



**Together At  
Our Best**

*Avalon*

*Bellevue*

*Ben Avon*

*Ben Avon Heights*

September 2017

*This Comprehensive Plan was prepared in conjunction with the Joint Planning Commission for the Boroughs of Avalon, Bellevue, Ben Avon and Ben Avon Heights, Allegheny County, Pennsylvania.*

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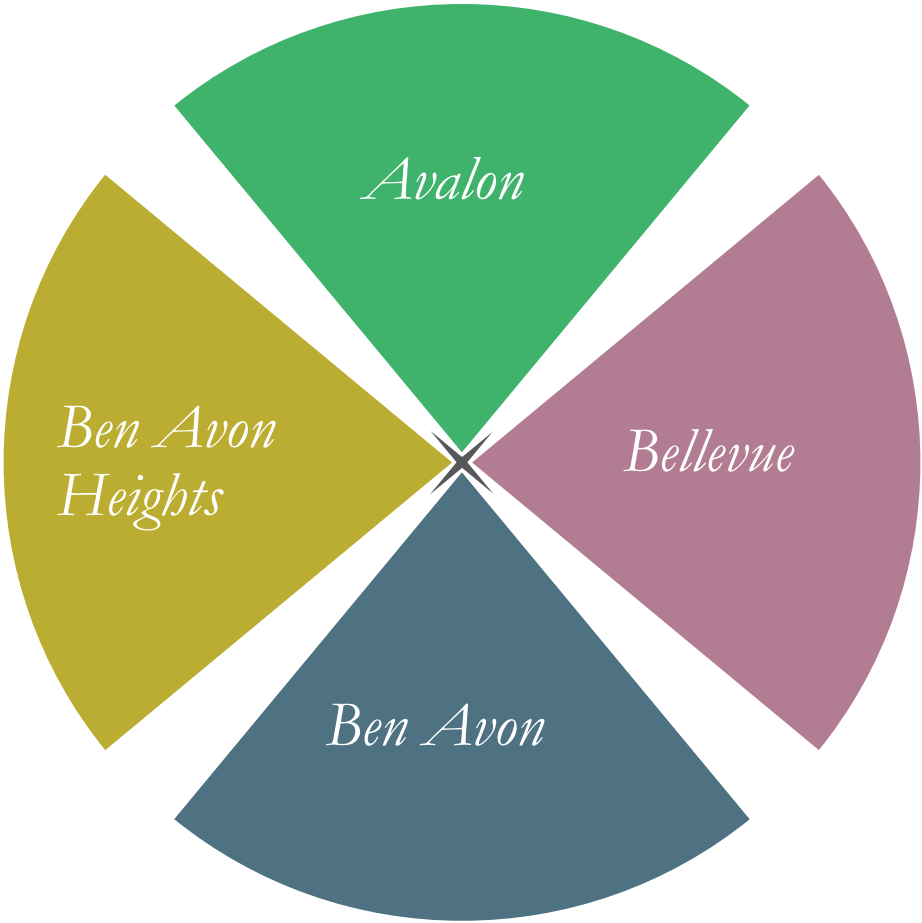
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RESOLUTION #1144  
BOROUGH OF AVALON  
ALLEGHENY COUNTY, PENNSYLVANIA

A RESOLUTION OF THE BOROUGH OF AVALON, COUNTY OF ALLEGHENY,  
COMMONWEALTH OF PENNSYLVANIA, ADOPTING THE JOINT COMPREHENSIVE PLAN  
FOR THE BOROUGHES OF AVALON, BELLEVUE, BEN AVON AND BEN AVON HEIGHTS.

WHEREAS, pursuant to Article III of Act 247 of 1968, as amended (the Pennsylvania Municipalities Planning Code), municipalities may join with each other and adopt multimunicipal joint comprehensive plans;

WHEREAS, the Borough of Avalon, has worked with the Boroughs of Bellevue, Ben Avon and Ben Avon Heights (collectively, the "Boroughs") through a Comprehensive Plan Steering Committee, to develop and present a joint comprehensive plan ("Plan");

WHEREAS, a copy of the Plan, which includes the text, maps, charts and any other items which form the whole of the Plan is attached hereto as Exhibit "A";

WHEREAS, various public meetings were held since September 2015 for the purpose of community outreach and to obtain public comment on the planning effort, and the Plan was reviewed and recommended by the Comprehensive Plan Steering Committee;

WHEREAS, the Plan was sent to the Allegheny County Economic Development, all municipalities contiguous to the Boroughs, and to the Northgate School District and Avonworth School District for review and comment;

WHEREAS, all comments received have been addressed in the Joint Comprehensive Plan;

WHEREAS, the Plan was made available for public review through the Borough of Avalon via its website and municipal administration office;

WHEREAS, the Boroughs of Avalon, Bellevue, Ben Avon and Ben Avon Heights held a public hearing on September 20, 2017 and the Borough of Ben Avon Heights held a Public Hearing on October 10, 2017;

WHEREAS, the Borough of Avalon finds the Joint Comprehensive Plan to be beneficial to the health, safety and welfare of its citizens.

NOW THEREFORE, it is hereby RESOLVED by the Council of the Borough of Avalon as follows:

Section 1: The Borough of Avalon, by this Resolution, hereby adopts the Plan as attached hereto pursuant to Article III, Section 302 of Act 247 of 1968, as amended (the Pennsylvania Municipalities Planning Code), as set forth in Exhibit "A".

Section 2: Any and all previous comprehensive planning documents are hereby repealed.

This Resolution adopted by the Council of the Borough of Avalon at a duly assembled public meeting held on this 17<sup>th</sup> day of October 2017.

ATTEST:

Borough of Avalon Borough

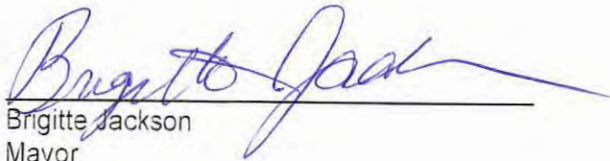


Lorraine Makatura  
Borough Secretary



Joshua Klicker  
President of Council

Approved this 17<sup>th</sup> day of October, 2017.



Brigitte Jackson  
Mayor

BOROUGH OF BELLEVUE  
ALLEGHENY COUNTY, PENNSYLVANIA

RESOLUTION NO. 29-17

ADOPTION OF THE JOINT COMPREHENSIVE PLAN FOR THE BOROUGHS OF BELLEVUE,  
AVALON, BEN AVON AND BEN AVON HEIGHTS

AS PREPARED BY THE COMPREHENSIVE PLAN STEERING COMMITTEE OF BOROUGH OF  
BELLEVUE, AVALON, BEN AVON AND BEN AVON HEIGHTS AND JOINT PLANNING  
COMMISSION OF BELLEVUE, AVALON AND BEN AVON PURSUANT TO ARTICLE III,  
SECTION 302 OF ACT 247, AS AMENDED, THE PENNSYLVANIA MUNICIPALITIES PLANNING CODE

WHEREAS, a copy of the Plan, which includes the text, maps, charts and any other items which  
form the whole of the Plan is attached hereto as Exhibit "A"; and,

WHEREAS, various public meetings were held in September 2015 for the purpose of community  
outreach and to obtain public comment on the planning effort; and,

WHEREAS, the Plan was reviewed and recommended by the Comprehensive Plan Steering  
Committee and the Joint Planning Commission; and

WHEREAS, the Plan was sent to the Allegheny County Economic Development for review and  
comment; and

WHEREAS, the Plan was sent to all contiguous municipalities for review and comment and.

WHEREAS, the Plan was sent to Northgate School District and Avonworth School District for review  
and comment; and

WHEREAS, all comments received have been addressed in the Joint Comprehensive Plan; and

WHEREAS, the Plan was made available for public review through the Borough of Avalon via its  
website and municipal administration office; and

WHEREAS, the Boroughs of Bellevue, Avalon, Ben Avon and Ben Avon Heights held a public  
hearing on September 20, 2017 and the Borough of Ben Avalon held a Public Hearing on  
October 10, 2017; and

WHEREAS, the Borough of Bellevue has found the Comprehensive Plan is beneficial to the health,  
safety and welfare of its citizens.

NOW THEREFORE, BE IT RESOLVED BY THE BOROUGH OF BELLEVUE AND IT HEREBY  
RESOLVED AND ENACTED BY THE AUTHORITY OF THE SAME:

Section 1: The Borough of Bellevue, by Its resolution, adopts the Plan as attached hereto as Exhibit "A"  
pursuant to Article III, Section 302 of the Pennsylvania Municipalities Planning Code.

Section II: Any and all previous comprehensive planning documents are hereby repealed.

RESOLVED BY COUNCIL THIS 24<sup>th</sup> DAY OF OCTOBER, 2017.

ATTEST:

BOROUGH OF BELLEVUE



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Ronald L. Borczyk, Secretary



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Lynn Tennant Heffley, President



BOROUGH OF BEN AVON  
ALLEGHENY COUNTY, PENNSYLVANIA

RESOLUTION NO. 2017-07

ADOPTION OF THE JOINT COMPREHENSIVE PLAN FOR THE BOROUGHS OF BELLEVUE, AVALON, BEN AVON AND BEN AVON HEIGHTS

AS PREPARED BY THE COMPREHENSIVE PLAN STEERING COMMITTEE OF BOROUGHS OF BELLEVUE, AVALON, BEN AVON AND BEN AVON HEIGHTS AND JOINT PLANNING COMMISSION OF BELLEVUE, AVALON AND BEN AVON PURSUANT TO ARTICLE III, SECTION 302 OF ACT 247, AS AMENDED, THE PENNSYLVANIA MUNICIPALITIES PLANNING CODE

WHEREAS, a copy of the Plan, which includes the text, maps, charts and any other items which form the whole of the Plan is attached hereto as Exhibit "A"; and,

WHEREAS, various public meetings were held in September 2015 for the purpose of community outreach and to obtain public comment on the planning effort; and,

WHEREAS, the Plan was reviewed and recommended by the Comprehensive Plan Steering Committee and the Joint Planning Commission; and

WHEREAS, the Plan was sent to the Allegheny County Economic Development for review and comment; and

WHEREAS, the Plan was sent to all contiguous municipalities for review and comment and.

WHEREAS, the Plan was sent to Northgate School District and Avonworth School District for review and comment; and

WHEREAS, all comments received have been addressed in the Joint Comprehensive Plan; and

WHEREAS, the Plan was made available for public review through the Borough of Avalon via its website and municipal administration office; and

WHEREAS, the Boroughs of Bellevue, Avalon, Ben Avon and Ben Avon Heights held a public hearing on September 20, 2017 and the Borough of Ben Avalon held a Public Hearing on October 10, 2017; and

WHEREAS, the Borough of Ben Avon has found the Comprehensive Plan is beneficial to the health, safety and welfare of its citizens.

NOW THEREFORE, BE IT RESOLVED BY THE BOROUGH OF BEN AVON AND IT HEREBY RESOLVED AND ENACTED BY THE AUTHORITY OF THE SAME:

Section 1: The Borough of Ben Avon, by its resolution, adopts the Plan as attached hereto as Exhibit "A" pursuant to Article III, Section 302 of the Pennsylvania Municipalities Planning Code.

Section II: Any and all previous comprehensive planning documents are hereby repealed.

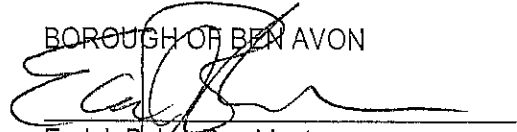
RESOLVED BY COUNCIL THIS 17th DAY OF OCTOBER, 2017.

ATTEST:



Lisa Cronin  
Borough Secretary

BOROUGH OF BEN AVON



Earl J. Bohn, President  
Borough President

**BOROUGH OF BEN AVON HEIGHTS  
RESOLUTION NO. 2017-03**

**RESOLUTION OF THE BOROUGH OF BEN AVON HEIGHTS,  
COUNTY OF ALLEGHENY, COMMONWEALTH OF PENNSYLVANIA,  
ADOPTING THE JOINT COMPREHENSIVE PLAN FOR THE  
BOROUGH OF BELLEVUE, AVALON, BEN AVON AND BEN AVON  
HEIGHTS.**

WHEREAS, pursuant to Article III of Act 247 of 1968, as amended (the Pennsylvania Municipalities Planning Code), municipalities may join with each other and adopt multimunicipal joint comprehensive plans;

WHEREAS, the Borough of Ben Avon Heights, has worked with, the Boroughs of Bellevue, Avalon and Ben Avon (collectively, the "Boroughs") through a Comprehensive Plan Steering Committee, to develop and present a joint comprehensive plan ("Plan");

WHEREAS, a copy of the Plan, which includes the text, maps, charts and any other items which form the whole of the Plan is attached hereto as Exhibit "A";

WHEREAS, various public meetings were held since September 2015 for the purpose of community outreach and to obtain public comment on the planning effort, and the Plan was reviewed and recommended by the Comprehensive Plan Steering Committee;

WHEREAS, the Plan was sent to Allegheny County Economic Development, all municipalities contiguous to the Boroughs, and to the Northgate School District and the Avonworth School District for review and comment;

WHEREAS, all comments received have been addressed in the Joint Comprehensive Plan;

WHEREAS, the Borough believes minor edits regarding Borough housing should be added to the Plan, as set forth in Exhibit B;

WHEREAS, the Plan was made available for public review in the Borough of Ben Avon Heights via its municipal administration office;

WHEREAS, the Boroughs of Bellevue, Avalon, Ben Avon and Ben Avon Heights held a public hearing on September 20, 2017 and the Borough of Ben Avon Heights held a public hearing on October 10, 2017;

WHEREAS, the Borough of Ben Avon Heights finds the Joint Comprehensive Plan to be beneficial to the health, safety and welfare of its citizens.

NOW THEREFORE, it is hereby RESOLVED by the Council of the Borough of Ben Avon Heights as follows:

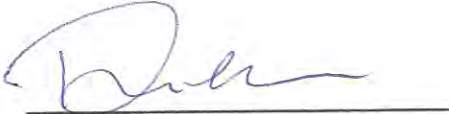
**SECTION 1:** The Borough of Ben Avon Heights, by this Resolution, hereby adopts the Plan as attached hereto pursuant to Article III, Section 302 of Act 247 of 1968, as amended (the Pennsylvania Municipalities Planning Code, as set forth in Exhibit "A" and Exhibit "B."

**SECTION 2:** Any and all previous comprehensive plans adopted by the Borough are hereby repealed.

This Resolution adopted by the Council of the Borough of Ben Avon Heights at a duly assembled public meeting held the 10th day of October, 2017.

ATTEST:

BEN AVON HEIGHTS BOROUGH



Denise Raves  
Borough Secretary

By:   
Mark Davis  
President of Council

Approved this 10 day of October, 2017



Scott R. Dismukes  
Mayor

# INTRODUCTION

## Together at Our Best

Avalon, Bellevue, Ben Avon, and Ben Avon Heights are some of the Pittsburgh area's most unique inner-ring suburbs. During the steel industry, these communities were utilized as summer retreats. The four communities' natural and man-made beauty is evoked in their names. "Avalon" derives from the Welsh name of a legendary island in the tales of King Arthur, an "island of apple trees." "Bellevue" is French for "beautiful view." "Ben Avon" and "Ben Avon Heights" share their names with a mountain in the Cairngorm Mountains of Scotland, with "ben avon" translating to "hill of the waters."

They are best characterized by the aesthetically pleasing historic homes lining their streets, bustling business districts, beautiful natural scenery, and a convenient central location just beyond the City of Pittsburgh's limits. Throughout the years, these communities remained attractive places to live, work, and play with their "suburban streetcar" atmosphere. While there are signs of population loss, shrinking tax bases, and shifting demographics, a number of assets remain that could lead to unequivocal opportunities for revival. This comprehensive plan aims to identify

those assets and opportunities for Avalon, Bellevue, Ben Avon, and Ben Avon Heights while keeping in mind potential challenges.

Several building blocks are necessary to bring out the best in each community. This plan includes creative and innovative strategies and recommendations and coordinates them with each other; with local, county, and state requirements; and with the plans and projects of neighboring communities. Comprehensive plans cover a range of traditional planning topics (e.g., land use, transportation, housing, natural resources, economic development, community facilities, natural hazards, etc.) as well as topics that address contemporary planning needs (e.g., public health, social equity, sustainability, etc.). This Plan will address the interrelationships among these various topics. It frames proposals as sets of mutually reinforced actions in a systems approach linking the plan with public programs and regulations. It contains creative strategies for dealing with community change, uncertainty, development needs, and proposes new approaches and solutions to community problems. It honors the region's history while setting the stage for expanding opportunities by leveraging the many social, economic, historic, and environmental assets of all four communities.

## Planning Process – What is a Comprehensive Plan?

A comprehensive plan is a living guide of goals, policies, and actions that shape the direction of a community’s preservation and development. The plan defines and documents visions and aspirations and outlines a road map to assist the community in making decisions about its future. While there is no weight of law and no rules or regulations, the vision outlined in the plan can prompt examination of regulatory guidelines to ensure compliance with stated goals and actions.

It is broad in scope, examining the existing physical, social, and economic characteristics, and seeks to apply this knowledge to the future. It speaks to various issues in general terms, but it also makes specific recommendations. The comprehensive plan is, in part, a factual report that examines how the past has led to the present, as well as a report that can be used to chart the path into the future.

In preparing a plan, studies must be conducted on various subjects, including existing conditions within the community and prospects for future growth. Usually, such studies include history, existing land use, transportation and circulation, community facilities, socio-economic analyses, natural features, population, and housing.

This comprehensive plan is the product of the combined efforts of community residents and partners, the Joint Planning Commission, a Steering Committee, Municipal Staff and Elected Officials and lays out a framework for the communities’ future and continued successes in the long-term.

*A comprehensive plan:*

- is both a document and a process
- is a public policy guide for big-picture thinking about what makes a place to live and work actually a community
- helps the community prepare for and manage population and business development patterns
- helps the community plan for and coordinate major public investments.



*Peaceful views*



# CHAPTER 1: FOUNDATIONS

Throughout all four Boroughs, there is a significant presence of both architectural character and an integrated system of natural resources. The business districts of Bellevue, Avalon, and Ben Avon contain qualities of a livable built environment. Similarly, the abundant presence of green space in Ben Avon Heights, Ben Avon, and Avalon make it easier to blend the amenities of the natural world with the desire for healthy communities.

Also, the location of the four Boroughs is an asset. These centrally located communities enjoy convenient access to numerous opportunities for employment and amenities. Ben Avon, Avalon, and Bellevue are situated along Route 65 - one of the Pittsburgh region's primary arterial routes and an important connector to Beaver County. Ben Avon Heights is strategically

located with access to Interstate 279 (Parkway North) and Route 65. Additionally, Cranberry Township, the ever-growing employment hub at the Butler-Allegheny County line, is easily accessible via Interstate 79.

The communities' changing demographics and the increasing influence of economics, both regional and nationally, are factors that inevitably contribute in the life-cycle of any community. In short, change is driven by internal factors such as evolution of businesses and employers, resident attitudes and desires, or shifts in governance/administration. Change is, also, driven by external factors, such as transportation corridors, demographic shifts, changing technologies, and policy changes at the county, state, and federal level. All of these factors dictate the manner in which a community provides services to businesses and



*Success one step at a time*

residents. Depending on the reaction, change can help a community to progress.

Five foundations, as developed through the exploration and evaluation of planning ideas across the United States, offer some guidance as the Avalon, Bellevue, Ben Avon, and Ben Avon Heights communities move toward an economically-, environmentally-, and socially-sustainable future. Excerpts of these findings include:

## 1. Livable Built Environment

Communities are inherently responsible for ensuring that elements of the built environment - including land use, transportation, housing, energy, and infrastructure are able to work together to provide sustainable places with a high quality of life. The four Boroughs are shaped largely by their existing, intricate street network. A plan for multi-modal transportation allows residents to use a variety of transportation modes - including walking, biking, mobility chairs, and transit - and reduces dependence on automobiles. This results in a decreased need for additional parking, alleviating already crowded streets, and opens up valuable land for new development and investment. Multi-modal transportation also encourages more physical activity, improving health outcomes, and increases the mobility of those who are unable or unwilling to drive (e.g., children, people with disabilities, and seniors). A foundation stone of the communities' successes is its vicinity and access to mass transit service. As part of efforts with Allegheny County, Southwestern Pennsylvania Commission, and PennDOT, the four Boroughs can continue to collectively coordinate regional-scale transportation investments to foster both transportation efficiency and economic development. This is important for creating and improving access to employment opportunities, particularly for disadvantaged populations without easy access to personal automobiles.

A system of “complete streets” that serves multiple functions is increasingly important in community planning and encourages the sense of community that has been lost in many places throughout the



*Long established residential stock*



*The communities' schools attract many residents.*





years. Complete streets are rights-of-ways which are designed and operated with all users in mind (motorists, pedestrians, bicyclists, and public transit riders of all ages and abilities) in order to support a multi-modal transportation system. A complete street network is one that safely and conveniently accommodates all users and desired functions, though not necessarily at equal priority. Streets that serve multiple functions are able to accommodate travel, social interaction, and commerce, to provide for more vibrant neighborhoods and more livable communities.

As a whole, they possess a mixed land use pattern that is walkable and bike-able. Mixed land use patterns are characterized by residential and nonresidential land uses, located in close proximity to one another. Mixing land uses and providing housing in close proximity to everyday destinations (e.g., shops, schools, civic spaces, and workplaces) can help to keep investments in the community, encourage residents to shop locally, and reduce the need to drive. Mixed land use patterns that incorporate safe, convenient, accessible, and attractive design features (e.g., sidewalks, bike street furniture, bicycle facilities, and street trees) encourage livability and a sense of place.

Infill development remains a significant influence in the quality of the communities' built environment. Infill is characterized by development or redevelopment (introducing a different use on a formerly developed lot) of underutilized parcels of land in otherwise built-up areas, which are served by or have ready access to existing infrastructure and services. Focusing development and redevelopment on infill sites takes advantage of this existing infrastructure. With great "bones" already in place and an attractive building stock, infill can help to clean up areas of blight, abandonment, or vacancy and help the Boroughs move towards their potentials.

There is, also, opportunity to encourage design standards appropriate to the historic and existing context. Design standards are specific criteria and requirements for the form and appearance of development within a neighborhood, corridor, special district, or jurisdiction as a whole. These standards serve to improve or protect both the function and aesthetic appeal of a community. Design standards typically address building placement, building massing



*Commercial development with character*

elements (such as landscaping, signage, and street furniture). They encourage development that is compatible with the community context, which enhances the sense of place. While design standards are not specified in a comprehensive plan itself, this plan aims to establish the direction and objectives that detailed standards can achieve.

Where opportunity exists, the communities can conserve and reuse historic resources. Historic resources are buildings, sites, landmarks, or districts with exceptional value or quality for illustrating the cultural heritage of a community. They can include resources eligible for listing on the National Register of Historic Places or other inventory of historic resources in association with a program such as the Main Street Program. It is important to address the conservation and reuse of historic resources as it can enhance a community's sense of place, economy (through tourism and other economic activity), and environment (by reducing the need to construct new buildings that consume land and resources).

Public facilities play an important role in communities, and they should be able to accommodate persons of all ages and abilities. This is especially significant in Avalon and Bellevue, both having 20% of the population with identified disabilities. Public facilities should be located and designed for safety, served by different transportation modes, equitably distributed throughout the community, and accessible to visitors with mobility impairments.

As technologies continue to advance, the communities have the opportunity to implement policies that encourage green building design and energy conservation. A green building is characterized by design features that, if used as intended, will minimize the environmental impacts of the building over the course of its lifespan. The goals of innovative building design are energy and resource efficiency, waste reduction and pollution prevention, and occupant health and productivity. Energy conservation refers to reducing energy consumption through energy efficiency, right-sized or behavioral change. Green building designs that meet the standards of the U.S. Green Building Council's Leadership in Energy and Environmental Design (LEED) or similar rating system are energy- and resource-efficient, reduce waste and pollution, and improve occupant health and productivity. Together these approaches reduce energy costs and improve environmental quality and community health. They can be implemented through strategies such as code requirements, regulatory incentives, and investment programs (e.g., grants to homeowners for weatherization of their homes). Further, efficiency can be realized in working together and with neighboring municipalities to realize positive change.

## 2. Harmony with Nature

There is an opportunity to align the contributions of natural habitats with human well-being, so that maintaining health is a primary objective of the communities. Natural habitats are areas or landscapes, such as riparian corridors and woodlands inhabited by a species or community of species, and can include those designated as rare and endangered. Sensitive lands, including steep slopes and geologically unstable areas (often locally called redbeds) contain natural features that are environmentally significant and easily disturbed by human activity. These resources provide important environmental benefits and opportunity to restore, connect, and protect natural habitats and sensitive lands. Restoring degraded habitats can reestablish natural diversity and associated ecosystem services. Expanding the scale of responsible building brings about the opportunity to plan for the provision and protection of green infrastructure. Green infrastructure is a strategically

planned and managed network of green open spaces, including parks, greenways, and protected lands. Green infrastructure may also be defined as features that use natural topography and vegetation to capture, store, and infiltrate stormwater runoff, often in urban settings. This includes features such as bioswales, rain gardens, and green roofs. Green infrastructure provides a range of critical functions and ecosystem services to communities, such as wildlife habitat, stormwater management, and recreational opportunities.

The communities continue to encourage development that respects natural topography. Sensitive natural topography includes features such as hillsides, ridges, steep slopes, or lowlands that can pose challenges to development. Taking these features into account when planning for private development and public infrastructure can reduce construction costs, minimize natural hazard risks from flooding or landslides, and mitigate the impacts of construction on natural resources, including soils, vegetation, and water systems.

More communities are enacting policies to reduce carbon footprints. The term "carbon footprint" is used to describe the amount of carbon dioxide and other greenhouse gases emitted by a given entity (such as an individual, company, or community) in a certain time frame. It provides a measure of the environmental impact of a particular lifestyle or operation, and encompasses both the direct consumption of fossil fuels as well as indirect emissions associated with the manufacture and transport of all goods and services the entity consumes. Policies designed to reduce the carbon footprint benefit the environment and have associated benefits on air quality and health. Because these policies are often associated with energy conservation, they can also have positive economic benefits for local governments and community members.

The communities can promote compliance with state and local air quality standards. Air quality standards are limits on the quantity of pollutants in the air during a given period in a defined area. Under the Clean Air Act, the U.S. Environmental Protection Agency has established air quality standards for ground-level ozone, lead, particulate matter, carbon monoxide,



*Quality places to play and relax*

sulfur dioxide, and nitrogen dioxide to protect public health and the environment and enforced by state and local governments. Pollutants may come from mobile sources (e.g., cars and trucks), area sources (e.g., small businesses), or point sources (e.g., production facilities).

Renewable energy sources, which are derived directly or indirectly from the sun or natural movements and mechanisms of the environment including solar, wind, biomass and hydropower, are naturally regenerated over a short timescale and do not diminish. Municipal cooperation throughout Southwestern Pennsylvania in the early part of this decade has provided successful and vetted policies through the U.S. Department of Energy's Sunshot Initiative. This effort frames technical provisions for solar power technologies and zoning. The communities have the ability to adopt these provisions and be pro-actively prepared for this type of use.

It is highly encouraged to further realize physical and fiscal efficiencies related to solid waste and recycling. Solid waste is refuse resulting from human activities. It can include food scraps, yard waste, packaging materials, broken or discarded household items, and

construction and demolition debris. Many common solid waste items - such as glass, aluminum and other metals, paper and cardboard, certain plastics, and food scraps and other organic materials - can be diverted from the waste stream and recycled into new products or composted.

The protection and management of streams, watersheds, and floodplains is imperative throughout the region. A watershed is an area of land drained by a river, river system, or other body of water. A floodplain is an area of low-lying ground adjacent to a body of water that is susceptible to inundation. These resources have typically been extensively altered in urban environments - for example, by replacing streams with underground culverts or constructing buildings in the floodplain - negatively affecting the natural and beneficial functions they provide. Watershed management is important for protection of water supply, water quality, drainage, stormwater runoff and other functions at a watershed scale.

### 3. Resilient Economy

Avalon, Bellevue, Ben Avon, and Ben Avon Heights are prepared to deal with both positive and negative changes to their economic health and initiate sustainable urban infill and redevelopment strategies that foster green business growth and build reliance on local assets.

They aim to provide the physical capacity for economic growth. Economic growth is characterized by an increase in the amounts of goods and services that an economy is able to produce over time. Providing the physical capacity for economic growth means ensuring that adequate space will be available for commercial and industrial development and redevelopment for nonresidential land uses. The communities are planning for the necessary amount of land and structures appropriately built, sized, and located to support existing and future services based on current and projected economic conditions. This could entail decline as well as growth in demand depending on market conditions and as certain economic sectors become obsolete.

Planning means balancing a land use mix for fiscal sustainability. A balanced land use mix for fiscal sustainability is characterized by a pattern that includes both residential and nonresidential uses, such that the long-term cost of providing a desirable level of public services to residents, business owners, and visitors is closely matched to the tax or user-fee revenue generated by those uses.

Plans should ensure that areas with these areas are accessible to employees via one or more travel modes (automobile, transit, bicycling, walking). This is important for improving access to employment opportunities, particularly among populations that may not have personal vehicles. Continued discussions with Port Authority can help ensure transportation access to employment centers.

Promotion of green business is possible. A green business is any business offering environmentally friendly products and services through sustainable business models and practices. Green jobs are provided by agricultural, manufacturing, research



*An iconic sight in Avalon*

and development, administrative, service, or other business activities that contribute substantially to preserving or restoring environmental quality. Green businesses and jobs may include, but are not limited to, those associated with production and/or supporting materials/services.

Community-based economic development is key to the communities' health and, development that promotes, supports, and invests in businesses that serve local needs and are compatible with the vision, character, and cultural values of the community. This approach encourages the use of local resources in ways that enhance economic opportunities while improving social conditions and supporting locally owned and produced goods and services. These activities foster connections and a sense of place, reduce the need for imports, and stimulate the local economy. This in turn can increase investment and revitalization of downtowns, commercial areas, neighborhoods, and other place-based community resources.

Infrastructure capacity is kept in line with demand by appropriately sizing structures and networks to adequately serve existing and future development. This is important in balancing quality of service provision with costs to the local government. Infrastructure planning may include decommissioning or realigning infrastructure in neighborhoods experiencing protracted population decline. For example, facilitating a transition from residential uses to green infrastructure, urban agriculture, or renewable energy production.

A range of housing types is characterized by the presence of residential units of different sizes, configurations, tenures, and price points located in buildings of different sizes, configurations, ages, and ownership structures. Providing a range of housing types accommodates varying lifestyle choices and affordability needs and makes it possible for households of different sizes and income levels to live in close proximity to one another. A jobs/housing balance is characterized by a proportion of residential and non-residential land uses. A strong jobs/housing balance can also result in jobs that are better matched to the labor force, improved worker productivity, and higher overall quality of life. When coordinated with multi-modal transportation investments, it improves

access to employment opportunities for disadvantaged populations.

In general planning terms, at-risk neighborhoods experience falling property values, high real estate foreclosure rates, rapid depopulation, and physical deterioration. Distressed neighborhoods suffer from disinvestment and physical deterioration for many reasons, including (but not limited to) the existence of low investment lands on the urban fringe, the financial burdens of maintaining an aging building stock, economic restructuring, land speculation, and the dissolution or relocation of anchor institutions. A disadvantaged neighborhood is a neighborhood in which residents have reduced access to resources and capital due to factors such as high levels of poverty and unemployment and low levels of educational attainment. These neighborhoods often exhibit high rates of both physical disorder (e.g., abandoned buildings, graffiti, vandalism, litter, disrepair) and social disorder (e.g., crime, violence, loitering, drinking and drug use).

An at-risk population is characterized by vulnerability to health or safety impacts through factors such as race or ethnicity, socioeconomic status, geography, gender, age, behavior, or disability status. These populations may have additional needs before, during, and after a destabilizing event. These events include: natural or human-made disasters, periods of extreme weather, indefinite periods of localized instability related to an economic downturn, or periods of social turmoil. At-risk populations include children, the elderly, persons with disabilities, those living in institutionalized settings, those with limited English proficiency, and those who are transportation disadvantaged.

Throughout the past decade, the Boroughs have, to the greatest extent possible, developed their policies to minimize any impacts that run with the above risks and disinvestments. Enforcement aids in minimizing the above risks as well.

The communities provide accessible and quality public services and facilities to all residents. A public service is a service performed for the benefit of the people who live in (and sometimes those who visit) the municipalities. A public facility is any building

or property—such as a library, park, or community center—owned, leased, or funded by a public entity. Public services, facilities and businesses and institutions for health care should be located so safe and convenient transportation options can reach quality services and facilities that meet or exceed industry standards for service provision. Upgrades to infrastructure and facilities in older and substandard areas are significant and necessary changes. Infrastructure comprises the physical systems that allow societies and economies to function. These include: water mains, storm and sanitary sewers, electrical grids, telecommunications facilities, and transportation facilities such as bridges, tunnels, and roadways. Upgrading is the process of improving these infrastructure and facilities through the addition or replacement of existing components with newer versions. An older area is a neighborhood, corridor, or district that has been developed, but continuously occupied for multiple decades. A substandard area is a neighborhood, district, or corridor with infrastructure that fails to meet established standards.

Workforce diversity is characterized by the employment of a wide variety of people in terms of age, cultural background, physical ability, race and ethnicity, religion, and gender identity. Workforce development is an economic development strategy that focuses on people rather than businesses. It attempts to enhance a region's economic stability and prosperity by developing jobs that match existing skills within the local workforce or training workers to meet the labor needs of local industries.

## 4. Healthy Community

Public health needs are recognized and addressed through provisions for healthy foods, physical activity, access to recreation, health care, environmental justice, and safe neighborhoods. Public safety involves prevention of and protection from events such as crimes or disasters that could bring danger, injury, or damage to the general public. Although addressing crime is typically considered a governmental responsibility (police, fire, and emergency services), it can also be reduced using crime prevention through environmental design (CPTED) principles.

A healthy lifestyle can be characterized by individual practices and behavioral choices that enhance health and well-being. Barriers to the design of the physical environment can influence rates of physical activity and health benefits. Active transportation facilities (e.g., sidewalks and bike lanes) and accessible, equitably distributed recreational opportunities support physical activity and healthy lifestyles.

Parks are areas of land—often in a natural state or improved with facilities for rest and recreation—set aside for the public's use and enjoyment. Greenways are strips of undeveloped land that provide corridors for environmental and recreational use and connect areas of open space. These facilities offer a range of benefits to residents, including opportunities for increased physical activity. The proximity of parks to neighborhoods supports increased physical activity among residents; however, social and environmental impediments such as crime, unsafe pedestrian conditions, and noxious land uses may decrease accessibility and subsequent use of these facilities.

A lack of access to fresh, healthy foods contributes to obesity and negative health outcomes. In many urban areas, residents face difficulties in buying affordable or good-quality fresh food, a situation commonly referred to as a "food desert." Healthy foods include those that are fresh or minimally processed, naturally dense in nutrients, and low in fat, sodium, and cholesterol. Locally grown goods are those produced in close proximity to consumers in terms of both geographic distance and the supply chain. Though there is no standard definition of locally grown, sources can range from backyards and community gardens to farms within the region or state.

Equitable access ensures services and facilities are reachable by all persons, regardless of social or economic background. Healthcare providers are those individuals, institutions, or agencies that provide healthcare services to consumers. Schools are institutions that provide education or instruction. Public safety facilities provide safety and emergency services to a community, including police and fire protection. Arts and cultural facilities provide programs and activities related to the arts and culture, including performing arts centers, concert halls, museums, galleries, and other related facilities.

## 5. Responsible Regionalism

Coordination of local land use planning and regional transportation investments can result in an improved transportation network. These projects include investments in highways, streets, public transit, and pedestrian/bicycle systems.

The four communities can explore housing in context of a balanced plan to depict desirable future locations or conditions for parks, greenways, protected lands, and other types of green infrastructure within a multi-jurisdictional area. Coordinating local open space plans with green infrastructure plans can maximize both the ecological and public benefits that green infrastructure provides and can help leverage investment in parks, greenways, trails, and other green infrastructure projects.

As centrally-located communities in the Pittsburgh region, the four Boroughs have the opportunity to work with other neighboring municipalities on a variety of issues. This can include municipal promotion, park and trail development, transportation, and economic development. They already have experience in this process through their parks (e.g., Avonworth Community Park, Avon Park, and Bellevue Memorial Park). Bellevue is also an active member of Allegheny County Economic Development's Allegheny Together program. Expanding cooperation to include other realms of interest can provide other benefits in community promotion, cost savings, and shared services that may not be readily apparent yet.

## 6. Sustainability and Resiliency

Sustainability is the practice of meeting the ecological, human and economic needs without compromising the ability, health and vitality of future generations to meet their own needs. Communities across the nation are increasingly using aspects of the United States Green Building Council's LEED - Neighborhood Development (LEED ND) to market communities and to guide development and redevelopment efforts. LEED ND criteria highlight many fundamental characteristics inherent to the forms and functions of Avalon, Bellevue, Ben Avon and Ben Avon Heights. The municipalities are encouraged to reference and infuse the characteristics of LEED ND and follow the most current version of LEED ND criteria in context of preserving the communities' desirable characters and quality of life. The following areas of focus earn credit toward certification:

- Walkable Streets
- Compact Development
- Diverse Housing Types and Affordability
- Connected and Open Community
- Mixed Use Neighborhoods
- Reduced Parking Footprint
- Transit Facilities
- Access to Civic and Public Space
- Access to Recreation Facilities
- Community Outreach and Involvement

In considering these criteria as part of the municipalities' future development and redevelopment efforts, the Boroughs will be able to increase their resiliency to undesirable changes. A definition of resiliency often referenced in planning is "the ability of a community to prepare for anticipated hazards, adapt to changing conditions, and withstand and recover rapidly from disruptions" (National Institute of Standards and Technology). Further, when considering the municipalities' aging infrastructure and needs to fulfill public services, the strategies in place will help maintain the communities' vitality.

# CHAPTER 2: BACKGROUND

## Key Trends

As of the 2010 Census, the four Boroughs had a combined population of 15,227 (totaling 16,373 in 2000, for a decline of 7%). Bellevue experienced the lowest decline by percentage, at -4.6%, while Avalon had the highest percentage loss, at -11.1%. Since the 1970s, population loss by percentage in these areas has outpaced that of Allegheny County. These areas lost 30% of their combined population between the 1970 and 2010 Censuses. The US Census estimates incremental population loss (8,972) continued to occur between 2015 and 2016 in the Pittsburgh Metro region.

However, demographic projections from the Southwestern Pennsylvania Commission (SPC) suggest that by 2040 the population will increase 8% from 2010 figures, to a level slightly higher than the figure from the year 2000 in all four communities. Bellevue is also projected for significant growth in percentage and numbers.

According to 2010 Census figures, Avalon had the greatest proportion of residents over the age of 65, though Ben Avon Heights had the oldest population by



*A common neighborhood view.*

a slight margin. However, Ben Avon Heights also had the highest proportion of children under the age of 5, while Ben Avon had the greatest proportion of children between the ages of 5 and 19.

Bellevue had the lowest median age (by a margin of almost 2 years) at 37.2. The borough also had a lower median age than that of the Pittsburgh metropolitan area as a whole by more than 5 years. In fact, the borough in 2010 was the ninth youngest municipality in Allegheny County out of 130 total municipalities, trailed by Rankin (30.9), Pittsburgh (33.2), Braddock (34.9), East Pittsburgh (35.6), Mount Oliver (36.2), Dormont (36.4), Duquesne (36.4), and Wilmerding



(36.9). With the exception of the City of Pittsburgh and Dormont (a community of similar economic momentum, population and building density, demographic makeup, age of housing, commercial district makeup, and distance from Downtown Pittsburgh), all of the municipalities with younger median ages had significantly lower median incomes than Bellevue. The areas that were slightly older in median age fall largely into three categories:

- fast-growing newer suburban communities of upper-middle-income families: North Fayette Township (38.2), Ohio Township, (38.2), Pine Township (38.8)
- up-and-coming inner-ring communities: Millvale (37.5), Swissvale (39.0), Aspinwall (39.6)
- a condominium community home to many young professionals: Pennsbury Village (38.7)

Together with the fact that Bellevue's median age increased by 0.7 years between 2000 and 2010, the demographic makeup for Bellevue may be interpreted as positive. The borough is in a good position to continue attracting investment and young, educated professionals based on these trends, as well as on the presence of an attractive historic housing stock and walkable business district, and an inner-ring location. Certain strategies may be undertaken to make the borough an even bigger draw for this cohort of individuals, who on both a national and local level increasingly chose walkable, bike-able communities with character and charm that are closer to the central city.

As of 2010, Ben Avon was also younger than the vast majority of Allegheny County communities. Its median age of 39.2 falls in line with those of other inner-ring communities with attractive historic housing stock, such as Emsworth (38.7), Swissvale, Aspinwall, Crafton (40.7), and Edgewood (40.8). The borough and neighboring Ben Avon Heights enjoy a high homeownership rate and mortgaged homeownership percentage. Per the 2010 Census, an above-average household size was characteristic of these two communities, at 2.40 and 2.80 persons per household, respectively. This indicates that the communities are attractive places for families.

Despite smaller household sizes, Avalon and Bellevue have a relatively high population density compared to the rest of the Pittsburgh area, approximately 6,721 and 7,609 people per square mile. Despite Avalon being the second oldest of the four Boroughs in median age, at 43.1—which is only slightly younger than Ben Avon Heights' median of 43.8—the community has the largest percentage of a population enrolled in college or graduate school, at 8.5%, estimated by 2010-2014 American Community Survey. This is a full 45.7% of the Borough's residents estimated at being enrolled in school. Bellevue also has a large number cohort of individuals enrolled in higher education, at 7.6% of the population (accounting for 37.2% of the residents enrolled in school).

Median household income grew slower in Avalon and Bellevue between 1999 and 2014 than in the City of Pittsburgh and Allegheny County as a whole. These median figures also grew slower than the rate of inflation. This means that residents experienced a decrease in spending power over those years.

The median household incomes of Ben Avon, and Ben Avon Heights, meanwhile, grew quickly in the same time period than in the City of Pittsburgh and Allegheny County as a whole. Ben Avon Heights' median income kept up with the rate of inflation, while Ben Avon's surpassed the inflation rate by a significant percentage (though not as much as in fast-growing neighbor Ohio Township).

Per capita income in both Avalon and Bellevue are lower than in Allegheny County as a whole, while those in Ben Avon, and Ben Avon Heights are much higher. Per capita income in Ben Avon Heights is actually over double that of Allegheny County as a whole.

Employment and industry trends throughout the City of Pittsburgh continue to fluctuate (see Appendix).

## Key Trends Partners and Other Local Organizations

Partnerships are a key component of realizing possibilities in the years ahead. The Northgate School District and Avonworth School District are student-centered. Strengthening partnerships in years to come can yield, meaningful communications between the municipalities, and the school districts can help foster a deeper sense of pride and responsibility toward the broader community.







Other possible key partners / local organizations include:


- Northgate School District
- Avonworth School District
- Ohio River Trail Council (ORTC)
- Southwestern Pennsylvania Commission (SPC)
- North Area Environmental Council (NAEC)
- Holy Family Institute
- Bidwell Training Center
- Allegheny General Hospital Suburban (outpatient care facility)
- Numerous centers of worship

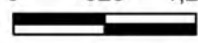
The following mapping illustrates patterns and influences that are important to understanding the extent to which changes in policies or projects may be compatible with established development.



**LEGEND**

-  Multi-Municipal Comprehensive Plan Study Area
-  Municipal Boundary
-  Lot Line
-  Road
-  Railroad
-  River/Lake/Stream

North 

0 625 1,250 Feet 

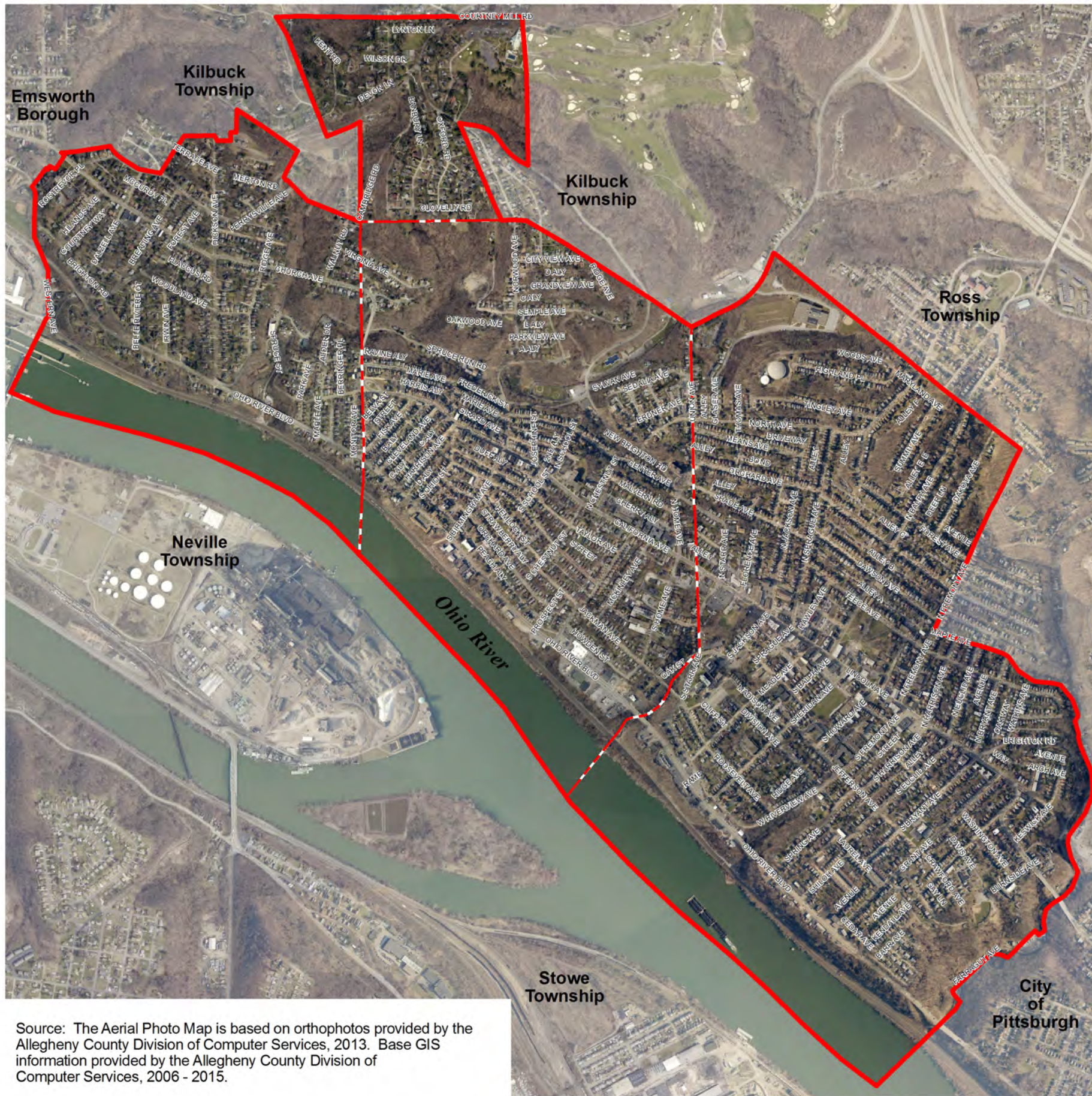
**BASE MAP  
MULTI-MUNICIPAL  
COMPREHENSIVE PLAN UPDATE**

Prepared for: Joint Planning Commission  
Prepared by: Environmental Planning and Design, LLC




Date: May 2015

2145.15.01

Source: Base GIS information provided by the Allegheny County Division of Computer Services, 2006 - 2015.



**LEGEND**

-  Multi-Municipal Comprehensive Plan Study Area (1,565.7 Acres)
-  Municipal Boundary
-  Lot Line



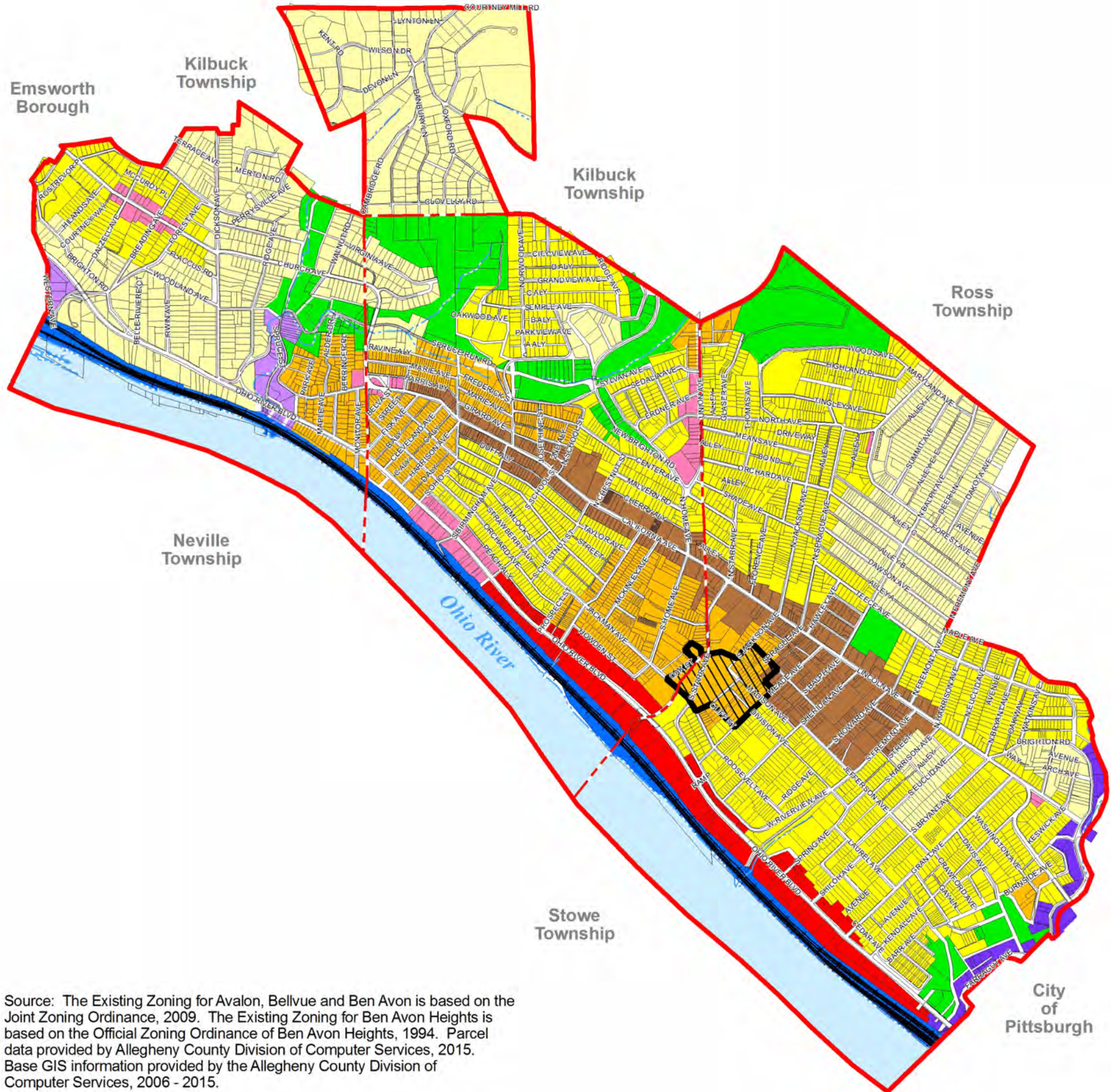
**AERIAL PHOTO MAP  
MULTI-MUNICIPAL  
COMPREHENSIVE PLAN UPDATE**

Prepared for: Joint Planning Commission  
Prepared by: Environmental Planning and Design, LLC

Date: May 2015

2145.15.02

Source: The Aerial Photo Map is based on orthophotos provided by the Allegheny County Division of Computer Services, 2013. Base GIS information provided by the Allegheny County Division of Computer Services, 2006 - 2015.



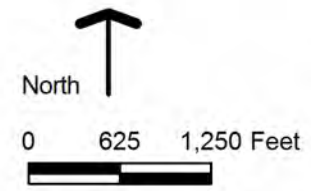
**LEGEND**

- Multi-Municipal Comprehensive Plan Study Area (1,565.7 Acres)
- Municipal Boundary
- Lot Line
- Road
- Railroad
- River/Lake/Stream

**EXISTING ZONING**

AVALON, BELLVUE AND BEN AVON		MINIMUM LOT SIZE*
	R-L: Low Density Residential	6,000 s.f.
	R-M: Moderate Density Residential	3,500 s.f.
	R-H: High Density Residential	2,000 s.f.
	MU: Mixed Use	N/A
	C-NC: Neighborhood Commercial	5,000 s.f.
	C-HC: Highway Commercial	5,000 s.f.
	C-BE: Business Enterprise	10,000 s.f.
	C-MW: Manufacturing & Warehousing	20,000 s.f.
	COS: Civic & Open Space Conservation	N/A
	T: Transportation	N/A
	Hospital Overlay	N/A
<b>BEN AVON HEIGHTS</b>		
	R: Residential	7,500 s.f.

\* Residential district minimum lot sizes are noted for single family use. See Ordinance for multi-family dimensions.



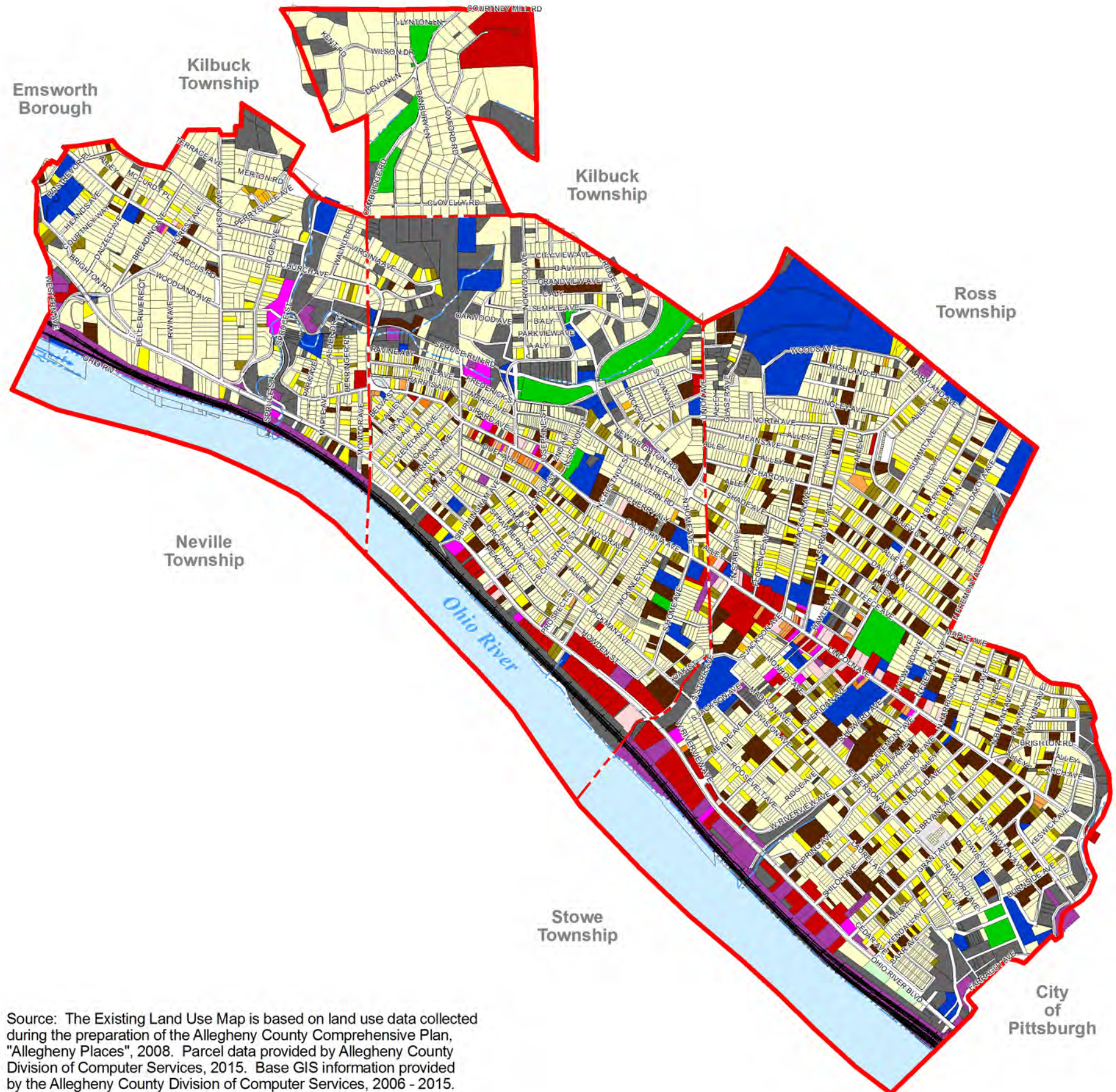
**EXISTING ZONING MAP  
MULTI-MUNICIPAL  
COMPREHENSIVE PLAN UPDATE**

Prepared for: Joint Planning Commission  
Prepared by: Environmental Planning and Design, LLC

Date: May 2015

2145.15.04

Source: The Existing Zoning for Avalon, Bellvue and Ben Avon is based on the Joint Zoning Ordinance, 2009. The Existing Zoning for Ben Avon Heights is based on the Official Zoning Ordinance of Ben Avon Heights, 1994. Parcel data provided by Allegheny County Division of Computer Services, 2015. Base GIS information provided by the Allegheny County Division of Computer Services, 2006 - 2015.

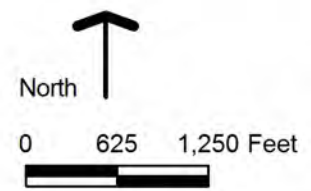


**LEGEND**

- Multi-Municipal Comprehensive Plan Study Area (1,565.7 Acres)
- Municipal Boundary
- Lot Line
- Road
- Railroad
- River/Lake/Stream

**EXISTING LAND USE**

Land Use	Acres	# of Total Acreage	# of Parcels
Single Family	552.1	35%	3,746
Two Family House	63.1	4%	486
Duplex	29.1	2%	239
Townhouse	1.7	<1%	14
Apartment	86.5	6%	356
Office/Residential	1.2	<1%	11
Commercial/Residential	4.6	<1%	42
Commercial	50.8	3%	100
Office/Commercial	7.6	<1%	22
Office	8.0	1%	39
Institutional	86.3	6%	83
Industrial	53.6	3%	44
Vacant Lot Maintained	3.6	<1%	7
Vacant Lot Unmaintained	143.8	9%	428
Vacant Structure	1.0	<1%	8
Parking	4.6	<1%	12
Open Space	1.3	<1%	2
Park/Recreational	28.2	2%	12
Roads/Railroads/ROW	438.7	28%	N/A
<b>Total</b>	<b>1,565.7</b>	<b>100%</b>	<b>5,651</b>



**EXISTING LAND USE MAP  
MULTI-MUNICIPAL  
COMPREHENSIVE PLAN UPDATE**

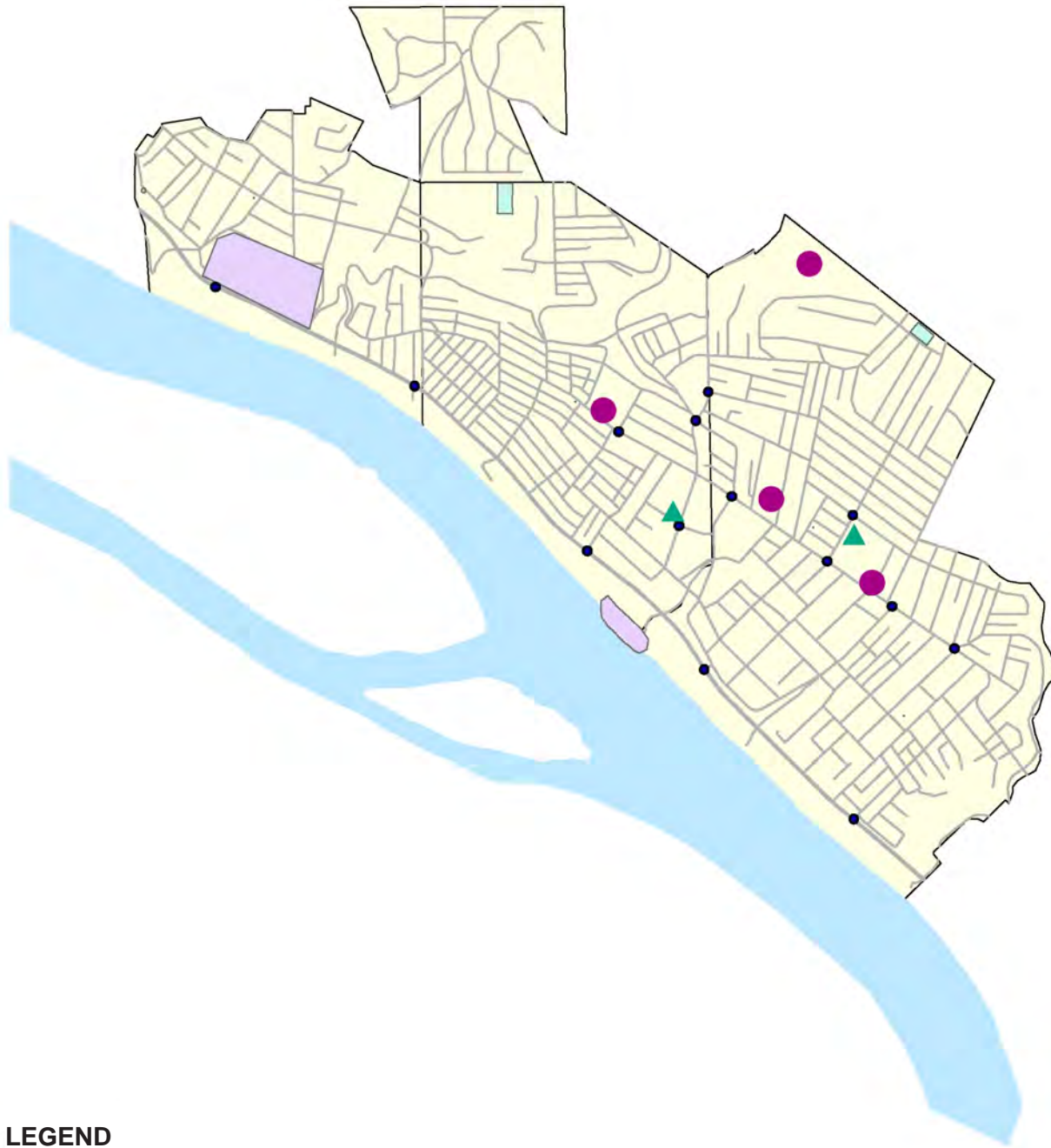
Prepared for: Joint Planning Commission  
Prepared by: Environmental Planning and Design, LLC

Date: April 2016






2145.15.03r1

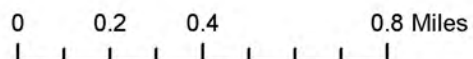
Source: The Existing Land Use Map is based on land use data collected during the preparation of the Allegheny County Comprehensive Plan, "Allegheny Places", 2008. Parcel data provided by Allegheny County Division of Computer Services, 2015. Base GIS information provided by the Allegheny County Division of Computer Services, 2006 - 2015.

These maps have been created using Geographic Information System data provided by the Southwestern Pennsylvania Commission

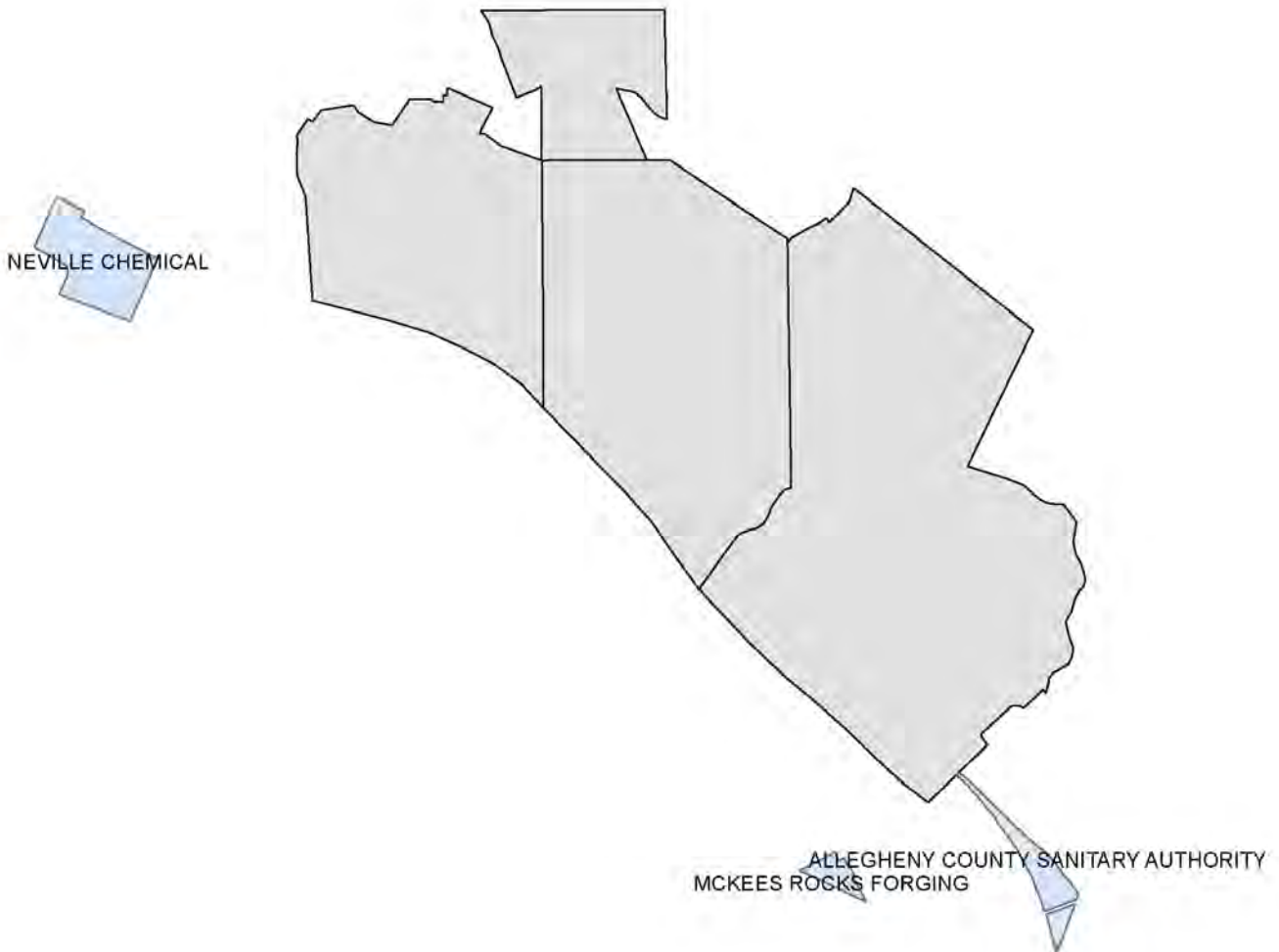


**LEGEND**


-  Schools
-  Traffic Signals
-  Cemeteries
-  Historic Areas
-  Roads

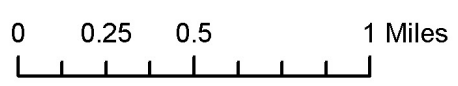


**CIVIC IMPROVEMENTS  
JOINT PLANNING  
COMMISSION**



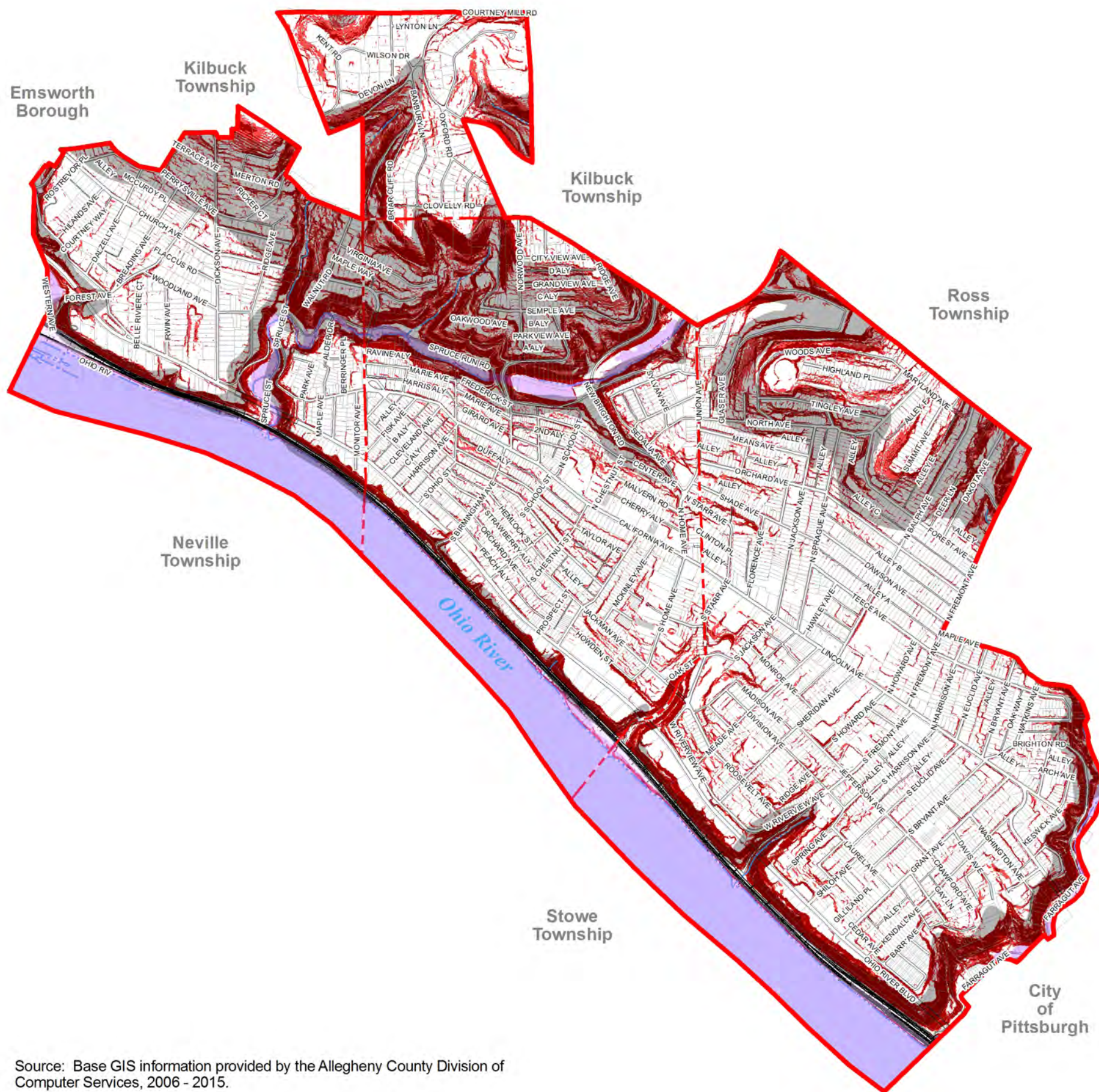
**LEGEND**

 Major Employers



**MAJOR EMPLOYERS**  
JOINT PLANNING  
COMMISSION





**LEGEND**

- Multi-Municipal Comprehensive Plan Study Area
- Municipal Boundary
- Lot Line
- Road
- Railroad
- River/Lake/Stream

**ENVIRONMENTAL CONSTRAINTS**

**LANDSLIDE PRONE AREAS**

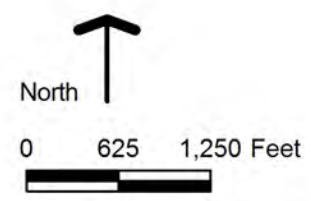
- 'Red Bed' Soils

**FLOOD PRONE AREAS**

- 100 Year Floodplain
- 500 Year Floodplain

**STEEP SLOPES**

- > 25% - 40%
- > 40%



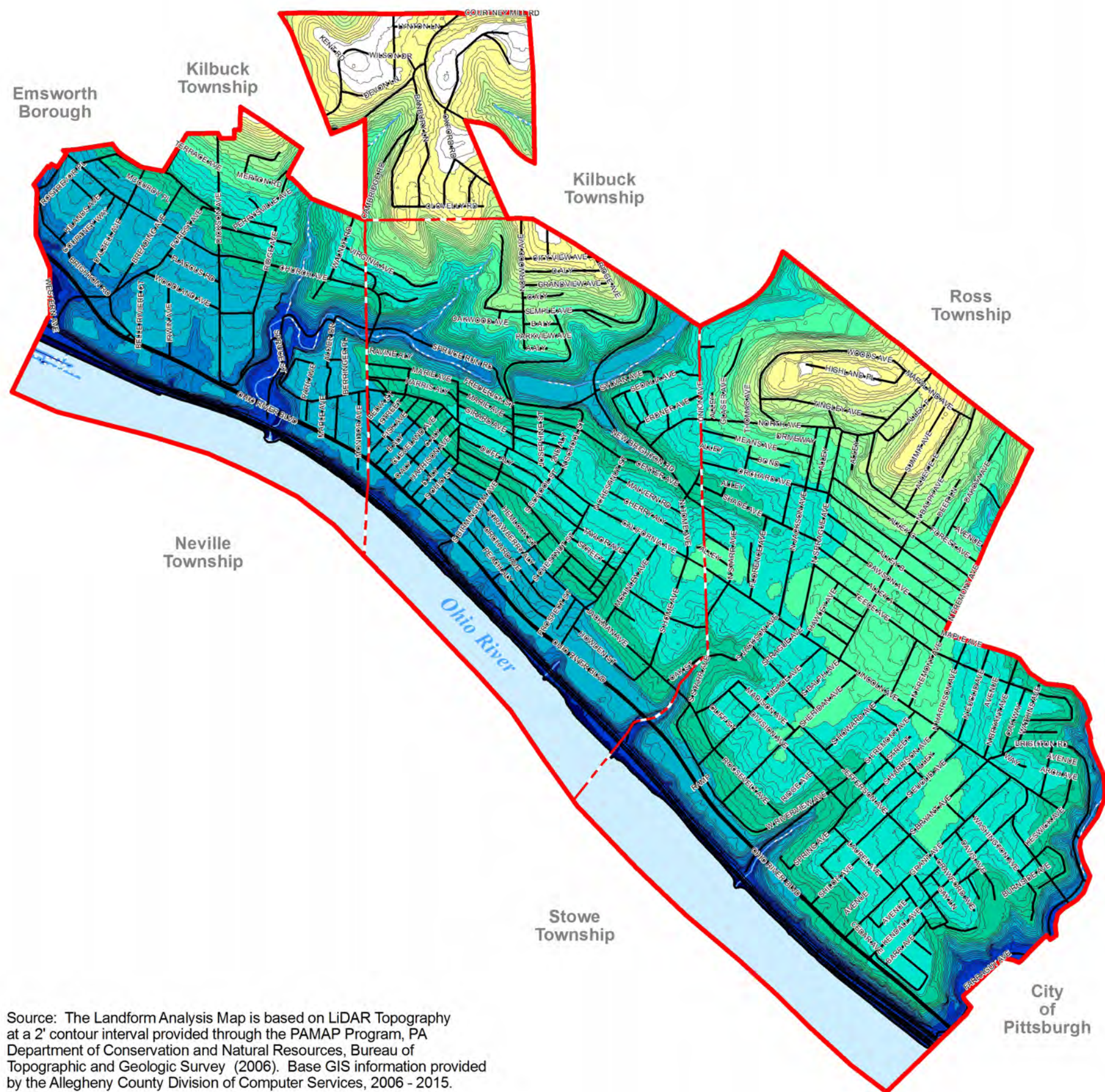
**ENVIRONMENTAL CONSTRAINTS MAP  
MULTI-MUNICIPAL  
COMPREHENSIVE PLAN UPDATE**

Prepared for: Joint Planning Commission  
Prepared by: Environmental Planning and Design, LLC







Date: February 2015

2145.16.03











Source: Base GIS information provided by the Allegheny County Division of Computer Services, 2006 - 2015.

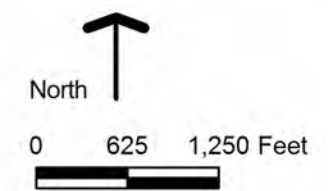


**LEGEND**

-  Multi-Municipal Comprehensive Plan Study Area (1,565.7 Acres)
-  Municipal Boundary
-  Road
-  Railroad
-  River/Lake/Stream
-  Existing 10' Contour

**ELEVATION**

-  > 1,170'
-  > 1,120' - 1,170'
-  > 1,070' - 1,120'
-  > 1,020' - 1,070'
-  > 970' - 1,020'
-  > 920' - 970'
-  > 870' - 920'
-  > 820' - 870'
-  > 770' - 820'
-  > 720' - 770'
-  < 720'



**LANDFORM ANALYSIS MAP  
MULTI-MUNICIPAL  
COMPREHENSIVE PLAN UPDATE**

Prepared for: Joint Planning Commission  
Prepared by: Environmental Planning and Design, LLC

Date: May 2015 2145.15.05

Source: The Landform Analysis Map is based on LiDAR Topography at a 2' contour interval provided through the PAMAP Program, PA Department of Conservation and Natural Resources, Bureau of Topographic and Geologic Survey (2006). Base GIS information provided by the Allegheny County Division of Computer Services, 2006 - 2015.



by  
PA  
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**LEGEND**

- 0 - 8%
- > 8 - 15%
- > 15 - 25%
- > 25 - 40%
- > 40%

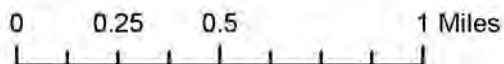


**SLOPE**  
**JOINT PLANNING**  
**COMMISSION**



**LEGEND**

- Bus Stops
- Bus Routes
- - - River Trail
- + + + Railroads
- Roads



TRANSPORTATION  
JOINT PLANNING  
COMMISSION

# CHAPTER 3: THE PROCESS

## Planning Approach & Process

The beginning of 2015 marked the first step towards re-examining and expanding joint municipal collaborative, as the process of understanding background information, demographics, physical infrastructure, and relating planning efforts began. Over the course of several months, the members of the Steering Committee representing all four Boroughs diligently worked through background information to gain a broad understanding of the factors that are influencing each community.

Towards the end of 2015 and early 2016, the Steering Committees turned their attention to the future and began defining achievable recommendations. All of the goals, strategies, and initiatives of this plan were informed by dialogue among the planning team, the public, and the stakeholders throughout the Boroughs.



*A taste of good times*

## *Community Engagement*

The first outreach effort was the Touch-a-Truck event, in which residents explained their most basic thoughts of the community - what they liked, what could be improved.

Throughout the summer of 2015, public input was solicited through public outreach events like the Apple Blossom Festival, an event cherished by all community members. There, side-by-side, community members shared what they loved most about their community, what they would like to see more of, and aspects of the Boroughs they felt should be amplified.

Additionally, there were ads in the local paper allowing residents to write in their thoughts about the communities. Responding residents expressed content with their communities and that there are no pressing issues throughout all four Boroughs.

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*The best way to get a good idea is to  
get a lot of good ideas.*

*Linus Pauling*

---



*Streets flanked with green*

# CHAPTER 4: VISIONS, GOALS & OBJECTIVES

Creating goals and objectives are parts of a practical planning process that can be used by any community or group of communities. A comprehensive plan can help in this process by providing a blueprint for moving from aspirations to actions to positive outcomes.

The process grounds the community's aspirations. It makes good ideas possible by laying out what needs to happen in order to achieve the goals, and subsequently, the vision to accomplish them.

This process is best engaged in a group effort—taking care to involve both the people impacted by the plan and those with the abilities to implement it—to allow the community to build consensus around its key focus areas and the necessary steps it should take toward continued success in the future.

By utilizing a process that gives the overall community an opportunity to develop its vision together, the resulting plan is much more likely to address the community's real needs and desires. It also creates community ownership of the vision, greatly increasing the chances that any effort will be successful. Setting a vision allows the community to focus on short-term goals while keeping sight of long-term ones.

## **Purpose of Planning**

Planning communicates ideal and real conditions, and how things would look if the issues identified by community members as important were to be addressed. Planning enables community members to share what is most valued about where they live and the shared image of what they want their community to become. In planning, the beliefs and governing principles of community can be conveyed to residents and businesses, as well as municipal staff, elected officials, and volunteers.

This Comprehensive Plan builds on the municipalities' past successes while identifying beneficial transformations that aim to improve resident and business quality of life in context of the communities' long-term physical and fiscal well-being.





## Goals

Goals are similar to vision statements, but they're more concrete and "action-oriented"—they're the elements on the path toward fulfillment of the vision. The goal might refer to a problem—such as a shortage of housing or a lack of transportation options—and the positive outcome of addressing that problem. Some general guiding principles about goals are that they are:

- Concise: A goal should still get its point across in one sentence.
- Outcome-oriented: A goal explain the overarching outcomes a community is working to achieve.
- Inclusive: Good goals are not limiting in their strategies or in the sectors of the community that may become involved in fulfilling them.

### *Goals of the Comprehensive Plan:*

1. Balance development with conservation to maintain the appeal and quality of the communities' existing landscapes.
2. Uphold responsible redevelopment by aligning appropriate redevelopment opportunities with realistic infrastructure and services.
3. Enhance the sense of community through sought-after and welcoming civic spaces.
4. Promote a locally and regionally significant integrated transportation network for motorized vehicles, non-motorized vehicles and pedestrians.
5. Promote the communities' fiscal responsibility through the effective delivery of public services.
6. Celebrate the distinctive identities and characters of the municipalities' neighborhoods



*Places of worship have long been cornerstones in the communities.*

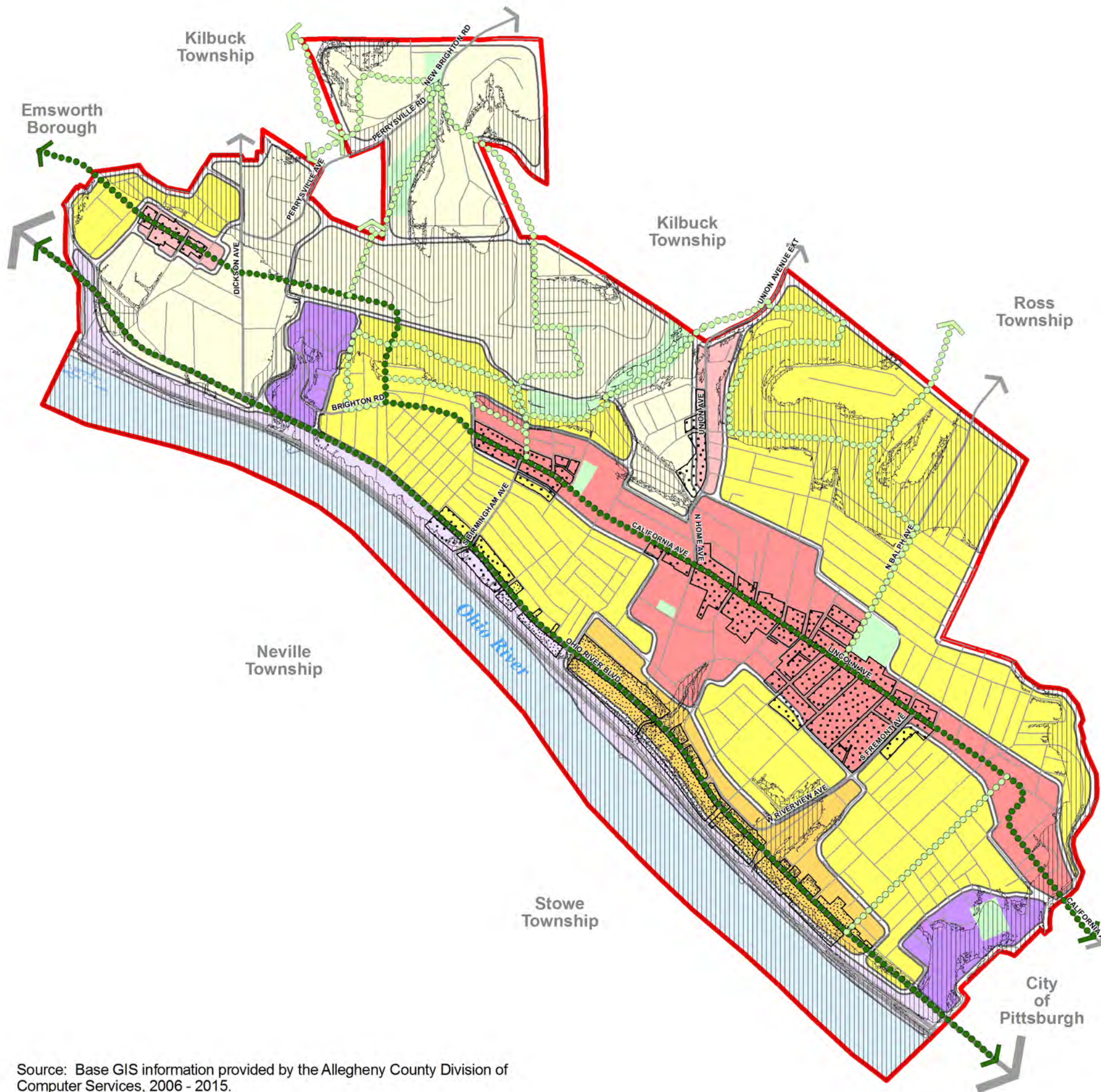


*Ben Avon's central meeting place*

## Objectives

Objectives are even more action-oriented than goals. They are the measurable and quantifiable steps toward the fulfillment of goals and are written with a timeline in mind. Objectives represent the concrete progress made toward specific goals. Identified Plan objectives center on:

1. Developing a campaign regarding the communities' sense of place and convenience within the Pittsburgh Region.
2. Enhancing physical connections within and between the Boroughs and to surrounding communities applicable to regionally significant network improvements.
3. Coordinating the provision and timing of infrastructure improvements within areas most suitable and practical for public services.
4. Pursuing collaboration of municipal investments that are beneficial to the Boroughs' delivery of services.
5. Stabilizing housing stock vacancies/disinvestments.
6. Hosting outreach events that focuses on healthy communities, home ownership and opportunities for strengthening the municipalities' various business corridors.
7. Enforcing property maintenance standards, and evolving/modern ordinance policies.
8. Encouraging residential infill and/or redevelopment as practical and feasible.
9. Celebrating and promoting the appreciation of civic amenities; support continued investment in parks and recreation.



**LEGEND**

- Multi-Municipal Comprehensive Plan Study Area
- Major Vehicular Circulation (arterial roads)
- Minor Vehicular Circulation (collector roads)
- Other Roads
- Railroads

**CIVIC ENHANCEMENTS**

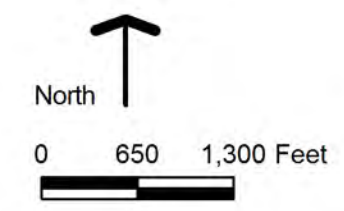
- Existing Park/Open Space
- FACADES**
  - Potential Facade & Sign/Main Street Program
  - Other Facade Opportunities
- HIKE/BIKE ROUTES**
  - Regional Network
  - Local Network

**FUTURE LAND USE**

- Single Family Low Intensity Residential (< 6 du/ac) (single family, duplex and twin)
- Single Family High Intensity Residential (6-12 du/ac) (single family, duplex, twin and townhouse)
- Office/Retail (office, community-scale retail and restaurant)
- Urban Core (retail, restaurant, office, townhouse and apartment)
- Mixed Use (residential, retail, restaurant and office)
- Transportation/Light Industrial (retail {along Ohio River Boulevard only}, warehousing and assembly)
- Heavy Industrial (warehousing, manufacturing and assembly)

**NATURAL FEATURES**

- Resource Protection Overlay



**COMPREHENSIVE PLAN  
MULTI-MUNICIPAL  
COMPREHENSIVE PLAN UPDATE**

Prepared for: Joint Planning Commission  
Prepared by: Environmental Planning and Design, LLC







Date: April 2016

2145.16.05r2

Source: Base GIS information provided by the Allegheny County Division of Computer Services, 2006 - 2015.





**LEGEND**



-  Multi-Municipal Comprehensive Plan Study Area
-  Major Vehicular Circulation (arterial roads)
-  Minor Vehicular Circulation (collector roads)
-  Other Roads
-  Railroads
-  Existing Park/Open Space

**PUBLIC REALM**

**FACADES**

-  Potential Facade & Sign/Main Street Program
-  Other Facade Opportunities

**ALLEYWAYS**

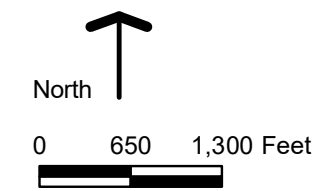
-  Primary Alleyway Improvement Area
-  Secondary Alleyway Improvement Area

\* South Sprague Ave. is in good condition, but may benefit from permeable pavement due to the fact it is considered a major stormwater runoff problem.

**WALK/BIKE ROUTES**

-  Regional Network
-  Local Network

\* The Communities encourage additional connections beyond their borders. As an example, establish sidewalks along Camp Home Road which can be incorporated into the pedestrian facilities that exist in the Avonworth Community Park on Camp Home Rd.



**PUBLIC REALM  
MULTI-MUNICIPAL  
COMPREHENSIVE PLAN UPDATE**

Prepared for: Joint Planning Commission  
Prepared by: Environmental Planning and Design, LLC

Date: December 2016

2145.16.02r3

Source: Base GIS information provided by the Allegheny County Division of Computer Services, 2006 - 2015.



**LEGEND**

-  Multi-Municipal Comprehensive Plan Study Area (1,565.7 Acres)
-  Municipal Boundary
-  Lot Line
-  Facade & Sign/Main Street Program
-  Other Facade Opportunities
-  Road
-  Railroad
-  River/Lake/Stream

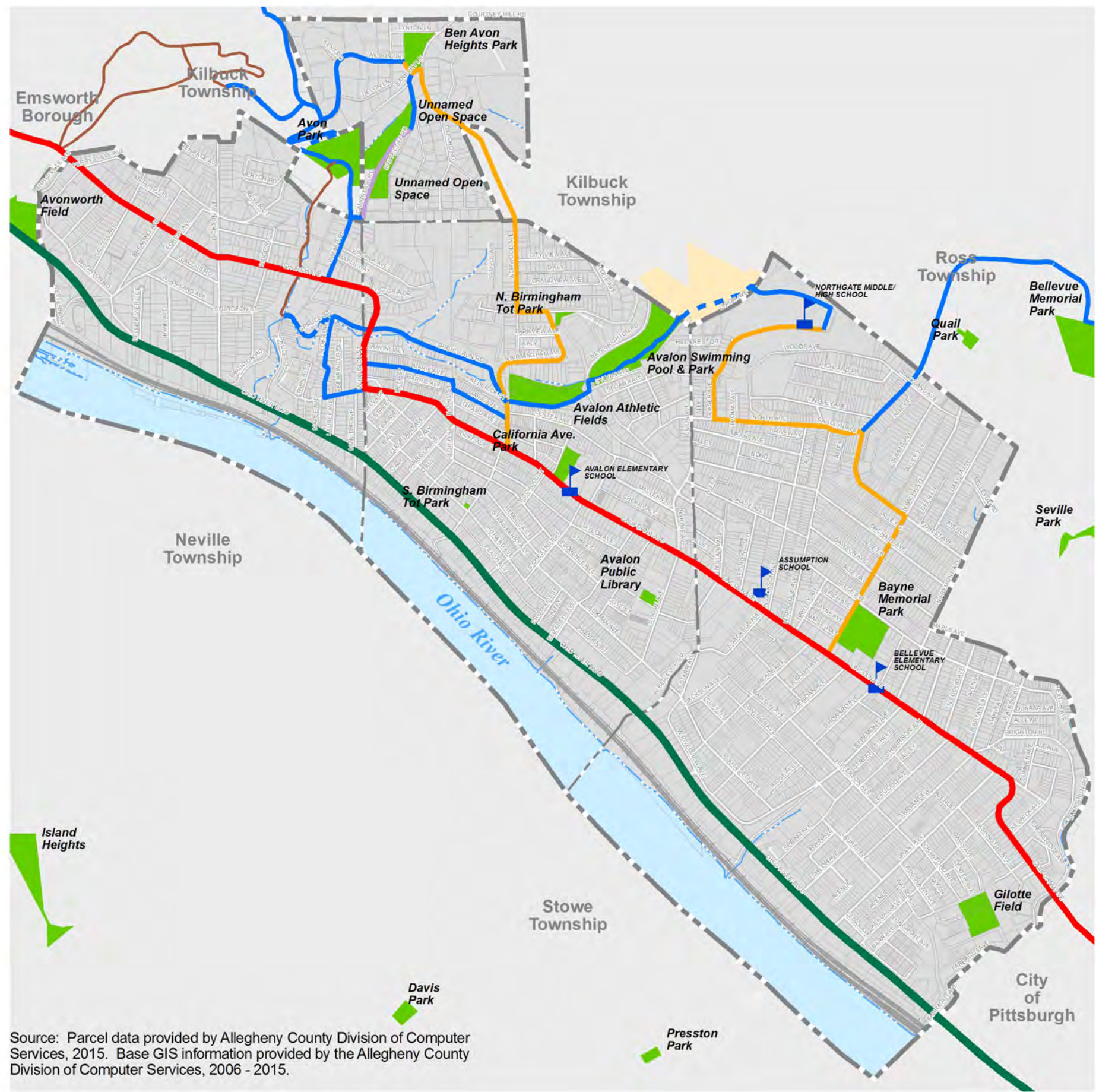


**FACADE & SIGN/MAIN STREET PROGRAM  
MULTI-MUNICIPAL  
COMPREHENSIVE PLAN UPDATE**

Prepared for: Joint Planning Commission  
 Prepared by: Environmental Planning and Design, LLC  
 Date: October 2015

Source: Parcel data provided by Allegheny County Division of Computer Services, 2015. Base GIS information provided by the Allegheny County Division of Computer Services, 2006 - 2015.





**LEGEND**

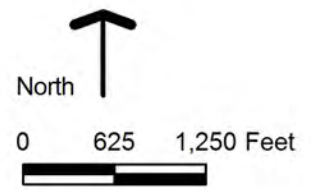
- Multi-Municipal Comprehensive Plan Study Area (1,565.7 Acres)
- Municipal Boundary
- Lot Line
- Road
- Railroad
- River/Lake/Stream
- Park
- Private Land

**HIKE/BIKE ROUTES**

- Allegheny North Bike Route (N3)
- Route 65 Master Plan Corridor
- Existing Community Bike Route
- Existing Hiking/Walking Trail

**SHARE THE ROAD (BIKE ROUTE)**

- Existing
- Proposed
- Closed



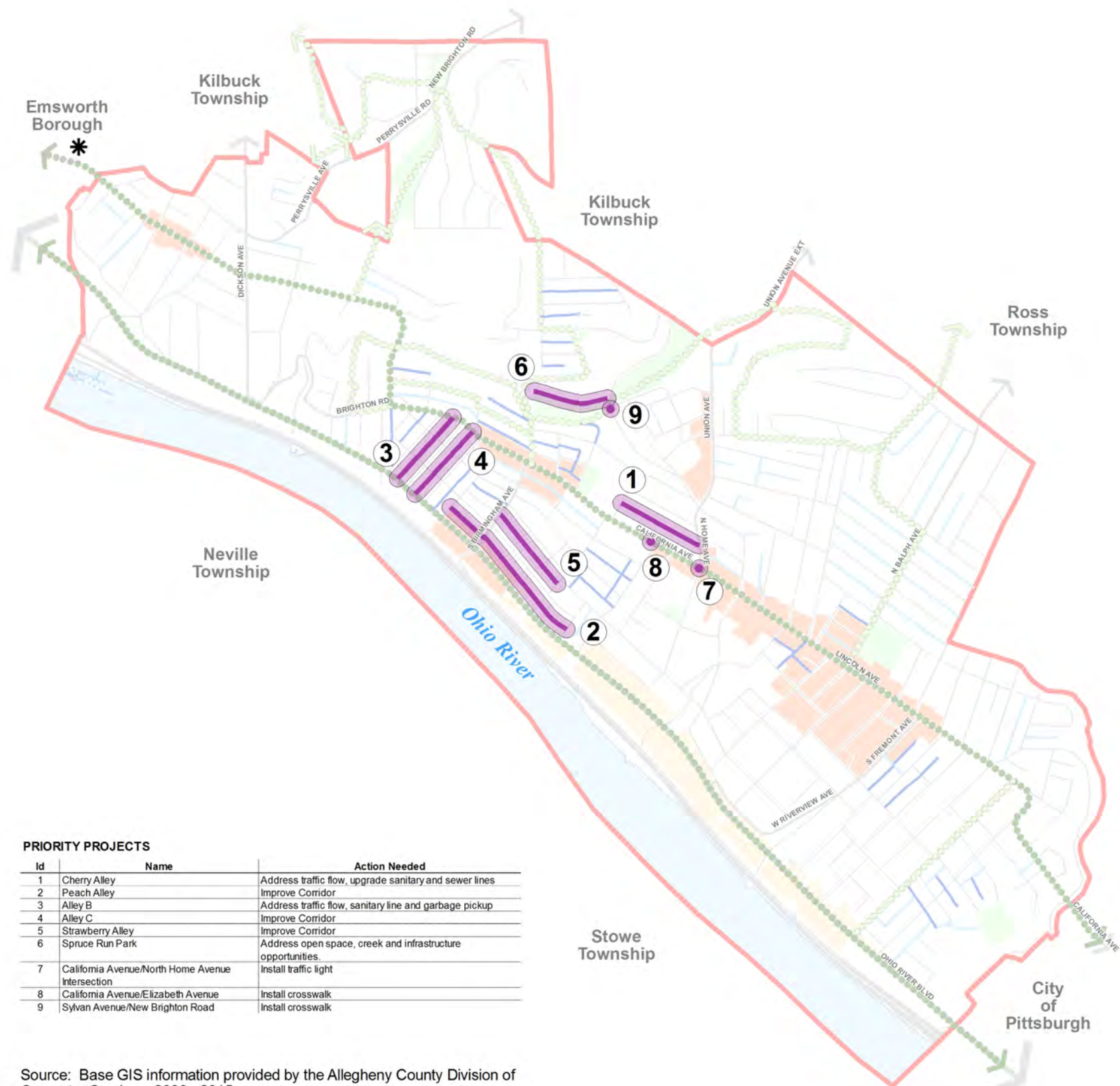
## GREEN LINK/COMMUNITY BIKE ROUTES MULTI-MUNICIPAL COMPREHENSIVE PLAN UPDATE

Prepared for: Joint Planning Commission  
Prepared by: Environmental Planning and Design, LLC







Date: October 2015

2145.15.09

Source: Parcel data provided by Allegheny County Division of Computer Services, 2015. Base GIS information provided by the Allegheny County Division of Computer Services, 2006 - 2015.





**LEGEND**

-  Multi-Municipal Comprehensive Plan Study Area
-  Major Vehicular Circulation (arterial roads)
-  Minor Vehicular Circulation (collector roads)
-  Other Roads
-  Railroads
-  Existing Park/Open Space

**PUBLIC REALM**



**FACADES**

-  Potential Facade & Sign/Main Street Program
-  Other Facade Opportunities

**PRIORITY PROJECTS**

-  Project
-  Project Id

**ALLEYWAYS**

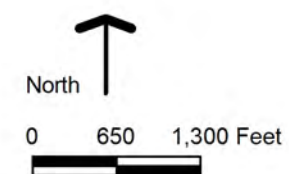
-  Primary Alleyway Improvement Area
-  Secondary Alleyway Improvement Area

\* South Sprague Ave. is in good condition, but may benefit from permeable pavement due to the fact it is considered a major stormwater runoff problem.

**WALK/BIKE ROUTES**

-  Regional Network
-  Local Network

\* The Communities encourage additional connections beyond their borders. As an example, establish sidewalks along Camp Home Road which can be incorporated into the pedestrian facilities that exist in the Avonworth Community Park on Camp Home Rd.



**PRIORITY PROJECTS**

Id	Name	Action Needed
1	Cherry Alley	Address traffic flow, upgrade sanitary and sewer lines
2	Peach Alley	Improve Corridor
3	Alley B	Address traffic flow, sanitary line and garbage pickup
4	Alley C	Improve Corridor
5	Strawberry Alley	Improve Corridor
6	Spruce Run Park	Address open space, creek and infrastructure opportunities.
7	California Avenue/North Home Avenue Intersection	Install traffic light
8	California Avenue/Elizabeth Avenue	Install crosswalk
9	Sylvan Avenue/New Brighton Road	Install crosswalk

Source: Base GIS information provided by the Allegheny County Division of Computer Services, 2006 - 2015.

**PUBLIC REALM - PRIORITY PROJECTS  
MULTI-MUNICIPAL  
COMPREHENSIVE PLAN UPDATE**

Prepared for: Joint Planning Commission  
Prepared by: Environmental Planning and Design, LLC

Date: December 2016

2145.16.06



# CHAPTER 5: ACTIONS

## Responsive Communities

Avalon, Bellevue, Ben Avon, and Ben Avon Heights do share a common planning purpose and several common challenges; they also each have their own identifiable characters, strengths and different opportunities for growth. Reflective of both the communities' similarities and their uniqueness, meaningful actions and direction for implementation are outlined within the Chapter.

These actions set forth broad strategies to address the Plan's overall goals, allowing for creativity and fine-tuning based upon available and attainable funding opportunities. To the greatest extent possible, the communities are encouraged to continue working together so that key actions can be realized within the public realm and impact the broadest population base.

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*You've got to think  
about the big things  
while you're doing the  
small things, so that  
all the small things go  
in the right direction.*

*Alvin Toffler*

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## Collaboration & Cooperation

This Comprehensive Plan seeks to organize and optimize opportunities for collaboration and cooperation. Municipal representatives and residents engaged in the Comprehensive Plan effort identified a number of common items applicable to the four Boroughs. Organized into themes, focus of future joint efforts include infrastructure, accessibility, safety and overall quality of life for residents and businesses. Further, joint actions consider:

- Benefits to the Boroughs as a whole. Each Borough has individual aspirations; joint actions must be mutually beneficial, or benefit multiple Boroughs, without causing strain or overlooking others.
- Implementation with a no-blame approach. The key in undertaking joint actions is collaboration and relationship-building. Moving forward and responding to both successes and setbacks takes energy and patience.
- Cost effectiveness. Joint actions should make sense from a physical as well as fiscal perspective to be successful.

## Key Recommendations

These recommendations reflect the communities' vision, goals and objectives. They also reflect the common thread of this document - the communities are "Together at Our Best."

*It does not take much strength to do things, but it requires a great deal of strength to decide what to do.*  
Elbert Hubbard

### Key Joint Action 1: North Boroughs Main Street Corridor

Programs for revitalization in the business districts of the boroughs can improve the relatively intact, walkable Church/California/Lincoln corridor that already exists. Bellevue, Avalon, and Ben Avon could consider establishing a joint Main Street Program, with funding and support through the State Department of Community and Economic

Development (DCED) and the Pennsylvania Downtown Center, the state coordinator of for the national Main Street Program overseen by the National Trust for Historic Preservation. A joint Main Street program encompassing the Church/California/Lincoln corridor would be a good example of multi-municipal cooperation, which may help attract other funding opportunities and would be able to serve as a marketing opportunity. It would also help to build on Bellevue's existing involvement with Allegheny County's Allegheny Together local business district program.

Other opportunities exist to help downtown businesses. For instance, the communities could bring design consultancy to a "pop-up" storefront. Such businesses (e.g. UpTo, a spin-off of Pittsburgh graphic design firm Shift Collaborative) aims to help small businesses and entrepreneurs in main street business districts understand the need for and have access to budget-priced creative services (e.g. graphic design, logo design, websites, signage, business planning, and marketing). It has worked with other communities around the region, such as Butler, Millvale, Allentown (Pittsburgh), Charleroi, East Liberty (Pittsburgh), Wilkesburg, and McKees Rocks to activate vacant storefronts for up to a week. Local businesses can come in to have a budget-priced logo designed, a website built, marketing materials produced, or learn more about the resources available to small business owners and entrepreneurs.

A grant program for joint facade and signage improvement throughout the communities could help generate new business district investment and make the Church/California/Lincoln corridor more attractive for businesses to locate (in conjunction with marketing initiatives). A possible mechanism to determine financial contributions from each municipality to the joint facade/signage grant program and funding pool could be to base contributions on the number of feet of building facade in each respective municipality along the Church/California/Lincoln corridor that belongs to the MU: Mixed Use and C-NC: Neighborhood Commercial zones. Matching public/private funding could be divided in a 50/50 or 75/25 ratio, to encourage business owners and building owners to participate in their own improvements and blueprints for success.



*Adaptations of housing stock are occurring over time*

The economic impact of facade improvements for business owners has been the subject of studies in recent years. In a University of Wisconsin study, out of 24 business owners surveyed, 80% saw an increase in first-time customers and 90% saw an increase in overall sales (average 20% increase) after implementing exterior improvements. Restaurants found the greatest positive benefit, while commercial properties with residential units above also saw increased interest from prospective tenants. Businesses that simultaneously invested in interior improvements and marketing initiatives together with facade improvements experienced the greatest benefits overall.

Commonly identified benefits of improved business exterior presentation included: increased sales and traffic at adjacent businesses; additional interest in vacant commercial spaces in adjacent buildings; a catalytic effect, with one or more improvements to properties elsewhere in downtown; and gains in community pride and civic appreciation among businesses, property owners, and customers.

If funding for a facade program is limited, a signage-only program could provide microloans for new signs (ballpark cost: between \$2,500-\$5,000 each). The program could also be spun off into a joint ADA accessibility and sidewalk improvements fund, if deemed appropriate.

### **Key Joint Action 2: Alleyway Activation**

Alley repair and stormwater were both identified as themes for improvement by members of the Joint Planning Commission. This plan addresses both items while also revitalizing community spaces. There are a number of alleyways in the four Boroughs paralleling municipal streets. Some are in poor or deteriorating condition, while others are conduits for stormwater that end up flooding areas of lower elevation. Alleyways in Avalon and Bellevue, in particular, are prime candidates for permeable pavement, which not only extends the life of pavement in the alley but also helps to reduce the amount of water flowing through the storm sewers, fulfilling

some of the requirements of the MS4 permits/consent decrees. Another benefit of permeable pavement is that some applications of the paving are better at repelling ice, snow, water, and freeze-thaw conditions than traditional asphalt, promoting longevity of the alleyway surface.

Many communities recognize the opportunities possible through alleyway utilization for neighborhood space activation, which can help foster a sense of community and allow residents to get to know their neighbors. The Boroughs have the potential to utilize these spaces for the same purposes.

For example, neighborhoods across the communities could join for reoccurring events such as neighborhood festivals, local farmers markets or community potlucks that only takes place in alleyways. Compact tents would be able to efficiently use the space for markets, and during potlucks residents could put tables out with cooked items all along the alleyways so people could slowly walk through and taste the recipes of each participating household. An event like this would activate the alleyways and encourage community ownership and maintenance of them. With a name such as “The Great Bellevue Alleyway Cookout” or “The Avalon Alleyway Market” or “The North Boroughs Alleyway Food Festival,” such events could draw not only residents from across the four Boroughs but from other areas as well. Examples of similar events that have been implemented before include community house tours, the Bellevue Live/Worship/ Shop Tour, and the South Side Soup Contest on the South Side of Pittsburgh.

### **Key Joint Action 3: Mass Transportation Enhancements**

The Southwestern Pennsylvania Commission’s *2040 Transportation and Development Plan for Southwestern Pennsylvania* highlights a series of important planning considerations for the Boroughs. Among them are their policies rooted in economic development:

- Business development: The region will place a priority on business development with a focus on existing business retention and expansion
- Workforce development: The region will

support initiatives designed to improve both the quality and quantity of the region’s workforce to meet emerging industry demands.

- Community revitalization and development: Revitalization and redevelopment of the region’s existing community is a priority.
- Expand and enhance tourism: The region will preserve, promote and develop the tourism and hospitality industries by capitalizing on historic, cultural, recreation and ecological assets.

Further, a significant influence on these policies is the extent to which investment, commitment and coordination of infrastructure improvements is made. Enhancements to and extensions of mass transit/ rail service through Allegheny County’s northern and western municipalities can enhance the Boroughs’ livability. When evaluating costs and funding needs in context of impacts, the Boroughs, and other surrounding municipalities, have the opportunity to consider some potentially bigger picture results:

- Roadway surfaces could last longer with reduced vehicle use (reduces roadway replacement costs)
- Individual insurance premiums could drop as fewer commuting miles are logged (increases disposable income to residents)
- Vehicle maintenance would be reduced (increases disposable income to residents)
- Fewer car accidents, casualties, and fatalities (reduces insurance payouts, reduces medical / funeral costs, improves quality of life)
- Improved transportation and access for lower income and senior residents (increases business revenue and tourism)
- Reduced fossil fuel consumption (reduces environmental impact)
- Lower pollution (reduces medical costs, improves quality of life)
- Reduced traffic congestion / people gain productive time and quality of life by not sitting in traffic (reduces lost opportunity costs, increases business / quality of life)



*Opportunities exist for improvements along many rights-of-way.*

- Overall reduced carbon footprint (reduces environmental impact)
- “Green Infrastructure” if existing railways can be re-purposed (lowers cost of development)

**Key Joint Action 4: Additional Joint Municipal Services**

The Boroughs should continue to explore and take action on the feasibility associated with organizing additional joint services for public safety, streets, parks/pools and/or public works. Resources and events permit, further exploration and feasibility of cooperative public service operations should occur as well as pursuit of public funding to assist in supporting these relationships. For cooperative fire service, composting or other joint municipal opportunities, the communities should consider opportunities to optimize delivery of services to residents/business, each other’s performance, and financial investments.

**Key Joint Action 5: North Boroughs Greenlink and Community Bike Routes**

Bicycle and walking routes that connect the four communities’ recreational assets can increase resident access to parks and recreational facilities as well as can increase the number of community visitors supporting local businesses, restaurants, and services. In addition, such connections further the aims of County and regional initiatives; a “Greenlink” route can provide safer, non-vehicular local and regionally significant access within and to surrounding communities - a



*Alley special events: example transformation*

great example of the Responsible Regionalism discussed in Chapter 1.

Several points of interest with opportunity for connection include:

1. Avonworth Community Park (A.C.O.R.D.)
2. Vinegar Hollow Trail
3. Ben Avon Heights Community Park
4. Avon Park
5. Ben Avon Trail
6. Avalon Community Park and Pool
7. Northgate High School and playing fields
8. Bellevue Memorial Park

At the north end (notwithstanding a future connection to a proposed regional trail on the other side of Interstate 279) a dedicated bike/walk Greenlink path to the communities from the multi-municipally-owned Avonworth Community Park (A.C.O.R.D.) could be established. This path would run through undeveloped properties owned by the Avonworth Authority and the Animal Friends rescue shelter as a conventional multipurpose trail and an extension of the park. The Greenlink would then head south on-road to connect the Vinegar Hollow Trail and then branch off at Wilson Road along the Kilbuck Township and Ben Avon Heights border. One route would connect to Ben Avon Heights Park and Avon Park, while the other route would connect to the Ben Avon Trail. The Greenlink would then loop down to Spruce Street, where it would become a dedicated bike/walk path using Spruce Run Road to allow for a mostly-contiguous

trail section along Spruce Run Creek. Possibilities exist along this stretch to restrict vehicular traffic to “Local Traffic Only” or “Resident Traffic Only” and to close off the yet-to-be-built Spruce Run Road/Spruce Street/Alder Drive connector to vehicular traffic (while retaining the existing dead-ends on those streets for cars).

The Greenlink would proceed to connect to the Avalon Community Park and swimming pool and to Northgate High School. Finally, the route would extend from the high school to connect to Bellevue Memorial Park. An on-road bike and walking route could also be established to compliment the Greenlink. This route, potentially called the North Boroughs Community Bike Route, would connect Ben Avon Heights to the Church/California/Lincoln corridor, allowing for a safe pathway to the business districts of Ben Avon, Avalon, and Bellevue. This community route would then continue past Bellevue to join the City of Pittsburgh’s existing bike routes, which lead to supra-regional trails such as the Three Rivers Heritage Trail and the Great Allegheny Passage, connecting Pittsburgh to surrounding states. The route also ties with the recommendation from Active Allegheny, Allegheny County’s Active Transportation Plan, which specifies a regional bike route, “N3,” which connects from the City of Pittsburgh’s bicycle facilities to Emsworth, running along the Church/California/Lincoln corridor.

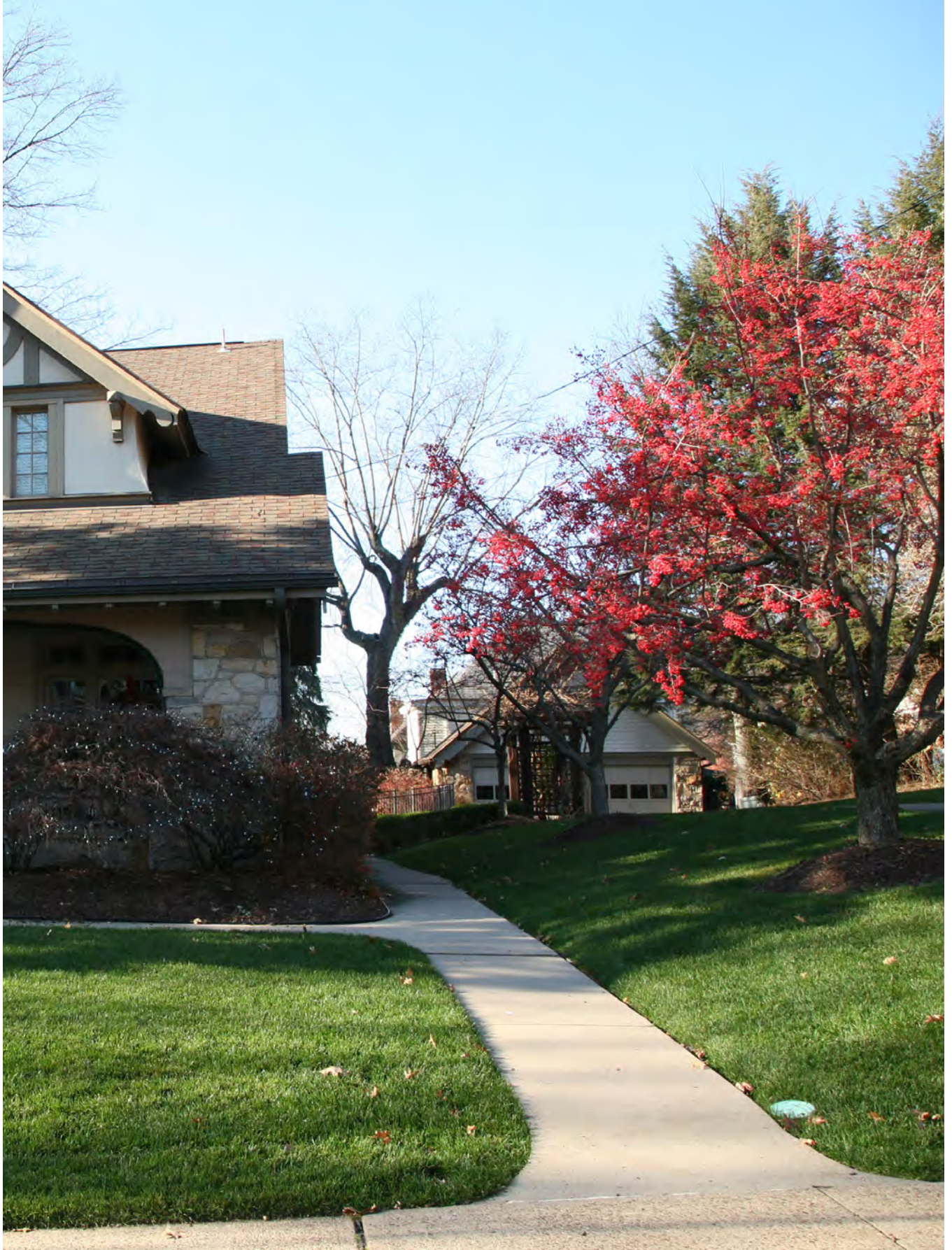
On-road sections of both the Greenlink and the Community Bike Route would mostly consist of “Share the Road” painted sections with accompanying signage. If not already existing, construction of sidewalks could be pursued along these stretches to encourage traffic calming.

This network of trails and paths is a more developed version of the conceptual Inter-Borough Path System proposed in 2004 Tri-Borough Comprehensive Plan and looks beyond the boroughs to its neighbors and the surrounding region.

Opportunities exist to promote each Borough through the Greenlink; strategies can be used to invite trail users off of the trail and into the communities. The Boroughs can convene a Joint Greenlink Committee to meet regularly and discuss issues and opportunities related to the Greenlink, strategies for leveraging investment and opportunities to partnership. For example, the Boroughs may be able to identify grant opportunities to do connectivity enhancements throughout each Borough, opportunities to host events that are focused on pedestrian connectivity or the creation of itineraries to guide people to amenities within commercial corridors.



*Maintaining a vibrant business corridor*



*Well maintained residences are found throughout all of the Boroughs.*

## Other Multi-Municipal Recommendations

As opportunities for collaboration and funding arise, the municipalities should collectively continue explore pursuing and implementing a series of other multi-municipal recommendations developed as part of this planning process. They include:

- Continue to provide for each community's full-range of land use needs by strategically dispersing and sharing uses throughout the Boroughs.
- Reinforce a mixed-use zoning district that encompasses portions of the Lincoln/California/Church corridor as well as portions of the adjoining neighborhoods. In looking at the broader picture, zoning ordinance updates can serve as a way to address land policy issues.
- Encourage small-scale office and commercial uses along Ohio River Boulevard.
- Construct streetscape improvements along Ohio River Boulevard and install coordinated community identification signs at key gateways.
- Identify opportunities to fund the development of an Inter-Borough Path System, construction of the Ohio River Trail and creation of "Wet Weather" Parks along Spruce Run and Jacks Run.
- Expand quality housing among the boroughs as needed while considering demographics of each and encourage increasing home ownership among boroughs with more transient residents.
- Joint programs such as Sustainable PA, Live Well Allegheny Communities, and the Allegheny League of Municipalities' Banner Communities to work toward concrete quality-of-life goals. Several municipalities and their neighbors have achieved Sustainable PA's Gold-Certified municipalities.
- Continue to uphold the principles of sustainable development throughout the municipalities.
- Create a quad-borough joint bicycle/pedestrian committee that focuses on community engagement and health; consider Ross Township's committee as precedent example.
- Optimize the purpose of underutilized public buildings throughout the boroughs to preserve historical significance, promote revitalization of

existing infrastructure.

- Develop a joint Area Chamber to coordinate marketing and economic opportunities for business and redevelopment vitality
- Evaluate the opportunities and potential policies related to urban farming.
- Establish a multi-municipal initiative with Allegheny County to develop, maintain, and clean sidewalks along Ohio River Blvd. for the expansion of safer pedestrian movements and the general improvement of civic pride in the communities.

Further, throughout the Comprehensive Planning process, each of the municipalities identified opportunities that are significant to their individual livelihood. As each were evaluated, several common discussions arose. To the greatest extent possible, a number of actions could produce both short- and long-term benefits where the Boroughs can pursue opportunities collaborating together:

- Sanitary sewer repairs
- Stormwater management innovations
- Erosion and hillside/wall repairs
- Streetlight LED conversion
- Renewable energy system provisions
- Street paving/repairs
- Right-of-way plantings/public green space improvements
- Sidewalk repair/construction
- ADA accessibility/safety improvements/traffic calming
- Off-street parking
- Parks and recreation improvements/development
- Blight and abandonment
- Building repair/utilization
- Business district improvements/revitalization
- Administration/management collaboration

The Action Plan on the following pages identifies a series of other specific, realistic pursuits along with general timeframes and key stakeholders that can aid in getting efforts underway in the Boroughs realizing their goals.



## Action Plan

AC	Allegheny County	DCNR	Pennsylvania Department of Conservation and Natural Resources	PennDOT	Pennsylvania Department of Transportation
BC	Borough Council(s)	DEP	Pennsylvania Department of Environmental Protection	PRC	Parks and Recreation Commission
BMS	Borough Main Street	EC	Environmental Committee	SD	School District
BS/E	Borough Staff/Engineer(s)	FD	Fire Department	Util.	Utilities (Water, cable, phone, etc.)
CFBO	Community- and Faith-Based Organizations	JPC	Joint Planning Commission	ZHB	Borough Zoning Hearing Board
CG	Civic Groups	PA	Port Authority		
COC	Chamber of Commerce	PD	Police Department		

Ref. #	Action	"Priority (Timeline in Years)"				Coordinating Stakeholders	Supporting Stakeholders
		0-1	1-3	3-5	5-10		
<b>Future Land Use and Housing Plan</b>							
1	Improve the continuity, functionality and character of Downtown area of the North Borough Main Street Corridor	Draft and Adopt Overlay	Enforce Overlay			Bellevue and Avalon BC, JPC	BS/E, BMS
	a. Identify development character and intensities of non-residential and residential land uses suitable for inclusion within the Overlay area	-	-	-	-	-	-
	b. Designate the extents of the North Borough Main Street Corridor and draft corresponding Overlay ordinance text	-	-	-	-	-	-
	c. Conduct public participation opportunities to evaluate and adopt regulations	-	-	-	-	-	-
2	Encourage expansion of viable business markets in strategically located areas to optimize business longevity, connectivity and available infrastructure resources	"Build/strengthen relationships"	Identify commonalities and complements of businesses	Analyze and develop the intent, structure and funding streams for an area Chamber of Commerce	Formally establish the Chamber of Commerce	Bellevue, Avalon and Ben Avon BC, JPC	BS/E
	a. Encourage restoration and adaptive re-use of existing structures to accommodate modern business practices	-	-	-	-	-	-
	b. Work with community organizations to establish marketing strategies and information for use in recruiting desired businesses and marketing available buildings/sites	-	-	-	-	-	-
3	Prepare and adopt updated Borough-based signage provisions	Draft and Adopt Ordinance(s)	Enforce Ordinances			JPC	BC
4	Prepare and adopt other municipal ordinances for beekeeping, medical marijuana and chickens	Draft and Adopt Ordinance(s)	Enforce Ordinances			JPC	BC
5	Assess and potentially expand Site Design Standards applicable to the Route 65 corridor in context of regional connectivity and redevelopment efforts	Evaluate compliance and overall effectiveness of existing required site improvements (e.g. parking, landscaping, access, etc.)	Outline desired building, landscaping, screening and other site improvements based upon evaluation findings and prepare draft Ordinance refinements	Conduct public participation opportunities to evaluate and adopt regulations	-	JPC, BS/E, PennDOT	BC
6	Encourage in-fill development adhering to the character of surrounding neighborhoods to ensure compatibility between new and existing development	-	Outline provisions	Adopt provisions as either stand-alone guidelines or as a component of zoning; Enforce	Enforce as part of applications	JPC, BC	BMS, COC
	a. Prepare In-fill Development provisions outlining form-based standards and approval process that promote new development and civic spaces on underutilized and/or vacant areas	-	-	-	-	-	-
	b. Conduct public participation opportunities to evaluate and adopt regulations	-	-	-	-	-	-

Ref. #	Action	"Priority (Timeline in Years)"				Coordinating Stakeholders	Supporting Stakeholders
		0-1	1-3	3-5	5-10		
c.	Encourage live/work-oriented development that optimizes use of existing infrastructure and expands economic development opportunities	-	-	-	-	-	-
<b>Transportation, Transit and Infrastructure Plan</b>							
7	Promote pedestrian and vehicular safety throughout thoroughfares to promote efficiency and safety of future corridor redevelopment	-	Adopt improvements as part of an Official Map	Explore and pursue funding	Implement 1st priority project	BC, BS/E, PennDOT	JPC, PD, SD
a.	Evaluate development proposals for roadway improvements and determine suitable solutions	-	-	-	-	-	-
8	Implement feasible traffic calming techniques and efficiencies; lower traffic speeds and improve pedestrian and bicycle safety	Host meeting with municipalities and PennDOT to discuss Route 65 project concepts	Pursue prioritized needed investments in the Boroughs' alley network; initiate discussions regarding long-term Port Authority extension of Trolley line	Evaluate cartway efficiency and safety issues to determine project feasibility, benefits and range of potential traffic calming techniques; Create a Borough-wide Traffic Calming Plan	Develop cost estimates associated with recommended traffic calming measures; Enter agreements with Port Authority and PennDOT to ensure safety and maintenance of improved areas	BC, BS/E, JPC, PennDOT, PA	BMS
9	Construct stormwater management improvements to minimize negative impacts of storm events on public and private property	Develop and construct a combination underground and open channel improvement strategy, in cooperation with PennDOT, to alleviate stormwater impacts in rights-of-ways, where applicable				BC, BS/E	BS/E, JPC, DEP
		Work with adjacent communities to improve drainage swales and pipe infrastructure				-	-
		Determine additional stormwater management concerns within the Boroughs and identify suitable mechanisms for minimizing property impacts				-	-
10	Explore opportunities for burying or moving utility lines and poles underground or into alleys	-	-	Identify potential project areas	Pursue funding and initiate first project in context of other right-of-way improvements	BC, BS/E, Util	JPC, BMS
<b>Civic and Natural Amenities Plan</b>							
11	Construct a unified system of major and minor gateways to increase community visibility and sense of pride	Determine desired areas and available rights-of-way for constructing gateways	Create a consistent design theme among the gateway components; Explore potential public and/or private funding opportunities and partnerships	Develop Phasing Strategy for constructing gateways; Incorporate defined phasing into the Borough's Capital Improvement Program	-	BC, CG	JPC, BMS, BS/E
12	Implement a Wayfinding Signage System to highlight community assets and improve pedestrian and vehicular mobility	Determine desired facilities/ points of interest to be identified by signage	Coordinate signage placement with overall pedestrian network signage; Design hierarchy and specific standards for sign types	Explore potential public and/or private funding opportunities; Develop a phasing strategy for constructing signage and incorporate into Capital Improvement Programming	Place signage in defined areas	BC, CG	BC, BS/E, JPC, SD, BMS, PRC, PennDOT
13	Update the Boroughs' Comprehensive Parks, Recreation and Open Space Plan initiatives as part of a Joint Borough document	Form a Joint Parks and Recreation Commission (PRC) and Environmental Committee	Develop a Multi-municipal Plan	Evaluate the feasibility and roles of implementing potential parks and open space improvements		PRC, EC	DCNR, BC, JPC, SD
14	Designate primary and neighborhood pedestrian connections to determine prioritized investments related to Borough amenities and improve connections between public spaces, institutional uses and residential development	Designate streets as primary or neighborhood connections	Coordinate pedestrian strategy with Safe Routes to School efforts;	"Prepare symbology and markers in conjunction with wayfinding signage; Develop mapping/ literature of pedestrian network"	Expand system as opportunities arise	JPC, SD, BMS	BC, BS/E, PRC, CFBO, CG, PennDOT

Ref. #	Action	"Priority (Timeline in Years)"				Coordinating Stakeholders	Supporting Stakeholders
		0-1	1-3	3-5	5-10		
<b>Impacts on Policies/Ordinances</b>							
15	Incorporate innovative best management practice techniques into Boroughs' standards.	On-going				EC	BC, BS/E, JPC
	a. Identify civic sites where testing of pervious surface treatment could occur	-	-	-	-	-	-
	b. Construct tests at identified sites	-	-	-	-	-	-
	c. Prepare a summary of findings and develop recommendations for consideration of permitted techniques for inclusion in the Boroughs' construction standards	-	-	-	-	-	-
16	Adjust residential parking requirements and encourage infill parking within neighborhoods on underutilized/vacant lots	Inventory potential infill lots suitable for residential parking	Develop a parking program and permitting related to underutilized lots	Enforce and monitor impacts on neighborhood traffic and street sweeping scheduled		BC, JPC	BMS, COC
	a. Assess potential ratio alternatives based upon existing parking supply and demand patterns					-	-
	b. Determine applicable ratios and develop Ordinance provisions					-	-
	c. Conduct public participation opportunities to evaluate and adopt regulations					-	-
17	Develop provisions for the conservation and re-establishment of riparian buffers in order to reduce stormwater impacts	Form and Environment Committee as subset of Borough Councils	Pursue identified priority areas/ assess various conservation techniques	Evaluate potential riparian buffer provisions to determine the desired range and effectiveness regulations; Prepare and adopt riparian buffer/conservation provisions as part of the Borough's zoning/subdivision ordinance		EC	BS/E, JPC, BC, DCNR, DEP, PRC
<b>Impacts on Policies/Ordinances</b>							
18	Create an expedited approval/review process that addresses broad scale development issues as well unifying design characteristics for commercial priority areas	On-going				BC, JPC	BS
19	Work with the Zoning Officers to create reports summarizing land development plan, special exception and conditional use applications for Planning Commission and Council review/approval as well as annual reports of development activity	On-going				BS	BC/JPC
20	Reestablish landscape enhancement programs to encourage the increased functionality and appeal of the Boroughs rights-of-way and public spaces	On-going				BS	BC, JPC
21	Prioritize projects within the Borough's Capital Improvements Plan including: road maintenance, street tree initiatives, utility relocation, sidewalks/curbs, and traffic calming	On-going				BC	BS/E
<b>Comprehensive Plan Status</b>							
22	Produce an annual status report of the Comprehensive Plan and summarize for Borough Council	On-going				JPC	-
23	Conduct annual status updates/coordination between Borough leadership, staff, advisory boards and community organizations	On-going				JPC	-
24	Hold annual Planning Summits with Borough Councils, Planning Commission and Municipal Staff regarding the implementation of the Comprehensive Plan	On-going				JPC	-

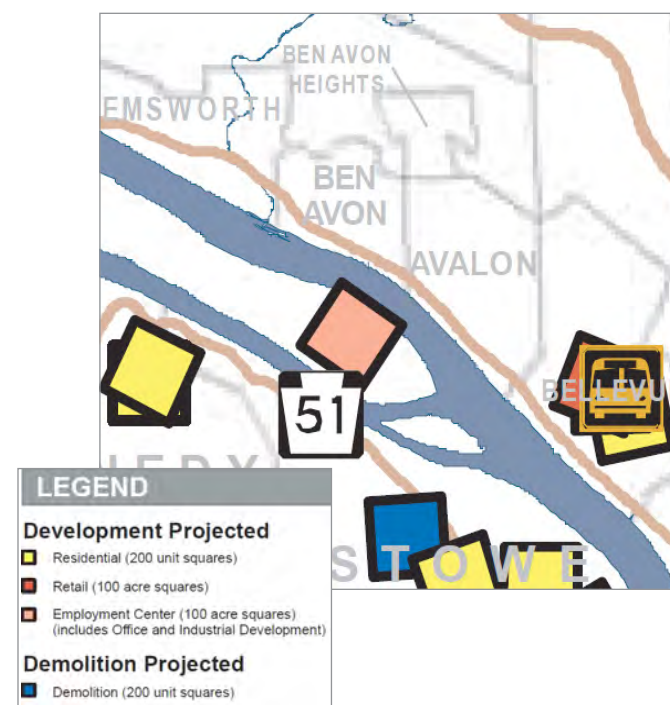
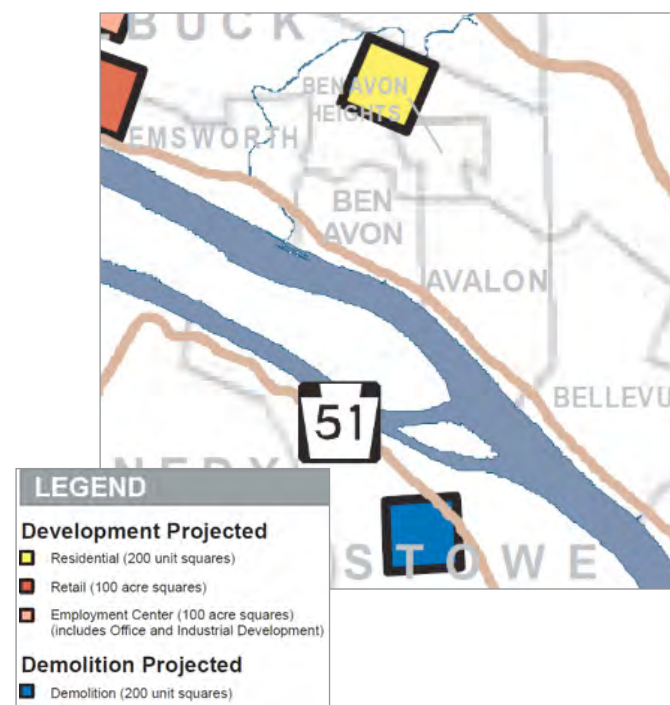
## Relationship to Key Components of the Allegheny County Comprehensive Plan

In 2008, Allegheny County completed its Comprehensive Plan, *Allegheny Places*. The University of Pittsburgh helped center the focus not only on ongoing efforts and goals for the County as a whole, but also on the comprising municipalities and the challenges and opportunities they face together and individually. Allegheny County formed two development scenarios: the 2025 Trend Scenario, which is based on recent population trends and development patterns, and the 2025 Composite Scenario, which is based on key themes and objectives that emerged through thorough public outreach efforts.

Based on recent population and development trends, this Scenario proposes that majority of the development in Allegheny will be concentrated in the northern and western portions of the County. An expansion of residential development is projected to occur specifically in Kilbuck Township, just north of the boroughs. Looking ahead, the boroughs may consider the impact that would come from a nearby increased population, and the potential of this population growth dispersing to their municipalities as well.

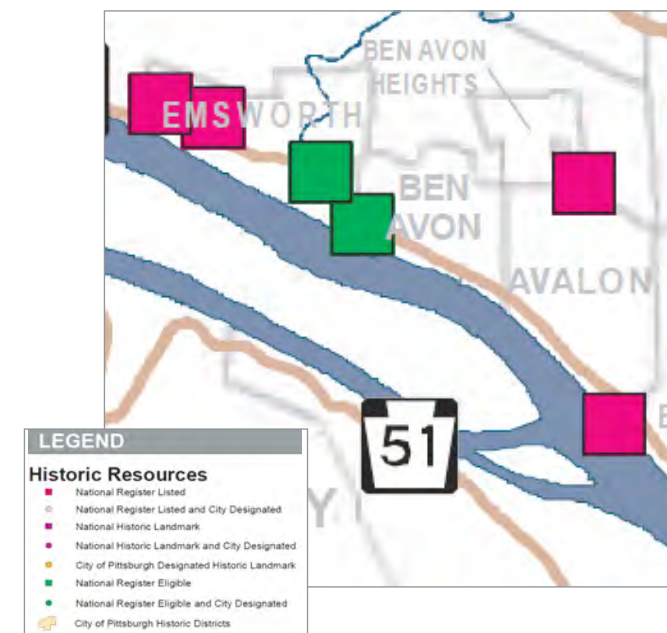
### 2025 Composite Scenario

Through the extensive public outreach that helped form the 2025 Composite Scenario, there was overwhelming support for revitalizing existing neighborhoods, creating more walkable, mixed-use development, responding to market demands, expanding riverfront development, and concentrating development in areas with existing infrastructure. Developing strategies to achieve these goals, Bellevue is envisioned as a potential Transit-Oriented Development (TOD) site. If Bellevue evolves as such, Allegheny hypothesizes that the community should expect at least 400 residential units and 100 retail units to go in.



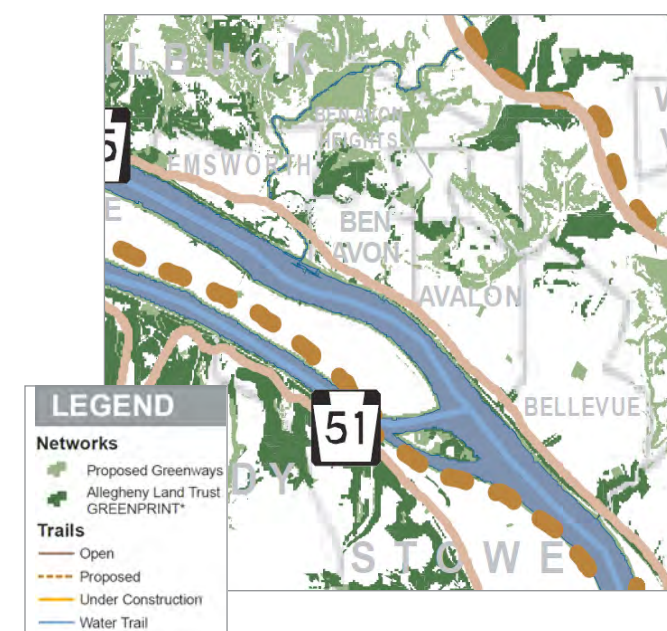
### Historic Resources

The Allegheny Comprehensive Plan recognizes the historical significance present throughout the boroughs. Currently, there are two National Registered Historic Resources, the Davis Island Lock and Dam Site and an additional site along the border of Avalon and Ben Avon Heights. The plan also recognizes there are three additional sites eligible for the National Register - two of these sites being in Bellevue and one in Ben Avon. Upon further investigation of these historical sites, the boroughs can expand upon their significance and concentrate efforts to preserving the sites.



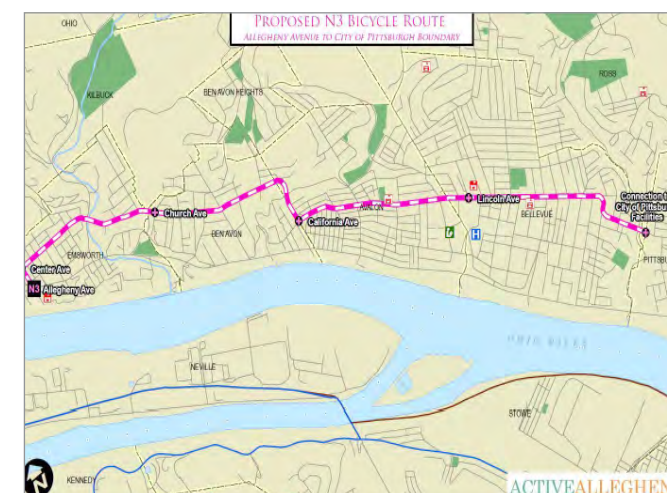
### Proposed Greenways

The expansion and development of Greenways is found extensively in the Comprehensive Plan, particularly around Spruce Run Creek. The steep wooded ravine from Clovelly Road in Ben Avon Heights down to Spruce Run Creek in Avalon is proposed for a greenway in the lower elevation, while the Allegheny Land Trust has designated the higher elevation as a GREENPRINT. Another greenway is proposed along Spruce Run Creek in Ben Avon Heights by Avon Park. Along the Ohio River, there is a proposed Greenway and also a GREENPRINT area which stretches across Avalon, Bellevue, and Ben Avon. In Bellevue, there is a proposed greenway that will encompass Bayne Park. Additional GREENPRINT designated sites include areas along Jacks Run Creek and along the Hillside by Northgate High School.



### Active Allegheny

The Allegheny County Active Transportation Plan of 2010, also known as Active Allegheny, not only recognizes the boroughs as active communities, but features assets in the boroughs as ones the County should prioritize and make more accessible. There is desire for pedestrian access to Ben Avon and Avalon parks from Kilbuck through a “greenlink.” Additionally, Active Allegheny mentions the proposed county-wide “N3” Bicycle Route, which would stretch from Allegheny Ave. to the Boundary of the City of Pittsburgh, and would be routed through Ben Avon, Avalon, and Bellevue, expanding connectivity and accessibility to and from the boroughs.



## Live Well Allegheny

Allegheny County's Economic Development - Planning Office and the Health Department joined forces to achieve improved wellness among residents, businesses and schools. Some of the municipalities in this planning process are now recognized communities of this campaign. Involvement of all communities is encouraged. A minimum of 3 actions, such as from the listing of the following example steps, is part of this commitment:

- Promote participation in a voluntary wellness campaign for the community's employees
- Share information on wellness campaign events with the broader community to encourage the voluntary participation of residents
- Plan, promote and implement a Live Well Allegheny event in cooperation with the campaign that encourages active living
- Develop indoor and outdoor wellness trails accessible to residents of all abilities
- Develop walking maps; measure the distances mapped and encourage residents to meet goals
- Offer incentives for employees who walk or bike to work
- Encourage multi-modal transportation of residents by providing facilities or policies that encourage walking and bike riding
- Promote and support farmers' markets
- Encourage involvement with community volunteer activities
- Promote smoke-free buildings and perimeters
- Provide health information focused on monthly or seasonal events
- Utilize web sites and social media to provide information on physical activity, nutrition, stress management, tobacco cessation, and other health and wellness related initiatives.

Each of these actions is feasible for Avalon, Bellevue, Ben Avon, and Ben Avon Heights to, individually and/or collectively, work toward. The notion of these actions is to encourage activities that improve the impacts of community planning with wellbeing at the heart of reasons "why?" With this, communities, businesses, and restaurants can help contribute in the effort to make Allegheny County one of the healthiest counties in the nation.

**APPENDIX: STATE  
OF DOWNTOWN  
REPORT 2016**

# Office, Employment, & Education

BY THE NUMBERS

**M**  
**35**

LEASABLE S.F.  
OFFICE SPACE

**%**  
**93.2**

CBD CLASS A  
OCCUPANCY

**\$**  
**27.70**

CBD CLASS A  
LEASE RATE

**109,050**

EMPLOYEES

**5**

FORTUNE 500  
COMPANIES

## Steady market conditions in Greater Downtown continue to attract the attention of outside investors, many of whom are repeat customers.

M&J Wilkow, the owner of the Art Institute Building at 420 Boulevard of the Allies, purchased 20 Stanwix Street with investment plans that include exterior plaza renovations and new tenant amenities. King Penguin Opportunity Fund's purchase of the Lawyers Building at 428 Forbes Avenue was quickly followed by its neighbor, the Allegheny Building, at 429 Forbes Avenue. Faros Properties acquired the remaining 1.2 million square feet of office and retail assets of Allegheny Center, being repositioned as Nova Place, after acquiring and fully leasing its neighboring 800-unit apartment complex. In the first quarter of 2016, San Francisco-based Shorenstein Properties purchased the one million square foot Oxford Centre complex for \$148 million with plans for capital upgrades to the office and retail facility. These acquisitions represent a \$265 million investment in approximately 2.9 million square feet of space.

Class A CBD vacancy in the first quarter of 2016 was 6.8% compared to 6.0% one year prior according to CBRE. During the same time period, and while the vacancy rate has increased slightly, the average Class A lease rate increased by 2% from \$27.12 to a record high of \$27.70 per square foot. Additionally, the average Class A lease rate has increased by nearly 15% in four years.

Nearly one-half of the 30 lease transactions in Greater Downtown over 15,000 square feet were new leases. The largest transactions include PNC Bank's nearly 400,000 square feet lease renewal at Nova Place and Burns White's new 105,000 square foot lease at the yet-to-be constructed Riverfront East at 3 Crossings. The law firm of Eckert Seamans renewed its 105,000 square foot lease at the US Steel Tower while JLL leased nearly 55,000 square feet in the new Tower Two Sixty on Forbes Avenue. JLL's move includes the creation of 115 new jobs in the Pittsburgh market. Other new leases include Apple, Inc. and Robert Bosch, LLC committing to a combined 77,000 square feet in the Strip District, and Kennametal, Inc. establishing its world and corporate headquarters in the US Steel Tower with 21,000 square feet of executive offices.

Innovation Works and EY's annual analysis of investment in Pittsburgh technology companies in the report *A Snapshot of Pittsburgh's Technology Investment Landscape: Trends and Highlights 2011 to 2015* showed a 46% increase in the number of investment deals between 2011 and 2015. The supply of Pittsburgh-based venture capital is at its highest level since 2006 at \$127 million. Additionally, an analysis by Innovation Works details a 46% increase in invention disclosures between 2014 and 2015 meaning that more university researchers are taking the first steps to commercialize their technology.

Over 120,000 of the region's undergraduate and graduate students are enrolled in four-year colleges and universities within the ten-county region, ten of which are within a ten-mile radius of Downtown. Research and development spending at Carnegie Mellon University, University of Pittsburgh, and Duquesne University decreased slightly by 3.2% between 2013 and 2014. Of the combined \$1.12 billion spent on R&D, 70%, or \$785 million, was federally funded.

An analysis of Greater Downtown employment using U.S. Census Bureau and Bureau of Labor and Statistics data shows a net decrease of 5.8% in Greater Downtown wage and salaried jobs between 2011 and 2014, yet 109,050 jobs in 2014 is still higher than the low of 106,000 in 2008. Concurrently, roughly 40% of all City of Pittsburgh wage and salaried jobs are located within the boundaries of Greater Downtown.

The timing of this change in salaried jobs directly correlates with the loss of nearly 2.5 million square feet of office space due to hotel and residential conversions. An additional 500,000 square feet is either under construction or proposed. On the supply side, Newmark Grubb Knight Frank projects 1.6 million square feet of office space becoming available in the CBD in the next two to three years. Attraction of new businesses and jobs will be important to keeping occupancy levels consistent and to increase rental rates.

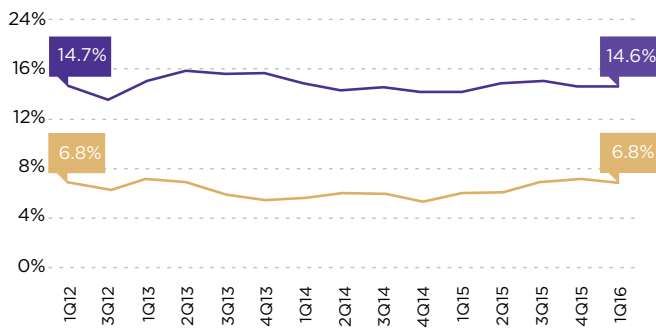


## Class A & B Vacancy Rate

Class A

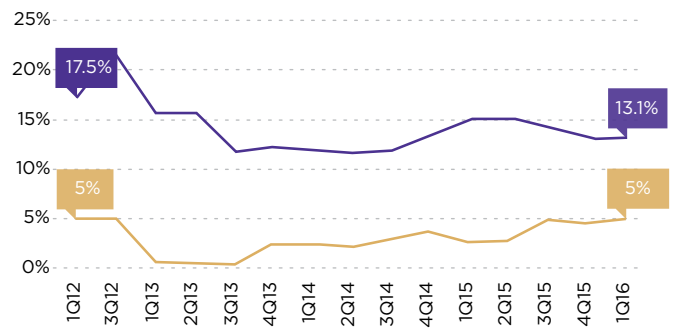
Class B

### CBD



Source: CBRE

### DOWNTOWN FRINGE



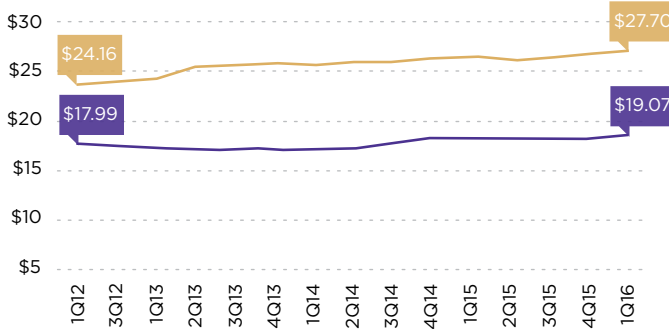
Source: CBRE

## Class A & B Rental Rate

Class A

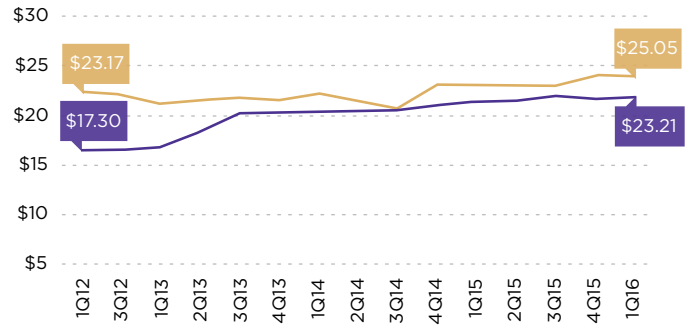
Class B

### CBD



Source: CBRE

### DOWNTOWN FRINGE



Source: CBRE

## Greater Downtown High Impact Sales Transactions, 2015

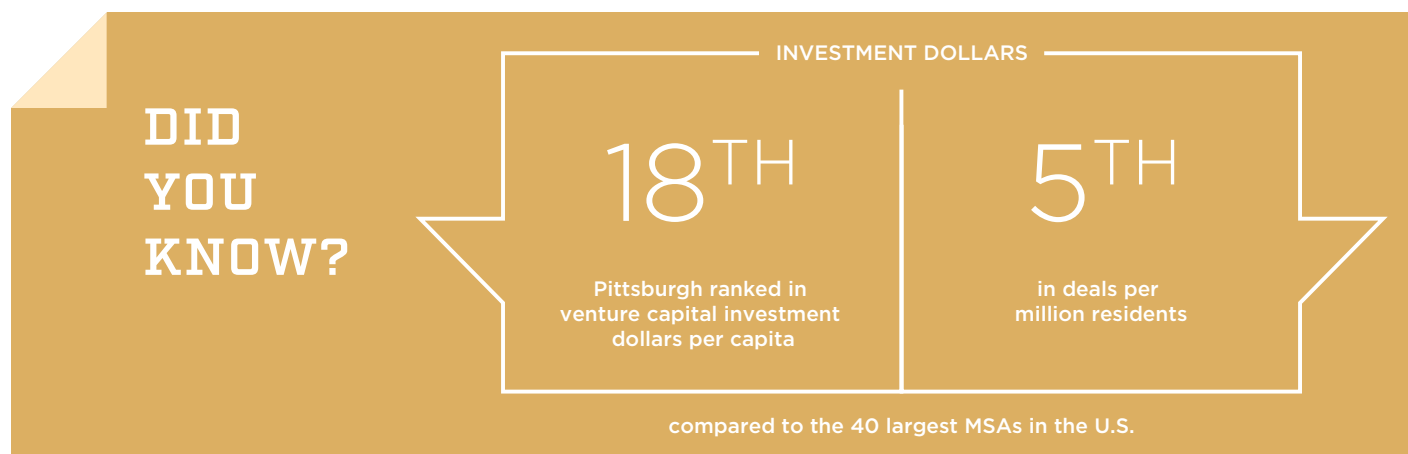
PROPERTY	ADDRESS	BUYER	SALE PRICE	TOTAL SF
20 Stanwix St	20 Stanwix St	M&J Wilkow/DRA Advisors	\$ 38,100,000	380,000
Allegheny Building	429 Forbes Ave	King Penguin Opportunity Fund	\$ 7,000,000	150,000
Lawyers Building	428 Forbes Ave	King Penguin Opportunity Fund	\$ 4,250,000	116,000
Allegheny Center/Nova Place	100 South Commons	Faros Properties	\$ 67,500,000	1,200,000
One Oxford Centre	301 Grant St	Shorenstein Properties	\$148,000,000	1,010,900

Source: CBRE; HFF

## Greater Downtown High Impact Lease Transactions, 2015

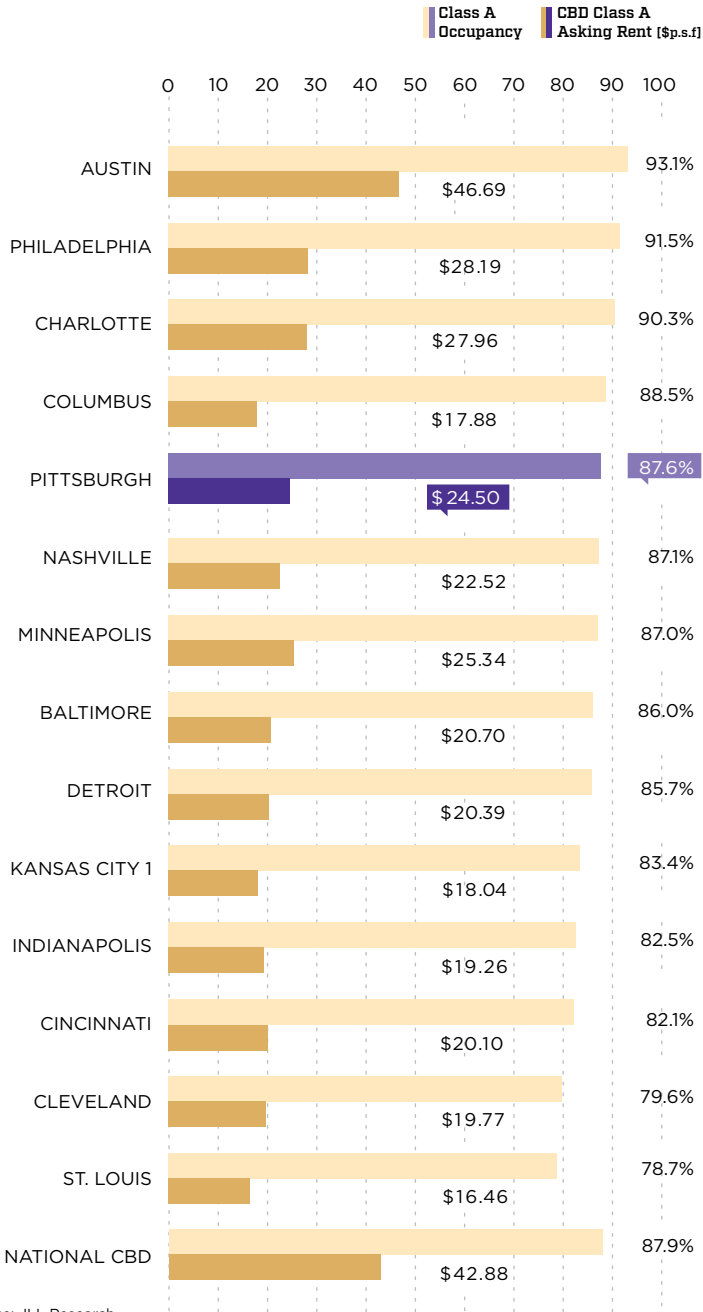
TENANT	BUILDING	LEASE TYPE	SQUARE FEET
PNC National Bank Association	Allegheny Concourse Center	Renewal/Stable	395,000
Burns White	3 Crossings Bldg. 3	New/Stable	105,000
Eckert Seamans Cherin & Mellott LLC	600 Grant St	Renewal/Stable	104,980
JLL	260 Forbes Ave	New/Stable	54,411
Bosch	2555 Smallman St	New/Stable	51,000
First National Bank of PA	12 Federal St	Renewal/Expansion	48,800
Marsh USA Inc.	1-6 PPG PI	Renewal/Stable	44,914
Carnegie Mellon	6 PPG PI	Renewal/Stable	39,132
Uber Advanced Technology Center	3011 Smallman St	New/Stable	30,000
Post-Gazette	372 N Shore Dr	New/Stable	28,000
Novum Pharmaceutical	4 Station Square	New/Stable	27,963
Federal Insurance Company	120 Fifth Ave	Renewal/Stable	26,849
Apple Inc.	2501 Smallman St	New/Stable	26,000
Summa Technologies, Inc.	425 Sixth Ave	New/Stable	25,682
Grant Street Group Inc.	357 Sixth Ave	New/Stable	23,314
Gordon Rees Scully Mansukhani LLP	707 Grant St	Renewal/Expansion	22,777
Goldberg, Persky & White	11 Stanwix St	New/Contraction	21,645
Kennametal Inc.	600 Grant St	New/Contraction	21,172
PPG Industries	One PPG Place	Renewal/Stable	21,126
Department of Human Services	1401 Forbes Ave	Renewal/Stable	20,861
Switch and Data PA Two LLC	Allegheny Center (Nova Place)	Renewal/Stable	20,718
Blumling and Guskay LLP	436 Seventh Ave	Renewal/Stable	20,461
Swartz Campbell	436 Seventh Ave	New/Stable	20,000
CDI Infrastructure	437 Grant St	Renewal/Stable	18,412
CBS/Westinghouse	20 Stanwix St	Renewal/Stable	18,041
Dollar Energy Fund Inc.	37 Terminal Way	Renewal/Stable	16,900
Louis Plung and Co	420 Fort Duquesne Blvd	New/Stable	16,000
Jackson Lewis PC	1001 Liberty Ave	New/Stable	15,398

Source: CBRE; JLL; NGKF



## Occupancy and Rental Rates

In Peer CBDs Total Submarket, 4q15



Source: JLL Research

## Regional Fortune 500 Companies, 2015

COMPANY	RANK	REVENUE
United States Steel*	176	17.5 Billion
PNC Financial Services Group*	192	16.2 Billion
PPG Industries*	198	15.6 Billion
HJ Heinz* <sup>1</sup>	272	10.9 Billion
Wesco International*	360	7.9 Billion
Dick's Sporting Goods	393	6.8 Billion

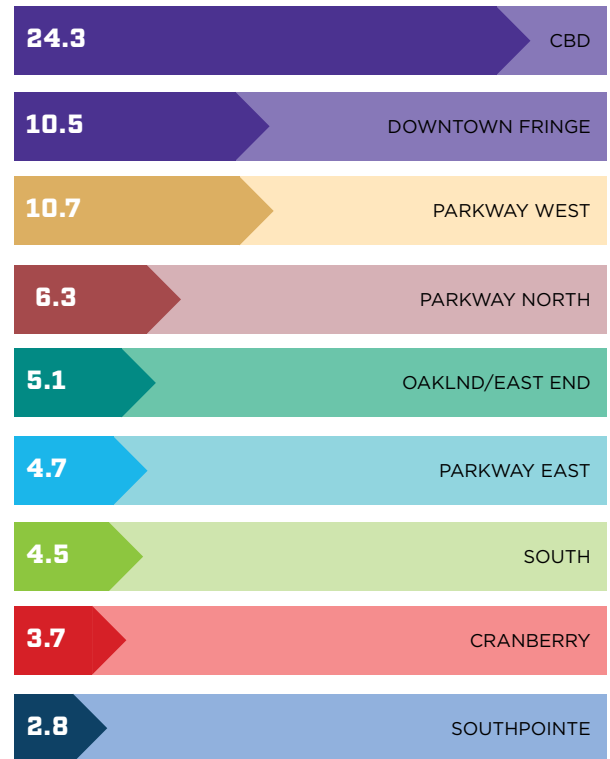
\* Headquartered in Greater Downtown

<sup>1</sup> HJ Heinz merged with Kraft Foods in 2015 forming Kraft Heinz with headquarters in Pittsburgh and Chicago

Source: Fortune.com

## Pittsburgh Office Market Distribution (S.F.)

BY THE MILLIONS



Source: CBRE

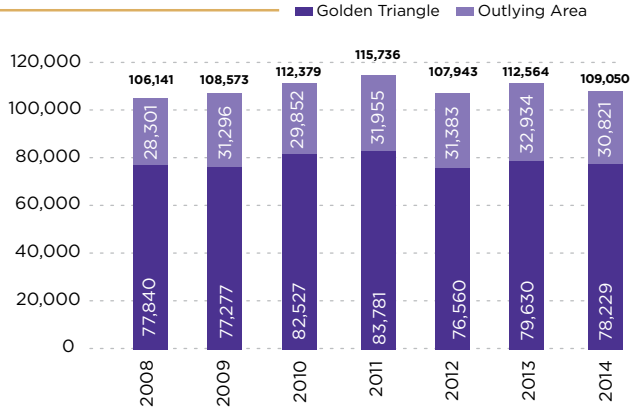
DID YOU KNOW?

JOBS DOWNTOWN

40%

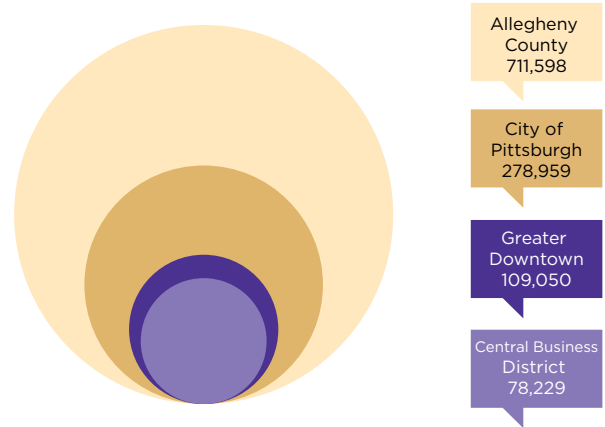
of all salaried jobs in the City of Pittsburgh are located in Greater Downtown

## Greater Downtown Wage and Salary Job Count, 2014

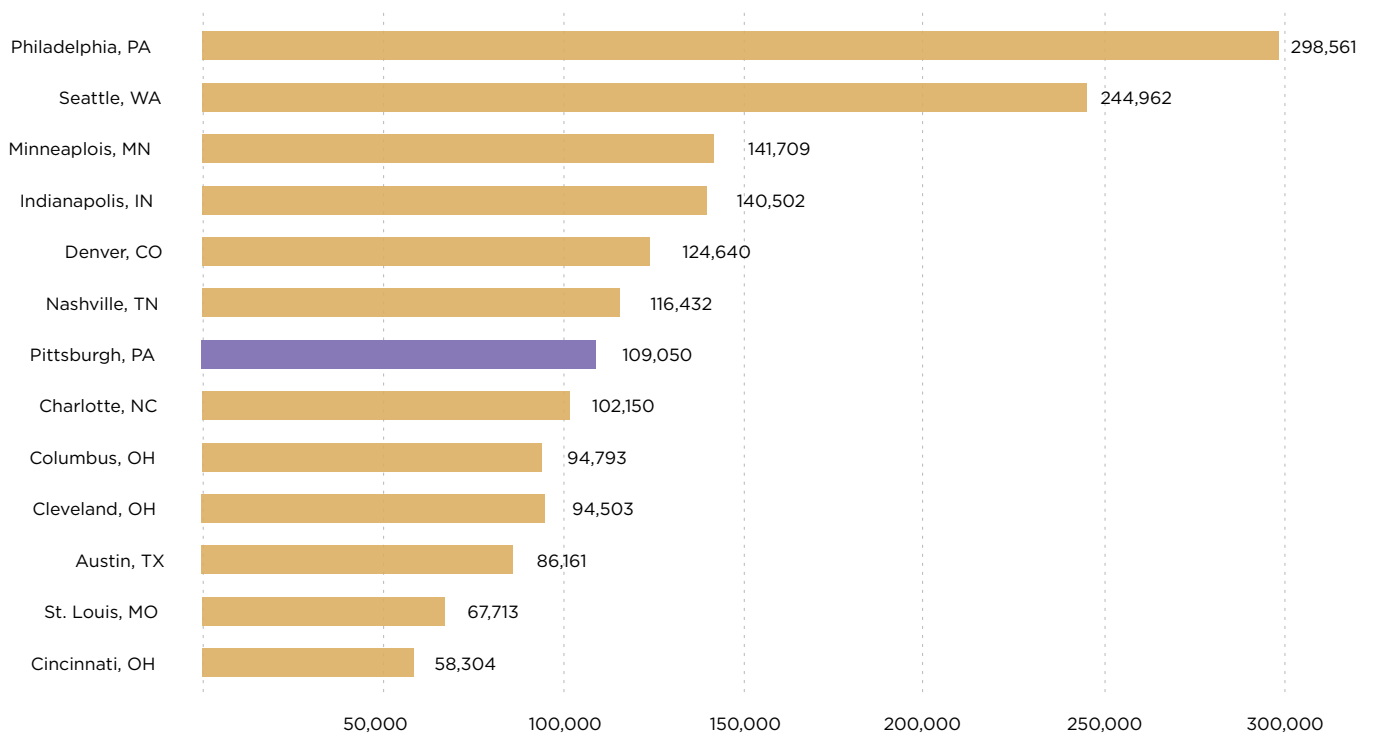


Source: OnTheMap - Local Employment Dynamics Partnership, U.S. Census Bureau

## Regional Wage and Salary Job Comparison, 2014

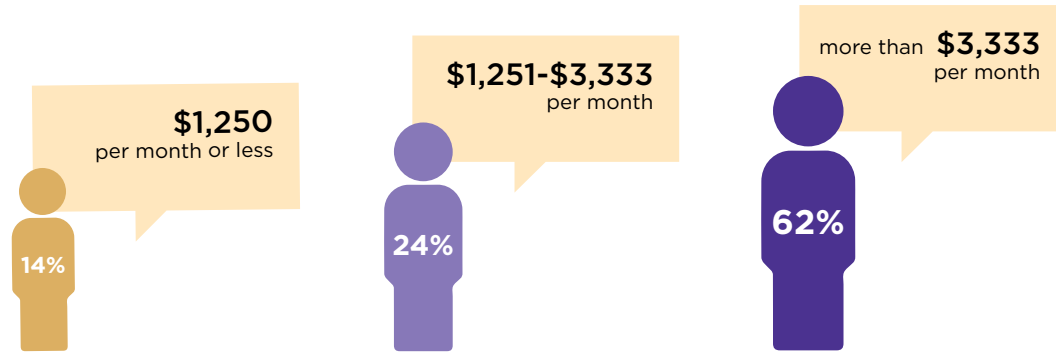


## Wage and Salary Jobs In Peer CBDs, 2014



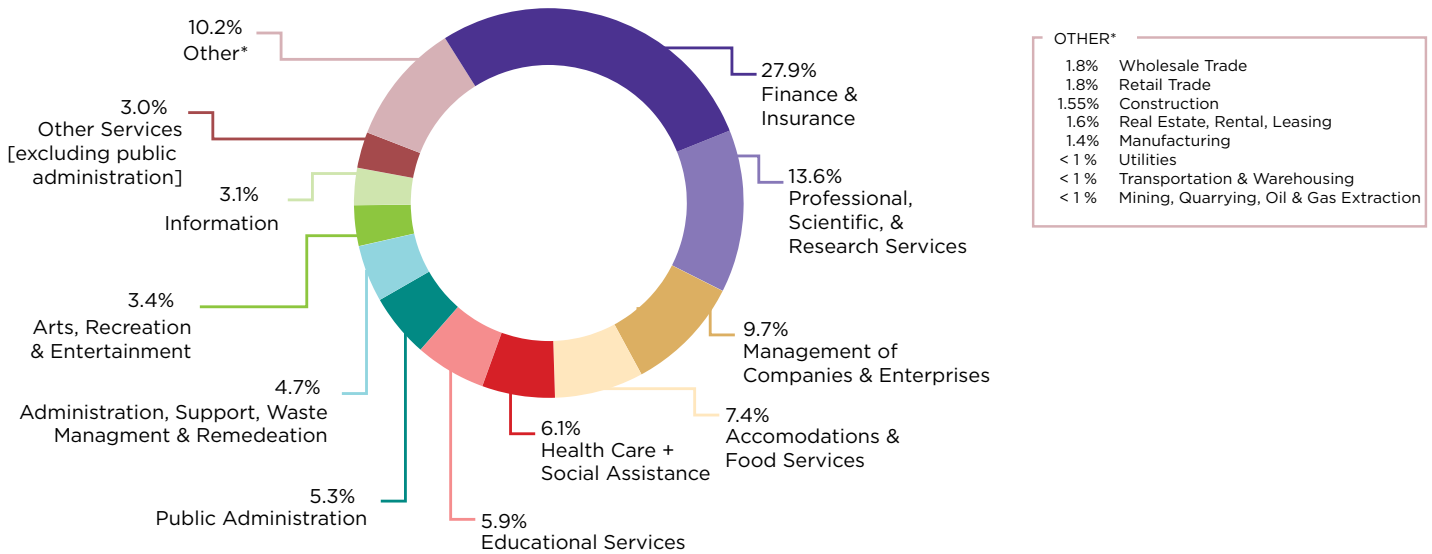
Source: OnTheMap - Local Employment Dynamics Partnership, U.S. Census Bureau

## Average Greater Downtown Earnings, 2014



Source: OnTheMap - Local Employment Dynamics Partnership, U.S. Census Bureau

## Greater Downtown Employment By Sector, 2014



Source: OnTheMap - Local Employment Dynamics Partnership, U.S. Census Bureau

# DID YOU KNOW?

PITTSBURGH'S NAMED

one of the

# TOP

Metro areas for STEM professionals by walletHub

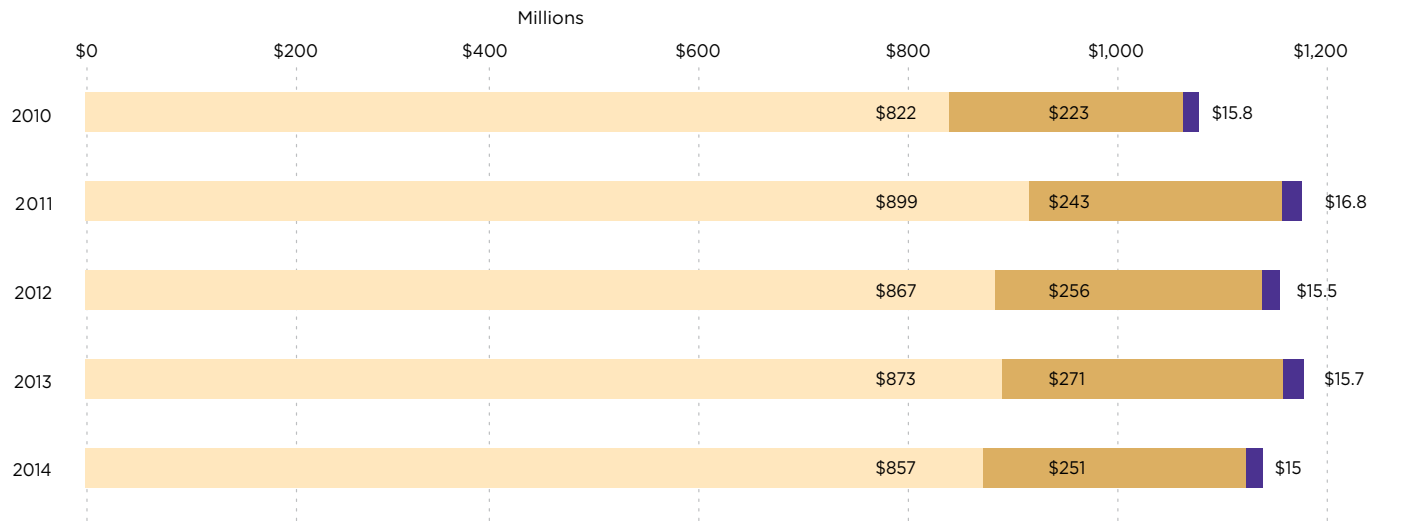
## Educational Institutions and Enrollment, 2014

EDUCATIONAL INSTITUTIONS	TOTAL 2014 FALL ENROLLMENT	TOTAL 2014 - 2015 GRADUATES	% OF GRADUATES EMPLOYED IN PGH
Art Institute of Pittsburgh*	1,700	323	68%
Carlow University	2,531	636	55%
Carnegie Mellon University	11,811	4,927	N/A
Chatham University	2,622	751	82%
Duquesne University*	9,757	2,580	68%
Point Park University*	3,737	992	71%
Robert Morris University**	5,555	1,359	70%
Penn State University- Greater Allegheny	604	66	N/A
University of Pittsburgh- Main Campus	28,617	9,213	49%

\*Greater Downtown University    \*\* Includes RMU Downtown and Bayer Center enrollment

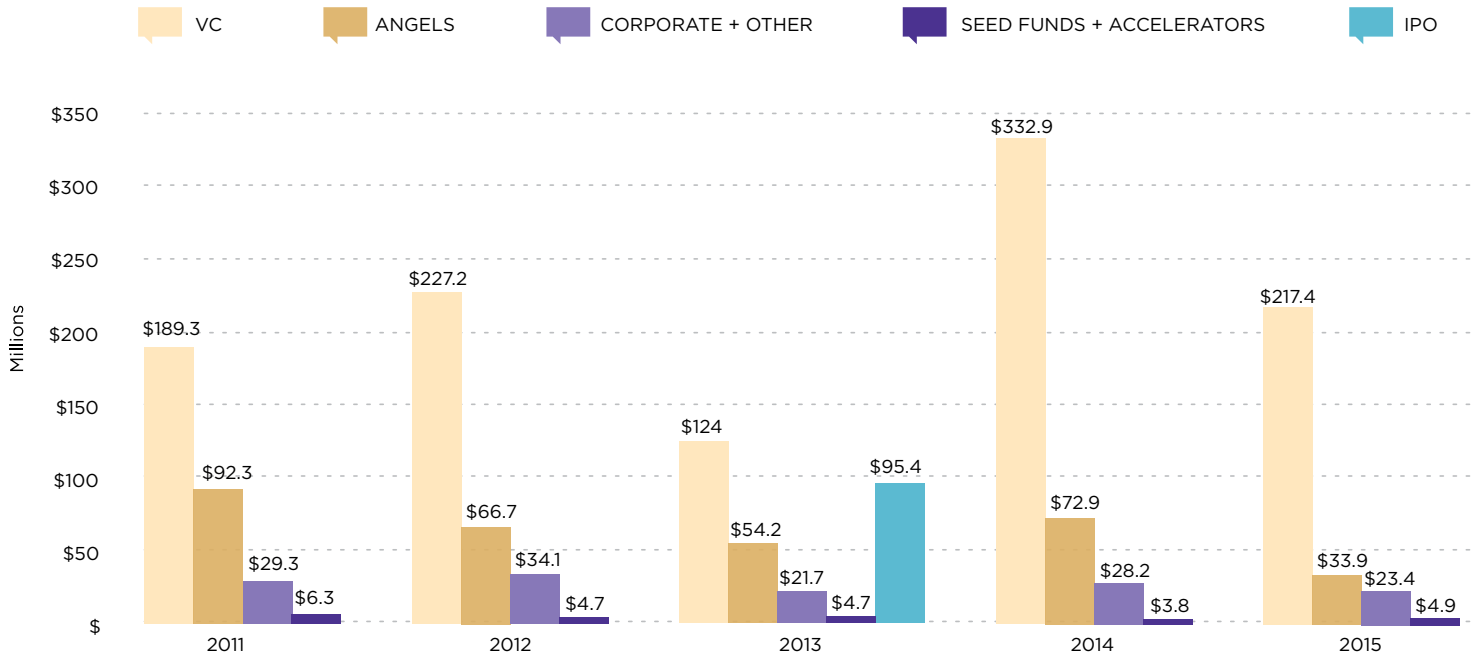
Source: Individual Institutions

## Higher Education Research and Development Expenditures, 2010-2014



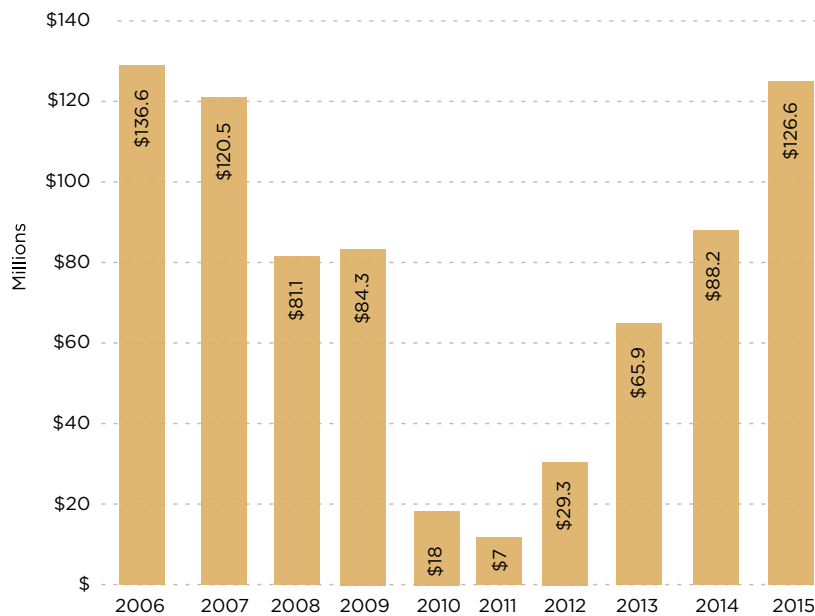
Source: National Center for Science and Engineering Statistics - Higher Education Research and Development Survey, 2014

## Investment in Pittsburgh Technology Companies by Type of Investor



Source: Accelerating Growth: Investing in Pittsburgh's Technology Sector, EY and Innovation Works - Provided by Innovation Works

## Supply of Uncommitted Pittsburgh Based Venture Capital



Source: Accelerating Growth: Investing in Pittsburgh's Technology Sector, EY and Innovation Works - Provided by Innovation Works

DID YOU KNOW?

PITTSBURGH'S NAMED

ONE OF THE BEST

Cities to found a startup outside  
[of Silicon Valley + New York City]

Faros Properties purchased the former Allegheny Center Mall office complex in early 2015 and immediately announced plans to transform the 1.5 million square foot facility into a global technology hub and corporate campus known as Nova Place.

The transformation from outdated mall into a first-class campus with parking for 3,000 vehicles, bike storage, restaurants, a tenant fitness center, and an on-site auditorium equipped with the latest technology has attracted interest from numerous corporate tenants. Innovations Works and Matrix Solutions signed new leases to take a combined total of 18,000 square feet while Confluence signed a 40,000 square foot lease to occupy in 2017 and PNC Bank renewed its lease of 395,000 square feet. Faros will also embark on common-area improvements with new consumer tenants like La Prima Espresso, City Fresh Pasta, and Bull Dawgs, the latter two having relocated from the Pittsburgh Public Market.

Faros will open and operate Alloy 26, the region's newest and largest co-working space, in the second quarter of 2016. The facility will have space for more than 300 occupants, whether individual entrepreneurs, start-ups, or established companies, and will feature a fellowship program for early-stage companies to utilize the space at no cost, which can rent desks, offices, or larger spaces.

Since entering the Pittsburgh market in 2012 by acquiring a controlling interest of Washington Plaza and renaming it City View, Faros Properties has invested more than a quarter of a billion dollars into the region.



SPOTLIGHT

NOVA  
PLACE

\$100 M RENOVATION  
1.2 M S.F. OFFICE SPACE





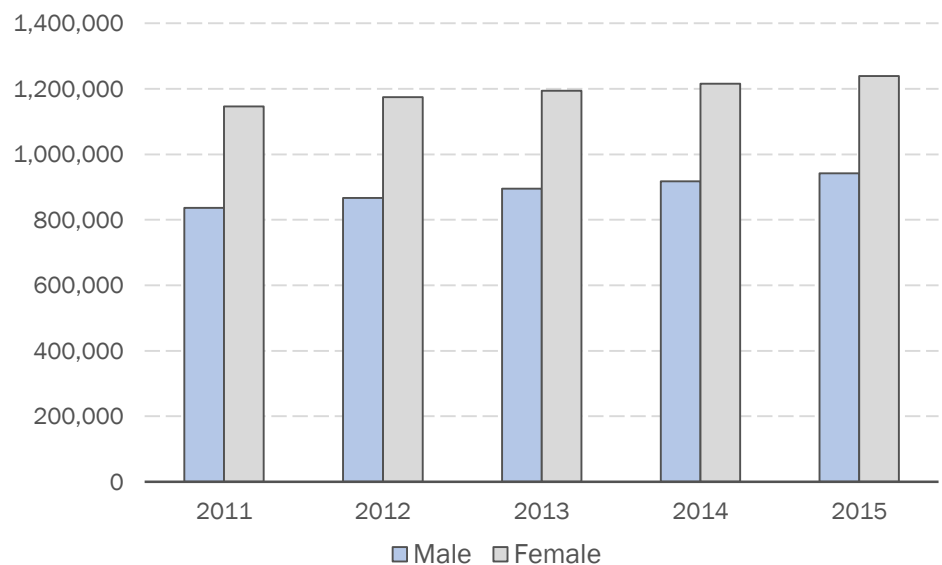
## **Pennsylvania's Aging Population: 2011 to 2015**

PENN STATE HARRISBURG - Pennsylvania's population is getting older according to the U.S. Census Bureau's American Community Survey 1-Year Estimates. The following brief will focus on details related to the age 65 and over population in regards to population change, poverty, unemployment, and their living arrangements. Lastly, the brief will discuss Pennsylvania's aging population in a national context.

### ***General Trends in 65+ Population***

Pennsylvania's population grew increasingly older from 2011 to 2015 (Figure 1). According to the American Community Survey 1-Year Estimates, the 65 and older population grew by 10.0 percent from 2011 to 2015 while the general population of Pennsylvania grew by only 0.5 percent. Persons age 65 and older numbered almost 2.2 million persons in Pennsylvania (17.0 percent of the total population).

Females made up a more significant portion of the aging population, but that majority has decreased as males age 65 and older increased at a greater rate than females. Males grew by 106,036 persons constituting a growth of 12.7 percent while females increased by only 92,739 persons or 8.1 percent.



**Figure 1.** Males and females 65 and older in Pennsylvania, 2011 to 2015.

**Poverty in the 65+ Population**

The percent of persons age 65 and older in Pennsylvania below the poverty line decreased from 2011 to 2015 (Figure 2). The percent of the aging population in poverty was 8.0 percent in 2011, peaked at 8.5 percent in 2013, and then fell to 7.8 percent by 2015. While Pennsylvania followed the same general trend as the national 65 and older population, Pennsylvania had lower rates of poverty in its aging population than the nation as a whole which ranged from 9.3 percent in 2011 to 9.0 percent in 2015.

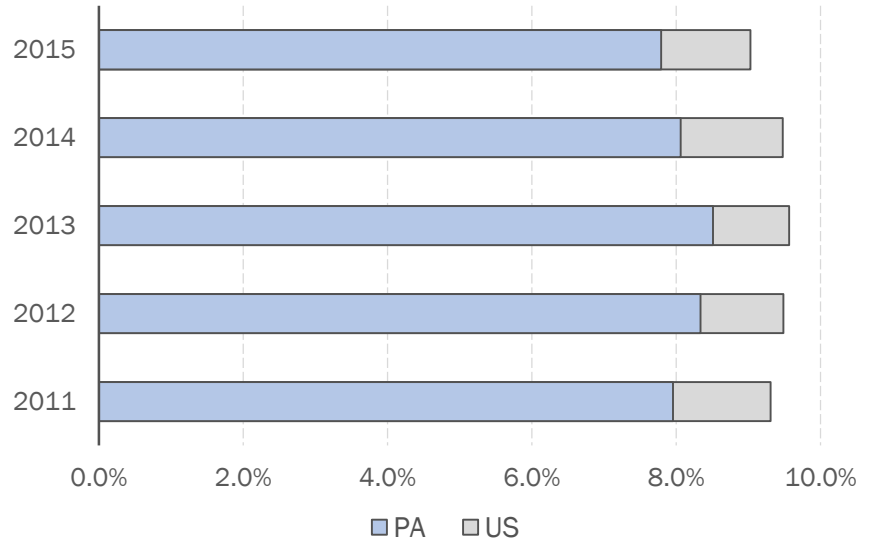


Figure 2. Poverty in Pennsylvania's aging population, 2011 to 2015.

**Unemployment in the 65+ Population**

The unemployment rate declined for the population age 65 and over of Pennsylvania from 2011 to 2015 (Figure 3). Unemployment was highest for Pennsylvania and the nation in 2011 at 4.2 percent and 4.3 percent, respectively. As the post-recession economy recovered, Pennsylvania's unemployment rates for persons age 65 and over improved more than the nation as a whole (with the exception of 2014). Pennsylvania's unemployment rate for its older population dropped by 2.7 percent down to just 1.4 percent while the percent for older Americans in general dropped to 1.9 percent, a decrease of 2.4 percent. Participation in the labor force increased for Pennsylvania's aging population's from 15.5 percent in 2011 to 17.2 percent in 2015.

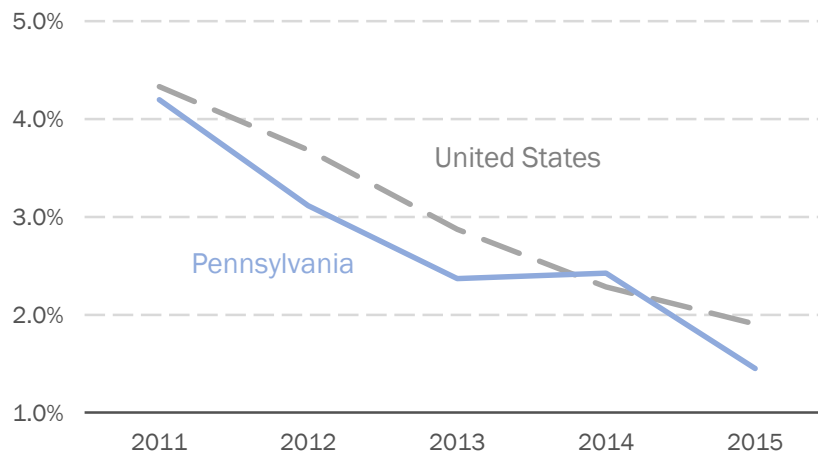


Figure 3. Unemployment rate of 65 and over for Pennsylvania and United States, 2011 to 2015.

### Living Arrangements of the 65+ Population

Approximately one-third (34.2 percent) of persons age 65 and over were the head of household in 2015 (Figure 4). Older Pennsylvanians who lived alone (27.7 percent) and with a spouse (24.7 percent) together with the householder accounted for 86.6 percent of the population in 2015. From 2011 to 2015, older householders increased by 0.8 percent, those living alone decreased by 1.2 percent, and those living with a spouse increased by 1.0 percent. The other category signifies older Pennsylvanians who live in family households with relatives other than parents or spouses and non-relatives or non-family households in which they are not alone or the householder.

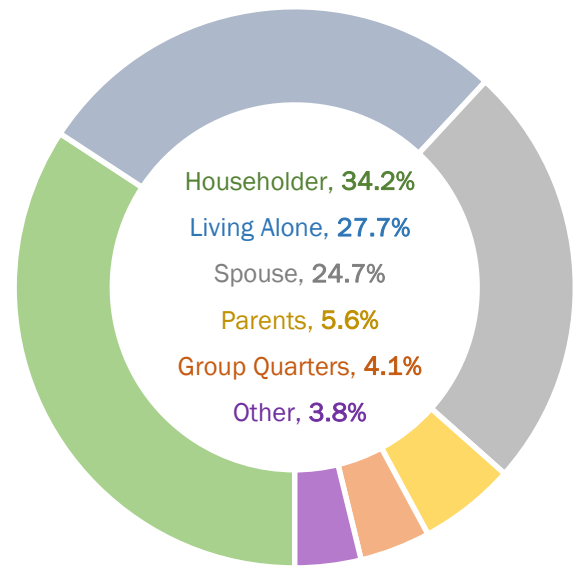


Figure 4. Living arrangements of Pennsylvania's 65 and older population, 2015.

### Pennsylvania's Place in an Aging Nation

In 2015, 15.2 percent of the nation's population was age 65 and older. Pennsylvania had the sixth-highest proportion of persons age 65 and over (17.0 percent). Florida (19.5 percent) ranked highest followed by Maine (18.8 percent) and West Virginia (18.2 percent). Alaska (9.6 percent), Utah (10.3 percent), and Texas (11.7 percent) ranked lowest in the United States for proportion of older Americans.

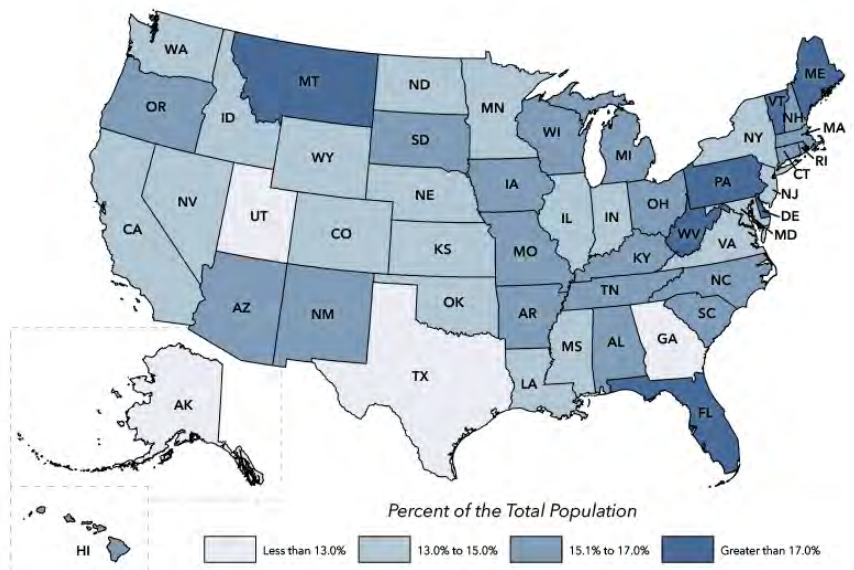


Figure 5. Persons age 65 and older as a percent of the total population by state, 2015.

Source: U.S. Census Bureau - 2015 American Community Survey 1-Year Estimates.

The Pennsylvania State Data Center is the commonwealth's official source for population and economic statistics. It is based at Penn State Harrisburg's Institute of State and Regional Affairs. The Pennsylvania State Data Center is part of the U.S. Census Bureau's National State Data Center Program.

**Editors:** For additional data, contact the Pennsylvania State Data Center's State Capital Office at 717.772.2710 or for faculty comment on this topic, contact Penn State Harrisburg's Public Information Office at 717.948.6029.