

FORGING THE FUTURE
JOHNSTOWN, PA
COMPREHENSIVE PLAN

**CITY OF JOHNSTOWN, CAMBRIA COUNTY, PENNSYLVANIA
RESOLUTION NO. 10767**

MOVED BY COUNCILPERSON: _____

Clark

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF JOHNSTOWN, CAMBRIA COUNTY, PENNSYLVANIA, ADOPTING THE CITY OF JOHNSTOWN COMPREHENSIVE PLAN PURSUANT TO THE PENNSYLVANIA MUNICIPALITIES PLANNING CODE

WHEREAS, the Pennsylvania Municipalities Planning Code, Act 247 of 1968, as amended, authorizes municipalities to prepare, adopt, and amend comprehensive plans to guide future growth, development, public investment, land use, transportation, housing, community facilities, and preservation efforts; and

WHEREAS, the City of Johnstown has prepared a Comprehensive Plan to establish a long-range policy framework for the physical, economic, social, and environmental development of the City; and

WHEREAS, the “City of Johnstown Comprehensive Plan” is intended to guide decision-making related to land use, housing, transportation, infrastructure, economic development, neighborhood revitalization, public facilities, recreation, environmental resources, and implementation priorities; and

WHEREAS, the Johnstown Planning Commission held a public meeting on Tuesday, May 5, 2026 at 5:00 p.m., prevailing time, concerning the proposed Comprehensive Plan before forwarding the Plan to City Council, consistent with the Pennsylvania Municipalities Planning Code; and

WHEREAS, the proposed Comprehensive Plan was transmitted for review and comment to the Cambria County Planning Commission, contiguous municipalities, and the applicable school district as required by Section 302 of the Pennsylvania Municipalities Planning Code; and

WHEREAS, City Council duly advertised public hearing for Wednesday, May 13, 2026 at 5:00 p.m., prevailing time, to receive public comment on the proposed Comprehensive Plan; and

WHEREAS, City Council finds that adoption of the “City of Johnstown Comprehensive Plan” will promote coordinated planning, reinvestment, community development, public health, safety, welfare, and the orderly development of the City of Johnstown.

NOW, THEREFORE, BE IT RESOLVED by the City Council of the City of Johnstown, Cambria County, Pennsylvania, as follows:

Section 1. Adoption. The City Council hereby adopts the document entitled the “City of Johnstown Comprehensive Plan,” dated May 13, 2026, together with any maps, appendices, implementation strategies, and related materials included therein, as the official Comprehensive Plan of the City of Johnstown.

Section 2. Policy Guidance. The “City of Johnstown Comprehensive Plan” shall serve as a policy guide for future municipal decisions, including but not limited to land use, zoning, subdivision and land development, capital improvements, public facilities, housing, transportation, economic development, neighborhood revitalization, environmental stewardship, and intergovernmental coordination.

Section 3. Implementation. City officials, boards, commissions, departments, and staff are hereby encouraged to use the “City of Johnstown Comprehensive Plan” as a guide in preparing ordinances, programs, budgets, grant applications, capital improvements, and other actions intended to advance the goals and recommendations of the Plan.

Section 4. Filing and Distribution. The appropriate City officials are authorized and directed to maintain the adopted “City of Johnstown Comprehensive Plan” in the official records of the City and to transmit certified copies as required by the Pennsylvania Municipalities Planning Code.

Section 5. Effective Date. This Resolution shall take effect immediately upon adoption.

RESOLUTION SECONDED BY COUNCILPERSON King

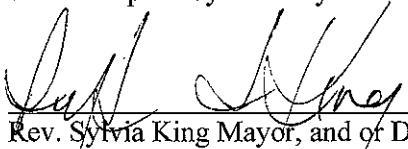
Roll Call:

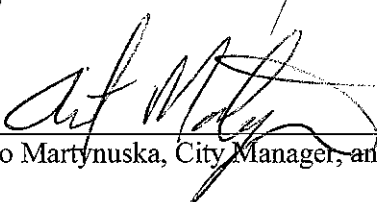
Barber			Clark			Spinelli			Brandon-Taylor			King			Arnone			Hamacek		
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ADOPTED: May 13, 2026

ATTEST:

I do hereby certify that the foregoing is a true and correct copy of Resolution No. 10767 as the same adopted by the City Council of the City of Johnstown, Pennsylvania.


 Rev. Sylvia King Mayor, and of Dep Mayor Charles Arnone


 Arturo Martynuska, City Manager, and or Jennifer Burkhart, City Clerk

Acknowledgements

The Johnstown Comprehensive Plan has been made possible with the support of the PA Department of Community and Economic Development in partnership with the City of Johnstown.

CITY OF JOHNSTOWN

City Council

Rev. Sylvia King – Mayor
Charles Arnone
Samuel Barber
Lorraine Brandon-Taylor
Taylor Clark
Nick Spinelli
Mike Hamacek

Previous City Council members:

Frank J. Janakovic
Ricky Britt
Laura Huchel
Marie Mock

Planning Commission

James Carthew
James White
Donald Buday
Tomas Casals
Michael Grandinetti
Mike Hamacek
Ian Shirt

Previous Commission members:

Chad McLaren
Laura Huchel

City Staff Leadership

Art Martynuska – City Manager
Michael Capriotti – Assistant City Manager
John Rutledge – Director of Community and Economic Development and Planning

STEERING COMMITTEE

Amy Arcurio – Greater Johnstown School District
James Carthew – Johnstown Planning Commission
Brad Clemenson – Conemaugh Valley Conservancy
Robert Johnson – CamTran
Mike Kane – Community Foundation for the Alleghenies
Sylvia King – Mayor
Mark Lazzari – Cambria County Planning Commission
Angela Leventry – Johnstown Housing Authority
Bill McKinney – Real Estate Developer
Jeannine McMillan – Center for Population Health
Jennifer Sklodowski – Southern Alleghenies Planning and Development Commission
James White – Planning Commission
Barb Zablotney – Disability Advocate

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John Dryzal	John Wenzel
Rob Forcey	Dave Williams
Brian Galiote	Army Corps of Engineers
Diana Kabo	

Thank you to the residents and visitors of Johnstown, whose input and feedback guided the vision outlined in this document. Thank you, also, to the stakeholders and subject matter experts and advisors who participated in focus group meetings throughout the plan development.



CONSULTANT TEAM

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All photos, images, and text by Rothschild Doyno Collaborative (RDCollab) unless otherwise noted.

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Photo courtesy of Visit Johnstown

I. INTRODUCTION





About the Comprehensive Plan

The plan creates a clear, actionable vision that seeks to **attract new residents, grow employment, and enhance public spaces** to create an environment where **people and businesses thrive**.

THE COMPREHENSIVE PLAN

The Pennsylvania Municipalities Planning Code (MPC) establishes a framework and tools for local municipalities to plan and regulate land use. A Comprehensive Plan is a formally adopted document that captures the goals and aspirations of a community for the next 10 years. The document establishes guidelines for future development and expresses public policy intent related to housing, land use, and infrastructure.

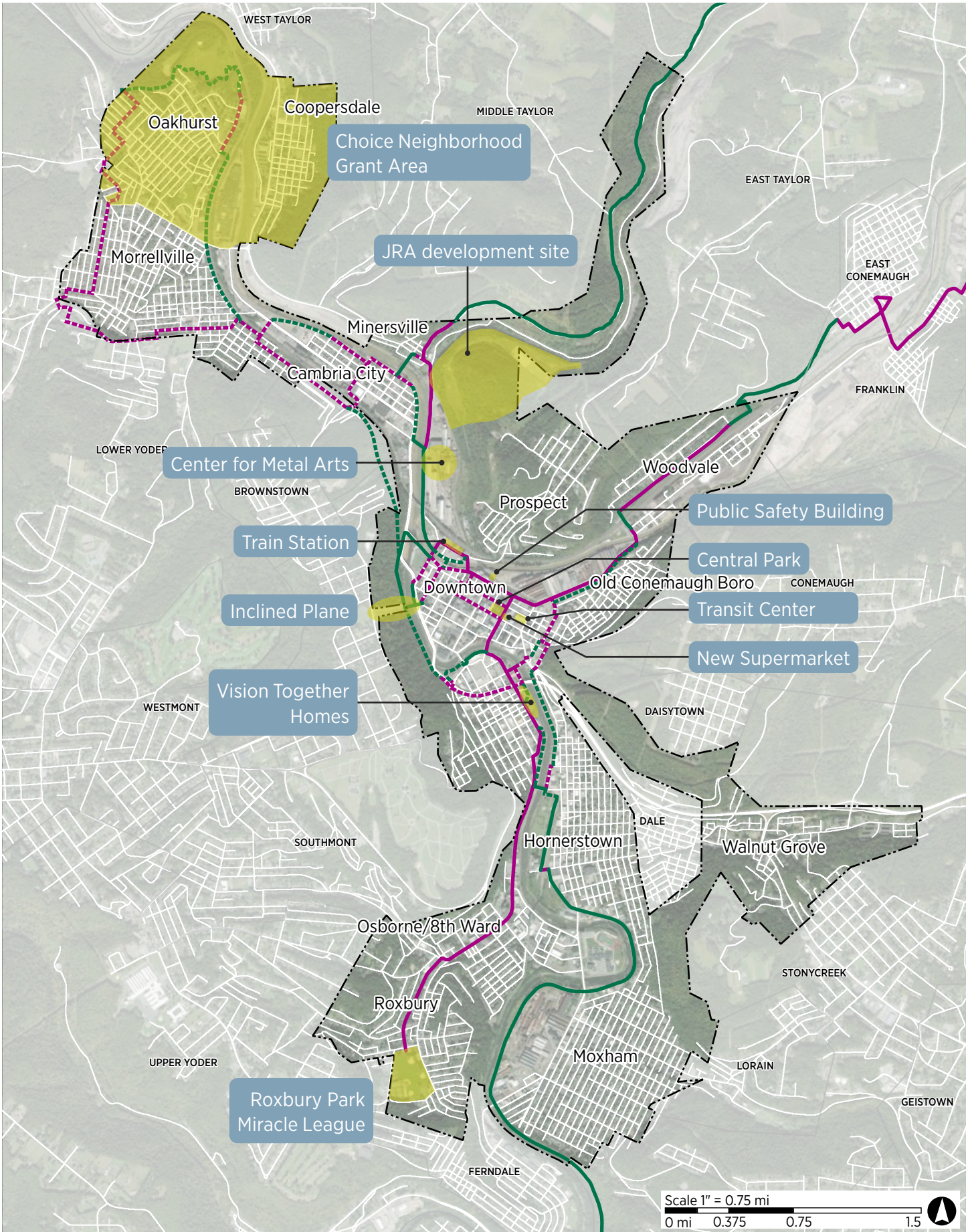
The Johnstown Comprehensive Plan follows the Pennsylvania Department of Community and Economic Development's (DCED) "Implementable Comprehensive Plan" framework and is organized around six core focus areas representing the most pressing issues facing the City and its residents. The focus areas were identified through engagement and dialog with residents, stakeholders, and City leadership.

LEARNING FROM WORK UNDERWAY

Over the last five years, Johnstown has seen many significant planning efforts focused on individual topics or initiatives. These efforts include the Iron to Arts Corridor, RAISE Planning and Implementation Grants, Choice Neighborhoods Planning Grant, a market rate housing study, and a river wall ecological restoration study among others. Each of these initiatives is made possible by dedicated residents, volunteers, and public-private partnerships.

The adjacent map captures many of the key initiatives discussed and underway at the time of the Comprehensive Planning Process. This map is a snapshot in time and not an exhaustive list as many dedicated residents and stakeholders continue to advance community change.

The Comprehensive Plan synthesizes key recommendations from each of these studies into one document and builds upon the interconnected nature of these recommendations to find catalytic opportunities for change.



Reaching the Goals

Building on recent successes and work underway, the Comprehensive Plan provides a **road map for collaboration to address** Johnstown’s most **pressing needs**.

ORGANIZED FOR ACTION

The focus areas for improvement outlined in this plan are complex and interconnected issues. Implementing the Comprehensive Plan will require collaboration between the public, private organizations, and non-profit entities. Strengthening existing organizational structures, forging new partnerships, or establishing new entities may be necessary to advance issues.

The following organizational structures should be considered to facilitate the plan implementation:

IMPLEMENTATION TEAMS:

The document is organized by focus area to facilitate the City’s formation of an “Implementation Team” around each topic.

Each **Implementation Team** should:

1. Be convened by City staff to manage communication and track progress toward accomplishing plan goals.
2. Ensure that Johnstown residents (including neighborhood group leaders), Focus Group Advisors, and key service providers are engaged or included on the Implementation Team.
3. Establish tools and methods for sharing data, metrics, and resources across entities.
4. Develop a Strategic Plan that identifies priority actions and projects from the proposed strategies that each entity can advance.
5. Meet regularly to share progress within the group. Prepare a progress report to share with the Planning Commission and City Council quarterly or an agreed-upon interval.

NEIGHBORHOOD ORGANIZATIONS:

Johnstown’s neighborhoods are the building blocks of the City. Each neighborhood faces unique opportunities and challenges. Finding ways to strengthen existing neighborhood organizations and build community is vitally important.

Opportunities could include:

1. A dedicated City staff member focused on community planning to serve as a liaison between neighborhood group leaders and facilitate projects that address their needs.
2. Funding or access to staff for existing neighborhood organizations.
3. Formation of a new non-profit Community Development Corporation, whose Board of Directors is composed of residents. The CDC would be an advocate for community interests and pursue projects through grant funding that addresses neighborhood needs.

NEXT STEPS IN PLANNING

Based on the need for housing investment, the goal to enhance the physical environment, and the amount of blighted properties, it is highly recommended that this Comprehensive Plan be followed immediately by two City-led planning efforts aimed at repositioning underutilized land as an asset:

1. **Vacant and Underutilized Land Study**

This parcel-by-parcel inventory would identify sites that should be used for new housing development and sites that should become park space. This outcome would lay the foundation for pursuit of projects by a new Housing Development Corporation and/or a Parks Conservancy as noted below.

2. **New Zoning Code**

As noted in the Land Use section of this document, the zoning code should be updated to reflect the goals of the Comprehensive Plan. The current zoning ordinance favors continued industrial development in conflict with the housing and open space goals heard by residents.

HOUSING DEVELOPMENT CORPORATION:

Developing for-sale market rate homes is vital to attract new residents to Johnstown. The cost of renovation or new construction of high quality homes can exceed the market value.

A non-profit Housing Development Corporation, knowledgeable in public financing tools, could lead the development of new homes to strengthen the housing market in Johnstown.

This entity would work closely with the City and Land Bank to acquire vacant, tax delinquent, and underutilized properties for redevelopment.

PARKS CONSERVANCY / LAND TRUST:

Transforming Johnstown's vacant and underutilized land into a park and recreational asset will improve resident health, attract new residents, and support tourism.

A non-profit entity with the capacity to re-naturalize properties and lead city-wide stormwater and open space improvements could steward the maintenance and expansion of park space.

This entity would work closely with the City and Land Bank to acquire vacant, tax delinquent, and underutilized properties for park space.

The City should work with Cambria County Planning, Johnstown Redevelopment Authority, the foundation community, and aligned non-profit partner organizations to determine the best organizational structure and alignment of expertise to accomplish the work of these two proposed organizations. The groups should meet with the City regularly and be involved in the vacant and underutilized land study.

How to Use This Document

1. Review the economic, social, and physical conditions

II. JOHNSTOWN TODAY

Qualitative and quantitative analysis provides a picture of the trends of Johnstown.

Room to Grow
Retain and attract new residents to Johnstown

DECLINING POPULATION GIVES ROOM TO GROW
Today, the City's population is a quarter of what it was during its peak in the 1920s. The City's infrastructure was designed to support a much larger population. This poses both a challenge and an opportunity for Johnstown's future. There is room to welcome new residents to the City while also re-envisioning current land use to right-size infrastructure to meet today's needs.

18,000 residents

MILLENNIAL MOVEMENT
Johnstown is being 25-34 year-olds at a much higher rate than any other age grouping between 2020 and 2023. Retaining and attracting these residents is an important part of Johnstown's future.

WOMEN'S MOVEMENT
Women are leaving Johnstown at a higher rate than men, compared to movement patterns in Cambria County and Pennsylvania (2010 to 2023).

Change in Population by Age (2010 to 2023)

Age Group	Change (%)
0-4	-10%
5-9	-12%
10-14	-15%
15-19	-18%
20-24	-20%
25-29	-22%
30-34	-25%
35-39	-20%
40-44	-18%
45-49	-15%
50-54	-12%
55-59	-10%
60-64	-8%
65-69	-5%
70-74	-3%
75-79	-2%
80-84	-1%
85+	0%

Change in Population (2010 to 2023)

Entity	Female (%)	Male (%)
Johnstown	-20%	-6%
Cambria County	-2%	-7%
Pennsylvania	-1%	-3%

Income and Opportunity
Support residents, grow opportunity

9,200 households

Johnstown area median income is well below that of Cambria County

INCOME IMBALANCE
The overall income mix of Johnstown is skewed toward the lowest quartile of household income. With a lack of higher earners, the city median household income is less than \$35,000—much lower than the county (\$50,000) and the state (\$34,000). This, in turn, affects housing prices and conditions, the available tax base, and the market for new business.

1,837 subsidized housing units (20%)

AFFORDABLE HOUSING
Within the City, subsidized housing is provided by both the Johnstown Housing Authority properties (450 units) and Section 8 vouchers (387 units). Despite the amount of subsidized housing, 4% of households are cost-burdened by their housing costs—spending more than 30% of their income on housing—which affects both home owners and renters not in subsidized housing. While there is a need to improve affordability, adding market rate housing is important to increase the tax base and attract new residents to Johnstown.

2. Review the vision statements and find your area of interest

III. JOHNSTOWN'S FUTURE

6 Focus Areas for improvement, each with its own set of goals.

Johnstown's future is...

- Housing**
Full of strong neighborhoods with well-maintained properties and a pride of place.
Key Issues: Care and Maintenance, Housing Dignity, Housing Diversity, Housing Density
- Jobs**
Open for business with abundant jobs to build a vibrant local economy.
Key Issues: Participation, Workforce, Industries, Entrepreneurship
- Environment**
A healthy environment with a vibrant network of green spaces to elevate well-being.
Key Issues: Greening, Natural Systems, Recreation
- Mobility**
A connected community with resources and amenities that are accessible for all.
Key Issues: Pedestrians, Transit, Roads and Parking
- Community**
Positively engaged residents advancing a bright future together.
Key Issues: Engage, Celebrate, Welcome, Share
- Services**
Effective government that serves the needs of residents and businesses.
Key Issues: Systems, Capacity, Code Enforcement, Collaboration

II. JOHNSTOWN TODAY





One Johnstown, 15 Neighborhoods

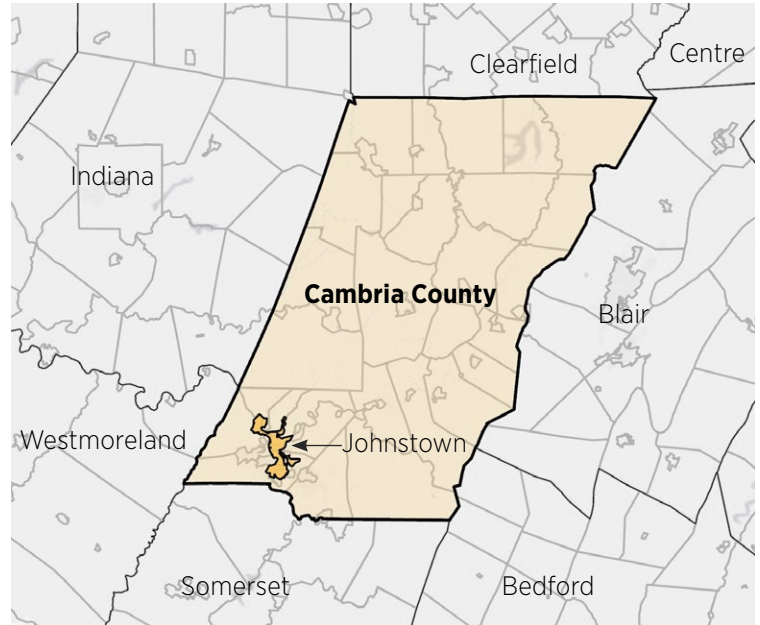
Industrial river valley surrounded by beautiful hillside



6.1 square miles

CITY OF NEIGHBORHOODS

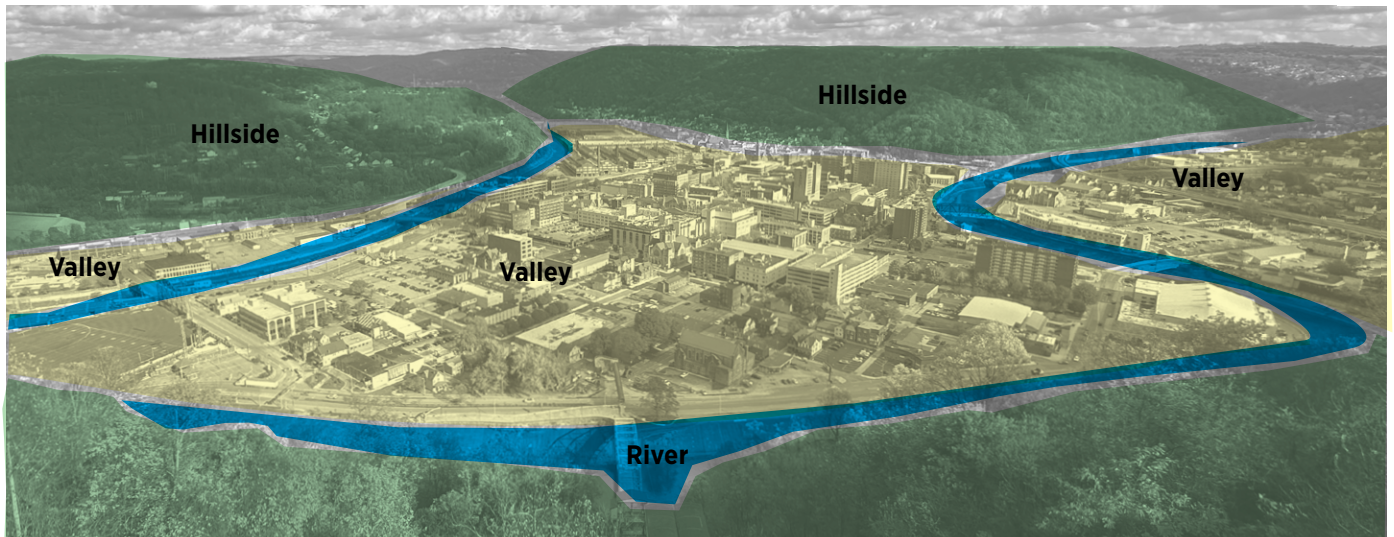
Johnstown's topography and infrastructure has created a series of discrete, yet interconnected neighborhoods. Each neighborhood has unique assets, amenities, and character. Celebrating the unique story of each neighborhood will enhance the pride of place.

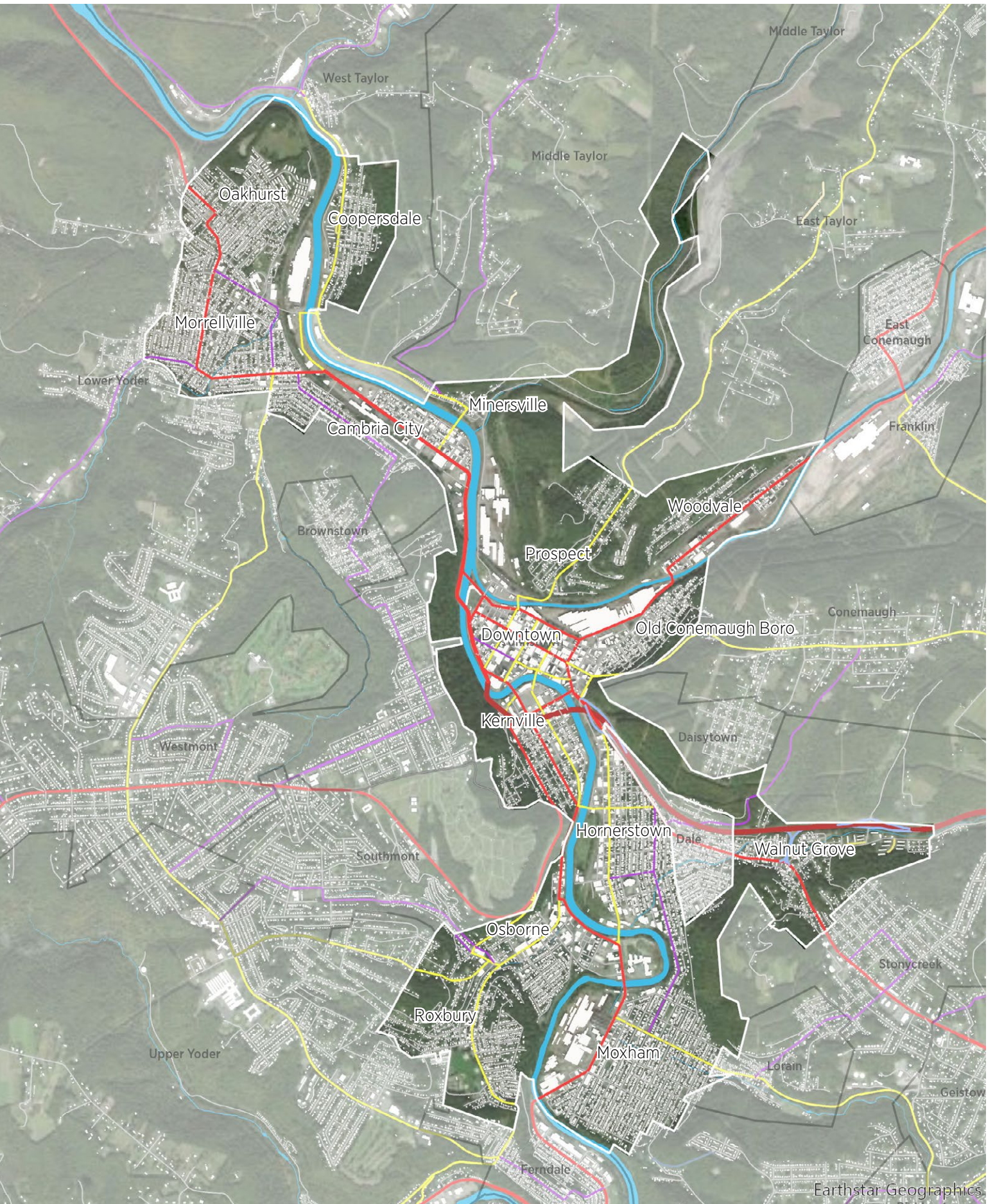


URBAN VALLEY WITH A HILLSIDE HORIZON

Johnstown's once-natural river valley was transformed into an urban-industrial city. Flood protection measures converted the natural river to a concrete channel, collecting and conveying stormwater from the city and upstream municipalities. Restoring elements of nature in the "valley" areas of Johnstown's neighborhoods will improve the quality of the physical environment.

A naturalized river edge in Johnstown would be a regional asset. While this may take generations to realize, building capacity and establishing partnerships for future transformation of the river's edge should be pursued in the near term. Visual and physical connection to the river should be considered for all future development.





Room to Grow

Retain and attract new residents to Johnstown



18,000 residents

DECLINING POPULATION GIVES ROOM TO GROW

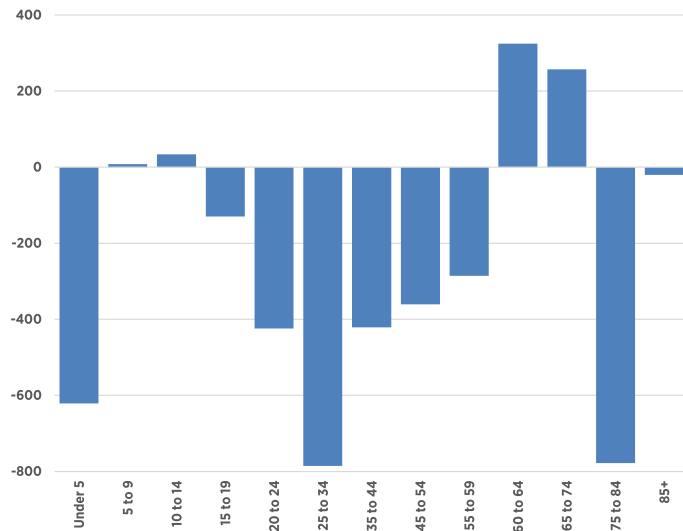
Today, the City’s population is a quarter of what it was during its peak in the 1920s. The City’s infrastructure was designed to support a much larger population. This poses both a challenge and an opportunity for Johnstown’s future. There is room to welcome new residents to the City while also re-envisioning current land use to right-size infrastructure to meet today’s needs.

U.S. Census ACS (rounded).

MILLENNIAL MOVEMENT

Johnstown is losing 25–34-year-olds at a much higher rate than any other age grouping between 2010 and 2023. Retaining and attracting these residents is an important part of Johnstown’s future.

Change in Population by Age (2010 to 2023)



U.S. Census

WOMEN’S MOVEMENT

Women are leaving Johnstown at a higher rate than men, compared to movement patterns in Cambria County and Pennsylvania (2010 to 2023).

Change in Population (2010 to 2023)

	Female	Male
Johnstown	-20%	-9%
Cambria County	-9%	-7%
Pennsylvania	+1%	+3%

U.S. Census

DIVERSE HERITAGES

Johnstown takes pride in the diverse ethnic heritages of its residents. Although it is a majority White city, there is a growing Hispanic and mixed race population. Continue to welcome and celebrate Johnstown’s diversity.

Change in Population (2010 to 2023)

	Change 2010–2023	Total 2023	
Hispanic	+84%	1,008	6%
Two+ Races	+234%	1,806	10%
Black	-10%	2,468	14%
White	-27%	12,795	70%

U.S. Census. Other racial groups are less than 1%.

Income and Opportunity

Support residents, grow opportunity



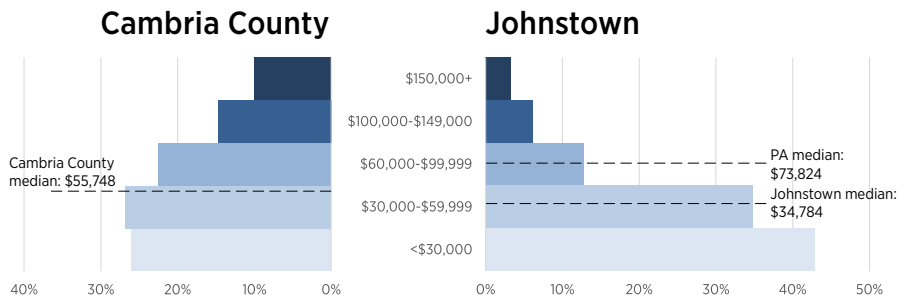
9,200 households

Johnstown area median income is well below that of Cambria County

1,837 subsidized housing units (20%)

INCOME IMBALANCE

The overall income mix of Johnstown is skewed toward the lowest quintiles of household income. With a lack of higher earners, the city’s median household income is less than \$35,000—much lower than the county (\$56,000) and the state (\$74,000). This, in turn, affects housing prices and condition, the available tax base, and the market for new business.



AFFORDABLE HOUSING

Within the City, subsidized housing is provided by both the Johnstown Housing Authority properties (1,400 units) and Section 8 vouchers (473 units). Despite the amount of subsidized housing, 41% of households are cost-burdened by their housing costs—i.e. spending more than 30% of their income on housing—which affects both home owners and renters not in subsidized housing. While there is a need to improve affordability, adding market rate housing is important to increase the tax base and attract new residents to Johnstown.

Unit count data provided by Johnstown Housing Authority. Cost-burden info from HUD CHAS data based on ACS 2017-2021.

Jobs for Johnstown Workers

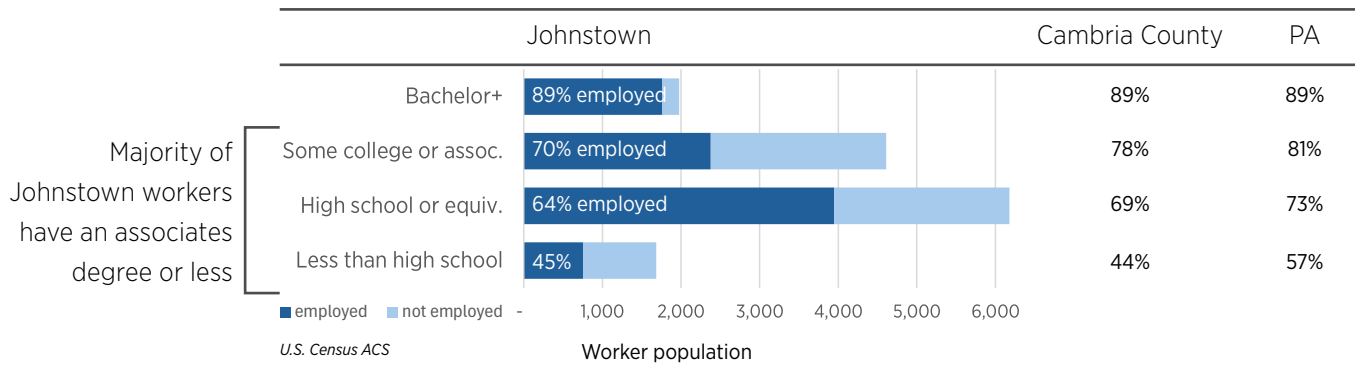
Align opportunities and skill sets for living wage jobs



UNDEREMPLOYED RESIDENTS

In Johnstown, residents with a Bachelor’s degree are twice as likely to enter the labor force compared to those who did not graduate from high school. Although labor force participation rates vary by education level statewide, Johnstown City in particular has lower participation among residents with an associate’s degree or less. These groups together make up a majority of the city’s population.

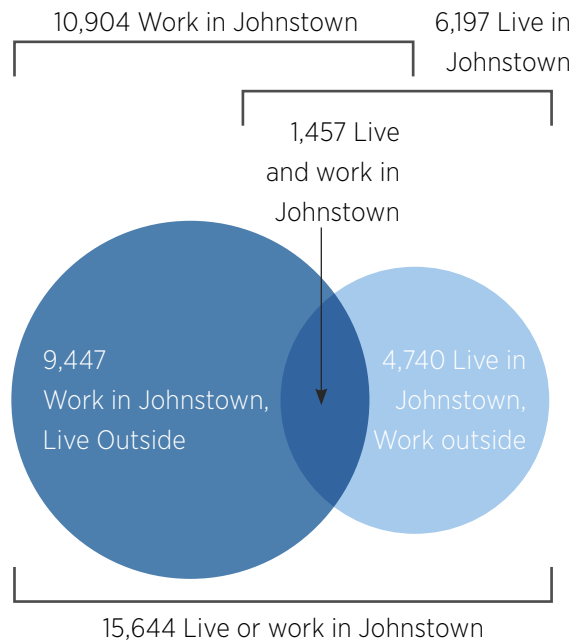
Employment Participation by Educational Attainment



ATTRACT WORKERS TO LIVE IN JOHNSTOWN

10,900 jobs in Johnstown

13% held by City residents



The majority of Johnstown residents travel outside the city for employment.

Efforts should be made to bring new jobs to the City, geared toward under-employed resident workers.

In addition, efforts should be made to attract Johnstown workers to move to the city.

Johnstown Resident Priorities

What we heard from resident surveys and interviews

600+ city residents provided feedback on the future of Johnstown.

UNITY IN THE PARK EVENT

Event kickoff where residents expressed **opportunities and challenges** for Johnstown.

ONLINE SURVEY

A postcard was sent to **every address** in Johnstown to notify and encourage participation. A total of **602 residents** participated, with more than half of those being high school students.

LISTENING SESSIONS

Three **Neighborhood Group** listening sessions.

INTERVIEWS

More than **20 interviews** were conducted with public, private, and non-profit groups.

FOCUS GROUPS

Convened for **City Services, Open Space, and Jobs**.

STEERING COMMITTEE

Provided input throughout the process at **three meetings** and draft document review.

WHAT WE HEARD:



STRENGTHS

- Fire and EMS services
- Cost of living
- Aspects of parks/recreation

WEAKNESSES

- Resident engagement
- Road and sidewalk conditions
- Property maintenance
- Economic development
- Code enforcement

PRIORITIES

- Addressing blight
- Improving infrastructure (sidewalks)
- Supporting local businesses
- Enhancing public safety
- Fostering a positive city image

III. JOHNSTOWN'S FUTURE





Forging the Future

Johnstown's Comprehensive Plan Goals:

1. Increase homeownership in Johnstown and attract resident-workers to live in the City and renovate homes.
2. Expand job training opportunities and increase living wage jobs in the City.
3. Expand the City's tax base and increase expendable income levels within the City to foster growth and activity.
4. Enhance the physical environment to improve quality of life and attract new residents and visitors to live and play in Johnstown.
5. Create a welcoming atmosphere to build connections between new and long-term residents of Johnstown.
6. Strengthen the delivery of City services and focus resources on improvements in the heart of city neighborhoods.
7. Foster public-private partnerships to optimize resources and open new avenues for funding.

BOTTLE WORKS
Arts on 3rd Avenue

JOHNSTOWN
HOME OF CO-CREATOR OF
SPIDER-MAN
STEVE DITKO



1st S
COMMUNITY
FOR THE

Photo courtesy of Visit Johnstown.
Mural by Matt Lamb and The Bottle Works Ethnic Arts Center.

Johnstown's future is....

1. Housing



Full of strong neighborhoods with well maintained properties and a pride of place.

Key Issues

- Care and Maintenance
- Housing Dignity
- Housing Diversity
- Housing Density

2. Jobs



Open for business with abundant jobs to build a vibrant local economy.

Key Issues

- Participation
- Workforce
- Industries
- Entrepreneurship

3. Environment



A healthy environment with a vibrant network of green spaces to elevate well-being.

Key Issues

- Greening
- Natural Systems
- Recreation

4. Mobility



A connected community with resources and amenities that are accessible for all.

Key Issues

Pedestrians
Transit
Roads and Parking

5. Community



Positively engaged residents advancing a bright future together.

Key Issues

Engage
Celebrate
Welcome
Share

6. Services



Effective government that serves the needs of residents and businesses.

Key Issues

Systems
Capacity
Code Enforcement
Collaboration

1. Housing



Vacant or abandoned homes and poorly maintained properties detract from the character of the City's neighborhoods. Poor conditions inhibit investments made by adjacent homeowners. The high degree of rental housing in poor condition, coupled with the high percentage of subsidized homes, has accelerated neighborhood disinvestment cycles, especially as homeownership decreases over generations. This dynamic must be reversed.

To set the stage for reinvestment in the City's aging housing stock, new mechanisms to enforce property maintenance will be vital to enhance neighborhood pride and spur private investment. A focus on growing homeownership will restore a balance between owner-occupied and renter-occupied homes while providing pathways for upward mobility and wealth development for Johnstown's residents.

Prioritizing the renovation of existing homes while also supporting new construction on select vacant and under-utilized lots will attract new residents to the City. The City should continue to support affordability for residents through weatherization and equipment improvement programs that help residents age in place and can support the generational transfer of homeownership or wealth through sales in a healthy real estate market.

Johnstown's Future is...

Full of strong neighborhoods with well-maintained properties and a pride of place.

Partnership with the Johnstown Housing Authority to maintain, restore, or redevelop their existing housing portfolio can transform the role that subsidized housing plays in Johnstown's renewal. Providing dignified homes for those in greatest need, and leveraging state and federal resources to maximize the positive impact of affordable housing on the City is an essential strategy.



LUNA
2024

1. Housing Snapshot

HOMEOWNERS

Less than **40% of housing units are owner-occupied.**

1/3 of owner-occupied homes have owners over age 65 and are at risk of being converted to rental properties due to the weak housing market.

Census ACS 2019-2023

RENTERS

More than **half of all renters are cost-burdened.**

These households have an increased risk of becoming unhoused. This is further exacerbated by the 'benefits cliff'.

HUD CHAS data based on Census ACS 2017-2021

TRANSACTIONS

32% of residential properties changed hands in the last 5 years with a median sale price of \$12,500.

Problem landlords will sell from one shell company to another.

Cambria County property data

SUBSIDIZED HOUSING

20% of all housing units are subsidized.

The high percentage of subsidized housing units relative to the overall tax base puts a strain on resources available to provide social services and school district supports.

Based on the number of JHA units and JHA data on vouchers.

NEIGHBORHOODS

Highest rates of **homeownership** are found in **Morrellville, Oakhurst, and Roxbury.**

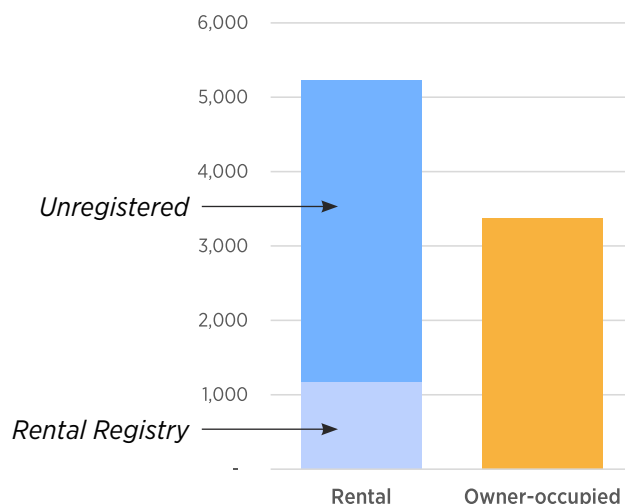
Hornerstown and Moxham have slightly higher rates of renter-occupied homes and have three times as many code violations in 2025 as other neighborhoods.

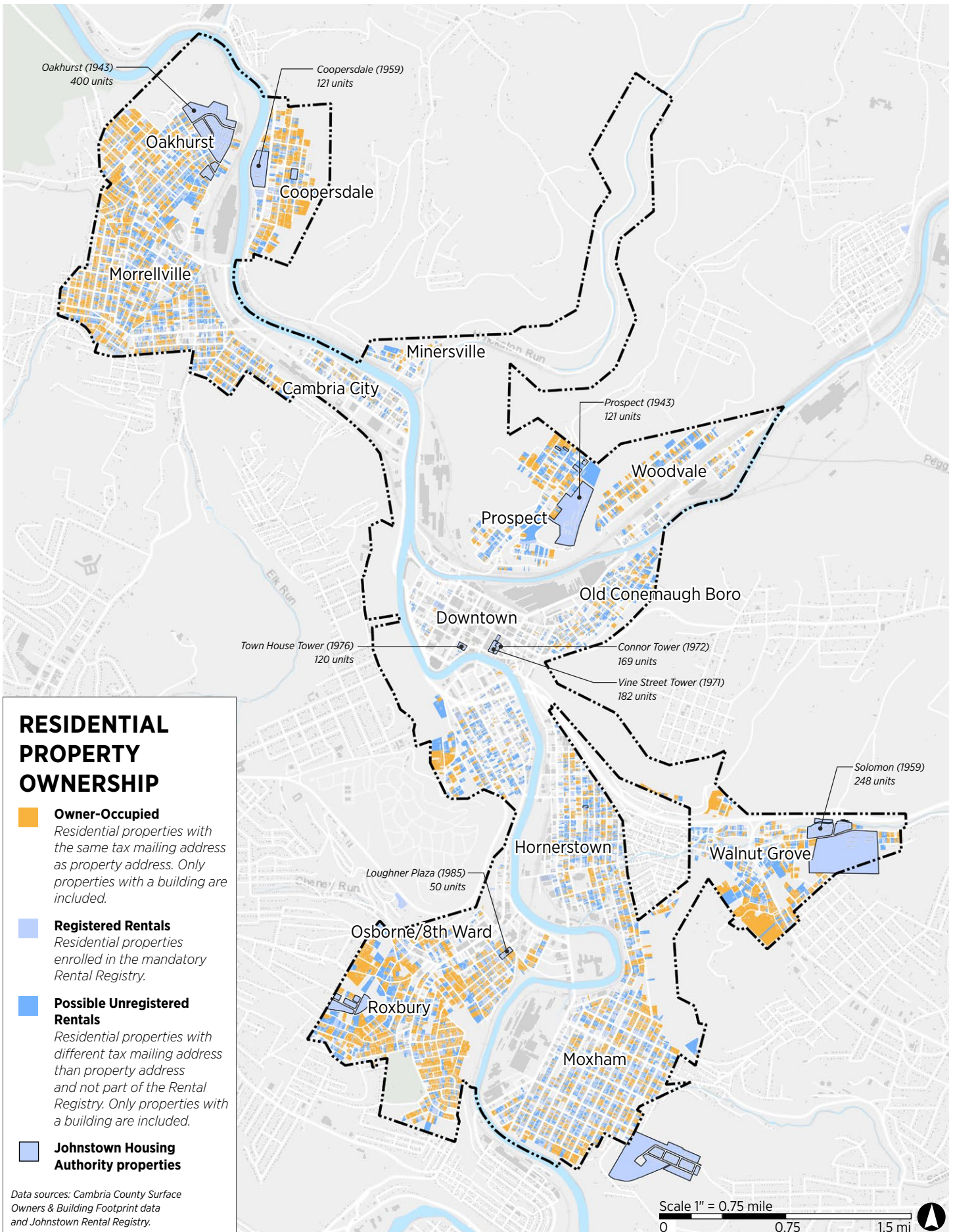
LANDLORDS

As few as **25% of rental properties may be enrolled in the mandatory rental registry program.**

Based on an analysis of owner address vs. parcel address of non-JHA residential properties:

Cambria County property data





RESIDENTIAL PROPERTY OWNERSHIP

- Owner-Occupied**
 Residential properties with the same tax mailing address as property address. Only properties with a building are included.

- Registered Rentals**
 Residential properties enrolled in the mandatory Rental Registry.

- Possible Unregistered Rentals**
 Residential properties with different tax mailing address than property address and not part of the Rental Registry. Only properties with a building are included.

- Johnstown Housing Authority properties**

Data sources: Cambria County Surface Owners & Building Footprint data and Johnstown Rental Registry.

Scale 1" = 0.75 mile
 0 0.75 1.5 mi

1. Housing Goals

Partners

The following list includes potential partner organizations to assist the City of Johnstown in implementing the plan.

a. CARE AND MAINTENANCE
Well-built and healthy homes in well-maintained neighborhoods. Preserve existing architectural character and support long time home-owners.

*The strategies listed here are in addition to pursuit of a Vacant and Underutilized Land Study. See page 13, Reaching the Goals for the description of the proposed study.

- County Agencies
- Johnstown Housing Authority
- Johnstown Redevelopment Authority
- Neighborhood Group Leaders
- Police, Fire, EMS
- Resident/tenant Advocates
- Vision Together

b. HOUSING DIVERSITY
A range of housing types across all income levels close to services and amenities.
c. Healthy balance between home ownership and rental opportunities to build equity and generational wealth.

- Community led Housing Development Corporation
- Johnstown Housing Authority
- Land Bank
- Lenders
- Neighborhood Group Leaders
- Private Housing Developers
- Realtors
- Vision Together

C. HOUSING DIGNITY
Mixed-income neighborhoods with dignified affordable housing and protections for vulnerable residents.

- Community-led Housing Development Corporation
- Johnstown Housing Authority
- Land Bank Neighborhood Group Leaders
- Planning Commission
- Private Housing Developers

Strategies

Horizon

Immediate (1-3 year)
Near-term (3-5 years)
Long-term (5-10+ years)

City-led effort	
1. Strengthen systems for code enforcement. Pursue and resolve violations actively, proactively, and quickly. (See “Services” section.)	Immediate
2. Expand programs to support homeowner repairs and consider options to limit future conversion of home ownership to rental properties.	Immediate
3. Establish a program to stabilize or rehabilitate existing homes for future redevelopment. Stabilization may include a new roof, structural repairs, and securing the home.	Near-term
4. Establish resources and guidance to support the generational transfer of deeds or donation of properties with clean title.	Immediate
5. Work with a partner organizations to create a tool lending library to share resources for home maintenance and improvement.	Near-term
6. Explore a partnership to provide employment opportunities aligned with neighborhood maintenance and upkeep. Connect seniors and residents with disabilities with volunteers to support maintenance of their homes year round.	Near-term
1. Promote new market rate housing and renovation opportunities to attract families and non-resident workers to live in Johnstown.	Immediate
2. Promote higher density, mixed-use development along neighborhood corridors.	Near-term
3. Create a comprehensive incentive program to encourage the purchase and rehabilitation of homes or vacant lots in Johnstown for home ownership.	Immediate
4. Create Design Guidelines for new residential development so that new homes relate to the character of existing communities while allowing for new home types.	Immediate
5. Provide educational resources, credit counseling, and incentives through partner organizations for first-time home buyers.	Immediate
6. Promote housing models that allow aging in place and intergenerational living. Accessory dwelling units should be encouraged for intergenerational living or as a tool for wealth development for owner-occupied homes.	Near-term
1. Redevelop large public housing sites as mixed-income communities.	Immediate
2. Ensure that new housing is constructed with high quality materials that blends into and connects with the surrounding neighborhood.	Immediate
3. Utilize financing tools such as the PA Low Income Housing Tax Credit program and PHARE funding to build a mix of affordable housing types.	Near-term
4. Explore new models for affordable housing that promote generational wealth including community land trusts and renter equity programs.	Near-term
5. Develop design guidelines for housing development within the flood plain.	Immediate

1. Housing Recommendations

a. CARE AND MAINTENANCE

Metrics:

- Rental Registry Participants
- Number of Rental Registry Inspections
- Total Code Violations (and by neighborhood)



b. HOUSING DIVERSITY

Metrics:

- % of Homeowner vs. Rental Units
- Number of Resident Workers
- Code violations

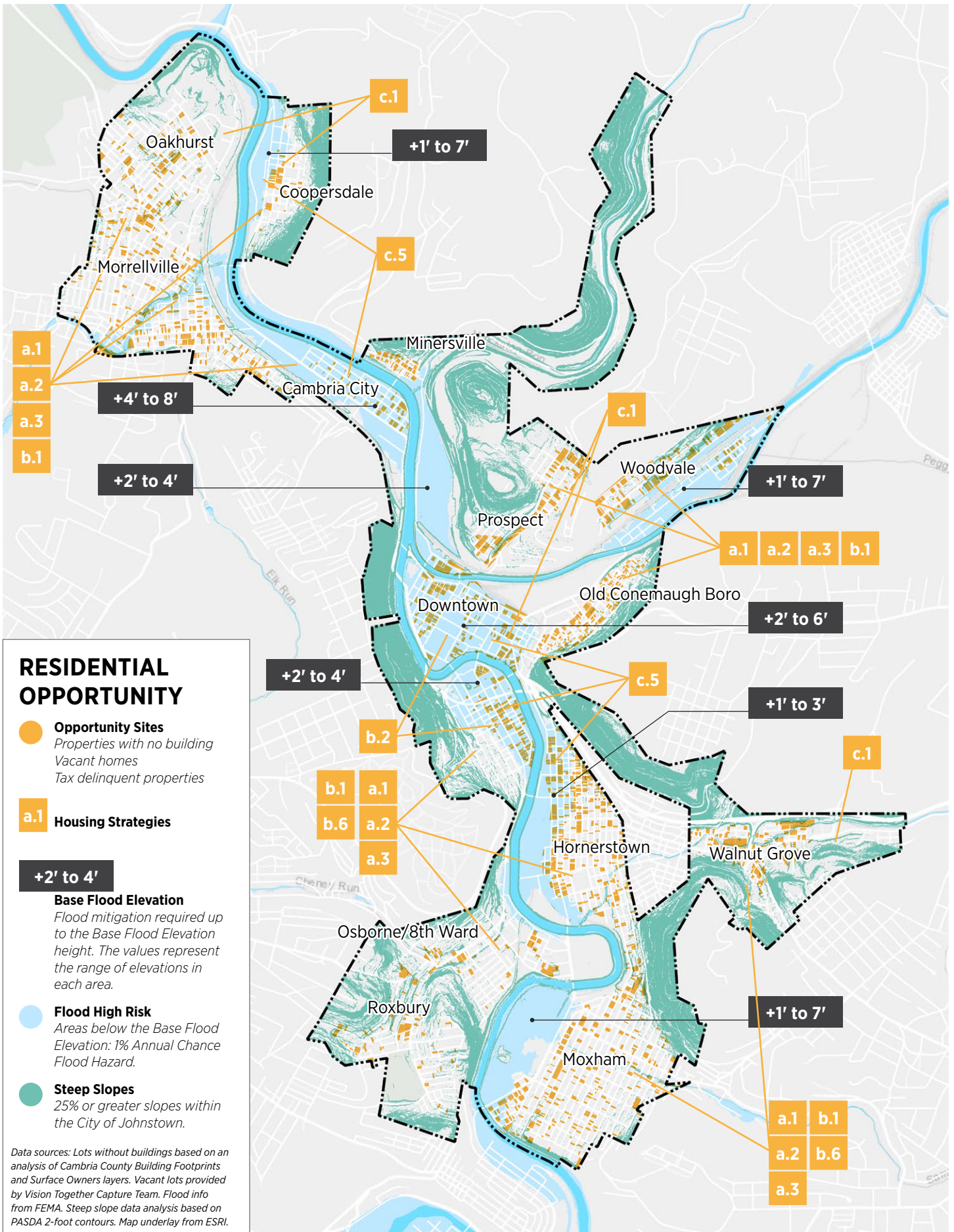


c. HOUSING DIGNITY

Metrics:

- Total Number of Subsidized Units
- Number of Redeveloped Units
- LIHTC Awards





2. Jobs



“We need jobs.”

“We need workers.”

Although both exist in Johnstown, there is a mismatch between available jobs and the skills of the workforce. This is illustrated in the workforce participation rates that correlate with education attainment: the highly educated are highly employed, and those with less education have lower employment rates.

The need, then, is to attract both jobs and workers that can fill the gaps for each. Existing programs have already recognized this disparity and are providing skills training to workers, and other programs seek to attract new employers.

Investing in improvements in the other Focus Areas will make Johnstown more attractive to both workers and employers. It also will give home-grown entrepreneurs confidence in the local market.

In general, the approach should be **Support, Develop, and Attract**: for workers, for industry, and for entrepreneurs.

Areas of growth can include:

- Arts-related and maker-based industries
- Tourism, entertainment, and recreation-based industries
- Construction industries
- Small business entrepreneurship
- Defense-related manufacturing and innovative spin-offs

Johnstown’s Future is...

Open for business with abundant jobs to build a vibrant local economy.



Photo courtesy of Visit Johnstown

2. Jobs Snapshot

MISMATCH

Johnstown residents **without a college degree** are **underemployed**.

Only **13% of jobs** within Johnstown are held by **city residents**.

TRAINING

Johnstown Area Regional Industries (JARI) and regional higher education institutions play important roles in education, training, and workforce development.

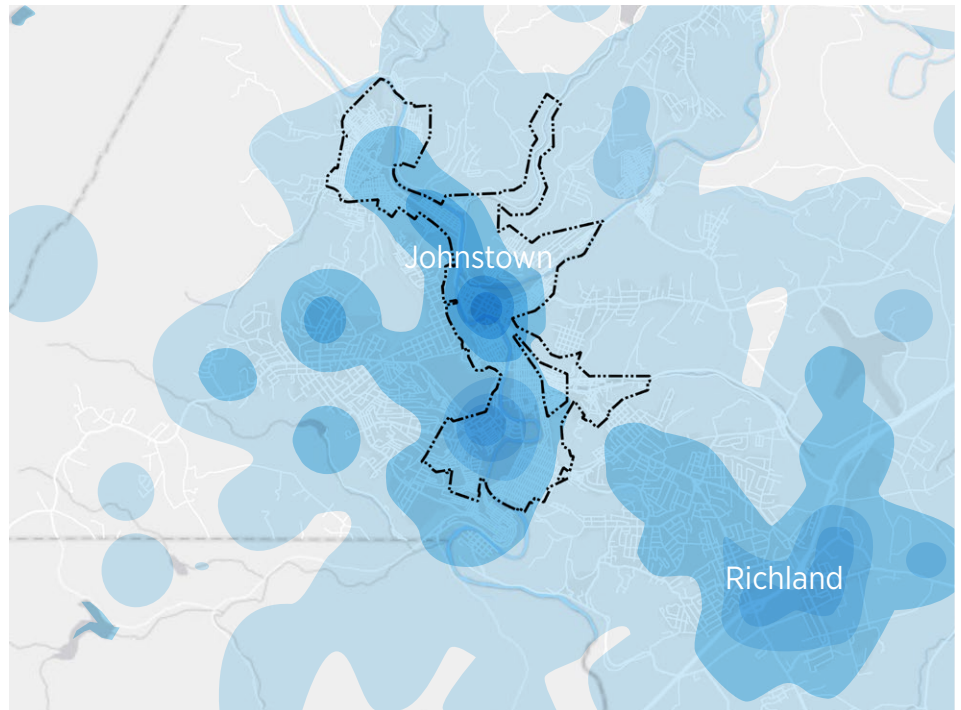
DIFFERENCES IN OPINION

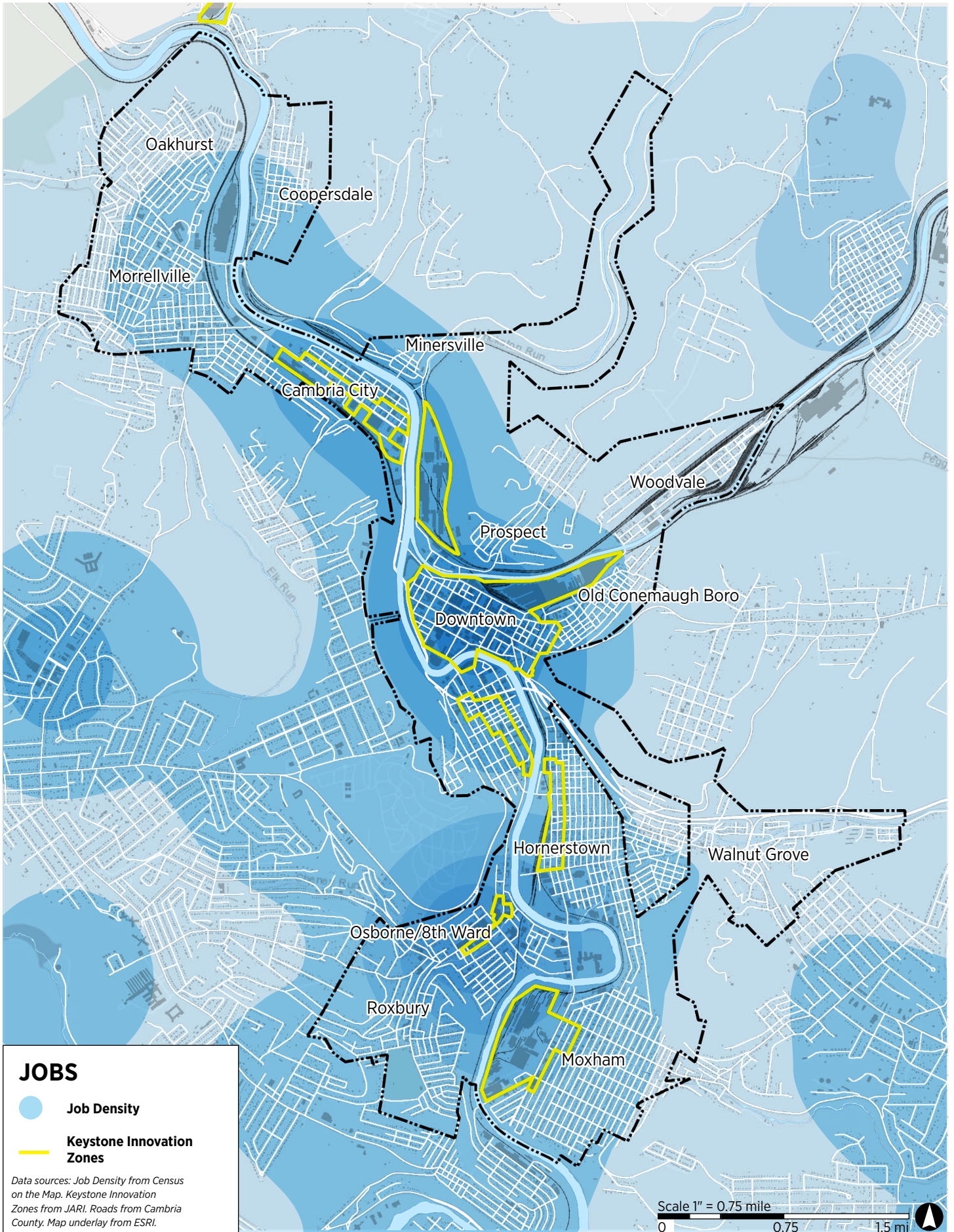
64% of adult survey respondents said **manufacturing jobs** would be important, but only **6% of youth** respondents want to pursue a manufacturing career.

JOHNSTOWN EMPLOYERS

Downtown and Osborne/8th Ward have the highest density of employment.

Many employers and industries are located in nearby Richland.





JOBS

- Job Density
- Keystone Innovation Zones

Data sources: Job Density from Census on the Map. Keystone Innovation Zones from JARI. Roads from Cambria County. Map underlay from ESRI.

Scale 1" = 0.75 mile
0 0.75 1.5 mi

2. Job Goals

Partners

The following list includes potential partner organizations to assist the City of Johnstown in implementing the plan.

a. PARTICIPATION
Address challenges around labor force participation and create employment opportunities for residents.

- Cambria County Planning Commission
- Community-wide higher educational institutions
- JARI
- Johnstown Housing Authority
- Local high schools
- Major Employers

b. WORKFORCE
Build a skilled workforce and retain youth through career pathways and training.

- Hiram G. Andrews Center
- JARI
- Local high schools
- Major Employers
- Visit Johnstown

c. INDUSTRIES
Develop and support existing industries and attract new industries in key sectors, such as manufacturing, artists/makers, technology, construction, and recreation.

- Arts Organizations
- JARI
- Major Employers
- Tech Companies

d. ENTREPRENEURSHIP
Support entrepreneurship, and the development of small, local businesses to activate Downtown and enhance the vitality of key corridors.

- Community-wide higher educational institutions
- JARI
- Local high schools
- Major Employers
- Visit Johnstown
- Vision Together

Strategies

City-led effort

Horizon

Immediate (1-3 year)
Near-term (3-5 years)
Long-term (5-10+ years)

1. Increase collaboration among organizations and agencies through the formation of an Economic Development, Workforce, and Employment Task Force.	Immediate
2. Address barriers to employment including transportation, child care, training aligned with emerging industries, and the “benefit cliff”.	Near-term
3. Expand workforce readiness programs and expand educational opportunities to teach essential skills that align with employer expectations. Work with major employers to identify core desired competencies.	Immediate
1. Provide clear pathways and support students in becoming educated consumers of postsecondary education.	Near-term
2. Implement initiatives to attract and retain younger workers, such as internships with major employers. Develop programs to enhance educational attainment and bridge skill gaps among the existing workforce, particularly among workers that live in Johnstown with lower educational levels.	Immediate
3. Invest in quality of life enhancements and promote Johnstown as a great place to live, work, and play by highlighting existing assets such as outdoor recreation opportunities, community events, and business opportunities.	Immediate
1. Promote cross-collaboration between existing industries.	Near-term
2. Expand marketing efforts and align business recruitment and retention efforts to highlight opportunities in key growth areas such as construction, tourism, specialized manufacturing, entrepreneurship, and entertainment.	Immediate
3. Work with local artists to highlight local makers and celebrate the heritage of Johnstown	Near-term
4. Identify sites where manufacturing can be expanded or accommodate new facilities, and provide incentives for investment, such as expedited zoning or tax incentives.	Immediate
1. Promote downtown revitalization by creating a critical mass of retail and experience-oriented businesses. Consider streamlining permitting to support downtown businesses and pop-ups.	Immediate
2. Work with philanthropy and non-profit partners to provide grant opportunities for artists.	Near-term
3. Identify city-owned parcels that can serve as temporary opportunities for public art and activate Downtown.	Near-term
4. Offer incentive packages (tax and rent abatements), and have dedicated City staff to guide entrepreneurs and small businesses through the process.	Near-term
5. Investigate opportunities for social entrepreneurship, where a community fund could invest in buildings and create a sense of ownership.	Near-term
6. Update ordinances to support small businesses including vendors, food trucks, and small home-based businesses.	Immediate

2. Job Recommendations

a. PARTICIPATION

Metrics:

- Total Employment
- Employment by Educational Attainment
- Wages/Income

b. WORKFORCE

Metrics:

- Training Program Participants
- Number and Type of Training Programs

c. INDUSTRIES

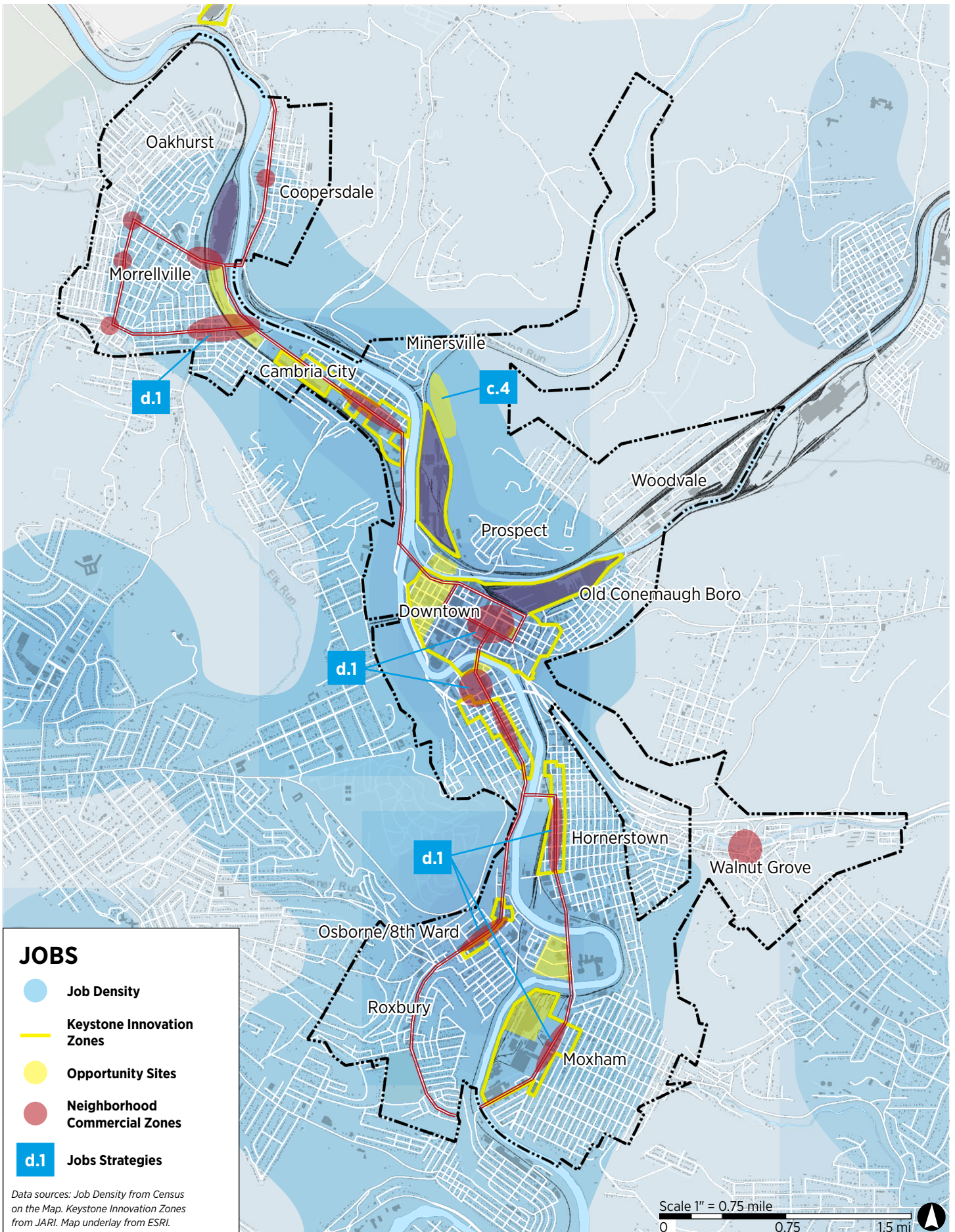
Metrics:

- Number of New Businesses
- Total Businesses
- Expansion of Jobs in New and Existing Sectors

d. ENTREPRENEURSHIP

Metrics:

- Number of Small Businesses
- Ordinance updates



3. Environment



Surrounded by the beautiful Allegheny Mountains, Johnstown’s legacy of industry and mining has left an imprint on the character of the City. The City of Johnstown—urban and industrial in character—is surrounded by lush green hillsides.

By recycling vacant or underutilized land, Johnstown is poised to restore its natural landscape, bringing the Laurel Highlands character to the heart of the City. Increasing the urban tree canopy and restoring natural systems will have a positive benefit on the health of residents and bring back a natural ecology to this historic river town.

Working with partners, the City should establish a park and open space master plan focused on ecological restoration and resident health. This plan will provide direction on the transition of vacant and underutilized parcels ready for re-greening initiatives.

In the meantime, efforts already are underway to green the city one tree at a time. These and similar efforts should be encouraged so that visible successes can lead to larger efforts and transformation.

Johnstown’s Future is...

A healthy environment with a vibrant network of green spaces to elevate well-being.



Photo courtesy of Vicki Johnston

3. Environment snapshot

FLOOD LEGACY

Much of the flat areas of the city along the river are within the **High Risk Flood zones**.

Development in these areas are restricted by regulations for eligibility in the National Flood Insurance Program, including a requirement for buildings to be above the base flood elevation.

RIVER MANAGEMENT

The rivers are managed with **highly visible floodwalls** by the US Army Corps of Engineers.

Changes to the floodwalls or the infrastructure connecting into them is challenging. Despite this, the City and partner organizations are working with the Corps to identify ecological restoration opportunities.

STORMWATER

Johnstown was recently **cited for not meeting water quality standards** for particulate matter.

Identify high impact sites for stormwater interventions to support MS4 requirements and improve water quality.

OPEN SPACE

Surrounded by **wooded hillsides**, there is a **lack of naturalized landscape** within the City valley.

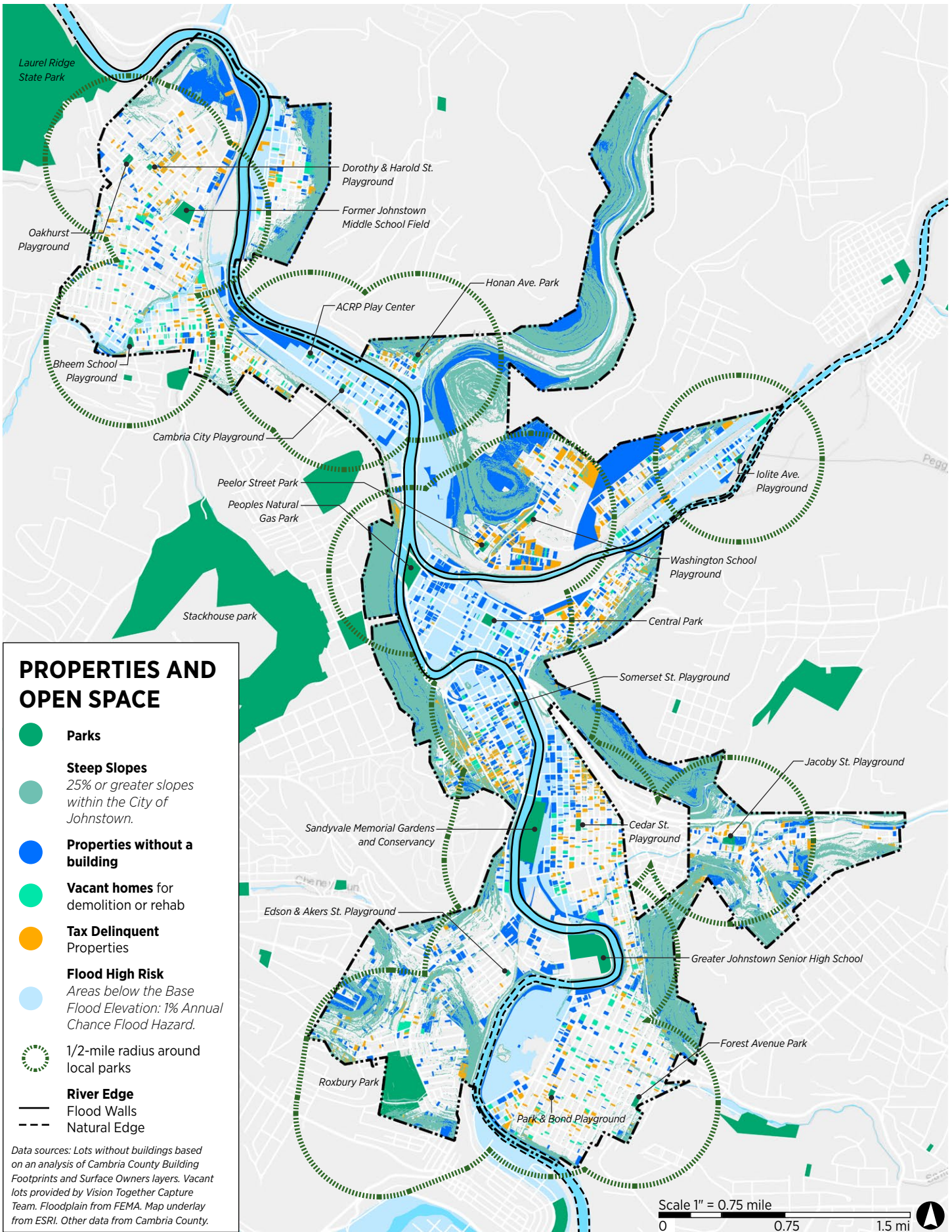
Community partners have active programs to plant trees and develop trails & trailhead parks. The widespread distribution of vacant lots and floodplain provide an opportunity for additional intentional open green space development.

HEALTH EFFECTS

Social and environmental factors affect **resident health**.

Many factors contribute to health challenges for the residents of Johnstown.





3. Environment Goals

Partners

The following list includes potential partner organizations to assist the City of Johnstown in implementing the plan.

a. GREENING
Improve community health and well-being by transforming vacant and underutilized land into a natural asset, and maximizing the impact of tree-planting efforts.

- Army Corp of Engineers
- Brad Clemenson
- Cambria County Conservation Recreation Authority
- Cambria County Planning Commission
- Department of environmental Protection
- Department of Conservation and Natural Resources
- Neighborhood Groups
- Western PA Conservancy

b. NATURAL SYSTEMS
Restore the ecology of Johnstown and transform paved hardscape areas and underutilized land into vibrant park spaces.

- Army Corp of Engineers
- Cambria County Planning Commission
- Cambria Somerset Authority
- Department of Conservation and Natural Resources
- Department of Environmental Protection
- Johnstown Water Authority
- Western PA Conservancy

c. RECREATION
Provide equitable access to a diverse range of open space amenities, attractive to users of all ages and abilities, residents, and visitors to Johnstown.

- Bicycle-Pedestrian Advocates
- Department of Conservation and Natural Resources
- Greater Johnstown School District & Bishop McCort Catholic Academy
- Neighborhood Groups
- PA Department of Transportation

Strategies

Horizon

Immediate (1-3 year)
Near-term (3-5 years)
Long-term (5-10+ years)

City-led effort

1. Develop a Vacant and Underutilized Land Plan to determine which parcels can create a connected open space network, and which parcels should be redeveloped.	Immediate
2. Establish an entity such as a Parks Conservancy that can acquire vacant and underutilized land, restore the natural ecology, and protect it as a resource.	Long-term
3. Continue efforts with partner organizations to increase the urban tree canopy. Focus tree planting efforts at key gateways to maximize impact on improving the pedestrian experience.	Near-term
4. Update ordinances to require tree planting as part of all new developments. Enhance screening and planting requirements for parking lots and large paved areas.	Immediate
5. Strengthen natural buffers between residential and industrial properties.	Long-term
6. Acquire strategic parcels over time that expand conservation areas and provide a web of park space that connects neighborhoods throughout the City.	Near-term
1. Expand the Conservation zoning districts in key areas to protect natural assets. Limit the permitted uses to protect open space and limit incompatible development.	Immediate
2. Pursue large-scale stormwater management interventions on underutilized land to reduce runoff, clean water, and restore habitats. Determine the optimal locations for stormwater measures and pursue funding for interventions.	Immediate
3. Pursue ecological restoration within the river channel in partnership with the US Army Corps of Engineers and local stakeholders.	Immediate
4. Pursue funding and partnerships to remediate and redevelop large brownfield sites as community assets. Initial efforts can include regenerative planting or capping of industrial sites.	Long-term
1. Enhance existing park amenities including benches, pavilions, and play areas in dialog with local stakeholders.	Immediate
2. Provide a range of recreation amenities for active and passive recreation for all ages and abilities.	Long-term
3. Enhance summer park programming for youth within City parks.	Near-term
4. Consider the creation of a City pool.	Long-term
5. Continue recreational trail development with partner organizations, and connect regional trails. (See Mobility section.)	Near-term
6. Reconnect residents to the river and restore the waterway as a habitat.	Long-term

3. Environment Recommendations

a. GREENING

Metrics:

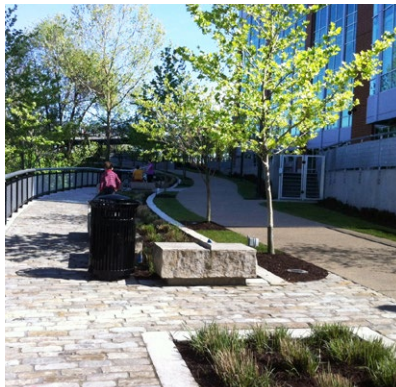
- Number of Trees Planted
- Impervious Area
- Tree Canopy
- Acres of Park Space



b. NATURAL SYSTEMS

Metrics:

- Particulate Matter
- Habitat Restoration

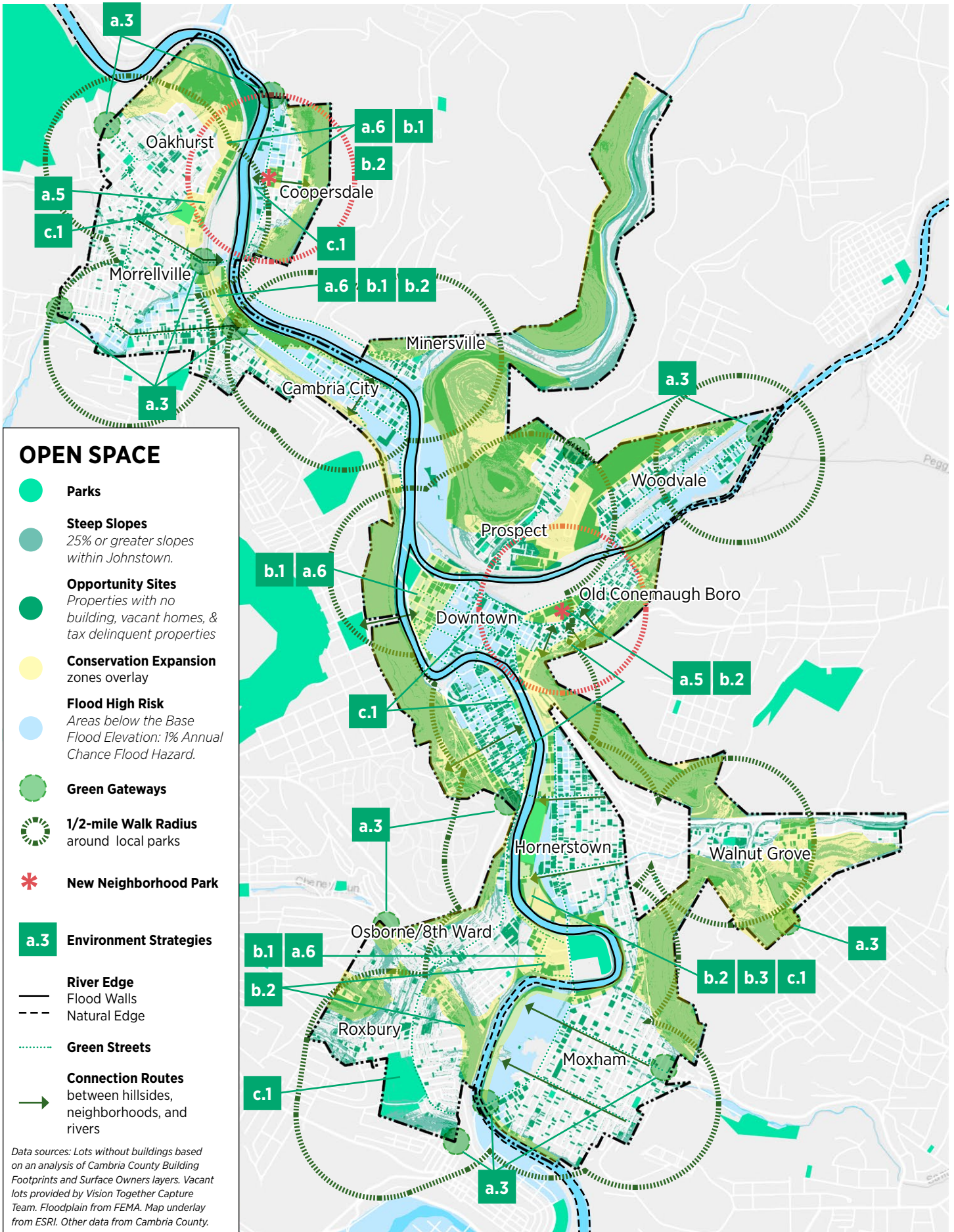


c. RECREATION

Metrics:

- Miles of Trail
- Parks Programming





4. Mobility



Many Johnstown residents depend on transit to access basic needs such as food, health care, and employment. CamTran, the regional transit provider, offers access within the city and surrounding areas including Richland, Ebensburg, and northern areas of Cambria County. Despite the strength of the CamTran countywide public transit system, Johnstown residents face significant challenges accessing employment and other resources.

Johnstown's aging street infrastructure and inconsistent sidewalks pose mobility challenges for pedestrians and the large population of people with disabilities in the City.

Investing in access and mobility improvements throughout the City will support all residents. Sidewalk improvements, street trees, crosswalks, and new paving will elevate the overall character of the City's rights-of-way and improve the perception and walkability for visitors to the City. New types of transit options including bikesharing or electric scooter systems could help fill the gap in transit for many residents. New revenue streams and continued partnership with CamTran may be necessary to provide capital for these much desired infrastructure and transit improvements.

Johnstown's Future is...

A connected community with resources and amenities that are accessible for all.



4. Mobility Snapshot

SIDEWALKS

Repairing sidewalks for better walkability and accessibility was expressed as a **priority** for many residents.

TRAILS

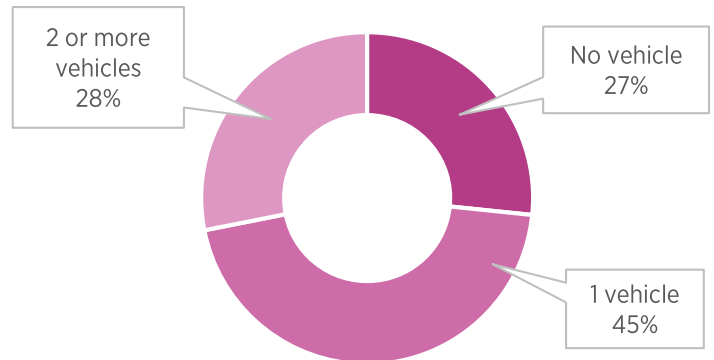
An active resident group is developing a **trail system** within the city.

They have been successful in securing funds for trails and trailhead parks.

TRANSPORTATION

27% of households **do not own a vehicle.**

U.S. Census ACS 2019-2023



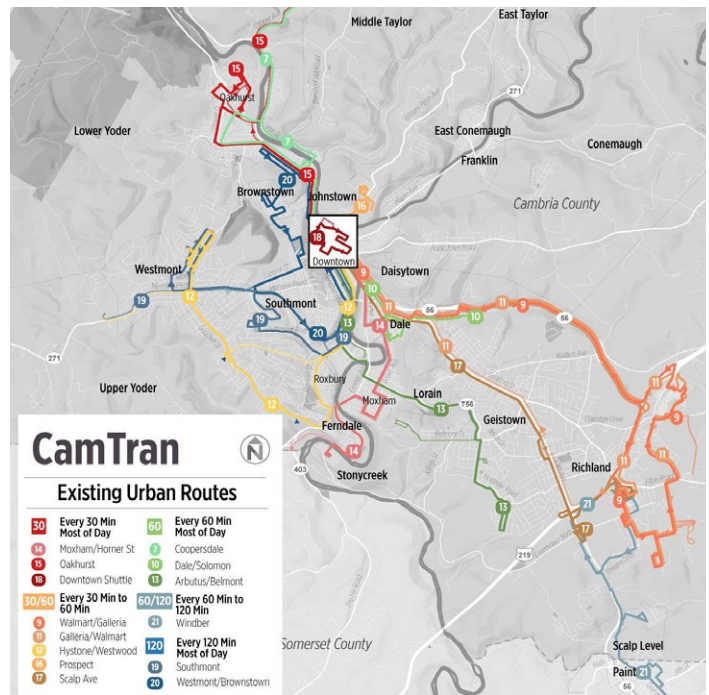
TRANSIT

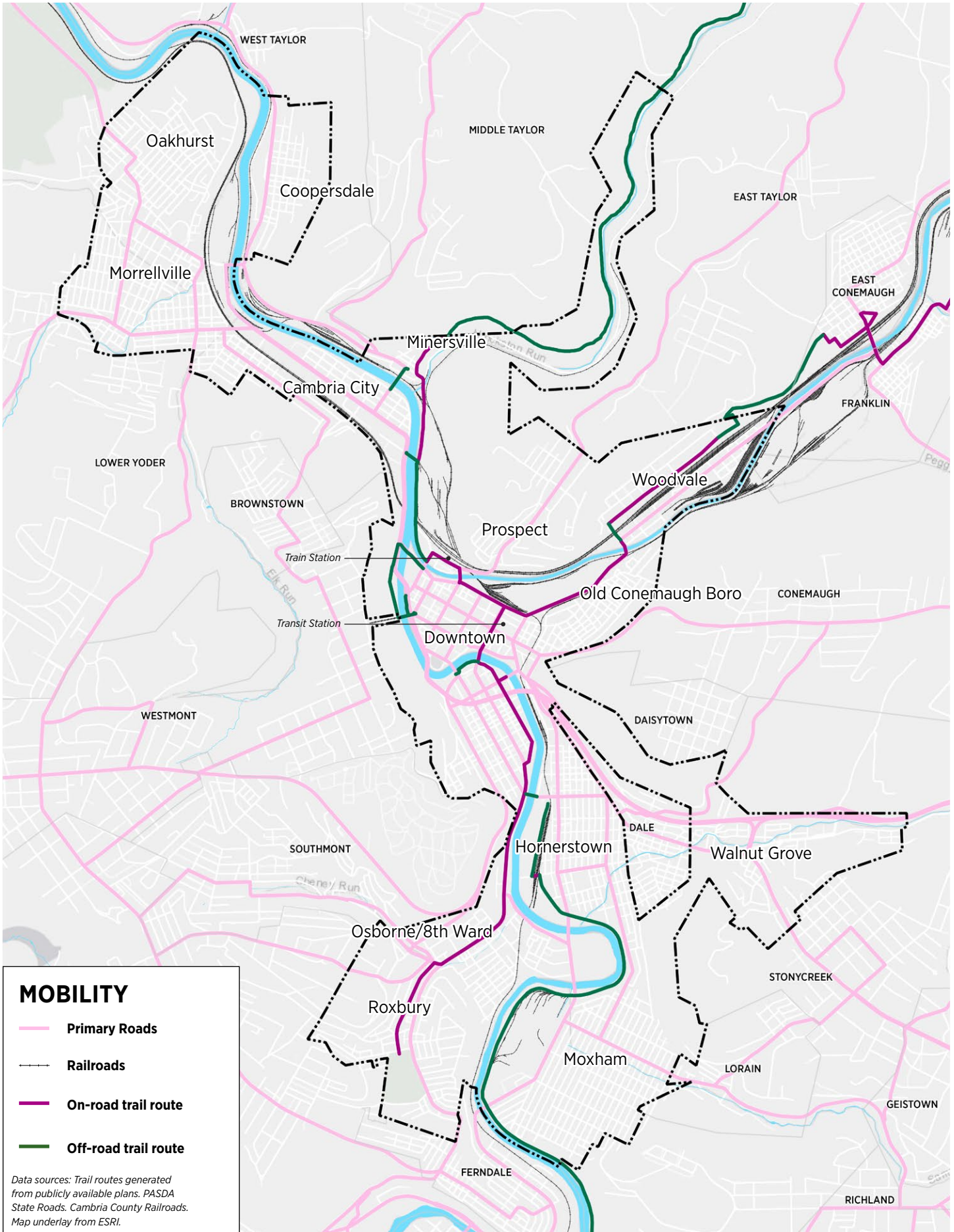
CamTran bus routes serve most **employment centers**, connect **urban and rural areas**, are wheelchair **accessible**, and provide **bike racks** on urban routes.

Despite the system's robust and **comprehensive** level of service for the size of the city, riders note that routes **run infrequently** and can have **long travel times.**

TRANSIT CENTER

The proposed new CamTran **transit center** is an opportunity for **catalytic development.**





MOBILITY

- Primary Roads
- Railroads
- On-road trail route
- Off-road trail route

Data sources: Trail routes generated from publicly available plans. PASDA State Roads. Cambria County Railroads. Map underlay from ESRI.

4. Mobility Goals

Partners

The following list includes potential partner organizations to assist the City of Johnstown in implementing the plan.

a. PEDESTRIANS
Improve pedestrian and bicycle connectivity in and through Johnstown, including improvements to accessibility for those with disabilities.

- Accessibility Advocates
- Cambria County Planning Commission
- Heritage Johnstown
- Neighborhood Groups
- PennDOT
- Trail Advocates
- Visit Johnstown

b. TRANSIT
Optimize bus connections based on locations of jobs, amenities, and residential areas with greatest need.

- Amtrak
- Cambria County Planning Commission
- CamTran
- Greyhound
- John Murtha Johnstown-Cambria County Airport

c. INFRASTRUCTURE AND COMPLETE STREETS
Right-size the road infrastructure to reduce maintenance burden.

- Cambria County Planning Commission
- CamTran
- PennDOT
- Railroads
- Johnstown Redevelopment Authority

Strategies

Horizon

Immediate (1-3 year)
Near-term (3-5 years)
Long-term (5-10+ years)

City-led effort	
1. Explore a “complete streets” approach with design standards to enhance key corridors in and through Johnstown, including Cooper Avenue, Laurel Avenue, Broad Street, and Napoleon Street.	Long-term
2. Expand the Johnstown Urban Connectivity Plan to connect all neighborhoods with greenways and trail network.	Near-term
3. Create a wayfinding and branding initiative throughout the City.	Immediate
4. Prioritize sidewalk improvements in areas with low vehicle ownership, high rates of disability, connections to schools and grocery stores, and connections between neighborhoods.	Immediate
5. Enforce sidewalk conditions and establish a sidewalk repair fund for owner-occupied residences. Explore alternative funding sources for homeowners to repair and maintain their sidewalks.	Immediate
1. Identify and expand bus routes that connect residents with jobs.	Immediate
2. Partner with CamTran to find a holistic approach to the transit center block redevelopment, which includes the City’s garage, in an effort to better serve residents.	Immediate
3. Include transit considerations when updating land development requirements.	Near-term
4. Consider a bikeshare, electric scooter, or ride-share program with stations near transit stops, trails, and neighborhood mainstreets, particularly in neighborhoods under-served by transit.	Near-term
1. Reduce City street infrastructure as land is returned to green space. Prioritize city street infrastructure in more concentrated neighborhood areas.	Long-term
2. Prioritize Delwood Street bridge repair to preserve emergency access to Woodvale.	Immediate
3. Coordinate with utility providers who are planning road repairs as part of utility upgrades or modifications.	Immediate

4. Mobility Recommendations

a. PEDESTRIANS

Metrics:

- Linear Feet of Sidewalk Repaired
- Length of New Trails



b. TRANSIT

Metrics:

- Ridership Statistics
- Travel Time to Employment Centers
- Increased mobility mode choice (bike, scooter, rideshare etc.)

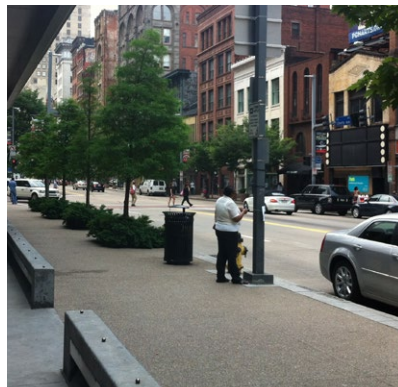


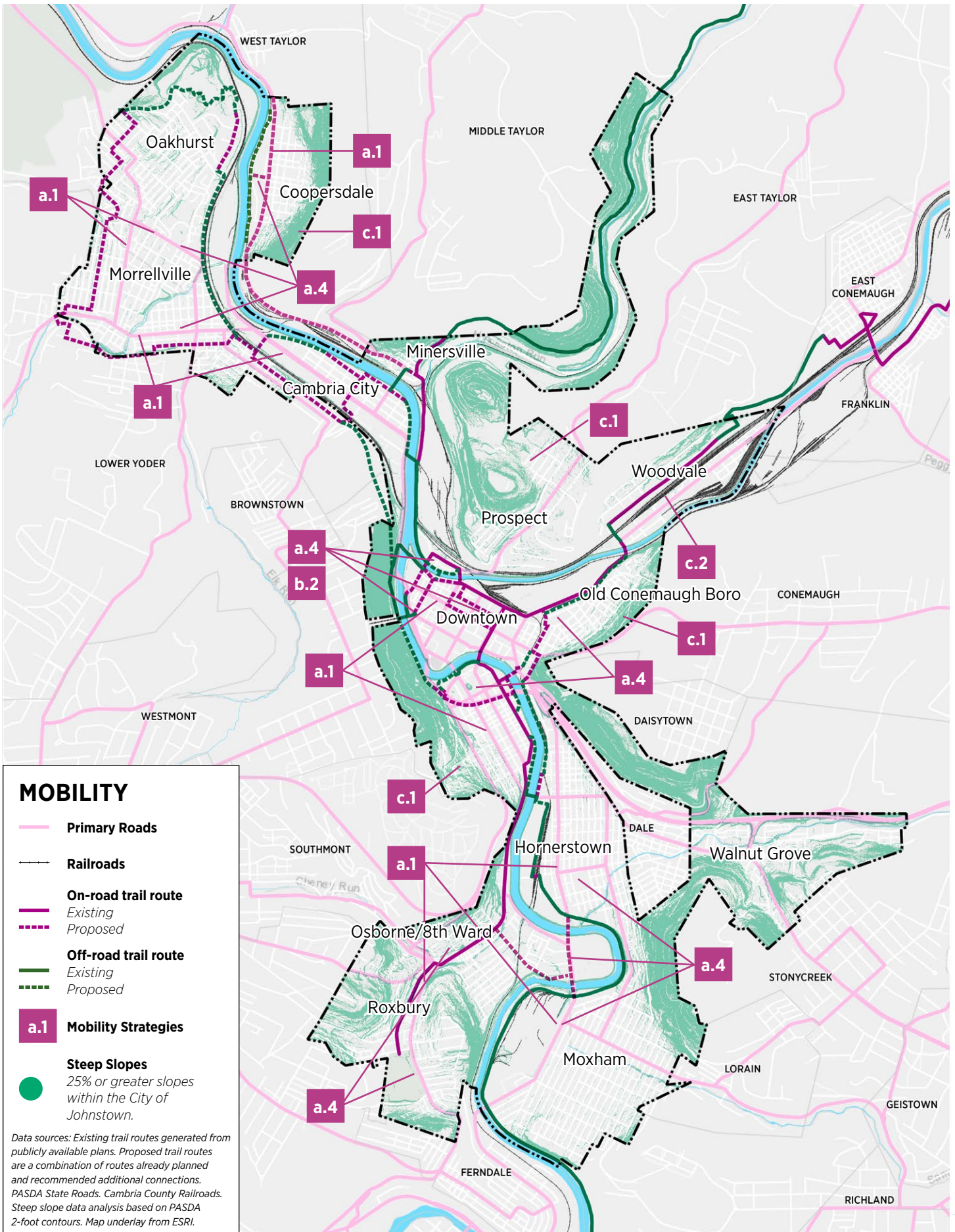
c. COMPLETE STREETS

“Complete streets” are designed to safely accommodate all users, regardless of age, ability, or mode of transportation while improving the urban context. Typical elements include wide accessible sidewalks, public transportation, bike lanes, trees and planters, lighting, and considerations for delivering goods.

Metrics:

- Miles of Road
- Miles of bike lanes
- Quantity of repaired sidewalks





5. Community



Amazing things are happening in Johnstown, led by individuals and organizations committed to positive change. It's vital that the City, partner organizations, and residents continue their efforts and build upon this positive momentum to realize a bright future for all.

However, these efforts are advanced by a proportionally small number of people. The historically negative mindset and perception of Johnstown by existing residents coupled with a tension between long-term residents and new, sometimes transient residents, perpetuates a culture of negativity and divisiveness that if left unchanged, will continue Johnstown on a downward spiral.

People are the city's greatest asset. Through thoughtful policies and collaboration with partner organizations, continued efforts are needed to support Johnstown's existing residents to create an environment for all people, even those most vulnerable, to prosper and thrive.

Johnstown's Future is...

Positively engaged residents advancing a bright future together.



5. Community Snapshot

MINDSET AND PERCEPTION

A long history of **tragedies, hard times, and challenges** have left many with a **negative view of Johnstown**.

This includes residents of the city itself, which compounds the challenges and can manifest as apathy that makes change difficult.

ACTIVE PARTNERS

Foundations, non-profits, and residents are making a difference.

Despite the prevalence of negative mindset, a constellation of dedicated organizations and individuals are working to improve the city and the lives of its residents. These partners will continue to be the key to rallying everyone to forge a better future for Johnstown.

NEIGHBORHOODS

Strong community identity is a source of **local pride**.

Neighborhood groups are invested in improving their communities and are important partners for implementation and accountability.

NEW RESIDENTS

Longtime residents have **mixed feelings about new residents**.

Although there is a recognition that increasing population is good, there also is reluctance to adding low income residents that are perceived as transient. A GJSD student-led ambassador program provides a great example for how to welcome new residents.

COMMUNICATION

Changes in media have changed how residents **expect to get information**.

Although Johnstown has TV, radio, and newspaper media, social media is the center of the information ecosystem for many residents.



A CONSTELLATION OF PARTNERS:



5. Community Goals

Partners

The following list includes potential partner organizations to assist the City of Johnstown in implementing the plan.

a. **ENGAGE**
Engage all residents of Johnstown to build community connections and a shared investment in the City’s future.

- Cambria County Planning Commission
- Johnstown Housing Authority
- Neighborhood Groups
- Vision Together

b. **SHARE**
Improve communication between the City and residents to increase transparency and respond to resident needs.

- Local Media
- Visit Johnstown
- Vision Together

c. **WELCOME**
Embrace new residents and businesses, which are a key part of a thriving future.

- Neighborhood Groups
- Visit Johnstown

d. **CELEBRATE**
Celebrate the great things happening in Johnstown, support the work of individuals and partner organizations to contribute to positive change, and activate the City to foster a sense of civic pride.

- All

Strategies

Horizon

Immediate (1-3 year)
Near-term (3-5 years)
Long-term (5-10+ years)

City-led effort

1. Work with partner organizations to develop a comprehensive resident engagement strategy to reach residents, using the strengths and resources of each organization.	Immediate
2. Establish youth ambassadors or a youth council to provide insight to the City on how best to address their needs.	Immediate
3. Strengthen neighborhood groups and provide planning and financial resources for their continued operations and success.	Near-term
4. Convene neighborhood group leaders to share resources and work together toward larger goals.	Near-term
5. Collaborate with local artists on community-based installations.	Near-term
1. Establish a new City website that provides access to programs, forms, and planning resources.	Immediate
2. Create a Citizen Request or Reporting Platform for residents to report issues to City departments	Near-term
3. Engage a Communications Director to manage consistent communication with residents and press releases to spread the word about City initiatives.	Near-term
4. Optimize social media to share information, connect residents to resources, and celebrate positive stories in the community.	Near-term
1. Develop resources and guides for new businesses and residents to provide clarity on available City resources and services.	Immediate
2. Work with partner organizations to ensure that more vulnerable new residents are welcomed and supported with the resources to stay in Johnstown.	Immediate
1. Sponsor community events and activities that build community pride.	Immediate
2. Increase City presence at neighborhood events and with organizations.	Immediate
3. Use storytelling on social media platforms to elevate and celebrate the work of the City and partner organizations that will improve public perception.	Immediate

6. Services



The City of Johnstown, emerging from Act 47 status, has a solid financial footing, but ongoing stewardship of the City's limited resources is vital. With a continued decline in population and tax base, City staff must stretch resources to meet the most urgent needs.

Moving forward, the City will work to improve the efficiency of existing systems and streamline operations to provide more effective services. Partnerships between the City and public, private, and non-profit entities will be necessary to address the needs of Johnstown's residents and advance their vision for the future.

Johnstown's Future is...

Effective government that serves the needs of residents and businesses.



I can do ALL Things through
CHRIST

6. Services Snapshot

SERVICES SATISFACTION

Survey respondents are **satisfied with emergency response services**—Fire, Police, EMS—but **dissatisfied with other City services**.

COMMON CHALLENGES

Neighborhood leaders identify a lack of **code enforcement** and **trash** as pressing issues.

INFRASTRUCTURE UPKEEP

The City maintains **82 miles of local roads**.

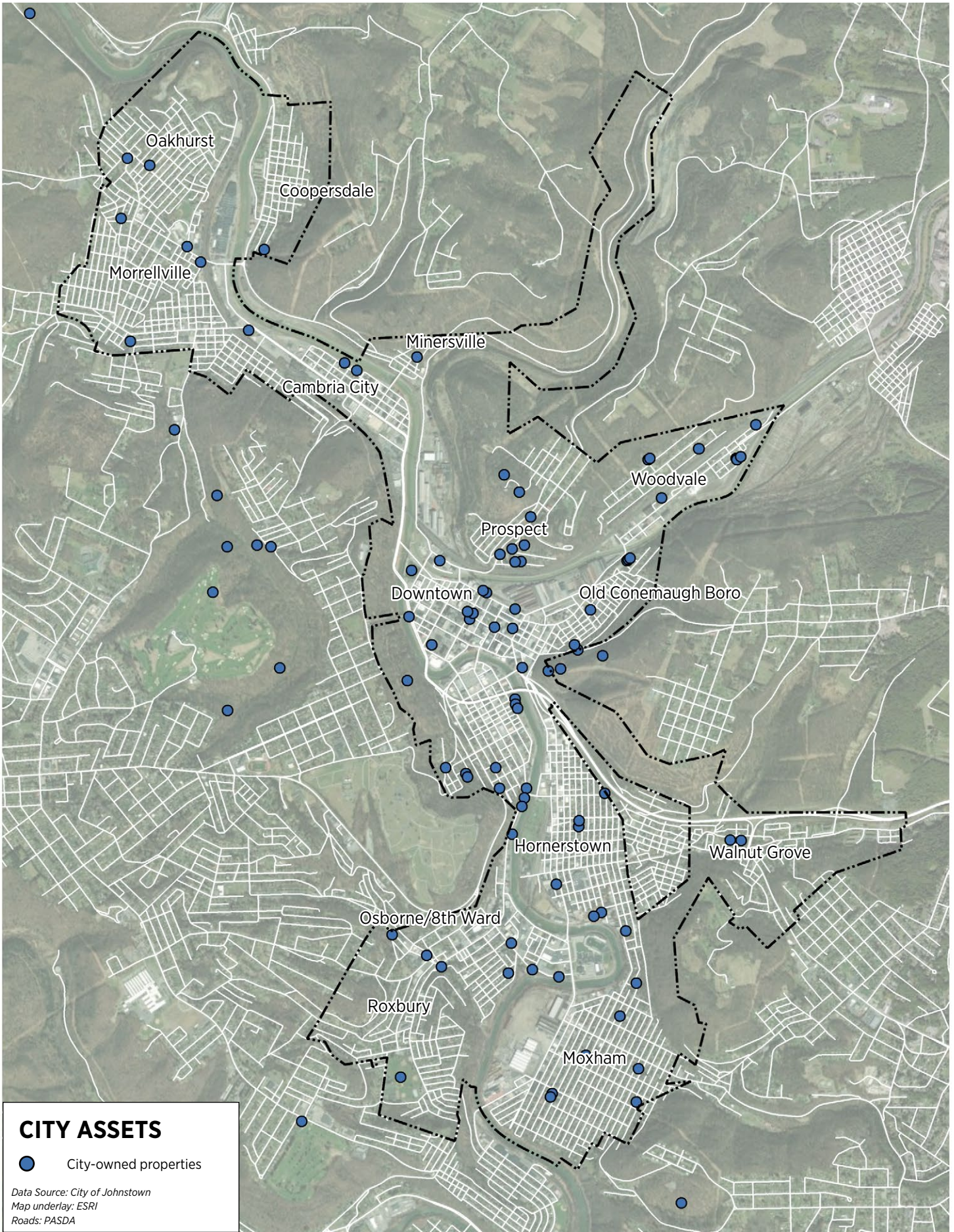
INVESTMENT NEEDED

A number of **City properties**—including the Public Safety Building and the Locust Street Garage—need **significant improvements or replacement**.

BEYOND BORDERS

The City owns or has responsibilities for **properties and waterways outside the City**.





6. Services Goals

Partners

The following list includes potential partner organizations to assist the City of Johnstown in implementing the plan.

a. SYSTEMS
Invest in technology that increases transparency, access to data, and streamlines City processes.

- PA Broadband Authority
- Southern Alleghenies Planning Commission

b. CAPACITY
Optimize City resources for the maintenance of existing assets and responsibilities.

- Department of Community and Economic Development

c. ENFORCE & SUPPORT
Utilize the full range of the City’s tools and resources to hold delinquent landowners accountable while supporting vulnerable residents.

- Department of Community and Economic Development
- University of Pittsburgh Johnstown
- St. Francis University

d. COLLABORATION
Strengthen relationships with public, private, and non-profit partnerships to advance a shared set of goals.

- All

Strategies

Horizon

Immediate (1-3 year)
Near-term (3-5 years)
Long-term (5-10+ years)

City-led effort

1. Transition paper-based systems to digital platforms with shared access across government entities. Expand opportunities for technology use to support and enhance services delivery.	Immediate
2. Update the City's ordinances to reflect land use goals and simplify the development process. Hire a land use planner to serve as Zoning Administrator.	Near-term
3. Work with partners to create an interactive city-wide GIS system with a "data bank" to share information with other planning partner agencies.	Immediate
1. Identify additional capacity or expertise needed to implement the Comprehensive Plan. See Community Section for Communications Director description.	Immediate
2. Leverage City financing resources and City-owned buildings for catalytic development opportunities. Renovate buildings and/or relocate city operations to optimize city services.	Near-term
3. Focus resources and maintenance on properties within the city. Consider divesting of parcels outside the city.	Long-term
1. Strengthen systems for code enforcement, including enforcement of the existing rental registry program and property maintenance code. Pursue and resolve violations quickly and proactively. Conduct the mandated inspections at all rental properties and consider opportunities to strengthen property maintenance requirements.	Immediate
2. Advocate for or establish legal parameters for owners to pay for repairs when they have consistent code violations.	Immediate
3. Institute a system for occupancy inspections at property sale transactions to ensure habitability of structures.	Immediate
4. Utilize conservatorship or other legal means to acquire nuisance properties using the Land Bank.	Near-term
5. Explore alternative payment structures for trash collection to ensure that properties are enrolled in service. Align resources for assistance where cost is a barrier to enrollment.	Near-term
1. Establish working groups with a diverse set of partners to implement specific aspects of the Comprehensive Plan.	Immediate
2. Leverage the unique tools and resources of each organization to advance plan goals. Partner with these organizations and identify missing capacity or expertise.	Immediate
3. Grow capacity of an existing organization or establish a new a community development corporation with expertise in property development and public funding sources to spearhead investment and stabilization of buildings in Johnstown.	Near-term

6. Services Recommendations

a. SYSTEMS

Metrics:

- Updated ordinances
- GIS Implementation
- Data Tracking Systems Aligned with Comp Plan Metrics

b. CAPACITY

Metrics:

- City Dollars Leveraged and Invested in Revitalization
- Sale Proceeds from City-Owned Parcels Outside Johnstown
- Resources Refocused on City Properties

c. ENFORCE & SUPPORT

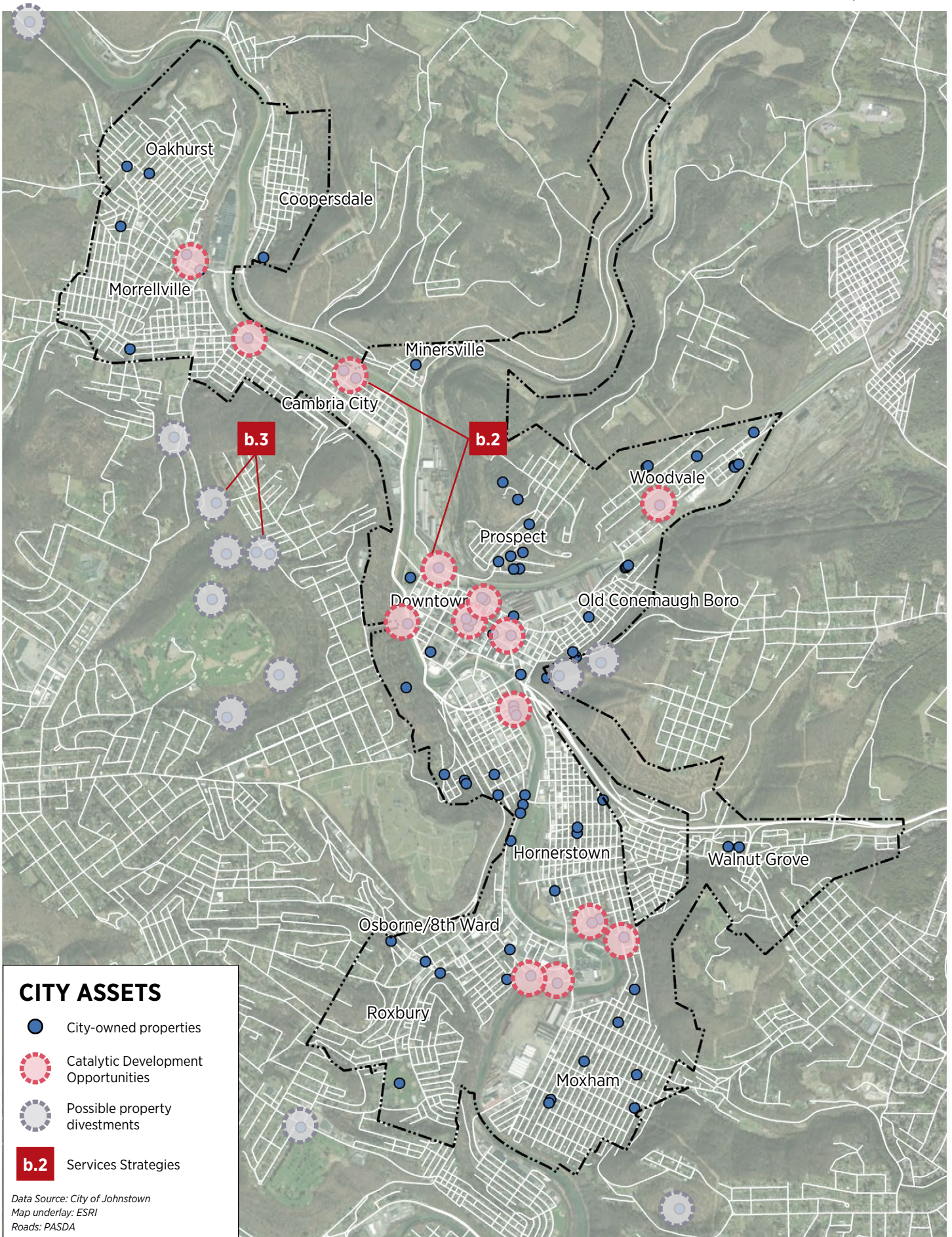
Metrics:

- Rental Registry Participation
- Number of Inspections
- Code Violations

d. COLLABORATION

Metrics:

- Implementation Group Meetings
- Comprehensive Plan Action Item Progress



IV. LAND USE





Land Use



Johnstown's current zoning ordinance was enacted on November 27, 2013. Additional updates to specific sections were made in 2015, 2021, and 2022. The zoning ordinance reflects and supports an industrialized city where residents live in close proximity to many industrial and commercial land uses.

A new zoning ordinance is necessary to reflect the goals and aspirations outlined in the Comprehensive Plan. A vibrant mixture of compatible uses will activate Downtown and the “center” of each of Johnstown's neighborhoods.

The future ordinance should:

- Reconsider the extent and location of industrial and commercial uses.
- Allow for a density and mixture of residential uses.
- Promote conservation of land for parks and opens space.
- Support neighborhood-serving businesses.

While the City pursues a new zoning ordinance, immediate updates to the current ordinance should be considered to protect the health and well-being of residents. Uses with potentially negative impacts on residents should be addressed in the near term along with ordinance updates to spur investment aligned with the Comprehensive Plan.

Johnstown's Future is...

Full of places to **live, work, and play.**



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Land Use Snapshot

INDUSTRIAL EDGE

Developable riverfront property is predominantly zoned commercial or industrial.

Allowing for different uses along the river's edge will promote recreation, connect residents to the natural asset, and build support for the floodwall transformation over time.

MANUFACTURING SUPPORT

Survey respondents believe that growth in manufacturing would have the greatest positive impact on Johnstown.

Zoning should address design factors to reduce negative externalities of manufacturing with adjacent districts.

RESIDENTIAL USES

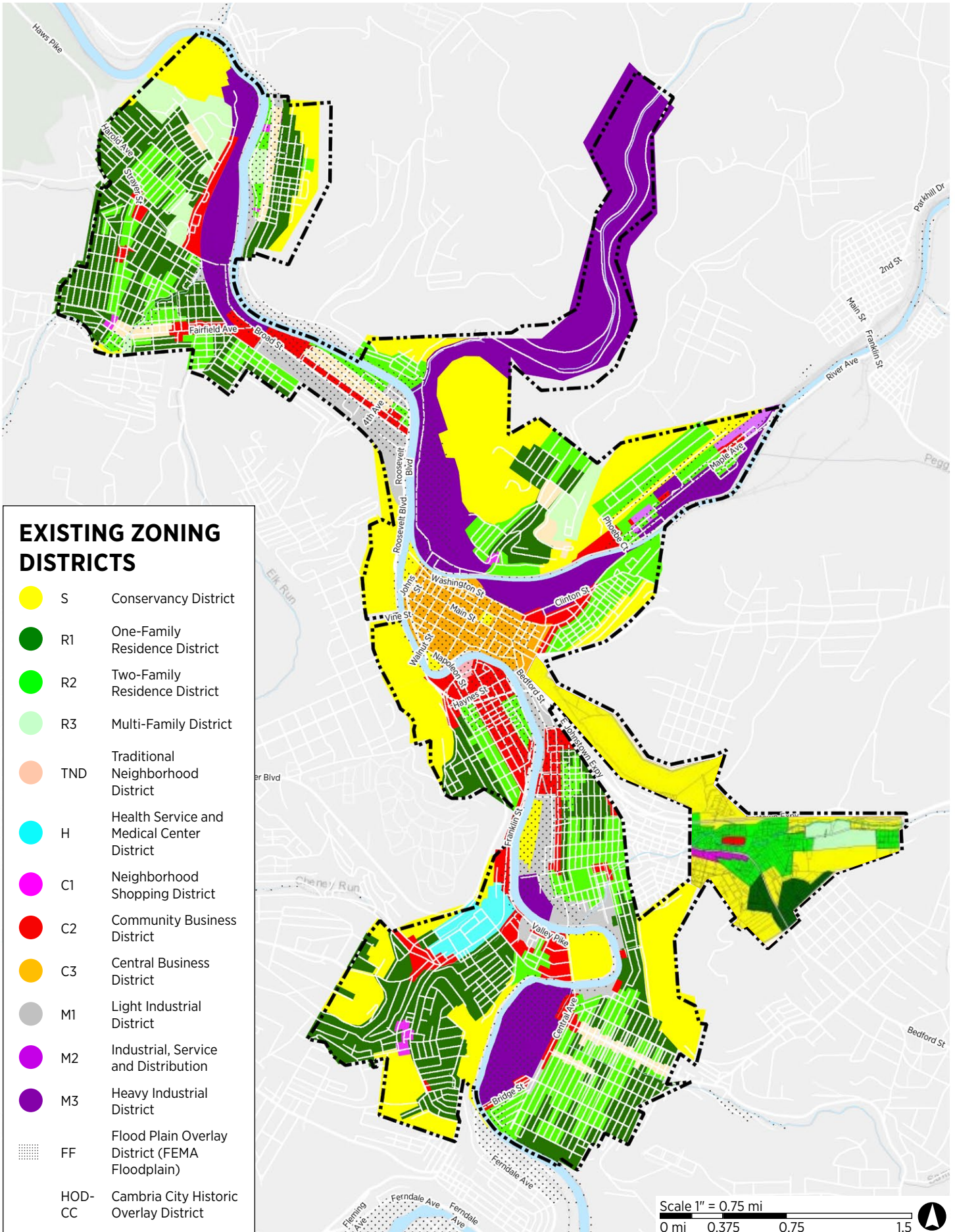
Increasing the diversity in housing types and serving a wide range of household types was seen as a priority.

Desired home types include single family homes, rehab of existing homes, town homes, apartments, secondary dwelling units, and apartments.

Homes for seniors, veterans, students, and artists we suggested.

QUALITY OF LIFE DEVELOPMENT

Restaurants, shops, main streets, entertainment centers, and recreational developments were seen as a high resident priorities.



Land Use Goals

Partners

The following list includes potential partner organizations to assist the City of Johnstown in implementing the plan.

a. HOUSING AND RESIDENTIAL USES
Allow for a wider range of home types serving diverse household needs.

*The strategies listed here are in addition to pursuit of a Vacant and Underutilized Land Study. See page 13, Next Steps in Planning, for the description of the proposed study.

- Cambria County Planning Commission
- Department of Community and Economic Development
- Johnstown City Council
- Johnstown Housing Authority
- Johnstown Planning Commission
- Neighborhood Groups

b. COMMERCIAL/INDUSTRIAL USES
Allow space for job growth in manufacturing, IT/technology, and office sectors. Consider land use opportunities that support small businesses and entrepreneurs.

- Businesses
- Department of Community and Economic Development
- Johnstown Area Regional Industries
- Johnstown City Council
- Johnstown Planning Commission
- Neighborhood Groups
- Vision Together / Mainstreet

c. CONSERVATION AND RECREATION
Promote quality of life amenities and protected open space to enhance the overall environment in Johnstown.

- Cambria County Planning Commission
- Cambria County Conservation Recreation Authority
- Johnstown City Council
- Johnstown Planning Commission
- Neighborhood Groups

Strategies

● City-led effort

Horizon

Immediate, Near-term,
Mid-term, Long-term

1. Reconsider residential zoning district classifications, setbacks, and density standards to encourage a mixture and range of housing types.	Near-term
2. Encourage residential development Downtown.	Immediate
3. Discourage residential development on or near steep slopes.	Immediate
4. Encourage higher density housing along key corridors that could support neighborhood serving retail and allow for aging in place.	Immediate
5. Ease parking requirements for larger residential developments and consider parking reductions for housing Downtown.	Near-term
6. Utilize Historic Overlay Zoning and establish Design Guidelines for City Facade Improvement Assistance programs to encourage restoration of significant structures.	Near-term
7. Strengthen buffer zones between residential and industrial uses.	Near-term
8. Establish Design Standards for new construction that promotes neighborhood cohesion, addresses flood plain elevation issues, and encourages high quality construction.	Immediate
9. Encourage new housing development on infill lots and the redevelopment of former brownfields into new residential neighborhoods	Near-term
1. Encourage mixed-use development along key corridors to increase density and activity.	Immediate
2. Allow for commercial and manufacturing uses with a high degree of job density.	Near-term
3. Revisit types of industrial uses permitted in districts to reduce negative health and environmental impacts on residents. Set environmental standards for uses in proximity to residential districts.	Immediate
4. Eliminate the M3 heavy industrial district.	Immediate
5. Align permitted commercial and industrial land uses with environmental (chemical) restriction in the flood plain overlay district.	Immediate
6. Strengthen landscaping and screening requirements.	Immediate
7. Revisit Conservancy District and consider additional open space districts. New districts could include Parks, Hillside, or environmental overlays.	Near-term
8. Limit the type of development allowed in the Conservancy District to parks and single family homes.	Immediate
9. Restrict development on hillsides and slopes in excess of 25%.	Immediate
10. Strengthen screening and landscaping requirements including requirements for street trees, landscaping in parking lots, total impervious area, and screening.	Immediate

Land Use Diagram

Green Gateway

Welcome visitors with signage and landscaping.



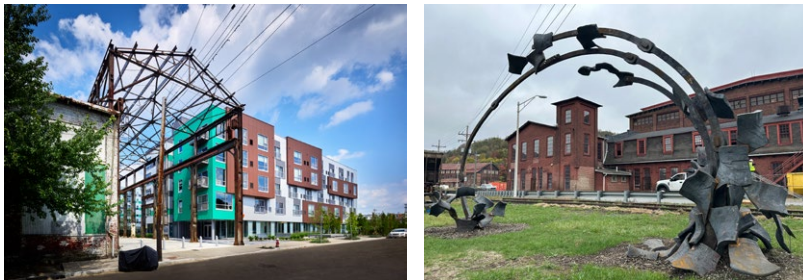
Catalytic Development Opportunities

Opportunity for catalytic investment and development



Heritage Sites

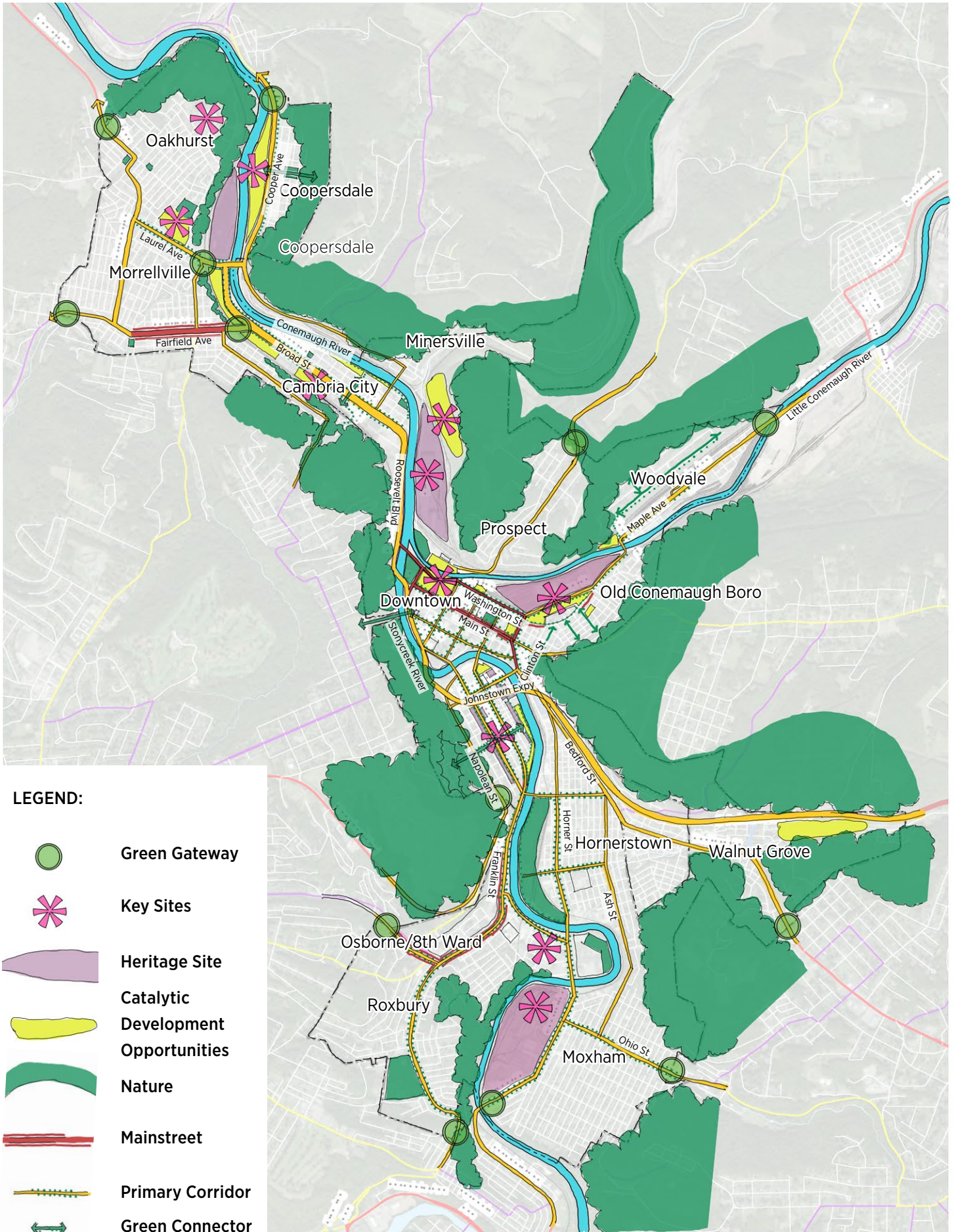
Active industry or repurposed industrial spaces that celebrate Johnstown's culture of manufacturing











Great Streets

Active and pedestrian-friendly streets with sidewalks, signage, landscaping, and stormwater management





LEGEND:

-  **Green Gateway**
-  **Key Sites**
-  **Heritage Site**
-  **Catalytic Development Opportunities**
-  **Nature**
-  **Mainstreet**
-  **Primary Corridor**
-  **Green Connector**