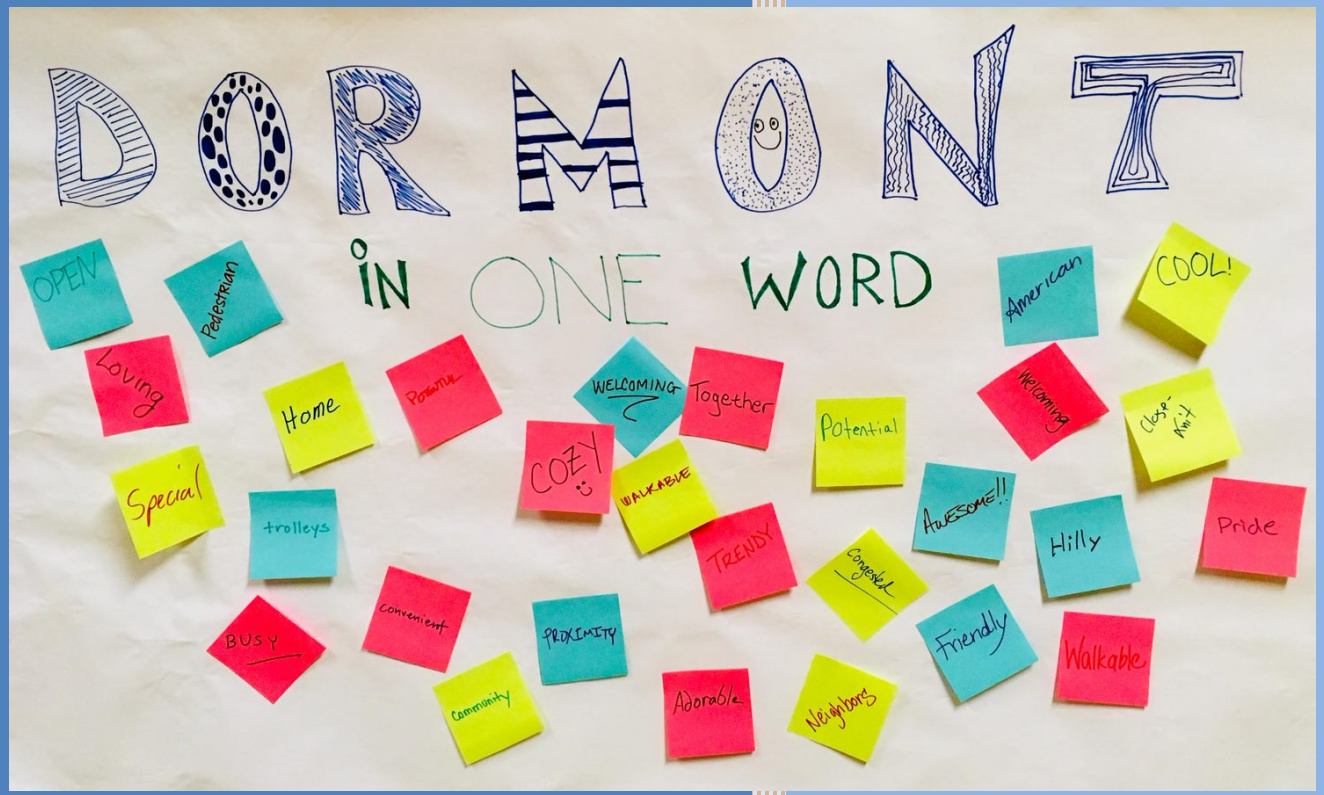
Borough of Dormont 2021-2026 Strategic Plan



A community-driven labor of love.

Borough of Dormont Strategic Plan
2021 - 2026

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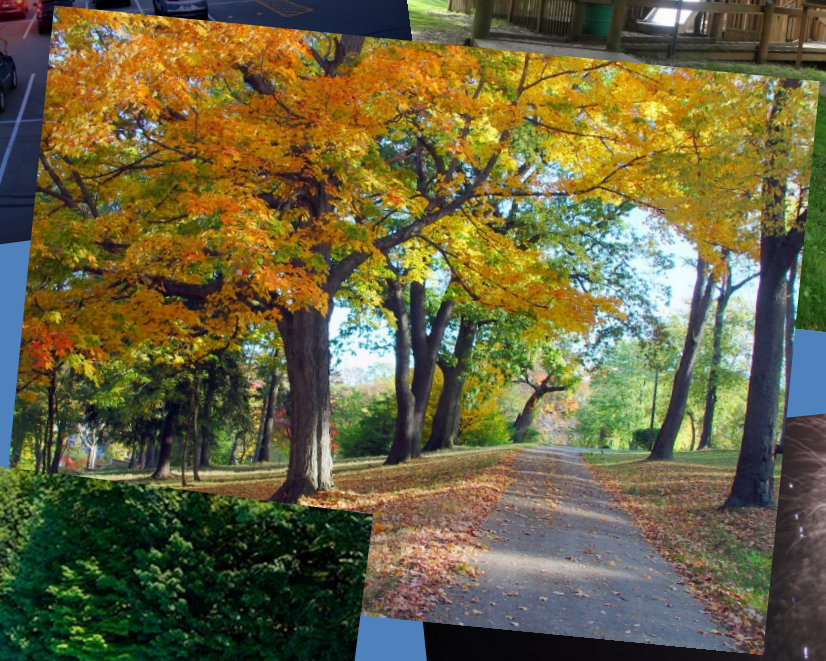
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*To assist the visually impaired, alt text is provided for all photos.











MESSAGE FROM COUNCIL, MAYOR, AND BOROUGH MANAGER

We are pleased to present the Borough of Dormont's 2021-2026 Strategic Plan.

This plan has been a community-driven labor of love since its beginnings. In the summer of 2018, our interns created, distributed, then poured over thousands of responses to a resident survey, and conducted hours of interviews with business and community leaders to gather data. Next, five working groups, composed of more than 40 energetic and dedicated resident volunteers, reviewed that data, researched best practices, and presented their work in the Recreation Center hall cramped with eager listeners. Borough staff took those recommendations and created realistic proposals that fit with the community's bold vision for Dormont.

That information was then reviewed by the Mayor and Borough Council to create the four priority areas you'll see in this plan. Over the next five years, we'll shape a future for Dormont where our residents can play to stay happy and healthy; bolster an energetic and thriving business district; build modern and sustainable infrastructure; and make Dormont accessible for all who wish to live or visit here.

This plan was truly a team effort and has been a long time coming. Though the finalized plan took some time (as all important things do), we're excited to say that many of these initiatives are already off the ground. We look forward to working to achieve these goals over the next five years.



Back Row L-R: Council President Jeff Fabus, Council Member Joanna Bouldin, Mayor Jason Walsh
Front Row L-R: Council Member John Moore, Council Member Kate Abel, Council Vice President Jen Mazzocco, Council Member Drew Lehman, Council member Daniele Ventresca

STRATEGIC PLAN OVERVIEW



STRATEGIC PLAN OVERVIEW

The Strategic Plan contains Borough Council priorities and reflects the key initiatives the Borough plans to address over the next five years.

The Strategic Planning process was guided by three core values:

- Economic and Environmental Sustainability
- Social Equity and Inclusion
- Accessibility for all Residents

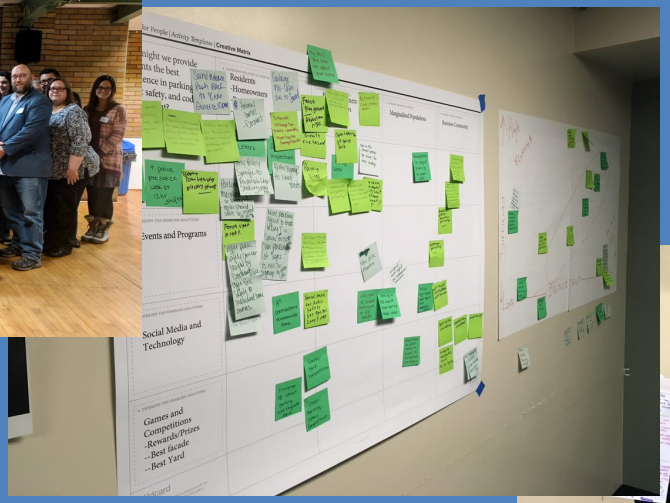
To ensure our plan incorporates the voices, perspectives and priorities of ALL Dormont residents and accounts for the latest in municipal planning best-practices, we developed a highly community-centered and data-driven process that included:

- 2 municipal research interns
- 738 resident surveys
- 23 business surveys
- 25 informational interviews
- 5 Strategic Planning Working Groups engaging 41 residents
- Surveys offered in four languages

Council and Borough staff will update the Strategic Plan annually. The intention is that the plan be modified on an ongoing basis to ensure that the stated goals are aligned with the needs of the community.

MULTI-YEAR GOALS SUMMARY







MULTI-YEAR GOALS SUMMARY

This plan has four multi-year goals. Each goal has a set of initiatives to be implemented throughout the 5-year scope of this Strategic Plan. The following pages show the individual initiatives by goal. Below are the four primary goals:

GOAL 1: Play Dormont: Parks, Recreation and Green Projects
Create a healthy, sustainable, and connected community and improve Borough parks, playgrounds, and recreation infrastructure and offerings.

GOAL 2. Energize Dormont: Business District Enhancement
Enhance the vibrancy, aesthetic appeal and safe walkability of the entire Dormont Business District for residents, visitors, and business owners.

GOAL 3. Build Dormont: Infrastructure and the Built Environment
Preserve and enhance our community's built-environment and municipal infrastructure through forward-thinking and user-friendly zoning and code policies and procedures.

GOAL 4: Access Dormont: Accessibility, Inclusion and Communication
Improve the accessibility and safety of Borough spaces, services and events and build strong connections with residents and community stakeholders through improved communication.

Each goal includes a "core initiative" which represents the top priority for the Borough of Dormont. The "core initiative" will require the greatest investment of resources, time and capacity and deliver the most significant benefits for residents, business owners and visitors.

GOAL 1: Play Dormont: Parks, Recreation and Green Projects



GOAL 1: Play Dormont: Parks, Recreation and Green Projects

Create a healthy, sustainable, and connected community and improve Borough parks, playgrounds and recreation infrastructure and offerings.

CORE INITIATIVE: MASTER PARKS PLAN

Complete a Master Parks Plan that provides a roadmap for planning and completing park improvements to meet the recreation needs of our growing, changing, intergenerational community. While implementing improvements for all parks, the two major projects in this plan include the **replacement of the Recreation Center and Castle Playground** with modern, sustainable, accessible facilities.

Other Initiatives:

- Complete a series of "Green" Projects throughout the borough including:
  - installing Rain Gardens
  - supporting the expansion of Dormont's Tree Canopy
  - expanding access to glass recycling

- Develop a Recreation Master Plan that studies existing programing and provides a blueprint to improve and expand recreational services, ensuring they recognize the diverse needs of our community and are welcoming and accessible to all.

GOAL 2. Energize Dormont: Business District Enhancement



GOAL 2. Energize Dormont: Business District Enhancement

Enhance the vibrancy, aesthetic appeal, and safe walkability of the entire Dormont Business District for residents, visitors, and business owners.

CORE INITIATIVE: COMMUNITY BRANDING

Engage in a robust community branding initiative to establish a clear identity and sense of "place" that reflects what makes Dormont unique. A concerted effort to brand the community -- including updated and consistent signage, wayfinding, and communications-- will promote economic development and make Dormont a desirable destination for businesses and visitors from around the region.

Other Initiatives:

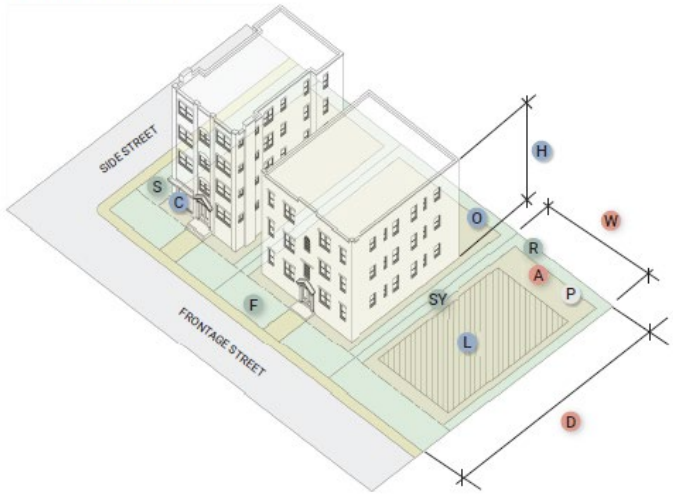
- Collaborate with all community stakeholders to develop a needs assessment for the West Liberty corridor.

- Pass "Complete Streets," a policy framework that encourages new street and municipal projects to be designed to accommodate a variety of transportation modes — such as walking, cycling, and public transportation --- not just automobiles.

- Collaborate with community partners to hold energetic and engaging events in the business district, attracting a wide range of community members and visitors from outside the Borough to activate the business districts throughout the year.

GOAL 3. Build Dormont: Infrastructure and the Built Environment

2.2.2 Site Development Standards

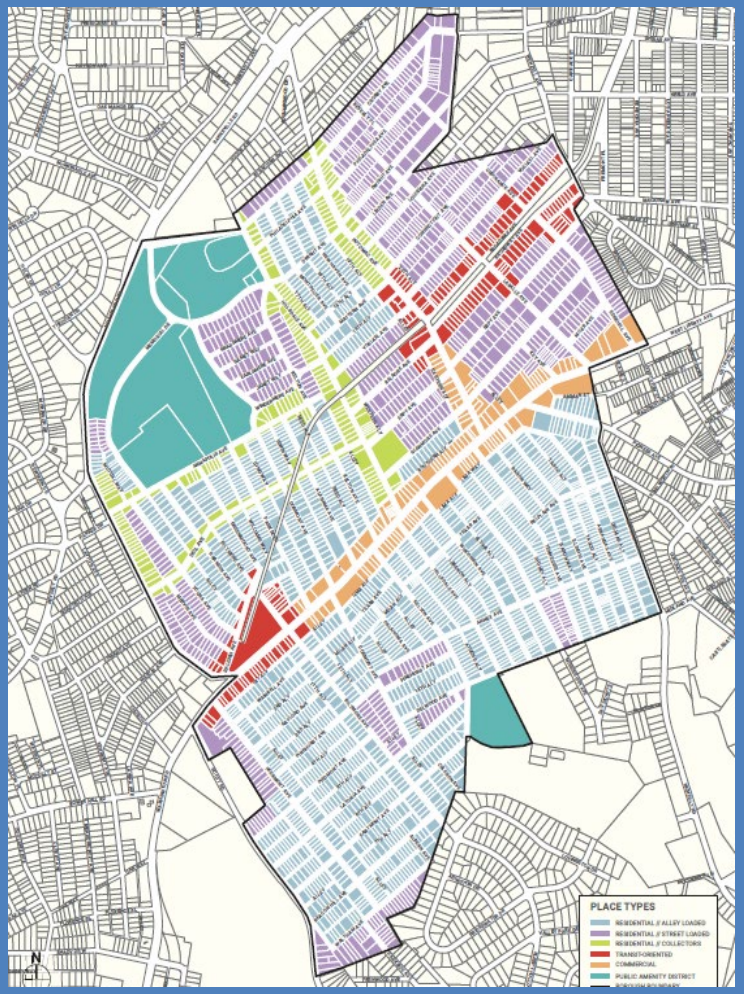


LOT DIMENSIONS		MINIMUM	MAXIMUM
A	Lot Size (SF)	-	-
D	Lot Depth (FT)	-	-
W	Lot Width (FT)	-	-

HEIGHT AND COVERAGE		MINIMUM	MAXIMUM
H	Number of Stories	1	8
L	Lot Coverage (Aggregate %)	-	-
B	Lot Coverage (Bldg Only %)	-	-
O	Open Space (%)	-	-
C	Commercial Ground Floor (%)	20%	-

LOT SETBACKS		MINIMUM	MAXIMUM
F	Front Yard Setback (FT)	-	15, with outdoor dining
S	Side Street Yard Setback (FT)	-	-
SY	Side Yard Setback (FT)	-	-
SY	Side Yard Setback (Aggregate FT)	-	-
R	Rear Yard Setback (FT)	7	-

SURFACE PARKING		
P	Location	Rear or side yard



GOAL 3. Build Dormont: Infrastructure and the Built Environment

Preserve and enhance the built environment and Borough infrastructure through forward-thinking and user-friendly zoning and code policies and procedures.

CORE INITIATIVE: ZONING CODE REWRITE
Finalize a complete Borough Zoning Code rewrite for the first time in over 25 years-- providing an updated, more user-friendly code that will allow Dormont to keep the unique character of its built environment, while also creating important opportunities for equitable development.

Other Initiatives:

- Develop a Capital Improvement Plan to ensure necessary infrastructure -- such as roads and alleys, buildings and grounds, sanitary sewers, municipal vehicles, etc-- is always maintained and in place for Borough residents and employees.

- Review Property Maintenance Code procedures and develop a public communication and education strategy to ensure Dormont staff properly enforces local regulations, the public fully understands those regulations, and everything is done equitably throughout the community.

GOAL 4: Access Dormont: Accessibility, Inclusion and Communication







GOAL 4: Access Dormont: Accessibility, Inclusion and Communication

Improve accessibility of Borough spaces, services, and communications for all residents.

TOP PRIORITY: MOBILITY AUDIT AND PLAN

To ensure that all residents, regardless of age or ability, can safely take advantage of all the Borough has to offer, we will complete a Pedestrian Mobility Audit of the borough. Based on the findings of the Pedestrian Mobility Audit, the borough will create a Pedestrian Mobility Plan to establish a schedule of changes and adaptations that should be made to make the borough safe and accessible to all pedestrians.

Other Initiatives:

- Develop and implement a comprehensive Borough Communication Plan.
- Enhance digital engagement with new software to improve ease of access and the quality of information, emphasizing information of particular interest to residents and businesses.
- Enact Language Access Plan and training to ensure language access support for limited English proficient (LEP), deaf, hard of hearing, and deaf-blind (D/HH/DB) individuals who utilize municipal services and programs.
- Perform review of Borough procedures, policies, trainings, and events to evaluate opportunities to promote greater diversity and inclusive practices in our workforce, boards and commissions, and community engagement.

IMPLEMENTATION AND REPORTING





IMPLEMENTATION AND REPORTING

Implementation of this plan is carried out by staff regularly throughout the year as part of their day-to-day job. Our small staff will be supported by Borough Council, members of our resident boards and commissions, and community volunteers.

As the past couple of years have clearly demonstrated, emergencies and unexpected contingencies can arise that impact municipal resources and capacity. If the resources needed to carry out some of the initiatives are unexpectedly impacted, implementation of some strategies may be temporarily put on hold.

Additionally, this plan will not limit the Borough from pursuing additional goals if resources and capacity allow.

Reporting on the strategic plan will occur through the following ways:

1. Periodic Strategic Plan initiative updates in staff reports
2. Implementation updates to the Borough website
3. Annual report to residents outlining progress, obstacles, and next steps

CONCLUSION AND RECOGNITION



CONCLUSION AND RECOGNITION

This strategic plan provides direction for our Borough over the next five years. It won't be an easy path -- along the way, we'll need to consider how these big dreams fit within the realities of a municipal budget and, if 2020 has taught us anything, circumstances that can upend our best laid plans.
As we make decisions with this plan as our guide, we'll rely on our tradition of financial stability and strong management to ensure that we really create the best Dormont we can for all who live and visit here.

This Strategic Plan would not have come together if it were not for the work of many hands. Sincerest gratitude goes to --

Ben Estell, who tirelessly dedicated time to this project among thousands of others, making it a priority even through a global pandemic;
Beth Bachman, who spent hours upon hours recruiting volunteers and organizing Working Group meetings;
Fire Chief Mat Davis, who provided expertise and guidance at Working Group sessions;
Police Chief Mike Bisignani, Parks Superintendent TJ Conroy, and Public Works Superintendent John Schneider, who helped shape lofty dreams into workable plans;
Our interns, Rachel Schneider and Ian Snyder, whose heads are probably still spinning from piles of data and never-ending spreadsheets;
Our Language Access Plan intern, Lingzi Liu, who followed up on Rachel and Ian's recommendations to form the basis of a Borough Language Access Plan;
Our Working Group participants, who gave up many Saturdays and hours of time shaping lots of big ideas into practical and exciting recommendations;
Our Working Group facilitators, Carla Chugani, PhD, LPC, Robert W.S. Coulter, PhD, MPH, and Ryan Keane Champagne, MLIS, who all donated their time, experience, and expertise in leading our groups through the LUMA System of Innovation;
The residents and business owners who completed surveys, whose Big Dreams we hope are reflected in these pages;
Borough Council and Mayor Walsh, who share in this bold vision and value the input of the community in decisions that affect them, big and small;
Specifically, **Council Member and Planning, Sustainability, and Inclusion Committee Chair Joanna Bouldin**, who took this project on as a new Council Member and saw it through plenty of minor and major setbacks, but never gave up on her Big Dreams for Dormont.

Appendix A: Borough Organization



Appendix A: Borough Organization

Mayor and Borough Council: The Mayor and Borough Council serve as the governing body for the Borough of Dormont, and set the vision for responsive, effective, and high-quality service delivery to our residents. The Mayor and Borough Council guide the Borough's legislative agenda, set municipal policies, pass local ordinances, listen to residents' concerns, and adopt the annual budget.

Borough Manager: The Borough Manager is appointed by the Borough Council, serves as the chief executive officer of the Borough as well as the Council's chief advisor, and is responsible for managing all day-to-day operations and administration. All departments, except the Police Department, report to the Borough manager. The Administrative staff oversee the implementation of the Borough's strategic plan and carry out policy work in support of the Borough Council.

Police Department: The Dormont Police Department is a dedicated team honored to serve the Borough's diverse and growing community. The department is committed to keeping the Borough of Dormont a vibrant and safe place to live, work, and visit. They report to the Police Chief, who reports to the Mayor.

Fire and Building & Code Department: The Dormont Fire Department, and Building and Code staff, are a highly trained team of both full-time and volunteer firefighters and building and code inspectors. They are dedicated to keeping the Borough of Dormont safe through proactive enforcement and regular training.

Public Works Department and Engineering: Public Works employees, and the Borough Engineer, strive to protect your health, safety, and welfare by designing, building, and maintaining Borough infrastructure and facilities.

Parks Department and Communications & Recreation: This department provides community and recreation services to families, youth, seniors, and adults within the community. They oversee Dormont Park, Beggs Snyder Park, Hillsdale Park, Dormont Pool, and all of the Borough's regular events, like Dormont Day and the Street Fair.