

Borough of Green Tree

Borough Comprehensive Plan

*Adopted July 1, 2024
Resolution #1348*

*Growing
in Green Tree*



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EXECUTIVE SUMMARY

Green Tree Borough Comprehensive Plan

The Green Tree Borough Comprehensive Plan is a strategic document that provides a roadmap for the sustainable development of Green Tree Borough over the next 10 years. The plan reflects the Borough's unique characteristics, resources, and challenges, and outlines a vision for the future that is guided by the needs and aspirations of the community.

The Comprehensive Plan is designed to identify the Borough's priorities for growth and development, with a focus on enhancing the quality of life for its residents. It provides a framework for decision-making that takes into account the community's values and goals, while also addressing the challenges facing the Borough.

This Executive Summary provides an overview of each section of the Comprehensive Plan. By working together, the Borough and its residents can ensure that Green Tree remains a vibrant and sustainable community for generations to come.

Introduction: The Introduction shares background for creation of the Comprehensive Plan, as well as details on how the plan may be used.

Community Snapshot: The Community Snapshot provides a detailed profile of the Borough, including its population, demographics, housing, economy, transportation, land use profile, and administrative services. This information is used to gain a better understanding of the needs and opportunities of the community and to inform the development of the Comprehensive Plan.

Needs Assessment: The Needs Assessment identifies the assets, opportunities, and challenges of the Borough and outlines the priority areas for improvement. This includes a focus on economic development, municipal services, housing, communication, and transportation.

Action Plan: The Action Plan outlines specific strategies and initiatives that should be undertaken to achieve the goals of the Comprehensive Plan. This includes initiatives to support existing businesses/industry, increasing communication and partnerships, improving community aesthetics, and improving mobility.

In conclusion, the Green Tree Borough Comprehensive Plan provides a framework for ensuring the sustainable growth and development of the Borough. It takes into consideration the unique needs and aspirations of the community and outlines specific initiatives to achieve the vision for the future.

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 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 community participants; and offers realistic strategies that lay the groundwork for lasting community success.

To develop and grow as a community of choice, encouraging strategic redevelopment of the Borough's neighborhoods, recognizing the value of economic prosperity, and strengthening community amenities and quality of life.



Green Tree Vision

CHAPTER ONE: INTRODUCTION

On October 4, 2010, the first ever Comprehensive Plan for the Borough of Green Tree was adopted by Borough Council. Much time, effort and many participants were involved in formulating the original plan.

However, nothing is stagnant in the fast-paced world that we live in today.

The Pennsylvania Municipal Planning Code requires that the Plan be reviewed and updated every 10 years. Therefore, in 2020, the Green Tree Comprehensive Plan review would have normally begun. However, COVID-19 hit us all, and the world, including local government, came to a halt as we knew it, and had to regroup.

The Green Tree Planning Commission was able to finally begin the review process in mid-2021. However, our approach was different this time. The Planning Commission sought input from residents using two online surveys, numerous small group 1 on 1 meetings and hosted one public meeting in November of 2021. All these activities sought to answer the very important question of what Green Tree needs to do differently or better moving forward.

As this process continued, the Planning Commission members met twice each month to review and discuss every item in the original plan. We eliminated items that were no longer valid or had been completed, and incorporated items that our citizens presented to us.

The result of our work is the 2024 Green Tree Comprehensive Plan.

This is our Visionary Roadmap. This is a way for all of us to think about how the community has changed and continues to change, to attempt to predict what might be in store for the community in the future, and to thoughtfully plan for those changes.

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 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.

The Borough of Green Tree is located in Allegheny County, just three miles south of Downtown Pittsburgh (Figure 1.1: 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.

Planning Authority

The Pennsylvania Municipalities Planning 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. This Comprehensive Plan follows Sections 420-4, Purpose, and 420-5, Community Development Objectives, of the Green Tree Borough Zoning Code updated in 2020.

A Comprehensive Plan serves as a “blueprint” or “roadmap” 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.

The first ever Comprehensive Plan was adopted by Green Tree Borough in 2010. 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 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 between 1960 and 2018. The current population is approximately 4,600.
- 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.

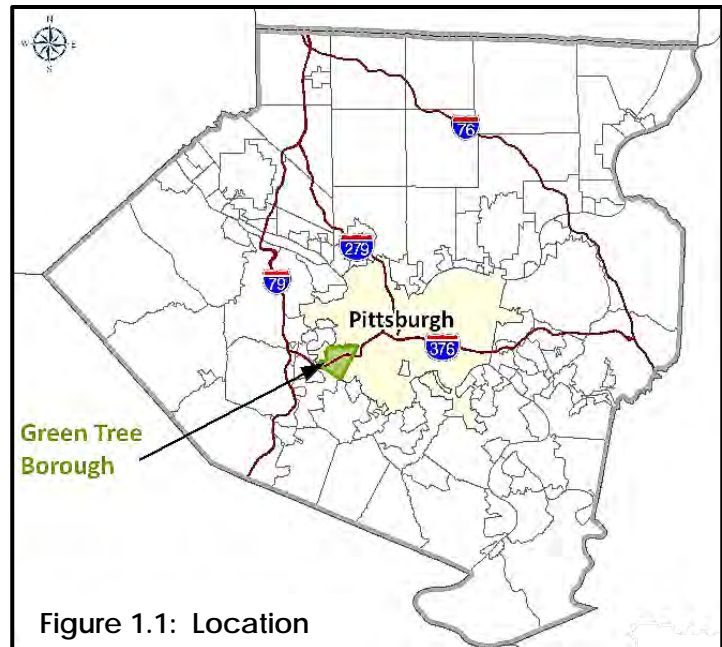


Figure 1.1: Location

- The Borough developed neighborhood parks to supplement Wilson Park and to meet 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 former school property as its Municipal Complex.
- The plan recommended the addition of two (2) Parkway ramps at Poplar Street, which were later completed.
- To accommodate increased traffic on Greentree Road, the Borough/PennDOT eliminated on-street parking and widened the road to 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.

- **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.
- **Provide Efficient Infrastructure** – “fix it first” – use and improve existing infrastructure; require private and public expansions of services to be consistent with approved Comprehensive Plans and implementing ordinances.
- **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.
- **Increase Job Opportunities** – invest in businesses that offer good paying, high quality jobs, and that are located near existing or planned water and sewer infrastructure, housing, existing workforce, and transportation access (highway or transit).
- **Foster Sustainable Businesses** – strengthen natural resource-based businesses that use sustainable practices in energy production and use, agriculture, forestry, fisheries, recreation and tourism.
- **Restore and Enhance the Environment** – conserve and restore environmentally sensitive lands and natural areas for ecological health, biodiversity and wildlife habitat.
- **Enhance Recreational and Heritage Resources** – maintain and improve recreational and heritage assets and infrastructure.
- **Expand Housing Opportunities** – support the construction and rehabilitation of housing of all types to meet the needs of people of all incomes and abilities.

- **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.
- **Be Fair** – support equitable sharing of the benefits and burdens of development.

The Keystone Principles are designed to help measure the extent to which 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).

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/smart-growth-principles>):

- 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 Comprehensive Plan is in conformance with the Pennsylvania State Water Plan 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 impacts water supply sources.

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 were analyzed. The following plans and studies were reviewed to determine consistency of proposed development.

Allegheny County Comprehensive Plan (2020-2024)

The Allegheny County Comprehensive Plan (known as “Allegheny Place”) was reviewed to ensure that the Green Tree Comprehensive Plan is consistent with the goals and objectives of Allegheny County. The plan 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. (http://www.alleghenyplaces.com/comprehensive_plan/comprehensive_plan.aspx)

City of Pittsburgh Comprehensive Plan

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. At the time of this writing, the City of Pittsburgh does not have a Comprehensive Plan.

Scott Township/Heidelberg/Carnegie Multi Comprehensive Plan (2012)

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.

How to Use the Comprehensive Plan

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 use is 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. Note: Green Tree Zoning Code was updated and approved in June 2020.

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

Using the 2020 Zoning Regulations, the Planning Commission and Borough Council should evaluate each project, asking the following questions:

- 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 patterns?
- Where and what type of landscaping is provided?
- How much traffic will be generated?
- How will the proposed development impact adjacent sites?
- How will stormwater runoff be handled?
- How will the proposed development affect the community or adjacent communities?

Bi-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, if it is reviewed, implemented, evaluated, and updated on a regular basis. For this to occur, it is recommended that the Borough Planning Commission perform a bi-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?	<input type="checkbox"/>	<input type="checkbox"/>
2	Have existing codes and ordinances been reviewed to determine their consistency with the Vision outlined in the Comprehensive Plan?	<input type="checkbox"/>	<input type="checkbox"/>
3	Are current codes and ordinances being enforced adequately to ensure their effectiveness?	<input type="checkbox"/>	<input type="checkbox"/>
4	Has the Vision and Community Development Objectives been reviewed and updated, if necessary?	<input type="checkbox"/>	<input type="checkbox"/>
5	Have the recommendations been reviewed and re-prioritized, if necessary?	<input type="checkbox"/>	<input type="checkbox"/>

Implementation of Community Development Objectives		Yes	No
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"?	<input type="checkbox"/>	<input type="checkbox"/>
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"?	<input type="checkbox"/>	<input type="checkbox"/>
3	What projects have been implemented to "Increase communication and partnerships between the Borough, the School District, residents and other key community participants"?	<input type="checkbox"/>	<input type="checkbox"/>
4	What projects have been implemented to "Revitalize the Greentree Road corridor to address aesthetics, setbacks, parking, mobility and safety"?	<input type="checkbox"/>	<input type="checkbox"/>
5	What projects have been implemented to "Provide a diverse mix of housing options that will appeal to young professionals, families and older residents"?	<input type="checkbox"/>	<input type="checkbox"/>
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"?	<input type="checkbox"/>	<input type="checkbox"/>
7	What projects have been implemented to "Ensure that all municipal ordinances are consistent and compatible with the desired future growth and development patterns"?	<input type="checkbox"/>	<input type="checkbox"/>
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"?	<input type="checkbox"/>	<input type="checkbox"/>

CHAPTER TWO: COMMUNITY SNAPSHOT

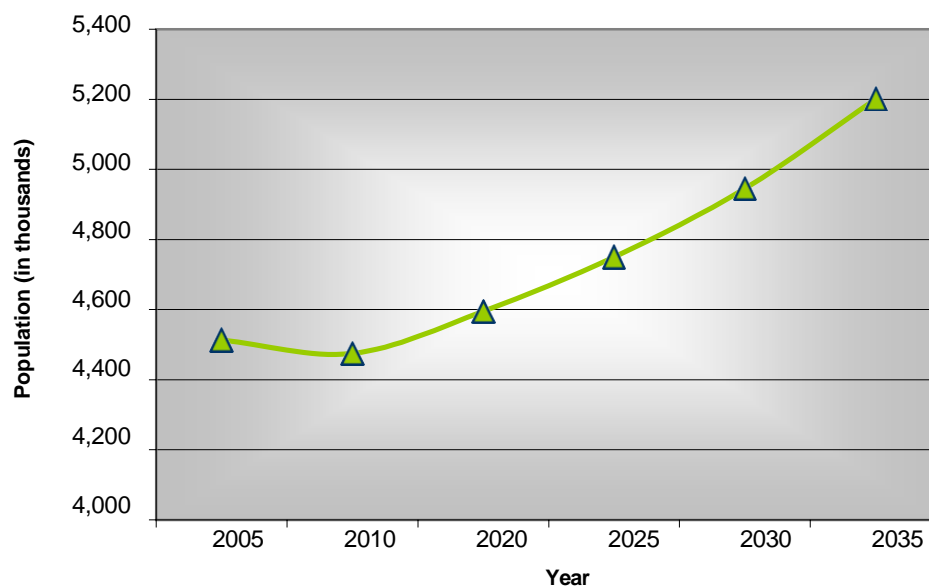
Demographic Profile

General Population Characteristics

Green Tree's population history used to reflect that of many other western Pennsylvania towns and cities. Following the de-industrialization and suburbanization of the 1980s and 1990s, over the past ten years Green Tree has witnessed a slow increase in population to 4,851. City Vista Apartments opened in 2015 and is home to 272 apartments, with at least that many residents. This has caused an increase in Green Tree's population. The median value of owner-occupied houses in Green Tree is \$204,300. Around 98% of the houses in Green Tree are occupied, with 75% of them being owner-occupied.

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. Figure 2.1 depicts the projections for the Borough of Green Tree. As the chart illustrates, by 2020 Green Tree experienced growth in population, reaching just under 5,000 persons by 2020 and is estimated to reach 5,200 persons by 2035.

Figure 2.1: Population Projections To 2035

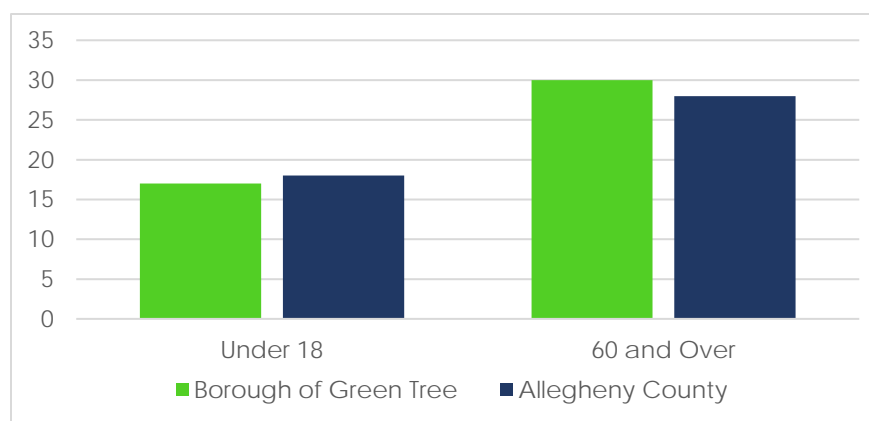


According to the 2020 Census, the Borough is 90 percent white, with less than 1 percent of the population reporting as African American and another 7 percent reporting as Asian. Approximately 50 percent of the Borough reports as female and 50 percent as male.

Social Characteristics

The age of a population plays an integral role in determining what type and level of municipal and 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 41.6 years, in comparison to Allegheny County's median age of 40.7. Over 29 percent of Green Tree's population is 60 years of age and older according to 2020 Census data, while that same statistic stands at 28 percent for Allegheny County. What this tells us is that Green Tree has a higher aging population than the county. Census data further illustrates that many Green Tree residents have aged in place, as over 80 percent of residents are living in the same house they were in 1995.

Figure 2.2: Age Groups in Green Tree



Source: US Census Bureau, 2020

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 significantly younger population, with 17.0 percent of the population classified as under 18 years of age. This may suggest 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 homeowners 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 2,369 housing units. The below table depicts Green Tree's housing tenure statistics and vacancy rates for homeowner.

Table 2.1: Tenure

	Green Tree Borough
Occupied	96%
Owner-occupied	71%
Renter-occupied	29%
	Green Tree Borough
Vacant	4.0%
Homeowner Vacancy Rate	0.7%
Rental Vacancy Rate	5.0%

As the table shows, Green Tree has a high percentage of owner-occupied housing stock. 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.

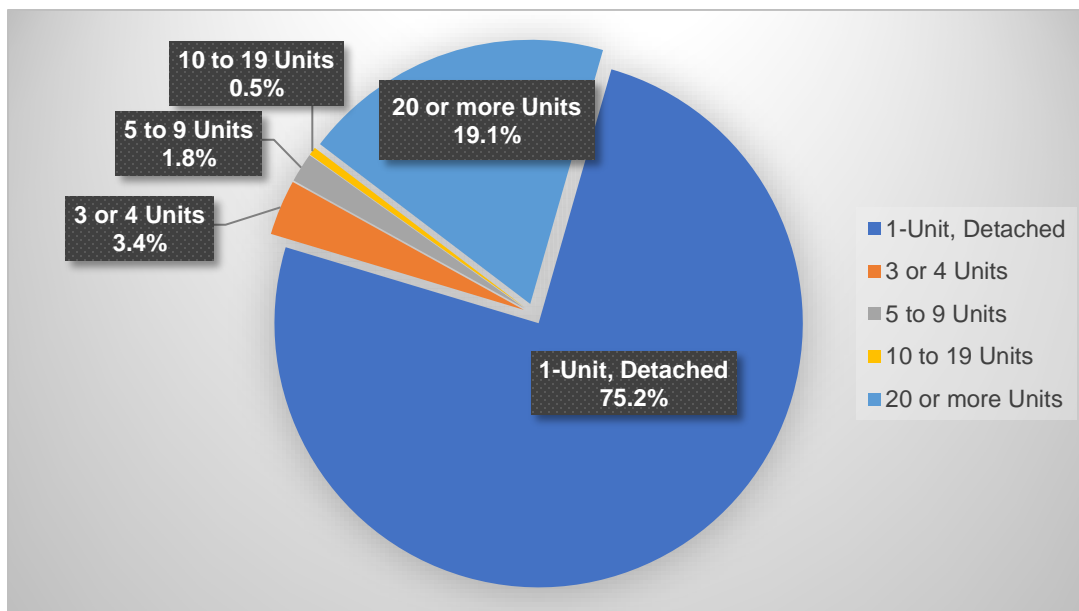
Housing values are also very important indicators of a community's health and vitality. The median housing value (in 2020) for a detached single-family home in Green Tree was \$204,300, which is right in line with Allegheny County's \$221,700 median home value.

As expected, due to their similar housing values and monthly housing costs, only a minor percentage of the population in Green Tree are paying greater than 35 percent of their income toward housing costs. 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. Figure 2.3 illustrates that 94 percent of housing in the Borough falls into that category. 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 2020.

Figure 2.3: Housing Types



Source: US Census Bureau, 2020

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. Most of Green Tree's housing stock was constructed between 1940 and 1959, when many first-tier Pittsburgh suburbs experienced housing booms.

In addition, many older homes only have one-car garages, and some do not have garages at all. The majority of residents own two or more vehicles. In Green Tree, this can create issues with parking on streets and alleys.

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 41.6, slightly higher than Allegheny County (40.7) and Pennsylvania (40.8).
- Most residents (71%) are between the age of 0 and 59.
- Approximately 17% are under the age of 18.
- Almost 29% are over the age of 60.
- Over 62% of Green Tree’s families had two parents in the workforce, similar to that of Allegheny County.

The overwhelming majority of Green Tree residents are employed in the “Professional, Scientific, and Technical Services” industry. Listed below are the 10 largest employers in Allegheny County.

UPMC Presbyterian – Shadyside
University of Pittsburgh
Federal Government
West Penn Allegheny Health
Giant Eagle Inc.
Allegheny County
PNC Bank
Carnegie Mellon University
Allegheny Clinic
Bank of NY – Mellon

Below is a list of the largest industries:

Health Care and Social Assistance
Professional, Scientific and Technical Services
Finance and Insurance
Educational Services
Retail Trade

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.

Table 2.2 indicates the top occupations in Green Tree Borough. Quest Diagnostics and Medmark, which fall in the “Health Care/Practitioners and Other Tech Occupations” category, continue to be two of the largest employers in Green Tree.

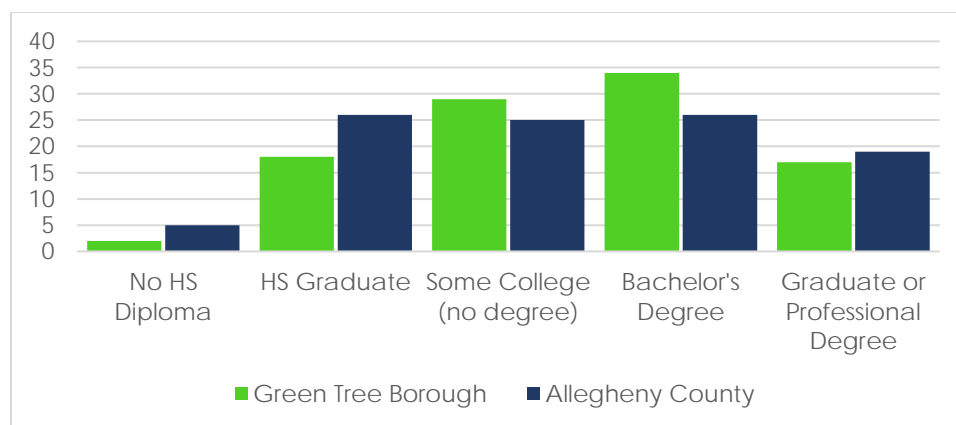
Table 2.2: Occupations in Green Tree

Occupations	Rate
Management	15%
Office and Administrative Support	11.1%
Health Care/Practitioners and Other Tech Occupations	10.9%
Business and Financial Operations	9.57%
Computer and Mathematical	4.53%
Architecture and Engineering	3.11%
Art, Design, Entertainment, Sports, Media	4.82%
Education and Instruction	3.07%
Community and Social Services	2.68%
Sales and Retail	8.96%
Food Prep and Related Services	5.39%
Personal Care Services	2.96%
Production	3.35%
Transportation	2.36%
Installation, Maintenance, and Repair	2.11%
Construction Extraction Occupations	1.86%
Health Care Support	1.25%

Source: Green Tree Borough, 2020

Higher educational attainment levels typically are 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. Figure 2.4 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.

Figure 2.4: Educational Attainment



Source: US Census Bureau, 2020

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 2020 was \$82,389, while Allegheny County's was \$72,031. Correspondingly, Green Tree Borough has a low level of poverty, with 8.5% of families falling into that category, which is much lower than Allegheny County's poverty level at 11.1%.

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. These partnerships 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.

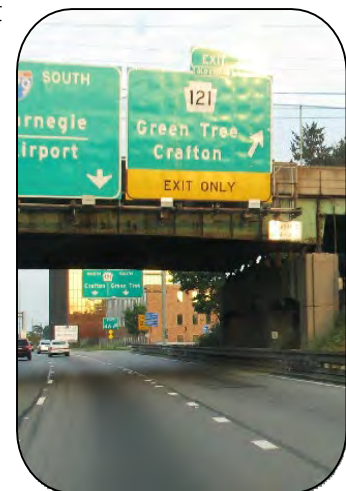
Functional Classification

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





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

Green Tree Comprehensive Plan Map 2.1 Local Transportation



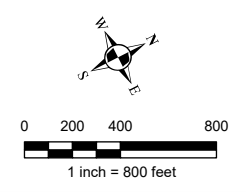
Bus Stops

-  No Bus Shelter
-  Bus Shelter

Roads

-  State Road
-  Local Road
-  Railroad
-  Parking
-  Streams
-  Buildings
-  Parcels
-  Municipal Boundary

Revision Number	Date	Description
0	4/2023	Initial Issuance



10 West Manilla Avenue
Pittsburgh, PA 15220

Source: GIS Data provided by
Green Tree Borough
Bus stop data from Pittsburgh Regional Transit



LSSE
Civil Engineers and Surveyors

546 6th Avenue
Coraopolis, Pennsylvania 15108
Phone: 412-264-4400
Fax: 412-264-1200
email: info@lsse.com

Source: Esri, Maxar, Earthstar Geographics, IGN, and the GIS User Community

Path: N:\P\2024\GIS\Comprehensive Plan_GIS_Editorial\Green Tree Comprehensive Plan.aprx - Local Transportation - 4/23/2023

connection to the I-79 corridor, 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 to those who work along the corridor, including the many workers of downtown Pittsburgh, and 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. Forecasted major improvements to the I-376 Highway and the Green Tree Interchange will greatly impact Greentree Road, Mansfield Avenue and Poplar Street. These changes will affect how we will live, shop, play, worship and go to school.

Principal Arterial Roadway

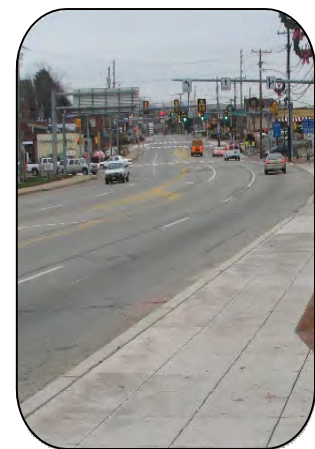
Principal arterials provide statewide or interstate travel to urbanized areas. They provide integrated movements without stub connections. Design of the roadway usually consists of two (2) 12-foot lanes with 8-10 foot shoulders, with speeds typically ranging from approximately 45-65 miles per hour.

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 34,000 trips per day.

Minor Arterial Roadway

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, with speeds typically ranging 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.



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

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 functions 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. The accessibility of bus routes was a concern for residents. PC to discuss restrictions at the bus stop at Green Tree Park.

Transit

Pittsburgh Regional Transit (PRT)

The PRT of Allegheny County provides regularly scheduled public transportation service throughout Green Tree. The PRT is a county owned, state funded agency based in Pittsburgh. The PRT system currently has many bus routes; three “busways,” or corridors reserved only for bus traffic; and a light rail line which travels from Downtown to the South Hills. Please refer to the PRT website for bus schedule and other information. (<https://www.rideprt.org/all-schedules>)

Park-n-Rides

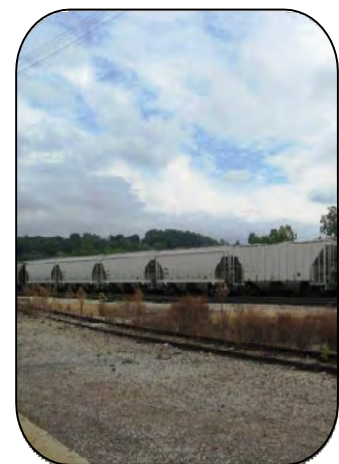
Green Tree Borough offers a Park-n-Ride at Green Tree Park, located adjacent to Green Tree Park off Greentree Road. The Park-n-Ride is open to residents of Green Tree only, and while free to park, residents must get a pass from the Borough office. Allegheny County also operates a Park n’ Ride in nearby 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 PRT-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.

Railroad

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, Pennsylvania to Wheeling, West Virginia and Cleveland, Ohio. WE also have tracking rights that connect to Hagerstown, Maryland; Lima, Ohio; and Toledo, Ohio. WE provide customers a competitive cost advantage by having 3 Class I (CSXT, Canadian National, and Norfolk Southern) and 14 Shortline connections. WE have many 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,



Railroad along Mansfield Avenue
Photo Credit: Mackin, 2009

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.

In an effort to not only improve the walkability of Greentree Road but also its 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 was completed in 2010. The Borough regularly applies for grant funding through Allegheny County for further infrastructure improvements.



Greentree Road Streetscape Project
Photo Credit: Mackin, 2009

Bike Lanes

There are currently no bike lanes 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 billions of dollars in funds 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 it in a logical manner to the State Transportation Commission.

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 costs of road maintenance and construction. 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.

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:

- What is the historic development pattern of the Borough.
- What is the existing land use today.
- What are the development constraints.
- What are the land use controls in place now that regulate how land may be used in the Borough.

Historic Development

Green Tree was incorporated in 1885. 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 1790s 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,

which 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 Road Commission 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 the 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.

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 of 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 industries.

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 (greentreeboro.com/history) 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. Over half of all land in Green Tree Borough is classified as Single-Family Residential, while 9.7% 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 2.3 shows the existing land use below.

Table 2.3: Existing Land Use

Name	Color	Acreage	% of Total
Single Family Residential		685.5	55.4
Office		157.0	12.7
Vacant		120.2	9.7
Public		79.9	6.5
Light Industrial		48.0	3.9
Utility		42.1	3.4
Commercial		41.0	3.3
Hotel		30.0	2.4
Multi-family		28.4	2.3
Medical Office		4.5	0.4
Total		1,236.5	100.0

Single-Family Residential

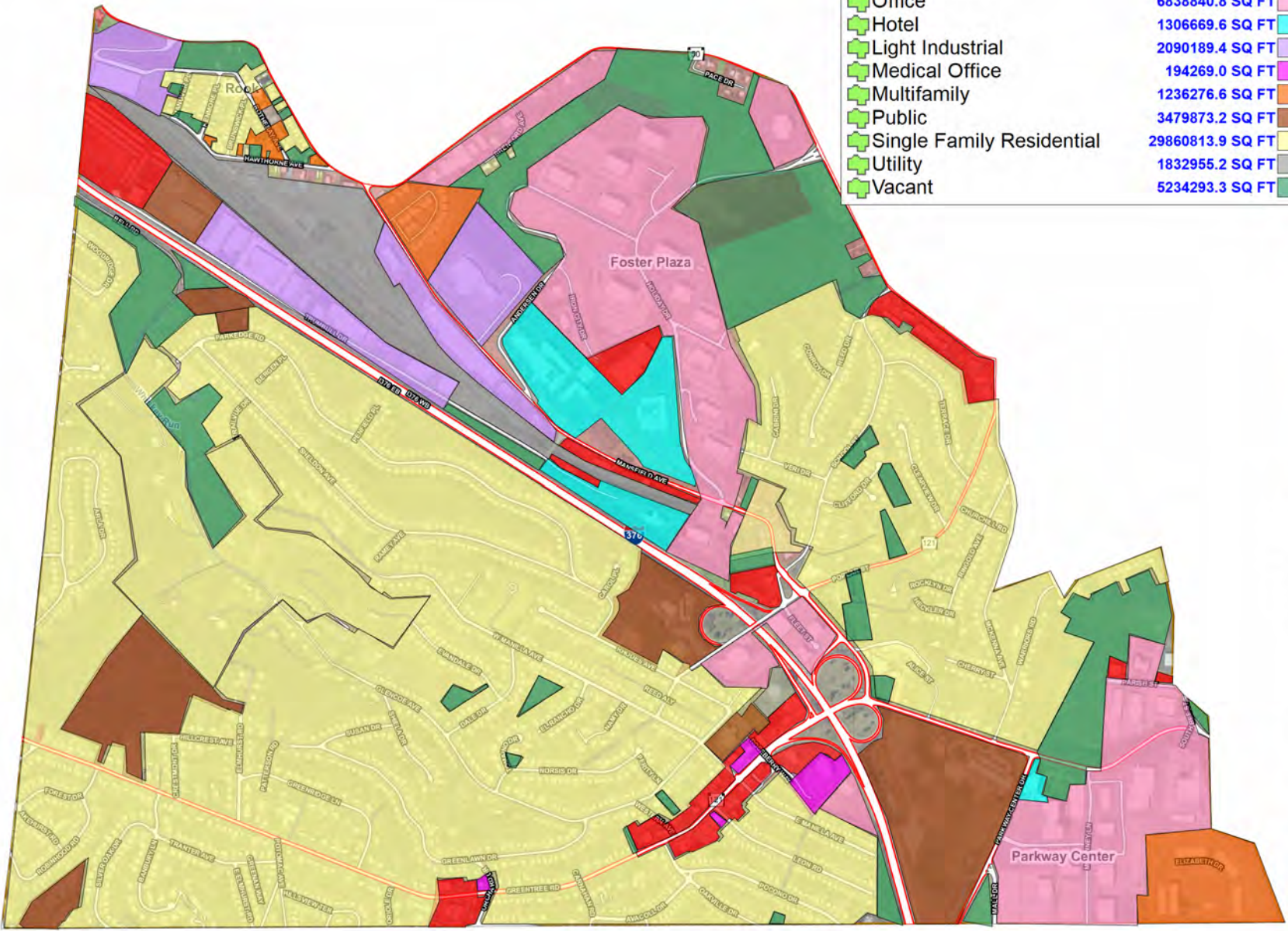
This category encompasses all single-family detached residential structures and uses. In Green Tree, these structures are typically one to two stories in height, with integral one-car garages. This category also includes all residential accessory dwellings, such as sheds, garages, and any rear yard dwellings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

Since 2020, only two 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 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.

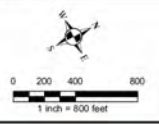
**Green Tree
Comprehensive Plan
Map 2.2
Existing Land Use**

Commercial	1785702.6 SQ FT	Red
Office	6838840.8 SQ FT	Pink
Hotel	1306669.6 SQ FT	Cyan
Light Industrial	2090189.4 SQ FT	Purple
Medical Office	194269.0 SQ FT	Magenta
Multifamily	1236276.6 SQ FT	Orange
Public	3479873.2 SQ FT	Brown
Single Family Residential	29860813.9 SQ FT	Yellow
Utility	1832955.2 SQ FT	Grey
Vacant	5234293.3 SQ FT	Green

- Buildings
- Parcels
- Streams
- Municipal Boundary
- Roads**
 - State Road
 - Local Road
- Land Use**
 - Commercial
 - Hotel
 - Light Industrial
 - Medical Office
 - Multi-Family
 - Office
 - Public
 - Single Family Residential
 - Utility
 - Vacant Land



Revision Number	Date	Description
0	4/2023	Initial Issuance



10 West Manila Avenue
Pittsburgh, PA 15220

Source: GIS Data was provided by Green Tree Borough

LSSE
Civil Engineers and Surveyors

846 4th Avenue
Coraopolis, Pennsylvania 15108
Phone: 412-264-8400
Fax: 412-264-1200
Email: info@lsse.com

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 6 to 25 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. 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.

City Vista

City Vista, has a favorable location; you are about as close as you can get to Pittsburgh without being in the “Steel City” itself. Each of the studio, 1, 2, and 3-bedroom floor plans is thoughtfully designed and includes chef-inspired kitchens, spacious layouts, and high-end finishes. A full slate of community amenities (e.g., fitness center, picnic areas, grills, clubhouse, poolside Wi-Fi, parking decks, covered parking), effectively expands the living space. City Vista is pet friendly and features a 24-hour service guarantee.

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; rent prices vary dependent upon prevailing market rates. Although Lobos does offer Section 8 and low-income programs at some of their other properties, all the units at Greentree Manor are renting at market rate. Leases are typically long-term (one year or longer). Turnover at the property is average for the Pittsburgh market. Because there is a high demand for apartments in the Greentree area vacancy rates at the complex remain low.

Rook Neighborhood

The Rook Neighborhood, originally named Ellisdale, was laid out in 25-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.

Lofts at Terrain

The Lofts at Terrain are located at 700 Mansfield Avenue. The property offers beautiful studio and two-bedroom apartments with faux-wood flooring, vaulted ceilings, and updated fixtures and finishes. The gourmet kitchens are equipped with granite countertops, glass mosaic backsplashes, and stainless-steel appliances. Lofts at Terrain offers many amenities, including a fitness center, on-site dog park and paw spa, swimming pool, and resident lounge area.

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.

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, 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 as 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 a bank, restaurants, hotels, and office space.

Hotels

This category contains the large hotel complexes in the Borough. These hotels are located adjacent to Parkway Center off 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.

Holiday Inn Express

The Holiday Inn Express is located off of Greentree Road, adjacent to Parkway Center, and contains 138 guest rooms. The hotel offers 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 offers a business center, meeting rooms, and a fitness center and outdoor pool.

Double Tree by Hilton

The Double Tree by Hilton is located off Mansfield Avenue and is the Borough's largest hotel with rooms including some suites equipped with kitchen amenities. The hotel also offers a business center, on-site restaurant, substantial banquet and meeting space, a fitness center and indoor/outdoor pool, and a free airport shuttle.

Pittsburgh Plaza

The Pittsburgh Plaza Inn is located on Holiday Drive, near Foster Plaza. This hotel is currently closed. When it was opened, it offered 201 rooms, an on-site restaurant, an exercise room and outdoor pool, as well as 12,000 square feet of banquet and meeting space.

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.

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 a large hotel and a fitness facility are

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

The Bentley

This highly accessible development is only a three-minute drive into Pittsburgh and a 15-minute drive to Pittsburgh International Airport. This four-story 44,000 square-foot development is a head-turner. This three-story glass bump-out feature overlooking I-376 is filled with unique amenities on each of its four floors, including a cutting-edge fitness center and fully equipped kitchens and cafés.

Jacobs Building/Fleet Street Area

Perhaps one of the most recognized buildings in Green Tree is the former 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

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.

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 Vitalent, located in Parkway Center. Greentree Road also has a number of smaller, secondary medical offices including chiropractors, doctors' offices, and other 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.



On April 29, 2013 the Borough Council passed Ordinance #1698 whereas the West End United Church of Christ donated parcel 37-R-225 to the Borough of Green Tree on the terms and conditions set forth in the Agreement.

Mt. Pisgah Presbyterian Church Cemetery

Now maintained by Iglesia Sion, 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, May 1995).

Green Tree Comprehensive Plan Map 2.3 Institutional Land



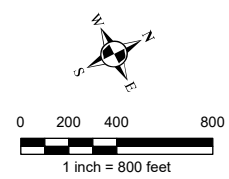
Roads

- State Road
- Local Road
- Railroad
- Parking
- ~ Streams
- Municipal Boundary

Institutional Land

- Cemetery
- Church
- Municipal Complex
- Other Institutional Property
- Public Park
- Public School

Revision Number	Date	Description
0	4/2023	Initial Issuance



10 West Manilla Avenue
Pittsburgh, PA 15220

Source: GIS Data was provided by
Green Tree Borough

LSSE
Civil Engineers and Surveyors

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email: info@lsse.com

Path: N:\PROJ\41105\Comprehensive Plan GIS Exhibit\Green Tree Comprehensive Plan\arcx Institutional Land - 4/23/2023

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.

- The Church of Jesus Christ of Latter-Day Saints – 46 School Street (<https://local.churchofjesuschrist.org/en/us/pa/pittsburgh/46-school-street>)
- Unity Presbyterian Church – 1146 Greentree Road (<https://unitypresbyterianchurch.org>)
- St. Raphael the Archangel Parish – St. Margaret of Scotland Church (*formerly St. Margaret's Church*) – 310 Mansfield Avenue (<https://www.guardiananagelacademy.org>)
- Iglesia Sion– 31 Warriors Road (<https://www.iglesiasion.com>)
- National Organization of New Apostolic Church – West Manilla Avenue

Public Facilities

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, Police Department, Green Tree Library, Historical Society office and a number of other organizations. The Municipal 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 windstorm. In addition, the Police Department underwent a remodeling that allows for a more open office space and individual work stations and lockers for the officers.

Library

Green Tree is fortunate to have its own library located in the municipal complex; hours of operation are Monday 10:00 am to 8:00 pm; Tuesday 10:00 am to 5:00 pm; Wednesday 1:00 pm to 8:00 pm; Thursday, Friday, and Saturday 10:00 am to 5:00 pm; closed Sunday. 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 Librarian, and a full-time Library Clerk as well as four part-time library clerks

and two pages in addition to the many volunteers. The library also offers book clubs, computer classes, and children's activities for residents, including Pre-School Storytime and Toddler Open Gym (<http://www.greentreeelibrary.org>). 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.

Public Parks

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. The Borough later acquired approximately six acres of adjoining land to add to the Nature Center.



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. Dogs are permitted as long as they are leashed.

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. Green Tree Park is home to Green Tree's annual Oktoberfest. The park offers many recreational amenities to residents, such as:

- Five Ballfields (*ranging from little league to college-level*)
- Soccer Field
- Street Hockey Rink
- Dog Park
- Play Area
- Walking Track
- Restroom Facilities
- Concession Stand



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 field, hockey rink, walking track

extension to 1.2 miles, and new restrooms. The concession stand is only open during baseball/softball games. Green Tree Borough purchased the fields behind Aiken Elementary School from Keystone Oaks School District, almost doubling the size of Green Tree Park.

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 water fountains 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 FOB 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:

- Pavilion (*w/10 picnic tables, 1 double charcoal grill, and outlets*)
- Tennis/Pickleball Courts (2)
- Basketball Court
- Open Field/Soccer Field
- Playground (*spring animals, swing set, 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 acres and contains the following:

- Gazebo (*four picnic tables*)
- Bocce Ball Court
- Shuffleboard Court
- Water Fountain and Trash Can
- Perennial, herb and rose gardens (*planted by Green Tree Garden Club*)



Parkedge Park

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

- Playground (two swing sets, spring animals)
- Basketball court
- Gazebo
- Water Fountain

Rook Park

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

- Gazebo
- Basketball court
- Playground (swing set, spring animals, see saws)
- Water Fountain
- ADA Ramp

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 community pool with diving board, slide, and swimming lanes
- Baby pool for younger children
- Basketball courts
- Tennis courts (2)
- Rotary Picnic Pavilion (five picnic tables, grill, and outlets)
- Wilson Park Shelter House
- Playground equipment (5-12 years old)



- Baby swing set
- Ball field (*infield with back stop*) with three sets of bleachers
- Carlisle Social Hall – located in the Fire Company

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 225 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.

<https://www.kosd.org>

Guardian Angel Academy

Guardian Angel Academy is a fully accredited kindergarten through 8th grade Roman Catholic school that offers each student the opportunity for academic excellence, spiritual growth, and service to others. In 2021, Guardian Angel Academy was established with the merging of two regional catholic schools, St. Margaret of Scotland in Green Tree and St. Philip in Crafton. Guardian Angel Academy is part of the South Regional Catholic Elementary Schools (SRCES) and accredited with the Catholic Diocese in Pittsburgh. The school building is located along 915 Alice Street in Green Tree Borough.

<https://www.guardianangelacademy.org/>

Utility

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, Wheeling and Lake Erie Railway Company (WE).

Rook Rail Yard

The Rook Rail Yard is located adjacent to the Rook Neighborhood near Mansfield and Hawthorne Avenues. It is zoned commercial, located in an enterprise zone, and served by electric, gas, water, and sewer.

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. The remaining undeveloped land can be found as vacant lots scattered throughout the Borough. In addition, Foster Plaza has designated green space within the office complex.

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 National Wetlands Inventory (NWI) wetlands located within Green Tree Borough.

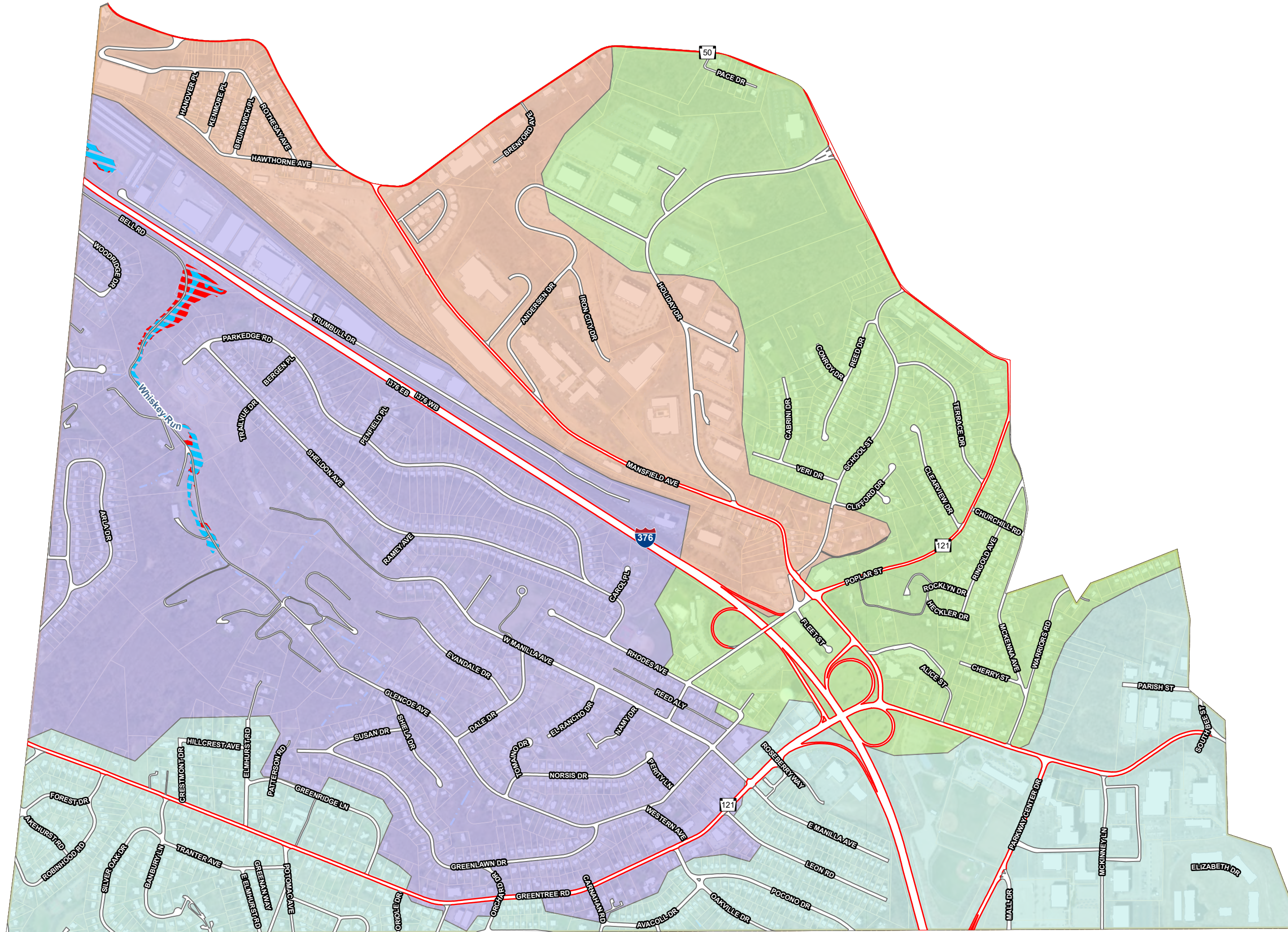
Watersheds

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).



Green Tree Comprehensive Plan Map 2.4 Hydrological Resources






Roads




-  State Road
-  Local Road

Flood Zones

-  0.2 PCT ANNUAL CHANCE FLOOD HAZARD
-  AE FLOOD ZONE

-  Parking
-  Streams
-  Railroad

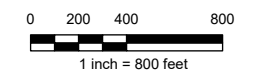
Municipal Boundary

-  Municipal Boundary
-  Buildings
-  Parcels

Watersheds

-  Bells Run
-  Chartiers Run
-  Saw Mill Run
-  Whiskey Run

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Source: GIS Data provided by
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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

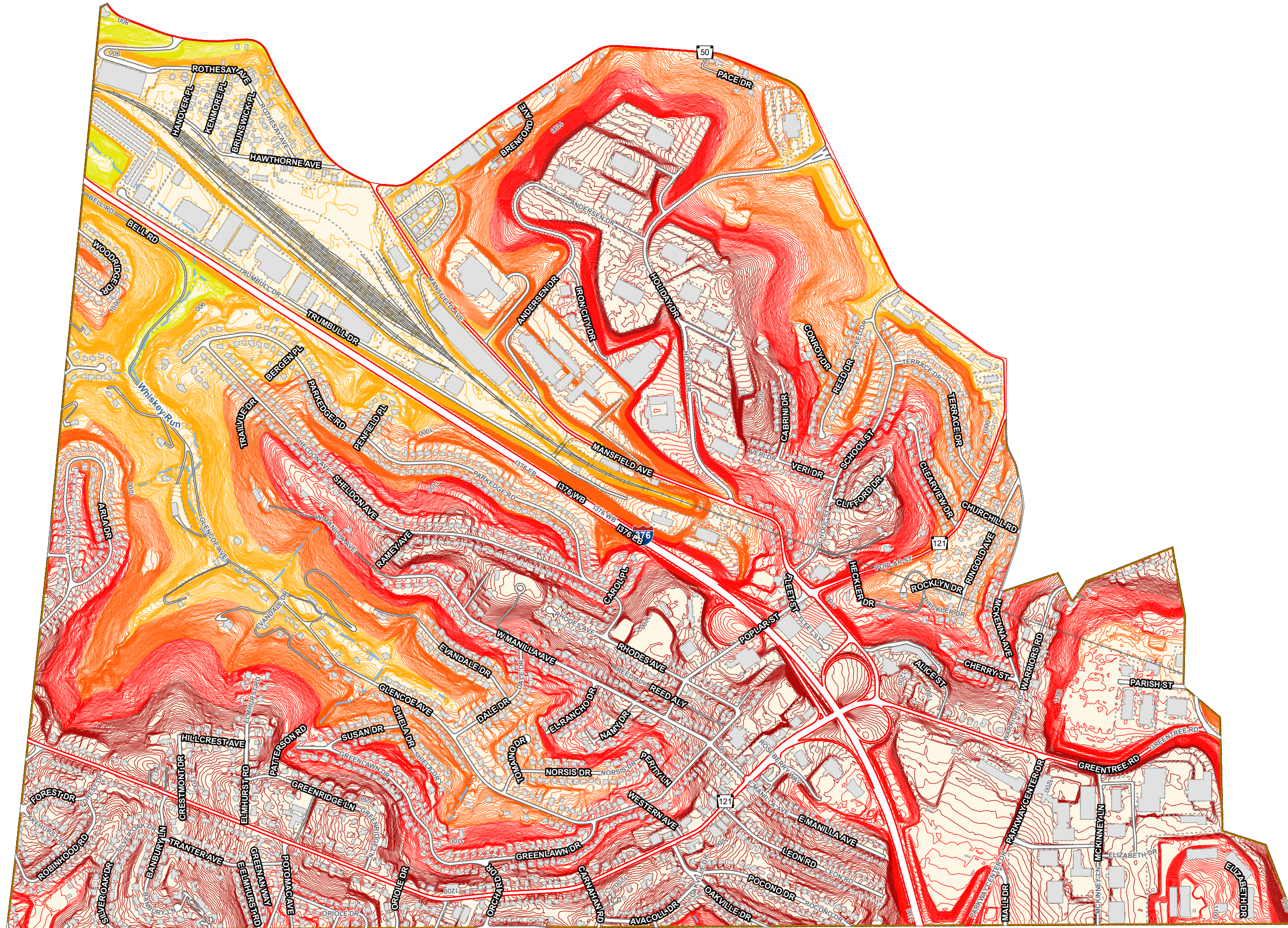
Zoning

Green Tree Borough's Zoning Ordinance was enacted in 1947 and was most recently updated in June of 2020. There are nine districts delineated in the Ordinance, as shown on Map 2.6: Zoning Districts and described below:

- R-1 Single-Family Residential
- R-2 Multifamily Residential
- RR Rural Residential
- NC Neighborhood Commercial
- OC Office Commercial
- SC Service Commercial
- R Recreation
- I-1 Light Industrial
- I-2 Heavy Industrial

Over fifty percent of the Borough is currently zoned as Single Family Residential. The remaining land falls into one of the commercial, business, or industrial zoning districts.

Green Tree Comprehensive Plan Map 2.5 Topography



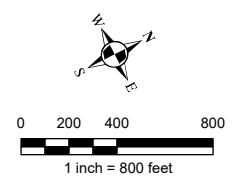
Roads

- State Road
- Local Road
- Parking
- Railroad
- ~ Streams
- Buildings
- Municipal Boundary

Contours

- 700-875
- 875.1-995
- 995.1-1080
- 1080.1-1150
- 1150.1-1300

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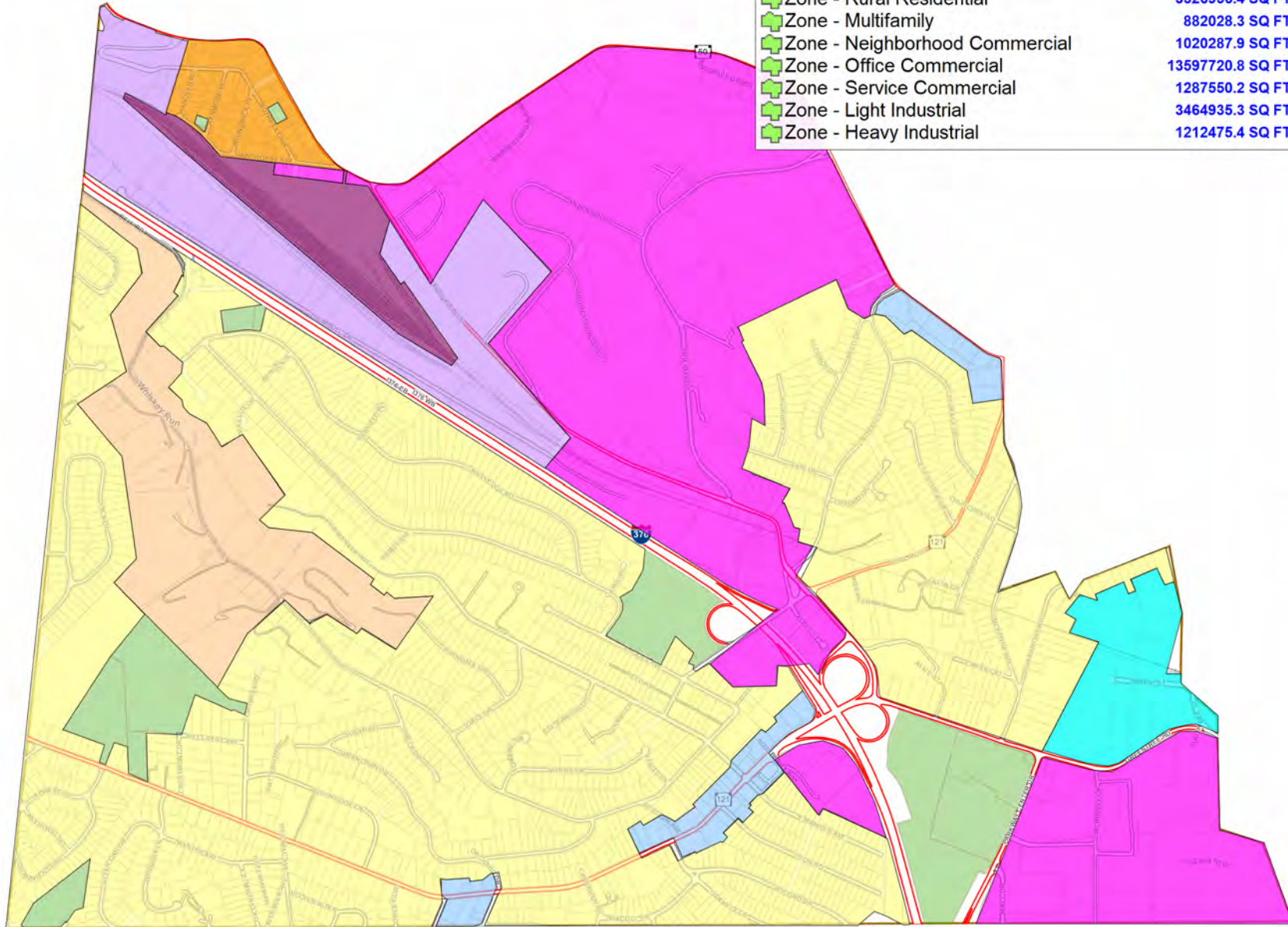
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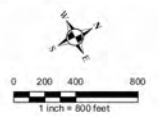
	Zone - Single Family Residential	27619846.1 SQ FT	
	Zone - Rural Residential	3526956.4 SQ FT	
	Zone - Multifamily	882028.3 SQ FT	
	Zone - Neighborhood Commercial	1020287.9 SQ FT	
	Zone - Office Commercial	13597720.8 SQ FT	
	Zone - Service Commercial	1287550.2 SQ FT	
	Zone - Light Industrial	3464935.3 SQ FT	
	Zone - Heavy Industrial	1212475.4 SQ FT	

Green Tree Comprehensive Plan Map 2.6 Zoning Districts

- Railroad
- Streams
- Parcels
- Municipal Boundary
- Roads**
- State Road
- Local Road
- Zoning Districts**
- Single Family Residential
- Rural Residential
- Multi-Family
- Recreation
- Neighborhood Commercial
- Office Commercial
- Service Commercial
- Light Industrial
- Heavy Industrial



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Source: GIS Data from 2020
Zoning Map Updates provided by
Green Tree Borough

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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

Administration and 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. 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, Fios #39, will be programmed 24 hours a day, seven days a week and will be available to all residents who subscribe to FIOS 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 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. A home rule municipality 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.")

(<https://www.greentreeboro.com/index.php>)

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. This is operated through the Char-West Council of Governments.

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 Farmers Market in the Park, Concerts in the Park, Summer Recreation Program, the annual Howl-o-ween Parade, Light-Up Green Tree, Movie Madness and more. Meetings are held on the third Wednesday of each month.

Zoning Hearing Board (ZHB)

The ZHB serves to hear requests for variances or special exceptions in regard 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 third consecutive year, Green Tree Borough has not increased real estate millage (4.61 mills). The following is a summary of the proposed 2024 budget.

Revenue

For 2024, the budget includes a General Fund of \$6,654,204.00 an increase from \$6,481,604.00 in 2023.

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 41% of the total Borough's revenue, while Real Estate Taxes account for 42%.

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, \$1.05 million dollars is projected to be generated as a result of the Business Privilege Tax.

Expenditures

The 2024 budget identified expenditures from all funds in the amount of \$6,654,204. Over half of the expenditures are as a result of three areas: the Police Department (32%), the Public Works Department (15%) and Executive Administration (10%). 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.

Char-West Council of Governments (COG)

The Char-West COG is located in Carnegie Borough and consists of 13 municipalities: Bridgeville Borough, Carnegie Borough, Collier Township, Coraopolis Borough, Crafton Borough, Crescent Township, Green Tree Borough, Ingram Borough, Kennedy Township, McKees Rocks Borough, Neville Island Borough, North Fayette Township, and Stowe Township. 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 COG 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 has participated in the COG's police mutual aid program. This program connects community police departments if a situation arises in which additional police resources are needed in a participating municipality.

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 100-foot elevated platform, a rescue vehicle, squad vehicle, and a command vehicle. On average, GTVFC responds to approximately 250 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 GTVFC has approximately 25 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/>)

Green Tree Borough owns the Fire Hall, located near Wilson Park on Poplar Street. The Borough is responsible for building and equipment maintenance as well as purchases of new equipment for the GTVFC through a capital equipment replacement program. The GTVFC is currently waiting for the completion and delivery of a mini pumper that will replace the existing 1989 full size pumper.

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 (Baldwin Township, Castle Shannon, Dormont, Mt. Lebanon, and Whitehall) 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 twelve Board members.

Additional services offered by MRTSA include a wheelchair van service and a Quick Response Vehicle (QRV) to assist crews and provide another paramedic in the field when all ambulances are busy. Currently MRTSA has seven ambulances, one supervisor QRV, one support vehicle and one chief's vehicle. Field staff includes 24 full-time personnel and 18 part-time personnel. There are five administrative support personnel; one Chief of EMS, one Director of Administration, and three Lieutenants.

MRTSA is a 911 only operator, averaging approximately 10,000 calls for service per year. MRTSA operates all ALS ambulances. MRTSA began providing medical care in 1976 and has been innovating prehospital medicine ever since. (<http://www.mrtsa.com/>).

Police

The Green Tree Police Department has ten full-time officers consisting of a Chief of Police, one lieutenant and eight patrol officers as well as one part-time administrative assistant. In addition, the department has three firearms instructors 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. 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 eight full-time Green Tree Public Works Department employees are 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 through the end of November. 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. While collection fees have 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:

- Refrigerators, freezers, air conditioners, dehumidifiers, and water coolers must have certified technician to remove Freon, and appropriate sticker indicating freon has been removed.
- Refrigerators and freezers must have doors removed.
- Washers, dryers, dishwashers, stove, hot water heaters, telephones of any type, automated typewriters, portable handheld calculator, portable digital assistance, MP3 player, coffee machine, toaster, toaster oven, and bicycles
- Mattress/Box Spring are considered 1 item. Should it be raining/snowing between outdoor placement and collection, mattresses, couches/chair cushions MUST be covered in plastic. If these materials get too wet, they will be too heavy for trash collectors to lift.
- Toilets, remove tank unless a one-piece toilet.
- Incandescent and halogen lightbulbs.
- Carpeting is accepted but must be cut into 4' sections and rolled, tied/taped securely into bundles weighing no more than 40 lbs.
- Push mowers must have all gas and oil drained and dry for 24 hours.
- Paint cans with lids off. All paint must be solidified. This can be done by either using an actual solidification material purchased, sawdust, or kitty litter. Paint must be completely solid and dry.
- Lawn clippings, weeds, vines, twigs, shrubs/hedges, garden plant should be bagged and not weigh more than 40 lbs. Tree branches should be no more than 36" long, bound together and not weighing more than 40 lbs.

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:

- Aluminum cans

Green Tree offers a separate bin for aluminum cans; the proceeds are used toward local projects. The Borough receives a Municipal Recycling Performance Grant through the Pennsylvania Department of Environmental Protection. The amount is based on the total amount of 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. However, the Borough began curbside recycling in July 2019. Special recycling containers have been provided to each house and are the property of the Borough of Green Tree. The following items are accepted:

- Glass bottles and jars, plastics #1 and #2 (no clam shells or plastic containers that are used to hold automotive fluids or toxic chemicals), metal food and beverage cans, aluminum and bi-metal cans, paper, computer paper, magazines, newspapers, catalogs, and phone books. Cardboard bundles no larger than 14"x14".
- Cardboard should be flattened and bundled. Bundles larger than 14"x14" should be placed outside the recycling can.

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, which 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.

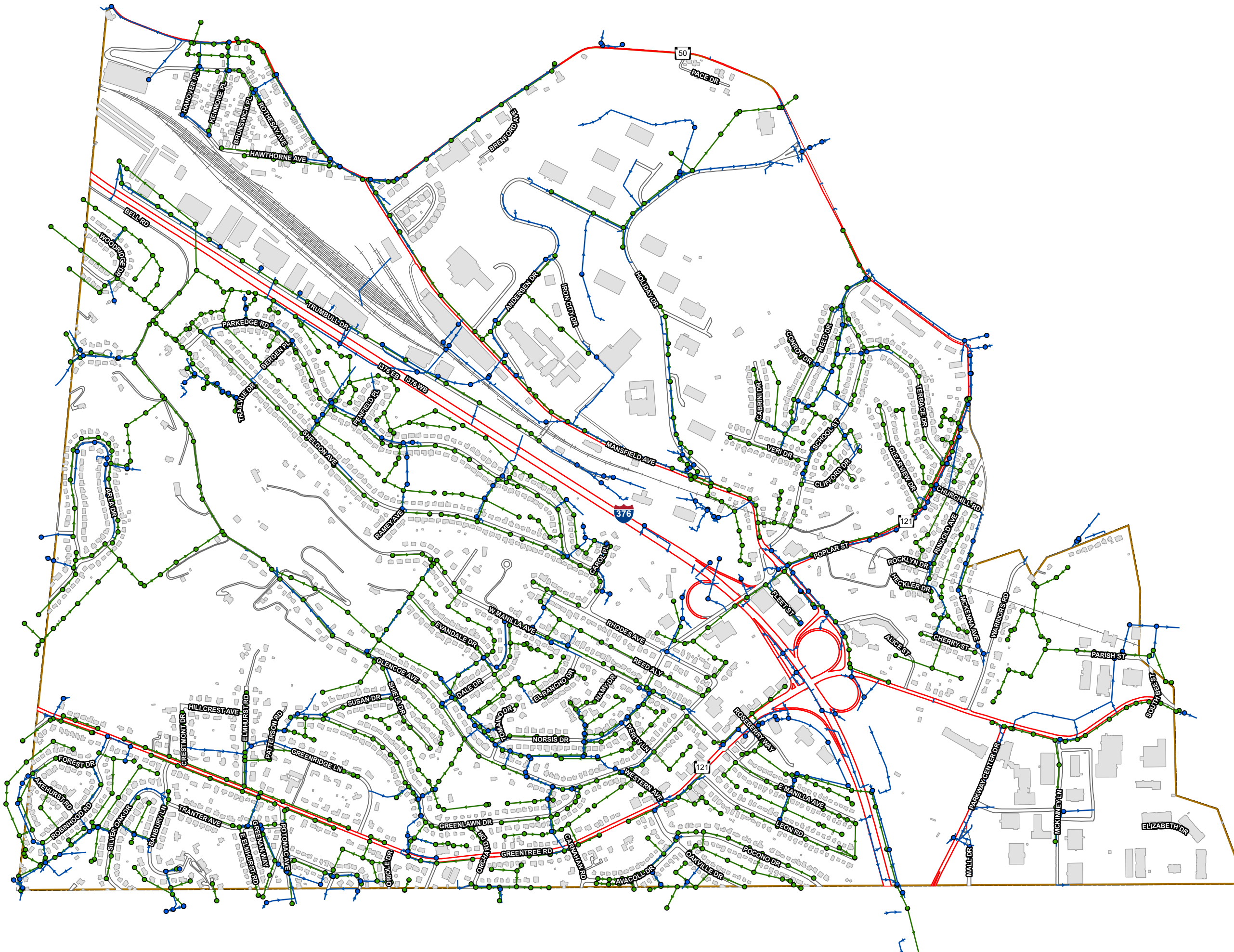
In addition, Green Tree is in the process of working on the sanitary sewer lines in order to be in compliance with the requirements of the Administrative Consent Order between the Borough and the Allegheny County Health Department with regard to Sanitary Sewer Maintenance. Since signing the Consent Order 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. 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 Summer and Winter Recreation, July 4th Celebration at the Pool, Farmer's Market in the Park, Summer Concerts in the Park, Senior Citizen Picnic, Howl-o-ween Parade, Adult Softball Program, and Light-Up Green Tree. The Program is funded through participation fees and facility rental fees.

Green Tree Comprehensive Plan Map 2.7 Utilities



Sewer Manholes

- Sanitary
- Stormwater

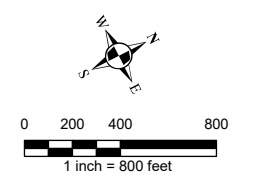
Sewer Lines

- Sanitary
- Stormwater

Roads

- ▭ State Road
- ▭ Local Road
- Railroad
- ▭ Buildings
- ▭ Municipal Boundary

Revision Number	Date	Description
0	4/2023	Initial Issuance



10 West Manilla Avenue
Pittsburgh, PA 15220

Source: GIS Data was provided by
Green Tree Borough

LSSE
Civil Engineers and Surveyors

846 6th Avenue
Coraopolis, Pennsylvania 15108
Phone: 412-264-4400
Fax: 412-264-1200
email: info@lsse.com

Path: W:\PROJ\GIS\Comprehensive Plan\GIS\External\Green Tree\Comprehensive Plan\GIS - Utilities - 4/2023

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, or 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 veteran's 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.

Green Tree Athletic Association

The Green Tree Athletic Association offers baseball, softball, and soccer to approximately 250 children in the Borough between the ages 5 through 18.

Baseball Divisions	Softball Divisions	Soccer Divisions
Rookie/T-Ball (coed)	6U (New Spring 2022)	Tiny Kickers
8U (coach pitch)	8U (coach pitch)	U6
10U	10U (fast pitch)	U8
12U	12U (fast pitch)	U10
Pony	15U (fast pitch)	
Colt		

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 typically begin at 12:15 pm and are held on the second Thursday of each month at the Carlisle Social Hall and beginning in 2024 at times may be held at the Municipal Building. Currently dues are \$30 for a Full Membership and \$20 for an Associate Membership (those who can no longer attend meetings or take part in committee work but desire to keep in touch with members and activities). The GTGC supports itself and its activities with a Spring and Fall flower sale.

Proceeds from the fundraisers allow the GTGC to provide the following to the community.

(<https://www.greentreeboro.com/gardenclub>)

- Monthly flower arrangements for the Green Tree Library reading area
- Seasonal arrangements for the Municipal Building atrium and Police Department
- Donations to Bidwell Training Horticulture Center
- Support for local bird and garden societies

- Maintain the Municipal Park Garden which consists of a perennial garden, rose garden, herb garden, spring bulb garden, presidential garden and will soon feature a children's garden to be located near the Little Free Library

At the request of the Garden Club, the Borough installed a deer resistant fencing around the Municipal Garden.

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 for research.

The Society's office is located in the bottom floor of the Borough Building.

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.

<https://www.greentreeboro.com/history>

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 local businesses and professionals and has helped many local organizations and people with such projects as academic scholarships, food bank drives and beautification projects, including the construction of two gazebos in Green Tree. (<https://www.greentreerotary.org/>)

Green Tree Woman's Civic Club

The Green Tree Woman's Civic Club meets on the first Thursday of each month at 7:00 pm at the Carlisle Social Hall. (<https://www.Greentreeboro.com/civicclub>)

Keystone Oaks School Programs

Many recreational facilities and programs are available to elementary through high school students. The school offers 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 lifeguard training.

Keystone Oaks Area United Soccer Club

The KO United In-House Program is designed to provide an introductory soccer experience for their youngest players. The focus of the program is on skill development, teaching the rules of the game, sportsmanship, teamwork and, most importantly, FUN. All teams are coed and available age groups are U6, U8, and U10. The KO United In-House Program primarily serves the communities of Castle Shannon and Dormont. Green Tree provides an In-House Program for its residents. Registration for Green Tree's In-House Program must be done through the Green Tree Athletic Association. (<https://www.kounitedsoccer.com/>)

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. Since 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.

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 Christmas tree pick-up services to residents.
- Recycling by the Green Tree Public Works Department of its 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.

CHAPTER THREE: NEEDS ASSESSMENT

Public Engagement

The Commonwealth of Pennsylvania requires that the Comprehensive Plan be reviewed and updated every ten years. 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 its diverse stakeholder groups.

Planning Commission

The Planning Commission met on a bi-monthly basis between November 2021 and September 2023. It was important to Borough Council that the Planning Commission gather the opinions and recommendations of a cross-section of the Borough, and thereby the Planning Commission consulted representatives from Borough Council, Zoning Hearing Board, Keystone Oaks School Board, the Historical Society, residents, local business owners, and other organizations. The Planning Commission held a public meeting in November 2021, conducted two surveys, and consulted individually with numerous local businesses and groups.

The Planning Commission is responsible for refining the overall vision for Green Tree Borough; assisting in the identification of needs; developing recommendations; and reviewing the final revised Comprehensive Plan.

Community Participants

In order to ensure that a broad range of the community was represented, various community participants were identified and interviewed regarding specific topics related to the Comprehensive Plan. A full list of community participants can be found in Appendix A.

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.

Community participants were 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.

Keystone Oaks and Aiken Elementary School Boards

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).

Guardian Angel Academy

In 2021, Guardian Angel Academy was established with the merging of two regional catholic schools, St. Margaret of Scotland in Green Tree and St. Philip in Crafton. Guardian Angel Academy is part of the South Regional Catholic Elementary Schools (SRCES) and accredited with the Catholic Diocese of Pittsburgh. Guardian Angel Academy is dedicated to the spiritual, intellectual, and physical development of all students, nurturing the individual faith journey of each student, and providing a range of academic, extracurricular and athletic programs.

Public Meetings

In order to engage the general public, two public meetings were held; November 10, 2021 and November 15, 2023.

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 Planning Commission 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.

Vision Statement: Green Tree 2033

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.



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 twenty 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 everyone 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.

The Community Development objectives are:

- Improve the ability of the Borough to support existing businesses and industry as well as attract new investment opportunities.
- Maintain the high quality of life and municipal services including, but not limited to, police, fire, EMS and public works.
- Provide a diverse mix of housing options that will appeal to young professionals, families, and older residents.
- Increase communication and partnerships between the Borough, the School District, residents, and other community participants.
- Revitalize the Greentree Road corridor to address aesthetics, setbacks, parking, mobility, and safety.
- 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.

Assets, Opportunities and Challenges

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.

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

Assets	<ul style="list-style-type: none"> • Green Tree has one of the strongest business markets in the region • Several active business parks and space for small businesses • Location – close to downtown and the airport
Opportunities	<ul style="list-style-type: none"> • 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, Foster Plaza, and the Greentree Road Corridor • Maintain occupancy rates and viability of office parks
Challenges	<ul style="list-style-type: none"> • Other areas are offering tax incentives to businesses • Limited opportunities for new development • Underutilization of Parkway Center, Foster Plaza, and Greentree Road Corridor • Greentree Road Corridor and I-376 interchange changes

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. Based on discussions with local real estate professionals and property managers, the Green Tree office market tends to fare a little better than other Parkway communities, enjoying a vacancy rate that is lower than average. 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.

Because of both the high amount of office space and 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. Encouraging more options such as cafes and delis to be located in Green Tree would provide a valuable asset to residents, workers and visitors to the Borough’s hotels. 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.

The main challenges identified that threaten the continued success of the Green Tree business and industry community include:

- 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.
- 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.
- The underutilization of Parkway Center, Foster Plaza, and the Greentree Road Corridor. Though Parkway Center is located within the City of Pittsburgh, many people identify it as “Green Tree” due to its location. Residents are hoping for a redevelopment of this site. The Greentree Road Corridor will need further review and will present possible development opportunities as the I-376 ramps are changed.

Maintain the high quality of life and municipal services including, but not limited to, Police, Fire, EMS and Public Works

<p>Assets</p>	<ul style="list-style-type: none"> • Strong leadership • Safe community • High quality community services • Effective and efficient Police, VFC, 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 Guardian Angel Academy) • Cost of Living • Strong community organizations and volunteer base • History • Abundance of well-maintained parks and recreation facilities • Green Tree Nature Center
<p>Opportunities</p>	<ul style="list-style-type: none"> • Identify and promote locally significant places, persons, etc. • Additional community and cultural space • Continue to make the Borough more energy efficient
<p>Challenges</p>	<ul style="list-style-type: none"> • 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:

- **Primary/Secondary Education** – Keystone Oaks is a good, competitive school district and many residents cited the presence of the local Aiken Elementary School and Guardian Angel Academy as assets.
- **Recreation and Open Space** – In addition to Green Tree Park and Wilson Park, 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, such as the Nature Center, which are spread throughout the Borough that contributes to its small-town appeal.
- **Cost of Living and Housing** - 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.
- **Personal Safety and Crime Rate** – Green Tree is a safe community with a very low crime rate. The Borough mainly experiences small and petty crimes, such as mischief and minor theft. The overall feeling of safety within the community was continually identified as one of its greatest strengths.
- **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.
- **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, AHN, Quest Diagnostics, and Vitalant. Greentree Road is home to a number of additional medical offices.

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. 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) as additional space and

facilities are available. Other community groups have also expressed a need for additional community space and indoor recreational space.

Green Tree has made great strides in becoming energy efficient and environmentally responsible. 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.

The biggest challenge facing the Borough in regard 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.

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

<p>Assets</p>	<ul style="list-style-type: none"> • 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
<p>Opportunities</p>	<ul style="list-style-type: none"> • 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 • Housing additions (making 1 ½ story homes into 2 stories) • Location of small businesses within the Borough
<p>Challenges</p>	<ul style="list-style-type: none"> • 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 • Size of housing stock is primarily 3-bedroom and under • Many apartment complexes available in surrounding communities

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. 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.

There is a large percentage of Green Tree’s population moving into the retiree and senior age groups. The Borough may 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 repair/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.

The Borough will need to keep an eye on home maintenance as its population ages and more residents are living on fixed incomes.

It is also important to offer choices to the younger population. The diversity of businesses within Foster Plaza and Parkway Center office complexes, as well as the Allegheny County Police Department, means that thousands of singles and young professionals are potential residents. Police officers hired by the City of Pittsburgh are no longer required to live within city limits, which gives city police officers the option to move into Green Tree. This segment of the population may not yet be ready for homeownership or may not want a traditional single-family home. Here is where office to apartment conversions could be beneficial going forward.

The biggest challenge facing the Green Tree housing market is the lack of available land. Green Tree issues very few building permits each year. The Borough is primarily “built-out” with little vacant land available to accommodate large-scale new developments. The City Vista Apartment Complex, a medium to high density housing development, offers apartments. Located adjacent to Parkway Center, this development assists greatly in diversifying the housing stock as well as offering a transit-oriented style development, as it is located in walking distance to a bus stop.

Increase communication and partnerships between the Borough, the School District, residents and businesses

<p>Assets</p>	<ul style="list-style-type: none"> • Borough website and social media • Borough newsletter • Existing partnerships between Borough and community organizations • Green Tree Park – Point Park University • Municipal Center – Historical Society/Library
<p>Opportunities</p>	<ul style="list-style-type: none"> • Maintain open lines of communication • Market the Borough better • The Borough launched a new website on February 14, 2023. • 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
<p>Challenges</p>	<ul style="list-style-type: none"> • Perception

Green Tree keeps its residents updated of current news within the community through a local public access channel, a quarterly newsletter, Facebook, Twitter 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. Residents can also sign up with CodeRed to receive emergency notifications through text or email. Green Tree has been proactive in fostering partnerships with many organizations, including Dormont Borough, Keystone Oaks School District, Point Park 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 community participants. KOSD has a community service requirement for students to graduate.

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 Strategic Plan 2020-2026 – KOSD has a formal plan in place, which is included as Appendix C. The plan is overseen by the District’s Communication Specialist and is intended to detail its parent and community participation. The plan is located on the website. <https://www.kosd.org/StrategicPlan.aspx>

Revitalize the Greentree Road Corridor to address aesthetics, setbacks, parking, mobility, safety, and the public’s desire for local businesses

<p>Assets</p>	<ul style="list-style-type: none"> • Location • Convenience • Medical offices • Streetscape project completed in 2013 • Traffic Signals have been synchronized (to check on Grants) • Zoning code was rewritten and adopted in June 2020
<p>Opportunities</p>	<ul style="list-style-type: none"> • Relocate parking and consider shared parking for businesses • Enhance pedestrian safety • Encourage utilization of vacant commercial and professional buildings • Create a plan to acquire strategic properties for redevelopment • Address traffic concerns • 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
<p>Challenges</p>	<ul style="list-style-type: none"> • Perceived vacancy rate of businesses along Green Tree Road Corridor • Traffic volume / congestion • Directional lane changes in the AM vs. PM • Signage • Pedestrian signals and 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.

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 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, drivable, and parkable. These modes of transportation, at times complementary, at times at odds, encompass not only streets and sidewalks, 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 and extending past Green Tree Park to Parkway Center Drive.

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

<p>Assets</p>	<ul style="list-style-type: none"> • Existing open space • New developments require the preservation of open space • Nature Center • Developed an official “Green” policy aimed at identifying and preserving open space • Recreational programs for youth
<p>Opportunities</p>	<ul style="list-style-type: none"> • Maintain open space in and around Foster Plaza • Walking Trails from 969 Green Tree Road to Green Tree Park • Additional sidewalks in Foster Plaza

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 to provide 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.

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

<p>Assets</p>	<ul style="list-style-type: none"> • Green Tree has had zoning in place for over 60 years • Subdivision and Land Development Ordinance (SALDO) requires that new developments provide open space • Zoning ordinance revised, in June 2020, to consolidate districts
<p>Opportunities</p>	<ul style="list-style-type: none"> • Need to address small business and home based business issues • Incorporate LEED policies into Borough policy • Redevelopment, renovation, and/or rehabilitation of existing structures

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.

Green Tree Borough’s Zoning Ordinance was updated in June of 2020. 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 9 zoning districts.

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.

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	<ul style="list-style-type: none"> • Accessibility • Pedestrian access is a priority for Borough Administration • Free Park-n-Ride for residents
Opportunities	<ul style="list-style-type: none"> • 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 in cooperation with Scott Township • Work with the City of Pittsburgh to develop sidewalks on Banksville Road, Potomac Avenue, and McMonagle Avenue. • Determine possibility of either reopening Bell Road to residential traffic or developing as a trail • Parking for non-residents via a permit
Challenges	<ul style="list-style-type: none"> • Speeding on residential streets is a problem <ul style="list-style-type: none"> ▶ Mansfield Avenue ▶ Hawthorne Street (Rook) ▶ Sheldon Avenue ▶ Glencoe Avenue ▶ Parkedge Road • Limited public transportation services

The location of Green Tree Borough is often cited as one of its greatest assets; located just a few miles from 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 is fortunate to be served by the Wheeling and Lake Erie Railroad, which serves the Rook Rail Yard, as well as public transportation service through the Pittsburgh Regional Transit (PRT) of Allegheny County. Currently, the PRT offers numerous 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.

Currently, the only trails offered in Green Tree Borough are the hiking trails found in the Nature Center and in Green Tree Park. 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 potential is to develop walking trails in Whiskey Hollow.

As Green Tree is part of the Keystone Oaks School District, students attend middle and high school in Mt. Lebanon. An improved pedestrian route would provide students a safe path to walk to school and offer a better connection between the two communities of Dormont, Green Tree and Banksville.

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:

- Traffic Congestion
 - ▶ Inbound on Greentree Road between Mansfield Avenue and Woodville Avenue, especially during the AM peak
- Speeding Concerns
- 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.








- ▶ Glencoe Avenue, Greenlawn Drive, Orchard Drive, Western Avenue, and Poplar Street
 - ▶ McKenna Avenue and Warriors Road

Green Tree Comprehensive Plan Map 3.1 Transportation Needs Assessment

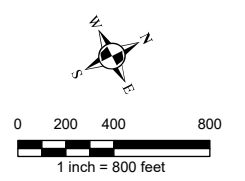
Transportation Needs

- Residential "Cut-Through"
- Safety Concerns
- Speeding Concerns
- - - Traffic Congestion
- Traffic and Circulation Issues
- Deficient Ramps

Bus Stops

-  No Bus Shelter
-  Bus Shelter
-  Streams
-  Railroad
-  Municipal Boundary
-  Buildings
-  Parcels

Revision Number	Date	Description
0	4/2023	Initial Issuance



10 West Manilla Avenue
Pittsburgh, PA 15220

Source: GIS Data was provided by Green Tree Borough
Bus stop data was provided by Pittsburgh Regional Transit



LSSE
Civil Engineers and Surveyors

546 6th Avenue
Coraopolis, Pennsylvania 15108
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email: info@lsse.com



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- Deficient Ramps
 - ▶ Acceleration lane lengths for Greentree Interchange on-ramps to I- 376 northbound and southbound, as controlled by PennDOT. These are being addressed by PennDOT.
- Road Closed
 - ▶ Western end of Glencoe Avenue (Bell Road) is closed to vehicular traffic. Note: The Borough may want to consider developing it as residential housing area or a walking and bike trail.

CHAPTER FOUR: ACTION PLAN

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, community participants, and the Steering Committee members.

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 Ch. 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.

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	<i>Continue the implementation of projects to meet the Allegheny County Consent Order.</i>
	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 sanitary 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. Ordinance #1872, passed 8.1.2022 requiring private sewer lateral line testing by video camera upon the sale of a house effective 1.1.2023.

Action #1.2	<p><i>Action #1.2 Extend public sewer lines to the areas currently not served.</i></p> <p>The Borough is in the process of securing property owner easements for access to the sewer line for installation and maintenance.</p>
Action #1.3	<p><i>Continue to offer and fund the police D.A.R.E. program to elementary school students.</i></p> <p>Green Tree Police believe that D.A.R.E. is a great program, but after recognizing how the internet and pandemic have complicated life for young people, Green Tree police are developing a program for the specific needs of the youth in Green Tree Borough. Cyberbullying, respecting property, and respecting self and peers were identified as key topics, as well as managing stress, and drug resistance, tobacco, vaping, and alcohol education. Green Tree Police would like to strengthen the bond between students and local police promoting a "Police Are Our Friends" motto. The new program teaches similar lessons as D.A.R.E but will go beyond including topics that are tailored to our community and necessary to support the students. The Green Tree Police intend to have three presentations a year (i.e., Fall, Winter, and Spring) for Aiken Elementary School and Guardian Angel Academy.</p>

Goal #2	Make Green Tree Borough more energy efficient.
Action #2.1	<p><i>Develop an official energy conservation plan for Borough facilities and departments.</i></p> <ul style="list-style-type: none"> • Green Tree has already taken steps to become more energy efficient and environmentally responsible. 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

	<ul style="list-style-type: none"> • 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
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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	<p><i>Designate a person to serve as an economic development ombudsman and develop supporting tools to assist in coordinating and facilitating business creation and expansion.</i></p> <p>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.</p> <p>Key responsibilities could include but are not limited to:</p> <ul style="list-style-type: none"> • 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 and Foster Plaza; • Coordinating business retention communications and surveys; • Maintaining an online inventory of economic development resources, including local real estate agencies, office park contact information, etc.
Action #1.2	<p><i>Form a “Green Tree Developer Network” through which the Borough can communicate its development needs and challenges and private projects can be efficiently facilitated.</i></p> <p>Proactively engaging private developers and office park owner/operators within and around Green Tree Borough through a</p>

	<p>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.</p>
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Goal #2	Addressing housing issues in the Borough of Green Tree.
<p>Action #2.1</p>	<p><i>Encourage a diversity of housing stock that appeals and/or targets younger professionals as well as longtime residents.</i></p> <p>While the Borough of Green Tree is considered almost fully developed, with little available land for new single-family construction, there are areas of the Borough that can be considered for alternative housing development. They include:</p> <ul style="list-style-type: none"> • Foster Plaza office buildings • Land in the Foster Plaza complex that is presently undeveloped • Vacant hotels – can possibly become housing • Parkway Center office buildings that are presently underdeveloped <p>The Foster Plaza buildings could be developed into apartments or condos, with a limited number of units per floor. Elevators already exist in all the buildings, and parking is readily available. The vacant land in the Foster Plaza complex (currently zoned for Office Commercial) could be re-zoned or handled through an overlay district to permit patio homes or cluster housing. It is important to note that some limited utilities already exist in this area. Tax incentives and potential grants should be explored to generate developer interest in housing needs for the Borough.</p> <p>Parkway Center office buildings present more of a challenge in conversion to housing, since they are older structures. However, the opportunities may be there for development, following the same logic as Foster Plaza.</p> <p>The hotels present a unique challenge. Many of them have structural issues that will need to be addressed. However, the possibility of conversion is very real, and could happen with the right developer and right set of circumstances.</p> <p>An open line of communication should be established with the Diocese of Pittsburgh regarding the Guardian Angels Academy and St. Raphael the Archangel Parish properties including the former convent and two houses.</p>

<p>Goal #3</p>	<p>Target the retention of existing key industry sector businesses in priority business development zones.</p>
<p>Action #3.1</p>	<p><i>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.</i></p> <p>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.</p> <p>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.</p> <ul style="list-style-type: none"> • Greentree Road Business District <ul style="list-style-type: none"> ➤ Specialty Retail ➤ Specialty Food/Beverage/Entertainment ➤ Business Services ➤ Mixed Use – first floor commercial with second/third floors used for either office or residential • Noblestown Road Business District <ul style="list-style-type: none"> ➤ General Retail ➤ Business Services • Railroad Property <ul style="list-style-type: none"> ➤ Heavy Manufacturing/Industrial ➤ Wholesale Trade/Distribution ➤ Logistics • Parish Street Area <ul style="list-style-type: none"> ➤ Office and/or light industrial such as warehousing, distribution centers, etc. • Foster Plaza Office Complex <ul style="list-style-type: none"> ➤ Office/Professional – Possible Housing • Parkway Center Office Complex <ul style="list-style-type: none"> ➤ Office/Professional – Possible Housing

Goal #4	Improve the overall competitive position of Green Tree relative to neighboring municipalities.
Action #4.1	<p><i>Form a committee in order to formalize partnerships and ongoing communication with the City of Pittsburgh, Allegheny County and Regional Economic Development agencies and adjoining municipalities.</i></p> <p>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 the levels of consistency and compatibility between adjacent municipalities. This activity can be directed/administered by the economic development ombudsman.</p> <ul style="list-style-type: none"> • Borough should consider offering tax incentives for businesses interested in moving into the Borough.
Action #4.2	<p><i>Develop a “Shop Green Tree” program that promotes businesses located within the Borough and businesses owned by Green Tree residents.</i></p> <p>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.</p>
Action #4.3	<p><i>Encourage adaptive reuse or redevelopment opportunities associated with the Parkway Center Mall and associated properties or sites.</i></p> <p>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 Office Complex 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.</p> <p>Given the high value impact of Parkway Center on Green Tree Borough, it is recommended that a formal ongoing dialogue be established with the Parkway Center owner/operator 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.</p>

<p>Goal #5</p>	<p>Market and promote Green Tree Borough to attract new investment and become known as a location of choice.</p>
<p>Action #5.1</p>	<p><i>As a smaller community, “everyone knows everyone”, or so it would seem. However, as we continue to attract new and younger members to our community, it is important that we reach out and communicate with everyone in every way that we can.</i></p> <p>The new website was launched on February 14, 2023. 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.</p> <ul style="list-style-type: none"> • Quarterly Newsletter Mailed to every homeowner in Green Tree Borough • Email Blasts These blasts were discontinued in 2023 because of the new website design. However, many residents relied on this weekly update to keep current on what is happening in the Borough. We recommend that this weekly email blast be re-instituted as soon as possible. • Social Media Posting regularly on Facebook and Instagram are vital outreach opportunities. If regular staff is time-challenged to get this accomplished, then perhaps the use of a tech-savvy volunteer could take on this task. • Re-vamping of the Current Borough Website We recommend the following be addressed in a “tweaking” of the current website: <ul style="list-style-type: none"> ➤ <u>Website should be well designed and functional</u> <i>The site must work quickly, correctly, and as expected, built to web standards, and proofread rigorously. Every page should be fast to load and functional.</i> ➤ <u>Website should be easy to use</u> <i>Site vendors are in a hurry. Do not make them search or scroll for information needlessly. Create obvious, logical navigation means with clear hierarchy. Make the layouts consistent. The site should satisfy both ‘searchers’ and ‘browsers’. Keep the users engaged.</i> ➤ <u>Optimize the site for mobile users</u> <i>The site must work on ANY platform. This will improve the user experience and our search engine optimization rankings.</i> ➤ <u>Content should be succinct, interesting, and new</u> <i>Use language that makes sense to the user audience. Avoid jargon and acronyms. Visitors have short attention spans. Be accurate, relevant, and update regularly.</i>

	<ul style="list-style-type: none"> ➤ <u>Make the website easy to engage</u> Offer multiple points of contact: phone, email address, physical address, and an easy-to-use contact form. Add a google map if possible. Ensure that the information is readily available front and center of the first page, if not on every page. ➤ <u>Make sure that the website has a clear purpose</u> Is that purpose clear to all visitors? If possible, include an 'ask' on each page. ➤ <u>Optimize the website for search and social media</u> Use title pages and meta tags on each page. Place alt tags on each photo. Optimize the content to align with real words that people search for. Use keywords appropriately. Make it as easy as possible for all visitors to share the content from the website. <ul style="list-style-type: none"> • 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 are located within the Comprehensive Plan, clearly identifying where Green Tree is located in relation to the City of Pittsburgh and the Commonwealth of Pennsylvania. Reciprocated link sharing could include regional economic development organizations such as the Chamber of Commerce. • 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. <ul style="list-style-type: none"> ➤ <u>Proximity</u> 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 and technical services sector, health care and business services. ➤ <u>Housing</u> 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.
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	<ul style="list-style-type: none"> ➤ <u>Pedestrian Connectivity</u> 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. ➤ <u>Parks and Open Space</u> 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.
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Increase communication and partnerships between the Borough, the School District, residents and other key community participants.

Goal #1	Improve communication between Green Tree Borough and Keystone Oaks School District (KOSD).
Action #1.1	<p><i>Publicize the KOSD Communications Plan so that the general public is aware of it and knows what to expect.</i></p> <p>Keystone Oaks School District has in place a Strategic Plan, which is included as Appendix C. The Communications Plan is overseen by the District’s Communication Specialist and is intended to detail its parent and community participation.</p>

Goal #2	Increase the availability and usability of online information for community residents.
Action #2.1	<p><i>Green Tree Borough website (www.greentreeboro.com) was updated and launched on February 8, 2023.</i></p> <p>The Green Tree website offers a wealth of information, and now includes:</p> <ul style="list-style-type: none"> • Comprehensive Plan • Zoning Ordinance • Subdivision Regulations • An “ongoing projects/improvements” page that includes information on and the status of Borough projects, such as: <ul style="list-style-type: none"> ➤ Public Works projects ➤ Planning projects ➤ Recreation projects

Goal #3	Foster partnerships between the Borough and community organizations.
Action #3.1	<i>Develop partnerships between KOSD student clubs and organizations and community groups to utilize student volunteers and service projects.</i>
	It is recommended that Green Tree Borough and local community organizations develop formal partnerships with KOSD student clubs and organizations.

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	<i>Extend the Greentree Road Streetscape Project.</i>
	The second phase that was completed in 2013 extended the streetscape north along Greentree Road between Mansfield and Parkway Center Drive. This section does address improved aesthetics and pedestrian connections to the Parish of St. Raphael the Archangel Church and Guardian Angel Academy.
Action #1.2	<i>Enhance the gateway at the corner of Greentree Road and Mansfield Avenue.</i>
	This action is dependent upon the PennDOT road reconstruction and interchange redevelopment.
Action #1.3	<i>Incorporate Traditional Neighborhood Development into the Zoning Ordinance for the Greentree Road corridor.</i>
	<p>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.</p> <p>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.</p> <p>As portions of Greentree Road are redeveloped in the future, the Borough can include provisions that ensure the development takes these concepts into account. The ordinance can include TND provisions that, at minimum, address the following:</p>

	<ul style="list-style-type: none"> • 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.
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Goal #2	Improve the functionality of Greentree Road as a central business district.
Action #2.1	<p><i>Offer reduced parking requirements if business owners can prove there is adequate parking via shared lots, etc.</i></p> <p>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 it at night, to allow for new businesses to be viable.</p>
Action #2.2	<p>Provide a public parking lot.</p> <p>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.</p>

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	<p><i>Include provisions for Transit-Oriented Development (TOD) within the Borough zoning ordinance.</i></p> <p>TOD encourages more intensive development patterns by offering the following requirements:</p> <ul style="list-style-type: none"> • Height and density bonuses • Maximum setback (rather than minimum setback)

	<ul style="list-style-type: none"> • 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) <p>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.</p>
Action #1.2	<p><i>Offer incentives, such as reduced parking requirements, to encourage the development of upper story residential units in the commercial buildings along Greentree Road.</i></p> <p>To maintain a viable commercial corridor, the Borough can require that a certain amount of floor area be used for business/retail/office/etc. Design Standards or other conditions can include:</p> <ul style="list-style-type: none"> • Regulating single family and two-family use mixtures. • Floor area ratio or density requirements do not have to be met in non- residential districts where an adaptive residential conversion is taking place (or can be reduced). • Typically, no more than 1.5 parking spaces should be required per residential dwelling.
Action #1.3	<p><i>Incorporate a “Live/Work Space” component into the zoning ordinance.</i></p> <p>This is designed to be a more long-term option for the Mansfield Avenue/Trumbull Drive/Foster Plaza corridors. If sites become vacant and/or underutilized, the Borough could utilize this technique to encourage redevelopment by permitting live/work space.</p>
Action #1.4	<p><i>Adopt a property maintenance code.</i></p> <p>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 www.iccsafe.org.</p>

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	<i>Obtain conservation easements for existing greenspace to ensure that they remain undeveloped or limit development to certain uses.</i>

	<p>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 keep 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.</p>
<p>Action #1.2</p>	<p><i>Utilize the Nature Center to the fullest extent possible.</i></p> <p>The Green Tree Nature Center is one of the most unique and treasured assets in Green Tree Borough. It is recommended that the Borough pursue efforts to ensure that the Nature Center is utilized to the fullest extent possible. Some possibilities include:</p> <ul style="list-style-type: none"> • 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 <ul style="list-style-type: none"> ➢ 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: <ul style="list-style-type: none"> ➢ Outdoor classrooms through KOSD, local private schools and local youth groups. ➢ Educational programs for the public, nature hikes, etc. ➢ Sponsor clean-up days, which can include social networking events.
<p>Action #1.3</p>	<p><i>Develop a long-term prioritized park improvement plan.</i></p> <p>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:</p> <p>Green Tree Park</p> <ul style="list-style-type: none"> • Construct picnic shelters/pavilions

	<p>Hale Park</p> <ul style="list-style-type: none"> • Improve signage <ul style="list-style-type: none"> ➢ Provide wayfinding signs from major roads • Replace outdated equipment, as needed <p>Parkedge Park</p> <ul style="list-style-type: none"> • Replace outdated equipment, as needed • Provide ADA accessible pathways within the park <p>Rook Park</p> <ul style="list-style-type: none"> • Provide ADA accessibility • Replace outdated equipment, as needed <p>Wilson Park</p> <ul style="list-style-type: none"> • Reconstruct sidewalk around basketball and tennis courts and connect to the playground area <ul style="list-style-type: none"> ➢ If possible, make ADA accessible • Resurface the basketball court • Improve signage <ul style="list-style-type: none"> ➢ Provide wayfinding signs from major roads ➢ Mark access road for pavilion to unload • Improve the playground area <ul style="list-style-type: none"> ➢ Provide picnic tables or benches near the baby swings <p>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:</p> <ul style="list-style-type: none"> • Trees/landscaping • Benches • Covered picnic shelter • Small tot lot (40'x40') with playground equipment, swings, etc. • Water fountain
<p>Action #1.4</p>	<p><i>Continue partnerships with Dormont and KOSD to offer joint recreational services.</i></p> <p>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:</p> <ul style="list-style-type: none"> • Offer more adult recreation leagues • Organize youth recreation pick-up games

	<ul style="list-style-type: none"> • Offer a temporary summer skate park/"extreme day camp" in parks <ul style="list-style-type: none"> ➢ 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	<p><i>Organize semi-annual "Green Tree Days" as community cleanup days.</i></p> <p>Green Tree Borough should organize semi-annual "Green Tree Days" as community cleanup 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 sponsor a lunch or happy hour at a local restaurant or on-site through donations collected from local businesses.</p>
Action #1.6	<p><i>Host "hard-to-recycle" events.</i></p> <p>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 hosts its own "hard to recycle" event, whereby residents can drop off items such as CPUs, laptops, computer monitors, keyboards, televisions, speakers, stereo equipment, cameras, game consoles, dvd players, VCRs, radios, cell phones. These materials can also be dropped off at the West End Drop-off Center (412.937.3054).</p>
Action #1.7	<p>Continue to host programs to educate residents on the use of rain barrels and rain gardens.</p> <p>Currently, Green Tree Borough, through the Green Tree Garden Club, 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 to teach homeowners how to size, design, and install a rain garden.</p> <p>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. Participants can register their rain garden for free with Three Rivers Rain Garden Alliance (http://raingardenalliance.org/garden) to track and report performance.</p>
Action #1.8	<p><i>Explore the potential to convert the western end of Glencoe Avenue (currently closed) into a walking/biking trail.</i></p> <p>The western end of Glencoe Avenue is closed and gated at the Green Tree Borough/Scott Township and Carnegie Borough border.</p>

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	<p><i>Update the Green Tree Zoning Ordinance.</i></p> <p>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:</p> <p>“The provisions of zoning ordinances shall be designed:</p> <ul style="list-style-type: none"> • 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. • 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. • To preserve prime agriculture and farmland considering topography, soil type and classification, and present use. • 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. • 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.”

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	<p><i>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.</i></p> <p>Interchange improvements on I-376 will address safety, operational, and mobility concerns. The project is made up of multiple individual components that were identified in a Parkway West Study.</p> <p>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”.</p>

Goal #2	Reduce speeding.
Action #2.1	<p><i>Increase speeding enforcement throughout the Borough by the Green Tree Police Department.</i></p>

Goal #3	Eliminate residential cut-throughs.
Action #3.1	<p><i>Implement traffic calming concepts along Glencoe Avenue, Greenlawn Drive, Orchard Drive, and Western Avenue to reduce the use of these roadways as “cut-throughs”.</i></p> <p>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.</p> <p>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.</p>

	<p>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.</p> <p>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.</p>
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Goal #4	Improve pedestrian safety.
Action #4.1	<p><i>Continue to 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.</i></p> <p>Between McMonagle Road and Manilla Avenue, continue to monitor the areas between the 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 mast arm 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.</p>

Action #4.2	<i>Implement further sidewalk improvements, subject to PennDOT's interchange plans.</i>
	<p>Through the planning process, the following were identified as high priority areas for sidewalk improvements:</p> <ul style="list-style-type: none"> • Noblestown Road between Mansfield Avenue/Hawthorne Street • Rook Neighborhood to Rothesay Avenue • Mansfield to Rothesay Avenue • Mansfield Avenue/Greentree Road Interchange

Goal #5	Improve safety, circulation, and traffic along Greentree Road between Carnahan Road and the I-376 Interchange.
Action #5.1	<p><i>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.</i></p> <p>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.</p>
Action #5.2	<p><i>Encourage parking in the rear of buildings along Greentree Road where there is not enough room to allow for proper ingress/egress.</i></p> <p>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. These businesses do have open parking lots located in the back of these buildings. Signage could be provided directing the patrons of these businesses to the lots behind these buildings. It should be noted that this parking issue has been debated within the Borough for years.</p>

Goal #6	Improve the on/off ramps of I-376.
Action #6.1	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 consider a sound barrier along Parkedge Road. PennDOT is conducting sound testing to determine if a sound barrier will be part of the revised I-376 construction.



Community Participant List

APPENDIX A

Ace Hardware
Allstate Insurance
Burns Scalo Real Estate
City of Pittsburgh Planning Department
Coldwell Banker Realty
Foster Plaza
Green Tree Athletic Association (GAA)
Green Tree Code Enforcement / Engineer
Green Tree Garden Club
Green Tree Historical Society
Green Tree Planning Commission
Green Tree Police Department
Green Tree Public Library
Green Tree Public Works
Green Tree Recreation Board
Green Tree Rotary
Green Tree VFD
Green Tree Womens Civic Club
Green Tree Zoning Hearing Board
Guardian Angels Academy (former St. Margarets of Scotland)
Iglesia Sion
Keystone Oaks School District
Kossmann Development Co.
Medical Rescue Team South Authority (MRTSA)
PennDOT District 11
Pittsburgh Regional Transit
Pittsburgh Urban Redevelopment Authority
Shanthi Supermarket
St. Raphael the Archangel Parish – St. Margaret of Scotland Church
State Farm Insurance
Unity Presbyterian Church
Western Pennsylvania Conservancy (WPC)
Wheeling & Lake Erie Railroad



Public Meeting – November 20, 2021

Green Tree Planning Commission Citizen Commentary

- **Safety**
 - Citizens appreciate Greentree's safety and Police.
 - Citizens appreciate the low crime rate.
 - Citizens appreciate essential services like police, fire fighting, medical rescue, and garbage collection should be preserved.
 - Citizens concerned with high traffic volumes on Greentree Road and pedestrian safety.
- **Transportation and Infrastructure**
 - Citizens appreciate the proximity to the city.
 - Citizens want pedestrian protections such as lighted crossings.
 - Citizens appreciate walkability.
- **Economy**
 - Citizens want new local business.
 - Citizens want the existing commercial areas to be improved. Office conversions or mixed use areas are requested. Foster plaza and Parkway Center mentioned specifically.
- **Nature**
 - Citizens appreciate green spaces, parks and the nature center.
 - Citizens appreciate the nature trails, some want them to be maintained or improved. Use of non-invasive species requested.
- **Culture/Recreation**
 - Citizens want enough recreational activities and also want more people to participate in events. People understand the pandemic affects this.
 - Citizens want more art installations and/or murals.
 - Citizens appreciate pool access and are concerned about repairs.
- **Demographics**
 - Citizens want younger and more diverse people to be attracted to Greentree
 - Citizens appreciate Greentree's schools. Want the student population increased
 - Citizens appreciate Greentree's housing stability, people like to live here a long time.
 - Citizens want continued housing affordability.



Keystone Oaks School District Strategic Plan

APPENDIX C



Keystone Oaks School District Strategic Plan 2020-2026



Keystone Oaks Board of School Directors

Patricia Ann Shaw - President
Theresa Lydon - Vice President
Raeann Lindsey - Treasurer
Matthew Cesario
Neely Crowell
Tamara Donahue
Stephanie Evans
Thomas LaPorte
Santo Raso

Dr. William P. Stropkaj
Superintendent

Members of the Strategic Planning Committee

Representatives from Superintendent's Executive Council

Ms. Desiree Burns - Director of Special Education
Mr. Joseph Kubiak - Business Manager
Mrs. Suzanne Lochie - Director of Pupil Services
Mr. Aaron Smith - Director of Technology
Dr. Shannon Varley - Director of Curriculum, Instruction, Assessment, and Staff Development
Mrs. Sarah Welch - Coordinator of Communications and Public Relations

Representatives from Building Administration

Mr. Jeffrey Kattan - Middle School Principal
Mr. Michael Linnert - Acting High School Principal
Mr. Scott Mizikar - Myrtle Elementary Principal
Mr. Dave Thomas - Aiken Elementary Principal
Mr. Brian Werner - Dormont Elementary Principal





Representatives from Teacher Leadership Team

Mrs. Jamie Barbin - Third Grade
 Ms. Jennifer Bogdanski - High School English
 Mrs. Kellie Dawson - First Grade
 Mr. William Eibeck - High School Music
 Mr. Patrick Falsetti - Sixth Grade Mathematics
 Mrs. Sarah Fontanassi - Seventh Grade English/Language Arts
 Mrs. Lisa Forlini - High School World Languages
 Mr. Kevin Gallagher - High School Mathematics
 Mrs. Heather Hakos-Hruby, High School Fine Arts
 Ms. Jennifer Harke -Fifth Grade
 Mrs. Nicole Kochanski - Elementary Special Education

Mr. Mark Kopper - Eighth Grade Social Studies
 Mrs. Tricia Kreitzer - High School Science
 Mrs. Lisa McMahon - Sixth Grade English/Language Arts
 Mr. Michael Orsi - High School Special Education
 Mrs. Melissa Palmeri - Middle School Special Education
 Mrs. Mary Poe - Kindergarten
 Mrs. Kristie Rosgone - Fourth Grade
 Mrs. Jennifer Tom - High School Counselor
 Mrs. Shannan Turner - Second Grade
 Mrs. Joan Young - High School Social Studies

Community Members

Amy Bittner
 Nicole Boback
 Victoria Bruce
 Christopher Caito
 Kathryn Cerminara
 Patty Daure
 Heather DiGiacomo
 Janell Filson
 Jeff Fletcher
 Anne Grubor
 Jill Harvey

Renee Horner
 Kristen Knouff
 Jennifer Mathie
 Jaime Rea
 Amber Salmen
 Emily Schwartz
 Jamie Shawkey
 Josh Stahl
 Frank Stumpo
 Laurel Workmaster
 Jennifer Yim

Executive Summary

Overview

In the summer of 2017, the Administrative Team, consisting of the Superintendent's Executive Council and the buildings principals, began a book study of *Total Leader 2.0: Leading in the Age of Empowerment*, by Charles Schwahn and William Spady (2010). During this study, the administrators had the opportunity to reflect on their leadership skills and learned how to apply those skills to an organization that was moving in the direction of empowerment and defining what personalized learning means for the Keystone Oaks School District. This same book was used for a book study with the Teacher Leadership Team during the 2018/2019 school year.

During the 2018/2019 school year, the Administrative Team participated in a book study of *Inevitable: Mass Customized Learning in the Age of Empowerment*, by Charles Schwahn and Beatrice McGarvey. The Administrative Team focused on using leadership skills to move the school district from one that has continued to operate in the Industrial Age to one that is student-focused and involves customized-learning, personalized-learning, competency-based learning, and project-based learning.

In addition, the Administrative Team spent a full day in July 2019 with Mr. Thomas Murray, the Director of Innovation for Future Ready Schools, a project of the Alliance for Excellent Education, located in Washington, DC. Mr. Murray worked with the Administrative Team to begin the redesign process of the learning experiences in the District, which is a foundation of this Strategic Plan.

The focus of this Strategic Plan is on the District's greatest asset, the students. From the Mission Statement, Core Values, Guiding Principles, and Visions for Learning, Curriculum, Instruction, Assessment, Technology, Personnel, Leadership, and Stakeholders, it is the District's goal to provide an education to all students that is personalized, competency-based, and provides opportunities for students to grow through real experiences that will allow every student to be:

A well-balanced person.

A self-directed, life-long learner.

A caring, compassionate person.

A civic-minded person.

A responsible global citizen.

A quality producer and resource manager.

A culturally aware person.

The priorities of the District are to:

- Ensure that all students are equipped with the knowledge, skills, and mindsets for a healthy and prosperous future beyond Keystone Oaks.
- Provide engaging interactions that are based on mastery and growth.
- Tailor learning for every students' strengths, needs, and interests, including empowering student voice and choice in what, how, when, and where they learn.
- Provide accountability systems for continuous improvement to achieve equity and excellence, empowering all with multiple, balanced measures and processes.
- Build systems of assessments to certify student mastery of knowledge and skills and provide timely feedback on where students are in their learning.
- Develop educator capacity by providing professional development for a new generation of learning.
- Build leadership capacity for creating and sustaining change for personalized and project-based learning.
- Create innovative learning designs and multiple pathways for students to learn.

It is the District's goal, that through this Strategic Plan, all graduates of the Keystone Oaks School District will have definable skills as they walk through the doors of our schools and continue with their life beyond Keystone Oaks. Those characteristics are represented in the Word Cloud, our Portrait of a Graduate.



Strategy Statements

Strategy Statements are statements of achievement for which a series of action plans can be developed so as to live the Mission and achieve the Visions set forth in this Strategic Plan. The Strategy Statements will be accomplished during the implementation phase of the Strategic Plan process.

Strategic Planning is a process that takes a framework, implements it, and continuously reflects on the implementation to make improvements for the better of the organization. For this Strategic Plan, the improvement is focused on the students' experiences and interactions for becoming prepared to meet the expectations of tomorrow.

Committees of parents, teachers, and administrators developed strategy statements that will allow the District to meet its Mission and Visions. While not printed in this report as a part of the Strategic Plan, each Strategy Statement will be overseen by an Administrator in the District, who will be responsible for developing an action plan to provide a focus for the work needed to accomplish the Strategy Statement. The action planning involves translating the strategic intent into an operation format, thereby ensuring the District is meeting the Mission, Core Values, Guiding Principles, and Visions as set forth in this Strategic plan.

Overall, it is the Superintendent's, Administrative Team's, and teachers' role to implement each action plan to seek excellence, build capacity through engagement, and improve the learning of every student in the District, at his/her capacity for learning.



Keystone Oaks School District Strategic Plan 2020-2026

Mission Statement:

Excellence in engaging, empowering, and enriching today for tomorrow's expectations

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Core Values:

Communication: Expressing, receiving, and sharing information

Empathy: Acknowledging the perspective, emotions, and experiences of all stakeholders

Global Competence: Responding to and understanding diverse cultural practices and world viewpoints

Imagination: Envisioning creative and innovative ways to take risks and solve problems

Integrity: Making ethical choices and doing the right thing regardless of personal gain

Learning: Acquiring, processing, and retaining information for life-long use

Motivation: Achieving goals through personal drive

Ownership: Having pride and taking responsibility for one's actions and their outcomes

Passion: Sparking the emotional connection that ignites one's purpose

Work: Being accountable and persevering

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Beliefs & Guiding Principles

Students . . .

- Learn when their instructional, social, and emotional needs are addressed.
- Participate in relevant, rigorous, and authentic learning experiences.
- Respect themselves, adults, peers, and their school environment.
- Engage in future-focused and interdisciplinary learning.
- Exhibit curiosity and explore individual learning interests.
- Demonstrate growth and/or mastery while advancing their learning.
- Experience learning through diverse environments.
- Participate in challenging experiences.

Teachers . . .

- Are life-long learners who prepare through continuous, meaningful professional development.
- Enhance instruction using students' needs and interests.
- Encourage self-reflection and questioning.
- Maintain high expectations.
- Develop a positive rapport with all stakeholders.
- Embrace innovation, experimentation, and risk-taking.
- Support students' academic, social, and emotional well-being.
- Build knowledge, skills, community, and connections.

Learning Communities . . .

- Take risks and share successes.
- Invest in common goals.
- Align policies and practices.
- Provide real-world experiences.
- Encourage new and diverse ideas.
- Collaborate to support students' academic, social, and emotional well-being.
- Embrace innovation, experimentation, and growth.
- Demonstrate patience and understanding while implementing policies and practices.

“If we teach today’s students as we taught yesterday’s, we rob them of tomorrow.”

***- John Dewey,
author, Democracy and Education***



Learning Vision

The District strives to hear the voice of every child describing his/her learning through meaningful, engaging encounters.

Students . . .

- Learn in an environment that is safe and inviting.
- Utilize technology that promotes success in a dynamic world.
- Cultivate pride in themselves, peers, and their school through authentic experiences.
- Demonstrate ownership of learning.
- Develop skills to work both independently and collaboratively.
- Participate in customizable and responsive learning activities and projects.
- Are empowered to be confident critical thinkers and engaged, lifelong learners.
- Self-advocate.

“Personalized learning is a progressively student-driven experience where students have a role in co-creating investigations and ideas.”

- Allison Zmuda
author, Learning Personalized



Curriculum Vision

The District promotes excellence in the academics, arts, activities, and athletics, while providing opportunities for all students that will prepare them for a successful future beyond Keystone Oaks.

The District’s Curriculum . . .

- Encourages active engagement and depth of understanding.
- Develops critical thinking and collaboration.
- Offers opportunities to apply knowledge beyond the classroom.
- Fosters emotional intelligence, including trust and collaboration.
- Promotes active listening, flexible thinking, and empathy.
- Inspires resilience, persistence, and risk-taking.
- Develops passions to discover purpose for learning.
- Provides rigorous, relevant knowledge and skills.
- Meets local, state, and national standards.

Instruction Vision

Students are motivated to learn at their individual, maximum pace while their developmental levels and interests are being considered in their programs of study.

The teachers . . .

- Emphasize the importance of students participating in their own learning.
- Personalize questioning techniques and instruction to engage students.
- Teach students how to have academic discussions and debates through active listening.
- Offer instruction in a setting that meets the needs of the students.
- Afford opportunities for self-assessment and reflection.
- Encourage students to be self-advocates.
- Foster students' retrieval of prior knowledge through learning experiences.
- Utilize meaningful and effective technology to support student engagement.
- Build a culture where students learn and achieve through a growth mindset.
- Engage students with relatable content to solve problems.
- Challenge students with rigorous expectations and opportunities.
- Establish attainable and personalized goals.
- Encourage creativity.



“The one factor that surfaced as the single most influential component of an effective school is the individual teachers within that school.”

- Robert Marzano
author,
The Art and Science of Teaching



Assessment Vision

Students are allowed and encouraged to demonstrate their learning in a variety of ways.

Assessment will . . .

- Guide the next steps in learning, based on learning outcomes.
 - Include flexible pacing based on ability level.
 - Afford students and staff opportunities with various forms of assessments.
 - Measure progress through growth and/or mastery in relationship to standards.
 - Reflect a student's knowledge and growth through qualitative analysis and not just through quantitative analysis such as letter grades and percentages.
 - Utilize data to personalize learning.
 - Engage math and literacy coaches at the elementary and middle level to assist with data analysis and designing intervention.
 - Allow students to demonstrate learning through formative and summative methods.
 - Encourage growth and improvement through specific feedback.
 - Offer students and staff opportunities for self-assessment and reflection.
-





Technology Vision

All stakeholders enrich education through the thoughtful and responsible use of technology within a cycle of utilization, application, and evaluation.

The students will . . .

- Utilize technology that enhances their learning experience.
- Apply technology to help them solve problems and personalize their learning experience.
- Evaluate and provide feedback on the types of technology they use and how they work.

The parents will . . .

- Utilize technology that enhances communication between the District and families.
- Apply technology to help them play an active role in their child's educational process.
- Evaluate and provide feedback on the types of technology used in the educational process.

The faculty/staff will . . .

- Utilize technology to engage students within their learning experiences.
- Apply technology to help enhance their curriculum and communication with students and families.
- Evaluate and provide feedback on usage, professional development, and future needs of the District.

“Never in human history have we seen so many technologies moving at such a pace...and everything is being disrupted in the process.”

- Salim Ismail
Canadian Entrepreneur

Personnel Vision

Personnel provide an engaging and nurturing environment that promotes the personal well-being of each student and every employee.

All personnel will . . .

- Remain current with the latest practices in their fields.
- Demonstrate decision making that is in the best interest of the students.
- Respect and acknowledge the diversity of all.
- Promote an environment where all stakeholders feel safe and are valued.
- Embrace and initiate opportunities that allow for continuous growth.
- Communicate effectively with all stakeholders.
- Contribute to a culture that motivates and promotes excellence daily.
- Exhibit pride in the Keystone Oaks School District.
- Adapt to the ever-changing needs of the District.



“There is no end to education. It is not that you read a book, pass an examination, and finish with education. The whole of life, from the moment you are born to the moment you die, is a process of learning.”

- Jiddu Krishnamurti
Philosopher

Stakeholder Vision

The stakeholders support the active involvement of guardians, District personnel, and community members in providing an environment that engages, empowers, and enriches every Keystone Oaks student.

All stakeholders will . . .

- Foster an environment where education is a shared responsibility of the student, parents/guardians, school district, and the community.
- Inspire and empower everyone to take risks and to embrace leadership opportunities.
- Promote an environment where everyone feels safe and valued.
- Adapt to the ever-changing needs of the District.
- Exhibit pride in the District.
- Provide opportunities for students to have a positive impact on their school and in their community.
- Share their expertise and resources with the District.
- Work to strengthen the relationship among the communities of Castle Shannon, Dormont, and Green Tree in order to provide a nurturing environment for all students.
- Celebrate the successes of all students, District personnel, community members, and graduates.



“Leadership is about inspiring people to do things they never thought they could.”

- Steve Jobs
co-founder of Apple

Leadership Vision

To lead the district’s mission and core values, leaders within the district embody authenticity, execute the vision, build relationships, provide quality direction, are service oriented, and effectively communicate to promote excellence.

Authentic Leaders . . .

- Model our core values and principles.
- Are ethical in their decisions and actions.
- Operate consciously, with intention and integrity.
- Champion student-centered learning.

Visionary Leaders . . .

- Operate creatively, with inspiration and imagination.
- Take risks continuously looking for and defining the future.
- Expand and are innovative in their thinking.
- Seek opportunities to improve the quality of education throughout the District.

Relational Leaders . . .

- Are collegial in their relations with all stakeholders.
- Empower others to promote ownership.
- Create meaning through their work experiences.
- Collaborate to develop stakeholder involvement in each student’s education.

Quality Leaders ...

- Empower others to improve practices within and beyond the District.
- Utilize feedback loops to improve performance in academics, arts, athletics.
- Operate with initiative and insight while continuously assessing practices.
- Build and strengthen the capacity for a transformational education for all.

Service Leaders ...

- Show dedication to the learning community through their actions and words.
- Understand when restructuring is needed to advance the organization.
- Operate compassionately, with intervention and influence.
- Model supportive, responsible decision making.

Communication Leaders...

- Communicate a message in which they believe.
- Provide effective and timely communications.
- Inspire others to promote excellence.
- Support all stakeholders to make change happen successfully.



Life-Long Learning Standards

The Keystone Oaks School District prepares students for life and understands the value in providing all students with the necessary skills to be successful in the 21st century. We believe that all graduates will assume responsibilities in the seven spheres of living as presented by Chuck Schwan and Beatrice McGarvey in *Inevitable*. These spheres of living provide a focus for all students and have the capacity to drive all curricula, which in turn impacts all instruction and assessment.

The Life-Long Learning Standards identify what students need to know, understand, and do in order to be successful for life after Keystone Oaks.

The Life-Long Learning Standards are:

- A well-balanced person (The personal sphere)
- A self-directed, life-long learner (The learning sphere)
- A caring, compassionate person (The relationships sphere)
- A civic-minded person (The civic sphere)
- A responsible global citizen (The global sphere)
- A quality producer and resource manager (The economic sphere)
- A culturally aware person (The cultural sphere)

The Personal Sphere

- Sets, pursues, and accomplishes personal goals.
- Accepts personal accountability for his/her words and actions.
- Adjusts and adapts to change, stress, adversity, and success.
- Reflects and learns from experiences so as to continuously improve oneself in all aspects of living.
- Lives a healthy life that includes physical activity, good nutrition, relaxation, and social/emotional well-being.
- Prioritizes work, family, and personal time for a balanced and healthy lifestyle.

The Learning Sphere

- Possesses core knowledge upon which to build future learning.
- Researches and forms opinions regarding current trends and issues.
- Identifies bias, propaganda, and dishonesty in all forms of media.
- Creates and pursues purposeful and challenging learning goals.
- Acquires, organizes, analyzes, evaluates, and synthesizes information from a wide variety of sources and applies that information to solve problems.
- Transfers learning and successful practices to new situations.

The Relationships Sphere

- Uses interpersonal communication skills.
- Demonstrates team building, problem-solving, and social skills.
- Manages and resolves conflicts.
- Embraces diversity and difference.
- Adapts to changing times.
- Cultivates an awareness and appreciation for others' opinions, feelings, needs, and concerns.
- Encourages dissent.

Life-Long Learning Standards, continued

The Civic Sphere

- Identifies and analyzes local, state, national, and global issues.
- Serves and participates in the community to affect a positive change.
- Creates solutions for complex challenges.
- Understands the historical aspects of civic life so as to bring about positive change for the future.
- Understands the differences among forms of government and economic systems.
- Obeys the laws and works constructively for change.

The Global Sphere

- Understands how personal economic and environmental decisions affect long term global success.
- Uses critical and creative thinking to solve complex issues.
- Embraces and uses technology for change.
- Communicates with others to understand others' differences regarding issues and policies.
- Interprets the role of human democracy in protecting human rights.
- Analyzes global issues and acts upon them locally for a positive change.

The Cultural Sphere

- Celebrates personal, community, regional, and national heritage.
- Honors the traditions of other cultures.
- Appreciates living in a diverse culture.
- Develops teamwork and cooperation among culturally diverse people.
- Demonstrates individual responsibility while emphasizing empathy, nurturing, and cooperation.
- Identifies, recognizes, and rejects cultural stereotyping, prejudice, and bias.
- Participates in cultural events, such as theater and art, to broaden perspectives.

The Economics Sphere

- Adapts to changes in the work environment.
- Adapts to new technologies.
- Embraces life-long learning so as to have a positive impact on the economy.
- Applies problem-solving techniques to manage resources.
- Displays a positive attitude.
- Sets, applies, and measures personal standards for high-quality work.





What are the Keystone Oaks School District's Priorities with this Strategic Plan:

The District will . . .

- Ensure that all students are equipped with the knowledge, skills, and mindsets for a healthy and prosperous future beyond Keystone Oaks.
- Provide engaging interactions that are based on mastery and growth.
- Tailor learning for every students' strengths, needs and interests, including empowering student voice and choice in what, how, when and where they learn.
- Provide accountability systems for continuous improvement to achieve equity and excellence, empowering all with multiple, balanced measures and processes.
- Build systems of assessments to certify student mastery of knowledge and skills and provide timely feed back on where students are in their learning.
- Develop educator capacity by providing professional development for a new generation of learning.
- Build leadership capacity for creating and sustaining change for personalized and project-based learning.
- Create innovative learning designs and multiple pathways for students to learn.



Every school system is unique; however, they are connected by a shared hope that every student has an educational experience that prepares them to be effective lifelong learners and positive contributors to society. Educational research is promoting that now, more than ever, K-12 educational experiences must not only provide for the acquisition of rigorous academic content, but it must also be more intentional in fostering critical thinking, communication, collaboration, creativity and other 21st century skills that our young people need to thrive in a complex, rapidly changing world.

A Portrait of a Graduate is a depiction of how an educational community defines the qualities of a successful graduate, upon completion of the K-12 experience. Locally developed, but globally positioned, the Portrait of a Graduate serves as a “North Star” for system transformation. Providing strategic direction for the redesign of the overall educational experience for students, this collective vision reinvigorates and re-engages students, teachers, and community stakeholders.

Faculty, parents, administrators, and community members have identified those characteristics that all Keystone Oaks graduates will possess as they walk through the doors of our schools and continue with their life beyond Keystone Oaks. Those characteristics are represented in the above Word Cloud, our Portrait of a Graduate.

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Green Tree Borough Zoning District Analysis

APPENDIX D

Uses	Single Family Section 420-20	Multi-Family Section 420-21	Rural Residential Section 420-22	Neighborhood Commercial Section 420-23	Office Commercial Section 420-24	Service Commercial Section 420-25	Recreation Section 420-26	Light Industrial Section 420-27	Heavy Industrial Section 420-28
Agricultural Operation or Activities			CU						
Animal Daycare								P	
Animal Hospital/Veterinary Clinic								P	
Assisted Living Facility					P	P			
Bank				CU	P				
Banquet Facility					CU	CU			
Bar/Tavern/Drinking Establishment				CU	CU				
Bed and Breakfast Inn	CU			CU					
Boarding House						CU			
Boat Storage Indoor								CU	CU
Transit Facility (Bus or Other)								CU	CU
Business Services				P	P	P		P	
Catering Business					P	P		P	
Cemetery	CU						P		
Church/Place of Worship/Religious Institution	CU					P			
Clinic				P	P	P		P	
Communications Antenna	CU		CU		CU	CU	CU	CU	CU
Communications Tower	CU		CU		CU	CU	CU	CU	CU

Uses	Single Family Section 420-20	Multi-Family Section 420-21	Rural Residential Section 420-22	Neighborhood Commercial Section 420-23	Office Commercial Section 420-24	Service Commercial Section 420-25	Recreation Section 420-26	Light Industrial Section 420-27	Heavy Industrial Section 420-28
Compressor Station									CU
Construction and Building Related Trades						CU		P	P
Convenience Store				P					
Crematorium						CU		P	
Day Care Center, Adult					P				
Day Care Center, Child					P				
Distribution Facility								P	P
Dry Cleaner				CU	CU	CU		CU	
Dwelling, Multi-Family Duplex		P		P	P				
Dwelling, Multi-Family Garden Apartment		P		P	P				
Dwelling, Multi-Family Mid- Rise Apartment		P		P	P				
Dwelling, Multi-Family High-Rise Apartment					CU			CU	
Dwelling, Residence Over Business				P	P				
Dwelling, Single-Family Attached		P			P	P			
Dwelling, Single-Family Detached	P	P	P	P					
Educational Institution	CU				P		P		
Essential Communications Antenna and/or Tower									P
Essential Public Service Installations	P	P		P			P	P	P
Equipment Rental and Repair				P		P		P	P
Farm Equipment Supply and Sales								P	P
Farmer's Market				CU			P		

Uses	Single Family Section 420-20	Multi-Family Section 420-21	Rural Residential Section 420-22	Neighborhood Commercial Section 420-23	Office Commercial Section 420-24	Service Commercial Section 420-25	Recreation Section 420-26	Light Industrial Section 420-27	Heavy Industrial Section 420-28
Motor Vehicle Wash					P			P	
Municipal Use	P	P	P	P	P	P	P	P	P
Nursery/ Greenhouse						P		P	
Nursing Healthcare Facility, Personal Care Facility and Skilled Nursing Facility					CU	CU		CU	
Oil and Gas Wells					CU	CU		CU	CU
Parcel Delivery Service				P		P		P	P
Personal and Business Services				P					
Planned Residential Development					P				
Printing and Publishing Services, Large Scale								P	P
Printing and Publishing Services, Limited				P	P	P			
Private Club or Lodge					P	P			
Railroad Operations									P
Recreation, Commercial Indoor					P	P		CU	
Recreation, Commercial Outdoor					P	P		CU	
Recreation, Municipal	P	P	P			P	P	P	
Recycling Facility								CU	CU
Repair Shop, Non- Vehicular				P		P		P	P
Repair Shop, Vehicular and Heavy Machinery						P		P	P
Research and Development Facility					CU	CU		P	
Restaurant, Fast Food				CU					



Funding Sources

APPENDIX E

Grant / Program Name	Description	Website Address
Grants	Provides information on hundreds of federal grants that can be used to support a variety of programs	http://www.grants.gov/
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.	https://www.nfwf.org/apply-grant
NFL Grassroots Program	Provides grants to nonprofit, 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.	https://www.nflfoundation.org/grassroots
PA CleanWays	A nonprofit organization that helps communities take action against illegal dumping and littering.	http://www.pacleanways.org/
PA Department of Conservation and Natural Resources (DCNR) – Community Conservation Partnerships Program (C2P2)	C2P2 grants are open to local/county governments and nonprofit 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.	https://www.dcnr.pa.gov/communities/grants/pages/default.aspx
PA Department of Conservation 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
PA 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
PA Department of Environmental Protection (DEP) – Growing Greener Watershed Grants	Restore watersheds and streams, reclaim mined lands, remediate AMD	http://www.depweb.state.pa.us/growing-greener/site/default.asp
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.	https://www.portal.pahumanities.org/
Pennsylvania Recreation and Park Society (PRPS) RecTAP Program	Provides technical assistance grants of up to \$2,500 to help recreation and park boards and departments with specific issues. No matching funds are required.	https://222.prps.org
US Department of Agriculture (USDA) – Child and Adult Care Food Program (CACFP)	Provides meals and snacks for after school and evening youth recreation programs.	https://www.fns.usda.gov/cacfp
US 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.	https://www.fns.usda.gov/sfsp/summer-food-service-program



Interview Summaries and Survey Results

APPENDIX F

Resident Responses Survey #1 (Year 2021)

GREEN TREE COMPREHENSIVE PLAN SURVEY

Please complete the following questions and turn in your survey on the table in the front of the room.
Your input will help create a guide for the future of Green Tree Borough over the next ten years.

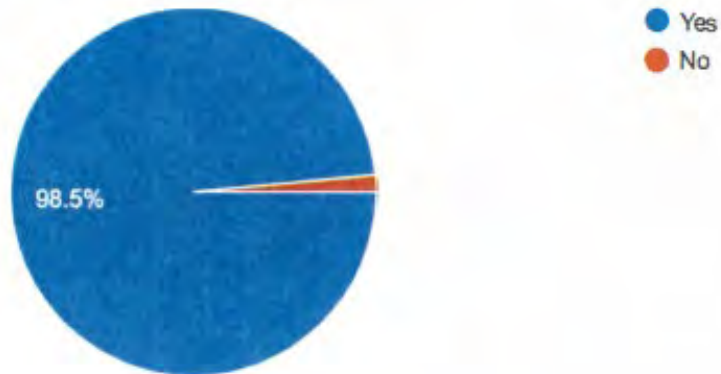
1. Are you a Green Tree resident? Yes No
2. What is your age group? 0-18 19-35 36-50 51-65 65+
3. What is your gender? Male Female Other
4. Please rank the following Green Tree departments and services in order of importance to you with "1" being "MOST IMPORTANT" and "8" being "LEAST IMPORTANT."

GT Police Dept. _____	GT Public Works Dept. _____
GT Volunteer Fire Co. _____	Keystone Oaks School District
MRTSA (ambulance)	GT parks, pool, ball fields
GT Public Library	GT recreation programs

5. Do you have any comments regarding the departments and amenities listed above? What specifics do you think are BEST about these services and amenities? What specifics do you think are WORST? Do you have any ideas or suggestions to help make Green Tree Borough a better place to live, work, and play?
(Please feel free to write your comments below and continue on the other side with your comments, if needed.)

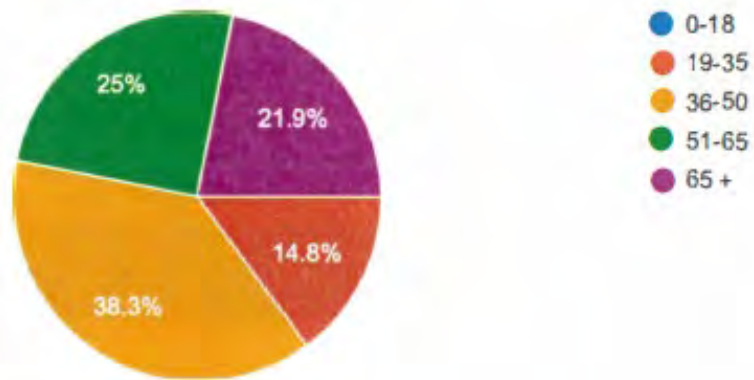
Are you a Green Tree resident?

132 responses



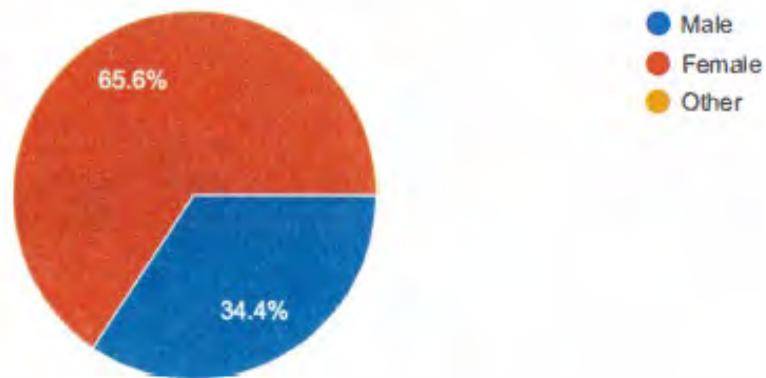
What is your age group?

128 responses

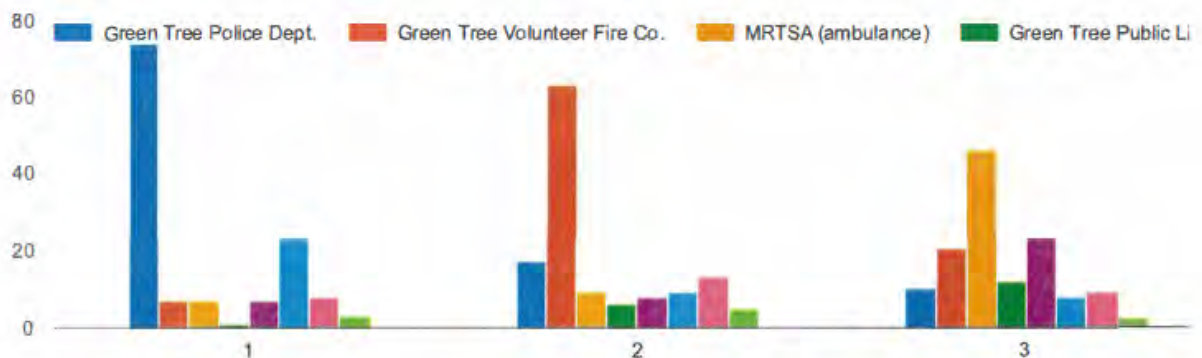


What is your gender?

128 responses



Please rank the following Green Tree departments and services in order of importance to you with "1" being MOST IMPORTANT and "8" being LEAST IMPORTANT.



Do you have any comments regarding the departments and amenities listed above? What specifics do you think are best about these services and amenities? What specifics do you think are worst?

46 responses

It is vital that Green Tree police department stays intact and policing is not outsourced to another neighborhood.

Using a ranking order survey, such as this, is not the best way to gather community opinion data. Especially, when you are asking respondents to choose between vastly different services. When you ask people to rank items against each other, you are not really getting any information about what they think about any of those particular services. I also think it goes without saying that most people will rank items of public safety higher than recreational items.

All of these services depend on good, quality staff to deliver good quality programs. Proper staffing and keeping good employees should be a priority.

Public Works ensures roads are well maintained and accessible, parks are kept in good condition, and community has a sense of identity. Library provides current and valued services far above those typically offered. Emergency services (EMTs, Fire, Police) provide a sense of security knowing they are readily available and exceed those services typically found in a borough of Greentree's size.

Rec is great for the kids in the community! Pool needs to get Wi-Fi and have some updates like chairs and umbrellas. Public works does a good job could be better see some lazy workers doing just enough.

Public works affects home owners day to day, debris in roads, snow removal, downed wires, hell with traffic detours. Quality of life, pool, walking track, side walks and safety getting around the borough. Police also help with the day to day but in some ways behind the scenes with arrests and speeders. They assure our safe quality of life. Would like to see them involved more with the residents. Walking "the best" stopping at morning and afternoon bus stops, talking to businesses. Working with code enforcement to encourage businesses and homeowners shovel sidewalks. Bottom line we need every entity wiring together for the good of all!

Pool needs redone. Parks should allow dogs and bike riders or provide a bike path somewhere.

Everyone in all areas do outstanding caring jobs.

Borough should look at how to utilize positions to fill more than one role to increase overall public safety. Incorporating positions : public works, public works supervisor, engineer, code enforcement etc. into public safety/fire department to ensure education, inspections, and personnel for emergency responses in the future.

I would really like to keep our Green Tree Police Department as is and not combine with another community.

Public works does a good job keeping greentree road looking beautiful, but other streets are beyond neglected. Why so much attention to the ball fields when there are five foot weeds growing up street signs?? Library is excellent. Police are visible.

They are all services that deserve my tax dollars. I would not part with any of them.

Safety from the police. Snow removal and leaf collection from public works

Aiken elementary has excellent staff and faculty and is an enormous asset to the community. The parks and library contribute to the community feel and opportunities to see and interact with neighbors. I appreciate the chances to meet with Chief Cleary at the coffee times at Einstein's and see him at Aiken often - the department is really trying to be visible and IN the community frequently. I have not had any interactions with MRTSA or fire dept, so I cannot comment. And while the recreation programs are important, I don't see my son using them in the next ten years, so that's why I placed them last in ranking.

After hearing comments at the meeting, I think the borough needs to consider the hire of a community planner/grant writer. We're landlocked, we've got to find ways to generate revenue to support the existing amenities. It may be time to start to encourage people who don't live here to spend here.

All of the above are important to me so this was very hard to rate. I love seeing our police patrol the streets while the borough workers maintain our public spaces. My children love Wilson playground and pool, as well as the library and all the services it provides. We don't utilize Green Tree Park as much given it's a little further away.

I ranked the departments above 1-8 due to the limitations of the form but I find them all to be equally important. As a resident of 12 years, I would like to see all of the departments receive the funding they need to be equal or better than some of the other sought after municipalities in our area and I would not be

It is hard to break these down. Emergency services aren't in the same category as some of these. I would also like to see the Borough Office as a service!

I think our Public Works is excellent. In particular, snow removal is done efficiently and in a timely manner. The Library is a very important part of Green Tree, including the programs offered to the community. Recreation activities are necessary to attract residents to the community and should include all age groups - children and adults.

Having protection from police and fire and ambulance is most important to our quality of life in Green Tree. Also having garbage, recycling and leaf pickup is a wonderful benefit to the area. We don't have young children, so the school district and rec programs are not important to us at this age.

I appreciate the hard work and dedication of all employees in Greentree but the Public Works department does such a great job with making our community a beautiful place to live. Also, they do an amazing job clearing our streets in the winter!

Each department is excellent. We residents are VERY fortunate to live in Green Tree Borough. I especially liked that the pool was open when most other pools were closed. I am happy to see our police often in my neighborhood and when I am out on the road.

This isn't a survey for what the residents want!! We want restaurants Breweries. Coffee shops. A downtown where we can walk and shop.

the police, fire and public works do a great job. Ambulance service could have a better turn around time, they used to be over by public works which was great for response time. The pool is a great drain on finances, other communities charge more for passes we should charge more and senior passes should not be free, I am a senior a one fee could work instead of free. More adult recreation needed, Jen works hard on the programs but needs more help. It would be nice to see council people involved in community more, only a few help with borough activities. How else are they going to have a real understanding of the goings on in the borough? I We need to figure out how younger people can be involved and learn before the older active people can no longer do the volunteer work they are now doing

Emergency services are very important, but I think attention and investment to positive community services will help limit emergencies.

It is very hard to rank these in an order of what is most important. How can I choose the rec programs over the police? They are all equally important to our community. If there was an emergency I would need the green tree police, fire or ambulance. And the public works is very important to keeping our roads clear in the winter and they do a great job. Didn't want to put anything as least important but it made me.

Against the merger of our police department with any other departments. Update existing recreation programs including fields. When borough fields are in use by outside organizations, have set a permit requirement with payment to supplement the recreation programs. Upgrade the playgrounds at Wilson field and parkedge park. Upgrade pool.

We could consolidate the police force with neighboring communities and keystone oaks school district failed the needs of my child and should undergo a major overhaul.

There are many positive and some negative comments I have regarding the borough. The police, fire department and municipal workers are great assets to the community. Jen Maffei does an excellent job with recreation. I do not think 98% of the taxpayers should pay for 2% of residents to use the pool without a drastic increase in user fees, including seniors. The cost of the repairs to the pool are so high it could interfere with other more important borough programs. The pool seems to be the pet project of one council member who unfortunately was reelected. Personal agendas have no place in good local government. Council members should become more involved directly with many more borough activities, so they are more in touch with the people in the community. A few members do become involved; many do not. For example, I didn't see any council members at the book sale except Mark

Several of these are equally important and therefore not easily ranked as a group. This format is not ideal for communicating value of the "services" listed.

Our parks/gardens and nature center are invaluable and super important for the community, hopefully they will continue to be improved upon. Police, fire, and ambulance are all obviously the most important but all of the services are more important than the "least important". First responders equally first with public works and recreations. Library isn't something our family utilizes as much as the others.

Why is the school district on this? I am unsure what my borough council members do that significantly impacts KOSD, especially since it's governed by an elected board and under state jurisdiction. I would rank schools as high as the first responders but not when it comes to borough management.

This question should not force residents to choose between required services and parks and recreation. Just because I had to rank shouldn't lead to having to put parks and rec last. Suggest rewording

I truly admire ALL the divisions that make this borough a great place to live. Thank you all for your hard work.

This question should not force residents to choose between required services and parks and recreation. Just because I had to rank shouldn't lead to having to put parks and rec last. Suggest rewording

I truly admire ALL the divisions that make this borough a great place to live. Thank you all for your hard work. The things I am mentioning are indeed small, perhaps trivial, in all that you manage to accomplish so well. Entering and exiting the farm market area sometimes makes me not care to go. The dog park...I bought the pass years ago-went up to look at dog park before bringing my dog. The gate I needed to use my pass in was unlocked and broken. The fence was not secured to the ground at all. Being that I have an escape artist of a dog-I never took my dog there. Luckily I have a large enough yard for my dog to roam, but going somewhere different would've been great. Also, if you have intentions to better the dog park, may I suggest an animal limit in the fenced area. I looked at other dog parks and at times there were over 20 large dogs...with many children in the fenced area with these dogs. A recipe for disaster. I would never take my dog to that particular park. Once again, thank you all for all you do. Have a great holiday, and a peaceful New Year.

Green space is very important considering most green tree residents do not have large backyards for their children to play in. I'd like to see more investment in parks and recreation.

Love the police department...do not merge or remove. KO is a great school district and my kids really love it.

Need new maintenance vehicles

The police dept does an outstanding job keeping our community safe.

I find value in each of these, but I think Green Tree needs to invest more in residents by providing clear maintained walking trails (where pets are welcomed), more recreation and library programs with more being done via the Borough social media to promote them and increase participation. I would also like to see more being done to aesthetics using local artists to paint murals or have art installations around the Borough.

I believe all are very important to keep Green Tree a great neighborhood. If 1 program was cut back it would be easily noticed & negative impact.

The question isn't fair. I value the fire, police and ambulance as necessary services. The school district and improving the quality of education for resident children is very important to our property values but it really isn't a borough service. Public works needs someone with management and construction experience running it. The green spaces, and the management of them, are also very important to me.

Appreciate that police are very visible, comforting to see them patrolling my street a few times a day.

The Park, Nature Center, and amenities are excellent. The pool had inaccurate information on the website this summer (which is where most people access information) and the information on the website was not honored. The dog park should absolutely not discriminate against pit bulls. We do not have a pit bull. We have a small dog. It's very outdated and not based on research to not allow pit bulls. The dog park is always empty. I wonder if there is a way to make it less arduous to gain access to. In general, I get the sense that Green Tree limits the amenities to only green tree residents whenever possible. That's not conducive to an environment of welcoming, inclusion, etc. I would love if Green Tree police did more to make the community aware of its commitment to keeping all residents equally safe and shared information about diversity training, core values, etc. I think a local police department can be a real asset or a real threat to a community. I have not personally had any concerns with the Green Tree Police but I am cautious trusting police officers and as a white ally, I care a significant amount about transparency, fairness, and helpfulness in my local police department. Overall, we love living in Green Tree. The amenities and proximity to the rest of Pittsburgh is wonderful.

I want our own police department and hope we never consider again the topic of consolidation. While I have no children in school it is important to have a good school district as it attracts quality neighbors. Fire, ambulance, and public works services are important in different ways but one reason I move here from the Northside of the City of Pittsburgh is how you take excellent care of your roads in the winter. I have never had a problem on our streets during the winter - Thank you. It was hard to rank as I appreciate all of the choices to rank.

Resident Responses to Survey #2 (Year 2022)

What makes Greentree an attractive community in which to live and work?

1. Location – close to the city of Pittsburgh for sporting events, theater and restaurants, easy access to major highways such as Parkway I-376 and I-79, easy access to the airport, access to major malls, shopping and restaurants.
2. Safe Community – excellent police protection, fire department and EMS, low crime rate, our own police force who are visible patrolling our streets, attentive residents who watch out for each other.
3. Parks – nearby parks that are clean and well-maintained with tennis courts, walking tracks, soccer fields, baseball fields, dog park, Greentree Nature Center.
4. Swimming Pool – beautiful swimming pool, well maintained.
5. Community Programs – Oktoberfest, farmer’s market, holiday decorating, concerts in the park, great library, holiday celebrations, family-friendly events.
6. Municipal Services – roads well maintained, excellent waste management and trash pick-up, leaf collection in the fall, paper shredding and electronic recycling events, excellent maintenance of sidewalks, well maintained public spaces and landscaping.
7. Homes well maintained and reasonably affordable. Low taxes compared to other communities. A welcoming community with family environment.
8. Nice mix of businesses along Greentree Road.

What improvement projects are you aware of that have been implemented in the Borough in the last 10 years?

1. New sidewalks and sidewalk improvements including new curbs.
2. Street paving.
3. Upgrades to parks (Hale, Wilson, Greentree).
4. Sewer upgrades including storm water management.
5. Greentree Road streetscape project with new street lighting and clock tower.
6. Upgrades to Greentree swimming pool.
7. New traffic signals.
8. Recycling program for the Borough.
9. Farmer’s Market in Greentree Park.
10. Upgraded crosswalk signals.
11. Garden area behind Municipal Building.

What projects are you aware of that have been implemented in the Borough to support existing businesses or to attract new investment opportunities within the Borough?

1. Beautification of Greentree Road through the business district.
2. Crossing intersections on Greentree Road.
3. Mansfield Avenue sidewalks.
4. New walkways that are wheelchair accessible.
5. Taxes are kept low to attract new businesses.
6. I cannot think of anything in particular to attract businesses; we need some type of tax incentives to attract new businesses. Greentree is a welcoming community.

What can be done to revitalize the Greentree Road corridor to address aesthetics, setbacks, mobility, and safety?

1. More parking areas and better signage to indicate available parking. Signage to indicate parking area near Greentree Inn on lower level.
2. Acquire the deserted 7-11 building and revamp it or raze it and redevelop the property.
3. Upgrade and improve the sidewalks through the business district. This will improve walking along Greentree Road for residents.
4. Enforce the 35 MPH speed limit. Too much speeding through the business district.
5. Incentives for business owners/home owners to improve their buildings.
6. Provide more trash receptacles at bus stops and near businesses.
7. Add more flashing cross-walk signage.
8. If possible, add more trees and flowers.
9. Work with Duquesne Light to consolidate the utility lines and cables along Greentree Road and intersections. Very unsightly. Especially intersection of Greentree Road and West Manilla Ave.
10. Clearer signage to indicate lane changes during the day.

How can the Borough of Greentree provide a diverse mix of housing options to attract young professionals as well as older residents?

1. Build more apartments, patio homes, condos, and townhouses.
2. Allow conversion of empty office buildings into apartments; mixed use areas with businesses on the first floor and housing on the second floor. Foster Plaza has available office/hotel units for conversion.
3. Any new buildings need to be affordable. Plus need to provide basic needs such as grocery stores, hardware stores, eateries, recreation, and entertainment.
4. Reduce the property/school taxes on senior citizens who have resided here more than 20 years, regardless of income.
5. Do not allow the Keystone Oaks school district to appeal the tax rates after purchase of a home. This is very discouraging to young professionals moving into the Borough.
6. Greentree Borough should make it more difficult for Airbnb owners and absentee landlords to operate. They become nuisance tenants who make life unpleasant for current home owners.
7. Develop the Parkway Center area with more apartments, senior citizen residences, town houses, patio homes, restaurants, shopping areas. (Numerous comments regarding developing empty Parkway Center property; respondents unaware this is city of Pittsburgh property.)
8. Not much to do as there is little available property to build. City Vista apartments provided new rentals.
9. Encourage and make it easier for current homeowners to redevelop and put additions on homes. Need to make it easier for those who want to invest money in their homes instead of making it difficult through codes and slow permit application processes.
10. Keep neighborhoods clean and safe; enforce cleanup codes on neighbors who do not follow current codes.
11. Housing stock in Greentree is extremely limited. Residents stay in their homes long-term so not much turnover. Not certain how to change this.

What projects can be undertaken to improve mobility to/from and within Greentree, including public transportation, access to I-376, pedestrian, and connections?

1. Safer on and off ramps to the Parkway. Current ramps are unsafe.
2. More crosswalks with lights on Greentree Road to get drivers to stop.
3. The sidewalk improvement program needs to continue. Repair and replace all sidewalks in the borough. Adding more sidewalks will allow more pedestrian traffic throughout the borough.
4. Shuttle service to Dormont and/or Mt. Lebanon T stations.
5. Put a public parking lot and crosswalk at old 7-11 building to allow access to business district.
6. The Park and Ride at Greentree Park underutilized. Need signs indicating where it is.
7. Push for more public bus transportation along Greentree Road. Bring back bus stops that were eliminated.

Additional comments you would like the Planning Commission to consider?

1. Clean up the Nature Center entrance. Looks shabby. Install more entrance lighting and maybe add a few parking spaces.
2. Cement/pave the walkway around the back of the Point Park ball field. It becomes a muddy mess after it rains.
3. PennDOT needs to construct the sound barrier along the Parkway in the Parkedge Road corridor. (Numerous comments regarding this matter.)
4. Never allow the city of Pittsburgh to annex Greentree Borough into the city. Our property values would greatly decrease. City only wants our tax revenue.
5. Plant more trees and flowers around the borough, possibly the parks.
6. Add a few more police officers in the borough. This will allow more traffic enforcement along Greentree Road. Too many speeders.
7. Fix the clock tower at exit ramps from Parkway. The times indicated are always incorrect. Possibly make the tower taller.
8. Find ways to attract new businesses (restaurants, breweries, small retail shops) that are in one area and are walkable.
9. Better utilization of the parks. Possibly add volleyball courts. Monitor who is using the parks. Non-residents seem to be taking over the parks.
10. Monitor the use of fire pits. Some residents use the pit year round. Unable to open windows in warmer weather due to smoke.
11. Borough Inspector needs to cite homeowners whose property is not maintained. Do not allow properties to become unsightly. This is especially true regarding rentals.
12. Request PennDOT to clean the litter along Parkway both inbound and outbound. Looks very unsightly.
13. Swimming pool requires a lot of maintenance and upgrades. Consider replacing the concrete pool, but keep in current location.
14. Do not allow homeowners or renters from parking multiple work trucks, plows, work equipment in personal driveways. Many of the work trucks are very large and muddy; they destroy the lawns and drop mud all over the borough roads. It is an eyesore to the community.
15. Possibly purchase the St. Margaret property from the Pittsburgh Diocese and develop for housing.

Church Responses to Survey #2

Community Participants: Unity Presbyterian Church
 St. Raphael the Archangel Parish (*former St. Margaret's*) Church

- **Safety**
 - All churches felt that Green Tree was safe and viable, and wanted that to continue.
 - Churches appreciated low crime rate and police presence
 - Churches concerned about traffic volumes on Greentree Road
 - Churches concerned with pedestrian safety and safe traffic flow
- **Transportation & Infrastructure**
 - Churches appreciate proximity to the city, the parkway, the airport, as well as schools, parks and nature
 - Churches notice the sidewalk replacements, road/bridge repairs, street light repairs. Should continue or expand lighted crossings
- **Economy**
 - Not many vacant storefronts are a good thing
 - Can Parkway Center be redeveloped
 - Churches would like to see additional dining and shopping options
- **Nature**
 - Churches appreciate gardens, parks, and nature
- **Other**
 - Two churches asked about flashing or billboard signage

Green Tree Garden Club Responses to Survey #2

Community Participants: 46 Attendees at their Regular Scheduled Meeting (02.10.22)
 23 Surveys were Returned

- All surveys returned indicated that Green Tree was a safe place to live.
- All felt that Green Tree was attractive because of its location to downtown Pittsburgh and surrounding areas.
- Better signage and lighting at Borough Building.
- More Parking and availability in business district along Green Tree Road.
- More local business shops, restaurants
- More lighting and fencing at the borough garden
- Housing for older residents (*conversion of empty business locations to lofts/apartments*)
- Cost of housing - Big Issue (*for both young and elderly*)
- Wi-Fi needed at Carlise Social Hall
- Dedicated Pickle Ball Courts

Local Business Responses to Survey #2

Community Participants: Ace Hardware
 State Farm Insurance
 All-State Insurance
 Shanthi Supermarket

- The Borough of Green Tree is a safe community.
- It is an attractive community because it is close to everything.
- Sidewalk upgrades are visible and a welcome addition.

- Better traffic light control on Green Tree Road and adjoining side streets.
- Plant more flower gardens, like those at Green Tree Road and Mansfield Avenue (*very attractive entrance to our community*).
- Implement building facelifts along Green Tree Road.
- Make housing more affordable.
- Allow digital signs for businesses.
- Offer incentives for businesses to install solar panels in their buildings.
- Install additional flashing lights at Greentree Road and Western Avenue so that people in the crosswalk can be seen and given enough time for drivers to stop. (*Currently, pedestrians cannot be seen because of the slope of the road.*)

Principal Responses to Survey #2

Community Participants: Dave Thomas, Principal – Fred L. Aiken Elementary School
Elementary Coordinator – Keystone Oakes Cyber Academy

At the time of the interview, Mr. Thomas was with Aiken Elementary for five years. During his tenure, enrollment has stayed steady averaging 220 students per year in kindergarten through fifth grades. Despite a few larger classes, the welcoming community, the proximity to the City and Green Tree's many amenities, the enrollment itself does not change due to families who leave the borough during their child's elementary years in need of a larger size home and move to new developments further south and west of the city.

There are a few things that Mr. Thomas would like to see improved.

- Issues and concerns of safety on Greentree Road during the morning hours. The 3 lanes make it difficult for turning in the morning and the heavy traffic make the sidewalks unsafe for children.
- Would like to see more engagement from the community with the school with regards to creating authentic experiences. By connecting with the school's curriculum, when a class is learning about electricity what a benefit it would be to have an electrician come in to talk to the class as an example.
- The presence of the Green Tree Police Department on the school grounds and a community events along with the Allegheny County Police headquarters so close by makes Mr. Thomas feel that Green Tree is a "safe" and "viable" community. Green Tree has a small town feel in a great location.

Real Estate and Developers Responses to Survey #2

Community Participants: Coldwell Banker
Michael Wheeler and Paul Bergman

Meeting Date: January 21, 2022

- Green Tree is a safe community, great location close to Pittsburgh, has affordable housing, shopping, parks, and pools.
- Great access to downtown and airport. Recognized new sidewalks and street paving projects. Didn't know much about Borough plans to support existing business or attract new business/investment.

Community Participants: Burns & Scalo
Asta Agnarstottir, Fran Scott and Kelly Mihalik

Meeting Date: January 27, 2022

- Green Tree is a safe community overall, but they have an issue with drug and lewd behavior in their own parking lot.
- Green Tree is attractive because of its location to surrounding areas and easily accessible. They commented on the dog park and sidewalks. Were not aware of any Borough efforts to support existing businesses or attract new investment or business opportunities.
- Commented businesses on Green Tree Road need a facelift and modernization. Need more condos, apartments, breweries, and modern restaurants. Need improved safety of on and off ramps of I-376 and pedestrian safety.

Community Participants: Kossman Development Company
Curtis Kossman, comments by Marc Kossman

Meeting Date: March 22, 2022

- Green Tree is a safe community, conveniently located to Pittsburgh with excellent access to commercial districts and the airport.
- Borough has excellent housing with well maintained interiors and exteriors by owners. Great variety of business parks, commercial districts, and public spaces/parks.
- Noted sidewalk improvement and landscape projects along Green Tree Road.
- Commented that as a local employer and property owner, no representative of Green Tree Borough has ever reached out to their firm to discuss business incentives. Kossman included two pages of suggestions for improving Green Tree Road and the business district.
- A very limited amount of undeveloped land in Green Tree available. The Borough needs to offer tax incentives and other programs for residential development. Improvements to on/off ramps on I-376. Consider ways to improve the ranking of Keystone Oaks School District to attract families and keep existing families.



Public Meeting Summary (11-15-2023)

APPENDIX G

Public Meeting – November 15, 2023 Green Tree Planning Commission Citizen Commentary

Steve Pavlack – 129 Rhodes Avenue

1. Mr. Pavlack thanked the Planning Commission for work they have put into updating the Comprehensive Plan.
2. Mr. Pavlack noted that on page eight, the Comprehensive Plan references enhancing the quality of housing in the Borough. He stated that he believes other municipalities require rental property owners to apply for a permit and have their property inspected to ensure that the property is up to code prior to renting. Mr. Pavlack also stated that there is at least one Airbnb operating within Borough limits. He asked if the Planning Commission had any information on this. Ms. Bakin stated that they did not have any information regarding this concern, but that the Planning Commission would consider researching this.
3. Mr. Pavlack stated that as great as this meeting to discuss the Comprehensive Plan document is, nothing can be done without real estate taxes. Although the Borough has a nice appraisal of most houses within Borough limits, Mr. Pavlack does not believe that the land value is always calculated correctly. He thinks that the Borough is missing out on a lot of tax money and should consider creating a committee to review the land value appraisals.
4. Mr. Pavlack recommended that the Planning Commission consider removing the mention of considering wind as an energy source. He said that if the Borough would allow a turbine to be installed within Borough limits, nearby property values would decrease.

Mayor Edward Schenck – 1154 Greenridge Lane

1. Mayor Schenck stated that while reading through the Comprehensive Plan he realized how many assets the Borough of Green Tree has in just 2.1 square miles, including several apartment buildings, three viable hotels, office complexes, cemeteries, churches, a railyard, a tunnel, Trumbull Drive Bridge, a nature center, six parks, two schools, a Police Department, a Fire Company, and a Public Works Department.
2. Mayor Schenck stated that he will send the Planning Commission a list of minor changes he found while he was proofreading the document.
3. The septic system on Warriors Road that is referenced on page 48 should be updated, as these streets have been connected to the public sewer system. Mayor Schenck noted that there are other streets in the Borough that are not tied into the sewer system that should be referenced. Ms. Bakin stated that a paragraph was inadvertently deleted from the Comprehensive plan and the list of streets not currently tied into the sewer system will be added back in.
4. Mayor Schenck noted that page 42 references that residents can sign up for weekly email updates, but on another page, it is stated that the email updates have been discontinued. Page 42 will need to be updated to reflect this change. Mayor Schenck stated that the Borough is getting a new system where you will be able to get email updates, but the system has not started yet.
5. Mt. Pisgah Church is now located on Noblestown Road and is no longer within Borough limits. Mayor Schenck is unsure whether the Church of the Latter-day Saints is currently in operation.

6. Mayor Schenck stated that the Borough is under a consent decree and will be spending a large amount of money on stormwater updates.
7. The Borough has a drug take-back located in the Municipal building for residents to drop off unwanted prescription medications.
8. The Comprehensive Plan references possibly putting up a parking lot on Greentree Road to help revitalize the central business district. Mayor Schenck said that Mt. Lebanon has two major parking lots along with on-street parking. He realizes that constructing a municipal parking lot in Green Tree would be expensive, but it would help revitalize the area and help prevent vehicles from backing out onto Greentree Road.
9. Mayor Schenck is in favor of the idea of developing the Borough-owned vacant lot on Hawthorne Avenue into a site for passive recreation.
10. Page 87 references a sound barrier along I-376. Mayor Schenck hopes that PennDOT can address this concern.
11. Mayor Schenck has updated information for the property owned by St. Margaret's Church that he will give to the Planning Commission.

David Rea, Council Member – 33 Elmhurst Road

1. Mr. Rea thanked the Planning Commission for their tireless efforts in putting together this updated Comprehensive Plan. He said that it has been several years since the first plan had been adopted. Mr. Rea stated that out of all the volunteer opportunities in the Borough, he believes that the Planning Commission probably puts in the most time collectively.
2. Mr. Rea noted that page 91 of the Comprehensive Plan references an Implementation Plan, and asked if the Planning Commission will be adding more information to this section after tonight's meeting. Ms. Bakin confirmed that this section of the Plan will be updated.
3. Mr. Rea stated that the Comprehensive Plan refers to Potential Funding Sources as Appendix H, but there is no Appendix H listed. Ms. Bakin explained that the funding sources have changed and decreased from 2010. The Planning Commission is in the process of searching for new funding sources but has not identified many currently.

Tom Bakin – 884 Greentree Road

1. Mr. Bakin stated that there are two different windmill technologies. Most people are familiar with the large three-blade windmills, but there are also cylindrical windmills that are only 5 to 6 feet in diameter. These windmills are scaled for individual buildings, not utility-scale.