

S W O T

STRENGTHS

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

WEAKNESSES

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

WEAKNESSES (Continued)

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

OPPORTUNITIES

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

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

THREATS

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

GUIDING PRINCIPLES & VALUES

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

PARKING LOT

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