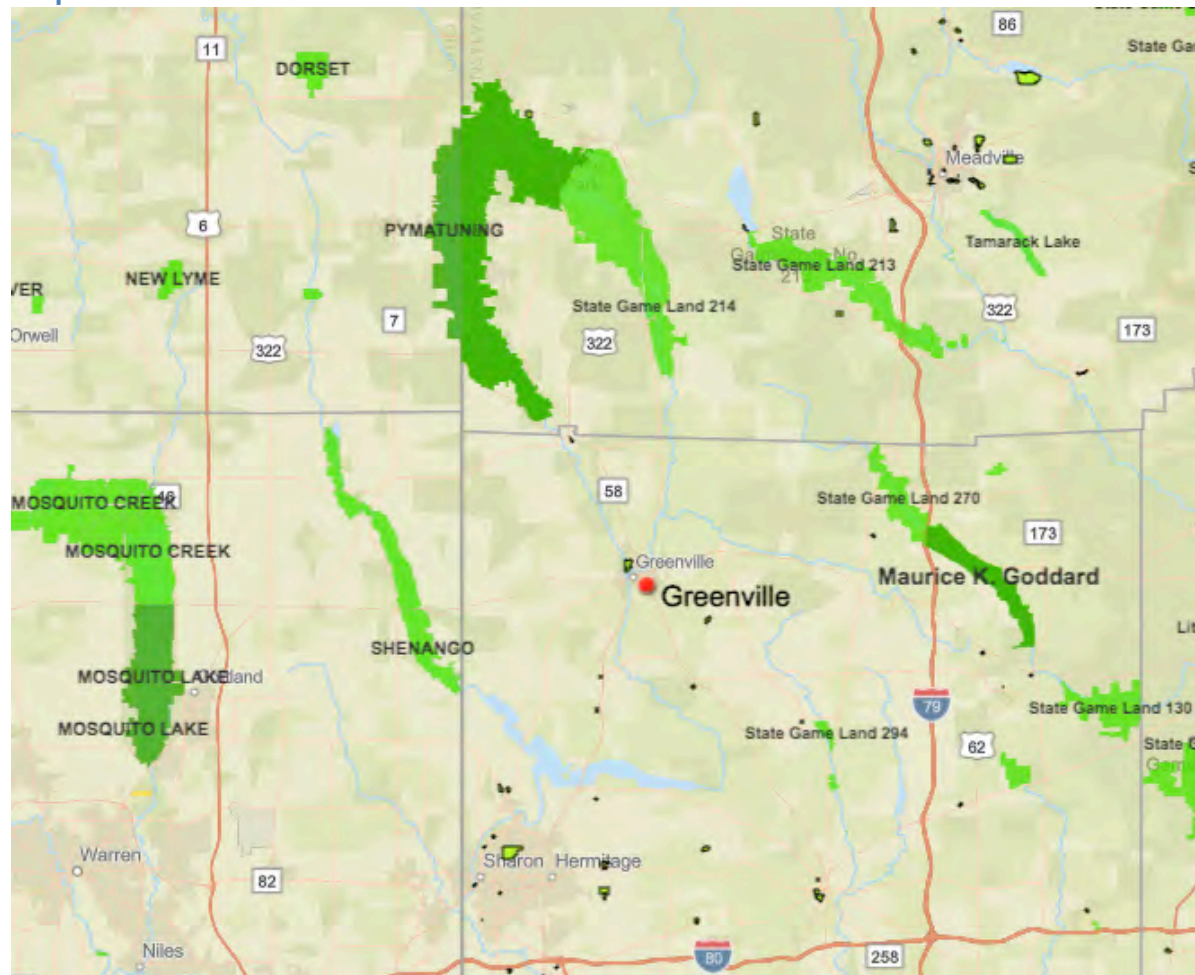
Map 4: PennDOT data show traffic counts on Greenville's Main Streets (358, 58, and 18) from 5,000 to 10,000 ADT (average daily traffic). These traffic levels are typical of small town main streets, but less than traffic levels desired by many national chains. Source: PennDOT

Recreational Assets

Recreational opportunities abound in the Greenville area, creating a significant asset for attracting visitors and residents alike. Positioned between state park lands and two reservoirs, Greenville is well situated to provide a small town destination to visitors, campers, bicyclists and boaters.

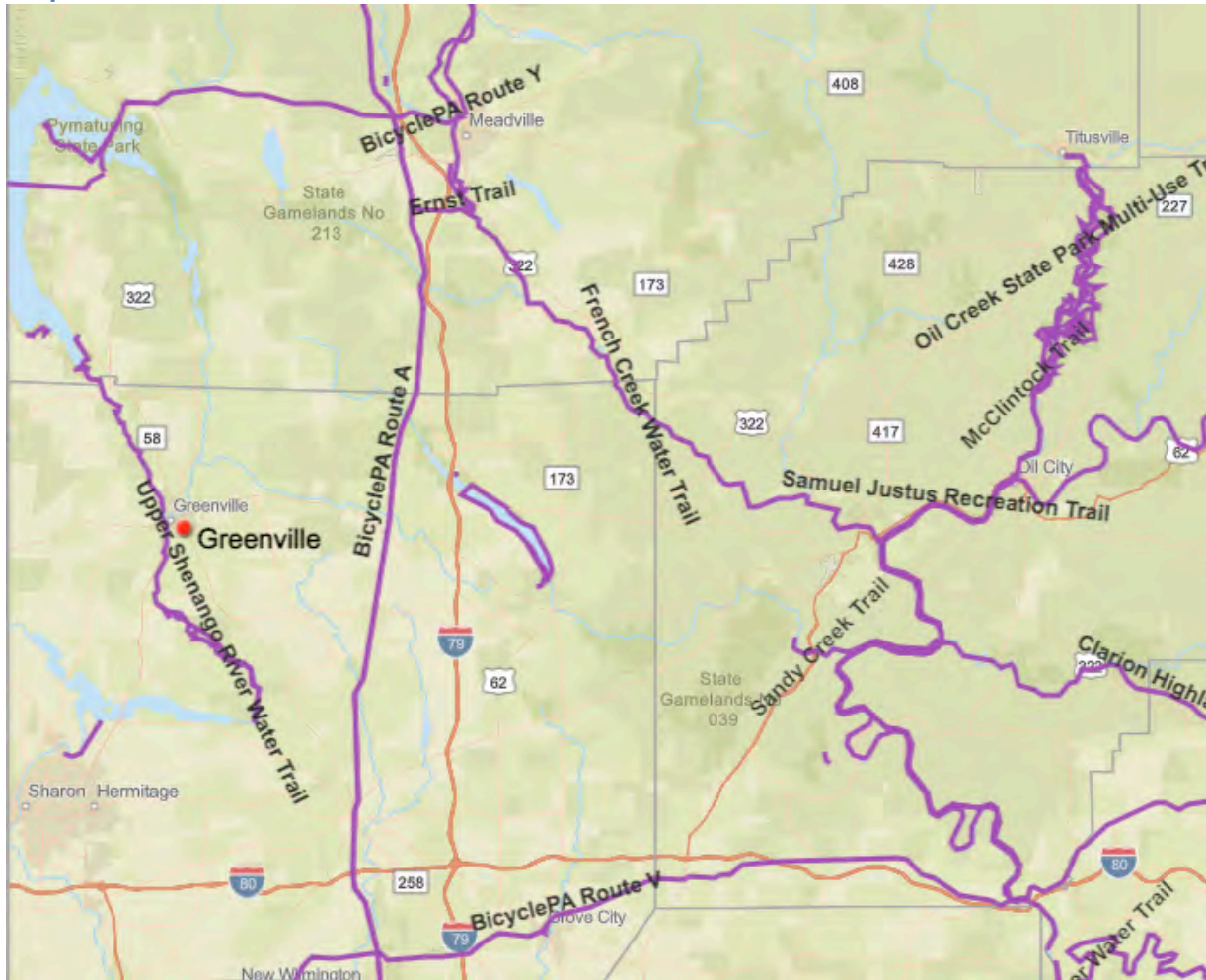
Through the efforts of the Mercer County Trails Association, the Shenango River Water Trail is a canoe trail between Pymatuning and Greenville. 1.3 miles of the planned Jamestown-Greenville hike and bike trail are complete, and the 7-mile Shenango Trail leads southeast toward Mercer. It will be important for these efforts to continue in order to complete the trails and strengthen connections between Greenville and trailheads.

Map 5: Recreation Areas Near Greenville



Map 5: Greenville is surrounded by state recreation areas in Ohio and Pennsylvania including Pymatuning State Park, Maurice Goddard State Park, Shenango Recreation Area, Mosquito Lake State Park, and Mosquito Creek Recreation Areas. In particular, Pymatuning is of interest due to its connection via the Shenango River Water Trail and potential connection via the Jamestown-Greenville Trail to Greenville's Main Street. The potential also exists for future connections to the Shenango Reservoir and recreation area. Source: ESRI, KM Date

Map 6: Trails Near Greenville



*Map 6: Showing existing and planned trail systems. Greenville is connected to the regional trail system via the Shenango River Water Trail; it will be even further connected once the Jamestown-Greenville and Greenville-Shenango Trails are completed.
Source: ESRI, KM Date*

Thiel College

Thiel College, founded in 1874, is a 4-year Lutheran liberal arts institution, with a student population fluctuating between 750 and 1,000 over the last five years. With an endowment of about \$68 million, strong support from the Dietrich Foundation of Pittsburgh, and strong relationships within state leadership, the College is stable and likely to remain so into the future. With a new administration in the past four years, the College has seen increases in student quality and number of students enrolled and graduating.

The current strategic plan focuses on strengthening student quality and diversifying programs, especially graduate programs, to provide career options for students, and to encourage students to stay in the Greenville area after graduation. New graduate programs include physician's assistant in collaboration with Sharon Health, data analytics, environmental safety management for oil/gas and manufacturing industries, public policy, and health systems.

Students are typically of modest means, and are often the first in their families to attend college. However, 80% live on campus or in the immediate Greenville area; they have a strong interest and commitment in community involvement, and go on to become active, supportive alumni. Many of Thiel's 6,000-member active alumni base have remained engaged in the Greenville area directly. Some stay after graduating, or return a few years later. Thiel's 12,000 alumni overall, especially those who are active participants in alumni programs, are a good potential market with regard to living and working in Greenville. This is especially true if they have jobs which can be done remotely, or if they are retired.

Thiel's commitment to the arts is a major cultural asset for the Greenville community. Arts programming and collaboration include:

- Passavant center, with programs typically open to the public, and home to the Greenville Symphony
- A small theater used in the summer for youth theater programming
- An extracurricular/minor theater program
- A Lutheran background supporting a good quality choir which performs in the community, along with a marching band
- The college is in the midst of a staff transition for performing arts, and expects to have good faculty for theater, choral and band in the future
- The college has a new space with ceramic wheels
- Art is a minor, with three visual arts faculty, and a gallery

Thiel's faculty and staff are engaged in the community, serving on local economic development and cultural organization boards. Thiel has a longstanding relationship with St. Paul's Senior Living Community, with intergenerational programming for students to engage at St. Paul's, and St. Paul's residents to participate in Thiel activities. The College is in progress on a relationship with Sharon Regional Health Center that should yield community and student benefits over time.

Greenville Area Schools

Interviews with Greenville residents indicate strong connections with Greenville, often because of the local schools. Students and parents alike appreciate the sense of community and camaraderie that comes with a small local school district, and feel that they were well-prepared for life in the district. Many residents returned to Greenville and Hempfield as adults in order for their children to attend the Greenville Area School District, and community pride is very much tied in with the district and its athletic teams.

It is unfortunate that online data available about the school district and its strengths is limited. The state has stopped posting academic scores for schools, so the latest available is the 2016-2017 year, masking any improvement that might have been made since then. Currently, the Greenville Area School District "reads" to the outside viewer as "average". It will be important

for the school district to strengthen its online presence, as school district information is one of the first data points checked by prospective businesses and residents when considering locations.

Table 1: School Performance in the Shenango Valley, 2016-2017 Academic Year

District	High School	Final Academic Score	Graduation Rate	AP, IB, College Credit
Grove City	Grove City Area HS	85.9	90.79	100
Mercer	Mercer Area SHS	85	90.77	100
Sharpsville	Sharpsville Area SHS	83.1	97.22	100
Reynolds	Reynolds JSHS	82.5	100	100
Hermitage	Hickory HS	82	94.3	100
Lakeview	Lakeview HS	79.6	98.86	100
Greenville	Greenville JSHS	69.8	96.08	100
Sharon	Sharon HS	66.5	52.38	100
Commodore Perry	Commodore Perry JSHS	62.3	97.78	75

Source: Pennsylvania Dept of Education

Table 1: While providing a high graduation rate and Advanced Placement/International Baccalaureate/College credit, Greenville Junior/Senior High School’s academic rating is shown as average in readily available publications on the web. More up to date data is needed to show improvement as it occurs, and should be prominently available on the District’s web site, along with testimonials supporting the small school atmosphere.

Cultural and Institutional Assets

Given its small size, Greenville has a collection of cultural resources which are impressive assets in attracting visitors to the Town. Cultural assets include the 3-site Greenville Museum Alliance, including the Waugh House, Canal Museum, and Greenville Railroad Park and Museum, which draw visitors every summer. The Greenville Symphony is a full symphony with paid musicians, playing at the Passavant Center on Thiel Campus in three concerts a year. Thiel College is the site of additional cultural assets including arts facilities, and a theater program. The Greenville Area Community Theater performs two events per year, and is working on increasing their capacity and presence in the Town. The Sans MOCA art gallery on the second floor of Fresh Grounds Coffeehouse holds several programs per year. The Greenville Area Public Library is a center of interest for many households in Greenville, with children’s programming, resources for seniors, and career resources.

Churches in Greenville are active participants in community life, and are a draw for families and residents moving to Greenville, and choosing to stay here.

St. Paul’s Senior Living Community, while in Hempfield Township just outside Greenville, is an active participant in the community, with leadership involved in community activities. It is a draw for people from the area and outside, as they reach the age of needing a continuum of independent living to nursing care. Many St Paul’s residents are involved in cultural programs and events, and volunteer at Thiel College. St. Paul’s is in progress in helping to create more opportunities for low-income seniors in the community, as well as the middle-income residents who live on the campus.

Residents and Households

As shown in the tables in this section, while Greenville’s small size and location makes it a standalone small town independent of the Shenango Valley, Greenville’s population change over time parallels Shenango Valley communities, with a decline of about 7% over eight years. Township growth appears to offset this around Greenville, reducing regional decline to 3.5% over the same time period.

Greenville’s population characteristics are typical of a college town, with a high proportion of 18- to 24-year-olds reducing average ages, household sizes, and median household incomes. Greenville’s population is younger than average, as would be expected by the college student population. However, Greenville’s older generations are smaller than typical in the area, even more than might be expected in a college town.

Greenville’s median household income is below the state and the region, but ahead of other small towns except Grove City. Household income groups skew toward the lower levels, likely due to college students, who often report zero income. The high proportion of nonfamily households is likely due to students and single senior households. Greenville’s owner/renter proportion is closer to half and half, again likely due to student population and lower median incomes. Finally, Site selectors will see Greenville and the region as average, perhaps slightly below, in resident secondary educational attainment.

Table 2: Population Change Over Time

	2009	2017	Total % Change
Pennsylvania	12,516,596	12,790,505	2.2%
Youngstown-Warren-Boardman Metro Area	571,519	548,821	-4.0%
Mercer County	117,098	113,623	-3.0%
Greenville borough	6,149	5,717	-7.0%
Greenville + Townships	15,615	15,050	-3.6%
Shenango Economic Group	49,167	45,533	-7.4%
Edinboro borough	6,597	6,206	-5.9%
Meadville city	13,290	13,105	-1.4%
Mercer borough	1,952	1,720	-11.9%
Grove City borough	7,720	8,123	5.2%
<i>Source: ACS 5-year estimates, 2005-2009 through 2013-2017</i>			

Table 2: Like most other communities in the area, Greenville has seen steady population decline over time. Part of the purpose of the economic strategy is to begin to reverse this decline through improvements in economic activity, housing and neighborhood quality, and quality of life.

Figure 3: Overall Population Comparison in the Mercer-Shenango Area

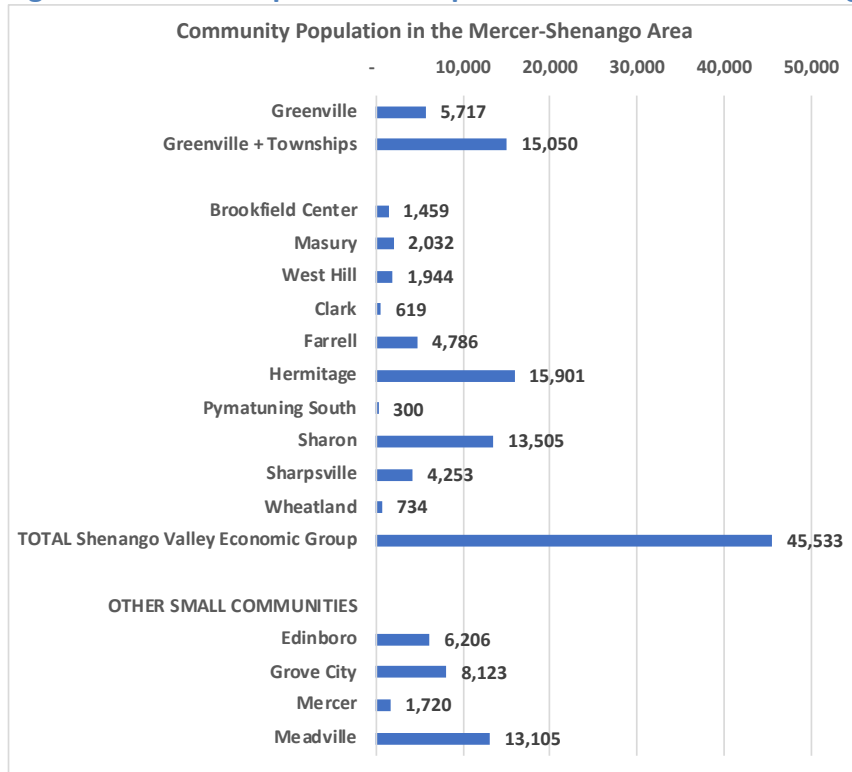


Figure 1: Greenville’s population size is similar to smaller communities such as Edinboro, Grove City, Farrell, and Sharpsville. The Greenville/Township population about a third of the population of the “Shenango Valley Economic Group”, and about equal to the population of Hermitage. Source: US Census, American Community Survey 2013-2017 5-year estimates

Table 3: Population and Demographics Comparison

	POPULATION	HOUSEHOLDS	MEDIAN HH INCOME	WORKERS	University	Local College Population
Youngstown-Warren-Boardman, OH-PA Metro Area	548,821	230,549	\$ 44,947	211,890	Youngstown State	12,696
Mercer County, Pennsylvania	113,623	45,805	\$ 47,340	45,336		
Greenville	5,717	2,193	\$ 42,690	1,866	Thiel College	734
Greenville + Townships	15,050	6,010	N/A	2,158		
TOTAL Shenango Valley Economic Group	45,533	20,029	N/A	21,720		500
Edinboro	6,206	1,994	\$ 38,214	2,142	Edinboro University	2,600
Grove City	8,123	2,525	\$ 46,792	2,771	Grove City College	2,461
Meadville	13,105	5,376	\$ 35,331	8,995	Allegheny College (LTI)	1,775
Data Source	ACS 2013-2018	ACS 2013-2018	ACS 2013-201 LEHD 2017		KM Date	

Table 3: Greenville’s Median Household Income is about in the middle of communities evaluated. Source: US Census, American Community Survey 2013-2017 5-year estimates

Figure 4: Age Groups

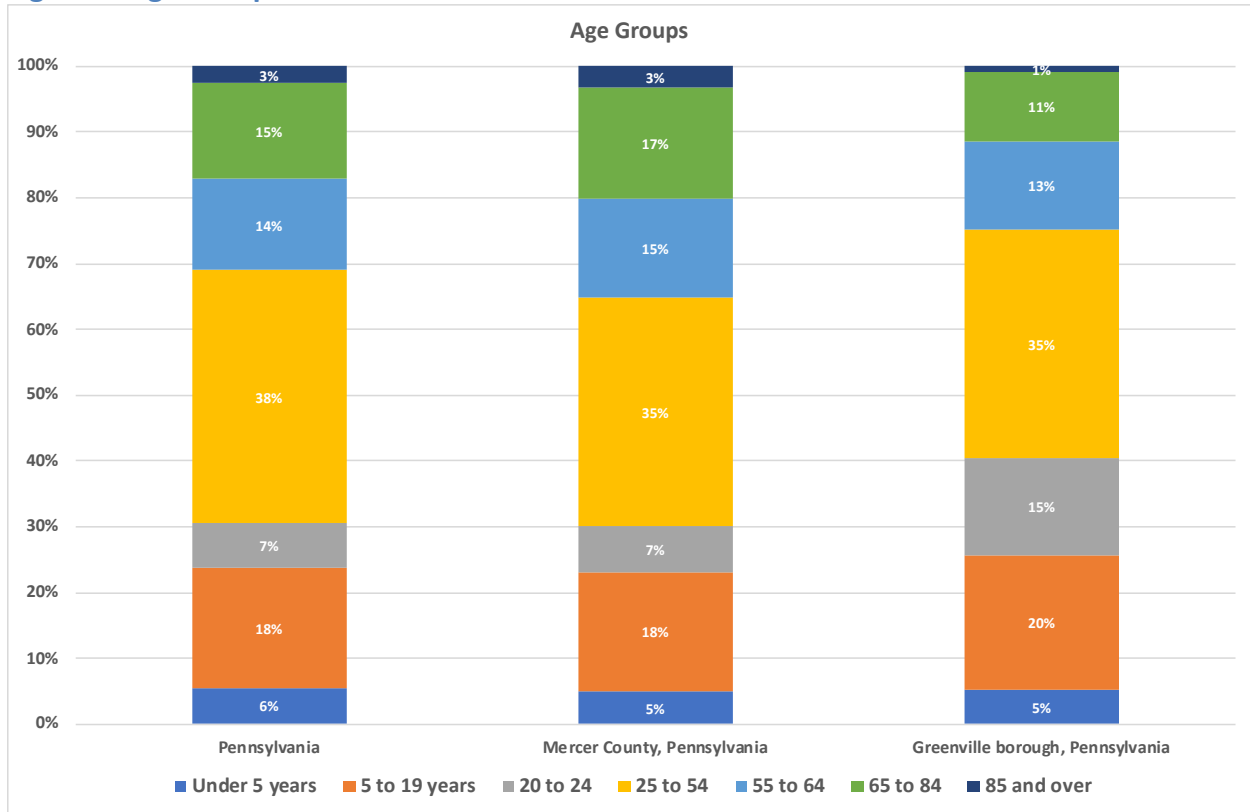


Figure 2: Greenville’s population skews younger than Mercer County and Pennsylvania overall. Source: US Census, American Community Survey 2013-2017 5-year estimates

Figure 5: Educational Attainment

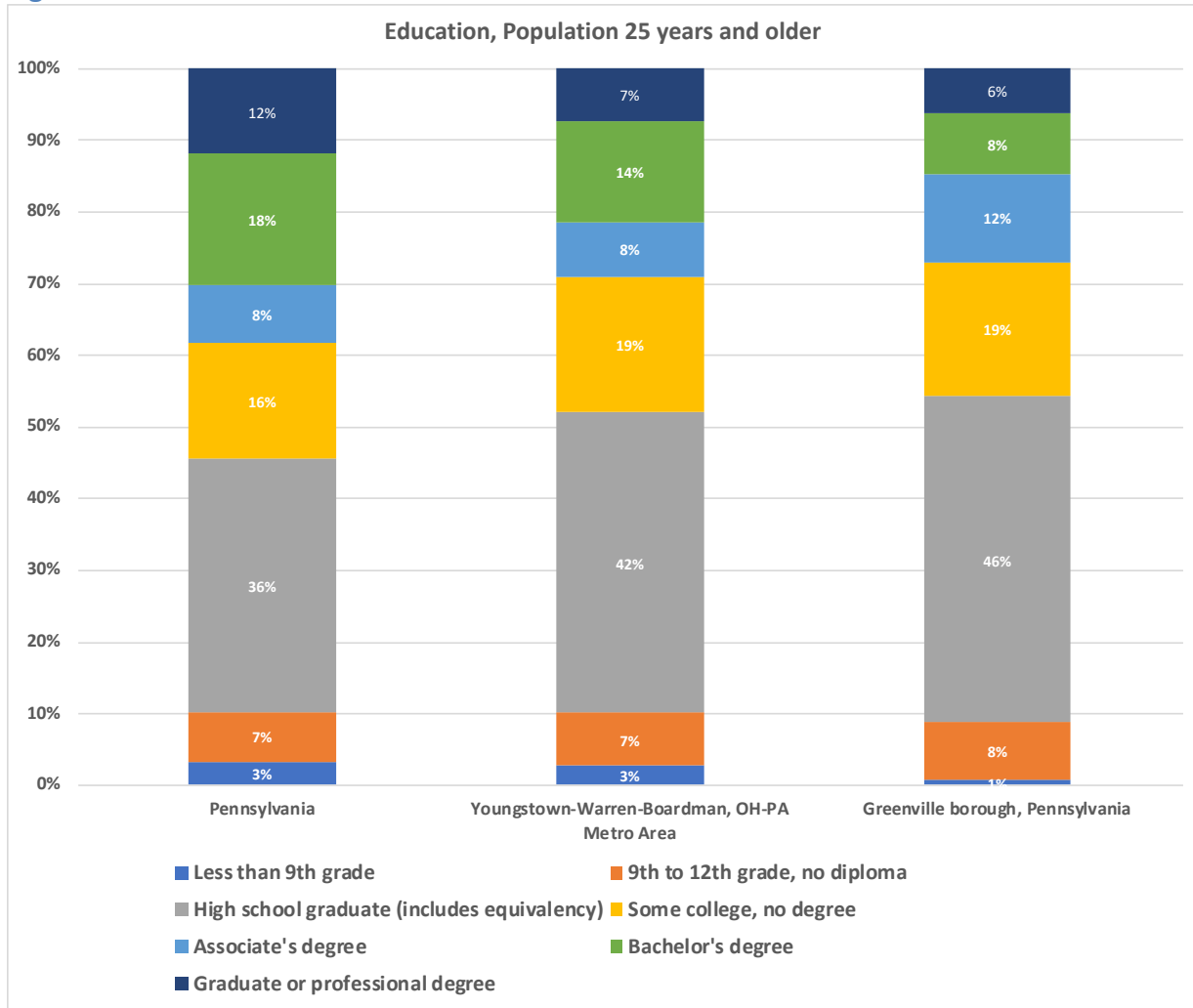


Figure 3: Greenville’s population over age 25 skews less educated than the Metro area and Pennsylvania overall. Source: US Census, American Community Survey 2013-2017 5-year estimates

Table 4: Families and Households

	Total Households	% Married Couple HH	% Single Parent HH	% Nonfamily HH	% HH with children under 18	% HH with person over 60	% HH no vehicles available
Pennsylvania	5,007,442	48%	16%	36%	28%	41%	11%
Youngstown-Warren-Boardman Metro Area	230,549	45%	18%	37%	27%	45%	8%
Mercer County	45,805	49%	16%	35%	27%	46%	9%
Greenville borough	2,193	37%	16%	47%	28%	35%	14%
Greenville + Townships	6,010	52%	11%	37%	24%	47%	9%
Shenango Economic Group	20,029	40%	20%	40%	27%	46%	12%

Table 4: Greenville has more nonfamily households (single person households and groups of unrelated living together) than the other communities evaluated. This aligns with Greenville’s college town status. Source: US Census, American Community Survey 2013-2017 5-year estimates

Figure 6: Housing Tenure of Households

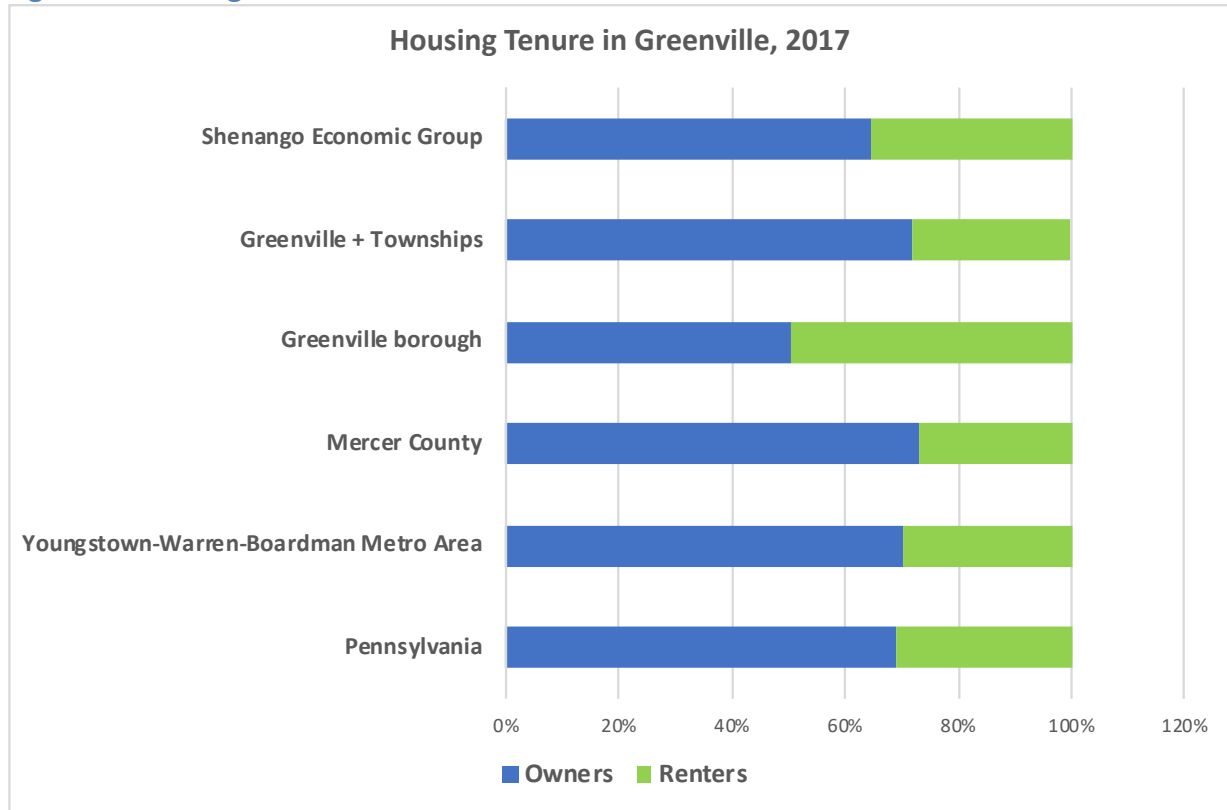


Figure 4: Greenville has a lower proportion of owners, and higher proportion of renters, than surrounding communities and regions evaluated. This aligns with Greenville's college town status. Source: US Census, American Community Survey 2013-2017 5-year estimates

Figure 7: Household Income

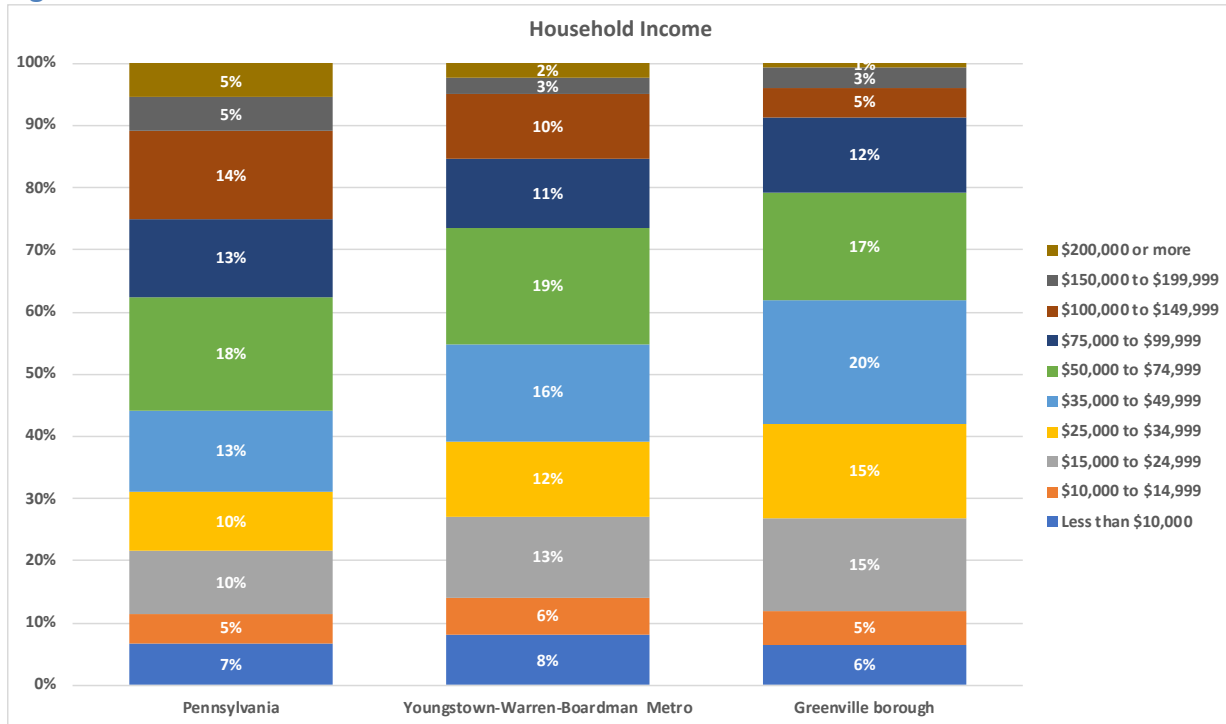


Figure 5: Greenville’s lower income population is roughly similar to the state and metro area, but it has a higher proportion of middle-income households, and fewer higher-income households. Source: US Census, American Community Survey 2013-2017 5-year estimates

Worker Population

As shown in the following figures and tables, Greenville’s labor force participation is average for the surrounding area, and less than statewide. Greenville’s unemployment rate is lower than the region and statewide.

The largest proportion of residents work in Greenville. Hermitage, Reynolds Heights, and Pittsburgh are next. The largest proportion of Greenville’s workers live in Greenville; Hermitage, Sharon and Reynolds Heights are next as resident communities for Greenville workers. There are more residents leaving Greenville for work than there are workers who live elsewhere coming in. Many men leave Greenville for work; many jobs in Greenville are service and education-oriented, attracting female workers.

Greenville has a highly focused job base and workforce: education and health care/social assistance are the primary sources of employment. Mercer County’s workforce is more diverse, with strengths in manufacturing as well as education, health care, and retail/accommodations/food services.

Table 5: Employment Status

	Population 16 years and over	Population 16 years and over - In labor force	Percent - Population 16 years and over - In labor force	Unemploy- ment Rate
Pennsylvania	10,419,971	6,523,666	63%	6.5%
Youngstown-Warren-Boardman, OH-PA Metro Area	450,375	259,791	58%	6.9%
Mercer County, Pennsylvania	94,086	53,311	57%	5.8%
Greenville borough, Pennsylvania	4,762	2,802	59%	4.8%
Greenville + Townships	12,615	6,736	53%	4.6%
Shenango Economic Group	37,235	22,013	59%	7.5%

Source: ACS 2013-2017 5-year estimates

Table 5: Greenville’s labor participation rate is similar to nearby communities, the region and the state overall. The labor participation rate is lower for Greenville and surrounding Townships combined. Greenville and surrounding Townships’ unemployment rate is lower than nearby communities, the region and the state. Note that this data is pre-Covid 19. Source: US Census, American Community Survey 2013-2017 5-year estimates

Figure 8: Workers by Gender

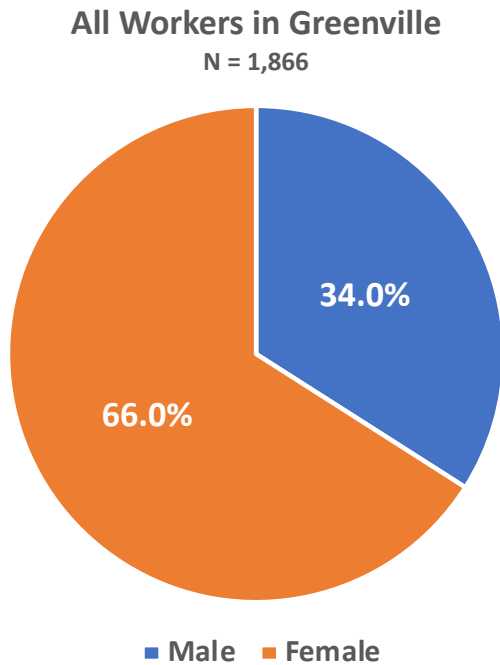


Figure 6: Greenville’s worker population is disproportionately female, reflecting educational and health care dominance of employment in the Town. Source: US Census, On the Map 2017

Figure 9: Inflow and Outflow of Resident and Nonresident Workers



Figure 7: The number of workers who leave Greenville for work is roughly equal to the number who come in, plus the number who live and work in Greenville. Source: US Census, On the Map

Map 7: Where Residents Work

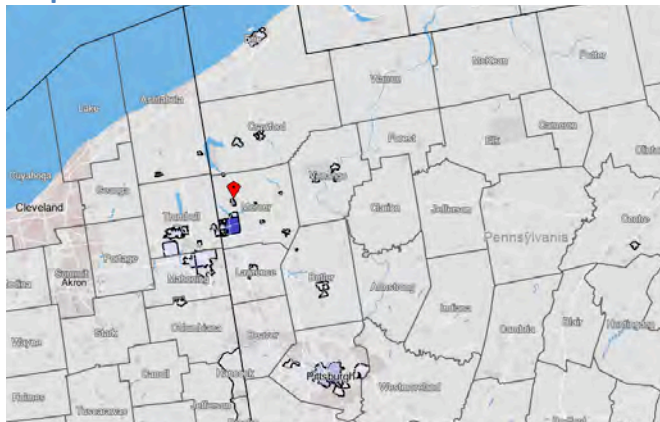


Table 6: Where Residents Work

Place of Employment	Count	Percent
Greenville borough, PA	266	11.8%
Hermitage city, PA	172	7.6%
Reynolds Heights CDP, PA	109	4.8%
Pittsburgh city, PA	60	2.7%
Sharon city, PA	44	1.9%
Jamestown borough, PA	42	1.9%
Farrell city, PA	32	1.4%
Youngstown city, OH	27	1.2%
Meadville city, PA	26	1.1%
Mercer borough, PA	23	1.0%

Source: LEHD 2017

Map 7 and Table 6: Residents of Greenville commute to work locations throughout the area, with the largest proportion (only 27% total) working in Greenville, Hermitage, Reynolds Heights, and Pittsburgh. Source: US Census, On the Map

Map 8: Where Workers Live

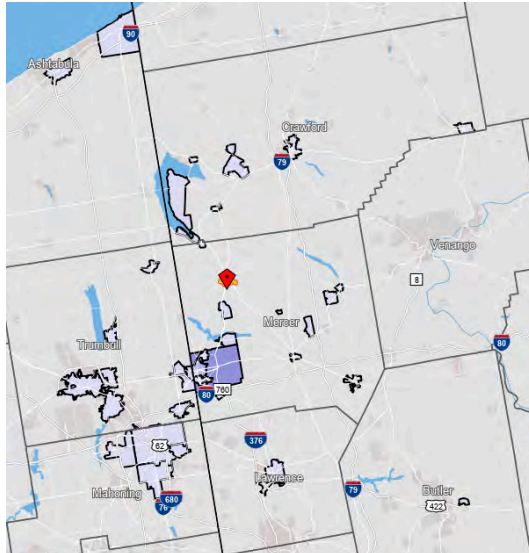


Table 7: Where Workers Live

Place of Residence	Count	Percent
Greenville borough, PA	266	14.3%
Hermitage city, PA	115	6.2%
Sharon city, PA	41	2.2%
Reynolds Heights CDP, PA	34	1.8%
Pymatuning Central CDP, PA	33	1.8%
Sharpsville borough, PA	26	1.4%
Jamestown borough, PA	21	1.1%
Pittsburgh city, PA	20	1.1%
New Castle city, PA	12	0.6%
Mercer borough, PA	11	0.6%

Source: LEHD 2017

Map 8 and Table 7: Workers in Greenville come from around the region, with the largest proportion (about 23%) living in Greenville, Hermitage, and Sharon. Source: US Census, On the Map 2017

Figure 10: Industries of Employment, Residents age 16 and over

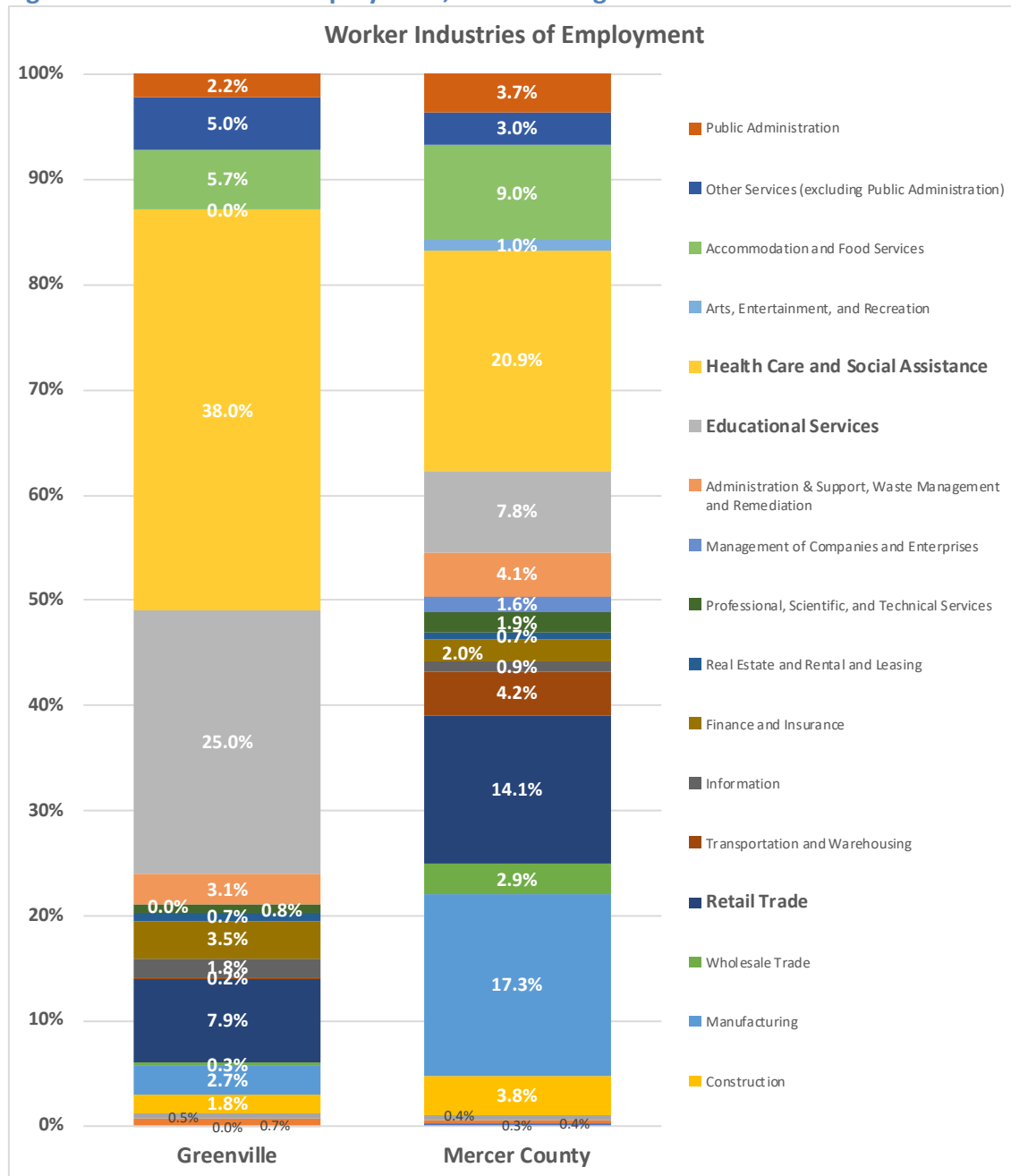


Figure 9: The profile of industries in which Greenville residents are employed is quite different from the profile in Mercer County. Health Care/Social Assistance, Education, and Retail Trade dominate in Greenville, while the County profile has a much higher proportion of employment in manufacturing, accommodation and food services. Source: ACS 2013-2017 5-year estimates

Amish in Greenville

Driving into Greenville from the west, one often sees evidence of the Amish community along Route 358. Since the Amish can be entrepreneurs contributing to the local economy, it is important to understand something about the specific local community to assess the potential

for collaboration. The Young Center for Anabaptist and Pietist Studies at Elizabethtown College is a good source of basic information about local Amish community characteristics.

The Amish community is fairly recent in the Greenville area; there is one church district since 2006, with about 30 families, or roughly 150 people. This community is New Order, open to collaboration with outsiders, although not likely to grow substantially. They utilize horse and buggy travel, and have no electricity in their homes. Adults are about half farmers, half other professions: construction, masonry, wood trim, mini-barns, welding, small scale metal and machine work such as siding and trusses. Amish families in Greenville are likely to shop mostly nearby, with some shopping within their community. Although not likely to grow substantially, the Amish population in the Greenville area could be open to collaboration and entrepreneurship.

The much larger Geauga Amish in Ohio to the west are expanding east, but have not yet reached the Greenville area. They appear to be mostly conservative, and farming oriented; they are less likely to take up alternative professions. Collaboration and economic contributions with this group would be more likely to be farm-oriented, such as the farmer’s market and farm stands around Greenville.²

Housing Overview

An overview of the housing market is given later in this report. This section is included here to provide basic characterization of Greenville’s housing stock.

Table 8: Housing Overview

	Total housing units	Overall vacancy rate	Homeowner vacancy rate	Rental vacancy rate	Ownership Rate	Median Home Value	Median Rent
Pennsylvania	5,653,599	11.4%	1.7	5.9	69%	\$ 170,500	\$ 885
Youngstown-Warren-Boardman Metro Area	259,393	11.1%	2.8	6.1	70%	\$ 103,100	\$ 652
Mercer County	52,117	12.1%	1.4	6.1	73%	\$ 114,100	\$ 667
Greenville borough	2,519	12.9%	0	7.9	51%	\$ 77,000	\$ 601
Greenville + Townships	6,520	7.8%	N/A	N/A	72%	N/A	N/A
Shenango Valley Economic Group	15,965	18.5%	N/A	N/A	65%	N/A	N/A

Source: US Census American Communities Survey 2013-2017 5-year estimates

Housing data for small towns is highly variable due to margin of error. Nevertheless, a comparison to surrounding communities can give us a general sense of the status of housing in Greenville.

² Personal e-mail communication with Steven Nolt, Young Center for Anabaptist and Pietist Studies at Elizabethtown College, October 2-8, 2019.

The homeowner vacancy rate in Greenville appears to be close to zero, which is very low – typical housing vacancy is 5 to 10%. Greenville’s median home value and median rent are low compared to surrounding communities. This could indicate a need for more up-priced housing to attract higher-income households. Housing in Greenville is largely single family, largely workforce housing, and largely built prior to 1950. Almost none has been built since 2014. See the housing market analysis and property condition sections of this report for more information.

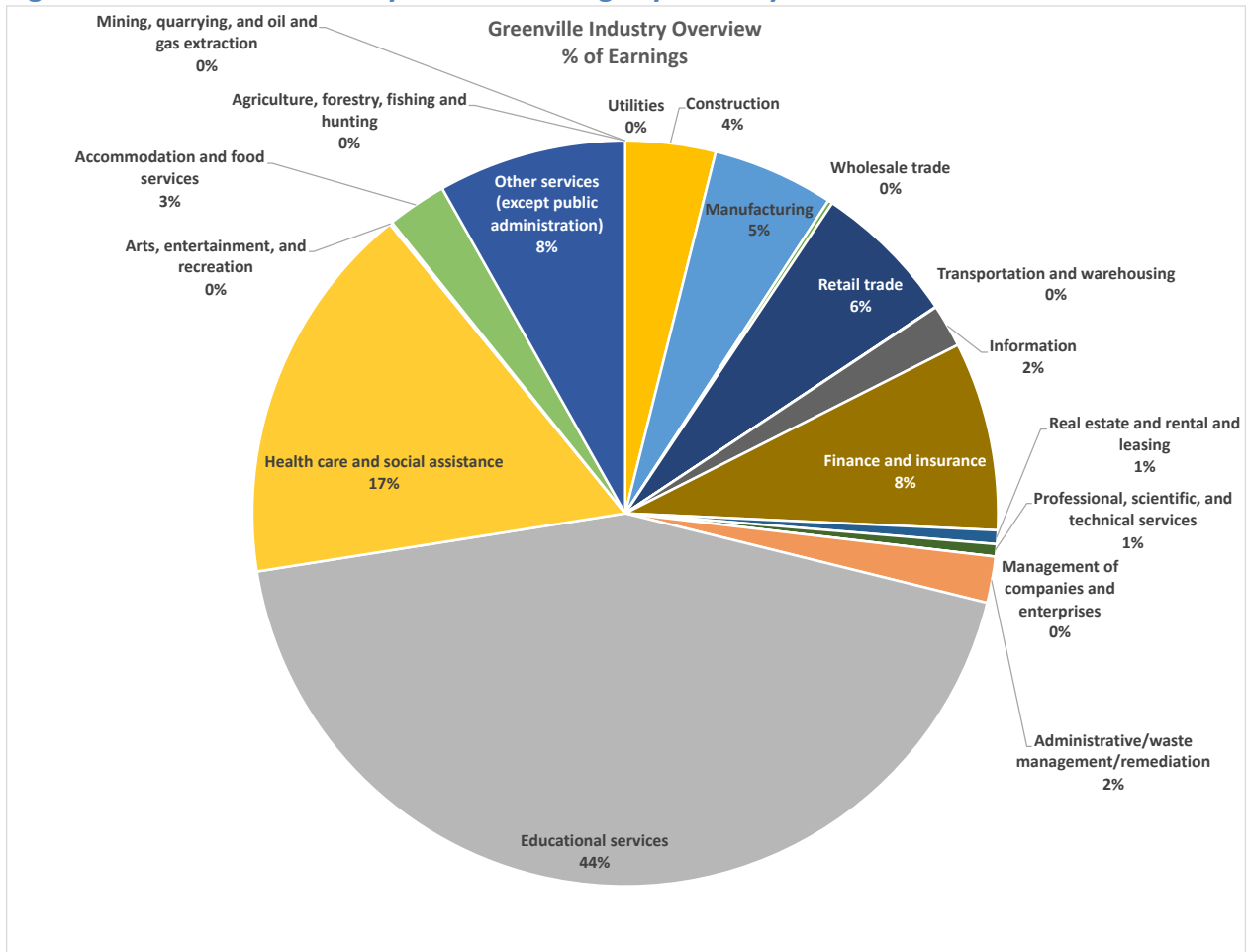
Business and Employment Overview

The following tables and figures give an overview of the status of business in Greenville. A more detailed description is included in the Retail Market and Business Activity sections of this report.

Of 154 businesses in the Town of Greenville, 110 provide direct goods and services to households (retail, services, dining). Total earnings contributed to the economy through worker wages are about \$42 million, in about 1.4 million square feet of commercial building space. Of that, 850,000 square feet are consumer-serving businesses, with about 74 businesses located on Main Street.

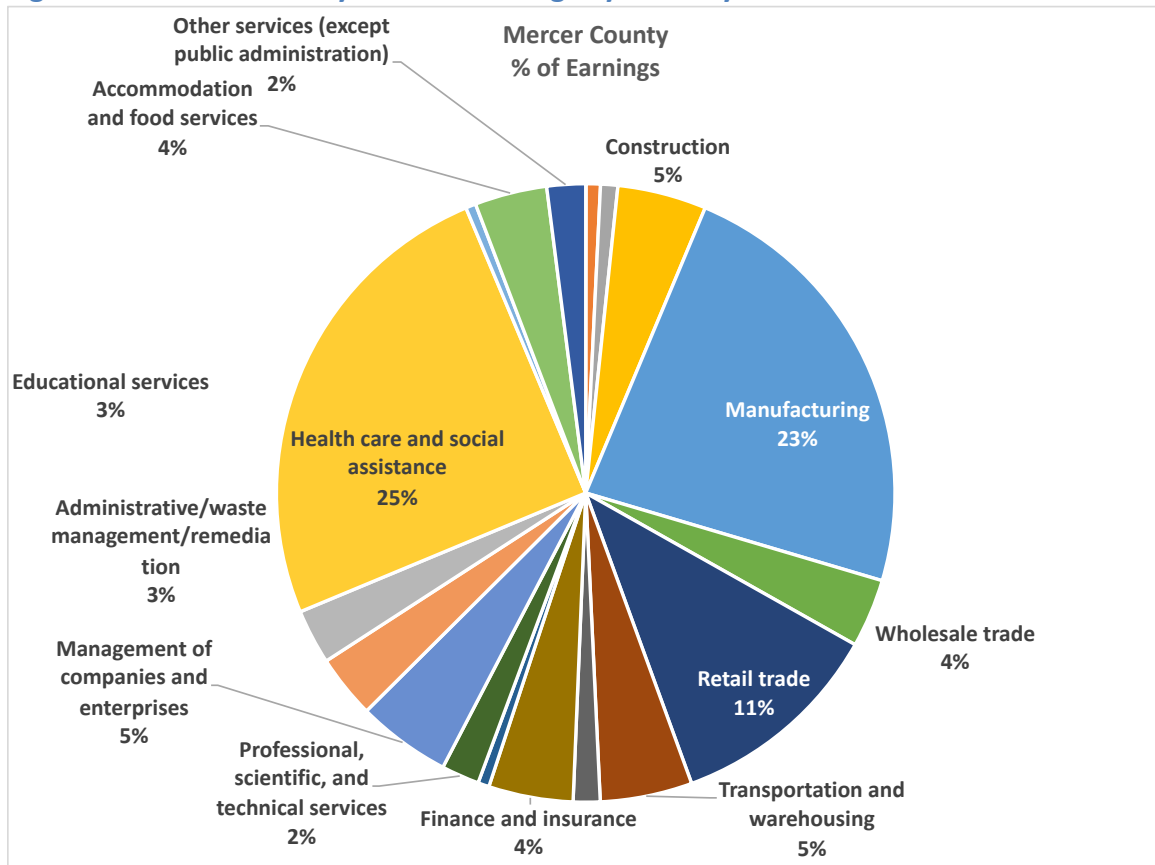
The majority of employment and worker earnings in Greenville is concentrated in two sectors, health care and education/social assistance (schools and colleges). This is in line with expectations as shown in the top 20 employer businesses in Greenville. By comparison, the business spectrum in Mercer County as a whole is much more diverse, with retail and manufacturing playing much stronger roles.

Figure 11: Greenville Industry Worker Earnings by Industry



KM Date inventory

Figure 12: Mercer County Worker Earnings by Industry



US Census, County Business Patterns 2018

Table 9: Businesses in Greenville with More Than 20 Employees

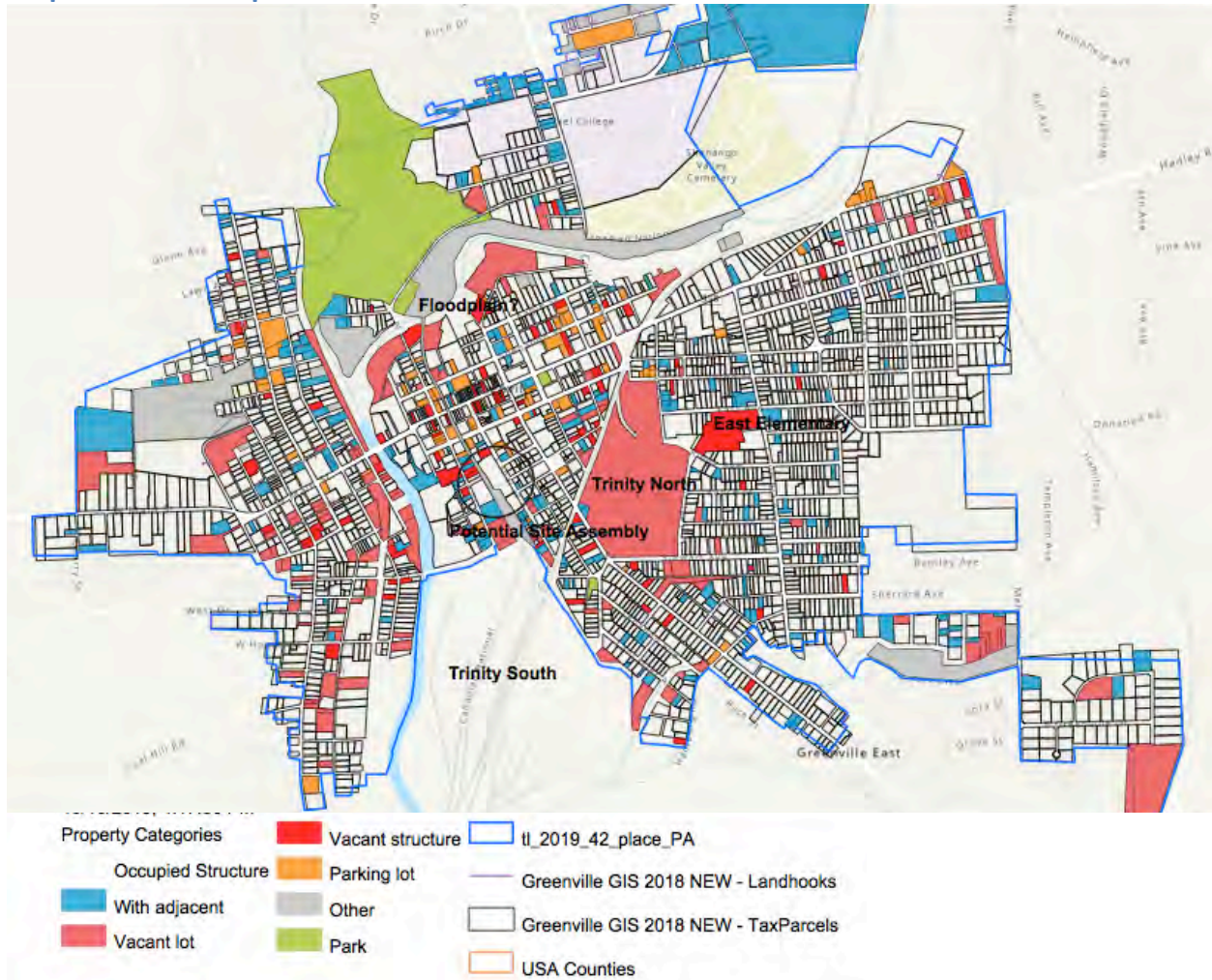
Name	% of Greenville Employment
THIEL COLLEGE	22%
UPMC Horizon	14%
GREENVILLE AREA SCHOOL DISTRICT	9%
AVI FOODSYSTEMS INC	5%
KEYSTONE RESIDENTIAL CENTER	2%
ARG RESOURCES LLC	2%
BOROUGH OF GREENVILLE	1%
ST MICHAEL CHURCH & SCHOOL	1%
CJ MICHAELS ENTERPRISES INC	1%
GREENVILLE SAVINGS BANK	1%
HONEST INDUSTRY LLC	1%
CARINI RESTAURANT INC	1%
GREENVILLE MOOSE FAMILY CENTER	1%
PHIL GODFREY INC	1%
GEBCO SERVICES LLC	1%
CLIFTON TUBE CUTTING INC	1%
DOLGENCORP INC	1%
FRANCISCO CANO MD PC	1%
DOWNTOWN MINISTRIES INC	1%
TWIN TEMPTATIONS	1%
Total	66%

Table 9: Businesses in Greenville with more than 20 employees make up 66% of the employment in Greenville. The top three employers provide 45% of the employment. Source: KM Date Inventory, Town of Greenville

Available sites and vacant properties

This section shows the vacant lands in Greenville, differentiating between vacant properties and properties with vacant buildings. By far the largest vacant property in Greenville is the Trinity North site, at 30+ acres. Other large vacant areas are floodplain and natural areas, or sites set aside for utilities or school district use. However, there is a sizeable number of vacant lots scattered throughout residential neighborhoods. See the Sites Opportunities and Property Condition section in the recommendations, and corresponding Appendix sections for each of these.

Map 7: Vacant Properties in Greenville



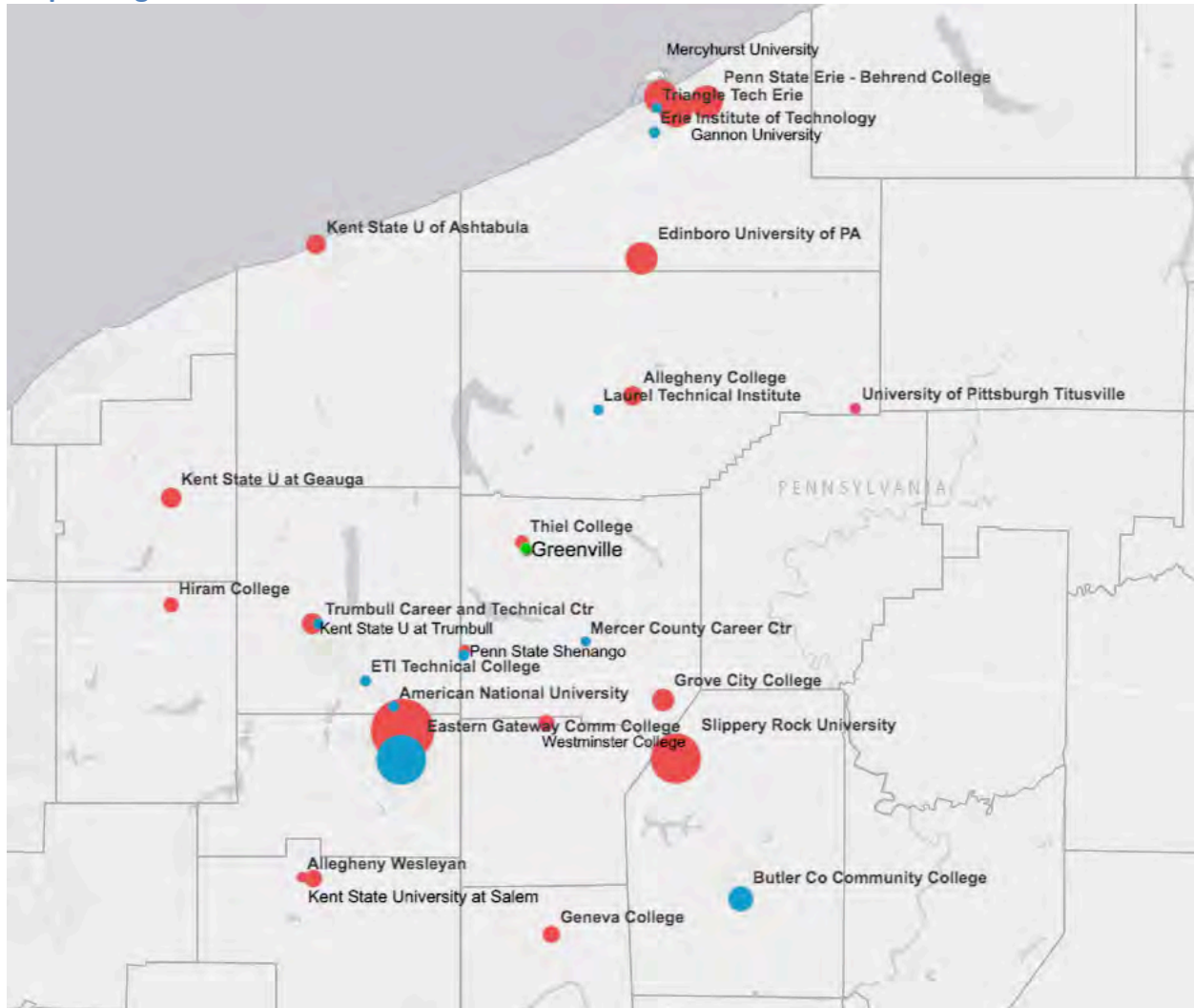
ESRI, Town of Greenville/KM Date Inventory

Regional Educational Assets

As shown on the map, the Greenville area, Mercer County, and the Youngstown/Pittsburgh region in general, are well served by a variety of quality school and training places. These range from short-term technical certificate programs, to high school vocational training, to apprenticeship programs, to two-year associate programs, to 4-year colleges and post-graduate programs.

Interviews indicate that excellent opportunities exist for students and workers at many levels from technical schools to 4-year colleges; what is needed is better connections between businesses and workforce training, and workers and workforce training.

Map 8: Regional Educational Assets



Map 8: Educational assets, from certificate programs to 4-year programs, within the Greenville workshed area. 4-year college programs are red, all others are blue; dot sizes relate to relative size of undergraduate student body. See table for summary, and Appendix for full list. Source: KM Date Inventory, US Dept of Education, US News and World Report, Google

Table 10: Regional Educational Assets, 2019-2020 Year

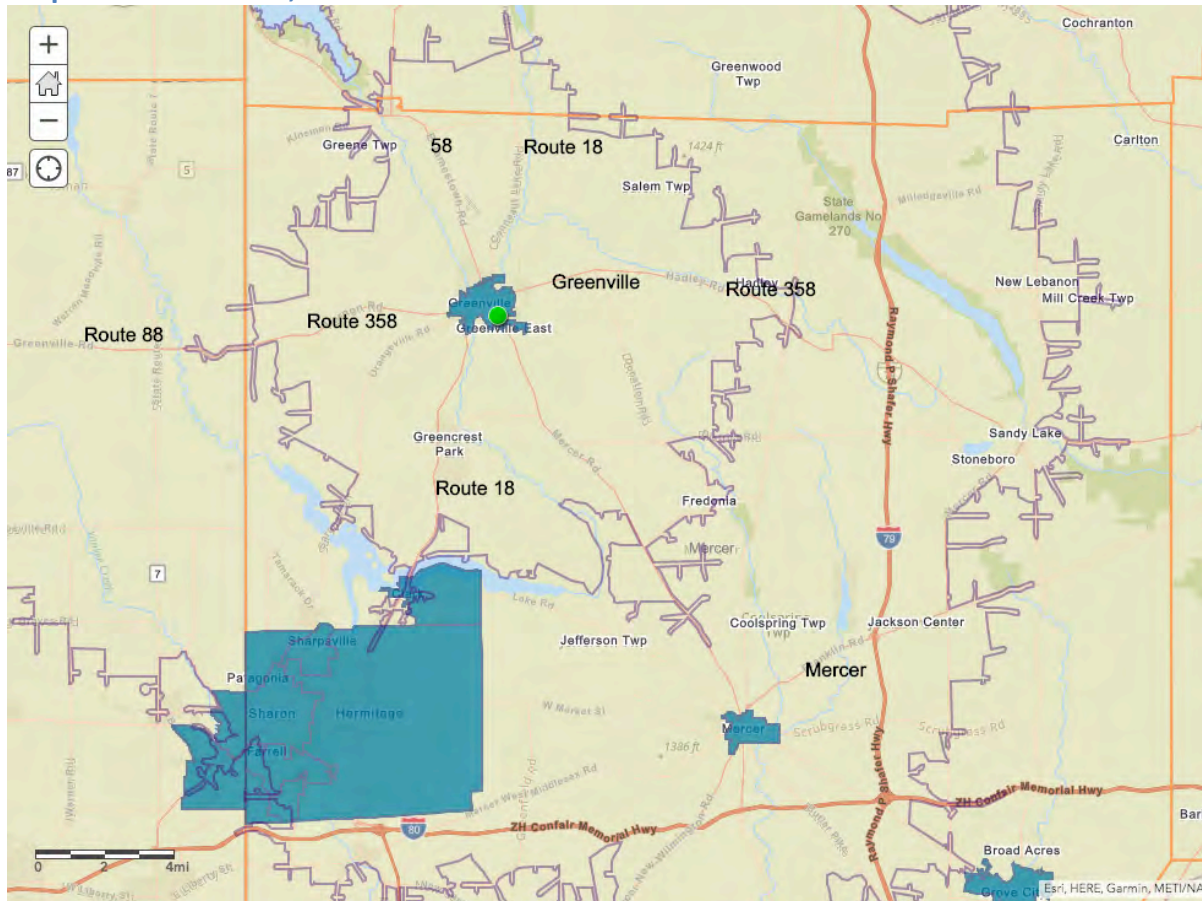
Type of School	Number of Schools	Undergrad Enrollment
Public 4-year	5	26,435
Private 4-year	8	17,180
Public 2-year	7	17,743
For Profit 2-year	2	179
Public Certificate	2	142
For Profit Certificate	4	742
Total	28	62,421

Source: US Dept of Education, US News and World Report, Google

Transportation Access and Infrastructure

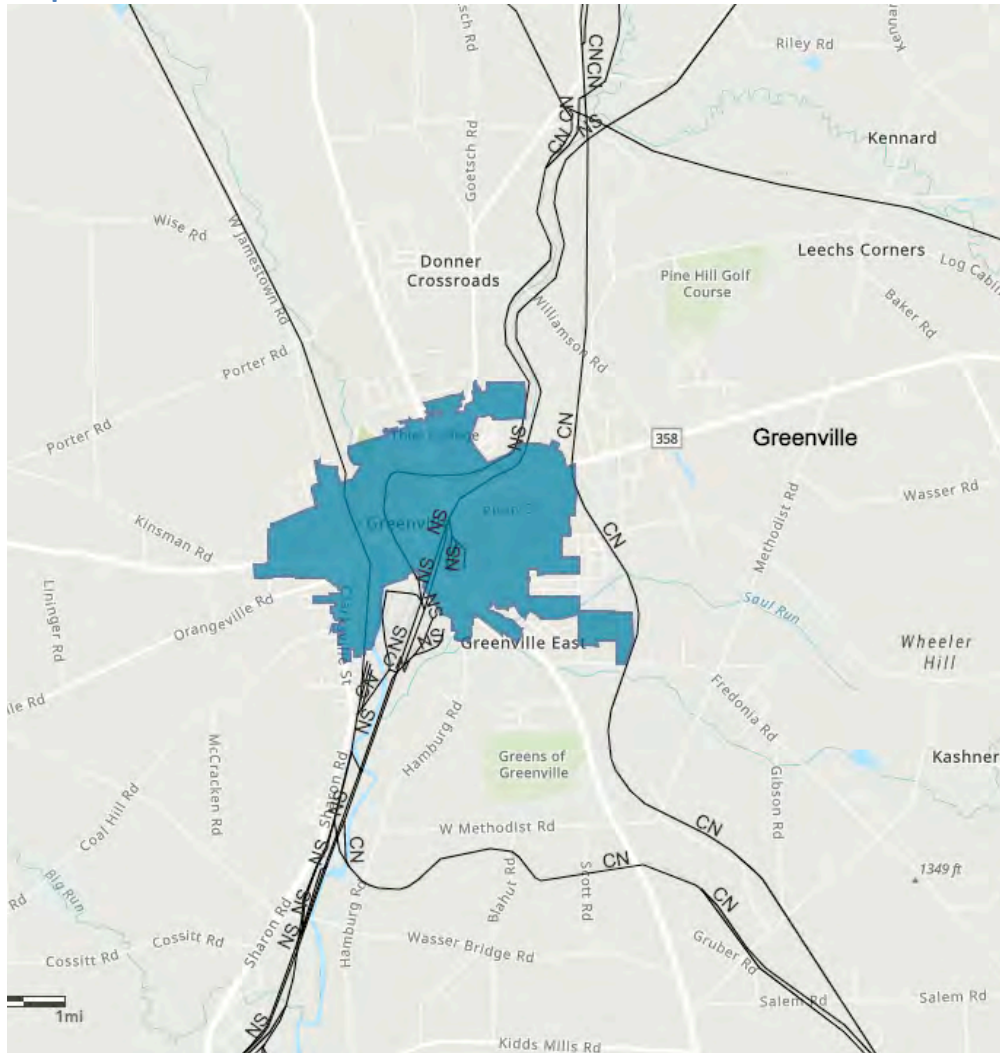
As shown on the maps, Greenville is 15 to 25 minutes' drive from nearby interstates, but it is served in two directions. Greenville has excellent access to two major national, active rail lines, Canadian National (CN) and Norfolk-Southern (NS). The distance to interstate highways may limit multi-modal use, but companies continue to utilize rail access and truck service for resource delivery and product distribution. Interviews show that Greenville's low cost of land and labor and high quality of life offset driving distances for companies who choose to locate here.

Map 9: Travel Routes, 15- and 30-minute Drive Times



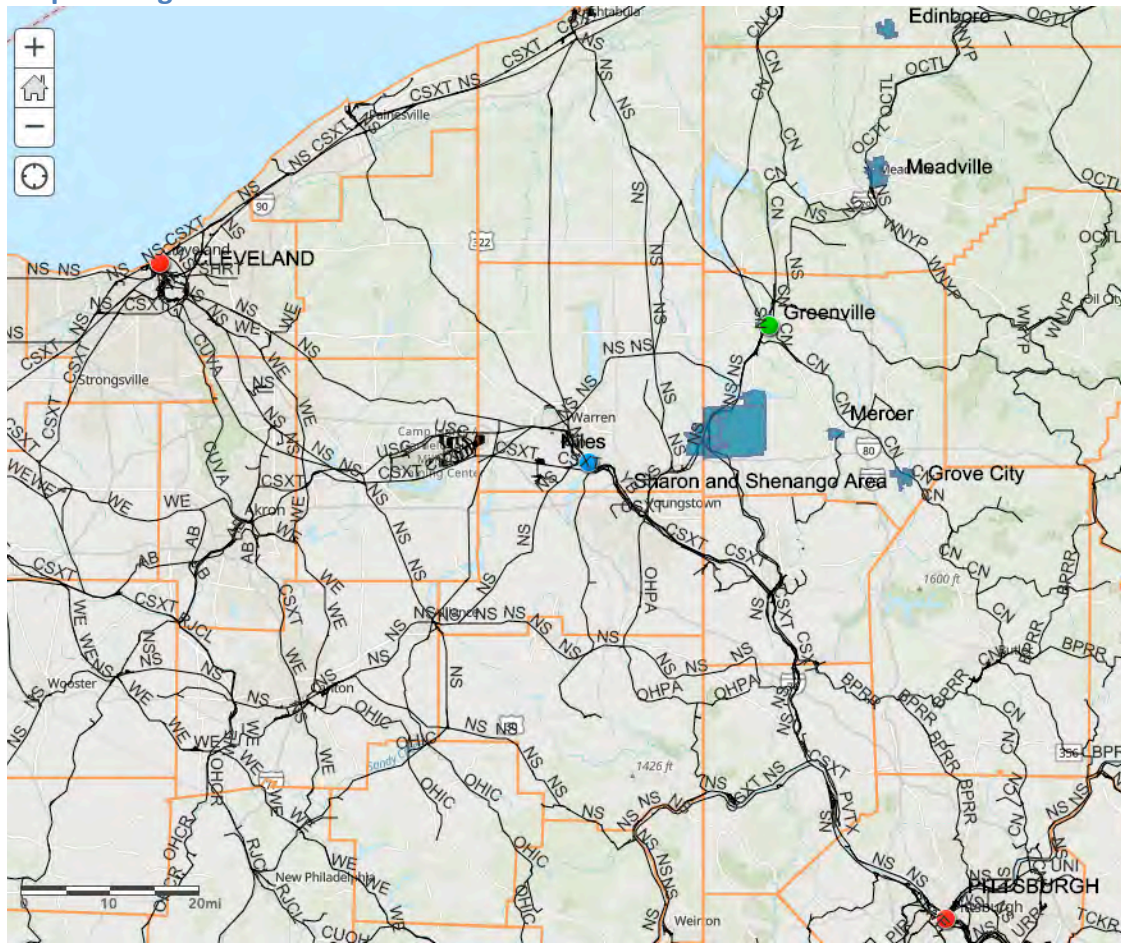
Map 9: Purple lines show the 15 and 30-minute drive times from Greenville. Greenville is within 20-25 minutes of I-80 and I-79, and the Hermitage-Sharon population center. Source: ESRI, KM Date

Map 10: Local Railroad Access



Map 10: Greenville is served by two main railroad lines, Norfolk-Southern and Canadian National. Both are active and have available capacity. Source: ESRI, KM Date

Map 11: Regional Railroad Access



Map 10: Greenville’s two local railroad lines have excellent access to regional lines and destinations via Pittsburgh, Cleveland, and Erie. Source: ESRI, KM Date

High-Speed Internet

Web information indicates that 96% of Greenville residents are served by multiple wired providers, dominated by Spectrum. While speeds up to 1000 mbps are possible, that speed may not be available to all. Interviews indicate that coverage and speeds are reasonable, about “in the middle” of speed capabilities for rural communities; however monthly prices are high, and reliability may be less than optimal.

Table 11: Overall Broadband Speed in Greenville

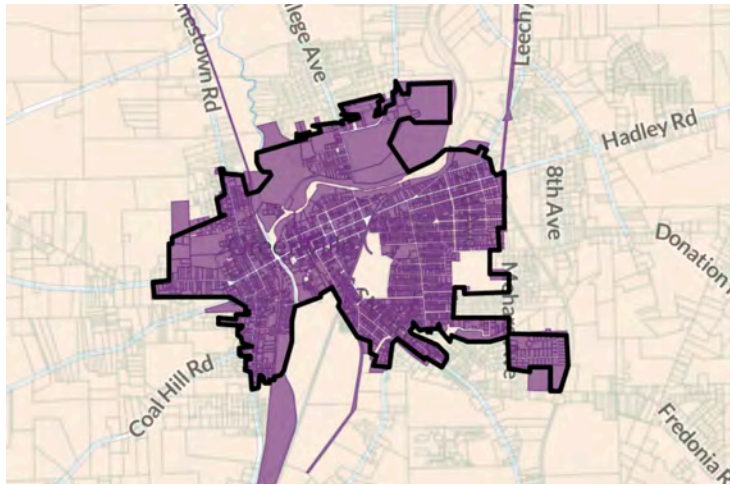
Area	Avg download speed, Mbps
US	45.7
PA	49.7
Greenville	39.3

Table 11: Greenville’s broadband speed is somewhat lower than the Pennsylvania and US average. Source: Broadband Now

Table 12: Business Broadband Providers in Greenville

Provider	Type	Top Download Speed	Coverage in Greenville
Armstrong	Cable, Fiber	1000	23%
Spectrum Business	Cable, Fiber	1000	37%
Comcast Business	Cable	987	1%
PT Communications	DSL	50	9%
Verizon	DSL	15	100%

Table 12: Spectrum, PT Communications, and Armstrong are the three main broadband providers in Greenville. Source: Broadband Now



PROPERTY AND NEIGHBORHOOD CONDITION

Background and Methodology

In relatively new and growing communities, property condition is taken for granted. However, in legacy communities like Greenville, disinvestment, absentee property owners, and an aging population work together to create chronic deferred maintenance. At the same time, the quality of neighborhoods drives businesses' and residents' choices of where to locate. A multi-faceted program using blight remediation grants, revolving loan funds, and assistance to seniors can help communities keep neighborhoods looking great, and renew deteriorating streets and structures. An assessment of property condition is a necessary starting place for understanding what is needed to attract businesses, residents and visitors.

In the summer of 2019, a Thiel College intern, hired by the Borough of Greenville, undertook a parcel-by-parcel property assessment, under review by KM Date Community Planning. Working with Landgrid© software and criteria developed by KM Date, following on extensive work done in Northeast Ohio by the Thriving Communities Institute, each property was assessed for twelve basic building systems and given an overall grade. Housing, commercial and institutional property were addressed, including site landscaping, driveways and garages.

This was an exterior-only, front- and side-view assessment, done from the public right-of-way on the street and sidewalk. A fundamental assumption is that exterior property condition is a reasonable proxy for interior condition; however anecdotal feedback from other communities notes that rental properties often demonstrate worse interior condition than the exterior.

In all, 2,708 properties were assessed. Vacant lots and structures were also identified. Properties were graded A through F based on the number of systems rated excellent, good, fair, or poor. For a full discussion, see the Property Condition Memorandum in the Appendix.

In addition to the property assessment, interviews noted residents’ and businesses’ concerns about property and neighborhood quality.

Figure 13: Landgrid Software Interface

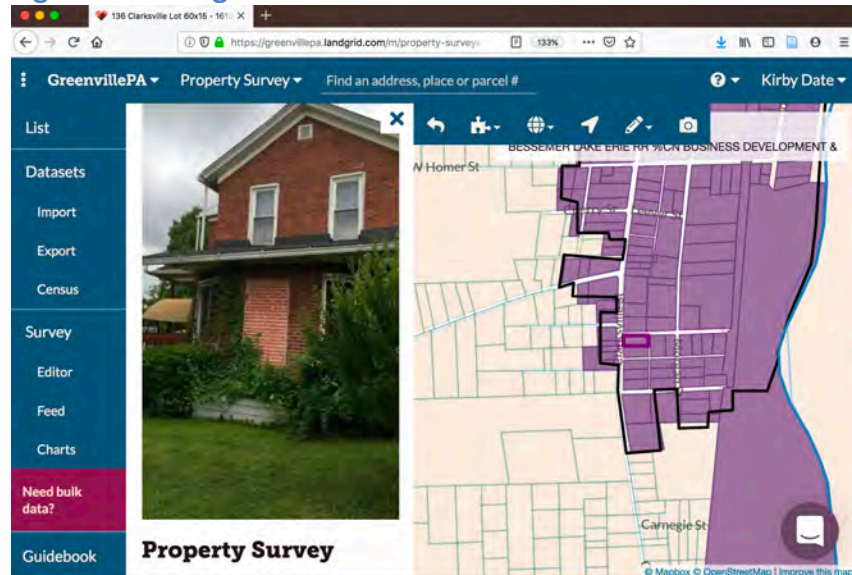


Figure 12: Showing the Landgrid software interface used by the project team in assessing Greenville’s property condition. Source: Landgrid

Table 13: Property Assessment Criteria

Rating	Primary System Criteria: roof, foundation, chimney, gutters, porch/steps, siding/masonry, windows, garage	Whole property criteria
A Excellent	New or recently redone Needs no repairs	At least 3 systems rated excellent
B Good	Needs minor repairs such as minor painting, tuckpointing	Less than 2 systems rated excellent, less than 2 systems rated fair, no poor ratings
C Fair	Needs major repairs or rehab	At least 3 systems rated fair, or at least one system rated poor
D Poor	System beyond repair and likely needs replacement	At least 3 systems rated poor

Table 13: Property assessment criteria used in evaluating Greenville’s property condition. See the text for explanation of how these criteria were applied. Source: KM Date, Thriving Communities Institute

Figure 14: Overall Property Grade Examples



Figure 13: Photographs from Greenville’s properties, showing examples of each grade as applied. Note that there were no “F” graded commercial properties in Greenville. Source: KM Date, Town of Greenville

Summary of Findings

2,758 properties were evaluated in the study. Of these, the apparent use of 81% were residential, 7% were commercial, 1% were industrial, and 11% fell into other categories. Residential properties were counted to have a net vacancy rate of 3%, which is below the normal average of 5-10%. Nonresidential properties’ net vacancy rate of 14% is somewhat higher, with the same normal average rate for commercial/industrial properties.

Overall building condition is generally good, across the Town, and generally, owners are caring for their property. 87% of residential structures were rated “Good”, or “Very Good/Excellent” (1754 structures). 85% of nonresidential properties are so rated (222 structures). 680 structures rated “B” do have one or two individual systems (such as roof, porch, windows, garage, chimney, etc) rated “fair”, requiring more attention.

A total of 267 structures were rated “fair”, with 3 or more primary building systems rated as needing substantial repair or rehabilitation. These properties should be targets for rehabilitation programs, as they represent a “tipping point” beyond which property value, and that of the surrounding properties, begin to be affected.

26 structures were rated as “D”, with already-advanced deterioration, and will require evaluation as to whether rehabilitation is feasible. Two structures, both residential, were rated as “F”, unlivable and a hazard, and are candidates for demolition.

A closer look at individual primary building systems shows that porches/stairs were the system most commonly in need of substantial repair (rated as “fair” or worse), followed by windows, paint/brick/siding, gutters/downspouts, roofs, and detached garages in that order. Foundations and chimneys were the least likely to need substantial repair. (noting that they were often not visible and received an “N/A” rating).

84% of store owners are maintaining their storefronts/signage in “Good” or “Excellent” condition. 12% were rated as “Fair”, and 4% were rated as “Poor” and likely in need of replacement.

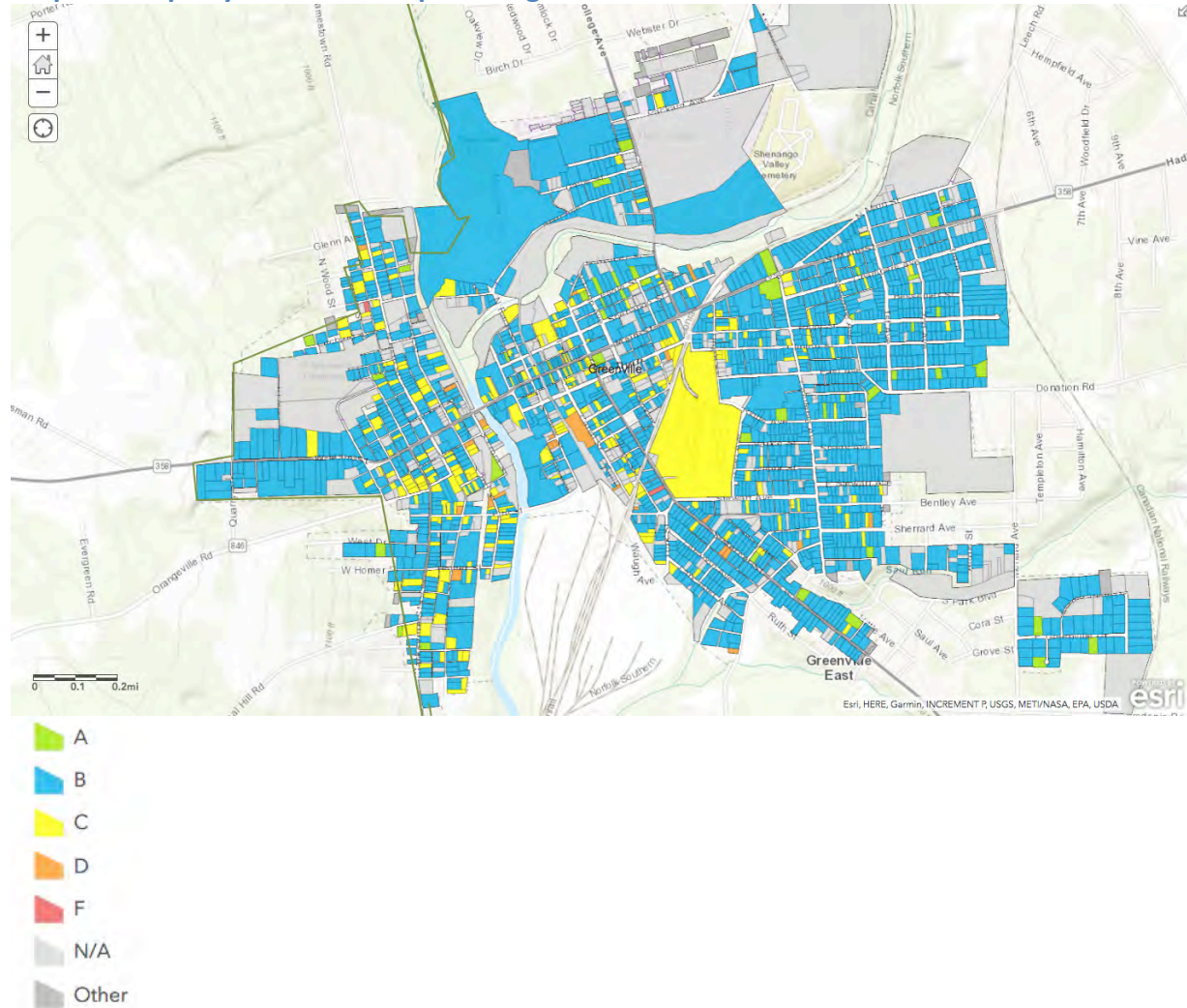
68% of properties having driveways or parking lots were rated as “Very Good/Excellent” or “Good”, and 32% rated as “Fair” or “Poor”. Sidewalk condition is overall good, with 86.2% of relevant properties having a sidewalk in “Very Good/Excellent” or “Good” condition. 281 properties have a sidewalk in “fair”, “Poor” or “Very Poor” condition, which likely requires replacement and/or maintenance.

93% of properties in Greenville have no street tree at all. Recognizing the benefits that come to communities through street trees, from enhanced neighborhood quality and property values, to reduced crime, and even higher academic performance among children, the Town and its citizens may want to make a plan to enhance street trees on their streets over the long term, following the lead of a growing number of communities across the US who are doing so.

Interviews throughout the study of people living in Greenville, or working in Greenville and living elsewhere, consistently reported the condition of roads and neighborhoods as a significant factor in their impression of Greenville. Many rated improving road conditions as the single most important improvement needed as Greenville works to attract new residents and business investment. A frequent comment was “Greenville needs a facelift”. It is noted that Greenville has an ongoing road improvement program via the state Liquid Fuels Tax that generates about \$200,000 per year; as part of Act 47 adjustments, those funds are now saved/accumulated and utilized every few years for major road improvements. Beyond this, there are limited funds available currently for public improvements. The Town may want to explore options for expanding the funds available for capital improvements – roads, sidewalks, street trees, buildings, site improvements, and other public infrastructure.

Peoples’ impressions of Greenville property condition are generally worse than the reality, as reflected in this analysis. It will be important to celebrate Greenville property owners’ good work in maintaining their homes and businesses, and support them in continued maintenance over time.

Map 12: Property Condition Map and Legend



Map 13: Property condition ratings in Greenville. The majority of Greenville properties are rated “B” according to the criteria used. See text for discussion of criteria. Source: KM Date, Town of Greenville, Landgrid

Recommendations

Greenville’s housing and building stock shows evidence of good overall maintenance for the majority of properties. However, the 267 properties rated “Fair”, and 26 rated “Poor”, will require significant attention in the coming years in order to maintain and improve Greenville’s neighborhood character, and keep it attractive to new residents, employees and businesses in the future. These projects can be a target for rehabilitation programs and funds, as will be discussed further in the housing analysis part of this project.

Commercial businesses should be encouraged to maintain their properties, including structures, signage, storefronts, driveways, landscaping and parking lots. Properties in the downtown and Main Street do show signs of deferred maintenance, and can be a target of historic tax credits and other incentives for restoration.

The Town will want to consider projects in the future to repair roads and sidewalks and install many more street trees, enhancing the neighborhood environment for all.



MAIN STREET AND RETAIL MARKET

Background and Methodology

The heart of a thriving small town is a thriving Main Street. Creating the “thriving” Main Street can be a challenge, given the competition for goods and services provided by big box stores on off-Main-Street commercial strips. However, there is a growing trend toward people attracted to “walkable” and historic Main Streets, especially as tourists and visitors. A successful Main Street approach will meet the needs of multiple markets, and utilize programming, marketing, historic preservation, a good street environment, and creative business recruitment and support to strengthen Main Street commercial activity.

Retail business is defined as businesses which serve households. Consumer goods such as grocery, apparel, hobby/craft, and office supplies purchased by individuals are included. Retail or consumer services include health and beauty services, dance academies, optometrists and dentists, dry cleaning, tax and legal services, and similar establishments. Entertainment venues are also classified as consumer services. Dining is a special category which is combines goods and services to create a unique experience for the consumer household.

This study took a multi-faceted approach to characterizing Main Street’s retail and small-town environment. A detailed retail inventory was completed and used for comparison between the core and the outlying areas in Greenville, and identifying additional business categories. Drive times were calculated, and used to summarize demographics and retail leakage. Finally, zip codes were collected from seven local businesses, and mapped, to get a sense of the level of outside-visitor patronage on Main Street. Throughout, interviews of merchants, residents, and organizational leaders helped to illuminate the opportunities that exist for enhancing a thriving Main Street in Greenville.

Summary of findings

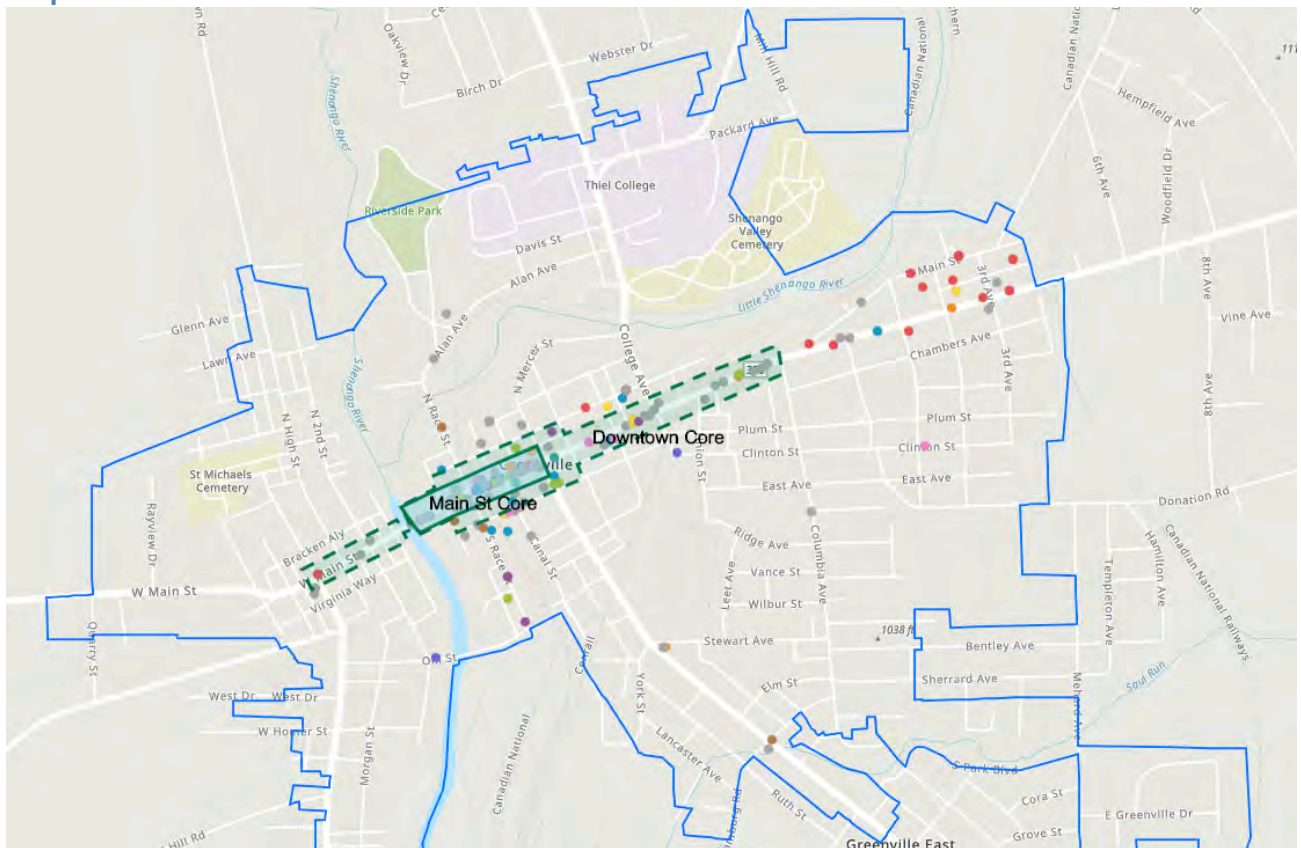
As shown on the map, retail business within the Town is concentrated in the downtown area. A Downtown Core is defined as Main Street between Route 18 and Columbia Avenue, reaching back two blocks to the north and south. A more concentrated Main Street Core is defined as the historic blocks, between the Shenango River bridge and Mercer Street.

Retail Inventory. There are a total of 118 retail businesses in Greenville, 108 of them in the downtown core. Finance/insurance, salons and restaurants lead both areas in number of businesses represented.

Of interest and in comparison to many communities, bars and taverns, auto repair, and general merchandise such as convenience, dollar stores and drug stores are not in the top 20.

There are a total of 50 categories of retail business in Greenville, demonstrating diversity of entrepreneurship and retail activity.

Map 13: Downtown and Main Street Cores



Map 13: The majority of retail businesses in Greenville are located along Main Street. Source: ESRI, KM Date

A storefront inventory of the Downtown and Main Street Cores shows about a 23% vacancy in the downtown core, and a 31% vacancy in the Main Street Core.

Table 14: Top 20 Retail Business Categories in Greenville

Category	Count
Finance/Insurance Services	8
Restaurant Full Service	8
Salon/Barber Services	8
Dental Services	6
Health Services	6
Social Services	5
Auto Parts	4
Bank/Loans	4
Bar/Tavern	4
Restaurant Limited Service	4
Auto/Cycle Sales	3
Dance/Fitness/Yoga/Martial Arts	3
Funeral Services	3
Legal Services	3
Museum/Community	3
Used Merchandise	3
Art Gallery	2
Auto Repair/Services	2
Books/Music/Magazine/Newspaper	2
Clothing/Shoes	2

Table 15: Top 20 Retail Business Categories in the Downtown Core

Category	Count
Restaurant Full Service	7
Salon/Barber Services	5
Restaurant Limited Service	5
Finance/Insurance Services	4
Social Services	4
Auto/Cycle Sales	3
Bank/Loans	3
Dance/Fitness/Yoga/Martial Arts	3
Dental Services	3
Health Services	3
Museum/Community	3
Used Merchandise/Junk Yard	3
Art Gallery	2
Bar/Tavern	2
Books/Music/Magazine/Newspaper	2
Gas Station/Convenience	2
Hardware/Home/Garden	2
Home appliances	2
Legal Services	2
Arts/Crafts Stores	1

Tables 14 and 15: Show the number of retail businesses in Greenville total, and in the Greenville Downtown Core as shown on Map 13. Restaurants and salons dominate in the downtown core, while finance/insurance services are added for Greenville overall. Source: KM Date inventory

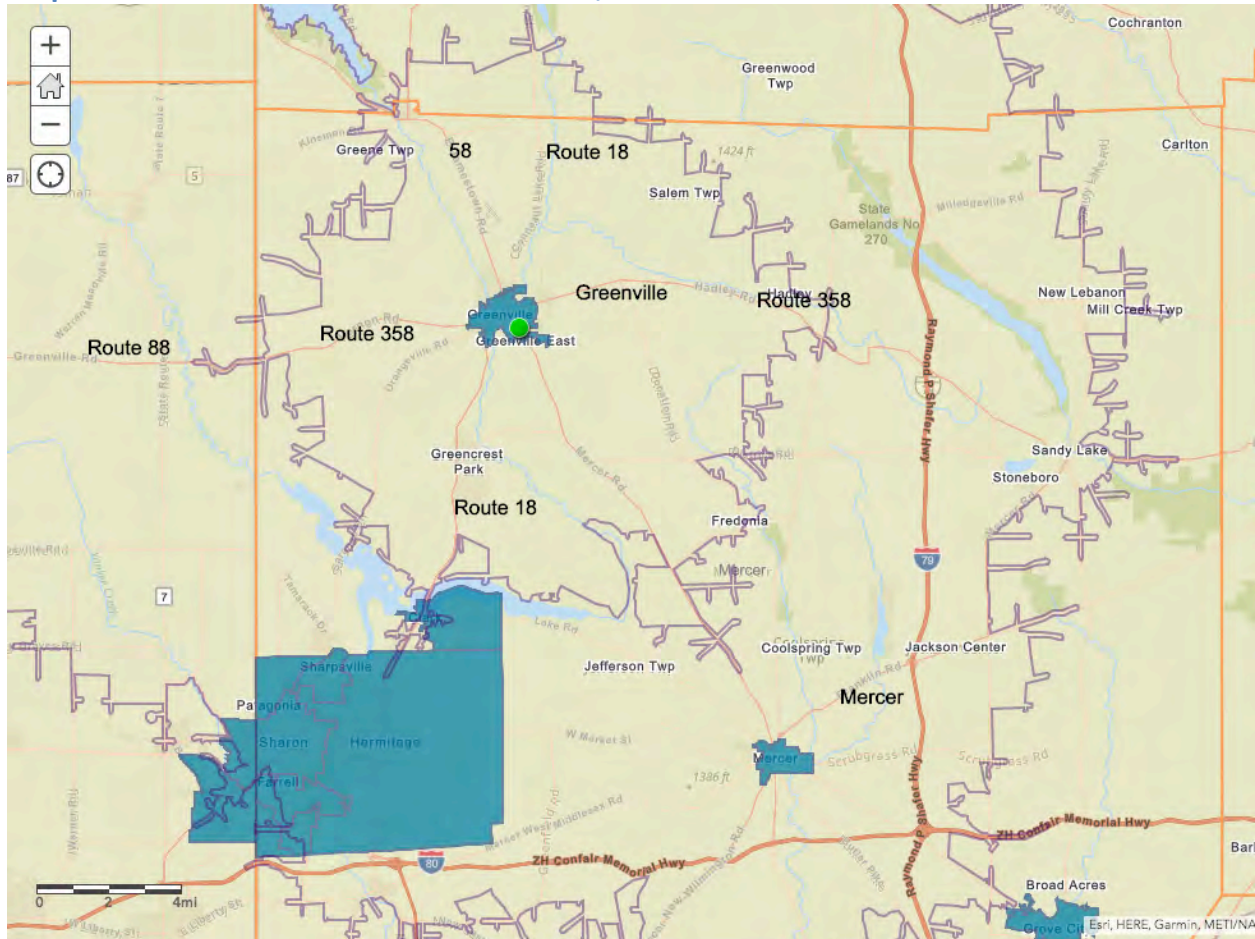
Table 16: Retail in the Main Street Core

RETAIL STOREFRONT SUMMARY	
Total Storefronts in Downtown Core	108
Total Storefronts in Main St Core	67
Vacant storefronts in Main St core	21
Vacant storefronts downtown core	25
Storefront Vacancy Rate - downtown	23%
Storefront Vacancy Rate - Main St Core	31%

Table 16: of the storefronts in the Downtown, 23% are vacant, with a 31% vacancy in the Main Street Core. Source: KM Date inventory Winter 2020.

Travel Routes and Drive Times: Local Demand. “Local demand” describes the capacity of local households within a trade area to support retail business. For the purposes of this study, the 15-minute drive zone was chosen as the local demand trade area. Anecdotal evidence from interviews indicates that “no one from the Hermitage/Sharon area drives north of the reservoir” to visit Greenville businesses. This insight is better understood when reviewing the drive times shown in the map. The 15-minute drive time boundary extends just to the reservoir, which is the northern boundary of the Shenango Valley economic group of communities including Hermitage, Sharon, Sharpsville, Clark, and others. On the other hand, it is highly likely that people within the 15-minute drive time boundary will shop there, if goods and services are available.

Map 14: Travel Routes and Drive Times – 15, 30 minutes



Map 14 shows the 15 and 30 minute drive times from Greenville. Most local customers come from within the 15 minute drive zone. Source: ESRI, KM Date

About 22,000 people live in the 15-minute drive zone around Greenville, in 8,900 households, with a median household income of \$50,000. There is a projected annual growth rate for both population and households of (-.51%) over 5 years, basically flat, based on current pre-pandemic trends. Total household purchasing power is about \$576 million. This is higher than many communities, but about half the \$1 billion preferred by many chains and major retail businesses.

Retail demand is driven by the spending capacity of households for various categories of goods. About 35% to a half of household income is available for consumer spending. Retail supply to meet that demand is measured by the inventory of stores available in each category. The gap between the two is measured as “surplus” (when supply exceeds demand) or “leakage” (when demand exceeds supply, and consumers are going elsewhere, or “leaking” dollars outside the trade area).

Table 17: Local Demand: Key Demographics in the 15-minute Drive Zone

	2010	2019	2024	Projected Annual Growth Rate, 2019-2024
Total Population	23,223	22,217	21,657	-0.51%
2019 Total Daytime Population		21,510		
Workers		9,184		
Residents		12,326		
Total Households	9,252	8,871	8,646	-0.51%
Average Household Size	2.38	2.37	2.37	
Families	6,293	5,955	5,777	-0.61%
Average Family Size	2.85	2.85	2.85	
Median Household Income		\$44,916	\$50,321	2.4%
Median Home Value		\$123,433	\$144,141	3.4%
Per Capita Income		\$25,937	\$29,658	2.9%
Median Age	43.9	46.2	46.9	0.3%

Table 17: Basic demographics for the 15-minute drive zone are generated using ESRI’s Business Analyst software. A net very slight population and household loss is projected, with income increases in line with inflation. Source: KM Date, ESRI Business Analyst.

Using ESRI’s Business Analyst software and data, the surplus and leakage for retail goods and services is estimated within the 15-minute drive zone. As shown in the table following, categories shaded “green” demonstrate leakage, and include grocery stores, building/hardware/garden stores, clothing, furniture, restaurants and specialty foods. Categories showing a surplus include drinking places, sporting goods and hobby stores, auto parts, health and personal care, and general merchandise. The general merchandise leakage (in this trade area, Walmart, Dollar Stores, convenience and drugstores) is typically a number to watch, because it often overshadows other categories, such as hardware and apparel, even though the analysis indicates demand at the category level. However, in this analysis, there is an overall net leakage of about \$48 million, or about 100 stores, in the drive zone.

This is positive news for businesses seeking to establish new retail locations in the Greenville area. While consumers are likely driving outside of the trade area to access goods and services, given the driving time, they may likely choose to shop in Greenville if prices are right and convenience is important to them. Furthermore, while Greenville has a reputation for low income households, this analysis demonstrates that there is reasonable household income available for consumer purchases within Greenville’s trade area.

Table 17: Local Retail Leakage and Surplus in the 15-minute Drive Zone

2017 Industry Group	Number of Businesses	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap - Leakage (Surplus)	Additional stores supported
Gasoline Stations	4	\$25,863,783	\$5,503,616	\$20,360,167	15
Grocery Stores	9	\$42,182,723	\$27,764,307	\$14,418,416	5
Bldg Materials, Garden Equip. & Supply Stores	10	\$17,303,197	\$6,263,076	\$11,040,121	18
Clothing & Clothing Accessories Stores	2	\$12,494,149	\$1,777,068	\$10,717,081	12
Other Miscellaneous Store Retailers	6	\$8,151,956	\$1,558,169	\$6,593,787	25
Furniture & Home Furnishings Stores	3	\$8,243,611	\$2,223,909	\$6,019,702	8
Electronics & Appliance Stores	4	\$7,578,428	\$3,033,796	\$4,544,632	6
Restaurants/Other Eating Places	32	\$21,917,471	\$17,966,021	\$3,951,450	7
Office Supplies, Stationery & Gift Stores	1	\$2,349,707	\$204,723	\$2,144,984	10
Beer, Wine & Liquor Stores	1	\$1,848,845	N/A	\$1,848,845	N/A
Specialty Food Stores	3	\$2,145,151	\$718,348	\$1,426,803	6
Florists	3	\$539,288	\$179,509	\$359,779	6
Special Food Services	1	\$598,775	\$346,817	\$251,958	1
Used Merchandise Stores	5	\$868,948	\$684,833	\$184,115	1
Drinking Places - Alcoholic Beverages	6	\$1,201,259	\$1,667,932	-\$466,673	(2)
Book, Periodical & Music Stores	3	\$862,512	\$1,957,875	-\$1,095,363	(2)
Sporting Goods/Hobby/Musical Instr Stores	7	\$5,866,582	\$7,135,393	-\$1,268,811	(1)
Auto Parts, Accessories & Tire Stores	11	\$4,191,726	\$7,625,751	-\$3,434,025	(5)
Health & Personal Care Stores	13	\$16,237,606	\$20,136,645	-\$3,899,039	(3)
General Merchandise Stores	8	\$36,112,710	\$61,849,892	-\$25,737,182	(3)
NET LEAKAGE (SURPLUS)	132	\$216,558,427	\$168,597,680	\$47,960,747	105
<i>Source: ESRI Business Analyst</i>					
Note: N/A = insufficient data					

Table 18: The 15-minute drive zone around Greenville has an overall net leakage (gap) for retail goods and services, with some categories also showing gaps, while some individual categories reflect surpluses (in red). See text for explanation. Source: ESRI, KM Date

Visitor Demand. In addition to the local retail market, Main Streets often serve a substantial outside visitor market. A good way to assess the existing visitor market is for businesses to collect and analyze customer zip codes. For this study, seven merchants on Main Street agreed to collect zip codes during the months of December 2019 through February, 2020, from customers who visited their store in person and made a purchase while there.

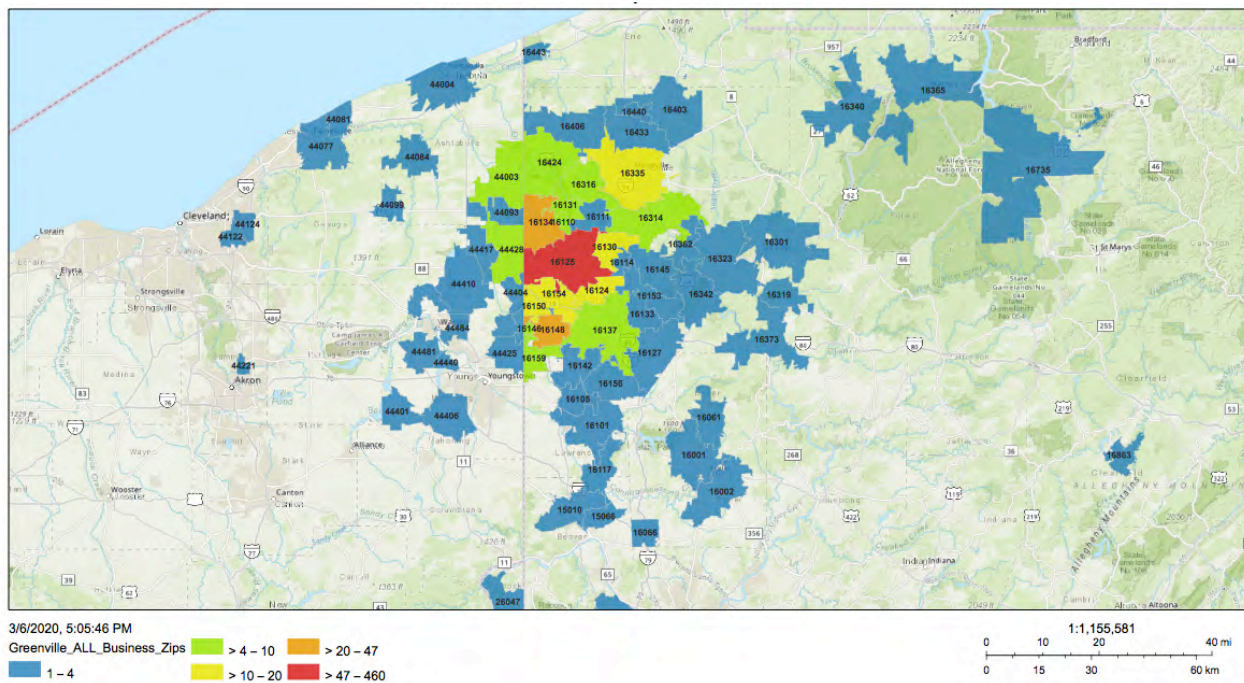
A total of 837 zip codes were collected. The length of time of collection varied by business from one week to three weeks, so this number is not representative of all visitors during that time period. However, it is indicative of the range of visitors who are currently visiting Main Street in the winter. Due to Covid-19, summer zip code collection was not done this year; but it would be very interesting and helpful for Greenville businesses to repeat this collection in a future summer and compare the results.

As shown in the zip code map and table, of the 837 zip codes collected, 55% were from the 16125 zip code, and 64% were from the 4-zip-codes roughly represented by the trade area. This leaves 36% coming from outside the area, or roughly 56% of the local shopper count. This

is a substantial increase in potential purchasing power that could well increase in the summer, indicating additional potential demand for businesses on Main Street.

Outside visitors came from a wide area around Greenville, up to about 80 miles in distance. A few came from eastern Cleveland and north of Pittsburgh, and the Youngstown area. This supports the possibility that Greenville’s target market for visitors and tourism could come from about 1-1/2 hours away. About 91% of visitors came from Pennsylvania, the rest from Ohio, and none from New York state. Again, it would be of interest to repeat this analysis during a typical summer season. It may be useful to conduct the analysis both during the pandemic period, and post-pandemic as well.

Map 15: Merchant Zip Code Analysis, December 2019-February 2020



Map 15: Greenville visitors, even during the off-season, come from a much wider market area than the 15-minute drive zone. Note that this information is pre-pandemic. Source: ESRI, KM Date, Greenville merchants

Table 19: Merchant Zip Code Summary

Zip Code	Count	Percent of Total
16125	460	55.0%
16134	46	5.5%
16148	30	3.6%
16154	20	2.4%
16335	19	2.3%
16130	15	1.8%
16150	13	1.6%
16124	11	1.3%
44003	10	1.2%
16146	9	1.1%
Other	204	24.4%
Total	837	100.0%

Table 19: About 64% of visitors come from the zip codes immediately surrounding Greenville; the rest are from outside. Source: KM Date, Greenville merchants

Demand for Specialty Retail and Restaurants. Demand for specialty retail (typical of Main Street businesses) and locally owned restaurants is driven by households with discretionary income, especially those with incomes over \$100,000 annually. As shown by the IBIS World analysis in the following figures, pre-pandemic, this type of household has been demonstrated to be steadily rising over the previous decade and projected to continue to increase faster than consumer prices. It will be useful to continue to evaluate the experts’ analysis of these two statistics nationally, and in the visitor zip code geography, to understand the impacts of the pandemic on specialty businesses. In general, higher-income households have been less impacted by stay-at-home orders since their occupations typically allow remote work.

Figure 15: Trends in Households with Higher Incomes



Figure 14: The proportion of higher-income households in the US are projected to grow over time, while per capita disposable income is projected to continue to grow at a steady 2% per year. Source: IBIS World

Hobby, Entertainment and Arts Trends. Hobby, entertainment and the arts are another retail category that is driven by the amount of discretionary income available to households. Pre-

pandemic, slow but steady growth in these industries was projected, even with online competition, because of the attraction of unique in-person experiences. Millennial preferences for do-it-yourself and “making”, driven by social media, is a factor – younger consumers are tracked as spending 50% more on crafts than older customers. However, Baby Boomers have more time and disposable income for hobbies/entertainment/arts. Of interest, half of all sales were in three suppliers in 2017 (Toys R Us, Hobby Lobby, Michaels); the rest were almost all small businesses with less than 10 employees.

Relevant to Greenville, the arts are highly driven by high-income households, but middle and upper-middle income households form up to 50% of the art gallery market. Pre-pandemic, a steady annual growth of 1% projected.³

Trends in Recreation and Outdoor Sports. Participation in sports is another statistic of interest to Greenville’s retail businesses, since outdoor recreation is a cornerstone of visitor attraction in the area. Pre-pandemic, participation in sports was predicted to increase steadily at .3% a year, driven by both retirees and younger Millennial generations. This trend is driven both by the rise in health consciousness, and rise in disposable incomes. Online retailing for sporting goods is a threat, but small businesses can compete with services, teaching, rentals, on-site product testing, and specific selection.⁴

This is one area that is unpredictable given Covid-19. Traditionally, as unemployment levels rise, people have more time available for participation in sports. However, the drop in income related to Covid-19 is substantial enough to possibly offset this trend.

Figure 16: Participation in Sports

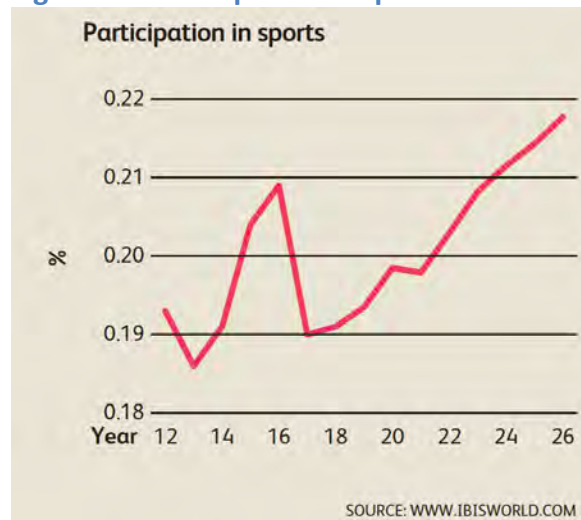


Figure 15: Participation in sports in the US is projected to grow. Source: Ibis World

³ IBIS World, Industry Reports

⁴ Ibid.

What Every Main Street Should Have. Another way of measuring demand on Main Streets is to compare the Main Street businesses to a list of categories that are typical for a Main Street. This approach assumes a population living within walkable (10- to 15-minute walk or 2- to 5-minute drive) distance of the Main Street who will find it more convenient to shop there than to drive out of the downtown. College students and seniors, in particular, as well as those living very close to Main Street, will seek day-to-day convenience. The table compares available businesses in the Main Street Core to a checklist of desirable Main Street businesses. While many of the categories are represented, highlighted categories indicate those that are currently lacking on Main Street in Greenville. See the following pages for more information.

Liquor Licenses in Greenville. The importance of liquor licenses to the success of local restaurants cannot be stressed enough. The profit on sales of liquor is greater than for food which must be prepared and served; and the availability of liquor is a driving factor in many customers' decision to patronize a restaurant, particularly for dinner. Often, especially in the first years of a new restaurant, the sale of beer, wine and liquor makes the difference between success and failure.

However, in Pennsylvania, as in many states, licenses for restaurants, eating places (beer only) and clubs are subject to quota. In Pennsylvania, these quotas are based on population, and were met and exceeded long ago – when quotas were established, existing businesses were “grandfathered” in.

Greenville has 13 quota-subject licenses, including the latest pending at Sheetz. Per law, Greenville is entitled to less than 2. For comparison, Mercer County has 132, and is only entitled to 37 per law.

Obtaining a license therefore requires purchasing an existing one from another business. Licenses must be transferred within County, and transfers must be approved by the municipality in a public meeting. The cost of a transferred license on the open market ranges from \$30,000 to \$250,000. The cost at auction of expired licenses in Mercer County has been about \$105,000 since 2017.

There are several options available to businesses in the Greenville area with regard to liquor licenses. If available and the business can afford it, the most common option is to transfer or purchase from another business, on the open market or via auction, from within Mercer County. Of note, breweries, limited wineries and limited distilleries are **not** subject to quotas, and neither are hotels, public venues, golf courses and some others. Economic Development licenses can be applied for under very challenging conditions, plus maximum one per year (class 5 counties such as Mercer). In contrast to other states such as Ohio, bring your own bottle is permitted in Pennsylvania, creating a temporary option until a license can be purchased.



What Every Main Street Should Have?

While nearby big box general merchandise stores may provide “everything” a community needs, residents and workers in a walkable community also seek convenient availability of certain day-to-day goods and services on Main Street. These may be grouped in a few stores, or be standalone. Demand may be overshadowed by surrounding uses a five-minutes’ drive away, however once a population is living in the walkable neighborhood, it is worth considering ways to include basic conveniences on Main Street.

DINING

- Breakfast full service
- Lunch/dinner full service
- Coffee Shop/Bakery
- Pizza
- Deli/Sandwiches

RETAIL GOODS

- Computer/electronics/phone
- Drugstores
- Florists
- Gas Stations/Convenience
- General Merchandise
- Grocery
- Hardware/Home/Garden
- Health/Beauty
- Office Supplies/stationery
- Specialty foods
- Toy/Craft/Hobby

CONSUMER SERVICES

- Bank
- Dental office
- Financial Services/Insurance
- Fitness/Health/Dance/martial arts
- Laundromat/Dry Cleaning
- Legal Services
- Pet Stores/Service
- Real Estate Service
- Salon/barber/unisex
- Shoe repair
- Tailoring/alteration
- Tax Preparation/Accounting
- Optometrist office

Table 20: Main Street Checklist

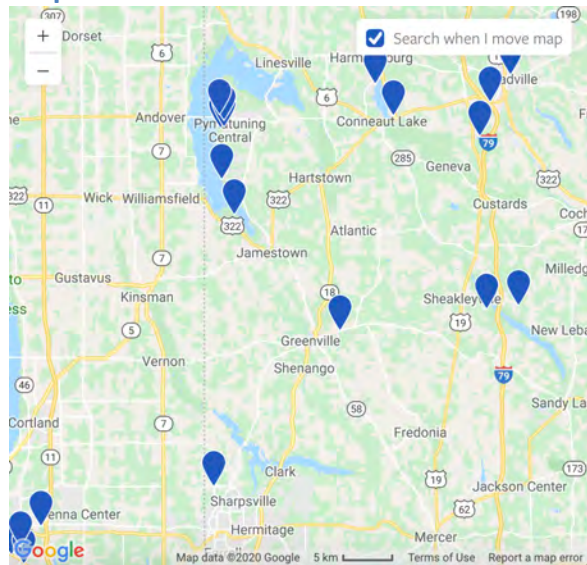
Retail Store or Service	Greenville Business
DINING	
Breakfast Full Service	Paxton's Lunch
Lunch/Dinner Full Service	Paxton's Lunch, Carini Restaurant
Coffee Shop/Bakery	Fresh Grounds Coffeehouse, Temptations Café and Cakery
Pizza	Padrone's Pizza, Golden Pizza, Domino's, Pizza Joe's
Deli/Sandwiches	Arby's, McDonald's, Sheetz, Majestic Hot Dogs
RETAIL GOODS	
Bookstore/News/Paper Goods	
Computer/Electronics/Phone	
Drugstore/General Merchandise	Family Dollar, Dollar General
Florist	
Gas Station/convenience	Sheetz, Last Minit Mart/Sunoco
Grocery	
Hardware	Hurlburt's Hardware
Arts/Gifts	MOCA Gallery, Iron Bridge, Market Boutique, Cobwebs & Culture, Kathy's Creations
CONSUMER SERVICES	
Bank	First National Bank, Greenville Savings Bank
Dental Office	Mong Family Dentistry, Sun Dental
Financial Services/Insurance	Kalchthaler Insurance, General American Life Insurance, Bittel and Co. Insurance
Fitness/Health/Dance/Martial Arts	Vibe Dance Academy, Hometown JiuJitsu, Our Oasis
Laundromat/Dry Cleaning	Greenville Dry Cleaning
Legal Services	Wallace and Dibble Law Firm, Douglas Watson
Optometrist Services	Valley Eye Center
Pet Stores/Service	
Real Estate Service	Howard Hanna
Salon/Barber/Unisex	April's Place, Lin's Tresses and Treasures, Diamond Nail and Hair, Front Porch Barber Shop, Glamour Nails & Spa
Shoe Repair	Greenville Shoe Co.
Tailoring/Alteration	Greenville Dry Cleaning
Tax Preparation/Accounting	H&R Block
Co-Working Space/Innovation Lab	
Small Scale Performance Venue/Movies	

Table 20: Many basic goods and services are available on Greenville's Main Street. Those that can be added to the mix include bookstore, computer store, florist, grocery, pet store, co-working space, and small-scale performance venue. Source: KM Date

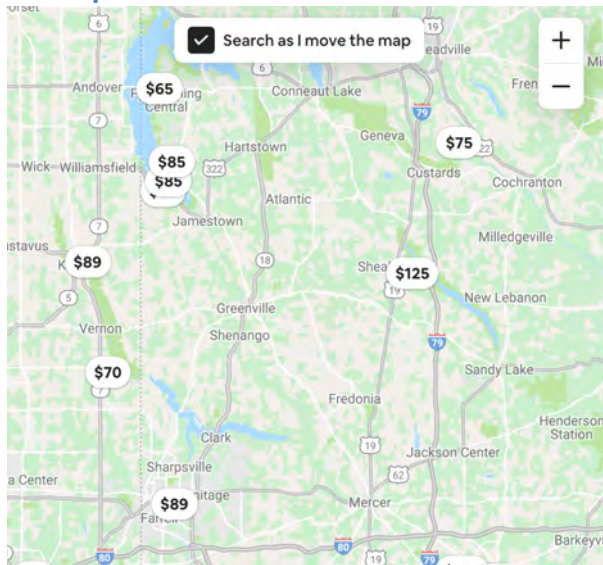
Lodging in Greenville. Overnight lodging is part of the retail section in Main Street communities because it is important to creating a vibrant street life into the evening, and is part of the tourist small-town experience. Traditionally, lodging is provided by Bed and Breakfasts, but these have recently been supplanted by “short term rental” options such as Airbnb and Vacation Rental By Owner (VRBO).

The two lodging venues available in Greenville are Cianci’s motel, an older motel which is budget-friendly, and the Cobblestone Inn, a newer 200-bed lodging in Hempfield Township. Neither meets the description of a specialty experience within walking distance of Main Street. This gap may be met by short-term lodging, which as shown on the maps, is lacking in the immediate Greenville area. While demand may not yet be there, it will be important to plan to accommodate overnight lodging in the downtown area over time. This may involve adjusting zoning to provide needed protections while allowing short term rentals to occur.

Map 16: VRBO in Greenville area



Map 17: Airbnb in Greenville area



Maps 16 and 17: Only one VRBO or AirBnb was located in Greenville in the winter of 2019/2020.

Destination/Getaway visitors to small town Main Streets often prefer local, walkable accommodations over drivable mainstream lodging such as the Cobblestone.

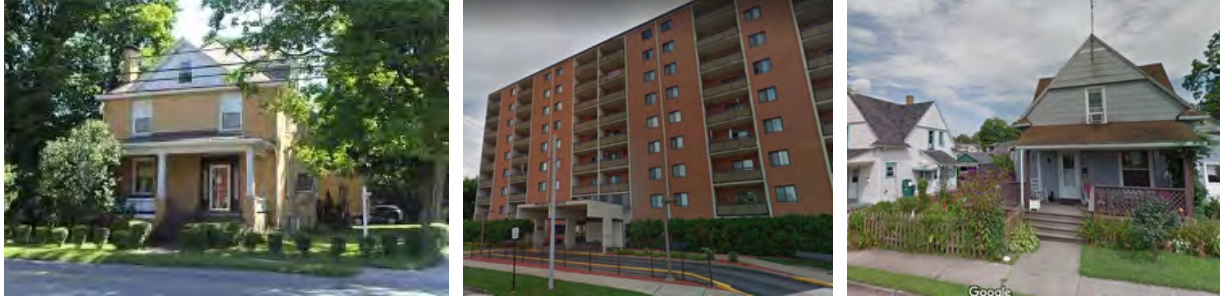
Recommendations

This analysis has positive implications for business recruitment and opportunity to serve the retail market in Greenville, both local residents and workers, and visitors. A list of businesses to consider is given in the leakage table, and the Main Street checklist. While individual categories need to be specifically evaluated in depth, in light of the presence of a significant surplus of general merchandise stores, the net overall leakage in the local market area, combined with visitor dollars, should indicate room for successful retail businesses to be recruited to Greenville. Key to success will be providing what general merchandise stores cannot: higher quality goods and services; specialized and personal customer services; and unique experiences found only in Greenville. Recreation-oriented businesses, hobby and arts-oriented businesses

in particular should be considered, to respond to the summer visitor market, and to expand the visitor market into spring and fall.

The long-term impact of the pandemic on retail establishments is not yet known. Successful restaurants have already transitioned to take-out service, and socially distanced in-store or outdoor service. Those retail businesses that are successful are likely those that are well-capitalized and have at least some online presence.

It has been predicted that up to 50% of restaurants may fail under the current conditions. If this occurs, it is likely that pent-up demand will drive an increase in restaurant spending, once a vaccine is established, offering opportunity for new restaurant startups or re-openings. In addition, it is possible that Greenville will see an increase in “global earners” who can live anywhere while working remotely, driving demand in the downtown, and increasing demand for flexible co-working and innovation spaces.



HOUSING MARKET

Background and Methodology

As discussed earlier, the quality of Greenville’s housing stock is directly related to its ability to attract businesses and residents for the long term. At the same time, vacant sites provide opportunity for construction of new housing. As part of this study, it was important to do a brief evaluation of the housing market, in order to assess the presence of housing demand, and recommend specific types and price points for deeper evaluation in future planning.

For the purposes of this analysis, and based on interviews, the housing market for the Greenville area was assumed to be Greenville and the townships immediately surrounding it, comprising the Greenville Area School District and the Reynolds School District, plus parts of the Jamestown Area School District and Commodore Perry School District to the east and west. The communities and school district areas are shown on the map. In order to understand Greenville’s contribution to this market area, and position within it, four geographic areas were compared: 1) Greenville only; 2) Hempfield only; 3) Greenville and Hempfield; and 4) Greenville and the surrounding townships.

Map 18: Housing Market Area



Map 18: The housing market area in Greenville is characterized as Greenville plus the townships surrounding Greenville and Hempfield, in the Greenville Area, Jamestown Area, Commodore Perry, and Reynolds School Districts. Source: ESRI, KM Date

Summary of findings

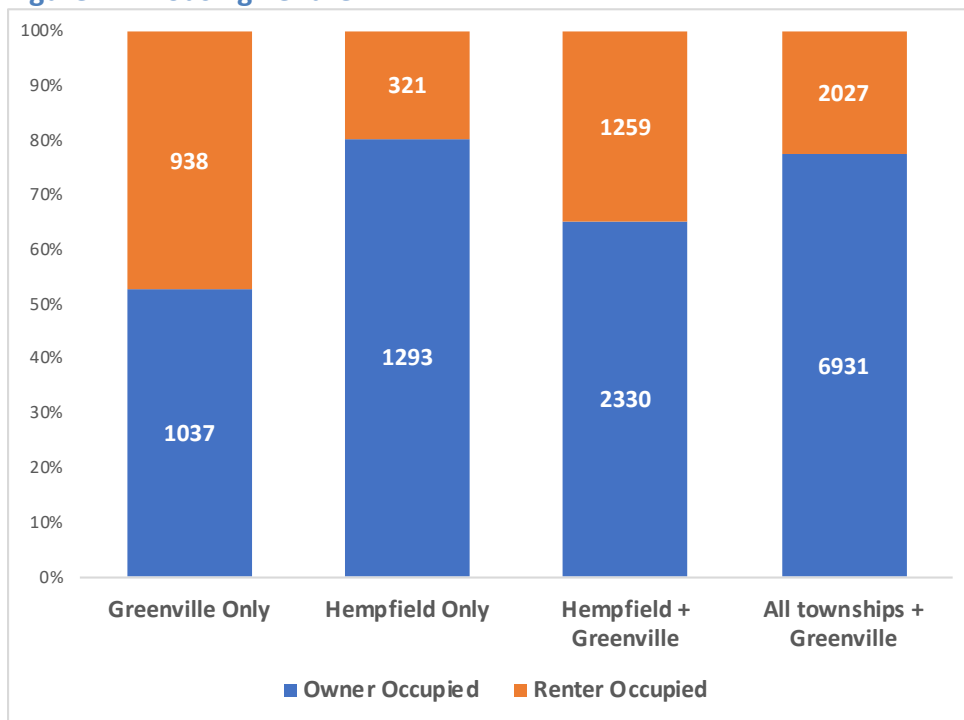
Housing units, vacancy and tenure. There are approximately 9800 housing units in the total housing market area, with about 23% of them in Greenville. Greenville has the highest estimated vacancy rate of the four geographies, at 12%. (note that this is American Communities Survey data; the parcel-by-parcel survey done in the summer of 2019 estimated residential vacancy closer to 3%; however vacancy could not be measured for multi-family housing units). About half of all housing in Greenville is rental housing; about half of all rental housing in the total market area is located in Greenville.

Table 21: Housing Occupancy and Tenure

	Total Units	Occupied Units	Estimated Vacancy Rate	Owner Occupied	Renter Occupied
Greenville Only	2,243	1,975	12%	1,037	938
Hempfield Only	1,732	1,614	7%	1,293	321
Hempfield + Greenville	3,975	3,589	10%	2,330	1,259
All townships + Greenville	9,799	8,958	9%	6,931	2,027

Source: American Communities Survey 2014-2018 5-year estimates

Figure 17: Housing Tenure



ACS 2014-2018 5-year estimates

Type of Structure. The majority of homes in Greenville and in the market area are single family detached homes. Hempfield has some townhomes and single family attached homes. 8 percent of units in the market overall are mobile homes.

Housing Age. Over half of Greenville’s housing stock was built before 1939. Hempfield has the most diversity of housing built since 1990 (22%). In Greenville, only 1% of housing has been built since 1990, 7% since 1980. In the larger market, 28% was built before 1939, 17% since 1990.

Number of Bedrooms. The majority of housing units in the market have 3 or 4 bedrooms. In Greenville, 16% have 4 or more bedrooms. In Hempfield, 26% have 4 or more bedrooms. 4% of Greenville housing units are studios, 39% have one or two bedrooms.

Figure 18: Type of Housing Structure

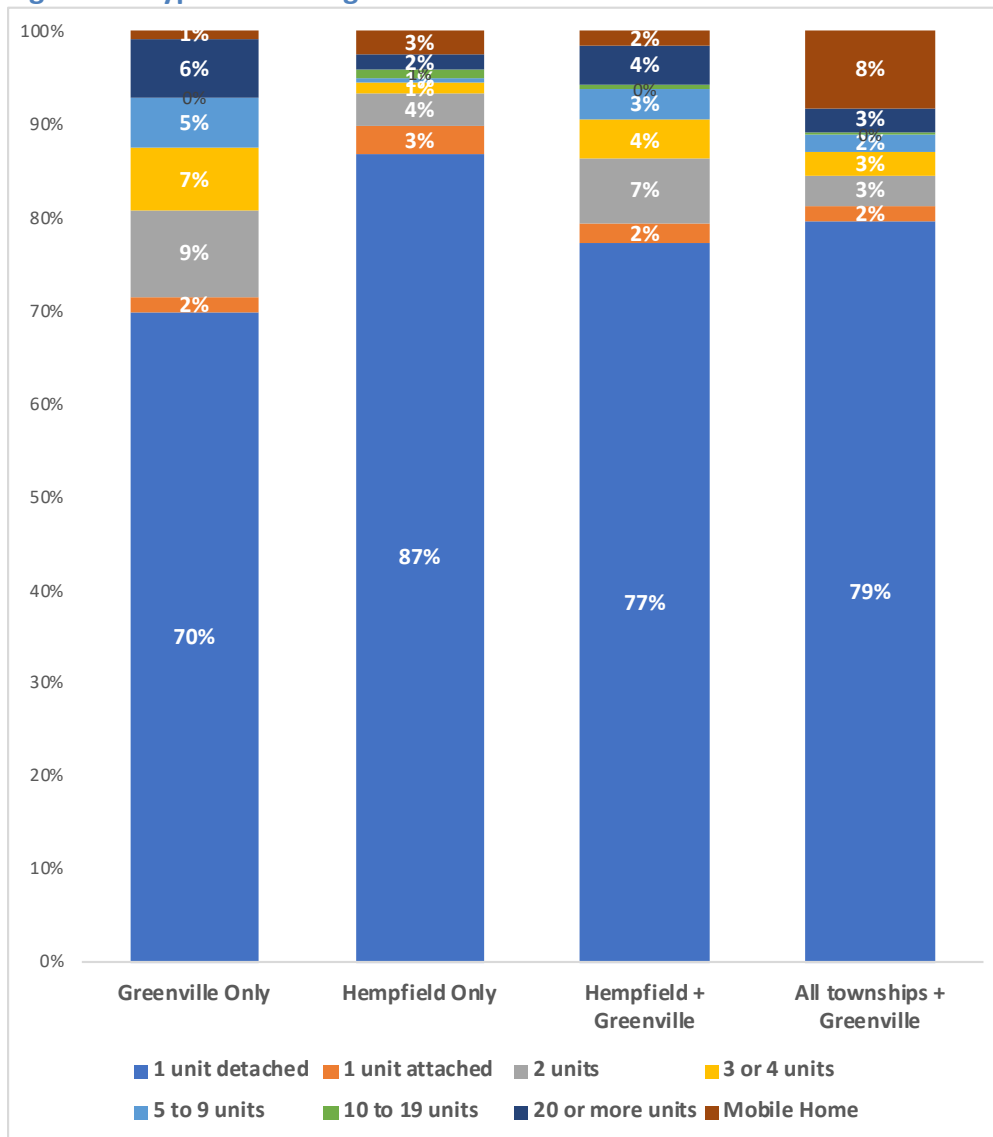


Figure 17: A comparison of census data shows that Greenville has the greatest diversity in types of housing stock in the housing market area. This fact lines up with Greenville’s college town character, since multi-unit housing is typically for rent. Note that the highest proportion of mobile homes is in the surrounding townships. Source: American Communities Survey 2014-2018 5-year estimates

Figure 19: Year Structure Built

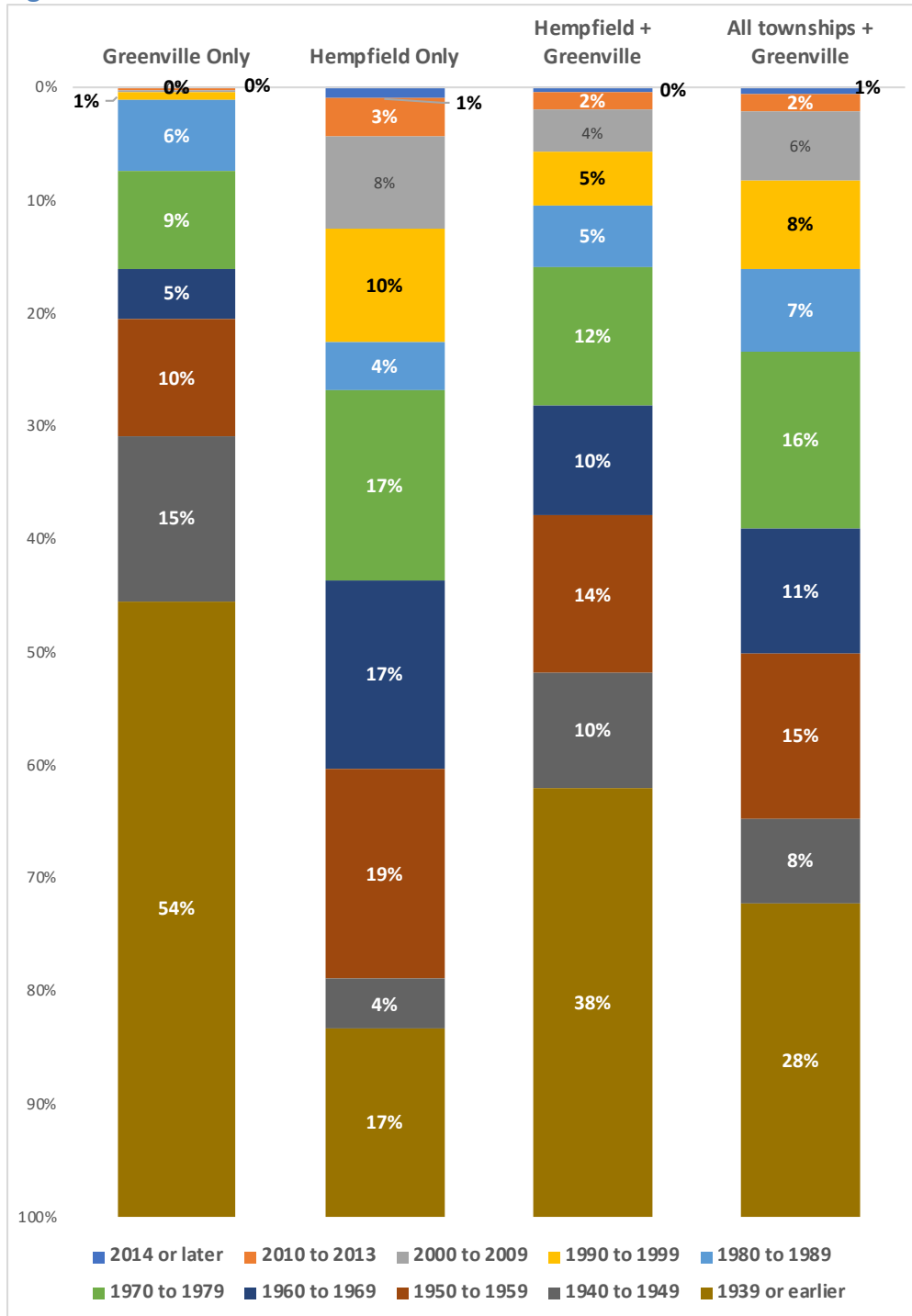


Figure 18: Greenville’s housing stock is substantially older than other jurisdictions in the housing market area, with 54% built before 1939, and 79% before 1950. This supports the need for rehabilitation of Greenville’s housing stock. Source: ACS 2014-2018 5-year estimates

Figure 20: Number of Bedrooms

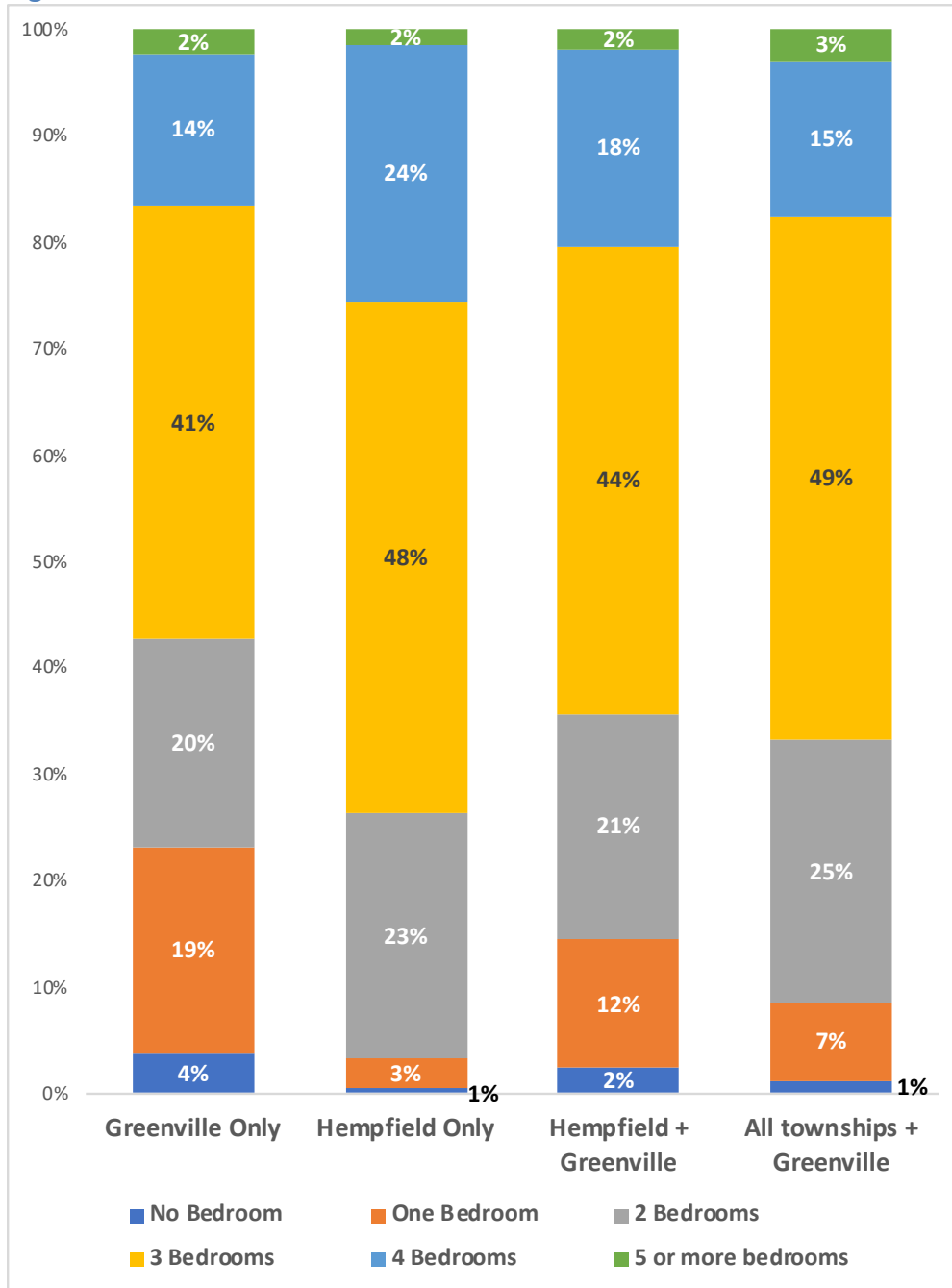


Figure 19: Greenville has the highest proportion of 0, 1 and 2-bedroom housing units in the market area, aligning with its greater diversity in housing stock. In attracting families, Greenville may want to expand the availability of units with more than two bedrooms. Source: American Communities Survey 2014-2018 5-year estimates

Figure 21: Value of Owner-Occupied Homes

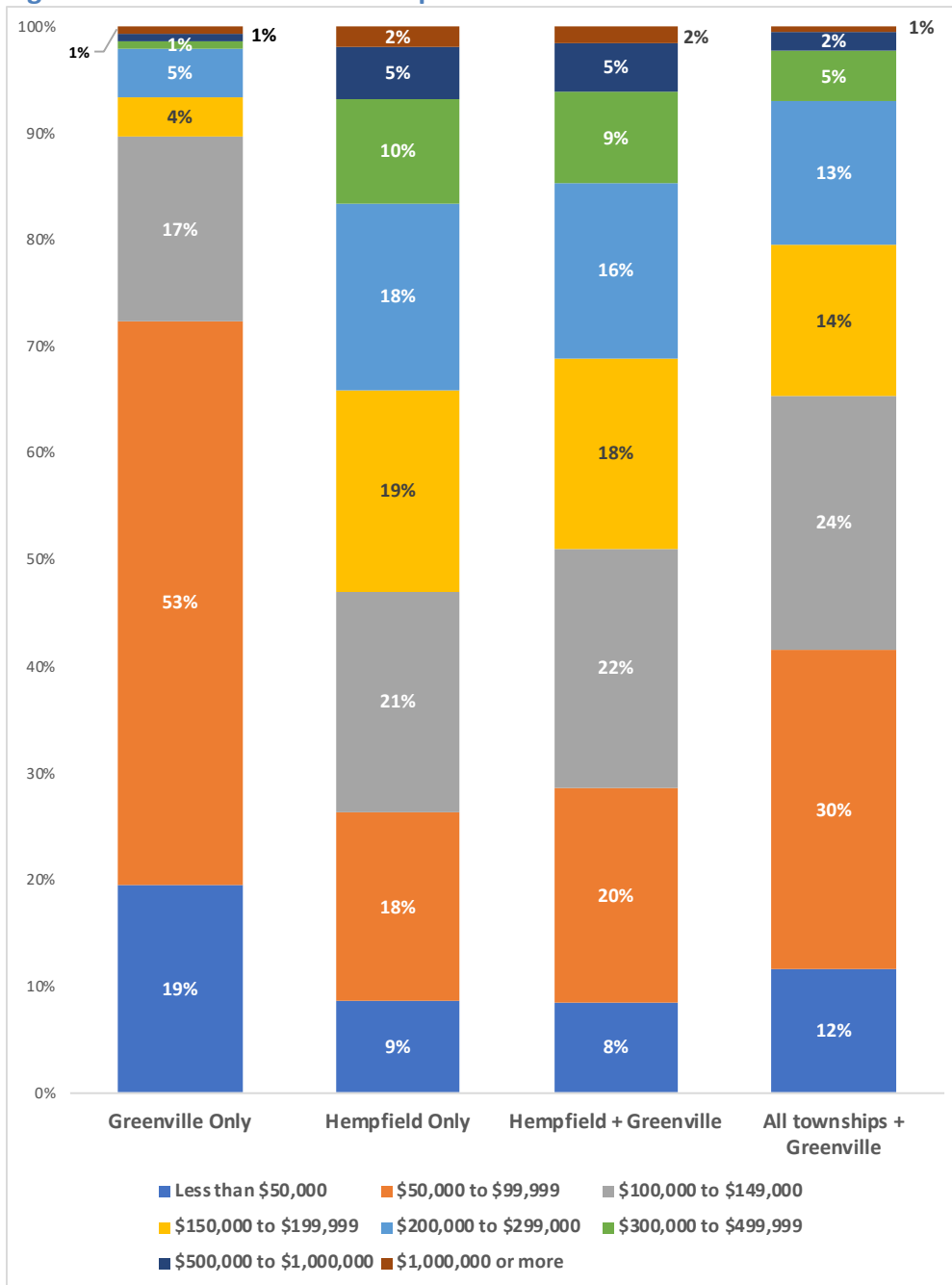


Figure 20: Greenville’s owner-occupied housing stock is of substantially lower value than other geographies in the market area, with 72% below \$100,000. This points to Greenville as an opportunity for starter-home buyers, but also indicates a need for greater diversity in housing value over time, in order to attract households with a range of incomes. Source: American Communities Survey 2014-2018 5-year estimates

Value of Owner-Occupied Homes. Greenville’s housing stock is substantially lower value than the townships, with 72% below \$100,000. Hempfield shows a greater diversity of price points.

Rents in Greenville. The majority of rental units in the market are going for less than \$1,000 per month. Hempfield alone has units renting for up to \$2,000. According to the data available, West Salem Township has 1% of rental units, likely detached single family homes, renting for over \$3,000.

Figure 22: Rents in Greenville

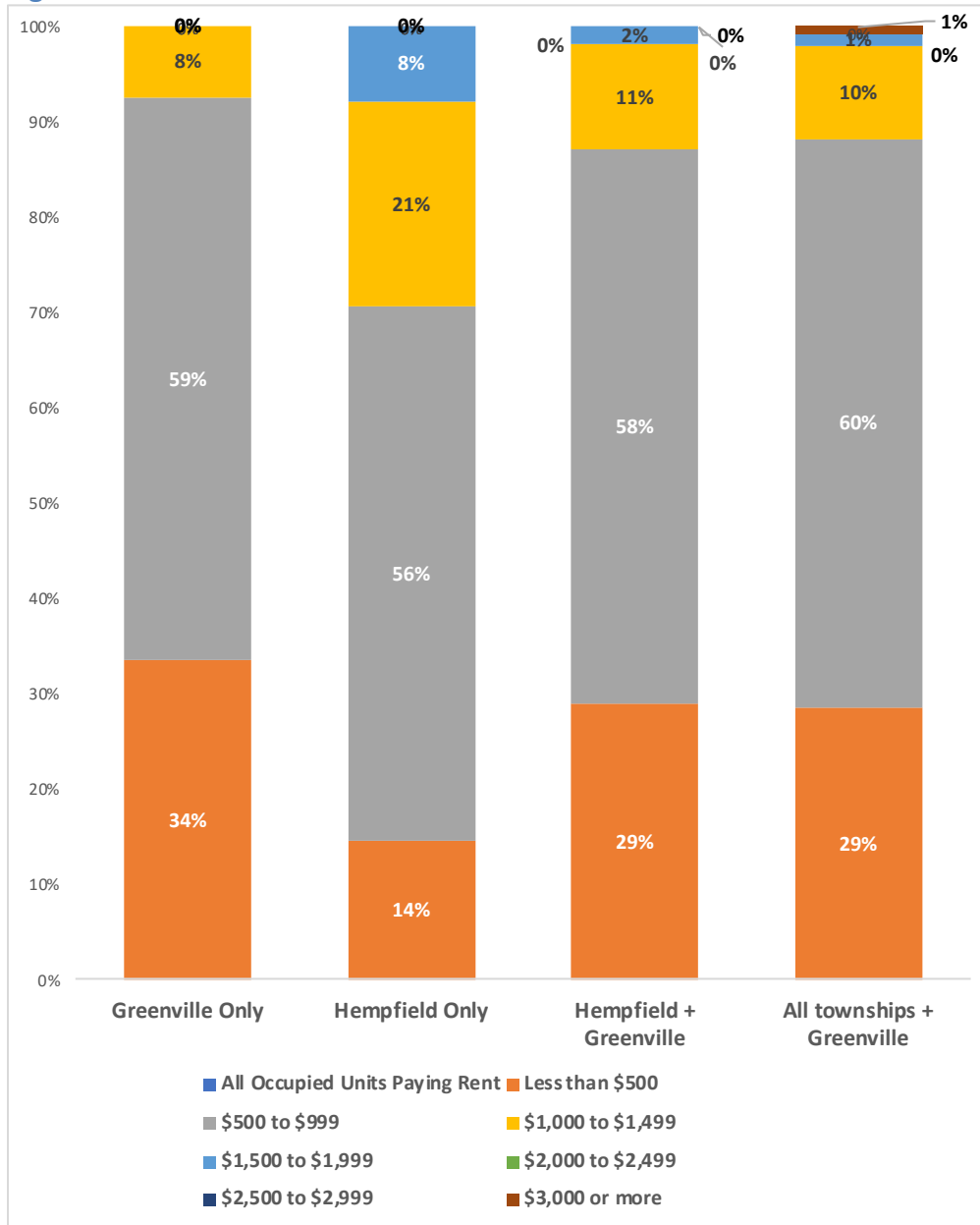


Figure 21: Greenville’s rental market is roughly in line with the overall market area for units renting below \$1000 per month, but is lacking in higher-end rental options. Source: American Communities Survey 2014-2018 5-year estimates

Household Income. Household income generates the demand for housing units of different price points. A “rule of thumb” used in housing market analysis, and by the Us Government’s

Department of Housing and Urban Development (HUD), is that 30% of a household’s income is typically spent on housing and related costs including mortgage interest, insurance, and maintenance.

Figure 23: Household Income in Greenville

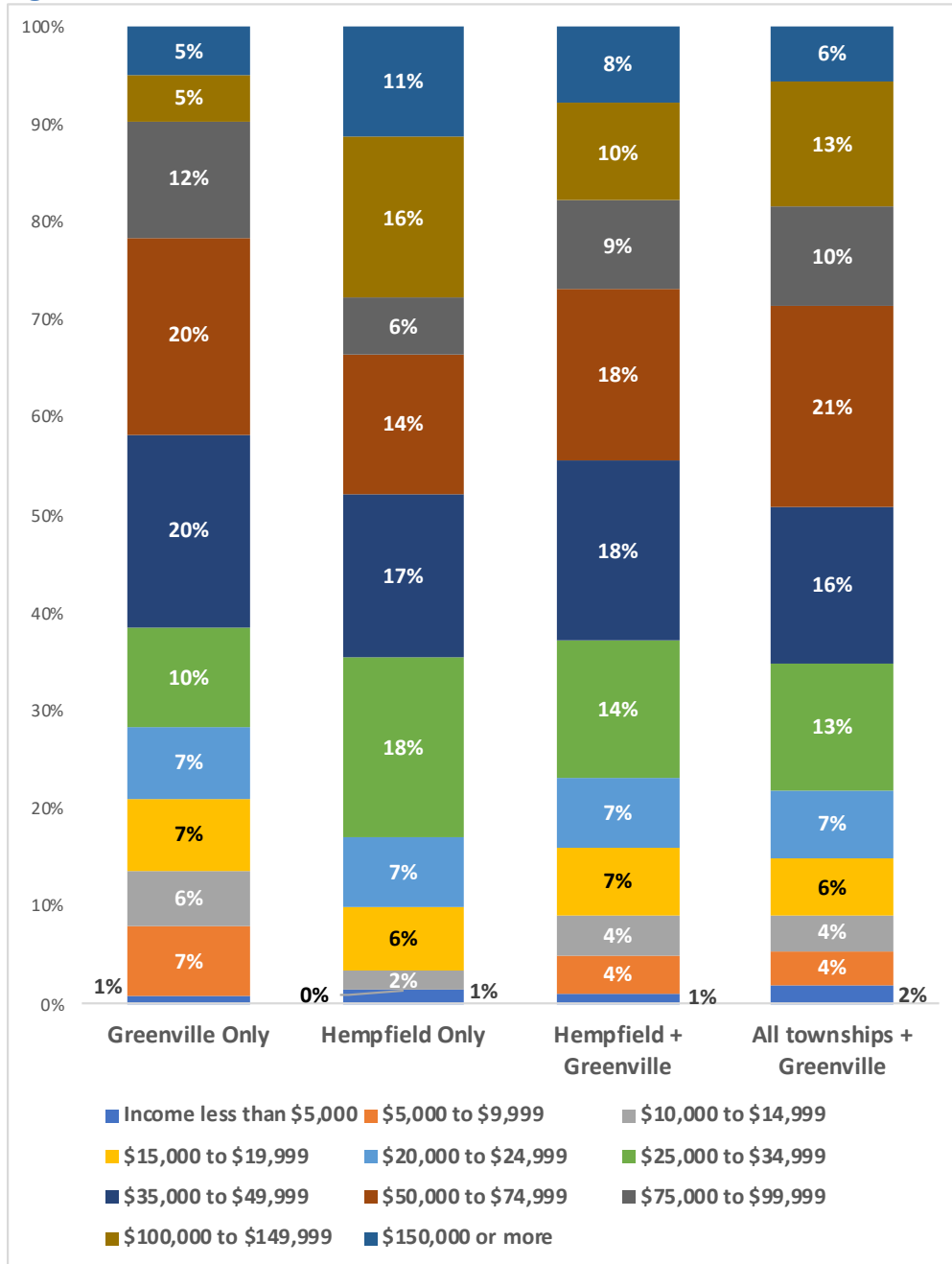


Figure 22: Average household income in Greenville is similar to the overall housing market, but skewed toward lower incomes, especially when compared to Hempfield alone. Households earning \$100,000 or more do choose to live in Greenville, but make up a lower proportion of the overall community. This may be due to the lack of appropriate housing for these households. Source: American Communities Survey 2014-2018 5-year estimates.

In the figure above, income is given for households over the past 12 months, in 2018 inflation-adjusted dollars, and includes supplemental income supports. All submarket areas are roughly similar below the \$35,000 mark at 34-38% of all households. The big difference in geographic areas comes in income over \$100,000: Greenville is lowest at 10% of households, and Hempfield is highest at 27%. For income below \$25,000: there is also a disparity: Greenville comes in highest at 28% of households, compared to 16% for Hempfield. It is interesting that the highest-wage-earning households are choosing to live in Hempfield, which shares the Greenville Area School District with Greenville, yet provides a diversity of housing choice, larger and newer homes.

Housing Price Niche Analysis. A housing price niche analysis is a broad way to look at housing demand trends within a market area. It is based on the assumption that a household will typically spend up to 30% of its annual income on housing-related expenses. For renter households, the analysis is based on gross rent, which includes ancillary costs such as utilities. For owner households, the analysis adds 1/3 to the mortgage cost to cover ancillary costs. Mortgage terms are assumed to be 30 years at 4% interest on average. Because the census data's groupings of household income levels and housing value and rent levels don't line up, a best approximation is used via interpolation. While this analysis is broad and general, it does give some indication of likely trends in housing price supply and demand within the area evaluated.

Table 22: Owner-Occupied Housing Market Niche, Greenville

House value low	House value high	No. units	Affordability Income Range Low	Affordability Income Range High	No. HH	Surplus (Leakage)
\$ -	\$ 49,999	202	\$ -	\$ 9,999	19	183
\$ 50,000	\$ 99,999	549	\$ 10,000	\$ 34,999	182	367
\$ 100,000	\$ 149,999	179	\$ 35,000	\$ 49,999	205	-26
\$ 150,000	\$ 199,999	38	\$ 50,000	\$ 74,999	267	-229
\$ 200,000	\$ 299,999	48	\$ 75,000	\$ 99,999	219	-171
\$ 300,000	\$ 499,999	7	\$ 100,000	\$ 149,999	83	-76
\$ 500,000	\$ -	14	\$ 150,000	\$ -	62	-48
TOTAL		1,037			1,037	-

Table 23: Owner-Occupied Housing Market Niche, Market Area

House value low	House value high	No. units	Affordability Income Level Low	Affordability Income Level High	No. HH	Surplus (Leakage)
\$ -	\$ 49,999	804	\$ -	\$ 9,999	227	577
\$ 50,000	\$ 99,999	2,075	\$ 10,000	\$ 34,999	1,647	428
\$ 100,000	\$ 149,999	1,652	\$ 35,000	\$ 49,999	997	655
\$ 150,000	\$ 199,999	978	\$ 50,000	\$ 74,999	1,625	-647
\$ 200,000	\$ 299,999	931	\$ 75,000	\$ 99,999	868	63
\$ 300,000	\$ 499,999	338	\$ 100,000	\$ 149,999	1,141	-803
\$ 500,000	\$ -	153	\$ 150,000	\$ -	426	-273
TOTAL		6,931			6,931	0

Table 24: For Rent Housing Market Niche, Greenville

Rent low	Rent high	No. units	Affordability Income Level Low	Affordability Income Level High	No. HH	Surplus (Leakage)
\$ -	\$ 499	343	\$ -	\$14,999	243	100
\$ 500	\$ 999	527	\$ 15,000	\$ 34,999	318	209
\$ 1,000	\$ 1,499	68	\$ 35,000	\$ 49,999	184	-116
\$ 1,500	\$ 1,999	0	\$ 50,000	\$ 74,999	130	-130
\$ 2,000	\$ 2,499	0	\$ 75,000	\$ 99,999	17	-17
\$ 2,500	\$ 2,999	0	\$ 100,000	\$ 149,999	8	-8
\$ 3,000	-	0	\$ 150,000	-	38	-38
Total		938			938	-

Table 25: For Rent Housing Market Niche, Market Area

Rent low	Rent high	No. units	Affordability Income Level Low	Affordability Income Level High	No. HH	Surplus (Leakage)
\$ -	\$ 499	767	\$ -	\$14,999	475	292
\$ 500	\$ 999	1051	\$ 15,000	\$ 34,999	776	275
\$ 1,000	\$ 1,499	172	\$ 35,000	\$ 49,999	437	-265
\$ 1,500	\$ 1,999	23	\$ 50,000	\$ 74,999	212	-189
\$ 2,000	\$ 2,499	0	\$ 75,000	\$ 99,999	39	-39
\$ 2,500	\$ 2,999	0	\$ 100,000	\$ 149,999	13	-13
\$ 3,000	-	14	\$ 150,000	-	75	-61
Total		2,027			2,027	

Tables 22 through 25: Housing market niche analysis is based on the assumption that housing costs (including purchase/rent, insurance, maintenance, etc) are “affordable” if they require no more than 30% of a household’s annual income. The analysis pairs the level of housing available with income bands of households that can “afford” that housing. See text for further discussion. Source: KM Date Planning; American Communities Survey 2014-2018 5-year estimates.

Comparison of the niche tables shows indicates that for both Greenville and the market area as a whole, there is a surplus of lower-price-point housing related to incomes, and a gap in higher-price-point housing. This gap starts at the \$100,000 level in Greenville, and at the \$150,000 level in Hempfield (with a larger gap at the \$300,000 and above level). While higher-income households often choose to spend less than 30% of their income on housing, spending instead on travel and other discretionary purposes, the overall trend remains. The data indicate that there are owner-occupying households in Greenville and the area who are living in homes that are well below their income level.

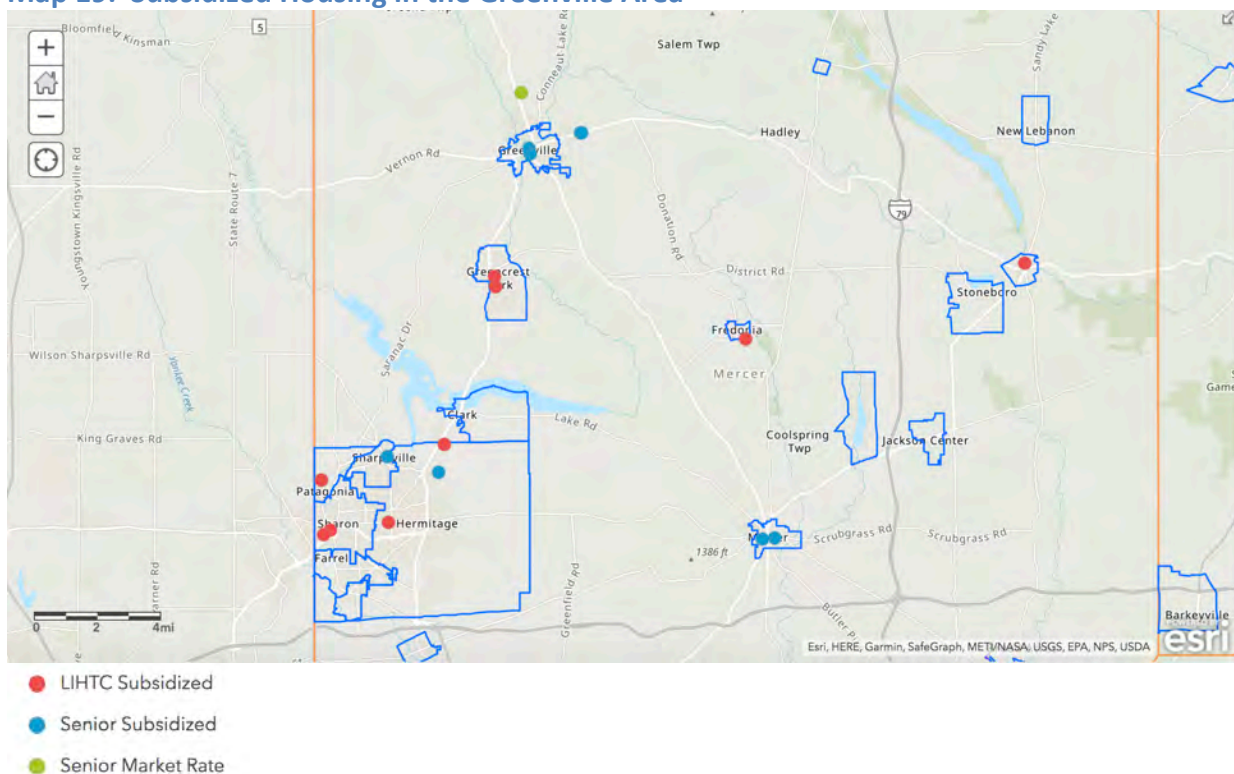
This trend repeats in rental housing, with a surplus at the lower rent ranges, and gaps in the higher ranges, particularly in the \$1,000 to \$2,000 price range. While there are many additional issues to be considered, including housing condition, the cost of deferred maintenance, and the challenges of absentee rental housing ownership, this price point analysis supports the idea that providing some higher-end housing in Greenville could attract new residents who are right now choosing Hempfield.

This idea is supported by interview findings as well. When Greenville residents were asked why they chose Greenville, they responded that it's affordable, they have a connection here such as growing up here or attending Thiel College, and they would like their children to be in the Greenville Area School District. However, nonresidents asked why they chose surrounding townships often stated that they were looking for a larger home, larger lot, or newer home. They especially chose Hempfield Township and Sugar Grove because their children could still attend the Greenville Area School District in those locations.

Housing condition is an important variable to consider. Although the price point analysis shows a surplus of housing in the lower price levels, this housing is likely older and suffering from deferred maintenance. According to a realtor interviewee, if new affordable senior housing units were to be built in Greenville, they would sell easily. Property condition and the possibility of new, decent housing is a factor here.

An additional topic which came up in interviews was the higher taxes in the Greenville area. This perception is not as accurate as the reality, when compared with other communities in the area. See the discussion later in this report under "Branding Greenville" for more information.

Map 19: Subsidized Housing in the Greenville Area



Map 19: Housing receiving federal subsidies, whether LIHTC or project-based HCP vouchers, are noted along with market rate housing targeted to seniors. Options for seniors and the general population are limited in Greenville. Source: KM Date inventory of internet sources

Affordable and Subsidized Housing in the Greenville Area. While there appears to be a surplus of housing at the lower price points in Greenville, this housing is often the oldest and least well maintained, and still is a cost burden for the lowest income of Greenville’s households. In particular, decent housing for lowest-income seniors in the Greenville area is limited. According to interviews, there are two senior subsidized housing complexes in the housing market area: Greenville House on Main Street in Greenville, and Hempfield Apartments, in Hempfield Township. These show up as blue dots on the map; both have long waiting lists. Housing Choice Program vouchers (HCP)(formerly known as Section 8) in use in Greenville are very few; there is a 2-year countywide waiting list, which is currently closed to new applicants.⁵ Of note, St. Paul’s is initiating a scattered-site program of units made available to lower-income seniors.

Recommendations

The data indicate that Greenville is likely long overdue for the construction of new housing, both at the upper price point, and affordable units, particularly for seniors. The Town should also pursue programs to rehabilitate housing stock for new markets to attract first-time buyers who are seeking affordable housing that appeals to them. Deeper housing analysis should be done to evaluate the development of new apartments, single family and multi-family homes – including upstairs on Main St – both affordable/senior and market rate.

Thiel College alumni represent an untapped market among retirees who choose to return to their college towns as they grow older. While St. Paul’s provides independent living and personal care and nursing care, there may be room for active, younger seniors to seek housing in the walkable Main Street area before they are ready to move into more structured housing arrangements. A survey of alumni may be warranted to judge their interest in moving to Greenville, if newer housing were available.

Changing perceptions about Greenville’s taxes and schools will also be important, along with improving roads and sidewalks, and planting street trees. See the Property Condition and branding sections of this report for more information.

⁵ Interviews with staff of the Mercer County Housing Authority



BUSINESS ACTIVITY

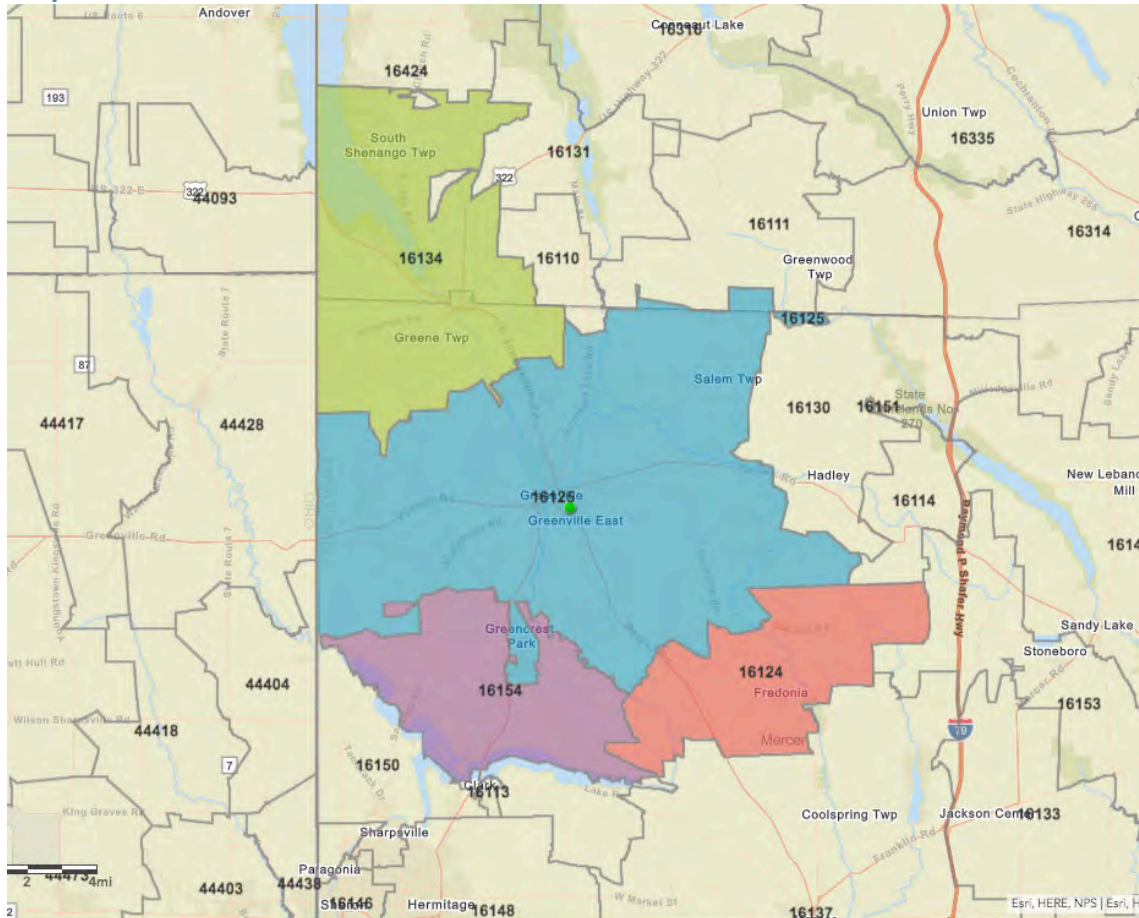
Background and Methodology

While business typically operates on a regional, state, national or global scale, with raw materials and finished products distributed around a wide-ranging network, it can be helpful to evaluate the types of businesses and employment at a local scale. Small communities can host micro-clusters of businesses that benefit from their proximity to each other, whether it is drawing from a workforce with particular skills, collaborating on new product ideas or worker training, or complementing each others' business focus along the supply and distribution chain. This analysis was done to understand Greenville's economic microclimate, and illuminate opportunities for collaboration, branding and business recruitment among economic development organizations and businesses themselves.

Key to micro-cluster analysis is a detailed inventory of businesses, gathered by hand from maps, the web, drive-arounds, and community data sources. Government data is either not supplied below the county level, or is largely suppressed in order to protect individual business identity. Starting with a general commercial inventory such as InfoUSA, each business is checked via multiple sources to ensure that it exists, and to estimate its employee count and annual sales. This information can then be compared to government data at a larger scale to assess whether a cluster exists at the local level. The location quotient method is used to do that comparison, and findings are corroborated via interviews with local key informants in the business and economic development community.

The business area defined for this analysis was confirmed by interview, and includes four zip code areas comprising Greenville and its surrounding businesses.

Map 19: Greenville Business Area



Map 19: Greenville’s business area was defined by zip code to align with data available; four zip codes were identified in conversations with economic development informants as the most likely zone of Greenville’s business community. Source: ESRI, KM Date

Summary of Findings

Greenville Area Business Overview. There are about 852 non-agricultural businesses in the Greenville area, providing a total employment of 7,417 workers. 242 (28%) of those businesses are located in the Town of Greenville, employing 2,017 (27%) workers. Health care, Manufacturing, Retail Trade, and Education make up the majority of employment in the area.

Table 25: Summary of Business in the Greenville Area

Sector	Description	Estimated Employment in Area	% Employment in Area
62	Health Care and Social Assistance	1,084	14.6%
33	manufacturing	1,068	14.4%
44-45	Retail Trade	1,062	14.3%
61	Educational Services	887	12.0%
72	Accommodation and Food Services	548	7.4%
81	Other Services (except Public Administration)	482	6.5%
23	Construction	375	5.1%
92	Public Administration	275	3.7%
42	Wholesale Trade	267	3.6%
48	Transportation	256	3.5%
54	Professional, Scientific, and Technical Services	199	2.7%
52	Finance and Insurance	192	2.6%
32	Wood Product and Chemical Manufacturing	165	2.2%
53	Real Estate and Rental and Leasing	133	1.8%
56	Administrative and Support Services	104	1.4%
71	Arts, Entertainment, and Recreation	92	1.2%
51	Information	84	1.1%
31	Food and Beverage Manufacturing	44	0.6%
49	Transportation	37	0.5%
11	Agriculture, Forestry, Fishing and Hunting	26	0.4%
22	Utilities	19	0.3%
21	Mining, Quarrying, and Oil and Gas Extraction	16	0.2%
Grand Total		7,417	100.0%

Source: KM Date

Table 26: Greenville Business Area’s Top 20 Employers

Company Name	% of Area Employment
Thiel College	10%
UPMC Horizon	6%
Walmart Supercenter	5%
St Paul Homes and Senior Living Community	5%
Greenville Area School District	4%
UACJ Metal Component North America	3%
Anderson Coach & Travel	3%
Elyria-Hodge Foundry Inc	2%
Jamestown Area School District	2%
Arrow Electric	1%
Salem Tube Inc	1%
Reynolds Services Inc	1%
Grove At Greenville, The	1%
Combined Systems Inc	1%
Greenville Metals	1%
B Braun Medical Inc	1%
Transfer City Hall	1%
Woodcraft Industries	1%
Northeast Industrial Manufacturing	1%
Giant Eagle	1%
Total	50%

Source: KM Date

The Greenville business area’s top 20 employers include Thiel College, UPMC, Walmart, and St. Paul Homes. The manufacturing sector is represented by a number of smaller businesses.

Overall Employment Projections by Industry. The Pennsylvania Center for Workforce Information (WIA) and analysis provides useful data, including projections, for employment in the West Central Workforce Development Area (WCWDA) which is comprised of Mercer and Lawrence Counties. Data on trends over time was not available at the Greenville area level, in order to make a comparison. However, the WDA level information can be helpful in understanding Pre-Covid conditions against which to measure future trends.

As shown on the next two pages, the WIA projects a 3.8% positive increase in employment over the ten-year period from 2016 to 2026. This increase is concentrated in a few industries including construction, transportation and warehousing, health care and social assistance, accommodation and food services, and education services. Manufacturing is predicted to show the greatest decreases in employment during that period across the 2-county WDA region.

Table 28: Long Term Employment Projections for West Central Workforce Development Area, 2016-2026, NAICS 00-45

NAICS	Industry Title	Employment		Change		Avg Annual Change
		2016	2026	Level	Percent	
	TOTAL ALL INDUSTRIES	83,420	86,560	3,140	3.8%	314
11	Agriculture, Forestry, Fishing & Hunting	1,870	1,870	0	0.0%	0
111	Crop Production	1,010	1,020	10	1.0%	1
112	Animal Production	830	810	-20	-2.4%	-2
115	Agriculture & Forestry Support Activity	30	30	0	0.0%	0
21	Mining, Quarrying & Oil & Gas Extraction	300	300	0	0.0%	0
212	Mining (except Oil & Gas)	120	120	0	0.0%	0
23	Construction	2,980	3,360	380	12.8%	38
236	Construction of Buildings	660	760	100	15.2%	10
237	Heavy & Civil Engineering Construction	560	640	80	14.3%	8
238	Specialty Trade Contractors	1,760	1,960	200	11.4%	20
31-33	Manufacturing	11,490	10,900	-590	-5.1%	-59
311	Food Manufacturing	1,190	1,080	-110	-9.2%	-11
312	Beverage & Tobacco Product Manufacturing	60	60	0	0.0%	0
321	Wood Product Manufacturing	620	640	20	3.2%	2
325	Chemical Manufacturing	160	150	-10	-6.2%	-1
326	Plastics & Rubber Products Manufacturing	340	360	20	5.9%	2
327	Nonmetallic Mineral Product Mfg	470	460	-10	-2.1%	-1
331	Primary Metal Manufacturing	1,990	1,770	-220	-11.1%	-22
332	Fabricated Metal Product Manufacturing	3,210	3,110	-100	-3.1%	-10
333	Machinery Manufacturing	1,360	1,260	-100	-7.4%	-10
334	Computer & Electronic Product Mfg	180	170	-10	-5.6%	-1
335	Electrical Equipment & Appliances	200	180	-20	-10.0%	-2
336	Transportation Equipment Manufacturing	1,130	1,160	30	2.7%	3
337	Furniture & Related Product Mfg	50	50	0	0.0%	0
339	Miscellaneous Manufacturing	110	110	0	0.0%	0
22	Utilities	310	320	10	3.2%	1
221	Utilities	310	320	10	3.2%	1
42	Wholesale Trade	1,990	2,010	20	1.0%	2
423	Merchant Wholesalers, Durable Goods	1,060	1,070	10	0.9%	1
424	Merchant Wholesalers, Nondurable Goods	670	690	20	3.0%	2
425	Electronic Markets & Agents/Brokers	260	260	0	0.0%	0
44-45	Retail Trade	10,160	10,170	10	0.1%	1
441	Motor Vehicle & Parts Dealers	1,460	1,500	40	2.7%	4
442	Furniture & Home Furnishings Stores	190	180	-10	-5.3%	-1
443	Electronics & Appliance Stores	160	160	0	0.0%	0
444	Building Material & Garden Supply Stores	910	910	0	0.0%	0
445	Food & Beverage Stores	1,470	1,420	-50	-3.4%	-5
446	Health & Personal Care Stores	650	640	-10	-1.5%	-1
447	Gasoline Stations	870	910	40	4.6%	4
448	Clothing & Clothing Accessories Stores	1,400	1,350	-50	-3.6%	-5
451	Sporting Goods/Hobby/Book/Music Stores	320	350	30	9.4%	3
452	General Merchandise Stores	2,090	2,120	30	1.4%	3
453	Miscellaneous Store Retailers	380	340	-40	-10.5%	-4
454	Nonstore Retailers	280	300	20	7.1%	2

Source: PA Center for Workforce Information and Analysis

Table 29: Long Term Employment Projections for West Central Workforce Development Area, 2016-2026, NAICS 48-99

NAICS	Industry Title	Employment		Change		Avg Annual Change
		2016	2026	Level	Percent	
48-49	Transportation & Warehousing	2,920	3,140	220	7.5%	22
482	Rail Transportation	250	240	-10	-4.0%	-1
484	Truck Transportation	1,490	1,610	120	8.1%	12
485	Transit & Ground Passenger Transport	500	510	10	2.0%	1
487	Scenic & Sightseeing Transportation	10	20	10	100.0%	1
488	Support Activities for Transportation	120	130	10	8.3%	1
493	Warehousing & Storage	430	510	80	18.6%	8
51	Information	630	590	-40	-6.3%	-4
511	Publishing Industries	380	350	-30	-7.9%	-3
515	Broadcasting (except Internet)	20	10	-10	-50.0%	-1
517	Telecommunications	140	120	-20	-14.3%	-2
52	Finance & Insurance	2,710	2,700	-10	-0.4%	-1
522	Credit Intermediation & Related Activity	1,420	1,340	-80	-5.6%	-8
523	Financial Investment & Related Activity	140	150	10	7.1%	1
524	Insurance Carriers & Related Activities	1,160	1,200	40	3.4%	4
53	Real Estate & Rental & Leasing	610	640	30	4.9%	3
531	Real Estate	400	420	20	5.0%	2
54	Professional & Technical Services	1,460	1,580	120	8.2%	12
541	Professional & Technical Services	1,460	1,580	120	8.2%	12
55	Management of Companies & Enterprises	980	1,050	70	7.1%	7
551	Management of Companies & Enterprises	980	1,050	70	7.1%	7
56	Administrative & Waste Services	3,170	3,360	190	6.0%	19
561	Administrative & Support Services	2,890	3,060	170	5.9%	17
562	Waste Management & Remediation Service	280	290	10	3.6%	1
61	Educational Services	6,070	6,370	300	4.9%	30
611	Educational Services	6,070	6,370	300	4.9%	30
62	Health Care & Social Assistance	15,700	17,420	1,720	11.0%	172
621	Ambulatory Health Care Services	5,290	6,170	880	16.6%	88
622	Hospitals	3,350	3,520	170	5.1%	17
623	Nursing & Residential Care Facilities	4,340	4,770	430	9.9%	43
624	Social Assistance	2,730	2,960	230	8.4%	23
71	Arts, Entertainment & Recreation	790	850	60	7.6%	6
711-712	Performing Arts, Spectator Sports, Museums, Historical Sites, and related	160	170	10	0	1
713	Amusement, Gambling & Recreation Ind	630	680	50	7.9%	5
72	Accommodation & Food Services	6,700	7,320	620	9.3%	62
721	Accommodation	520	540	20	3.8%	2
722	Food Services & Drinking Places	6,180	6,780	600	9.7%	60
81	Other Services, Ex. Public Admin	3,840	3,900	60	1.6%	6
811	Repair & Maintenance	640	690	50	7.8%	5
812	Personal & Laundry Services	730	780	50	6.8%	5
813	Membership Organizations & Associations	2,010	2,000	-10	-0.5%	-1
814	Private Households	450	430	-20	-4.4%	-2
99	Government	3,990	3,970	-20	-0.5%	-2
	Self-Employed Workers	4,750	4,740	-10	-0.2%	-1

Source: PA Center for Workforce Information and Analysis

Note: Data may not add to totals due to rounding.

Tables 28 and 29: Projections for the West Central Workforce Development Area (Mercer and Lawrence Counties) show a net gain over the 10-year period ending 2026.

Location Quotient Analysis: Strengths and Opportunities. A different picture emerges when comparing the Greenville area’s industry-level employment to the County and MSA. Using a location quotient approach, several distinct micro-clusters emerge. This evaluation indicates that Greenville has attracted more than its share of businesses in certain industries, especially when compared to Mercer County. It could be expected to continue to do so, especially if supported by economic development efforts.

The Location Quotient (LQ) method compares the proportion of industries in an area to the proportion in a larger area. LQ can be measured based on employment, earnings (wages), or number of establishments. This analysis is based on estimated employment. Ratings of >1.0 show areas of strength; ratings of <1.0 show areas of opportunity. When compared via LQ to Mercer County, Youngstown MSA (3 counties), and the state of Pennsylvania, Greenville area shows distinct areas of strength and opportunity. For further comparison, Mercer County is compared via LQ against the Youngstown MSA and the state of Pennsylvania.

The following five tables show evaluation done by 3-digit NAICS industry sector codes, collected in industry groups for ease of review. Areas toned light orange show moderate strength with LQ over 1.0. Areas toned dark orange show greater strength, with at least two comparisons over 2.0, or twice the expected share of that industry in the area.

Table 29: Location Quotient: Extraction/Food Production/Apparel/Wood/Paper

Subsector	Description	Greenville Area Against Mercer County	Greenville Area Against Youngstown MSA	Greenville Area against PA	Mercer County against Youngstown MSA	Mercer County against PA
211	Oil and gas extraction	1.6	2.20	1.45	1.38	0.91
212	Mining (except oil and gas)	1.1	0.87	0.58	0.80	0.53
213	Support activities for mining	-	-	-	1.67	1.53
221	Utilities	0.6	0.73	0.47	1.17	0.75
236	Construction of buildings	2.3	2.05	1.44	0.90	0.63
237	Heavy and civil engineering construction	0.7	0.57	0.36	0.86	0.55
238	Specialty trade contractors	1.9	1.19	1.32	0.62	0.69
311	Food manufacturing	0.1	0.10	0.32	1.00	3.26
312	Beverage and tobacco product manufacturing	13.6	7.15	1.26	0.53	0.09
313	Textile mills	-	-	-	-	-
314	Textile product mills	-	-	-	-	-
315	Apparel manufacturing	-	-	-	1.29	0.26
316	Leather and allied product manufacturing	-	-	-	4.43	5.72
321	Wood product manufacturing	0.9	2.35	2.67	2.59	2.95
322	Paper manufacturing	-	-	-	1.25	0.21
323	Printing and related support activities	0.2	0.28	0.14	1.22	0.64

Tables 29 through 34: Mercer County and Greenville’s business activity are compared to the state and Youngstown region. Industry sectors of greatest strength are dark orange, moderate strength are medium orange. See text for explanation. Source: KM Date, County Business Patterns 2018.

The Greenville Area shows strengths in construction, beverage manufacturing, and wood product manufacturing. These clusters could indicate that additional businesses could benefit

from locating in the area. Mercer County and the Greenville area both show strength in wood product manufacturing, while Mercer County alone displays strength in leather and allied product manufacturing.

Table 30: Location Quotient: Chemical/Metal/Electronic/Furniture/Miscellaneous Manufacturing

Subsector	Description	Greenville Area Against Mercer County	Greenville Area Against Youngstown MSA	Greenville Area against PA	Mercer County against Youngstown MSA	Mercer County against PA
324	Petroleum and coal products manufacturing	-	-	-	2.19	0.89
325	Chemical manufacturing	5.6	8.37	1.15	1.50	0.21
326	Plastics and rubber products manufacturing	-	-	-	0.57	0.59
327	Nonmetallic mineral product manufacturing	14.2	1.66	1.45	0.12	0.10
331	Primary metal manufacturing	1.3	1.72	7.54	1.29	5.64
332	Fabricated metal product manufacturing	0.6	0.93	1.95	1.51	3.16
333	Machinery manufacturing	3.2	2.00	2.21	0.63	0.70
334	Computer and electronic product manufacturing	-	-	-	1.58	0.55
335	Electrical equipment, appliance, and component	-	-	-	1.48	1.29
336	Transportation equipment manufacturing	2.6	0.99	4.47	0.38	1.71
337	Furniture and related product manufacturing	2.5	1.31	0.74	0.52	0.29
339	Miscellaneous manufacturing	29.3	9.98	5.58	0.34	0.19

Tables 29 through 34: Mercer County and Greenville’s business activity are compared to the state and Youngstown region. Industry sectors of greatest strength are dark orange, moderate strength are medium orange. See text for explanation. Source: KM Date, County Business Patterns 2018.

Greenville demonstrates strengths in chemical manufacturing, metals and related manufacturing, and miscellaneous manufacturing. Mercer County is only strong in Primary metal manufacturing. In addition to these sectors, the analysis indicates that fabricated metals, machinery, transportation equipment, furniture, and electrical equipment and supply may be worth exploring.

The Greenville area shows only moderate strengths in wholesale and retail trade. The strongest sector, general merchandise, is likely due to the Walmart and Dollar stores. This group of sectors is of less interest from an economic development standpoint since it serves households within the area and draws less revenue from outside the area (exports, or “base industries”, generate more economic impact due to attracting outside dollars into the area).

Table 31: Location Quotient: Wholesale and Retail Trade

Subsector	Description	Greenville Area Against Mercer County	Greenville Area Against Youngstown MSA	Greenville Area against PA	Mercer County against Youngstown MSA	Mercer County against PA
423	Merchant wholesalers, durable goods	1.9	1.17	1.22	0.62	0.65
424	Merchant wholesalers, nondurable goods	1.4	0.62	0.32	0.45	0.23
425	Wholesale electronic markets and agents and brokers	0.0	0.06	0.06	2.23	2.34
441	Motor vehicle and parts dealers	0.9	0.91	1.17	1.00	1.28
442	Furniture and home furnishings stores	0.7	0.46	0.56	0.68	0.84
443	Electronics and appliance stores	1.1	0.90	0.91	0.82	0.82
444	Building material and garden equipment and supplies	0.9	0.97	1.25	1.14	1.47
445	Food and beverage stores	1.4	1.13	1.00	0.83	0.73
446	Health and personal care stores	1.0	1.04	1.46	0.99	1.40
447	Gasoline stations	0.1	0.11	0.15	1.14	1.47
448	Clothing and clothing accessories stores	0.0	0.08	0.12	1.89	2.99
451	Sporting goods, hobby, musical instrument, and book stores	1.1	0.68	0.81	0.60	0.71
452	General merchandise stores	1.9	2.07	3.10	1.10	1.64
453	Miscellaneous store retailers	0.6	0.42	0.47	0.70	0.79
454	Nonstore retailers	0.3	0.40	0.28	1.54	1.09

Tables 29 through 34: Mercer County and Greenville's business activity are compared to the state and Youngstown region. Industry sectors of greatest strength are dark orange, moderate strength are medium orange. See text for explanation. Source: KM Date, County Business Patterns 2018.

Table 32: Location Quotient: Transportation/Warehousing/Information/Communications

Subsector	Description	Greenville Area Against Mercer County	Greenville Area Against Youngstown MSA	Greenville Area against PA	Mercer County against Youngstown MSA	Mercer County against PA
481	Air transportation	-	-	-	-	-
483	Water transportation	-	-	-	-	-
484	Truck transportation	0.2	0.19	0.31	1.15	1.91
485	Transit and ground passenger transportation	2.9	7.50	4.16	2.60	1.44
486	Pipeline transportation	-	-	-	3.62	2.57
487	Scenic and sightseeing transportation	-	-	4.97	-	-
488	Support activities for transportation	1.2	0.70	0.71	0.58	0.59
492	Couriers and messengers	-	-	-	0.10	0.05
493	Warehousing and storage	-	-	-	0.15	0.08
511	Publishing industries (except internet)	0.7	0.80	0.65	1.19	0.96
512	Motion picture and sound recording industries	0.6	0.61	0.48	0.97	0.75
515	Broadcasting (except internet)	-	1.22	1.19	-	-
517	Telecommunications	1.6	0.75	0.52	0.45	0.31
518	Data processing, hosting, and related services	-	0.49	0.22	-	-
519	Other information services	1.5	3.69	0.71	2.47	0.47

Tables 29 through 34: Mercer County and Greenville's business activity are compared to the state and Youngstown region. Industry sectors of greatest strength are dark orange, moderate strength are medium orange. See text for explanation. Source: KM Date, County Business Patterns 2018.

Table 33: Location Quotient: Finance, Professional Services, Real Estate, Education/Health/Services

Subsector	Description	Greenville Area Against Mercer County	Greenville Area Against Youngstown MSA	Greenville Area against PA	Mercer County against Youngstown MSA	Mercer County against PA
521	Monetary authorities - central bank	-	-	-	-	-
522	Credit intermediation and related activities	0.6	0.81	0.85	1.38	1.43
523	Securities, commodity contracts, and other financial investment	1.4	1.44	0.35	1.02	0.25
524	Insurance carriers and related activities	1.5	1.25	0.38	0.83	0.26
525	Funds, trusts, and other financial vehicles	-	-	-	-	-
531	Real estate	2.7	2.23	1.80	0.83	0.67
532	Rental and leasing services	2.2	0.57	1.01	0.26	0.46
533	Lessors of nonfinancial intangible assets (except copyrighted works)	-	-	-	-	-
541	Professional, scientific, and technical services	1.6	1.23	0.46	0.76	0.29
551	Management of companies and enterprises	-	-	-	1.82	0.82
561	Administrative and support services	0.2	0.16	0.15	0.67	0.65
562	Waste management and remediation services	1.2	1.11	1.68	0.93	1.41
611	Educational services	2.5	7.18	2.51	2.91	1.02
621	Ambulatory health care services	0.8	0.73	0.97	0.97	1.28
622	Hospitals	0.2	0.17	0.13	1.09	0.84
623	Nursing and residential care facilities	0.9	1.16	1.74	1.28	1.92
624	Social assistance	0.9	0.54	0.50	0.60	0.55

Tables 29 through 34: Mercer County and Greenville's business activity are compared to the state and Youngstown region. Industry sectors of greatest strength are dark orange, moderate strength are medium orange. See text for explanation. Source: KM Date, County Business Patterns 2018.

The Greenville Area's strengths in the Transportation and Communications group include transportation, sightseeing and information services. Other areas rated moderately strong, and worth exploring, include transportation support and telecommunications.

Strengths in the Finance and Professional Services group include real estate and educational services.

Table 34: Location Quotient: Arts, Accommodation, Food Service, Repair and Personal Services, Nonprofits

Subsector	Description	Greenville Area Against Mercer County	Greenville Area Against Youngstown MSA	Greenville Area against PA	Mercer County against Youngstown MSA	Mercer County against PA
711	Artists, Performing arts, spectator sports, and related	40.6	1.84	0.75	0.05	0.02
712	Museums, historical sites, and similar institutions	7.8	8.49	3.31	1.09	0.42
713	Amusement, gambling, and recreation industries	0.3	0.32	0.31	0.94	0.91
721	Accommodation	0.7	0.92	0.51	1.30	0.73
722	Food services and drinking places	0.8	0.72	0.92	0.91	1.16
811	Repair and maintenance	2.1	1.51	1.38	0.72	0.66
812	Personal and laundry services	1.4	1.22	1.11	0.89	0.81
813	Religious, grantmaking, civic, professional, and related organizations	1.9	1.50	1.77	0.80	0.95

Tables 29 through 34: Mercer County and Greenville's business activity are compared to the state and Youngstown region. Industry sectors of greatest strength are dark orange, moderate strength are medium orange. See text for explanation. Source: KM Date, County Business Patterns 2018.

Finally, strengths in the Arts, Accommodation and Food Services, and Nonprofits group include artists and performing arts, museums and historical sites, and repair and maintenance activities.

Cluster Analysis. The next step after Location Quotient analysis is to focus on specific industries in areas of strength, and identify related industries which may form a micro-cluster “ecosystem” when operating in proximity to each other. For example, a manufacturer may find opportunities for collaboration with brokers who supply materials they need, or other manufacturers who supply components they need, or who take their products for use in further manufacturing. Some companies may be able to utilize waste or byproducts from others and reduce overall costs for both.

Clusters are important to economic development of a region because they support and enhance the activity of existing businesses, helping them to grow. An identified existing cluster or micro-cluster can help to attract new companies. Companies in clusters gain access to Specialized regional suppliers, a specialized workforce, shared infrastructure, and regional brand and marketing. Clusters foster innovation, research and development, and faster deployment of new knowledge.

In the Greenville area, the location quotient analysis identified the following sectors as bases for possible micro-clusters:

- Metals manufacturing
- Wood products manufacturing
- Miscellaneous manufacturing
- Chemical manufacturing
- Tourism and hospitality
- Recreation, Arts and Entertainment
- Downstream petrochemicals manufacturing – new opportunity
- Food manufacturing – growth area

Further analysis involves utilizing a list of related industries as identified in a cluster mapping tool developed by Harvard University in collaboration with the US Economic Development Administration (EDA).⁶ This list for each sector is compared to the inventory of existing businesses. The comparison both confirms the presence of the cluster or micro-cluster, and identifies additional business subsectors for recruitment to enhance the cluster. In the following tables, business categories shaded in green are existing in the Greenville Area according to the local inventory; categories not shaded are potential business types for recruitment.

⁶ See <http://www.clustermapping.us/>

Table 35: Greenville Area Metals Micro-Cluster

Cluster Code	Cluster Name	Sub-cluster Code	Subcluster Name	NAICS 2012	Industry	Related Clusters		
12	Downstream Metal Products	1	Metal Products	332215	Metal Kitchen Cookware, Utensil, Cutlery, and Flatware (except Precious) Manufacturing	Production Technology		
				332216	Saw Blade and Handtool Manufacturing	Recreational Goods		
				332321	Metal Window and Door Manufacturing	Medical Devices		
				332323	Ornamental and Architectural Metal Work Manufacturing	Metalworking		
				332510	Hardware Manufacturing	Plastics		
				332999	All Other Miscellaneous Fabricated Metal Product Manufacturing	Lighting		
		2	Ammunition	332992	Small Arms Ammunition Manufacturing	Jewelry		
				332993	Ammunition (except Small Arms) Manufacturing			
				332994	Small Arms, Ordnance, and Ordnance Accessories Manufacturing			
				332311	Prefabricated Metal Building and Component Manufacturing			
		3	Fabricated Metal Structures	332312	Fabricated Structural Metal Manufacturing			
		4	Metal Containers	332431	Metal Can Manufacturing			
				332439	Other Metal Container Manufacturing			
		32	Metalworking Technology	1	Metalworking Machinery	333514	Special Die and Tool, Die Set, Jig, and Fixture Manufacturing	Downstream Metals
						333519	Rolling Mill and Other Metalworking Machinery Manufacturing	Metalworking
333992	Welding and Soldering Equipment Manufacturing					Lighting		
333992	Welding and Soldering Equipment Manufacturing					Automotive		
333515	Cutting Tool and Machine Tool Accessory Manufacturing					Recreational Goods		
333517	Machine Tool Manufacturing					Medical Devices		
2	Machine Tools and Accessories			333991	Power-Driven Handtool Manufacturing	Plastics		
3	Hand Tools			332721	Precision Turned Product Manufacturing			
				332722	Bolt, Nut, Screw, Rivet, and Washer Manufacturing			
4	Fasteners			332313	Plate Work Manufacturing			
				332811	Metal Heat Treating			
5	Metal Processing			332812	Metal Coating, Engraving (except Jewelry and Silverware), and Allied Services to Manufacturers			
				332813	Electroplating, Plating, Polishing, Anodizing, and Coloring			
115	Local Real Estate, Construction, and Development	4	Specialty Contractors	332322	Sheet Metal Work Manufacturing			
116	Local Industrial Products and Services	1	Industrial Repair Services	811219	Other Electronic and Precision Equipment Repair and Maintenance			
				2	Industrial Products and Services Wholesaling	423930	Recyclable Material Merchant Wholesalers	
						423990	Other Miscellaneous Durable Goods Merchant Wholesalers	
3	Industrial Machinery and Distribution	332710	Machine Shops					
9	Construction Products and Services	1	Construction	236210	Industrial Building Construction			
				221310	Water Supply and Irrigation Systems			
		2	Water, Sewage, and Other Systems	332410	Power Boiler and Heat Exchanger Manufacturing			
				332420	Metal Tank (Heavy Gauge) Manufacturing			
		3	Construction Products	332913	Plumbing Fixture Fitting and Trim Manufacturing			
				332996	Fabricated Pipe and Pipe Fitting Manufacturing			

Tables 35 through 38: Cluster analysis helps to identify potential micro-clusters businesses which exist in the area (shaded in green), and those which could be recruited (unshaded). See text for further explanation. Source: KM Date, Harvard Cluster Mapping Project.

A metals micro-cluster is well represented in the Greenville Area, and would likely benefit from recruitment of complementary business types identified in the list.

The downstream chemical products cluster is included due to the presence of a new cracker plant in Monaca, just an hour south of Greenville (see discussion later in this section). Existing businesses in two of the contributing subsectors can be built upon.

Table 36: Downstream Chemical Products Micro-Cluster

Cluster Code	Cluster Name	Sub-cluster Code	Subcluster Name	NAICS 2012	Industry
11	Downstream Chemical Products	1	Personal Care and Cleaning Products	325611	Soap and Other Detergent Manufacturing
				325612	Polish and Other Sanitation Good Manufacturing
				325613	Surface Active Agent Manufacturing
				325620	Toilet Preparation Manufacturing
				325520	Adhesive Manufacturing
		2	Processed Chemical Products	325991	Custom Compounding of Purchased Resins
				325992	Photographic Film, Paper, Plate, and Chemical Manufacturing
				325998	All Other Miscellaneous Chemical Product and Preparation Manufacturing
		3	Dyes, Pigments and Coating	325130	Synthetic Dye and Pigment Manufacturing
		4	Explosives	325920	Explosives Manufacturing
		5	Lubricating Oils and Greases	324191	Petroleum Lubricating Oil and Grease Manufacturing

Tables 35 through 38: Cluster analysis helps to identify potential micro-cluster businesses which exist in the area (shaded in green), and those which could be recruited (unshaded). See text for further explanation. Source: KM Date, Harvard Cluster Mapping Project

Table 37: Wood Products Micro-Cluster

Cluster Code	Cluster Name	Sub-cluster Code	Subcluster Name	NAICS 2012	Industry	Related Clusters
51	Wood Products	1	Wood Processing	321113	Sawmills	
				321114	Wood Preservation	
				321912	Cut Stock, Resawing Lumber, and Planing	
		2	Wood Components and Products	321211	Hardwood Veneer and Plywood Manufacturing	Furniture
				321212	Softwood Veneer and Plywood Manufacturing	
				321213	Engineered Wood Member (except Truss) Manufacturing	
				321214	Truss Manufacturing	
				321219	Reconstituted Wood Product Manufacturing	
				321911	Wood Window and Door Manufacturing	
				321918	Other Millwork (including Flooring)	
				321920	Wood Container and Pallet Manufacturing	
				321999	All Other Miscellaneous Wood Product Manufacturing	
		3	Prefabricated Wood Building	321992	Prefabricated Wood Building Manufacturing	
115	Local Real Estate, Construction, and Development	4	Specialty Contractors			
21	Furniture	1	Household Furniture	337212	Custom Architectural Woodwork and Millwork Manufacturing	
				337121	Upholstered Household Furniture Manufacturing	Wood Products
				337122	Nonupholstered Wood Household Furniture Manufacturing	
				337124	Metal Household Furniture Manufacturing	
				337125	Household Furniture (except Wood and Metal) Manufacturing	
		337910	Mattress Manufacturing			
		2	Institutional Furniture	337127	Institutional Furniture Manufacturing	
		3	Office Furniture	337211	Wood Office Furniture Manufacturing	
				337214	Office Furniture (except Wood) Manufacturing	
		4	Wood Cabinets and Woodwork	337110	Wood Kitchen Cabinet and Countertop Manufacturing	
337215	Showcase, Partition, Shelving, and Locker Manufacturing					
5	Mobile Homes	321991	Manufactured Home (Mobile Home) Manufacturing			

Tables 35 through 38: Cluster analysis helps to identify potential micro-clusters businesses which exist in the area (shaded in green), and those which could be recruited (unshaded). See text for further explanation. Source: KM Date, Harvard Cluster Mapping Project

Wood product manufacturing is also well represented in the Greenville area.

Table 38: Hospitality and Tourism

Cluster Code	Cluster Name	Sub-cluster Code	Subcluster Name	NAICS 2012	Industry	Related Clusters
22	Hospitality and Tourism	3	Cultural and Educational Entertainment	712110	Museums	Marketing
				712120	Historical Sites	Arts
				712130	Zoos and Botanical Gardens	Transportation
				712190	Nature Parks and Other Similar Institutions	
		4	Gambling Facilities	713210	Casinos (except Casino Hotels)	
				713290	Other Gambling Industries	
				713920	Skiing Facilities	
		5	Other Tourism Attractions	713930	Marinas	
				713990	All Other Amusement and Recreation Industries	
				721214	Recreational and Vacation Camps (except Campgrounds)	
				561591	Convention and Visitors Bureaus	
		6	Accommodations and Related Services	721110	Hotels (except Casino Hotels) and Motels	
				721120	Casino Hotels	
				721191	Bed-and-Breakfast Inns	
				721199	All Other Traveler Accommodation	
				721211	RV (Recreational Vehicle) Parks and Campgrounds	
				721310	Rooming and Boarding Houses	
				487110	Scenic and Sightseeing Transportation, Land	
		7	Tourism Related Services	487210	Scenic and Sightseeing Transportation, Water	
				487990	Scenic and Sightseeing Transportation, Other	
532292	Recreational Goods Rental					
561510	Travel Agencies					
561520	Tour Operators					
561599	All Other Travel Arrangement and Reservation Services					

Tables 35 through 38: Cluster analysis helps to identify potential micro-clusters businesses which exist in the area (shaded in green), and those which could be recruited (unshaded). See text for further explanation. Source: KM Date, Harvard Cluster Mapping Project

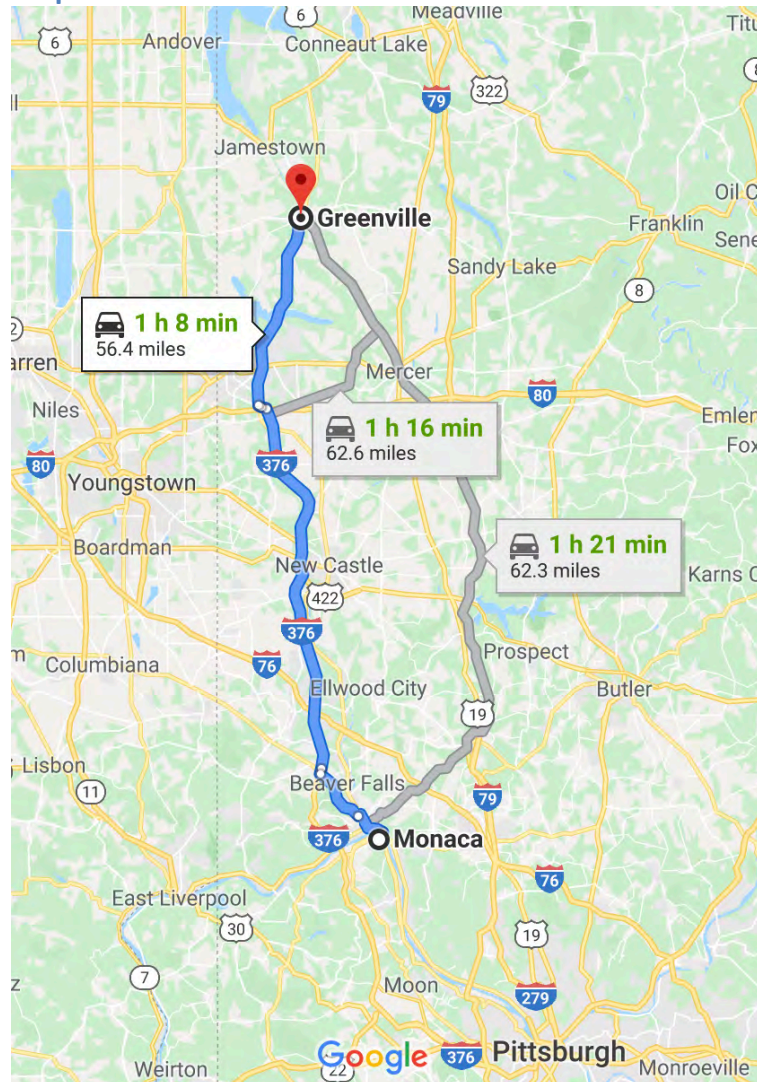
Hospitality and Tourism is also well represented in the area. This is to be expected due to the significant recreation opportunities in the area, and can be enhanced with complementary businesses over time.

Downstream Petrochemicals Manufacturing. As mentioned earlier, a new ethane cracker plant in Monaca, PA came on-line in early 2020 and is in the process of ramping up, somewhat slowed by the coronavirus.⁷ According to Andrew Thomas, director of the Energy Policy Center at Cleveland State University, there is a pellet distribution facility on the north side of Pittsburgh which will be the source of pellet raw materials for downstream plastics industries in the area. As Greenville is one hour directly north of Monaca along Interstate 376, it is reasonable to think that downstream businesses may seek to locate in Greenville. Rail connections are considered a “plus”, and the Greenville area’s strengths in manufacturing and existing plastics businesses can be an attracting factor. Other considerations include the capacity of roads leading to facilities to handle super-loads of processing equipment; the availability of resilient power capacity; and availability of a trained workforce and/or training.⁸

⁷ See <https://www.timesonline.com/story/business/energy-resource/2020/08/04/shell-17-new-covid-cases-at-cracker-plant-14-active/112793898/>

⁸ Personal communication with Andrew Thomas, December 2019.

Map 20: Monaca-Greenville Connection



Map 20: A direct route along I-376 connects Monaca to Greenville via S.R. 18 north from Hermitage. Source: KM Date, Google Maps.

Information following is taken from reports of the CSU Energy Policy Center and the CSU Center for Economic Development regarding the growth of downstream industries related to oil and gas development.⁹ Downstream petrochemical manufacturing activity within 500 miles of the Norco cracker plant in Louisiana is compared as a model to potential activity in eastern Ohio and western Pennsylvania.

⁹ Lendel, Iryna, Andrew R Thomas, Bryan Townley, and Jeffrey C Dick. "Mapping the Opportunities for Shale Development in Ohio," September 2015.

Table 39: Downstream Industries with Petrochemical Feedstocks

Downstream Industries with Petrochemical Feedstocks	
3251	Basic Chemical Manufacturing including Hydrogen
3252	Resin, Synthetic Rubber, and Artificial Synthetic Fibers and Filaments Manufacturing
3253	Pesticide, Fertilizer, and other Agricultural Chemical Manufacturing
3255	Paint, Coating, and Adhesive Manufacturing
3259	Other chemical product and preparation manufacturing
3261	Plastics product manufacturing
3131	Polypropylene products from purchased fiber
2213	Steam generation and distribution

Source: Cleveland State University Center for Economic Development

Figure 24: Commodity Chemicals Near Ethane Cracker Plants

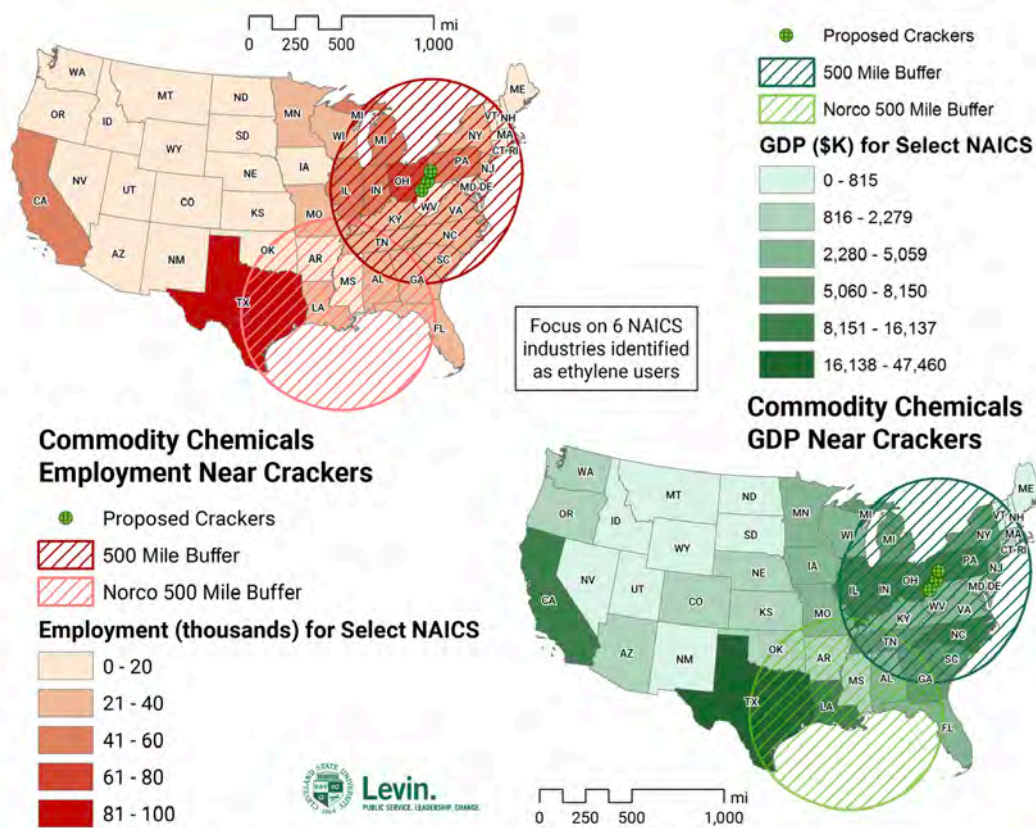


Figure 22: Analysis shows that downstream chemical industry employment is concentrated within a 500-mile radius from the Shell ethane cracker plant in Norco, Louisiana. A similar radius applied to the three existing and proposed cracker plants along the Ohio River encompasses Ohio and Pennsylvania at its center, and many midwestern and eastern states beyond that. Source: Cleveland State University Center for Economic Development

The cluster group for plastics lists a range of possible industries which could be recruited to utilize downstream pellet feedstocks.

Table 40: Plastics Cluster Opportunities

Cluster Code	Cluster Name	Sub-cluster Code	Subcluster Name	NAICS 2012	Industry	Related Clusters
38	Plastics	1	Plastic Products	326111	Plastics Bag and Pouch Manufacturing	Downstream Metals
				326122	Plastics Pipe and Pipe Fitting Manufacturing	Production Technology
				326140	Polystyrene Foam Product Manufacturing	Automotive
				326150	Urethane and Other Foam Product (except Polystyrene) Manufacturing	Jewelry
				326160	Plastics Bottle Manufacturing	Metalworking
				326191	Plastics Plumbing Fixture Manufacturing	Downstream Chemicals
				326199	All Other Plastics Product Manufacturing	Lighting
		2	Plastic Materials and Resins	339994	Broom, Brush, and Mop Manufacturing	Recreational Goods
				325211	Plastics Material and Resin Manufacturing	Medical Devices
				326112	Plastics Packaging Film and Sheet (including Laminated) Manufacturing	Printing
				326113	Unlaminated Plastics Film and Sheet (except Packaging) Manufacturing	
				326121	Unlaminated Plastics Profile Shape Manufacturing	
				326130	Laminated Plastics Plate, Sheet (except Packaging), and Shape Manufacturing	

Table 40: Industries making up a plastics cluster would be good opportunities for recruitment as downstream businesses utilizing ethane cracker pellets as feedstocks. Source: Clustermapping.com

Table 41: Supporting Industries

Cluster Code	Cluster Name	Sub-cluster Code	Subcluster Name
4	Automotive	1	Automotive Parts Manufacturing
		6	Metal Mills and Foundries
6	Business Services	2	Consulting Services
		3	Business Support Services
		4	Computer Services
10	Distribution and Electronic Commerce	1	Warehousing and Storage
		3	Wholesale Trade Agents and Brokers
		7	Wholesale of Chemical and Allied Products
		11	Wholesale of Furniture and Home Furnishing
		19	Wholesale of Industrial Machinery, Equipment, and Supplies
		24	Wholesale of Metals and Minerals (except Petroleum)
15	Environmental Services	1	Waste Collection
		2	Waste Processing
23	Information Technology and Analytical Instruments	1	Electronic Components
27	Lighting and Electrical Equipment	2	Electrical Equipment
35	Oil and Gas Production and Transportation	2	Support Activities for Oil and Gas Operations
45	Transportation and Logistics	3	Ground Transportation Support Activities
47	Upstream Metal Manufacturing	2	Metal Processing
		3	Metal Products
		4	Wires and Springs

Table 41: Additional clusters of industries could be useful in supporting existing and potential micro-clusters in Greenville. Source: Clustermapping.com

Selected Support and Related Industries. Finally, there are a range of additional cluster categories of industries which could support Greenville’s existing micro-clusters. These include business services, distribution activities, waste management services, and others. This list generates yet more ideas for business recruitment to enhance and support micro-clusters and industrial development in Greenville.

Recommendations

As shown above, there are opportunities for Greenville’s economic developers to strengthen identified micro-clusters through business recruitment, retention and expansion, fostering collaborative engagement, addressing training/ workforce needs, and exploring areas of innovation. It will be important to evaluate specific sites of interest for suitability for identified industries. New work can be initiated on expanding new petrochemical opportunities. Finally, work to brand and market Greenville’s microclusters can begin as opportunities arise.



AGRICULTURE AND LOCAL FOOD

Background and Methodology

Agriculture in Mercer County is proportionally small, representing less than 1% of farm income in Pennsylvania annually. However, “local food” industries are growing nationally, including community supported agriculture, farm-to-table restaurants, small-scale specialty crops, and small-scale artisan food production; and the northwestern PA area is seeing its share of small specialty farms. Mercer County rural areas have good soil, with 51%, or 225,000 acres, rated by the USGS as Prime Agricultural Soils. Agritourism also has potential as the specialty farm community grows. In addition, the Amish farming community is small but offers possible collaboration opportunity.

This section includes some useful information about the status of agriculture in Mercer County, and the results of interviews where agriculture, agritourism and local food was discussed. While a broad overview, it highlights some opportunities that can be explored as Town organizations gain the capacity to interact with farmers and build the farm-town relationship in Greenville. As interest in healthy eating continues to grow, rural communities like Greenville stand to make farm-to-table connections that can build their reputation as a vibrant small town with agricultural experience opportunities, as well as fresh local food in restaurants.

Summary of Findings

According to the USDA, consumer interest in healthy eating continues to grow. This interest will be a plus for full service restaurants, fast-casual limited service restaurants, the farmer's market, local produce sections in grocery stores, and some specialty foods.

Figure 25: USDA Healthy Eating Index

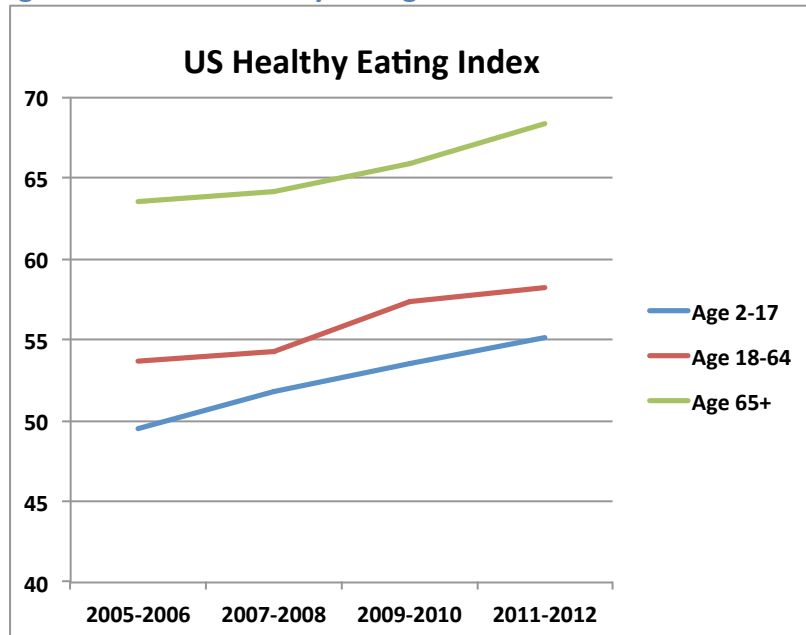


Figure 23: Trends in the USDA Healthy Eating Index show steady increases in healthy eating among consumers over time. Healthy eating often involves locally sourced food. Source: USDA.

In Mercer County, overall farm receipts, and income per operation, are rising. Agricultural services are decreasing, while forest products are rising. Total employment in agriculture, both paid and unpaid, is remaining about the same. Currently, unpaid employment represents 70% of all farm income.

Information on agricultural tourism and farm-to-table business, is lacking among government data. The Pennsylvania Association for Sustainable Agriculture¹⁰, Farm to Table Western PA¹¹, and Farmer's Pal¹² are resources that have information about local farming, organic farming, small-sized farms, and farm-to-table businesses in Western Pennsylvania.

¹⁰ See <https://pasafarming.org/>

¹¹ See <https://farmtotablepa.com/>

¹² See <https://www.farmerspal.com/organic-farms/region/pennsylvania/page/1/>

Table 41: Overview of Agriculture in Mercer County

ITEM	2012	2017	% change
TOTAL RECEIPTS			
Farm-Related	\$ 2,594,000	\$ 4,280,000	65%
Ag Services	\$ 680,000	\$ 978,000	44%
Ag Tourism	\$ 243,000	N/A	
Forest Products	\$ 409,000	N/A	
TOTAL NUMBER OF OPERATIONS			
Farm-Related	448	461	3%
Ag Services	78	68	-13%
Ag Tourism	7	7	0%
Forest Products	57	66	16%
AG EMPLOYMENT			
Total Ag Employment for Hire	696	700	1%
Total Ag Employment Unpaid	1,583	1,616	2%
RECEIPTS PER OPERATION			
Farm-Related	\$ 5,790	\$ 9,284	60%
Ag Services	\$ 8,718	\$ 14,382	65%
Ag Tourism	\$ 34,714	N/A	
Forest Products	\$ 7,175	N/A	

Table 41: Overall farm receipts in Mercer County are rising faster than inflation from 2012-2017. Ag services supporting farms are lagging, but could be a source of potential growth as local farm receipts and operations increase. Source: US Census of Agriculture, USDA.

Farm to Table. Farm to Table refers to farm businesses which sell directly to restaurants, or host the restaurant themselves, instead of working with a distributor; it can also refer to restaurants who buy their food directly from farmers. There is only one farm-to-table farm operating in the Greenville Area, Sprague Farm and Brew Works in Venango; Buhl Mansion in there are a few on Ohio in Youngstown, Boardman, and Hambden; and a farm site in Grove City. Farm-to-table can include vegetables, fruits, meats, cheeses, dairy, hops (breweries), and wine grapes. Amish nearby may present an opportunity with small farms, and a local focus.

Small-scale and Organic Farms. Interview indicates that there is a shortage of small-scale meat processing in the region – for both the abattoir and finishing sides of processing – offering significant opportunity for business in this category. Entrepreneurial support is provided through USDA funding.

Map 21: Farm to Table, Wineries and Breweries in the Greenville Area



Map 21: Farm-to-table businesses, wineries and breweries in the Greenville Area are an opportunity for restaurant collaboration and business recruitment to Main Street, while also an indication of growing opportunity for local farm business in the area. Source: ESRI and KM Date

Recommendations

Greenville businesses and organizations interested in developing agricultural connections should explore opportunities to encourage small-scale local agriculture in the Greenville area. This might include expanding the farmer’s market and extending its season; establishing relationships with Amish farmers interested in local markets; and facilitating connections between Greenville restaurants and local food growers.



LABOR MARKET/WORKFORCE

Background and Methodology

A business's workforce region, or "workshed", stretches about 30 to 60 minutes' drive or more around it, the distance that many will travel daily for a good job. The workforce region for Greenville residents is therefore quite large, encompassing the Youngstown-Shenango region and north toward Meadville and Erie. For analysis purposes, the Youngstown Metropolitan Statistical area can be the geography of data analysis. Pennsylvania has divided the state into "Workforce Development Regions", each with its Careerlink center providing one-stop-shop assistance to connect workers to jobs, training, GED classes, and other assistance they may need in order to become work-ready. For Mercer County, that resource is the West Central Job Partnership, serving the West Central Workforce Development Area comprised of Mercer and Lawrence Counties.¹³ An additional resource is the OH-Penn Interstate Region (Mercer, Lawrence, Columbiana, Trumbull, Mahoning Counties).¹⁴ O-Net Online provides a federal site for job seekers, tailored to regional level information, connecting job seekers to industries, occupations, and training opportunities.¹⁵

Basic demographic and educational information about Greenville's workforce is included in the earlier chapter Characterizing Greenville. In this section, we draw on PA Workforce Information and analysis data to understand projections for employment and occupations in the West Central Workforce Development Area. The WIA's projections for industries in the WDA are included in the analysis in the Business Activity section of this report. Once industry projections are complete, the WIA examines the occupations in each industry, along with population change and growth, training opportunities, turnover, and other factors, to arrive at projections for occupational categories. It should be noted that the vast majority of jobs available each

¹³ See <https://www.wcjp.org/>

¹⁴ See <https://www.ohpenn.com/>

¹⁵ See <https://www.onetonline.org/>

year in each occupation are due to turnover, retirement, etc. Only a small proportion are due to industry growth. Both numbers are useful, and are addressed here.

Summary of Findings

The WIA’s most recent projections of demand in industries and occupations are for the 2016-2026 time period. At the end of 2020, new projections are expected which will look forward from 2018 to 2028.

The total average annual demand in jobs in the West Central WDA is about 10,000 jobs. Of those, about 314 are attributed to industry growth. The highest number of jobs are predicted to be available in food preparation, administrative support, sales, and food and beverage serving (more than 1,000 jobs per year). Close behind at over 700 jobs per year are retail sales workers, production (manufacturing) occupations, transportation and material moving, and personal care and service (such as health and beauty, fitness, etc). Occupations projected to have the highest percent growth in jobs annually differs; at the top of the list are mathematicians, legal aides, and various health care workers including occupational and physical therapists, health care support occupations, nursing and social service technicians.

Table 42: West Central Workforce Development Area, Top 20 Occupations - Total Average Annual Demand, 2016-2026

Occupation	Number of Jobs Open, Annually
Total Demand in Jobs	9,907
Food Preparation & Serving Related Occupations	1,525
Office & Administrative Support Occupations	1,287
Sales & Related Occupations	1,173
Food & Beverage Serving Workers	1,023
Retail Sales Workers	871
Production Occupations	751
Transportation & Material Moving Occupations	705
Personal Care & Service Occupations	700
Other Personal Care & Service Workers	502
Building & Grounds Cleaning & Maintenance Occupations	472
Healthcare Support Occupations	433
Construction & Extraction Occupations	392
Education, Training & Library Occupations	374
Building Cleaning & Pest Control Workers	371
Installation, Maintenance & Repair Occupations	356
Information & Record Clerks	342
Material Moving Workers	334
Motor Vehicle Operators	333
Healthcare Practitioners & Technical Occupations	324

Table 42: Shown are the top 20 occupations with the highest employment demand (jobs available annually) in the Mercer-Lawrence County area (West Central Workforce Development Area). Employment demand is generated by company growth, and turnover due to termination and retirement. Source: PA Center for Workforce Information and Analysis

Table 43: West Central Workforce Development Area, Top 20 Occupations - Annual Job Demand Attributed to Growth 2016-2026

Occupation	Number of Jobs Open Annually
Total Demand Annually, new jobs attributed to growth	314
Food Preparation & Serving Related Occupations	71
Food & Beverage Serving Workers	53
Healthcare Practitioners & Technical Occupations	51
Personal Care & Service Occupations	48
Healthcare Support Occupations	44
Other Personal Care & Service Workers	36
Health Diagnosing & Treating Practitioners	34
Education, Training & Library Occupations	28
Nursing, Psychiatric & Home Health Aides	28
Construction & Extraction Occupations	27
Transportation & Material Moving Occupations	25
Construction Trades Workers	24
Community & Social Services Occupations	24
Counselors, Social Workers & Other Community & Social Service	24
Building & Grounds Cleaning & Maintenance Occupations	18
Installation, Maintenance & Repair Occupations	17
Health Technologists & Technicians	17
Primary, Secondary & Special Education School Teachers	16
Building Cleaning & Pest Control Workers	14
Motor Vehicle Operators	14

Table 43: Job demand due to growth helps to identify occupations in demand for new workers. Source: PA Center for Workforce Information and Analysis.

Interview findings suggest that significant resources exist for workforce development for Greenville area residents and employers. Occupations in demand are generally met by training programs, existing and planned. The biggest issues for employers regarding workforce is dealing with employee needs such as opioid and drug use, diabetes and chronic health issues. Occupation-related issues include finding workers with a good work ethic, and finding workers for specific skilled trades. Employers generally feel that training opportunities are excellent, with a wide range of funding options; however training organizations would like to see more employers participating in panels that design curricula for industry-specific training. The focus needs to be on helping to create the workforce from within establishments, crafting upskilling programs to meet employers' needs with existing workers who have been identified as having potential to make a positive contribution to the organization.

Table 44: West Central Workforce Development Area, Top 20 Occupations by Percent Growth 2016-2026

Occupation	Percent Growth in Jobs, 2016-2026
Overall Growth in Jobs	3.8%
Mathematical Scientists	33.3%
Occupational & Physical Therapist Assistants & Aides	25.0%
Legal Support Workers	16.7%
Life, Physical & Social Science Technicians	14.3%
Healthcare Support Occupations	13.7%
Other Healthcare Support Occupations	12.6%
Other Healthcare Practitioners & Technical Occupations	12.5%
Nursing, Psychiatric & Home Health Aides	12.3%
Health Diagnosing & Treating Practitioners	12.0%
Other Personal Care & Service Workers	11.8%
Operations Specialties Managers	11.6%
Supervisors - Transportation & Material Moving Workers	11.1%
Counselors, Social Workers & Other Community & Social Service	11.0%
Personal Care & Service Occupations	10.9%
Postsecondary Teachers	10.7%
Food & Beverage Serving Workers	10.6%
Healthcare Practitioners & Technical Occupations	10.5%
Personal Appearance Workers	10.0%
Entertainment Attendants and Related Workers	10.0%

Table 44: Occupations in demand by percent growth is another measure to identify potential need for new workers. Source: PA Center for Workforce Information and Analysis.

Recommendations

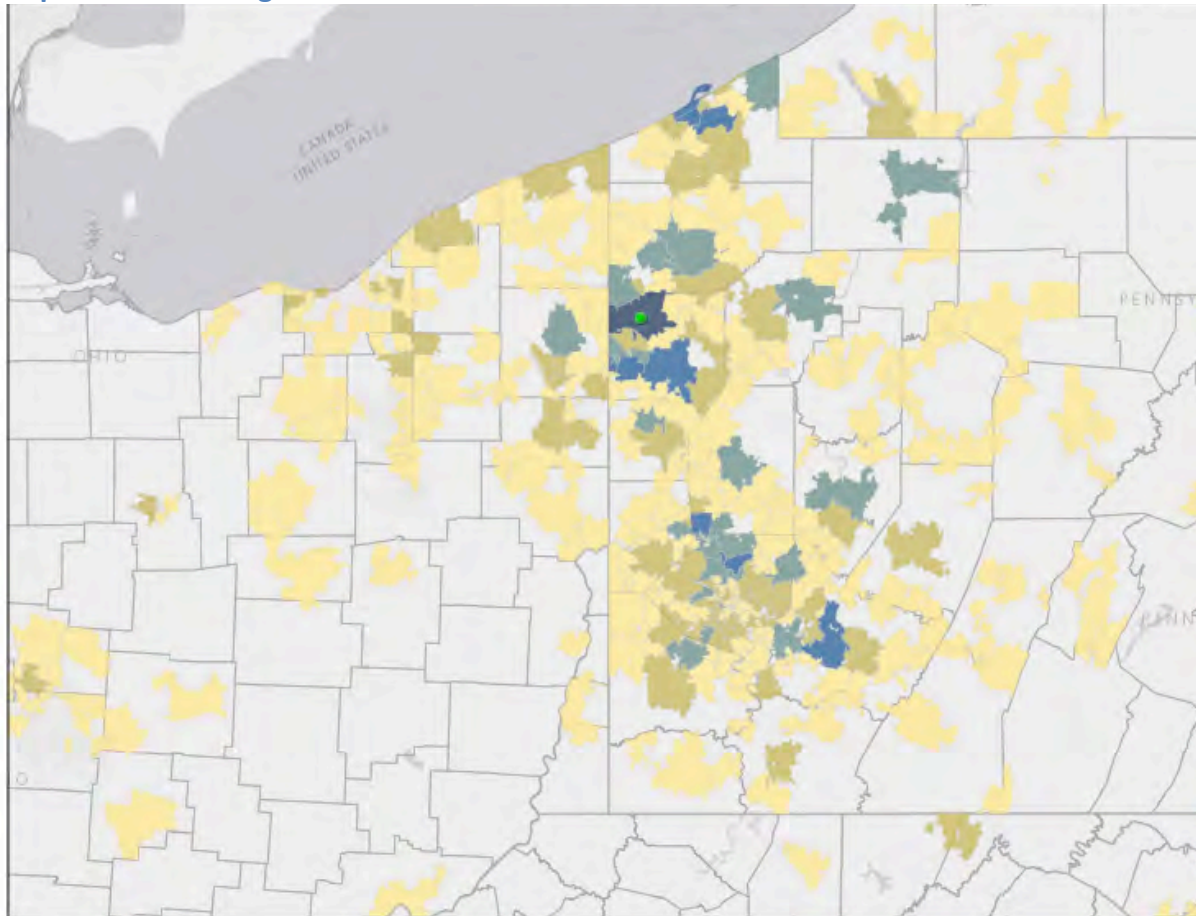
Greenville economic development organizations and Town leadership can support organizations working on opioid, worker health, and worker training issues; help to promote workforce development opportunities to employers and residents; and collaborate with workforce development providers in incorporating training programs into redevelopment plans.

- Greenville’s small-town character and friendliness are significant assets to the community; as are Thiel College and the Greenville Area School District.
- Almost everyone thinks the streets and Main Street environment need work: “Greenville needs a facelift”. Overall, people would like to see overall improvements to appearance and condition of buildings and roads.
- Committee members are dedicated to improving Greenville’s economy, and have been involved in a wide range of projects here
- People who live in Greenville do so because they have longstanding connections to Greenville/Thiel College, or it is a good location for their/spouse’s jobs, or to be close to family, or they like the walkable/small town environment. These form the core of the target audiences who could be drawn to Greenville.
- Among those who live in Greenville, taxes are not a major concern – people believe there should be more done to promote the value received for the taxes.
- People who live elsewhere do so because they could get more house for the money, a more appropriate house, taxes are lower, it is a better location for their/spouse’s job, or they have longstanding/family connections to their home location. Some of these ideas can be acted upon to change the perception of Greenville.
- People would like to see more to do in Greenville, especially in Riverside Park and on Main Street. Everyone would like to see more activity/business on the street - Vacant spaces are a significant downside
- People who went to Thiel College or Greenville High School have very strong connections to Greenville; there is a lot of pride in both.
- Churches are significant draws and community builders.
- Merchants locate here because they have connections to Greenville, space/buildings are affordable, and the downtown is safe.

Interviews also noted that business marketing is mostly done through social media, some limited press/publication in specialty newspapers. Many merchants draw customers from outside the immediate area, as evidenced by the zip code collection project reported in the Retail Market section of this report.

Thiel College Alumni. The alumni of Thiel College form a significant opportunity for increased involvement in the town over time. Thiel has an alumni list of 12,000, of which about 6,000 are actively engaged, attending events on campus. There is a national trend toward people moving back to their home college town upon retirement, drawn by fond memories, student vibrancy, and cultural, arts and sports offerings. As the map shows, Thiel alumni are mostly living within 1-2 hours’ drive from Greenville. These would be prime individuals to target with programs attracting them to visit. A survey regarding housing choice might be in order to gauge support for different types and price points of housing in Greenville.

Map 22: Thiel College Active Alumni



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Thiel College Active Alumni by Zip Code 2019

Yellow	1 - 7	Blue	> 45 - 121
Light Green	> 7 - 19	Dark Blue	> 121 - 472
Dark Green	> 19 - 45	White	USA Counties

Thiel College, ESRI, KM Date

How Greenville Compares: Tax Rates and Valuation. A prime perception among interviewees is that outsiders see Greenville’s taxes as a burden, driving the choice to live or conduct business elsewhere. To gauge the reality of this perception, the following table and chart summarize comparative tax rates in Greenville and surrounding communities. As shown, Greenville’s tax rates are on a par with other municipalities in the area offering services, including Sharon and Hermitage. Hempfield and Sugar Grove have lower taxes, but the case needs to be made about the difference in service and value between township and municipal government services. Meadville and Grove City provide more full municipal services, but their overall property valuation is higher and populations are larger, spreading the tax burden among more properties and higher incomes. As redevelopment takes hold, Greenville can expect to

see a gradual drop in individual tax burden as more properties and people share the cost of providing municipal services.

Table 45: Municipal Tax Rates, Greenville Area

	Greenville	Hempfield	Sugar Grove	Jamestown	Sharon	Hermitage	Sharpsville	Meadville	Grove City
Annual Municipal Tax on \$100,000 property	\$ 1,309	\$ 315	\$ 127	\$ 791	\$ 1,015	\$ 172	\$ 825	\$ 586	\$ 155
Annual School Tax on \$100,000 property	\$ 2,281	\$ 2,281	\$ 1,902	\$ 2,185	\$ 2,751	\$ 2,197	\$ 2,819	\$ 1,809	\$ 2,200
Annual Municipal Tax on \$100,000 earned income	\$ 500	\$ 500	\$ 500	\$ 500	\$ 1,750	\$ 1,750	\$ 500	\$ 500	\$ 500
Annual School Tax on \$100,000 earned income	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500	\$ 500
One-time Tax on Sale of \$100,000 home	\$ 1,000	\$ 1,000	\$ 1,000	\$ 1,000	\$ 2,000	\$ 2,000	\$ 1,000	\$ 1,000	\$ 1,000
Annual Per Capita Amount for 2-adult household	\$ 30	\$ 30	\$ -	\$ 20	\$ 40	\$ 60	\$ 30	\$ 30	\$ 20

Table 45: Greenville's combined property and municipal tax is in line with other communities in the region. See text for discussion. Source: State of PA Municipal Statistics

Figure 26: Municipal Tax Rates, Greenville Area Communities

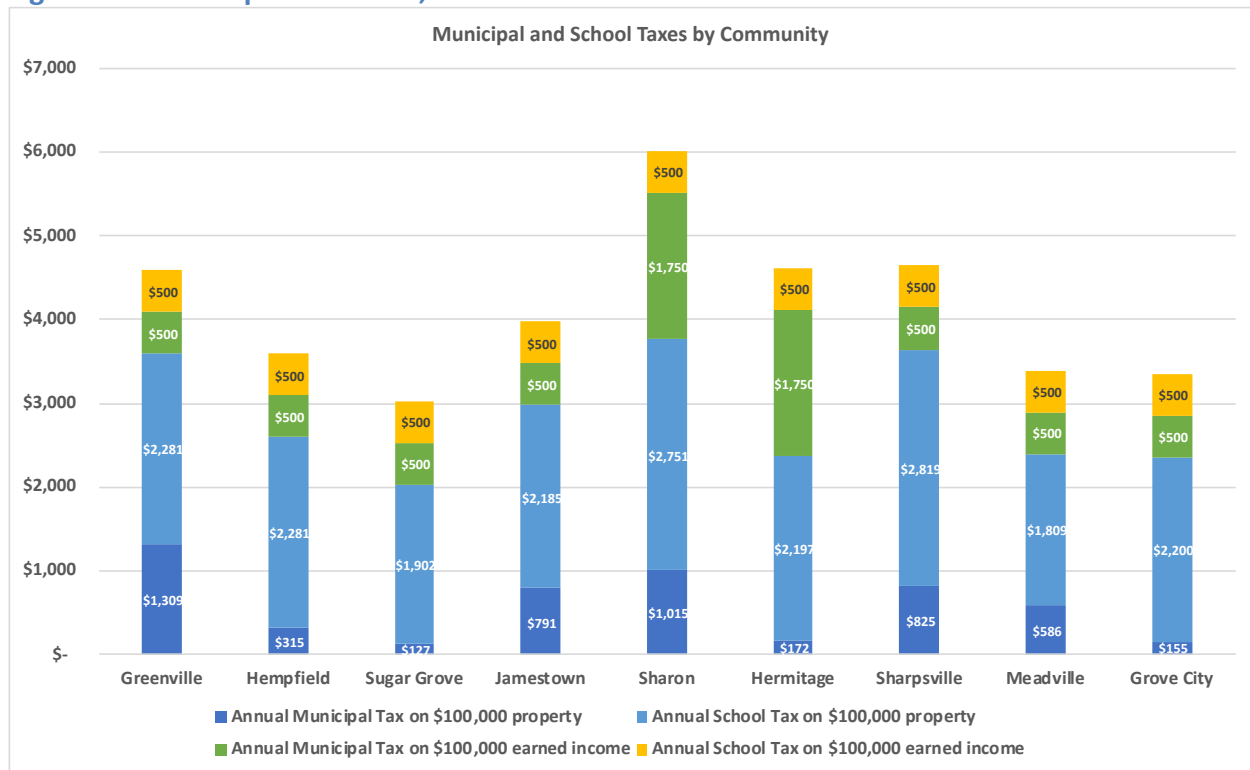


Figure 24: Greenville's combined property and municipal tax is in line with other communities in the region. See text for discussion. Source: State of PA Municipal Statistics, KM Date.

Table 46: Tax Information of Interest

	Greenville	Hempfield	Sugar Grove	Jamestown	Sharon	Hermitage	Sharpsville	Meadville	Grove City
Median home value	\$ 76,300	\$ 155,500	\$ 111,300	\$ 73,800	\$ 63,800	\$ 144,800	\$ 88,100	\$ 110,600	\$ 122,600
Total market value for municipality	\$ 101,830,475	\$ 222,661,995	\$ 43,938,137	\$ 55,053,979	\$ 335,680,175	\$ 1,075,650,571	\$ 123,554,665	\$ 358,377,166	\$ 254,192,156
Mean household income	\$ 56,507	\$ 101,394	\$ 62,797	\$ 47,634	\$ 46,117	\$ 72,820	\$ 53,557	\$ 54,851	\$ 58,681
Median household income	\$ 44,438	\$ 48,191	\$ 51,176	\$ 36,806	\$ 31,137	\$ 53,378	\$ 47,962	\$ 35,556	\$ 51,250

Table 46: Greenville's substantially lower tax base, shown as overall market value, compared to most other boroughs and cities, results in higher tax per \$1,000 valuation in order to meet municipal needs. As Greenville redevelops and market value improves, overall tax needs should balance out over time. Source: State of PA Municipal Statistics, American Communities Survey 2014-2018 5-year estimates, KM Date.

Figure 27: Tax Information of Interest

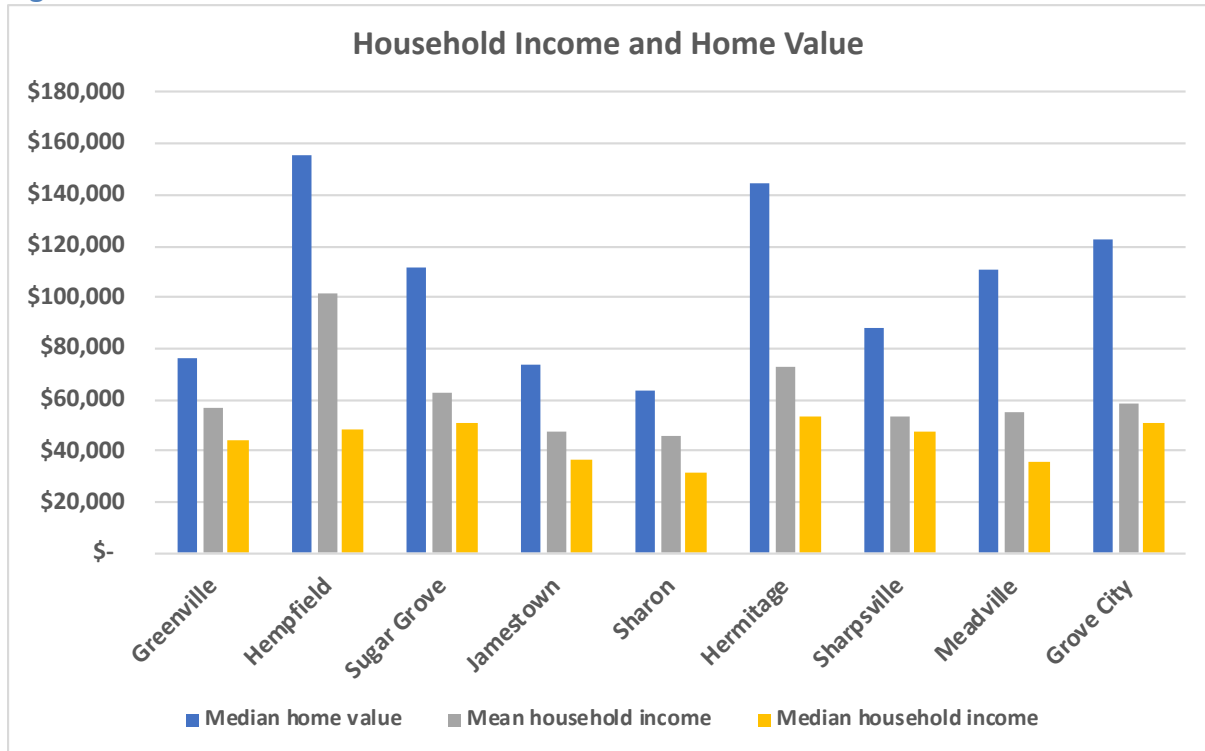


Figure 25: Greenville’s median home value and median household income are in the middle of the group of communities compared. Source: US Census, American Communities Survey 2014-2018 5-year estimates.

Recommendations

Use facts about tax rates to educate the public, realtors and property owners about how Greenville relates to other communities, and the value that Greenville residents and businesses receive for their taxes. Target Thiel and Greenville Area High School alumni, and other groups with connections to Greenville, as potential residents and business patrons. Target Pittsburgh and Cleveland and Erie residents and businesses as potential destination travelers.



OPPORTUNITIES: TWELVE BIG IDEAS

Keys to the Big Ideas

Over two months, the Economic Strategy Committee worked on prioritizing big ideas, based on the economic analysis, that could form the basis for strategies for moving Greenville forward. Key to those big ideas are three overriding principles:

Lifting Greenville lifts the area; lifting the area lifts Greenville. Economies are regional: capitalizing on Greenville's substantial assets will benefit everyone; attracting business to the area will benefit everyone.

Greenville must create its own market. There will be a need to start small and grow from there, building on assets; retail demand is net positive as a starting point.

Greenville's small-town quality of life is a strength to build on. Every big idea is an opportunity for collaboration, communication, and volunteerism.

A Time of Opportunity

Greenville is at an opportune time to move its vision forward. Significant developments in the past year include:

- The acquisition of \$900,000 in US EPA funds for brownfields environmental work, which is available for areawide as well as site-level planning
- The long-awaited environmental covenant on the Trinity North Site is just about complete

- The state-authorized ability to create a Redevelopment Authority to manage redevelopment is now available to small communities
- There is a track record of small Pennsylvania communities with vacant industrial property achieving redevelopment success, proving it's doable to citizens and investors/developers alike
- Penn Northwest, the regional development corporation, will be gaining new leadership
- The cities of Pittsburgh and Cleveland have revitalizing economic momentum, both acquiring new tech populations with discretionary income and interest in outdoors
- The Millennial and Gen Z generations are starting families, looking for walkable Main Street environments and historic character
- The Boomer generation is retiring, many of them Thiel alumni, and are also looking for walkable Main Street environment and historic character, with an interest in the outdoors
- The pandemic has expanded opportunities for “global earners” to live anywhere
- The pandemic is also likely to expand interest in living in less dense rural environments

Role of the Town and Town Council

The Town Council and Town staff will be critical partners in redevelopment efforts. Among the many roles they can take on are the following:

- Convene conversations about redevelopment options such as Redevelopment Authority
- Lead planning efforts under EPA grant
- Take a customer service approach in revising zoning, enforcing codes
- Support entrepreneurs in their ideas for investment in the Town
- Re-envision the Historical Commission
- Participate in public-private partnerships to get projects done
- Continue to lead successful grant applications

Building on Greenville's Assets

Greenville boasts many assets, making it an ideal visitor destination and place to live and work, including:

- Thiel College, a 4-year historic Lutheran liberal arts institution
- Extensive regional recreation opportunities, including Pymatuning Lake, the canoeable Shenango River leading from the lake to Greenville, downtown Riverside Park along the river, and surrounding state parks and regional trails
- A quality historic downtown Main Street, a national historic district with three intact late 19th century blocks of substantial buildings, and a small cluster of local businesses which draw customers from around the region, especially in summer
- An arts community which supports a symphony, community theater, and art gallery
- A small but thriving industrial sector with micro-clusters in metals, wood products, and health products manufacturing
- A rural environment with natural rolling hills and a growing cluster of small-scale specialty farms
- A solid local school district which draws families to Greenville

- A reputation for being a small-town community with engaged citizens and leadership

As a “legacy community” which lost its historic manufacturing base over the last four decades, Greenville has seen its share of disinvestment and population loss. Not everyone has a positive vision for Greenville’s future. Citizens and businesses have made incremental progress over the years with efforts to create recreation opportunities, change negative perceptions, and attract businesses. These important efforts have ebbed and flowed over time, but each movement has accomplished real goals, and established relationships and community connections.

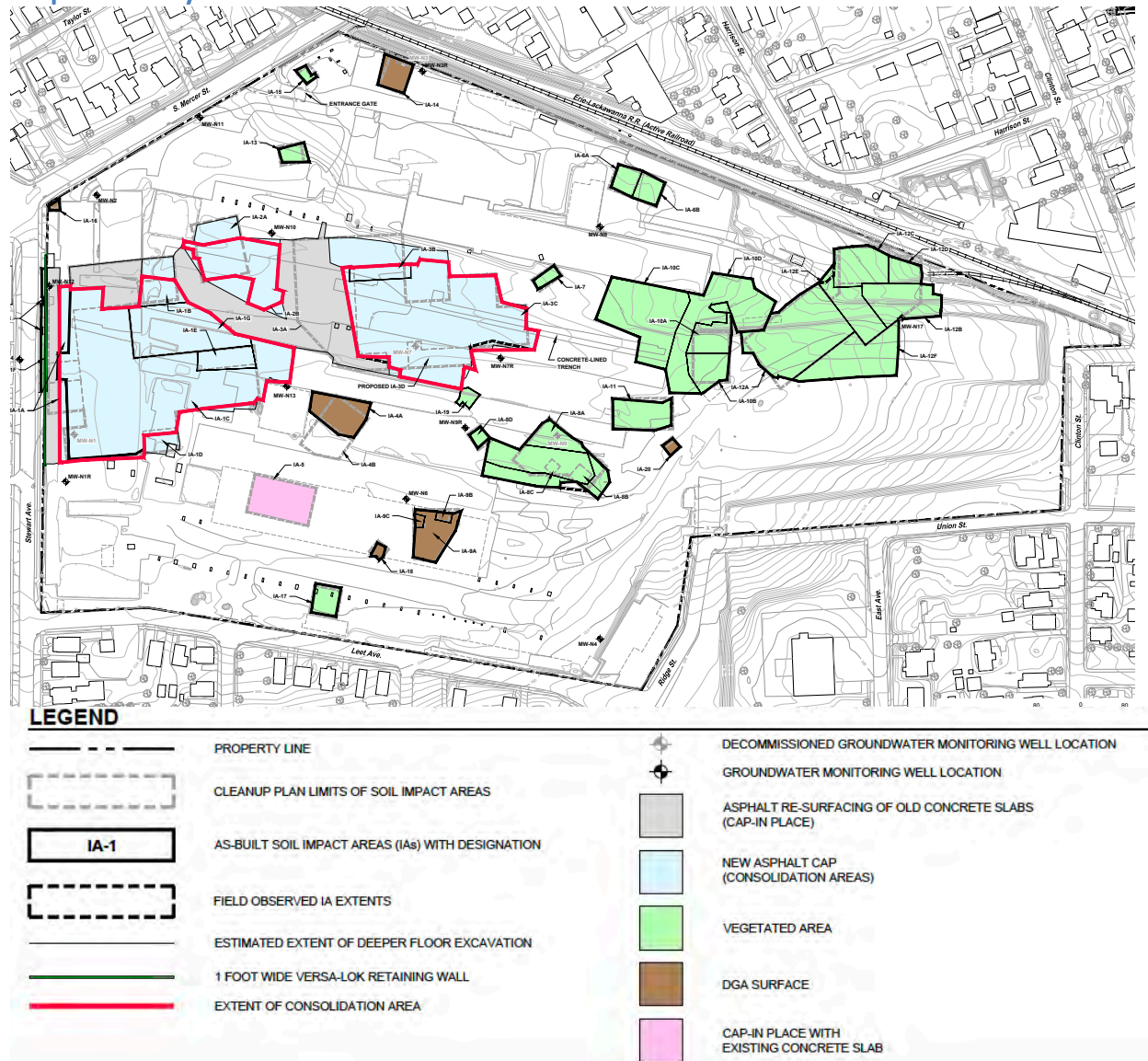
Figure 28: Greenville’s Assets



Figure 26: Around the core four assets, in green and orange, are eight supporting assets which together demonstrate strong opportunity for Greenville.

1. TOP PRIORITY: Redevelop Trinity North and Downtown Brownfields Sites

Map 23: Trinity North Site



Map 23: This map from the final environmental covenant report shows capped areas (gray, blue and pink). While the entire site has been designated “industrial only”, many areas of the site have potential for redevelopment pending further analysis. Source: PA DEP

The Trinity North site is in a prime location to provide a mix of uses and amenities within walking distance of Main Street, strengthening Greenville’s attractiveness to business, residents, and visitors alike. The environmental covenant process under Act 2 is just about complete, but the final covenants limit uses on the site to industrial only, a likely inappropriate use for a site in the midst of residential neighborhoods, and so close to Main Street. As shown on the map, there are a lot of areas of the site that are not restricted and could potentially be

thoughtfully designed to provide a range of uses. The property remains in private hands of the Trinity Corporation.

Much work needs to be done to acquire the property, renegotiate the environmental covenants, and redevelop the site and its environs. It might seem like a daunting task, but other Pennsylvania small towns have done it, including Steelton, a small Pennsylvania town the same size as Greenville. It is likely a 10 or more year process, but the EPA grant funds recently secured will provide funding for early planning to set the stage for development work.

The following steps are needed:

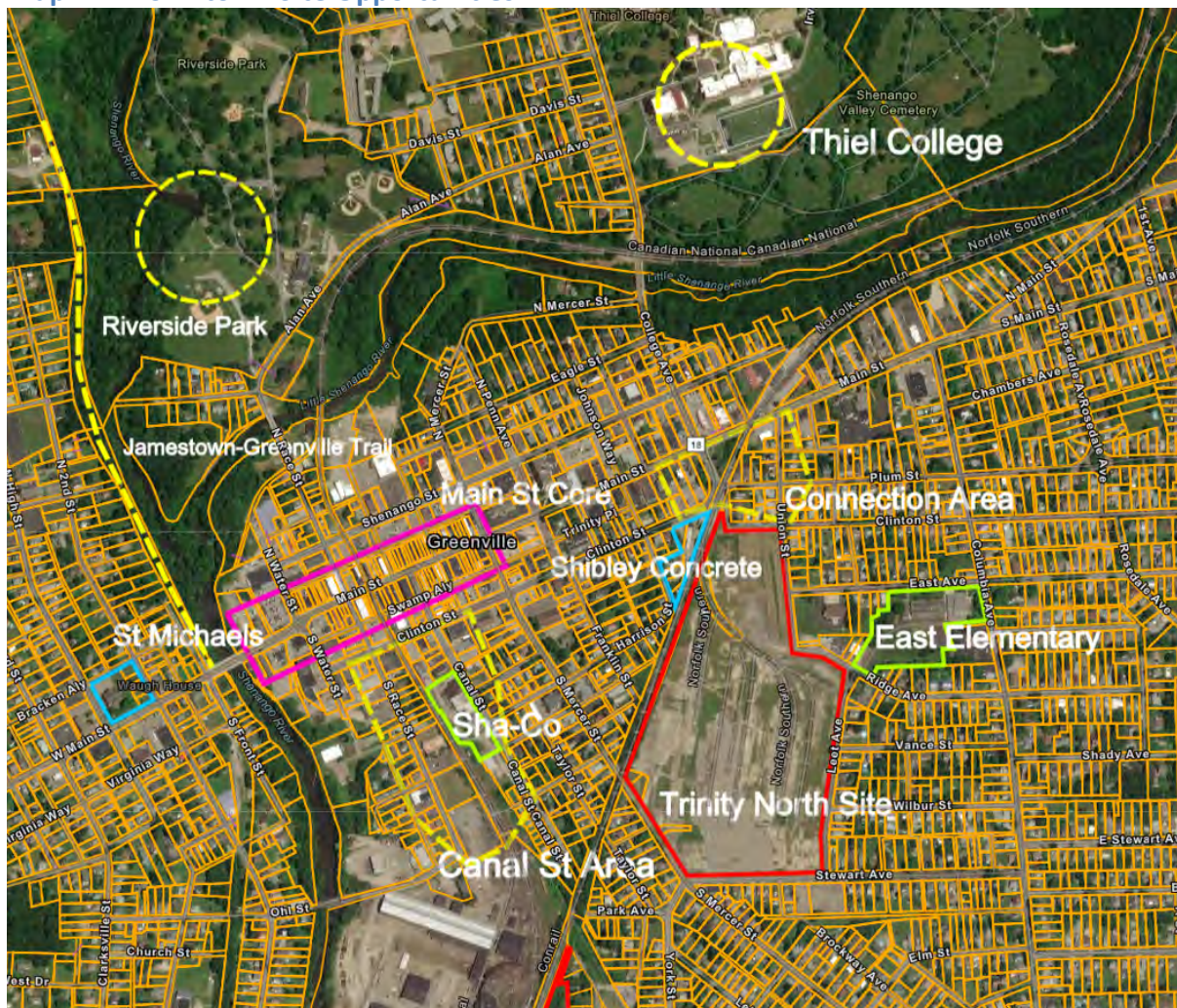
- 1) Build a coalition to engage citizens, political and business leadership, and potential partners who will work together throughout the process
- 2) Plan for who will receive/own property and the best mechanism for doing so
- 3) Plan for best use of site through market analysis and thoughtful design
- 4) Gain support for ownership, /environmental renegotiation/redevelopment
- 5) Obtain the property from Trinity Industries
- 6) Renegotiate the environmental covenants for areas needed for plan (leave hazardous areas restricted?)
- 7) Detailed planning and RFP for development
- 8) Redevelopment, likely through public-private partnership

Past Ideas for Trinity North reuse include an indoor water park and hotel, central Greenville park, dirt bikes/mountain bikes venue, mixed uses such as housing, office and retail, a movie theater, grocery store and shopping strip. Throughout many conversations, Trinity North has always been top priority for redevelopment.

2. TOP PRIORITY: Comprehensive Urban Design Plan, Site Studies and Zoning for Downtown

Along with the Trinity site, there are other sites identified in the downtown that together could form a coherent framework for re-envisioning Greenville. While Greenville has a broad comprehensive plan, completed in 2004 with Hempfield township, an areawide planning process is needed to focus on urban design and a specific design vision for the Town, addressing available sites, market trends and demand, traffic flow, additional properties that may need to be acquired, connection to Main Street, and appropriate uses for adjacent sites. The recently secured EPA funds create an opportunity for planning to take place. Having a plan is key to attracting funding and support for redevelopment, and forming a basis for zoning changes.

Map 24: Downtown Site Opportunities



Map 24: Showing Key redevelopment sites and relationship to Main Street and the Jamestown-Greenville Trail. Source: ESRI, CoreLogic, KM Date

The following are potential sites and issues to be included in the planning effort:

- Trinity North/Shibley Concrete: Mixed Uses (housing, office, entertainment/recreation)
- Canal Street sites: light industrial opportunities
- Explore connection of Trinity North to Main Street
- Reuse East Elementary as innovation/arts incubator, or senior housing
- Continue to restore Main Street and protect its assets
- Explore senior housing or innovation/arts/gallery for St Michaels school
- Revitalize Canal Street area for micro-manufacturing, especially specialty foods and/or metals/fabrication
- Monitor UPMC use and explore alternatives including senior housing, expanded health care, Thiel collaborative uses
- Strengthen and enhance connections to Thiel, Riverside Park, schools and neighborhoods; ensure top-notch park/trails over time
- Optimize transportation routes and connections for all modes (walkers, bikes, automobile, truck), especially on and near Main Street – may require collaboration with PennDOT over the long term
- Urban design concepts for: Gateways and views, Main Street, tying site opportunities together
- Best locations for housing, business, industry
- Parks and Open Space strategy including connections, Riverside Park, Thiel College, schools
- Needed zoning adjustments

3. TOP PRIORITY: Prioritize Historic Preservation

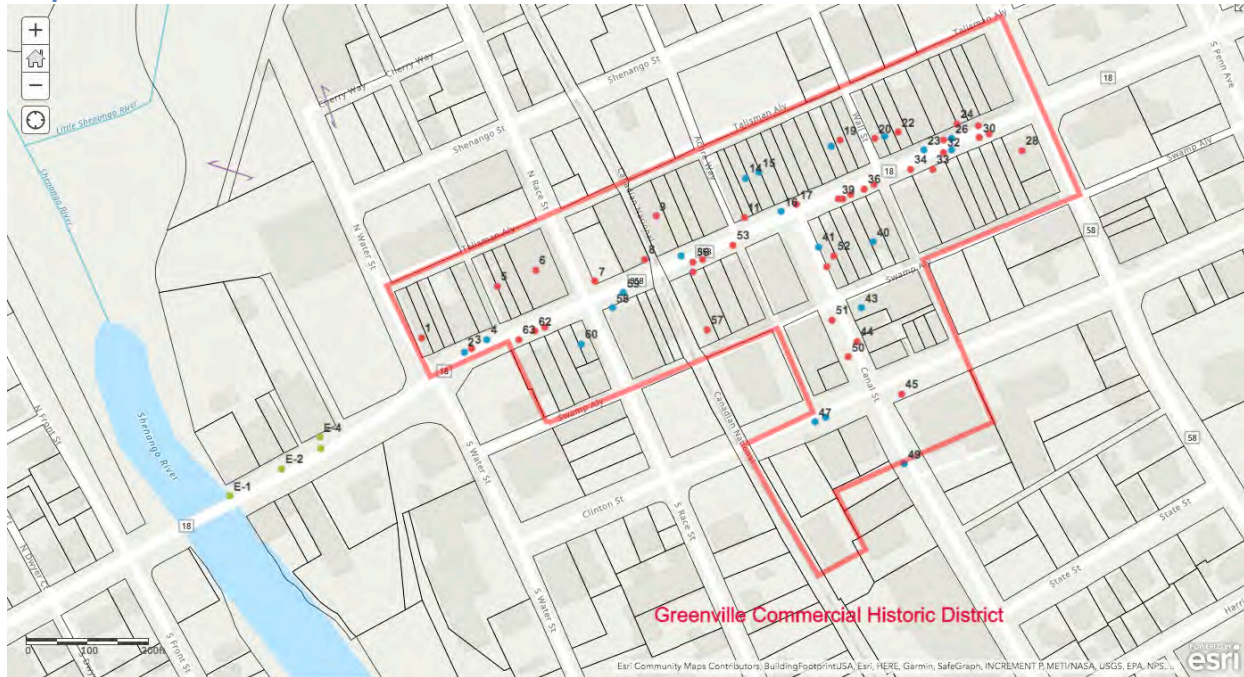


Recognizing that Greenville’s historic Main Street and off-Main Street properties are largely intact, a rare condition in 2020, and are among the Town’s greatest assets, the Committee has prioritized taking steps to protect and enhance the Town’s historic character, and enable property owners to take advantage of historic preservation tax credits. The economic benefits to Greenville have been well documented in the research and will help to bring Greenville into the next century.

The Greenville Historic Commission, a Town entity provided for in the Town’s code but not currently meeting, needs to be revived and re-commissioned to take on the task of leading outreach to the public and property owners, stabilizing properties, and working to obtain funding and technical assistance. Some possibilities are a revolving loan program for property owners to maintain storefronts; adopting a local historic district to protect properties from demolition without cause; adopting design guidelines to ensure new development is in character with the district; extending the district to the bridge; and becoming a state-authorized Certified Local Government, which unlocks additional resources to support historic preservation efforts.

The following map is based on the application for a national commercial historic district, which was approved for Greenville in 2002. See the Appendix for a summary historic preservation memorandum, written by Alan Burge Architecture. The National Historic District Application is available from the Town offices.

Map 25: Greenville's National Commercial Historic District



- Contributing
- Noncontributing
- Explore Inclusion

Map 25: Showing properties identified in the Application for National Historic District, and the outline of the District. “Contributing” properties are designated historic properties; “Noncontributing” are properties within the district that are not historic. Contributing properties within the District may be eligible for tax credits and other incentives. See text and Appendix for discussion. US National Park Service, KM Date



Sulphur Springs, Texas: Before and After

Benefits of Historic Preservation

- Leverage state and national historic preservation tax credits for commercial development
- Historic properties appreciate at greater rates than other properties
- Boost local economies through tourism
- 78% of all leisure travelers are cultural and/or heritage travelers, who spend more
- Enhance business recruitment potential
- A historic district encourages better quality design in all properties
- Reduced waste, energy use and pollution through continued use of structures
- Provide educational benefits
- Provide well-being benefits (human scale, sense of place, sense of belonging, small town uniqueness)

Source: National Trust for Historic Preservation

4. Strengthen Main Street



A successful Main Street will continue to build on the work of the Chamber of Commerce in recruiting businesses, continuing and expanding successful programming, working with the Town and Historic Commission on the streetscape and historic environment, and building its capacity to do more. Some successful Main Street strategies to explore include Amazon-proofing local retail, serving multiple markets at once, providing walkable convenience, following main Street best practices, and taking a Main Street Program 4-point approach. The market study earlier in this report will form a framework for business recruitment.



Why is Main Street Important?

The most obvious purpose of Main Streets is to be a place where residents and businesses can find businesses offering dining, consumer goods, and consumer services. They may also provide public spaces and community services such as libraries, post offices, community centers and town halls. Above and behind storefronts, Main Streets often are a place of working spaces for professional offices, artists, and small-scale manufacturing.

While meeting community needs for goods and services, Main Streets also provide a central place for community identity, exchange of ideas, and “third places” for social interaction, the foundation of a strong community. They provide opportunity for local business investment, wealth-building, and growth, and offer local starter-level employment for youth. Main Streets provide an opportunity to capture outside visitor dollars in the community.

A successful Main Street will cater to multiple markets at once. Some of these include:

- First Market – longtime residents seeking affordable daily goods and services
- New Residents – seeking specialty goods and experiences (perhaps not arrived yet)
- Visitors – seeking specialty goods and experiences, evening venues, entertainment
- Workers – seeking meals, after work entertainment, some errands
- Families – seeking affordability, family-friendly venues, recreation/arts/crafts, educational opportunities
- Students – seeking affordability, something to do, “third places” to meet

A diverse and successful Main Street approach will identify markets at work in the community, and provide goods, services and activities for them all.



Keys to a Successful Main Street

Successful main street business districts are unique and provide one-of-a-kind experiences. On the other hand, there are several characteristics which they often have in common, and which can help economic development proponents to frame their conversations about priorities for creating a lively business environment.

- 16/7 Activities (7 am-11 pm)
- A whole day's activity - nearby recreation, entertainment, education
- Anchors drawing customers
- "Third Places"
- Smart, well-managed businesses with vision, marketing savvy and access to capital
- Diverse business mix
- Aligned business hours
- Safety, lighting, activity
- Design character
- Customer service
- Unique and local experiences



What is a “Third Place”?

The Foundation of Community Building

The term “Third Place” was coined by sociologist Ray Oldenburg in 1999. It describes places in any community where people can meet, greet and socialize outside of home and work or school. Examples include churches, coffee shops, beauty salons, auto repair shops, bike shops, fitness centers, and the street itself. “Third Places” are often referred to as critical to Main Street success. They can help to build community connections and social strength by providing a place for community interaction to happen.

What Are the Four Points?



Transformation Strategies are implemented through comprehensive work in four broad areas, known as the **Four Points**.

ECONOMIC VITALITY focuses on capital, incentives, and other economic and financial tools to assist new and existing businesses, catalyze property development, and create a supportive environment for entrepreneurs and innovators that drive local economies.

DESIGN supports a community's transformation by enhancing the physical and visual assets that set the commercial district apart.

PROMOTION positions the downtown or commercial district as the center of the community and hub of economic activity, while creating a positive image that showcases a community's unique characteristics.

ORGANIZATION involves creating a strong foundation for a sustainable revitalization effort, including cultivating partnerships, community involvement, and resources for the district.

The Four-Point Main Street Approach

For decades, the Main Street Approach has been followed by urban, suburban, small town and rural community Main Street organizations nationwide with resulting success in economic vitality and resilience. Becoming a Main Street organizational member is affordable, and unlocks a range of resources and assistance in support of the four points. See the Main Street Program web site,

<https://www.mainstreet.org/mainstreetamerica/theapproach>



Meeting First Market Needs

Meeting the needs of existing residents in a revitalizing community involves ensuring that convenient, affordable goods and services continue to be readily available. A high proportion of existing residents are seniors with fixed incomes and need for special services.

Key elements to address for all include:

- Ensuring affordable rental homes (renters)
- Ensuring affordable property taxes and assistance with home maintenance (owners)
- Affordable and accessible daily retail goods and services, affordable fresh foods
- Convenient and affordable transportation to work, school/training, shopping, services
- Social and community services
- Welcoming “third places”



Thiel College



Google Commons

Meeting the Student Market

Students seek many of the same things as longtime residents and youth/family markets. Depending on the college's student population, the location and their age, they may have limited access to a car, and many are likely to be below drinking age.

Key elements include:

- Something to do: Movies, games/gaming, arts/crafts/do-it-yourself, music venues, street programs, volunteer for a cause
- Affordable "third places" to meet: coffeehouses, pizza shops, restaurants
- Apparel and incidentals
- Affordable goods and services



Meeting New Resident and Outside Visitor Markets

New residents and outside visitors attracted to Main Street communities have interests in common: specialty goods and services, a focus on unique experiences, and walkable, historic street environments.

Key elements of a Main Street attractive to these markets:

- Attractive, well-maintained and vibrant street environment
- Branding and capitalizing on assets
- Dining and shops with unique offerings, locally sourced goods, healthy foods
- Strong arts presence
- Programs, events and live performances in all seasons
- Personal service and expertise



Meeting the Worker Market

- Lunch and after-work dining at various price points
- Good advertising
- Easy and convenient parking
- Convenient travel access
- Convenience services and goods such as grocery, drycleaning, health and beauty
- Daycare



Wikimedia Commons



Smitty's Cinemas

Serving Youth and Families

- Recruit arts programming and education/participation opportunities
- Explore opportunities for recreation opportunities
- Safe places for teens to hang out after school
- Restaurants with family-friendly menus
- Separated bike travel, especially connections to river path

Examples of Youth/Family-Serving Businesses and Activities

- Video and Gaming Arcade
- Game and activity center (such as “Recess”)
- Board Game Café
- Library programming or storefront outlet
- Tutoring, math/chess learning center
- Arts centers/classes or do-it-yourself crafts businesses
- Family movie/food venue
- Ice cream and soda shop

5. Collaborate with Thiel College



Greenville has the opportunity to work together with Thiel College to strengthen relationships and collaborations for a true “Town and Gown” advantage. Key strategies will include continuing to strengthen arts and culture collaborations, engaging students in downtown programming, and encouraging intergenerational collaboration with the Greenville Area School District, Thiel College, and Senior Housing Communities.

6. Enhance Recreation Opportunities



As one of Greenville’s primary assets, recreation and trails work should be a priority in the next three years. Much work has been done to establish the start of trails and revitalization of Riverside Park. More is needed to raise funds and community support, complete the trails, pursue a detailed holistic design for Riverside Park as a “gem” in the heart of the Town, and promote new opportunities such as recruiting additional recreation-oriented

businesses and activities, extending the water trail to Shenango Reservoir and beyond, shaping winter activities, and working with surrounding parks and recreation providers to collaborate on programs and opportunities. This will likely require a coalition or task force of Greenville residents and businesses to work together with organizations such as the Mercer County Trails Association to accomplish key strategies.



Carried Away Outfitters



PXHere

Recreation Businesses

Activities:

- Yoga/Fitness
- Bicycling
- Team Sports
- Fishing
- Camping
- Hiking
- Backpacking
- Hunting
- Snow/ice sports
- Skateboarding
- Motorized recreational vehicles
- Rock climbing

Goods:

- Equipment 61%
- Apparel 20%
- Footwear 11%
- Other 8%

Services:

- Rentals
- Repair
- Classes
- Trips
- Shuttles

7. Enhance the Arts and Culture



Arts and culture offerings are critical to the long-term attractiveness and sustainability of small towns. Greenville has an excellent foundation of arts collaborations – what is needed over time is to continue to expand these collaborations and group capacities for more performances and venues.

Ideas include:

- Continue and expand collaboration with Thiel College on music, symphony outreach and opportunities; theater and storytelling; visual arts; co-promotion – throughout the year and in summer
- Improve Sans MOCA and other gallery visibility on Main Street
- Expand arts programming on Main Street; perhaps twice yearly events during the Thiel school year
- Collaborate with museums/historic society to increase their contribution to Greenville’s mix of attractions
- Recruit galleries, do-it-yourself arts businesses, and artists – perhaps metals fabrication artists who could collaborate with small manufacturing businesses
- Organize street art and performances



Life's A Yarn



E&S Train and Hobby

Elements of a Hobby/Entertainment/Arts Cluster

- Trains/models
- Comics/cards
- Games/gaming
- Art and craft galleries
- Arts/crafts supplies
- Arts/crafts DIY activity stores
- Yarn/needlework/quilting
- Dolls/miniatures
- Misc. vintage stores
- Men and women's interests are often complementary
- Street environment is important

8. Strengthen Greenville’s Neighborhoods



As outlined in the Property Condition and Housing sections of this report, Greenville’s neighborhoods are very important factors in businesses’ and residents’ decision to locate in Greenville. It will be important for the Town over time to leverage blight removal funding to implement demolition and rehabilitation programs, build new and infill housing to widen the price point and quality of neighborhoods, prioritize street and sidewalk repairs and other public improvements, and strengthen pedestrian and bike connections. Code enforcement needs to be strengthened, while taking a “Customer Service” approach to build trust and collaboration between Town staff and property owners. In particular, the Town may want to explore options for increasing funding available for capital expenses for public improvements.

9. Collaborate with Greenville Area School District



The Greenville Area School District is a solid local school district which attracts families who desire a small school district environment for their children, or who have past association with the Greenville schools. It will be important for the committee to work with the school district to align marketing messages to ensure that the positive, desirable aspects of the schools come

forward. The school district’s marketing efforts need to provide an easy online experience for outsiders to find positive information about the schools including testimonials and other data. In addition, there are opportunities for the schools to collaborate with Thiel College, senior communities and Main Street on intergenerational and arts programming to help strengthen community relationships and integrate the school district into community life beyond families with children.

10. Develop and Market Greenville’s Brand



Changing the existing perception of Greenville is a very important component of re-imagining its future. Using ideas in this report, a marketing committee should identify target audiences and develop Greenville’s brand identity as a recreation destination, building in arts and community life messages. Targeting the river, trails, Riverside Park, Thiel College, Main Street community life and Greenville’s business micro-clusters as showcase elements will be helpful. Working collaboratively with Thiel College and the Greenville Area School District, the Town, economic development organizations and other committees to unify messages will be important. Once a brand and supporting message(s) is developed, targeting Cleveland, Pittsburgh and Erie markets for destination trips will help to drive visitors and ultimately business to Greenville.

Part of the negative public perception of Greenville is the past strict adherence to regulatory compliance and code enforcement. In particular, property codes should be enforced through a “customer service” approach, asking “how can I help you” and enlisting property owners’ and entrepreneurs’ support in doing the right thing while making investments in Greenville.



Taking a Customer Service Approach: “How Can We Help You?”

More and more community code enforcement teams are working to adopt a customer service approach to their activities. When entrepreneurs, property owners, residents, businesses, and visitors are all seen as customers, code enforcement becomes an outreach and communication opportunity. Helping people to “do the right thing” and “be a good neighbor” builds trust and encourages investment. Often the community has knowledge of funding opportunities that can be shared while encouraging compliance. A revisit to existing regulations is often a good idea to identify regulations that are necessary and important, versus those that are an unnecessary burden for property owners and the community alike. Openness to attracting new residents and businesses means sharing opportunities in town for them to invest and become a part of the community.

11. Develop Agricultural and Agritourism Opportunities



Walnut Hills Farm

Local food provides opportunities for small towns to integrate Main Street and their rural farming environment. As interest in healthy eating and local goods and services expands nationwide, there are a number of possibilities for Greenville to respond. Recruiting Micro-Wineries/Breweries/Distilleries are a good way to start, as they expand restaurant-based liquor capacity on the street without needing a liquor license. Restaurants that are thriving elsewhere might be interested in opening a small satellite location on Main Street.

Another starting point is to expand the farmer's market, moving it to a Main Street location and gradually expanding hours into the spring and fall seasons, with a possible move indoors in the winter. With the right mix of growers/producers and artisans, this could become the "grocery option" so desirable within a Main Street walkable neighborhood. Collaboration with area farms and Amish could generate participants for farmer's markets and also opportunities for Farm Days where people can visit farms in person, perhaps with a stop on Main Street for lunch. Over the long-term, supporting expansion of small-scale farms in the countryside around Greenville, and supporting connections between farmers and restaurants, will pay off as rural assets contribute to Greenville's economy. Artisan food producers and processors can be recruited for off-Main-Street commercial properties, supplying Main Street restaurants while offering retail sales and providing employment.

12. Enhance the Business and Commercial Environment



As detailed earlier in this report, Greenville boasts several existing micro-clusters and has the opportunity for growth in additional areas. Economic developers can work to strengthen these through business recruitment, retention and expansion; fostering collaborative engagement among businesses; addressing training and workforce needs; and exploring areas of innovation.

As part of the EPA-funded areawide planning effort, planning for specific sites can dovetail with business recruitment to offer assessment and cleanup assistance. Petrochemical industries offer an opportunity to take advantage of the Monaca cracker plant location. Another opportunity is to find ways to enhance the competitiveness of local broadband providers in order to improve community-wide reliability, and bring the price down. Finally, opportunities to align marketing messages with Main Street, Thiel College, the Town, and the Greenville Area School District will help to boost business recruitment and retention efforts. Greenville's micro-clusters should be an important part of those messages.



PRIORITY STRATEGIES AND IMPLEMENTATION

Strategy Implementation

The final step in the development of this economic strategy was to lay out an implementation matrix which breaks down each strategy into specific action steps. Each action step is then itemized with its likely timeframe, relative cost, partners responsible, and possible funding sources. The tables that are laid out at the end of this section highlight the priority strategies for the first 1 to 3 years. The full implementation matrix is included in the appendix, and lays out strategies for up to ten years. Since many of the strategies are long-term projects, the steps after the first 3 years are included to assist Greenville partners in looking forward. Ideally, all strategies would be revisited annually by the Economic Strategy Committee or its successor, and subcommittees, to measure progress, note action steps completed, and add further action steps as time progresses and conditions change.

Organization and Committees

While an enthusiastic sixteen-member committee led the direction of this plan and in particular the defining and prioritizing of strategies for action, the long-term and diverse nature of the strategies will require that active subcommittees be organized to take each strategy forward. In particular, the following subcommittees are recommended:

- 1) Redevelopment Areas Coalition.** This coalition will undertake the largest and most long-term strategy, the redevelopment of Trinity North and other downtown sites as outlined in the Recommendations section. Key to this group's work will be leading the planning phase, and

using the plans to develop wide-ranging political and public support to leverage development interest, and funding support for redevelopment and brownfields re-assessment. The Town will be an important partner in this coalition as potential creator of a Redevelopment Authority to own property and manage the redevelopment process.

2) Historic Preservation Task Force. Historic preservation strategies implementation will rely on a committed, active task force of citizens who are passionate about preservation of Greenville’s historic downtown assets. This group will lead a campaign to develop support for historic preservation, inform and assist property owners with taking advantage of historic preservation benefits, work with the Town, County, and state Office of Historic Preservation to initiate development of a local historic district and design guidelines, and seat and train a revived Greenville Historical Commission to review applications within the local district.

3) Greenville Chamber of Commerce. This existing group will take on expanded roles to pursue strategies for strengthening Main Street. They will also take the lead on working with area farmers to pursue projects related to agritourism, small-scale food production, farm-to-table, and farmers’ market growth. The Chamber may be the starting point for collaboration on arts-related projects involving Thiel College, the Greenville Symphony, the community theater, the Greenville Area School District, the Sans MOCO gallery, and local artists and musicians. The Chamber’s marketing committee, together with GAEDC and GRDC leadership, is also the most likely group to take on the marketing/branding effort, working with marketing staff at Thiel College, the Greenville Area School District, the Town, and business, arts and recreation organizations.

4) Greenville Recreation Task Force. This group, once very active in Greenville, will need to be revived to take on the task of continued revitalization of recreation assets in Greenville. Key projects will involve the design and revitalization of Riverside Park, extending the Greenville-Jamestown Trail and ultimately the Greenville-Shenango Trail, supporting Greenville recreation-oriented businesses, developing partnerships with nearby recreation opportunities, and seeking year-round activities to expand recreational opportunities in Greenville.

5) Business Development Working Group. Greenville Area Economic Development Corporation and Greenville-Reynolds Development Corporation will be partners with all of the above committees, as well as taking the lead on the commercial and industrial business environment and workforce development enhancement strategies.

6) Town and Gown Strategic Working Group. Thiel College and the Greenville Area School District are key partners who are identified with their own strategies in the plan. Together with the Town and other partners, they will ideally play a key role in many of the strategies outlined.

Current EPA Funding

In 2018, a coalition of Greenville communities received a \$300,000 grant from the US Environmental Protection Agency, which was utilized to assess several known brownfields sites

in order to leverage future planning and funding. In October of 2020, the Town and its partners will receive a second grant, this time for \$600,000, which will be available for areawide planning, in addition to site assessments. This funding is a key game-changer for Town revitalization, as the resultant plans will enable the leveraging of financial, political and public support for redevelopment. A plan and supporting market and site assessments will enable development partners to envision potential projects and their likelihood of success.

Funding and Financing Resources

The State of Pennsylvania has excellent online information about funding and financing programs available through State agencies. Every state agency has a reference tab on funding resources, and the Department of Community Development, the central agency for community development and redevelopment funding, has a large number of resources collected on one web page.¹⁶

In particular, the following programs could be useful in implementing the strategies. Each strategy is assigned specific funding mechanisms as part of the implementation matrix.

- **Partnerships and Collaboration:** between Greenville working committees and groups: Town of Greenville, Greenville Chamber of Commerce, Greenville Area Economic Development Corporation (GAEDC); Greenville Reynolds Development Corporation;
- **Federal Funding and Tax Credit programs:** US EPA, USDA, US Dept of HUD, National Parks Service, US Economic Development Agency (US EDA)
- **State Funding and Tax Credit programs,** particularly the PA Department of Community and Economic Development (DCED), the PA Department of Environmental Protection (DEP), PennDOT, and the PA Department of Conservation and Natural Resources (DCNR); often administered by regional offices; the PA Historic Preservation Office
- **Independent organizations** playing a role in implementation of state programs: PA Downtown Center; PA Housing Alliance; Small Business Development Center at Gannon University
- **Regional Organizations** such as the Appalachian Regional Commission
- **County and Regional Planning and Community Development Departments**
- **Foundation Funding:** particularly the Community Foundation of Western PA and Eastern Ohio, which has several family-based funds, including the Baughman Foundation, specifically targeting Greenville, youth, recreation, and student support
- **Nonprofit organizations** which may play a role in providing technical assistance for specific issues, such as the Institute for Local Self-Reliance, which assists with community broadband

¹⁶ See <https://dced.pa.gov/program/>

Implementation Matrix – First Three Years

The Implementation Matrix ties directly into the twelve Big Ideas with specific action steps needed to implement each overall strategy. The full 10-year-plus matrix is in the Appendix. The Matrix is also being provided to the Town and partners in Excel format.

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

Strategy	Action Step	Time Frame from 2020	Cost	Funding/Financing Sources (in progress)	Responsibility
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
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

Strategy	Action Step	Time Frame from 2020	Cost	Funding/Financing Sources (in progress)	Responsibility
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

4	Strengthen Main Street				
4A	Adopt Customer Service approach to code enforcement and property owner 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	Do one big project on Main Street that will draw people and create interest; perhaps vacant space(s) could be used to provide micro-, Amish and home-based businesses a year-round place for sales (by the table)	1-3 years	low-medium?	DCED Blight Remediation Grant (202-206 Main St in current application), current EPA grant	Chamber of Commerce, 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	Address all four components of Main Street Approach - Design, Promotion, Economic Vitality, Organization (with or without full Main Street membership)	1-3 years	low	Collaboration	Chamber of Commerce
4J	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
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

Strategy	Action Step	Time Frame from 2020	Cost	Funding/Financing Sources (in progress)	Responsibility
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				

Strategy	Action Step	Time Frame from 2020	Cost	Funding/Financing Sources (in progress)	Responsibility
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 Program	Committee, Recreation/Greenspace Committee/Mercer County Trails Association

Strategy	Action Step	Time Frame from 2020	Cost	Funding/Financing Sources (in progress)	Responsibility
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

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
8C	Repair roads and sidewalks	1-3 years	medium-high	DCED and PennDOT funds; State Liquid Fuels (gas tax) funds; Shenango Valley Metropolitan Planning Organization Transportation Improvement Program (TIP)	Town

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

Strategy	Action Step	Time Frame from 2020	Cost	Funding/Financing Sources (in progress)	Responsibility
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	Committee, Chamber of 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

Strategy	Action Step	Time Frame from 2020	Cost	Funding/Financing Sources (in progress)	Responsibility
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

Strategy	Action Step	Time Frame from 2020	Cost	Funding/Financing Sources (in progress)	Responsibility
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
12D	Assist with connecting workers to workforce training opportunities	1-3 years	low-medium	Collaboration	GAEDC, Thiel, Greenville Schools, West Central Job Partnership, Careerlink



CONCLUSION

Greenville's Economic Strategy Committee, recognizing the opportunity available to the Town, has laid out an ambitious set of strategies to move Greenville forward. Much of it will require organization and development to bring the right partners and volunteers to the table to accomplish strategic tasks. The upcoming EPA grant will greatly assist this process, funding the development of a plan and vision that can be used to leverage political and funding support, and developer interest, in the future.

While niches and gaps have been identified, the existing market for housing, retail, and business is not robust. Population continues to slightly decline, and on the surface, conditions appear much the same as previous years. New development will need to create the market, based on the opportunities identified in this plan. Retail leakage can be a starting point.

Greenville has multiple major assets that can be a draw to outside markets, residents and businesses. Further development of these assets will help Greenville's economy for the long term. These include recreational resources in trails and Riverside Park; relationships with Thiel College and alumni; Greenville's Main Street historic district; the availability of vacant sites for redevelopment; business micro-clusters; arts and culture opportunities; Greenville's Main Street commercial retail core; Greenville's neighborhoods; and relationships with the schools. Development and marketing of Greenville's brand will support all of these efforts, and help change perceptions and engage the public in supporting redevelopment efforts.

Caveats and exclusions

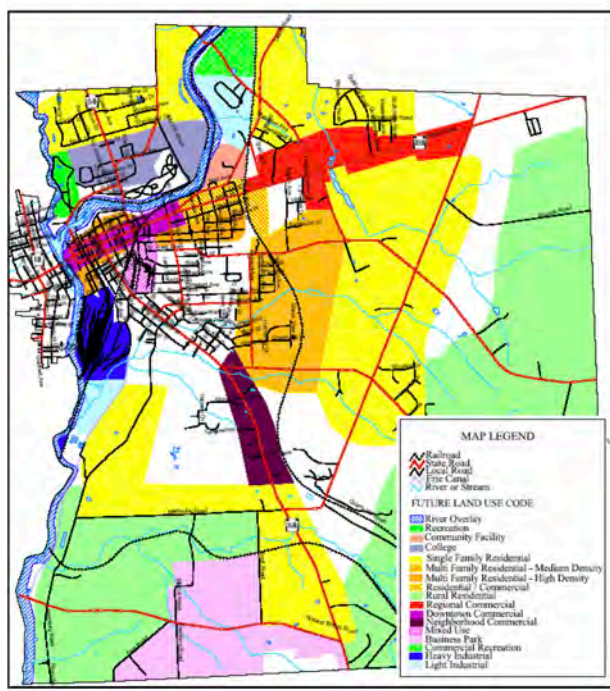
No market study can guarantee success of any business. Other factors such as business savvy, merchant vision and branding, marketing expertise, capitalization, collaboration, are critical to business success.

People will make choices about housing that may differ from the norm or standard assumptions. Assumptions used in the analysis are conservative and based on current data but cannot predict future events!

Finally, the Covid-19 pandemic creates a condition of uncertainty over and above normal uncertainty in market analysis. It will be important for the Town and committee to monitor trends in Greenville's economy, retail/restaurant demand, employment status, and housing market over time to understand potential impacts to future plans.

APPENDIX

A. Summary of Existing Plans



Greenville-Hempfield Comprehensive Plan 2004

- Collaboration of committee, MCRPC, and consultants JMT/Macklin
- Brad Gosser of our committee involved
- 3 strategy areas: economic strategy, housing, Parks-Recreation-Greenways
- Included downtown, community, Thiel College, stakeholder surveys, youth focus groups – over 850 participated
- Economic development strategies
 - Define Greenville’s competitive advantage
 - Establish Main Street coordinator and business committee
 - Identify spending characteristics and needs of Thiel College student body
 - Establish E.D. partnership to coordinate efforts and lead joint marketing
- Parks-Recreation-Open Space strategies:
 - Identify underutilized waterfront property for passive use
 - Work with partners to develop Shenango “canoe trail”
 - Enter into cooperative agreements with surrounding communities, Thiel and the Greenville Area School District to provide recreation regionally
 - Work with Mercer County to access Saul Run Dam Reservoir (fishing, ADA)
- Housing strategies:
 - Adopt development regulations which allow for open space in subdivisions (2004 – very early adoption of this idea)
 - Implement regulations, programs and incentives supporting historic preservation

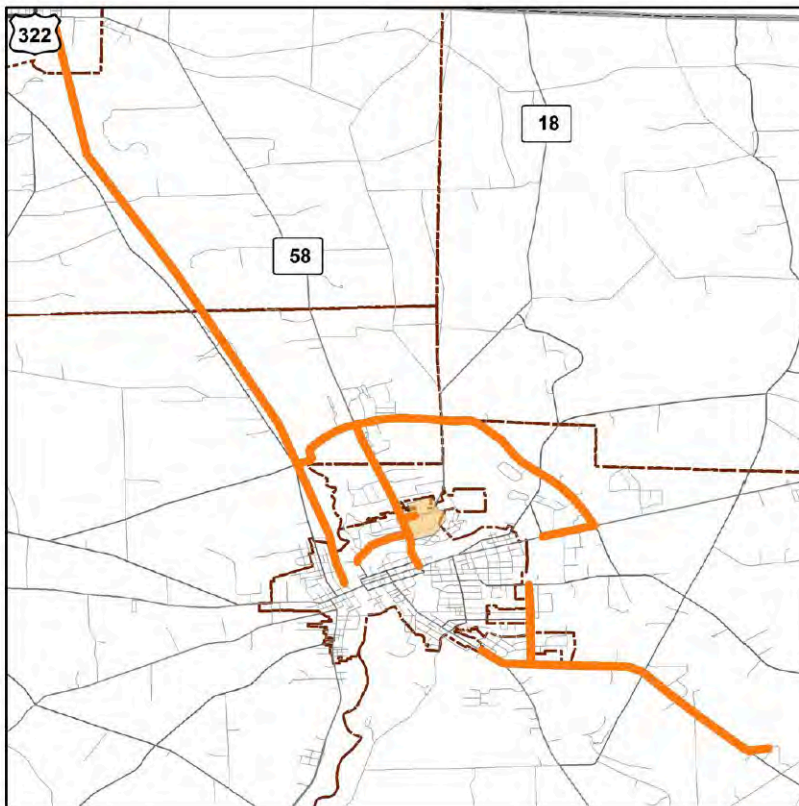
- Promote historic neighborhoods
- Collaborate with realtors to promote housing

Visioning work 2018

- June-October 2018: Visioning process self-led, mission to identify who Greenville is and wants to be
- Ben Beck of our committee involved
- Five subcommittees: residential neighborhoods; commercial blocks/downtown; recreation/arts/entertainment; economic development; organizations/institutions
- Ended with SWOT analysis VERY USEFUL
- *What's interesting: it was not other people (consultants) telling you what to think or do, you did it yourselves*
- *Focus on changing negative attitudes to positive*

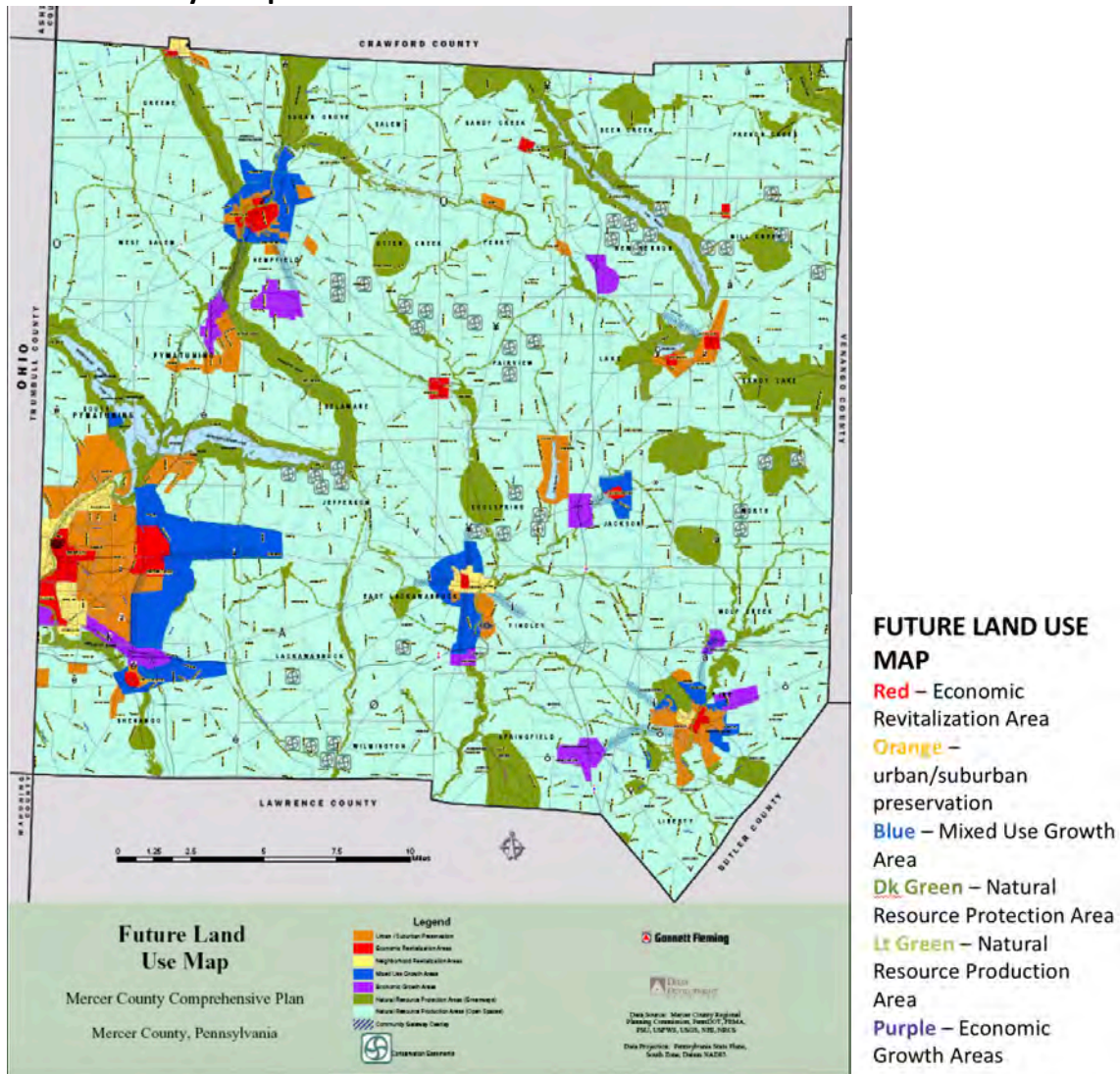
Greenville Borough Pedestrian plan 2019

Greenville



- Collaboration of Greenville, MCRPC, Thiel College
- High priorities included walkability improvements in downtown, pedestrian improvements for Shenango Trail in Greenville, school and Thiel connections

Mercer County Comprehensive Plan 2006



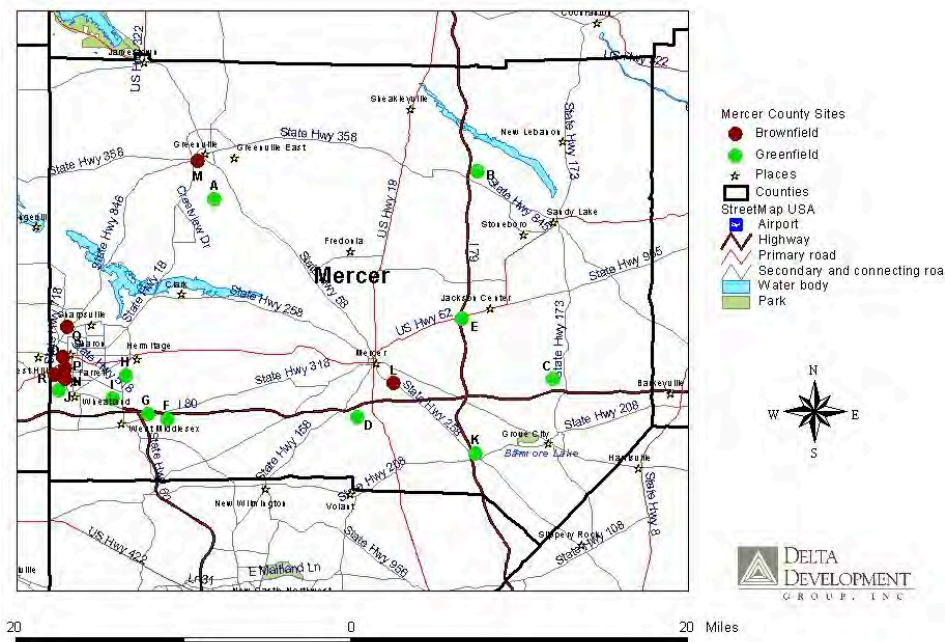
- 3 parts: Comprehensive Plan, Greenways plan, Long Range Transportation Plan
- Dan Gracenin of our committee led process; Robin Douglas and Burroughs Price of Greenville on Planning Commission
- Consultant Gannett Fleming (Harrisburg/Mercer/Pittsburgh)
- Timing/Pre-recession: “smart growth” focus, reducing sprawl
- Emphasized revitalization, infill, management of growth, greenways/recreation, balance of development, conservation and productive land
- Identified specific areas of economic revitalization and growth
- Public process included a Stakeholders Workshop, and ongoing input by a Planning Advisory Committee

Priorities:

- 1) Planning and ordinance leadership and development assistance

- Sets up MCRPC as support/TA/leadership in ordinance modernization, strategizing, MPO transportation role, assist with funding, implement GIS program
- 2) Infrastructure maintenance and strategic expansion
 - MCRPC focus on consent decrees first, then assist with protecting and expanding infrastructure investment, including emergency services
- 3) Economic and neighborhood revitalization
- 4) Natural resource protection
- **Mercer County Greenways Plan:**
 - Goals addressed greenway corridors, parks, recreation facilities, cultural/historic resources, agricultural/forestry land
 - An excellent resource on facilities and opportunities, organizations, programs and funding available – even if needing updating
 - Published County results of statewide recreation survey
 - High priorities included facilitating/enhancing agricultural/forestry industry; regional recreation commission; implementing trails, connections and access points
- **Mercer County Long Range Transportation Plan, 2016 Update**
 - Facilitated Greenville Borough pedestrian plan, improvements at school sites for pedestrian/bike circulation, improved connections to Thiel College
 - Good resource for air/rail/freight/road information

Mercer County Target Assessment 2005



- Identified key sites for future industrial development
- Pre-dated 2008 recession

- Pre-dated oil/gas industry development
- Focused on Sharon and Hermitage locations
- Did assess Trinity south site (no mention of north?)

Act 47 3-year exit plan

- Specific rationale and recommendations for economic development strategy
- Action steps address funding sources, need for collaboration and marketing, creation of a committee, implementation of specific programs such as Keystone Opportunity Zones, exploration of creation of economic development authority, review zoning ordinance, assess housing – much of which we will be doing here
- Identified specific redevelopment sites of interest

Home Rule Charter

- Mostly effective 1/1/20
- Created authority for economic development, redevelopment, housing authorities; demolition and purchase resale of land
- Increased income tax capacity, with a cap
- Created referendum authority for the public but excluded zoning issues
- Changed name to Town of Greenville!

B. Colleges and Universities in the Greenville Area

The following table includes the inventory of post-secondary education within about a 1-hour drive of Greenville, collected as part of this study. Sources: US Dept of Education; US News and World Report; Google.

School	Location	State	Miles from Greenville	Public/ Private/ For-profit	Undergrad enrollment	SAT Score	Grad Rate at 8 years	% of Students Receiving Pell Grants	Average Annual Cost 2018-2019
Thiel College	Greenville	PA	1	Private 4-year	736	440-560	45%	84%	\$ 22,446
Laurel Technical Institute	Sharon	PA	12	For Profit Certificate	176	N/A	59%	6%	\$ 7,688
Penn State Shenango	Sharon	PA	13	Public 4-year	345	460-560	28%	61%	\$ 16,905
Mercer County Career Ctr	Mercer	PA	13	Public Certificate	31	N/A	71%	81%	\$ 8,205
Westminster College	New Wilmington	PA	20	Private 4-year	1,174	490-620	70%	76%	\$ 21,618
Allegheny College	Meadville	PA	21	Private 4-year	1,764	560-670	76%	66%	\$ 22,927
Laurel Technical Institute	Meadville	PA	21	For Profit Certificate	96	N/A			
ETI Technical College	Niles	OH	23	For Profit Certificate	175	N/A	62%	80%	\$ 10,547
American National University	Youngstown	OH	23	For Profit 2-year	118	N/A	N/A	N/A	\$ 11,500
Kent State U at Trumbull	Warren	OH	25	Public 2-year	2,055	N/A	20%	66%	\$ 9,695
Youngstown State University	Youngstown	OH	25	Public 4-year	10,039	490-620	32%	55%	\$ 10,943
Grove City College	Grove City	PA	25	Private 4-year	2,327	534-662	82%	N/A	N/A
Trumbull Career and Technical Ctr	Warren	Oh	28	Public Certificate	111	N/A	76%	36%	\$ 11,000
Slippery Rock University	Slippery Rock	PA	29	Public 4-year	7,539	500-580	67%	70%	\$ 18,921
Edinboro University of PA	Edinboro	PA	35	Public 4-year	4,229	460-580	44%	73%	\$ 16,085
Eastern Gateway Comm College	Youngstown	OH	37	Public 2-year	7,446	N/A	7%	14%	\$ 2,758
Kent State U at Geauga	Burton	OH	40	Public 2-year	1,955	N/A	27%	50%	\$ 9,249
University of Pittsburgh Titusville	Titusville	PA	40	Public 2-year	292	430-520	20%	86%	\$ 19,027
Hiram College	Hiram	OH	40	Private 4-year	967	460-610	58%	66%	\$ 21,474
Kent State U of Ashtabula	Ashtabula	OH	41	Public 2-year	1,789	N/A	23%	62%	\$ 8,996
Geneva College	Beaver Falls	PA	43	Private 4-year	1,330	480-610	67%	84%	\$ 19,914
Kent State U at Salem	Salem	OH	44	Public 2-year	1,403	N/A	26%	61%	\$ 10,053
Allegheny Wesleyan	Salem	OH	44	Private 4-year	75	N/A	26%	5%	\$ 5,707
Butler Co Community College	Butler	PA	46	Public 2-year	2,803	N/A	25%	19%	\$ 5,148
Penn State Erie - Behrend College	Erie	PA	48	Public 4-year	4,283	520-640	64%	63%	\$ 24,477
Erie Institute of Technology	Erie	PA	48	For Profit Certificate	295	N/A	64%	35%	\$ 12,251
Triangle Tech Erie	Erie	PA	48	For Profit 2-year	61	N/A	76%	35%	\$ 12,809
Gannon University	Erie	PA	63	Private 4-year	4,444	510-610	64%		\$ 22,000
Mercyhurst University	Erie	PA	63	Private 4-year	4,363	550-640	67%		\$ 25,000

C. List of Interviewees

The following individuals were interviewed as part of this project. Names with an asterisk* are members of the Greenville Economic Strategy Committee.

Jonathan Bailey*	UPMC
Benjamin Beck*	Greenville Neuromodulation Center
Brad Gosser*	Greenville Reynolds Development Corporation
Dan Gracenin*	Mercer County Regional Planning Commission
Marty Johnson*	Fresh Grounds Coffeehouse & Café
Brandon Mirizio*	Greenville Area School District
Ellen Pardee*	Greenville Area Economic Development Corporation
Bob Schmoll*	Thiel College
Janice Schwanbeck*	Greenville Area Chamber of Commerce
Casey Shilling*	Carried Away Recreation
Steve Williams*	Osborne-Williams Funeral Home
Vicki Poe*	Community member
Mark Patrick*	KU Resources, Inc.
Jim Miller*	PA Dept of Environmental Protection
Jasson Urey*	Town of Greenville
Lyle Huffman*	Town of Greenville
Jim Binder	Canadian National Railroad, Industrial Development
Jan Hurlburt	Hurlburt Hardware
Peggy Mazyck	Visit Mercer County PA Visitors Bureau
Brian Agnew	Greenville Tool Company
Stephanie Williams	Steph's Corner
Barry Stein	Developer
Susan Traverso	Thiel College president
John Thigpen	Penn Northwest chair, CEO IIsco Extrusions
Randy Seitz	Penn Northwest
Jill Gaito	Gaito and Associates
Anne McCann	
Wansor	Berkshire Hathaway, realtor
Michael Kovach	Walnut Hill Farm, Owner
Rita Clemente	St Paul Homes
Jennifer Feehan	Northwest Commission
Eric Karmecy	W Central Job Partnership
Larry Segal	Developer
David Ho	Property Owner/Developer
Michael Yurisc	Advanced Bulk and Conveying, President

Edward Patton	Patton Engineering, Principal
Christina Hittles	Mercer Co Housing Authority
Karen Arnold	PA State Historic Preservation Office
Bill Callahan	PA State Historic Preservation Office
Jodi Isenberg	PA Liquor License Board
Levana Layendecker	PA Housing Alliance
Andy Thomas	Cleveland State University Energy Policy Center
Dan Wallace	Judge, Mercer County
Chris Mitchell	Institute for Local Self-Reliance ILSR
Ed Legge	PA CWIA Center for Workforce Info and Analysis
Kim DeLellis	PA CWIA Center for Workforce Info and Analysis
Mary Tate	PA Downtown Center/Main St Program
Judy Radkowski	Community Foundation of Western PA and Eastern Ohio
Joy Ruff, AICP	Local Government Academy
Heidi Warren	Greenville resident
	Elizabethtown College; Young Center for Anabaptist and Pietist Studies
Steven Nolt	
David Conn	Former Greenville worker, Hermitage resident
Denise	Iron Bridge Antiques Shop
Lin	Lin's Tresses and Treasures
Melanie Walker	Market Boutique
April Mielecki	April's Place
Stephanie Williams	Steph's Corner
Theresa Williams	Our Oasis Gift Shop
John Rizzo	Greenville Shoe Hospital
Serena Miller	Cobwebs and Couture
Evian Zukas-Oguz	Life's a Yarn
Susan Cicero	Susan's Beauty Parlor

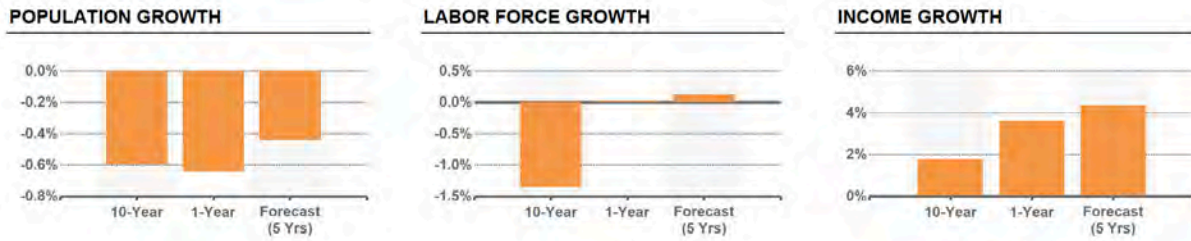
D. Overview of the Real Estate Market

Background and Methodology

- Economic overview for the Youngstown Area Market, and Mercer County submarket, separate from Hermitage/Sharon
- Pandemic implications (no one really knows)
- Source of data: CoStar, downloaded December 2019

Summary of Findings

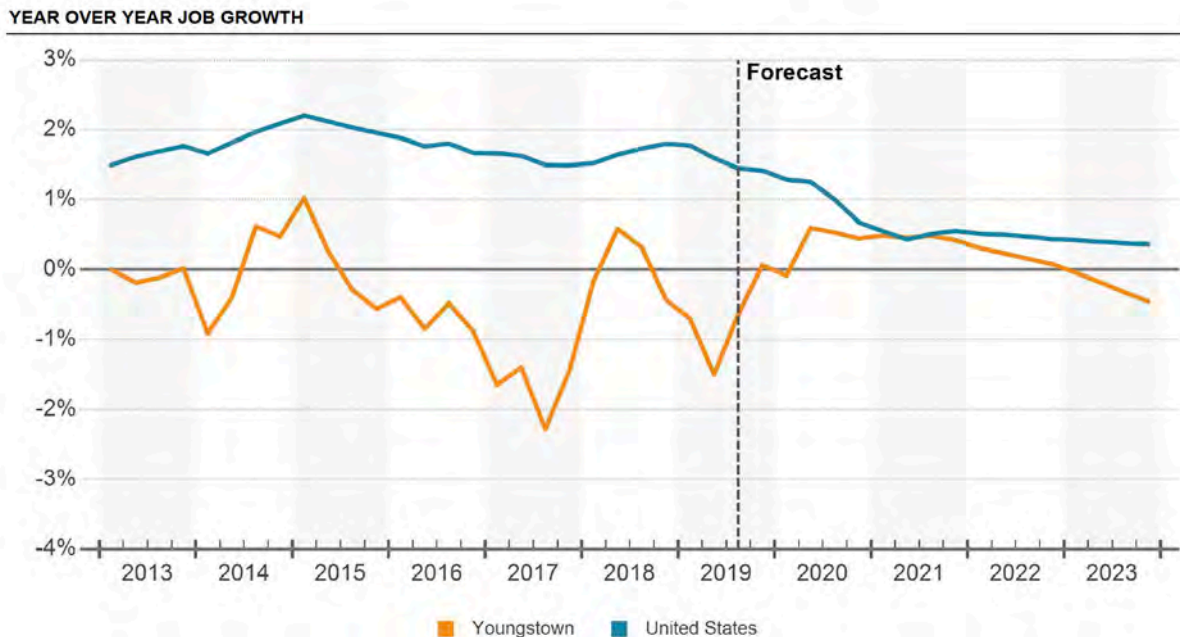
Overall Economic Forecast – Pre-Pandemic



Source: Oxford Economics

- Population growth is still virtually flat, will continue trend of declining slightly but at a slower rate
- Labor force expected to see slight gains
- Income growth will expand, but slower than inflation

Job Growth in Youngstown Metro Area – Pre-Pandemic



Source: Oxford Economics

- Job growth overall is projected to trend down through 2023 after rising in 2020

Real Estate Market Summary – Pre-Pandemic

- Industrial: low vacancy, 4 of 11 submarkets, but no construction in the area pending
- Retail: Mercer County overall low vacancy 1.8%, compared to Hermitage at 11%; retail rents are low at \$9.60 compared to Boardman high of \$13.
- Office: Vacancy low at 4%, rents medium to high at \$12.89; negative absorption ranks the County lowest in the region
- Multi-family: vacancy at 4%, but very low activity – 2 unit absorption

Recommendations

- Opportunities are limited according to mainstream analysis
- Pandemic complicates and worsens that situation for the short term
- Yet rents are low, vacancy is low, cost of doing business is low - commercial/industrial properties continue to be developed and leased by GRDC and property owners
- Innate value is in low rents, low cost of doing business, small town living
- More multi-family development could help with seniors/new market opportunities
- Pandemic could heighten interest of “globals” in living/working in small towns
- Co-working and innovation spaces are beginning to be seen as valuable flex spaces post-pandemic

Supplemental Tables

Industrial Market

SUBMARKET VACANCY & NET ABSORPTION

No.	Submarket	Vacancy			12 Month Net Absorption			
		SF	Percent	Rank	SF	% of Inv	Rank	Construct. Ratio
1	Austintown	565,531	12.4%	10	(360,016)	-7.9%	11	-
2	Boardman	43,020	2.0%	3	49,017	2.2%	2	-
3	Downtown Warren	-	-	-	40,817	8.7%	3	-
4	Downtown Youngstown	57,452	3.5%	5	(16,304)	-1.0%	8	-
5	Hermitage	12,700	0.7%	2	(8,399)	-0.5%	6	-
6	Mahoning County	443,391	5.2%	8	83,385	1.0%	1	1.2
7	Mercer County	250,236	2.6%	4	(65,896)	-0.7%	9	-
8	Niles	2,687	0.2%	1	(2,687)	-0.2%	5	-
9	Trumbull County	2,604,724	11.7%	9	(302,548)	-1.4%	10	-
10	Warren	270,528	4.7%	6	(12,045)	-0.2%	7	-
11	Youngstown	328,802	5.1%	7	7,410	0.1%	4	-

- Greenville area is part of overall Mercer County submarket, separate from Hermitage
- Vacancy is low at 2.6%, ranking it 4 out of 10 for the metro
- Absorption is negative, ranking it 9 out of 10
- No construction is reported for Mercer County or Hermitage?
- Lease rates trending up at 1.6% per year, about equal with inflation

Retail Market

SUBMARKET VACANCY & NET ABSORPTION

No.	Submarket	Vacancy			12 Month Net Absorption			
		SF	Percent	Rank	SF	% of Inv	Rank	Construct. Ratio
1	Austintown	96,839	3.8%	7	(23,516)	-0.9%	6	-
2	Boardman	685,385	11.2%	10	(453,148)	-7.4%	11	-
3	Downtown Warren	32,454	3.3%	6	(10,945)	-1.1%	5	-
4	Downtown Youngstown	3,656	0.4%	1	22,321	2.4%	3	-
5	Hermitage	362,236	11.8%	11	(28,655)	-0.9%	8	-
6	Mahoning County	120,835	2.2%	4	78,314	1.4%	1	0.3
7	Mercer County	84,077	1.8%	3	57,115	1.2%	2	-
8	Niles	56,175	1.3%	2	(25,457)	-0.6%	7	-
9	Trumbull County	285,149	4.2%	8	4,881	0.1%	4	4.2
10	Warren	155,167	5.8%	9	(96,289)	-3.6%	10	-
11	Youngstown	84,024	2.6%	5	(31,197)	-1.0%	9	-

- Mercer County is ranked third in vacancy at 1.8% (that's good ;-)
- Shenango Valley mall of course brings Hermitage to 11 out of 11
- Absorption is positive, ranking Mercer County at 2 of 11
- Mercer County represents 12% of metro retail inventory; Hermitage is 7%

SUBMARKET RENT

No.	Submarket	Market Rent		12 Month Market Rent		QTD Annualized Market Rent	
		Per SF	Rank	Growth	Rank	Growth	Rank
1	Austintown	\$10.30	3	-2.1%	8	-3.5%	7
2	Boardman	\$12.91	1	-0.4%	1	-0.4%	1
3	Downtown Warren	\$8.59	8	-2.2%	9	-3.8%	8
4	Downtown Youngstown	\$9.17	7	-1.9%	5	-2.8%	5
5	Hermitage	\$11.07	2	-1.4%	3	-2.2%	3
6	Mahoning County	\$10.19	4	-1.4%	4	-2.6%	4
7	Mercer County	\$9.60	6	-2.2%	10	-3.8%	9
8	Niles	\$9.62	5	-0.8%	2	-1.6%	2
9	Trumbull County	\$7.82	9	-1.9%	6	-3.5%	6
10	Warren	\$7.17	11	-2.1%	7	-3.9%	10
11	Youngstown	\$7.25	10	-2.8%	11	-4.1%	11

- Mercer County ranks 6 of 11 at \$9.60/square foot
- Rents are falling almost 4% per year, dropping County submarket to 9
- Highest rents are \$12.91 per square foot in Boardman, lowest in Youngstown at \$7.25/SF

Office Market

SUBMARKET VACANCY & NET ABSORPTION

No.	Submarket	Vacancy			12 Month Net Absorption			
		SF	Percent	Rank	SF	% of Inv	Rank	Construct. Ratio
1	Austintown	14,705	1.7%	3	(336)	0%	4	-
2	Boardman	111,196	4.9%	10	(19,628)	-0.9%	10	-
3	Downtown Warren	7,090	0.7%	1	2,987	0.3%	2	-
4	Downtown Youngstown	57,805	2.8%	4	(11,066)	-0.5%	8	-
5	Hermitage	35,506	3.8%	6	(8,029)	-0.9%	7	-
6	Mahoning County	102,068	4.5%	8	(7,008)	-0.3%	6	-
7	Mercer County	54,769	4.1%	7	(34,087)	-2.6%	11	-
8	Niles	26,574	6.3%	11	(5,495)	-1.3%	5	-
9	Trumbull County	63,986	2.9%	5	(15,660)	-0.7%	9	-
10	Warren	66,432	4.8%	9	19,736	1.4%	1	-
11	Youngstown	10,768	0.8%	2	1,132	0.1%	3	-

- Mercer County's office vacancy is 4%, ranking 7th of 11 submarkets
- Absorption is negative over 12 months, ranking it 11th of 11
- 3 small buildings are under construction in Hermitage
- Mercer is rated second in the submarket in rent and rent growth at \$12.89 and .9% respectively
- Mercer County represents 8.3% of the metro market

Multi-Family Market

SUBMARKET VACANCY & ABSORPTION

No.	Submarket	Vacancy			12 Month Absorption			
		Units	Percent	Rank	Units	% of Inv	Rank	Construct. Ratio
1	Austintown/Boardman	337	5.7%	8	14	0.2%	4	-
2	Campbell/Struthers	2	5.2%	7	0	0%	-	-
3	Canfield/Poland	46	3.9%	4	(12)	-1.0%	11	-
4	Downtown Youngstown	6	3.8%	3	8	4.8%	6	-
5	Grove City	6	2.2%	1	7	2.7%	7	-
6	Hermitage	108	6.8%	9	(19)	-1.2%	12	-
7	Hubbard	14	4.0%	5	(2)	-0.5%	10	-
8	Outlying Mahoning County	17	15.7%	12	53	50.0%	3	1.2
9	Outlying Mercer County	13	4.1%	6	2	0.6%	8	-
10	Outlying Trumbull County	54	3.3%	2	95	5.9%	1	-
11	Warren/Niles	307	8.4%	11	61	1.7%	2	-
12	Youngstown	102	7.0%	10	9	0.6%	5	-

- Grove City is added to Hermitage as a separate submarket
- "Outlying Mercer County" ranks sixth out of 11 with vacancy of 4%
- One 64-unit building is reported under construction, coming on line in 2020, in Hermitage, but net absorption is negative

SUBMARKET RENT

No.	Submarket	Asking Rents				Effective Rents					
		Per Unit	Per SF	Rank	Yr. Growth	Per Unit	Per SF	Rank	Yr. Growth	Concession	Rank
1	Austintown/Boardman	\$647	\$0.81	6	2.6%	\$641	\$0.80	5	3.9%	0.9%	4
2	Campbell/Struthers	\$476	\$0.68	11	2.0%	\$473	\$0.68	11	2.1%	0.6%	5
3	Canfield/Poland	\$900	\$0.87	4	2.3%	\$896	\$0.87	4	2.2%	0.5%	7
4	Downtown Youngstown	\$1,257	\$1.12	1	-2.7%	\$1,252	\$1.12	1	-2.5%	0.4%	10
5	Grove City	\$672	\$0.92	3	0.9%	\$671	\$0.92	2	1.1%	0.2%	12
6	Hermitage	\$716	\$0.79	8	1.6%	\$713	\$0.78	8	1.8%	0.5%	8
7	Hubbard	\$578	\$0.95	2	0.2%	\$549	\$0.91	3	-1.5%	4.9%	1
8	Outlying Mahoning County	\$929	\$0.81	5	4.3%	\$902	\$0.79	7	1.3%	3.0%	2
9	Outlying Mercer County	\$570	\$0.66	12	0.7%	\$568	\$0.65	12	0.7%	0.4%	9
10	Outlying Trumbull County	\$651	\$0.80	7	0.5%	\$649	\$0.79	6	1.0%	0.3%	11
11	Warren/Niles	\$644	\$0.74	9	3.1%	\$637	\$0.73	10	3.8%	1.0%	3
12	Youngstown	\$608	\$0.74	10	0.7%	\$605	\$0.74	9	3.0%	0.5%	6

- "Outlying Mercer County" ranks 12 of 12 for rents, at about \$570, or \$.66 per square foot
- Downtown Youngstown is highest at \$1.12
- Grove City is 2nd and 3rd at \$.92

E. Property Condition Memorandum

See following pages

BOROUGH OF GREENVILLE, PENNSYLVANIA
PROPERTY CONDITION EVALUATION
Final - August 31, 2020

EXECUTIVE SUMMARY

In the summer of 2019, a Thiel College intern, working with KM Date Community Planning, evaluated the exterior condition of most residential and nonresidential properties in the Borough of Greenville, PA. (Thiel College and PNC Hospital main campus properties were not evaluated.) Structures, including housing, commercial and other nonresidential buildings, were rated as to occupancy and use, and the condition of nine primary building systems; and were given an overall property grade (A through F) based on the condition of those systems. All parcels were evaluated with regard to site conditions including landscaping, driveways, sidewalks, street trees, parking, and the presence of trash and debris.

It should be noted that this evaluation was conducted on public property only, from the sidewalk, and any structure or property not visible from the street was not evaluated, including the rear of buildings, buildings hidden behind vegetation, and building interiors.

This memorandum summarizes the methodology and detailed findings of that evaluation.

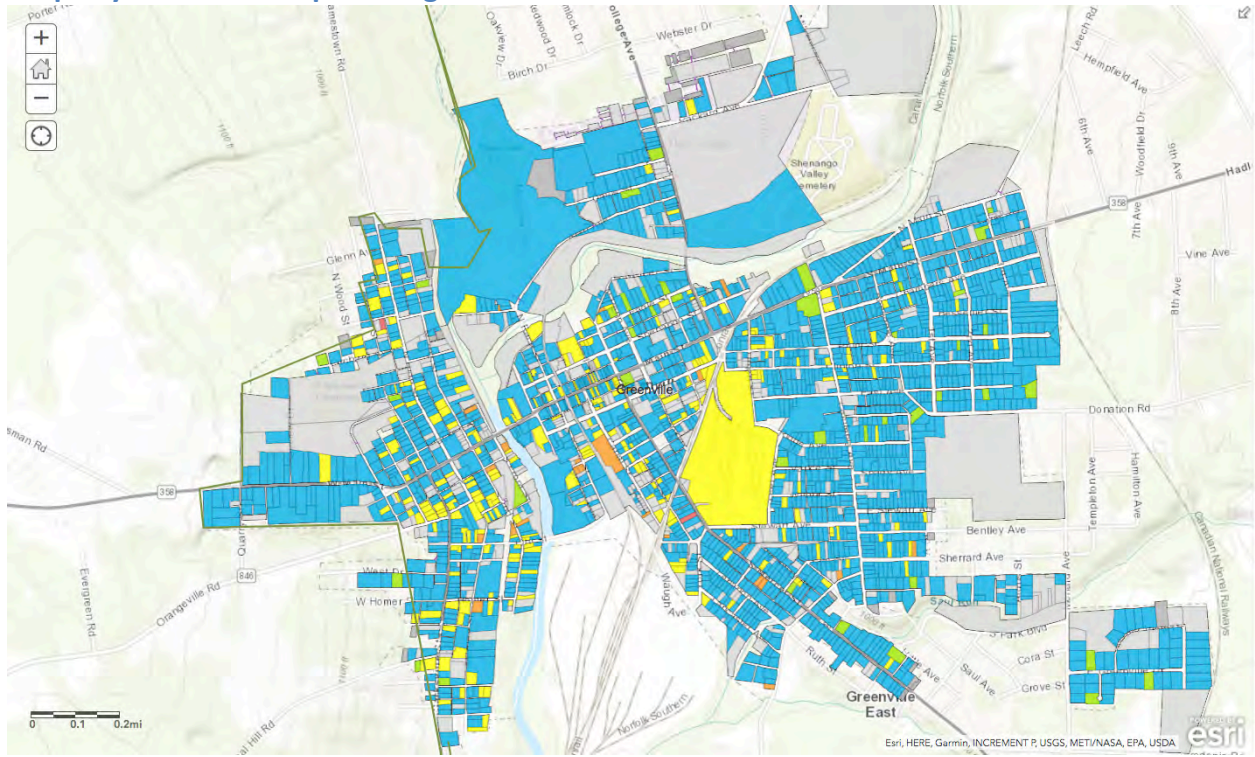
Key findings were as follows:

- 2758 properties were evaluated in the study. Of these, the apparent use of 81% were residential, 7% were commercial, 1% were industrial, and 11% fell into other categories.
- There are about 2000 homes in Greenville, and about 171 commercial and industrial buildings.
- Residential properties have a net vacancy rate of 3%, which is below the normal average of 5-10%. Nonresidential properties' net vacancy rate of 14% is somewhat higher, with the same normal average rate for commercial/industrial properties.
- Overall building condition is generally good, across the Borough, and owners are caring for their property. 87% of residential structures were rated "Good", or "Very Good/Excellent" (1754 structures). 85% of nonresidential properties are so rated (222 structures).
- 680 structures rated "B" do have one or two individual systems (such as roof, porch, windows, garage, chimney, etc) rated "fair", requiring more attention.
- 267 structures were rated "fair", with 3 or more primary building systems rated as needing substantial repair or rehabilitation. These properties should be targets for rehabilitation programs, as they represent a "tipping point" beyond which property value, and that of the surrounding properties, begin to be affected.
- 26 structures were rated as "D", with already-advanced deterioration, and will require evaluation as to whether rehabilitation is feasible. Two structures, both residential, were rated as "F", unlivable and a hazard, and are candidates for demolition.

- A closer look at individual primary building systems shows that porches/stairs were the system most commonly in need of substantial repair (rated as “fair” or worse)(512 structures with porches), followed by windows (386 structures), paint/brick/siding (338) gutters/downspouts (225), roof (189)s, and detached garages (172) in that order. Foundations (121) and chimneys (66) were the least likely to need substantial repair. (noting that they were often not visible and received an “N/A” rating).
- 84% of store owners are maintaining their storefronts/signage in “Good” or “Excellent” condition. 12% were rated as “Fair”, and 4% were rated as “Poor” and likely in need of replacement.
- 90% of property owners in Greenville are caring for their property, rated “Very Good/Excellent” or “Good”, with evidence of recent maintenance, and only minor mowing or weed removal required. 8% require further attention, rated as “fair; 1.5% fall into the “poor” category, with significant neglect.
- 68% of properties having driveways or parking lots were rated as “Very Good/Excellent” or “Good”, and 32% rated as “Fair” or “Poor”.
- The majority (78%) of residential properties have one, two or more off-street parking spaces available to them. 501 properties, or 22%, rely on on-street parking only.
- For nonresidential property, 34%, or 176 properties of 512, rely on on-street parking only for employees and customers.
- Sidewalk condition is overall good, with 86.2% of relevant properties having a sidewalk in “Very Good/Excellent” or “Good” condition. 281 properties have a sidewalk in “fair”, “Poor” or “Very Poor” condition, which likely requires replacement and/or maintenance.
- 185 properties in Greenville have at least one living street tree fronting their property. Eleven have a dead or damaged tree, or a tree stump. 2562 properties, or 93%, have no street tree at all. Recognizing the benefits that come to communities through street trees, from enhanced neighborhood quality and property values, to reduced crime, and even higher academic performance among children, the Borough and its citizens may want to make a plan to enhance street trees on their streets over the long term, following the lead of a growing number of communities across the US who are doing so.
- From the exterior, historic buildings on Main Street appear to be in generally “good” condition. There are a number of “fairs” which should be immediate targets for rehabilitation in order to preserve the community’s historic character, which is a significant asset from an economic standpoint.

More detail is provided on the following pages. A full inventory by property address, and larger-sized maps, will be made available to the Borough.

Property Condition Map and Legend



- A
- B
- C
- D
- F
- N/A
- Other

INTRODUCTION

The Borough of Greenville is a small town in western Pennsylvania, in Mercer County, about seven miles east of the Ohio border. It is part of the Youngstown metropolitan area, and has a population of about 5,700 (US Census 2017). The Borough is on the verge of exiting Pennsylvania's Act 47 oversight status, and is preparing for upcoming economic development, housing analysis, and comprehensive community planning. One of the key data points needed for this planning is an evaluation of the condition of housing and commercial property across the Borough. Such an evaluation can also support Borough applications for rehabilitation funds and other programs available through the State of Pennsylvania and the US Department of Housing and Urban Development.

In the summer of 2019, a property condition survey was completed by an undergraduate student intern, Zack Dubel, engaged by the Borough. Kirby Date of KM Date Community Planning provided oversight on data collection and quality. LandGrid software was used to document the condition of nine key building systems, plus other property characteristics such as street trees, landscaping, driveway/pavement condition, property use, and occupancy status. An overall property grade (structures only) was assigned based on these findings, and the resulting data was analyzed.

This memorandum summarizes the overall findings of the property condition survey and analysis. Further analysis may be included in the planned studies in the coming year.

METHODOLOGY

Using LandGrid software on a tablet or smartphone, the intern visited each property, and conducted an evaluation of building systems and other data points on the survey questionnaire as visible from the sidewalk or street right-of-way.

It is important to note that private property was not entered, so this was an exterior property evaluation only. Only what was visible from the sidewalk was able to be evaluated. Structures hidden by vegetation, those located far from the roadway, areas hidden by other buildings, and rear faces of properties, were not evaluated. The justification for exterior-only evaluation is that it makes such a study cost-effective and feasible, as it does not require communication with all property owners. It can reasonably be assumed that exterior condition is a proxy for the condition of the interior of the structure.

Thiel College buildings on the main campus, and PNC hospital buildings, were not evaluated, due to their large size, number of structures on one parcel, and the likelihood that their owners were capable of taking excellent care of their property. A few additional properties, such as utility-owned equipment sheds and other specialized structures, transportation rights-of-way, and railroad-related structures, were also not evaluated, as noted in the dataset. A full dataset in spreadsheet form is being made available to the Borough along with this report.

Data collected

General Data was collected on each property with regard to the following:

- Photo of the property
- Occupancy/type (vacant lot, vacant structure, occupied structure, etc).
- Apparent use (residential, commercial, etc)
- For-sale status
- Open to trespassing
- Presence of street tree(s)
- Presence of trash and debris
- Location of parking (onsite or street only)
- Notes on special or unique conditions

For each structure, nine primary building systems were evaluated individually as to condition, where applicable: (Very Good/Excellent, Good, Fair, Poor, Very Poor). Systems that did not apply (such as a detached garage where there was none, or storefront signage for residential property), or were not visible, were given an “N/A” rating.

- Windows and doors
- Roof
- Paint/Brick/Siding
- Gutter/Downspout
- Foundation
- Chimney
- Porch/Stair
- Garage
- Signage/Storefront (where applicable)

Three additional site systems were rated according to the same criteria.

- Driveway condition
- Sidewalk condition
- Landscaping condition

Finally, an overall property grade (A, B, C, D, F) was assigned to the property structure as a whole, based on evaluation of the nine primary building systems only. Vacant lots, parking lots, and other open areas or parcels without a structure were not given an overall property grade. In addition, properties with only a detached garage on the parcel were not given an overall property grade; only the garage was evaluated as one of the nine primary systems.

Property Condition Criteria

Property condition criteria were based on similar surveys done by other local governments and nonprofits who are using the Landgrid software. Some tightening of criteria was done as part of this study.

- **Very Good/Excellent:** the system is new, recently replaced or repaired, and appears to require no maintenance at this time. Landscaping is clearly maintained with regular mowing, mulching, and pruning.
- **Good:** the system requires only minor maintenance, such as paint touch-ups, minor tuckpointing, filling of cracks, tightening loose hardware, perhaps a step replacement. Landscaping may need lawn mowing and minor weed control .
- **Fair:** the system requires rehabilitation in the near future that will require considerable expense: whole-house painting, window replacement, major porch repair, chimney repair, major foundation repair, etc. Systems rated “fair” would ideally be rehabilitated in the near future to prevent further deterioration. Landscaping and driveways show signs of multi-year neglect.
- **Poor:** systems rated “Poor” are seriously deteriorated, likely beyond repair. Further evaluation is required to determine whether they should be rehabilitated, and how. Landscaping and driveways would need complete rehabilitation.
- **Very Poor:** system has failed, is falling down or has fallen off the structure, or is otherwise beyond repair.

Overall property grade criteria

Once the nine primary building systems were evaluated, overall property grades were assigned based on these evaluations.

A Very good/excellent. At least three systems were rated “Very good/Excellent”, and no systems were rated lower than “Good”.

B Good. No more than two systems were rated “Very Good/Excellent” or “Fair”, and no systems were rated lower than “Fair”.

C Fair. Three or more systems were rated “Fair”, and/or one or two systems were rated “Poor”.

D Poor. Three or more systems were rated “Poor”.

F Very Poor. Three or more systems were rated “Very Poor”.

Figure 1 on the following page shows an example of residential and commercial property for each of the overall grades. There were no commercial properties rated “F”.

Figure 1 Overall Property Grade Examples

A



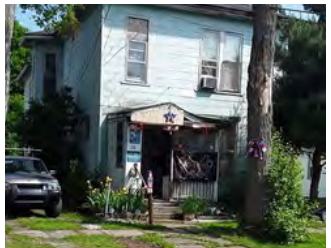
B



C



D



F



GENERAL PROPERTY CHARACTERISTICS

Overall

2758 properties were evaluated in the study. Of these, the apparent use of 81% were residential, 7% were commercial, 1% were industrial, and 11% fell into other categories. There are about 2000 homes in Greenville, and about 171 commercial and industrial buildings.

Occupancy/Vacancy

Approximately 86% of residential use properties were occupied structures, with about 3% vacant structures. This yields a net vacancy rate for residential property of 3.2%. For commercial and industrial buildings, 24 of 171 are vacant, for a net vacancy rate of 14%. With vacancy rates expected to be between 5 and 10% under normal market conditions, housing vacancy is very low, indicating a fairly strong housing market. Commercial/industrial vacancy is higher, indicating that the market is weaker, and may be related to building quality and/or location.

Properties for Rent and for Sale

As noted on the street, less than 1% of properties are currently advertised for rent or lease, and between two and three percent are advertised for sale. These levels appear low and indicate a fairly stable market. More information will be needed to understand these data better.

Table 1 Property Uses and Categories

Occupancy	Apparent Use							Grand Total
	Commercial	Government	Industrial	Institutional (church, school, etc)	Mixed use	Other	Residential	
Occupied Structure	143.0	12.0	4.0	49.0	14.0	4.0	1,940.0	2,166.0
Other		1.0	2.0	4.0		14.0	1.0	22.0
Park		1.0		1.0		1.0	1.0	4.0
Parking lot	31.0	2.0		12.0	1.0	37.0	6.0	89.0
Vacant lot	4.0	4.0	4.0	4.0		57.0	85.0	158.0
Vacant structure	23.0		1.0		2.0	1.0	65.0	92.0
With adjacent	5.0	2.0	4.0	23.0		45.0	148.0	227.0
Grand Total	206.0	22.0	15.0	93.0	17.0	159.0	2,246.0	2,758.0

Figure 2 Apparent Property Use

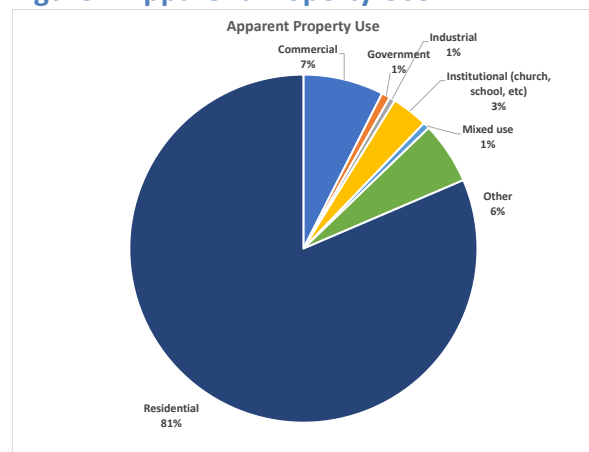


Figure 3 Residential Categories

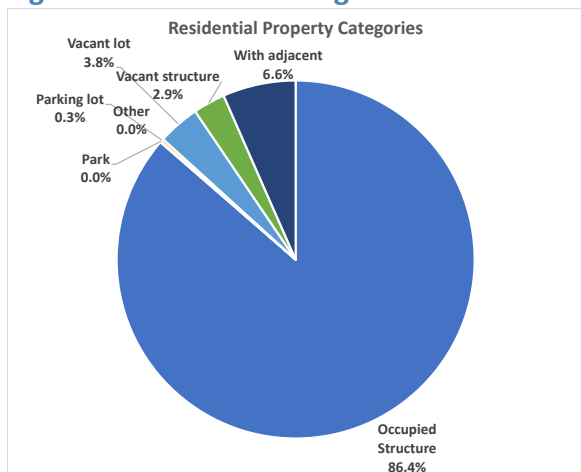


Figure 5 Nonresidential Property Categories

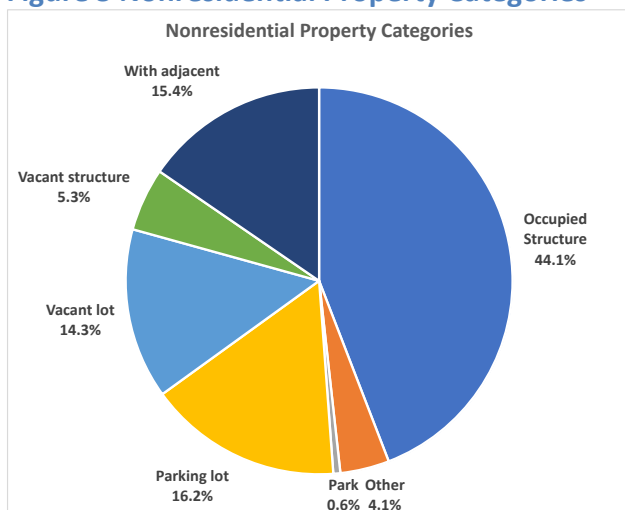
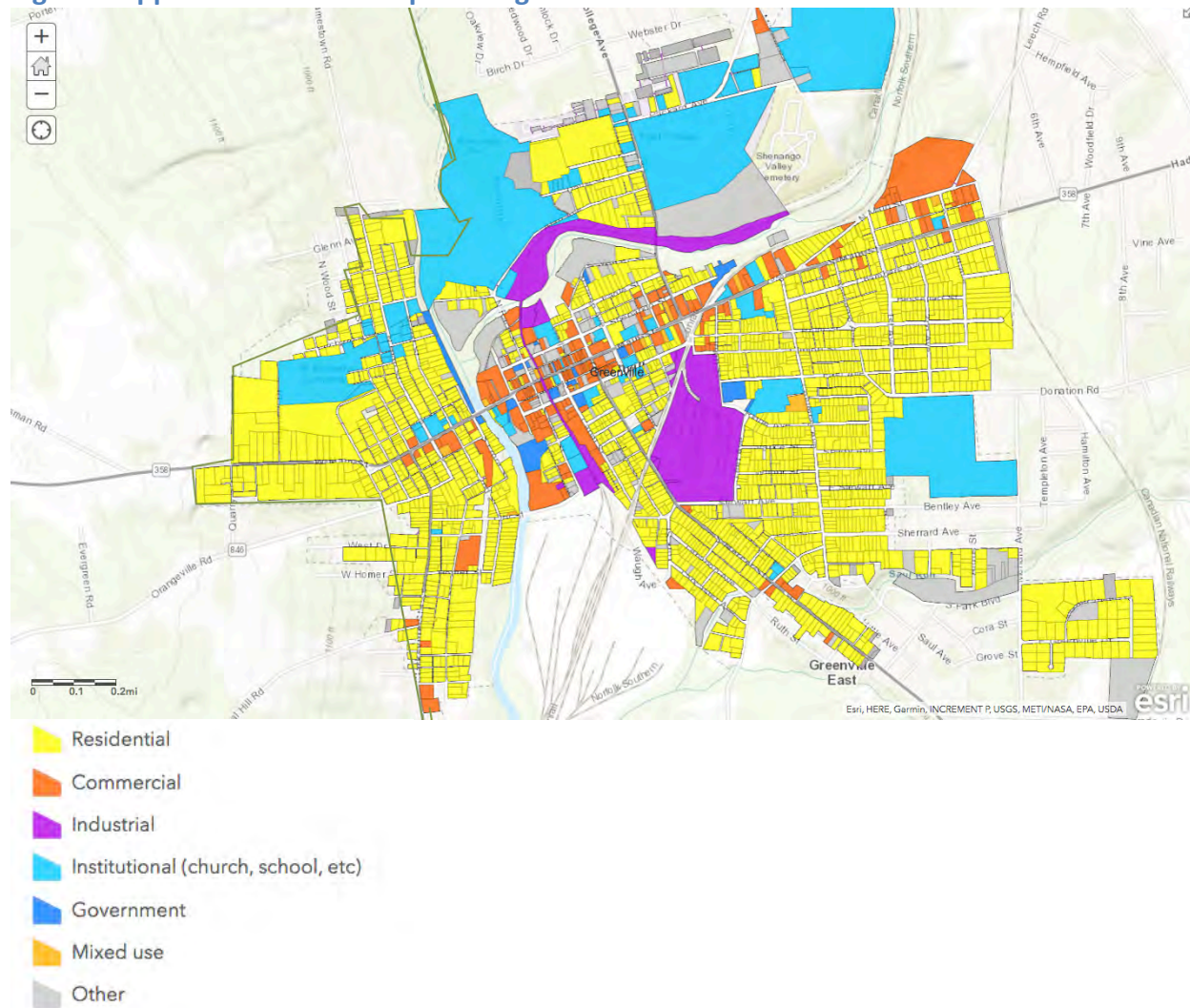


Table 2 For-Sale and For-Rent Status

For Sale/For Rent Status	Residential		Non-Residential		Total
	Count	%	Count	%	
For rent - yes	3	0.1%	2	0.4%	5
For sale - yes	64	2.8%	12	2.3%	76
For sale or rent - no	2179	97.0%	498	97.3%	2678
Total	2246	100.0%	512	100.0%	2759

Figure 6 Apparent Land Use Map and Legend



OVERALL PROPERTY GRADE

As described under Methodology above, structures were evaluated for the condition of nine primary building systems, including roof, windows, paint/brick/siding, porch/stairs, foundation, chimney, gutters/downspouts, garage (detached), and (where applicable) storefront/signage. Based on the number of Very Good/Excellent, Good, Fair, Poor and Very Poor ratings for each structure, an overall property grade was assigned. See the next section for detail on the condition of building systems individually, along with site characteristics.

It should also be repeated that this property evaluation was exterior-only, as visible from the sidewalk. It is reasonably assumed that exterior condition can be a proxy for interior condition.

However, over time the Borough may want to consider further measures to inspect properties that are at risk inside-and-out.

87% of residential structures were rated “Good”, and “Very Good/Excellent” (1754 structures). Similarly, 85% of nonresidential properties are so rated (222 structures). These properties require little to no maintenance, and indicate that the majority of structures in Greenville are being cared for. They may, however, require attention to one or two building systems rated as “fair”. About 680 “B” structures have at least one “fair”-rated system.

12% of residential structures, and 14% of nonresidential structures, or a total of 267, were rated as “fair”. These properties have at least 3 building systems which are rated as “fair”, requiring rehabilitation projects that will incur some expense. They are prime targets for rehabilitation programs and subsidies. Furthermore, they represent the “tipping point” for a structure, where further neglect may mean significant deterioration of that building system in the next five years or so – and the overall property and neighborhood with it.

A total of 26 properties were rated as “D”, or “Poor”, having at least 3 primary building systems rated as “Poor”. These structures have already experienced significant deterioration, and may not be economically feasible to rehabilitate. Immediate evaluation is recommended, especially where historic properties are concerned, to prevent loss of the structure.

Two properties in Greenville, both residential, were rated as “F”, or “Very Poor”. These two structures are post-fire and likely to collapse, and can be an attractive nuisance for children and vandals. They should be primary targets for Borough demolition in the near future.

It should be noted that vacancy alone does not affect property grade. A properly boarded and closed “B” grade building should be livable. However, obviously vacant properties, as well as properties graded “Fair” and lower, have a big effect on neighborhood quality and nearby property values, and should be targets for rehabilitation and further evaluation, and demolition if appropriate.

Property condition of Main Street’s historic buildings is general Good, with some rated as “Fair”. Given the documented economic benefit of preserving historic buildings, and Main Street’s excellent existing street wall (which is rare these days in small towns), they should be targets for immediate intervention for rehabilitation and restoration, or at least ensuring that roofs and structures are watertight and sound, to prevent further deterioration.

Detail on individual properties is included in the database which is provided along with this report.

Table 3 Overall Property Grade (Structures Only)

Grade	Apparent Use								Grand Total
	Commercial	Government	Industrial	Institutional (church, school, etc)	Mixed use	Other	Residential	NonResidential	
A	4			3			38	7	45
B	134	12		43	13	13	1716	215	1931
C	26	1	3	2	4	1	230	37	267
D	3						23	3	26
F							2	0	2
N/A	39	9	12	45		145	237	250	487
Grand Total	206	22	15	93	17	159	2246	512	2758

Figure 7 Property Grade, Residential

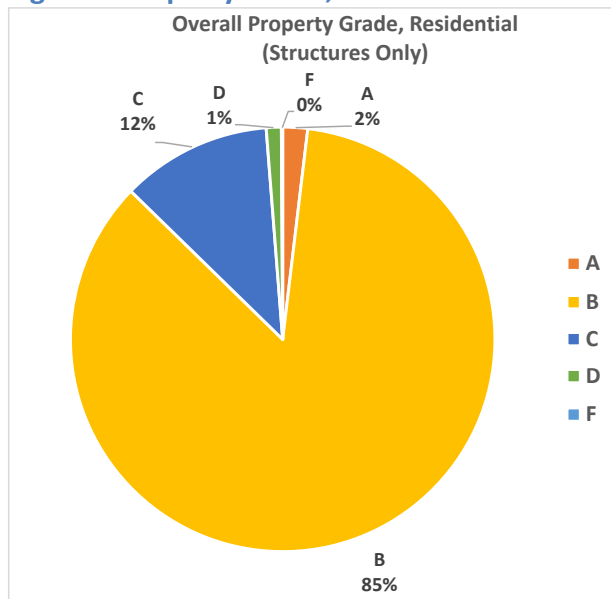


Figure 8 Property Grade, Non-Residential

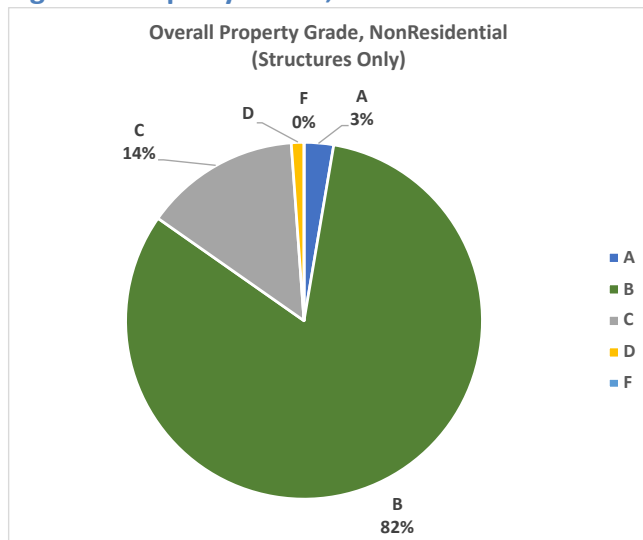
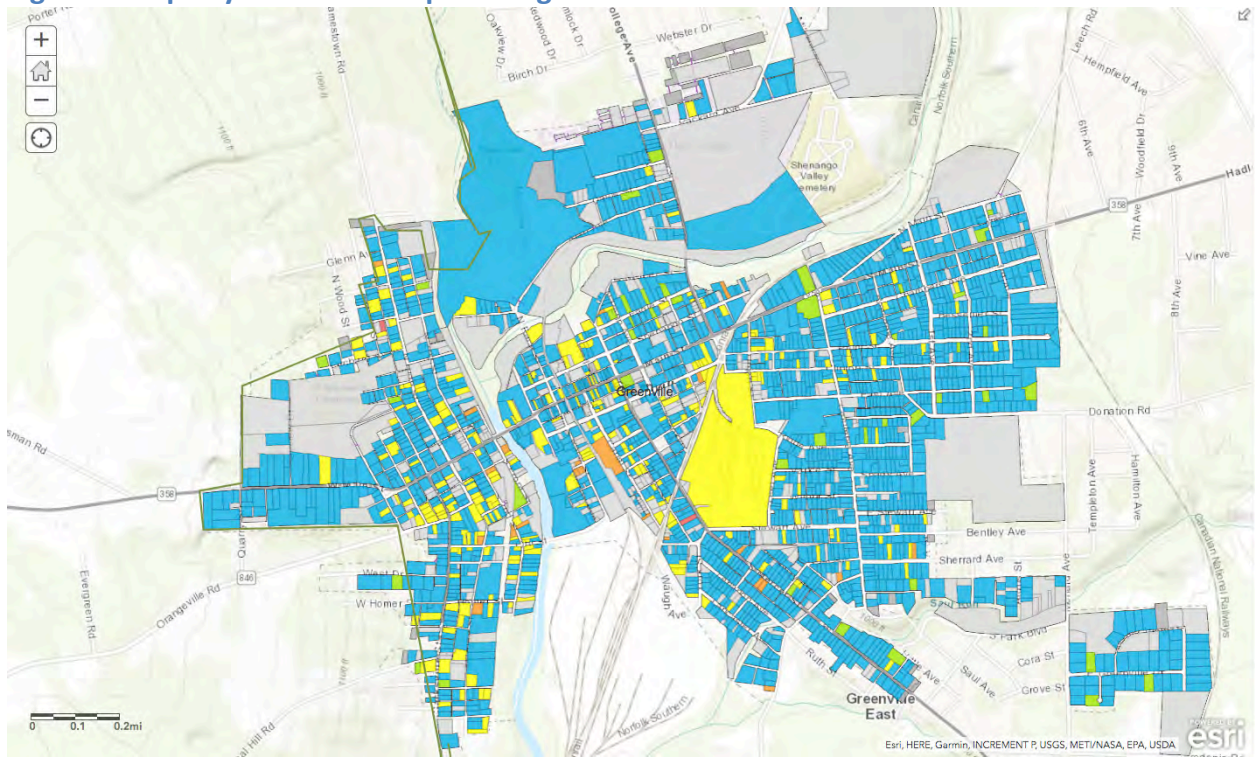


Figure 9 Property Condition Map and Legend



- A
- B
- C
- D
- F
- N/A
- Other

Figure 10 Main Street Property Condition Closeup



BUILDING SYSTEMS

The following tables summarize the evaluation of individual building systems. They are listed in order from most-common systems falling at “fair” or below, to least. Systems rated N/A either were not applicable or not visible from the sidewalk.

Porches rank the highest in disrepair (rated “fair” or lower), with porches on 512 structures needing rehabilitation or replacement. One of the key criteria here was if flooring, railings, and steps appeared safe for regular travel. Windows rank next, with 386; 338 structures need significant work on paint, brick or siding; and 225 need attention to gutters and downspouts.

189 structures had roofs in fair or poorer condition. This is an important note because a failing roof can hasten the deterioration of the rest of the structure pretty quickly. It is useful to note that many property owners recognize this fact, resulting in many fewer roofs rated as deteriorating, compared to other systems such as porches and windows. However, roof repair/replacement is expensive, and should be a prime target for rehabilitation programs.

Of the 1295 properties with detached garages, 13%, or 172, were in fair or poorer condition. 17 were rated as “poor” or “very poor” and may require replacement.

Foundations and chimneys were at the lowest level of deterioration overall, with 121 and 66 properties needing attention (rated “fair” or lower) respectively, based on exterior review. 10 foundations, and 3 chimneys, were rated as “poor” and would likely require evaluation to determine the feasibility of repair.

84% of storefront/signage owners are taking good care of their properties, rated as “Very Good/Excellent, or “Good”. The other 16% are predominantly “Fair”, with 12% receiving that rating. 4% are rated as “Poor”.

Table 4 Porches Condition

Evaluation	Commercial	Government	Industrial	Institutional (church, school, etc)	Mixed use	Other	Residential	Grand Total	%
Very Good/Excellent	2			2	1		29	34	1.2%
Good	70	3		33	8	1	1453	1568	56.9%
Fair	10	1	1	2	2	1	454	471	17.1%
Poor	1						37	38	1.4%
Very Poor							3	3	0.1%
N/A	123	18	14	56	6	157	270	644	23.4%
Grand Total	206	22	15	93	17	159	2246	2758	100.0%

Table 5 Windows Condition

Evaluation	Commercial	Government	Industrial	Institutional (church, school, etc)	Mixed use	Other	Residential	Grand Total	%
Very good/Excellent	18	1		8	4		188	219	7.9%
Good	105	9	1	35	7	5	1465	1627	59.0%
Fair	28		2	1	5		327	363	13.2%
Broken or boarded							10	10	0.4%
Poor	4	1					8	13	0.5%
Very poor							2	2	0.1%
N/A	51	11	12	49	1	154	246	524	19.0%
Grand Total	206	22	15	93	17	159	2246	2758	100.0%

Table 6 Paint/Brick/Siding Condition

Evaluation	Commercial	Government	Industrial	Institutional (church, school, etc)	Mixed use	Other	Residential	Grand Total	%
Very Good/Excellent	13	2		7			100	122	4.4%
Good	104	8		36	11	6	1622	1787	64.8%
Fair	43	1	3	2	4	1	252	306	11.1%
Poor	3				1		25	29	1.1%
Very poor	1						2	3	0.1%
N/A	42	11	12	48	1	152	245	511	18.5%
Grand Total	206	22	15	93	17	159	2246	2758	100.0%

Table 7 Gutters/Downspouts Condition

Evaluation	Commercial	Government	Industrial	Institutional (church, school, etc)	Mixed use	Other	Residential	Grand Total	%
Very Good/Excellent	2			2			14	18	0.7%
Good	78	5	1	35	8	2	1724	1853	67.2%
Fair	7			1	1		191	200	7.3%
Poor							23	23	0.8%
Very poor							2	2	0.1%
N/A	119	17	14	55	8	157	292	662	24.0%
Grand Total	206	22	15	93	17	159	2246	2758	100.0%

Table 8 Roof Condition

Evaluation	Commercial	Government	Industrial	Institutional (church, school, etc)	Mixed use	Other	Residential	Grand Total	%
Very good/Excellent	14			9	2	1	198	224	8.1%
Good	70	5	2	28	4	3	1595	1707	61.9%
Fair	8		1	1	1		164	175	6.3%
Poor	1						10	11	0.4%
Very Poor	1						2	3	0.1%
N/A	112	17	12	55	10	155	277	638	23.1%
Grand Total	206	22	15	93	17	159	2246	2758	100.0%

Table 9 Detached Garage Condition

Evaluation	Commercial	Government	Industrial	Institutional (church, school, etc)	Mixed use	Other	Residential	Grand Total	%
Very Good/Excellent	2			2		3	82	89	6.9%
Good	33	2		11	3	3	982	1034	79.8%
Fair	1		1	2			151	155	12.0%
Poor							13	13	1.0%
Very Poor	1						3	4	0.3%
N/A	169	20	14	78	14	153	1015	1463	
Total With Garages	37	2	1	15	3	6	1231	1295	100.0%
Grand Total	206	22	15	93	17	159	2246	2758	

Table 10 Foundation Condition

Evaluation	Commercial	Government	Industrial	Institutional (church, school, etc)	Mixed use	Other	Residential	Grand Total	%
Very good/Excellent	4			2			26	32	1.2%
Good	106	10		36	9	5	1613	1779	64.5%
Fair	17		1	1	4	1	85	109	4.0%
Poor	4			1			5	10	0.4%
Very poor							2	2	0.1%
N/A	75	12	14	53	4	153	515	826	29.9%
Grand Total	206	22	15	93	17	159	2246	2758	100.0%

Table 11 Chimney Condition

Evaluation	Commercial	Government	Industrial	Institutional (church, school, etc)	Mixed use	Other	Residential	Grand Total	%
Very Good/Excellent							27	27	1.0%
Good	28		1	21	2		1290	1342	48.7%
Fair	1						60	61	2.2%
Poor							3	3	0.1%
Very Poor							2	2	0.1%
N/A	177	22	14	72	15	159	864	1323	48.0%
Grand Total	206	22	15	93	17	159	2246	2758	100.0%

Table 12 Storefront/Signage Condition

Evaluation	Commercial	Government	Industrial	Institutional (church, school, etc)	Mixed use	Other	Residential	Grand Total	%
Very Good/Excellent	14			2	1		1	18	10.5%
Good	83	6		20	8	6	2	125	72.7%
Fair	16				4			20	11.6%
Poor	7	1				1		9	5.2%
N/A	86	15	15	71	4	152	2243	2586	
Total with storefronts/signs	120	7	0	22	13	7	3	172	100.0%
Grand Total	206	22	15	93	17	159	2246	2758	

SITE CONSIDERATIONS

Site considerations fall into two categories, private (landscaping, driveways/parking lots, and parking availability), and public (street trees and sidewalks). Evaluation results are listed in the following tables.

Since landscaping can be cleaned up, or a simple landscape installed, without significant expense (compared to building systems), criteria for landscape condition were fairly lenient, and were not included in the overall property rating. The condition of landscaping, however, does influence neighborhood attractiveness and nearby property values, and so is worthy of attention. 90% of property owners in Greenville are caring for their property, rated “Very Good/Excellent” or “Good”, with evidence of recent maintenance, and only minor mowing or weed removal required. 8% require further attention, rated as “fair”, with overgrown trees and shrubs blocking at least 50% of the view of the doors/windows; evidence of mowing neglect over several weeks or longer; and tall weeds. 1.5% fall into the “poor” category, with non-existent landscaping, or extreme neglect evident.

Driveways and parking lots are not faring as well, with 68% of applicable properties having driveways or parking lots rated as “Very Good/Excellent” or “Good”, and 32% rated as “Fair” or “Poor”.

The majority (78%) of residential properties have one, two or more off-street parking spaces available to them. 501 properties, or 22%, rely on on-street parking only. For nonresidential property, 34%, or 176 properties of 512, rely on on-street parking only for employees and customers. A map will be provided showing the location of properties with on-street parking for the Borough’s use.

Table 13 Landscaping Condition

Evaluation	Commercial	Government	Industrial	Institutional (church, school, etc)	Mixed use	Other	Residential	Grand Total	%
Very Good/Excellent	7			12	2	4	191	216	8.8%
Good	83	7	2	59	5	53	1786	1995	81.0%
Fair	7	4	2	2	2	8	180	205	8.3%
Poor	2						9	27	1.5%
Very poor			1				2	5	0.3%
N/A	107	11	10	20	8	83	57	296	
Properties with landscaping	99	11	5	73	9	76	2189	2462	100.0%
Grand Total	206	22	15	93	17	159	2246	2758	

Table 14 Driveways and Parking Lots

Evaluation	Commercial	Government	Industrial	Institutional (church, school, etc)	Mixed use	Other	Residential	Grand Total	%	
Very Good/Excellent	10						1	117	128	6.6%
Good	102	5	1	44	8	37	984	1181	60.9%	
Fair	23	5	3	7	1	13	552	604	31.2%	
Poor	2		1				1	17	1.1%	
Very Poor	1		1				2	4	0.2%	
N/A	68	12	9	42	8	107	574	820		
Properties with driveways/parking lots	138	10	6	51	9	52	1672	1938	100.0%	
Grand Total	206	22	15	93	17	159	2246	2758		

Table 15 Parking Type and Availability

Evaluation	Commercial	Government	Industrial	Institutional (church, school, etc)	Mixed use	Other	Residential	Grand Total	%
Off-street - driveway one space	2	1		3	1		115	122	4.4%
Off-street - driveway two or more spaces	43	2	1	24	7	21	1580	1678	60.8%
Off-street - multiple spaces	102	8	9	44	4	64	50	281	10.2%
On-street only	59	11	5	22	5	74	501	677	24.5%
Grand Total	206	22	15	93	17	159	2246	2758	100.0%

Sidewalk condition is overall good, with 86.2% of relevant properties having one in “Very Good/Excellent” or “Good” condition. 281 properties have a sidewalk in “fair”, “Poor” or “Very Poor” condition, which likely requires replacement and/or maintenance.

Table 16 Sidewalk Condition

Evaluation	No. of Properties	%
Very Good/Excellent	118	5.7%
Good	1679	80.8%
Fair	256	12.3%
Poor	23	1.1%
Very Poor	2	0.1%
N/A	680	
Properties with Sidewalks	2078	100.0%
Grand Total	2758	

185 properties in Greenville have at least one living street tree fronting their property. Eleven have a dead or damaged tree, or a tree stump. 2562 properties, or 93%, have no street tree at all. It would be interesting to compare this to the Borough’s records to see how many trees have been lost over time (as is typical of most communities). Community planners are more and more recognizing the benefits that come to communities through street trees, from enhance neighborhood quality and property values, to reduced crime, and even higher academic performance among children. The Borough and its citizens may want to make a plan to enhance street trees on their streets over the long term, following the lead of a growing number of communities across the US who are doing so.

Table 17 Status of Street Trees

Evaluation	No. of Properties	%
Multiple trees	100	3.6%
One tree	85	3.1%
No tree	2562	92.9%
Dead or damaged tree	3	0.1%
Tree stump	8	0.3%
Grand Total	2758	100.0%

CONCLUSION

A summary of major findings for this evaluation is included in the Executive Summary. Greenville’s housing and building stock shows evidence of good overall maintenance for the majority of properties. However, the 267 properties rated “Fair”, and 26 rated “Poor”, will require significant attention in the coming years in order to maintain and improve Greenville’s neighborhood character, and keep it attractive to new residents, employees and businesses in the future. These projects can be a target for rehabilitation programs and funds, as will be discussed further in the housing analysis part of this project.

Commercial businesses should be encouraged to maintain their properties, including structures, driveways, landscaping and parking lots. The downtown in particular shows consistent signs of deferred maintenance, and in particular may be a target of historic-focused tax credits and other incentives for restoration.

The Borough will want to consider projects in the future to repair sidewalks and install many more street trees, enhancing the neighborhood environment for all.

F. Sites Opportunities Memorandum

See following pages

Memorandum

SITE OPPORTUNITIES

Town of Greenville, PA

Updated KMD 6/4/20 edited 4/14/21

Supplemental information by M. Patrick, KU Associates 3-17-20

Assisted by R.Fender 2-23-20

This memorandum summarizes priority site reuse opportunities within the Town of Greenville, PA and its environs. It will become part of the Appendix of the final economic strategy report. Priority sites were identified by the Town and by consultants working on brownfields assessments under grants by the PA Department of Environmental Protection and the US EPA. There are additional buildings on Main Street which warrant attention, reuse and preservation. See the discussion under Site Opportunities in the full report, and a separate Appendix from Alan Burge Architecture.

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OVERVIEW

Greenville’s economic strategy depends on strategic reuse of vacant and underutilized properties. They are essentially the crux of the matter –non-productive properties are a “drag” on surrounding property values and the Town’s balance sheet, as well as its perception in the region. The corollary, however, is that they present a significant opportunity to bring economic activity, jobs and revenue back to Greenville, and at the same time add value to properties surrounding them, and the perception of Greenville as vibrant and changing place to live, work and play.

Available sites in the Greenville area fall into two categories: those that are located within the Town of Greenville itself, and those that are in Hempfield or Pymatuning Township. From a “big picture” standpoint, all of these sites are important: bringing jobs and economic vitality back to underutilized sites around the Town will bring income to Greenville residents as well as those in surrounding communities; and will also bring increased economic activity for Greenville businesses. This economic strategy addresses the “big picture” of Greenville’s economy by analyzing the area’s business activity and housing market.



Greenville Site Opportunities

Source: ESRI, KM Date

Sites within Greenville present a special opportunity for integration into a coherent strategy. This strategy identifies the potential future role Greenville could play, with its historic downtown, college-town relationship, and access to recreation and tourism assets, as a destination for tourists and new residents and businesses alike. Key to Greenville's attractiveness is its walkability - and there are several key sites within Greenville that are all walkable to the downtown and Main Street. They should be prioritized in revitalizing the economy of Greenville, and in crafting the next steps in redevelopment.

These sites are shown on the Greenville Site Opportunities map. They include:

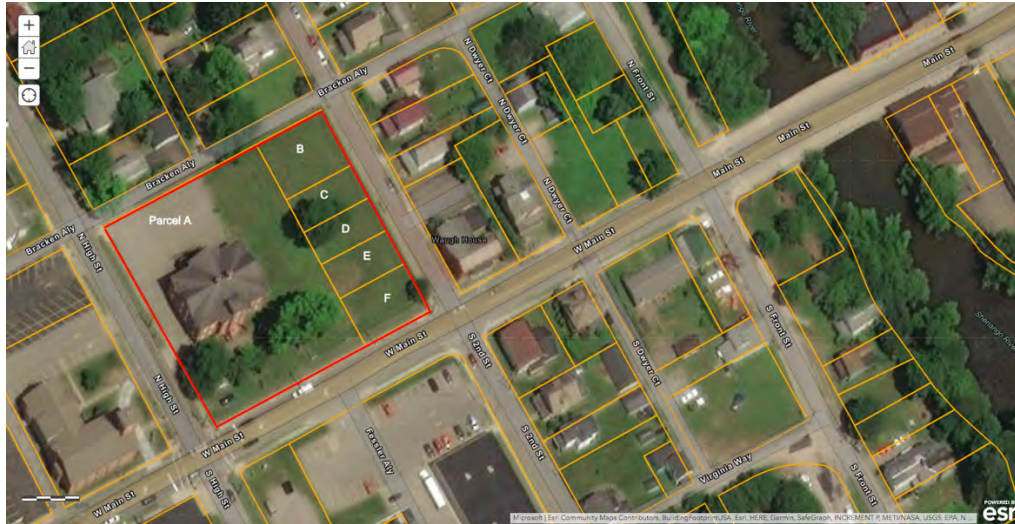
- Historic Downtown Core including multiple vacant and historic properties
- Trinity North property, Shibley Concrete, and Eastern Elementary, all in close proximity to each other
- Sha-Co Fabrication site and nearby available sites shown as the "Canal Street Area"
- A "connection area" for potential improvement of the visual/physical relationship between the Trinity/Shibley/Eastern sites to Main Street
- The former St Michael's School
- Thiel College is highlighted as well for reference, although it is not a target site of this strategy.

This memorandum establishes the basic information, including assets, infrastructure, brownfields status, and possible future uses, about each of these sites, and will form an Appendix in the final economic strategy report. See also a separate memorandum from Burge Architecture on the status of downtown core properties.

SITE 1: Former St. Michaels School - Town of Greenville

Description: 2 story historic brick school building, part of St. Michael’s Parish and adjacent parking/greenspace property, located on Main Street just outside of the downtown core.

Site Map/Photo:



St Michael’s School Site 1

Source: ESRI, KM Date



View looking north from Main St

Source: Google Streetview



View looking southeast from High St

Source: Google Streetview

Site Data

Site Data	Parcel A	B	C	D	E	F	Total
Parcel Number	55 509 125	55 509 126	55 509 127	55 509 128	55 509 129	55 509 130	
Property Address	2 N High St (West Main St)	10 12 N Second St	8 8-1/2 N Second St	6 6-1/2 N Second St	4 4-1/2 N Second St	25 W Main St	
Owner	RC Diocese of Erie	Same	Same	Same	Same	Same	Same
GIS Acres	1.01	.12	.07	.07	.07	.10	2.06
Assessed Acres	0	0	0	0	0	0	0
Purchase Date	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Purchase Price	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Land Value	\$1,650	\$900	\$600	\$600	\$600	\$1200	\$5,500
Building Value	\$173,400	0	0	0	0	0	\$173,400
Total Value	\$175,050	0	0	0	0	0	\$178,950
Total annual tax	Tax Exempt	Same	Same	Same	Same	Same	Same

Previous ownership: Greenville Area School District until 1962

Zoning: R-2 (Greenville Borough). R-2 is for single and 2-family dwellings, churches, and schools as primary uses; however conversion of abandoned school buildings to nonresidential uses is permitted as a conditional use.

Utilities: gas, electric, water, sewer, broadband- Direct service is currently provided. According to the Property owner, the Property utility service providers are:

- Electric: Penn Power
- Natural Gas: unknown
- Water: Greenville
- Sanitary Sewers: Greenville

Road frontage: Approximately 258 LF on Main St, and 240 LF on High St.

Traffic: ADT is approximately 9,000 on Main Street.

Road access: from Main St, High St, Bracken Alley, and N Second St.

Rail Access: none

Truck Routes: about ½-¾ mile from Main Street which includes Route 18 connecting 20 minutes south to I-80 through Hermitage; Route 358 connecting 20 minutes east to I-79; Route 18 connecting north to Conneaut Lake; and Route 58 connecting north to Jamestown.

Transit access: not readily available; see note at end of document

Bike routes: the site is about .07 miles to the planned Shenango Trail and Jamestown-Greenville Trail.

Visibility: Excellent from High Street, and Main Street.

Relevant biologic or geologic information: The Site is located in the Northwest Glaciated Plateau Section of the Appalachian Plateaus Physiographic Province. The dominant topographic form in this section is broad, rounded upland and deep, steep-sided, linear valleys partly filled with glacial deposits. The local relief is very low to moderate, with a dendritic drainage pattern. The predominant underlying rock type is shale, siltstone, and sandstone of the Cuyahoga Group of the Mississippian System. The members of the Cuyahoga Group are the Meadville Shale, Sharpsville Sandstone, and Orangeville Shale.

Vacant: since circa 1992.

Former use: Catholic elementary school associated with St Michaels Parish

- **Previous uses:** 1888 and 1893: The West Side School, three residential dwellings, several sheds, and an alley were located on the Property. West Main Street was located to the south, beyond which was a grocery store and two dwellings. North High Street was located to the west, beyond which was the United Presbyterian Church and two dwellings. The north and east adjoining properties were not shown on this map.
- 1898: A grocery store and three dwellings were located to the south of the Property. One dwelling was located to the east, and one dwelling was located to the north, beyond Second Alley. No other substantial changes were noted in comparison to the 1893 map.
- 1904: An addition was located on the north side of the West Side School on the Property. No other significant changes were observed in comparison to the 1898 map.
- 1911: Two dwellings and the West Side School (minus the addition) were located on the Property. Three dwellings, a grocery store, and a grocery/meat store were located

south of the Property. No other substantial changes were noted in comparison to the 1904 map.

- 1922: Three dwellings, the West Side School, and an unnamed alley were located on the Property. Three dwellings and two grocery/meat stores were located south of the Property. Nine dwellings were located to the east. No other significant changes were observed in comparison to the 1911 map.
- 1931 and 1941: The West Side School (built in 1878) was located on the Property. Three dwellings and two retail stores were located to the south. The United Presbyterian Church and three dwellings were located to the west. Nine dwellings were located to the east. One dwelling was located beyond Bracken Alley to the north. Gasoline filling stations were located to the southwest of the Property.
- 1962: St. Michaels R.C. School (Main St. School) was located on the Property. Three dwellings and three stores were located to the south. The United Presbyterian Church, Sunday school building, and two dwellings were located to the west. Eight dwellings were located to the east. One dwelling was located to the north. Gasoline filling stations were located to the southwest of the Property.

Tax status: Current property owner is tax exempt.

Surrounding uses:

- North: residential house;
- South: retail stores and residential houses;
- East: residential houses; and
- West: Hillside Presbyterian Church and residential houses.

Existing structures: One two-story structure is located on the Property. This structure is constructed with a wooden frame, brick walls, asphalt-shingled roof, and a stone foundation. The structure includes a basement and attic space. Approximate footprint is 5,300 SF, and total floor area is approximately 10,600 SF, plus basement and attic. The first and second floors contain typical classroom and bathroom areas. Utility equipment, such as the furnace, is located in the basement. The attic is utilized as storage space, including furniture. An asphalt-paved parking lot is located on the northwest corner of the property, and a concrete sidewalk is located along the west and south property boundaries. A grassy lawn area is located on the east and south portions of the property.

Brownfields status: A Phase I evaluation is complete. The Phase I ESA revealed no evidence of RECs, CRECs, HRECs, or *de minimis* conditions that would impact its reuse. It is recommended that an asbestos-containing materials survey be conducted in the context of the development of a reuse strategy for the historic structure.

Possible future uses: Given its historic character and very close proximity to the downtown, the property could be restored as a historic preservation tax credit property for commercial use, either for multi-family residential, commercial/professional office, or institutional use. A special use such as a Bed and Breakfast, arts center, restaurant or event center could also be considered. Truck traffic on Main St, and lack of an elevator, may exclude some residential uses such as senior housing.

SITE 2: ShaCo Welding and Fabrication - Town of Greenville

Note: While this site appears to be currently owned and occupied by an active owner, with taxes paid up, the owner has expressed an interest in selling the property.

Description: 1-3/4 acre site in historic small-scale industrial area of the Town of Greenville with old industrial buildings

Site Map:

Note: Parcel configuration on Mercer County Tax Parcel Viewer as of 5/15/20 appears to be different from former parcel configuration. In February the property was listed as 1.76 acres, and now it is listed as 1.6 acres. This requires further confirmation. For the purposes of this memorandum, the GIS/ESRI map is assumed to be correct.



Mercer County Tax Parcel Viewer Map



Sha-Co Welding and Fabrication Site

Source: ESRI Map, KM Date



View looking west from Canal St. and State St.

Source: Google Streetview.



View looking south along Canal St

Source: Google Streetview.

Site Data

Site Data	Parcel A	Total
Parcel Number	55 516 118	
Property Address	53 Canal St	
Owner	Shaw, Warren R & Elaine E	
GIS Acres		1.59
Assessed Acres		1.57
Purchase Date		6-12-1996
Purchase Price		\$165,000
Land Value		\$5,400

Building Value	\$17,200	
Total Value	\$19,600	
Total annual tax	\$2,481.69	

Previous ownership: Heilman Lumber Co. then Greenville Dairy Co/Ryan Milk Co as a powdered milk plant.

Zoning: Light Manufacturing (Greenville Borough) Light Manufacturing, “LM”, allows for any use permitted in a C Zoning District in addition to the manufacturing of such items as food, apparel, furniture and the carrying out of wholesale trade. The intent of the Light Manufacturing Zoning District is to provide a zoning district which shall: encourage the establishment and maintenance of business and industrial establishments for the manufacture, assembly, compounding, processing or storage of products; prohibit industrial uses and other uses which are clearly noxious or offensive by reason of odor, smoke, gas vibration or noise; prohibit residential uses (unless accessory to another use) for the purpose both of preserving the area for its appropriate use.

Utilities: gas, electric, water, sewer, broadband: The Property and/or surrounding area is served by the following:

- Electric: Penn Power (First Energy)
- Natural Gas: National Fuel
- Water: Greenville Water Authority
- Sanitary Sewers: Greenville Sewer Authority

The Property structure is currently disconnected from natural gas lines; however, all other above-listed utilities are utilized at the Property. The structure is heated by a kerosene heater; equipped with a 225 gallon kerosene tank located beside the office. Select areas of the structure are cooled using wall air conditioning units (one in the office and three on the 2nd floor). The water in the bathroom is heated by a small electric hot water tank located under the sink. A larger gas hot water tank is also located in the Property structure; however, it is no longer used.

Road frontage: Canal Street, 430 linear feet. (GIS measured at 470 LF)

Traffic: The site is two blocks away from Main Street. The ADT for the segment of Main Street closest to the site is 10,000.

Road access: From Canal Street, and perpendicular at Harrison St and State St and State Street

Rail Access: adjacent to Canadian National line leading from Trinity north site through town, about 450 LF frontage.

Truck Routes: 2 blocks from Main Street which includes Route 18 connecting 20 minutes south to I-80 through Hermitage; Route 358 connecting 20 minutes east to I-79; Route 18 connecting north to Conneaut Lake; and Route 58 connecting north to Jamestown. 1 block from Route 58 connecting south to Mercer.

Transit access: not readily available; see note at end of document

Bike routes: about ¼ mile to planned Shenango Trail and Jamestown-Greenville Trail

Visibility: good from Canal St. and the site can also be seen from Harrison, State and Washington Streets. Not quite visible from Main Street.

Relevant biologic/geologic information: The site is located within the Northwestern Glaciated Plateau Section of the Appalachian Plateaus Physiographic Province. This section is typified by broad, rounded upland and deep, steep-sided, linear valleys partly filled with glacial deposits. The local relief is low to moderate with underlying bedrock typically shale, siltstone, and sandstone with sub-horizontal beds. Information from the water well located on site (Section 4.3.5) indicates that there is approximately 60 feet of unconsolidated, undifferentiated glacial drift material directly below the site. Bedrock below these glacially derived soils is either the Berea Sandstone or Bedford Shale, both units are Mississippian in age (318-359 MYA). The Berea Sandstone is a fine to very fine-grained, light gray sandstone and interbedded silty shale while the Bedford Shale is a dark gray shale and interbedded siltstone, with some beds of very fine sandstone.

Vacant: Currently partially occupied. It is not clear how much of the structure is in use.

Former use: Cement Plant, Industrial

Previous uses: The property was historically used from circa 1888 to circa 1996 by the Heilman Lumber Co. (as a planing mill and lumber yard) and/or Greenville Dairy Co./Ryan Milk Co. as a powdered milk plant. Since 1996, the Property has been used by Sha-Co as a welding and fabrication facility.

Tax status: The annual property tax is paid up.

Surrounding uses: Mixture of old industrial uses and residential neighborhoods. Vacant lot immediately across the street. The north adjoining property has been used as the following:

- circa 1888 to circa 1904 - a foundry/machine shop
- circa 1904 to circa 1922 - a farm machinery/feed/salt warehouse
- circa 1922 to circa 1962 - Greenville Dairy Co. garage with underground storage tank (UST), bakery, automobile sales/garage/dealer with 1,000-gallon UST
- circa 2014 to present - vacant/abandoned

The east adjoining property has always contained residential structures, as well as the following:

- prior to circa 1888 - a foundry
- circa 1893 - storage
- circa 1898 - grocery store
- circa 1904 - hardware store and planing mill
- circa 1911 - tin smith and lumberyard
- circa 1931 - auto repair facility
- circa 1941 to circa 1962 - auto filling station with three USTs
- circa 2014 - vacant

The south adjoining property has been used as a lumber/storage yard from circa 1911 to present. The west adjoining property was a canal circa 1860 and railroad tracks from circa 1888 to present.

Existing structures: One structure is located on the property, comprised of three substructures:

1. Original 2-story light-colored brick structure on corner of State and Canal Street - built circa 1931.
2. Concrete clock and brick addition north adjoining the original structure - built circa 1962; substantially demolished leaving open area on existing brick structure.
3. One-story concrete block and aluminum siding garage/warehouse structure south adjoining the original structure - built circa 1990.

Approximate square footage of the structure is 16,500 SF (footprint), 23,000 SF (total). It is not clear how much of the structure is currently in active use.

Brownfields status: Phase I is complete as of late July/early August, 2018. RECs were identified as follows:

- The presence of hazardous substances and/or petroleum products on the Property under conditions indicative of a release to the environment associated with the heavy staining is considered a REC.
- The presence of hazardous substances on the Property under conditions indicative of a release to the environment associated with the large quantity of ammonia formerly used at the Property is considered a REC.
- The likely presence of hazardous substances and/or petroleum products on the Property under conditions that pose a material threat of a release to the environment associated with the former use of the north adjoining property as a dairy and auto garage with two USTs is considered a REC.
- The likely presence of hazardous substances and/or petroleum products on the Property under conditions that pose a material threat of a release to the environment associated with the former use of the east adjoining property as a filling station with three USTs is considered a REC.

It was determined that additional environmental investigation of the SHACO property was warranted. A Phase II report was completed as of January 2020. It included a soil quality assessment, groundwater quality assessments, well investigation, an ACM (asbestos containing materials) survey and a LBP (lead-based paint) survey.

The Phase II results indicated that, for surface soils, arsenic exceeded the applicable non-residential medium-specific concentrations (MSCs) at one location. The magnitude of this exceedance is relatively small (less than one order of magnitude), and is isolated to one surface soil sample. It is unlikely that the PADEP would necessitate a clean-up based on this one soil analytical result. The asbestos survey revealed that asbestos-containing material (ACM) is present in pipe insulation in the ammonia room and the roof materials of the brick building. The lead-based paint (LBP) survey revealed that LBP is present in eight different areas of the Site structure. The ACM and LBP will need to be managed during future rehabilitation and/or demolition activities.

Benzo(a)pyrene, bis(2-ethylhexyl) phthalate, 1,4-dioxane, and manganese exceeded non-residential, used aquifer groundwater MSCs at a minimum of one monitoring well location during at least one groundwater sampling event. The analytical results were screened against

the non-residential, used aquifer scenario due to the lack of a non-use aquifer designation at the Site. In reality, groundwater at the Site will not be used in the future. When the analytical data is screened against the non-use aquifer MSCs, no constituents exceed. The asbestos survey revealed that ACM is present in pipe insulation in the ammonia room and the roof materials of the brick building at the Site. The LBP survey revealed that LBP is present in eight different areas of the Site structure.

The implications of this analysis are that the site will be suitable for industrial and commercial uses, after cleanup. ACM and LBP are not considered RECs but cleanup should be included in any further redevelopment.

Possible uses: Existing structures should be evaluated for suitability for future industrial/commercial uses. Given its close proximity (within .12 miles) of Main Street, and its adjacency to other under-utilized sites along Canal and Race Streets, the site could be part of a redevelopment area with light industrial and innovation center uses. Additional suitable uses could be artisanal food production, and/or a micro-market district for agricultural products and/or entertainment. See the Greenville Site Opportunities map.

SITE 3: Former Eastern Elementary School - Town of Greenville

Description: Former elementary school in the heart of the town of Greenville, walkable to Main Street, on about 4-1/2 acre site.

Site Map/Photo:



Eastern Elementary School Site

Source: ESRI, KM Date



View from East Avenue and Columbia Ave looking southwest

Source: Google Streetview

Site Data

Site Data	Parcel A	Total
Parcel Number	55 521 017	
Property Address	71 Columbia Ave	
Owner	Greenville Area School District	
GIS Acres	4.72	
Assessed Acres	4.46	
Purchase Date	0	
Purchase Price	N/A	
Land Value	\$14,700	
Building Value	\$19,600	
Total Value	\$34,300	
Total annual tax	0 tax exempt	

Ownership: Greenville Area School District

Previous Ownership: unknown

Zoning: Greenville Borough R-3, To provide a zoning district in which the predominate land use will be residential and provide for dwelling unit types and densities that permit the development of single-family and two-family dwellings and encourage the construction of medium-density, multifamily developments. Conversion and reuse of abandoned schools or other public buildings for nonresidential use is a conditional use.

Utilities: Needs further research.

Road Frontage: about 600 feet on Columbia Ave and East Avenue.

Traffic: Columbia Ave has an ADT in this area of 4000 to 4600.

Road Access: from Columbia Avenue and East Avenue.

Rail Access: none.

Truck Routes: Columbia Avenue connects to S. Mercer St (Route 58) about ¾ mile to the south; site is about 4 blocks from Main St which includes Route 18 connecting 20 minutes south to I-80 through Hermitage; Route 358 connecting 20 minutes east to I-79; Route 18 connecting north to Conneaut Lake; and Route 58 connecting north to Jamestown.

Transit access: not readily available; see note at end of document

Bike routes: about 1 mile to planned Shenango Trail and Jamestown-Greenville Trail

Visibility: Good from Columbia Avenue and East Avenue

Relevant biologic or geologic information: Needs further research.

Vacant since: 2017?

Former Use: Elementary school since (date unknown)

Previous uses: Needs further research.

Tax status: Property tax is 0 (public ownership)

Surrounding uses: residential neighborhood to the north, east and south; Greenville Fire Station to the west; Trinity North redevelopment site to the west.

Existing structures: 2-story brick Elementary school building, about 32,000 SF footprint, about 1960's?

Brownfields status: It is recommended that a Phase I evaluation be done for the site, to identify any potential Recognized Environmental Conditions, and recommend further action if applicable.

Possible uses: Given its close proximity to the Trinity North redevelopment site and the downtown, and its likely relatively good condition due to its recent use, the East Elementary site presents opportunity for redevelopment. Former school buildings have seen a wide range of re-use possibilities across the country. Their large classrooms and general accessibility lend themselves to senior independent living, artist studios, and live/work spaces. Innovation centers, arts centers, and nonprofit centers where organizations may find affordable rent are additional uses which are common.

SITE 4: R.W. Sidley Concrete Plant - Town of Greenville

Description: narrow site along railway across from Trinity north, adjacent to residential neighborhoods near Main Street in the Town of Greenville.

Site Map/Photo:



Sidley Concrete Site

Source: ESRI, KM Date



View from Clinton St looking northeast

Source: Google Streetview

Site Data

Site Data	Parcel A	Parcel B	Parcel C	Parcel D	Parcel E	Total
Parcel Number	55 518 090	55 518 097	55 518 093	55 518 092	55 518 091	
Property Address	147 Clinton	143 Clinton	79 Harrison	75 Harrison	73 Harrison	
Owner	RW Sidley	RW Sidley	RW Sidley	RW Sidley	RW Sidley	RW Sidley
GIS Acres	.52	.17	.19	.14	.12	1.14
Assessed Acres	0	0	0	0	.10	--

Purchase Date	N/A	N/A	N/A	N/A	N/A	
Purchase Price	N/A	N/A	N/A	N/A	N/A	
Land Value	\$3,600	\$1,500	\$1,650	\$1,350	\$900	\$9,000
Building Value	\$18,600	0	0	0	0	\$18,600
Total Value	\$22,200	\$1,500	\$1,650	\$1,350	\$900	\$27,600
Total annual tax	\$2,843.60	\$192.12	\$211.34	\$144.93	\$115.28	\$3,507.27

Comments: Building appears to be sited across parcels A and B, but is only noted as on Parcel A.

Previous Ownership: Sloan Supply Trucking Company

Zoning: Industrial (Greenville Borough). Principal allowed uses include the manufacturing of such items as metal products, glass products, machinery, furniture and the carrying out of wholesale trade. The intent of the Industrial Zoning District is to provide a zoning district which shall encourage the establishment and maintenance of industrial establishments for the manufacture, assembly, compounding, processing or storage of products; prohibit industrial uses and other uses which are clearly noxious or offensive by reason of odor, smoke, gas, vibration or noise; prohibit residential uses for the purpose both of preserving the area for its appropriate use and for preventing the location of dwelling units in an area inappropriate for residential use.

Utilities: gas, electric, water, sewer, broadband. Direct service is currently shut off. According to the Property owner, the Property utility service providers were:

- **Electric:** Penn Power
- **Natural Gas:** National Fuel Gas
- **Water:** Greenville Water Authority
- **Sanitary Sewers:** Greenville Water Authority

Road frontage: Approximately 211 LF on Clinton Street, and 261 LF on Harrison St.

Traffic: The site is one block away from Main Street. The ADT for the segment of Main Street closest to the site is 9,700.

Road access: Accessible from Clinton St and Harrison St.

Rail access: Adjacent to Canadian National line, and Norfolk-Southern side lines at the Trinity site. Approximate frontage 540 LF.

Truck routes: 1 block from Main Street which includes Route 18 connecting 20 minutes south to I-80 through Hermitage; Route 358 connecting 20 minutes east to I-79; Route 18 connecting north to Conneaut Lake; and Route 58 connecting north to Jamestown.

Local transit: not readily available, see notes at end of document.

Local Bike routes: Site is about ½ mile from planned Shenango Trail and the Greenville Jamestown Trail.

Visibility: good from Clinton St. as well as Harrison St; visibility from Main Street not clear; visibility from Trinity site is excellent.

Relevant biologic or geologic information: The Property is situated at an elevation of approximately 980 feet above mean sea level. It is located in the Northwest Glaciated Plateau Section of the Appalachian Plateaus Physiographic Province. The dominant topographic form in

this section is broad, rounded upland and deep, steep-sided, linear valleys partly filled with glacial deposits. The local relief is very low to moderate, with a dendritic drainage pattern. The predominant underlying rock type is shale, siltstone, and sandstone of the Cuyahoga Group of the Mississippian System. The members of the Cuyahoga Group are the Meadville Shale, Sharpsville Sandstone, and Orangeville Shale. According to the U.S. Soil Survey map published for Mercer County, two soil types were identified at the Property: Chenango gravelly loam, 0 to 3 percent slopes (CIA) and Chenango gravelly loam, 3 to 8 percent slopes, moderately eroded (CIB2).

Vacant since: 2008

Former use: Concrete Plant

Previous uses: According to the historical document review, a portion of the Property was utilized as residential houses from prior to 1893 to circa 1997. The remaining portions of the Property historically contained various structures: sewer pipe yard, cob yard, fertilizer warehouse, coal house, storage yard, coal pocket, office, lime storage, sand hoppers, building material warehouse/office, and scale. The various businesses that occupied these structures include the following:

- Circa 1922 to 1924 – Bessemer Coal & Supply Company
- Circa 1924 to 1938 – Clinton Coal & Supply Company
- Circa 1938 to 1952 – Sloan & McClimans Coal & Supply Company
- Circa 1952 to 1997 – Sloan Supply Company
- Circa 1997 to 2008 – R W Sidley Company

Tax status: Taxes are all paid up.

Surrounding uses: residential neighborhoods, and vacant industrial land, Main Street historic commercial blocks one block to the north. According to the site reconnaissance, the current uses of the adjoining properties include the following:

- North: Shelly Memorial Studio and Fraternal Order of Eagles, beyond Clinton Street;
- South: railroad tracks and vacant property;
- East: railroad tracks and vacant; and
- West: residential houses and Harrison Street.

Existing structures: Three structures are located on the Property, primarily on Parcel A. These structures consist of a two-story warehouse, single-story office/garage, and multi-story batch plant. The warehouse consists of a concrete block foundation, wooden siding, and a metal roof. The office/garage consists of a concrete block foundation and walls, along with a shingle/metal roof. The batch plant consists of metal framing, silos, chutes, and three small shacks that mainly contained the electrical controls. The condition and usability of these structures is not known and should be evaluated.

Brownfields status: Phase I is complete. The Phase I assessment revealed the following evidence of RECs in connection with the Property:

- The historical use of the Property as a coal and mining supply company, then a concrete batch plant, represents a REC.
- The former locations of Underground Storage Tanks (USTs) located on the Property represent RECs.

- The current presence of ASTs on the Property represents a *de minimis* condition.
- The current storage of chemicals on site represents a *de minimis* condition.
- The presence of a former scale and three pole-mounted transformers on site represent a *de minimis* condition on the Property.
- The historical and current use of the east adjoining property as railroad tracks/rail yard represents a *de minimis* condition.
- The Trinity Industries North Plant facility located nearby represents a Controlled Recognized Environmental Condition (CREC).
- The JMC Steel facility also represents a CREC. (JMC became Zekelman Industries)
- The presence of asbestos-containing material on the Property represents a non-scope Business Environmental Risk (BER) a BER is defined as a risk which can have a material environmental or environmentally-driven impact on a business associated with a current or planned use of the Site

Possible Uses: The site is located walking distance to the downtown area and at 1 acre, is well sized for potential redevelopment. Given its narrow configuration and adjacency to an active rail line, limited commercial and/or light industrial use would be appropriate. Its proximity to the Trinity North redevelopment site offers opportunities for redevelopment as part of that project. See the “Greenville Site Opportunities” map.

SITE 5: Trinity North Industrial Site - Town of Greenville

Description: 30+ acre former industrial site embedded in Town of Greenville among residential and old commercial properties, about 1 block from Main Street, and adjacent to active rail lines.

Site Map/Photos:





View along Union St looking north

Source: Google Streetview

Site Data

Site Data	Parcel A	Parcel B	Parcel C	Parcel D	Total
Parcel Number	55 519 005	55 519 002	55 519 001	55 519 004	
Property Address	Union St	70 S Mercer St	72 S Mercer St	S. Mercer & Maple St	
Owner	Waldorf Properties	Same	Same	Same	
GIS Acres	33.03	.09	.16	.12	33.40
Assessed Acres	29.50	0	0	0	
Purchase Date	5/5/2008	With Parcel A	With parcel A	With Parcel A	
Purchase Price	\$400,000	With Parcel A	With Parcel A	With Parcel A	\$400,000
Land Value	\$94,300	\$1,500	\$2,700	\$3,600	\$102,100
Building Value	\$71,700	0	0	0	\$71,700?
Total Value	\$166,000	\$1,500	\$2,700	\$3,600	\$173,800?
Total annual tax	\$21,262.94	\$192.22	\$346.38	\$461.13	\$22,262.67

Note: There is apparently no remaining building on the site, but the County property tax parcel viewer still lists a building of value on Parcel A.

Ownership: Waldorf Properties Inc. Dallas TX

Previous Ownership:

- The plant was developed prior to 1898 by the Shelby Tube Company which was then owned by the United States Steel Corp. Shelby Tube Company manufactured steel tubing at the site in the early 1900's.
- The Greenville Metals Company occupied the property by 1911
- The Greenville Steel Car company, which produced automobiles and then railcars occupied the property by 1922.
- In 1986, Trinity purchased the property and continued the production of rail cars until 2000 when all production ceased.

Zoning: Borough of Greenville I, Industrial. Permits a range of medium industrial uses such as food production, textiles, plastics, and metal fabrication; adult entertainment as a conditional use. The intent of the Industrial Zoning District is to provide a zoning district which shall encourage the establishment and maintenance of industrial establishments for the manufacture, assembly, compounding, processing or storage of products; prohibit industrial uses and other uses which are clearly noxious or offensive by reason of odor, smoke, gas, vibration or noise; prohibit residential uses for the purpose both of preserving the area for its appropriate use and for preventing the location of dwelling units in an area inappropriate for residential use.

Utilities: gas, electric, water, sewer, broadband: needs further research

Road Frontage: extensive, at least 3800 LF on Low, Clinton, Union, Ridge, Leet, Stewart, and Mercer Sts.

Traffic: 1 block from Main Street, ADT 9,500

Road Access: Good from Union, Clinton, Ridge, Leet, Mercer Streets; 1 block from Main Street.

Rail Access: Excellent, Canadian National line connecting north through town and along west side of Shenango River, and Norfolk/Southern connecting north on east side of Shenango River.

Truck Routes: 1 block from Main Street including Route 18 connecting 20 minutes south to I-80 through Hermitage; Route 358 connecting 20 minutes east to I-79; Route 18 connecting north to Conneaut Lake; and Route 58 connecting north to Jamestown. 1 block from Route 58 connecting south to Mercer.

Transit access: not readily available; see note at end of document

Bike routes: about 1/2 mile to planned Shenango Trail and Jamestown-Greenville Trail

Visibility: excellent from adjacent streets; could be good from Main Street via adjacent properties.

Relevant biologic or geologic information: Needs further research.

Former Use: Heavy industrial, rail car fabrication.

Previous uses: Heavy industrial since 1898, see Previous Ownership.

Property value: sold 5/5/2008 for \$400,000.

Tax Status: Paid status is unclear.

Surrounding uses: residential streets, retail and light commercial uses.

Existing structures: All structures have been demolished. Existing concrete pavement and site fencing remain.

Brownfields status: Phase I complete.

The Trinity North site is being remediated to a standard for non-residential use, which allows for commercial and industrial reuse of the properties. The North Plant currently has an

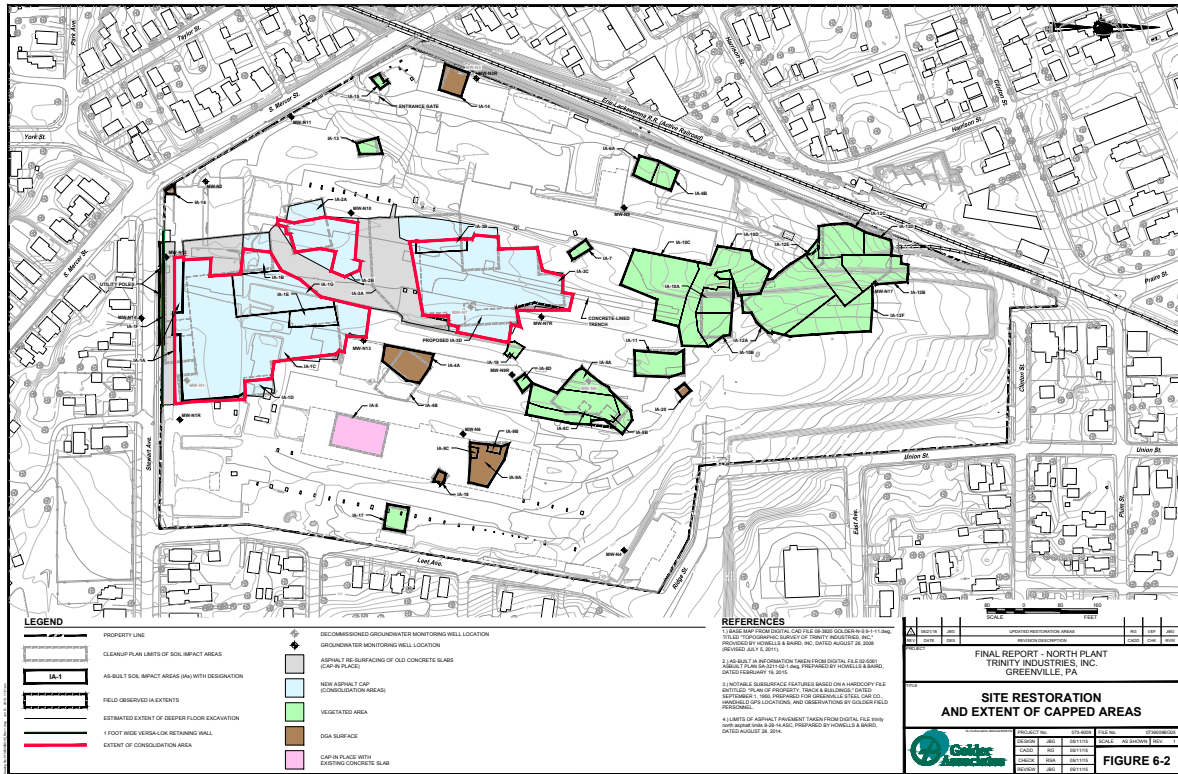
Environmental Covenant in place with activity and use limitations designed to provide Act 2 relief from liability. While groundwater liability relief through an Act 2 Final Report for that media has not yet been realized, additional activity and use limitations are not anticipated beyond those already in place. Activity and use limitations are expected to be as follows:

- Non-use of groundwater
- Non-residential use only
- Maintenance of capped areas, with prohibition of excavation in any capped area (including soil caps and constructed caps)
- Restrictions on excavation and requirement for soil management plans and health and safety plans
- Inspection/maintenance of fenced areas; security fence around the entire property, excluding location 1A-1F (see map); fence may not be removed without written approval of the Department of Environmental Protection
- Inspection/maintenance of stormwater controls¹

Possible Uses: *Achieving redevelopment of the Trinity North Site is critical to the future economic revitalization of the Town of Greenville. Its presence as a sizeable deteriorated and void property, surrounded by residential neighborhoods, and in close proximity to Main Street, has a negative impact on the Town's perception as a vibrant place, and a depressing effect on surrounding property values.*

The site, in its location surrounded by residential areas and in close proximity to Main Street and the downtown core, presents unique opportunities and challenges for reuse. Its former use as a heavy industrial site, and provisions of the Act 2 cleanup agreement, indicate that the best future use would continue to be nonresidential – commercial and/or industrial. However, its location no longer lends itself to heavy industrial use, given the proximity to residential development and high-quality tourist and visitor opportunities. Furthermore, its location within walking distance to Main Street, and its 30+ acre size, make it highly attractive for redevelopment as a mixed use area attractive to new residents seeking small town life, visitors, and innovative businesses. Ideally, residential uses would be part of this mixed use.

¹ Environmental Covenant for the Trinity North site, Pennsylvania Department of Environmental Protection and Waldorf Properties, Inc., 3-17-17.



Trinity North Site Map from Final Remediation Report

Source: PA DEP

The map above, from the Final Remediation Report, shows the areas of protection and restriction designated on the site. Note that while the Final Remediation Report requires fencing and limited use of the entire site, there are substantial areas of the site where contamination was not found. More specific application of protection, with resulting flexibility in future uses, is desirable, and may only be achieved with transfer of site ownership to an entity suited to resolve future site use restrictions. Such an entity may be a nonprofit, development corporation, redevelopment authority, or land bank. It has been suggested that the best option may be a partnership between the Greenville Area Economic Development Corporation, and Penn-Northwest Development Corporation.

Key to the Trinity North site's future is the possibility of extending visibility/accessibility of the site from Main Street, through acquisition and incorporation of intervening properties into the redevelopment area, as shown as "connection area" on the map below. The Sidley Concrete site could also be incorporated into this redevelopment area, as well as the Eastern Elementary site, as shown on the Greenville Site Opportunities Map.

SITE 6: Frank Crash Site 1 - Hempfield Township

Description: 20-acre site, former auto wrecking yard, on rural road leading north out of Town of Greenville.

Site map/photo:



Frank Crash Site 1

Source: ESRI, KM Date



View from Conneaut Lake Rd looking southeast

Source: Google Streetview

Site Data

Site Data	Parcel A	Parcel B	Total
Parcel Number	09 302 114	09 302 113	
Property Address	31 Conneaut Lake Rd	same	
Owner	Nick D'Atri Holdings, Darlington PA	Nick D'Atri Holdings	
GIS Acres	19.24	.87	20.11
Assessed Acres	24.45	1.00	25.45
Purchased Date	4-20-2018	4-20-2018	
Purchase Price	\$50,000	\$50,000	\$100,000

Land Value	\$3,900	\$3,300	
Building Value	\$0	\$15,300	
Total Value	\$3,900	\$18,600	
Total annual tax	\$386.80	\$1844.75	

Comments: while Parcel A is the larger and appears on ESRI base maps to be the site of the structure, Parcel B appears to have the building and larger value in County records.

Previous ownership: Frank R. Crash

Zoning: Mixed Use (Hempfield Township) Mixed use, “B”, allows all general residential and commercial uses except: churches/cemeteries; agriculture and related uses; mobile home parks, trucking terminals, travel trailer/tent parks, and recreational parks. Permitted accessory uses include lodging up to 3 units within the primary structure (no hotels); and agricultural sale stands. Private garages are not permitted (meaning unclear).

Utilities: Utility information was not available at the time of the Phase I ESA report. However, given the urban nature of the Property and surrounding properties, connections to various public utilities, including potable water, is likely. Broadband needs further research.

Road frontage: excellent frontage on Conneaut Lake Rd. length approximately 895 linear feet. (650 measured on GIS)

Traffic: ADT for Conneaut Lake Rd (State Route 18) for this road segment is 2,900.

Road access: from Conneaut Lake Rd.

Rail access: Site backs up to Canadian National line running north from Greenville on west side of Little Shenango River. (Norfolk-Southern is on the east side).

Truck routes: site is adjacent to State Route 18, connecting north to Conneaut Lake, and within ¼ mile of State Route 58, connecting north to Jamestown. 18 connects on the south to I-80 through Hermitage, about 20 minutes’ drive.

Local transit: not readily available, see notes at end of doc.

Local Bike routes: Site is within a mile of a planned Greenville-Jamestown trail via a planned Thiel College extension connector.

Visibility: is excellent from Conneaut Lake Road as a direct frontage road, site is also visible from Eastway Ave.

Relevant Biologic/geologic information: The Site is located in the Northwest Glaciated Plateau Section of the Appalachian Plateaus Physiographic Province. The dominant topographic form in this section is broad, rounded upland and deep, steep-sided, linear valleys partly filled with glacial deposits. The local relief is very low to moderate, with a dendritic drainage pattern. The predominant underlying rock type is shale, siltstone, and sandstone of the Cuyahoga Group of the Mississippian System. The members of the Cuyahoga Group are the Meadville Shale, Sharpsville Sandstone, and Orangeville Shale.

Vacant since: 2014

Former use: Auto recycling yard since 1958.

Previous uses: From 1958 to circa 2014, the Property was utilized as Frank Crash Auto Wrecking Inc. The Frank Crash Auto Wrecking Inc. facility disassembled and sold/recycled vehicles.

Tax status: The annual tax is paid up.

Surrounding uses: Rural road large-lot residential and commercial. One residential outlots disrupt continuous frontage. Close proximity to Thiel College. Rural road large-lot residential

and commercial. Two residential outlots disrupt continuous frontage. Close proximity to Thiel College. According to the site reconnaissance, the current uses of the adjoining properties include the following:

- North: Christian & Missionary;
- South: residential house and Hilltop Tavern;
- East: Little Shenango River, vacant, and railroad tracks; and
- West: Veterans of Foreign Wars, UPMC Horizon Hospital.

According to the historical topographic maps, the Property and west adjoining properties were utilized for commercial or industrial uses. The north and south adjoining properties appeared residential or retail in usage. The east adjoining property was occupied by railroad tracks.

Existing structures: One one-story structure, approximately 4,000 square feet, condition unknown, is located on Parcel A. This structure is constructed of cement block walls, concrete floors, and a flat rubber roof. The structure consists of an office area, bathroom, and two garage spaces.

Brownfields status: Phase I is complete. This site was highlighted in the Hempfield-Greenville joint Comprehensive Plan as potential redevelopment opportunities. The Phase I investigations made the following findings:

The fluids of vehicles were drained on site. It is most likely some residual fluids were located inside the vehicles when they were stored on site. These fluids could have migrated into the soil and/or groundwater of the Property. This assessment revealed the following evidence of Recognized Environmental Conditions (RECs) in connection with the Property:

- The historical/recent use of the Property as an automobile recycling facility.
- The former presence of one AST and one UST on the Property.
- The historical/current use of the east adjoining property as railroad tracks.

Therefore, the historical/recent use of the Property as an automobile recycling facility represents a REC. Additional environmental investigation in the form of a Phase II ESA is warranted.

Possible Uses: Given its location in rural Hempfield Township outside the town, low density residential; Limited light industrial or commercial are appropriate.

SITE 7: Frank Crash Site 2 - Hempfield Township

Description: two former auto wrecking yard parcels on opposite sides of Mercer Road, in rural area leading south out of the Town of Greenville, PA.

Site map/photo:



Frank Crash Site 2

Source: ESRI, KM Date



View from Conneaut Lake Rd looking east

Source: Google Streetview

Site Data

Site Data	Parcel A	Parcel B	Total
Parcel Number	09 069 124	09 069 130	

Property Address	58 Greenville-Mercer Rd	480 Mercer Rd	
Owner	Nick D'Atri Holdings, Darlington PA	Nick D'Atri Holdings	
GIS Acres	5.92	8.15	14.07
Assessed Acres	5.50	7.40	12.9
Purchase Date	4-20-18	4-20-18	
Purchase Price	\$50,000	\$50,000	\$100,000
Land Value	\$4,800	\$6,300	\$11,100
Building Value	0	\$12,450	\$12,450
Total Value	\$4,800	\$18,750	\$23,500
Total annual tax	\$476.07	\$1,859.63	\$2,335.70

Previous Ownership: Frank R. Crash

Zoning: Mixed Use (Hempfield Township). Mixed use, "B", allows all general residential and commercial uses except: churches/cemeteries; agriculture and related uses; mobile home parks, trucking terminals, travel trailer/tent parks, and recreational parks. Permitted accessory uses include lodging up to 3 units within the primary structure (no hotels); an agricultural sale stands. Private garages are not permitted (meaning unclear).

Utilities: gas, electric, water, sewer, broadband. Utility information was not available at the time of this Phase I ESA report. However, given the urban nature of the Property and surrounding properties, connections to various public utilities, including potable water, is likely.

Road frontage: excellent frontage on both sides of Mercer Rd approximately 620 linear feet each side. (GIS measured at 554)

Traffic: The ADT for this segment of Mercer Rd. is 3,900.

Road access: from Mercer Rd.

Rail Access: Site is adjacent to Canadian National Line, approximately 1,575 feet frontage.

Truck routes: site is along State Route 58, a truck route connecting Mercer and Greenville; ½ mile from SR 358, connecting to I-79 20 minutes' drive to the East; 1-1/2 miles from SR 18, connecting to I-80 via Hermitage 20 minutes to the south.

Local transit: Not readily available, see notes at end of doc.

Local Bike routes: Site is about 2 miles from planned Shenango Trail and the Greenville Jamestown Trail.

Visibility: Visibility is excellent from Mercer Rd.

Relevant biologic or geologic information: The Site is located in the Northwest Glaciated Plateau Section of the Appalachian Plateaus Physiographic Province. The dominant topographic form in this section is broad, rounded upland and deep, steep-sided, linear valleys partly filled with glacial deposits. The local relief is very low to moderate, with a dendritic drainage pattern. The predominant underlying rock type is shale, siltstone, and sandstone of the Cuyahoga Group of the Mississippian System. The members of the Cuyahoga Group are the Meadville Shale, Sharpsville Sandstone, and Orangeville Shale.

Vacant since: 2014

Former use: Automobile Recycling Facility.

Previous uses: From 1958 to 2017, the Property was utilized as Frank Crash Auto Wrecking.

Tax status: Taxes are paid up.

Surrounding uses: farmland and forested area. According to the historical document review, the past uses of the adjoining properties include the following:

- North: residential and pasture land;
- South: railroad tracks, residential and pasture land;
- East: vacant; and
- West: vacant.

Existing Structures: three one story sheet-metal commercial structures in fair to poor condition, 1,800 Square feet, 1,900, and 1,500 respectively. Total about 5,200 SF. Three single-story structures are located on the Property, along with several storage trailers. The structures are constructed with metal siding and a metal roof. Access was not granted into the structures; however, from exterior observations, it appears that these structures consist of garage space with a small area for office space.

Brownfields status: Phase I complete.

The Phase I ESA revealed the following evidence of RECs in connection with the Property:

- The historical/recent use of the Property as an automobile recycling facility.
- The historical/current use of the south adjoining property as railroad tracks.

Additional environmental investigation in the form of a Phase II ESA is warranted.

Possible uses: This site was highlighted in the joint Hempfield-Greenville Comprehensive Plan as potential redevelopment opportunity. Given its location outside of the town, low-density uses are appropriate. Residential low-density; limited commercial or light industrial could be considered.

SITE 8: Route 18 Auto Sales Site - Pymatuning Township

Description: Vacant 5-acre former gas station site on the east side of Route 18, across from Greenville-Reynolds Industrial Park.

Site map/photos:



Source: ESRI/KM Date



View from Hermitage Rd looking South

Source: Google Streetview

Site Data

Site Data	Parcel A	Total
Parcel Number	23 342 023	
Property Address	3963 N Hermitage Rd, Pymatuning Twp	
Owner	Greenville-Reynolds Development Corp	
GIS Acres	5.21	
Assessed Acres	0	

Purchase Date	N/A	
Purchase Price	N/A	
Land Value	\$9,750	
Building Value	\$4,800	
Total Value	\$14,550	
Total annual tax	\$1409.90	

Ownership: Greenville Reynolds Development Corp (since 1989)

Previous ownership: Guttman Oil Company

Zoning: Business-Highway Service (Pymatuning Township) Business-Highway Service, “B”, allows for such permitted uses as professional offices, gas stations, car dealerships, motels and retail sales. This district is for businesses to serve the motoring public such as auto sales. Potential industrial use is not clear. See note re: zoning ordinance at end of this document.

Utilities: gas, electric, water, sewer, broadband. The Property and/or surrounding area is served by the following:

- Electric: Penn Power (First Energy)
- Natural Gas: National Fuel
- Water: Reynolds Water Authority
- Sanitary Sewers: Reynolds Disposal

Road frontage: approximately 1000 feet? (confirm)

Traffic: ADT for N. Hermitage Rd. (State Route 18) for this road segment is 7,500. (sounds low)

Road access: N. Hermitage Road (State Route 18); possible Colt Rd frontage? (confirm)

Rail access: adjacent to Norfolk-Southern line leading into the industrial park

Truck routes: directly on Route 18 leading south to I-80 20 minutes through Hermitage; north to I-79 via 358 through Greenville, about 20 minutes

Transit access: not readily available; see note at end of document

Bike routes: about 1 mile to planned Shenango Trail and Jamestown-Greenville Trail

Visibility: excellent from Route 18.

Relevant biologic/geologic information: Needs further research.

Vacant: Currently occupied by Route 18 Auto Sales

Former Use: Formerly used as a gasoline filling station.

Previous Uses: The Property was historically used from circa 1960 through the 1990s as an automotive repair facility and/or a gasoline filling station. The Site is currently used as a used car sales lot.

Tax status: The annual tax is paid up.

Surrounding uses: commercial structures, a residential structure and vacant land. The north adjoining property is currently residential dwellings, and has been since the 1960s. Prior to development, the northern area was farmland. The east adjoining property was originally developed from farmland into the U.S. Army Camp Reynolds. Following World War II, Camp Reynolds was converted into an industrial park. Facilities of the industrial park, proximate to the Site, include a historical landfill and a steel facility.

The south adjoining properties are currently an electrical substation and truck accessory retailer. Historically, the electrical substation has been present; and the retail facility has been present since approximately 1970. The retail facility was apparently associated with Camp Reynolds prior to that. The west adjoining property is currently and has historically been undeveloped wooded land. The 1939 aerial photo depicts this area as farmland.

Existing structures: One permanent structure is located on the Property (Appendix A, Figure 3). The approximate 1,250-square foot structure is constructed of concrete block atop a concrete slab foundation, with a tar roof. No basements or sub levels are present. The structure was originally used as an automotive repair facility, constructed in approximately 1958-1960. A concrete slab foundation, approximately 500 SF, is present from a former structure, north adjacent to the current structure. Additionally, a carport and storage trailer are present on the property.

Brownfields status: Phase I is complete. The Phase I ESA revealed RECs in connection with the Property's past use including:

- The Site's history as an automotive repair facility from circa 1960 through the 1990s.
- An AST (above-ground storage tank) observed in the rear of the Site structure which is unlabeled, in poor physical condition, and not within secondary containment.
- The presence of a historical landfill facility, located adjacent to the Site and hydrogeologically upgradient.
- The presence of a historical steel facility with known chlorinated hydrocarbon impact to groundwater located proximate to the Site and in an assumed hydrogeologically upgradient location.

The Phase I ESA indicated that additional environmental investigation was warranted. A Sampling and Analysis Plan was developed and approved by the US EPA in September, 2019. Invasive site investigative work was initiated and completed, and the Phase II Report is currently being developed as of March 2020. Five underground storage tanks were found which will be removed.

Possible Uses: Given its location along a major north-south route, and adjacent to the Greenville-Reynolds Industrial park, the site is in a good location for commercial corridor development. Uses may be industrial, or corridor convenience such as a gas station or retail/restaurant use.

SITE 9: Trinity South Industrial Site - Hempfield Township

Description: 56-acre former industrial site adjacent to Greenville town border, part of historic industrial area, with existing buildings, and excellent rail access and side tracks. It is adjacent (east) to a site that is in active use by the Canadian National railroad and others.

Site Map/Photo:



Trinity South Site



View from Waugh Ave looking south

Site Data

Site Data	Parcel A	Total
Parcel Number	09 056 235 001	
Property Address	1 Township Rd 745	
Owner	Trinity Industries, Inc. c/o Ryan & Co	
GIS Acres	56.5	
Assessed Acres	52.63	
Purchase Date	N/A	
Purchase Price	N/A	
Land Value	\$110,000	
Building Value	\$286,200	
Total Value	\$396,200	
Total annual tax	\$39,295.11	

Ownership: Trinity Industries Inc. Dallas TX

Previous Ownership: unknown Phase I study

Zoning: (Hempfield Township) (assumed, no map available online) I Industrial. Provide areas for existing industry to continue and new industries to grow. Avoid residential uses to avoid conflicts. Permitted uses include light and heavy manufacturing, offices and medical offices, warehousing and truck terminals.

Utilities: Phase I study

Road Frontage: limited about 200 feet on York St (Township Rd 745), Waugh Ave, side residential streets.

Traffic: not available on adjacent streets; site is about 1 block from S Mercer St (ADT 4600-5000)

Road Access: direct from York Street

Rail Access: excellent, both Canadian National and Norfolk Southern, many side lines onsite

Truck Routes: 1 block from South Mercer street (route 58) connecting south to Mercer; about ¼ mile from Main Street including Route 18 connecting 20 minutes south to I-80 through Hermitage; Route 358 connecting 20 minutes east to I-79; Route 18 connecting north to Conneaut Lake; and Route 58 connecting north to Jamestown.

Transit access: not readily available; see note at end of document

Bike routes: about 1/2 mile to planned Shenango Trail and Jamestown-Greenville Trail

Visibility: from adjacent Bessemer-Lake Erie Property; Lancaster Avenue, Township road 745.

Relevant biologic or geologic information: Phase I study.

Former Use: industrial, rail car fabrication Phase I

Previous uses: unknown Phase I study

Property value: unknown, no recent sales Phase I study?

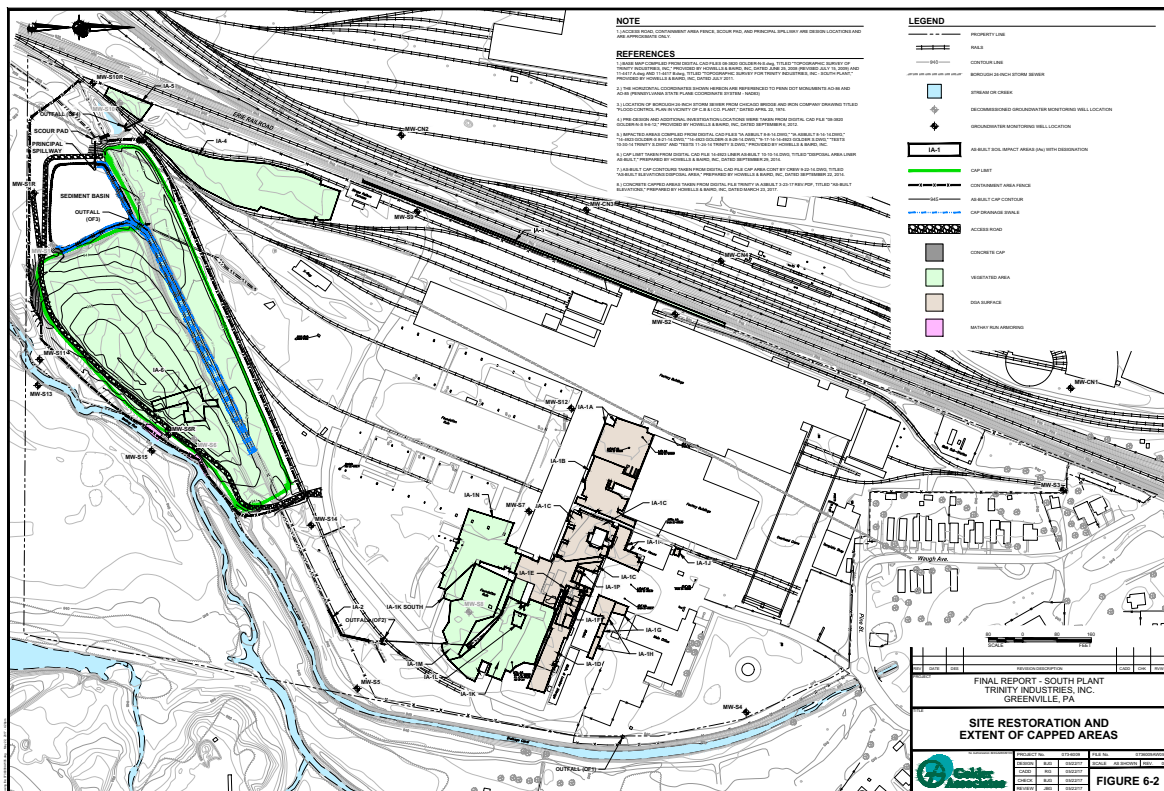
Tax status: status unclear

Surrounding uses: adjacent to 70-acre Erie and Bessemer Railroad yard, still active; and 48-acre Greenville Borough sanitary authority site to the south. Surrounded by residential and light commercial uses.

Existing structures: (buildings, pavement, square footage, construction type, age if known, ceiling height, and overall height) Phase I study

Brownfields status: Phase I and Phase II complete; Act 2 remediation and final report are in progress. The Trinity South site is being remediated to a standard for non-residential use, which allows for commercial and industrial reuse of the properties. The South Plant will have an Environmental Covenant in place following approval of an Act 2 Final Report for that site. Activity and use limitations anticipated for the South Plant are as follows:

- Non-use of groundwater
- Non-residential use only
- Maintenance of capped areas
- Restrictions on excavation and requirement for soil management plans and health and safety plans
- Possible requirements for vapor mitigation (South Plant – uncertain as no Act 2 Final Reports yet approved).
- Inspection/maintenance of fenced areas
- Inspection/maintenance of stormwater controls



Draft Trinity South Plan Site Restoration Map

Source: PA DEP

Possible uses: Given its location a little further from Greenville’s town center, its adjacency to the active Bessemer rail property, its existing structures, and larger size, the Trinity South site is well suited at this time for reuse as an industrial property. It should be included in regional planning for business attraction to industrial properties. The site has many attributes especially proximity to rail, and to Greenville with its many attributes as described in this report.

As shown in the Draft Site Restoration Map, large areas of the site are unmarked for restoration and remediation. Like the Trinity North site, some flexibility in site restrictions may be achieved in the long run by acquisition and redevelopment by an independent authority such as a partnership between Penn Northwest and the Greenville Area Economic Development Corporation.

SITE 10: Bessemer and Lake Erie RR HQ – Town of Greenville

Note: This site is a prototype of many properties on Main Street in Greenville. Like them, it is high priority for preservation given its value to Greenville’s historic core. The current owner’s intent appears to be in alignment with this priority. It is likely that there are many other properties on Main Street that will benefit from assistance in doing Phase I assessments. Such assessments are a requirement of obtaining Federal Historic Preservation Tax Credits for property redevelopment.

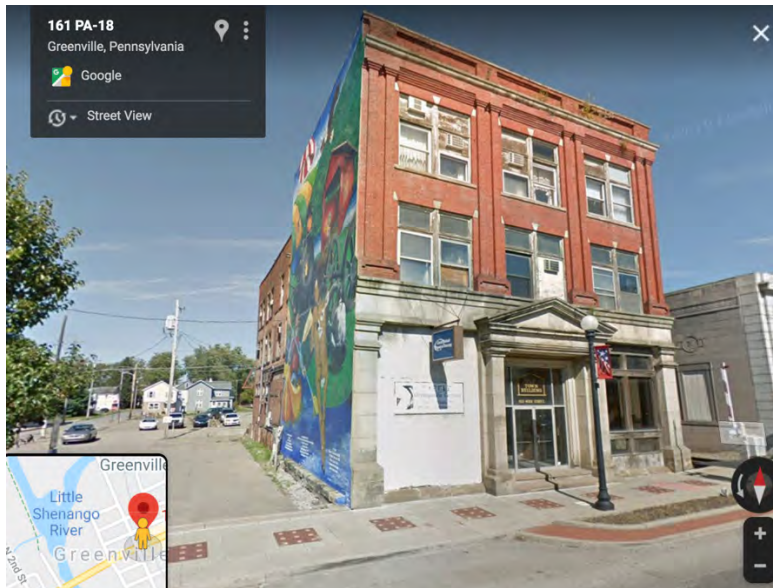
Description: Historic three-story brick building on a historic commercial block on Main Street in the town of Greenville, within the Greenville Historic District.

Site map/photo:



Bessemer Headquarters Site

Source: ESRI, KM Date



View from Main St looking northeast Source: Google Streetview

Site Data:

Site Data	Parcel A	Parcel B	Parcel C	Total
Parcel Number	55 510 069	55 510 066	55 510 065	
Property Address	160 Main St	154 156 Main St	9 Race St	
Owner	Ng, Ching Ching, Adamsville, PA	American Scholar Ltd	Ng, Ching Ching	
GIS Acres	.13	.10	.03	
Assessed Acres	0	0	0	.26
Purchase Date	2-13-2012	8-5-2016	With parcel A?	
Purchase Price	\$100,000	1	With parcel A?	\$100,000?
Land Value	\$12,000	\$5,850	\$3,300	\$21,150
Building Value	\$27,500	0	0	\$27,500
Total Value	\$39,500	\$5,850	\$3,300	\$48,650
Total annual tax	\$5,059.56	\$749.33	\$422.70	\$5,561.59

Zoning: Central Business Zoning District. Central Business Zoning District, “C”, allows for such principal uses as retail business, hotels, medical and dental clinics as well as general and professional offices. In addition the district has performance standards for such uses as restaurants, gas stations and parking lots. The intent of the Central Business Zoning District is to provide a zoning district in which will be encouraged the development of an attractive, functional and efficient central shopping and business district containing offices and retail service establishments serving the entire community.

Utilities: gas, electric, water, sewer, broadband. Direct service is currently provided to the Property; however, all utilities are disconnected at this time. The Property structure and surrounding area are serviced by the following:

- **Electric:** Penn Power (First Energy)

- **Natural Gas:** National Fuel
- **Water:** Greenville Water Authority
- **Sanitary Sewers:** Greenville Water Authority

Road frontage: fronts on Main Street, mid-historic block, approximately

Traffic: ADT for this road segment of Main Street is 10,000.

Road access: Main Street, N. Race St, Talisman Alley, possible rear access from Shenango St

Rail Access: adjacent to Canadian National active line through town

Truck Routes: Truck routes along Main St include 18 going through town from I-80 20 minutes to the south; 58 headed south to Mercer and north to Jamestown; 18 headed north to Conneaut Lake; and 358 headed east 20 minutes to I-79.

Local transit: not readily available, see notes at end of doc.

Local Bike routes: within ¼ mile of planned Shenango Trail and the Greenville Jamestown Trail.

Visibility: from Main Street is excellent. The site is also visible from Shenango Street, N. Race St. And Talisman Alley

Relevant biologic or geologic information: The Property is located in the Mississippian Series of the Mississippian System of the Paleozoic Era stratigraphic unit.

Vacant since: 2012.

Former Use: Medical offices (since 1988).

Previous uses: Past uses of the current Property structure were primarily as the Bessemer and Lake Erie Railroad headquarters from circa 1904 to circa 1988, and medical offices from circa 1988 to circa 2012, but also briefly as a restaurant and a post office. Historic buildings were located on the Property which were used as a hotel, a warehouse, residential structures, smaller ancillary structures (likely garages or warehouses), and for various storefront commercial uses.

Tax status: Taxes are paid up.

Surrounding uses: Other historic commercial Main Street structures. The north adjoining property is currently used as a parking lot, the east adjoining property is currently used as a bank, the south adjoining properties are commercial (cobbler, bakery, and bail bonds), and the west adjoining property is the Mercer County District Court and a vacant storefront building that is currently undergoing restoration. Historically, the north property was used for residential purposes, and the east adjoining properties have been used for similar purposes as they are currently. The west and south adjoining properties have been used for commercial storefront purposes. The historic west property was the original Greenville Opera House.

Existing structures: One structure, built circa 1904, is located on the Property (Appendix A, Figure 3). The structure is three stories high and includes a basement and penthouse. The structure is of brick construction with a masonry block façade. Historic woodwork remains in the upper floor offices. Approximate footprint is 4,000 SF; approximate total floor area is 12,000 SF, plus basement and penthouse.

Brownfields status: The Phase I was completed in June, 2018. The Phase I ESA revealed no evidence of RECs in connection with the Property except for the following:

- The likely presence of hazardous substances and/or petroleum products in, on, or at the Property associated with the nearby upgradient dry cleaner is considered a REC.
- The likely presence of hazardous substances and/or petroleum products in, on, or at the Property associated with the historical use of the west adjoining properties and the

northern half of the Property itself as a used automotive sales/service facility represents a REC.

- The presence of hazardous substances and/or petroleum products in, on, or at the Property due to a release to the environment associated with the elevator is considered a REC.

Asbestos Containing Materials (ACM) and Lead Based Paint (LBP) surveys were conducted on the Property. The building structure tested positive for both LBP and ACM. While ACM and LBP are non-scope items and do not represent RECs to the Property according to the ASTM standards, the presence of ACM and LBP in the Property structure do represent Areas of Concern.

Possible Uses: At present, the current owner indicates that they intend to use the building for educational and possible lodging purposes. Given its historic value and physical presence as an anchor for the historic downtown core, every effort should be made to restore it and retain its historic character. Additional future uses could include professional office and/or apartments on the upper floors, and retail uses on the main floor. Any building on the parking lot parcels should be compatible with the historic character of Main Street, multiple stories, and with a similar mix of uses.

Notes and Sources

- Site Map source: <https://www.mcc.co.mercer.pa.us/GIS/TaxparcelViewer.htm>
- Local Transit: Mercer County Transit MCCT is a door to door advanced registration program that services all persons of Mercer County. Transit is funded by state and federal grants and the Mercer County Area Agency on Aging, Inc. Discounted service is available to Senior Citizens age 60 or older and qualified disabled residents. <http://www.mcrcog.com/index.php/site/mcct/>
- Nearby Trails: Nearby trails are planned from Jamestown to Greenville, with an extension to Thiel College, and from Greenville south to Shenango Reservoir on the Shenango Trail. Completion date is unknown. <https://www.trailink.com/trail-maps/shenango-trail>, <https://www.mctrails.org/greenvillejamestown-trail>
- Traffic Data Source: 2017 Pennsylvania DOT Traffic Maps http://www.dot7.state.pa.us/BPR_PDF_FILES/MAPS/Traffic/Traffic_Volume/County_Maps/Mercer_tv.pdf
- Hempfield Township Zoning Ordinance: Hempfield Zoning Ordinance <https://mcrpc.com/wp-content/uploads/2017/05/hempfieldzoning-ordinance.pdf>
- Greenville Borough Zoning Ordinance: <https://ecode360.com/28613417>
- Greenville Borough Zoning Map: <https://greenvilleborough.com/information>
- Pymatuning Township <https://mcrpc.com/wp-content/uploads/ZoningOrdinances/Pymatuning-Zoning-Ordinance.pdf>
Pymatuning Township's current zoning ordinance seems to be a compilation of a 1975 code summarized in 1989 by the Mercer County Planning Commission, updated many

times since then. For a list of all amendments see
<http://www.pymatuningtwp.com/ordinances/>

Site Data

Site Data	Parcel A	Parcel B	Total
Parcel Number			
Property Address			
Owner			
GIS Acres			
Assessed Acres			
Purchase Date			
Purchase Price			
Land Value			
Building Value			
Total Value			
Total annual tax			

G. Historic Architectural Review

See Following pages

April 16, 2020

Re: Greenville PA - Downtown Overview – Field Visit 3/19/20

General observations: The downtown Greenville historic building fabric is still largely intact, with a large number of late 19th and early 20th century buildings remaining. Existing building styles include Italianate, Romanesque Revival, and Neo-Classical. Examples of many well maintained and occupied buildings are present along and near Main Street. Although there are many buildings with alterations, such as infilled storefronts, inappropriate replacement windows, missing or modified cornices, and modern rigid awnings, the building stock is largely well preserved. In general, downtown Greenville exhibits a high degree of rehabilitation potential.

A thorough/detailed evaluation of individual buildings was not part of the scope of this undertaking, so comments here are meant to be general in nature. Most of the vacant buildings do suffer from years of deferred maintenance and neglect. However, most buildings in this condition would not typically require demolition or pose a public safety risk, and would not be beyond feasible rehabilitation. The buildings that are most at risk are those that are vacant and/or appear to be neglected by absentee landlords. These include 100, 211, and 213 Main Street. Typically, the main threat to existing buildings is moisture infiltration through failing roofs or other elements of the building envelope. A more thorough analysis per below should be undertaken for these and selected buildings in order to stabilize them and stop further deterioration. A search of current Tax status on the vacant buildings could be performed to identify candidates for acquisition as well.

Preservation approach: There are several steps that the City can undertake, using tested preservation and rehabilitation tools. These include the formation of a Community Development Corporation (CDC), a thorough study of key properties, the establishment of local guidelines and grant programs, and support for a locally administered Main Street Program. Alternately a redevelopment authority could be set up and buildings put into a land bank.

Establish a Community Development Corporation: A CDC is a non-profit corporation (501.c.3), separate from local government, created and put in place as a redevelopment entity to advance investment, often in at risk buildings. As non-profits, CDC's are tax-exempt and can accept funding from both public and private sources. In Pennsylvania, CDCs can get support from local business partnerships through a statewide tax credit called the Neighborhood Assistance Program, administered by the Pennsylvania Department of Community and Economic Development (DCED). CDCs can also apply for funding for affordable housing projects through the Pennsylvania Housing Finance Agency (PHFA), which administers the federal low-income housing tax credit program and PA State Housing Trust Fund (PHARE), among other programs.

Invest in a thorough study for Key Properties: Key buildings should have further evaluation of their existing conditions and detailed action steps should be proposed for their stabilization. This could take the form of a Historic Structures Report, a standardized type of report used by preservation



professionals to a) identify conditions in need of correction, b) evaluate repair and reuse solutions, and c) provide an outline cost opinion of the rehabilitation.

This report could then be made available to interested business owners and developers as part of a development package for key properties. Using the CDC as the managing entity, a Requests For Development Proposal (RFP or RFDP) could be issued for individual buildings offering them at a very low cost. The RFP process would create a contract for the building sale requiring specific development goals, guidelines, and a timeline as part of the purchase. One key catalyst project can aid in spurring adjacent property owners to either invest in, (or sell to someone willing to make an investment in,) their own properties.

Establish Design Guidelines: There are several levels of local design review that can be established. All have a proven track record of success in increasing property values, and maintaining a quality level within a community. These include local design ordinances, the establishment of a community as a Certified Local Government, and the publication of Design Guidelines. Professionally prepared Design Guidelines for the historic district will provide an informational guide for owners and developers to follow. This guidance will inform owners and their design professionals on appropriate restoration practices. Design Guidelines should always be prepared in a manner that follows established national standards, such as The Secretary of the Interior's Standards for the Treatment of Historic Properties.

Establish a Façade Grant Program: A local Façade Grant Program should be put in place that can not only provide matching funds for façade renovations but also provide a review process which would insure compatible and appropriate designs for renovation based on the established Design Guidelines. This can be put in place in conjunction with legislation for a local historic district, which would allow for stricter control of the funding expenditures and tighter adherence to established design guidelines. Through the legislation this could also give the local government better control over maintenance issues that may arise moving forward.

Support a Main Street Program: The national Main Street Program is a community based and run organization with a format that has had proven success for more than forty years. These programs are best administered with a full time Main Street Manager, as well as a board made up of both merchants and property owners. Funding typically is shared between the City, the members, and sometimes the Chamber of Commerce. The Main Street program has four focus areas: Design, Promotion, Economic Restructuring, and Organization.

Summary: Any good process will require input from all local stakeholders and will create an environment where all can be part of the solution and buy into an overall plan for the community.

Historic Preservation is a proven tool for communities of all sizes and all across America to revitalize their Historic downtowns and urban cores. Preservation of existing resources is not only good public policy but also is typically good economics for the real estate development and the

business community, and provides local jobs to a higher degree than other options. Other benefits include:

- New business formation
- New permanent jobs
- Tourism
- Increased property values and a higher tax base.
- Enhanced quality of life.

Additionally there are existing financial incentives for preservation on both the Federal and State level which generally can fill funding gaps in these types of projects.

Greenville Pennsylvania has an existing National Register of Historic Places District, established in 2000. This district is focused along Main Street bounded by Water & Mercer Streets. This completed district is a huge benefit to the City of Greenville as it provides the framework to apply for, and eventually take advantage of, the Historic tax credits at both the State and Federal level. There is a federal historic tax credit for qualifying projects of 20% of the qualifying rehabilitation expenses. Additionally, Pennsylvania has a 25% tax credit administered through the State Historic Preservation Office (SHPO). This is allocated by region throughout the state, though it is capped and typically oversubscribed per conversations with the SHPO personnel, this could still be a useful tool for spurring downtown development and should be explored further.

Additional references:

“The Economics of Preservation, A Community Leader’s Guide” by Donovan Ripkema.

www.mainstreet.org

www.savingplaces.org

<https://www.phmc.pa.gov/Preservation/Pages/default.aspx>

<https://dced.pa.gov/programs/keystone-communities-program-kcp/>

By:

Alan R. Burge, AIA, NCARB
Principal Alan Burge Architecture

Greenville Main St Parcels-Addresses

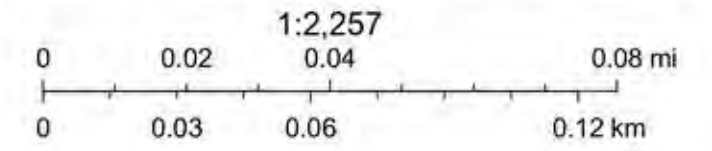


3/16/2020, 5:31:52 PM

- Greenville GIS 2018 NEW - TaxParcels
- USA Counties

Legend:

- Vacant First Floor
- Open Lot
- 000 Photo #



Sources: Esri, HERE, Garmin, FAO, NOAA, USGS, © OpenStreetMap contributors, and the GIS User Community

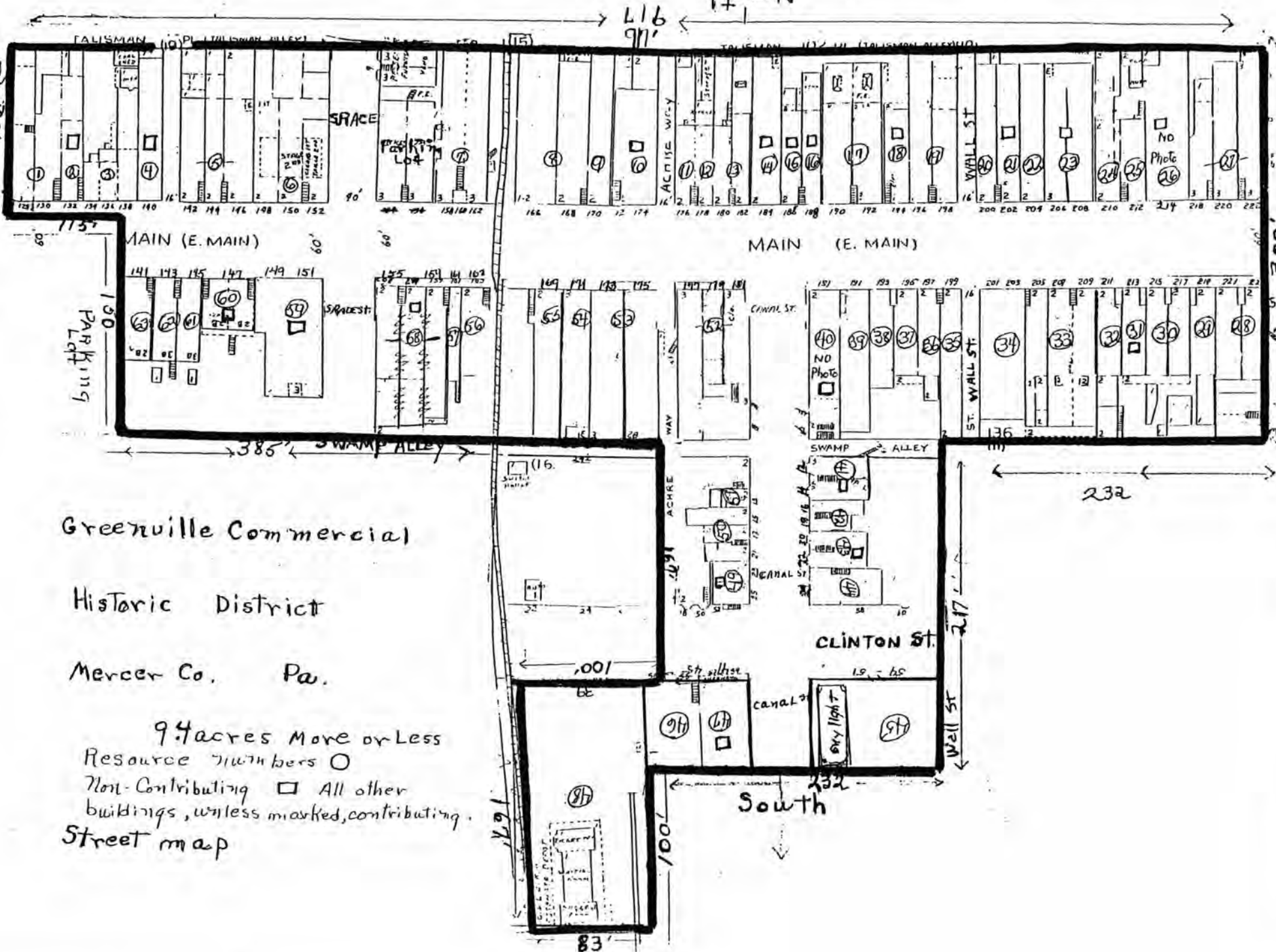


43 E. MARKET ST. SUITE 200 | AKRON, OHIO 44308
 VOICE: 330.475.1522 | WWW.BURGE-ARCHITECTURE.COM

20-03 Greenville Study

West

North



Greenville Commercial

Historic District

Mercer Co. Pa.

9.4 acres More or Less

Resource numbers

Non-Contributing All other

buildings, unless marked, contributing.

Street map

H. 10-year Implementation Matrix

See following pages

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

Strategy	Action Step	Time Frame from 2020	Cost	Funding/Financing Sources (in progress)	Responsibility
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
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

Strategy	Action Step	Time Frame from 2020	Cost	Funding/Financing Sources (in progress)	Responsibility
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,
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	Town, Greenville Historic Review 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

Strategy	Action Step	Time Frame from 2020	Cost	Funding/Financing Sources (in progress)	Responsibility
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 Bright 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
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

Strategy	Action Step	Time Frame from 2020	Cost	Funding/Financing Sources (in progress)	Responsibility
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				

Strategy	Action Step	Time Frame from 2020	Cost	Funding/Financing Sources (in progress)	Responsibility
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
8C	Repair roads and sidewalks	1-3 years	medium-high	DCED and PermDOT funds; State Liquid Fuels (gas tax) funds; Shenango 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

Strategy	Action Step	Time Frame from 2020	Cost	Funding/Financing Sources (in progress)	Responsibility
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

Strategy	Action Step	Time Frame from 2020	Cost	Funding/Financing Sources (in progress)	Responsibility
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
12D	Assist with connecting workers to workforce training opportunities	1-3 years	low-medium	Collaboration	GAEDC, Thiel, Greenville Schools, West Central Job Partnership, Careerlink