



FINAL PLAN

ADOPTED OCTOBER 4, 2010

The Borough of
Green Tree

Comprehensive Plan



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RESOLUTION #1146
BOROUGH OF GREEN TREE

ALLEGHENY COUNTY, PENNSYLVANIA

FORMALLY ADOPTING THE COMPREHENSIVE PLAN, DATED SEPTEMBER 2010, INCLUDING AS A PART THEREOF THE TEXTUAL MATTER, MAPS, TABLES, CHARTS, FIGURES, APPENDICES, AND OTHER MATERS PREPARED BY MACKIN, WHICH IS APPENDED HERETO, AND INCORPORATED HEREIN.

WHEREAS, the Borough of Green Tree is authorized by Article III, Section 302 of the Pennsylvania Municipalities Planning Code (Act of 1968, P.L.805, No.247 as reenacted and amended) to "adopt and amend the Comprehensive Plan as a whole or in parts;" and,

WHEREAS, the Green Tree Borough Council, in conjunction with the Green Tree Borough Planning Commission, Comprehensive Plan Steering Committee, and the Consultant, Mackin Engineering Company, have prepared the Green Tree Borough Comprehensive Plan in accordance with the Pennsylvania Municipalities Planning Code; and,

WHEREAS, the Allegheny County Department of Economic Development – Planning Division and the Green Tree Borough Planning Commission have favorably reviewed the plan and recommended the Plan's adoption; and

WHEREAS, the Green Tree Borough Council has conducted a Public Hearing on the Plan on October 4, 2010; and

WHEREAS, it is the intention of the Green Tree Borough Council that this Resolution adopting the Green Tree Borough Comprehensive Plan accomplish the foregoing purposes.

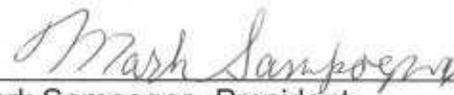
NOW THEREFORE BE IT RESOLVED, that the Green Tree Borough Council formally adopts the attached Comprehensive Plan, dated September 2010, including as a part thereof the textual matter, maps, tables, charts, figures, appendices, and other maters prepared by Mackin, which is appended hereto, and incorporated herein.

ADOPTED this 4th day of October, 2010.

ATTEST:



W. David Montz, Manager
BOROUGH OF GREEN TREE



Mark Sampogna, President
GREEN TREE BOROUGH COUNCIL

EXAMINED and APPROVED by me this 4th day of October, 2010.



C. F. Hammer, Mayor
BOROUGH OF GREEN TREE

The Green Tree Borough Comprehensive Plan was prepared with the assistance of many groups, organizations and individuals. In particular, the following persons should be recognized:

GREEN TREE BOROUGH COUNCIL

Mayor C. F. Hammer,	Janine Palmer
Mark Sampogna, President	Ron Panza
Daniel Behanna	Edward Schenk*
John Novak	Arthur Tintori*

With a special thanks to W. David Montz, Green Tree Borough Manager, Janice Adamski and Diane Mutchler

** Also served on the Comprehensive Plan Steering Committee*

GREEN TREE BOROUGH PLANNING COMMISSION

Rino Lindsey, Chairman	Robert McWilliams
Cheryl Bakin*	Ed O'Donnell*
Marguerite Canonge	Leon Young
Rebecca Chembars	

** Also served on the Comprehensive Plan Steering Committee*

COMPREHENSIVE PLAN STEERING COMMITTEE

Irene Bocchino	John McConnell
Carmen Bochicchio	Cathy Militzer
Larry Datillo	Tad Paterra
Carl Dupper	David Rea
Denny Fuga	Matt Sampogna
Glenn Gross	Joe Tortorea
Bob Gustine	

YOUTH FOCUS GROUP

Sam Coombs, Grade 11	Sarajane Gracey, Grade 10
Zachary Hoey, Grade 11	Katie Palmer, Grade 9

The Green Tree Borough Comprehensive Plan was prepared by:



*RIDC Park West
117 Industry Drive
Pittsburgh, PA 15275-1015
www.mackinengineering.com*

with assistance from:



CONSULTING
*100 West Station Square Drive
Landmarks Building, Suite 500
Pittsburgh, PA 15219*

The Green Tree Borough Comprehensive Plan was partially funded by a Land Use Planning and Technical Assistance Program (LUPTAP) grant provided by the Pennsylvania Department of Community and Economic Development (DCED).

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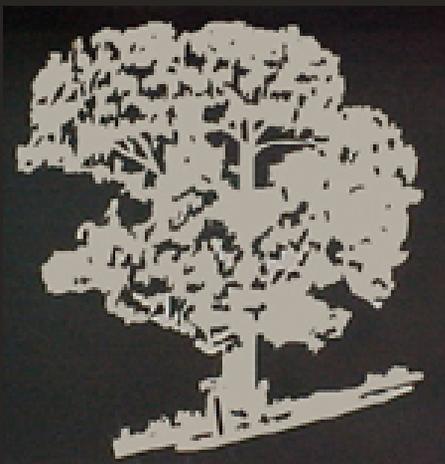
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EXECUTIVE SUMMARY

ADOPTED OCTOBER 4, 2010

The Borough of Green Tree Comprehensive Plan



Many thanks go to the following, all of whom put valuable time and effort into making the Comprehensive Plan a well-informed and accurate document:

GREEN TREE BOROUGH COUNCIL

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GREEN TREE BOROUGH COMPREHENSIVE PLAN

One of the best tools available to a municipality to address its future, particularly in terms of development and growth is the comprehensive plan. Municipal officials who institutionalize the use of a comprehensive plan in their decision-making are more likely to achieve the desired goals and vision of the municipality. Small communities especially stand to gain the most from the use of a comprehensive plan as they often have limited resources and a restricted tax base, thereby needing to plan more carefully to avoid costly mistakes and inefficient decisions. This is the first ever comprehensive plan adopted by Green Tree Borough.

*We did not inherit the
land from our fathers.
We are borrowing it
from our children.*

- Amish proverb

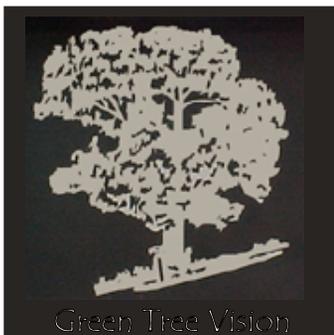
The Borough of Green Tree is located in Allegheny County, just three miles south of Downtown Pittsburgh. In terms of land area, Green Tree is similar to many other boroughs in Pennsylvania; at 2.1 square miles, the Borough is relatively “built-out” with most of its development occurring pre-1980.

VISION

The aim of the Green Tree Borough Comprehensive Plan is to provide a long-term vision for the future that will serve as a road map for community growth, development and redevelopment. The Green Tree Borough Comprehensive Plan provides an overview on planning and how the comprehensive plan should be used; documents existing conditions within the Borough as a way to understand the reasoning behind community concerns and priorities; creates the Community Vision based on input from residents and stakeholders; and offers realistic strategies that lay the groundwork for lasting community success.

*“Planning is bringing
the future into the
present so that you
can do something
about it now.”*

- Alan Lakein



The Borough of Green Tree will offer the highest quality of life for its residents, workforce and businesses to make Green Tree a safe and inviting place to live and work.

HOW TO USE THE COMPREHENSIVE PLAN

The Green Tree Borough Comprehensive Plan should be used by the Green Tree Borough Council, and all community boards and organizations, as well as by Allegheny County and state agencies, when making decisions, providing grants or offering review comments regarding growth, redevelopment, and conservation.

THE COMMUNITY DEVELOPMENT OBJECTIVES

The Green Tree Borough Community Development Objectives were developed to provide guidance to Borough officials, to direct growth to appropriate areas of Green Tree, to plan on a broader scope and to build partnerships in order to promote development in a positive and orderly manner. The eight (8) Objectives served as a means for analyzing the community: identifying core assets, evaluating key opportunities, and recognizing current and future challenges. Using this baseline, recommendations were developed for each that build upon these assets, take advantage of the opportunities, and overcome or eliminate the challenges.

IMPLEMENTING PRIORITY PROJECTS

The Green Tree Comprehensive Plan identifies specific projects and policies for implementation that will assist the community in achieving its vision and goals. The ease of implementing projects was taken into account during the compilation of the Implementation Matrix. Hence, many short-term projects are those which can be completed with relative ease due to low cost or time commitments.

ORDINANCE UPDATES

The Comprehensive Plan should serve as a guide for future zoning and subdivision and land development ordinance revisions to be implemented following adoption. These regulations are the municipalities' primary tool for managing the amount, character and intensity of future development.

REVIEW DEVELOPMENT PLANS

Until ordinance updates are enacted that are consistent with the Comprehensive Plan, Planning Commission members should use the Plan to evaluate proposed development plans and projects.

ANNUAL PLAN REVIEW & UPDATES

The Green Tree Borough Comprehensive Plan will only be useful if it is implemented, evaluated, and updated on a regular basis. The Green Tree Borough Planning Commission should prepare and submit an annual written report that summarizes their evaluation of the Comprehensive Plan, the past year's implementation activities, the upcoming planned implementation activities, and crucial issues that will, or may, impact the community. If necessary, they should make modifications to ensure it remains useful in terms of guiding decisions regarding the development and/or redevelopment of Green Tree.

QUALITY OF LIFE

Community Development Objective #1:



Maintain the high quality of life and municipal services, including but not limited to police, fire, EMS and public works.



Key Assets:

Strong leadership

Safe Community

High quality community services

Police

Fire Company

EMS

Library

School District

History

Volunteer base

Nature Center

Parks and Recreation



High Priority Action Item

Continue to offer and fund the police D.A.R.E. program to elementary school students.

The Green Tree Police Department offers an annual D.A.R.E. program (Drug Abuse Resistance Education) to fifth graders at Aiken and St. Margaret's Elementary Schools. Officers present information on drugs, alcohol and smoking through the awareness program in a pro-active manner so that students can make informed decisions and learn to avoid the stresses of peer pressure. At the end of the program, students are required to write an essay on "What the D.A.R.E. program meant to them." This program is supported by the Borough through its general fund and residents expressed the need to see that this program continues.



QUALITY OF LIFE



Key Assets:

Strong leadership

Safe Community

High quality community services

Police

Fire Company

EMS

Library

School District

History

Volunteer base

Nature Center

Parks and Recreation

High Priority Action Item

Continue the implementation of projects to meet the Allegheny County Consent Order.

Green Tree Borough signed the Administrative Consent Order in 2004, which is enforced by the Allegheny County Health Department (ACHD). The Administrative Consent Order is for communities that operate a separate sanitary sewer system, meaning that wastewater and stormwater are transported in two separate systems. In signing the order, Green Tree is required to assess and map the sewer collection system; clean and revise the system; make critical repairs; conduct flow monitoring; and develop a long-term control plan in conjunction with ALCOSAN. Green Tree has secured \$3.5 million dollars in bonds that will allow for the continued fulfillment of the Consent Order and allow for the installation of sanitary sewer lines to areas of the Borough not currently served.

What does “quality of life” mean to you?

The term “quality of life” can mean many things, but for purposes of the Green Tree Comprehensive Plan, it is intended to mean the overall well-being of the community, including resident and, business owners. Green Tree is fortunate to have a high quality of life. Its ample and exemplary community services and facilities make it an attractive community for residents of all ages and types, particularly families. Throughout the planning process, it was evident that residents are proud of living in Green Tree and their biggest concern is ensuring that the Borough continues to provide the highest quality of life possible to future residents, just as it does today. Quality of life can be broken down as six main factors:

- 1. Primary/secondary education*
- 2. Recreation and open space*
- 3. Cost of living and housing available*
- 4. Personal safety and crime rate*
- 5. Cultural opportunities*
- 6. Health and medical services*

BUSINESS & ECONOMICS



Key Assets:

Strong business market

Active business parks with high occupancy rates

Location – close to downtown Pittsburgh and the Pittsburgh International Airport

Community Development Objective #2:



Improve the ability of the Borough to support existing businesses and industry as well as attract new investment opportunities.



High Priority Action Item

Encourage a diversity of housing stock that appeals and/or targets younger professionals.

Beyond the availability of a job, housing remains a top concern among younger professionals. While affordability is a major issue, the variety and quality of housing are of equal concern. Overall, housing was identified as an important economic development component. While the majority of housing stock in Green Tree is in very good condition, it consists primarily of mid-century single-family homes. The greater diversity of housing types and price points a community can offer, the greater its ability to attract a diversity of resident interests, ages, lifestyles and income levels.

A key housing development recently approved in the Borough is the City Vista Housing Development. It will be adjacent to the Parkway Center Mall and Office complex. As proposed, the project will provide apartments/condominiums. This development offers a significant opportunity to add newer options to the Borough's housing stock. Green Tree Borough should meet with the City of Pittsburgh and representatives from Parkway Center Mall and the Parkway Center Mall Office Complex to determine how the City Vista Housing Development may leverage future development plans for the Mall and office building assets.

BUSINESS & ECONOMICS



Key Assets:

Strong business market

Active business parks with high occupancy rates

Location – close to downtown Pittsburgh and the Pittsburgh International Airport

High Priority Action Item

Encourage adaptive reuse or redevelopment opportunities associated with the Parkway Center Mall and associated properties or sites.

Green Tree Borough has few in-fill or green space development opportunities. Therefore retaining or redeveloping potential sites and buildings both within and adjacent to its borders is critical. Among the key sites identified as part of this study process, The Parkway Center Mall and associated Office Complex (Parkway Center) is one of the most significant physical sites as well as employment and activity centers impacting the Borough. While only the Office Complex is located within the Borough boundaries, the entire site including the Mall has a significant economic influence on Green Tree.



Changes in consumer tastes nationally have negatively impacted traditional enclosed mall designs. Likewise, the Parkway Center Mall's occupancy rates have decreased in recent years. Under its current configuration, potential clients for the Mall may include in-bound customer contact centers, general office uses or possibly conference and meeting facilities. Existing parking areas can support special events programming such as concerts or outdoor markets. The larger economic impact would be realized through a complete reinvention of the site, leading towards a "town center" development to include housing, retail and office uses. Given the high value impact of the Parkway Center on Green Tree Borough, it is recommended that a formal ongoing dialogue be established with the Parkway Center Mall owner/operator interests in order to develop a shared vision for the property and buildings.

Location, Location, Location

Green Tree's location just outside of the City of Pittsburgh and along the Parkway West/Airport Corridor has helped transform it into a nexus for businesses. It offers quick and convenient access to both Downtown and the International Airport, making it a prime location for offices.

COMMUNICATION



Key Assets:

Borough website

Borough newsletter

Cable television channel

E-mail updates

Existing Partnerships between Borough and community organizations

Community Development Objective #3:

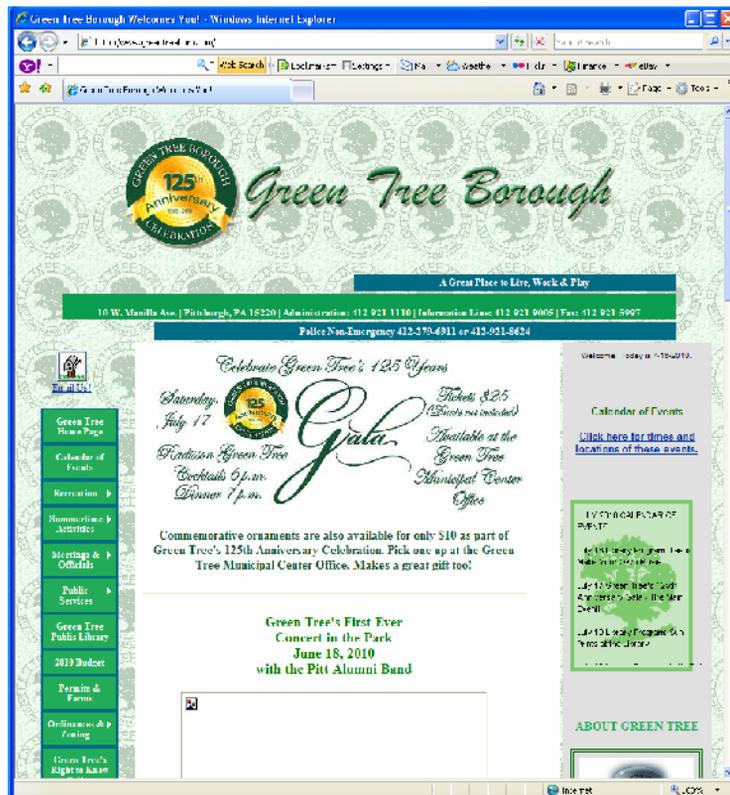


Increase communication and partnerships between the Borough, the School District, residents and other key stakeholders.

High Priority Action Item

Publicize the Borough's website (www.greentreeboro.com).

In order for the website to be effective, it needs to be heavily publicized. Therefore, it is recommended that the Borough include the website address on all Borough-related correspondence, pamphlets, mailings, etc. Anything that goes out with the Borough's name on it should include the website address.



COMMUNICATION



Key Assets:

Borough website

Borough newsletter

Cable television channel

E-mail updates

Existing Partnerships between Borough and community organizations

High Priority Action Item

Keep the Green Tree Borough website updated and make it more user-friendly by creating “pages”.

While the Green Tree website offers a wealth of information, there are several ways that the site could be more user-friendly by creating “pages” such as:

- A “community development” page:
 - Comprehensive Plan
 - Codes and Ordinances (zoning, subdivision, UCC, etc.)
- A “Borough projects” page:
 - Greentree Road Streetscape
 - Public Works, Planning, Recreation Projects
- A “businesses in Green Tree” page:
 - Local business list/map
 - Links to business websites
 - Real estate listings
- A “green” page:
 - Energy efficient projects
 - Public programs on sustainability
 - Green buildings and energy conservation

Why is communication important?

Ensuring that residents and business owners are aware of the Borough’s accomplishments and ongoing projects is important. It helps assure community members that their tax money is well spent. Written communications such as newsletters can be lost in the shuffle – a regularly updated website ensures that interested parties can stay on top of everything happening in the community.

GREENTREE ROAD CORRIDOR



Key Assets:

Location

Convenience

Medical offices

Streetscape project

Community Development Objective #4:



Revitalize the Greentree Road corridor to address aesthetics, setbacks, parking, mobility, and safety.

High Priority
Action Item

Extend the Greentree Road Streetscape Project

Green Tree Borough Council has placed an emphasis on improving pedestrian connections and as such, began implementing a sidewalk rehabilitation project in 2004 and the Greentree Road Streetscape Project in 2007. Since then, a clock tower, flowerbed, and monument sign were constructed at the corner of Greentree Road and Mansfield Avenue and streetscape improvements were constructed along Greentree Road from Mansfield to Manilla Avenue. The improvements consisted of sidewalk replacement, accessible curb ramps, enhanced landscaping, and the installation of decorative lighting and benches. It is recommended that the Borough continue to extend the streetscape in phases:



- 1) Greentree Road between Manilla Avenue to Pocono Drive
- 2) Greentree Road between Mansfield Avenue and Parkway Center Drive
- 3) Mansfield Avenue between Greentree Road and Poplar Street

What is a streetscape?

The visual elements of a street, including the road, adjoining buildings, street furniture, trees, and open spaces that combine to form the street's character.

GREENTREE ROAD CORRIDOR



Key Assets:

Location

Convenience

Medical offices

Streetscape project

*High Priority
Action Item*

Enhance the gateway at the corner of Greentree Road and Mansfield Avenue.

The streetscape project involved improvements to the intersection of Greentree Road and Mansfield Avenue; however, the northwest corner by St. Margaret's Church and School included only sidewalk improvements within the road right-of-way. During the planning process, the Steering Committee identified this corner as a priority area for beautification efforts as this intersection serves as the main gateway into Green Tree.

A conceptual drawing was completed to graphically depict the recommendations for this site, with permission granted by St. Margaret's.

- 1 Ornamental pedestrian lighting
- 2 Selective pruning and canopy trees
- 3 New sidewalks



*High Priority
Action Item*

Provide a public parking lot.

This is a concept that has been discussed by Borough officials for some time and would allow for businesses to use the public lot to help meet off-street parking requirements. The Borough would need to acquire property in order to implement this action; however, the benefit would be to the greater business community and patrons of the shops on Greentree Road.

A conceptual drawing was completed to graphically depict what a public parking lot could look like.

- 1 Public parking lot – acquire property; demolish building
- 2 Landscaped buffer



HOUSING



Key Assets:

Strong housing market

Sound, well-maintained homes

High ownership rate

Affordable housing

Residents born and raised in Green Tree

Community Development Objective #5:



Provide a diverse mix of housing options that will appeal to young professionals, families, and older residents.

*High Priority
Action Item*

Adopt a property maintenance code

While the International Property Maintenance Code has not been adopted by the International Code Council (ICC), it is recommended that Green Tree Borough adopt a property maintenance code to govern the maintenance of existing residential and nonresidential structures and premises. By adopting this code, Green Tree would have the authority to administer, inspect, and enforce property maintenance standards to ensure that all structures and properties are safe, sanitary and fit for occupation and use. A copy of the most recent International Property Maintenance Code is available online through the International Code Council at <http://publiccodes.citation.com/icod/ipmc/2009/index.htm>.



HOUSING



Key Assets:

Strong housing market

Sound, well-maintained homes

High ownership rate

Affordable housing

Residents born and raised in Green Tree

Why is a property maintenance code important?

The maintenance of yards and buildings offer the public a general impression of the overall condition of a property. Such impressions can reflect not just on individual owners, but also on entire neighborhoods. They are also important in ensuring the safety of the community. Important aspects of a good property maintenance code include:

- *Weeds/Tall Grass/Landscaping*
- *Structurally Sound Accessory Structures*
- *Driveways and Walkways*
- *Motor Vehicle Storage and Repair*
- *Exteriors of Houses/ Buildings*
- *Garbage, Junk and Debris*

Examples of what property maintenance codes can do:



Before

After



Before

After

Source: http://www.richmondgov.com/Auditor/documents/2010/10-08_CodeEnforcement.pdf

SOUND LAND USE



Key Assets:

Existing open space

New developments require the preservation of open space

Green Tree Nature Center

Community Development Objective #6:



Promote sound land use planning through the protection of open space and the enhancement of natural and recreational assets.

High Priority Action Item

Utilize the Nature Center to the fullest extent possible.

The Green Tree Nature Center is one of the most unique and treasured assets in Green Tree Borough. It is recommended that S.E.E.D. and the Borough pursue efforts to ensure that the Nature Center is utilized to the fullest extent possible. Some possibilities include:

- Determine the feasibility of expanding the Nature Center to include adjacent parcels
- Clear and re-mark trails to be more visible to users
- Develop a more visible presence via advertising, signage, and maps
 - Provide better wayfinding signs from Greentree Road
 - Develop an accurate map of the trails within the Nature Center
 - Include hiking map on Borough website
- Expand onsite programs offered; such as:
 - Outdoor classrooms through Keystone Oaks School District (KOSD) and local private schools
 - Educational programs for the public, nature hikes, etc.
 - Sponsor clean-up days, which can include social networking events



SOUND LAND USE



Key Assets:

Existing open space

New developments require the preservation of open space

Green Tree Nature Center

How can the Nature Center be used to benefit Green Tree economically?

- *Property values increase in areas surrounding nature center property*
- *Provides employment*
- *Nature centers are consumers of goods and services including birdseed, naturalist class equipment, fuel, trees, shrubs, clothing, gift shop items, and eating at nearby restaurants*
- *A valued amenity by business and residential real estate agents*
- *Marketed as wellness opportunities by local Chambers of Commerce*
- *Listed as a destination within tourist promotions*
- *Nature centers are able to generate revenue*
- *Provides low cost entertainment, education and recreation value, attracts regional visitors who patronize local businesses*



MUNICIPAL ORDINANCES



Key Assets:

Zoning in place for over 50 years

Subdivision Regulations require that new developments provide open space

Community Development Objective #7:

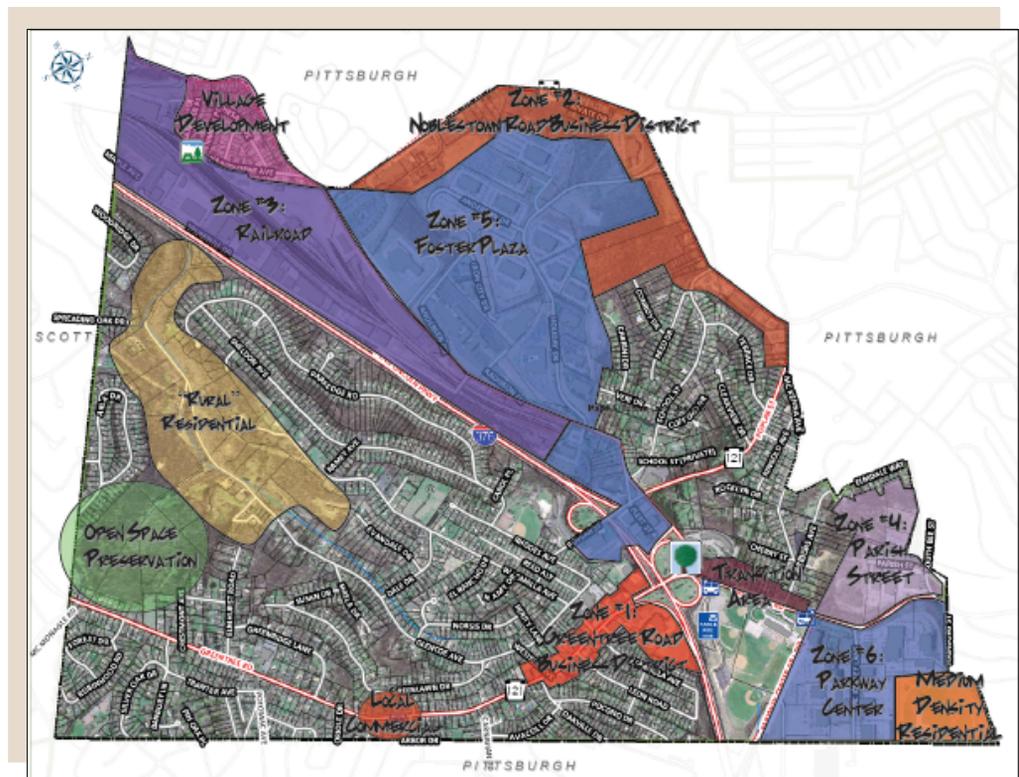


Ensure that all municipal ordinances are consistent and compatible with the desired future growth and development patterns.

High Priority Action Item

Update the Green Tree Zoning Ordinance.

The Pennsylvania Municipalities Planning Code, Act of 1968, P.L. 805 No 247 as re-enacted and amended (MPC), provides the legal basis to implement comprehensive plans through the use of zoning. As a basis for updating the Green Tree Zoning Ordinance, a future land use plan was developed to provide Green Tree officials with a map of key investment and opportunity areas. It is recommended that Green Tree Borough undertake a comprehensive zoning update that is consistent with the future land use plan that is detailed within the Comprehensive Plan.



MUNICIPAL ORDINANCES



Key Assets:

*Zoning in place
for over 50
years*

*Subdivision
Regulations
require that
new
developments
provide open
space*

High Priority Action Item

Update the Green Tree Subdivision Regulations.

It is also recommended that Green Tree Borough update the Subdivision Regulations in order to implement the Vision set forth by this plan. The current ordinance was reviewed and the following recommendations are offered for consideration:

- Consideration should be given to requiring a pre-application consultation with the Borough Engineer and/or Planning Commission prior to submitting the preliminary application.
- Consideration should be given to including design guidelines; particularly for Greentree Road, to address preferred building materials, facades, etc. as well as to encourage “green” building design principles.
- Consideration should be given to include streetscape design requirements along Greentree Road to address pavement materials, preferred landscaping, relocation of utilities underground for redevelopment projects, etc.
- The design standards should be updated to include Best Management Practices (BMP) in relation to stormwater management and drainage and erosion control.
- Sidewalk requirements should be updated to address American with Disabilities Act (ADA) requirements, etc.
- A recommended planting list should be included that identifies suitable native plants for specific types of landscaping requirements.
- Incorporate Leadership in Energy and Environmental Design – Neighborhood Development (LEED-ND) requirements.

Why update the ordinances?

“It is obvious that provision must be made for changing the regulations as conditions change or new conditions arise. Otherwise zoning would be a ‘strait-jacket’ and a detriment to a community instead of an asset.”

-- Comment from A Standard State Zoning Enabling Act, United States Department of Commerce, revised edition, 1926.

TRANSPORTATION



Key Assets:

Accessibility

Pedestrian access is a priority for Borough Administration

Free Park-n-Ride for residents

Community Development Objective #8:



Improve mobility to, from, and within Green Tree Borough by focusing on major transportation routes such as Greentree Road and Interstate 376 as well as pedestrian circulation and connections.

<i>High Priority Action Item</i>	<i>Work with the City of Pittsburgh to conduct a traffic study at the Greentree Road/Woodville Avenue intersection</i>
----------------------------------	--

A short-term solution to alleviate inbound traffic congestion on Greentree Road would be to modify the intersection of Greentree Road/Woodville Avenue. A traffic study could determine if this intersection warrants a traffic signal, or if the stop sign on Greentree Road northbound could be eliminated. Channelizing the northbound right turn approach without a stop sign or providing police presence during the AM peak in order to keep traffic moving are alternative ideas. Coordination with the City of Pittsburgh would be necessary as this intersection falls within the City limits.

<i>High Priority Action Item</i>	<i>Eliminate parking in the fronts of buildings along Greentree Road where there is not enough room to allow for proper ingress/egress</i>
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There is a real parking issue on Greentree Road, in that some businesses do not have adequate space in the front of the building nor adequate access to the rear of the building where additional parking may be located. The Borough should take steps to eliminate the dangerous parking along the fronts of the businesses on Greentree Road across from Leon Road. Physical barriers like flower boxes, benches or bollards could be considered behind the sidewalk to deter parking or stopping here. Signing should also be provided directing the patrons of these businesses to the existing lots behind the buildings. A small public lot should also be considered in this vicinity. It should be noted that this parking issue has been debated within the Borough for years.



TRANSPORTATION



Key Assets:

Accessibility

Pedestrian access is a priority for Borough Administration

Free Park-n-Ride for residents

High Priority Action Item *Implement a sidewalk improvement plan, similar to the Borough's street repaving plan/map*

It is recommended that the Borough implement a plan for sidewalk replacements similar to its street repaving plan. Through the planning process, the following were identified as high priority areas for sidewalk improvements:

- Noblestown Road between Mansfield Avenue/Hawthorne Street
- Rook Neighborhood to Rothesay Avenue
- Mansfield to Rothesay Avenue
- Mansfield between Greentree Road and Poplar Street



High Priority Action Item *Increase pedestrian safety along Greentree Road between McMonagle Road and Manilla Avenue.*

Between McMonagle Road and Manilla Avenue, some of the crosswalk pavement markings were heavily faded. Consideration should be given to utilizing thermoplastic instead of paint, which can last for five years. Consideration should also be given to zebra-striped crosswalks, which provide a higher target value for drivers to see. There were also some sidewalk ramps that were substandard or lacking detectable warning surfaces, that could be upgraded to standard ADA practices.

High Priority Action Item *Implement traffic calming concepts along McKenna Avenue and Warriors Road.*

Cut-through traffic is an issue on McKenna Avenue and Warriors Road as vehicles use these to avoid Poplar Street, Mansfield Avenue, and a portion of Greentree Road. The posted speed limit for McKenna Avenue is 15 MPH; however, it was noted that vehicles often travel 30-35 MPH. There are several non-restrictive types of traffic calming that could be utilized including narrowing the roadways with edge lines, installing curb extension bulb-outs, textured or raised crosswalks, or speed humps. Additionally, McKenna Avenue or Warriors Road could be narrowed to 18 or 20 feet by constructing sidewalks along one or both sides of the road. Traffic calming signing may also slow traffic down.



IMPLEMENTATION

The Green Tree Borough Comprehensive Plan itself is a tool that at once recognizes the value of organic development and the importance of community priorities and preferences, which, once clearly established, steer the area's commercial corridors and residential neighborhoods down a path of development that is in the best interest of Green Tree and the Borough's diverse stakeholder groups. The public input gathered throughout the process contributed to development of the Vision Statement and then ultimately the Action Plan and recommendations; leading to a plan that is supported by the public and the community at large. The implementation plan should be used to help direct future development, planning, and other initiatives for Green Tree Borough.

Priority – High, Medium or Low

While the recommendations contained in the Executive Summary are the high priority items, those that are to be implemented within the next 1-3 years (as funding permits), the plan also identifies medium and low priority items as well. Medium priority items are to be implemented within 4-7 years, while low-priority items are to be considered for implementation within 8-10 years.

Implementing Party

The implementing party is the organization who should be leading implementation. In many cases, it is Green Tree Borough; however, where possible, specific departments and/or organizations were identified. These organizations should review the plan annually to see what has been implemented and what projects they should be working on in the future.

Potential Partners

To assist in implementation, potential partners were identified. These include community organizations, other local government entities, funding agencies, etc. Partners may provide technical assistance, funding, and/or volunteer hours.

HOW TO STAY INVOLVED

Because the overarching objective of the Plan is to be consistent with the values, vision, and priorities of the Green Tree community, continued collaboration and strong backing by local residents, businesses, and institutions was necessary as recommendations were developed for the Borough. As the community transitions from planning into implementation, momentum must remain strong, and Green Tree municipal officials, staff, and community organizations must remain active and involved in order to achieve success. Ultimately, it is up to YOU – the citizens of Green Tree – to ensure that the plan is followed!

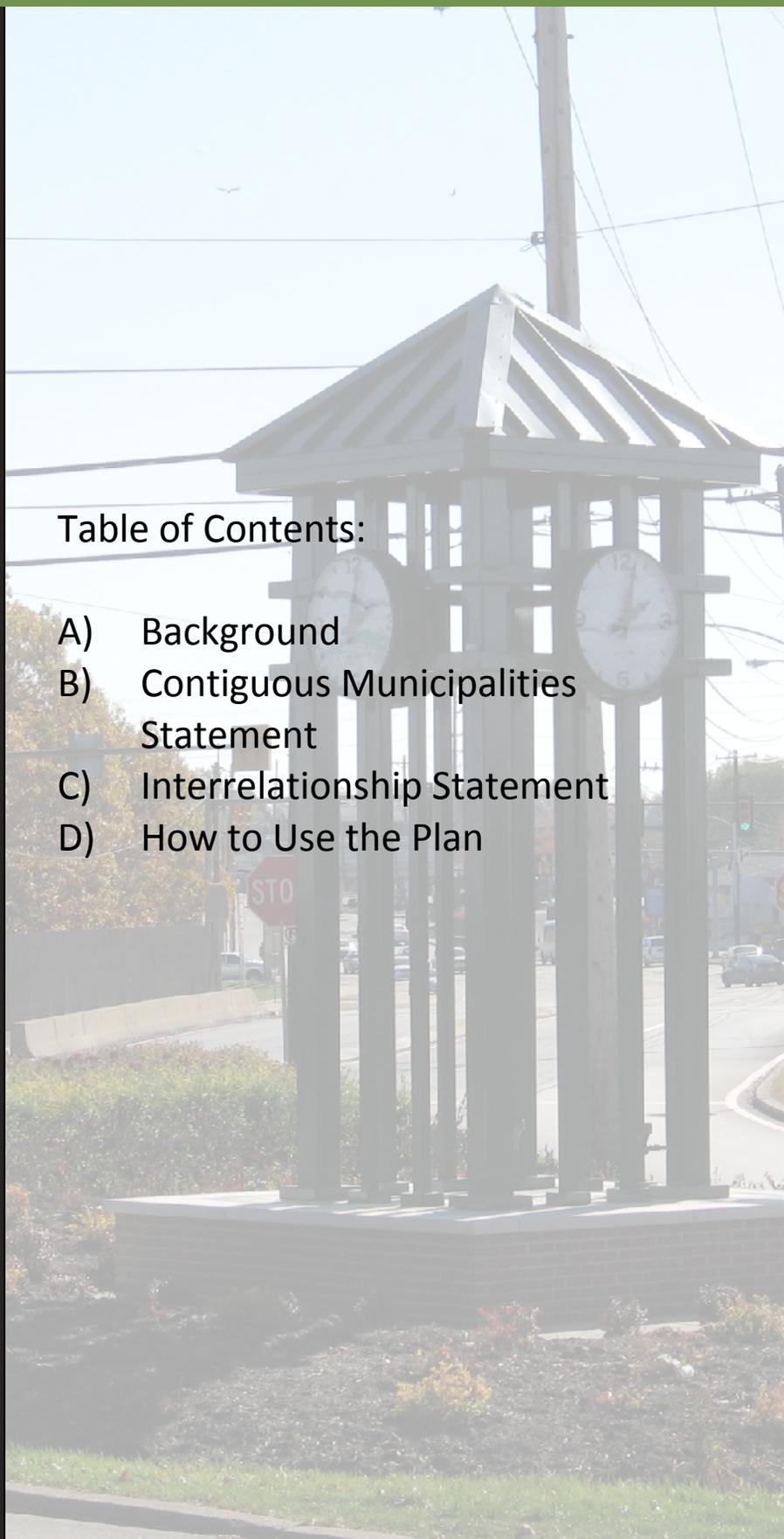


CHAPTER 1: INTRODUCTION

The Borough of Green Tree Comprehensive Plan

Table of Contents:

- A) Background**
- B) Contiguous Municipalities Statement**
- C) Interrelationship Statement**
- D) How to Use the Plan**



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A) BACKGROUND

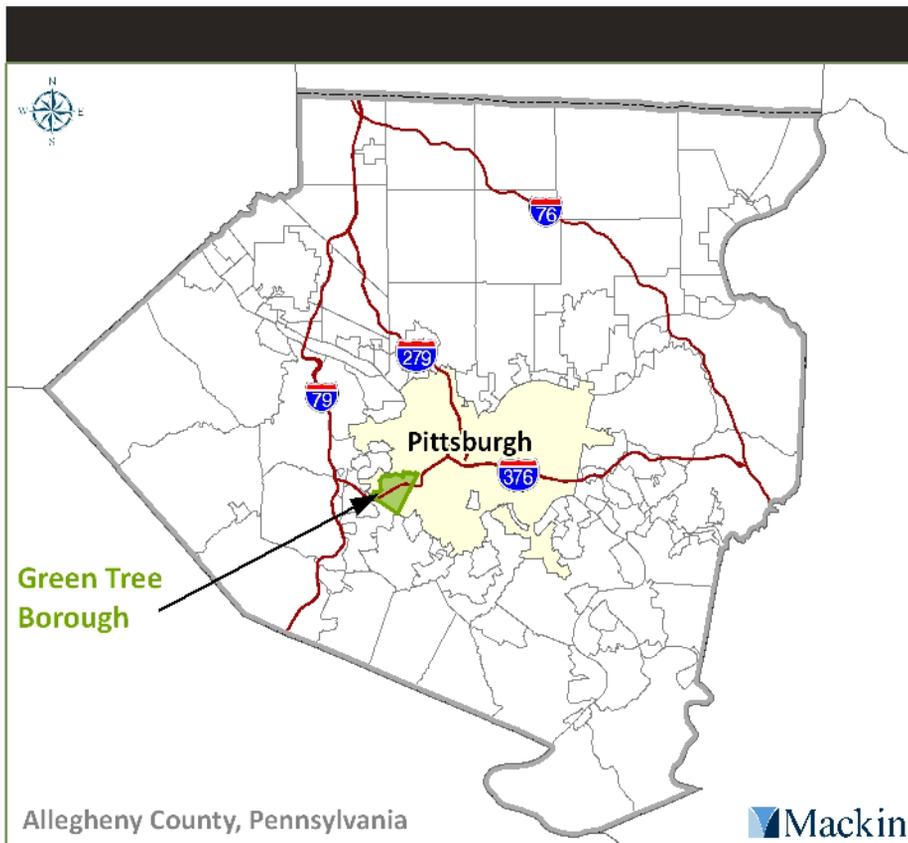
One of the best tools available to a municipality to address its future, particularly in terms of development and growth is the comprehensive plan. Municipal officials who institutionalize the use of a comprehensive plan in their decision-making are more likely to achieve the desired goals and vision of the municipality. Small communities especially stand to gain the most from the use of a comprehensive plan as they often have limited resources and a restricted tax base, thereby needing to plan more carefully to avoid costly mistakes and inefficient decisions.

*We did not inherit the
land from our fathers.
We are borrowing it
from our children.*

- Amish proverb

The Borough of Green Tree is located in Allegheny County, just three miles south of Downtown Pittsburgh. (See [Figure 1.1: Project Location](#)). In terms of land area, Green Tree is similar to many other boroughs in Pennsylvania; at 2.1 square miles, the Borough is relatively “built-out” with most of its development occurring pre-1980.

Figure 1.1: Project Location



PLANNING AUTHORITY

The Pennsylvania Municipalities Code (MPC), Act 247 of 1968, as reenacted and amended, provides the legal authority to municipalities to prepare and adopt comprehensive plans. A comprehensive plan at a minimum includes a plan for land use, housing, the movement of people and goods, community facilities and utilities, natural and historic resources, interrelationships among the various plan components, and short- and long-range plan implementation strategies.

A comprehensive plan serves as a “blueprint” to help guide growth and development to locations that have adequate infrastructure in place to support it. In addition, the plan provides the basis for future land use ordinances to implement the comprehensive plan, if the municipality so desires. Ultimately, a comprehensive plan is more than just a document disclosing past and present land use trends with a proposed course of action outlined; it is a chance for a community to organize a process for the future, and to develop a roadmap that will guide community decisions in nearly every aspect for years to come.

This is the first ever comprehensive plan adopted by Green Tree Borough. A Long Range Development Plan was developed for Green Tree Borough in 1964 but was never adopted. The plan identified priority improvements in the areas of economic structure, land use, housing, thoroughfares, and community facilities. The following is a brief summary of the major changes that have taken place in Green Tree since the 1964 Plan:

- Population was projected to increase from 5,226 in 1960 to between 8,000 and 14,000 by 1980; however, population actually decreased.
- The development of Foster Plaza, Parish Street Area and Parkway Center provided a mixed economy and needed office space.
- Much of the vacant land in the Borough was filled in as single-family residential development.
- The Borough developed neighborhood parks to supplement Wilson Park and meet the recreational needs.
- With the creation of the Keystone Oaks School District and the closing of the Green Tree High School and later Middle School, the Borough redeveloped the school as its Municipal Complex.
- The plan recommended the addition of two (2) Parkway ramps at Poplar Street, which was later completed.
- To accommodate increased traffic on Greentree Road, the Borough/PennDOT eliminated on-street parking and widened to the road three (3) lanes (not the 4 that was recommended in the plan).

KEYSTONE PRINCIPLES

On May 31, 2005, the Keystone Principles & Criteria for Growth, Investment & Resource Conservation (Keystone Principles) were adopted by the Pennsylvania Economic Development Cabinet and developed by the Interagency Land Use Team, a working group of the Cabinet. The Keystone Principles are designed to be a coordinated interagency approach to fostering sustainable economic development and conservation of resources through Pennsylvania's investments in diverse communities.

1. Redevelop First – funding preference to reuse and redevelop “brownfield” and previously developed sites in urban, suburban, and rural communities for economic activity that creates jobs, housing, mixed use development, and recreational assets
2. Provide Efficient Infrastructure – “fix it first” – use and improve existing infrastructure; require private and public expansions of service to be consistent with approved comprehensive plans and implementing ordinances
3. Concentrate Development – support infill and “greenfield” development that is compact, conserves land, and is integrated with existing or planned transportation, water and sewer services, and schools
4. Increase Job Opportunities – invest in businesses that offer good paying, high quality jobs, and that are located near existing or planned water & sewer infrastructure, housing, existing workforce, and transportation access (highway or transit)
5. Foster Sustainable Businesses – strengthen natural resource based businesses that use sustainable practices in energy production and use, agriculture, forestry, fisheries, recreation and tourism
6. Restore and Enhance the Environment – conserve and restore environmentally sensitive lands and natural areas for ecological health, biodiversity and wildlife habitat
7. Enhance Recreational and Heritage Resources – maintain and improve recreational and heritage assets and infrastructure
8. Expand Housing Opportunities – support the construction and rehabilitation of housing of all types to meet the needs of people of all incomes and abilities
9. Plan Regionally; Implement Locally – support multi-municipal, county and local government planning and implementation that has broad public input and support and is consistent with these principles
10. Be Fair – support equitable sharing of the benefits and burdens of development

The Keystone Principles are designed to help measure the extent to which particular projects accomplish these goals. The Principles do not replace state agency program guidelines or criteria, but rather, at each agency's discretion, they will either be integrated into existing program criteria (preferable) or used as additional, favorable considerations in the scoring or decision making process. The Principles are designed to encourage multifaceted project development that will integrate programs and funding sources from a variety of state agencies into a comprehensive strategy to address issues

affecting whole communities. Projects are to be evaluated with the recognition that rural, suburban, and urban areas have different characteristics and needs, and that what might work in an urban area might not work in a rural area (the “Be Fair” standard), (<http://www.newpa.com/default.aspx?id=435>).

SMART GROWTH

Smart growth recognizes connections between development and quality of life and attempts to leverage new growth to improve the community. The features that distinguish smart growth in a community vary, but new smart growth is more town-centered, is transit and pedestrian oriented, and has a greater mix of housing, commercial and retail uses. It also preserves open space and many other environmental amenities. While there is no "one-size-fits-all" solution, successful communities tend to have one thing in common--a vision of where they want to go and of what things they value in their community--and their plans for development reflect these values. The following are principles of smart growth (<http://www.smartgrowth.org/default.asp>):

- Create Range of Housing Opportunities and Choices
- Create Walkable Neighborhoods
- Encourage Community and Stakeholder Collaboration
- Foster Distinctive, Attractive Communities with a Strong Sense of Place
- Make Development Decisions Predictable, Fair and Cost Effective
- Mix Land Uses
- Preserve Open Space, Farmland, Natural Beauty and Critical Environmental Areas
- Provide a Variety of Transportation Choices
- Strengthen and Direct Development Towards Existing Communities
- Take Advantage of Compact Building Design

STATE WATER PLAN

In recognition of the Pennsylvania Municipalities Planning Code, Article III, Section 301 (b), the Green Tree Borough Comprehensive Plan includes recommendations to provide a reliable supply of water and recommends provisions aimed at adequately protecting water supply sources. These recommendations were developed in consideration of current and future water resources availability and its uses and limitations. The Green Tree Borough Comprehensive Plan is in conformance with the Pennsylvania State Water and recognizes that:

- Lawful activities such as extraction of minerals impact water supply sources and such activities are governed by statutes regulating mineral extraction that specify replacement and restoration of water supplies affected by such activities.
- Commercial agriculture production impact water supply sources.

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B) CONTIGUOUS MUNICIPALITIES STATEMENT

As per Article III, Section 301 (5) of the MPC, the relationship of existing and proposed development in the Borough of Green Tree to existing and proposed plans of adjacent municipalities and the objectives of the region was analyzed. The following plans and studies were reviewed to determine consistency of proposed development:

Allegheny County Comprehensive Plan (2008)

Allegheny Places, the Allegheny County Comprehensive Plan, was reviewed to ensure that the Green Tree Comprehensive Plan is consistent with the goals and objectives of Allegheny County. Allegheny Places contains recommendations to guide the County and its municipalities in the future, as outlined in the following goals:

- Provide equitable access to opportunities
- Transform brownfields into attractive destinations
- Stimulate economic activity through transit oriented development
- Link the transportation system with hubs such as Oakland, Downtown Pittsburgh and the Airport
- Connect communities and amenities via greenways
- Provide good paying, stable jobs and high quality housing

Allegheny Places specifically calls out Green Tree as a “Corridor Hub”, which means that responsibly planned development with limited access points on major roadways is encouraged in places that have good access to major transportation networks. The Green Tree Comprehensive Plan seeks to advance the County’s vision by implementing many of these recommendations, in particular by taking advantage of the Borough’s location along Interstate 376/Parkway West and its close proximity to the City of Pittsburgh and the Airport. The Green Tree Comprehensive Plan is in full compliance with Allegheny Places.

City of Pittsburgh Comprehensive Plan (In progress)

The City of Pittsburgh surrounds Green Tree Borough on three sides and thereby it is vital for the Borough to work with the City and plan cooperatively to ensure a seamless transition. A meeting was held on February 23 with the Department of City Planning to discuss the first ever City of Pittsburgh Comprehensive Plan, which is currently underway in its early stages, as well as other neighborhood plans and studies that are applicable to Green Tree Borough. City Planning did not identify any ongoing studies that will directly impact Green Tree Borough, as most of the adjacent neighborhoods do not have any

neighborhood or master plans in place. However, the following is a summary of ongoing projects within nearby City neighborhoods that the Borough should be aware of and take into account during future planning efforts:

- The City is developing a “Weed and Seed” program with eight City neighborhoods in/near the West End
- The West End Neighborhood is doing a master plan, focusing on maintaining the housing stock and historic character of the area as well as identifying methods to capture the residential market
- Allegheny County is working on a West Busway Study with an opportunity long-term to implement a transit-oriented development at the Sheridan Station
- The City neighborhoods of Crafton Heights, Westwood, and Ridgemont have begun a study and are holding community meetings to identify the feasibility of developing a trail along an abandoned railroad right-of-way owned by the City along Noblestown Road (old Route 60)
- Noblestown Road is zoned neighborhood industrial and local neighborhood commercial in the City, which is compatible with the current zoning within Green Tree Borough. The Borough should coordinate with the City during any future zoning updates in this area (and other areas that border the City)

Scott Township Comprehensive Plan (2005)

Scott Township borders Green Tree Borough to the southwest and is connected via Greentree Road. The properties along or near the border of the two municipalities are almost exclusively single family residential and nearly built-out. The Scott Township Comprehensive Plan recommends the hiring of a traffic consultant to assess the impact of alternate zoning schemes on Greentree Road and amending the zoning map. It is also recommended that any future rezoning of properties that border the Borough should be reviewed by the Borough to ensure consistency. At this time, the Green Tree Borough Comprehensive Plan is consistent with that of the Scott Township Comprehensive Plan.

C) INTERRELATIONSHIP STATEMENT

The synthesis of interrelated activities to resolve issues and problems is an important foundation to good community planning. In this regard, there are linkages among the elements, goals and recommendations of the Green Tree Borough Comprehensive Plan. All are related and should further the overall vision which is to maintain the character of the municipality while still allowing for complementary and orderly development.

D) HOW TO USE THE COMPREHENSIVE PLAN

The Green Tree Borough Comprehensive Plan should be used by the Green Tree Borough Council, as well as by Allegheny County and state agencies, when making decisions, providing grants or offering review comments regarding growth, redevelopment, and conservation. In addition, the Comprehensive plan should be used to implement priority projects, serve as the basis for ordinance updates, assist in the review of proposed development/redevelopment plans, and finally, the plan should be reviewed annually and updated as needed.

IMPLEMENTING PRIORITY PROJECTS

The Green Tree Comprehensive Plan identifies land use and policy tools that will assist the community in achieving the vision and goals it sets forth. Through open communication and dialogue, the community can reach its desired vision for the future. The ease of implementing projects was taken into account during the compilation of the Implementation Matrix. Hence, many short-term projects are those which can be implemented with relative ease due to low cost or time commitments and not necessarily because they are vital to the future of the Borough.

ORDINANCE UPDATES

The Comprehensive Plan should serve as a guide for future zoning and subdivision and land development ordinance revisions to be implemented following adoption. The Pennsylvania Municipalities Planning code (MPC) provides the legal framework for local governments to enact, revise, administer, and enforce zoning, subdivision, and land development regulations. Zoning regulations dictate where certain land uses are permitted within the municipalities to protect the health, safety, and welfare of residents. Subdivision and land development ordinances determine the layout and design of

development on the land, e.g. landscaping standards, right-of-way widths for roadways and utilities, etc. These regulations are the municipalities' primary tool for managing the amount, character and intensity of future development.

Infrastructure maintenance, collaborative relationships with developers and design guides are valuable supplementary tools for achieving the desired physical development of a community. Land use regulations as well as water, sewer, and transportation infrastructure plans should be updated on a consistent basis to proactively steer new development to the appropriate locations outlined in the Comprehensive Plan. Through effective regulation, Green Tree Borough can achieve greater opportunities to thrive economically, encourage sustainable development, and enhance the overall quality of life.

REVIEW DEVELOPMENT PLANS

Until updates are made to ordinances to make them consistent with the Comprehensive Plan, Planning Commission members should use the Comprehensive Plan to evaluate proposed development. Questions that Planning Commission members and municipal officials should ask include:

- Is the proposed development consistent with the Future Land Use Plan?
- Does the proposed development fit the scale and intended character of a district / area?
- How will adjacent sidewalks and streets fit together?
- Are the setbacks of buildings similar and appropriate to traditional pattern?
- Where and what type of landscaping is provided?
- How much traffic will be generated?
- How will the proposed development impact an adjacent site?
- How will stormwater runoff be handled?
- How will this development affect the community or adjacent communities?

ANNUAL PLAN REVIEW & UPDATES

Amendments to the MPC (Section 302(d)) require municipal comprehensive plans to be reviewed every 10 years (Section 301(c)). The Green Tree Borough Comprehensive Plan will only be useful, however if it is implemented, evaluated, and updated on a regular basis. For this to occur, it is recommended that the Borough Planning Commission perform an annual review and evaluation of the Comprehensive Plan and, if necessary, make modifications to ensure it remains useful in terms of guiding decisions regarding the

development and/or redevelopment of the community. The following checklist can be used by the Planning Commission to measure implementation efforts:

Comprehensive Plan Checklist			
	Annual Review	Yes	No
1.	Has the future land use plan been reviewed for consistency with current codes and ordinances?		
2.	Have existing codes and ordinances been reviewed to determine their consistency with the Vision outlined in the Comprehensive Plan?		
3.	Are current codes and ordinances being enforced adequately to ensure their effectiveness?		
4.	Has the Vision and Community Development Objectives been reviewed and updated, if necessary?		
5.	Have the recommendations been reviewed and re-prioritized, if necessary?		
Implementation of Community Development Objectives			
1.	What projects have been implemented to “Maintain the high quality of life and municipal services, including but not limited to police, fire, EMS and public works”?		
2.	What projects have been implemented to “Improve the ability of the Borough to support existing businesses and industry as well as attract new investment opportunities”?		
3.	What projects have been implemented to “Increase communication and partnerships between the Borough, the School District, residents and other key stakeholders”?		
4.	What projects have been implemented to “Revitalize the Greentree Road corridor to address aesthetics, setbacks, parking, mobility and safety”?		
5.	What projects have been implemented to “Provide a diverse mix of housing options that will appeal to young professionals, families and older residents”?		
6.	What projects have been implemented to “Promote sound land use planning through the protection of open space and the enhancement of natural and recreational assets”?		
7.	What projects have been implemented to “Ensure that all municipal ordinances are consistent and compatible with the desired future growth and development patterns”?		
8.	What projects have been implemented to “Improve mobility to, from and within Green Tree Borough by focusing on major transportation routes such as Greentree Road and Interstate 376 as well as pedestrian circulation and connections”?		

The Green Tree Borough Planning Commission should prepare and submit an annual written report to the Green Tree Borough Council and the residents, summarizing this evaluation of the Comprehensive Plan, the past year’s implementation activities, the upcoming planned implementation activities, and crucial issues that will, or may, impact the community.

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CHAPTER 2:

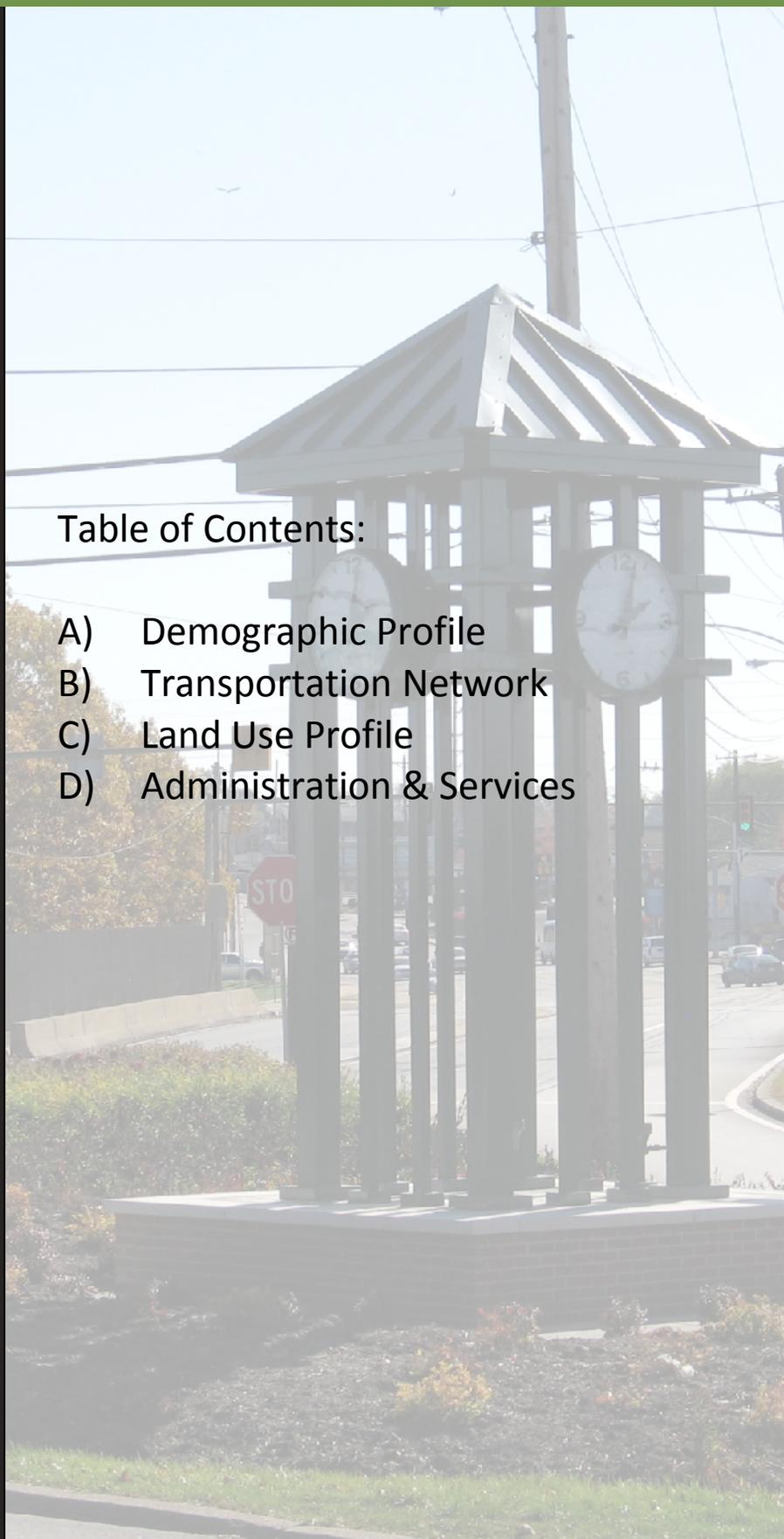
COMMUNITY SNAPSHOT

**The Borough of
Green Tree**

Comprehensive Plan

Table of Contents:

- A) Demographic Profile**
- B) Transportation Network**
- C) Land Use Profile**
- D) Administration & Services**



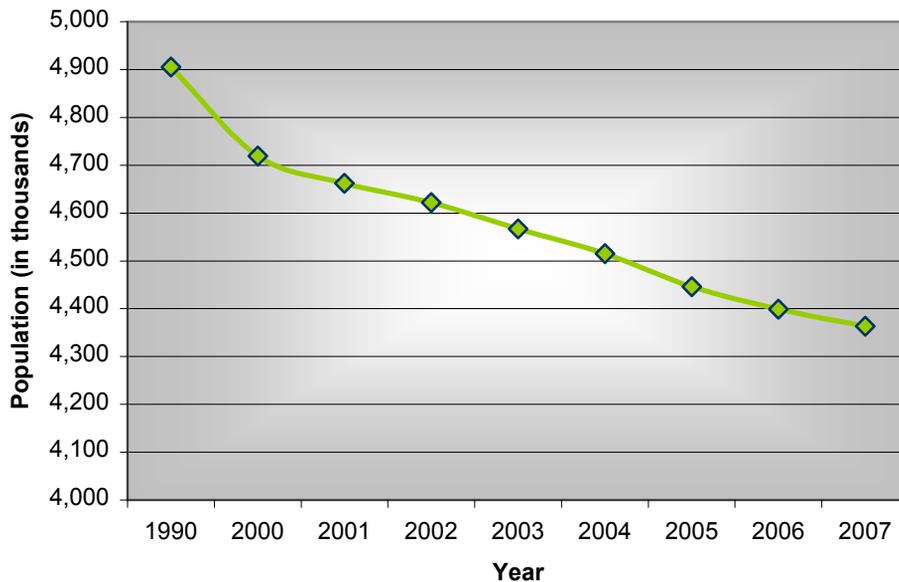
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A) DEMOGRAPHIC PROFILE

GENERAL POPULATION CHARACTERISTICS

Green Tree’s population history reflects that of many other western Pennsylvania towns and cities. Following the de-industrialization and suburbanization of the 1980s and 1990s, the past ten years witnessed a continuing slow loss of population, with a decline from 4,719 in 2000 to a 2007 estimate of 4,363 persons. This is a rather sharp decline from the 1990 Census figure, which placed the Borough’s population at almost 5,000. The drop since 2000 represents a 7.5 % decrease, which is much higher than Allegheny County’s 4.3 % decline. **Chart 2.1** illustrates Green Tree’s population trend since 1990.

Chart 2.1. Population Trends Since 1990

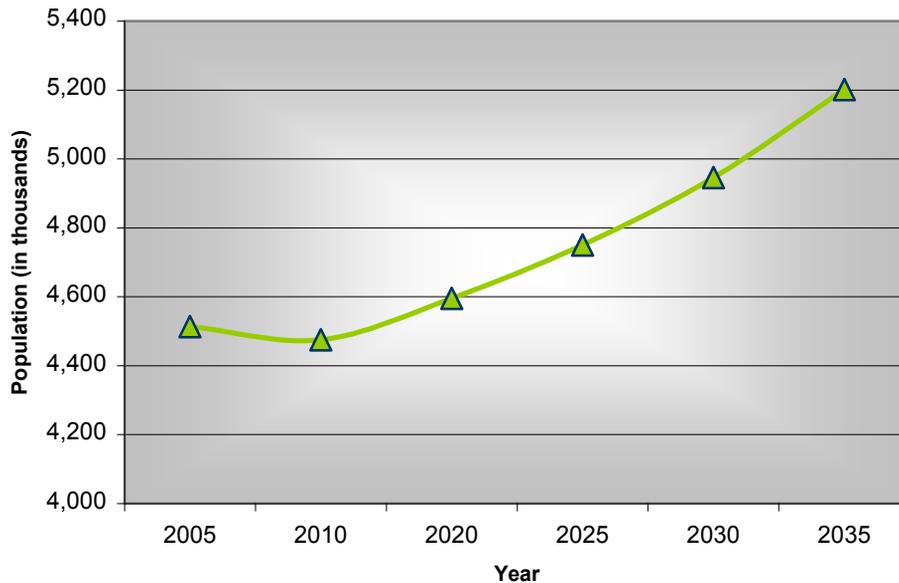


Source: US Census Bureau, 2000 Census

Population projections are helpful in comprehensive planning because they give a clearer idea of where the community is heading. The Southwestern Pennsylvania Commission (SPC) is the metropolitan planning agency for a ten-county region in southwestern Pennsylvania; including Allegheny, Armstrong, Beaver, Butler, Fayette, Greene, Indiana, Lawrence, Washington, and Westmoreland Counties as well as the City of Pittsburgh. SPC adopted the Cycle VIII forecast on June 28, 2007, which includes population projections by municipality and county for 2010, 2020, 2025, 2030, and 2035; using 2005 estimates as the base year. It is important to note that many factors will ultimately influence population change, such as unforeseen economic growth or decline, new

infrastructure projects, etc., and that a projection is not necessarily a hard and fast prediction of future population. **Chart 2.2** depicts the projections for the Borough of Green Tree. As the chart illustrates, the population loss is expected to slow and stabilize within the next five to ten years and by 2020 Green Tree is expected to experience growth in population, reaching just under 5,000 persons by 2030 and 5,200 persons by 2035.

Chart 2.2. Population Projections To 2035



Source: SPC Cycle 8 Forecast (Adopted 2007)

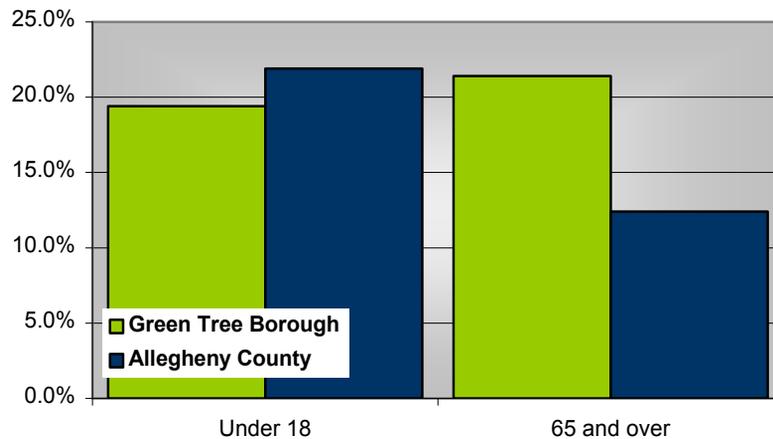
According to the 2000 Census, the Borough is 96.2 percent white, with one half of 1 percent of the population reporting as African-American and another 2 percent reporting as Asian. Approximately 52.3 percent of the Borough reports as female and 47.7 percent as male.

SOCIAL CHARACTERISTICS

The age of a population plays an integral role in determining what type and level of municipal or social services are necessary in a community. It is important to understand what age groups are growing and how that will affect the community in the future. One measure of this is median age, which divides the age distribution into two equal parts: one-half of the population falls below and one-half is above the median age. Green Tree's median age is 44.6 years, in comparison to Allegheny County's median age of 39.6 and the Commonwealth of Pennsylvania's 38 years. Over 21 percent of Green Tree's population is 65 years of age and older according to 2000 Census data, while that same

statistic stands at only 12.4 percent for Allegheny County and 15.6 percent for Pennsylvania (see **Chart 2.3**). What this tells us is that Green Tree has a much higher aging population than the county and state. Census data further illustrates that many Green Tree residents have aged in place, as 74 percent of residents are living in the same house they were in 1995.

Chart 2.3: Age Groups in Green Tree



Source: US Census Bureau, 2000 Census

Older populations often need different sets of services, principally in terms of community and social services such as housing, transportation, and medical services. Despite the challenge that comes with meeting older citizens’ needs, these numbers can also be seen as a positive trait – Green Tree is attractive to retiring Baby Boomers who wish to maintain an active lifestyle close to major commercial and recreational amenities.

It should also be noted that Green Tree has a significant younger population, with 19.4 percent of the population classified as under 18 years of age. What this might suggest is that there is a possible boomerang effect happening in Green Tree, with college-age individuals moving away and then returning in later years to raise a family.

HOUSING CHARACTERISTICS

Housing tenure refers to the distinction between housing units that are occupied by their owners and those occupied by renters. Communities often prefer to have high percentages of their housing stock owner-occupied, as the common perception is that home owners bring more stability, wealth, and better home maintenance to neighborhoods than do renters. However, in some cases a high home-ownership rate can be a detriment, because it can result in a very tight rental market, making it difficult for young persons or working-class families to live in the community.

Green Tree Borough has 2,026 housing units. **Table 2.1** depicts Green Tree's housing tenure statistics and vacancy rates for homeowner units as well as rental units in comparison with Allegheny County.

Table 2.1: Tenure

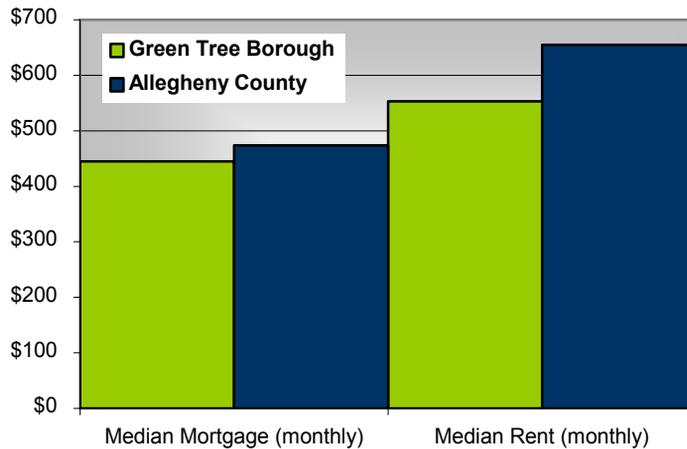
	Green Tree Borough	Allegheny County
Occupied	97.4%	88.1%
Owner-occupied	88.8%	68.2%
Renter-occupied	11.2%	31.8%
Vacant	2.6%	11.9%
Homeowner Vacancy Rate	0.7%	2.5%
Rental Vacancy Rate	5.9%	11.6%

Source: US Census Bureau, 2000 Census

As the table shows, Green Tree has a very high percentage of owner-occupied housing stock, with only 11 percent, or about 222 units, of its housing renter-occupied. As such, the rental market is very tight, with just under six percent of rental units vacant. Owner-occupied units also have a low vacancy rate of less than one percent. This could be affecting Green Tree's population characteristics, as a tight rental market may be to blame for the lack of young families and married couples (i.e. the 21-39 age group) in the Borough. The equally tight homeowner market may also be limiting the number of young married couples able to move into the community.

Housing values are also very important indicators of a community's health and vitality. The median housing value (in 2000) for a detached single-family home in Green Tree was \$108,100, which is right in line with Allegheny County's \$107,900 median home value. Median monthly mortgage costs for Green Tree homeowners are \$445, which again, is comparable to Allegheny County's median monthly mortgage cost of \$474. Median rent in Green Tree is slightly lower than Allegheny County, as Green Tree's median rent is \$553 compared to Allegheny County's median of \$655. **Chart 2.4** depicts these values.

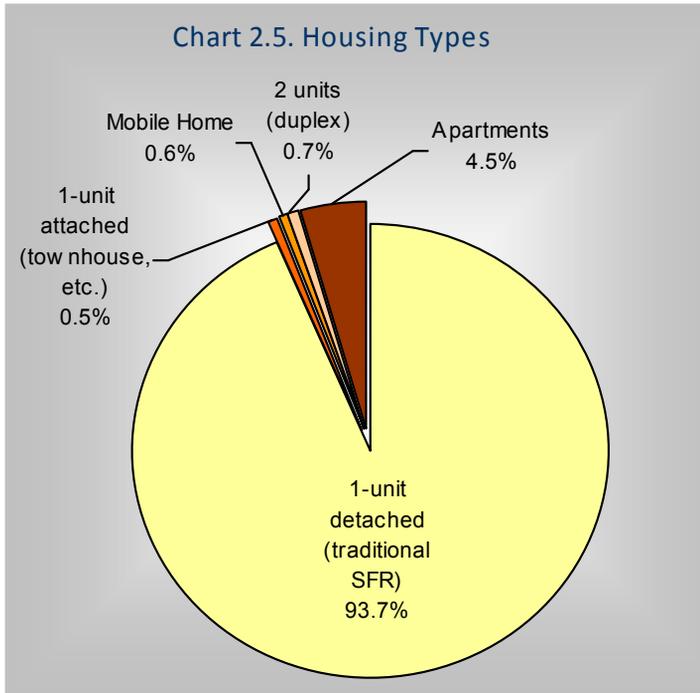
Chart 2.4. Median Monthly Housing Costs



Source: US Census Bureau, 2000 Census

As expected due to their similar housing values and monthly housing costs, only a minor percentage of the population in Green Tree (just over 15 percent for homeowners and approximately 18 percent for renters) are paying greater than 35 percent of their income toward housing costs, comparable to the 13.5 percent of homeowners in Allegheny County. However, it is worth noting that nearly 40 percent of renters in Allegheny County are paying more than 35 percent of their income towards their housing, meaning that Green Tree's rental market is much more affordable for its residents than the County as a whole.

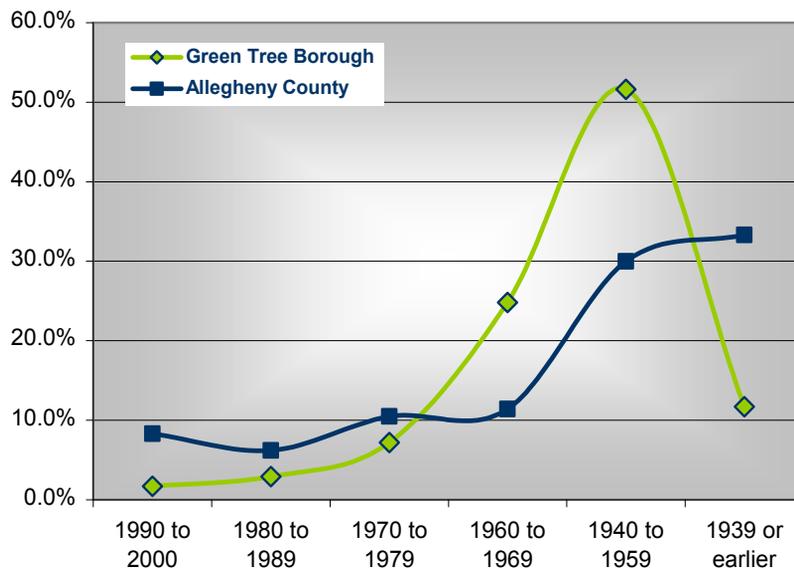
As a bedroom community of Pittsburgh, Green Tree's housing stock is primarily detached single-family residential. **Chart 2.5** illustrates that 97 percent of housing in the Borough falls into that category, with less than one percent in each of the others. While a high percentage of detached single-family homes signify a great degree of stability, it can also act as a detriment, as mentioned before, to younger people who may not be ready for a home, or for retiring persons who no longer wish to maintain a home and yard. It is typically desirable to have at least some degree of flexibility in housing options within a community in order to maintain a diversified population. It is important to keep in mind that since the source for this section is the U.S. Census; these numbers are from 2000 and may not be entirely accurate for today. For more detailed and updated depictions of Green Tree's housing types, please refer to the Land Use section of this Chapter.



Source: US Census Bureau, 2000 Census

The age of Green Tree’s housing stock can also be illustrative of the housing conditions in the Borough. An older housing stock can require greater maintenance and upkeep, particularly for older residents who may not have the physical or economic means to do so. As **Chart 2.6** shows, most of Green Tree’s housing stock was constructed between 1940 and 1959, when many first-tier Pittsburgh suburbs experienced housing booms.

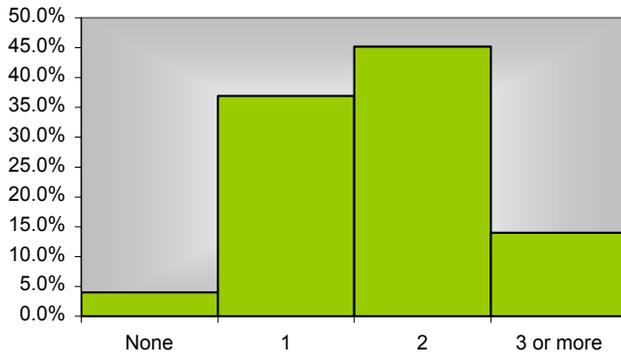
Chart 2.6. Age of Housing



Source: US Census Bureau, 2000 Census

In addition, many older homes only have one-car garages, and some do not even have garages at all. **Chart 2.7** shows the number of vehicles owned by Green Tree residents. As can be seen in the graph, the majority of residents own two or more vehicles. In Green Tree, this can create issues with parking on streets and alleys.

Chart 2.7. Vehicles



Source: US Census Bureau, 2000 Census

ECONOMIC CHARACTERISTICS

Recognizing the social, economic and market context in which Green Tree exists is important baseline information. In particular, a few key aspects help to frame the economic development analysis:

- Green Tree is centrally located within the Pittsburgh and Allegheny County Market Area
- The Borough offers a stable residential, retail and office base that is mid to higher density development
- Green Tree offers active industrial sites along the Railroad
- Median age is 44, slightly higher than Allegheny County (42) and Pennsylvania (39)
- Most residents (60%) are between the age of 18 and 64 (2,652)
- Approximately 18% are under the age of 18 (789)
- Almost 22% are over the age of 65 (927)
- Over 62% of Green Tree's families with children under six years of age had two parents in the workforce, similar to that of Allegheny County (61%)

Green Tree Borough enjoys a low level of unemployment, with only 1.6 percent of workers reporting as unemployed in 2000, in comparison to Allegheny County's 3.6 percent unemployment rate. Due to the recent recession, it is safe to assume that both of these numbers have increased; yet it is likely that Green Tree has continued to fare better since its rate was low to start.

Table 2.2 shows the largest employers in Green Tree Borough by industry. The overwhelming majority of Green Tree residents are employed in the “Professional, Scientific, and Technical Services” industry.

Table 2.2 Industry

	Green Tree Borough
Professional, Scientific, and Technical Services	82.70%
Finance and Insurance	9.80%
Administration & Support, Waste Management and Remediation	6.80%
Wholesale Trade	0.70%

Source: US Census Bureau, 2000 Census

Table 2.3 shows the largest professions of Green Tree residents. The largest percentage of residents is employed in “Health Care and Social Assistance” and “Professional, Scientific, and Technical Services.”

Table 2.3 Profession

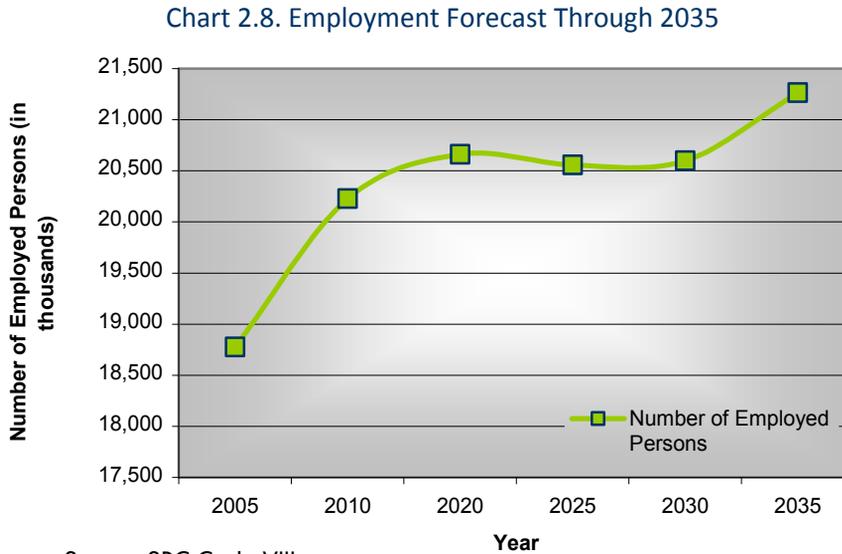
	Green Tree Borough	
	% of Residents	# of Residents
Health Care and Social Assistance	16.5%	373
Professional, Scientific, and Technical Services	10.2%	233
Educational Services	8.8%	203
Finance and Insurance	8.5%	196
Retail Trade	8.2%	189

Source: US Census Bureau, 2000 Census

The Green Tree Pay-Growth Analysis reveals the following:

- High Pay and High Growth Sectors: Management of Companies and Enterprises, Professional, Scientific, and Technical Services, and Education Services
- High Pay and Slow to No Growth Sectors: Finance and Insurance, Wholesale Trade, Manufacturing, Information, Construction, Real Estate Rental and Leasing, Health Care and Social Assistance, Transportation and warehousing, and Administration & Support, Waste Management and Remediation
- Low Pay and Slow to No Growth Sectors: Retail Trade, Arts Entertainment and Recreation, and Accommodation and Food Services

Chart 2.8 depicts the SPC Cycle VIII Forecast for employment in Green Tree. Employment growth in the Borough is expected to continue, increasing from 18,776 workers in 2005 to just over 21,000 by the year 2035.



Green Tree has a high job to population ratio; with a population of 4,335 and more than 18,000 jobs. In 2006, there were 4.38 jobs for every one (1) resident, which means that the majority of people who work in Green Tree live outside of the Borough. In fact, 10.5 percent of Green Tree residents work within the Borough, while 39.5 percent work in Pittsburgh. Of the workers coming into Green Tree, 69.4 percent reside in other Allegheny County municipalities, while the remainder lives in Washington County, Westmoreland County, Beaver County, or Butler County.

Table 2.4 indicates the top ten employers in Green Tree Borough. As can be seen, Quest Diagnostics, which is a medical laboratory facility located in Parkway Center, is the top employer with over 600 employees. MedMark, located in the Rook Neighborhood at the end of Hawthorne Street, is the second largest employer at over 300 employees.

Table 2.4: Green Tree Borough’s Top 10 Employers

Employer	Employees
Quest Diagnostics of PA Inc	633
MedMark/Walgreens	341
Aetna Life Insurance	328
Dial America Marketing	295
PST Services	267
Central Blood Bank	244

CBC Innovis Inc	149
The Institute for Transfusion Medicine	145
Tetra Tech Inc	130
AP/APH Pittsburgh LP (Radisson)	127

Source: Green Tree Borough, 2010

Table 2.5 illustrates the top private employers in Allegheny County.

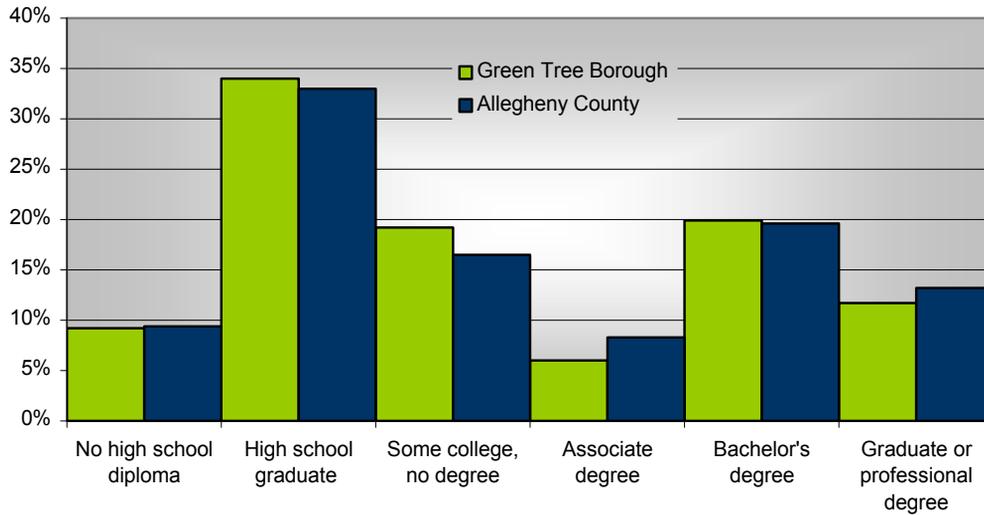
Table 2.5. Top Private Employers in Allegheny County

Employer	Product(s)	Employees
University of Pittsburgh Medical Center	Health Care	47,000
West Penn Allegheny Health System	Health Care	11,000
University of Pittsburgh	Higher Education	11,000
Giant Eagle Inc.	Supermarkets	10,000
PNC Financial Services Group Inc.	Financial Services	8,000
Bank of New York Mellon Corporation	Financial Services	6,900
Highmark Inc.	Health Insurance	5,000
FedEx Corporation	Transportation	5,000
United States Steel Corp.	Steel Manufacturing	4,900
Carnegie Mellon University	Higher Education	4,700

Source: Allegheny County Department of Economic Development, PRA; Last Updated: April 2009

A higher educational attainment levels typically is indicative of a workforce that is primarily white-collar, working in sectors like education, health, social services, and similar professional enterprises. Lower educational attainment levels, however, indicate that a workforce is more likely blue-collar, working in manufacturing sectors. **Chart 2.9** illustrates Green Tree Borough's educational attainment in comparison to Allegheny County. As the chart shows, Green Tree's educational attainment levels are comparable to the County's, with an average of 34 percent of residents holding a high school diploma and over 56 percent obtaining some level of higher education.

Chart 2.9. Educational Attainment



Source: US Census Bureau, 2000 Census

Because of the high percentages of increased educational attainment and the corresponding high percentage of the workforce in white-collar professional occupations, Green Tree’s median household income is high compared to the County. Median household income in Green Tree in 2000 was \$54,159, while Allegheny County’s was \$45,266. Almost half of all residents earn more than \$3,400 per month. Correspondingly, Green Tree Borough has a low level of poverty, with less than two percent of families falling into that category, which is much lower than Allegheny County’s poverty level at over eight percent. Individual poverty rates are slightly higher, just under three percent for Green Tree and over 12 percent for Allegheny County.

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B) TRANSPORTATION NETWORK

Access to and among residential areas, commercial centers, and industrial hubs directly affects the quality of life for residents and workers and is often a factor for employers in choosing new business locations. The ability to move people and goods from one location to another in a manner that is effective, efficient, and safe is one of the primary goals of transportation and land use planning.

The existing road network and highway infrastructure will greatly affect future transportation and land use planning for Green Tree Borough. Planning for this future requires many levels of partnerships between municipal officials, metropolitan planning organizations, councils of governments, county-level planning agencies, state transportation departments, and similar organizations will have to work together to achieve transportation goals.

ROAD NETWORK

The overall transportation network for Green Tree is shown on **Map 2.1: Local Transportation**.

Functional Classification

PennDOT Functional Classifications are used to define the roadway inventory for Green Tree (PennDOT, Bureau of Planning and Research, 2003).

Interstate System

The Interstate System includes roadways that meet Interstate geometric and construction standards for future traffic. The Interstate System is the highest classification of arterial roads and streets. Interstates provide for the highest level of mobility, at the highest speed for long uninterrupted distances. These major highways consist of a multilane design to serve a large volume of traffic and provide limited access transportation facilities.

Within Green Tree, there is one major Interstate – the I-376 corridor, also known as US 22/30, and more familiarly known as the Parkway West. This corridor cuts through the heart of Green Tree Borough and is one of the most important arteries in the greater Pittsburgh region. West of Green Tree the Parkway provides access to Pittsburgh International Airport, as well as large retail, commercial, and office developments located in Robinson Township, North Fayette Township, and Findlay Township. There is also a direct connection to the I-79 corridor,



Parkway West – Green Tree Exit
Photo Credit: Mackin, 2009

both north and south. To the east, the Parkway West travels directly into downtown Pittsburgh via the Fort Pitt tunnels and bridge, which can be accessed in a matter of minutes from Green Tree.

It is almost impossible to overestimate the impact that this direct access has had on Green Tree. The ease and convenience of this Interstate has made Green Tree an attractive residential community not only to those who work along the corridor, including the many workers of downtown Pittsburgh, but it has also transformed Green Tree into an appealing location for businesses and corporations.

As can be expected, this roadway experiences heavy traffic, with some of its heaviest volumes occurring in the Green Tree area, with 106,000 daily trips recorded just west of the Green Tree interchange using the 2007 Annual Average Daily Traffic (AADT) based on PennDOT's Internet Traffic Monitoring System (ITMS). At the Green Tree interchange itself, there are 76,000 AADT, with an overwhelming 133,000 AADT at the Fort Pitt tunnel entrance. That makes this stretch of the Parkway West the most heavily used traffic corridor in the greater Pittsburgh metropolitan area.

Principal Arterial Roadway

Principal arterials provide statewide or interstate travel to urbanized areas. They provide integrated movements without stub connections. Design of the roadway usually consists of two (2) 12-foot lanes with 8-10 foot shoulders with speeds typically ranging from approximately 45-65 miles per hour.

Within Green Tree, the only principal arterial is SR 121 (Greentree Road) south of the Parkway. This is a main route for those wishing to access both Green Tree and other South Hills suburbs, including Dormont and Mount Lebanon, and hence it averages 29,000 trips per day.

Minor Arterial Roadway



Greentree Road Looking East
towards Manilla Avenue
Photo Credit: Mackin, 2009

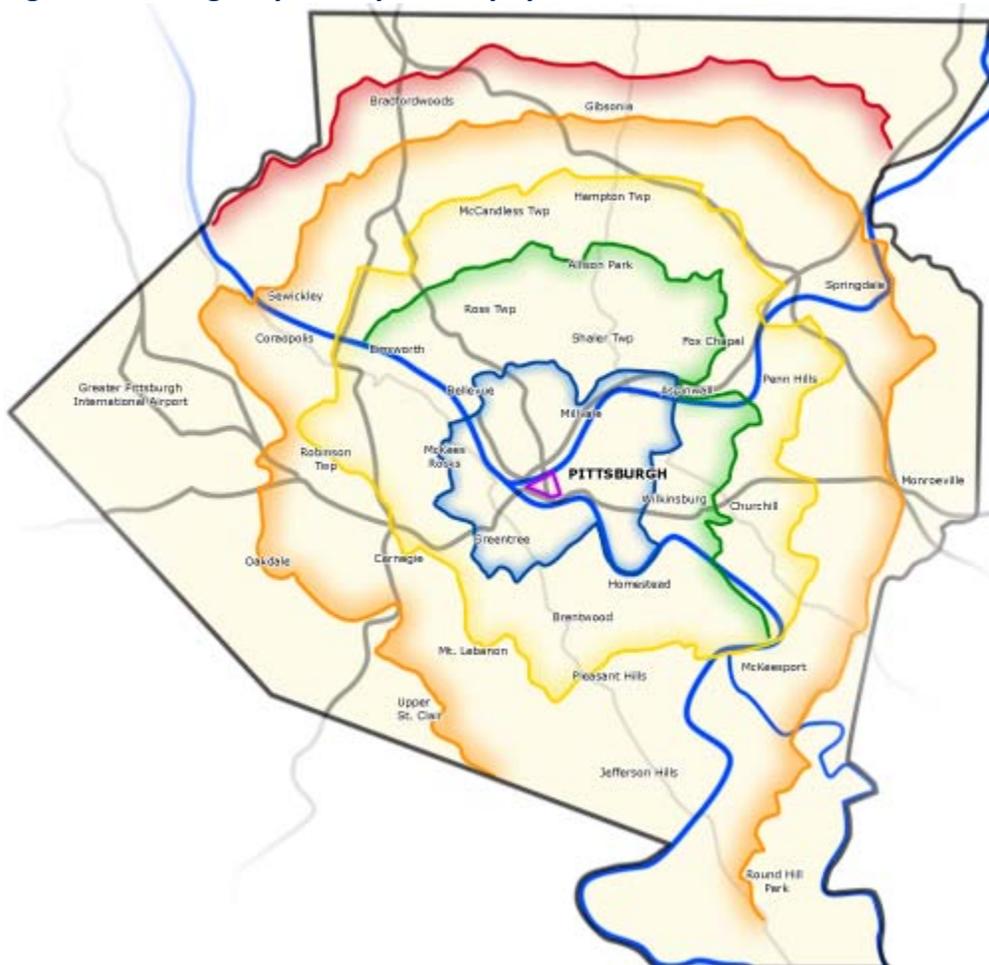
Minor arterials link cities, larger towns and other traffic generators to provide integrated interstate and inter-county service. Minor arterials are mostly located in areas with greater population density. Design of the roadway usually consists of two (2) 12-foot lanes with 8-10 foot shoulders and with speeds typically range from 35-45 miles per hour.

Within Green Tree, minor arterials include SR 121 (Greentree Road) north of the Parkway, Poplar Street (signed SR 121), SR 50 (Noblestown Road), and Mansfield Avenue. SR 121 north of the Parkway typically has an AADT of 18,000 at the Parkway interchange and 16,000 along Poplar. Noblestown Road between Poplar and Mansfield has an AADT of 9,000, while Mansfield has an AADT of 6,200 along the stretch between Noblestown and Greentree Road.

Blue Belt

To assist travelers unfamiliar with the streets in and around the City of Pittsburgh and to address congestion, Allegheny County Department of Public Works developed a “beltway system” in the 1940s. The beltway system uses federal, state and municipal roads and is color-coded. There are six belts in total, based on the colors in the rainbow. The outermost loop is the Red Belt, followed by inner loops of Orange, Yellow, Green, Blue and Purple. The Blue Belt is a 38-mile circle that passes through the communities of Green Tree, Homestead, Wilkensburg, Aspinwall, Millvale, Bellevue, and McKees Rocks (<http://www.popularpittsburgh.com/pittsburgh-info/beltways.aspx>). From Dormont Borough, the Blue Belt follows Potomac Avenue into Green Tree, along SR 121/Greentree Road to the City of Pittsburgh.

Figure 2.1: Allegheny County Beltway System



Source: <http://www.popularpittsburgh.com/pittsburgh-info/beltways.aspx>

OTHER MODES OF TRANSPORTATION

An inventory was made of other modes of transportation (public transportation, rail service, trails, etc.) with respect to their interrelationships and function in Green Tree Borough. Documenting all of these networks is an important step in the planning process, as it assists with informing the evaluation of current conditions and inadequacies as well as future needs for expansion or linkage.

Transit

Port Authority of Allegheny County

The Port Authority of Allegheny County provides regularly scheduled public transportation service throughout Green Tree. The Port Authority is a county owned, state funded agency based in Pittsburgh. The Port Authority system currently has more than 180 bus routes; three “busways,” or corridors reserved only for bus traffic; and a light rail line which travels from Downtown to the South Hills. Below is a brief listing of the routes that traverse through Green Tree (either a portion of or the entirety of the Borough). Unless otherwise noted, all routes originate Downtown:

- 31D Bridgeville via Washington Avenue
 - Travels Noblestown Road with stops at Poplar Street and Mansfield Avenue
- 31E Bridgeville via Main Street
 - Travels Noblestown Road and Mansfield Avenue
 - Limited service to Holiday Drive
- 33D Bridgeville Express via Washington Avenue
 - Services Parkway Center and Foster Plaza – uses Washington Pike to Bridgeville
- 33E Bridgeville Express via Main Street
 - Services Parkway Center and Mansfield Avenue
 - Limited service to Foster Plaza
- 36C Green Tree and 38C Green Tree Express
 - Both lines travel Greentree Road and service Parkway Center Mall and Parkway Center offices
 - Also services Carnegie, Orchard Spring, and Wynnecliff Manor
- 36D Westwood
 - Travels Greentree Road
 - Locally services Warriors Road, Poplar Street, Carnahan Road, Shadyhill Road, Avacoll Drive, Parkedge Road, and McMonagle Road
 - Services Westwood, Hyland Hills apartments and Crane Village; end destination is Chartiers Valley Shopping Center



Bus Stop on Greentree Road near Green Tree Park
Photo Credit: Mackin, 2009

Park-n-Rides

Green Tree Borough offers a Park-n-Ride at Green Tree Park, located adjacent to Aiken Elementary School off Greentree Road. The Park-n-Ride is open to residents of Green Tree only, and while free to park, residents must get a pass from the Borough office. Allegheny County also operates a Park n' Ride in nearby Scott Township at the Covenant Community Presbyterian Church at 1630 Greentree Road. This lot provides 75 spaces for daily commuters and parking is free of charge.

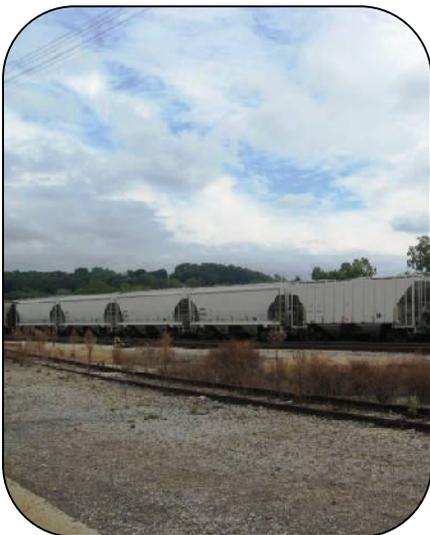
ACCESS

Under the Port Authority-sponsored ACCESS program, private contractors provide door-to-door service to elderly and disabled passengers throughout the county, seven days a week from 6 a.m. to midnight. There are no restrictions on the purpose or number of trips which may be taken by riders, except that riders are required to share their vehicle with others traveling in the same direction and at the same time. Reservations must be placed one day in advance.

CommutelInfo

The Southwestern Pennsylvania Commission (SPC) directs a ridesharing program known as CommuteInfo. CommuteInfo operates in partnership with transportation management associations, transportation providers, businesses and non-profit service organizations throughout Southwestern Pennsylvania. It acts as an information clearinghouse and resource center for commuters and employers. Commuters can use CommuteInfo to organize carpools and vanpools with others interested in the service.

Railroad



Railroad along Mansfield Avenue
Photo Credit: Mackin, 2009

Originally, the Wabash Railroad built Rook Station at the beginning of the 20th century; now owned by Wheeling and Lake Erie Railway Company (WE). WE is a Class II regional carrier and has been in existence since May of 1990. The railroad line through Green Tree is part of their network that connects Connellsville, PA to Wheeling, WV and Cleveland, OH. WE also has tracking rights that connect to Hagerstown, MD, Lima, OH and Toledo, OH and provides customers a competitive cost advantage by having 3 Class I (CSXT, Canadian National, and Norfolk Southern) and 14 Shortline connections. WE has over 130 customers located directly along the railroad and hauls a variety of commodities, including iron and steel products, lumber and paper products, chemicals, industrial minerals, plastics, petroleum, aggregates, coal, grain, food products, and waste products (Wheeling and Lake Erie Railway Company Industrial Development Sites Brochure).

Sidewalks

Improving the sidewalk system in Green Tree Borough has been a focus of Borough Administration over the years; demonstrating its commitment by implementing a sidewalk rehabilitation program in 2004 and committing funds annually to sidewalk repairs. To date, the program has replaced sidewalks along Poplar Street, Warriors Avenue, Greentree Road, and Mansfield Avenue. For 2010, the Borough is looking to rehabilitate the sidewalks in the Rook Neighborhood, particularly along Noblestown Road between Mansfield and Hawthorne Avenues, as many residents in the area utilize the sidewalks to access the bus stops. A priority is creating a continuous sidewalk from Mansfield Avenue to Rothesay Avenue and along Mansfield Avenue between Greentree Road and Poplar Street.



Greentree Road Streetscape Project
Photo Credit: Mackin, 2009

In an effort to not only improve the walkability of Greentree Road but also the appearance, the Borough began a streetscape project on Greentree Road in 2007.

The Greentree Road Streetscape Project began with the installation of the clock tower flowerbed and a monument sign on Greentree Road at the intersection of Mansfield Avenue. Funded through the Home Town Safe Streets Program, the Borough was able to replace the sidewalks, enhance landscaping, and install decorative lighting and benches along Greentree Road between Mansfield Avenue and Manilla Avenue. The project is expected to be completed in 2010. The 2010 proposed Budget includes funding to match grant funds applied for to complete additional streetscape work between Manilla Avenue and Pocono Drive. The Borough applied for grant funding through Allegheny County Department of Economic Development Community Infrastructure & Tourism Board.

Trails

There are currently no bike trails in Green Tree Borough. In 2004, the Commonwealth of Pennsylvania implemented a series of Pedestrian –Bicycle Checklists for highway projects advancing through the programming, design, and implementation phases of project development. The inclusion of these projects on the Transportation Improvement Program (TIP) ensures that PennDOT will review the bicycle utilization of these roadways in the design and implementation of future projects.

TRANSPORTATION PLANNING

Southwestern Pennsylvania Commission (SPC)

SPC is the federally designated Metropolitan Planning Organization (MPO) for a ten-county region of Allegheny, Armstrong, Beaver, Butler, Fayette, Greene, Indiana, Lawrence, Washington, and Westmoreland Counties and the City of Pittsburgh. The responsibilities of a MPO include the planning and prioritizing of all state and federal transportation funds allocated to the region. Therefore, SPC, in cooperation with PennDOT, Allegheny County, and other SPC partners, is responsible for conducting the transportation planning process for Green Tree Borough.

SPC also serves as the Local Development District (LDD) and Economic Development District (EDD) for Southwestern Pennsylvania (as designated by the U.S. Appalachian Regional Commission and the U.S. Department of Commerce) to establish regional economic development priorities. SPC, through coordination with its planning partners, establishes priority needs on the federal and state highway systems and directs funding through the SPC Transportation Improvement Program (TIP).

Transportation Improvement Program (TIP)

The TIP is a fiscally constrained four-year budgeting tool that directs federal and state highway funding based on specified project schedules and budgets. The program does not typically include any roadways under local ownership and maintenance control. The TIP is updated biannually in conjunction with the state's Twelve Year Transportation Program. A project must appear on the TIP before it can receive financial support. The TIP represents the schedule and cost for the project at the time of TIP development and is the first step in seeking authorized funding.

The current SPC TIP is the "2009-2012 Transportation Improvement Program for Southwestern Pennsylvania," which was developed through a proactive public involvement process. SPC in conjunction with their member agencies and counties have established Public Participation Panels (PPP) for each county. The primary purpose of the PPP is to take public testimony on transportation projects and convey them in a logical manner to the State Transportation Commission. There are nearly 140 projects on the Allegheny County 2009–2012 TIP. Two of these are located within the bounds of Green Tree Borough, as listed in **Table 2.6**.

Table 2.6: 2009-2012 TIP Projects for Green Tree Borough

Location	Description	Funding	Year
Greentree Road (SR 121) Bridge Improvements	Bridge painting, replacement of existing asphalt overlay, expansion dam work, and concrete deck and substructure repairs	\$104,892	2009
Greentree Road (SR 121) Streetscape Improvements	New sidewalks, handicap ramps and pedestrian crossing, curbs, landscaping, irrigation, pedestrian lining, pavement markings, traffic signal modifications	\$736,000	2010

Source: SPC, October 2009

Pennsylvania Department of Transportation (PennDOT)

Green Tree Borough is within PennDOT Engineering District 11, which includes communities in Allegheny, Lawrence, and Beaver Counties. District 11 is responsible for the design, construction, and maintenance of 2,167 miles of state highway and 1,773 bridges in the Pittsburgh metropolitan area.

Pennsylvania Act 120 (1970)

Act 120 established the Department of Transportation, State Transportation Commission, and the 12-Year Transportation Program. The Act requires PennDOT to “prepare and submit every even numbered year prior to the first day of September, to the State Transportation Commission for its consideration, a program which recommends projects to be undertaken by the Department of Transportation during the following twelve fiscal years.” The State Transportation Commission, PennDOT, Metropolitan Planning Organizations (MPOs) and Local Developmental Districts (LDDs) conduct public involvement activities to identify candidate projects for consideration for the upcoming program cycle. Each organization then meets individually with PennDOT to review all candidate projects and to negotiate/resolve any remaining issues. There is also a public comment period prior to the final determination of the program.

Liquid Fuels Tax

Green Tree receives a Liquid Fuel allocation from Pennsylvania to help cover the cost of road maintenance and construction. In 2010, the Borough expects to receive approximately \$97,000 in Liquid Fuel allocations. The Liquid Fuels Tax Act 655 dated 1956 and as amended, provides all municipalities in compliance with Department guidelines allocations on April 1 of each year from the State’s Motor License Fund. The Act provides that these funds be used for road and bridge construction, reconstruction and maintenance projects. The funds are based on ratios of mileage and population of the municipality to the state totals. That is, 50 percent is based on a municipality’s local road mileage to the total local road mileage in the state, and 50 percent on the proportion of

a municipality's population to the total population of the state. A municipality's local road mileage is verified by periodic road surveys conducted by PennDOT's Municipal Services Unit, which also assists the municipality in the appropriate use of the funds (i.e. eligibility, etc.).

Other Programs

PennDOT has established the Agility Program to help local governments, school districts, fire companies, and public utilities with special projects related to transportation needs. Activities can include mowing, street sweeping, bridge cleaning, providing meeting facilities, and storage. Green Tree Borough participates in the Agility Program. The program was used to move the guiderails along Mansfield Avenue between Greentree Road and Poplar Street to allow for decorative lighting and replace the fencing along the bridge on Greentree Road over the Parkway.

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C) LAND USE PROFILE

Land use planning, in its most basic form, should address the simple questions of what, where, and how regarding land use and development within a given community. The Land Use Profile will look at four main elements: 1) what is the historic development pattern of the Borough; 2) what is the existing land use today; 3) what are the development constraints; and finally 4) what are the land use controls in place now that regulate how land may be used in the Borough.

HISTORIC DEVELOPMENT

Incorporated in 1885, Green Tree has a long and rich history and will celebrate its 125th anniversary in 2010. In 1772, the earliest recorded settlement occurred in what is known today as Green Tree, which was part of the Virginia Territory until 1780. In 1781, Washington County was established and Peters Township created; encompassing present day Peters Township and all of the land north to the Ohio River (including present day Green Tree). In its early days, the area that would become Green Tree Borough was predominantly a farming community, although there were a few coal mines located throughout.

Transportation played an integral role in the continued development of Green Tree Borough. In 1781, the first road was established, which followed an old Indian trail from the mouth of Saw Mill Run through Green Tree and Bridgeville to Canonsburg. The road was petitioned for by John Canon, Esq. to connect his mill in Canonsburg to Pittsburgh. It became known as the Black Horse Trail during the 1870s because of the Black Horse Tavern in Canonsburg, a regular meeting place during the Whiskey Rebellion. The road was rough and mountainous making travel difficult so in 1817 the Washington and Pittsburgh Turnpike Road Commission was chartered to build a road from Pittsburgh to Washington. This road, named Washington Pike, essentially follows the same route as Greentree Road today was finally completed in 1835. Washington Pike was heavily traveled with toll gates located at the Stone Tavern in Temperanceville (now the West End neighborhood of Pittsburgh) and at the intersection of Carnahan and Greentree Roads. In 1869 a legal suit regarding the poor condition of the road forced the Washington and Pittsburgh Turnpike Company to sell the portion of the toll road in Green Tree and Pittsburgh to a local businessman.

Despite repeated farmers' requests to township officials to repair the road, nothing was done. In response, a citizen's committee was formed to organize and promote the formation of a new borough. On September 9, 1885, an election was held and Green Tree officially became a Borough, electing its first council. One of the first actions of the new Green Tree Borough Council was to purchase the toll road and subsequently contract road improvement projects. In May of 1930, the name Washington Pike was changed to

Greentree Road at the request of the Post Office due to the numerous Washington Roads, Pikes, and Streets in existence in Allegheny County. During the 1930's, shopping areas were established along Greentree Road between West Manilla and Western Avenues. The first Borough building was constructed at the corner of Greentree Road and West Manilla in 1930 (now the site of Boston Market), razed in 1990, and reconstructed on West Manilla on the site of the Manilla/Greentree School. While the toll house, stage stops, hotels and inns have all been demolished, a plaque stands near Western Avenue on Greentree Road commemorating the original Sycamore tree, for which the Borough was named.

Another contributing factor to the early development of the Borough was the railroad. Constructed in 1903 by George Gould, the 60-mile Wabash Railroad connected Pittsburgh to the Wheeling and Lake Erie Railroad in Jewett, OH. The 60 miles of railroad features a mixture of viaducts, tunnels, bridges, cuts, fills, arches, trestles and culverts which at the time, was unheard of. The Green Tree tunnel is 4,716 feet long, with the entrance near Mansfield Avenue and Trumbull Drive and exit at South Bee Street. The Wabash Railroad built a station in Green Tree named Rook Station, which contained the rail yards, shops, a round house, and a power station. A small community sprung up adjacent to Rook Station, named Ellisdale, known today as Rook. In 2003 the Railroad was determined to be eligible for listing on the National Register of Historic Places.



Green Tree Water Tower
Photo Credit: Mackin, 2009

Transportation continued to play an important role in the development of the borough when the Parkway was constructed in 1952. The project at the time was named the Penn-Lincoln Parkway and while many buildings were demolished during construction; Green Tree began to experience an influx of new homes and businesses. As a result of the expected growth from the parkway, the most prominent landmark in Green Tree, the water tower, was constructed in 1952. The tower was built to store water for the South Pittsburgh Water Company to improve service at peak times. By the time the Fort Pitt Tunnel opened in the summer of 1959, Green Tree was home to Iron City Sash and Door Company, Borden Ice Cream Company, Fidelity Trust Company (now Pittsburgh National Bank), Pittsburgh Testing Laboratory, and the Parkway Center office complex. Over the next few decades, the Borough experienced additional growth including Foster Plaza, hotels, professional offices, warehouses, and other industry.

To better address the large amount of growth and development, in 1975 Green Tree became a home rule community and is governed by system comprised of a seven-member council, mayor and manager.

The historic profile of Green Tree Borough was summarized from the information contained on the Green Tree Borough website (<http://www.greentreeboro.com/history.html>) and Green Lore newsletters provided by the Green Tree Historical Society.

EXISTING LAND USE

The existing land use for Green Tree is shown on **Map 2.2: Existing Land Use**. Almost half of all land in Green Tree Borough is classified as Single-Family Residential, while almost a quarter is undeveloped. While Green Tree is considered relatively “built-out” with little room for new development, there is still a lot of green space within the Borough. The office complexes comprise more than ten percent of all land use.

Table 2.7: Green Tree Borough Land Use (2009)

Category	Percentage of Total (land area)
Single Family Residential	42.7%
Undeveloped Land	23.5%
Office Complex	10.7%
Institutional	6.9%
Commercial	5.2%
Light Industrial	3.9%
Hotel	3.2%
Utility	3.2%
Medical Office	0.5%
Multi-Family Residential	0.3%

Source: Green Tree Borough GIS, field verified by Mackin, 2009

Single-Family Residential

This category encompasses all single-family detached residential structures and uses. In Green Tree, these structures are typically one to two stories in height, with integral one-car garages. This category also includes all residential accessory dwellings, such as sheds, garages, and any rear yard dwellings provided they are single family in nature.

Since 2000 only 17 building permits have been issued within the Borough for new residential construction. Some vacant lots, including several parcels along Trailvue, have seen recent infill development, with



Single-Family Residence in Green Tree
Photo Credit: Mackin, 2009

larger, more modern-style residential units. All have been for single family detached homes. Overall, the majority of the homes are sound and well-maintained.

Multi-Family Residential

This category encompasses all multi-family dwelling units, including duplexes, triplexes, and mid-rise apartments. Mid-rise apartment buildings typically have between six to twenty-five units and are not more than three stories in height. In Green Tree, the majority of Multi-Family Residential is located in the Rook neighborhood with two apartment complexes along Greentree Road; both of which are slightly larger mid-rise complexes, though still relatively modest in scale. This category does not account for any accessory apartments or “in-law” suites that may exist as part of a rear yard dwelling, such as an apartment over a garage or similar, unless there is more than one apartment in any such use.

Green Tree Gardens

This apartment complex is located at 833 Green Tree Road adjacent to Parkway Center and is owned and operated by Kossman Management of Green Tree. The complex features approximately 50 units that are a mixture of efficiencies and one- and two-bedroom units. The units rent at market rate (typically \$650 - \$725 a month) as well as reduced rent rates (Section 8). Short-term leases as well as long-term leases are offered. Turnover rates can be somewhat high but vacancy typically remains low as the location of the complex makes it highly desirable for younger workers; it is also fortunate to be located on several bus lines for those working in the City.

Greentree Manor

Lobos Management, a real estate management firm based out of Pittsburgh, owns and operates Greentree Manor, located at 1088 Greentree Road. The property consists of approximately two dozen 2-bedroom units that rent for an average of \$749 per month (dependent upon prevailing market rates). Although Lobos does offer Section 8 and low-income programs at some of their other properties, all of the units at Greentree Manor are renting at market rate. Leases are typically long-term (one year or longer) though in some instances there are six-month leases granted. Turnover at the property is average for the Pittsburgh market, and there is a high demand for apartments in the Greentree area so vacancy rates at the complex remain low.



Rook Neighborhood Apartment Building
Photo Credit: Mackin, 2009

Rook Neighborhood

The Rook Neighborhood, originally named Ellisdale, was laid out in twenty-five foot lots by William Morrison and contained five streets. Within the Rook neighborhood, there are a few small scale multi-

family housing units. They range from duplexes and triplexes to larger two-story buildings housing approximately six to ten units.

Commercial Development

This category includes all commercial uses, including small-scale offices (three stories or less) such as tax or insurance offices, real estate offices, medical or dental offices, retail uses, “mixed uses” (combinations of office and retail space), restaurants and other eating establishments, drive-thrus, automobile-oriented businesses including gas stations and automobile repair and service shops, and other miscellaneous small businesses. In Green Tree, commercial uses are concentrated along Greentree Road, with some small scale uses along Noblestown Road and in the Rook neighborhood. Since 2000, there have been eight (8) building permits issued for new commercial construction.

Greentree Road Corridor

Greentree Road is the commercial core of the Borough of Green Tree, particularly the portion closest to the Parkway ramps. However, because Green Tree did not primarily develop until the age of the automobile, Greentree Road is not a traditional “Main Street” style corridor. Instead of tall three and four story commercial buildings with residential apartments above and pedestrian-scaled streets (as is found in other communities), Greentree Road is oriented toward the modern driver, with parking in front of low one-story commercial structures. However, Greentree Road does feature sidewalks on both sides, though they are in poor condition in the north end of the Borough, and the corridor also benefits from adequate access to public transit. The western half of Greentree Road transitions into

more mixed uses, with some medical and professional offices intermingled with multi-family mid-rise apartments and larger-lot Victorian, Tudor, and Craftsman-style homes that are quite beautiful and reflect the community’s heritage as a desirable streetcar suburb of Pittsburgh.



Greentree Road From Leon Road
Looking North
Photo Credit: Mackin, 2009

Noblestown Road Corridor

Noblestown Road is a secondary commercial corridor in Green Tree, and acts a major connector between the western suburbs and neighborhoods of the City of Pittsburgh. The corridor, particularly the side that lies within the bounds of the Borough, is mixed use in nature, with commercial uses such as gas stations, restaurants, car washes, and other retail spaces mixed in with steeply sloped wooded lands and single-family residential dwellings from the 1950s and 60s.

Mansfield Avenue Corridor

Mansfield Avenue offers a mixture of commercial and light industrial. This corridor is home to banks, restaurants, hotels, and office space.

Hotel

This category contains the large hotel complexes in the Borough. These hotels are located adjacent to Parkway Center off of Greentree Road and in Foster Plaza along Mansfield Avenue. These hotels primarily serve the two office complexes as well as downtown Pittsburgh and the airport corridor.

Best Western

The Best Western Hotel is located off of Greentree Road, adjacent to Parkway Center, and contains 138 guest rooms. The hotel does offer meeting facilities for up to 200, a fitness room and indoor pool/sauna, and free shuttle service to downtown Pittsburgh and the airport.

Hampton Inn

The Hampton Inn located along Trumbull Drive has 132 rooms. It also offers a business center, meeting rooms and a fitness center and outdoor pool.

Quality Inn Suites



Quality Inn Suites in Green Tree
Photo Credit: Mackin, 2009

Quality Inn Suites is located off of Mansfield Avenue and contains 151 guest rooms, 24 of which are yearly leased apartments. The hotel caters to the business clientele, offering extended stay suites containing full kitchens, although about half of its guests are short term (1-3 days). The hotel also offers banquet and meeting rooms, and exercise room and outdoor pool, and free shuttle service (5 mile radius). The hotel has also implemented sustainability initiatives including re-use of towels, paper and aluminum recycling as well as energy efficient light bulbs in all rooms.

Radisson

The Radisson Hotel is located off of Mansfield Avenue and is the Borough's largest hotel with 465 rooms including some suites equipped with kitchen amenities. The Radisson also offers a business center, on-site restaurant, a hair salon, 30,000 square feet of banquet and meeting space, a fitness center and indoor/outdoor pool and a free airport shuttle.

Ramada Inn

The Ramada Inn is located on Holiday Drive, near Foster Plaza, and offers 201 rooms, an on-site restaurant, an exercise room and outdoor pool as well as 12,000 square feet of

banquet and meeting space. The hotel caters mainly to the business clientele. The property is in the process of being sold, but is anticipated to remain a full service hotel. Once the sale is final, \$4 million in improvements are planned including many sustainable initiatives.

Office Complex

This category encompasses all large-scale office buildings. These buildings are primarily office in nature, typically more than three stories in height, and are often part of or are in close proximity to a planned office park. Due to its close proximity to downtown Pittsburgh as well as to the Pittsburgh International Airport, Green Tree has become an attractive location for corporate offices and related professional uses. Currently, the Borough has more than 550 businesses, occupying over 90% of the greater than two million square feet of office space within the community.

Parkway Center

Parkway Center is a commercial office park with 11 buildings providing 900,000 square feet of office space. Available spaces range from 500 to 22,000 square feet. Most buildings are less than ten stories in height (many are about five or six stories), were built within the past thirty years and reflect the modern office architecture prevalent in most suburban office complexes.

Adjacent to this facility is the Parkway Center Mall, which is located in the City of Pittsburgh, and provides retail and general commercial space. This mall is primarily vacant at this time with a few anchor stores including K-Mart and Giant Eagle.



Parkway Center Office Complex
Photo Credit: Mackin, 2009

Foster Plaza

Foster Plaza is a commercial office park offering Class A Suburban office space totaling over one million square feet. The park is comprised of 11 buildings, most of which are less than ten stories in height. As with Parkway Center, most structures were built within the past thirty years and reflect a modern architectural aesthetic with precast concrete or bonded fiberglass panels and double paned insulated reflection glass which make the complex energy efficient. Some general commercial uses as well as large hotel and fitness facility are intermingled with the



Foster Plaza Office Building
Photo Credit: Mackin, 2009

professional office space. Oversized abundant parking spaces surround each building to ensure convenient access for both tenants and guests.

Fleet Street Area

Perhaps one of the most recognized buildings in Green Tree is the WDVE building, which is located on Fleet Street and can be seen from the Parkway. Fleet Street also offers a number of other office buildings housing a variety of professional and personal services.

Parish Street Area

Located across Greentree Road from Parkway Center, the Parish Street Area houses a number of large scale industrial type office buildings and warehouses. This location is surrounded by open space and was identified as a potential infill development opportunity; however steep slopes may inhibit further expansion.

Medical Office

This category includes the smaller complexes mainly along Greentree Road that contain primarily medical offices and labs, the largest of which is UPMC Mercy Green Tree.

Greentree Road Corridor

UPMC Mercy Green Tree is located off of Greentree Road, behind the Olive Garden and adjacent to I-376. Headquartered in Pittsburgh, UPMC is a nonprofit health system with 20 hospitals and 400 smaller facilities. Outpatient services offered at UPMC Mercy Green Tree include x-ray, laboratory testing, EKG, nuclear imaging stress testing, exercise stress testing, echocardiograms (available for adults only), and peripheral vascular ultrasounds (UPMC homepage: <http://www.upmc.com/>). In addition to UPMC Mercy, major medical offices include Quest Diagnostics and the Central Blood Bank, located in Parkway Center. Greentree Road also has a number of smaller, secondary medical offices including chiropractors, doctors' offices, and other related businesses.

Fleet Street Area

The Fleet Street Area is home to a small number of medical office and related businesses.

Industrial

This category encompasses all industrial uses, including warehouse space, laboratory facilities, manufacturing facilities, and other similar higher impact uses. It also includes animal daycare operations or veterinary facilities. It does not include "flex" industrial uses such as fitness or athletic centers and self-storage facilities. In Green Tree, light industrial uses are concentrated along Trumball Drive and Mansfield Avenue.

Trumball Drive Corridor

Most of the industry in the Borough can be found along Trumball Drive, which runs parallel to the Parkway West. The Corridor is host to the US Post Office, Camp Bow Wow, and a number of other warehouses and light industrial uses.

Mansfield Avenue Corridor

The Mansfield Avenue Corridor is a mixture of commercial and industrial uses. Businesses such as the Pennsylvania Macaroni distribution center, hotels, and the entrance to Foster Plaza are all located along Mansfield Avenue.

Institutional

This category refers to all land that is institutional in nature and owned by a public or tax-exempt organization. This includes churches, schools, cemeteries, and municipally-owned property such as the municipal complex and parkland; shown on **Map 2.3: Institutional Properties**.

Cemeteries

Green Tree Borough has three cemeteries located within its boundaries.

Green Tree Cemetery

Green Tree Cemetery, also known as German Cemetery, is located along Greentree Road, adjacent to the Green Tree Nature Center. The property, approximately 1.3 acres, was purchased by the German United Evangelical Congregation in 1873. The original church was built in 1864 at the corner of Mill and Steuben Streets in the West End Neighborhood of Pittsburgh and was designated as a Historic Landmark in 1982 (now owned by the Jerusalem Baptist Church). Around 1950, a new church was constructed along Chartiers Avenue, also in the West End, but was forced to sell the building to the West End United Church of Christ due to lack of funds and membership. A full survey of the cemetery plots was completed in 1988 and available online for free. There are approximately 1500 total graves in the cemetery.

(<http://files.usgwarchives.net/pa/allegheny/cemeteries/greentree-pittsburgh.txt>)

In September of 2009, Green Tree Borough Council received a request from the West End United Church of Christ asking the Borough to assume ownership of the cemetery. Council is currently looking into the request, examining items such as money, management, marketing, master planning, and maintenance. Ownership of the cemetery would provide a connection to the Nature Center, which is beneficial as it would be contiguously preserved open space, in addition to the preservation of an old, potentially historic site.

Mt. Pisgah Presbyterian Church Cemetery

Located along Warriors Road, the Mt. Pisgah Presbyterian Church Cemetery is a small, family cemetery with tombstones dating back to 1853, although many are illegible and possibly older. The Veterans Survey of 1935 shows 500 graves, although 34 gravesites were moved in 1930 when Warriors Road was realigned (Green Lore,



Mt. Pisgah Presbyterian Church Cemetery
Photo Credit: Mackin, 2009

May 1995).

St. Mary's Cemetery

St. Mary's Cemetery is located on West Manilla Avenue. The cemetery was established by the Holy Virgin Church of Carnegie in 1913 and is Russian Orthodox. Located in a residential setting, the cemetery is approximately four acres with roughly 200 graves, according to the Veterans Survey of 1935.

Churches

Green Tree is home to numerous religious institutions. Many of these facilities serve not just their respective congregations but offer community-wide services, as well.



Mt. Pisgah Presbyterian Church
Photo Credit: Mackin, 2009

- Church of Jesus Christ of Latter-day Saints – 46 School Street
- Wallace Memorial United Presbyterian Church – 1146 Greentree Road
- Saint Margaret of Scotland Catholic Church – 310 Mansfield Avenue
- Mt. Pisgah Presbyterian Church – 31 Warriors Road
- National Organization of New Apostolic Church – West Manilla Avenue

Green Tree Municipal Complex

The Green Tree Municipal Complex is located along West Manilla Avenue, just off Greentree Road. The Municipal Complex houses the Borough Administration offices, the Police Department, the Green Tree Library, Historical Society office and a number of other organizations. The complex also offers a gym to residents that can be rented for activities and parties. The roof on the Municipal Complex was repaired in 2009 after sustaining damages from a severe wind storm. In addition, the Police Department will undergo a remodeling that will allow for a more open office space and create individual work stations for the officers.

Library

Green Tree is fortunate to have its own library located in the municipal complex; hours of operation are Monday through Thursday from 10:00 AM to 9:00 PM and Friday through Saturday from 10:00 AM to 5:00 PM. The library is part of the Allegheny County Library System, making it easy for members to request materials from any of the other libraries in the Allegheny County Library System, including all of the Carnegie Library branches. The library has more than 38,000 volumes in its collection, and additional collections include books on CD, DVDs, file materials, periodicals, newspapers, children's materials, and Internet access for patrons. Staff includes a full-time library director, full-time assistant director, and a full-time cataloger as well as three part-time library clerks and two high school pages in addition to the many volunteers. The library also offers book clubs,

computer classes, fitness groups, and children's activities for residents, including Pre-School Storytime and Toddler Open Gym (<http://www.einetwork.net/ein/greentree/>). In addition, the Library recently started working with the Greater Pittsburgh Literacy Council and is offering courses in computer literacy and English to foreign refugees.

Green Tree Nature Center

Green Tree Borough has preserved approximately 18 acres of open space as a Nature Center at the corner of Crestmont Drive and Hillcrest Avenue. The Nature Center was once owned by Dr. J. Clifford and Marguerite Murdoch, who sold the property to the Keystone Oaks School District. Eventually, the property was sold to the Borough with the stipulation that the maintenance be completed in conjunction with the Society for Educational Environmental Development (S.E.E.D). The Borough later acquired approximately six acres of adjoining land to add to the Nature Center.



Green Tree Nature Center Entrance Sign
Photo Credit: Mackin, 2009

The Nature Center is home to over 25 different tree species, diverse shrubs, and a variety of vines and wildflowers as well as a natural spring and stream. The center is also home to many animals, such as pheasants, turkeys, salamanders, owls, deer, and fox. The Nature Center offers a system of hiking trails and dogs are permitted as long as they are leashed.

Public Parks

In addition to the Nature Center, Green Tree Borough is home to seven public parks located throughout the community.

Green Tree Park

Green Tree Park is located on Greentree Road and Parkway Center Drive South and consists of 20 acres. The park offers many recreational amenities to residents, such as:

- Ball fields (5), ranging from little league to college-level
- Soccer fields
- Street hockey rink
- Dog park
- Play area
- Walking track
- Restroom facilities
- Concession stand



Green Tree Park Ball Field
Photo Credit: Mackin, 2009

Lighting is provided for Hemlock I and Hemlock II and the walking track, therefore these recreation facilities can be used during the evening hours. Recent improvements to the park include updates to Aiken I and Aiken II Ball Fields, the soccer fields, hockey rink, walking track extension to 1.2 miles, and new restrooms. Aiken I and Aiken II Ball Fields, along with the soccer fields, are owned by Keystone Oaks School District. The Borough leases and maintains the fields.

In the summer of 2006, the Dog Park was opened and is only available to residents of the Borough. The park is approximately one-half acre and consists of trees, benches, grass, and a water fountain for both dogs and their owners. To gain entrance to the park dogs must pass a free behavior study at Camp Bow Wow and must have up-to-date immunizations. A \$20 fee is required to gain entry to the park and is refunded when the key is returned to the Borough office.

Hale Park

Hale Park is 3.8 acres and is located along Silver Oak Drive. This neighborhood park contains:



Hale Park Pavilion

Photo Credit: Mackin, 2009

- Pavilion with grill and picnic tables (11)
- Tennis courts (2)
- Basketball court
- Open field
- Playground
- Spring animals
- Swing set and baby swing set
- Teeter Tot and pull-up bars
- Restrooms
- Water fountain and trash cans

Municipal Center Park

The Municipal Center Park is located behind the Green Tree Municipal Center. The park is just under two (2) acres and contains the following equipment:



Municipal Center Park Gazebo

Photo Credit: Mackin, 2009

- Gazebo with picnic tables (4)
- Bocce ball court
- Two horseshoe pits
- Shuffleboard court
- Water fountain and trash can
- Perennial and rose gardens planted by the Green Tree Garden Club

Parkedge Park

Parkedge Park is located along Parkedge Road and is handicap accessible. The park consists of almost three (3) acres and provides the following recreation amenities:

- Playground
- Swing sets (2)
- Spring animals
- Basketball court
- Gazebo
- Water Fountain



Parkedge Park Basketball Court
Photo Credit: Mackin, 2009

Rook Park

Rook Park is located in the neighborhood of Rook and consists of 0.35 acres. The following is a list of equipment located within the park:

- Gazebo
- Basketball court
- Playground
- Swing set
- Spring animals
- Water Fountain



Rook Park Playground
Photo Credit: Mackin, 2009

Sodini Parklet

The Sodini Parklet is located on Greentree Road and contains a gazebo, benches, and flower gardens. The 0.5 acre parklet was donated by the Sodini Family of Green Tree.

Wilson Park

Wilson Park is 12 acres and is located on Rhodes Avenue and Poplar Street. The park contains the following:

- Large pool with diving board, slide, and swimming lanes
- Baby pool for younger children
- Basketball courts
- Tennis courts (2)
- Rotary picnic pavilion with picnic tables (5)
- Wilson Park Shelter House
- Playground equipment (5-12 years old)
- Baby swing set
- Ball field (infield with back stop) with three sets of bleachers



Wilson Park Swimming Pool
Photo Credit: Mackin, 2009

In 2009, improvements were made to the Wilson Park Shelter House, including a new roof, new windows and doors, and stone cleaning. The main parking is located by the Volunteer Fire Department and pool. A small parking lot is also available with four spaces by the tennis courts on Sheldon Avenue. Many of the Borough's recreational activities occur within Wilson Park, such as softball, the Independence Day Celebration, soccer games, and summer recreation programs.

Schools

Green Tree Borough is part of the Keystone Oaks School District. The Keystone Oaks School District has an estimated 2,175 students in the Boroughs of Castle Shannon, Dormont, and Green Tree. The District is comprised of five buildings, including three elementary schools that serve grades K through 5, one middle school that serves grades 6 through 8, and one high school that serves grades 9 through 12.

Aiken Elementary School

Aiken Elementary School is located within the boundaries of Green Tree Borough along Greentree Road and has approximately 190 students. Public school students who live in Green Tree Borough attend Aiken from Kindergarten through Grade 5.

Programs offered at the elementary school include gifted classes, speech and language support, learning support, life skills classes, and English as a second language.

(<http://www.kosd.org/education/components/scrapbook/default.php?sectiondetailid=760&>)

Saint Margaret of Scotland School

Saint Margaret of Scotland is a private school serving students between Kindergarten and Grade 8. The school has been open since 1931 and is affiliated with the Saint Margaret of Scotland Catholic Parish. The school building is located along Alice Street in Green Tree Borough (<http://www.stmargschool.com/stmargschool/site/default.asp>).

Utility



Rook Rail Yard
Photo Credit: Mackin, 2009

This category includes all land owned by a utility company, including electric, gas, telephone, cable, any pipelines, and transportation rights-of-way. In Green Tree, the majority of land in this category is owned by the railroad company, Norfolk Southern.

Rook Rail Yard

The Rook Rail Yard is located adjacent to the Rook Neighborhood near Mansfield and Hawthorne Avenues. Owned by the Wheeling and Lake Erie Railway, there are 10 acres available for development. It is zoned commercial, located in an enterprise zone, and served by electric, gas,

water, and sewer (Wheeling & Lake Erie Railway Company Industrial Development Sites, pg. 154).

Undeveloped

This category includes all land that is undeveloped, whether it is open space or wooded; however, this category does not include vacant buildings. For the most part, this is mostly land that is undevelopable and steeply sloped. A new subdivision is planned off Sheldon Avenue, however, with the lots laid out and available for purchase and construction. A housing development is also planned for the former driving range near Parkway Center. The remaining undeveloped land can be found as vacant lots scattered throughout the Borough with some larger concentrations Parish Street area and in Whiskey Hollow. In addition, Foster Plaza has designated green space within the office complex.



New Housing Development off Sheldon Avenue
Photo Credit: Mackin, 2009

DEVELOPMENT CONSTRAINTS

Specific natural resources, environmentally significant areas, and water resources within Green Tree Borough were identified in order to ensure that all future planning efforts take into consideration the effect of development on these significant areas.

Hydrological Resources

Map 2.4: Hydrological Resources depicts the watersheds, streams, and floodplains located within Green Tree Borough. Note: there are no NWI wetlands located within Green Tree Borough.

Watersheds

Every river, stream, and tributary has an individual watershed. Green Tree Borough is located within the Ohio River Basin, which has a drainage area of 3,487 square miles in Pennsylvania (United States Department of the Interior, Geologic Survey). The Ohio River Basin is divided into five major sub-basins, which are then in turn divided into many smaller watersheds.

Chartiers Creek Watershed

The Chartiers Creek Watershed consists of 277 square miles drained by the network of tributaries that feed the main channel of Chartiers Creek. It is located in southwestern Pennsylvania, flows north through Washington and Allegheny Counties and discharges into

the Ohio River at McKees Rocks. The watershed has primarily been impacted by abandoned mine drainage, development and municipal storm and sewer discharges (Lower Chartiers Creek Rivers Conservation Plan, 2001). Within Green Tree Borough the Chartiers Creek Watershed can be divided into two smaller watersheds; Bells Run and Whiskey Run. The Lower Chartiers Creek Watershed Council was established to foster communication and cooperation among individuals and groups living and working within the watershed (Lower Chartiers Creek Watershed Council, 2009).

Saw Mill Run Watershed

The Saw Mill Run Watershed consists of 19 square miles and is located in the south and eastern portion of Green Tree Borough. Saw Mill Run is 9.3 miles and enters the Ohio River downstream in Pittsburgh.

Floodplains

A floodplain is defined by the Environmental Protection Agency as the flat or nearly flat land along a river or stream or in a tidal area that is covered by water. Statistically flooding is expected to occur on an average of 1.5 years. Under natural conditions flooding is controlled by the landscape and weather, however human activities have been increasing the frequency of flooding. Concrete highways, parking lots, and roofs with impervious surfaces that do not allow filtration have been developed over areas that used to be forests, meadows, and wetlands with soils that soaked up much of the rainfall. If development in a floodplain is left unchecked, it can lead to disastrous consequences. The only floodplain within Green Tree Borough is along Whiskey Run along Glencoe Avenue.

Topography

Map 2.5: Topography depicts ten-foot contour lines in the Borough, and as shown on the map most of the undeveloped land within the Borough is fairly steep. This will limit development opportunities because steep slope development can impact watercourses by increasing stormwater runoff and sedimentation as well as cause earth to slide due to erosion.

LAND USE CONTROLS

Zoning

Green Tree Borough's Zoning Ordinance was enacted in 1947, and was most recently updated in 2001. There are 15 districts delineated in the Ordinance, as shown on **Map 2.6: Zoning Districts** and described below:

- Residence A – single-family residential
- Residence D – multi-family residential

- Residential/ Planned Conditional Commercial – single-family residential and professional offices
- Local Business – residential, offices, retail, service businesses
- Restricted Local Business – single-family residential with offices and retail as a conditional use
- Highway Commercial – offices and research and development labs
- Commercial – offices, research and development labs, retail, warehouses, restaurants
- Commercial A – offices, research and development labs, retail, and hotels/motels
- Commercial A-1 – offices, research and development labs, retail, and hotels/motels
- Commercial A-2 – single-family residential with offices as a conditional use
- Commercial B-1 – offices, parcel delivery facilities, research and development labs, and ancillary retail
- Commercial B2 – offices, parcel delivery facilities, research and development labs, and ancillary retail
- Restricted Industrial – residential, commercial (retail, hotels/motels, offices, etc.), light industrial (warehousing, assembly/packaging plant, research and development lab, etc.)
- S-1 Slope – single-family residential and pedestrian easements
- SS Streetscape – multi-family residential, offices, service businesses, mixed and commercial/residential

Over fifty percent of the Borough is currently zoned as Residence A; the Rook neighborhood is Residence D. The remaining land falls into one of the commercial, business or industrial zoning districts.

Subdivision and Land Development Ordinance (SALDO)

Green Tree Borough's Subdivision Regulations, or what is commonly referred to as a Subdivision and Land Development Ordinance (SALDO), were enacted in 1980. A SALDO regulates subdivisions and land development within the Borough by requiring all plans for such to be submitted for approval to Council after review by the Planning Commission. Green Tree's Subdivision Regulations address the following:

- General Provisions, Definitions and Penalty
- General Requirements
- Pre-Application
- Preliminary Plats and Final Plats
- Principles and Standards of Construction
- Improvements
- Street Design Standards
- Borough Standards of Construction

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D) ADMINISTRATION & SERVICES

Green Tree Borough is fortunate to be able to offer its residents a wide variety of services. The Borough works hard to ensure that its residents receive top quality services and stay informed. The Borough website, www.greentreeboro.com, provides a wealth of information on the governing body, municipal services and community organizations along with links to other community interests such as local schools. Residents or other interested parties can sign up on the homepage to receive weekly "Greetings from Green Tree" e-mail updates and the Borough publishes a quarterly newsletter. In 2009, Green Tree launched its own Municipal Television Channel, which is dedicated to Borough news and information. This channel will be programmed 24 hours a day, seven days a week and will be available to all residents who subscribe to cable television. The Borough Administration's commitment to serving its residents truly makes Green Tree "A Great Place to Live, Work & Play."

BOROUGH ADMINISTRATION

Governing Body

Green Tree Borough is governed by a seven-member council and a mayor, elected by the residents for four-year overlapping terms. The council elects one of its members as president to preside at meetings. Green Tree also has a chief administrative officer who acts as manager and is appointed by council. As in many communities, the manager is responsible for carrying out the policies and enforcing the ordinances of the council, relieving the council of routine day-to-day administration.

Green Tree Borough is also a home rule community. The basic concept of home rule is relatively simple. The Home Rule Charter and Optional Plans Law grants Pennsylvania municipalities the power to determine for themselves what structure their government will take and what services it will perform. A home rule municipality no longer has its powers and organization determined by the state legislature, and it drafts and amends its own charter and can exercise any power or perform any function not denied by the state Constitution, the General Assembly, or its home rule charter.

In its most basic sense, home rule means shifting the responsibility for local governance from the state legislature to the local community. A county, borough, or township choosing home rule can tailor its government organization and powers to suit its special needs. Although home rule cities and towns ordinarily possess more authority of local affairs than do non-home rule governments, they are still subject to considerable state control. Nowhere is this more evident than in the case of land use planning. A significant amendment to the Home Rule Charter and Optional Plans Law in 1974 placed home rule

municipalities under the provisions of the Pennsylvania Municipalities Planning Code (MPC). (Governor’s Center for Local Government Services, “Home Rule In Pennsylvania.”)

Boards & Commissions

Green Tree Borough also operates under a number of boards and commissions, each tasked with a specific mission to assist Borough Council in their designated area.

Building and Fire Code Appeals Board

The Building and Fire Code Appeals Board meets as needed to review applications involving special requests for exemptions from building and fire code requirements or to appeal a decision of the Building Code Official.

Civil Service Commission

The Civil Service Commission meets as needed for the hiring of new police officers in the Borough. They act as a liaison between Council and the candidates, reviewing the details of the hiring process and making sure that all requirements are met.

Library Board

This Board oversees the operations and expenditures of the Library. Meetings are held on the third Tuesday of each month.

Planning Commission

The Green Tree Borough Planning Commission serves in an advisory capacity and meets the second Wednesday of every month for “workshop” sessions, with an official business meeting occurring the fourth Wednesday of every month. At the request of the governing body, the Planning Commission prepares and reviews comprehensive plans, reviews all requests for land development or subdivision, recommends changes to the Zoning Ordinance, and advises the Borough concerning long-range planning.

Recreation & Community Activities Board

The Recreation & Community Activities Board is appointed by Council and plans annual community events, such as Octoberfest, the annual Halloween Parade, Light Up Night, Movie Madness and more. Meetings are held on the third Tuesday of each month.

Traffic Advisory Board (TAB)

The TAB deals with traffic issues, concerns, or problems and makes recommendations to Council. Meetings are held at 7:00 p.m. on the fourth Tuesday of the month, as needed.

Zoning Hearing Board (ZHB)

The ZHB serves to hear requests for variances or special exceptions in regards to the zoning ordinance. The ZHB is also charged with ensuring the fair and equitable application and administration of the Zoning Ordinance by hearing appeals on the Zoning Officer’s decisions. The Zoning Hearing Board meets on an as needed basis.

Budget

For the ninth consecutive year, Green Tree Borough has not increased real estate millage (4.35 mills) rates or cut any services. The following is a summary of the proposed 2010 budget.

Revenue

For 2010, the proposed budget includes a General Fund of \$7,035,379, an increase from \$6,788,641 in 2009. Revenues in the Borough are funded through two major income sources: Act 511 Taxes, which is the Borough’s largest, combined source of income, and Real Estate Taxes, which is the Borough’s largest single source of revenue.

Act 511, also referred to as the Local Tax Enabling Act, authorizes a variety of different taxes for municipalities and school districts. These include the earned income tax, amusement tax, mercantile tax, per capita tax, occupation tax, and business privilege tax. Act 511 Taxes account for 38% of the total Borough’s revenue while Real Estate Taxes account for 27%.

Commercial properties and businesses contribute heavily to the Borough’s budget. Approximately 50% of the Real Estate Tax revenue is as a result of commercial properties, while accounting for less than 25% of the Borough’s land. In addition, \$1.57 million dollars is projected to be generated as a result of the Business Privilege Tax.

Expenditures

The 2010 proposed budget identifies expenditures in the amount of \$7,040,379. Over half of the expenditures are as a result of three areas: the Police Department (21.5%), the Public Works Department (18.5%) and Sewer Maintenance (15.7%). The rest of the General Fund is used to cover all of the other operating expenses of the Borough, including administrative services, parks and recreation, fire protection, building maintenance, etc. The Capital Fund Projects proposed for 2010 are shown in **Table 2.8** below.

Table 2.8: Green Tree Borough Proposed 2010 Capital Fund Projects

Project	Cost
Completion of Comprehensive Plan (50% Grant Match)	\$13,000
Green Tree Park Soccer Field Fence	\$50,000
Park Video Surveillance	\$50,000
Wilson Park Tennis and Basketball Court Resurfacing	\$150,000
Greentree Road Streetscape – Phase II	\$250,000
Community Directional Sign System	\$30,000

Source: Green Tree 2010 Budget

Char-West Council of Governments (COG)

The Char-West COG is located in Carnegie Borough and consists of 21 municipalities: Bridgeville Borough, Carnegie Borough, Collier Township, Coraopolis Borough, Crafton Borough, Crescent Township, Findlay Township, Green Tree Borough, Ingram Borough, Kennedy Township, McKees Rocks Borough, Moon Township, Neville Island Borough, North Fayette Township, Oakdale Borough, Pennsbury Borough, Robinson Township, Rosslyn Farms Borough, South Fayette Township, Stowe Township, and Thornburg Borough. The primary function of the COG is to offer assistance to any one of these communities, particularly in areas where there are opportunities for cost-savings. This can include a variety of municipal services, such as establishing cooperative agreements between municipal police, fire, ambulance, and other departments, obtaining equipment for those departments, and obtaining public works materials and / or equipment. The Char-West COG is also the official Community Development Block Grant (CDBG) administrator.

Green Tree Borough, like all member communities, pays yearly dues and elects one primary delegate and one alternative delegate to represent their community at the monthly meetings. Green Tree Borough has realized significant cost savings in the acquisition of road salt materials as part of the Char-West COG's ongoing road program, and in addition, has participated in the COG's police mutual aid program. This program connects community police departments and allows them to compile a detailed list of directions to major buildings and schools in the participating municipalities in order to reduce response times. In terms of CDBG funds, Green Tree has utilized several grants to improve ADA accessibility both in their parks – including a drinking fountain and benches – and at their municipal complex and fire department, where accessible ramps and railings have been installed. Finally, Char-West COG has been working with its member communities to promote the countywide energy audit program, the Energy Efficiency and Conservation Block Grant (EFCBG) program, which will offer grant funding to municipalities that want to reduce their energy costs and utilize more sustainable solutions in everyday government activities.

MUNICIPAL SERVICES

Fire Protection

The Green Tree Volunteer Fire Company (GTVFC), Allegheny County Station #163, was established in 1927 and provides fire protection services for the Borough. Currently their equipment includes three engines, a one hundred foot elevated platform, a rescue vehicle, squad vehicle, and a fire chief's vehicle. On average, GTVFC responds to about 300 calls per year, including fire alarms, car accidents, physical rescues, carbon monoxide alarms, downed power lines, flooding, gas leaks, and hazardous material spills. An all-volunteer organization, the GTVFD has approximately 27 active members, many of whom have obtained certification in vehicle rescue, confined space rescue, rope rescue,

hazardous materials, rapid intervention, EMT, paramedic, and physician assistant. The GTVFC is always actively recruiting new members.

(http://www.greentreefire.com/greentreefire_005.htm).

Green Tree Borough owns the Fire Hall, located near Wilson Park on Poplar Street and leases it to the GTVFC. The Borough is responsible for building and equipment maintenance as well as purchases new equipment for the GTVFC through a capital equipment replacement program. Recent purchases include an aerial truck and two engine pumpers, with debt only owed on the aerial truck.

Emergency Services

The Medical Rescue Team South Authority (MRTSA) has provided emergency and non-emergency ambulance service to Green Tree Borough and its five other communities since 1995 out of its headquarters located in Mt. Lebanon. MRTSA is overseen by a Board of Directors, whereby each community appoints two members for a total of ten Board members.

Additional services offered by MRTSA include a wheelchair van service and a Quick Response Vehicle (QRV) to assist crews and provides for another paramedic in the field when all ambulances are busy. Currently MRTSA has seven ambulances, one staff car and the QRV. Field staff includes both full and part-time personnel consisting of four Shift Supervisors, 25 Paramedics, 23 Emergency Medical Technicians, and 18 volunteers. In addition to the Executive Director and Operations Manager there are seven administrative support personnel and a full-time mechanic.

MRTSA also offers a number of community services, including athletic standby coverage (EMT's and/or paramedics for athletic events); non-emergency transports; speakers bureau (community educators and speakers for schools, scout groups, civic groups and churches as well as merit badge and service learning programs); car seat safety (car seat installation appointments); and honor guard (participates in public safety funerals, parades and service recognition) (<http://www.mrtsa.com/>).

Police

The Green Tree Police Department has eleven full-time officers consisting of a Chief of Police, two lieutenants and eight patrol officers as well as one administrative secretary. In addition, the department has two National Rifle Association (NRA) firearms instructors, one certified accident reconstruction specialist, and several members that are available as speakers for civic groups on many topics, including crime prevention, firearms, general safety, and vehicle theft. The police department interacts on a regular basis with Federal and State authorities and is an active member in the South Hills Drug Task Force. The Department also participates in Animal Control's Lost Pet Project, which assists in reuniting lost pets with their owners.

Special services offered to residents include the “Vacation Home Checks” program and the “Key Vault” program. The “Vacation Home Checks” program allows residents to notify the department of times when they will be away from home, and officers will provide exterior inspections of residences daily to ensure that they are safe and secure. With the “Key Vault” program, residents provide a spare key to their premises to Green Tree Police, who also keep a record of registered residents’ emergency contacts. In case of an emergency, the police have access to the residence and can notify contacts.

Public Works

Throughout the year, the Green Tree Public Works Department is responsible for road maintenance and responding to local emergencies due to clogged sewers, potholes, and other issues. In addition, the Public Works Department has seasonal duties, including but not limited to, plowing and salting roads during the winter months, preparing the parks in the springtime, maintaining the parks in the summer and collecting and composting leaves in the fall. The Public Works Department also maintains the Borough municipal complex, including the Library, and recreational and park facilities.

The leaf collection recycling program is operated by the Public Works Department in the fall, whereby leaves are collected curbside on a weekly basis from mid-October until early December. A free compost pile for public use is available at the Green Tree Park parking lot entrance. The Public Works Department also collects discarded, undecorated Christmas trees for mulching and use throughout the Borough parks and properties.

Refuse Collection

Curbside refuse collection is provided for the residents of the Borough of Green Tree by Waste Management, Inc., as a result of a five-year contract that will end in 2012. The Borough created a Solid Waste Fund in 2007 in anticipation of rising collection costs. Therefore, while collection fees increased, the Borough absorbs the increased cost so that there is no additional cost to residents.

The following items are accepted for weekly, curb-side collection:

- Furniture and appliances
- Plumbing fixtures and accessories
- Newsprint and other trash
- Scrap, litter, debris
- Household equipment such as stoves, refrigerators, water heaters and furnace pipes
- Broken glass, bottles, crockery, tin cans
- Other waste and refuse normally generated from a household or public building
- Lawn and yard debris, such as lawn clippings, weeds, leaves, twigs, vines, clippings from shrubs and hedges, garden plants, tree branches, small building materials

Recycling Services

Green Tree Borough maintains a Recycling Drop-Off Center located on Poplar Street at the Public Works Department facilities. The following items are accepted:

- Co-mingled
- Aluminum cans
- Newsprint

Green Tree offers a separate bin for aluminum cans; the proceeds are used toward local projects such as college scholarships, flu clinics, youth sports programs, etc. The Borough receives a Municipal Recycling Performance Grant through the Pennsylvania Department of Environmental Protection; the amount is based on the total amount solid material tonnage that is recycled at the drop-off center and through private, commercial recycling.

The Pennsylvania Department of Environmental Protection (PADEP) requires all municipalities with 5,000 residents or more to partake in curbside recycling. As Green Tree is under 5,000, it is not mandated to do so. In the past, Green Tree conducted a cost/benefit analysis to determine if curbside service would be better; however, it was found it not to be more efficient or effective than its current system. The Borough should continue to monitor this as recycling plans may change and make it worthwhile to switch to a curbside program.

Utilities

Map 2.7: Utilities depicts the locations of all public water and sewage lines within Green Tree Borough. Public water service is provided by Pennsylvania American Water Company, which serves all households in the Borough.

Public sewerage service is provided by Green Tree Borough, who contracts with ALCOSAN to treat the sewage. The Borough owns approximately 36 miles of sanitary sewer lines, which cover the majority of the Borough with a few exceptions. Currently, the Borough is conducting an engineering study for the design and installation of the sanitary sewer extension for the homes along Warriors Road that are currently served by septic systems. The Borough is in the final design stage and needs to determine the final route, submit Sewage Planning Modules to the Pennsylvania Department of Environmental Protection (PA DEP) for approval, and secure easements from each property owner for access to the sewer line for installation and maintenance. The project is expected to cost \$270,000.

In addition, Green Tree is in the process of working on the sanitary sewer lines in order to be in compliance with the requirements of the Administrative Consent Order between the Borough and the Allegheny County Health Department with regard to Sanitary Sewer Maintenance. Since signing the Consent Order in 2004, over \$2 million dollars has been spent to repair sanitary sewers and other compliance measures. The Borough secured a \$1.5 million dollar bond that will allow for the continued fulfillment of the Consent Order

and allow for the installation of sanitary sewer lines to the areas in the Borough that are currently serviced by septic tanks. The last phase of the Consent Order is expected to be completed by 2026.

Columbia Gas and Equitable Gas provide natural gas service to the Borough while electric service is provided by Duquesne Light Company. Residents have their choice for broadband services (telephone, cable television and high speed internet) between Verizon Fios and Comcast.

Recreation Program

Green Tree Borough operates a Recreation Program, which is offered to not only Borough residents, but also anyone within the Keystone Oaks Community and in some instances, non-residents as well. The Program features annual events such as Green Tree Night at the Pirates, Summer and Winter Recreation, the 4th of July, Dog Park Party, Egg Drop Contest, Oktoberfest, Halloween, Adult Softball Program, and Light Up Night. The Program is funded through participation fees and facility rental fees.

CIVIC AND BUSINESS ORGANIZATIONS

The following is a listing of the various civic, cultural, and business organizations that serve Green Tree Borough residents. It is important to note that not all of these organizations are affiliated, sponsored, nor financially supported by Green Tree Borough.

American Legion Post #823

The American Legion was first chartered and incorporated by Congress in 1919 as a patriotic veterans organization and is the largest veterans service organization committed to mentoring and sponsoring youth programs. Post 823 is the local organization in Green Tree and they sponsor a number of community events throughout the year.

Friends of the Green Tree Library

The Friends of the Green Tree Library hold meetings on the third Wednesday of each month (except in June, July and August). There are roughly 200 dues-paying members who assist the Library through volunteering and fund-raising efforts, including an annual used book sale as well as other activities throughout the year (<http://www.einetwork.net/ein/greentree/friends.html>).

Green Tree Athletic Association

The Green Tree Athletic Association offers baseball and softball to approximately 200 children in the Borough between the ages 5 through 18. Games are played on borough fields. Seven teams are offered for boys and six teams for girls of different age groups:

Table 2.9: GTAA Programs

Boys	Age	Girls	Age
Rookies	5 and 6	Rookies	5 and 6
Instructional	7 and 8	Instructional	7 and 8
Minors	9 and 10	Intermediate	9 and 10
Little League	11 and 12	Minors	11 and 12
Teener	13	SWIG	13, 14 and 15
Pony	14	Sr. SWIG	16, 17, and 18
Colt	15 and 16		

Green Tree Garden Club (GTGC)

The GTGC was founded in 1971 as an educational, charitable, service organization dedicated to the development of gardening and the betterment and beautification of the Green Tree community. The GTGC also promotes the exchange of gardening ideas and knowledge among its members. Meetings are typically held on the second Thursday of each month at 11am in the Green Tree Fire Hall and programs begin at 12:30pm. Annual dues are \$15 per member and guests are welcome. The GTGC supports itself and its activities through three annual fundraisers. Proceeds from the fundraisers allow the GTGC to provide the following to the community.

(<http://www.greentreeboro.com/gardenclub.html>):

- Monthly flower arrangements for the Green Tree Library reading area
- Seasonal arrangements for the Municipal Building atrium and Police Department
- Yearly scholarships for horticulture students at the Bidwell Training Center
- Support for local bird and garden societies
- Flowers for the Green Tree Rotary's Easter baskets provided to area shut-ins
- Planting at community gardens each spring
 - Perennial Garden at Municipal Center Park
 - Anniversary Rose Garden at the Municipal Center Park
 - Sign Post Garden at the corner of Mansfield Avenue and Poplar Street

Green Tree Historical Society

The Historical Society was organized in September of 1985 as a direct result of the Green Tree Centennial celebration. The mission of the Society is to collect, preserve, and display the history of the Borough. The Society also speaks to community groups on the history of Green Tree, conducts tours for schools, scout groups, and other community organizations, and invites the public to use their reference library and facility for research.

The Society's office is located in the bottom floor of the Borough Building. They meet on the 3rd Thursday of the month at 7:30 PM (except during July, August, and September) and consist of approximately 100 members. Annual membership dues are ten dollars. The Society is open to the public on Tuesdays from 9:00 AM to 12:00 PM and 7:00 PM to 9:00 PM or by appointment.

The Society displays artifacts at the historical society office, as well as in the library. The Society has a large collection of documents relating to the history and development of Green Tree. Some of these documents include history books, obituary and death notices, Chartiers Valley Life weekly newspapers, Census microfilms, local school class pictures, aerial photography, oral history tapes, family and home history files, County and town histories, school tax records, planning commission minutes, local cemetery books, minutes and albums from local civic groups, photographs, news clippings, and World War II data. Currently the Society is preparing a pictorial history book and a PowerPoint presentation concerning the history of the borough for the use of the general public.

(<http://www.einetwork.net/ein/greentree/histsoc.html>).

Green Tree Rotary Club

Chartered in 1983, the Green Tree Rotary Club is dedicated to providing service to those in need, both locally and throughout the world. The club consists of approximately 31 local business and professionals and has helped many local organizations and people with such projects as academic scholarships, food banks drives and beautification projects, including the construction of two gazebos in Green Tree.

(<http://www.greentreerotary.org/>).

Green Tree Seniors

The Green Tree Seniors is a social organization that meets the first Wednesday of every month (except July, August and December) in the Green Tree Municipal Center. The organization is open to anyone 55 and older, has approximately 150 members, with membership rates of \$5 per year. The Green Tree Seniors offer day-trips, over-night excursions, annual events, as well as a host of other events including speakers, artists, musicians, etc. (<http://www.greentreeboro.com/greentreeseniors.html>).

Green Tree Women's Civic Club

The Green Tree Women's Civic Club meets on the first Thursday of each month at 7:30pm at the Green Tree Fire Hall. Currently, their main project is "Operation Shoebox" whereby they collect items to send overseas in support of the armed forces. Drop-off bins are located in the Green Tree Public Library and the Green Tree Municipal Administrative Office (<http://www.greentreeboro.com/civicclub.html>).

Keystone Oaks School Programs

Many recreational facilities and programs are available to high school students. The school offers sixteen varsity sports teams. Sports offered include baseball, basketball, cross country, football, golf, ice hockey, soccer, swimming and diving, tennis, track and field, volleyball, wrestling, cheerleading, and softball. Recent improvements to recreation facilities include renovation of Dormont Memorial Stadium, which is the school's football and soccer facility. The school also offers an aquatic program which includes recreational swimming, water aerobics, and life guard training.

Keystone Oaks Area Soccer Club

The Keystone Oaks Area Soccer Club is a volunteer organization that provides soccer training and playing opportunities for children ages 4 to 19 (<http://koasoccer.com/>). The club is open to all children in the Keystone Oaks School District, which includes the Borough of Green Tree. Neighboring communities and parochial schools can also participate.

Pittsburgh Airport Area Chamber of Commerce (PAACC)

Green Tree is part of the PAACC, which serves 31 communities and seeks to advance economic vitality by providing advocacy, information, and services to its members. The Pittsburgh Airport Area Chamber of Commerce represents over 1,000 businesses in the airport area corridor communities surrounding the Greater Pittsburgh International Airport. The Chamber serves businesses beginning in Green Tree, and extending into communities located in Beaver County. In 2009, the leadership of the PAACC sought to focus on increasing their capacity as a business incubator, encouraging and efficiently managing community growth, providing an array of education and workforce development services, and increasing their membership.

Society for Educational Environmental Development (S.E.E.D.)

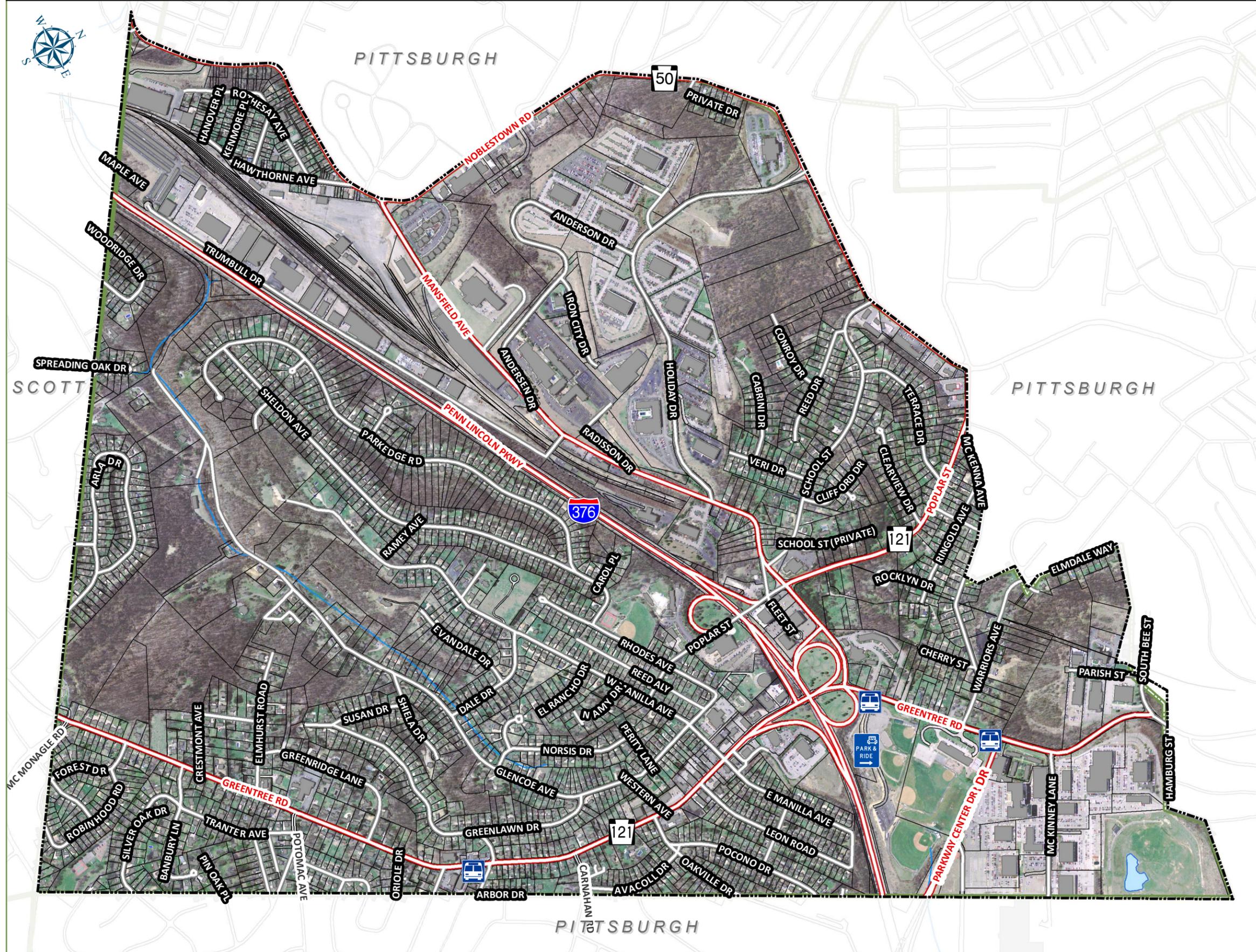
S.E.E.D. is the Green Tree community group that maintains the Green Tree Nature Center, keeping it accessible for visitors and safe for the many types of vegetation and wildlife present. S.E.E.D. documents the various types of flora and fauna within the reserve and holds activities at the Nature Center. Although S.E.E.D. does not meet regularly, all interested persons who are interested in participating in the organization should contact the Borough.

SUSTAINABILITY

Green Tree Borough has made strides to ensure that the Borough is energy efficient and environmentally responsible. For their efforts, the Borough was awarded the 2009 Environmental Award, chosen from municipalities in nine counties throughout Southwestern Pennsylvania. The Borough received this honor as a result of the following activities:

- Changing 100% of Green Tree's traffic signals to an LED system, saving approximately 60-80% in energy costs and additional savings in signal maintenance.
- Retrofitting the lighting in the Green Tree Municipal Center to energy efficient lighting.
- Providing a comprehensive recycling program for residents, including a convenient opportunity for residents to support local charities.
- Offering leaf collection and tree pick-up services to residents.
- Recycling by the Green Tree Public Works Department of their used scrap metal and oil.
- Coordinating with outside organizations to advertise local, free, drop-off programs for recycling unwanted appliances and computers for area residents.
- Being a founding member of the Southwestern Pennsylvania Hazardous Household Waste Task Force.

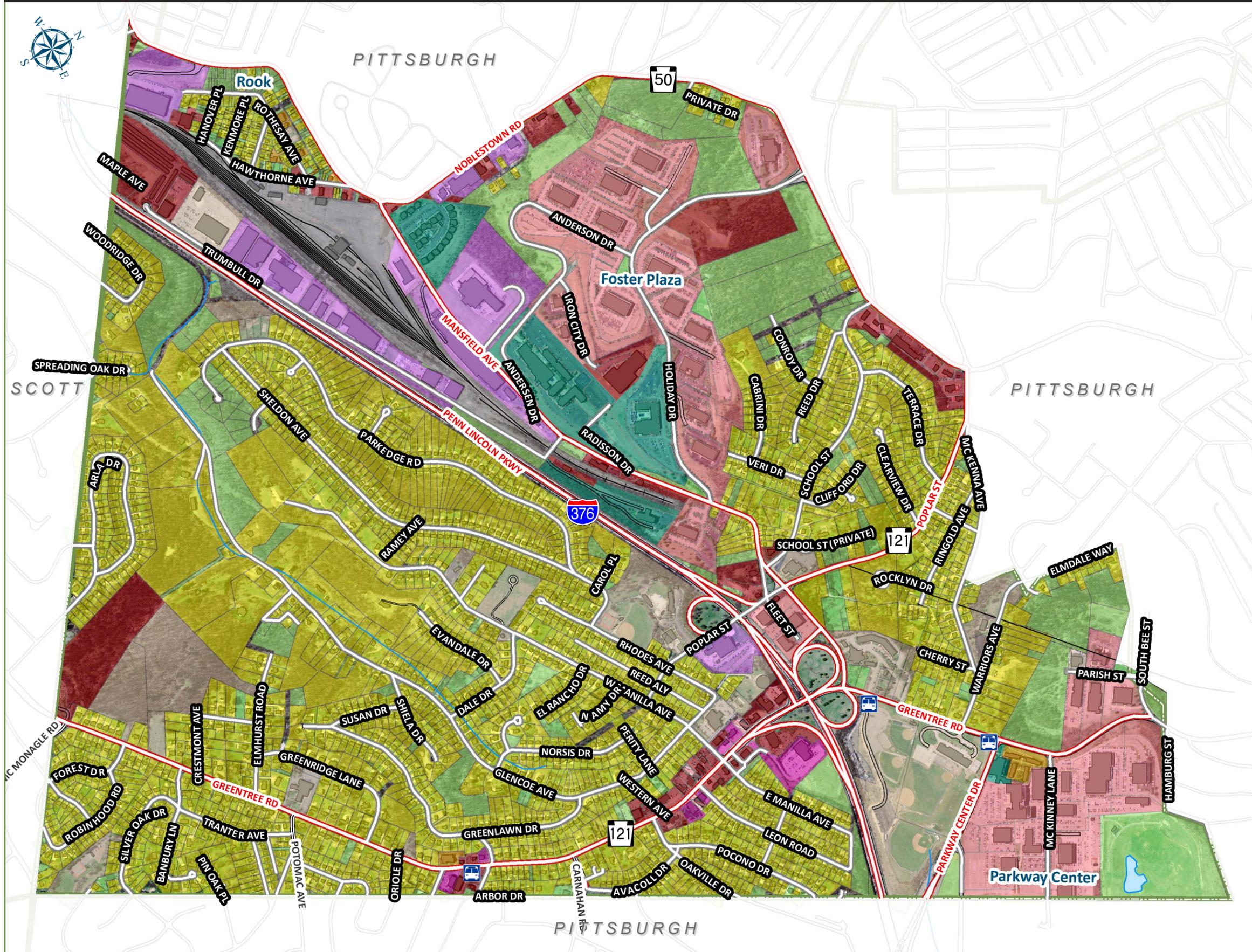
During 2010, the Borough will participate in an energy audit as part of Allegheny County's Energy Program, which is financed through a block grant by the U.S. Department of Energy. Depending on the outcome of the audit, the Borough may be eligible for funding to upgrade the air conditioning/air handler and boiler at the Municipal Complex.



- Legend**
- Municipal Boundary
 - Parcel
 - Building
 - Water Body
 - State Road
 - County Road
 - Local Road
 - Private Road
 - Parking Lot
 - Railroad
 - Stream
 - Bus Shelter
 - Park-n-Ride (Residents Only)

Source: GIS data was provided by Green Tree Borough.

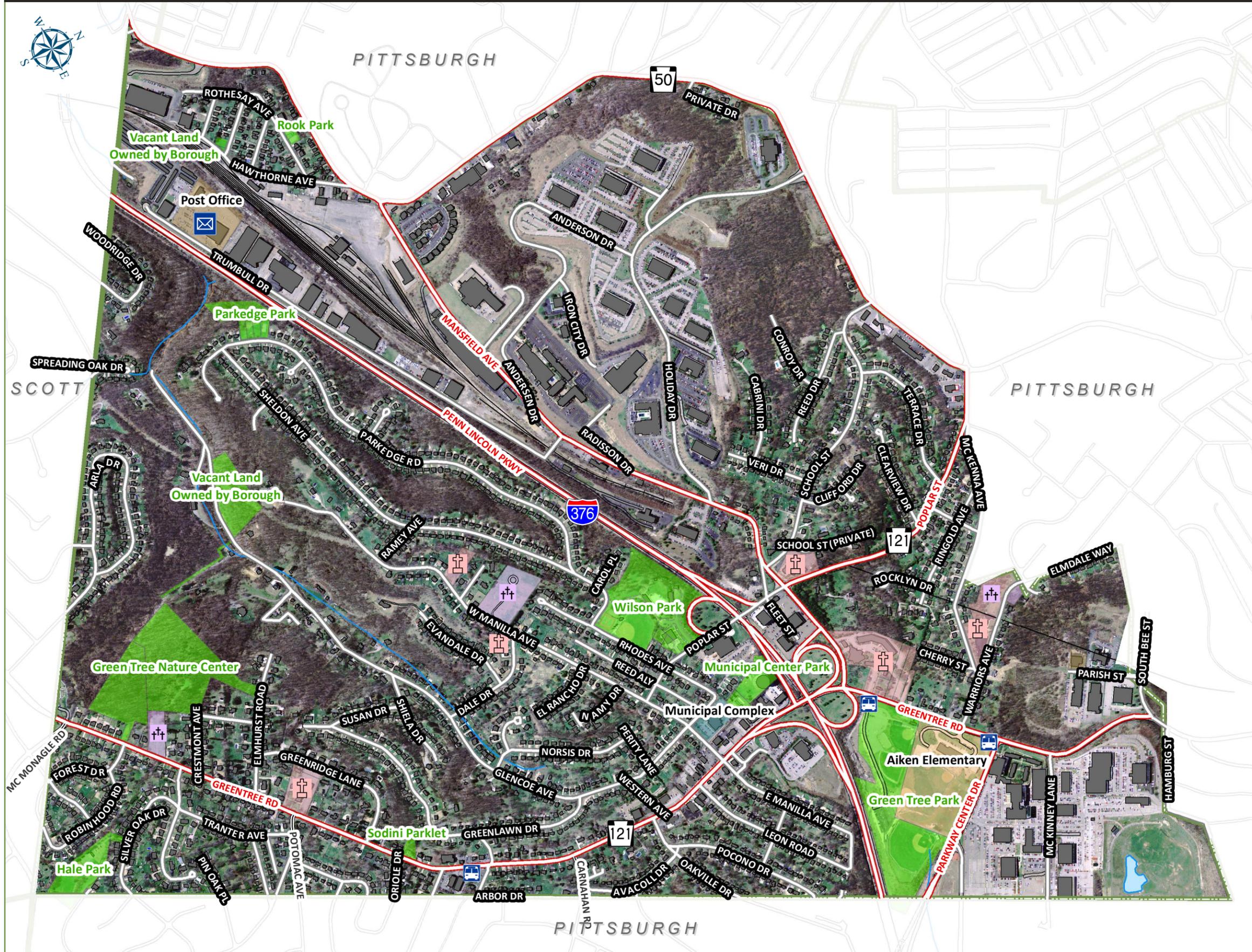




- Legend**
- Municipal Boundary
 - Water Body
 - Building Footprint
 - State Road
 - County Road
 - Local Road
 - Private Road
 - Railroad
 - Parking Lot
 - Stream
- Existing Land Use Category**
- Single-Family Residential
 - Multi-Family Residential
 - Commercial
 - Vacant Commercial
 - Hotel
 - Office
 - Medical Office
 - Light Industrial
 - Public
 - Utility
 - Vacant Land
 - Bus Shelter

Source: GIS data was provided by Green Tree Borough and field checked by Mackin.

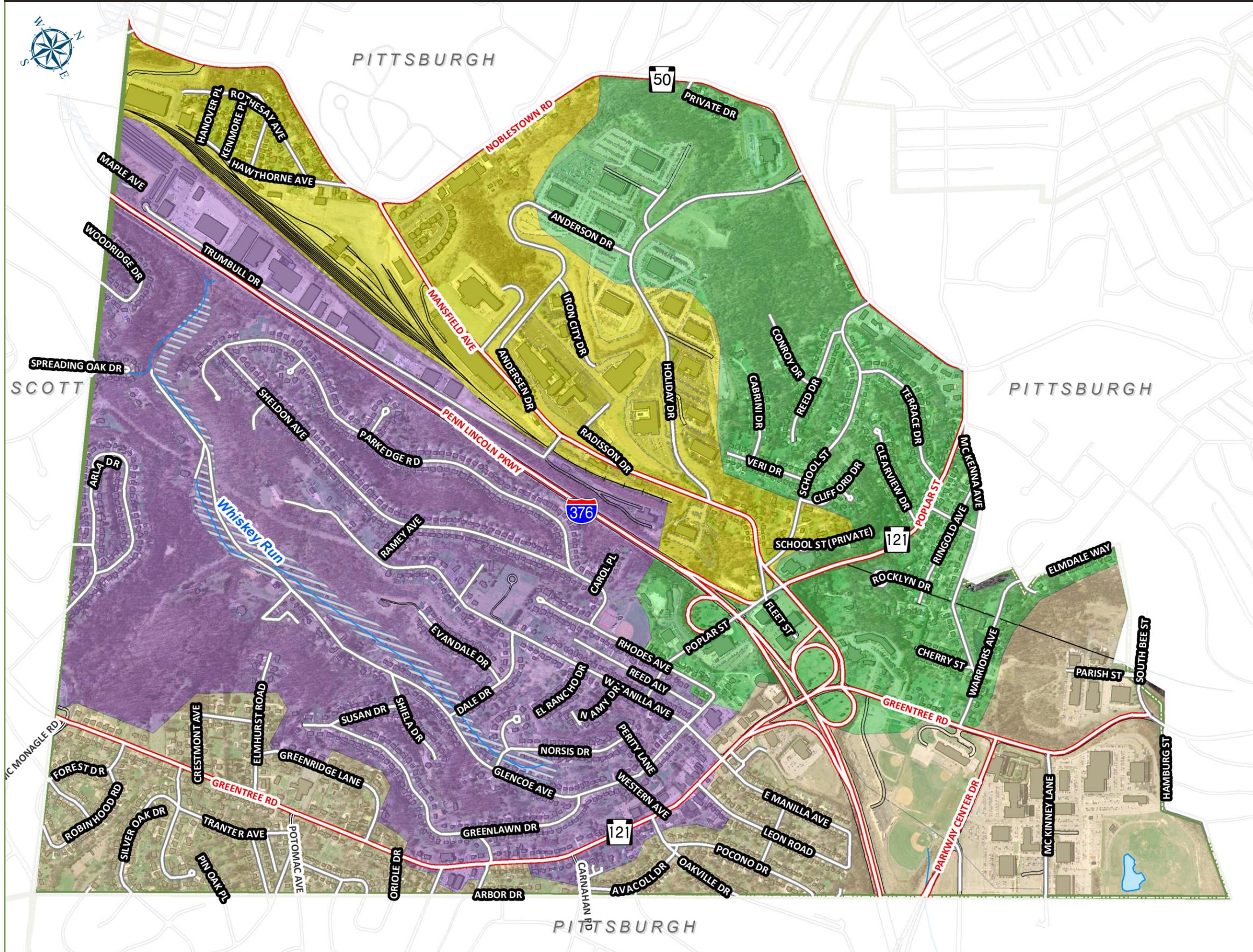
0 1,000 2,000
Scale in Feet



- Legend**
-  Municipal Boundary
 -  Water Body
 -  Building Footprint
 -  Railroad
 -  Parking Lot
 -  Stream
 -  Public School
 -  Municipal Complex
 -  Public Park
 -  Cemetery
 -  Church
 -  Other Institutional Property

Source: GIS data was provided by Green Tree Borough and field checked by Mackin.



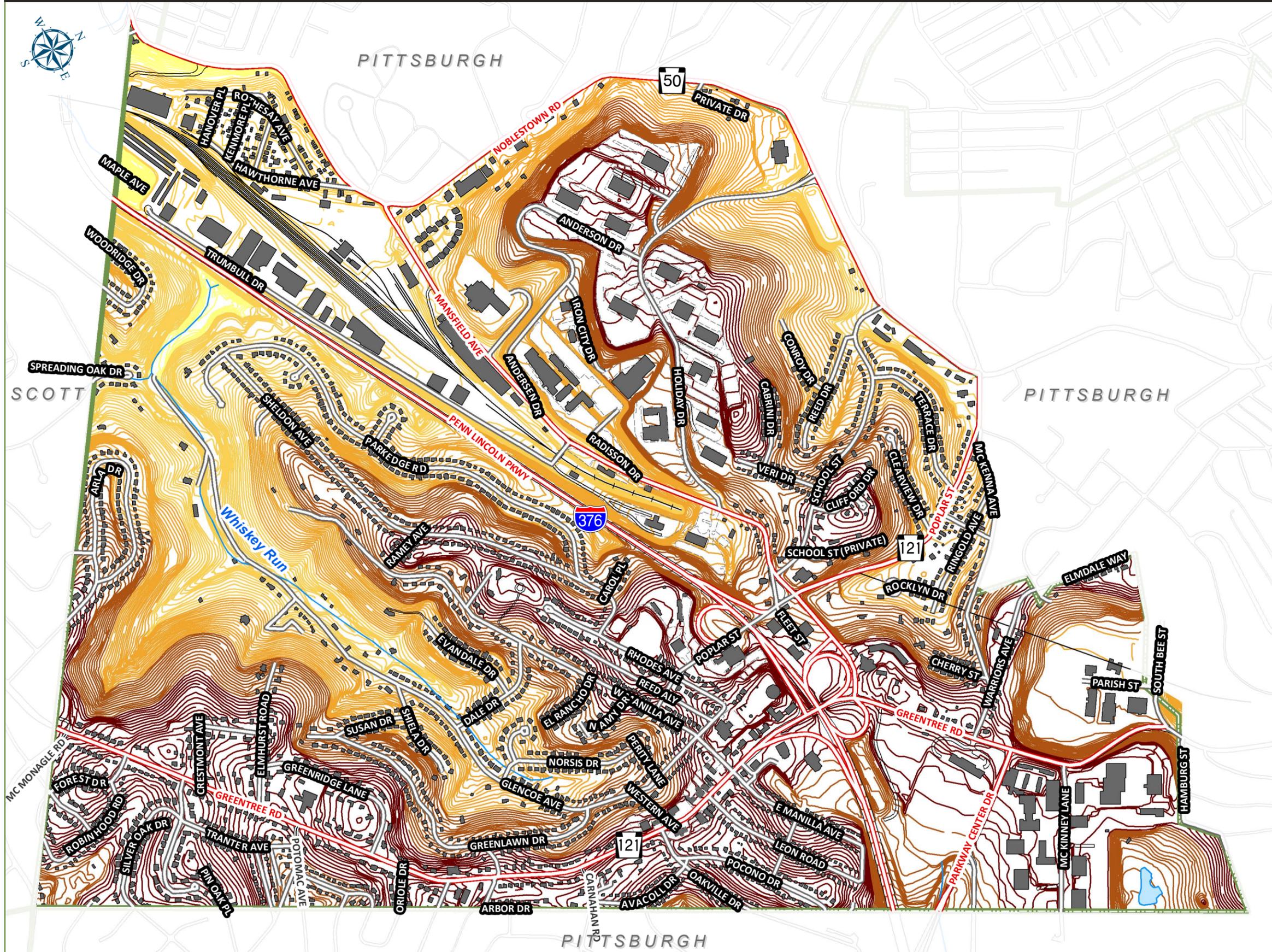


Legend

- Municipal Boundary
- Water Body
- Building Footprint
- Railroad
- Parking Lot
- Stream
- Floodplain
- Bells Run Watershed
- Chartiers Creek Watershed
- Saw Mill Run Watershed
- Whiskey Run Watershed

Source: GIS data was provided by Green Tree Borough.

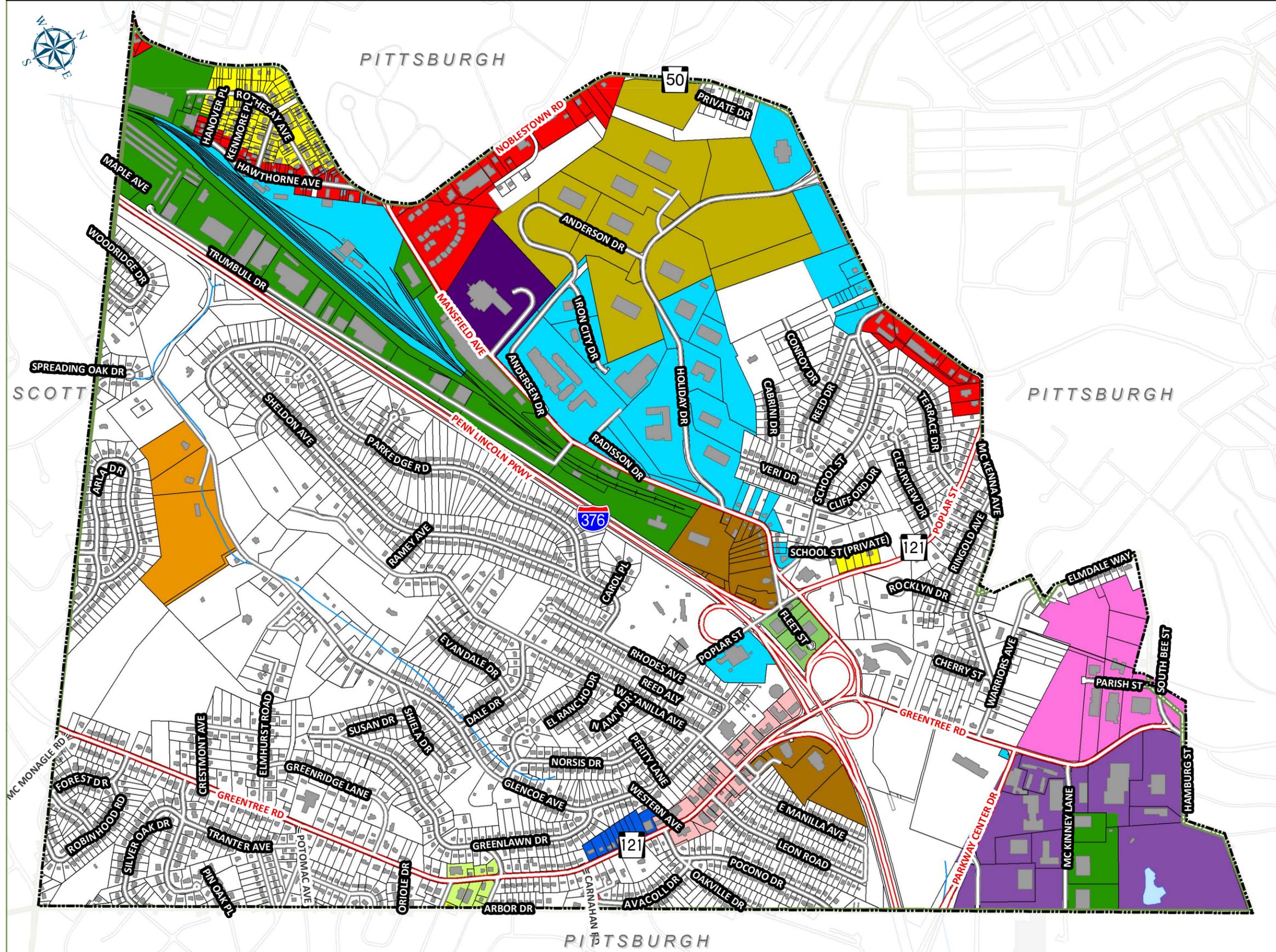




- Legend**
- Municipal Boundary
 - Water Body
 - Building Footprint
 - State Road
 - County Road
 - Local Road
 - Private Road
 - Railroad
 - Parking Lot
 - Stream
- Elevation (in feet)**
- 770.0 - 875.1
 - 875.1 - 995.0
 - 995.1 - 1080.0
 - 1080.1 - 1150.0
 - 1150.1 - 1240.0

Source: GIS data was provided by Green Tree Borough.

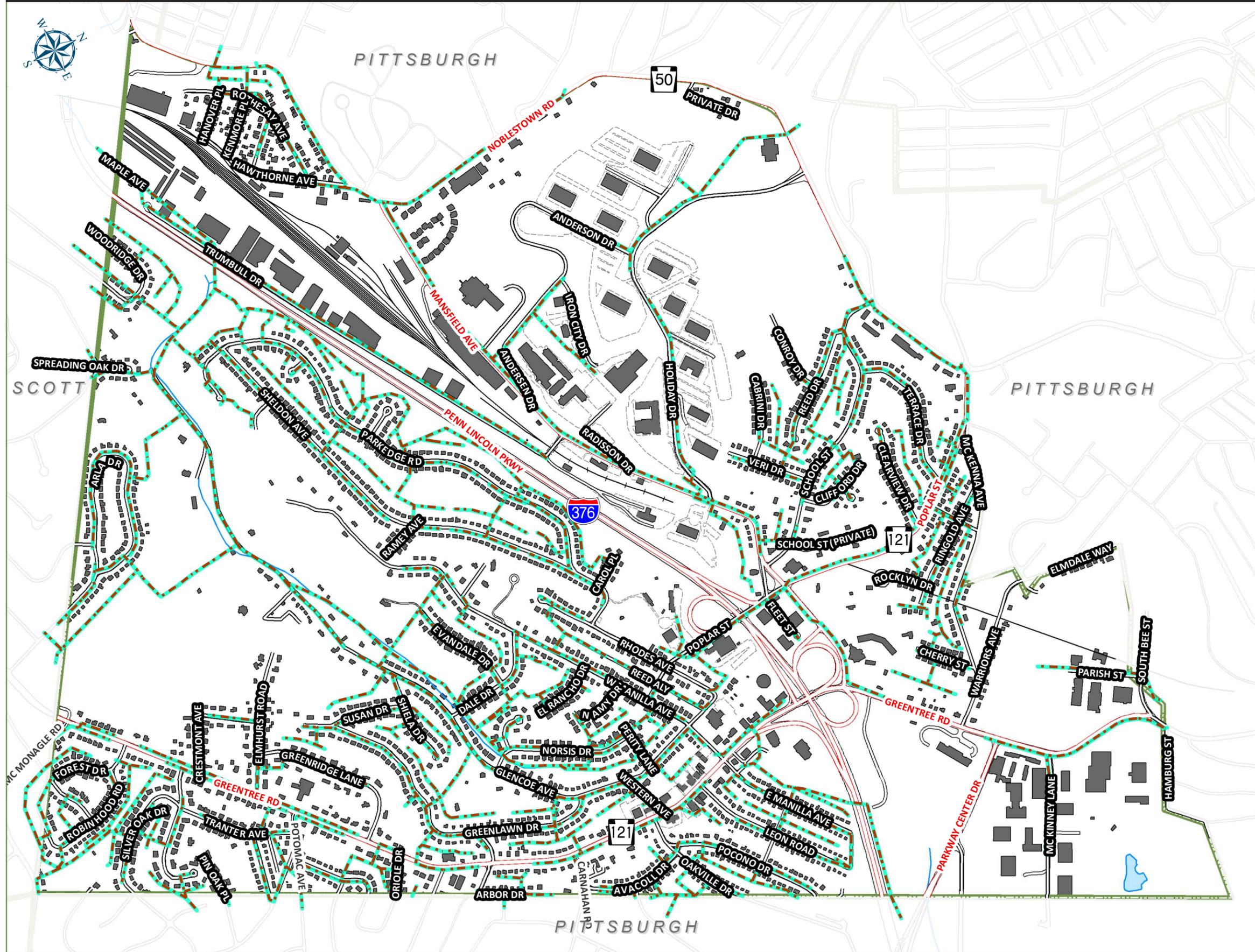




- Legend**
- Municipal Boundary
 - Building
 - Water Body
 - State Road
 - County Road
 - Local Road
 - Private Road
 - Railroad
 - Stream
- Zoning Districts**
- Commercial District
 - Commercial "A" District
 - Commercial "A-1" District
 - Commercial "A-2" District
 - Commercial "B-1" District
 - Commercial "B-2" District
 - Highway Commercial District
 - Streetscape District
 - Local Business District
 - Residence "A" District
 - Residence "D" District
 - Residential/Planned Conditional Commercial Use District
 - Restricted Industrial District
 - Restricted Local Business District
 - Slope District

Source: GIS data was provided by Green Tree Borough.





- Legend**
- Municipal Boundary
 - Water Body
 - Building Footprint
 - State Road
 - County Road
 - Local Road
 - Private Road
 - Railroad
 - Parking Lot
 - Stream
 - Sewer Line
 - Water Line

Source: GIS data was provided by Green Tree Borough.



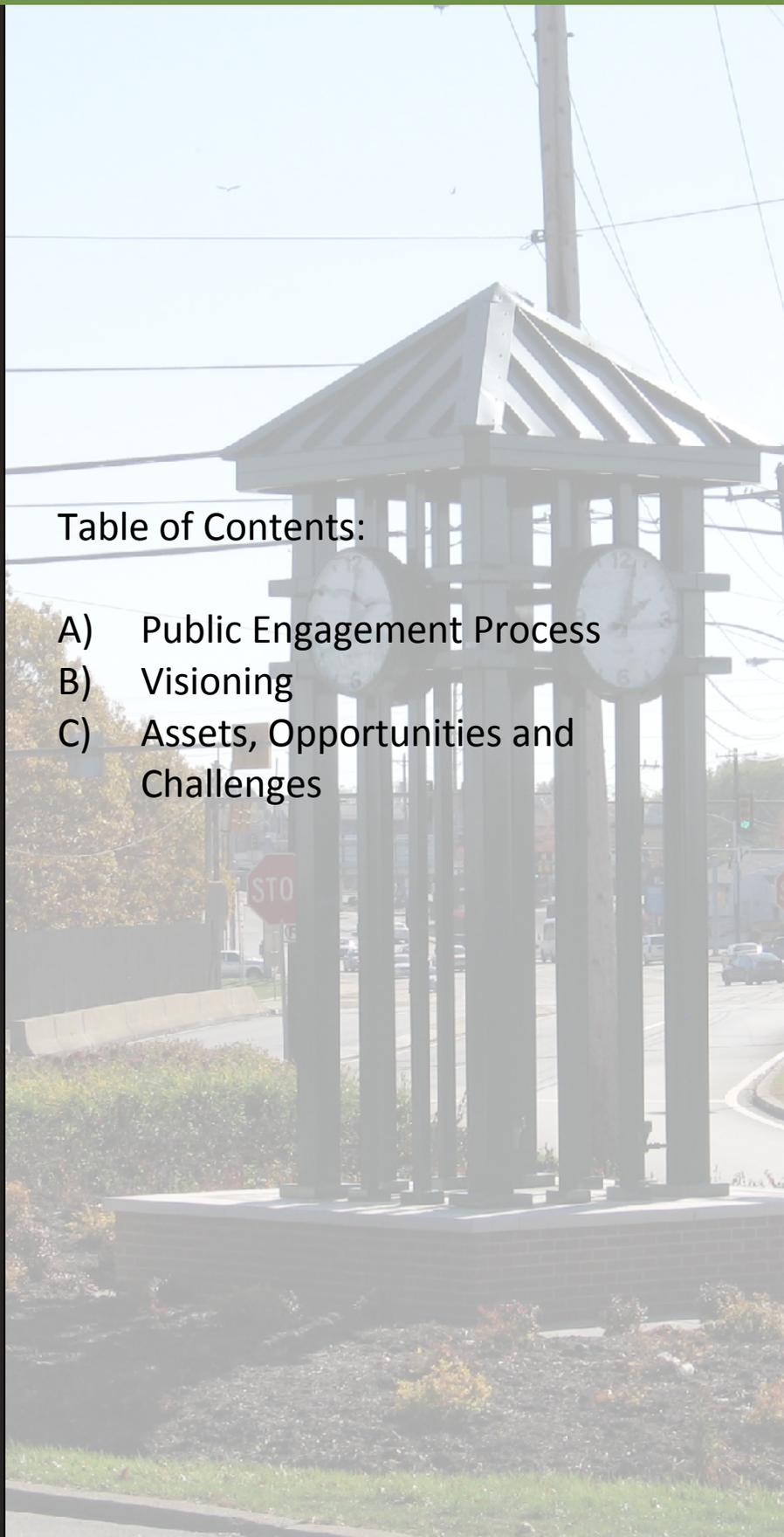


CHAPTER 3: NEEDS ASSESSMENT

The Borough of Green Tree Comprehensive Plan

Table of Contents:

- A) Public Engagement Process**
- B) Visioning**
- C) Assets, Opportunities and Challenges**



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A) PUBLIC ENGAGEMENT

A sound comprehensive plan is not created in a vacuum. It is the collaborative work of a group of organizations and individuals to ensure that the plan is a reflection of the community as a whole. For the Green Tree Comprehensive Plan, a number of groups were utilized to help collect information to present an accurate community snapshot, identify the key issues and concerns, and assist in the development of the goals and priorities. Public engagement within the context of the planning process presents an opportunity to develop a collective vision for the future of Green Tree. More importantly, it also presents a chance to bring together the active but often uninvolved constituency of neighbors, business owners, investors, and visitors who enjoy and identify with the culture and social life of the Borough to think about the effects of change and how best to integrate old with new. The plan itself is a tool that at once recognizes the value of organic development and the importance of community priorities and preferences, which, once clearly established, will steer the area's commercial corridors and residential neighborhoods down a path of development that is in the best interest of Green Tree and the Borough's diverse stakeholder groups.

"The best government rests on the people, and not on the few, on persons and not on property, on the free development of public opinion and not on authority."

- George Bancroft

THE ENGAGEMENT PROCESS



Steering Committee

A Steering Committee was organized at the beginning of the project to help guide the planning process. The Committee met on a bi-monthly basis between May 2009 and December 2009 and then on a monthly basis from January 2010 through June 2010. It was important to Borough Council that the Steering Committee reflects a cross-section of the Borough and thereby included representatives from Borough Council, Planning Commission, Zoning Hearing Board, Keystone Oaks School Board, the Historical Society, residents, local business owners, and other organizations.

The Steering Committee was responsible for refining the overall vision for Green Tree Borough; assisting in the identification of needs; developing recommendations, and reviewing draft documents.



Stakeholders

In order to ensure that a broad range of the community was represented, approximately 20 additional stakeholders were identified and interviewed regarding specific topics related to the comprehensive plan. The stakeholders represented cultural and community organizations such as the Green Tree Historical Society; municipal service providers such as the Green Tree Code Enforcement Office and Char-West COG; as well as additional persons or organizations representing business and industry, recreation, and other key elements. Interviews were conducted one-on-one in order to gather detailed information about specific elements of the comprehensive plan. A full list of stakeholders can be found in Appendix A.



Economic Development Focus Group

Successful economic development strategies must encompass, preserve and enhance all aspects of a community's asset base. For this reason, the economic development focus group not only facilitated a discussion on Green Tree's economic structure such as regional industry trends, income characteristics and demographic changes, but also attempted to determine how Green Tree's economic structure is positively or negatively influenced by its current built-environment and future priorities.

Focus Group Meeting: August 27, 2009

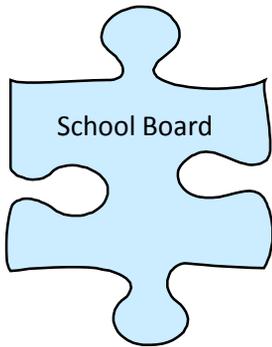
The economic development focus group meeting was held early on in the planning process to present a snapshot of current trends and gauge the needs of Green Tree Borough. There were 18 people in attendance; representatives from Green Tree Borough Council and Planning Commission, Southwestern Pennsylvania Commission (SPC), Allegheny County Department of Economic Development, Allegheny County Department of Economic Development – Planning Division, Pittsburgh Area Airport Chamber of Commerce, local business owners, local developers, and interested residents.

The meeting consisted of a presentation on economic development statistics, both at the broad national trend and at the local level and also a brief overview of economic development marketing. After the presentation, a discussion was held to ascertain the stakeholders' ideas on what economic development means in Green Tree; why invest here; and what are the competitive advantages vs. shortcomings in Green Tree. Stakeholders were also asked to identify what

they would like to see in terms of future development/redevelopment for several areas of focus within the Borough, including Greentree Road, Foster Plaza, Parkway Center, Parish Street Area, the Rail Yard, and the housing market as it relates to supporting economic development. A summary of the economic development focus group can be found in Appendix B.

Keystone Oaks School Board

It was very important to Green Tree Borough to coordinate with Keystone Oaks School District in the development of the comprehensive plan. The Keystone Oaks School Board is comprised of nine members, three from each of the municipalities (Green Tree Borough, Dormont Borough, and Castle Shannon Borough). One of the Green Tree representatives was included on the Steering Committee to provide a perspective from the school district. In addition, all three of the Green Tree Representatives on the Keystone Oaks School Board were invited to attend the April 2010 Steering Committee meeting and were mailed a brief survey. The survey results are confidential; however, recommendations were included in the draft plan to address the identified needs. This extra level of coordination was held near the end of the planning process to identify methods to foster increased communication between Green Tree Borough and Keystone Oaks School District.

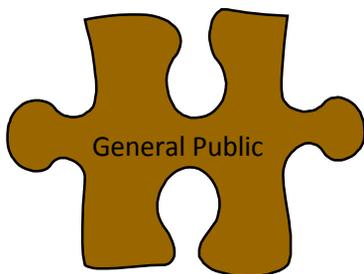


Public Meetings

In order to engage the general public, two public meetings were held as part of the planning process. A summary of the public meetings can be found in Appendix C.

Public Meeting #1: October 8, 2009

The first public meeting was held to introduce the project to public; 19 people were in attendance. The meeting consisted of a presentation; visioning exercise; strengths, weaknesses, opportunities and threats (SWOT) exercise; as well as an exit survey. An exit survey was also distributed to the attendees, which was designed to gather additional input. The information gathered at this meeting was then utilized to identify the assets, opportunities and challenges as well as ultimately, develop the plan's recommendations.



Public Meeting #2: June 14, 2010

The final public meeting was held near the end of the planning process to present the draft plan and recommendations.

Youth Focus Group

Involving the youth of a community is very important in any planning process. These “future residents” of the municipality may also have a very different vision for their community than the older residents. A youth focus group was organized in order to gain critical input from this segment of the population into the comprehensive plan.

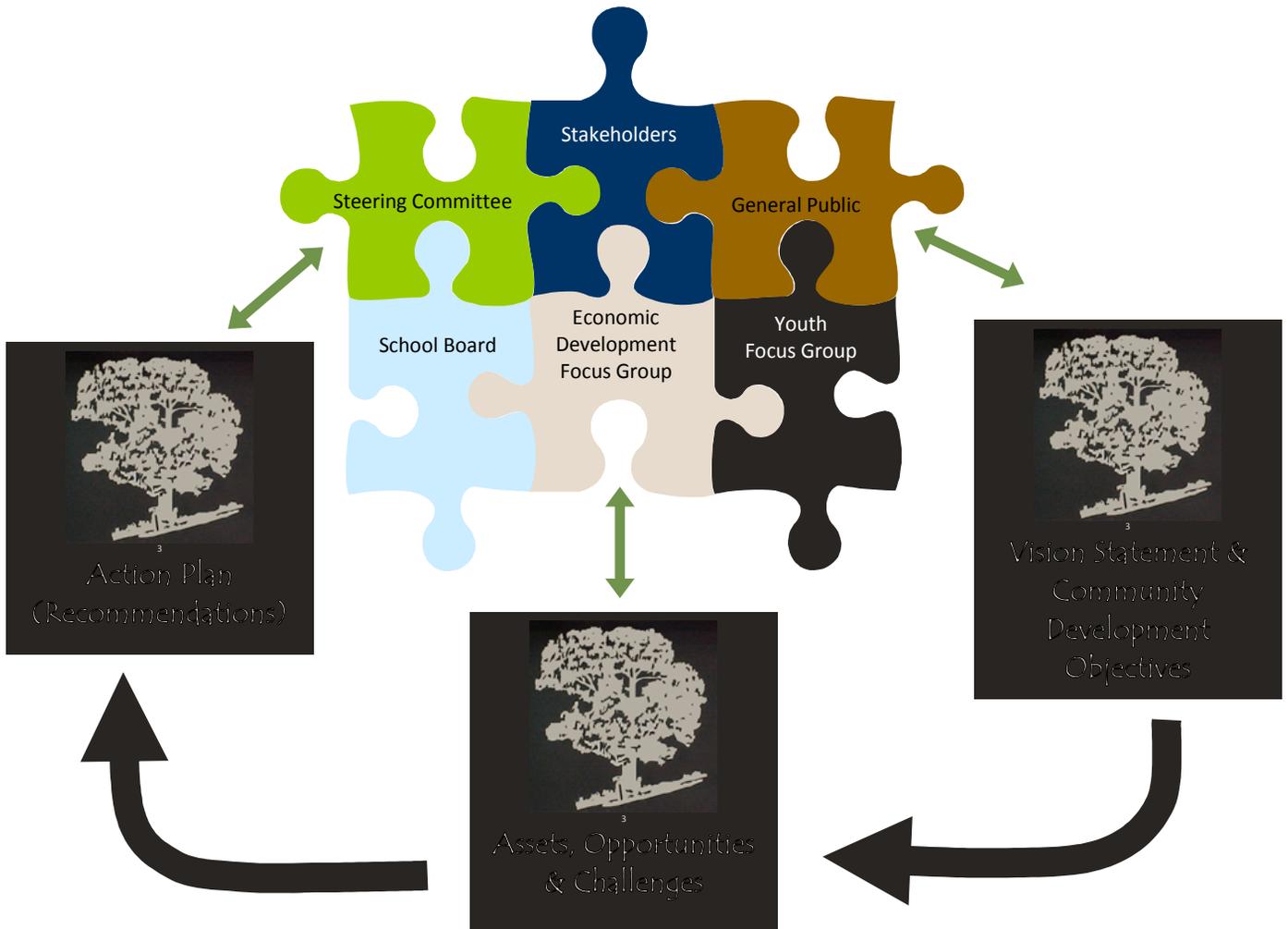


A Youth Focus Group was organized through Keystone Oaks High School and consisted of four students, a mix of sophomores and juniors. The meeting was held on April 7, 2010 during school hours and was utilized to gather high school students’ perspective on Green Tree Borough and what they would like to see improved. A summary of the youth focus group meeting can be found in Appendix D.

B) VISIONING

At its core, the Comprehensive Plan is based on visioning in order to answer the question – what does the community want? For the Green Tree Borough Comprehensive Plan, the first few months of the planning process were focused on answering that question. It is important to remember that a Comprehensive Plan belongs not just to the elected officials who commissioned it, or the Steering Committee who helped develop it, but also to the larger Green Tree community. The Borough firmly believes that any community process should be open and transparent. As such, this planning process endeavored not only to engage the public but also to help to build a sense of community among the diverse population – it identifies and reflects the collective concerns and desires of the people who live, work, create, invest, and play in Green Tree Borough. As Figure 3.1 shows, the visioning process is circular. The public input gathered throughout the process contributed to development of the Vision Statement, the identification of Assets, Opportunities and Challenges, and then ultimately the Action Plan and recommendations; leading to a plan that is supported by the public and the community at large.

Figure 3.1: The Visioning Process for Green Tree Borough

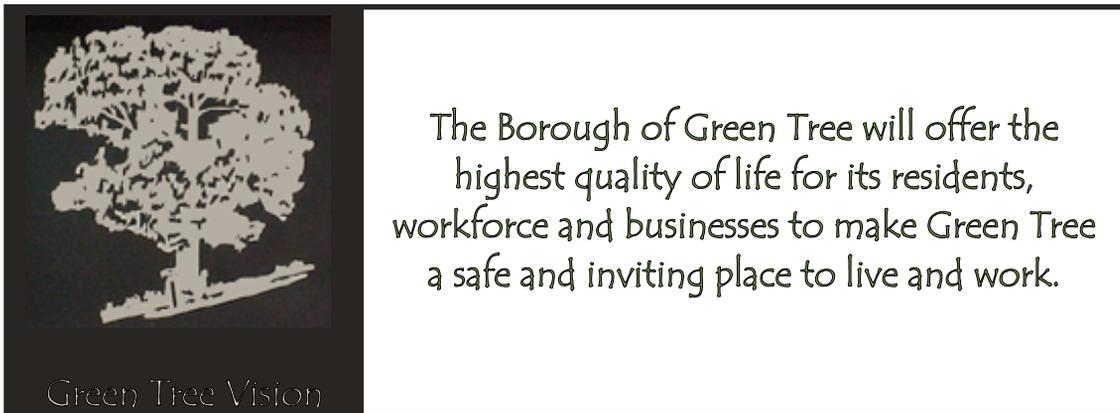


VISION STATEMENT: GREEN TREE 2020

The primary goal of a vision statement is to provide a focus for the future of the Project Area. A vision statement is the answer to the question: What do residents want to see in the community five, ten and 20 years from now? The vision statement identifies the Project Area's most important values. It is a result of the public involvement process, during which elected officials and residents had a chance to discuss and identify the most important features they would like to see nurtured and developed in their community.

The vision statement has been developed for Green Tree Borough to serve as the core for the rest of the Comprehensive Plan, and will be achieved through:

- The development of citizen-supported goals and objectives
- The development of targeted strategies and solutions
- The prioritization of objectives
- The development of final recommendations and implementation strategies



COMMUNITY DEVELOPMENT OBJECTIVES

Generally, the purpose of Community Development Objectives is to provide a basis for Comprehensive Plan goals and objectives. Specifically, the Community Development Objectives are reflective of Article III, Section 301 (1) of the Pennsylvania Municipalities Planning Code (MPC). "A statement of objectives of the municipality concerning its future development, including, but not limited to, the location, character and timing of future development objectives..."

The Green Tree Borough Community Development Objectives were developed to provide guidance to Borough officials, to direct growth to appropriate areas of Green Tree, to plan on a broader scope and to build partnerships in order to promote development in a positive and orderly manner.



Maintain the high quality of life and municipal services, including but not limited to police, fire, EMS and public works.



Improve the ability of the Borough to support existing businesses and industry as well as attract new investment opportunities.



Increase communication and partnerships between the Borough, the School District, residents and other key stakeholders.



Revitalize the Greentree Road corridor to address aesthetics, setbacks, parking, mobility, and safety.



Provide a diverse mix of housing options that will appeal to young professionals, families, and older residents.



Promote sound land use planning through the protection of open space and the enhancement of natural and recreational assets.



Ensure that all municipal ordinances are consistent and compatible with the desired future growth and development patterns.



Improve mobility to, from, and within Green Tree Borough by focusing on major transportation routes such as Greentree Road and Interstate 376 as well as pedestrian circulation and connections.

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C) ASSETS, OPPORTUNITIES AND CHALLENGES

With the Green Tree Vision and Community Development Objectives (CDO) established, the next step was to identify the assets, opportunities and challenges for each CDO. Assets are the strengths of Green Tree Borough, Opportunities are potential assets or areas that can be strengthened and Challenges are the potential obstacles that may inhibit Green Tree from realizing its Vision. The Assets, Opportunities and Challenges were identified using all of the various public input methods outlined earlier.



Maintain the high quality of life and municipal services, including but not limited to police, fire, EMS and public works.

ASSETS

- Strong leadership
- Safe community
- High quality community services
- Effective and efficient Police, VFD, EMS
- Good road maintenance (especially in winter)
- Library in Borough
- Keystone Oaks is a good school district
- Local elementary schools located in the Borough (Aiken and St. Margaret's)
- Strong community organizations and volunteer base
- History
- Abundance of well maintained parks and recreation facilities
- Green Tree Nature Center

OPPORTUNITIES

- Identify and promote locally significant places, persons, etc.
- Need additional community and cultural space
- Continue to make the Borough more energy efficient

CHALLENGES

- Economy/tax base
- Maintain elementary schools

The term “quality of life” can mean many things, but for purposes of the Green Tree Comprehensive Plan, it is intended to mean the overall well-being of the community, including residents, business owners, etc. Green Tree is fortunate to have a high quality of life. Its ample and exemplary community services and facilities make it an attractive community for residents of all ages and types, particularly families. Green Tree homeowners tend to be lifelong residents, with many having been born and raised in the Borough. Throughout the planning process, it was evident that residents are proud of living in Green Tree and their biggest concern is ensuring that the Borough continues to provide the highest quality of life possible to future residents, just as it does today. Quality of life can be broken down as six main factors:

1. Primary/secondary education – Keystone Oaks is a good, competitive school district and many residents cited the presence of the local Aiken Elementary School as an asset.
2. Recreation and open space – In addition to Wilson Park, which is the community park for Green Tree, the Borough offers a number of well-maintained neighborhood parks that are well-used by residents. The Borough also features a large amount of open space and green areas spread throughout the Borough that contributes to its small town appeal.
3. Cost of living and housing available – The cost of living in Green Tree is comparable to that of similar suburbs in Pittsburgh and lower than some of the newer, more suburban areas. While its housing stock is older, it offers both quality and affordability. The Borough features traditional neighborhoods that offer a high degree of connectivity to parks, schools and retail.
4. Personal safety and crime rate – Green Tree is an extremely safe community with a very low crime rate. Through discussions with the police chief, the Borough mainly experiences small and petty crimes, such as loitering, mischief, and minor theft. The overall feeling of safety within the community was continually identified as one of its greatest strengths.
5. Cultural opportunities – Green Tree itself offers cultural opportunities through its various community organizations and events. On a larger scale however, the Borough is just three (3) miles from the City of Pittsburgh’s cultural district. Green Tree is home to a number of large hotel chains, many of which serve City tourists.
6. Health and medical services – In addition to being located in close proximity to the City of Pittsburgh’s health and medical services, Green Tree also offers its residents UPMC Mercy Green Tree and Greentree Road is home to a number of additional medical offices.



Wilson Park
Photo Credit: Mackin, 2009

While not one of the six factors listed above, many residents cited the overall administration of Green Tree Borough and the high quality municipal services that are provided as one of its greatest assets. The police, fire, and emergency services all serve the Borough well and often go the “extra mile” to offer additional community outreach, such as offering community CPR and first-aid classes and raising awareness about public health and safety issues and precautions. The Green Tree Police Department offers the D.A.R.E. program to elementary school students, both at Aiken Elementary and St. Margaret’s Elementary. The Borough itself is supportive of the community’s services and facilities, providing adequate funding for the Police, Fire Department and Public Works, including keeping equipment up to date and in good condition.

Green Tree does all it can to promote its active volunteer community. The Borough’s website offers links to many of the community organizations’ websites and the Municipal Complex is home to the Green Tree Public Library, Historical Society as well as providing meeting space for civic groups such as the Green Tree Garden Club and the Green Tree Women’s Club. Residents also enjoy a well-funded and well-supported community library that offers not just books, DVDs, and periodicals but also computer classes and English language classes for disadvantaged groups.

With so many great assets, it is easy to see why Green Tree is such an attractive community; however, there are opportunities to improve and expand upon the good things already happening within the Borough. For instance, the Library offers terrific programming in terms of summer reading programs for school-age children, computer, literacy, and English as a Second Language (ESL) classes for adults, and book clubs for all ages. However, there is only a limited amount of space available for these activities and it is possible that due to their popularity they will soon outgrow their space. A current example of this is the used book sale that the Library used to hold annually – it has been discontinued because the Library simply does not have the storage space available for all of the used books. Parking can also be an issue during times of peak activity. The Library is just one example of how the success of having an active civic life can sometimes create small hurdles for a community; perhaps more cultural and community programming could be offered (not only by the Library but also by the Women’s Club, Rotary, and other civic groups) if additional space and facilities were available. Other community groups have also expressed a need for additional community space and indoor recreational space.



Green Tree VFD
Photo Credit: Mackin, 2009

Green Tree has made great strides in becoming energy efficient and environmentally responsible and was awarded the 2009 Environmental Award. Currently, the Borough is preparing to conduct an energy audit through the Allegheny County Energy Program. The outcome of the audit will offer additional opportunities for the Borough to implement additional environmentally sustainable practices and projects. In addition, the Borough continues to work on its sanitary sewer lines to be in compliance with the Administrative Consent Order between the Borough and the Allegheny County Health Department and will continue this through 2026. This continues to be a high priority item for the Borough. Another high priority item that the Borough is undertaking is an engineering study for the design and installation of the sanitary sewer extension for the homes along Warriors Road that are currently served by septic systems.

The biggest challenge facing the Borough in regards to offering the continued high quality of life and municipal services is ensuring that the tax base remains at its current level, which allows Green Tree to offer this level of service. Another concern of Borough residents is Aiken Elementary. Keystone Oaks School District has recently completed a building utilization study and is currently in the process of determining if it will renovate or close some of the elementary schools within the District.



Improve the ability of the Borough to support existing businesses and industry as well as attract new investment opportunities.

ASSETS

- Green Tree has one of the strongest business markets in the region
 - Active business parks with high occupancy
 - Location – close to downtown and the airport
-

OPPORTUNITIES

- Market for support services to office parks
 - Work with building operators and developers to get funding for tenants
 - Identify opportunities for redevelopment within the Parkway Center Area
 - Maintain occupancy rates and viability of office parks
-

CHALLENGES

- Other areas are offering tax incentives to businesses
 - Limited opportunities for new development
 - Underutilization of Parkway Center Mall
-

Green Tree's location just outside of the City of Pittsburgh and along the Parkway West/Airport Corridor has helped transform it into a nexus for businesses. It offers quick and convenient access to both Downtown and the International Airport, making it a prime location for offices. As such, developments such as Parkway Center and Foster Plaza are highly successful and enjoy high rates of occupancy. Based on discussions with local real estate professionals and property managers both for Parkway Center and Foster Plaza, the Green Tree office market tends to fare a little better than other Parkway communities, enjoying a vacancy rate that is typically five to seven points lower than average (typically less than 25% vacant). A large part of this is due to the maturity of the office parks in Green Tree; many corporations and businesses seek a more mature, established property when looking for a new location. In addition, many of the businesses currently located in Green Tree's office spaces have been there for years.

Both because of high amount of office space and because of its location as a hub between the Parkway West and many South Hills communities, Greentree Road has developed a good number of retail businesses in addition to many service-oriented offices (such as medical offices, law offices, and financial services). Many of the retail businesses are national chains. However, there are multiple opportunities to expand business development – particularly locally based commercial/retail – along Greentree Road, in Foster Plaza, and at Parkway Center.



New Development in Foster Plaza
Photo Credit: Mackin, 2009

In the past, there have been some sit-down restaurants at Foster Plaza but often these have trouble staying; dining patterns among the workforce have changed and become much more casual in recent years. Encouraging more casual options such as cafes and delis to locate in Foster Plaza would provide a valuable asset to both workers and visitors in the Borough's hotels, many of which are located in or near Foster Plaza. Smaller, more localized businesses supplementing the larger chains could act as a draw for residents, workers, and those who pass through the Borough every day on their commute.

Three main challenges were identified that threaten the continued success of the Green Tree business and industry community. The first is newer competition in the region, particularly along the Airport Corridor. Other communities are building new office parks, some of which offer tax incentives to companies to relocate. Another challenge is that the Borough has limited space for new development, and must therefore focus on redevelopment and utilization of space available. It will be integral for the businesses and office parks located in Green Tree to continue to maintain their buildings and grounds in order to compete with the “shiny and new” office parks in other areas. Finally, one of the biggest challenges facing the business community in Green Tree is the underutilization of Parkway Center Mall. While the Mall is located within the City of Pittsburgh, many people identify it as “Green Tree” due to its location. The mall is mostly vacant, save for Giant Eagle, Kmart, and a few other smaller stores. In 2009, Pittsburgh's Urban Redevelopment Authority (URA) took a financial interest in Parkway Center Mall and residents are hoping that this will be the impetus needed to spur redevelopment of the site. Interviews with URA representatives have stated that there are not concrete plans at this time.



Increase communication and partnerships between the Borough, the School District, residents and other key stakeholders.

ASSETS

- Borough website and e-mail updates
 - Borough newsletter
 - Cable television channel
 - Existing partnerships between Borough and community organizations
 - Green Tree Park – Keystone Oaks School District and Duquesne University
 - Municipal Center – Historical Society/Library
-

OPPORTUNITIES

- Maintain open lines of communication
 - Need to market the Borough better
 - The website for Green Tree could be utilized to help market the Borough more efficiently (key words can be inserted into the page that help with search engines to point people to the site)
 - Include a line item in the Borough's annual budget for website updates and maintenance
 - Publicize community organizations, service and volunteer opportunities and community events to the school students
-

CHALLENGES

- Perception
-

Green Tree keeps its residents updated of current news within the community through a local public access channel, a monthly newsletter, and its website (www.greentreeboro.com). In addition to posting news related to Green Tree Borough, the website also offers links to other organizations that residents/visitors may be interested in, including Keystone Oaks School District, community organizations, local business parks, etc. Interested residents can also sign up online through "Greetings from Green Tree" to receive weekly e-mail updates with Borough news, events, programs, etc. The Borough has done a wonderful job in keeping its residents informed. Green Tree has also been proactive in fostering partnerships with many organizations, including Dormont Borough, Keystone Oaks School District, Duquesne University, and civic groups and organizations. Green Tree works with the local community and civic organizations to provide meeting space and publicity for their events and programs.

There are a number of opportunities available to Green Tree to build upon existing partnerships and improve the lines of communication with other key stakeholders. While the Borough's website offers a wealth of information, there is an opportunity to improve it to be more "user-friendly" and enhance Green Tree's visibility as a community. Another area that was identified as needing improvement is the publicity of local community service events and opportunities for volunteers. KOSD has a community service requirement for students to graduate and an online "clearinghouse" of service projects/events would help students meet this objective.

In particular, residents expressed a desire to improve communication between the Borough and Keystone Oaks School District (KOSD). Currently, KOSD offers the following in an attempt to maintain strong communication with District residents:

- KOSD Communications Plan – KOSD has a formal communications plan in place, which is included as Appendix E. The Communications Plan is overseen by the District's Communication Specialist and is intended to detail its parent and community participation.
- Newsletters – KOSD publishes a quarterly newsletter which was voted by the Pennsylvania School Board Association (PSBA) as being among the very best of its kind in Pennsylvania.
- Cable Community Access Channel – The Community Access Channel broadcasts school events and special messages.
- Website (www.kosd.org) – The KOSD website includes a link to the Borough's website under the COMMUNITY tab, in addition to an Alumni page; a link to the Golden Wings Foundation, a non-profit organization that helps needy families in the District; a link to a program that offers free admission to District events for senior citizens; community based wellness initiatives and programs; and the stadium brick paver program.



KOSD Banner

Photo Credit: Mackin, 2009

It was noted during the planning process that a challenge with regards to communication and partnerships is perception. Oftentimes, perception is different than reality; however, it is important to address perception and try to change or improve it where appropriate.



Revitalize the Greentree Road corridor to address aesthetics, setbacks, parking, mobility, and safety.

ASSETS

- Location
 - Convenience
 - Medical offices
 - Streetscape project
-

OPPORTUNITIES

- Buildings in need of rehabilitation
 - Encourage uniform setbacks
 - Relocate parking
 - Enhance pedestrian safety
 - Underutilized and vacant commercial and professional buildings
 - Create a plan to acquire strategic properties for redevelopment
 - Address traffic concerns
 - Synchronize signals on Greentree Road to help move traffic more efficiently
 - Sensors on traffic signals on feeder street to Greentree Road so when there are no cars on the side streets, the light on Greentree Road can turn green
-

CHALLENGES

- Vacancy rate of businesses
 - Need to update ordinances to ensure compatibility
 - Mobility
 - Traffic volume / congestion
 - Directional lane changes in the AM vs. PM
 - Signage
 - Pedestrian signals
 - Pedestrian waiting areas needed at bus stops
 - Pedestrian safety
-

Central business districts traditionally serve as formal “hubs” for economic activity. Vibrant, diverse and well maintained districts can help to leverage new business investment for surrounding areas as well as maintain property values in adjacent residential neighborhoods, contributing overall to a community’s “quality of place” and competitiveness. Although not a traditional “Main Street,” Greentree Road serves as the central business district for Green Tree Borough.

Greentree Road offers a mixture of professional offices, medical offices, retail, and general commercial space along with residential dwellings, and contains some of the highest densities of development in the community. The Borough recognizes the importance of the corridor, which is why Green Tree has undertaken a visionary streetscape project that has beautified the corridor and addressed some traffic and pedestrian safety concerns.



Greentree Road Looking North
Photo Credit: Mackin, 2009

A central portion of Greentree Road, from West Manilla Street to Carnahan Road (Business District), was identified as a high priority site as part of the planning process. Discussions with stakeholders revealed a desire to enhance the look and function of that portion of road to varying degrees. Visions for the district ranged from a major redevelopment to gradual improvements over time implemented through form-based zoning methods and pedestrian-centric infrastructure improvements. Economic development opportunities likely exist in both short-term and long-term scenarios.

The site assessment and economic structure analysis revealed some advantages for the Borough as it relates the business district's development potential. Generally the sidewalks are in place and well maintained, connecting mid-density neighborhoods to the business district. Several specialty retailers, convenience stores and some professional offices currently exist along this section of Greentree Road. Private property ownership, development costs, traffic mitigation and temporary business disruptions all pose formidable challenges for the district development strategies.

One of the major hurdles for businesses to overcome along Greentree Road is the parking issue. Although there is some feeling the current parking requirements are too strict, it is important to keep in mind the importance of parking to the success of a business. The retail storefronts without parking between Manilla and Western (or with minimal parking) seem to have a high turnover rate. Some restaurants have expressed interest in these locations but cannot does not meet the parking requirements. Green Tree Borough will need to reexamine its parking requirements as well as develop unique solutions to address this issue. Overall, in order for the Greentree Road Corridor to be marketable and thriving, it needs to be walkable, bikeable, driveable, and parkable. These modes of transportation, at times complementary, at times at odds, encompass not only streets, sidewalks, and rail, but also signage and striping, streetscape amenities and parking resources, zoning and design, timing and information, policy and programs. The corridor needs to encompass all of these elements in a cohesive manner and in doing so, would transform Greentree Road into a corridor with a vibrant street life and the true "hub" of the community.



Provide a diverse mix of housing options that will appeal to young professionals, families, and older residents.

ASSETS

- Strong housing market
- Sound, well-maintained homes
- High ownership rate
- Affordable housing
- Many residents were born and raised in Green Tree and still live here

OPPORTUNITIES

-
- Promote affordable housing
 - Potential for transit oriented development (TOD) options
 - Identify areas that can support condos, patio homes, etc.; market to retirees, seniors, young professionals, families, students (ITT)
 - Many housing additions (making 1 ½ story homes into 2 stories)
 - Many apartment complexes available in surrounding communities

CHALLENGES

-
- The Borough is primarily built-out
 - Aging population may require assistance with home maintenance
 - Conversion apartments are not permitted but may want to look at possible areas that could support this option
-

Just under half of Green Tree Borough is comprised of single-family residential dwellings that are located in safe, attractive, well-established residential neighborhoods. The Green Tree housing stock is older, with over half having been constructed between 1940 and 1959; however, the majority are well-maintained and the median housing value is comparable to that of Allegheny County. Green Tree offers an attractive housing market with highly competitive housing prices, a high rate of homeownership, a variety of housing and lot sizes, in stable well-maintained neighborhoods. Combined with the excellent services provided by the Borough, people tend to be lifelong residents.

While these assets make for an excellent, established community, it is important to keep in mind that every community has diverse needs and one size does not fit all. The recent housing crisis demonstrates the risks involved with an overemphasis on one type of housing and the importance of having a balance of housing options. Rental homes or apartments fulfill the needs of many groups. For some, particularly low- and moderate-income families in high-cost markets or families who have recently lost a home (due to foreclosure, disaster, etc.), rental properties are the most financially realistic option.

With a large percentage of Green Tree's population moving into the retiree and senior age groups, the Borough may also want to consider offering housing options that cater to that segment of the population. Many residents in those age groups who are empty nesters do not want to be responsible for the maintenance activities associated with single-family homes, such as lawn care, snow removal, and other home repairs/maintenance issues and may not be able to live in a two-story home. Patio homes and carriage houses are becoming increasingly popular for these age groups. Although not an issue now, the Borough will need to keep an eye on home maintenance as its population ages and more residents are living on fixed incomes.



Single-Family Residence
Photo Credit: Mackin, 2009

It is also important to offer choices to the younger population. The presence of the Foster Plaza and Parkway Center office complexes as well as the ITT Technical Institute means that thousands of singles and young professionals are potential residents. This segment of the population may not yet be ready for homeownership or may not want a traditional single-family home. There is an opportunity to capitalize on these markets by diversifying the housing market in Green Tree.

The biggest challenge facing the Green Tree housing market is the lack of available land. Since 2000, Green Tree has issued 16 building permits, all for new single-family detached homes. The Borough is primarily “built-out” with little vacant land available to accommodate large-scale new developments. The proposed City Vista Housing Development, a medium to high density housing project, will offer apartments/condominiums. Located adjacent to Parkway Center, this project assist greatly in diversifying the housing stock as well as offering a transit-oriented style development, as it would be located in walking distance to a bus stop.



Promote sound land use planning through the protection of open space and the enhancement of natural and recreational assets.

ASSETS

- Existing open space
 - New developments require the preservation of open space
 - Nature Center
-

OPPORTUNITIES

- Maintain open space in and around Foster Plaza
 - Preserve Whiskey Hollow
 - Develop an official “Green” policy aimed at identifying and preserving open space
 - Need programs for young professionals and residents
 - Need more recreational programs for youth
-

CHALLENGES

- Outdated ordinances
-

Perhaps one of the most common adjectives to describe Green Tree is “quiet.” This is due, no doubt, to the primarily residential nature of many of Green Tree’s neighborhoods. This sense of peace and serenity stems from the established nature of residential streets (many are at least 50 years old if not older) but also due to the slightly lower density found in Green Tree in comparison with neighboring urban communities such as the West End Neighborhood in the City of Pittsburgh and Dormont Borough. Those communities tend to be densely developed with little or no yards or green space; Green Tree enjoys larger lot sizes, which allows for bigger yards, shady tree-lined streets, and relatively sizeable areas that have remained undeveloped due to their preservation as parks or development limitations, such as steep slopes.

Green Tree has been proactive in providing parks and recreation over the years. When the Borough developed its Long Range Development Plan in 1964, Green Tree offered just Wilson Park. Since then, the Borough has developed a number of neighborhood parks to supplement Wilson Park and now features seven public parks in addition to the Green Tree Nature Center. The Nature Center is a key asset of the Borough, offering 18 acres of preserved natural open space complete with a network of hiking trails.

Green Tree's parks offer opportunities for increased recreational programming and community events. While it is excellent that Green Tree has such a strong sense of civic leadership, it is important that the Borough capitalize upon the opportunities that such an active citizenry presents in order to continue to attract new and diverse segments of the population into the community. Offering more activities for younger cohorts, including students and young professionals, as well as expanding activities for retirement-age groups, will strengthen the Borough’s character. Drawing more age groups into the mix will also allow the opportunity to expand the types of civic activities undertaken; perhaps these groups would be interested in expanding community service activities, pursuing environmental awareness, or promoting and protecting historic resources within the Borough.

Preserving open space in a community has obvious environmental benefits, such as reducing excess stormwater runoff and removing dust and pollutants from the air; it also benefits a community by providing green space in an urban environment. In addition to addressing the preservation of open space through land use ordinances (such as zoning and subdivision and land development), there are other, more active methods, such as conservation easements, of ensuring that current open space remains such for future generations.



Green Tree Nature Center Hiking Trail
Photo Credit: Mackin, 2009



Ensure that all municipal ordinances are consistent and compatible with the desired future growth and development patterns.

ASSETS

- Green Tree has had zoning in place for over 50 years
 - Subdivision and Land Development Ordinance (SALDO) requires that new developments provide open space
-

OPPORTUNITIES

- Revise zoning ordinance to consolidate districts
 - Need to address small business and home based business issues
 - Incorporate LEED policies into Borough policy
-

CHALLENGES

- Building consensus for ordinance updates
-

One of the best tools for helping a community achieve its vision is through municipal land use codes and ordinances. Particularly in Pennsylvania, where control of land use happens primarily at the local level – the County has only advisory power – ensuring that land use ordinances not only permit but also encourage the types of development that the community wants to see as part of its vision, is probably one of the most important steps of implementation of the comprehensive plan.

Part 12 of the Codified Ordinances of Green Tree is the Planning and Zoning Code, which addresses the Planning Commission, Subdivision Regulations, and Zoning. The Zoning Ordinance was enacted in 1947; the Planning Commission was created in 1957; and the Subdivision Regulations were enacted in 1980. The Borough has benefited by having these ordinances in place for so long, ensuring that the neighborhoods were developed in accordance with the vision of the community leaders at the time.

Over time, all ordinances become outdated and need to be updated from time to time. Green Tree has addressed this over the years by amending the ordinances as new issues arose. However, in the case of the Zoning Ordinance, the result is an amalgamation of years of updates and amendments and has become an overly complicated ordinance. Green Tree has 15 zoning districts, which is quite a lot for a small Borough; many of which are extremely similar in nature. An outdated zoning ordinance can slow down the development process (by requiring the developer or landowner to go through extra steps to obtain a Special Exception or Conditional Use permit, or extra meetings of the Planning Commission to determine if waivers of the Subdivision and Land Development requirements are appropriate) and can discourage development altogether in some instances.



Greentree Road Streetscape Zoning District
Photo Credit: Mackin, 2009

According to the Code Enforcement office, one of the most common permits asked for is for commercial expansion or renovation in pre-existing structures and residential additions and alterations. While there is some open space in Green Tree, the majority of development that is going to happen in the future will be the redevelopment, renovation, and/or rehabilitation of existing structures. It is important that regulations allow and encourage this to happen. With the Borough undertaking its first Comprehensive Plan, it is a good time to look at undertaking a comprehensive update of the zoning and subdivision regulations.



Improve mobility to, from, and within Green Tree Borough by focusing on major transportation routes such as Greentree Road and Interstate 376 as well as pedestrian circulation and connections.

ASSETS

- Accessibility
 - Pedestrian access is a priority for Borough Administration
 - Free Park-n-Ride for residents
-

OPPORTUNITIES

- Promote the availability of public transportation and the Park-n-Ride
 - Improve trails within the Green Tree Nature Center
 - Develop walking trails in Whiskey Hollow
 - Develop a pedestrian connection between Green Tree Borough and Dormont Borough/Keystone Oaks Middle and High Schools
-

CHALLENGES

- Buses are full in a.m. (to downtown) and p.m. (from downtown) peak times – need additional service
 - Port Authority cutting bus routes to Parkedge and Sheldon
 - Residential “cut-thru” streets is a problem
 - Speeding
 - Mansfield Avenue
 - Hawthorne Street (Rook)
 - Determine possibility of either reopening Bell Road (to connect to Noblestown Road in Scott Township) or developing as a trail
 - Access to and from Foster Plaza and Parkway Center
-

The location of Green Tree Borough is often cited as one of its greatest assets; located just a few miles from the downtown Pittsburgh and along the Airport Corridor. The transportation network plays a vital role in a community and in Green Tree's case, accessibility is a key factor in why the Borough has thrived over the years. In terms of roadways, the Borough offers major arterial roads, such as Greentree Road, Manfield Avenue, and Noblestown Road; along with direct access to the Interstate 376/Parkway West. More than just roadways, the transportation network also consists of rail, mass transit (public bus routes), sidewalks, and trails/pathways.



Green Tree Borough Road Network – Aerial View
Photo Credit: Google, 2009

Green Tree is fortunate to be served by the Norfolk Southern Railroad, which serves the Rook Rail Yard, as well as public transportation service through the Port Authority of Allegheny County. Currently, the Port Authority offers six bus routes that serve parts of Green Tree. Green Tree Borough also offers a Park-n-Ride free to its residents, located at Green Tree Park. Located along many of the bus routes, many residents who work in downtown Pittsburgh take advantage of this service. Finally, the Borough Administration has made pedestrian safety and improvements a high priority over the years by dedicating a portion of the annual budget to sidewalk repairs and culminating in the construction of the Greentree Road Streetscape Project.

Currently, the only trails offered in Green Tree Borough are the hiking trails found in the Nature Center. While these offer excellent opportunities for residents and students alike to hike within a natural serene setting, some residents have expressed a need for these trails to be improved via clearer markings, paths cleared, etc. Another concept that has been mentioned is the potential to develop walking trails in the Whiskey Hollow.

As Green Tree is part of the Keystone Oaks School District, students attend middle and high school in Mt. Lebanon. Through the Youth Focus Group, the students identified a need to improve the pedestrian connection between the two Boroughs. While there are sidewalks in both Green Tree and Dormont, there is a missing link in the City of Pittsburgh, which separates the two. An improved pedestrian route would provide students a safe path to walk to school and offer a better connection between the two communities.

Overwhelmingly, one of the biggest complaints of residents is the traffic congestion within the Borough. While traffic is important to the local business community, many motorists find alternative routes to avoid the heavily congested areas. The planning process led to the identification the primary areas of concern related to transportation.

As shown on **Map 3.1: Transportation Needs Assessment**, there were seven main areas of concern. Traffic Engineers conducted field views of each identified area and the following is a summary of the observations found:

- 1) Traffic Congestion:
 - a. To and from Foster Plaza via Mansfield Avenue:
 - b. Inbound on Greentree Road between Mansfield Avenue and Woodville Avenue, especially during the AM peak
- 2) Speeding Concerns
 - a. Mansfield Avenue and Hawthorne Avenue
 - b. McKenna Avenue
- 3) Residential Cut-Throughs

Note: "Cut-throughs" are alternative routes that motorists are using to avoid the traffic congestion on Green Tree Road near the I-376 Interchange. Most of these "cut-throughs" are using local residential streets, which were not designed to accommodate large amounts of traffic.

 - a. Glencoe Avenue, Greenlawn Drive, Orchard Drive, Western Avenue, and Poplar Street
 - b. McKenna Avenue and Warriors Road
- 4) Safety Concerns
 - a. Pedestrian safety concerns along Greentree Road between McMonagle Road and Manilla Avenue
- 5) Traffic and Circulation Issues
 - a. Greentree Road between Carnahan Road and Manilla Avenue

Note: Greentree Road is a highly travelled corridor and often experiences delays during morning and afternoon peak travel times. With it serving as a main artery into and out of the City of Pittsburgh as well as access to the Parkway West, the corridor poses some congestion and safety concerns. One concern in particular is businesses that offer parking in the front, but with not enough space to allow for proper turn around and ingress/egress. It is both illegal and dangerous for motorists to back out onto Greentree Road from a parking space.
 - b. Widening of Greentree Road between McMonagle Road and Manilla Avenue
- 6) Deficient Ramps
 - a. Insufficient acceleration lane lengths for Greentree Interchange on-ramps to I-376 northbound and southbound

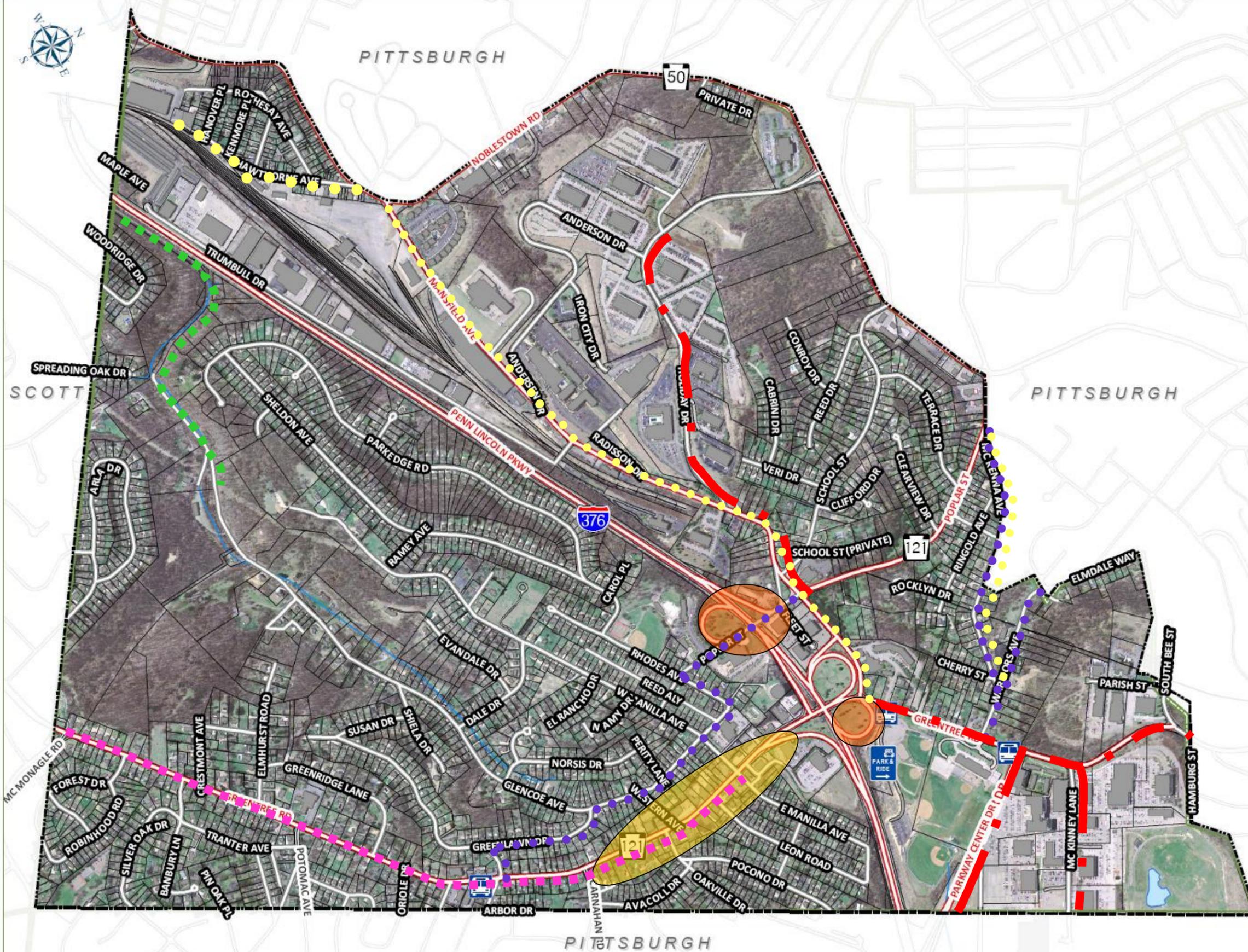
7) Road Closed

- a. Western end of Glencoe Avenue is closed to vehicular traffic

Note: If Glencoe Road were to be reopened to vehicular traffic to Noblestown Road, it could be used as a cut through road for vehicles wishing to avoid the Greentree Interchange, as this would cut the corner between Carnegie Borough and southern Greentree Borough. This would lead to cut-through traffic, increased traffic volumes, safety and speeding issues, which is what plan recommendations have been designed to mitigate within the Borough. Therefore, it is not recommended that the Borough pursue the reopening of Glencoe Avenue to vehicular traffic at this time. Rather, the Borough may want to consider developing it as a walking/biking trail.



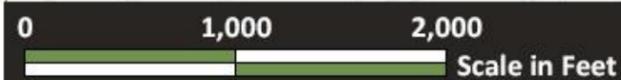
Glencoe Avenue – Closed to Traffic
Photo Credit: Mackin, 2009



- Legend**
- Municipal Boundary
 - Parcel
 - Building
 - Water Body
 - State Road
 - County Road
 - Local Road
 - Private Road
 - Parking Lot
 - Railroad
 - Stream
 - Bus Shelter
 - Park-n-Ride (Residents Only)

- Identified Transportation Needs:**
- Traffic Congestion
 - Speeding Concerns
 - Residential "Cut-Thru"
 - Road Closed
 - Safety Concerns
 - Traffic & Circulation Issues
 - Deficient Ramps

Source: GIS data was provided by Green Tree Borough.





CHAPTER 4:

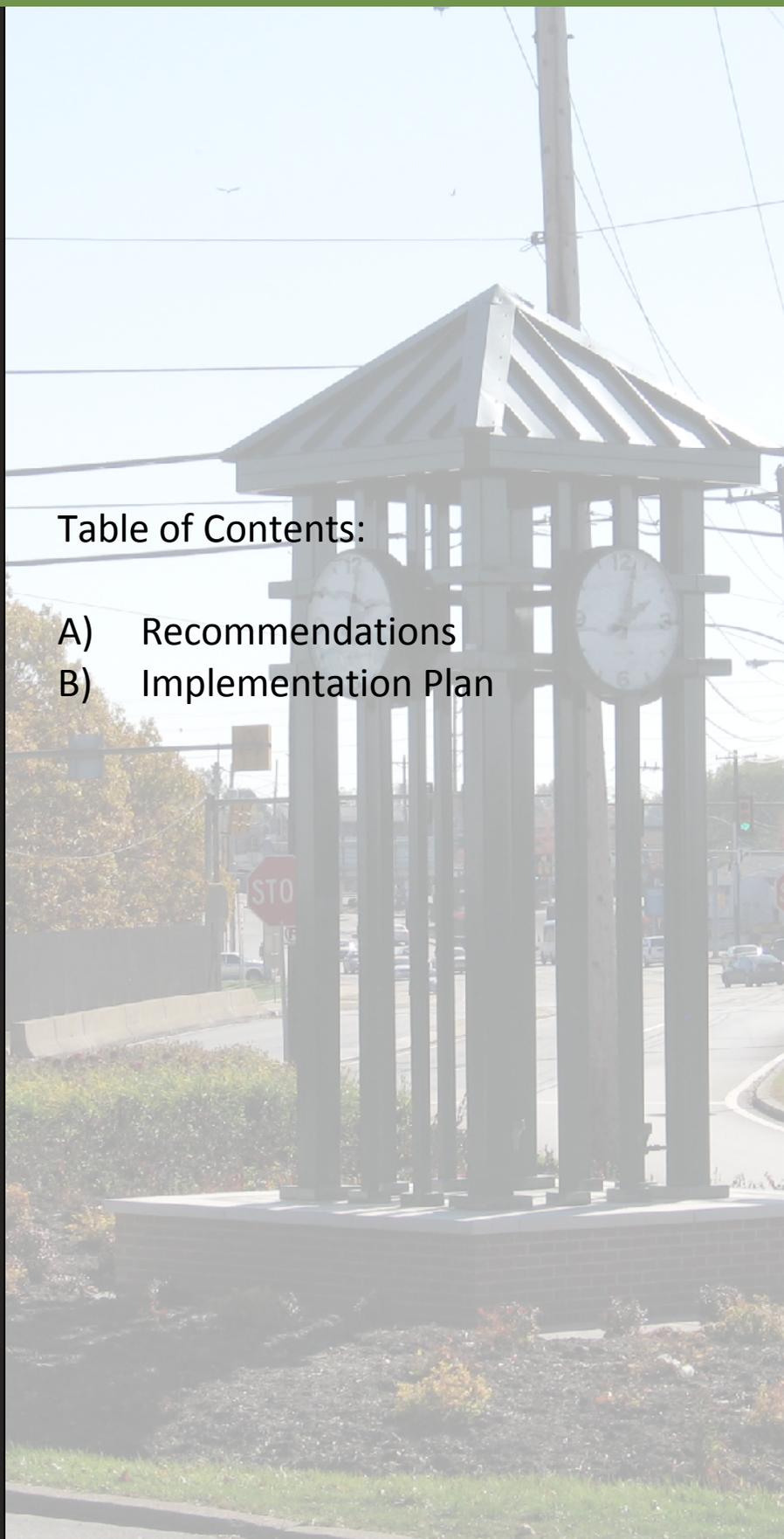
ACTION PLAN

**The Borough of
Green Tree**

Comprehensive Plan

Table of Contents:

- A) Recommendations
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A) RECOMMENDATIONS

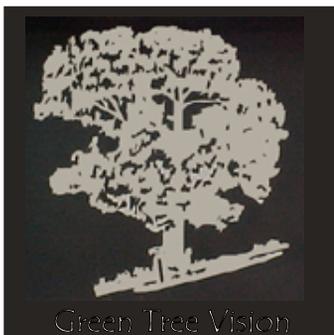
The aim of the Green Tree Borough Comprehensive Plan is to provide a long-term vision for the future that will serve as a road map for community growth, development and redevelopment. Chapter 1: Introduction provides an overview on planning and how the comprehensive plan should be used. Chapter 2: Community Snapshot documents existing conditions within the Borough as a way to understand the reasoning behind community concerns and priorities. Chapter 3: Needs Assessment focuses on creating the Community Vision and identifying the assets, opportunities, and challenges in the context of the Community Development Objectives; developed in consortium with residents, stakeholders, and the Steering Committee members.

“Planning is bringing the future into the present so that you can do something about it now.”

- Alan Lakein

The purpose of Chapter 4: Action Plan is to develop recommendations for each Community Development Objective, which reflect the needs and desires captured in the Needs Assessment, and provide realistic strategies that Green Tree Borough can implement to achieve the overall vision of the comprehensive plan. The Action Plan, together with the Community Vision, thus lays the groundwork for lasting community success.

The community input that was gathered through the planning process (outlined in Chapter 3) helped to complete a thorough analysis of Green Tree and its priorities. Because the overarching objective of the Plan is to be consistent with the values, vision, and priorities of the Green Tree community, continued collaboration and strong backing by local residents, businesses, and institutions was necessary as recommendations were developed for the Borough. As the community transitions from planning into implementation, momentum must remain strong, and Green Tree municipal officials, staff, and community organizations must remain active and involved in order to achieve success.



The Borough of Green Tree will offer the highest quality of life for its residents, workforce and businesses to make Green Tree a safe and inviting place to live and work.

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Maintain the high quality of life and municipal services, including but not limited to police, fire, EMS and public works.

Goal #1: Offer high quality municipal services that meet the needs of current and future residents.

Action #1.1 Continue the implementation of projects to meet the Allegheny County Consent Order.

Green Tree Borough signed the Administrative Consent Order in 2004, which is enforced by the Allegheny County Health Department (ACHD). The Administrative Consent Order is for communities that operate a separate sanitary sewer system, meaning that wastewater and stormwater are transported in two separate systems. In signing the order, Green Tree is required to assess and map the sewer collection system; clean and revise the system; make critical repairs; conduct flow monitoring; and develop a long-term control plan in conjunction with ALCOSAN. Green Tree has secured \$3.5 million dollars in bonds that will allow for the continued fulfillment of the Consent Order and allow for the installation of sanitary sewer lines to areas of the Borough not currently served.

Action #1.2 Extend public sewer lines to the areas currently not served.

There are areas in Green Tree Borough along Warriors Road that are currently served by septic systems. Currently, Green Tree is in the process of conducting an engineering study for the design and installation of sanitary sewer lines to extend service to these areas. The Borough is in the process of securing property owner easements for access to the sewer line for installation and maintenance. The project is estimated to cost \$270,000.

Action #1.3 Explore additional areas to offer services to surrounding municipalities, similar to that of the leaf collection.

The Borough currently accepts leaves that are collected in neighboring communities such as Crafton and Ingram. Green Tree Borough should continue to explore opportunities to offer services to surrounding municipalities.

Action #1.4 Continue to offer and fund the police D.A.R.E. program to elementary school students.

The Green Tree Police Department offers an annual D.A.R.E. program (Drug Abuse Resistance Education) to fifth graders at Aiken and St. Margaret's Elementary Schools. Officers present information on drugs, alcohol and smoking through the awareness program in a pro-active manner so that students can make informed decisions and learn to avoid the stresses of peer pressure. At the end of the program, students are required to write an essay on "What the D.A.R.E. program meant to them." This program is supported by the Borough through its general fund and residents expressed the need to see that this program continues.

Action #1.5 Conduct a feasibility study for a community center.

As noted in the Needs Assessment, the Borough is beginning to outgrow the Municipal Complex due to the amount of community organizations housed inside. The Library and Historical Society both noted a need for additional space and as the Borough expands its community programs offered, there will come a time where a community center is needed. It is therefore recommended that the Borough undertake a feasibility study for a community center, which will analyze the following:

- Identify possible location(s)
- Identify the service area
- Conduct a community survey to determine need/support
- Determine the costs involved
- Examine potential partners, such as Dormont Borough and Keystone Oaks School District

Goal #2: Make Green Tree Borough more energy efficient.

Action #2.1 *Develop an official energy conservation plan for Borough facilities and departments.*

Green Tree has already taken steps to become more energy efficient and environmentally responsible. They received the 2009 Environmental Award and in 2010, will participate in an energy audit on all of its Borough facilities through the Allegheny County Energy Program. The next step is to develop an official energy conservation plan for each of the Borough facilities as well as departments. The plan should address the following elements:

- Target energy reduction dates and/or percentages
- Replace all incandescent bulbs with energy efficient bulbs
- Utilize electronic thermostats (some can even compute and track energy savings)
- Determine feasibility of using alternative energy sources, such as solar, wind, biofuel and biomass (can be used as educational tools for public programs)
- Implement a comprehensive green purchasing policy (should include all environmental aspects of products and services and be incorporated into all contracts and bid specifications)
- When possible, purchase locally to reduce transportation and energy costs
- Implement a “green cleaning” policy that uses natural or organic products as well as microfiber cloths (which enhance the performance of cleaning products)
- Implement Leadership in Energy and Environmental Design (LEED) or Energy Star green building requirements for new construction or renovations
- Install permeable paving where feasible to reduce stormwater runoff
- Prohibit the idling of Borough vehicles and other vehicles on Borough property
- Consider purchasing alternative fuel vehicles as Borough vehicles are replaced
- Maintain Borough grounds, parks and open space without the use of pesticides
- Remove, replace or seal all playground equipment that is constructed from treated wood
- Purchase energy-efficient, non-polluting landscaping equipment or require the use of such equipment by contractors
- Use no- or low-VOC paints, stains, finishes and adhesives
- Provide recycling bins at all Borough-owned buildings and at all parks

Action #2.2 Create an Environmental Advisory Board (EAB).

Authorized through Act 177 of 1996, originally Act 148 of 1973, local elected officials may appoint 3-7 community residents to serve on an Environmental Advisory Board (EAB). EABs advise the local planning commission, park and recreation board and elected officials on the protection, conservation, management, promotion and use of natural resources within its territorial limits. It is recommended that Green Tree Borough create an EAB, which could be established using S.E.E.D. as its base since it is already a chartered organization within the Borough. More information on forming an EAB can be found online at the Pennsylvania Environmental Council's (PEFC) website at: <http://www.pecpa.org/>.



Improve the ability of the Borough to support existing businesses and industry as well as attract new investment opportunities.

Goal #1: Improve efficiencies of the Borough's economic development service delivery within the Borough.

Action #1.1 Designate a Borough staff person to serve as an economic development ombudsman and develop supporting tools to assist in coordinating and facilitating business creation and expansion.

One of the more common complaints from businesses considering expanding, relocating or starting-up is the lack of a single point of contact to help with their respective projects. Providing the most efficient and responsive service delivery possible in Green Tree is essential to ensure the community receives the maximum new investment possible. This is especially true in smaller municipalities where regulatory processes, policies, financial incentives, and resources may vary widely across a relatively small geography.

Green Tree Borough should designate a staff person to serve in an economic development capacity. Depending upon available resources and related staff experience, this may be accomplished through existing personnel assignments or require the Borough to hire a new staff person.

Key responsibilities could include but are not limited to:

- 1) Managing communications with regional partners such as the Urban Redevelopment Authority, the City of Pittsburgh, Chambers of Commerce, Young Professional Organizations, as well as private development interests associated with key land and building assets such as Parkway Center, Foster Plaza and planned projects such as City Vista;
- 2) Coordinating business retention communications and surveys [see Goal #3, Action #3.1];
- 3) Creating an economic development resource tool-kit [see Goal #1, Action #1.2]; and
- 4) Maintaining an online inventory of economic development resources, including local real estate agencies, office park contact information, etc.

Action #1.2 Develop resource tool-kit and related collateral to assist in facilitating business creation, retention and new investment projects.

The development of a resource guide or tool-kit should be among the responsibilities assigned to the economic development staff person. The development of reference resources on opening a small business, such as the City of Santa Clarita's (California) guide that was recently recognized as a best practice by the International Economic Development Council, are useful communication tools. Guides such as this can also highlight targeted investment zones, sites or buildings, and specialized incentive or financial programs.

Action #1.3 Form a "Green Tree Developer Network" through which the Borough can communicate its development needs and challenges and private projects can be efficiently facilitated.

Proactively engaging private developers and office park owner/operators within and around Green Tree Borough through a standing network or committee is a useful method to establish regular communication. This network can help to inform developers of the vision and plan for new development within Green Tree. Likewise, Green Tree can learn about the issues impacting the development community within the Borough. Topics such as regional lease rate comparisons, physical office conditions and associated amenities could be addressed through this network in order to ensure Green Tree remains competitively positioned within the regional market area.

Goal #2: Attract younger professionals to the Borough.

Action #2.1 Facilitate linkages/partnerships with young professional organizations such as the Pittsburgh Urban Magnet Project (PUMP) and/or Airport Chamber of Commerce – host networking events and assist in cross-marketing the events and linkages.

Young professional organizations continue to serve as popular economic development tools. These affiliations can serve to promote and position communities as attractive to younger professional and help members to access and build both social and professional networks. Increasingly, web-based social networking platforms are complementing traditional events. Informal social networking group sites such as Net2NO in New Orleans are becoming popular platforms for information exchange and career building. Green Tree should facilitate these linkages with existing young professional organizations such as PUMP and potentially develop its own social networking presence utilizing popular sites such as Facebook and Linked-in, targeting both current, former and future residents.

Coordination of this activity could also be assigned to the designated economic development staff person. Assistance could be provided by establishing a young professional committee, chaired by a resident young professional liaison interested in facilitating events and communications with the regional young professional groups.

Action #2.2 Encourage a diversity of housing stock that appeals and/or targets younger professionals.

Beyond the availability of a job, housing remains a top concern among younger professionals. While affordability is a major issue, the variety and quality of housing are of equal concern. Overall, housing was identified as an important economic development component. While the housing stock in Green Tree Borough is in very good condition, it consists primarily of mid-century single family homes. The greater diversity of housing types and price points a community can offer, the greater its ability to attract a diversity of resident interests, ages, life-styles and income levels.

A key housing development currently proposed for the Borough is the City Vista Housing Development. The site for this development is dissected by Green Tree Borough and the City of Pittsburgh. It is also adjacent the Parkway Center Mall and Office complex. As proposed, the project will provide apartments/condominiums. This development offers a significant opportunity to add newer options to the Borough's housing stock. It may also contribute to the discussion of a market repositioning for the Parkway Center Mall.

Green Tree Borough should meet with the City of Pittsburgh and representatives from Parkway Center Mall and the Parkway Center Mall Office Complex to determine how the City Vista Housing Development may leverage future development plans for the Mall and office building assets.

Goal #3: Target the retention of existing key industry sector businesses in priority business development zones.

Action #3.1 Develop a formal business retention strategy which surveys (one-on-one) a percentage of Borough businesses annually identifying challenges or opportunities they may be encountering.

Establishing regular communication with the existing business base within the Borough is critical. Business calling programs have proven to be effective methods to communicate with and survey constituent businesses at regular intervals. These interviews (both formal and informal) are important opportunities to identify positive and negative issues potentially impacting existing industry within the Borough. Resources (Federal/State/Regional/Local) can then be identified or developed to address potential problem areas or market opportunities/conditions to aid in future expansion. Pennsylvania was an early adopter of a state-wide business retention and expansion program or BREP. The City Milwaukee is also recognized for establishing a formal

business calling program which targeted both specific industry sectors and business districts within the City.

Key business development zones may be identified to assist with the administration of the communication plan for the survey. Zones can also help to direct and define new investment. Most of the economic activity in Green Tree Borough is clearly concentrated in these six development areas. Each offers unique economic and physical characteristics as well as varying capacity for new development. Site visits and evaluations were conducted as part of the planning process to determine best uses for each zone.

1) Greentree Road Business District

- a. Specialty Retail
- b. Specialty Food/Beverage/Entertainment
- c. Business Services
- d. Mixed Use – first floor commercial with second/third floors used for either office or residential

2) Noblestown Road Business District

- a. General Retail
- b. Business Services

3) Railroad Property

- a. Heavy Manufacturing/Industrial
- b. Wholesale Trade/Distribution
- c. Logistics

4) Parish Street Area

- a. Office and/or light industrial such as warehousing, distribution centers, etc.

5) Foster Plaza Office Complex

- a. Office/Professional

6) Parkway Center Office Complex

- a. Office/Professional

Goal #4: Improve the overall competitive position of Green Tree relative to neighboring municipalities.

Action #4.1 Formalize partnerships and ongoing communication through a Green Tree Multi-Municipal Development Committee with the City of Pittsburgh, Allegheny County and Regional Economic Development agencies.

While the function of government and associated service delivery is based on the local municipal level, investment decisions are most often based on a regional or county perspective. In many cases, new investment projects involve multi-municipal jurisdictions. Therefore it is important for smaller municipalities to establish ongoing communication with neighboring municipalities and regional agencies. The Borough can gain insights into the overall economic marketing direction for the region and the types of demands being placed on various locations as investment decisions are being made. Such a committee can also open a dialogue on neighboring land-use and zoning conditions to determine of the levels of consistency and compatibility between adjacent municipalities. This activity can be directed/administered by the economic development ombudsman.

Action #4.2 Develop a “Shop Green Tree” program that promotes businesses located within the Borough.

To promote local businesses within Green Tree, the Borough should consider developing a “Shop Green Tree” program. The program could provide a “savings” card that patrons could get points or punched every time they use it and once they build up enough “perks” they could cash it in for discounts. Perhaps some of the chain establishments would be willing to participate, which would be a great way to capitalize on the high number of workers that come into the Borough every day as well as hotel patrons and encourage them to stay local for dining, shopping, and personal service (hair salons, nail salons, dry cleaners, etc.) needs. There is also a possibility to expand this program to include Dormont Borough and Castle Shannon Borough and promote as a school district-wide program.

Case Study: *Shop Arlington campaign in Virginia*
<http://www.shoparlington.org/index.cfm/14061>

Action #4.3 Encourage adaptive reuse or redevelopment opportunities associated with the Parkway Center Mall and associated properties or sites.

Green Tree Borough has few in-fill or green space development opportunities. Therefore retaining or redeveloping potential sites and buildings both within and adjacent to its borders is critical. Among the key sites identified as part of this study process, The Parkway Center Mall and associated Office Complex (Parkway Center) is one of the most significant physical sites as well as employment and activity centers impacting the Borough. While only the Office Complex is located within the Borough boundaries, the entire site including the Mall has a significant economic influence on Green Tree.

Changes in consumer tastes nationally have negatively impacted traditional enclosed mall designs. Likewise, the Parkway Center Mall's occupancy rates have decreased in recent years. The Urban Land Institute (ULI) documents many of these changes in a paper entitled Ten Principles for Rethinking the Mall. ULI outlines several best practices and case studies employed by communities and developers to reinvigorate these properties. Scenarios can vary from complete reconstruction leading towards modern "Live-Work-Play" Town Center developments, to more subtle retrofitting and supported by targeted marketing strategies.

Under its current configuration, potential clients for the Mall may include in-bound customer contact centers, general office uses or possibly conference and meeting facilities. Existing parking areas can support special events programming such as concerts or outdoor markets. The larger economic impact would be realized through a complete reinvention of the site, leading towards a "town center" development to include housing, retail and office uses. Several examples of these scenarios are outlined in the ULI Ten Principles document.

Given the high value impact of the Parkway Center on Green Tree Borough, it is recommended that a formal ongoing dialogue be established with the Parkway Center Mall owner/operator interests in order to develop a shared vision for the property and buildings. A needs assessment, market analysis, resource identification, and roles for both the public and private interests can be determined based on the final approach.

Goal #5: **Market and promote Green Tree Borough to attract new investment and become known as a location of choice.**

Action #5.1 Enhance the Borough's existing web presence to position Green Tree within the regional economic development context and allow for dynamic social networking and constituent engagement.

Websites are the most important marketing tool for communities to promote their advantages and services. They are the most utilized reference in the site selection process and by residents in search of new places to live. Increasingly both small and large towns are developing robust social networking features on their sites to build community social linkages, exchange information, and develop new career networking pathways. Below are few key points and recommendations that Green Tree Borough may consider as part of their marketing plans and future website enhancements:

1) Target Investor Interests

Developers, business owners and site selectors facilitate significant investment projects. Web pages or sections that support these constituents should contain basic information such as easy to read maps, details on available sites and buildings, and incentive programs. Basic maps should be located on the home page of the website, clearly identifying where Green Tree is located in relation to the City of Pittsburgh and the Commonwealth of Pennsylvania. Reciprocated link sharing with regional economic development organizations such as the Airport Chamber, the Allegheny Conference and the State Department of Community and Economic Development should also be considered. These linkages will increase the marketing exposure potential for the Borough within the regional context.

2) Call out Key Assets

Economic Development websites should clearly feature the key and distinguishing assets that can help attract and retain investment. A component of the economic development analysis was to identify unique assets or value propositions that contribute to the identity of Green Tree, helping to distinguish it from others in the region. Based on the site assessments, focus groups and an understanding of Green Tree's position within the regional market, a few key aspects present a market distinction for Green Tree.

Proximity

Green Tree's proximity to Pittsburgh and the Airport is a major market advantage and distinction. As such, Green Tree reflects Pittsburgh's industry sectors with a growing professional & technical services sector, health care and business services. Recognizing that regional traffic reports often reference Green Tree as common congestion point creating a negative association, this

fact can be called out and turned into a positive. For instance, tag lines or marketing themes could be developed such as - “If you lived and worked in Green Tree, you would already be here.” Additional assets and features such as housing advantages, parks, opens spaces, schools and affordability can be highlighted around these themes.

Housing

Despite its age, Green Tree’s housing stock offers both quality and affordability. Traditional neighborhoods with a high degree of connectivity to parks, schools and retail, are increasingly in high consumer demand.

Pedestrian Connectivity

Increasing consumer sensitivities to rising energy costs, sustainable environmental practices and overall active lifestyles, are finding pedestrian-friendly places attractive to residents and businesses. Green Tree’s commitment to sidewalk rehabilitation with projects such as the Greentree Road Streetscape and sidewalk replacements throughout the Borough to enhance the pedestrian-friendliness of the Borough can be expanded and highlighted as a high value feature of the community.

Parks and Open Space

The preservation and creation of parks, green spaces and public places are highly valued features in communities. Green Tree’s commitment to developing, maintaining and connecting those features to its neighborhood centers is a recognized marketing opportunity.

3) Social Networking

Social networking is a relatively new but increasingly popular tool in the economic and community development circles. While initially used primarily for social applications among younger users, social networking is finding its way quickly into the world of formal business communications, workforce development and investor networking. A social networking application should be incorporated into the Green Tree Borough website

In 2009, the International Economic Development Council (IEDC) and Development Counsellors International (DCI) conducted a “Social Media Survey.” 307 IEDC members answered the survey, with 57 percent responding that they currently use social media in their communication efforts. Of this group, the majority are new to the game, with 63 percent reporting that they have been using social media for less than a year.

LinkedIn rated the highest in value when communicating with individuals both within an organization’s region (33 percent) and outside of the region (40 percent). The site allows users to communicate directly with their target markets with the understanding that the interaction is for professional reasons. Heavy involvement in group chat threads, industry-specific Q&A forums and

profile applications help raise a region's profile. Facebook came in second in value, with 30 percent of the respondents seeing it as valuable for communicating on the regional level, and 23 percent seeing the site as valuable to communicate on a national/international level.

When asked to rate the importance of social media within their current marketing plan on a 1-to-5 scale (1 = "least important"; 5 = "most important"), less than 20 percent of those surveyed rated social media as a "4" or "5." But when asked, "How important will it become in the next three years?," over 50 percent of those surveyed selected "4" or "5."

4) Electronic Based Print Collateral (PDFs etc)

As high quality print collateral become increasingly expensive and considered a secondary marketing medium, the electronic brochure and e-promotional materials have become a commonly accepted and popular alternative. E-Brochures can be imbedded as part of a related website content area or featured in a dedicated resource area on the website. Electronic documents also have the benefit of being more environmentally friendly, a fact that should also be promoted as a core value for Green Tree Borough.

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Increase communication and partnerships between the Borough, the School District, residents and other key stakeholders.

Goal #1: Improve communication between Green Tree Borough and Keystone Oaks School District (KOSD).

Action #1.1 Publicize the KOSD Communications Plan so that the general public is aware of it and knows what to expect.

Keystone Oaks School District has in place a Communications Plan, which is included as Appendix E. The Communications Plan is overseen by the District's Communication Specialist and is intended to detail its parent and community participation. It is recommended that the Borough publicize this plan to its residents so that the public is aware of the plan and communication methods offered by KOSD.

Action #1.2 Encourage KOSD to offer a biweekly e-mail update, similar to that offered by the Borough, to interested residents and provide regular updates on school events, projects, etc.

Green Tree Borough offers a weekly e-mail update where residents can sign up online through "Greetings from Green Tree" to receive updates from the Borough regarding news, events, programs, etc. It is recommended that KOSD offer something similar to the general public.

Action #1.3 Develop an online "clearinghouse" where local community organizations can post upcoming events, programs, etc. and publicize the need for volunteers for community service projects.

The Borough and Keystone Oaks School District have an opportunity to publicize local community service events and opportunities for volunteers online. It is recommended that both entities offer an online "clearinghouse" of service projects/events whereby organizations could post upcoming projects/events and students or interested residents could sign up for volunteer activities.

Action #1.4 Designate primary and secondary contacts between the KOSD and the Borough.

KOSD and the Borough should designate a primary/secondary point of contact for each entity so that the public is knows who to direct inquiries to; which could help streamline communication between the two organizations.

Goal #2: Increase the availability and usability of online information for community residents.

Action #2.1 Keep the Green Tree Borough website (www.greentreeboro.com) updated and make it more user-friendly by creating “pages”.

While the Green Tree website offers a wealth of information, there are several ways that the site could be improved to make it more user-friendly by creating “pages” such as:

- A “community development” page, which should include at a minimum:
 - Comprehensive Plan
 - Zoning Ordinance
 - Subdivision Regulations
 - Uniform Construction Code information
 - Other municipal ordinances and regulations
- An “ongoing projects/improvements” page that includes information on and the status of Borough projects, such as:
 - Greentree Road Streetscape Project
 - Public Works projects, such as the street repaving plan and map and if implemented, the sidewalk improvement plan and map
 - Planning projects
 - Recreation projects
- A “businesses in Green Tree” page, which could include the following:
 - Local business list/map
 - Links to websites
 - Real estate listings (commercial/industrial property for sale or lease)
 - Parcels available for development/redevelopment
- A “green” page that includes information, such as:
 - Borough projects that are energy efficient and/or environmentally sustainable
 - Programs offered to the public regarding the environment/energy
 - Information on Leadership in Energy and Environmental Design (LEED) practices, green buildings, and energy conservation

Action #2.2 Publicize the Borough’s website.

In order for the website to be effective, it needs to be heavily publicized. Therefore, it is recommended that the Borough include the website address on all Borough-related correspondence, pamphlets, mailings, etc. Anything that goes out with the Borough’s name on it should include the website address.

Goal #3: Foster partnerships between the Borough and community organizations.

Action #3.1 Develop partnerships between KOSD student clubs and organizations and community groups to utilize student volunteers and service projects.

It is recommended that Green Tree Borough and local community organizations develop formal partnerships with KOSD student clubs and organizations. One example would be to form a partnership between the S.E.E.D. and the KOSD Environmental Club to help with improvements to the Nature Center and organize programs and events. Students could provide volunteer efforts in addition to using the Nature Center as an “outdoor classroom” and offer educational programs.

Action #3.2 Organize a “community service” fair each spring.

Keystone Oaks High School students must meet a community service requirement in order to graduate. It is the perfect opportunity for Green Tree Borough community organizations to get much-needed volunteer assistance with projects. It is recommended that the Borough work with the KOSD to organize a community service/volunteer fair each spring. This event could be held at the high school or through the Borough at the Municipal Complex or one of the parks. All community organizations, civic groups, regional organizations, non-profit organizations, Borough departments, etc. should be invited to participate and advertise upcoming programs and events that are in need of volunteers.

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Revitalize the Greentree Road corridor to address aesthetics, setbacks, parking, mobility, and safety.

Goal #1: Improve the aesthetics of the built environment along Greentree Road.

Action #1.1 Extend the Greentree Road Streetscape Project.

Green Tree Borough Council has placed an emphasis on improving pedestrian connections and as such, began implementing a sidewalk rehabilitation project in 2004 and the Greentree Road Streetscape Project in 2007. Since then, a clock tower, flowerbed, and monument sign were constructed at the corner of Greentree Road and Mansfield Avenue and streetscape improvements were constructed along Greentree Road from Mansfield to Manilla Avenue. The improvements consisted of sidewalk replacement, accessible curb ramps, enhanced landscaping, and the installation of decorative lighting and benches. It is recommended that the Borough continue to extend the streetscape in phases as outlined below:

1) Greentree Road between Manilla Avenue to Pocono Drive

As the current streetscape ends at Manilla, the highest priority is to extend it to encompass the rest of the business district to Pocono Drive. Design elements should be consistent with the improvements of the constructed streetscape and fall within the existing road right-of-way. The Borough should make an effort to identify locations where planting easements on private property are feasible. This effort will enhance the visual appeal of the corridor while establishing goodwill with adjacent property owners. The Borough has applied for grant funding for this phase through the Allegheny County Department of Economic Development Community Infrastructure and Tourism Board. This phase is shown on **Maps 4.1A and 4.1B: Conceptual Rendering for the Greentree Road Corridor**. The maps depict the proposed streetscape improvements for this phase from two different angles.

2) Greentree Road between Mansfield Avenue and Parkway Center Drive

The recommended second phase is to extend the streetscape north along Greentree Road between Mansfield, where the current streetscape begins, and Parkway Center Drive. This section would address improved aesthetics and pedestrian connections to St. Margaret's Church and School, Green Tree Park, Aiken Elementary, and Parkway Center Office Complex. This length of roadway runs adjacent to Borough owned property (Green Tree Park), and

presents a unique opportunity to enhance the community's ability to safely access the park by alternative modes of transportation.

3) Manfield Avenue between Greentree Road and Poplar Street

The third recommended phase is to extend the streetscape off Greentree Road onto Mansfield Avenue to Poplar Street, where decorative lighting has already been extended to this section. The Borough has identified this section as a priority to create a continuous sidewalk that meets accessibility requirements and has adequate light levels with the implementation of decorative street lighting. Extending the streetscape would create cohesiveness between Greentree Road and the small business cluster around Fleet Street.

Action #1.2 Enhance the gateway at the corner of Greentree Road and Mansfield Avenue.

As mentioned earlier, the streetscape project involved improvements to the intersection of Greentree Road and Mansfield Avenue; however, the northwest corner by St. Margaret's Church and School included only sidewalk improvements within the road right-of-way. During the planning process, the Steering Committee identified this corner as a priority area for beautification efforts as this intersection serves as the gateway into Green Tree. Suggested improvements include street trees, decorative sidewalks and light poles, ornamental benches and understory flowering tree plantings. A conceptual drawing was completed to graphically depict the recommendations for this site, with permission granted by St. Margaret's to beautify the greenspace through a planting easement. This easement would allow the Borough to purchase, install and maintain the proposed improvements on private property. This concept is shown on **Maps 4.2B and 4.2B: Conceptual Rendering for St. Margaret's Church Property**. The two maps depict the proposed improvements from different angles. Long-term possibilities include St. Margaret's adding a statue of its patron saint and using commemorative bricks to enhance the sidewalk.

Action #1.3 Implement a façade improvement program.

To further address the aesthetics of the corridor, it is recommended the Green Tree implement a façade improvement program. The purpose of the program is to improve the physical appearance of the exterior of buildings within the business district along Greentree Road. **Map 4.1A: Conceptual Rendering for the Greentree Road Corridor** offers a graphic example of what the buildings across from Leon Road could look like with some façade improvements along with landscaped patios/outdoor dining areas. These renderings are conceptual in nature and are offered to show examples of what the corridor could look like if such programs were to be implemented in the future.

There are a number of different methods that the Borough could take to implement such a program; following are two examples of how such a program could work.

1) Seek Designation as a Main Street Program

The Pennsylvania Department of Community and Economic Development (DCED) offers a Main Street Program; however, DCED is not accepting planning and new designation program during 2009-2010. If the program is revived, Green Tree should submit a Main Street Profile to be considered for a candidate for the Main Street Program. The Pennsylvania Downtown Center works in conjunction with DCED to offer planning and technical assistance for Main Street communities. A copy of the Main Street Profile can be found online at (<http://www.padowntown.org/programs/default.asp>) while more information on the program itself can be found online at www.newpa.com and search for the Main Street Program.

2) Develop a Revolving Loan Fund Program

In the event that the Main Street Program is not refunded in the future or the Borough wishes to proceed sooner, another option is for Green Tree to develop and offer a revolving loan fund to be used specifically for façade improvements. If this method is chosen, it is recommended that Green Tree develop a program guideline and application that details how much funding can be received, what match is required, terms of the loan, how the applicants will be selected, etc.

A good example of such a program is in the Village of Downers Grove, Illinois. More information on their program can be found online at [http://www.downers.us/assets/production/doc_related_doc/file/2291/Faca de Grant Application.pdf](http://www.downers.us/assets/production/doc_related_doc/file/2291/Faca%20de%20Grant%20Application.pdf).

Action #1.4 Incorporate Traditional Neighborhood Development into the Zoning Ordinance for the Greentree Road corridor.

Traditional Neighborhood Development (TND) is a planning tool that is designed to give either new development or redevelopment of existing neighborhoods the positive attributes found in traditional small towns. TNDs incorporate a mixture of commercial and residential development with tree-lined streets, sidewalks, and public spaces. In Pennsylvania, the Municipalities Planning Code (MPC) enables municipalities to incorporate TND provisions into their zoning ordinance. More information on TND provisions is included in Appendix F.

Green Tree could implement TND provisions by designating an official TND District or through the use of an overlay zone. If the Borough opts to include TND provisions in its ordinances, it has the power to provide for additional and specific rules that regulate

the development within the district. It is recommended that Green Tree incorporate TND provisions into their zoning ordinance for the Greentree Road Corridor.

As portions of Greentree Road are redeveloped in the future, the Borough can include provisions that ensure the development takes these concepts into account. **Map 4.3: Conceptual Rendering for Redevelopment Along Greentree Road** provides an example of what new development and/or redevelopment could look like with TND concepts in place. These renderings are conceptual in nature and are offered to show examples of what the corridor could look like if such programs were to be implemented in the future. The ordinance can include TND provisions that at minimum, address the following:

- Identify a “build-to” line, say 10 feet, where there is either landscaped plantings, hedge row, wall, fence, etc. to separate the parking from the sidewalk
- Construct and maintain buildings of at least two stories in height – if a one-story building is renovated, it should develop a façade that is the same height of a two-story building
- Install and maintain ground signs vs. free-standing or pylon signs. Prohibit pylon signs and limit free-standing signs to six feet in height.
- Allow for parking exemptions if a business can prove that adequate parking is available via shared use agreements, etc.
- Encourage property owners to use front yard setback space as public plaza or outdoor dining space (“passive” recreation space)
- Offer incentives to encourage the use of shared driveways and access when possible and try to relocate the parking to the rear of the property when feasible

Incorporate design standards for the Traditional Neighborhood
Action #1.5 *Development district into the Subdivision Regulations for the Greentree Road corridor.*

In addition to addressing TND in the zoning ordinance, Green Tree should also incorporate corresponding design standards into its Subdivision Regulations, including the following.

- Consult with an architect to develop design guidelines that address the renovation of existing buildings as well as new construction to maintain a cohesive appearance within the corridor that respects the character of the landscape and features of the street and community. The design guidelines should address the following elements:
 - Building height
 - Materials and color
 - Orientation
 - Proportion
 - Rhythm

- Roof shape
- Setback
- Conversion of residential structures to commercial
- Additions
- Window and wall ratio
- Storefront and facades
- Signs
- Lighting
- Fences and walls
- Landscaping
- When properties are redeveloped, the frontage shall be landscaped with a street wall (landscaped plantings, hedge row, wall, fence, etc.).
- Screen and landscape existing parking lots with a substantial green buffer of 30 to 42 inches in height
- Require that the replacement of any sidewalks along Greentree Road is in keeping with the materials, style, etc. of the streetscape
- Crosswalks in driveway throats should continue the sidewalk system as per the streetscape
- Minimize curb cuts to increase pedestrian safety
- Install one bike rack for every 15,000 sq ft of gross floor area of a building
- Provide enclosed dumpster areas with convenient vehicular and pedestrian accessibility

Action #1.6 Enact a Business Improvement District (BID) ordinance under the Pennsylvania Business Improvement District Act 53 Pa.C.S. § 5401.

Under this act, Green Tree Borough can designate the commercial portion of Greentree Road as a BID pending public hearings and enactment of an ordinance (so long as 50% of the affected property owners do not file official protests). The ordinance must specify improvements with respective costs. The Borough may use the funds to acquire property (via purchase or lease) for purposes of installing sidewalks, retaining walls, street paving, street lighting, parking lots, parking garages, trees and shrubbery, pedestrian walks, sewers, water lines, rest areas, and the remodeling or demolition of blighted structures. No improvements may be made to property that is not acquired. The Borough may impose an assessment on each benefited property within the BID which shall be determined by the total cost of the improvements within the district but not in excess of the amount legally accessible.

Action #1.7 Relocate overhead utility lines along Greentree Road underground.

One of the biggest contributors to the overall appearance of Greentree Road is the overhead utility lines. The telephone poles, wires, and cables all contribute to a visual assault on the aesthetics within the Corridor. Unfortunately, the relocation of utility lines underground is an expensive project, particularly in such an urban, built environment.

Section 1232.08 Utilities of the Green Tree Borough Subdivision Regulations requires that “all utilities and all other piping and distribution lines shall be installed underground within public rights of way or within properly designated easements” which requires all utility lines to be underground in new developments. One option is for the Borough to rewrite this section so that it applies to redevelopment as well. This would require property owners or developers to relocate existing overhead utilities underground, which would be most effective when in conjunction with large-scale redevelopment projects.

Another option is for Green Tree to take on this project, which would allow the Borough to relocate the overhead utility lines throughout the entire Corridor, or at least large portions at a time. The biggest obstacle to this option is cost. At this time, Penn DOT is not permitting transportation enhancement funds to be used for the relocation of utility lines.

If the relocation of utility lines underground is not a feasible option, at the very least, Green Tree Borough should coordinate with the utility companies to see if other options exist for relocating overhead lines and services off of Greentree Road.

Goal #2: Improve the functionality of Greentree Road as a central business district.

Action #2.1 Form a “business district improvement council” consisting of both business owner/operators and property/building owners.

It is recommended that the Borough form a “central business district improvement council” consisting of both business owner/operators and property/building owners. The council may be charged with identifying short and long-term enhancements intended to improve both the capacity for additional businesses and pedestrian traffic. Health Care or Urgent Care providers as well as other professional service providers such as law firms, financial advisors and insurance agents are potential target sectors as part of the long-term improvement strategy. Space requirements for central business district tenants similar to the scale of Greentree Road commonly range from as little as 500 square feet to no more than 5,000 square feet per tenant. Special business district incentives may be developed such as cooperative marketing opportunities and/or “pedestrian friendly” business designations.

Action #2.2 Offer reduced parking requirements if business owners can prove there is adequate parking via shared lots, etc.

In order to entice new businesses along Greentree Road, Green Tree Borough needs to be creative in addressing the parking issue. One solution is to offer incentives, such as reduced parking requirements for businesses/commercial uses if the property owner can prove there is adequate parking via shared lots or other methods. The Borough needs to encourage property owners to develop shared parking agreements, particularly in areas where one lot may use more parking during the day while the other lot uses at night, to allow for new businesses to be viable. It is recommended that this concept be explored further during future zoning ordinance updates.

Action #2.3 Provide a public parking lot.

This is a concept that has been discussed by Borough officials for some time and would allow for businesses to use the public lot to help meet off-street parking requirements. The Borough would need to acquire property in order to implement this action; however, the benefit would be to the greater business community and patrons of the shops on Greentree Road. If a public parking lot is provided, the Borough could then institute a promotional campaign for the “park once, shop twice” concept to encourage patrons to visit other businesses in the corridor. **Map 4.4: Conceptual Rendering of a Public Parking Lot on Greentree Road** depicts what a public parking lot could look like if developed.

Action #2.4 Develop a program that ties into PUMP and host “pop-up” events in vacant storefronts, empty lots, etc.

To make use of vacant and/or underutilized lots and buildings along Greentree Road, the Borough should develop a program that ties into the Pittsburgh Urban Magnet Project (PUMP) and host “pop-up” events in vacant storefronts, empty lots, etc. The Borough would need to permit temporary uses to occupy vacant properties and/or storefronts. The benefits of such a program include the opportunity to showcase various possibilities for the vacant or underutilized property to potential owners/tenants as well as attract diverse groups of people (especially young people). There is an opportunity to tie into the ITT Technical Institute via a gallery event or similar displaying their recent work or projects. Other options include organizing a neighborhood “happy hour” to get “daytime” residents” (aka commuters/workers/students) to intermingle with full-time residents. Examples of similar programs offered can be found online at:

<http://www.cudc.kent.edu/popup/index.html> or at:

“No Vacancy! Exploring the Temporary Use of Empty Spaces in the Central Eastside Industrial District” (<http://novacancyproject.wordpress.com/>).

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Provide a diverse mix of housing options that will appeal to young professionals, families, and older residents.

Goal #1: Encourage residential development that enhances the existing character of the Borough.

Action #1.1 Include provisions for Transit-Oriented Development (TOD) within the Borough's zoning ordinance.

TOD encourages more intensive development patterns by offering the following requirements:

- Height and density bonuses
- Maximum setback (rather than minimum setback)
- Restrict off-street parking (rather than requiring a minimum of off-street parking)
- Reduce or eliminate frontage and lot size requirements (in order to promote higher density)

In return for these zoning regulation “giveaways,” TOD requires the developer to provide urban design amenities to stimulate pedestrian activity at the street level as well as additional open space oriented towards pedestrian use. Potential areas to consider include the following:

- Short-term: Parkway Center (proposed City Vista development)
- Long-term: Parish Street Area – if the area becomes vacant in the future, could be redeveloped for residential such as patio homes, carriage homes, etc.

Action #1.2 Offer incentives, such as reduced parking requirements, to encourage the development of upper story residential units in the commercial buildings along Greentree Road.

To maintain a viable commercial corridor, the Borough can require that a certain amount of floor area be used for business/retail/office/etc. One option would be to include specific provisions that will encourage loft apartments, rather than just upper story residential dwellings. The Borough will need to take great care in the defining the term loft to ensure the end result is the desired use. Typically, the term “loft” refers to a type of building constructed prior to 1930 for commercial or manufacturing use; however, many ordinances will allow for the residential conversion of non-residential buildings in existence prior to 1961; however, the Borough can require a specific amount of square footage or Floor Area Ratio (FAR) to be considered a loft building. Conditions can be added, such as design standards or square footage or floor area specifications. Design Standards or other conditions can include:

- Regulating single family and two family use mixtures

- Floor area ratio or density requirements do not have to be met in non-residential district where an adaptive residential conversion is taking place (or can be reduced)
- Typically no more than 1.5 parking spaces shall be required per residential dwelling
- Permit home occupations/low impact home businesses

Action #1.3 Incorporate a “Live/Work Space” component into the zoning ordinance.

This is designed to be a more long-term option for the Mansfield Avenue/Trumbull Drive corridors. If sites become vacant and/or underutilized, the Borough could utilize this technique to encourage redevelopment by permitting live/work space.

Case Study: Live-Work District in Cleveland, OH

- Established a Live-Work Overlay (LWO) District to permit and promote shared occupancy by residential uses in combination with work activities in suitable locations. The district is intended to assist in revitalizing areas impacted by the presence of under-utilized and deteriorated buildings suitable for re-use as live-work space.
- The ordinance also allows live-work spaces as a conditional use in other districts, provided they meet certain criteria regarding noise levels, and fire hazards, etc. For new construction, parking shall meet the requirements of the underlying zoning district.
- “Live-Work Unit” means a room or rooms used by a single household both as a dwelling unit and as a “Work Space.” The living space of a Live-Work unit shall contain a kitchen area and sanitary facilities.
- “Work Space” means an area within a Live-Work Unit that is designed or equipped exclusively or principally for the conduct of work activities, occupies at least fifty percent (50%) of the unit's total floor area and is to be regularly used for such work activities by one or more occupants of the unit.

Action #1.4 Adopt a property maintenance code.

While the International Property Maintenance Code has not been adopted by the International Code Council (ICC), it is recommended that Green Tree Borough adopt and a property maintenance code to govern the maintenance of existing residential and nonresidential structures and premises. By adopting this code, Green Tree would have the authority to administer, inspect, and enforce property maintenance standards to ensure that all structures and properties are safe, sanitary and fit for occupation and use. A copy of the most recent International Property Maintenance Code is available online through the International Code Council at www.iccsafe.org.



Promote sound land use planning through the protection of open space and the enhancement of natural and recreational assets.

Goal #1: Enhance the existing natural and recreational assets while preserving green space for future generations.

Action #1.1 Obtain conservation easements for existing greenspace to ensure that they remain undeveloped or limit development to certain uses.

If Green Tree Borough wants to ensure that existing open space and natural areas are protected, one avenue is to obtain conservation easements. As defined by The Nature Conservancy, a conservation easement is “a voluntary, legally binding agreement that limits certain types of uses or prevents development from taking place on a piece of property now and in the future, while protecting the property’s ecological or open-space values.” The difference between a conservation easement and outright public ownership is that conservation easements keeps land under private ownership while providing significant public benefits. Under a conservation easement, the landowner voluntarily agrees to sell (or donate) the “development rights” to his or her property to a private or public agency. The easement can be tailored to meet the needs of the landowner and protect significant natural or ecological resources. Easements are legally binding and transfer from one property owner to the next. Conservation easements often provide landowners with tax benefits. More information on what conservation easements are and how they can work can be found online at <http://www.nature.org>.

Action #1.2 Utilize the Nature Center to the fullest extent possible.

The Green Tree Nature Center is one of the most unique and treasured assets in Green Tree Borough. It is recommended that S.E.E.D. and the Borough pursue efforts to ensure that the Nature Center is utilized to the fullest extent possible. Some possibilities include:

- Determine the feasibility of expanding the Nature Center to include adjacent parcels
- Clear and re-mark trails to be more visible to users
- Develop a more visible presence via advertising, signage, and maps
 - Provide better wayfinding signs from Greentree Road
 - Develop an accurate map of the trails within the Nature Center
 - Include hiking map on Borough website

- Expand onsite programs offered; such as:
 - Outdoor classrooms through KOSD and local private schools
 - Educational programs for the public, nature hikes, etc.
 - Sponsor clean-up days, which can include social networking events

Action #1.3 Develop a long-term prioritized park improvement plan.

While the public parks are extremely well-maintained and offer an abundance of facilities, there are some areas for improvement. It is recommended that the Borough develop a long-term park improvement plan that tracks the improvements needed at each park and identifies a prioritized list based on need, location, use, etc. Field views identified the following improvements needed for each park:

Green Tree Park

- Construct picnic shelters/pavilions

Hale Park

- Improve signage
 - Provide wayfinding signs from major roads
- Replace outdated equipment, such as spring animals

Parkedge Park

- Replace outdated equipment, such as spring animals
- Provide ADA accessible pathways within the park

Rook Park

- Provide ADA accessibility to gazebo
- Replace outdated equipment, such as spring animals

Wilson Park

- Reconstruct sidewalk around basketball and tennis courts and connect to the playground area
 - If possible, make ADA accessible
- Resurface the basketball court
- Improve signage
 - Provide wayfinding signs from major roads
 - Mark access road for pavilion to unload
- Improve the playground area
 - Install fall safe material under the baby swings
 - Provide picnic tables or benches near the baby swings
 - Develop pathways to connect to the playground

Green Tree Borough also owns a vacant parcel in the Rook Neighborhood at the corner of Hawthorne Avenue and Hanover Street. This site is ideal for a recreation area for families and parents with small children away from the older children who utilize the basketball court in Rook Park. It is recommended that the Borough develop this site as passive recreation, featuring the following elements:

- Trees/landscaping
- Benches
- Covered picnic shelter
- Small tot lot (40'x40') with playground equipment, swings, etc.
- Water fountain

Action #1.4 Continue partnerships with Dormont and KOSD to offer joint recreational services.

Expanding recreational services and programs is often difficult for a municipality to do on its own. The Borough participated in a Pennsylvania Department of Community and Natural Resources Study to review the potential of offering joint recreational services with Dormont and Keystone Oaks School District. The result of the study recommended that programs offered in one community be offered to the residents of the other communities at the same cost. The overall desire is to be able to offer additional events. It is therefore recommended that Green Tree Borough partner with Dormont Borough and Keystone Oaks School District to offer joint recreational services, such as:

- Offer more adult recreation leagues
- Organize youth recreation pick-up games
- Offer a temporary summer skate park/“extreme day camp” in parks
 - One example would be to sponsor an extreme day camp that features skateboarding tricks and tips, BMX biking, or other similar activities

Action #1.5 Organize semi-annual “Green Tree Days” as community clean up days.

Green Tree Borough should organize semi-annual “Green Tree Days” as community clean up days, whereby the Borough publicizes clean ups at different sites throughout the community. This type of semi-annual event can be used to connect different groups and incorporate all ages as well as generate community pride. Following the clean ups, the Borough could then sponsor a lunch or happy hour at a local restaurant or on-site through donations collected from local businesses.

Action #1.6 Host “hard-to-recycle” events.

Green Tree Borough is a part of the Southwestern PA Household Hazardous Waste (SWPAHHW) Task Force which offers household hazardous waste collection programs for residents in Southwestern Pennsylvania. Expanding on this, Green Tree Borough could host its own “hard to recycle” event, whereby residents can drop off items such as appliances such as refrigerators (Freon must be removed), batteries, compact fluorescent tubes/bulbs, computers and electronics, tires, etc.

Action #1.7 Continue to host programs to educate residents on the use of rain barrels and rain gardens.

Currently, Green Tree Borough offers a rain barrel workshop annually where residents can learn about the benefits of rain barrels and purchase a rain barrel for their home. It is recommended that the Borough continue to host such programs and expand them to include rain gardens and other techniques used to minimize stormwater runoff. While these programs can be targeted towards the community as a whole, it would be beneficial for the Borough to designate a study area within the Whiskey Run Watershed and target those homeowners in an attempt to reduce flooding.

The Borough may be able to partner with Allegheny County Conservation District and/or the Western Pennsylvania Botanical Gardens. In addition, the Audubon Society of Western Pennsylvania offers Rain Gardens for Homeowners workshops that teach homeowners how to size, design and install a rain garden and provides participants with \$200 certificate for rain garden plants. Participants can register their rain garden for free with Three Rivers Rain Garden Alliance (<http://raingardenalliance.org/garden>) to track and report performance.

Action #1.8 Conduct a feasibility study on the potential to convert the western end of Glencoe Avenue (currently closed) into a walking/biking trail.

The western end of Glencoe Avenue is close and gated at the Green Tree Borough/Scott Township border. During the planning process, the road was examined to determine if it could be reopened for vehicular traffic; however, it could be used as a cut through road for vehicles wishing to avoid the Greentree Interchange, as this would cut the corner between Carnegie Borough and southern Greentree Borough. This would lead to cut-through traffic, increased traffic volumes, safety and speeding issues.

Therefore, it is recommended that the Borough conduct a feasibility study to determine whether or not this portion of the road could be converted into a walking/biking trail. The Borough should coordinate with Scott Township, to see if they are interested in converting their portion of the road into a trail.



Ensure that all municipal ordinances are consistent and compatible with the desired future growth and development patterns.

Goal #1: Revise municipal ordinances as appropriate to be consistent with the comprehensive plan and implement the overall Vision.

Action #1.1 Update the Green Tree Zoning Ordinance.

The Pennsylvania Municipalities Planning Code, Act of 1968, P.L. 805 No 247 as re-enacted and amended (MPC), provides the legal basis for municipalities not only to develop and adopt comprehensive plans, but also to implement them through the use of zoning. Section 604 of the MPC provides the purposes of zoning, as outlined below:

“The provisions of zoning ordinances shall be designed:

(1) To promote, protect and facilitate any or all of the following: the public health, safety, morals, and the general welfare; coordinated and practical community development and proper density of population; emergency management preparedness and operations, airports, and national defense facilities, the provisions of adequate light and air, access to incident solar energy, police protection, vehicle parking and loading space, transportation, water, sewerage, schools, recreational facilities, public grounds, the provision of a safe, reliable and adequate water supply for domestic, commercial, agricultural or industrial use, and other public requirements; as well as preservation of the natural, scenic and historic values in the environment and preservation of forests, wetlands, aquifers and floodplains.

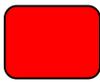
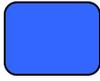
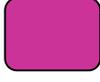
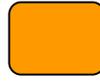
(2) To prevent one or more of the following: overcrowding of land, blight, danger and congestion in travel and transportation, loss of health, life or property from fire, flood, panic or other dangers.

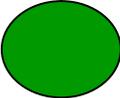
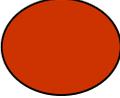
(3) To preserve prime agriculture and farmland considering topography, soil type and classification, and present use.

(4) To provide for the use of land within the municipality for residential housing of various dwelling types encompassing all basic forms of housing, including single-family and two-family dwellings, and a reasonable range of multifamily dwellings in various arrangements, mobile homes and mobile home parks, provided, however, that no zoning ordinance shall be deemed invalid for the failure to provide for any other specific dwelling type.

(5) To accommodate reasonable overall community growth, including population and employment growth, and opportunities for development of a variety of residential dwelling types and nonresidential uses.”

As a basis for updating the Green Tree Zoning Ordinance, a future land use plan was developed. **Map 4.5: Future Land Use Plan** provides Green Tree officials with a map of key investment and opportunity areas. In addition to the key business development zones (see Action #3.1 on page 4-12); there are a number of other areas recommended for investment, which includes new development, redevelopment, and preservation opportunities, as detailed below:

Future Land Use Plan		
	Category	Recommended Land Uses
	Zone #1: Greentree Road Business District	Specialty Retail, Specialty Food/Beverage/Entertainment, Business Services, Mixed Use – first floor commercial with second/third floors used for either office or residential
	Zone #2: Noblestown Road Business District	General Retail, Business Services
	Zone #3: Railroad Property	Heavy Manufacturing/Industrial, Wholesale Trade/Distribution, Logistics
	Zone #4: Parish Street Area	Office and/or light industrial such as warehousing, distribution centers, etc.
	Zone #5: Foster Plaza Office Complex	Office/Professional
	Zone #6: Parkway Center Office Complex	Office/Professional
	Village Development – Rook Neighborhood	Mixture of single-family residential, multi-family residential and local commercial (retail, services, etc.)
	Medium Density Residential – Proposed City Vista Housing Development	Mixture of single-family homes, townhomes, condominiums

	Category	Recommended Land Uses
	“Rural” Residential – Whiskey Hollow	Single-family residential; emphasis on natural resource preservation (floodplains, steep slopes, open space, etc.)
	Transition Area – Greentree Road (Mansfield Avenue to Parkway Center Drive)	Mixture of single-family residential, home occupations, small scale professional services
	Open Space Preservation – Green Tree Nature Center	Potential to expand the Nature Center to include both sides of Whiskey Run
	Local Commercial – Greentree Road/Orchard Drive	Local commercial (retail, services, etc.)
	Proposed Recreation – Rook Neighborhood	Passive recreation featuring a small tot lot for children ages 12 and under
	Gateway Beautification – St. Margaret’s Church/School Property	Landscaping, sidewalk improvements, decorative lighting, St. Margaret’s sign (similar to Green Tree sign on opposite corner)

It is recommended that Green Tree Borough undertake a comprehensive zoning update that is consistent with the future land use plan. The current ordinance was reviewed and the following recommendations are offered for consideration:

Organization

- Within each District Chapter, the parts are not organized the same. For example, a consistent outline should be used so that the reader can easily find the permitted uses, conditional uses, dimensional requirements, etc.
- The additional regulations regarding Conditional Uses (CU), related to setbacks, parking, landscaping, etc. should be put into the supplemental regulations section instead of being included under each district.
- The process to receive approval for CU should be included in Administration/Enforcement – it is unnecessary to include under each district.
- It would be helpful to include a table of all the districts and the associated permitted uses, CU and Special Exceptions (SE).

Content

- No Impact Home Based Businesses should be clearly identified as a Permitted Use in every district. While Section 1280.19 addresses the requirements and states this, it should be identified as permitted to provide clarity to the reader.
- The ordinance does not address home occupation.
- Non-conforming uses should be permitted a “reasonable expansion” of use and/or structure.
- The process to apply for and receive approval for a variance should be clearly stated in the Administration/Enforcement chapter.
- If SE are to be included, there needs to be an approval process included in the ordinance. If apartment buildings/apartment hotels are to be the only SE, consideration should be given to making these CU instead to simplify the process.
- The names of the districts can be misleading at times – often, districts named “Commercial” only permit residential with commercial uses as CU. Renaming the districts to better indicate the uses permitted would offer clarity.
- Retail Uses could be defined into several categories, i.e., retail under 10,000 square feet, retail under 20,000 square feet, and so on and thereby permit retail by size rather than as CU. Where retail as CU may be warranted, supplemental regulations can address parking, buffering, or landscaping issues.
- Consideration should be given to the use of overlay zoning to address unique areas, such as the Parkway, with regard to setbacks and other issues.
- The CU included for each district should be examined to see which can be permitted by right to reduce the burden on Council as well as the applicant. Supplemental regulations can be attached to certain uses, even if permitted by right, which can address specific issues such as parking, landscaping, buffers, setbacks, etc.
- While Solar Energy is addressed a separate chapter, consideration should be given to addressing solar energy facilities and wind energy facilities as uses within each district. Distinction should be made between large and small facilities.
- Consideration should be given to removing the requirement for Planning Commission approval of satellite dishes in residential districts.
- With the anticipated regional impacts of Marcellus shale gas development facing all the municipalities in Allegheny County, even built- up communities like Green Tree, it is recommended that the Borough work with the County neighboring municipalities to form a regional planning group (perhaps in the southern and western part of the County) to plan for this and draft zoning amendments to regulate the use.

Districts

- Green Tree has 15 zoning districts, many of which are extremely similar in nature. This can be cumbersome for potential developers and landowners. Consideration should be given to consolidating districts to simplify the ordinance. A summary of each Zoning District along with a preliminary analysis is included in Appendix G.

Action #1.2 Update the Green Tree Subdivision Regulations.

It is also recommended that Green Tree Borough update the Subdivision Regulations in order to implement the Vision set forth by this plan. The current ordinance was reviewed and the following recommendations are offered for consideration:

Content

- Consideration should be given to requiring a pre-application consultation with the Borough Engineer and/or Planning Commission prior to submitting the preliminary application.
- Consideration should be given to including design guidelines; particularly for Greentree Road, to address preferred building materials, facades, etc. as well as to encourage “green” building design principles.
- Consideration should be given to include streetscape design requirements along Greentree Road to address pavement materials, preferred landscaping, relocation of utilities underground for redevelopment projects, etc.
- The design standards should be updated to include Best Management Practices (BMP) in relation to stormwater management and drainage and erosion control.
- Sidewalk requirements should be updated to address American with Disabilities Act (ADA) requirements, etc.
- A recommended planting list should be included that identifies suitable native plants for specific types of landscaping requirements.
- Incorporate Leadership in Energy and Environmental Design – Neighborhood Development (LEED-ND) requirements.

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Improve mobility to, from, and within Green Tree Borough by focusing on major transportation routes such as Greentree Road and Interstate 376 as well as pedestrian circulation and connections.

Goal #1: Reduce traffic congestion

Action #1.1 Construct an inbound off-ramp from I-376 to Poplar Street next to the Public Works Building to alleviate morning traffic on I-376, Greentree Road and Mansfield Avenue.

During the AM peak, a high number of vehicles were noticed getting off of I-376 inbound, making a left onto Greentree Road, another left onto Mansfield Avenue, down through Poplar Street to Holiday Drive and Foster Plaza. The problem locations were the backup on the I-376 inbound off-ramp to Greentree Road dual left turn lanes and the left turn from Greentree Road onto Mansfield Avenue. These lanes were backed up significantly in the AM peak.

To alleviate the AM traffic on the I-376 inbound off ramp, Greentree Road and Mansfield Avenue, an additional inbound off-ramp from I-376 to Poplar Street could be constructed next to the Public Works Building, which would let vehicles “cut the corner”.

Action #1.2 Widen Mansfield Avenue to three lanes between Holiday Drive and Poplar Street to allow for the construction of a long right-turn lane eastbound at Poplar Street.

During the PM Peak, Foster Plaza and Holiday Drive dump traffic onto Mansfield Avenue in high quantities periodically as companies get out of work. Mansfield Avenue backs up down the hill from Poplar Street through Holiday Drive, a distance of about 1200 feet. These vehicles are mostly making a right at Poplar Street to access I-376 inbound and outbound, as well as cutting through to Greentree Road.

To alleviate the PM traffic backups on Mansfield Avenue, Mansfield Avenue could be widened to 3 lanes between Holiday Drive and Poplar Street. This widening could begin on Mansfield Avenue to the west of Holiday Drive, providing a long right turn lane eastbound at the signalized intersection. Note that this option would require property acquisition.

Alleviate inbound traffic congestion on Greentree Road between Mansfield Avenue and Woodville Avenue by increasing capacity on I-376 inbound.

During the AM peak, a severe backup of traffic on Greentree Road was noted in the Parkway Center Mall vicinity. The vehicles were backing up all of the way from the intersection of Greentree Road/Woodville Avenue in the City of Pittsburgh to the intersection of Greentree Road/Mansfield Avenue and beyond. Adding to the problem was that Warrior Avenue was adding a lot of traffic to Greentree Road and taking a lot of green time from the traffic signal. Warriors Avenue is used as a cut through from McKenna Avenue and Crafton Borough to avoid Mansfield Avenue. The ultimate problem here is that Greentree Road is used as an alternate route to the Parkway (I-376) inbound. Many of these Greentree Road inbound AM vehicles were making a right onto Woodville Avenue, and then continuing onto Mount Washington, Route 51 or to Banksville Road.

The definitive way to alleviate inbound AM peak Greentree Road traffic backup would be to increase capacity on I-376 inbound. PennDOT is set to conduct a full capacity analysis on the Parkway West between the City and Interstate 79. The Borough will need to coordinate with PennDOT during this study to see that its concerns are addressed

Work with the City of Pittsburgh to conduct a traffic study at the Greentree Road/Woodville Avenue intersection to keep inbound traffic moving during the morning peak hours by either installing a traffic signal or eliminating the stop sign.

A short-term solution to alleviate inbound traffic congestion on Greentree Road would be to modify the intersection of Greentree Road/Woodville Avenue. This intersection is currently controlled by a stop sign on the Woodville Avenue, Greentree Road northbound, but not Greentree Road southbound approaches. Coordination with the City of Pittsburgh would be necessary as this intersection falls within Pittsburgh City limits.

A traffic study could determine if this intersection warrants a traffic signal, or if the stop sign on Greentree Road northbound could be eliminated. Channelizing the northbound right turn approach without a stop sign or providing police presence during the AM peak in order to keep traffic moving are other alternative ideas.

Action #1.5 Work with the Allegheny County Port Authority to improve transit service to Green Tree Borough.

Green Tree Borough should work with the Allegheny County Port Authority to improve transit service to the Borough. Possible improvements include offering additional service during AM/PM peak times, particularly along Greentree Road and renovating existing bus stops to be more attractive and accessible.

Action #1.6 Determine the feasibility of offering “shuttle” type service and/or flyer routes from outside area Park-n-Rides, “T”-stops, and downtown Pittsburgh to Parkway Center and Foster Plaza to reduce traffic.

Green Tree should work with the Allegheny County Port Authority to determine the feasibility study of offering “shuttle” type service and/or flyer routes from outside area Park-n-Rides, “T”-stops/stations, and downtown to Parkway Center and Foster Plaza. Higher ridership on public transit to and from these destinations could significantly reduce the amount of vehicles and congestion.

Goal #2: Reduce speeding.

Action #2.1 Increase speeding enforcement on Mansfield Avenue and Hawthorne Avenue.

Increase enforcement on Mansfield Avenue and Hawthorne Avenue.

Action #2.2 Implement traffic calming concepts along Hawthorne Avenue to reduce speeding.

The company Medmark is located at the end of Hawthorne Avenue, which is otherwise a residential road. It was noted by the committee that Medmark workers speed to and from the site. Hawthorne Avenue is posted 25 MPH, with trucks prohibited and no parking along the northern side. Hawthorne Avenue was measured to be between 25 to 28 feet wide, which is wide for a two-lane residential road with parking on one-side only and trucks prohibited.

Along Hawthorne Avenue, implement traffic calming techniques such as narrowing the road to 24’ with either pavement markings (short-term) or sidewalks (long-term). Additional traffic calming that could be used at this location would be to install curb extension bulb-outs, textured or raised crosswalks, or speed humps. Traffic calming signing, like what was used on Glencoe Avenue and Greenlawn Drive, may also slow traffic down on Hawthorne Avenue.

Goal #3: Eliminate residential cut-throughs.

Action #3.1 Implement traffic calming concepts along Glencoe Avenue, Greenlawn Drive, Orchard Drive, and Western Avenue to reduce the use of these roadways as “cut-throughs”.

Turn restrictions are in place along Greentree Road prohibiting northbound left turns during the hours of 7:00 and 9:30 AM at Orchard Avenue and Western Avenue. Turn restrictions are also in place on Glencoe Avenue and Greenlawn Drive prohibiting southbound left turns at Western Avenue and Orchard Avenue, respectively, during the hours of 4:30 and 6:30 PM.

Additional traffic calming signing has been installed along Glencoe Avenue and Greenlawn Drive to slow down vehicular traffic in both directions, including Watch Children, Slow Down We Love Our Children, Please Slow Down My Mommy & Daddy Walk This Street, and extra Speed Limits signs. Some transverse pavement markings were also installed, although these were not installed correctly, as per PennDOT Publication 383. It must be noted that very little cut-through traffic or speeding was witnessed on these roads during the peak hours. The abundance of traffic calming signing appears to be doing its job.

If additional traffic calming measures are needed in the future, there are several non-restrictive types that could be utilized at these locations including narrowing the roadways with edge lines, installing curb extension bulb-outs, textured or raised crosswalks, and speed humps. In the case of bulb-outs and textured or raised crosswalks, these measures can also be aesthetically pleasing.

More restrictive traffic calming methods may include right-in-right-out (RIRO) traffic islands or raised medians through intersections. These traffic calming devices would restrict certain movements. For example, a RIRO island could be installed on Western Avenue at Greentree Road, on Orchard Drive at Greenlawn Drive, or on Western Avenue at Glencoe Avenue. Additionally, a raised median could be installed through the intersection of Orchard Drive and Greentree Road down the center of Greentree Road. In addition to restricting movements, and thus calming traffic, this raised median island would also provide pedestrian refuge for crossings of Greentree Road. Although these more restrictive traffic calming methods would calm and reduce traffic on these residential streets, it must be noted that these restrictions may be met with objections by local residents whose travel patterns would be changed during non-peak periods.

Action #3.2 Work with the City of Pittsburgh to determine the feasibility of re-opening Kearns Road.

Kearns Avenue is a City owned street that was used by many residents to access downtown Pittsburgh, but it is closed due to a landslide some years ago. If fixed, it could alleviate some of the cut-through traffic on Warriors Road to Greentree Road. However, fixing Kearns Avenue would be very costly and, thus far the City has not been inclined to complete it.

Action #3.3 Implement traffic calming concepts along McKenna Avenue and Warriors Road to reduce the use of these roadways as “cut-throughs” and reduce speeding on McKenna Avenue.

A fair amount of cut-through traffic was witnessed on McKenna Avenue and Warriors Road. These vehicles appear to be avoiding Poplar Street, Mansfield Avenue, and a portion of Greentree Road. One problem that this is causing is the additional traffic using the Greentree Road/Warriors Road traffic signal, which is taking green time away from Greentree Road. The posted speed limit of McKenna Avenue is 15 MPH. It was noted that vehicles often travel 30-35 MPH on McKenna Avenue. No traffic calming is present.

McKenna Avenue and Warriors Road are both currently 24' in width from edge of pavement to edge of pavement. McKenna Avenue, west of Ringold Avenue is only 14' in width, yet it is a two-way road. There are several non-restrictive types of traffic calming that could be utilized on these two roads including narrowing the roadways with edge lines, installing curb extension bulb-outs, textured or raised crosswalks, or speed humps. Additionally, McKenna Avenue or Warriors Road could be narrowed to 18 or 20 feet by constructing sidewalks along one or both sides of the road. Traffic calming signing, like what was used on Glencoe Avenue and Greenlawn Drive, may also slow traffic down.

Goal #4: Improve pedestrian safety.

Action #4.1 Increase pedestrian safety along Greentree Road between McMonagle Road and Manilla Avenue by using zebra-striped thermoplastic crosswalk pavement markings and upgrade all sidewalk ramps to meet current ADA requirements.

Between McMonagle Road and Manilla Avenue, there are 13 marked pedestrian crossings. Seven of these crossings are controlled by pedestrian push buttons and signal heads at Manilla Avenue (2), Carnahan Road (1), Potomac Avenue (2), and McMonagle Road (2). Two additional crossings are protected by overhead mastarm mounted pedestrian warning signs and lights. The warning lights at these two crossings are actuated by pedestrian push buttons. These two warning light crossings are located at Western Avenue and Orchard Drive. The remaining 4 crossings are located at Forest Drive, Banbury Lane, Oriole Drive, and Greenboro Lane. These pedestrian crossings were all well marked and maintained, providing a fairly safe situation for pedestrians. Pedestrian crossing warning signs, in-street pedestrian crossing signs, crosswalks, ADA ramps, and detectable warning surfaces were provided throughout.

Some of the crosswalk pavement markings were heavily faded. Consideration should be given to utilizing thermoplastic instead of paint, which can last for five years. Consideration should also be given to zebra-striped crosswalks, as were used between Manilla Avenue and Mansfield Avenue as part of the Streetscape project. These provide a higher target value for drivers to see. There were also some sidewalk ramps that were substandard or lacking detectable warning surfaces, that could be upgraded to standard ADA practices.

Action #4.2 Implement a sidewalk improvement plan, similar to the Borough's street repaving plan/map.

Green Tree has a street repaving plan in place. The map identifies the year the street was paved and high priority streets that are next in line to be repaved. It is recommended that the Borough implement a similar plan for sidewalks so they can track what areas have been replaced and identify high priority areas for either new construction and/or replacement. Through the planning process, the following were identified as high priority areas for sidewalk improvements:

- Noblestown Road between Mansfield Avenue/Hawthorne Street
- Rook Neighborhood to Rothesay Avenue
- Mansfield to Rothesay Avenue
- Mansfield between Greentree Road and Poplar Street
- Holiday Drive

Work with the City, Dormont and Keystone Oaks School District (KOSD) to improve the pedestrian connection between Green Tree and KOSD/Dormont.

As Green Tree is part of the Keystone Oaks School District, Green Tree students attend Keystone Oaks Middle and High School in Mt. Lebanon. High school students expressed a need to improve the pedestrian connection between Green Tree Borough KOSD facilities in Mt. Lebanon. While there are sidewalks in both Green Tree and Dormont, there is a missing link in the City of Pittsburgh, which separates the two. Green Tree Borough should partner with the City of Pittsburgh, Dormont Borough, Mt. Lebanon, and Keystone Oaks School District to apply for funding through Hometown Streets/Safe Routes to School or similar programs to provide a safe pedestrian route that would connect Green Tree to the Middle/High Schools in Mt. Lebanon.

Goal #5: Improve safety, circulation, and traffic along Greentree Road between Carnahan Road and the I-376 Interchange.

Implement traffic calming concepts along Greentree Road between Carnahan Road and Manilla Avenue, such as raised 8' curbs, appropriate curb cuts, improved sidewalks, and pedestrian crossings with increased protection.

During AM and PM peak period field views, Greentree Road in this area was not very congested. There was some vehicle queuing at Carnahan Road and some at Manilla Avenue, but all traffic appeared to get through these traffic signals in one cycle length. Safety is more of the concern here as there are numerous businesses along both sides of Greentree Road, there are pedestrian crossings, the lanes are narrow (10'), there are no shoulders and low curbs, and limited lateral clearances. On top of all that, the center lane changes direction throughout the day, adding further confusion to this portion of Greentree Road. This corridor should be considered for some traffic calming and streetscape treatments such as raised 8' curbs, appropriate curb cuts, improved sidewalks, and pedestrian crossings with increased protection.

Fix the dangerous lane shift problem on Greentree Road inbound (northbound) at Manilla Avenue when there are two morning lanes by installing appropriate pavement markings and diagrammatic signing, or by forcing the left lane to be a left turn only.

Another safety concern was observed at the intersection of Manilla Avenue and Greentree Road. During the morning hours there are two lanes inbound on Greentree Road approaching Manilla Avenue, and one outbound lane. The left lane currently can go left or straight while the right lane can go straight or right. Greentree Road, north of Manilla Avenue is five lanes wide. These two inbound through lanes must shift to the right a significant amount in order to avoid the crosshatched area that becomes a left turn lane at Roseberry Way. The problem is that the right approach lane lines up with

the left departure lane, which forces the left lane to either turn into Manilla Avenue or continue into the crosshatched area or opposing traffic. This configuration is dangerous and may lead to many sideswipe or head-on crashes.

A possible solution would be to install a dotted white extension line marking the left edge of the right through lane northbound on Greentree Road through the Manilla Avenue intersection. Additional warning of the lane shift could be provided with a diagrammatic sign on Greentree Road approaching Manilla Avenue northbound. This sign would need to be electronic as the lane uses switch at this intersection throughout the day, and would also benefit if mounted overhead. Another option would be to sign the left lane as left turn only into Manilla Avenue.

Action #5.3 Eliminate parking in the fronts of buildings along Greentree Road where there is not enough room to allow for proper ingress/egress.

There is a real parking issue on Greentree Road, in that some businesses do not have adequate space in the front of the building nor adequate access to the rear of the building where additional parking may be. The Borough should take steps to eliminate the dangerous parking along the fronts of the businesses on Greentree Road across from Leon Road. Physical barriers like flower boxes, benches or bollards could be considered behind the sidewalk to deter parking or stopping here. These businesses do have open parking lots located in the back of these buildings. Signing could be provided directing the patrons of these businesses to the lots behind these buildings. A small public lot should also be considered in this vicinity. It should be noted that this parking issue has been debated within the Borough for years

Action #5.4 Convert the current two 15' lane sections of Greentree Road to three 10' lanes, between Carnahan Road and McMonagle Road; the center lane would be a turning lane.

Greentree Road is 30' in width from edge of pavement to edge of pavement between McMonagle Road and Manilla Avenue. Greentree Road is generally two 15' lanes except at the three signalized intersections of McMonagle Road, Potomac Avenue, and Carnahan Road, where it goes to three 10' lanes, creating left turn lanes at each of these intersections. During field views, it was observed that these three signalized intersections did experience some long queues but all traffic appeared to get through these traffic signals in one cycle length. The intersection of Carnahan Road and Greentree Road appeared to be the worst, so Mackin collected some spot 15 minutes counts in the AM and PM peak periods. As expected, the major movements were the inbound in the AM and the outbound in the PM. A capacity analysis revealed that the existing levels-of-service (LOS) were good. The AM peak hour had an overall LOS of B, while the PM peak hour had an overall LOS of C. These LOS do not indicate the need to widen Greentree Road from its existing 30' width.

Although the capacity analyses did not determine the need for widening Greentree Road from its existing 30' width, it is recommended to convert the current two 15' lane

sections to three 10' lanes, between Carnahan Road and McMonagle Road. Between Carnahan Road and McMonagle Road, there are 10 side roads, approximately 90 driveways, and 9 pedestrian crossings. By providing a center turn lane on Greentree Road, all of the left turning vehicles on Greentree Road would be removed from the travel lane resulting in fewer backups and potentially reducing rear-end and angle accidents. In addition to this arrangement being a safer condition for vehicles, it could effectively provide a 10' pedestrian refuge for crossing Greentree Road.

Goal #6: Improve the on/off ramps to I-376.

Action #6.1 Increase the on-ramp acceleration lane length for the Poplar Street to I-376 outbound ramp.

During field views, the Poplar Street to I-376 outbound ramp was noted to be deficient in a lack of adequate acceleration lane length. It is recommended that PennDOT increase the on-ramp acceleration lane to improve the safety of this ramp.

Action #6.2 Work with PennDOT to evaluate the need for and safety of all of the I-376 ramps; consider closing the Poplar Street to I-376 inbound and Greentree Road to I-376 outbound ramps.

Also noted during field views were two additional deficient ramps: Poplar Street to I-376 inbound and Greentree Road to I-376 outbound. The Poplar Street to I-376 inbound ramp has a stop sign at the end of the ramp and the inbound lane immediately turns into the off-ramp at Greentree Road. This poses a safety issue, as there is inadequate acceleration lane length for inbound traffic as well as a conflict between the vehicles that are trying to enter onto I-376 and those exiting I-376. The Greentree Road to I-376 outbound ramp has similar issues, with a stop sign at the end of the ramp and inadequate acceleration lane length. It is recommended that PennDOT evaluate the need for and safety of these ramps and ultimately, close them.

Action #6.3 Construct a new outbound ramp off of Parkway Center Drive.

Closing Poplar Street to I-376 inbound would result in more traffic on West Manilla Avenue to Greentree Road to the I-376 inbound ramp. Closing the Greentree Road to I-376 outbound ramp would result in more traffic on Mansfield Avenue to Poplar Street to the I-376 outbound ramp. One possibility to mitigate some of this traffic would be to add an outbound ramp to the inbound ramp off of Parkway Center Drive, around the Suella/Hemlock Park. A weaving study would be required since there would be less than 2,500 feet between the proposed on-ramp and the Greentree off-ramp. The weaving area could be expected to be increased from approximately 480' to 2,125', an increase of 1,645'.

Action #6.4 Construct a sound barrier along the Parkway adjacent to the residential home on Parkedge Road.

The Parkway is in close proximity to the residences along Parkedge Road. PennDOT indicated several years ago that if they did any improvements on the Parkway they would put in the sound barrier along Parkedge Road. Green Tree Borough should continue discussions with PennDOT to ensure that this occurs when improvements are made to the Parkway.

Action #6.5 Construct a sound barrier in the Rook neighborhood along Hawthorne Avenue to separate the railroad and the neighborhood.

The Rook neighborhood in Green Tree features the Rook Rail Yard, which lies on the opposite side of Hawthorne Avenue from the neighborhood. To reduce noise pollution to the nearby residents, the Borough should coordinate with Norfolk Southern to determine the placement of the sound barrier, which would most likely be constructed within Borough right-of-way adjacent to Hawthorne Avenue.

Example of a sound barrier along a railroad



Source: http://www.soundfighter.com/photo_gallery.asp?CatId=1

B) IMPLEMENTATION PLAN

The final portion of the comprehensive plan is the implementation plan, which is a prioritized list of the recommendations and associated responsible parties and potential partners. A list of potential funding sources is included in Appendix H. The implementation plan should be used to help direct future development, planning, and other initiatives for Green Tree Borough. The implementation plan is organized as follows:

Priority – High, Medium or Low

High priority items are those that are to be implemented within the next 1-3 years; as funding permits. Medium priority items are to be implemented within 4-7 years, while low-priority items are to be considered for implementation within 8-10 years. These projects were ranked by the Steering Committee, with input as well from the Planning Commission, Borough Council, and general public. The recommendations are listed in order of priority, with reference page numbers for each for ease of referring back to within this Chapter for more information on each action item.

Implementing Party

The implementing party is the organization who should be leading implementation. In many cases, it is Green Tree Borough; however, where possible, specific departments and/or organizations were identified. These organizations should review the plan annually to see what has been implemented and what projects they should be working on in the future.

Potential Partners

To assist in implementation, potential partners were identified. These include community organizations, other local government entities, funding agencies, etc. Partners may provide technical assistance, funding, and/or volunteer hours.

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Maintain the high quality of life and municipal services, including but not limited to police, fire, EMS and public works.

Action Item	Priority	Reference Page #	Implementing Party	Potential Partners
1.4 Continue to offer and fund police DARE Program to elementary school students	High	4-6	Green Tree Borough Police Department	Keystone Oaks School District; St. Margaret's School
1.1 Continue implementation of projects to meet the Allegheny County Consent Order	High	4-5	Green Tree Borough Engineer/Dept of Public Works	Allegheny County Health Department; ALCOSAN
1.2 Extend public sewer lines to the areas currently not served	Medium	4-5	Green Tree Borough Engineer/Dept of Public Works	ALCOSAN
1.3 Explore additional areas to offer services to surrounding municipalities, similar to that of the leaf collection	Medium	4-5	Green Tree Borough	Surrounding Municipalities
2.1 Develop an official energy conservation plan for Borough facilities and departments.	Medium	4-7	Green Tree Borough	Allegheny County
1.5 Conduct a feasibility study for a community center	Low	4-6	Green Tree Borough	DCNR; Dormont Borough; Keystone Oaks School District
2.2 Create an Environmental Action Board (EAB)	Low	4-8	Green Tree Borough	S.E.E.D



Improve the ability of the Borough to support existing businesses and industry as well as attract new investment opportunities.

Action Item	Priority	Reference Page #	Implementing Party	Potential Partners
2.2 Encourage a diversity of housing stock that appeals and/or targets younger professionals	High	4-11	Green Tree Borough	Allegheny County Department of Economic Development; Urban Redevelopment Authority; City of Pittsburgh; Local Developers
4.3 Encourage adaptive reuse or redevelopment opportunities associated with the Parkway Center Mall and associated properties or sites	High	4-14	Green Tree Borough; City of Pittsburgh; Allegheny County Economic Development; Urban Redevelopment Authority	Allegheny County Department of Economic Development; Urban Redevelopment Authority
1.1 Designate a Borough staff person to serve as an economic development ombudsman and develop supporting tools to assist in coordinating and facilitating business creation/expansion	Medium	4-9	Green Tree Borough	Chambers of Commerce
1.2 Develop resource tool-kit and related collateral to assist in facilitating business creation, retention, and new investment projects	Medium	4-10	Green Tree Borough; Airport Area Chamber of Commerce; and economic development groups/partners	Urban Redevelopment Authority, the City of Pittsburgh, Chambers of Commerce, Young Professional Organizations such as PUMP
1.3 Form a “Green Tree Developer Network” through which the Borough can communicate its development needs and challenges and private projects can be efficiently facilitated	Medium	4-10	Green Tree Borough	Private developers, stakeholders



Improve the ability of the Borough to support existing businesses and industry as well as attract new investment opportunities.

Action Item	Priority	Reference Page #	Implementing Party	Potential Partners
2.1 Facilitate linkages/partnerships with young professional organizations; host networking events and assist in cross-marketing the events and linkages	Medium	4-10	Green Tree Borough	PUMP, Airport Chamber of Commerce
3.1 Develop a formal business retention strategy which surveys (one-on-one) a percentage of Borough businesses annually identifying challenges or opportunities they may be encountering	Medium	4-11	Green Tree Borough	Green Tree Chamber of Commerce; Airport Area Chamber of Commerce; businesses of Green Tree Borough
4.1 Formalize partnerships and ongoing communication through a Green Tree Multi-Municipal Development Committee with the City of Pittsburgh, Allegheny County and Regional Economic Development agencies	Medium	4-13	Green Tree Borough	City of Pittsburgh; Allegheny County Redevelopment Authority; local economic development groups
4.2 Develop a "Shop Green Tree" program that promotes businesses located within the Borough	Medium	4-13	Green Tree Borough Chamber of Commerce	Local businesses
5.1 Enhance the Borough's existing web presence to position Green Tree within the regional economic development context and allow for dynamic social networking and constituent engagement	Low	4-15	Green Tree Borough	Southwestern Pennsylvania Commission Municipal Technology Assistance Grants



Increase communication and partnerships between the Borough, the School District, residents and other key stakeholders.

Action Item	Priority	Reference Page #	Implementing Party	Potential Partners
2.1 Keep the Green Tree website updated and make it more user-friendly by creating “pages”	High	4-20	Green Tree Borough	Southwestern Pennsylvania Commission Municipal Technology Assistance Grants
2.2 Publicize the Borough’s website	High	4-20	Green Tree Borough	Green Tree Borough
1.1 Publicize the KOSD communications plan so that the public is aware	Medium	4-19	Keystone Oaks School District; Green Tree Borough	Keystone Oaks School District; Green Tree Borough
1.2 Encourage KOSD to offer a biweekly e-mail update, similar to that offered by the Borough, to interested residents and provide regular updates on school events, projects, etc.	Medium	4-19	Green Tree Borough	KOSD
1.3 Develop an online “clearinghouse” where local community organizations can post upcoming events, programs, etc. and publicize the need for volunteers for community service projects.	Medium	4-19	Keystone Oaks School District; Green Tree Borough	Keystone Oaks School District



Increase communication and partnerships between the Borough, the School District, residents and other key stakeholders.

Action Item	Priority	Reference Page #	Implementing Party	Potential Partners
3.1 Develop partnerships between KOSD student clubs and organizations and community groups to utilize student volunteers and service projects	Medium	4-21	Keystone Oaks School District; Green Tree Borough	Keystone Oaks School District; Green Tree Borough
3.2 Organize a “community service” fair each spring	Medium	4-21	Keystone Oaks School District; Green Tree Borough	Keystone Oaks School District; Green Tree Borough
1.4 Designate primary and secondary contacts between the KOSD and the Borough	Low	4-19	Keystone Oaks School District; Green Tree Borough	Keystone Oaks School District; Green Tree Borough



Revitalize the Greentree Road corridor to address aesthetics, setbacks, parking, mobility, and safety.

Action Item	Priority	Reference Page #	Implementing Party	Potential Partners
1.1 Extend the Greentree Road Streetscape Project	High	4-23	Green Tree Borough; Green Tree Traffic Advisory Board; Green Tree Planning Commission	PennDOT, Allegheny County Department of Economic Development
1.2 Enhance the gateway at the corner of Greentree Road and Mansfield Avenue	High	4-24	Green Tree Borough; St. Margaret's Church	Western Pennsylvania Conservancy; Green Tree Garden Club; Green Tree Women's Club; KOSD student groups
2.3 Provide a public parking lot	High	4-29	Green Tree Borough Traffic Advisory Board; Green Tree Borough Planning Commission	
1.3 Implement a façade improvement program	Medium	4-24	Green Tree Borough	DCED; Business Improvement District (BID)
1.7 Relocate overhead utility lines along Greentree Road underground	Medium	4-28	Green Tree Borough	Utility Companies, Local Businesses, Developers
1.4 Incorporate Traditional Neighborhood Development into the Zoning Ordinance for the Greentree Road corridor	Medium	4-25	Green Tree Borough Planning Commission	DCED



Revitalize the Greentree Road corridor to address aesthetics, setbacks, parking, mobility, and safety.

Action Item	Priority	Reference Page #	Implementing Party	Potential Partners
1.5 Incorporate design standards for the Traditional Neighborhood Development district into the Subdivision Regulations for the Greentree Road corridor	Medium	4-26	Green Tree Borough Planning Commission	DCED
2.2 Offer reduced parking requirements if business owners can prove there is adequate parking via shared lots, etc.	Medium	4-29	Green Tree Borough Planning Commission	DCED
1.6 Enact a Business Improvement District (BID) ordinance under the Pennsylvania Business Improvement District Act 53 Pa.C.S. § 5401	Low	4-27	Green Tree Borough	Local economic development organizations; DCED
2.1 Form a “business district improvement council” consisting of both business owner/operators and property/building owners	Low	4-28	Green Tree Borough	Local economic development organizations; DCED
2.4 Develop a program that ties into PUMP (Pittsburgh Urban Magnet Project) and host “pop-up” events in vacant storefronts, empty lots, etc.	Low	4-29	Green Tree Borough; Green Tree Women's Club; Green Tree Library; possible new BID; PUMP	Pennsylvania Council on the Arts; local universities; Allegheny County Regional Asset District (RAD)



Provide a diverse mix of housing options that will appeal to young professionals, families, and older residents.

Action Item	Priority	Reference Page #	Implementing Party	Potential Partners
1.4 Adopt a property maintenance code	High	4-32	Green Tree Borough Council	International Code Council
1.1 Include provisions for Transit-Oriented Development (TOD) within the Borough's zoning ordinance	Medium	4-31	Green Tree Borough Planning Commission	DCED
1.2 Offer incentives, such as reduced parking requirements, to encourage the development of upper story residential units in the commercial buildings along Greentree Road	Medium	4-31	Green Tree Borough Planning Commission	DCED
1.3 Incorporate a "Live/Work Space" component into the zoning ordinance	Medium	4-32	Green Tree Borough Planning Commission	DCED



Promote sound land use planning through the protection of open space and the enhancement of natural and recreational assets.

Action Item	Priority	Reference Page #	Implementing Party	Potential Partners
1.2 Utilize the Nature Center to the fullest extent possible	High	4-33	S.E.E.D., Keystone Oaks School District, Green Tree Garden Club, Green Tree Borough	S.E.E.D.; Western Pennsylvania Conservancy
1.1 Obtain conservation easements for existing greenspace to ensure that they remain undeveloped or limit development to certain uses	Medium	4-33	Green Tree Borough; S.E.E.D.; Allegheny Land Trust	Western Pennsylvania Conservancy; Green Tree Garden Club
1.3 Develop a long-term prioritized park improvement plan	Medium	4-34	Green Tree Borough; Keystone Oaks Athletic Association	DCNR
1.5 Organize semi-annual “Green Tree Days” as community clean up days	Medium	4-35	Green Tree Borough; Green Tree Garden Club; KOSD	Local businesses
1.6 Host “hard-to-recycle” events	Medium	4-36	Green Tree Borough	DEP; Green Tree Garden Club; Green Tree Rotary; civic/social organizations; local businesses



Promote sound land use planning through the protection of open space and the enhancement of natural and recreational assets.

Action Item	Priority	Reference Page #	Implementing Party	Potential Partners
1.4 Continue partnerships with Dormont and KOSD to offer joint recreational services	Low	4-35	Green Tree Borough; Dormont Borough; KOSD	DCNR
1.7 Continue to host programs to educate residents on the use of rain barrels and rain gardens	Low	4-36	Green Tree Borough; Allegheny County Conservation District, Western PA Botanical Gardens; S.E.E.D.	Allegheny County Conservation District; Western PA Botanical Gardens; DEP Growing Greener grant
1.8 Conduct a feasibility study on the potential to convert the western end of Glencoe Avenue (currently closed) into a walking/biking trail	Low	4-36	Green Tree Borough	Scott Township, S.E.E.D., DCNR



Ensure that all municipal ordinances are consistent and compatible with the desired future growth and development patterns.

Action Item	Priority	Reference Page #	Implementing Party	Potential Partners
1.1 Update the Green Tree Zoning Ordinance	High	4-37	Green Tree Borough Planning Commission	DCED
1.2 Update the Green Tree Subdivision and Land Development Ordinance (SALDO)	High	4-41	Green Tree Borough Planning Commission	DCED



Improve mobility to, from, and within Green Tree Borough by focusing on major transportation routes such as Greentree Road and Interstate 376 as well as pedestrian circulation and connections.

Action Item	Priority	Reference Page #	Implementing Party	Potential Partners
1.4 Work with the City of Pittsburgh to conduct a traffic study at the Greentree Road/Woodville Avenue intersection to keep inbound traffic moving during the morning peak hours by either installing a traffic signal or eliminating the stop sign	High	4-44	Green Tree Borough	City of Pittsburgh; PennDOT
5.3 Eliminate parking in the fronts of buildings along Greentree Road where there is not enough room to allow for proper ingress/egress	High	4-50	Green Tree Borough; Green Tree Police Dept	PennDOT; Property Owners
4.2 Implement a sidewalk improvement plan, similar to the Borough's street repaving plan/map	High	4-48	Green Tree Borough Public Works	Property Owners
4.1 Increase pedestrian safety along Greentree Road between McMonagle Road and Manilla Avenue by using zebra-striped thermoplastic crosswalk pavement markings and upgrade all sidewalk ramps to meet current ADA requirements	High	4-48	Green Tree Borough	PennDOT
3.3 Implement traffic calming concepts along McKenna Avenue and Warriors Road to reduce the use of these roadways as "cut-throughs" and reduce speeding on McKenna Avenue	High	4-47	Green Tree Borough	PennDOT



Improve mobility to, from, and within Green Tree Borough by focusing on major transportation routes such as Greentree Road and Interstate 376 as well as pedestrian circulation and connections.

Action Item	Priority	Reference Page #	Implementing Party	Potential Partners
6.2 Work with PennDOT to evaluate the need for and safety of all of the I-376 ramps; consider closing the Poplar Street to I-376 inbound and Greentree Road to I-376 outbound ramps	Medium	4-51	Green Tree Borough	PennDOT
6.1 Increase the on-ramp acceleration lane length for the Poplar Street to I-376 outbound ramp	Medium	4-51	PennDOT	Green Tree Borough
6.3 Construct a new outbound ramp off of Parkway Center Drive	Medium	4-51	PennDOT	Green Tree Borough
1.1 Construct an inbound off-ramp from I-376 to Poplar Street next to the Public Works Building to alleviate morning traffic on I-376, Greentree Road and Mansfield Avenue	Medium	4-43	PennDOT	Green Tree Borough
2.1 Increase speeding enforcement on Mansfield Avenue and Hawthorne Avenue	Medium	4-45	Green Tree Borough	PennDOT
1.5 Work with the Allegheny County Port Authority to improve transit service to Green Tree Borough	Medium	4-45	Green Tree Borough Traffic Advisory Board	Allegheny County Port Authority
1.3 Alleviate inbound traffic congestion on Greentree Road between Mansfield Avenue and Woodville Avenue by increasing capacity on I-376 inbound	Medium	4-44	PennDOT	Green Tree Borough



Improve mobility to, from, and within Green Tree Borough by focusing on major transportation routes such as Greentree Road and Interstate 376 as well as pedestrian circulation and connections.

Action Item	Priority	Reference Page #	Implementing Party	Potential Partners
1.2 Widen Mansfield Avenue to three lanes between Holiday Drive and Poplar Street to allow for the construction of a long right-turn lane eastbound at Poplar Street	Medium	4-43	PennDOT	Green Tree Borough
5.1 Implement traffic calming concepts along Greentree Road between Carnahan Road and Manilla Avenue, such as raised 8' curbs, appropriate curb cuts, improved sidewalks, and pedestrian crossings with increased protection	Medium	4-49	PennDOT	Green Tree Borough
5.2 Fix the dangerous lane shift problem on Greentree Road inbound (northbound) at Manilla Avenue when there are two morning lanes by installing appropriate pavement markings and diagrammatic signing, or by forcing the left lane to be a left turn only	Medium	4-49	PennDOT	Green Tree Borough
3.1 Implement traffic calming concepts along Glencoe Avenue, Greenlawn Drive, Orchard Drive, and Western Avenue to reduce the use of these roadways as "cut-throughs"	Medium	4-46	Green Tree Borough	PennDOT
3.2 Work with the City of Pittsburgh to determine the feasibility of re-opening Kearns Road	Medium	4-47	Green Tree Borough	City of Pittsburgh

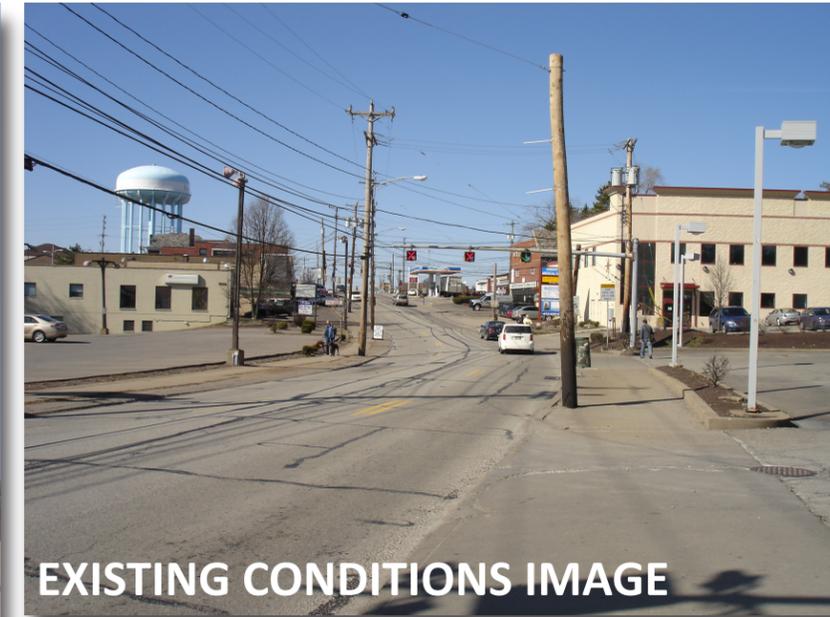


Improve mobility to, from, and within Green Tree Borough by focusing on major transportation routes such as Greentree Road and Interstate 376 as well as pedestrian circulation and connections.

Action Item	Priority	Reference Page #	Implementing Party	Potential Partners
2.2 Implement traffic calming concepts along Hawthorne Avenue to reduce speeding	Low	4-45	Green Tree Borough	PennDOT
5.4 Convert the current two 15' lane sections of Greentree Road to three 10' lanes, between Carnahan Road and McMonagle Road; the center lane would be a turning lane	Low	4-50	PennDOT	Green Tree Borough
1.6 Determine the feasibility of offering "shuttle" type service and/or flyer routes from outside area park-n-rides, T-stops, Downtown to Parkway Center and Foster Plaza to reduce traffic	Low	4-45	Green Tree Borough Traffic Advisory Board	Southwestern Pennsylvania Commission "CommuterInfo"
4.3 Work with the City, Dormont and KOSD to improve the pedestrian connection between Green Tree and KOSD/Dormont	Low	4-49	Green Tree Borough; City of Pittsburgh; Dormont Borough; KOSD	PennDOT "Hometown Streets/Safe Routes to School" Program
6.4 Construct a sound barrier along the Parkway adjacent to the residential home on Parkedge Road	Low	4-52	PennDOT	Green Tree Borough, Property Owners
6.5 Construct a sound barrier in the Rook neighborhood along Hawthorne Avenue to separate the railroad and the neighborhood	Low	4-52	Green Tree Borough	Norfolk Southern, Property Owners



- 1 LANDSCAPE PLANTINGS AT PARKING LOT / BACK OF SIDEWALK. CURBED ISLAND TO REDUCE EFFECTS OF WINTER SALTING. BOROUGH TO OBTAIN PLANTING EASEMENTS FOR IMPROVEMENTS OUTSIDE OF ROAD RIGHT-OF-WAY.
- 2 BOLLARDS PROVIDE VISUAL SEPERATION BETWEEN PARKING LOTS AND PUBLIC STREET/SIDEWALK WITHOUT OBSTRUCTING VISABILITY.
- 3 PARKING ELIMINATED FROM BUILDING FRONTAGE; PEDESTRIAN SPACE CREATED WITH LANDSCAPE PLANTERS, PATIO FURNITURE AND ORNAMENTAL LIGHTING. FACADE IMPROVEMENTS AT EXISTING BUILDINGS.
- 4 ACCENT PLANTINGS AT INTERSECTIONS. CONSIDER SAFE SITE TRIANGLES FOR VEHICLES MAKING TURNS.
- 5 NEW SIDEWALKS WITH 6" CURBS (MAINTAIN EXISTING CURB CUTS TO BUSINESSES); DETECTABLE WARNING SURFACES AT DRIVEWAYS.
- 6 COLUMNAR STREET TREES AT THE BACK OF SIDEWALK. PLACEMENT TO AVOID CONFLICT WITH OVERHEAD UTILITIES AND SIGNAGE.
- 7 ORNAMENTAL PEDESTRIAN LIGHTING TO MATCH GREEN TREE STANDARD LIGHT POLE. BANNER ARMS TO PROMOTE BOROUGH AND BUSINESSES. NEW ORNAMENTAL COBRAHEAD LIGHTS ON UTILITY POLES.



EXISTING CONDITIONS IMAGE

- 1 EVERGREEN HEDGE AT PARKING LOT / BACK OF SIDEWALK. CURBED ISLAND TO REDUCE EFFECTS OF WINTER SALTING.
- 2 COLUMNAR STREET TREES AT THE BACK OF SIDEWALK. PLACEMENT TO AVOID CONFLICT WITH OVERHEAD UTILITIES AND SIGNAGE.
- 3 ACCENT PLANTINGS AT INTERSECTIONS. CONSIDER SAFE SITE TRIANGLES FOR VEHICLES MAKING TURNS.
- 4 COORDINATE WITH UTILITY COMPANIES TO STRAIGHTEN LEANING WOODEN POLES.
- 5 NEW SIDEWALKS WITH 6" CURBS (MAINTAIN EXISTING CURB CUTS TO BUSINESSES); DETECTABLE WARNING SURFACES AT DRIVEWAYS
- 6 ORNAMENTAL PEDESTRIAN LIGHTING TO MATCH GREEN TREE STANDARD LIGHT POLE. BANNER ARMS TO PROMOTE BOROUGH AND BUSINESSES.
- 7 ORNAMENTAL LANDSCAPE PLANTINGS AT EXISTING ISLANDS. MIXTURE OF EVERGREEN AND PERENNIAL PLANT MATERIALS. BOROUGH TO OBTAIN PLANTING EASEMENTS FOR IMPROVEMENTS OUTSIDE OF ROAD RIGHT-OF-WAY.



- 1** SELECTIVE PRUNING AND REMOVAL OF DEAD MATERIAL FROM ST. MARGARET'S PROPERTY. FLOWERING UNDERSTORY PLANTINGS BELOW CANOPY TREES.
- 2** ORNAMENTAL PEDESTRIAN LIGHTING TO MATCH GREEN TREE STANDARD LIGHT POLE. BANNER ARMS TO PROMOTE BOROUGH AND BUSINESSES.
- 3** COORDINATE WITH PENNDOT DISTRICT 11 TO STRAIGHTEN LEANING SIGNAGE. LOCATION FOR CHURCH SIGNAGE IN SIMILAR STYLE TO 'WELCOME TO GREEN TREE BOROUGH' SIGN ACROSS GREENTREE ROAD.
- 4** NEW SIDEWALKS WITH 6" CURBS, ORNAMENTAL PEDESTRIAN LIGHTS AND STREET TREES BETWEEN MANSFIELD INTERSECTION AND CHURCH EGRESS ALONG GREENTREE ROAD. ORNAMENTAL BENCH; PLACE BENCH ON BUMP-OUT OFF BACK SIDE OF SIDEWALK.



EXISTING CONDITIONS IMAGE

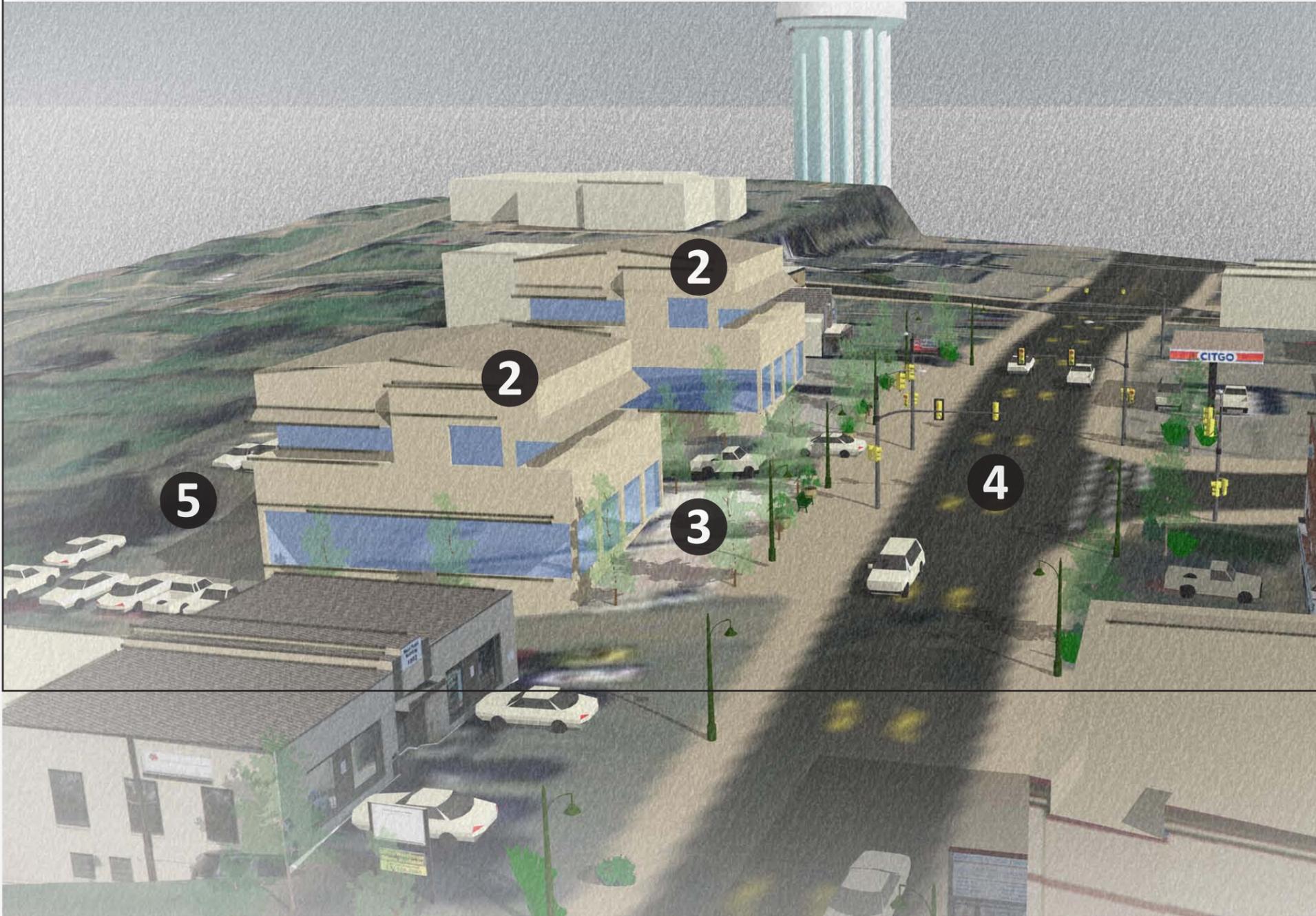
- 1** ORNAMENTAL PEDESTRIAN LIGHTING TO MATCH GREEN TREE STANDARD LIGHT POLE. BANNER ARMS TO PROMOTE BOROUGH AND BUSINESSES. NEW ORNAMENTAL COBRAHEAD LIGHTS ON DUQUESNE LIGHT POWER POLES
- 2** SELECTIVE PRUNING AND REMOVAL OF DEAD MATERIAL FROM ST. MARGARET'S PROPERTY. FLOWERING UNDERSTORY PLANTINGS BELOW CANOPY TREES.
- 3** NEW SIDEWALKS WITH 6" CURBS, ORNAMENTAL PEDESTRIAN LIGHTS AND STREET TREES (NOT SHOWN IN THIS VIEW) BETWEEN MANSFIELD INTERSECTION AND CHURCH EGRESS ALONG GREENTREE ROAD.



- 1** EXISTING TWO STORY BUILDINGS ALONG GREENTREE ROAD. OFF-STREET PARKING AT BUILDING FRONTAGE AND IN REAR. LIMITED ACCESS VIA ONE-LANE AND/OR TWO-LANE DRIVEWAYS BETWEEN INDIVIDUAL STRUCTURES.
- 2** TWO (2) NEW TWO-STORY BUILDINGS, 60' X 50' FOOTPRINT EACH; MIXED-USE DEVELOPMENT, FIRST FLOOR COMMERCIAL (6,000 SF TOTAL) AND SECOND FLOOR RESIDENTIAL (8 UNITS TOTAL AT 750 SF EACH). LOT SIZE OF THREE PARCELS - 17,345 SF; 34 PARKING SPACES REQUIRED FOR DEVELOPMENT.
- 3** SETBACKS CONSISTENT WITH ADJACENT BUILDINGS; NEW TWO-LANE ACCESS ROAD OFF GREENTREE ROAD IN BETWEEN THE TWO NEW BUILDINGS, AND IN-LINE WITH LEON ROAD.



EXISTING CONDITIONS IMAGE



- 4** NEW SIGNALIZED INTERSECTION AT GREENTREE AND LEON ROADS; WILL REQUIRE COORDINATION WITH, AND APPROVAL BY PENNDOT DISTRICT 11.
- 5** PARKING IN REAR TO SERVE NEW BUILDINGS; POTENTIAL TO SERVE AS PUBLIC PARKING LOT AND/OR SHARED PARKING FOR ADJACENT BUSINESSES.

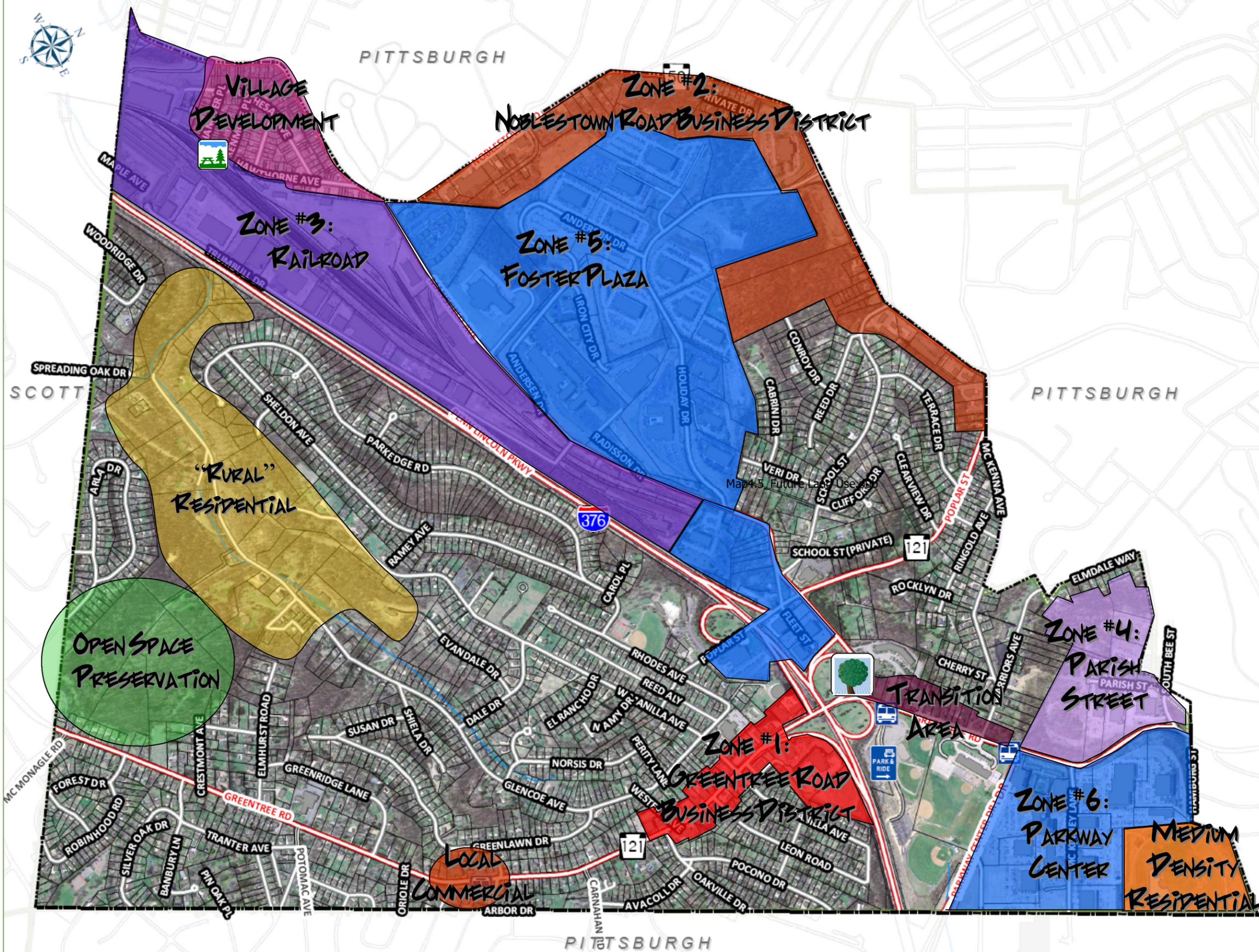


VIEW FROM BP LOOKING NORTH



EXISTING CONDITIONS IMAGE

- 1** PUBLIC PURCHASE AND DEMOLITION OF AN EXISTING BUILDING TO PROVIDE A LOCATION FOR A PUBLIC PARKING LOT ALONG GREENTREE ROAD. 90° HEAD-IN PARKING CONFIGURATION WITH TWO-WAY TRAFFIC FLOW; DIMENSIONS PER GREEN TREE OFF-STREET PARKING ORDINANCE. INVESTIGATE POTENTIAL TO PURCHASE PROPERTY BEHIND THE NEW LOT TO OPEN ACCESS FROM GLENCOE AVENUE.
- 2** PROVIDE LANDSCAPE SEPARATION/BUFFER BETWEEN THE PARKING LOT AND GREENTREE ROAD; MAINTAIN CLEAR SITE FOR INGRESS/EGRESS.



- Legend**
- Municipal Boundary
 - Parcel
 - Building
 - Water Body
 - State Road
 - County Road
 - Local Road
 - Private Road
 - Parking Lot
 - Railroad
 - Stream
 - Bus Shelter
 - Park-n-Ride (Residents Only)
 - Proposed Recreation
 - Gateway Beautification

Source: GIS data was provided by Green Tree Borough.





APPENDICES



STAKEHOLDER LIST

Green Tree Stakeholder List

Green Tree Police Department
Green Tree VFD
Medical Rescue Team South Authority (MRTSA)
Green Tree Public Works
Green Tree Code Enforcement / Engineer
Green Tree Recreation Board
Green Tree Civil Service Commission
Green Tree Planning Commission
Green Tree Zoning Hearing Board
Green Tree Traffic Advisory Board
Green Tree Public Library
Keystone Oaks School District Superintendent
Green Tree Historical Society
Society for Educational Environmental Development (S.E.E.D.)
Green Tree Garden Club
Green Tree Womens Civic Club
Green Tree Rotary
Green Tree Athletic Association (GAA)
Green Tree Boy Scouts
Green Tree Girl Scouts
Keystone Oaks Area Soccer
Western Pennsylvania Conservancy (WPC)
Char-West COG
Airport Area Chamber of Commerce
Pittsburgh Regional Alliance (PRA)
Pittsburgh Urban Redevelopment Authority
City of Pittsburgh Planning Department
Foster Plaza
Allegheny County Port Authority
Wheeling & Lake Erie Railroad
PennDOT District 11

ECONOMIC DEVELOPMENT FOCUS GROUP MEETING SUMMARY

1. INTRODUCTIONS

Amy Senopole, AICP, Lead Senior Planner with Mackin Engineering Company (project consultant) opened the meeting at 7:00 pm and welcomed everyone to the Economic Development Focus Group meeting. Amy explained that as part of the Borough's Comprehensive Plan, special attention is being paid to Economic Development and therefore, Mackin brought on GSP Consulting to spearhead that portion. Amy introduced Steve McKnight, of GSP, to lead the focus group.

The following people were in attendance:

- * Cheryl Bakin, Green Tree Steering Committee
- * Irene Bocchino, Green Tree Steering Committee
- * Denny Fuga, Green Tree Steering Committee
- * Glenn Gross, Green Tree Steering Committee
- * John McConnell, Green Tree Steering Committee
- * Cathy Militzer, Green Tree Steering Committee
- * Michele Milligan, Green Tree Steering Committee
- * Tad Paterra, Green Tree Steering Committee
- * Ed Schenck, Green Tree Steering Committee
- * Art Tintori, Green Tree Steering Committee
- * Joe Tortorea, Green Tree Steering Committee
- * Larry Datillo
- * Jill Byers, SPC
- * Nathan Strum, Allegheny County Department of Economic Development
- * Kay Pierce, Manager of Allegheny County Planning Division
- * Lynn DeLorenzo, Developer
- * Sally Haas, Pittsburgh Area Airport Chamber of Commerce
- * John DeSantis,

2. BROAD NATIONAL TRENDS

Steve McKnight, GSP, reviewed a PowerPoint presentation that highlighted economic development trends on a national level.

Key Points Included:

- * Continued Off-shoring of Low Value Commodity Production
- * Rise in Green Product Development and Manufacturing
- * More with less People – Sub Networks (but higher pays)
- * Smaller Overall – Decentralization (Cost and Security)
- * High Demand for Knowledge (Staff/Innovation)
- * High Demand of Flexible Capital (VC/Bridge/Operational)
- * China Factor (Opportunity for U.S.)

3. GREEN TREE SPECIFICS

Steve then reviewed some economic development statistics related to Green Tree Borough. Highlights included:

- * Part of the Pittsburgh Metro Market Region
- * Population has decreased since 2000 – from 4,719 to 4,335 in 2008
- * Median age is 44, slightly higher than the County (42) and PA (39)
- * Offers both industrial options and professional office complex
- * Mid-to Higher Density Development
- * Limited Infill Opportunities – Few building permits issued

4. ECONOMIC DEVELOPMENT MARKETING

Steve led a discussion intended to set the stage for the broader stakeholder discussion. Key factors were reviewed which influence investment decisions at a global level. Recognizing these factors is important in determining how best Green Tree can identify, align and market their key assets to attract targeted investment. The economic development marketing overall focused on three key asset areas: 1) Place; 2) Investment and 3) Ideas.

--What does economic development in Green Tree mean to you?

- * Want to see Foster Plaza and Parkway Center remain at the 90% occupancy rate
- * Need a central clearinghouse for economic development resources / opportunities related to vacancy, space available, etc. as well as housing to market to new / potential developers, companies, entrepreneurs, etc.
- * Need to enhance retail, restaurant, and other types of services (dry cleaning, other personal type services) to cater to corporate clients
- * Focus on redevelopment and infill – not much room left for new development
- * Challenging to think of Green Tree as needing economic development in the sense of job creation because of office complexes, etc. available

--Why invest here?

- * Location is biggest asset – close to downtown Pittsburgh, Airport, major transportation corridors, served by public transit, etc.

--Question: What does the Borough want for economic development?

- * The Borough identified three potential economic development sites (see map – Green Tree Road between W Manilla and Carnahan; Parish Street Area; and Railroad Property) however it will be dependent on the Steering Committee to refine and identify issues, opportunities, etc.

--Question: Does grant funding depend on having a comprehensive plan?

- * One of the first questions on a grant application is whether or not you have a comprehensive plan – grant funders like to know that the community has planned ahead and identified priority projects.

-- Competitive Advantage vs. Shortcomings

- * Strong quality of place
 - * Strong Borough leadership
 - * High level, capable, entrepreneurial workforce with high employment rates within the Borough (mainly due to Parkway Center and Foster Plaza) – however, competing with new office space on I-279 further west towards the Airport.
 - * How do you compete with “shiny and new”?
 - * Residential market is also a strength and weakness: older, established housing stock with competitive prices – however, competing with new homes in surrounding communities as well as variety of options (townhomes, condos, etc.)
-

-- Area of Focus: Green Tree Road

- * Need to revitalize appearance of Green Tree Road – “hodge podge”
- * Need to offer incentives to landowners to rehab existing buildings
- * Parking is an issue – there is a lack of adequate parking for businesses
- * The Borough has tried to purchase buildings at market value but have been outbid
- * Perhaps need to entice a developer to purchase a number of parcels and redevelop in its entirety
- * Look at pattern of ownership and parcel configuration – may offer different solutions for parking, etc.
- * Form based codes may be a solution to address appearance of road – look at setbacks, fencing / hedgerows to provide unilateral appearance, etc.
- * Not enough pedestrian traffic to sustain retail businesses – Robinson area serves as retail market for area
- * Area better suited to personal / professional services
- * Need to make more pedestrian friendly and connect residential neighborhoods to commercial areas
- * Infrastructure is critical
- * Green Tree has niche – medical facilities, hotels, office space
- * Accessibility
- * Transit – potential for transit oriented development (TOD) near Manilla Ave

-- Area of Focus: Parish Street Area

- * Most likely identified as opportunity area because vacant open space available, however; steep slopes / hillside obstacle

-- Area of Focus: Railroad Property

- * Active Railroad – more so now than in previous years
- * Heavy industrial area – some vacancy along Trumbull Drive

-- Area of Focus: Parkway Center

- * Despite the mall being in the City, impacts on the Borough great
- * Parkway Center rents were too high – forced retail out
- * Need to work w/City on revitalization plans

-- Area of Focus: Foster Plaza

- * May need to look at zoning changes to encourage new buildings / development on Noblestown Road area
-

GREEN TREE COMPREHENSIVE PLAN

SUMMARY

ECONOMIC DEVELOPMENT
FOCUS GROUP MEETING
AUGUST 27, 2009
7:00 PM - 8:30 PM

-- Area of Focus: Housing Market

- * Need more variety of housing options: condos, townhomes, etc.
- * Encourage younger residents / professionals to relocate to Borough – ITT students have no place to live
- * Need to offer something for aging residents / retirees
- * Look at zoning – need to encourage multi-family residential

5. WRAP UP & ADJOURN

The meeting was adjourned at 8:25pm.

PUBLIC MEETING SUMMARIES

1. WELCOME

Brandi Rosselli, AICP, Manager of Planning Services with Mackin opened the meeting at 7:00 pm and welcomed everyone to the first public meeting for the project. She provided a brief overview on what comprehensive planning is and why it is beneficial to Green Tree Borough.

19 people were in attendance.

2. QUESTIONS & ANSWERS

Brandi opened up the meeting to general questions regarding comprehensive planning in general.

- * Where will the Schools be addressed in the plan?
 - o Mackin will be meeting with the School District as well as holding two focus groups with youth in the community
- * How will this help with marketing the Borough
 - o There will be a marketing plan included with the final comprehensive plan that can be shared with local realtors, etc. GSP Consulting is a sub to Mackin, which was brought on to help identify economic development opportunities and match those opportunities with sites within the Borough

3. PRESENTATION

Amy Wiles, AICP, Lead Senior Planner with Mackin gave a presentation on the Green Tree Comprehensive Plan, the first ever for the Borough. She presented an overview on what is happening now in Green Tree as well as the needs that have been identified thus far. The input received at the public meeting will be incorporated into the needs assessment, which will be used to develop recommendations.

4. VISIONING

Amy led a visioning session, asking attendees to state what they feel are the Strengths (what is good in the Borough now that makes people want to live / work here? What don't they want to see change?); Weaknesses (what is a concern in the Borough? What are the needs?); Opportunities (what should the Borough be capitalizing on in the future? What are the opportunities?); and Threats (what are some of the obstacles that may deter the Borough from achieving its goals / vision?).

Strengths

- * Location – close to downtown and the airport
- * Good schools – Aiken and St. Margaret's Elementary Schools are located within the Borough
- * Great community services – especially road maintenance (pot holes get filled almost immediately – winter maintenance is very good)
- * Community is very attractive – although some buildings could use a "face lift"
- * Safe community – fire and police response time is very good
- * Abundance of parks and recreation facilities that are well maintained
- * A lot of people were born and raised in Green Tree and still live here
- * Great leadership – both Borough Council and Borough Manager
- * Lots of community organizations with opportunities to volunteer
- * Good business parks that assist with increasing the tax base – Green Tree has one of the strongest business markets in the region
- * Green Tree has a great library, but need additional community / cultural space (i.e. amphitheater)

Weaknesses

- * Need to preserve more open and green space
- * Need a larger building for the Historical Society
- * Need to market the Borough better to let people know about the high quality of life that is here
- * Parkway Center Mall is blighted and this affects Green Tree even though it is technically in the City
- * Traffic is a significant problem – Greentree Road and the side streets leading to Greentree
- * Need better signage on Greentree Road – especially at merge points
- * Need more housing choices – for young workers and for seniors

Opportunities

- * Should create a map of existing open space as part of the Comprehensive Plan to show what Green Tree does have
 - o New development behind Parkway Center (City Vista?) will have 60% open space preserved)
- * Promote the local elementary schools
- * Promote affordable housing
- * Provide additional community space – like a community theater
- * Provide walking trails and green space in multiple areas throughout the Borough (provide connections)
- * Keep the trees around Foster Plaza – do not develop these areas
- * Preserve Whiskey Hollow
- * Borough should acquire 990 Greentree Road (if it becomes available) – could provide open space and some parking and cut down on the traffic backing out onto Greentree Road
- * Promote the availability of public transportation – this is attractive to workers
- * Talk to operators and businesses in Parkway Center and Foster Plaza to find out what their needs are
- * Work with building operators and developers to get funding for tenants (tax incentives)
- * Need to preserve what open space is left
- * Residents should define the community – the business / corporate sector should not have equal say
- * Green Tree should develop an official “Green” policy aimed at identifying and preserving green space
- * Whiskey Hollow needs to be preserved
- * The website for Green Tree could be utilized to help market the Borough more efficiently (key words can be inserted into the page that help with search engines to point people to the site) – the Borough should have a line item every year for website maintenance

Threats

- * People buying property for over appraised value – precludes the Borough from acquiring key property
- * Bad economy – not enough money coming in
- * Potential loss of businesses parks – need to be proactive and keep these viable
- * Other areas are offering tax free space to businesses
- * Development in surrounding municipalities (i.e. Parkway Center Mall)
- * No formal Borough policy on protecting green space
- * Green Tree is overdeveloped – do not need anymore development

5. NEXT STEPS

Amy reviewed the next steps for the project, which will include gathering additional public input (steering committee, stakeholders, economic development focus group, youth focus group, school board meeting, etc.) and then developing recommendations. The final public meeting will be held in the Spring of 2010 to present the draft plan to the public.

6. EXIT SURVEY

An exit survey was distributed, of which five (5) were completed and returned. The following is a summary of the results.

Question 1: How did you find out about this public meeting? (check all that apply)

- * 1 Newspaper
- * 0 Flyer
- * 0 Yard Sign
- * 1 Friends, family, etc.
- * 3 Other: on committee (3)

Question 2: Do you live and/or work in Green Tree Borough? (check all that apply)

- * 5 Live
- * 2 Work

Question 3: What was the primary reason that you attended this meeting?

- * Concern about school closings. Although the Borough doesn't directly control closings, our council should get involved.
- * On committee
- * Understanding of local activities.
- * I wanted to see what progress had been made on the comprehensive plan and what the public thought about it.

Question 4: Do you feel that information provided at this meeting was useful?

- * Very. Both presenters did a great job.
- * Should be more public hearings
- * Yes. Nice to know what is going on.

Question 5: Based on the meeting, do you now understand what a comprehensive plan is and why it is beneficial to Green Tree Borough?

- * Absolutely.
- * More comprehensive.
- * Yes (3)

Question 6: Please rank the following draft community objectives for Green Tree Borough in order of priority from 1-6 , where 1 is the highest.

- #1 (5.4) Maintain the high quality of life
- #2 (3.4) Revitalize the Greentree Road area
- #3 (3.6) Support existing businesses / attract new
- #4 (2.2) Improve mobility (vehicular and pedestrian)
- #5 (2.0) Improve major transportation routes
- #6 (1.6) Provide alternatives to single family homes

Question 7: Are there any major objectives missing from the list in Question 6?

- * Maintain elementary school and prevent closure.
- * Revise zoning districts and requirements—outdated

Question 8: What are the three (3) things you like best about living / working in Green Tree?

- 1: Accessibility
- 2: Affordable Housing
- 3: Quality of life

Question 9: What are the three (3) things you would most like to change?

- 1: Consolidate zoning districts
- 2: Revise zoning ordinance
- 3: Address housing issues (patio homes needed for example)

Question 10: Are there any additional issues you would like to see addressed in the Green Tree Comprehensive Plan?

- * Address small business and home based business issues

Question 11: Please use the space below to provide any additional comments you have.

- * Kossman Development (Parkway Center Mall and Associated Properties) need to be involved in the redevelopment of the mall.

6. ADJOURN

The meeting was adjourned at 8:30 PM.

1. WELCOME

Amy Wiles, AICP, Lead Senior Planner with Mackin opened the meeting at 7:30 pm and welcomed everyone to the final public meeting for the project.

11 people were in attendance.

2. PRESENTATION

Amy gave a presentation on the draft Green Tree Comprehensive Plan, which reviewed the priority projects and the next steps for the adoption process. Priority projects include:

- * Continue to offer and fund police for DARE at elementary schools
- * Maximize economic development opportunities
- * Improve the Greentree Road corridor
- * Attract new, young homeowners
- * Increase communication with stakeholders, such as schools
- * Improve mobility
- * Update land use ordinances
- * Utilize the Nature Center to its fullest extent

The future land use plan for the Borough was presented along with conceptual drawings of the following:

- * Greentree Road – extension of the streetscape and business façade improvements
- * Greentree Road – example of a public parking lot
- * Greentree Road – example of potential new development
- * St. Margaret’s Church – beautification of the green space complimenting the streetscape

In addition, copies of the draft implementation plan were distributed for the public to provide feedback on the prioritization of each of the recommendations.

3. NEXT STEPS

Amy reviewed the next steps for the draft comprehensive plan, which consisted of the following:

- * Review the draft plan – available at www.greentreeboro.com
- * Submit comments and feedback – June 21 through August 6 (send comments in writing to Amy Wiles)
- * Public hearing – to be scheduled at the conclusion of the public comment period
- * Adoption – to be adopted by resolution by Council after the public hearing
- * Implementation – ongoing; it is up to the residents to ensure that the plan is being followed!

4. ADJOURN

The meeting was adjourned at 9:00 PM.

YOUTH FOCUS GROUP MEETING SUMMARY

1. INTRODUCTIONS

Amy Wiles and Amanda Miller opened the meeting at a quarter after eleven and explained the purpose of the meeting. Amy explained that a Comprehensive Plan is, in its most basic form, an attempt to “make the community a better place,” and that it achieves this by identifying issues or needs in the community and devising ways to address these in the future. Amy explained that Mackin was working with Green Tree and that the community had expressed a wish to incorporate a younger point-of-view, which is why they were here today. Four students attended the session.

2. ACTIVITY #1: BRAINSTORMING SESSION

The group started out by listing some of the general likes and dislikes concerning the Borough.

Likes included:

- * Small size
- * Quiet neighborhoods
- * Lots of sports and community activities, including pool & Wilson Park
- * Clean
- * Easy access – both walking and to major highways

Dislikes included:

- * Stores & businesses on Green Tree Road – lack of variety and appearance need improvements
- * Traffic congestion at certain times of day

The group was then asked where they would live if they could live anywhere; however no one picked another city/area. All the students indicated that they would like to stay in Green Tree, or return after finishing college, to raise a family.

3. ACTIVITY #2: NEEDS & ISSUES

The next part of the discussion centered on identifying the students' perceived issues in the community. The following is a summary of that discussion:

- * **Parks & Recreation Programming**
 - o Aiken basketball court is not level / could use improvements
 - o Wilson Park could use some updates – it is used the most often
 - o Need for a biking / skating area either in Green Tree or Dormont
 - o Expand / offer greater programming at the Nature Center
 - o Some of the trails at the Nature Center are overgrown / poorly signed & marked
 - o Hale Park activities – could possibly offer a greater number of informal groups rather than “organized” leagues – currently many youth go to Dormont or Castle Shannon for pick-up games, etc.
 - o Tuesday recreation activities at the municipal center during winter are well-attended

- * **Library & Community Programming**
 - o Currently go there to study, research, check out books for personal use, summer reading program
 - o Organizations do not reach out enough to high school students – they are not really aware of what some of the civic groups and clubs in the Borough do or how to get involved
 - o Would like to see more opportunities for volunteering and community service offered – possibly help clean up parks, clean up roadside litter, etc.
 - Liz Fadgen, Environmental Group advisor
 - o Summer recreation programs at Wilson Park – day camp –type activities usually need supervision
 - o Plantings done by Western Pennsylvania Conservancy and Green Tree Garden Club – would like to get involved

- * **Businesses & Green Tree Road**
 - o Typically go to Dormont to “hang out,” shop, etc.
 - Also go to Mt. Lebanon, Castle Shannon, South Hills Village, Downtown sometimes
 - o Not as much variety and selection in terms of retail and sit-down

- restaurants, etc. in Green Tree
- Green Tree Road should be hub of activity and center of commercial uses for Borough
 - Would like to see similar commercial uses to Dormont – pool hall, shoe store, other small shops, cafes, places to hang out
 - Outdoor dining would be great
- Noblestown Road has bowling alley and fast food – more of those same types of commercial uses should be promoted but with more sit-down restaurants
- Parkway Center – would like to see more retail and shopping there like it used to be instead of the increasing amount of office space that is happening currently
- No activities or places for those staying at all of the hotels – should have more commercial in that area to offer visitors something to do while in Green Tree

- * **Public Transit / Pedestrian Connections / Biking**
 - Typically walk to get to Dormont- can be dangerous – Potomac Avenue not always safe for pedestrians or biking
 - Also McMonagle Road
 - Public transit typically not convenient or unaware of it – not used
 - Green Tree Road has good sidewalks and a good network but the side streets in residential areas have inconsistent sidewalks, sidewalks to nowhere, etc.

- * **Housing**
 - Like the single-family houses – nice variety and selection in style and size
 - Would like to preserve the existing wooded areas and open space – limit future development & preserve the low-density look and feel of the Borough

- * **Top 3 Priorities**
 - *Green Tree Road improvements / re-development*
 - *Increase awareness / organization / coordination for community service and volunteer groups – provide a link to the Borough website from the School District website*
 - *Improve walking and transit – focusing on the connections to Dormont*

4. ACTIVITY #3: THE "IDEAL GREEN TREE"

The next part of the session focused on creating the "ideal" Green Tree. In other words, the students discussed all of the needs and issues from the previous activity and use that to form a visual depiction on the provided map of where they would like to see commercial and mixed use development, what areas they would like to see preserved, and what areas are in need of better pedestrian connections. Please see attached image.



**GREENTREE YOUTH FOCUS GROUP
VISION FOR BOROUGH**

PITTSBURGH

**OFFER SIT-DOWN RESTAURANTS
ALONG NOBLESTOWN ROAD**

SCOTT

PITTSBURGH

**PRESERVE OPEN
SPACE & WOODLANDS**

**PROVIDE AMENITIES
FOR HOTEL PATRONS**

**EXPAND PROGRAMS AT
NATURE CENTER**

**CONTINUE TO IMPROVE
WILSON PARK**

**IMPROVE APPEARANCE OF
GREENTREE ROAD &
INCREASE RETAIL/
RESTAURANTS**

**UTILIZE GREEN
TREE PARK AS
COMMUNITY HUB**

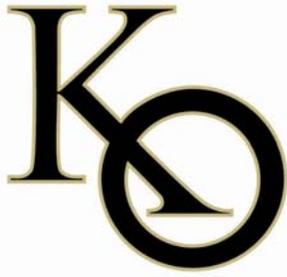
**IMPROVE PEDESTRIAN
CONNECTION TO DORMONT**

**RENOVATE PARKWAY
CENTER MALL**

PITTSBURGH



KEYSTONE OAKS SCHOOL DISTRICT COMMUNICATIONS PLAN



Keystone Oaks School District

1000 Kelton Avenue, Pittsburgh Pennsylvania 15216

www.kosd.org

James T. Cromie, Communications Specialist

412.571.6020 (office)

cromie@kosd.org

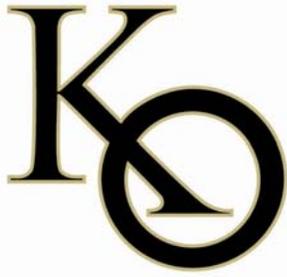
KEYSTONE OAKS SCHOOL DISTRICT *COMMUNICATIONS PLAN*

ORGANIZATION DESCRIPTION:

The Keystone Oaks School District is comprised of the communities of Castle Shannon, Dormont and Green Tree and is located just four miles south of Pittsburgh and 14 miles east of Pittsburgh International Airport. The total student enrollment for the three elementary buildings, one middle school and one high school is 2,175. In Fred L. Aiken Elementary (Green Tree), Dormont Elementary and Myrtle Avenue Elementary (Castle Shannon), the district has three elementary schools for children in grades K-5 with respective enrollments of 189, 352 and 349. The middle school has 524 students in grades 6-8 while the four year comprehensive high school educates 761 students. Elementary students at Keystone Oaks have a school attendance rate of 96.3%. KO's middle school students have a 93.7% attendance rate. The high school's graduation rate is 91.8%.

The district is governed by a nine member Board of School Directors comprised of three members from each community that meets regularly in public forum for the purpose of establishing local interpretations and supplementation of the basic statewide curriculum and providing oversight for the operation of the district's schools. Administration is provided by the Superintendent of Schools, the Director of Fiscal Services and Personnel, supervisory administrators/directors and building administrators. The district currently employs 180 certified professional staff members.

The 2008-2009 Pennsylvania System of School Assessment (PSSA) results indicated that, with the exception of one middle school sub-group, the district has reached the educational goals and continues to meet the required NCLB benchmarks of 63% of students in achievement at the advanced and proficient ranges in Reading and that 56% of students perform at the advanced and proficient ranges in Math.



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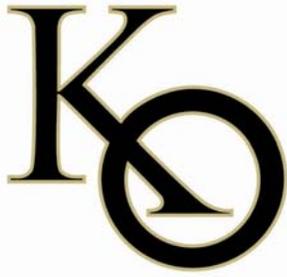
cromie@kosd.org

Keystone Oaks offers a challenging and varied curriculum designed to meet the academic needs of students of all abilities. The district's core curriculum offers Advanced Placement/Honors and College Preparatory courses. Students interested in jumpstarting their careers while still in high school can enroll in one of the many programs available at Parkway West Career and Technology Center. The district's recently renovated high school has collegiate level science, computer, language, industrial technology, and drafting/CADD labs. Additionally the school boasts a state-of-the-art television studio as well as a multi-media library that houses a collection of more than 23,000 books.

The Language Arts curriculum follows a balanced, interactive approach to literacy in that comprehension, writing, word knowledge, and fluency are given equal attention in literacy instruction. The district continues to integrate literacy skills in areas of Math, Science, and Social Studies to enhance student comprehension of informational text and writing across the curriculum.

Keystone Oaks offers a variety of programs to meet the wide-ranging needs of the district's K-12 students. In addition to the standard curriculum KO offers learning, emotional, speech & language and life skills support. The school also offers gifted and English as a Second Language (ESL) classes as well as a Student Assistance Program (SAP). Further, the school has a mental health therapist available through a unique partnership with Wesley Spectrum Services. Additionally, the district employs Math and Literacy coaches for students in grades K-8.

Community service at Keystone Oaks reinforces and broadens the instructional experience for students and includes cooperative efforts with the district's three municipalities, senior citizens, businesses, local library, local preschools and day care centers, educational institutions, parents, athletic associations, veteran's organizations, parent group organizations, and many other community groups.



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KEYSTONE OAKS SCHOOL DISTRICT *COMMUNICATIONS PLAN*

PARENT AND COMMUNITY PARTICIPATION:

The Keystone Oaks School District involves parents/guardians, community groups, businesses and institutions of higher education in the learning process through various avenues.

There are multiple opportunities for community members and parents to participate on strategic planning teams as well as other district programs. Each process target/strategy has an implementation team. The teams use the Plan-Do-Study-Act cycle to assist with standardization and alignment. The Keystone Oaks Strategic Plan has two process targets/strategies that focus on parent and community participation:

- **Parents are involved and satisfied with the learning environment.**
- **Community members have a positive perception of the quality of education provided within the district.**

Information is provided to the community through regularly published newsletters and the district website. Board meetings are open to the public, allowing all residents an opportunity to learn more about the district.

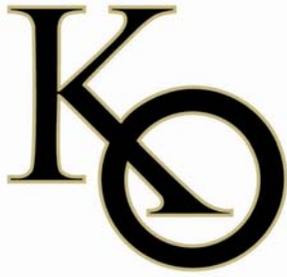
Research has proven that students whose parents are involved in their education are more successful at school. Listed below are a variety of ways for parents to access school and student information.

Email: Email communication is intended as an efficient way for parents to contact teachers regarding specific class/student information. All teacher email addresses are available on our website.

Newsletters: Each elementary and middle school Parent/Faculty Organization (PFO) publishes and distributes a school newsletter. Additionally, the district publishes a seasonal student-achievement magazine called *Connections*. It addresses some of the larger issues that pertain to the district at large and includes profiles of the students and their achievements inside and outside the classroom.

Comcast Cable Community Access Channel: The Comcast Community Access Channel broadcasts school events and special messages that are important to members of our community.

Voice Mail: Each district school has voice mail and parents may leave messages for teachers.



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Website: www.kosd.org: The school website provides regularly updated information about the events happening in our schools and how they affect our students.

PowerSchool: PowerSchool is a web-based tool that allows parents and students to view report card grades, progress reports, homework assignments, tests, projects, attendance, field trips, discipline issues, etc., on a daily basis. The system is 100% secure and can only be accessed by the students and their parents. At the beginning of the year students and parents receive a password and directions on how to use PowerSchool. When a student misses a class, the student can check PowerSchool to receive his/her assignments. The site also details upcoming project deadlines and tests.

Homework Hotline: Some schools continue to offer the Homework Hotline, which exists as a tool for students and their parents in grades K-8 to access their homework assignments by calling a phone number. This tool is especially useful for students who are absent but wish to keep up with their assignments and for parents to ensure that their children have their correct assignments for the evening.

Municipality Cooperatives: In a district comprised of multiple communities, forging workable partnerships and sustainable relationships is paramount. Keystone Oaks has formed relationships with all three boroughs and has shared and borrowed resources from each community. Additionally, each year one KO high school student is selected to serve as a non-voting member on each of the borough councils.

Golden Wings Foundation: Since 1997, the Golden Wings Foundation (GWF), in cooperation with the district, has worked to provide educational experiences for all of the district's students. The GWF believes that the value of a student's educational experience is dependent upon grassroots support from residents. Often times, worthwhile, enriching programs and opportunities are beyond the scope of traditional funding resources. The GWF identifies some of those cases and works to raise money to include education, technology, and the arts. To date the foundation's main sources of revenue remain individual support, group support, grant writing, and special events.

Golden Eagle Courtesy Cards: In an effort to reach out to the district's large senior citizen community, the district offers a Golden Eagle Courtesy Card which ensures free admission to all district sponsored events to any District citizen aged 62 or older.

Parent-Faculty Organization: **The Parent-Faculty Organization (PFO)** is another excellent way for members of the community to stay connected to the school district. The PFO is a formal organization composed of parents, teachers and staff that is intended to facilitate parental participation at Keystone Oaks. The primary goal of the PFO is to support our schools, encourage parent involvement, support teachers, and organize family events..

TRADITIONAL NEIGHBORHOOD DEVELOPMENTS FACT SHEET



Fact Sheet

Traditional Neighborhood Developments

What Is Traditional Neighborhood Development?

Traditional Neighborhood Development (TND) is a planning tool designed to give new development, whether in greenfields or older existing neighborhoods, the positive attributes of traditional front-porch communities and small towns. TNDs have a compatible variety of residential and commercial development, where homes, shops,



offices, schools, and public buildings are within a walk of each other. They incorporate tree- and side-walk-lined streets, traffic calming, close-to-home parks, and central public spaces that make the community an attractive and inviting place for residents. **The Pennsylvania Municipalities Planning Code (MPC) enables municipalities to incorporate TND provisions into their zoning ordinances.**

TND Enabling Provisions (PA MPC Section 702A)

TNDs are becoming increasingly popular in Pennsylvania, and developers are more willing to build these types of developments. However, municipalities must establish the proper rules and

regulations to enable these developments. The rules for adoption and implementation of a TND are governed by Article VII-A of the MPC.

1 Out-Right Designation of TND District

The first option is to provide for an out-right designation of a district as a “TND” District. This option can be used only if the development is an extension of existing development or urban infill. New development under this option would be required to be built in accordance with adopted TND provisions. Municipalities can take advantage of this option even if the development is an extension of an existing development in a contiguous municipality.

2 Overlay Zone

This second option, an overlay zone, must be used in cases where new development is not an extension of existing development or considered urban infill. The overlay option can also be used when the development is an extension of existing development or considered urban infill and the municipality does not want to mandate TND provisions. In the case of overlay zones, the regulations of an underlying district still apply, but would also allow for an additional set of TND provisions to “overlay” the existing zoning. This option provides flexibility and will typically allow a TND as an option in a specific zone.

What Are the Benefits of TND?

TNDs promote and support:

- ▶ Walk-ability and connectivity. TNDs reduce the need to drive, by mixing residential and commercial uses along with public facilities.
- ▶ Mixed-use development. TNDs provide for the integration of residential and nonresidential uses, minimizing the need for residents to travel for goods.

(Over)

Benefits of TND (continued)

- ▶ Resident retention and housing options. Mixed housing options provide residents with many options in types of affordability, providing for a more diverse neighborhood.
- ▶ Community gathering places. TNDs provide for central gathering places or identifiable neighborhood centers; usually in the form of a park or plaza, which encourages interaction among residents.
- ▶ Preservation and utilization of open space. TNDs provide for parks, walking trails, and bike paths, with a focus on connecting these recreational components.
- ▶ Reduction in the use of vehicles. TNDs promote having most daily activities within walking distance. TNDs may be connected with public transportation systems.

Design Criteria and Regulations (PA MPC Sections 706A and 708A)

If a municipality includes TND provisions in its ordinances, it has the power under the PA MPC to provide for additional and specific rules regulating the development that will be included in these types of development. The specific provisions may include or regulate the following:

- ▶ A manual of written and graphic guidelines.
- ▶ A definition of the types, location, design, and use of all buildings and structures.
- ▶ A definition of the density of each use as well as the mix of each use.
- ▶ The location and design of the public infrastructure.
- ▶ The interconnectivity of the parks systems, street network, bike trails, sidewalks, walking trails, and other internal common open space.
- ▶ The promotion of walkable communities by emphasizing pedestrian over vehicular traffic.
- ▶ The interconnectivity with neighboring development and land uses.
- ▶ The location of open space, parks, and other recreational land uses.

- ▶ The protection of existing natural and environmental features such as waterways, wetlands, and tree lines.
- ▶ The timing and phasing of the proposed development.
- ▶ The location and utilization of parking.



Who Can Use TNDs?

TNDs can be used as a tool by all types of communities. They can be used as tools to build sustainable neighborhoods and balance the municipal tax base for rural and suburban municipalities that are growing and developing. In more urbanized communities, such as boroughs, cities, and first-ring townships, this tool can be used for in-fill development and redevelopment opportunities.

FOR MORE INFORMATION

PA Department of Community and Economic Development

Governor's Center for Local Government Services

Phone: (888) 223-6837

Web: www.newPA.com

Address: 400 North Street, 4th Floor
Commonwealth Keystone Building
Harrisburg, PA 17120-0225

Relevant Statute Referenced:

Pennsylvania Municipalities Planning Code
(Act of 1968, P.L. 805, No. 247, as amended)

GREEN TREE BOROUGH ZONING DISTRICT ANALYSIS

Green Tree Zoning District Classification	Permitted Uses	Conditional Uses	Special Exceptions	Minimum Lot Size	Setbacks	Preliminary Analysis
Residence A	<ul style="list-style-type: none"> • Single-family dwellings • Accessory Uses • Municipal Center • Library 	<ul style="list-style-type: none"> • Communications Tower (Boro property or existing non-residential structure) 		<ul style="list-style-type: none"> • 6,500 square feet 	<ul style="list-style-type: none"> • 30 feet front yard • 5 feet side yard • 25 feet rear yard 	<p><i>May want to consider rezoning in some areas: Greentree Road across from Aiken Elementary; areas near Noblestown Road/Foster Plaza - may be more suitable to a mixed use or limited commercial such as home occupations. Should consider permitting churches, schools, parks, and bus shelters.</i></p>
Residence D	<ul style="list-style-type: none"> • Single-family dwellings • Duplexes • Double house • Class A multi-family • Church • Library • School • Medical Offices • Funeral Homes • Community Garage • Accessory Uses 	<ul style="list-style-type: none"> • Communications Tower (Existing structure) 		<ul style="list-style-type: none"> • One-family: 4,000 square feet • Two-family: 2,500 square feet • Multiple-family dwellings: 1,500 square feet • Each lot must have a principal frontage of at least 40 feet 	<ul style="list-style-type: none"> • 25 feet front yard • 5 feet side yard for single-family or duplex; 25 feet for rowhouses; 10 feet all others 	<p><i>May want to consider rezoning area along Poplar St - or perhaps expanding to include more than the 5 parcels as currently stands. May want to consider rezoning entire Rook Neighborhood to a "village" district that allows mixture of SFR/MFR and small scale commercial uses.</i></p>
Residential / Planned Conditional Commercial	<ul style="list-style-type: none"> • Single-family dwellings • Business, financial, professional, etc. offices • Communications Tower 	<ul style="list-style-type: none"> • Administrative, sales, consulting, etc. offices • Ancillary commercial retail, including: <ul style="list-style-type: none"> <input type="checkbox"/> Barber or beauty shops <input type="checkbox"/> Valet services such as dry-cleaning <input type="checkbox"/> Shoe repair <input type="checkbox"/> Copy store <input type="checkbox"/> Florist <input type="checkbox"/> Pharmacy <input type="checkbox"/> Bank <input type="checkbox"/> Books, art supplies, stationary store, etc. <input type="checkbox"/> Shoe or jewelry repair <input type="checkbox"/> Travel agency <input type="checkbox"/> Restaurant, café, snack bar <input type="checkbox"/> Medical clinics/labs 		<ul style="list-style-type: none"> • 5 acres for each building 	<ul style="list-style-type: none"> • 35 feet front yard (bldg up to 45 ft) + 1 ft per 2 ft of bldg height • 20 feet side/rear yard (bldg up to 35 ft) + 1 ft per 2 ft of bldg height • 75 feet in between structures and property line if adjacent to residential district 	<p><i>May want to consider consolidating with the Commercial A district; not permit residential and more commercial as permitted rather than conditional</i></p>

Green Tree Zoning District Classification	Permitted Uses	Conditional Uses	Special Exceptions	Minimum Lot Size	Setbacks	Preliminary Analysis
Local Business	<ul style="list-style-type: none"> • Single-family residential • Two-family residential • Multi-family residential • Business, financial, professional, administrative, sales, etc. offices • Retail uses • Barber/beauty salon • Florist/gift shop • Dry cleaning/laundry pick up • Copying/duplicating services • Travel/real estate/insurance agency • Office supply store • Funeral home • Mixed commercial/residential • Church • Library • School 	<ul style="list-style-type: none"> • Restaurants (5:30am-2am) • Gas station/repair shops • Major garages • Convenience stores • Manual trade schools • Dry cleaning/laundry 		<ul style="list-style-type: none"> • Single-family residential: 2,000 square feet • Two-family residential: 1,500 square feet • Multi-family residential: 750 square feet per dwelling unit • Other uses: 750 square feet per dwelling unit and / or 2 square feet for each square foot of non-residential building for lease 	<ul style="list-style-type: none"> • 15 feet for front yards • no side yard for nonresidential; 3 feet for residential • 7 feet between any properties bordering a residential district • Rear yard of 15% of lot depth but need not be more than 15 feet 	<p><i>This district should include Residence A areas off Noblestown Road near Foster Plaza and perhaps the Commercial A area near School Street. The CU in this district could be permitted by right with supplemental regulations attached to reduce hardship.</i></p>
Restricted Local Business	<ul style="list-style-type: none"> • Single-family residential dwellings and accessory uses 	<ul style="list-style-type: none"> • Business, financial, professional, administrative, etc. offices • Retail uses • Barber/beauty/valey/gift shops • Communication Antenna 		<ul style="list-style-type: none"> • Unknown minimum lot size • Maximum lot coverage of 40% 	<ul style="list-style-type: none"> • 30 feet front yards • 5 feet side yards • 20 feet rear yards 	<p><i>This district is very small - may want to consider expanding to connect with Commercial A-2 and Streetscape or consider consolidating it with either district.</i></p>
Highway Commercial	<ul style="list-style-type: none"> • Business, financial, professional, etc. offices • Research and development labs 	<ul style="list-style-type: none"> • Barber/beauty salon • Banks • Office supply store • Restaurant • Travel agencies • Communications Antenna 		<ul style="list-style-type: none"> • Unknown minimum lot size 	<ul style="list-style-type: none"> • 80 feet front yards for arterials • 45 feet for collector / local roads • 40 feet required between buildings 	<p><i>Unsure of why the conditional uses are not permitted by right or as ancillary retail uses. This district should be consolidated with another similar commercial district, such as Commercial A - unsure of why the differentiation of these two areas vs. others. If these districts are not combined, may want to rezone the parcel along the Parkway/Poplar St and the Fleet St area for consistency.</i></p>
Commercial	<ul style="list-style-type: none"> • Business, financial, etc. offices • Research and development labs • Enclosed warehousing • Wholesaling • Post office / parcel delivery facility • Assembly or packaging plant • Retail uses • Restaurant, café, snack bar • Car wash 	<ul style="list-style-type: none"> • Light manufacturing uses, including: • Electrical equipment • Food products • Small machinery • Mechanical instruments 		<ul style="list-style-type: none"> • 20,000 square feet • Maximum lot coverage of 50% 	<ul style="list-style-type: none"> • Side yard 10 feet • rear yard 15 feet • 75 feet between structures 	<p><i>This district should be named as an industrial district per its permitted uses and existing businesses. Unsure of why small area in the middle of Parkway Center is zoned this rather than Commercial B-1. May want to consider including railyard area in this district rather than Commercial A.</i></p>

Green Tree Zoning District Classification	Permitted Uses	Conditional Uses	Special Exceptions	Minimum Lot Size	Setbacks	Preliminary Analysis
Commercial A	<ul style="list-style-type: none"> • Business, financial, etc. offices • Research and development • Ancillary retail uses • Hotels / motels • Railroad 	<ul style="list-style-type: none"> • Recreational facilities • Communications Antenna 		<ul style="list-style-type: none"> • 30,000 square feet • Maximum lot coverage of 45% 	<ul style="list-style-type: none"> • 45 feet front yard • 5 feet side yard • 20 feet rear yard • 40 feet between buildings; 50 feet between building and residential district 	<p><i>May want to consider consolidating with the Residential/Planned Commercial district; consider permitting recreational facilities by right. May want to consider rezoning the area along Mansfield Ave to include all of the parcels from Poplar St to Foster Plaza. Unsure of why small parcel at the corner of Greentree Rd/Parkway Center Dr is zoned Commercial A.</i></p>
Commercial A-1	<ul style="list-style-type: none"> • Offices • Research and development • Ancillary retail uses • Hotels / motels • Railroad • Communications Antenna 	<ul style="list-style-type: none"> • Communications Tower 		<ul style="list-style-type: none"> • 30,000 square feet • Maximum lot coverage of 45% 	<ul style="list-style-type: none"> • Yard requirements vary between 10 and 25 feet depending adjacent road 	<p><i>Unsure of why this district exists - only encompasses Fleet Street area and seems to not differ from Commercial A other than setbacks and communication tower. May want to consider consolidating with either Commercial A or Highway Commercial.</i></p>
Commercial A-2	<ul style="list-style-type: none"> • Single-family dwellings 	<ul style="list-style-type: none"> • Business, financial, professional, trade, etc. offices <input type="checkbox"/> Must have 20 foot setbacks from Greentree Road <input type="checkbox"/> No retail component whatsoever 		<ul style="list-style-type: none"> • 6,500 square feet 	<ul style="list-style-type: none"> • 30 feet front yard • 5 feet side yard • 25 feet rear yard 	<p><i>This district is identical to Restricted Local Business except for retail uses. May want to consider consolidating with either Restricted Local Business or Streetscape - if with the Restricted Local Business district, can permit small retail with supplemental regulations that require off-street parking on-site, etc. to address concerns.</i></p>
Commercial B-1	<ul style="list-style-type: none"> • Business, financial, professional, etc. offices • Post offices or parcel delivery facilities • Research and development labs • Ancillary commercial retail 	<ul style="list-style-type: none"> • Restaurant (sit down only) • Golf driving range, pro shop, etc. • Communication Tower/Antenna 	<ul style="list-style-type: none"> • Apartment buildings • Apartment "hotels" * Must have 65 feet between buildings 	<ul style="list-style-type: none"> • Unknown minimum lot size 	<ul style="list-style-type: none"> • 35 feet front yard • 15 feet side yard • 25 feet rear yard 	<p><i>MFR are permitted as Special Exceptions - may want to consider permitting as conditional use instead for consistency. In addition, there are not standards included for SE approval. Unsure of why the center portion is zoned "Commercial" - should be one district.</i></p>
Commercial B2	<ul style="list-style-type: none"> • Business, financial, administrative, etc. offices • Post offices or parcel delivery facilities • Research and development labs • Ancillary retail 	<ul style="list-style-type: none"> • Restaurant (sit down only) • Golf driving range, pro shop, etc. • Adult business 	<ul style="list-style-type: none"> • Apartment buildings • Apartment "hotels" * Must have 65 feet between buildings 	<ul style="list-style-type: none"> • 8 acres 	<ul style="list-style-type: none"> • 35 feet front yard • 15 feet side yard • 25 feet rear yard 	<p><i>This district is nearly identical to B-1 except for adult uses. Again, unsure of why MFR is SE rather than CU - may want to consider not permitting any residential or restaurants in this district and maybe more light industrial uses.</i></p>

Green Tree Zoning District Classification	Permitted Uses	Conditional Uses	Special Exceptions	Minimum Lot Size	Setbacks	Preliminary Analysis
Restricted Industrial	<ul style="list-style-type: none"> • Single-family dwellings • Two-family residential • Multi-family residential • Class A multi-family • Municipal Center • Church • Library • School • Medical Offices • Funeral Homes • Community Garage • Accessory Uses • Retail uses • Barber/beauty salon • Florist/gift shop • Dry cleaning/laundry pick up • Copying/duplicating services • Travel/real estate/insurance agency • Office supply store • Funeral home • Mixed commercial/residential • Business, financial, etc. offices • Research and development labs • Enclosed warehousing • Processing/distribution facility • Wholesaling • Post office / parcel delivery facility • Assembly or packaging plant • Hotels/Motels • Restaurant, café, snack bar • Car wash 	<ul style="list-style-type: none"> • Communications Antenna 		<ul style="list-style-type: none"> • Single-family residential: 2,000 square feet • Multi-family residential: 750 square feet per dwelling unit • Two-family residential: 1,500 square feet • Other uses: 750 square feet per dwelling unit and / or 2 square feet for each square foot of non-residential building for lease 	<ul style="list-style-type: none"> • 30 feet front yard • 4 feet side yards • Rear yard of 15% of lot depth but need not be more than 15 feet 	<p><i>This district is only one parcel - unsure of why it exists. May want to consider rezoning to Commercial or Commercial "A"</i></p>
S-1 Slope	<ul style="list-style-type: none"> • Single-family dwellings • Pedestrian easements 			<ul style="list-style-type: none"> • 3 acres 	<ul style="list-style-type: none"> • 45 feet setback on a major public thoroughfare • 35 feet setback between buildings • 100 feet when abutting a residential district 	<p><i>May want to consider eliminating this as a district and rather incorporate the slope requirements into the zoning/saldo requirements for the entire Borough or perhaps expanding this district to include all of the larger parcels in this area to reduce density. Unsure of why pedestrian easements are included as a permitted use only in this district - should be an assumed permitted use in all districts.</i></p>

Green Tree Zoning District Classification	Permitted Uses	Conditional Uses	Special Exceptions	Minimum Lot Size	Setbacks	Preliminary Analysis
Streetscape District	<ul style="list-style-type: none"> • Two-family dwellings • Multi-family dwellings • Finance, professional, administrative, sales and consulting offices, and retail sales establishments • Barber, beauty, floral and gift shops • Travel, real estate and insurance agencies • Mixed residential/commercial • Churches and schools, except manual trade schools 	<ul style="list-style-type: none"> • Restaurants (sit down only) • Gas service stations w/out repair shops • Convenience stores • Dry cleaning/laundry facilities • Copying/duplicating facilities • Communications towers 		<ul style="list-style-type: none"> • 1,500 sq ft per dwelling unit for two-family dwellings • 750 sq ft per dwelling unit for multifamily dwellings • 750 sq ft per dwelling unit plus 2 sq ft per sq ft of building gross floor area for non-residence commercial uses 	<ul style="list-style-type: none"> • 15 feet front yard • No side yard for nonresidential uses; 3 feet for residential uses; 7 feet for residential units that exceed 2 stories • 15% of depth of lot but not more than 15 feet 	<p><i>This district is very similar to other commercial districts. May want to consider consolidating with a similar commercial district or differentiate the permitted uses. Unsure why required front yard is 15 feet but 30 feet for conditional uses - should be consistent regardless of use. Parking lots should be required to be located in the rear of the building and where possible, use shared ingress/egress.</i></p>

FUNDING SOURCES

Funding Sources

Grant / Program Name	Description	Website Address
CVS Caremark Community Grants	Program awards grants up to \$5,000 to nonprofit organizations for programs targeting children with disabilities; programs focusing on health and rehabilitation services; and public schools promoting a greater level of inclusion in student activities and extracurricular programs, and initiatives that give greater access to physical movement and play.	http://info.cvscaremark.com/community/our-impact/community-grants
Foundation for Pennsylvania Watersheds	Awards grants to 501(c)3 nonprofit organizations for local efforts to protect healthy, natural streams, to clean up pollution and to restore degraded wildlife habitat.	http://www.pennsylvaniawatersheds.org/?page_id=3
Grants.gov	Provides information on hundreds of federal grants that can be used to support a variety of programs.	http://www.grants.gov/
International Society of Arboriculture – TREE Fund	This program supports the development of arboriculture educational programs and materials for K-12 students.	http://www.treefund.org/ed_grants.htm
Mantis Awards for Community and Youth Gardens	Each year, Mantis presents the Mantis Awards for charitable and educational garden projects that enhance the quality of life in their host communities. Any nonprofit garden program may apply, including schools, churches, correctional facilities, parks departments, youth camps, community gardens, and many others.	http://www.kidsgardening.com/grants.asp
National Fish and Wildlife Foundation	The National Fish and Wildlife Foundation provides funding on a competitive basis to projects that sustain, restore and enhance the Nation's fish, wildlife, plants and their habitats through Keystone Initiative Grants and other Special Grant Programs.	http://www.nfwf.org/AM/Template.cfm?Section=Grants
National Gardening Association (NGA) – Youth Garden Grants	NGA awards Youth Garden Grants to schools and community organizations with child-centered garden programs. Applicants must plan to garden in 2010 with at least 15 children between the ages of 3 and 18 years.	http://assoc.garden.org/grants/
National Tree Trust	The mission of the National Tree Trust is to promote healthy communities by providing resources that educate and empower people to grow and care for urban and community forests.	http://www.nationaltreetrust.org/
NFL Community Football Fields Program	Provides grants to non-profit, neighborhood-based organizations, middle schools and high schools for financing and technical assistance to improve the quality, safety, and accessibility of local football fields in low to moderate income areas.	http://www.popwarner.com/articles/nflgrassroots.asp

Grant / Program Name	Description	Website Address
NFL Youth Football Fund	Provides grants of \$500 to \$2,500 to purchase equipment, repair fields, establish new football programs, and improve existing programs.	http://www.nflyff.org/
PA CleanWays	A non-profit organization that helps communities take action against illegal dumping and littering.	http://www.pacleanways.org/
PennDOT Hometown Streets/Safe Routes to School	Proves transportation enhancement funds for pedestrian improvements connecting communities with schools.	http://www.dot.state.pa.us/penndot/Bureaus/CPDM/Prod/Saferoute.nsf
Pennsylvania Council on the Arts (PCA) – Local Government	Provides grants to local governments to assist in funding arts programs, arts projects, regrant programs, and pass through projects.	http://pacouncilonthearts.org/pca.cfm?id=46&level=Third
Pennsylvania Department of Community and Economic Development (DCED) – Keystone Recreation, Park and Conservation Fund	State grants to construct new library buildings, renovate or rehabilitate existing facilities and make library buildings accessible for persons with disabilities. Joint applications are required from a sponsoring municipality (or Councils of Government and authorities approved by the participating local governing body of the COG or authority) and a state-aided public library.	http://www.newpa.com/find-and-apply-for-funding/funding-and-program-finder/funding-detail/index.aspx?progId=118
Pennsylvania Department of Community and Economic Development (DCED) – Local Municipal Resources and Development Program (LMRDP)	Grants to municipalities for the construction or rehabilitation of infrastructure, building rehabilitation, acquisition and demolition of structures/land, revitalization or construction of community facilities, purchase or upgrade of machinery and equipment, planning of community assets, public safety, crime prevention, recreation, and training.	http://www.newpa.com/find-and-apply-for-funding/funding-and-program-finder/funding-detail/index.aspx?progId=78
Pennsylvania Department of Community and Economic Development (DCED) – Land Use Planning and Technical Assistance Program	Provides funding for planning projects (comprehensive plans, zoning ordinances, subdivision and land development ordinances, etc.) as well as funding for Main Street and Elm Street Programs.	http://www.newpa.com/find-and-apply-for-funding/funding-and-program-finder/funding-detail/index.aspx?progId=100
Pennsylvania Department of Community and Economic Development (DCED) – Urban Development Program	Provides grants for <u>urban</u> development and improvement projects, including the construction or rehab of infrastructure, building rehabilitation, acquisition and demolition of structures/land, revitalization or construction of community facilities, purchase or upgrade of machinery and equipment, public safety, crime prevention, recreation, and training.	http://www.newpa.com/find-and-apply-for-funding/funding-and-program-finder/funding-detail/index.aspx?progId=81

Grant / Program Name	Description	Website Address
Pennsylvania Department of Conversation and Natural Resources (DCNR) – Community Conservation Partnerships Program (C2P2)	C2P2 grants are open to local / county governments and non-profit organizations to assist with recreation projects; three basic types: planning, acquisition and development. Includes grants for community recreation, land trusts, rails-to-trails, rivers conservation, snowmobile/ATV, heritage areas, land and water conservation fund, and recreational trails.	http://www.dcnr.state.pa.us/brc/grants/
Pennsylvania Department of Conversation and Natural Resources (DCNR) – Peer to Peer Technical Assistance	Grants of up to 90 percent of eligible costs (\$10,000 maximum) to study problem-specific issues dealing with the administration of park and recreation facilities and/or services. These are short-term projects conducted primarily by experienced park and recreation professionals who work closely with community leaders.	http://www.dcnr.state.pa.us/brc/grants/itagrant.aspx
Pennsylvania Department of Conversation and Natural Resources (DCNR) –TreeVitalize	TreeVitalize is a public-private partnership to help restore tree cover, educate citizens about planting trees as an act of caring for our environment, and build capacity among local governments to understand, protect and restore their urban trees.	http://www.treevitalize.net/index.aspx
Pennsylvania Department of Conservation and Natural Resources (DCNR) – Wild Resource Conservation Program (WRCP)	The Wild Resource Conservation Program is accepting grant applications for projects in the following areas: Effects of Climate Change on Biodiversity; Education; Wildlife Action Plan Priorities; Wild Plant Management; and General Biodiversity Projects	http://www.dcnr.state.pa.us/wrcp/grants/index.aspx
Pennsylvania Department of Environmental Protection (DEP) – Community Cleanup Program	The DEP Community Cleanup Program assists local partners with cleaning up illegal dumpsite. The community cleanup program is a partnership among community organizations, environmental groups, local business and industry, and local, county and state governments. The program brings together these partners to identify illegal dumps, prioritize cleanups, coordinate cleanups and provide surveillance and enforcement.	http://www.depweb.state.pa.us/landrecwaste/cwp/view.asp?a=1418&Q=505004&landrecwasteNav=
Pennsylvania Department of Environmental Protection (DEP) – Environmental Education	School districts, private schools, nonprofit groups and county conservation districts may apply for funding to develop new or expand current environmental education programming. This program is a reimbursement program with a 20 percent matching funds component, with certain exceptions.	http://www.depweb.state.pa.us/enved/cwp/view.asp?a=3&q=473224

Grant / Program Name	Description	Website Address
Pennsylvania Department of Environmental Protection (DEP) – Growing Greener Watershed Grants	Restore watersheds and streams, reclaim mined lands, remediate AMD	http://www.depweb.state.pa.us/growinggreener/site/default.asp
Pennsylvania Department of Environmental Protection (DEP) – PA Conservation Works!	One-time grants for motivated local governments and non-profit entities with shovel-ready projects that will save or conserve a minimum of 25 percent of all energy used.	https://www.grants.dcnr.state.pa.us/documents/conservation_works_7000_bk_dep4250.pdf
Pennsylvania Fish and Boat Commission (PFBC)	The Commission has a number of grant programs that provide funding in support of fishing, boating and aquatic resource conservation; including the Boating Facility Grant Program, the Boating Infrastructure Grant Program, and the Coldwater Heritage Partnership.	http://www.fish.state.pa.us/grants.htm
Pennsylvania Humanities Council	Humanities Grants foster collaborative learning through public programs that involve humanities experts and feature a strong discussion component. Examples of humanities projects include discussion groups exploring books or films, workshops, walking tours, panel discussions, exhibitions with interpretive programs, and craft demonstrations integrating conversations about the craft.	http://www.pahumanities.org/resources/grants.php
Pennsylvania Recreation and Park Society (PRPS) RecTAP Program	Provides technical assistance grants of up to \$1,500 to help recreation and park boards and departments with specific issues. No matching funds are required.	http://www.prps.org/grantsrectap.htm
Pew Charitable Trust	Provides grants in a number of program areas including environment, culture, and health and human services.	www.pewtrusts.com/grants
Target Store Grants – Arts Grants	Target funds arts programs that bring the arts to schools or make it affordable for youth and families to participate in cultural experiences, such as school touring programs, field trips to the theater or symphony, or artists residencies and workshops in schools. Programs that make the arts accessible to school children are of particular interest to us.	http://sites.target.com/site/en/company/page.jsp?contentId=WCMP04-031819

Grant / Program Name	Description	Website Address
Tiger Woods Foundation	Grants focus on providing opportunities to underserved youth, ages 8-18, with the average grant range between \$2,500 and \$25,000. Must be a certified non-profit organization. Eligible programs include education and youth development; non-salary programmatic support; year round programs and projects that enhance learning for children; year round transitional programs for youth to become productive adults; programs and projects that develop self esteem, positive values while expanding opportunities; and volunteer based mentoring, tutoring programs and community service projects.	http://www.tigerwoodsfoundation.org/grants.php
U.S. Department of Agriculture (USDA) – Child and Adult Care Food Program (CACFP)	Provides meals and snacks for after school and evening youth recreation programs.	http://www.fns.usda.gov/cnd/Care/CACFP/aboutcacfp.htm
U.S. Department of Agriculture (USDA) – Summer Food Service Program (SFSP)	Provides funding for breakfast, lunch, and snacks for children ages 18 and under at summer playgrounds, camps, and other recreation programs.	http://www.fns.usda.gov/cnd/Summer/
U.S. Soccer Foundation	The Foundation awards grants to help pay for field development, uniforms, player equipment, travel costs, facility rental, registration costs, and training for players, coaches and referees.	http://www.ussoccerfoundation.org/site/c.iplQKXOvFoG/b.5482645/k.C652/Grants.htm
Woman's Sports Foundation – GoGirl Grant Program	Grants are awarded to girl-serving organizations who strive to provide diverse, underserved populations of girls ages 8 to 18 with a way to get involved in sport and physical activity.	http://66.40.5.5/Grants%20And%20Scholarships/Grants.aspx

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