

Blueprint Bethel Park



Municipal Comprehensive Plan
April 2020 Edition

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Refer also to companion documents:

Background Studies
Implementation Workbook
Survey Results and Other Submitted Input

Acknowledgements

The preparation of the Comprehensive Plan was made possible through the contributions of time, expertise and advice from a wide variety of public, private and nonprofit stakeholders as well as valuable input from Bethel Park residents and business owners. The following individuals led the plan's development.



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Reserved for signed resolution



With a 10-year horizon, the plan envisions the best possible future for all Bethel Park residents, including the youngest.
Photo: Dave Cable

Function and form

Charting the future

Blueprint Bethel Park is the municipality's 2020 Comprehensive Plan. Authorized by the Pennsylvania Municipalities Planning Code (MPC), a community's Comprehensive Plan lays out strategies for the nature, pace and location of physical development and redevelopment as well as plans for future economic and social conditions.

In short, a comprehensive plan is:

- An educational tool for understanding current conditions, issues and opportunities,
- An assessment and prioritization of needs,
- A statement of the optimally desirable vision of future growth, development and redevelopment
- A public policy guide to community decision-making adopted by the governing body.

In keeping with the implementable plan model promoted by Pennsylvania's Department of Community and Economic Development, this plan used extensive public and stakeholder outreach to identify and characterize key issues facing Bethel Park during the next 10 years and frames each issue within the context of all of the planning topics it touches.

Plan elements

This document is designed primarily as a decision-making guide for elected and appointed officials of the Municipality of Bethel Park. It is a playbook of projects and strategies that will help the community realize a collective vision for its future.

The project's Steering Committee spent roughly eight months gathering input and research to build a consensus understanding of the community's most important issues and how they should be approached. Details on the planning process, including stakeholder and public participation, appear in the appendices.

The **vision statement** appears in the following section. The document is then organized across six **elements**, community development objectives that the public and stakeholders determined to be especially important to the future. Each element contains a set of strategies with associated action steps contextualized with opinions of cost and feasibility, ways in which elected and appointed officials, staff and community partners can immediately begin making progress. They are a blueprint for community prosperity.

Finally, the **Implementation Tools** section provides detail on how the municipality can set this plan into motion.

Plan tools

Strategies and actions to implement Blueprint Bethel Park begin on Page 31. Each strategy is supported by one or more action steps, each of which come with the following metrics:

Cost and Timeline: These are ballpark estimates of:

- The financial effort level that local government should expect to be involved in carrying out action steps, whether funds come from the General Fund budget or from other sources. The Appendix includes a collection of grant opportunities that may be available to support action steps.
- The general outlook for how long an action step would take to achieve, given known constraints (personnel, funding, political realities, etc.).

These estimates appear next to each action step as follows:

Each action step also includes benchmarks, which were devised to be readily measurable indicators of progress in implementing Blueprint Bethel Park. The staff or committee members responsible for reporting on plan progress can check activities annually against the plan's benchmarks to record progress and and stake out what steps come next.

Cost	\$	Staff time, outside funding < \$5,000
\$\$\$\$	\$\$	\$5,000 to \$20,000
Timeline	\$\$\$	\$20,001 to \$100,000
◆◆◆◆	\$\$\$\$	More than \$100,000
	\$V	Varies depending on project scope
	◆	Ongoing
	◆◆	Short term: 1-2 years
	◆◆◆	Mid term: 2-5 years
	◆◆◆◆	Long term: More than 5 years

Topping the list

Of the 19 total strategies this plan includes, the following eight qualified as the highest priorities, based on comprehensive public outreach efforts (see Appendix for details). These strategies received strong support and, as a result, represent Bethel Park's most important initiatives from a comprehensive planning perspective during the next 10 years.

Each strategy is fully laid out and accompanied by action steps within the plan's following chapters. In no particular order:



- **Expand and connect the sidewalk network within Bethel Park.**
- **Support small business.**
- **Improve efficiency and effectiveness of public services.**
- **Mitigate flood risk.**
- **Ensure that local regulations enable a downtown retrofit.**
- **Formalize municipal redevelopment efforts.**
- **Address regulatory barriers to desired development/redevelopment types.**
- **Eliminate blight throughout the community.**





Planning context

Existing plans

Picking up progress

Blueprint Bethel Park incorporates and builds upon the research and direction established by various planning studies completed on behalf of the municipality. Recommendations from these documents were considered and, where relevant, have been carried forward into the analysis and recommended action steps for this project.

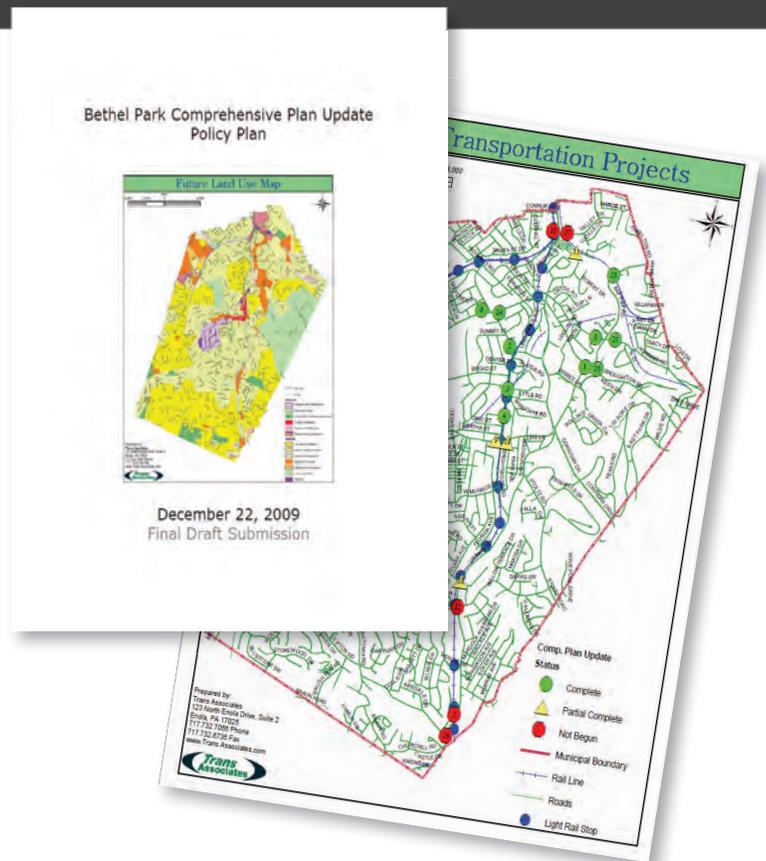
These documents included, but were not limited to:

2010 Comprehensive Plan Update

Bethel Park's most recent Comprehensive Plan, adopted in May 2010, offers detailed recommendations for future land use, physical development, housing, infrastructure planning, economic development, environment, administrative service and community services and facilities.

In preparing for the 2020 plan update, the planning team determined which recommendations had been implemented, which had not and which were relevant to carry forward. The transportation improvements and Future Land Use Map in this document are fairly straight-forward updates from their 2010 editions, which should make them easy to put into context.

With regard to the Opportunity Sites Map, about one-third of the 25 listed sites were developed according to recommendations. An updated edition of this map also appears in Blueprint Bethel Park.



2016 Park Assessment

The municipality's Park Assessment inventories resources and needs across 14 public parks spanning 134 acres, including five smaller neighborhood parks, six larger athletic facility/community parks and three natural areas. Public and stakeholder outreach helped shape recommendations for enhancing policies, facilities and facility usage. Action steps from this plan are included as an appendix.

Ultimately, the purpose of the assessment was to evaluate the condition of the man-made components and natural areas of each of Bethel Park's municipal parks and identify needed repairs/upgrades, Americans with Disabilities Act (ADA) deficiencies and green practice/sustainability deficiencies. The document includes recommendations and action plans designed to be achievable within 10 years.

Since the plan's adoption, the municipality has begun work to implement its recommendations. This plan carries forward the recommendations and action plan by reference. While the action plan for parks is not organized in terms of priority, its actions are organized by time-frame, identifying immediate, short-term, intermediate-term and long-term projects. A list of all recommended projects is included in the appendix of this document.

2004 Comprehensive Plan Update

A set of planning documents dated between 2002 and 2004 provide updates to the 1997 Long Range Development Plan, including zoning classifications and transportation improvements. The work includes conceptual roadway improvement plans for 17 locations within the municipality, many of which were carried forward into the transportation improvement priority table that was updated for this 2019 plan.

PAGE 22 PUBLIC OUTREACH

QUESTION 1
HOW OFTEN DO YOU OR MEMBERS OF YOUR AND RECREATION FACILITIES?

TABLE 1

PARK	DAILY	WEEKLY	MONTHLY
BIRCH TREE	7	7	33
BROOKSIDE	0	1	24
ELM TREE	1	30	58
MILLENNIUM	22	135	209
MINERS	17	75	125
MOLLYHILL	3	8	31
OAK TREE	2	50	115
PARK AVE	7	100	188
PETER PAGE	1	5	35
PINE TREE	0	3	26
SHAMROCK	0	1	11
SIMMONS	40	147	217
URPIC	10	88	121
VILLAGE GREEN	4	93	191



2002 Northern Route 88 Corridor Study

This study envisioned three neighborhoods within the target area: transit village, residential neighborhood and commercial neighborhood. The report recommended a complementary and cohesive set of transportation and civic amenity recommendations to transform the area accordingly. In the long run, the ideas generated in the plan have not taken hold as envisioned, though development activity has occurred. Blueprint Bethel Park carries forward relevant recommendations.

Environmental plans

The municipality develops and maintains pollutant reduction plans and total maximum daily load plans in compliance with its municipal separate stormwater system permit applications. Plans were submitted in 2017 for Brush Run, Saw Mill Run, Piney Fork Creek and Chartiers Creek.

Data trends

Settlement patterns in Bethel Park reflect rapid growth in the years following the municipality's incorporation as a borough in 1949 followed by stabilization starting in the 1970s. While dramatic population swings impacted many communities within the metropolitan region during the 1980s and 1990s, the total number of Bethel Park residents remained relatively level.

However, the composition of residents has changed. Trends here reflect ongoing regional and national generational change, such as households becoming smaller (young couples deferring or deciding against having children, more people living alone). The aging of the Baby Boomer generation creates new challenges for the municipality, which will experience demand for both smaller, lower-maintenance and energy-efficient housing types as well as community amenities to help people age in place.

2017 Census estimates:



Population: 32,179



Land area: 11.7 sq. miles

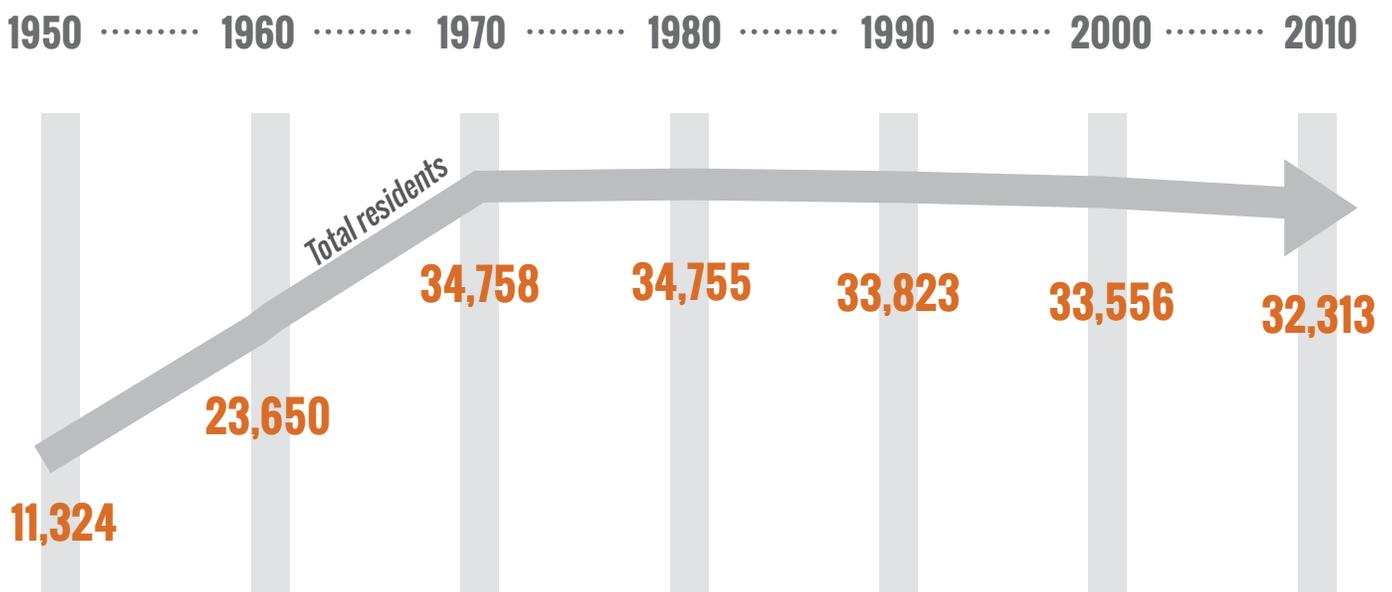


Households: 13,489



Median household income: \$73,735

Municipal population



Total households in Bethel Park are expected to increase from

13,530 in 2020 to **14,249** in 2030, a change of 5.3%.

The rate of growth in total households will outpace growth in population, as smaller households continue to proliferate.

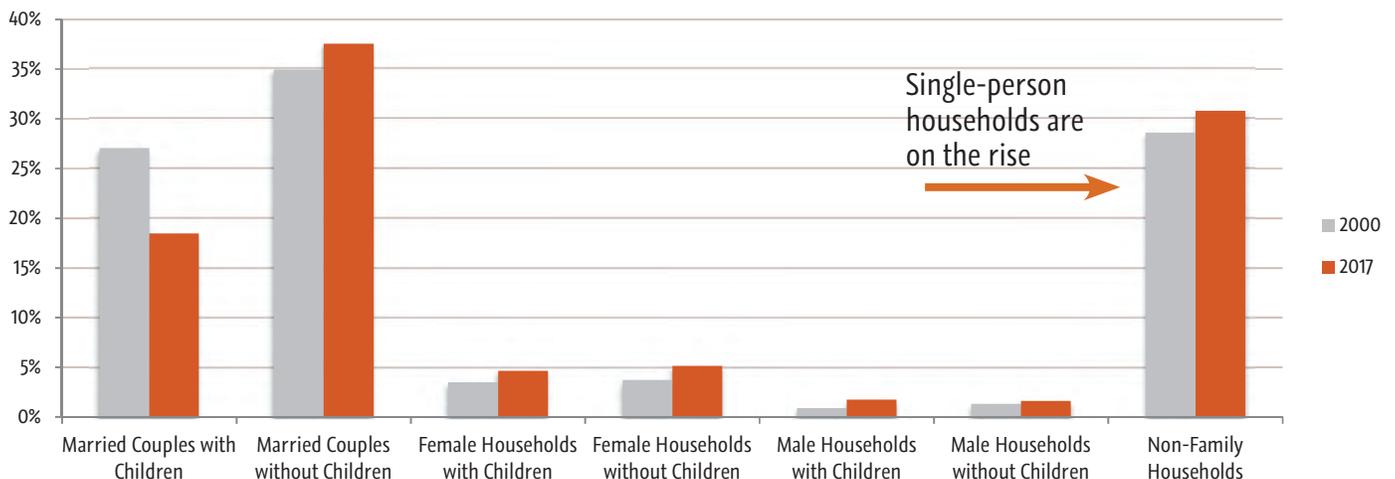
Projections

According to the Southwestern Pennsylvania Commission's 2016 forecasts, Bethel Park's population will grow by 4.6% between 2020 and 2030, below the expected countywide rate of 5.3%.

	2020 Total	2030 Total	% Change
Bethel Park	31,790	33,257	4.6%
Baldwin Borough	19,928	20,752	4.1%
Castle Shannon	8,616	8,984	4.3%
Mt. Lebanon	34,097	34,059	-0.1%
Peters	26,209	30,665	17.0%
South Park	13,560	14,059	3.7%
Upper St. Clair	20,140	21,171	5.1%
Whitehall	14,273	14,823	3.9%
<i>Allegheny County</i>	<i>1,253,792</i>	<i>1,320,571</i>	<i>5.3%</i>

Household type

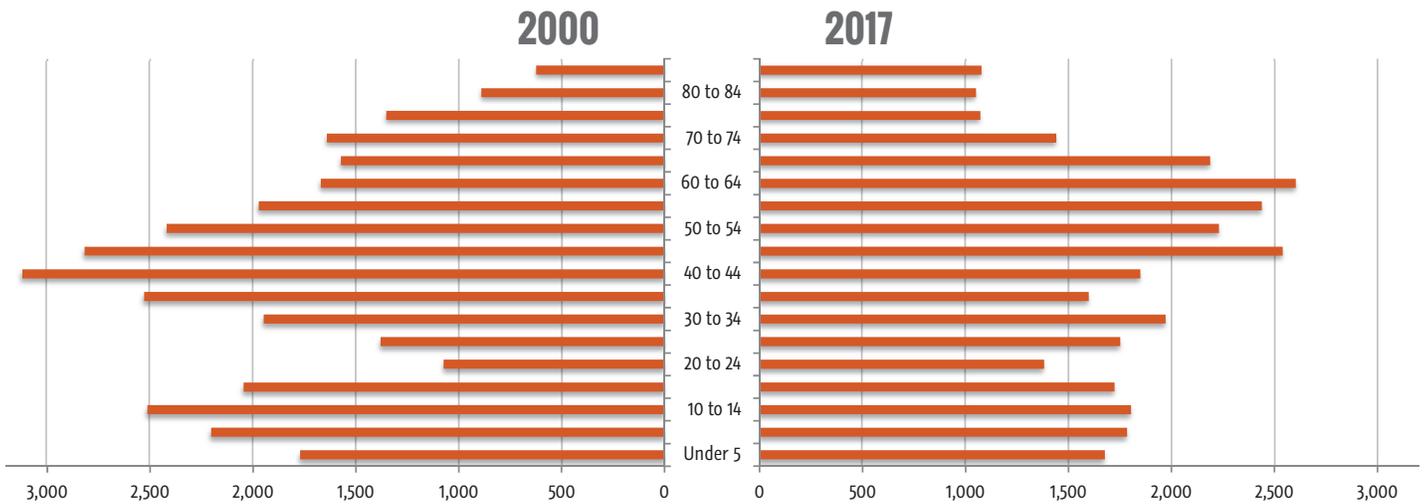
In keeping with a regional and national trend, non-family households represent an increasing share of all Bethel Park households. These include non-related people living together and people living alone. Non-family households now represent 31%, compared to 29% in 2000. At the same time, the total number of households with children fell by nearly one-third, from 3,615 in 2000 to 2,494 in 2017. Allegheny County experienced an even more pronounced growth in non-family households (from 38% to 43%) and similar decline in married households with children.



Age

Within the overall context of an estimated 4.1% population loss between 2000 and 2017, Bethel Park's age distribution has shifted older, reflecting a loss of 1,816 working-age people (25 to 64) and a gain of 1,679 people age 60 and up. This amounts to an 11% loss of working-age population and a 22% gain in seniors. Bethel Park's median age of 46.2 years in 2017 was notably higher than the 40.9 median across Allegheny County.

Bethel Park's median age increased from 42.1 in 2000 to 46.2 in 2017, reflecting a loss of working-age residents and gain in senior citizens.



On the whole, Bethel Park has aged more dramatically since 2000 than many other South Hills communities.

With a 2017 median resident age of 46.2 years, Bethel Park's population is older than the population in neighboring communities, with the exception of Whitehall. Bethel Park's median has climbed quickly since 2000 relative to other South Hills communities, as shown below.

	2000 Median Age	2017 Median Age	Change in Years
Bethel Park	42.1	46.2	4.1
Baldwin Borough	42.6	41.2	-1.4
Castle Shannon	39.3	41.6	2.3
Mt. Lebanon	41.8	44.6	2.8
Peters	40.6	43.9	3.3
South Park	37.6	44.7	7.1
Upper St. Clair	42.0	43.6	1.6
Whitehall	43.8	46.4	2.6
<i>Allegheny County</i>	39.6	40.9	1.3

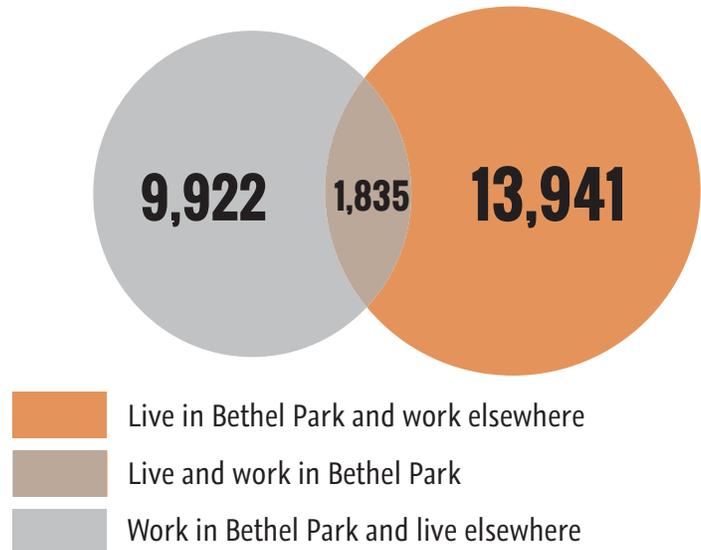
Local economy

Bethel Park functions both as a traditional bedroom suburb and as a busy local economy — most of those who live in the municipality leave for work, and most of those who work here come from somewhere else. The diagram at right illustrates the volume of people flowing into and out of Bethel Park each day for work.

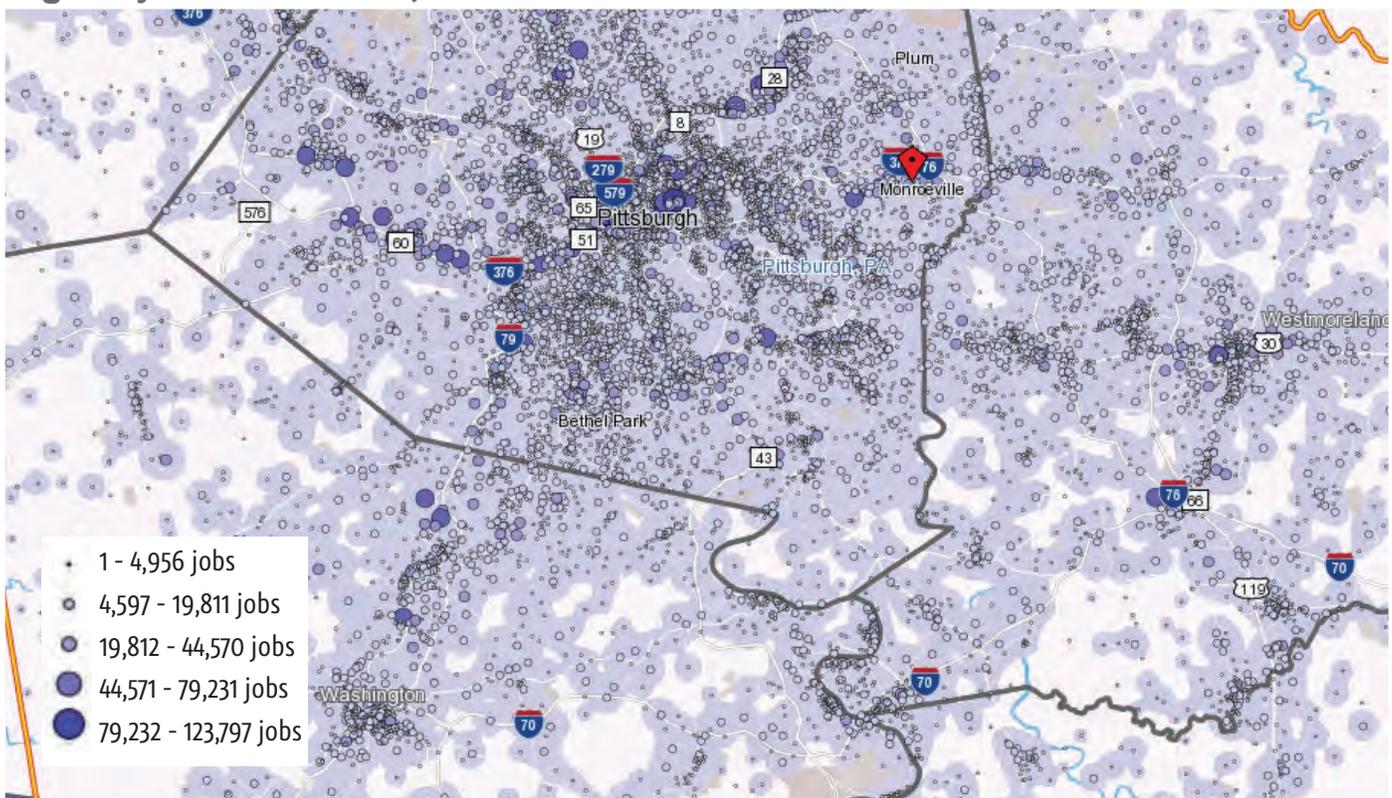
The census estimates that there were 11,757 total jobs in Bethel Park in 2015, roughly two-thirds of which offered earnings below \$40,000/year. The largest category of jobs within the municipality was retail, which employed 3,054 workers (26%). By contrast, Bethel Park residents were more concentrated in higher-earning health care and professional or technical services roles.

Bethel Park's workforce is well-educated, with 96% of those age 25 and over having attained at least a high school diploma and 46% with a bachelor's degree or higher, outpacing the rates across Allegheny County (94% and 40%, respectively).

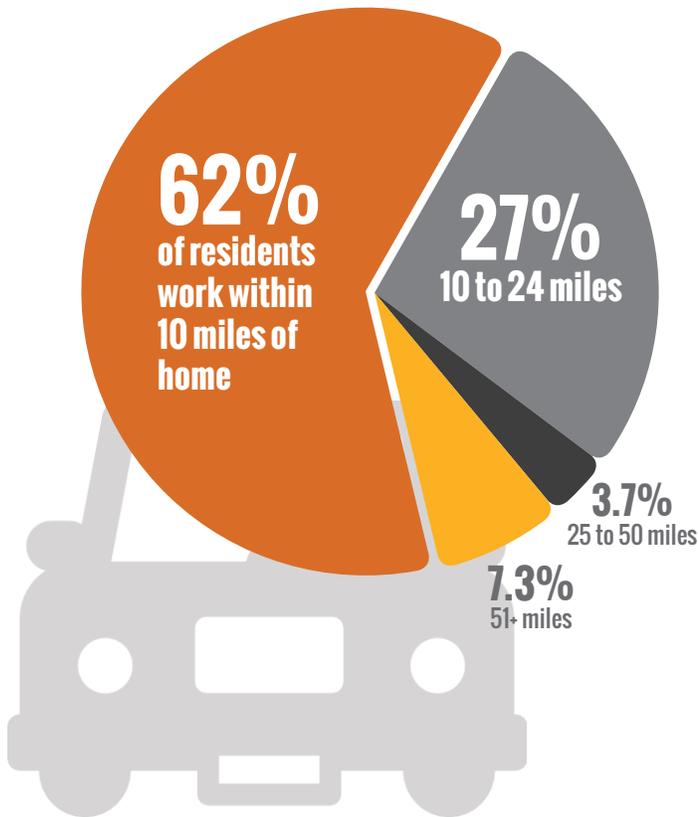
88% of working Bethel Park residents have jobs outside of the municipality.



Regional job concentrations, 2015



Commute



Bethel Park's workers scatter to a variety of destinations across the region. About 27% (4,296) commute to Pittsburgh each day, while 12% remain in Bethel Park and others work in assorted smaller hubs within the region (Monroeville, Green Tree, West Mifflin). About half work in other locations.

Commuting is relatively quick for the 62% of Bethel Park workers who travel 10 miles or less each day, as shown at right.

Strongest sectors:

Health care and social assistance, professional, scientific and technical services, retail trade



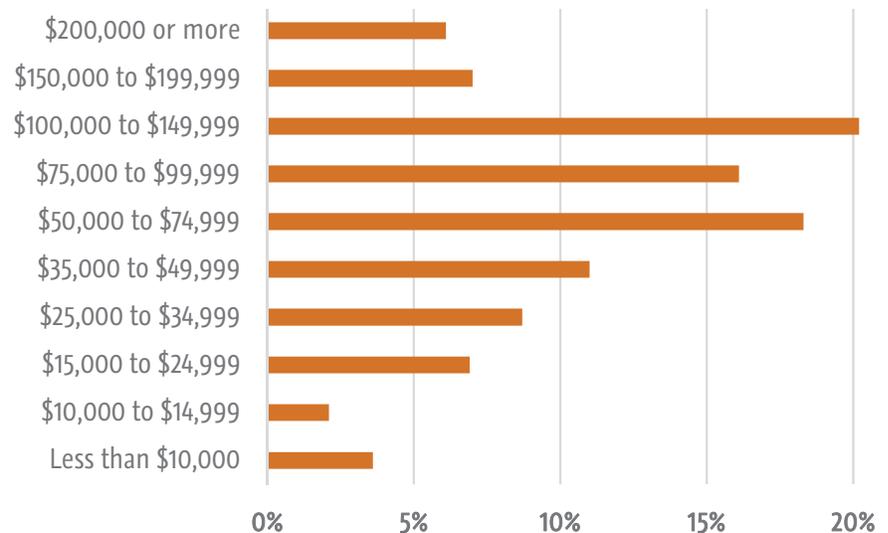
Income

Just over half of household incomes in Bethel Park fall between \$25,000 and \$100,000 per year, as shown at right. An additional 13% of households made less than \$25,000, and 33% make more than \$100,000.

The median income across Bethel Park households was \$73,735 in 2017, substantially higher than the Allegheny County median (\$56,333).

In 2017, 4.5% of municipality residents age 18 and over fell under the poverty threshold, compared to 11.5% at the County level. This translated to an income below \$11,880 for a single person or \$24,300 for a family of four.

Households by income level, 2016



Housing units

The Census Bureau counted 13,989 total housing units in Bethel Park in 2017, compared to 13,362 in 2000, a net gain of 627 homes. This includes new units in single-family or multi-unit configurations minus any units lost to demolition, abandonment or conversion. Growth in total homes during a period of population loss (absent an increase in vacancy) indicates that households are becoming smaller.

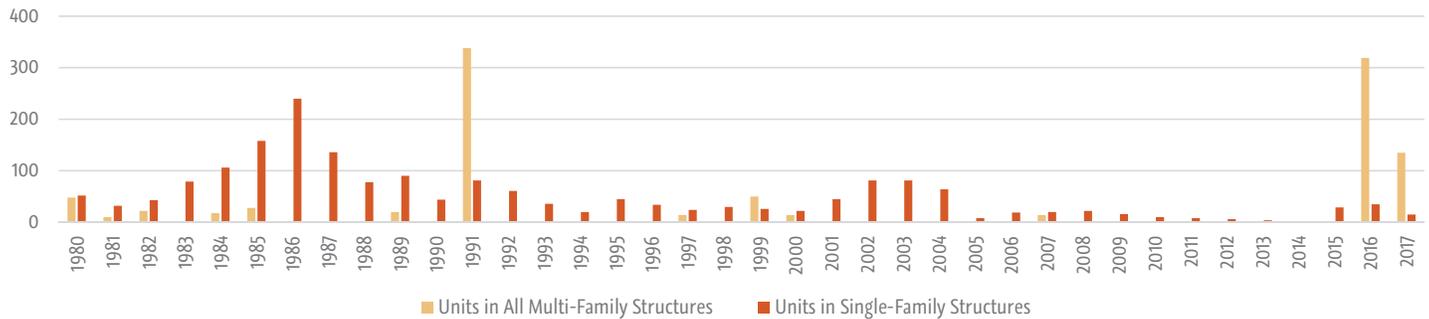
As the graph below illustrates, permits locally issued for new housing starts have fluctuated according to general industry trends. The census estimates that most of Bethel Park's homes (78%) were built prior to 1980, while 698 (5%) were built in 2000 or later.



Bethel Park's homes are 79% owner-occupied.

This represents stability since 2000, when the rate was 80%.

Building permits issued for new housing follow regional industry trends:



Costs

Across the region, household incomes have not kept pace with rising housing costs since 2000, which has caused an increasing affordability problem for many. Adjusted for inflation, the median income of Bethel Park residents has actually fallen by 5% since 2000. However, housing costs have remained relatively stable, with inflation-adjusted values level at 2% and the value of rent falling 5.5%. Thus, while the actual median dollar amount of rent or home value in Bethel Park has climbed substantially since 2000 (from \$672 and \$116,000, respectively), housing has not become drastically less affordable.

Housing costs v. income, 2000 and 2017

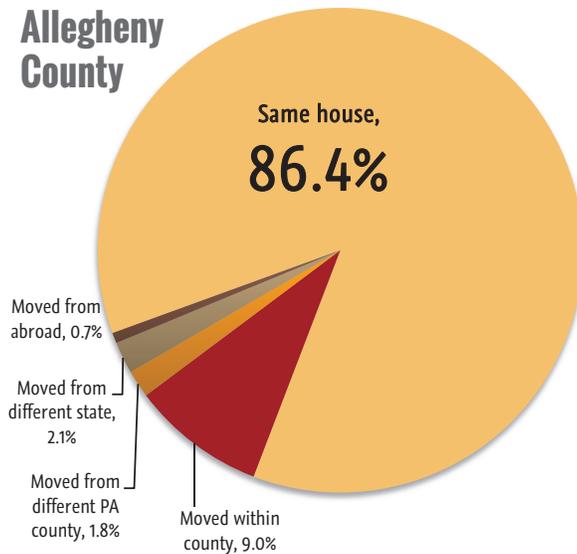
	Median housing value	Median gross rent	Median household income
2000	\$167,269*	\$969*	\$77,565*
2017	\$170,900	\$916	\$73,735
Change	2.2%	-5.5%	-4.9%

* Adjusted for inflation

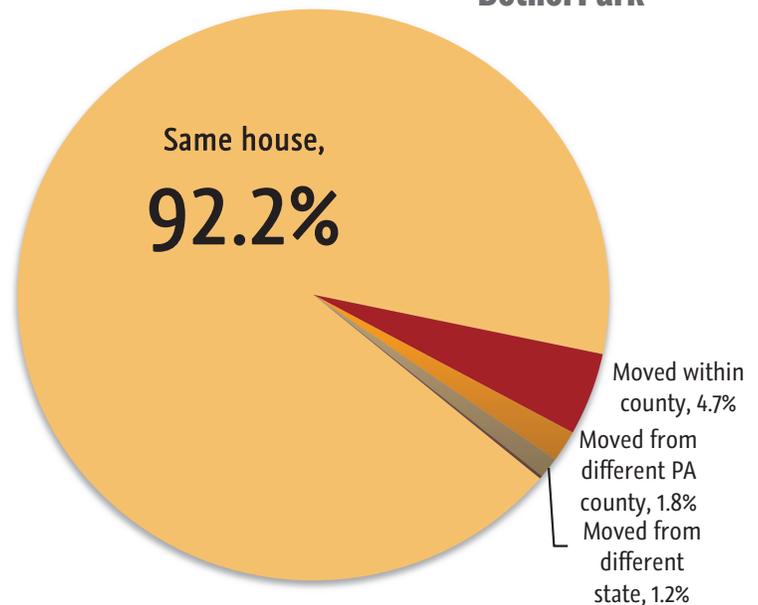
Migration

Bethel Park's exceptional residential stability is evident in the share of residents who remained in their homes between 2016 and 2017: 92%. During the same year, 4.7% moved in from elsewhere within Allegheny County, 2% moved in from a different county and 1.4% moved from a different state or country. The migration rate is higher than across the county, where 86% of residents had been in their homes for at least a year.

Allegheny County



Bethel Park



Housing type and occupancy

Three in every four Bethel Park homes are single-family detached structures. The next most common type is units in large buildings (50 or more apartments or condominiums), of which there were 861 in 2017. Smaller multi-family buildings are also prevalent, containing 803 units. Overall, Bethel Park has 2,780 homes in multi-family buildings.

As of 2017, the Census counted 500 vacant homes in Bethel Park. Most of these (389) were vacant due to being for rent, for sale or rented/sold but not yet occupied. An additional 32 homes were vacant for seasonal, recreational or occasional use, and the remaining 79 vacancies were for "other" reasons, a category that tends to correlate with abandonment.

See the appendices for further data analysis.

Vision and objectives

Undertaking a comprehensive plan represents an opportunity for a community to envision and evaluate future scenarios on a grand scale. The vision statement below is the foundation for the rest of the plan, crafted by the Steering Committee during months of collecting and parsing input from residents and stakeholders.

The vision is broad consensus view of the future, based on conversations about Bethel Park's identity. It was important to determine:

- What distinguishes Bethel Park from other communities?
- Why do people choose to live here?
- What type of place is Bethel Park?
- What core values do its residents share?

The vision statement for a community's comprehensive plan should satisfy (at least) the following three purposes:

- It will provide guidance to elected and appointed officials and staff in selecting, designing and funding future projects.
- It will guide municipal employees in the provision of quality local government services.
- Most importantly, Municipal Council, its advisory bodies and the community as a whole will proceed with a common understanding of what is important to Bethel Park residents.

“ *The vision:*

Bethel Park will provide an inclusive, safe and well-connected community that fosters economic development and innovation, protects and enhances environmental resources and respects local heritage while addressing the challenges of the future.

”

The vision sets up six long-term community development objectives that can be advanced by short-term actions. The objectives form the major elements of this plan, and more consequentially, they form the basis for future changes to and application of the municipal zoning ordinance. The following objectives also took shape based on public and stakeholder input during the planning process.

Connectivity

A transportation network enhanced by increased connectivity and intelligent system management, with more safe and viable alternatives to driving

This plan element addresses the safety and efficiency of road systems within Bethel Park, broadening route options for vehicular and non-vehicular travel and encouraging mode shift to reduce congestion and increase active transportation.

Vibrant Core

An attractive, walkable downtown area with commercial diversity and regional draw

This element envisions a multi-faceted central gathering place in Bethel Park where residents and visitors can enjoy local retail, restaurants and public amenities in a traditional downtown setting.

Prosperity

A strong and diverse local economy supported by healthy neighborhoods

This element focuses on fortifying the municipality's local economy and cultivating redevelopment that supports existing and future needs.

The objectives advance the vision, describing a desired set of future conditions that would ultimately bring it into reality. Each objective comes with a set of strategies that lay out specific action steps for implementation.

Resilience

Established protection and enhancement of open space and natural resources

This plan element views the municipality's resources in the long range, addressing flood mitigation as well as the expansion of natural features and the sustainable use of land and energy.

Character

An engaged, educated citizenry that actively cultivates a sense of community, mutual trust and belonging

This element has to do with providing residents transparent, reliable access to government and cultivating community connections and civic pride.

Investment

Continued provision of capital improvements and public facilities and services that enhance quality of life

This element examines ways in which Bethel Park should responsibly steward public resources to continue to anticipate and meet public needs.

Plan Elements



Photo: Dave Cable

Connectivity

A **transportation network** enhanced by increased connectivity and intelligent system management, with more safe and viable alternatives to driving

The physical design of a community's street network should create a consistent and coherent framework to support local goals: to foster a thriving local economy, to cultivate a safe and friendly place for families to grow and play. Public input received during the planning process articulated two directives for the future of Bethel Park's street system: It must be less congested, and it must do a better job of accommodating people who are on foot or bike.

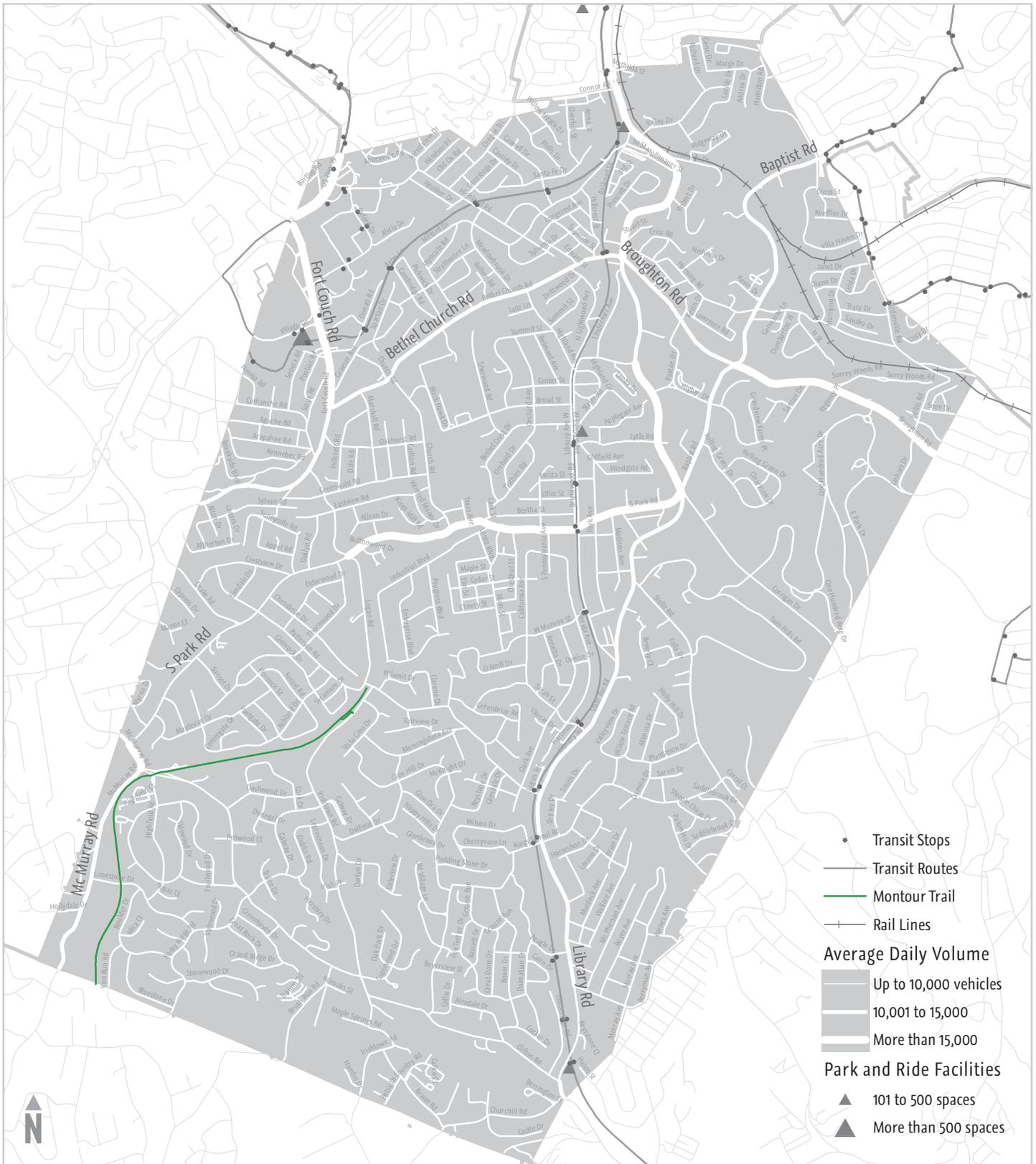
Bethel Park was principally built out between 1950 and 1970, during which time its population tripled. Its street network layout is typical of post-war suburbs, characterized by disconnected curvilinear streets as opposed to a rectangular grid. Here and in most communities where this is the case, reducing traffic in residential plans was a conscious effort to enhance quality of life.

The effect of this pattern in the aggregate is low traffic volumes within residential plans, but also relatively isolated neighborhoods with limited route choices that funnel most traffic onto congested arterial roads. This can make for inefficient routes between destinations that make driving frustrating and reduce the practicality of walking.

“
Our roads are not safe for walking.
- Survey response
”

Strategic improvements to Bethel Park's street network should aim not only to improve the function and efficiency of arterials, but to open up new route and mode choices that will mitigate congestion. Beyond this, designing the street with recognition of its potential as a public realm can help create lively and meaningful shared spaces in Bethel Park, strengthening and defining neighborhoods, supporting public safety and encouraging a sense of community.

Figure 1: Transportation System Map



System overview

Bethel Park’s transportation system involves roads, rail, shared-use railway and pedestrian paths. Stakeholders noted that the municipality generally has routes that move vehicles north and south, less so east and west.

Its highest-volume segment is Fort Couch Road near Route 19 and South Hills Village, which carries more than 23,000 vehicles on an average day. Other roads with high-volume segments within Bethel Park (with average annual daily traffic above 10,000 vehicles) include:

- Library Road/Route 88 (17,430)
- Broughton Road (17,128)
- South Park Road (15,134)
- McMurray Road (12,566)
- Baptist Road (12,547)
- Bethel Church Road (12,059)

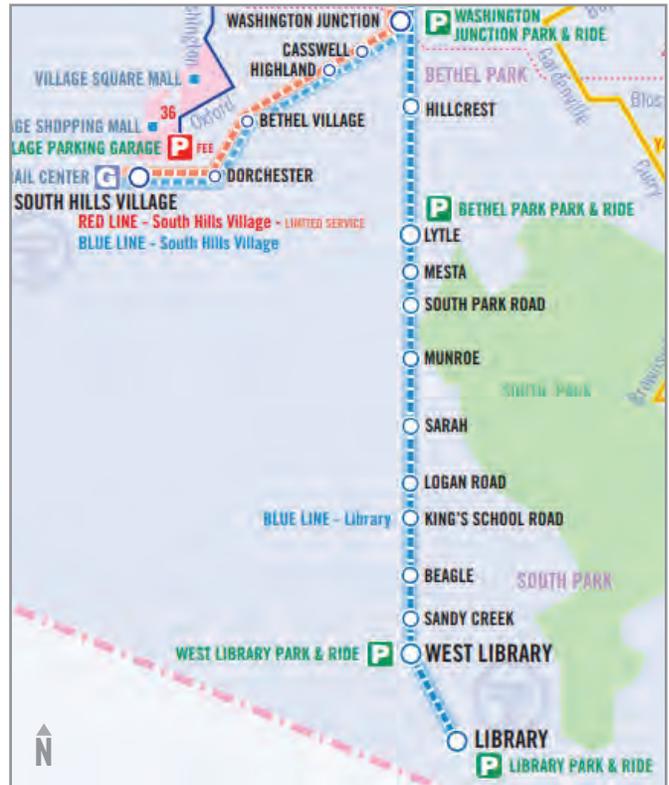
According to Google traffic data, congestion tends to be worst during the evening rush, backing up especially at the intersection of Bethel Church and Broughton roads with Route 88. Public and stakeholder input identified other choke points that are largely focused on South Park Road, such as the Industrial Park entrance.

Most of the municipality’s reported traffic problems occur on these major thoroughfares, including collisions, peak-hour congestion, speeding and the impacts of truck traffic. The municipality averages 191 reported collisions per year. Since 2008, 11% of them are known to have caused injuries, and 14 incidents were fatal. An handful of incidents each year (41 since 2008) involve pedestrians.

The intersection of Irishtown, Logan and Patterson roads was the area most commonly identified as dangerous in survey results.

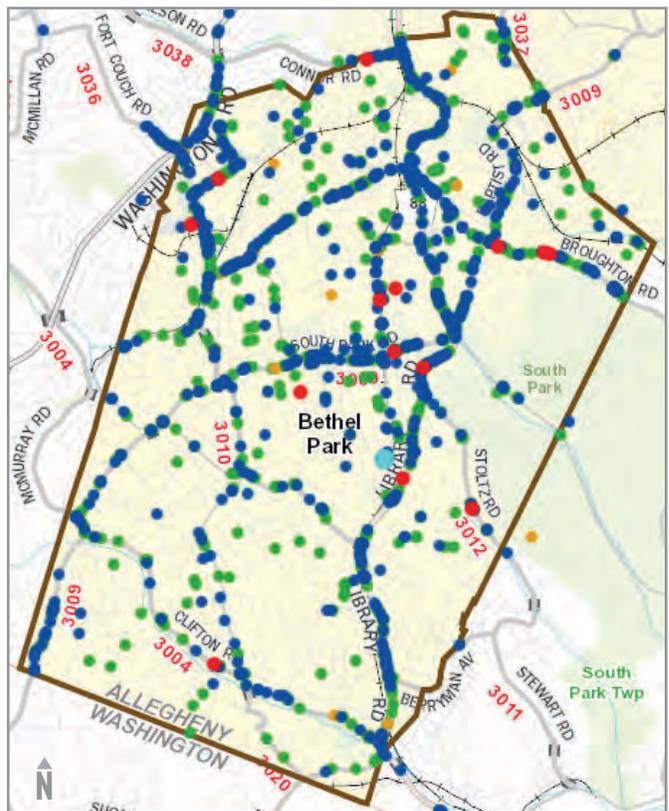
Bethel Park benefits from location along multiple Port Authority light rail lines serving the South Hills, which provide regular service to Downtown Pittsburgh from South Hills Village (Blue and Red lines) and a spine through the municipality’s center (Blue Line - Library). Bus Route 36 (Banksville) connects South Hills Village to Downtown via Mt. Lebanon.

Figure 2: Bethel Park “T” Stops



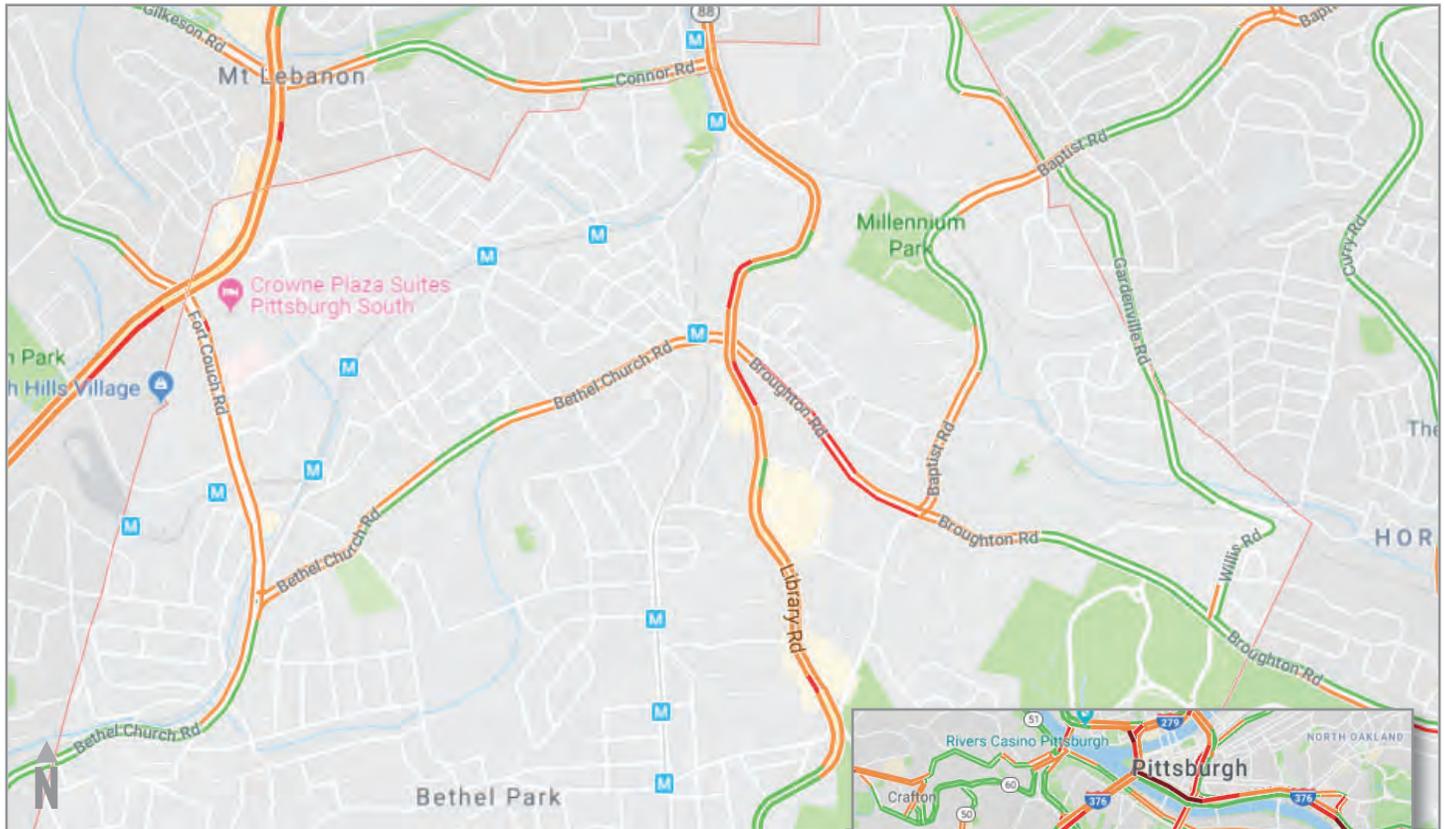
— Port Authority of Allegheny County

Figure 3: Collisions, 2008 to 2018



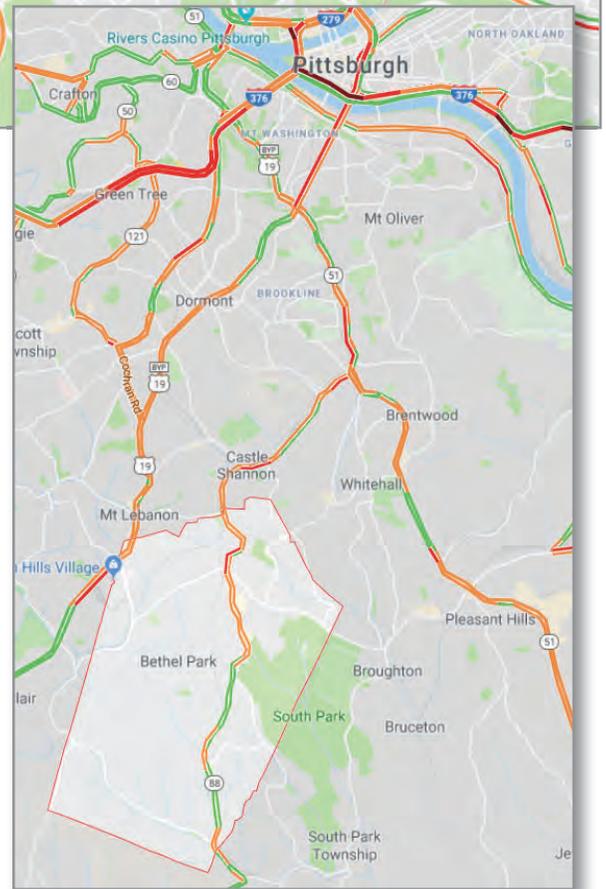
— PennDOT PCIT

Figure 4: Typical Evening Rush-Hour Traffic



Typical traffic ▾ Fast ■ ■ ■ ■ Slow

This 2019 Google traffic data is a point-in-time snapshot of traffic at its worst in Bethel Park: on a Friday at 5:20 p.m.



Strategy 1:

Improve the safety and function of road systems within the municipality.

Action 1a Address identified priority road improvements.

1a

Major projects in recent years have dramatically changed traffic flow within the municipality, including improvements to Logan Road and Route 88 (2010), Baptist and Broughton roads (2011), Hillside Drive and Route 88 (2011) and the intersection of South Park, Brightwood and West Library (2018).

Continued improvements to the system can make it safer and more efficient, addressing identified traffic problems and capitalizing on opportunities to incorporate new technology for better signal coordination.

- Plan for and schedule completion of projects on the Priority Transportation Projects list.
- Advocate for the inclusion of high-priority projects on the Southwestern Pennsylvania Commission Transportation Improvement Program (TIP).
- Seek and apply for funding from a variety of sources to support transportation improvements. (See Funding Sources in Appendix.)
- Review the Priority Transportation Projects list annually as a part of the general and capital budgeting process. Update the list to show completed projects, projects scheduled for work during the next year and any new projects to be added.
- Seek opportunities for partnership with PennDOT, South Hills Area Council of Governments, neighboring municipalities and other agencies to study and address coordination issues along major corridors.
- Continue to incorporate adaptive technology into traffic control systems, as well as sensors that facilitate inter-vehicle communication and bicycle/pedestrian detection. Review and update all signal permits on file in conjunction with this.

Benchmark 1a

- Projects initiated
- Projects completed
- Average commute time (per Census)

Cost

\$\$\$\$

Timeline



Figure 5: Priority Transportation Projects

Location	Description	Status	Estimated Cost
Logan Road (state), Irishtown Road (local) and Patterson Road (local)	Most commonly identified dangerous intersection. PennDOT has studied constructing two roundabouts to create “dumbbell” interchange, in which Logan maintains its existing location and roundabouts are placed at its intersections with Patterson and Irishtown.	PennDOT’s South Hills Corridor Study (Corridor H: Logan Road) examined alternatives	\$2.6M - \$3.9M depending on design alternative selected
Broughton Road (state), Locust Road (local) and Paxton Drive (local)	Install traffic signal	Warrant study complete. Signal not installed as of October 2019.	\$180,000
South Park Road (state) and Logan Road (state)	Left turn lanes to be added to both sides of South Park Road, new traffic signal, ADA curb ramps installed, drainage improvements, pedestrian upgrades	Public Meeting January 2018. Construction TBD as of October 2019.	\$2,000,000
Route 88 (state) between Kings School Road (local) and Logan Road (state)	Construct left turn lanes on Route 88 and upgrade traffic signal. Continue three-lane cross-section northbound on Route 88 to Logan Road and construct left turn lanes on Route 88 at Logan Road and upgrade traffic signal.	Completion expected in December 2019.	\$2,000,000
McMurray Road (state) and South Park Road (state)	Intersection upgrade associated with new development	New ped heads and crosswalk complete. Status of any further improvements unclear.	To be determined
McMurray Road (state) and Clifton Road (state)	Widen McMurray Road to three-lane cross section from Clifton Rd to South Park Road. Signal upgrades & retiming	Widening and signal upgrades complete. Retiming scheduled, status unknown.	\$2,000*
McMurray Road (state) and Limestone Drive (local)	Construct left turn lane on McMurray Road, right turn lane on Limestone Drive and install traffic signal	New signal installed in 2018. Status of turn lanes unknown.	\$350,000
South Park Road (state) and Drake Road (county)	Reconstruct intersection to remove island separating left turn and right turn movements and signalize	Preliminary engineering for traffic signal complete as of October 2019.	\$470,000
Bethel Church Road (county) and Logan Road (state)	Construct left turn lanes on Bethel Church Road and right turn lane on Logan Road, realign Brookside Blvd opposite Logan Road and install traffic signal	Unknown	\$3,030,000
Route 88 Adaptive Traffic System (state) (Connor to Corrigan)	Install an adaptive traffic signal system along 2.1 miles of Route 88 from Connor Rd to Corrigan Drive. Complete signal upgrade of Library Rd / Brightwood Rd and Library Road / Paxton Drive.	Project in final design. Scheduled for completion in 2020.	\$650,000*

* Mackin Engineering judgment

(continued on next page)



The intersection of Irishtown and Patterson roads with Logan Road continues to present safety problems. Image via Google Streetview

Priority Transportation Projects (continued)

Location	Description	Status	Estimated Cost
Route 88 (state) at Clifton Road (state) and Churchill Road (state)	Construct left turn lanes on Route 88 at Clifton Road and Churchill Road, right turn lane on Clifton Road at Route 88. New box culverts, drainage, traffic signal and guide rail.	Work originally scheduled for 2019, status unclear as of October 2019.	\$5,000,000
Route 88 (state) and Brightwood Road (county) at Bethel Park Shopping Center	Traffic signal replacement	To be completed in PennDOT's Route 88 Adaptive Traffic Signal System project	\$200,000*
Fort Couch Road (county) and Oxford Drive (local)	Traffic signal upgrades & pavement markings	Greenlight Go funding request 2018, grants not awarded as of October 2019.	\$15,000*
Brightwood Road (county) and West Library Avenue (local) Corridor	Redesigning right-of-way to incorporate additional street parking, bike/pedestrian facilities and streetscape redesign (see p. 58)	Conceptual. Next step would be master plan/design with survey.	To be determined

* Mackin Engineering judgment

This project could be competitive for PennDOT's Multimodal Transportation Fund grant program.



A caveat: Building one's way out of congestion doesn't work

Faced with the problem of overwhelming traffic volume during peak hours, it seems logical to reason that adding capacity to a busy road would improve traffic flow.

It generally does not.

Decades of traffic analysis across and beyond the United States have found that adding road capacity does not help traffic move any faster. The classic example is the I-405 freeway in Los Angeles, the nation's busiest highway. A highly disruptive six-year project with a total cost exceeding \$1.6 billion added a 10-mile carpool lane that opened in 2014, along with new ramps and bridges. The end result? Rush-hour commute times increased by one minute.¹

Economists studied this phenomenon in urban areas across the U.S. between 1980 and 2000, comparing the amount of new roads and highways built with the total vehicle miles traveled in those areas. The increase had a 1:1 relationship: For every 10% expansion in capacity, there was a 10% increase in miles driven.²

The reason is the law of **induced demand**, which holds that the perception of a faster, more convenient trip causes people to drive more miles, either by way of more trips or longer trips. Traffic is the result of countless individual decisions: The decision to visit a store farther away, to drive a few blocks rather than walk, to purchase a home farther from work, or to reroute truck traffic onto newer, improved routes. The aggregate effect of all of these decisions is increasing traffic to fill new capacity, bringing a road back to its original self-limiting equilibrium.

Bethel Park and its partner agencies can address congestion in the long term, but should not attempt to do so solely by adding lanes to existing arterials. Projects should seek to broaden route options and safety for all users and encourage mode shift, as detailed elsewhere in this chapter.

“Adding highway lanes to deal with traffic congestion is like loosening your belt to cure obesity.”

- Lewis Mumford, 1955

1 <https://bit.ly/2HPE9tm>

2 <https://www.nber.org/papers/w15376>

Action 1b

Identify priority areas for traffic-calming interventions.

Traffic calming recognizes streets as a shared space, balancing vehicle traffic with the use of streets as public spaces where people can walk, gather, play and otherwise enjoy the community. Many relatively inexpensive and flexible technical improvements are proven to slow vehicles down, creating a safer and more inviting environment.

- Ensure that the Subdivision and Land Development Ordinance includes flexibility that would allow for traffic-calming measures such as narrow lanes under certain circumstances. Coordinate with the Fire Chief to ensure that emergency equipment can adequately navigate all needed areas.
- Consider design interventions, especially in combination, for streets where speeding is an ongoing concern. Signs, markings and configuration changes work best in concert to heighten awareness of safety and improve travel conditions.

Cost
\$-\$

Timeline
◆

Benchmark 1b • Reductions in measured speed at identified problem locations

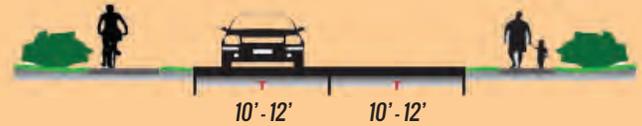
Narrowing streets and traffic lanes

Lane widths on a local road should be determined by intended function, traffic volume, intensity of adjacent uses and neighborhood design (lot sizes, setbacks, parking needs, etc.). Local and internal roadways tend to fall into one of three categories:

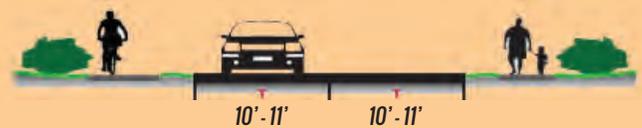
- **Primary distributor:** Moves traffic from neighborhoods to larger arterial or collector roads at speeds of 25-45 mph and daily volumes of 750-2,500. Access should be relatively limited. On-street parking is inappropriate.
- **Secondary distributor:** Moves traffic through a neighborhood or subdivision to a primary distributor, or directly to larger roads, at speeds of 15-25 mph and daily volumes of 200-1,500.
- **Local access:** Speeds should be 15 mph or less, daily volumes below 500. Design features will vary: A narrow cartway is appropriate for a subdivision of large lots with off-street parking, not necessarily for a local access street serving large commercial or industrial development.

Lanes as narrow as nine feet can be safe for driving on certain local roads, particularly local access. Primary and secondary distributors can carry traffic safely in lanes of 10-12 feet. Bethel Park's current cartway minimum requirements vary, but can be as low as 24' to back of curb.

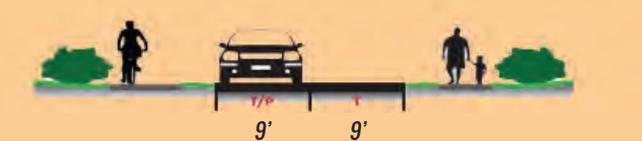
Primary distributor



Secondary distributor



Local access



Other traffic-calming approaches

Curb extensions, chokers, bulb-outs

Extensions of sidewalk and/or landscaping at intersections narrow the road to about 20 feet for two-way traffic, which improves pedestrian safety and typically reduces speeds by up to 14%. Some applications use an island that allows drainage and bicyclists to continue between the choker and original curb line. Islands also represent an opportunity to incorporate stormwater infiltration features.



Neighborhood traffic circles

Small roundabouts can replace intersections of local or collector streets to reduce mid-block speed by about 10% and impact an area about 200 feet upstream and downstream. Traffic is only minimally diverted, and collisions are typically sharply reduced by this configuration.



Raised medians

Elevated islands splitting traffic lanes provide the opportunity for beautification, also encouraging slower vehicular traffic and providing a refuge point for pedestrians crossing the street. This could be appropriate for some of Bethel Park's arterials, such as the northern Library/Route 88 corridor.



Speed
Trailer



Image:
streetsmartrental.com

Potential cost and funding sources

The table below reports the inflation-adjusted costs of various traffic-calming measures in 2013 dollars, based on bid letting sheets and cost summaries from states and cities across the country. It is useful for getting a relative *comparative* idea of cost, though the cost of any specific intervention will vary widely with location and actual project specifications (size, materials, whether right-of-way needs to be purchased, etc.). The figures below include engineering, design, mobilization and installation.

In addition to liquid fuels funding and other borough sources available for roadway improvements, support for traffic-calming projects could be available through PennDOT and Southwestern Pennsylvania Commission sources such as the Transportation Alternatives Program.

Traffic Calming Tool	Median	Average	Minimum	Maximum	Unit
Chicane	\$8,050	\$9,960	\$2,140	\$25,730	Each
Curb Extension/Choker/ Bulb-Out	\$10,150	\$13,000	\$1,070	\$41,170	Each
Flashing Beacon	\$5,170	\$10,010	\$360	\$59,100	Each
Raised Median	\$6.00	\$7.26	\$1.86	\$44	Sq. Ft.
Rapid Rectangular Flashing Beacon	\$14,160	\$22,250	\$4,520	\$52,310	Each
Roundabout	\$27,190	\$85,370	\$5,000	\$523,080	Each
Speed Bump*	\$1,670	\$1,550	\$540	\$2,300	Each
Speed Hump*	\$2,130	\$2,640	\$690	\$6,860	Each
Speed Table*	\$2,090	\$2,400	\$2,000	\$4,180	Each
Speed Trailer	\$9,480	\$9,510	\$7,000	\$12,410	Each



Rapid Rectangular Flashing Beacon

Image: TSSCO

Image: NACTO

*These are all vertical diversions; the primary difference is in the width. Bumps are abrupt, tables raise the entire wheelbase of a vehicle, and humps fall between the two.

Source: Bushell, Max; Poole, Bryan; Rodriguez, Daniel; Zegeer, Charles. (July, 2013). "Costs for Pedestrian and Bicyclist Infrastructure Improvements: A Resource for Researchers, Engineers, Planners and the General Public."

Chicane



Action 1c

Seek opportunities to connect neighborhoods.

As suggested in the introduction to this section, the disconnected, curvilinear configuration of Bethel Park’s street network is a major contributor to arterial congestion and a reason why walking between destinations often doesn’t make sense. Finding additional ways to connect neighborhoods will help the municipality disperse vehicle trips throughout its network and reduce the total amount of vehicle travel by increasing the convenience of walking and biking.

Connecting roadways between existing housing plans via culs-de-sac or dead ends will be difficult or infeasible in many cases due to resident preferences and land ownership. Nonetheless, finding and capitalizing on links in any form — and ensuring the connectivity of new development — remains important.

- Ensure that residential development and redevelopment provide short, direct, public right-of-way routes to connect residential uses with nearby neighborhoods, attractions and community facilities.
- Update the Subdivision and Land Development Ordinance to promote compact, well-connected street design.
- Seek opportunities to engage property owners in high-priority connection areas to determine feasibility of creating footpaths or shared trail links to adjacent neighborhoods, attractions or community facilities.

Benchmark 1c

- Number of new connections made
- Decreased emergency response time
- Intersection density or link/node ratio



Traditional grid design (pre-1900)



Curvilinear loop design (-1930-1950)



Beginning of cul-de-sac (-1930-1950)



Cul-de-sac (since 1950)

- cnu.org

Cost
\$V
Timeline
◆

Strategy 2:

Expand and connect the sidewalk network within Bethel Park.



Action 2a

Develop and annually fund a program to build and improve sidewalks according to the Sidewalk Priority Map.

Residents identified investment in the municipality's sidewalk network as an important priority for the next 10 years, especially given the impact that creating more safe, pleasant walking routes can have on accessibility for those who cannot or prefer not to drive (children, seniors, people with disabilities), public health and safety, congestion and the appeal of Bethel Park as a place for families to thrive.

Public input revealed broad agreement that more sidewalks are needed near schools, transit stops and high foot traffic areas such as community amenities and business nodes, and that these areas are more appropriate for their installation than some of the municipality's lower-density neighborhoods.

- Annually allocate budget to expand and improve the sidewalk network. Use the maps and tables included with this report to identify and select high-priority projects each year.
- Evaluate whether the Public Works Department could conduct or contract for repair (as needed) of sidewalks in key areas. While municipal sidewalk maintenance is relatively uncommon in Pennsylvania, maintenance in most of New England covers the entire right of way.* The municipality could also consider a cost-sharing program for repairs, especially on the basis of need.
- Evaluate options for reducing the burden on homeowners for snow and ice clearance. This might include a "snow angels" program similar to one in the City of Pittsburgh, where volunteers sign up to regularly clear snow for elderly or disabled neighbors, or contracting with people or organizations with suitable equipment to clear key thoroughfares.
- Ensure that existing sidewalk delay agreements between the municipality and property owners are called in as the network expands, compelling affected owners to start constructing sidewalks as agreed upon within 60-90 days or contribute to a sidewalk construction fund.

- Benchmark 2a**
- Linear feet of new or improved sidewalk
 - Increased walk score

* The average cost per square foot of sidewalk repair ranges from \$3 (small do-it-yourself projects) to \$18. Average cost projects total \$500-\$600, though major reconstruction can be over \$2,000.

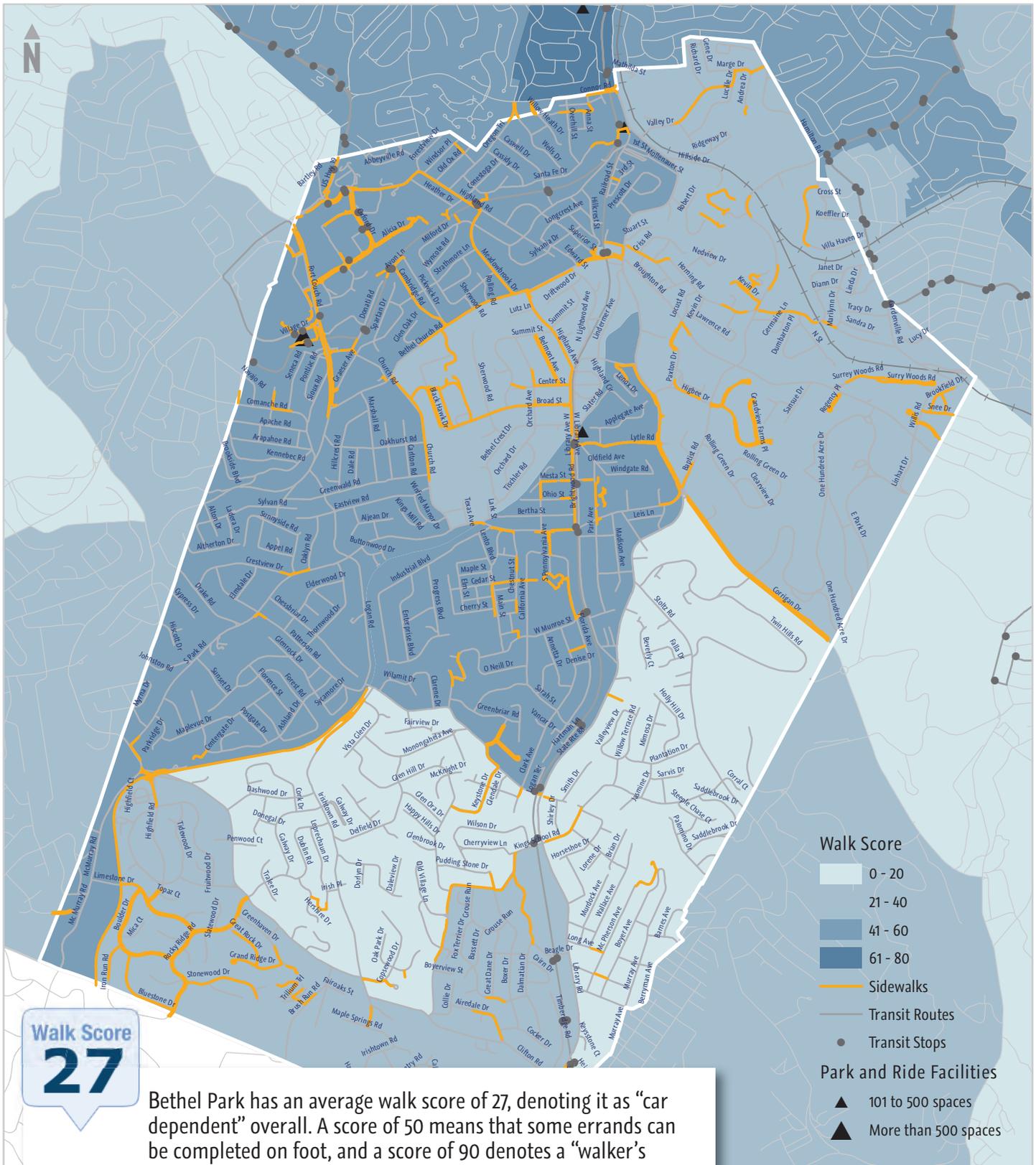
Cost

\$\$\$

Timeline



Figure 6: Walk Score and Existing Sidewalks Map



What's walkable?

Public outreach for the plan revealed a strong desire for Bethel Park to be more “walkable.” More than one-quarter of survey respondents identified a lack of pedestrian and bicycle amenities as the municipality’s biggest transportation problem, citing safety, environmental reasons and a desire for the community to be more neighborly. More specifically:

- 76% of respondents agreed that the sidewalk network should be improved within a 1.5-mile radius of each school
- 76% agreed that the sidewalk network should be improved in the vicinity of public transit stops
- 70% agreed that the sidewalk network should be improved in business/commercial areas
- 68% agreed that the sidewalk network should be improved more generally within and between neighborhoods

A walkable community, generally, is one that supports walking as a part of residents’ daily travel through providing a safe, suitable environment. This involves not only space for pedestrians, but also:

- A compact mix of buildings, public spaces and landscapes
- An environment that is pedestrian-scale, with architectural and urban design features meant to be appreciated by people traveling slowly
- A highly connected, multi-modal circulation network, ideally with a fine “grain” of relatively short blocks with safe, continuous and balanced features for pedestrians, bicycles, transit riders and drivers

— “*Designing Walkable Urban Thoroughfares: A Context-Sensitive Approach.*” ITE/CMU, 2010



Light rail riders who use the Kings School Road stop (shown at left) immediately encounter unsafe pedestrian conditions in every direction. Image via Google Streetview

Sidewalk priority mapping

The following series of maps shows a walkshed of five minutes and 10 minutes from categories of places within Bethel Park where residents said they would like to walk. Categories include:

- Recreation attractions, such as municipal parks and entrances to South Park and the Montour Trail
- Bus and “T” light rail stops operated by the Port Authority of Allegheny County and bus stops operated by the Mid Mon Valley Transit Authority
- Elementary, middle and high schools
- Local commercial nodes, such as Millennium Shops, South Park Shops, Hillcrest Plaza, Rutherford Market, etc.
- Significant places, including the Municipal Building/Library, Community Center and St. Clair Hospital Outpatient Center.

Instead of showing even distances “as the crow flies” from each destination, these maps use network analysis to reflect real-life conditions, taking into account the connections between roads, topography and other features that make routes more or less passable on foot. This is why each walkshed has a different shape.

Figure 13 on Page 49 displays all of the walksheds layered together. To get a sense of how the destinations and walksheds are concentrated, Figure 14 presses all of the layers together into a composite heat map showing the demand for walking in general.

The table on Page 50 includes a list of sidewalk improvement priorities based on these maps, with the understanding that local knowledge and additional site-specific research will need to inform the feasibility of each project.

Figure 7: Walkshed Map for Recreation Attractions

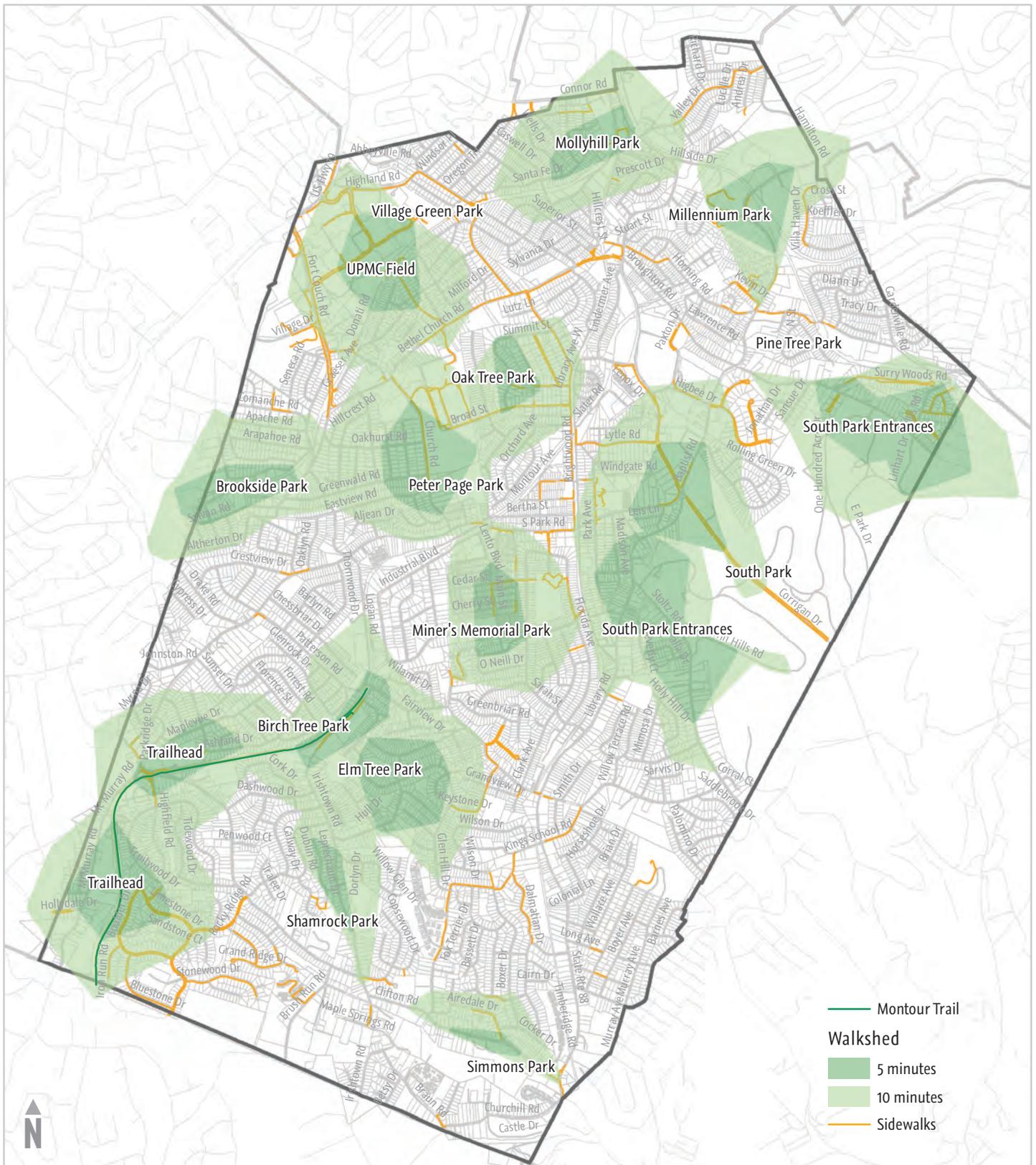


Figure 8: Walkshed Map for Port Authority Stops

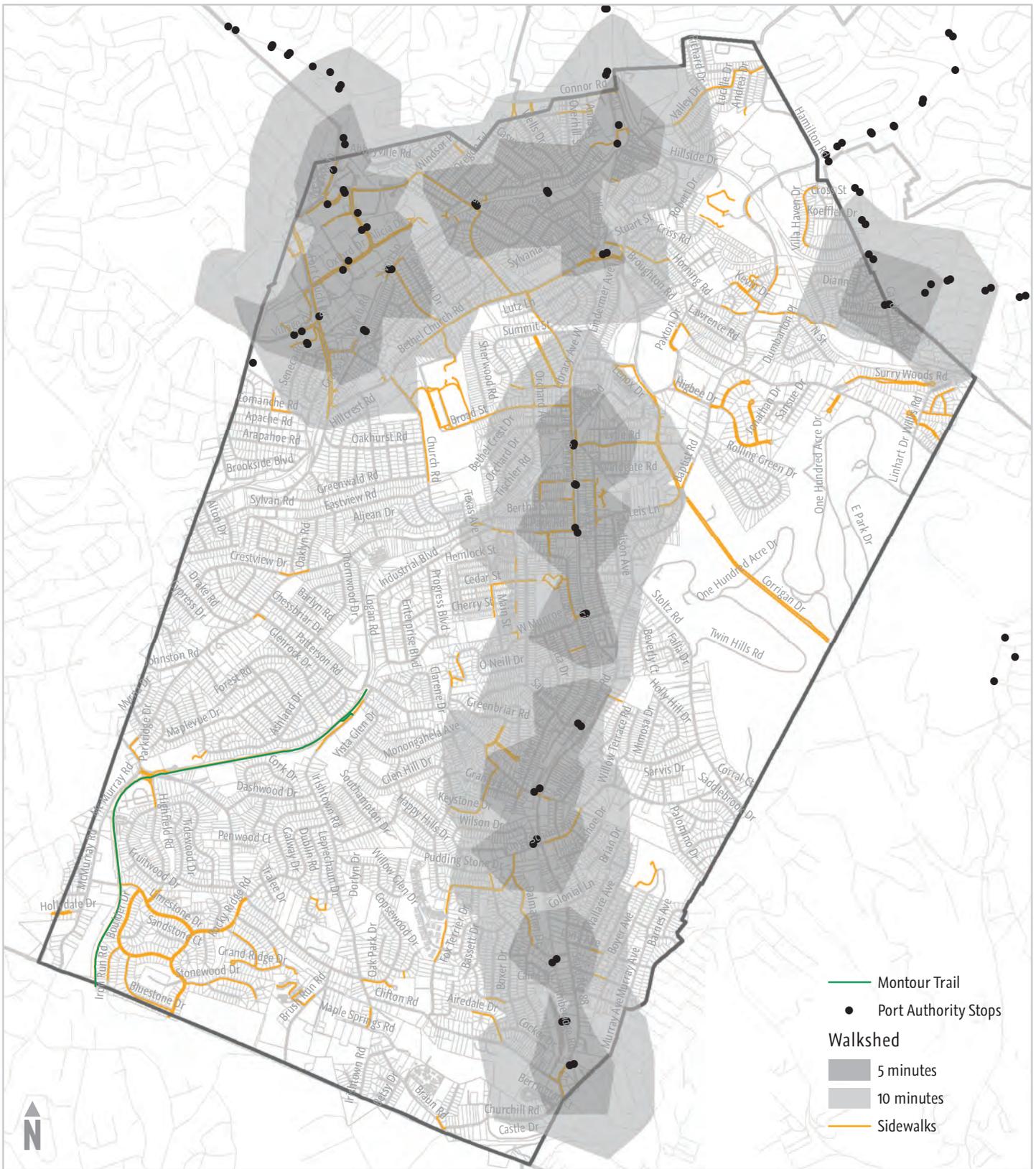


Figure 9: Walkshed Map for Mid Mon Valley Transit Authority Stops

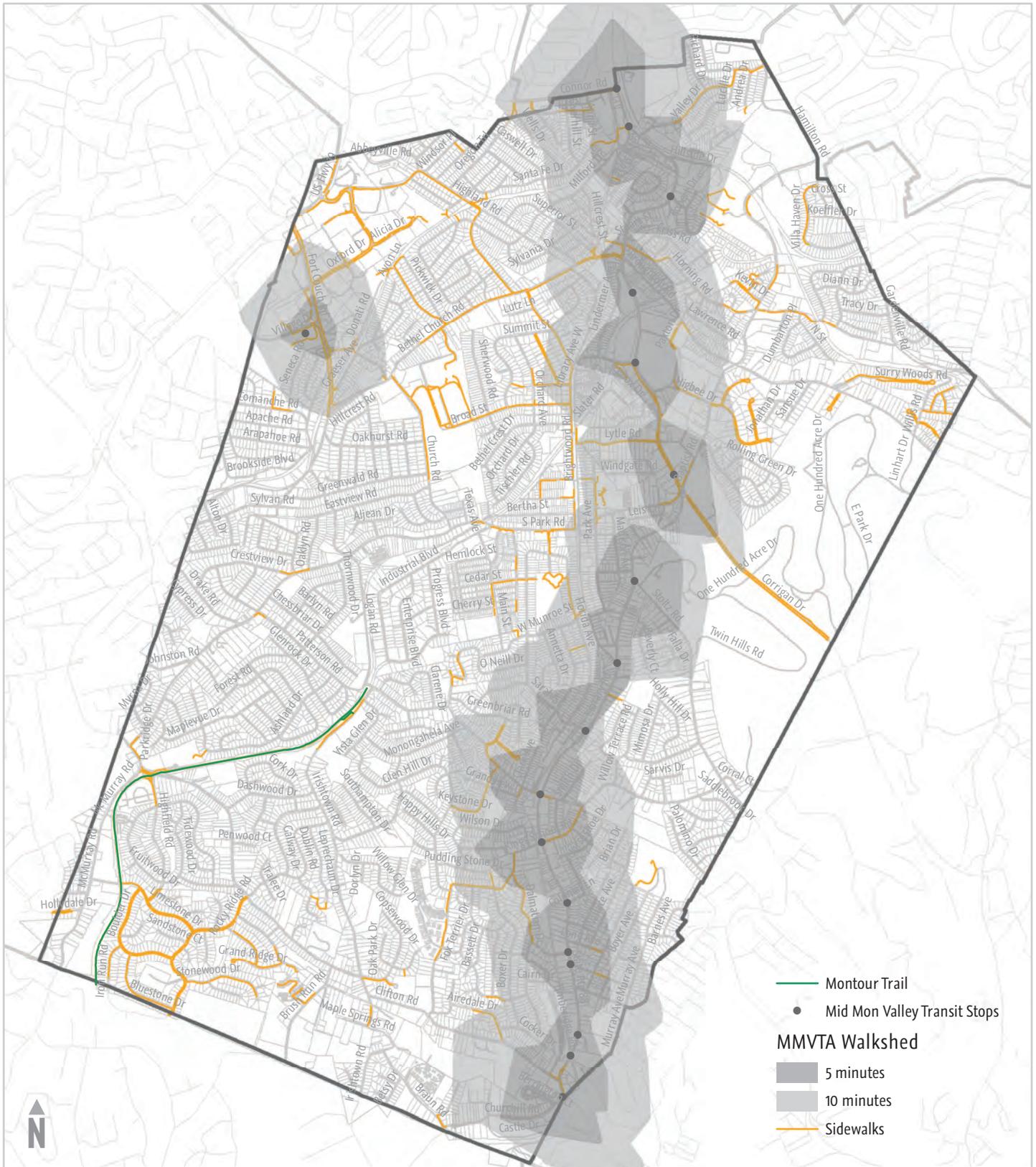


Figure 10: Walkshed Map for Schools

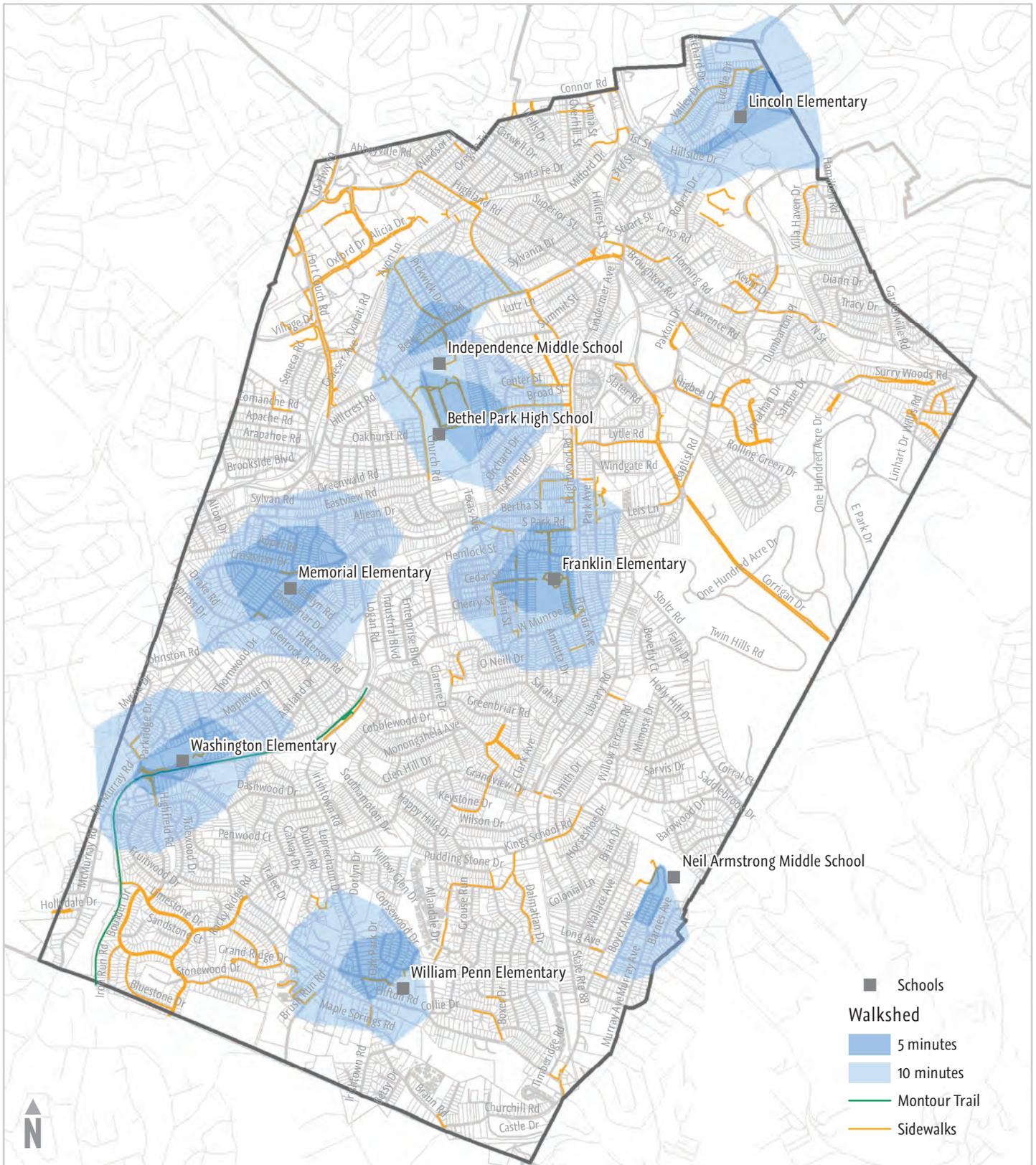


Figure 11: Walkshed Map for Local Commercial Nodes

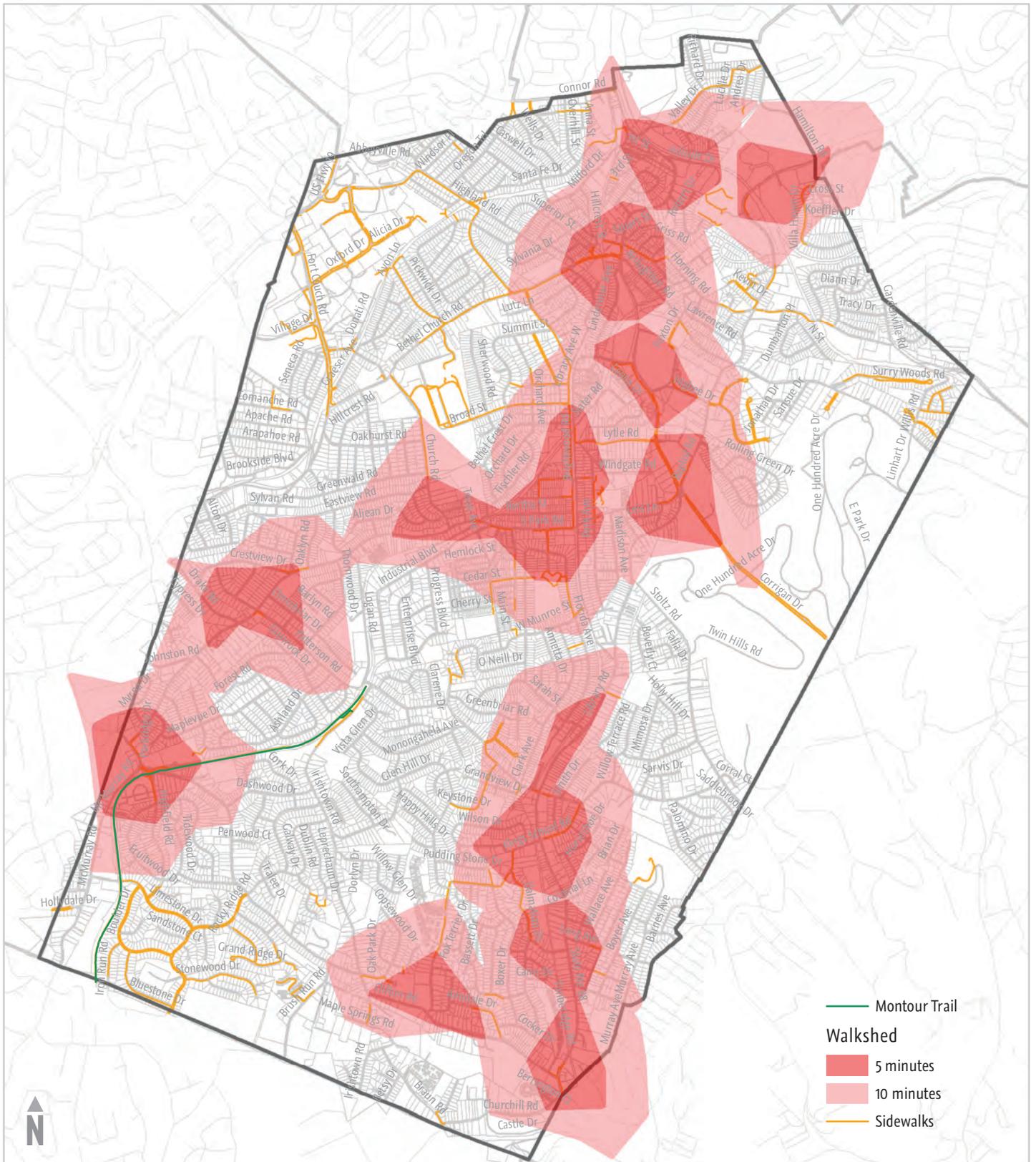


Figure 12: Walkshed Map for Significant Places

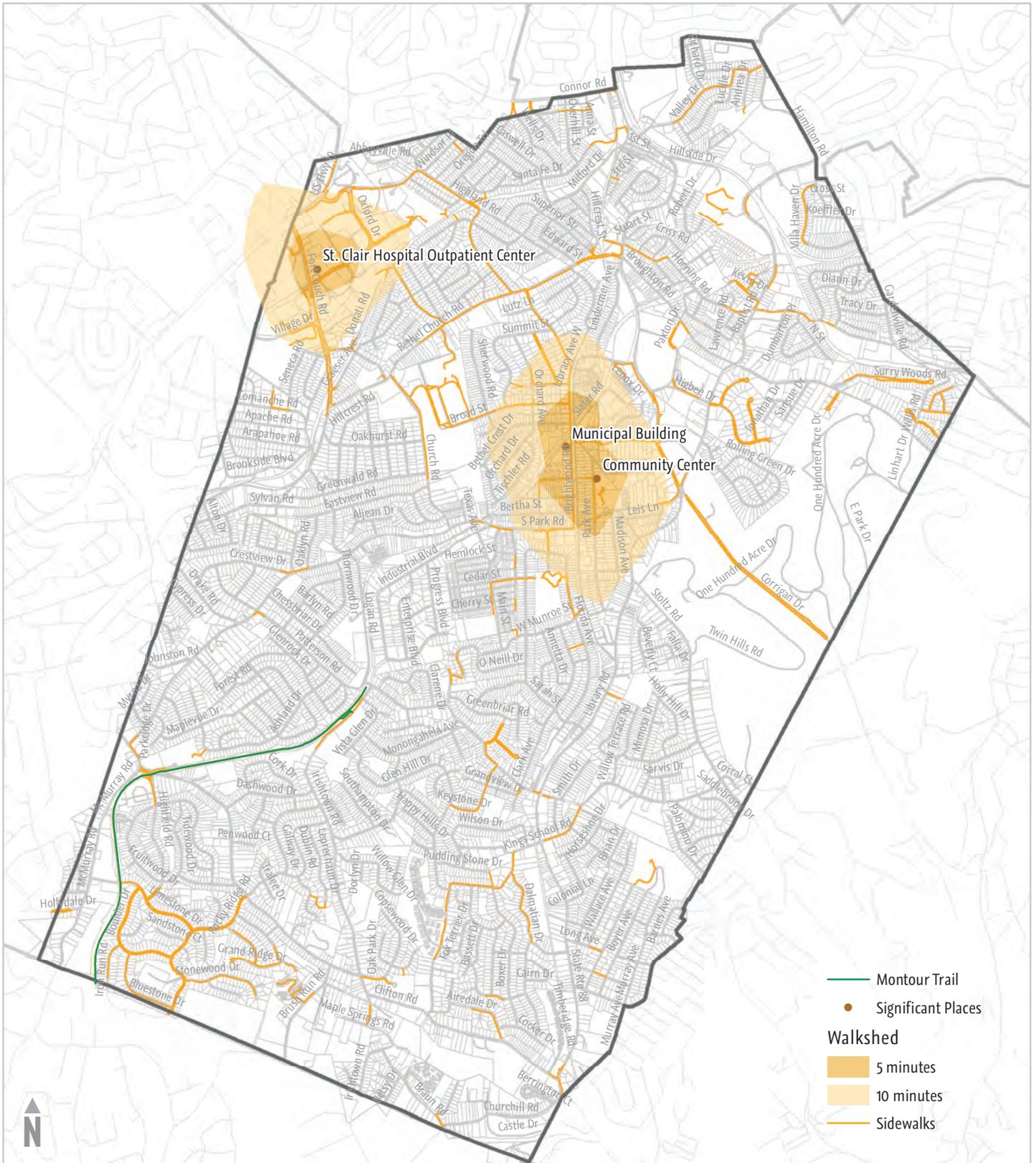


Figure 13: Composite Walkshed Map

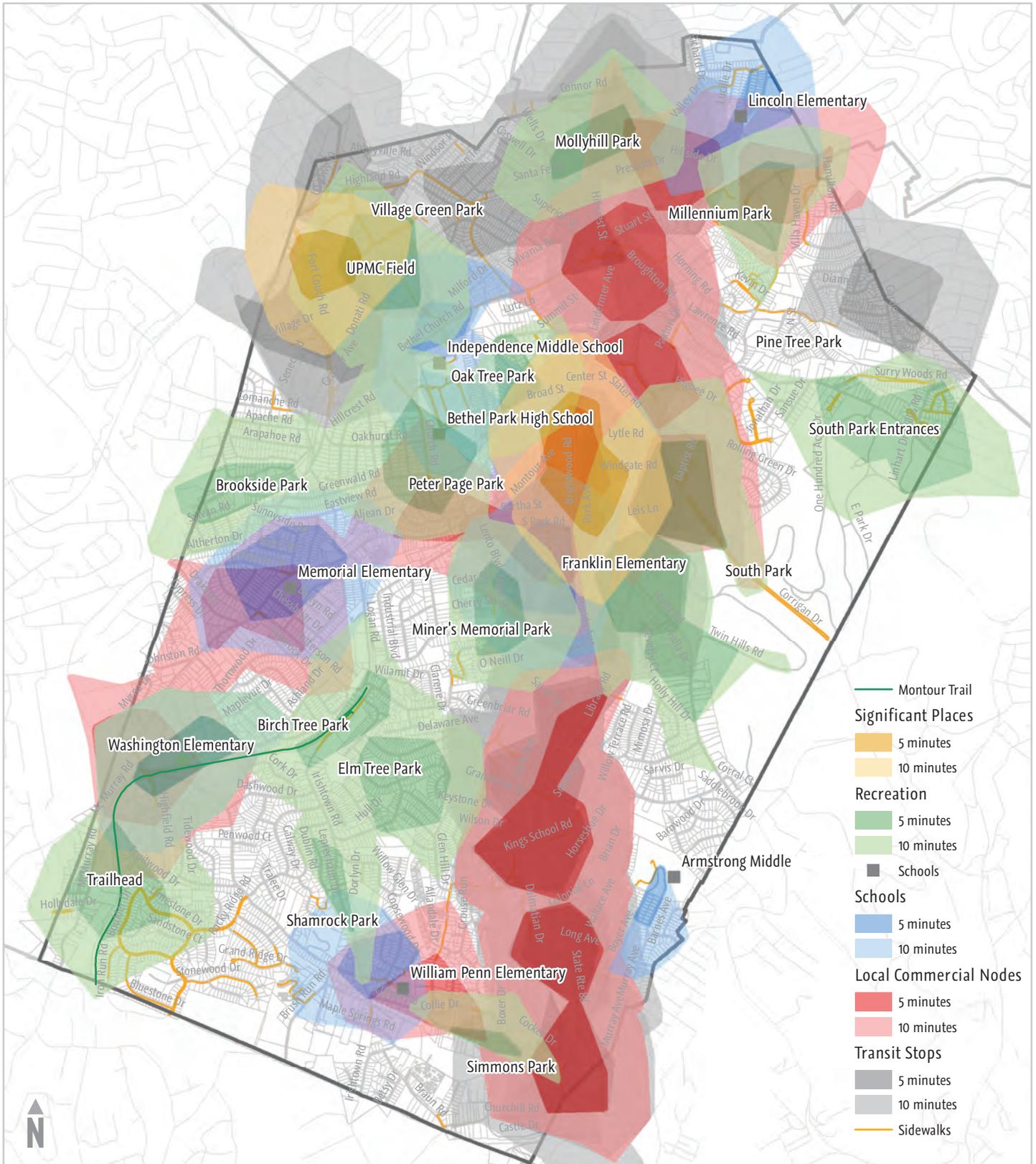


Figure 14: Walkshed Composite Heat Map

Each shape in this map represents a five- or 10-minute walkshed from one of the attractions shown in the previous set of maps. Stacked together, the layers show concentrations, with the darkest colors showing where land uses have the greatest demand for sidewalks in Bethel Park.

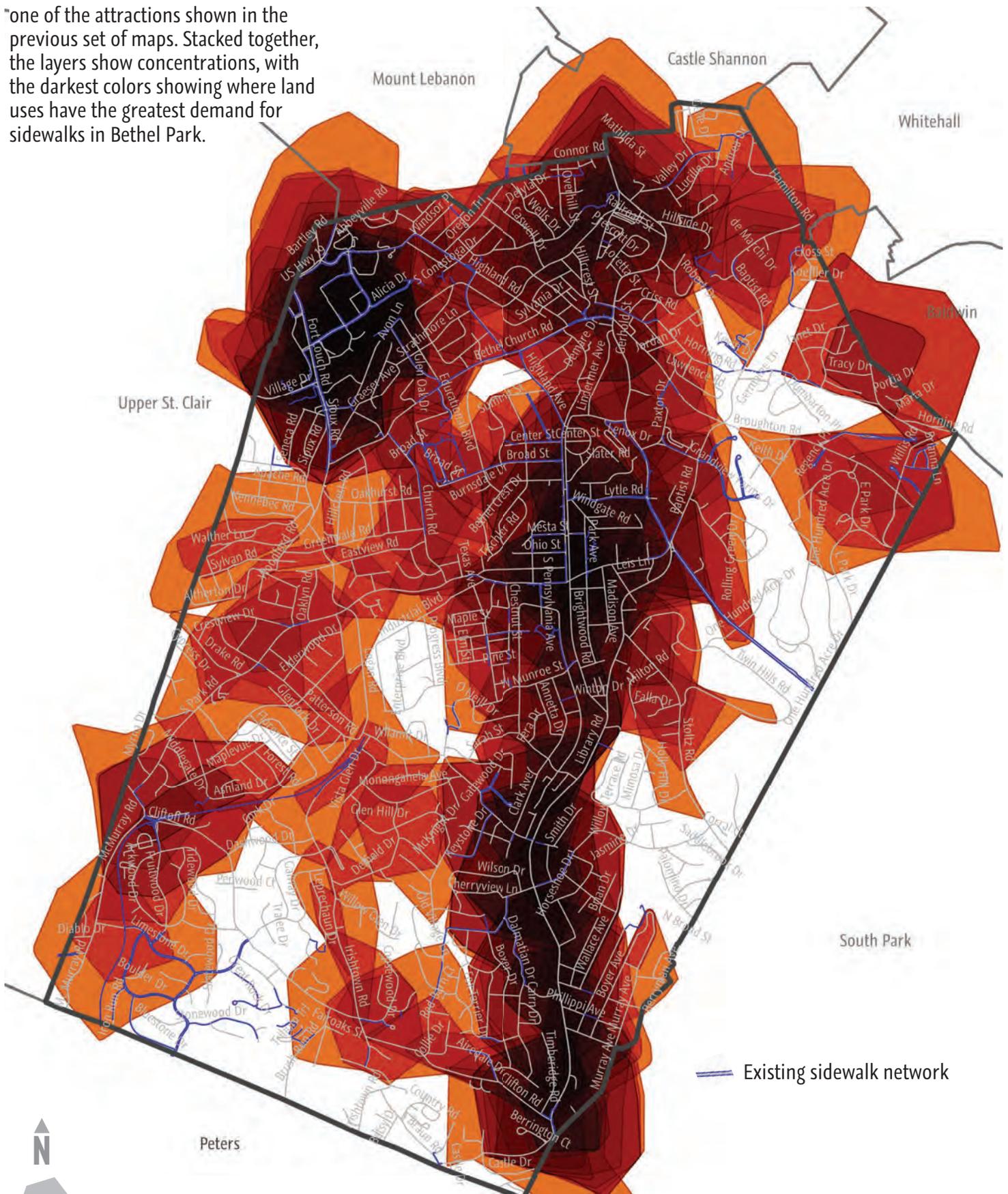


Figure 15: Priority Sidewalk Connections: School Areas

School	Location	Priority	Reason
Abraham Lincoln	Valley at Melia toward Lucille	Secondary	Connect to existing sidewalk
	Lucille at Melia toward Valley	Secondary	Connect to existing sidewalk
	Andrea toward school	Primary	Connect to existing sidewalk
	Hamilton at Marge toward Cool Springs property	Secondary	Make connection to future sidewalk network
Benjamin Franklin	California at Oneill toward South Pennsylvania	Primary	
	South Pennsylvania at Florida toward existing sidewalk on FL.	Primary	
	South Pennsylvania	Primary	Connect existing sidewalk to school
	West Munroe at California toward Brightwood	Primary	Connect existing sidewalk to school
	Annetta at Fera toward West Munroe	Secondary	
	West Munroe at Clark toward Denise, Denise	Secondary	Connect existing sidewalk to school
	Denise at Florida toward West Munroe	Secondary	Connect existing sidewalk to school
Bethel Park High School	Oakhurst at Marbury toward Greenwald	Secondary	Connect existing sidewalk to school
	Oakhurst at Carlton toward Greenwald	Secondary	Connect existing sidewalk to school
	Greenwald at Marbury toward Church	Secondary	Connect existing sidewalk to school
	Bethel Church toward Church	Primary	Connect existing sidewalk to school
George Washington	Brentwood Bank sidewalk down South Park to Parkridge	Secondary	Connect existing sidewalk to school
	South Park at Parkridge to Turngate at Maplevue	Secondary	
	South Park at Parkridge to Maplevue at Parkridge	Secondary	
	Ashland at Maplevue toward walking path	Primary	To connect to existing pathway
Memorial	Drake at South Park to South Park at Patterson	Secondary	Connect neighborhood commercial to school
	Patterson at South Park to South Park at Chessbriar	Secondary	Connect neighborhood commercial to school
	Block covering South Park, Thornwood, Elderwood and Chessbriar	Primary	Connect block to school entrance and pathway
Neil Armstrong	McPherson at Phillippi toward walkway	Primary	To connect Long and Phillippi to existing pathway
	Centerman at Boyer toward school	Secondary	Sidewalks would be ideal here if there were a pathway on the property.
	Centerman at Murray toward school	Secondary	
	Centerman connecting Murray and Boyer	Secondary	
	Bethel Green, Wallace and pathway to school	Secondary	Connect neighborhood to school
William Penn	Copsewood at Oak Park toward school	Primary	Connection from sidewalk to walking path.
	Copsewood at Oak Park toward walking path	Primary	
	Clifton to Irishtown Intersection	Secondary	Connection between school and neighborhood commercial district
	Clifton at Irishtown to Copsewood	Secondary	

Figure 16: Priority Sidewalk Connections: “T” Stops

Location	Priority	Users
South Hills Village Station	Primary	1,859 Average Weekday Ons 2017 - Inbound
		1,563 Average Weekday Offs 2017 - Outbound
Dorchester	Secondary	57 Average Weekday Ons 2017 - Inbound
		54 Average Weekday Offs 2017 - Outbound
Bethel Village	Secondary	79 Average Weekday Ons 2017 - Inbound
		93 Average Weekday Offs 2017 - Outbound
Highland	Tertiary	45 Average Weekday Ons 2017 - Inbound
		46 Average Weekday Offs 2017 - Outbound
Casswell	Tertiary	26 Average Weekday Ons 2017 - Inbound
		27 Average Weekday Offs 2017 - Outbound
Washington Junction	Primary	695 Average Weekday Ons 2017 - Inbound
		688 Average Weekday Offs 2017 - Outbound
Hillcrest	Tertiary	36 Average Weekday Ons 2017 - Inbound
		43 Average Weekday Offs 2017 - Outbound
Lytle	Primary	397 Average Weekday Ons 2017 - Inbound
		367 Average Weekday Offs 2017 - Outbound
Mesta	Tertiary	26 Average Weekday Ons 2017 - Inbound
		24 Average Weekday Offs 2017 - Outbound
South Park	Secondary	49 Average Weekday Ons 2017 - Inbound
		48 Average Weekday Offs 2017 - Outbound
West Munroe	Tertiary	27 Average Weekday Ons 2017 - Inbound
		22 Average Weekday Offs 2017 - Outbound
Sarah	Tertiary	34 Average Weekday Ons 2017 - Inbound
		26 Average Weekday Offs 2017 - Outbound
Logan	Secondary	60 Average Weekday Ons 2017 - Inbound
		43 Average Weekday Offs 2017 - Outbound
Kings School	Primary	55 Average Weekday Ons 2017 - Inbound
		45 Average Weekday Offs 2017 - Outbound
Beagle	Tertiary	27 Average Weekday Ons 2017 - Inbound
		23 Average Weekday Offs 2017 - Outbound
Sandy Creek	Tertiary	28 Average Weekday Ons 2017 - Inbound
		21 Average Weekday Offs 2017 - Outbound
West Library	Primary	159 Average Weekday Ons 2017 - Inbound
		134 Average Weekday Offs 2017 - Outbound

The planning process identified serious pedestrian safety issues along King’s School Road.

Figure 17: Priority Sidewalk Connections: Commercial, Civic and Other Significant Areas

Site	Location	Priority	Reason
Municipal Building	Bethel Crest Dr	Secondary	Connect Bethel Crest residential area to Municipal Building
Community Center	Brightwood Rd, South Park Road between Brightwood and Park Ave	Primary	Increase safety and appeal of walking between destinations within the area
	Ohio St	Tertiary	Connect residential to Library Rd sidewalk
	Park Ave south of South Park	Tertiary	Connect additional residential to Community Center
	Bertha St	Tertiary	Connect residential to Library Rd sidewalk
	Library Rd	Primary	connect to existing sidewalk
South Hills Village	Pickwick Dr between Avon & Stratmore	Secondary	Connect residential to commercial area
	Stratmore Ln between Pickwick&Graeser	Secondary	Connect residential to commercial area
	Most of Donati Rd	Secondary	Connect residential to commercial area
	Oxford Dr	Secondary	Connect residential to commercial area
	Highland Rd	Tertiary	Connect residential to commercial area
	Sprucewood Dr	Tertiary	Connect residential to commercial area
Millennium Shops	Hillside Dr	Tertiary	Connect residential to commercial area
	Ridgeway Dr	Tertiary	Connect residential to commercial area
	Robert Dr	Tertiary	Connect residential to commercial area
	Molenaar Dr	Tertiary	Connect residential to commercial area
	Valley Dr	Tertiary	Connect residential to commercial area
	Railroad St	Secondary	Connect residential to commercial area
South Park Shops	Baptist Rd between Library Rd& Higbee Dr	Primary	Connect residential to commercial area
	Slater Rd	Secondary	Connect residential to commercial area
	Rolling Green Dr	Tertiary	Connect residential to commercial area
Wal-mart/Giant Eagle	Paxton Dr	Primary	Connect residential to commercial area
	Lennox Dr	Tertiary	Connect residential to commercial area
	Broughton Rd	Secondary	Connect residential to commercial area
Hillcrest Plaza	Library Rd between Bethel Church and Brightwood Rd	Primary	Connect residential to commercial area
	Lindermer Ave	Secondary	Connect residential to commercial area
Rutherford Market	Drake Rd	Secondary	Connect residential to commercial area
	Patterson Rd	Secondary	Connect residential to commercial area

Figure 18: Priority Sidewalk Connections: Recreation Attractions

Attraction	Location	Priority	Reason
Millennium Park	Baptist Rd	Primary	Connect to existing sidewalk
	Hillside Dr	Secondary	Connect recreation to Library Rd and residential areas
Miner's Park	Cherry St	Secondary	Connect park to existing sidewalk
	Willow Street	Tertiary	Connect residential to recreation
	Elm Street	Tertiary	Connect residential to recreation
Mollyhill Park	Hemlock Street	Tertiary	Connect residential to recreation and existing sidewalk
	Main Street	Primary	Connect sidewalk to other sidewalk network
	Santa Fe Dr	Secondary	Connect residential to recreation
	Overhill St	Tertiary	Connect residential to existing sidewalk
Simmons Park	Wells Dr	Tertiary	Connect residential to recreation
	Casswell Dr	Tertiary	Connect residential to recreation
	Willowheath St	Tertiary	Connect residential to recreation
	Clifton Rd	Primary	Connect existing sidewalk to park
Montour Trail	Airedale Dr	Secondary	Complete rest of sidewalk on street
	Cocker Dr	Tertiary	Connect residential area to park
	Logan Rd leading to Irishtown Rd	Primary	Safer access for nearby residents
South Park	Irishtown Rd between Vista and Logan	Primary	Safer access for nearby residents
	South Park Rd between Brightwood and Corrigan	Primary	Connection between "downtown" area and park
	Crossing to park from Library Road at Stoltz Road	Primary	Safer access for nearby residents
	Crossing to park at Twin Hills Road entrance	Primary	Safer access for nearby residents

Sidewalk network policy aims

In selecting, funding and designing sidewalk expansion and improvement projects, the municipality should employ a fair, transparent policy based on identified needs and community values. Comprehensive plan input can guide the policy, as public engagement throughout the process identified strong support for the following needs:

- Provide students a healthy, safe and expedient walk to school
- Provide pedestrians another mode of transportation to get to community amenities including parks, community destinations and commercial areas
- Provide senior citizens an opportunity to walk safely in their neighborhoods
- Link points of interest within the municipality

School Zones

Although the Bethel Park School District started to offer bussing in late 2018 for elementary, middle and high school students who live within 1.5 miles of school (who previously were required to walk), the municipality should offer safe routes to school for those who would like to walk. Walking to school has proven health, emotional and social benefits for kids, and increased pedestrian activity benefits the community.

Recreation Zones

Public outreach revealed a strong desire to increase safe routes to access the Montour Trail from nearby neighborhoods. Walking along Clifton Road, for instance, is unsafe. Additionally, community parks like Simmons and Village Green are lacking in access and safer routes for residents. One of the results of the 2016 Parks Assessment was the desire for more access to park and recreation facilities.

Transit Zones

Bethel Park has 18 Port Authority light rail stops. Increasing safe, appealing pedestrian access to stations will benefit residents who live nearby and could walk, potentially freeing up space at the park and ride facilities to accommodate more transit users.

Commercial and Community Amenity Zones

Some of the commercial properties throughout the municipality have sidewalks, but in other places the infrastructure is sporadic and can lead to nowhere. Having a well-connected network encourages residents and visitors to spend more time exploring local retail and services, and it increases the safety and appeal of walking to community features such as the library, community center and other facilities.

Action 2b

Adopt and implement a Sidewalk Petition Program.

With the understanding that the Sidewalk Priority Map recommended in Action 2a focuses on the areas surrounding community amenities, transit, schools and commercial nodes, the municipality should also provide a means by which residents can establish support for and formally request sidewalk improvements within neighborhoods.

For example, Greensboro, NC authorizes sidewalk installation on low-speed local streets according to receipt of petitions from residents living in the vicinity showing at least 51% in favor. Such a program would help Bethel Park officials determine where neighbors want sidewalks versus where, for reasons of maintenance demands, low density or lack of space, residents are not in favor.

- Evaluate similar policies in other communities to determine what standards and procedures would be appropriate for the municipality.
- Determine a fair, transparent ranking and selection process for submitted petitions that fits within the municipality's overall sidewalk expansion program.
- Formally adopt and establish the program.
- Publicize the program through typical channels, as well as through outreach to groups that may have interest.

- Benchmark 2b**
- Policy adoption
 - Applications submitted, approved

Cost

\$\$\$

Timeline



Action 2c

Review and update Subdivision and Land Development Ordinance for consistency with sidewalk best practices.

Ensure that municipal regulations set a high standard for quality design and require sidewalk installation where it is needed.

- Review the ordinance and consider concept suggestions in the Implementation Tools chapter for inclusion.
- Avoid granting waivers, especially on the basis of expected low pedestrian activity. For sites where physical hardship would make sidewalk installation infeasible, allow applicants to provide equal or greater pedestrian accommodation through amenities such as off-street trails.

- Benchmark 2c**
- Ordinance update
 - Number of waivers granted

Cost

\$

Timeline



Strategy 3:

Make active transportation choices easier, safer and more pleasant.

Action 3a Develop and adopt a Complete Streets ordinance.

3a

A Complete Streets policy is one that considers the needs of all users — of all ages and abilities, whether driving, walking, cycling or riding transit — in planning, designing, operating and maintaining safe and functional roads and rights-of-way as required to improve the existing network and support development.

This takes different forms in different urban, suburban and rural contexts: Beyond sidewalks and bike lanes, which are appropriate in specific settings, considerations could include transit stops, active road shoulders, crossing opportunities, medians, curb extensions, making pedestrian signals accessible, streetscaping, landscaping, reconfiguring vehicle lanes or other elements.

Adopting such a policy allows Bethel Park to formalize a goal and guidelines to create a connected network for all modes of travel.

- Connect with any interested local advocates and stakeholders as well as regional groups interested in active transportation (SPC, Bike Pittsburgh) for input.
- Review existing adopted policies to determine which provisions are appropriate for Bethel Park. Craft, introduce and adopt Complete Streets ordinance.
- Consider using “context zones” to define ideal conditions for each type of area within Bethel Park. Streets within quiet residential neighborhoods, for instance, should have features and character different from commercial corridors with heavy truck traffic.

Benchmark 3a

- Adoption, implementation of ordinance
- Mode shift, via Census (smaller percentage of people driving alone to work)



Cost

\$

Timeline



Pedestrian lanes such as this make low-density areas more safe and appealing for residents on foot.

— Rendering: Alta Planning + Design

The math of moving people

Street space is a valuable limited commodity, so care should be taken to use it efficiently. Shifting trips to more efficient travel modes is the most direct way to upgrade the performance of this space. Capacity is typically judged by the speed and volume of vehicle traffic, but considering its throughput of people offers a more complete picture of how people move around.

The following graphic illustrates the capacity of a single 10-foot travel lane by mode at peak conditions with normal operations. Space dedicated to the “T” has the greatest potential for efficiently conveying people through Bethel Park (subject to the frequency of Port Authority service and capacity of trains), though shifting people from driving alone to any other mode increases efficiency and mitigates vehicle congestion.

— NACTO



PRIVATE MOTOR VEHICLES
600–1,600/HR



MIXED TRAFFIC WITH FREQUENT BUSES
1,000–2,800/HR



TWO-WAY PROTECTED BIKEWAY
7,500/HR



DEDICATED TRANSIT LANES
4,000–8,000/HR



SIDEWALK
9,000/HR



ON-STREET TRANSITWAY, BUS OR RAIL
10,000–25,000/HR

Action 3b

Work with the Port Authority to advance transit-oriented redevelopment.

The Port Authority of Allegheny County published Transit-Oriented Development (TOD) Guidelines in 2016 that underscore the agency's commitment to good design that attracts residents to neighborhoods and riders to transit stations. The Authority represents a strong partner in redeveloping targeted, transit-adjacent areas of Bethel Park as thriving walkable mixed-use neighborhoods.

In general, TOD has an aim of maximizing space within walking distance of transit facilities to integrate a balance of residential, commercial and leisure uses, creating compact, active neighborhoods with safe and inviting public spaces.

- Engage the Port Authority as:
 - A sponsor for joint development of sites connected physically or functionally to light rail stations
 - A stakeholder for any redevelopment occurring within 1/2 mile of current or future light rail stations
 - An advocate and resource for transit-oriented design
- Incorporate principles and design suggestions from Port Authority's Transit-Oriented Development Guidelines in any major municipal (or partner agency) project within 1/2 mile of a "T" station.
- Incorporate these principles and design suggestions for areas within 1/2 mile of a "T" station in a Zoning Ordinance update, potentially through creation of a TOD overlay.
- Advocate for redesign and improvement of existing "T" stations and nearby features for pedestrians. (Examples: Add crosswalks to South Hills Village garage entrance, make all stations accessible and comfortable.)
- Seek opportunities for parcel acquisition to facilitate TOD projects.

- Benchmark 3b**
- Zoning Ordinance update
 - TOD projects underway or complete



The southbound "T" platform at South Park Road is not especially recognizable as a modern light rail station.

Cost

\$

Timeline



DEVELOPMENT: SUBURBAN NEIGHBORHOOD

Development around this type of station has a distinctly suburban, residential, low-density character. Match development with the existing neighborhood: mid- to low-rise townhomes and single-family houses. Create drop-off access for vehicles. Park and Ride may be appropriate at this type of location depending upon community preferences and access to main roads. Pedestrian connectivity is key for these stations: provide safe alternative routes away from fast-moving traffic; link to the existing street network and to other transportation modes in the area; overcome topographic challenges to enhance station access; and provide safe, visible, well-lit pathways around the station and through parking lots. Parking should not diminish pedestrian station access. Shown below is Lytle Station in Bethel Park.

Illustrative TOD Improvements

- Transit-Oriented Development Potential
- Active Building Frontages
- Structured Parking
- Surface Parking
- Pedestrian Oriented Public Space
- Walkability Improvements
- Bicycle Connectivity Improvements
- Existing Transit Line
- Existing Station Entry
- Existing Park & Ride
- Drop-Off Area
- Bicycle Parking
- Existing On-Street Bus
- Existing Bus Stop

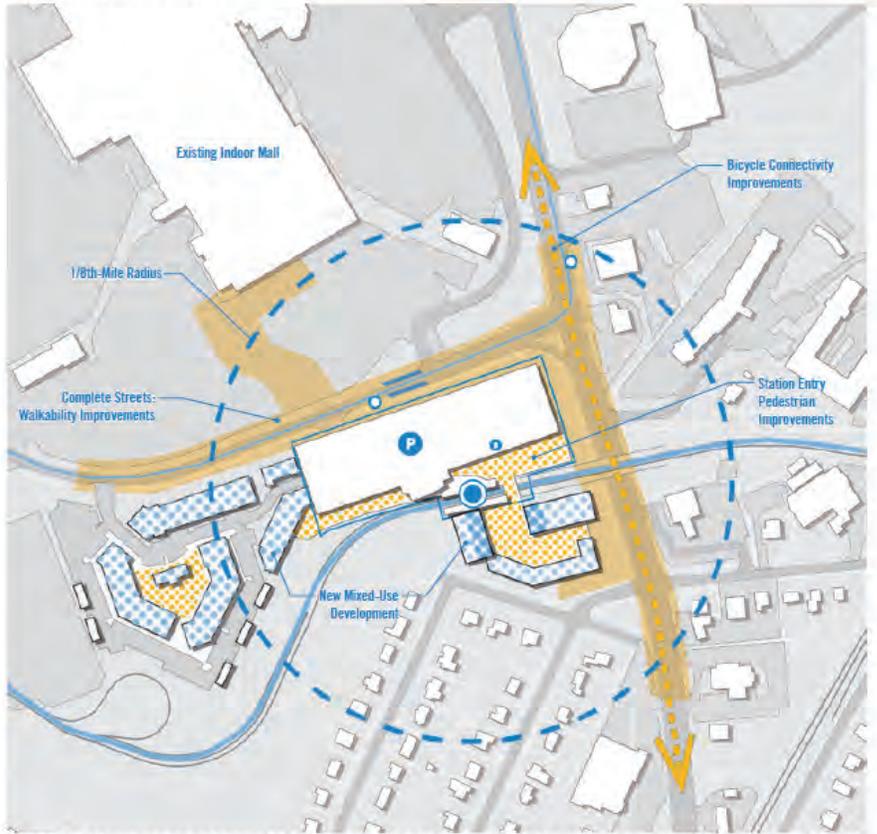


DEVELOPMENT: SUBURBAN EMPLOYMENT

This type of development, focused around a low- to medium-density employment center, has a distinctly suburban or industrial feel. The transit station should be visible from work centers and the surrounding street network. Pedestrian infrastructure, to distribute transit passengers to their end destinations, should include good sidewalks through parking lots and shuttles, if needed. Connections to other transportation networks and existing neighborhoods should be visible and easy to access. Parking will be necessary to support development and Park and Ride is appropriate at Suburban Employment stations. However, parking should not diminish pedestrian station access. Provide trees and landscape to enhance the pedestrian environment and aid in managing stormwater. Shown below is South Hills Village in Bethel Park.

Illustrative TOD Improvements

- Transit-Oriented Development Potential
- Active Building Frontages
- Structured Parking
- Surface Parking
- Pedestrian Oriented Public Space
- Walkability Improvements
- Bicycle Connectivity Improvements
- Existing Transit Line
- Existing Station Entry
- Existing Park & Ride
- Drop-Off Area
- Bicycle Parking
- Existing On-Street Bus
- Existing Bus Stop



Full versions of these pages appear in the Appendix.

Action 3c

Extend the trail network within Bethel Park, with a particular emphasis on connecting the Montour Trail with local destinations and other pedestrian and bike thoroughfares.

Bethel Park benefits tremendously from connection to the Montour Trail, the nation's longest suburban rail trail. The system spans 63 miles, including its four branches, and connects with the Great Allegheny Passage and Panhandle Trail.

The Bethel Park Branch of the Montour Trail traverses 2.8 miles from the Peters Township section of trail to the Logan Road trailhead. The Montour Trail Council, the active volunteer base responsible for the trail's development and maintenance, has proposed creating trailway through Central Bethel Park to Cool Springs. Land assembly efforts promise to be challenging, but public feedback received during the planning process suggests that further extending and connecting the trail is highly important to residents.

- Partner with the Montour Trail Council to actively assist planning, site control, design and installation for proposed trail extensions.
- Adopt an Official Trail Map to preserve first right of refusal for any land that becomes available in an area prioritized for future extension or connection.
- Promote trail volunteerism by including Montour Trail Council information on municipal website and any newsletter/email dissemination

- Benchmark 3c**
- Land/right-of-way acquisition
 - Length of new trail

Cost

\$

Timeline



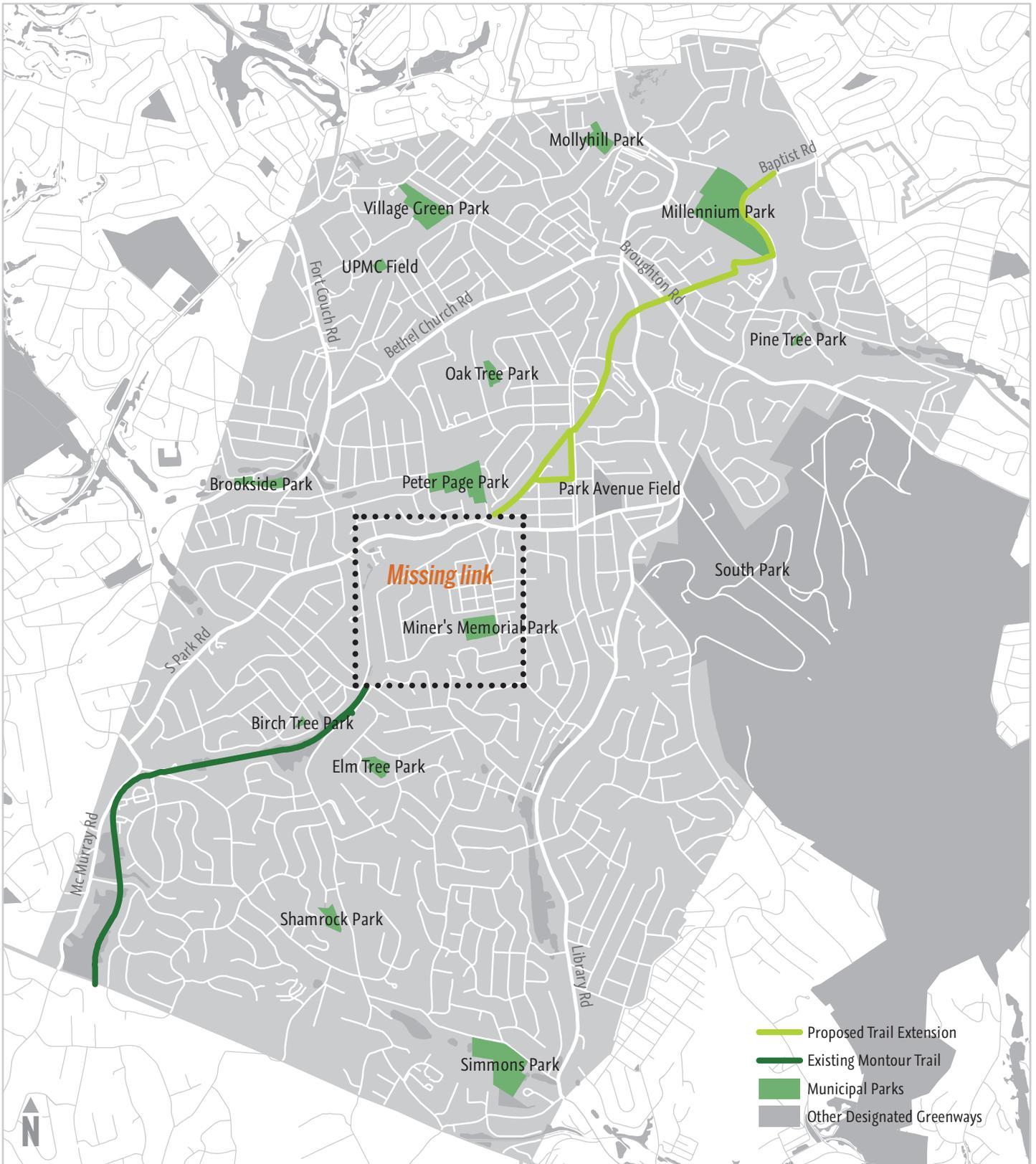
The many benefits of community trails

- Trails promote increased physical activity and improved public health.
- Trails are a desired local amenity often associated with higher property value, especially when a trail is designed to provide neighborhood access and maintain residents' privacy.
- Trails can generate business impacts and create new jobs by attracting visitors.
- Local trail users often use community trails multiple times per week, and trails are a valuable part of residents' quality of life.
- By providing a safe means of travel for bikers and pedestrians, a multi-use trail design provides an alternative to vehicle travel that is emission and cost-free.
- Flood risk decreases where wetland areas and floodplains are protected and allowed to function naturally.

— railstotrails.org

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Figure 19: Trail and Greenways Map



Vibrant Core

An attractive, walkable **downtown area** with commercial diversity and regional draw

Nearly two-thirds (63%) of respondents to a plan survey indicated that it is “very important” or “extremely important” for Bethel Park to develop to district in the style of a traditional downtown, with buildings uniformly fronting a sidewalk and a variety of destinations located in close proximity, somewhere that is easy to navigate on foot.

From the earliest stages of the planning process, the most obvious candidate location for this type of development has been the vicinity of Brightwood Road and West Library Avenue between the Lytle Station park-and-ride and South Park Avenue. The area is saturated with community amenities, including three light rail stations, the Municipal Building and Library, the Community Center and nearby recreational features (including the splash park under development). It is home to small-scale local businesses, including the iconic Bethel Bakery, as well as sites with future redevelopment potential.

From an urban design perspective, West Library and Brightwood also have good traffic level-of-service ratings, meaning that feasibility is high for reconfiguring the lanes to add sidewalks, parking lanes, landscaping or other traditional downtown elements. Brightwood Road has a 50-foot right-of-way, some of which is currently covered by private parking.

We need a downtown. A place to gather and for community.
- Survey response

The most advantageous time for Bethel Park to have calibrated its regulations to encourage traditional downtown development was 50-60 years ago. The second best time is now. Setting the initiative in motion involves steps that are relatively inexpensive for the community (revising ordinances, building coalition), followed by steps that will require partnership (infrastructure design and installation, marketing) and proactive possibilities for big impact (site acquisition, enhancing attractions, staging events, etc.).

Reimagining Brightwood Road

Existing conditions



- 1 Undefined parking along shoulder, scruffy vegetation
- 2 Block is roughly 1,000 feet long: Cross at own risk
- 3 No sidewalk
- 4 No access control via curb, a free-for-all

Enhancing walkability



- 1 Trees every 15-30' (except in front of business doors)
- 2 Mid-block ped crossing with bump-outs
- 3 15' sidewalk on business side, 5' on "T" side
- 4 Additional parking lane
- 5 Zoning change removes minimum setback requirement
- 6 Shared driveways, limited curb cuts for continuous sidewalk



Strategy 1:

Ensure that local regulations enable a downtown retrofit.

Action 1a

Update the Zoning Ordinance to allow for traditional downtown mixed-use development.

All of the model districts considered during the planning process would be illegal to build using Bethel Park’s current Zoning Ordinance. Oakmont’s Central Business District was a commonly cited point of comparison, as like the West Library/Brightwood corridor, it includes two parallel roads bifurcated by a railway. However, buildings in Oakmont’s CBD line the sidewalk. Bethel Park’s ordinance requires that buildings in this area be set back at least 50 feet.

- Recalibrate dimensional requirements in the Zoning Ordinance for this area, such as setback, height, minimum floor area, etc. (It may require redefining the existing zoning district or carving it out as an additional district.)
- Incentivize mixed-use buildings with upper-floor residential and active ground-floor uses. Limit scale of uses.
- Re-evaluate parking provisions, including minimum stall requirements, location and design of facilities, as well as shared parking.
- Provide design guidelines to illustrate and encourage desired quality of place. (Note: If considering using form or performance as a primary organizing principle of a Zoning Ordinance update, as discussed later in the report, it would be especially appropriate in this district.)

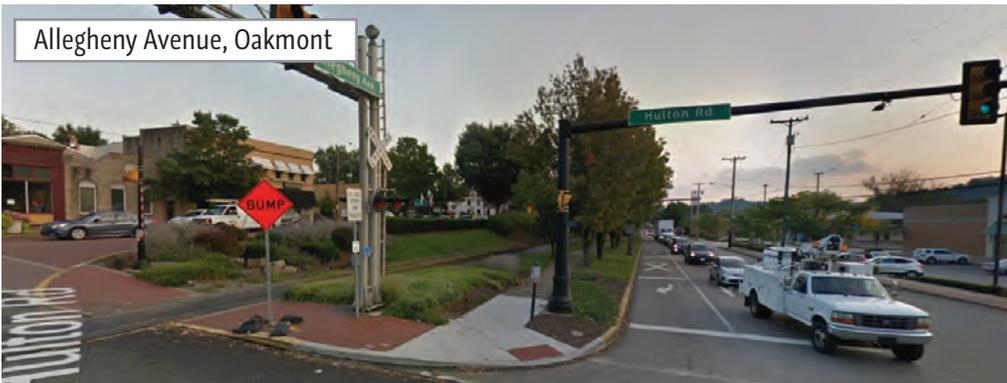
Cost
 \$\$\$

Timeline
 ◆◆

Benchmark 1a • Zoning Ordinance update

Retrofitting a downtown

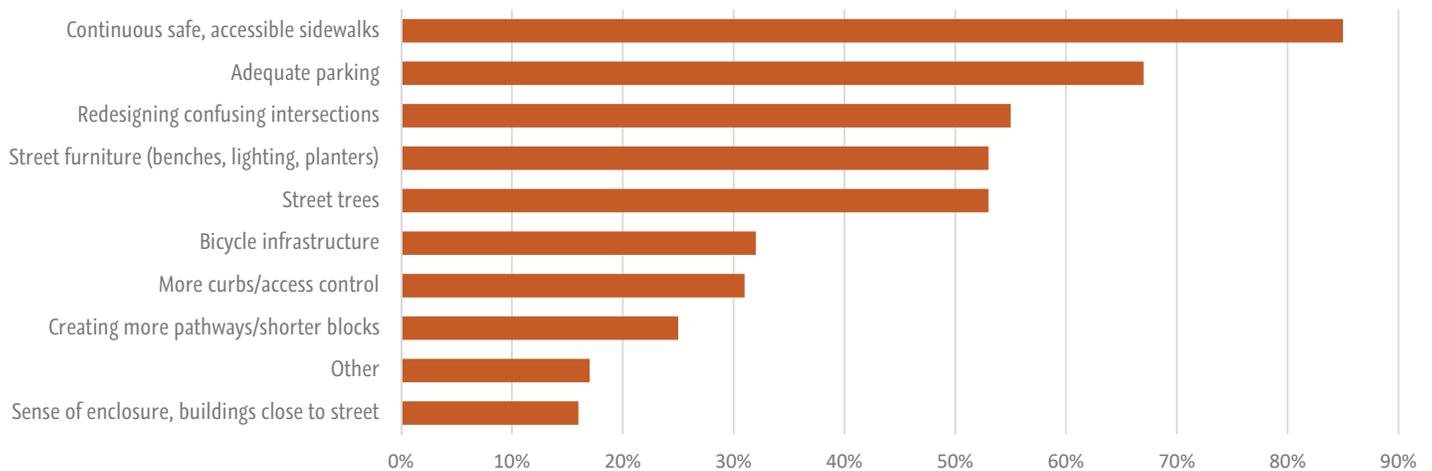
Public outreach for the plan, as well as conversations with property owners in the vicinity of Brightwood Road and West Library Avenue between the Lytle park-and-ride and South Park Avenue, identified features that would be desirable for a traditional walkable downtown area in Bethel Park.



The central business district in Oakmont Borough emerged as an obvious point of comparison for this area, as it is also suburban in nature and bifurcated by a rail line. Some key attributes of Oakmont's district that could benefit the Brightwood/West Library vicinity include:

- Limited curb cuts
- Coordination/easement with rail owner for planting
- Build-to line at sidewalk
- Parking protected with curb extensions at mid-block crossings
- Outdoor patio dining
- Community features (railroad pavilion)

Public survey: "If such a district were to take shape, which of the following features do you think would be important to its success? (Select all that apply.)"



Action 1b

Identify and address any provisions of the Zoning Ordinance, Subdivision and Land Development Ordinance (SALDO) or other local regulations that conflict with the development of a traditional downtown pattern in this area.

Local land uses ordinances are very powerful tools for shaping the built environment. Just as large minimum lot sizes and deep minimum setbacks in the Zoning Ordinance control density, the SALDO can require certain dimensions within the public right-of-way that control the appearance and function of streets in ways that conflict with local goals. The first step in enabling creation of a traditional downtown in Bethel Park is making sure local regulations set the table for desired outcomes.

- Review and evaluate zoning and SALDO best practices for traditional downtown development at the scale and character desired for Bethel Park. For instance, considerations might include:
 - Incentivizing/requiring shared driveways to reduce drive aisle conflict points
 - Controlling the types, number and size of signs
 - Prohibiting the use of space between a building frontage and the street for parking
 - Prohibiting franchise architecture
 - Requiring screening for service/trash areas
 - Providing for sidewalk cafes
 - Creating a streamlined pre-approval process for desired building types
- Complete SALDO updates for consistency with the Comprehensive Plan and Zoning Ordinance.

Cost

\$\$\$

Timeline



Benchmark 1b • SALDO update

Strategy 2:

Accelerate redevelopment of the target area as a traditional downtown.

Action 2a Transform the public right-of-way.

2a

Currently, public space along both Brightwood Road and West Library Avenue is functioning far below its potential. In the block immediately north of South Park Road, where Bethel Bakery is located, the public right-of-way spans 50 feet. This is sufficient to support two parking lanes, a vehicle lane in each direction, and a wide sidewalk. West Library Avenue, where the right-of-way is 40 feet, could include a dedicated bike lane as well as two-way vehicle traffic and a natural buffer from the rail tracks.

Redesigning these streets can completely change the way they are used, making them a safe, inviting and interesting place to spend time. Local investment in this change would see returns, not only in intangible forms such as community pride and excitement, but also in the form of elevated land values in the improved area.

- Complete the area traffic study (currently underway by Carnegie Mellon University’s Smart Mobility Challenge and Mackin) to determine feasibility of lane reconfigurations.
- Research potential funding sources (see Appendix) and seek support for the design and implementation of lane reconfigurations and streetscaping, to include as deemed appropriate:
 - Pedestrian/bicycle facilities
 - Lane reconfiguration
 - Crosswalks
 - Lighting
 - Landscaping and street trees
 - Street furniture (trash/recycling cans, benches, etc.)

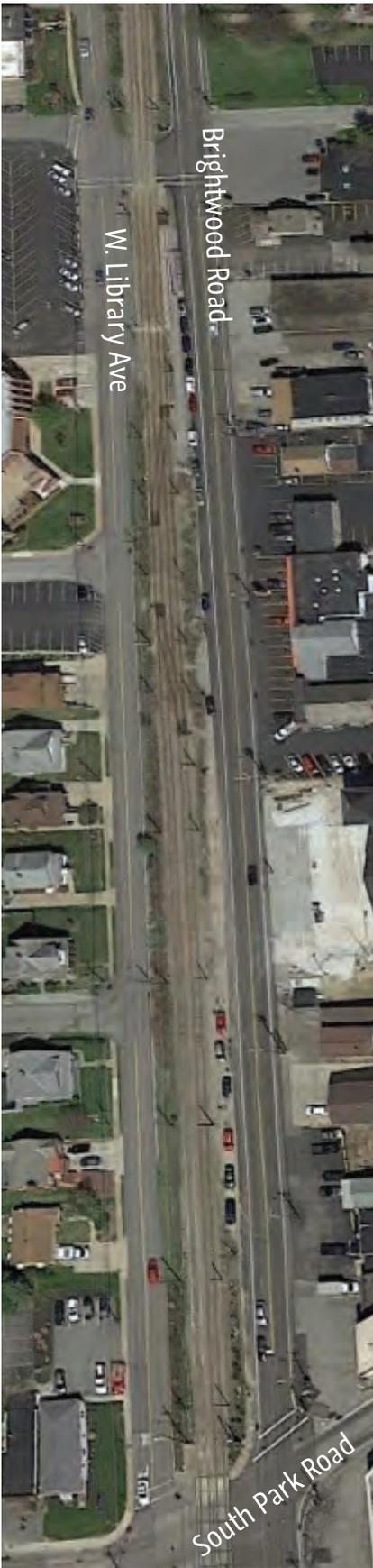
- Benchmark 2a**
- Completion of traffic study
 - Project conceptualization and grant application
 - Issue RFPs for design, construction
 - Project completion

Cost

\$\$\$\$

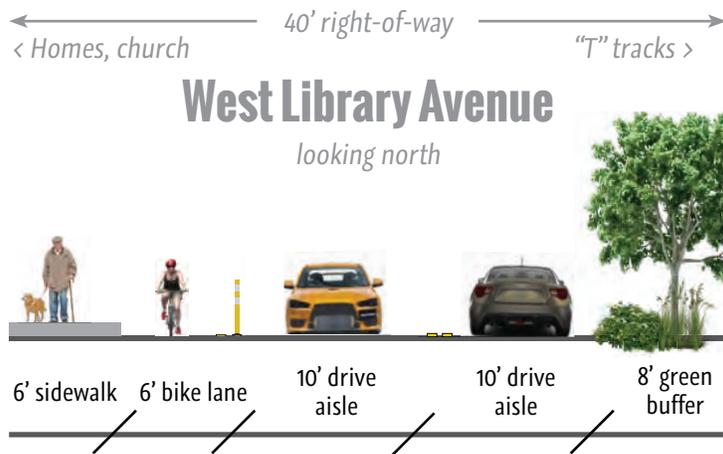
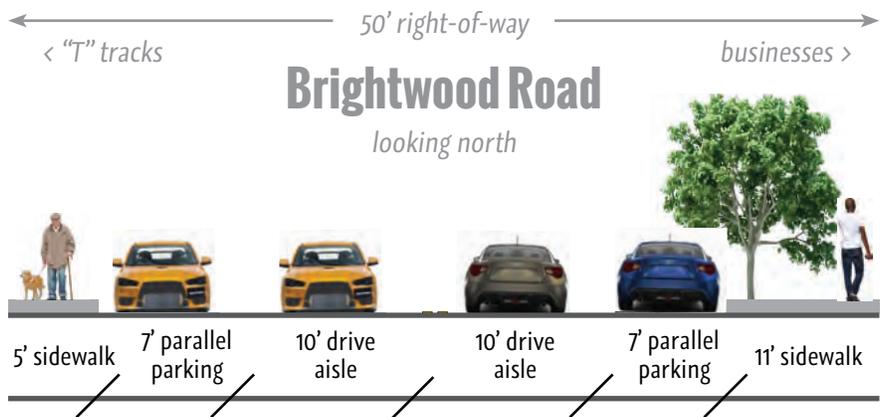
Timeline





Street cross-sections

The following images present conceptual options for reconfiguring the right-of-way for Brightwood Road and West Library Avenue. While preliminary traffic analysis indicates that either of the two roads could be converted to one-way vehicle travel (to further free up space for wider sidewalks, dedicated bicycle infrastructure or angled parking), maintaining two-way traffic represents a means of traffic calming as well as more incrementally transitioning users to a pedestrian-centered public realm. Brightwood Road in particular should become a safe and attractive place to walk, shop and linger, enhanced by lighting, street trees and bump-outs at mid-block crosswalks.



Action 2b

Energize the area's transformation.

There are plenty of fun, exciting ways to engage residents and local property owners in taking ownership of the creation and improvement of a downtown district. In many cases, these undertakings are relatively low-cost and require mostly efforts to organize and coordinate programs and events.

- Convene a group of local property owners to help steer the process. This group could eventually become a Business Improvement District that plans and funds maintenance and improvements. At least initially, it should be involved with plans for how the area should look and function.
- Prior to any lane reconfiguration or streetscaping construction, launch a “tactical urbanism” project to generate interest in and feedback for the project. Tactical urbanism is typically a low-cost temporary pop-up project with a goal of changing how a place is perceived. Such a project could involve a temporary take-over of space with a means for collecting input, as in the case study below.
- Work with interested stakeholders or agencies (Chamber of Commerce, property owners' group, economic development agencies) to name and market the downtown district.

Cost

\$-\$\$

Timeline



... continued

Case study: Tactical urbanism in San Marcos

In 2014, the City of San Marcos, Texas, kicked off development of a form-based code with an exercise in tactical urbanism that involved converting two street blocks from one-way to two-way traffic using temporary paint, installing a temporary two-way cycle track, closing a block to create a farmer's market and creating pop-up parks built onto parking areas.

More than 3,000 residents and visitors experienced the project, evaluating its safer streets, local food, public spaces, and worry-free bicycling, all for a mere \$1,300, or less than 50 cents a person.

— *cnu.org*



- Plan and annually host an Open Streets event in the target area. As shown in the case studies on the following page, these one-day events have great potential for generating local pride and providing fun, safe ways for residents and visitors of all ages and ability levels to enjoy the community. They also represent an opportunity for creative connections among residents, business owners and cultural outlets.
- Create a public art program, focused initially on the downtown area with an intention to expand across the municipality. This would involve identifying priority locations, recruiting business sponsors, issuing an RFQ and working with selected artists to create themes and images consistent with community goals.

Benchmark 2b

- Formation of local property owners group
- Plan and host tactical urbanism event (up to one week), gain feedback on proposed changes
- Name concept approved for district
- Marketing efforts completed
- Plan, host Open Streets event



Buffalo's public art boom

A recent expansion in murals in the City of Buffalo was led by the Albright-Knox Art Gallery, which hired a public art curator and engaged public- and private-sector partners to commission an international cast of artists.

The mural at right is Betsy Casañas's *Patria, Será Porque Quisiera Que Vuelas, Que Sigue Siendo Tuyo Mi Vuelo* (*Homeland, Perhaps It Is Because I Wish to See You Fly, That My Flight Continues To Be Yours*)

— citylab.com

Reclaiming the streets

Open Streets events have grown in popularity locally and nationally, allowing communities to reclaim streets for active transportation, attract visitors and spur local economic activity.

OpenStreetsPGH

Hosted by BikePGH, OpenStreetsPGH is a community-building, family-friendly, city-transforming event series held every summer in Pittsburgh. The events connect neighborhoods together with safe spaces where friends and families can experience the best the city has to offer on a summer day. All programs are free of charge and open for all to participate.

The annual event brings together tens of thousands on the last weekend of May, June and July to run, walk, bike and skate in some of Pittsburgh's most iconic streets. OpenStreetsPGH offers something for everyone, from fitness workshops to kids' activities, shopping, brunch, community arts, and special promotions presented by over 100 local businesses and organizations. Three event hub stages around the routes feature free fitness classes by the YMCA of Greater Pittsburgh providing dance, strength and mind/body workshops.

<https://openstreetspgh.org/>

Philly Free Streets

Philly Free Streets is a people-powered initiative of the City of Philadelphia. Managed by the City's Office of Transportation & Infrastructure Systems, the event temporarily closes streets to cars, inviting people to walk, bike and play. Free Streets Philly provides an opportunity to educate participants on how street design can promote, "healthy, livable neighborhoods," by making walking and biking in the city easier. Organizers also include educational programming on benefits of good street design.

<http://www.phillyfreestreeets.com/>

Open Streets Carnegie

Open Streets Carnegie offers residents and visitors an opportunity to see what Main Street looks like without vehicles. The event closes West Main and East Main Streets to allow individuals to choose what they would like to do in a safe environment such as walking, running, biking, skating, etc. Many local and surrounding businesses and organizations offer demonstrations and lessons that will include yoga, dance, physical therapy, skateboarding, bicycling, and other activities, including a scavenger hunt.



openstreetspgh.org

Prosperity

A strong and diverse local economy supported by healthy neighborhoods

Bethel Park functions both as a traditional bedroom suburb and as a local economy in its own right — most of those who live in the municipality leave for work, and most of those who work here come from somewhere else. It is a community where a strong sense of local pride unites households who enjoy generally quiet suburban neighborhood life near a full complement of retail and services.

Because the municipality is largely built out and land is a finite resource, Bethel Park's focus is on improving and redeveloping in ways that maximize value to its residents. As public and stakeholder input indicated, it must also remain mindful of sustaining a tax base with the capacity to support high-quality public facilities and services while keeping property tax levies affordable.

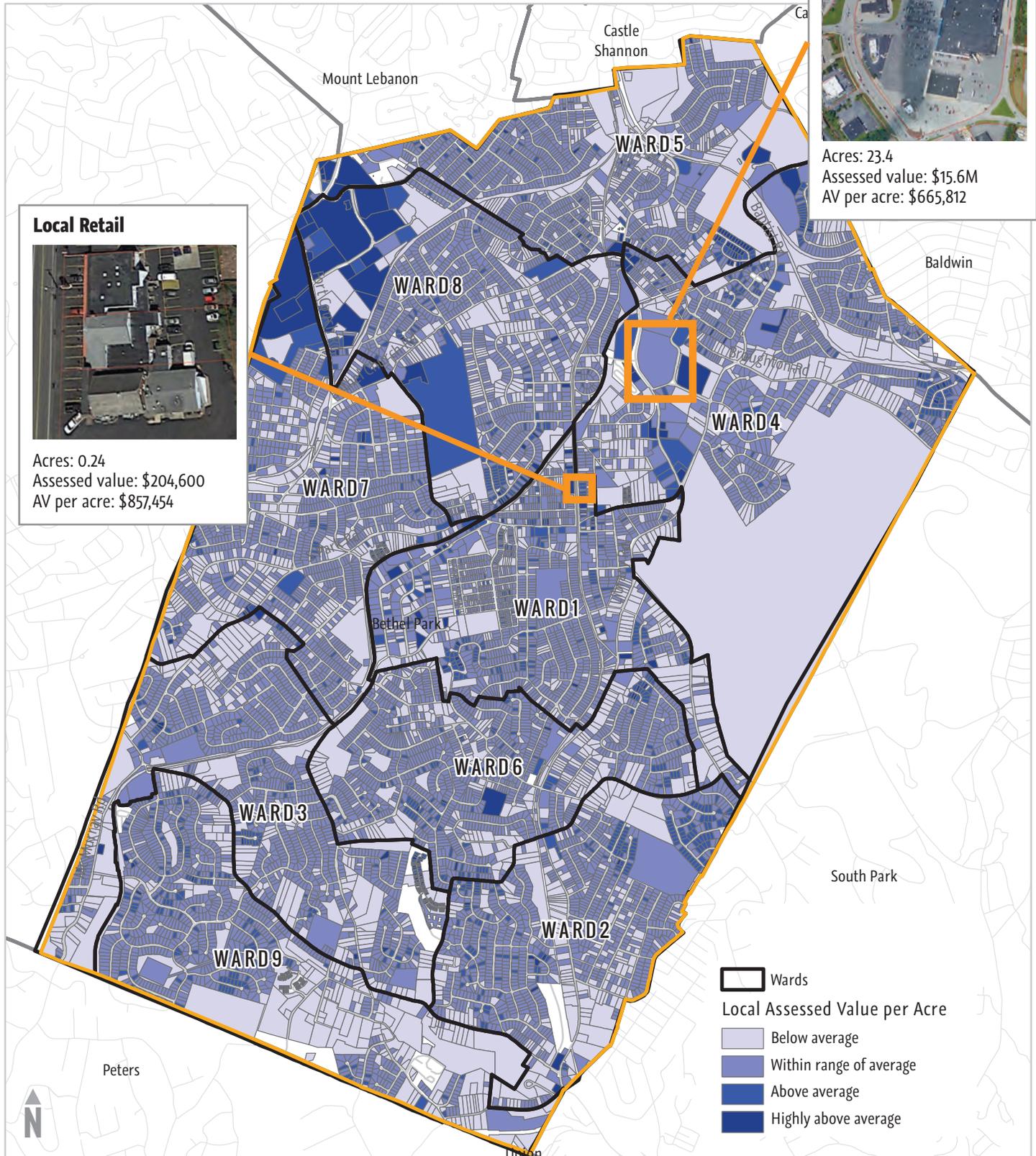
One way of looking at this is to evaluate the expected local revenue, or land productivity, of future redevelopment projects. Revenue-dense development is an alternative to raising taxes or cutting services, and facilitating it can be as simple as strategic zoning updates.

An example is illustrated at right: The large community shopping center anchored by Wal-Mart and Giant Eagle is a high-value property at \$15.6 million in assessed value, but on a per-acre basis has less assessed value than the Bethel Bakery parcel. Compact, more

I believe cooperation between businesses and local neighborhoods is tantamount to attracting and maintaining a thriving community.
- Survey response

walkable development styles tend to yield more public wealth and jobs per acre than low-density development. This suggests that Bethel Park can shape future redevelopment to support future fiscal sustainability, finding areas where density can fit into the neighborhood fabric and produce greater value.

Figure 20: Local Assessed Value per Acre



Shopping Center



Acres: 23.4
 Assessed value: \$15.6M
 AV per acre: \$665,812

Local Retail

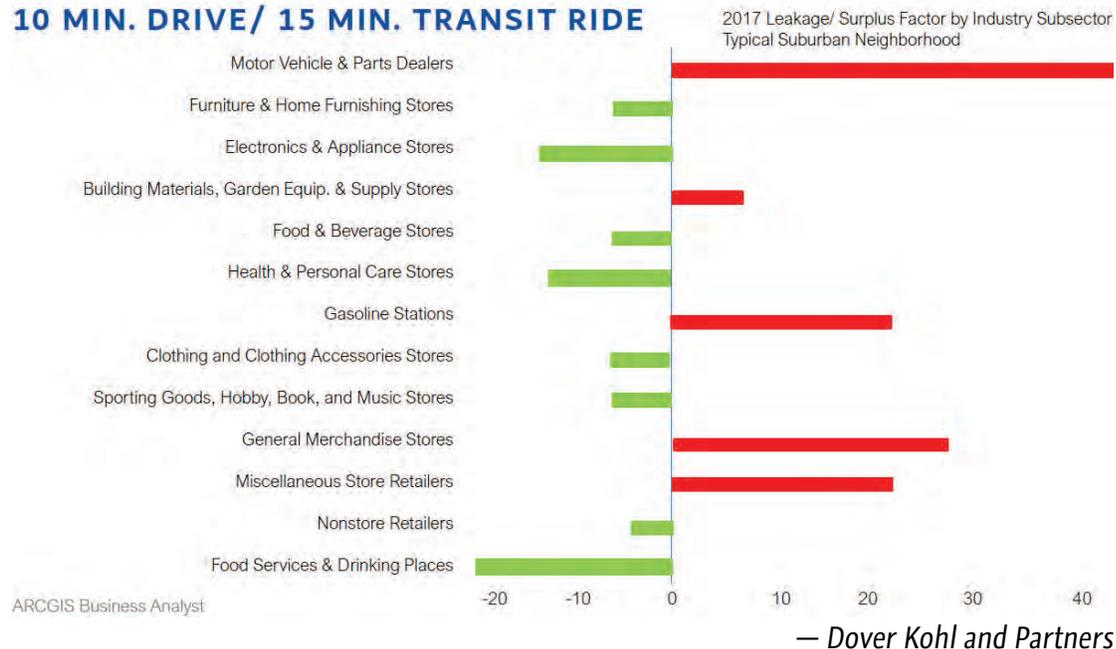


Acres: 0.24
 Assessed value: \$204,600
 AV per acre: \$857,454

- Wards
- Local Assessed Value per Acre
 - Below average
 - Within range of average
 - Above average
 - Highly above average

Figure 21: Retail Analysis for “Suburban Neighborhood” Areas along “T”

10 MIN. DRIVE/ 15 MIN. TRANSIT RIDE



The Market Value Analysis (MVA) map on the following page show results from a study commissioned for Allegheny County in 2016 to describe residential market conditions by block group.¹ The MVA category of each block group is assigned according to a formula combining housing indicators such as sales price and variance from assessed value, vacancy and foreclosure, age, condition, occupancy and subsidy.

According to this analysis, Bethel Park’s block groups range in market strength from B (“robust,” with elevated values and little distress) to E (“steady,” with slightly low-than-average values and less new construction). In other areas of Allegheny County, block groups range further downward to H and I, “distressed.” All told, Bethel Park’s neighborhoods fall within the upper half of markets countywide.

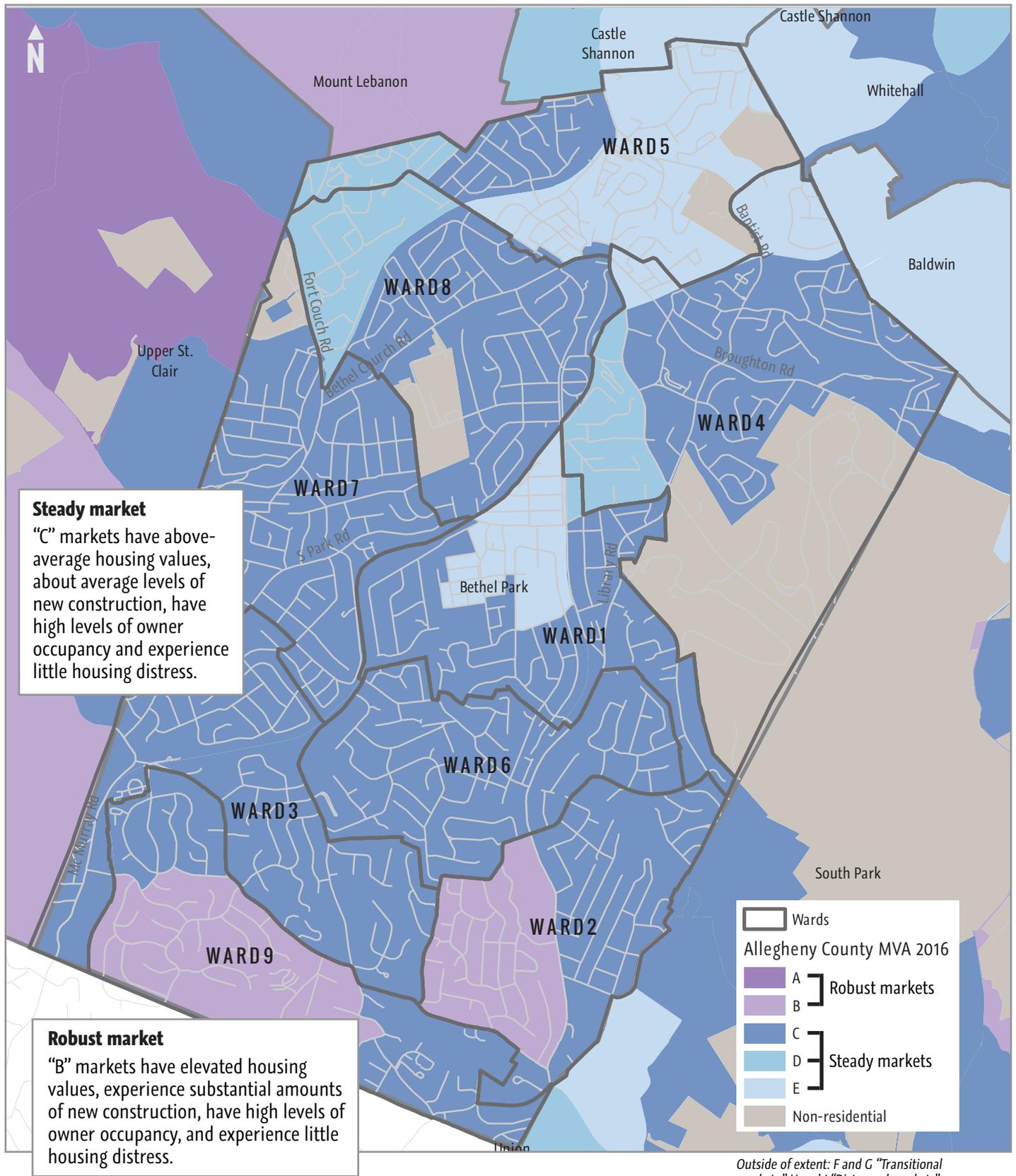
Metrics such as MVA can help inform policy, providing information to more effectively assign different types of interventions (or non-interventions) to areas based on their characteristics. For instance, some communities target weaker-market neighborhoods for programs and resources such as rehabilitation assistance and redevelopment, and some seek to broaden access to housing opportunities in stronger-market neighborhoods.

With regard to the local economy and neighborhoods, plan outreach indicated that Bethel Park residents would like to see:

- A wider variety in the **types of businesses** here. Many cited an oversaturation of auto parts stores, mattress stores, pharmacies and storage facilities and a desire for more local restaurants and local retail. This is borne out by market data, shown above, in which the area is far overserved by vehicle and parts dealers and underserved by eating and drinking establishments.
- Removal of **blight**, both commercial and residential. Commercial blight was a commonly cited problem, with many respondents pointing out that businesses look “run down.”
- A facelift for the **Industrial Park**.
- Ensuring that **economic development** is in sync with community character and attractive to families looking for a place to live in the South Hills.
- Maintaining a **diverse, high-quality housing stock** that can meet the changing needs of current and future residents.

1 “Allegheny County Market Value Analysis (MVA).” Reinvestment Fund, July 2017. Available at www.alleghenycounty.us/economic-development/docs/

Figure 22: Market Value Analysis Map



Strategy 1:

Formalize municipal redevelopment efforts.



Action 1a

Evaluate establishing a Municipal Economic Development Authority.

Organizing a municipal authority focused on redevelopment and economic development in Bethel Park represents a tool that could help accelerate these efforts. Depending on how the authority is set up, it could initiate and fund a wide variety of projects, including public infrastructure as well as commercial or mixed-use development.

Reasons why municipalities choose to organize authorities for such purposes include:

- Delegating oversight of a complex function to a group of citizens spreads the responsibility and workload for providing public services to a wider base in the community
 - An authority can raise and spend money without reference to the immediate wishes of the electorate: Removal of authority's business from popular control allows it to make decisions that benefit the public in the long term but may be unpopular in the short term
 - Ability to attract and involve well-qualified board members
 - Relative freedom from political pressure
- Appoint staff or subcommittee to research the need for some type of economic development authority in Bethel Park, alternatives for providing this service, how such an authority should work and what functions it should have. Seek public and stakeholder input.
 - Adopt a resolution or ordinance expressing the intention to create such an entity, specifying projects to be undertaken.
 - Draft articles of incorporation to be filed with the Secretary of the Commonwealth of Pennsylvania.
 - Publish the resolution or ordinance in the local newspaper and legal periodical, along with notice of the day the articles of incorporation will be filed.

- Benchmark 1a**
- Completion of needs assessment and recommendations
 - Filing of articles of incorporation, if determined to be appropriate

Cost

\$

Timeline



Action 1b

Develop and adopt an overall economic development strategy for Bethel Park, including the use of development incentive programs.

Programs such as Local Economic Revitalization Tax Assistance (LERTA), tax-increment financing (TIF), Neighborhood Improvement District (NID) and other incentive approaches (fee abatement, process shortcuts) can spur the redevelopment of targeted sites or districts.

Bethel Park should review and consider each of these programs to determine whether enabling them within the municipality or working them into large-scale redevelopment efforts would help meet local goals.

This could be accomplished using staff, a local economic authority (see previous page) or an ad hoc committee. The latter was recommended in the 2009 plan but was not implemented. It could potentially involve engaging the Industrial Park, Bethel Park Community Foundation, Municipal Council, Planning and Zoning Commission, Bethel Park School District, the Chamber of Commerce and major business and developer representatives in meeting to develop an economic development strategy for the community.

- Assign staff to analyze whether and how these programs offer opportunity to the municipality within the context of long-range redevelopment and future land use.
- If LERTA is determined to be worthwhile, develop and adopt an official local policy in concert with Allegheny County and Bethel Park School District.
- If TIF is determined to be potentially appropriate, ensure that it is considered as a tool in large-scale redevelopment plans. (For instance: Should large parcels become available in the West Library/Brightwood vicinity, a TIF could help finance major infrastructure to support a transit-oriented development project.)
- Ensure that local business groups and other stakeholders are aware of business/neighborhood improvements districts as a tool for jointly funding localized improvements.

- Benchmark 1b**
- Strategy recommendations submitted to Council
 - Consideration, use of these or other redevelopment incentive programs

Cost

\$

Timeline



More details

See the Redevelopment Administration and Finance section within the Appendix (p. 143) for details on forming a municipal authority, tax abatement policies and improvement district programs.

Strategy 2:

Modernize the Industrial Park, make its facilities more accessible and attractive.

Action 2a

Partner with the Association to improve the Industrial Park.

Bethel Park's Industrial Park is both an economic engine and historic asset, located on the former Coverdale Mine dump inside of the Montour Railroad right-of-way. It is one of the oldest business/industrial parks in Southwestern Pennsylvania, ranking 12th in size among the area's top 25 office and industrial parks.

While sites within the park are individually owned, maintained and leased, the park has an active and accomplished Business Association that is dedicated to working with the municipality to advance mutual goals. Consultation with this group indicated a continued desire to create an overlay zoning district specific to the Industrial Park, as well as a need to address traffic/access management, promotion, facade improvement, beautification and improvements that would bring in the flexibility to meet changing business demands.

- Consider creating a grant or loan program to assist Business Park owners with facade improvements. Federal or state funds for community/economic development could supplement any local funding sources for this purpose. Implementation would require a well-defined set of program eligibility criteria and list of eligible (and ineligible) activities.
- Update the Zoning Ordinance to create a base or overlay district providing for specific conditions within the park, to address building height, parking, signs, lighting, stormwater management and other issues.
- Assist the Association with beautification, modernization and marketing efforts. This might include helping to marshal volunteers, offering staff time to help with economic development planning or cross-promoting events. One submitted suggestion, in light of the business mix: Change the park's name!

Cost

\$V

Timeline



... continued





The Bethel Park Industrial Park, a hub of local economic activity, is a cluster of privately owned and managed properties that vary in site design, access/management and maintenance.

- Address traffic back-up on South Park Road related to the park entrance (see Connectivity chapter).
- Evaluate creating an emergency access road into the park, possibly in coordination with trail extension efforts.
- Enlist the Association's help in informing owners and tenants of property maintenance requirements according to local ordinances (for example, screening junk and raw materials).
- Continue to work with the Association to implement recommendations of the Bethel Park Industrial Park Revitalization Effort.

- Benchmark 2a**
- Consideration, implementation of commercial facade improvement program for Industrial Park
 - Zoning Update to address specific Industrial Park issues
 - Provision of staff support for Industrial Park improvement activities
 - Resolution of traffic problem on South Park Road

Strategy 3:

Address regulatory barriers to desired development/redevelopment types.



Action 3a

Calibrate the Zoning Ordinance to make desired redevelopment more feasible, undesired conditions less feasible.

Local land use regulations form the framework for the future shape, function and character of communities. Its most common form in the United States, conventional Euclidean zoning, isolates land uses into zones by type, representing an effort to avoid the externalities of incompatible land uses existing together (noise, glare, pollution, etc.). Recognizing that the result of this type of regulation has largely been the creation of landscapes where most trips must be made by a private vehicle, many suburbs are now rethinking the approach and retooling their ordinances to promote a mix of compatible land uses in designated areas and more human-scaled development patterns.

Ultimately, the Zoning Ordinance should establish a clear, efficient method to create buildings that are market-viable and meet community goals.

- Consider reducing (or eliminating) minimum lot sizes and large minimum yard requirements, especially in areas that are appropriate for more dense and/or mixed-use development. Using gross density instead as a guiding principle allows for more flexibility, allowing the market to respond to consumer demand. In the case of housing, this could increase the economic feasibility of smaller unit sizes such as patio homes in walkable configurations.
- Consider using form, as opposed to use, as a primary regulating principle in certain districts. Form-based codes typically regulate uses by district, but this intent takes a backseat to establishing how the built environment will look and function, via prescriptions for the three-dimensional shapes of buildings and the public realm (building frontage, placement, etc.).
- Train building and fire officials in interpreting the International Existing Building Code to review the renovation or adaptive reuse of older structures.

Cost

\$\$\$

Timeline



- Build in incentives to redevelop vacant and/or blighted commercial uses and address existing building code violations. These could include height or density allowances, fee abatement, review fast-tracking and/or design flexibility.
- Continue open space protections in the ordinance such as the Open Space Overlay. A strong directive from plan input was to limit any further consumption of undeveloped green space within Bethel Park, so to the extent natural areas can be preserved, this should be a priority reflected in the Zoning Ordinance.
- Ensure that the ordinance provides flexibility for compatible use mixing in areas where it is appropriate and desired. (For example, a corner coffee shop in a medium-density residential area.) Carry forward C-1 treatment of small vs. large businesses.
- As recommended in the Connectivity chapter, enable transit-oriented development near “T” stations, possibly through a base or overlay district specifically for this purpose. Density, mixed uses and multi-modal connections should be a focus in these areas, with provisions for high-quality pedestrian environments.
- Review and recalibrate parking requirements, ensuring that developers are not required to provide drastically more stalls than the market would. Enable shared parking and other creative approaches to make sure needs are met. Require parking areas of a determined scale to incorporate green features.
- Address the Prohibited Uses Ordinance, which exposes the municipality to legal challenge under the “fair share” doctrine, part of the more general Pennsylvania rule that a zoning ordinance may be held invalid if it is exclusionary in effect.
- Refine use table as a tool for guiding location and scale of future uses by district, given the landscape of existing development and neighborhood-specific goals.

Benchmark 3a

- Zoning Ordinance update
- Increase in assessed (or market) value per acre
- Open space preservation

Strategy 4:

Enable and promote quality housing stock that meets current and future needs.

Action 4a

Update the Zoning Ordinance to allow for a broader variety of housing options that will serve changing household demand.

The data in this report and the experience of stakeholders confirm that Bethel Park's housing stock is ill-suited to serve the expanding number of small households. This includes seniors that demand accessible, low-maintenance affordable units that will help them sustain independence. It also includes Millennials, who in general have deferred marriage and child rearing and are less likely to buy a home than previous generations. Market research for both groups indicates a preference for smaller energy-efficient, easily maintained living spaces in walkable communities.

In order to respond to these changes and provide housing opportunities to those at both ends of the age spectrum, Bethel Park should consider permitting a wider array of housing structure types where appropriate.

■ Revise the Zoning Ordinance to permit “missing middle” housing types in a variety of districts and settings. Many homes at this scale offer low-rise density and diversity that enhances neighborhood character. “Missing middle” refers to types somewhere between large-lot single-family detached homes and large apartment complexes, of which there are many:

- Patio homes
- Small-lot single-family homes and townhouses
- Stacked townhouses and flats
- Duplexes, triplexes, quadplexes
- Courtyard housing
- Small apartment buildings

Cost

\$\$\$

Timeline





These ranch homes in Denver, CO, are part of a master-planned mixed-use community on the site of the former Stapleton International Airport. The project was eventually planned to include 8,000 for-sale homes and 4,000 rental units, including 800 of each priced as workforce housing.

— *Boulder Creek Neighborhoods*

- Revisit the ordinance’s treatment of “servant’s quarters” and non-paying guest house. These units could be permitted as accessory dwelling units to broaden housing options. Allowing owners to build “granny flats” or rent out garage apartments, for example, drastically expands affordable housing opportunity without changing a neighborhood’s existing character. Accessory dwelling units are gaining popularity in many metropolitan regions, as they offer property owners a way to extend affordable housing to down-sizing older relatives.
- Establish a municipal stance on “limited lodging,” or AirBnB-style temporary rental, and add regulations accordingly in the Zoning Ordinance. Some communities allow homeowners to generate income via limited lodging if it is responsibly managed; others (especially in expensive markets) restrict it to preserve affordable rental housing.

- Benchmark 4a**
- Zoning Ordinance update
 - Diversity in units by structure type (Census)
 - Permits issued

Action 4b

Improve the transparency and effectiveness of code enforcement.

Bethel Park's building and property maintenance codes represent the bedrock of community health, safety and welfare. Input received during the plan's development indicated an ongoing frustration with the ability of municipal code enforcement to mitigate violations at both commercial and residential properties. Expanded education and assistance for property owners could help, along with improvements to the local system.

- Transition from tracking code violations in a stand-alone database to maintaining this information within a holistic, municipal-wide GIS-based data system that will allow for coordination across departments. This will improve the consistency and efficiency of public service delivery, further empower data-driven decision-making and allow for robust data collection that will, for instance, strengthen cases before judges.
- In addition to the pursuit of major insidious and threatening code violations, consistently follow up on minor violations (overgrown grass, abandoned vehicles, etc.) to establish community standards and potentially prevent the manifestation of more serious violations.
- Continue to ensure that Public Works and other municipal employees are cross-trained to recognize and report violations.
- Develop and distribute a resource guide for violators that contains information on how to address the situation. This document should contain a summary of key compliance standards, contact information for landscaping, towing, utility and junk removal contractors and an explanation of possible consequences for not addressing violations.

- Benchmark 4b**
- Creation of map-based code enforcement database
 - Outcome of issued violation notices (by percentage)
 - Resource guide designed, printed, issued

Cost

\$\$\$

Timeline



Strategy 5

Support small businesses.



Action 5a

Increase municipal support for a variety of local ventures.

Bethel Park's local businesses are critical to community character and quality of life, as was indicated in public survey responses. Residents highly value unique retail and service experiences and would like to see growth in local business opportunities. The municipality can directly and indirectly support the founding and growth of businesses within its borders.

- Simplify and streamline the development process:
 - Map the current set of procedures and review processes required to open a new business in Bethel Park. Then redesign the system to reduce the delays and cost that a local entrepreneur must navigate.
 - Appoint a staff person as a local government liaison and point of contact for the local business community.
 - Consider reducing or waiving fees for small projects with low impact, such as infill that requires no new roads, sidewalk, street lights, etc.
- Add a page to the municipality's website to provide direction for people who want to locate a business in Bethel Park, detailing permitting and other requirements, Chamber links, local and County resources, etc.
- Update the Zoning Ordinance to allow for incubator/creator space, live/work units and shared workspace, especially in transit-oriented development areas.

... continued

Cost

\$

Timeline



- Enable pop-up restaurants and food trucks within defined parameters.
- Meet periodically with Allegheny County Economic Development to ensure that the municipality is taking advantage of all possible County resources and programs to support economic development.
- Recruit a volunteer panel of local business professionals (accountants, attorneys, marketers, etc.) to provide technical assistance to the municipality's small businesses. A partner agency such as the Chamber could help facilitate.

- Benchmark 5b**
- Analysis, publication of procedures/processes
 - Staff person appointed as liaison
 - Municipal website update
 - Zoning Ordinance update
 - County engagement
 - Volunteer panel created, active

Strategy 6

Connect with emerging technology.

Action 6a Equip Bethel Park to support advancing technology.

6a

While it is impossible to anticipate how evolving technology will impact government services and life in general in Bethel Park during the next 10 years —autonomous snow plows or “T” cars? robotics? digital service delivery? — the municipality should strive to incorporate advantages that will enable business to be done more efficiently and effectively. It should also ensure that residents and businesses continue to have reliable access to high-speed internet.

- Ensure that businesses and residents can access scalable high-speed broadband and internet services.
- Maintain Wi-Fi hotspots in key gathering places (library, community center, etc.)
- Work with public and private partners to create a makerspace. A partnership with Bethel Park School District could be especially advantageous for this purpose.

- Benchmark 5b**
- Maintain, expand WiFi hotspots
 - Creation of makerspace
 - Incorporation of new technology in municipal service delivery

Cost

\$V

Timeline



Strategy 7

Eliminate blight throughout the community



Action 7a Proactively address blighted properties.

7a

Pockets of blight exist along some of Bethel Park’s commercial corridors and in its neighborhoods. Distressed properties present a challenge due to the higher cost and complexity of their potential redevelopment, especially when taking into account local market constraints. Bethel Park must compete for new investment with nearby municipalities that have developable greenfield land.

Blight and abandonment are expensive and contagious and, if left unaddressed, can undermine the social and economic cohesion of a community. Beyond code enforcement efforts (discussed in Strategy 4B), fighting blight can be complicated and expensive. Developing a plan to fight blight helps communities prioritize proven strategies and target resources to turn around blighted properties, and in doing so, increase property values and tax revenue, improve public safety and support thriving and healthy neighborhoods.

- Appoint a task force to identify high-priority blighted areas for intervention and inventory available community resources and tools to develop individual strategies.
- Cultivate capacity to acquire key sites through the County’s Vacant Property Recovery Program, which conveys vacant, blighted properties to applicants who have developed a concrete reuse plan and the capacity to implement it. This could be a project for a future Municipal Economic Development (or similar) Authority.

Cost

\$

Timeline



... continued

- Utilize tools available through recent legislation to strengthen enforcement of the property maintenance code in tough cases. Including:
 - Municipalities can file actions against property owners for failure to repair deteriorating property and to deny municipal permits due to deteriorating property and failure to pay property taxes or municipal claims.
 - Under the Neighborhood Blight Reclamation and Revitalization Act (Act 90), persons with at least two convictions for the same code violation where the violation remains unabated; threatens health, safety, property; and no reasonable attempt to abate may be charged with a 2nd degree misdemeanor (1st degree for three or more convictions).
 - Under the Municipal Code and Ordinance Compliance Act, any purchaser of a building with known code violations must correct the violations or demolish the building within 12 months (or longer by agreement with the municipality), a requirement enforceable with fines ranging from \$1,000 to \$10,000. Inspection of property is required at sale and again at 12 months from date of sale to enforce abatement. This law would only apply if Bethel Park had an ordinance in effect requiring pre-settlement inspection of properties.
 - Under the Blighted and Abandoned Property Conservatorship Law, a court-appointed third party (municipality, nonprofit or nearby neighbor or business owner) may take control of a blighted property when the owner has died or refuses to act.
 - Under the Real Estate Delinquency Act, municipalities may coordinate the waiver of municipal, school and county tax claims upon receipt by one of them of donated tax delinquent property.

- Benchmark 7a**
- Appointment of task force
 - Identification and mitigation of priority blighted properties

Resilience

Established protection and enhancement of open space and natural resources

Public input for the plan indicated that Bethel Park residents strongly value the quality of their local living environment and feel that the municipality should take proactive steps to ensure that natural systems continue to appear and function naturally for decades to come.

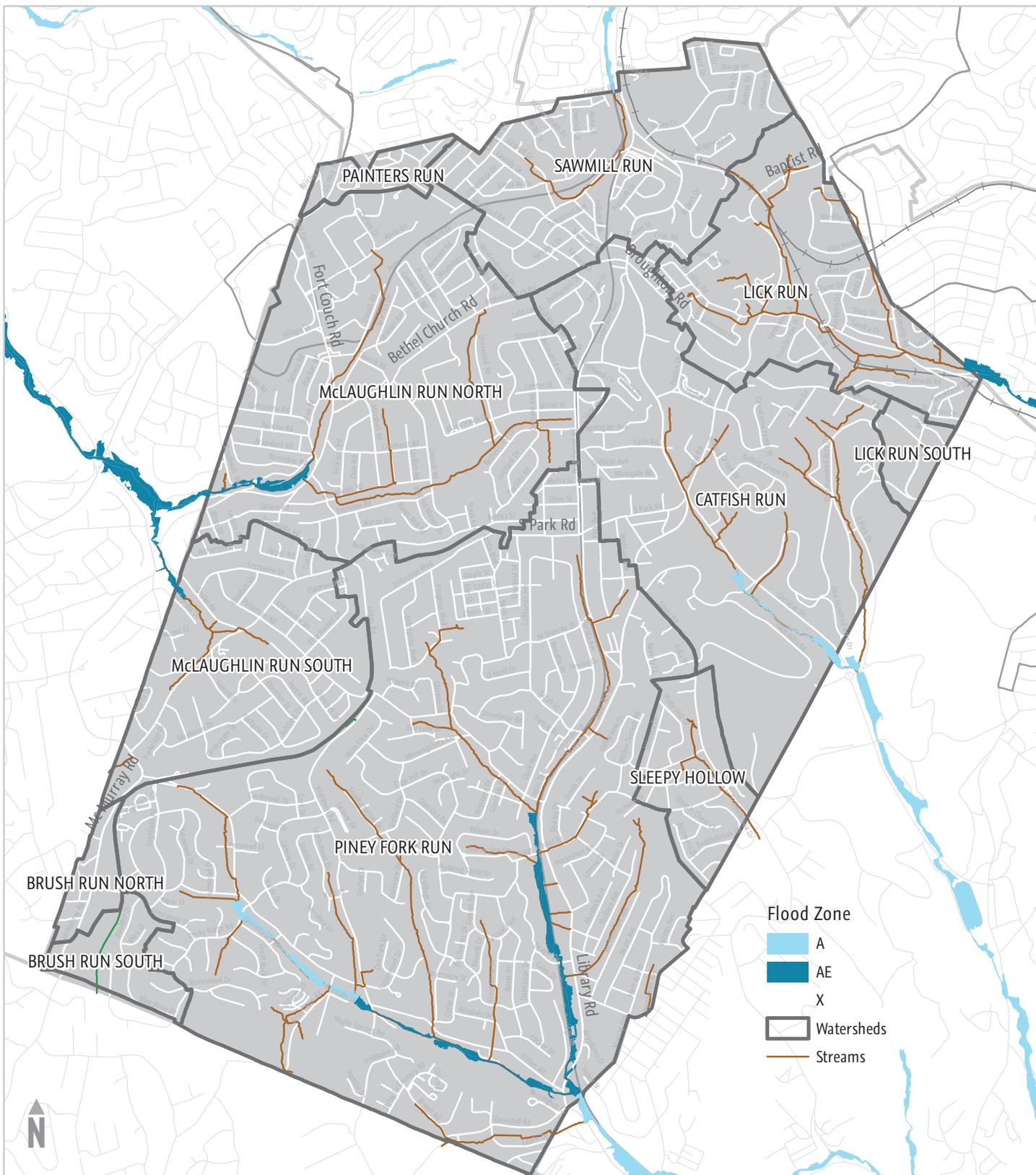
Green space, trees and natural vegetation make the community a more scenic, attractive and pleasant living environment, but they also serve important ecological functions, regulating water quality, mitigating flooding and storing carbon.

Development patterns, including an increase in impervious surface cover, are a likely contributing factor to the increasing severity of flood damage in recent years. Given a new normal of more frequent extreme weather events, Bethel Park must invest in mitigating current infrastructure problems and enhance the ability of its natural infrastructure to protect community value.

“As a renter, how the municipality handles flooding and landslides will dictate whether it’s worth investing in buying a home here.”

- Survey response

Figure 23: Flood Hazard Map, FEMA 2016



- **Zone A** areas are subject to inundation by the 1%-annual-chance flood event generally determined using *approximate* methodologies. Mandatory flood insurance purchase requirements and floodplain management standards apply.
- **Zone AE** areas are subject to inundation by the 1%-annual-chance flood event determined by *detailed* methods. Base flood elevations, mandatory flood insurance purchase requirements and floodplain management standards apply.
- **Zone X** areas (everywhere not shown in blue) are comparatively minimal risk places where flood insurance is not mandatory.

Strategy 1:

Mitigate flood risk.



Action 1a

Provide education on and enforcement of the new Stormwater Management Ordinance.

In the wake of a Summer 2018 flood event that caused \$900,000 in damage to public property and incalculable further damage to private property, the municipality adopted a Stormwater Management Ordinance that manages stormwater impacts close to the runoff source by maximizing use of natural processes. This comprehensive ordinance, based on Allegheny County's Act 167 model ordinance, provides procedures, performance standards and design criteria for stormwater planning and management.

- Publish a summary of the ordinance on the website as part of any efforts to pull together and clarify development requirements. A frequently-asked-questions section would be helpful, clarifying which types of projects trigger which requirements.
- Create a document or website containing information on stormwater best management practices that property owners can implement (such as rain barrels, pervious pavers, bioswales, etc.).
- Review Subdivision and Land Development Ordinance to ensure consistency with Stormwater Management Ordinance and appropriate uses of and/or construction of properties in flood zones.

- Benchmark 1a**
- Consistent enforcement of the ordinance
 - Public education efforts
 - SALDO review, amendment if needed

Cost

\$

Timeline





Flash flooding in June 2018 caused severe damage to many homes and businesses, including the Trolley Stop Inn. The Inn’s owners observed that this was the worst flood in their 35 years of running the restaurant: “We’ve had a half inch of water here and there, but we’ve never had flooding like this.” — WPXI

Action 1b Strengthen the effectiveness of MS4 compliance activities.

The National Pollutant Discharge Elimination System (NPDES) requires Bethel Park to obtain a permit from the state Department of Environmental Protection to operate its separate storm sewer system (MS4). This requires the municipality to identify best management practices and measurable goals for public outreach, runoff control and other responsibilities.

The Engineering Department has identified about 10 stormwater management projects, many of which are located in parks, to include features such as underground detention basis and rain gardens. The municipality also plans to upgrade existing infrastructure at the Industrial Park retention pond.

- Continue to identify and fund stormwater management projects in areas where they will have the greatest impact, prioritizing natural systems over new “grey” infrastructure (pipes, pumps, etc.) where possible.
- Seek grants (from such sources as Growing Greener and PennVEST) to supplement capital investment in stormwater solutions.
- Provide and publicize opportunities for the public to meaningfully engage with the municipality’s MS4 program.
- Prioritize Public Works maintenance projects that impact the flow of stormwater, such as repairing and clearing catch basins.

- Benchmark 1b**
- Completed stormwater management projects
 - Addressed catch basin complaints
 - Events/opportunities for MS4 public engagement

Cost
\$\$\$\$
Timeline
 ◆

What are best management practices?

Best management practices, as defined for purposes of the NPDES permitting program, are:

- Schedules of activities
- Prohibitions of practices
- Structural controls (such as infiltration trenches)
- Design criteria
- Maintenance procedures
- Other management practices to prevent or reduce pollution

Peak rate control is a classic form of stormwater BMP (detention ponds, tanks, etc.). Volume controls (such as infiltration trenches) remove water from the runoff path, and quality controls (such as treatment via filtering or settling) remove pollutants.

The most proactive form of stormwater BMP is the type of control that avoids the problem: low-impact development principles. These would include such measures as reducing impermeable surface area (removing parking minimums, reducing street widths, promoting reduced building footprints, preserving green spaces) as well as promoting green infrastructure such as bioswales, rain gardens, rain barrels, porous pavement and green roofs.

On the whole, it is far less expensive to handle excess runoff by implementing green solutions than to expand water treatment facilities.



Rain gardens such as this help control the volume of water entering the runoff path.



Rain barrels capture and store stormwater for uses such as watering gardens or filling up wash buckets

Strategy 2:

Keep Bethel Park green.

Action 2a

Support and expand the activities of the Shade Tree Commission.

In 2017, the municipality established a Shade Tree Commission as an advisory body for all public trees on public property or in the public right-of-way. The Commission may formulate a Shade Tree Master Plan within Shade Tree Districts, to include an inventory of existing trees and recommendations for their care. The Commission may assist Council with the solicitations of grants and contributions, and they may provide advice regarding land development plans or major capital renovation projects or other special matters.

The Commission is just getting started, but represents an important resource to protect and expand Bethel Park's tree canopy.

- Build capacity through partnership with other agencies and experts, such as Allegheny County Parks and the Western Pennsylvania Conservancy. The Conservancy's TreeVitalize program currently serves the City of Pittsburgh, but could benefit Bethel Park in the future (or now, in the form of shared expertise).
- Complete a Shade Tree Master Plan.
- Recruit a volunteer base and assemble funds to complete tree planting projects, to include a plan for maintenance for each type of planting (i.e. Public Works, area property owners, etc.).
- Encourage and educate private property owners to plant and properly care for appropriate tree species.

- Benchmark 2a**
- Full appointment to Commission
 - Completion of Master Plan
 - Number of trees planted and cared for

Cost

\$-\$\$

Timeline



Action 2b

Focus development and redevelopment in built-up areas.

To the extent that development pressure exists in Bethel Park, it should be focused on infill and redevelopment in areas that are already developed, as opposed to being allowed to consume the limited natural greenfield space remaining in the municipality. This may require allowing increased density and intensity in places where it would be most appropriate, such as transit-oriented areas.

- Ensure that the Zoning Ordinance includes policies that will effectively preserve open space and natural features, specifically those of environmental or ecological significance (including but not limited to wetlands, streams, steep slopes and wooded areas).
- Build incentives into the Zoning Ordinance for infill development, redevelopment and adaptive reuse of existing buildings.

Benchmark 2b • Future land cover map shows a steady or increased percentage of green space within the municipality

Cost

\$

Timeline



Action 2c

Identify opportunities to preserve key properties.

While municipal funds are limited and acquiring property or rights to permanently preserve as open space can be expensive, Bethel Park should evaluate such opportunities as they arise and look for potential partnerships to accomplish this aim.

- Work with Allegheny Land Trust on its greenways project, and/or with other conservation agencies to promote the purchase, protection and maintenance of priority open spaces. Priorities should include land of strong ecological value and land that is connected (functionally or geographically) with the network of trails and parks within the community.
- Identify opportunities to negotiate conservation easements with property owners.

Benchmark 2c • Expansion in permanently preserved open space.

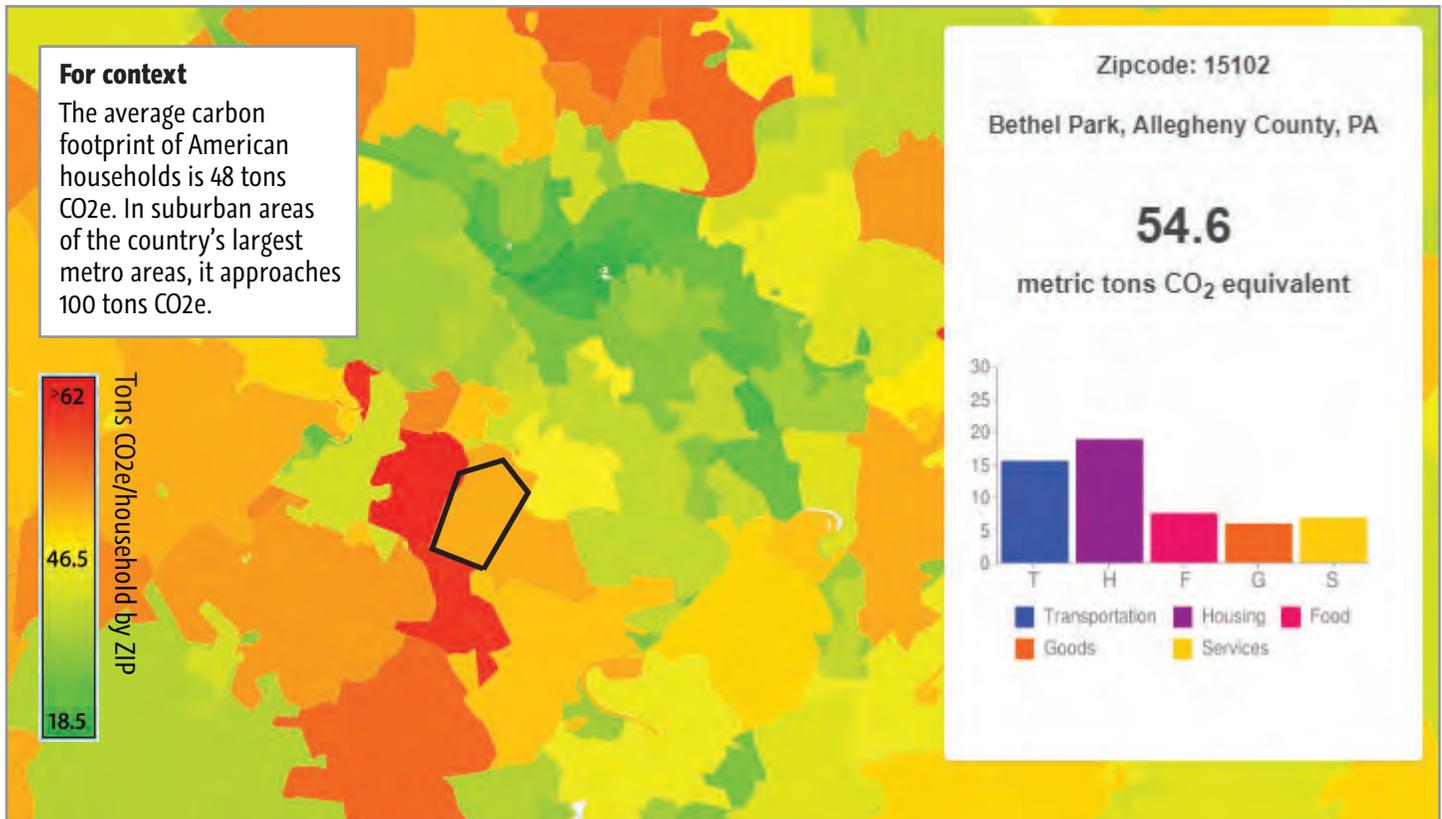
Cost

\$V

Timeline



Figure 24: Average Annual Household Carbon Footprint by Zip Code



This map shows the results of a metric that approximates greenhouse gas emissions resulting from the energy, transportation, food, goods and services consumed by the average household in each zip code. It suggests that despite Bethel Park's high proportion of workers driving to jobs, its greater carbon contribution is in the form of household utilities.

— <https://coolclimate.berkeley.edu/maps>

Action 2d

Conserve energy.

Whether the impetus for energy conservation is cost savings or working against climate change, the goal is important and is often inexpensive to address. The municipality can take direct actions to make its facilities and services more energy efficient as well as enabling community members to conserve resources.

Implementing recommendations from previous chapters (right-sizing parking requirements, focusing density and use mix in transit-oriented development areas and expanding safe routes for walking and biking) will also serve this aim.

- Conduct an energy audit of municipal facilities to identify energy- and cost-saving measures to implement.
- Adopt a Municipal Energy Efficiency and Conservation Policy (see following page).

Cost

\$\$\$

Timeline



... continued

Energy Efficiency and Conservation Policy

Municipal policies for energy efficiency can increase community self-sufficiency, save money and help to protect natural resources. Bethel Park's 2010 Comprehensive Plan recommended adopting an Energy Efficiency and Conservation Policy, though such a policy has not yet been crafted.

Generally, such an undertaking requires determining the policy's scope (only municipal operations, or also saving energy through policies that impact residents and business owners?) assessing current energy use and problems, evaluating the potential for greater efficiency, developing energy-efficiency goals, and developing action plans that are clear and feasible. Partner agencies may be interested and willing to provide resources or assistance to help the municipality achieve its goals.

In its guidance for municipalities, the Pennsylvania Department of Environmental Protection recommends the following:

- Consult the Energy Star Portfolio Manager tool (*at energystar.gov*) to enter and track data on energy and water consumption, as well as greenhouse gas emissions. Use it to benchmark the performance of a single building or a whole portfolio of buildings.
- Evaluate “building envelopes” before considering capital equipment costs. Building envelope components — those physically separating the conditioned and unconditioned environment of a building, such as windows and insulation — are often overlooked but can be financially consequential.

- Examine maintenance bills and malfunction reports to compare the costs of ongoing repairs to the price of a new system.
- Encourage behavioral change, by means such as training employees to conserve materials and energy

The American Council for an Energy-Efficient Economy has created an Excel-based calculator for various policy types (public buildings, commercial buildings, residential buildings and transportation) that may also be useful as a jumping-off point. The calculator is available at *aceee.org*.

Additionally, the U.S. Environmental Protection Agency has published a comprehensive set of guides for developing emissions reduction strategies for energy efficiency, transportation, community planning and design, solid waste and materials management, and renewable energy. The 2011 publication, “Energy Efficiency in Local Government Operations,” is available at *epa.gov*.

- Continue replacing street lights and traffic signals with LED (light emitting diode) fixtures, which are typically 40% to 60% more efficient than traditional lighting.

- Benchmark 2d**
- Completion of audit, implementation of its recommendations
 - Adoption of Energy Efficiency and Conservation Policy
 - Percentage LED conversion

Action 2e

Promote waste reduction and recycling participation.

Municipal recycling programs across the country are dealing with challenges related to global markets, particularly the difficulty of finding markets to accept glass and certain types of plastics. Accordingly, Bethel Park has stopped collecting glass in its curbside program. The municipality has sought to provide alternatives, including a free three-month pilot collection program at a private facility.

Resident input made clear the importance of having convenient, cost-effective options available for materials recycling.

- Continue to seek ways to connect residents with these services.
- Educate residents on creative reuse options, recycling facilities in the area, program specifics (what is, is not recoverable).

- Benchmark 2e**
- Continued service provision
 - Steady or increased participation rates

Cost

\$V

Timeline



Action 2f

Support local food programs.

“Local” food typically refers to food grown within 100 miles of where it is sold. Within 100 miles of Bethel Park are an abundance of growers and producers of healthy, fresh seasonal fare. Increasing access to local food has many benefits, including supporting the local economy and environment and creating community connections. The municipality should continue to support its Farmer’s Market and expand ways in which residents can connect with local food providers.

- Identify local farmers, engage in temporary outdoor events each season.
- Promote and expand access to the Farmer’s Market.

- Benchmark 2f**
- Number and variety of vendors involved in Farmer’s Market and other community events

Cost

\$

Timeline



Character

An engaged, educated citizenry that actively cultivates a sense of community, mutual trust and belonging

What do Bethel Park residents have in common? Where does community pride come from, and how does it translate into residents and business owners feeling a sense of responsibility for a shared future?

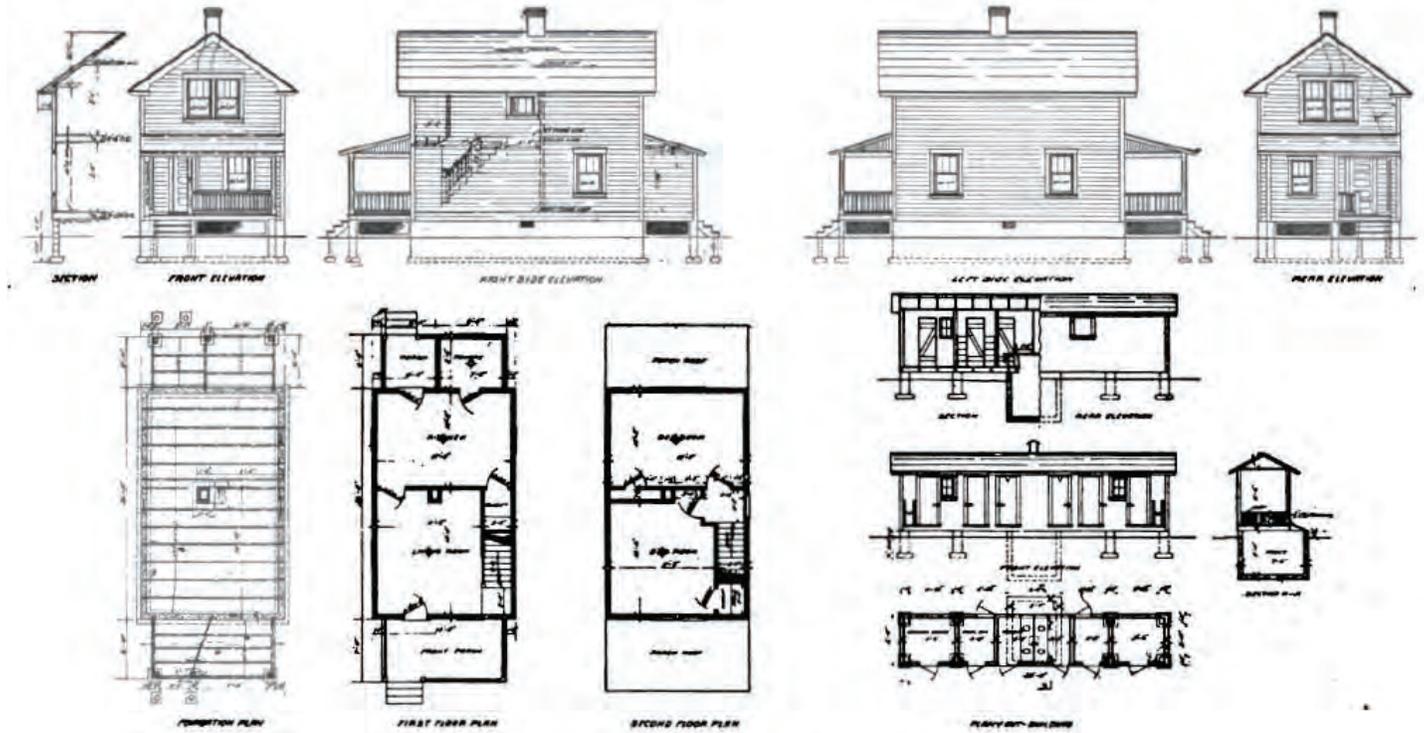
Bethel Park is a geographically large and diverse community, in terms of land use and scale. One survey respondent commented that it “needs to feel **more like a hometown** and less like a suburban retail mecca with houses in it.” This chapter focuses on establishing how.

The community was at its best in responding collectively to victims of the Summer 2018 flood. Neighbors helped one another clean and rebuild; they connected one another with resources; they gave selflessly and they organized a lively fundraiser event to benefit victims. Public input for the plan revealed a desire for more of this type of connection. Residents want to live in a community they feel is safe and close-knit, and they want transparency from a responsive local government in which their involvement is meaningful.

“
The critical issues in Bethel Park all have to do with building a true community where neighbors know one another, where municipal officials and officers communicate with all to hear issues and respond to issues while building trust and reliance...
”

- Submitted comment

Figure 25: Coverdale Company House Plans, circa 1921



Evidence of Bethel Park's rich industrial heritage still stands in Coverdale, the former coal patch town where these two-story company houses were built for workers in the No. 8 mine.

— coalcampusa.com

Community character can be found in a place's:

- Pattern and style of buildings, streets and open spaces
- Natural features and terrain
- Interpersonal and institutional relationships
- Shared experiences

It can be difficult to define, but residents tend to understand it on an intuitive level: They know it when they see it.

The municipality can facilitate community pride and engagement both directly, by intentionally involving more people in civic life, and indirectly, through preserving and promoting the community's shared heritage, underscoring Bethel Park's sense of place and the ways in which it is unique among places to live and work in the South Hills.



Volunteers assisted the Bethel Park Historical Society to restore the Bethel Grade School building, circa 1905, the municipality's most recognizable public structure.

— Photo: thealmanac.net

Strategy 1:

Increase citizen engagement in public life

Action 1a

Use technology to facilitate and promote a two-way exchange of information with residents and businesses.

Bethel Park should strive to provide an online municipal service system that provides for:

- Reporting issues and requesting public services, along with a mechanism to track case status
- Electronic payment of fees and charges
- Online application for required permits, licenses and registrations, with a mechanism to track status
- Notifying users of municipal news and meetings

- Allocate funds to add capacity to website.
- Design and test new website features, seeking input from would-be users (residents, permit applicants, etc.).
- Publicize roll-out of new features, along with tutorial for their use.
- Create website tool to build and organize a volunteer community (similar to Pittsburgh Cares).

- Benchmark 1a**
- Launch of new website features
 - Increase in web traffic, business completed online

Cost

\$-\$\$

Timeline



Action 1b

Involve more citizens in local decision-making.

A public meeting commentor observed that many Bethel Park residents seem to be detached from local government, whether due to cynicism, confidence in elected officials or the general sense that they would be unable to make a difference.

The municipality should seek ways to get more (and a wider variety of) people involved in conversations about public decisions, ranging from the work of its appointed commissions to debate on the merit of budgets, development plans and other proposals.

- Create an Inclusion and Accessibility Committee to advise Council on establishing Bethel Park as a welcoming community that promotes and honors diversity.
- Connect with Bethel Park School District and homeschoolers to explore ways to involve interested students in local government activities or events. Students, who participated in the development of this plan, represent the community's future and therefore offer an especially valuable perspective.
- Provide residents participating in community-focused social media and online forums with a means of more directly connecting with local decision-making. Comprehensive Plan outreach involved many residents who were civically engaged and deeply care about Bethel Park but are not likely to participate by attending evening meetings.

- Benchmark 1b**
- Creation and appointment of Inclusion and Accessibility Committee
 - Number of students involved in municipal events
 - Development/implementation of strategy to tap into online community conversations

Cost

\$

Timeline



Action 1c

Expand and enhance access to local history and culture.

Bethel Park Historical Society is leading the charge to discover and celebrate the area's unique heritage. They are one of many local and regional groups that could help enrich a sense of community among residents.

- Inventory and strengthen connections with existing arts and culture groups.
- Seek opportunities to host and provide venues for existing arts and culture groups.

Cost

\$-\$\$

Timeline



... continued

- With the partnership of other local agencies, seek funding to increase events, exhibits and learning opportunities for residents.

Benchmark 1c • Expansion in number and/or variety of local cultural events, performances or exhibits

Action 1d

Facilitate local volunteerism.

The municipality should use its website and social media tools to build capacity for local volunteer work, capturing voluntary street-by-street, ward-by-ward data on people with resources (time, talent, materials to donate) as well as project needs. This would enable the municipality to serve as a clearinghouse to connect people with projects as they arise.

- Set up framework for residents, business owners and others to register for potential future volunteer projects.
- Promote registration in the volunteer network, collect and organize submitted information.
- Work with community nonprofits, leaders to identify projects and connect them with volunteers.

Benchmark 1d • Creation of volunteer network
• Use of network to connect volunteers and resources with projects

Cost

\$

Timeline



Strategy 2:

Enable and invest in community-defining enhancements

Action 2a

Create high-impact community gateways to emphasize a sense of local identity and pride.

Gateway signs signal key entrances to a community, reinforce local identity and provide navigational information. They represent an opportunity to provide a clear and strong first impression of Bethel Park to visitors.

Gateway signs do not necessarily need to mark the precise municipal boundary along major routes, especially if those places are topographically challenging, held by owners who do not wish to participate or are visually unappealing. Bethel Park should identify its most important entrance points and then look for ideal points nearby where signage could be installed and easily seen.

In the long term, especially as compact, mixed-use areas continue to develop, the municipality should plan a larger network of signage, including smaller directional signs in its most walkable areas denoting attractions, restaurants, restrooms, etc. This would help support community identity as well as make the public realm more user-friendly.

- Continue to implement the recommendations of the Northern Route 88 Corridor Study.
- Determine feasible and appropriate priority locations for gateway features. Negotiate with property owners as needed to obtain permission, easement or other arrangement to install and maintain gateway signage.
- Create a concept for welcome signage that incorporates and is visually consistent with the municipality's logo and branding.
- Install signage and complementary landscape features in visually prominent (but traffic-safe) locations.
- Create a plan for ongoing maintenance, either through the Public Works department or by creating a partnership with a local school or community organization willing to volunteer. The Western Pennsylvania Conservancy's Community Gardens and Greenspace program also represents a possible resource.

- Benchmark 2a**
- Completion of recommended Corridor Study tasks
 - Installation of gateway signage at key locations

Cost

\$\$\$

Timeline



Action 2b

Create a community that is intentionally age-inclusive.

The age-friendly movement recognizes that people essentially want the same things: Safe, affordable places to live where it's easy to get around, proximity to our daily destinations and the opportunity to fully enjoy life by doing what interests us. However, providing equal access to these things requires a proactive examination of how communities are built.

Recommendations in prior chapters (such as expanding the sidewalk network in priority areas and broadening the types of housing units that can be built in various neighborhoods) will help advance this aim, in addition to the following steps:

- Provide information about available resources, such as transit and paratransit services and volunteer agencies that provide assistance to seniors. Posting information on the municipal website is necessary, but not necessarily sufficient to reach seniors or those with limited internet access. Brochures and flyers should be available in well-visited locations such as the library and the community center.
- Encourage (and if possible, incentivize) developers to include visitability features (such as a no-step entrance, 36"-wide hallways and wheelchair-accessible restroom with lever handles) in new construction or rehabilitation.
- Cultivate gathering spaces and cultural programs that can bring together older and younger residents.

Benchmark 2b • Increase in age diversity of participation in community events (such as those hosted at the Bethel Park Community Center)

Cost

\$V

Timeline





Per the Project for Public Spaces, third places are “stages for public life and should reflect the people who live, work and play nearby.”

— pps.org

Action Promote the creation of “third places.”

2c

“Third places” are those where people spend time between home and work. Neighborhood gathering spaces such as community gardens, libraries, parklets and walking paths can promote intergenerational interaction, increase public safety (eyes on the street) and promote enjoyment of the natural environment. They can also host activities that make people feel more engaged in community life.

Creating public “third places” does not necessarily call for land purchase and installation of expensive features, though this represents a potential use for any publicly owned parcels with development limitations. Bethel Park could enhance sites within existing public spaces to create gathering spaces — for instance, adding seating, lighting and art to a streetscape or additional programming at a park.

- Revise the Zoning Ordinance to allow community gardens as a principal use.
- Seek opportunities for creative, low-cost “third place” creation.
- Find and empower neighborhood champions to take ownership of marshaling volunteers to create and maintain “third place” sites. People who want to use the space should play an active role in shaping it.

Cost

\$-\$\$

Timeline



Benchmark 2c • Expansion of “third place” spaces within Bethel Park

Investment

Continued provision of capital improvements and public facilities and services that enhance quality of life

Municipal leaders face the difficult task of setting millage rates with consideration for achieving a revenue level sufficient to sustain the budget, balancing political pressure to keep levies low with the practical realities of ever-increasing costs and unfunded mandates. Additionally, fluctuation in a community's assessed value can drive changes in millage rates.

Many public comments submitted during the development of the Comprehensive Plan identified demand for community improvements that come with considerable price tags: Expansion of the sidewalk network, a community swimming pool, intersection improvements to help traffic safety and efficiency. Municipal Council must choose among these and other possible projects in a way that represents sound stewardship of financial resources in the long run.

“

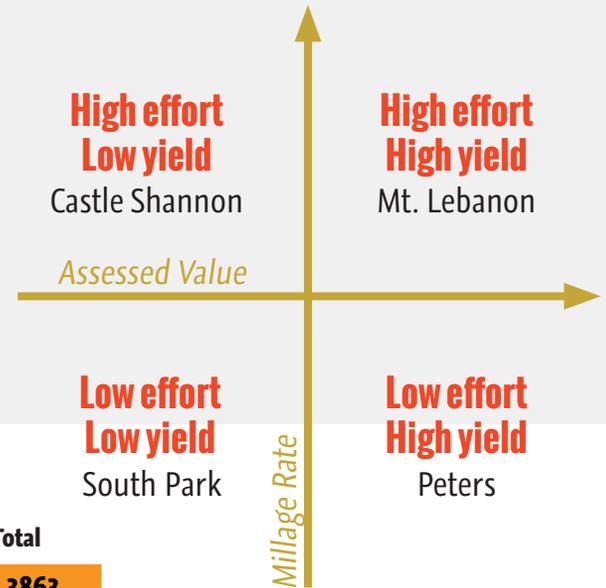
Bethel Park needs to make sure it is catering to younger new residents as well as an aging population. With so many retirement communities popping up it is essential to ensure that new families aren't going to be left behind in the future planning of the community.

- Survey response

”

South Hills Tax Effort/Yield Comparison

Total property tax levies in the area consist principally of school taxes. In Bethel Park, for instance, the school millage rate is more than eight times the municipal levy. Overall, tax rates are a function of a community's assessed value and the budget adopted by elected officials. A community with a large tax base could levy relatively high rates to provide a maximally competitive complement of facilities and services (Mt. Lebanon) or use the advantage to keep rates low (Peters).^{*} Bethel Park, with a large tax base of \$2.5 billion, falls between the two. Communities with smaller tax bases, especially compared to service costs, must often choose between paring down a budget or imposing high millage rates.



**Note: This illustration only generally and relatively classifies communities within the context of the eight included in this analysis, based on qualitative comments regarding service types and levels across the communities. This does not reflect an analysis of service expenditures.*

2019 Millage Rates

	Municipal	School	County	Total
Bethel Park	2.78	22.8763	4.73	30.3863
Baldwin Borough	6.78	21.05	4.73	32.56
Castle Shannon	9.1789	19.306	4.73	33.2149
Mt. Lebanon	4.71	24.32	4.73	33.76
Peters	1.622	13.5	2.43	17.552
South Park	3.062	25.38	4.73	33.172
Upper St. Clair	3.83	25.8603	4.73	34.4203
Whitehall	4.42	21.05	4.73	30.2

Tax Base and Burden Comparison

	Taxable Value	Exempt Value	Total Taxes/\$100K Property	Median Value	Total Taxes/Median Value
Bethel Park	\$2.5B	\$299M	\$3,039	\$145,000	\$4,406
Baldwin Borough	\$936M	\$64M	\$3,256	\$101,000	\$3,289
Castle Shannon	\$397M	\$22M	\$3,321	\$100,800	\$3,348
Mt. Lebanon	\$2.8B	\$349M	\$3,376	\$189,000	\$6,381
Peters	\$3.1B*	*	\$1,755	\$293,000*	\$5,143
South Park	\$765M	\$170M	\$3,317	\$124,000	\$4,113
Upper St. Clair	\$2.3B	\$213M	\$3,442	\$226,200	\$7,786
Whitehall	\$811M	\$91M	\$3,020	\$127,650	\$3,855

^{*} 2018 figures. Exempt valuation not reported.

Sources: Allegheny County Real Estate, Peters Township budget documents

Strategy 1:

Anticipate and complete facility upgrades as needed

Action 1a

Coordinate operation and maintenance and improvement priorities with sewage treatment agencies.

While one-third of Bethel Park is within the jurisdiction of Allegheny County Sanitary Authority, the remaining two-thirds receives service from the Bethel Park Municipal Authority. The municipality provides logistical support and ongoing maintenance and operations as part of its long-term lease agreement with the Bethel Park Municipal Authority, consistent with the Authority's capital improvements program and signed consent orders.

- Annually coordinate with the Municipal Authority on programming and funding needed capital improvements.
- Keep the municipality's Act 537 Plan current (every five years), ensuring that it remains consistent with the Future Land Use map in this plan. The Act 537 Plan guides the development and management of public sewers and on-lot systems.

- Benchmark 1a**
- Completed capital improvements
 - Updates to Act 537 Plan

Cost

\$V

Timeline



Action 1b

Implement recommendations of the 2016 Parks Assessment.

The municipality's public parks system spans 134 acres of public land, including 14 designated parks with a mixture of neighborhood parks, athletic/community parks and natural areas. The Parks Assessment provided a thorough look at the conditions and needs for each facility and a set of recommended actions to improve the system.

- Seeking grant funds to supplement capital improvements in the parks system. (See Appendix for funding sources.)
- Annually review the Action Plan to select, coordinate and budget for projects to be completed.

- Benchmark 1d**
- Progress according to Action Plan

Cost

\$\$\$\$

Timeline



Action 1c

Monitor use of new splash pad facilities and ongoing public preferences regarding public aquatics facilities.

Cost

\$

Timeline



One of the most commonly mentioned and most divisive issues during the planning process was the need for Bethel Park to have its own public pool. After the issue arose repeatedly in early public input, a survey midway through the process specifically asked:

Council has determined that public subsidy for a swimming pool is infeasible at this time, given capital costs that could range from \$10M to \$30M in addition to annual staffing and maintenance costs. Aquatic facilities of various types are available in and near the community, and the municipality is planning to add a splash pad near the community center. Nonetheless, a public swimming pool has ranked highly among desired features for Bethel Park in input for the plan so far, and it is important to determine why. Which of the following sentiments describe how you feel about aquatic facilities in Bethel Park?

The response breakdown was as follows. Respondents were able to select as many sentiments as they felt were appropriate. A total of 482 respondents selected 1.6 sentiments, on average:

Sentiment	#	%
Bethel Park residents need a pool to call their own.	207	43%
Existing and planned aquatic facilities in and around Bethel Park already meet the need for water recreation.	170	35%
Existing options are priced too high (membership, non-resident fees, etc.)	151	31%
Even if it translates to a tax increase , municipal funding for a pool should be a budget priority.	96	20%
Existing options are too far from my home.	67	14%
Other	67	14%

These results cannot reasonably be interpreted as a mandate to incur the capital expense of a community pool, but they also should not be dismissed.

- Keep lines of public input open regarding use of the new splash pad and continued need for a community pool. Should the issue remain important to residents, issuing a mailer to every household would yield more representative survey results.
- Seek ways to increase awareness of and access to other aquatic facilities within Bethel Park.

- Benchmark 1c**
- User statistics and feedback for splash pad
 - More comprehensive public input on cost/benefit

Strategy 2:

Calibrate services to meet needs and demand

Action 2a

Broaden access to and appeal of recreation programming.

Many public survey responses indicated that the Community Center feels exclusive, catering to Bethel Park seniors without accommodating families with children. Overall, the Recreation Department should review policies and programming with a goal of reaching and involving as many residents as possible.

- Examine ways in which the Community Center could be perceived as less than welcoming and accessible, particularly to families with children; address any findings.
- Enhance public programming and activities to engage a variety of audiences: Families with children, seniors, young adults, etc. Programming that mixes populations among these groups is ideal from the perspective of developing a close-knit, age-inclusive community.
- Add a recreation events calendar with online registration to the municipal website and/or a mobile app.

- Benchmark 2a**
- Demographic changes in program participants
 - Total program attendance or enrollment

Cost

\$

Timeline



Strategy 3:

Improve efficiency and effectiveness of public services



Action 3a

Ensure consistency of budget with policy priorities.

The capital budget and capital improvement program represent powerful means of implementing the Comprehensive Plan, so the two documents should be consistent. Capital projects would include those involving facilities – streets, sidewalks, parks, utility infrastructure and other public amenities – as well as equipment and less obvious investments such as land purchase.

- Annually review progress of the Comprehensive Plan’s priorities and incorporate addressing them into the municipal budget.

Benchmark 3a • Completed Comprehensive Plan actions

Cost

\$

Timeline



Action 3b

Coordinate service delivery across agencies.

Stakeholders identified a need for better coordination among municipal departments, utility providers and others making improvements within the public right-of-way: For instance, a water line project that involves excavation in the road would be well scheduled prior to (not after) a road resurfacing.

More generally, Bethel Park can expand the ways in which it communicates and cooperates with neighboring governments and other local service providers.

- Follow the development of Coordinate PA, an online platform operated by PA One Call to track various projects and identify opportunities for collaboration.
- Contact utility providers to set up a system for comparing and coordinating schedules as possible.
- Seek opportunities to collaborate with neighboring municipalities and other service providers for individual projects as well as general operations.

Benchmark 3b • Agreements for interagency cooperation or coordination

Cost

\$

Timeline



Strategy 4:

Address emerging public health issues

Action 4a

Help connect residents with health and human services.

The Municipality of Bethel Park has established policies and programs to improve various aspects of public health, including but not limited to environmental quality, active transportation and access to recreation, food access, aging, public safety and emergency response, which in recent years has challenged local government to respond to the impacts of natural disaster (flooding) and infectious disease (COVID-19). Building on the Allegheny County Health Department's *Plan for a Healthier Allegheny*, Bethel Park can further improve resident lives by providing support for initiatives that identify and address gaps in and barriers to accessible and affordable, person-centered, high-quality health care.

- Serve as a conduit for information between residents and public and nonprofit health agencies, ensuring that residents have access to clear information on preventative care, public health options and resources for vulnerable populations.
- Where appropriate, help to negotiate public health and transportation collaborative interventions based on known gaps and barriers, such as concierge services, non-emergency medical transportation options, family support vans or car seats.

- Benchmark 4a**
- Percentage of residents with health insurance
 - Increased availability of non-emergency medical transportation alternatives

Cost

\$

Timeline



Implementation Tools



General action steps

Successful implementation of the Comprehensive Plan will require continued commitment from the municipality, specifically the following:

- Assign the Planning and Zoning Commission or a specific Blueprint Bethel Park committee to oversee the implementation of the Comprehensive Plan. This group would not be responsible for directly carrying out actions, but would initiate tasks and coordinate with agencies, volunteers, staff, local organizations and/or other groups to help carry them out.
- Submit priority implementation projects as part of municipal budget discussions. If projects require municipal approval and/or funding, ensure that they are presented to Council with plenty of time for deliberation.
- Continue efforts to secure funding for projects and initiatives through lobbying state/federal officials and agencies.
- Annually evaluate implementation of the Comprehensive Plan, documenting actions taken during the past year to help achieve the vision and address goals, and make recommendations to Council of modifications to the Comprehensive Plan. Append the annual update to the Plan document to create an ongoing record of progress.
- Use the subdivision and land development application process as a means of implementation, requiring that applications demonstrate consistency with the Comprehensive Plan. This could involve revising applications to expressly require an explanation of consistency, or a checklist to ensure that the application addresses the Plan's objectives.
- Update the Zoning Ordinance to achieve consistency with the Comprehensive Plan. Specific methods to implement the plan's goals are included in this chapter.
- Undertake a review of other municipal ordinances to reconcile inconsistencies, improve organization and identify the need for changes to achieve consistency with the Comprehensive Plan.

Future Land Use Map

The Future Land Use Map represents a long-range vision of how Bethel Park should develop. It is a guide for future decisions to encourage orderly growth and redevelopment, not to be confused with current legal mechanisms for regulating development (such as the zoning ordinance).

The map establishes a picture of the community that elected and appointed officials can use to channel market forces in directions that the residents have determined would be desirable, as would result from the successful implementation of other recommendations in the plan.

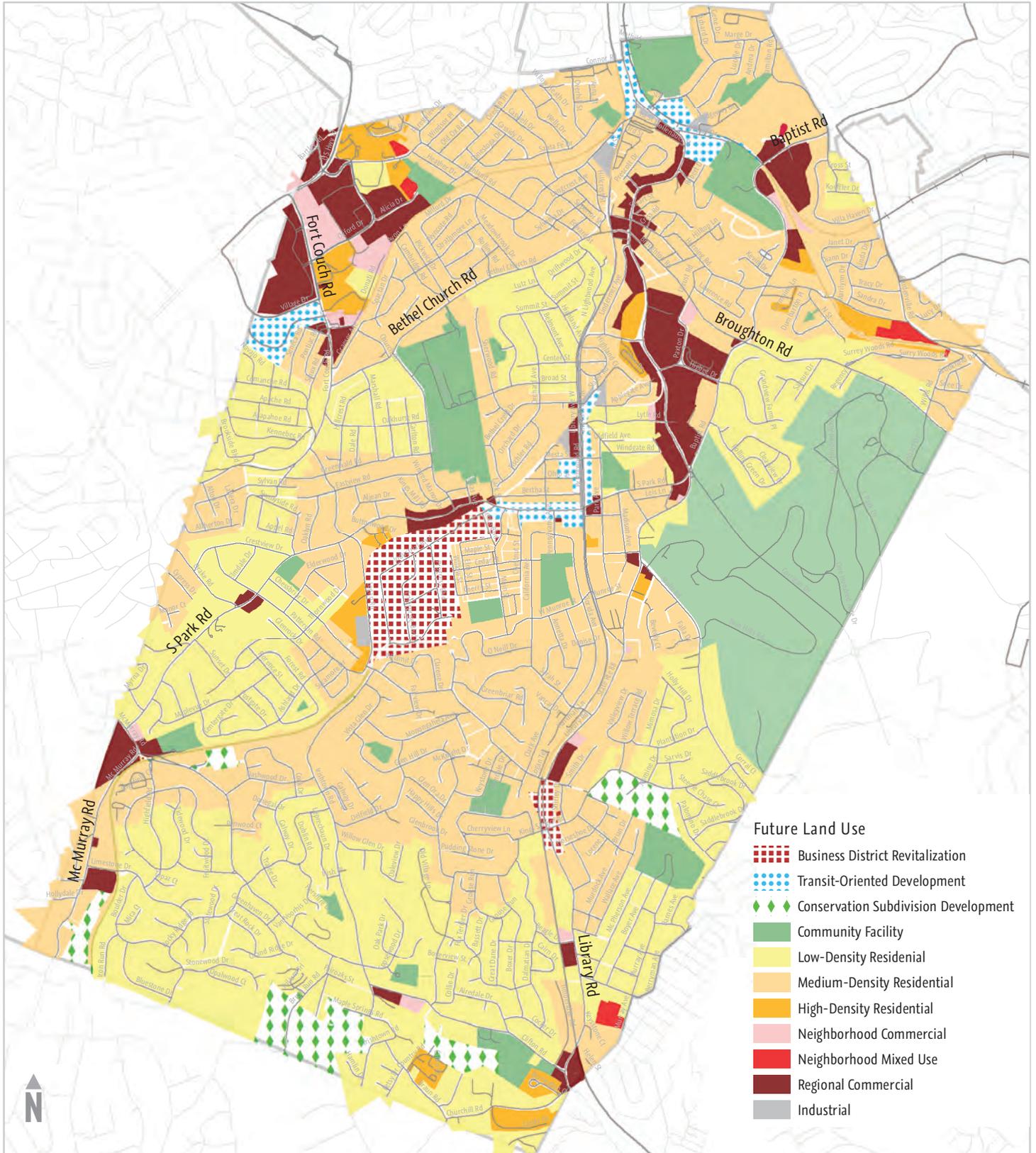
As shown on the following page, the future land use map does not represent a drastic departure from current land use patterns. Nor does it represent a drastic departure from the 2009 Comprehensive Plan Update, as areas targeted in that plan are still transformations in progress.

The vast majority of land area in the municipality will continue to be devoted to low- and medium-density residential neighborhoods. Pockets of commercial activity at varying scales line key arterials, with major regional centers located in and around South Hills Village and Route 88/Library Avenue near Broughton Road.

Potential development pattern changes anticipated during the next 10 years include:

- Business district revitalization along the Route 88 corridor, particularly between Lytle Road and Corrigan Drive, Logan Road and Kings School Road
- New permanently protected greenway (shown as Community Facility along Bethel Park's northern border)
- Transit-oriented development surrounding select "T" stations, referring to walkable, higher-density mixed-use patterns
- The modernization and improvement of the Industrial Park
- Conservation subdivision design to preserve and protect environmental resources in undeveloped areas adjoining residential neighborhoods

Figure 26: Future Land Use Map



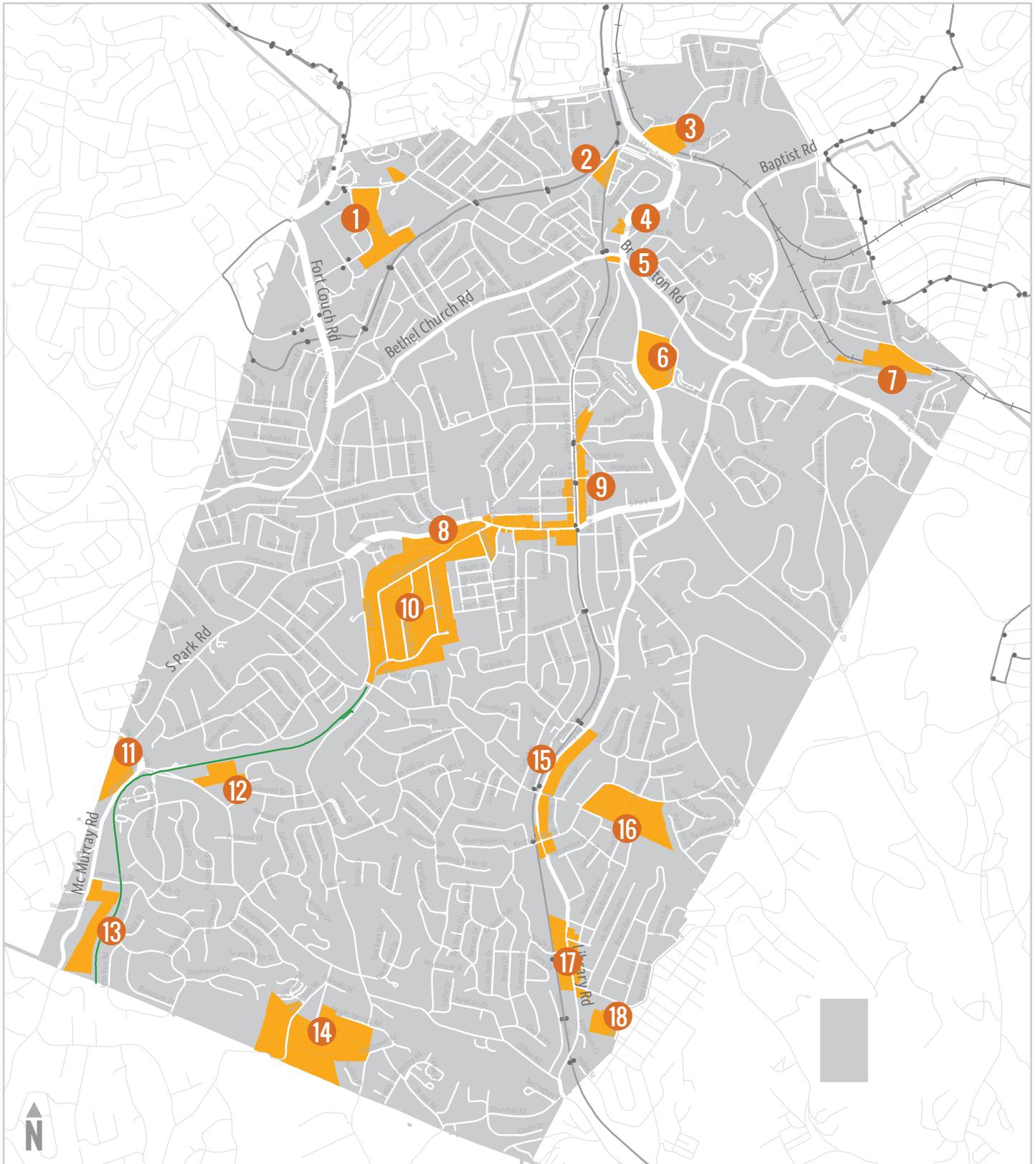
Investment Priority Map

This map represents catalytic points for change. Not to be confused with current mechanisms for regulating development, such as the zoning ordinance, the Investment Priority Map identifies areas the planning process identified as ripe for redevelopment or improvements as indicated.

Because Bethel Park is largely built out, the realization of its vision is necessarily gradual, at least as it relates to the built environment. However, this map establishes a picture that local leaders can begin to create by channeling market forces in desired directions and by collaborating with partner agencies to focus funding and efforts in these targeted areas.

Location	Type	Notes
1 Village Square Mall and big-box store parking lots	Infill	Multiple owners, approx. 20 acres
2 Between Milford Drive and "T" line	Redevelopment	5 acres, multiple owners, public utilities
3 North of railroad tracks behind homes on Melia Dr.	Redevelopment	3.6 acres, multiple owners, near "T" station
4 Office buildings along Library Rd.	Enhancement	Multiple owners, approx. 1.9 acres
5 Vacant lot, intersection Bethel Church and Library	Infill: Park and ride?	Partially owned by municipality, approx. .75 acres
6 Shopping center, int. Brightwood and Library	Infill	Private owner, approx. 21.6 acres
7 Industrial storage yard near Horning Road	Brownfield	9 acres, contamination possible, public utilities
8 Commercial corridor along South Park Rd.	Enhancement	Multiple owners, 6.5 acres
9 Brightwood/W. Library corridor	Enhancement	Identified future downtown focus, multiple owners
10 Industrial Park	Enhancement	Light industrial, multiple owners, limited parking
11 McMurray Road greenfield at western border	Greenfield	15 acres, private owner, slope issues, no sewer
12 McMurray Road greenfield near Montour Trail	Greenfield	7.5 acres, partially cleared, sewer a problem
13 McMurray Road greenfield at southern border	Greenfield	27.5 acres, multiple owners, trail access, no sewer
14 Brush Run Road and Irishtown Road extension	Greenfield	35 acres, wooded with terrain and slope, public util.
15 Commercial corridor along Library Road	Enhancement	Multiple owners
16 Kings School Road between Horseshoe and Jasmine	Infill	20 acres, wooded and rolling, public util.
17 Commercial corridor along lower Library Road	Enhancement	Multiple owners
18 Kings Court area near Library Rd. and Berryman Av.	Infill	8.5 acres, wooded with terrain and slop, public util.

Figure 27: Investment Priority Map



Summary of Ordinance Updates

The following list is a summary of ordinance change recommendations pulled from various sections of the plan. In addition to these changes, a full Zoning Ordinance update should evaluate existing provisions within the context of the Community Development Objectives contained within this plan to ensure consistency. For instance:

- The sign regulations will need revision to reflect the nuance needed for different types of business districts (pedestrian-scale vs. Business Park vs. auto-oriented corridors).
- District types and boundaries may require adjustment, as well as uses and dimensional standards.
- An update could consider providing incentives (gross floor area increase, height increase or yard setback decrease) for surface parking areas located behind or beside buildings (as opposed to between a building and its street frontage).
- The ordinance should provide design standards and guidelines that address amenities such as street trees, wide sidewalks and building design standards. The standards should be consistent with best practices in urban design and downtown revitalization, creating conditions that foster retail prosperity and attract pedestrian activity.
- An update should ensure that the Zoning Ordinance is consistent with new developments in case law and best practices (such as the 2015 *Reed vs. Gilbert* court decision).

Summary from previous sections:

- Ensure that the Subdivision and Land Development Ordinance (SALDO) requires that residential development and redevelopment provide short, direct, public right-of-way routes to connect residential uses with nearby neighborhoods, attractions and community facilities.
- Update the SALDO to promote compact, well-connected street design.
- Verify that sidewalk requirements are appropriate and likely to be enforced.
- Ensure that developers who do not provide sidewalks are either responsible for a fee in lieu or may propose alternative pathways, i.e. crushed stone/permeable material trails, in areas where sidewalks may not be necessary (low-density residential subdivisions, industrial parks, etc.).
- Incorporate TOD principles and design suggestions for areas within 1/2 mile of a “T” station in a Zoning Ordinance update, potentially through creation of a TOD overlay.
- Recalibrate dimensional requirements in the Zoning Ordinance for the Brightwood/West Library corridor, such as setback, height, minimum floor area, etc. (It may require redefining the existing zoning district or carving it out as an additional district.)
- Incentivize mixed-use buildings with upper-floor residential and active ground-floor uses. Limit scale of uses.
- Provide design guidelines to illustrate and encourage desired quality of place. (Note: If considering using form or performance as a primary organizing principle of a Zoning Ordinance update, as discussed later in the report, it would be especially appropriate in the the Brightwood/West Library area.)
- Review and evaluate zoning and SALDO best practices for traditional downtown development at the scale and character desired. Considerations might include:
 - » Incentivizing/requiring shared driveways to reduce drive aisle conflict points
 - » Controlling the types, number and size of signs
 - » Prohibiting the use of space between a building frontage and the street for parking
 - » Prohibiting franchise architecture
 - » Requiring screening for service/trash areas
 - » Providing for sidewalk cafes
 - » Creating a streamlined pre-approval process for desired building types
- Complete SALDO updates for consistency with the Comprehensive Plan and Zoning Ordinance.
- Update the Zoning Ordinance to create a base or overlay district providing for specific conditions within the Industrial Park, to address building height, parking, signs, lighting, stormwater management and other issues.
- Consider reducing (or eliminating) minimum lot sizes and large minimum yard requirements, especially in areas that are appropriate for more dense and/or mixed-use development. Using gross density instead as a guiding principle allows for more flexibility, allowing the market to respond to consumer demand. In the case of housing, this could increase the economic feasibility of smaller unit sizes such as patio homes in walkable configurations.

- Consider using form, as opposed to use, as a primary regulating principle in certain districts. Form-based codes typically regulate uses by district, but this intent takes a backseat to establishing how the built environment will look and function, via prescriptions for the three-dimensional shapes of buildings and the public realm (building frontage, placement, etc.).
- Train building and fire officials in interpreting the International Existing Building Code (IEBC) to review the renovation or adaptive reuse of older structures.
- Build in incentives to redevelop vacant and/or blighted commercial uses. These could include height or density allowances, fee abatement, review fast-tracking and/or design flexibility.
- Continue open space protections in the ordinance such as the Open Space Overlay. A strong directive from plan input was to limit any further consumption of undeveloped green space within Bethel Park, so to the extent natural areas can be preserved, this should be a priority reflected in the Zoning Ordinance.
- Ensure that the Zoning Ordinance provides flexibility for compatible use mixing in areas where it is appropriate and desired. (For example, a corner coffee shop in a medium-density residential area.) Carry forward C-1 treatment of small vs. large businesses.
- As recommended in the Connectivity chapter, enable transit-oriented development near “T” stations, possibly through a base or overlay district specifically for this purpose. Density, mixed uses and multi-modal connections should be a focus in these areas, with provisions for high-quality pedestrian environments.
- Review and recalibrate parking requirements, ensuring that developers are not required to provide drastically more stalls than the market would. Enable shared parking and other creative approaches to make sure needs are met. Require parking areas of a determined scale to include green features.
- Address the Prohibited Uses Ordinance, which exposes the municipality to legal challenge under the “fair share” doctrine, part of the more general Pennsylvania rule that a zoning ordinance may be held invalid if it is exclusionary in effect.
- Refine use table as a tool for guiding location and scale of future uses by district, given the landscape of existing development and neighborhood-specific goals.
- Revise the Zoning Ordinance to permit “missing middle” housing types in a variety of districts and settings. Many homes at this scale offer low-rise density and diversity that enhances neighborhood character. “Missing middle” refers to types somewhere between large-lot single-family detached homes and large apartment complexes, of which there are many:

- » Patio homes
- » Small-lot single-family homes and townhouses
- » Stacked townhouses and flats
- » Duplexes, triplexes, quadplexes
- » Courtyard housing
- » Small apartment buildings
- Revisit the ordinance’s treatment of “servant’s quarters” and non-paying guest house. These units could be permitted as accessory dwelling units to broaden housing options. Allowing owners to build “granny flats” or rent out garage apartments, for example, drastically expands affordable housing opportunity without changing a neighborhood’s existing character. Accessory dwelling units are gaining popularity in many metropolitan regions, as they offer property owners a way to extend affordable housing to down-sizing older relatives.
- Establish a municipal stance on “limited lodging,” or Airbnb-style temporary rental, and add regulations accordingly in the Zoning Ordinance. Some communities allow homeowners to generate income via limited lodging if it is responsibly managed; others (especially in expensive markets) restrict it to preserve affordable rental housing.
- Update the Zoning Ordinance to allow for incubator/creator space, live/work units and shared workspace, especially in transit-oriented development areas.
- Enable pop-up restaurants and food trucks within defined parameters.
- Ensure that the Zoning Ordinance includes policies that will effectively preserve open space and natural features, specifically those of environmental or ecological significance (including but not limited to wetlands, streams, steep slopes and wooded areas).
- Build incentives into the Zoning Ordinance for infill development, redevelopment and adaptive reuse of existing buildings.
- Revise the Zoning Ordinance to allow community gardens as a principal use.

Summary of Strategies

Connectivity

A transportation network enhanced by increased connectivity and intelligent system management, with more safe and viable alternatives to driving

Strategy 1

Improve the safety and function of road systems within the municipality.

Action	Cost	Timeline	Task Owner
1a Address identified priority road improvements.	\$\$\$\$	◆◆◆◆	Council
1b Identify priority areas for traffic-calming interventions.	\$-\$	◆	PD, PW
1c Seek opportunities to connect neighborhoods.	\$V	◆	Staff

Strategy 2

Expand and connect the sidewalk network within Bethel Park.



Action	Cost	Timeline	Task Owner
2a Develop and annually fund a program to build and improve sidewalks according to the Sidewalk Priority Map.	\$\$\$*	◆◆	Staff, PZC, Council
2b Adopt and implement a Sidewalk Petition Program.	\$\$\$*	◆◆	Staff, Council
2c Review and update Subdivision and Land Development Ordinance for consistency with sidewalk best practices.	\$	◆◆	Staff, PZC, Council

* Capital budget available for sidewalk improvements could be divided among these categories

Strategy 3

Make active transportation choices easier, safer and more pleasant.

Action	Cost	Timeline	Task Owner
3a Develop and adopt a Complete Streets ordinance.	\$	◆◆◆	Staff, Council
3b Work with the Port Authority to advance transit-oriented development.	\$	◆	Staff
3c Extend the trail network within Bethel Park, with a particular emphasis on connecting the Montour Trail with local destinations and other pedestrian and bike thoroughfares.	\$	◆◆◆	MTC, Support from Staff and Council

Vibrant Core

An attractive, walkable downtown area with commercial diversity and regional draw

Strategy 1

Ensure that local regulations enable a downtown retrofit.



Action	Cost	Timeline	Task Owner
1a Update the Zoning Ordinance to allow for traditional downtown mixed-use development.	\$\$\$	◆◆	Staff, PZC, Council
1b Identify and address any provisions of the Zoning Ordinance, Subdivision and Land Development Ordinance or other regulations that conflict with the development of a traditional downtown pattern in this area.	\$\$\$	◆◆	Staff, PZC, Council

Strategy 2

Accelerate redevelopment of the target area as a traditional downtown.

Action	Cost	Timeline	Task Owner
2a Transform the public right-of-way.	\$\$\$\$	◆◆◆◆	Staff, Council
2b Energize the area's transformation.	\$-\$\$	◆◆◆◆	Staff

- \$ Staff time, outside funding < \$5,000
- ◆ Ongoing
- \$\$ \$5,000 to \$20,000
- ◆◆ Short term: 1-2 years
- \$\$\$ \$20,001 to \$100,000
- ◆◆◆ Mid term: 2-5 years
- \$\$\$\$ More than \$100,000
- ◆◆◆◆ Long term: More than 5 years
- \$V Varies depending on project scope

Prosperity

A strong and diverse local economy supported by healthy neighborhoods

Strategy 1

Formalize municipal redevelopment efforts.

HIGH PRIORITY

Action	Cost	Timeline	Task Owner
1a Evaluate establishing a Municipal Economic Development Authority.	\$	◆◆	Staff, Council
1b Develop and adopt an overall economic development strategy for Bethel Park, including the use of development incentive programs.	\$	◆◆	Staff, Council

Strategy 2

Modernize the Industrial Park, make its facilities more accessible and attractive.

Action	Cost	Timeline	Task Owner
2a Partner with the Association to improve the Industrial Park.	\$V	◆	Staff, Council

Strategy 3

Address regulatory barriers to desired development/redevelopment types.

HIGH PRIORITY

Action	Cost	Timeline	Task Owner
3a Calibrate the Zoning Ordinance to make desired redevelopment more feasible, undesired conditions less feasible.	\$\$\$	◆◆	Staff, PZC, Council

Strategy 4

Enable and promote quality housing stock that meets current and future needs.

Action	Cost	Timeline	Task Owner
4a Update the Zoning Ordinance to allow for a broader variety of housing options that will serve changing household demand.	\$\$\$	◆◆	Staff, PZC, Council
4b Improve the transparency and effectiveness of code enforcement.	\$\$\$	◆◆◆	Staff, Council

Strategy 5
Support small business.

HIGH PRIORITY

Action	Cost	Timeline	Task Owner
5a Increase municipal support for a variety of local ventures.	\$	◆	Staff, Council

Strategy 6
Connect with emerging technology.

Action	Cost	Timeline	Task Owner
6a Equip Bethel Park to support advancing technology.	\$V	◆	Staff, Council

Strategy 7
Eliminate blight throughout the community.

HIGH PRIORITY

Action	Cost	Timeline	Task Owner
7a Proactively address blighted properties.	\$	◆	Staff, Council

Resilience

Established protection and enhancement of open space and natural resources

Strategy 1
Mitigate flood risk.

HIGH PRIORITY

Action	Cost	Timeline	Task Owner
1a Provide education on and enforcement of the new Stormwater Management Ordinance.	\$	◆	Staff
1b Strengthen the effectiveness of MS4 compliance activities.	\$\$\$\$	◆	Staff, Council

- \$ Staff time, outside funding < \$5,000
- ◆ Ongoing
- \$\$ \$5,000 to \$20,000
- ◆◆ Short term: 1-2 years
- \$\$\$ \$20,001 to \$100,000
- ◆◆◆ Mid term: 2-5 years
- \$\$\$\$ More than \$100,000
- ◆◆◆◆ Long term: More than 5 years
- \$V Varies depending on project scope

Strategy 2
Keep Bethel Park green.

Action	Cost	Timeline	Task Owner
2a Support and expand the activities of the Shade Tree Commission.	\$ - \$\$	◆	Council
2b Focus development and redevelopment in built-up areas.	\$	◆	PZC, Council
2c Identify opportunities to preserve key properties.	\$V	◆	Staff, Council
2d Conserve energy.	\$ - \$\$	◆◆	Staff, Council
2e Promote waste reduction and recycling participation.	\$V	◆	Council
2f Support local food programs.	\$	◆	Staff

Character

An engaged, educated citizenry that actively cultivates a sense of community, mutual trust and belonging

Strategy 1
Increase citizen engagement in public life.

Action	Cost	Timeline	Task Owner
1a Use technology to facilitate and promote a two-way exchange of information with residents and businesses.	\$ - \$\$	◆◆	Staff, Council
1b Involve more citizens in local decision-making.	\$	◆◆	Council
1c Expand and enhance access to local history and culture.	\$ - \$\$	◆	Staff, Council
1d Facilitate local volunteerism.	\$	◆◆	Staff

Strategy 2
Enable and invest in community-defining enhancements.

Action	Cost	Timeline	Task Owner
2a Create high-impact community gateways to emphasize a sense of local identity and pride.	\$\$\$	◆◆◆◆	Staff, Council
2b Create a community that is intentionally age-inclusive.	\$V	◆	Staff, PZC, Council
2c Promote the creation of “third places.”	\$ - \$\$	◆	Staff, Council

Investment

Continued provision of capital improvements and public facilities and services that enhance quality of life

Strategy 1

Anticipate and complete facility upgrades as needed.

Action	Cost	Timeline	Task Owner
1a Coordinate operation and maintenance and improvement priorities with sewage treatment agencies.	\$V	◆	Council
1b Implement recommendations of the 2016 Parks Assessment	\$\$\$\$	◆◆◆◆	Staff, Council
1c Monitor use of new splash pad facilities and ongoing public preferences regarding public aquatics facilities	\$	◆◆◆	Council

Strategy 2

Calibrate services to meet needs and demand.

Action	Cost	Timeline	Task Owner
2a Broaden access to and appeal of recreation programming.	\$	◆	Staff

Strategy 3

Improve efficiency and effectiveness of public services.



Action	Cost	Timeline	Task Owner
3a Ensure consistency of budget with policy priorities.	\$	◆	Council
3b Coordinate service delivery across agencies.	\$	◆	Staff

Strategy 4

Address emerging public health issues.

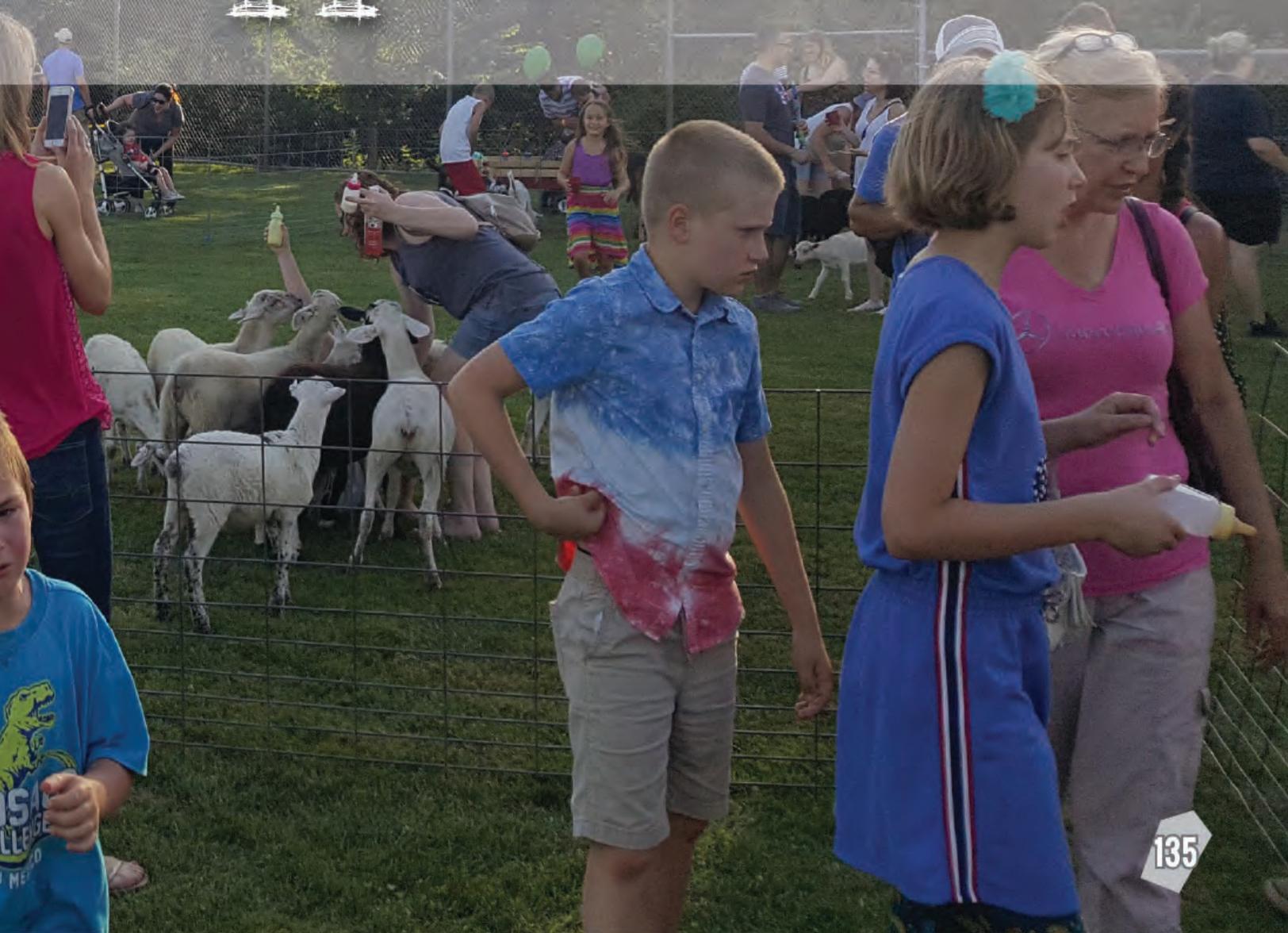
Action	Cost	Timeline	Task Owner
4a Help connect residents with health and human services.	\$	◆	Staff, Council

- \$ Staff time, outside funding < \$5,000
- ◆ Ongoing
- \$\$ \$5,000 to \$20,000
- ◆◆ Short term: 1-2 years
- \$\$\$ \$20,001 to \$100,000
- ◆◆◆ Mid term: 2-5 years
- \$\$\$\$ More than \$100,000
- ◆◆◆◆ Long term: More than 5 years
- \$V Varies depending on project scope



Photo: Mackin

Appendices



The Planning Process

Bethel Park's Municipal Council initiated an update to the 2010 Comprehensive Plan to continue proactively charting a course for future stability and prosperity and to provide a fact base to inform the location, timing and type of future development. Additionally, the plan was intended to provide local leaders with a clear sense of direction based on robust community outreach. The PA Municipalities Planning Code requires that municipal comprehensive plans be reviewed at least every 10 years.

This plan ultimately belongs to the residents of Bethel Park. Understanding this, appointed a diverse volunteer Steering Committee to lead the development of the plan, which was facilitated by Mackin Engineering Company. The Steering Committee met monthly throughout the plan's development with the following responsibilities:

- Identify opportunities for public and stakeholder outreach, helping ensure that participation is as expansive, accessible and inclusive as possible
- Provide direction for the planning process and how to frame and explore the key local issues it reveals
- Review and synthesize plan research, public and stakeholder outreach to form a commonly shared vision, community development objectives and priority strategies.

It was important to the Steering Committee and Council that the development of the plan be as transparent as possible, so all plan meetings were advertised and open to the public.

The process unfolded according to the timeline on the opposite page, focusing heavily on public and stakeholder outreach during the first half of the process (See Page 126 for details). This was intentional on the part of the Steering Committee, whose members preferred to gather as much feedback as possible before forming opinions about a consensus community vision or priorities for the municipality in the long term. The group carefully reviewed both quantitative survey results as well as more than 1,000 qualitative comments submitted for their review.

The major components of the plan — vision, objectives, strategies and future land use map — were presented to the public at the March public meeting, which was streamed live and allowed for remote participation. Public feedback factors into this draft of the plan, and it will continue to shape the document prior to its official adoption by Council following a 45-day public and agency review period and final public hearing.

Following adoption will come the most exciting part of the process: Implementation, carrying forward the momentum of partnerships and projects discussed as the plan began to unfold.

Public and Stakeholder Outreach

Blueprint Bethel Park involved a concerted effort to engage as many citizens and stakeholder groups as possible. The municipality used the following means to disseminate and collect information through the planning process.

Community events

Blueprint Bethel Park conducted various forms of outreach on topics both broad and specific at the following events:

- July 4 Spectacular (2018)
- Farmers' Market (August 2018)
- Flood Relief Fun Festival (August 2018)
- Community Day (September 2018)
- Tree Lighting Ceremony (December 2018)
- Gold Card Club Valentine's Day Event (2019)

Web presence

The plan's website served as its central public clearinghouse for information and updates. It also provided a lively discussion forum and hosted three public surveys. *Blueprintbethelpark.com* went live early in the process and was regularly updated with new events and plan developments.

The plan also had its own social media pages on Facebook and Instagram. The Facebook page became a reliable means of reaching many residents with surveys and announcements, including the advertising of the second public meeting. The ad reached more than 4,200 users living, working in or visiting the municipality. Cross-posting with established social media groups within the community boosted the plan's signal.



Young residents provide input at Community Day



Attendees of a March 2019 public meeting weighed in on priority goals

Public meetings

Two public meetings collected input during the planning process:

- **Town Hall** (October 15, 2018): Following a well-attended presentation of updates from municipal department heads, the comprehensive plan comprised the evening's second half, involving a presentation about the plan and a live polling exercise. Attendees voted on priority issues facing Bethel Park during the next 10 years.
- **Public Meeting** (March 14, 2019): This single-purpose meeting held at the Community Center allowed interested citizens and stakeholders the opportunity to respond to developing plan materials, including a draft vision statement, community development objectives and future land use map.

In addition to submitting ideas via text message to form live word clouds shown on screen, participants voted on the importance of draft strategies by inserting a limited provided amount of "Bethel Bucks" among them. The public's selection of priorities using this exercise tracks closely with the "high-priority" goals chosen by the Steering Committee.

The second public meeting benefited from a variety of publicity efforts, including a meeting preview in *The Almanac*, posters and flyers distributed around the community, advertisement at the Community Center and paid social media advertising.

Stakeholder engagement

In addition to individual interviews with people and organizations the Steering Committee determined could provide valuable expertise and perspective, planners conducted the following focus groups:

- Independence Middle School Student Council
- Brightwood/West Library Corridor Property Owners
- Bethel Park Industrial Park
- Bethel Park Chamber of Commerce
- Rotary Club of Bethel Park



BLUEPRINT BETHEL PARK

How should the community develop during the next 10 years?
You decide.

The plan website hosted updates at BlueprintBethelPark.com.

Surveys

Three major public surveys generated a valuable volume of results that the Steering Committee carefully reviewed and weighed during its discussions. Results were collected both online and on paper. Hard copies were made available at meetings and community events as well as select locations, such as the Municipal Building and Community Center. Online surveys were available at *BlueprintBethelPark.com* and heavily promoted using social media.

Results of all three surveys are included as a companion document to the plan, including all (anonymous) comments submitted.

- **Preliminary Survey:** Open August 9, 2018, to April 22, 2019. 154 responses.
- **Community Assets Survey:** Open October 1, 2018, to February 6, 2019. 485 responses.
- **Vision and Objectives Survey:** Open February 6, 2019 to April 22, 2019. 269 responses.

Additional Provisions

This section includes themes and language incorporated into Bethel Park's comprehensive plan to comply with Pennsylvania's Municipalities Planning Code (MPC). The Code was the primary framework for the plan's formulation, and its process was designed to satisfy and exceed MPC requirements.

Adjacent communities

As per Article III, Section 301 (5) of the MPC, the relationship of the existing and proposed development in Bethel Park should be analyzed in relation to the existing and proposed development in adjacent communities and the region. The planning process for Bethel Park involved review and consideration of the following documents:

- "Smart Moves: For a Changing Region," Southwestern Pennsylvania Commission regional long-range transportation and development plan. DRAFT edition reviewed May 2019. Select long-range projects are beyond the 10-year horizon of *Blueprint Bethel Park*, but are consistent with its land-use and transportation goals. The municipality's intentions to expand mode shift and promote active transportation also support regional goals.
- "Allegheny Places," County Comprehensive Plan, 2008. *Blueprint Bethel Park* localizes many of the plan's goals, particularly related to economic development, housing and parks, open space and greenways.

The county's future land use map identifies Bethel Church Road south of South Hills Village as a future "corridor," defined as "relatively intense mixed-use hubs" with good transportation access. The municipality's future land use map includes a variety of designations within that area, some of which is still envisioned as remaining single-family residential. Otherwise, areas the county envisions as future greenways are current public parks or located along the Montour Trail, all of which the municipality intends to preserve and enhance during the next 10 years.

- "Baldwin Borough Comprehensive Plan," updated in 2015.
- Castle Shannon Borough Comprehensive Plan, adopted in 1996.
- "Elevate Mt. Lebanon," adopted in 2013.
- "Plan Peters," adopted in 2013.
- South Park Township Comprehensive Plan, updated in 2005.
- "Investing in Our Quality of Life: 10-Year Community Vision." Upper St. Clair Township, adopted in 2015.
- *No plan was located for Whitehall Borough.*

Interrelationship

The synthesis of interrelated activities to resolve issues and problems is an important foundation to good community planning. In this regard, there are linkages among the elements, goals and action items of the *Blueprint Bethel Park*. The organization of the document supports this: Issues are examined at the intersection of all of their components (housing, environmental impact, transportation, etc.) rather than considered in isolation.

State water plan

In recognition of the Pennsylvania Municipalities Planning Code, Article III, Section 301 (b), *Blueprint Bethel Park* supports efforts to provide a reliable supply of water and provisions aimed at adequately protecting water supply sources. These should be developed in consideration of current and future water resources availability and its uses and limitations. The Comprehensive Plan is in conformance with the Pennsylvania State Water and recognizes that:

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

Redevelopment Administration and Finance

Pennsylvania municipal authority primer

In Pennsylvania, authorities are bodies corporate and politic authorized to acquire, construct, improve, maintain and operate projects, and to borrow money and issue bonds to finance them. An authority can be established by ordinance by any municipality. The governing body of the parent unit of local government appoints the members of the authority's board. If incorporated by one unit, the board has five members.

Relevant types

- **Economic development authorities** represent the smallest category of authority across the state, in terms of numbers of projects, total revenues and outstanding debt. These authorities are involved in tourist promotion, economic development promotion, industrial parks and small business incubator projects.
 - **Redevelopment authorities** are governed by 35 P.S. PA ST Ch. 18A, Urban Redevelopment Law. They have the power to condemn properties in designated blighted areas under eminent domain and to clear the land and resell it to private interests for redevelopment. Additionally, Act 33 of 2018 authorized certain counties and municipalities to designate their redevelopment authorities to act as their land banks.
- Redevelopment authorities may be organized only by cities and counties; however, the Urban Redevelopment Law defines "city" to also include *any borough with a population large enough to qualify for a charter as a city, separately from any town, township or other borough, under section 201 of the act of June 23, 1931 (P.L. 932, No. 317),² known as "The Third Class City Code."* As a home rule municipality with its own charter, Bethel Park can exercise any power or perform any function not denied by the state constitution, the General Assembly or its charter. The municipal solicitor should determine whether Bethel Park can legally organize its own redevelopment authority.
- **Business district authorities** are generally small authorities that operate within designated business improvement districts within commercial areas, develop a plan for the improvements and administrative services and, with the approval of the municipal governing body, levy assessments to pay their costs. Business improvements are capital improvements designed to make the district more commercially attractive and functional, including sidewalks, street paving, street lighting, parking facilities, trees and plantings, pedestrian walks, sewers, waterlines, rest areas and rehabilitation or clearance of blighted structures.

- **Industrial and commercial development authorities** are governed by 73 P.S. 371, Economic Development Financing Law. They finance, construct and lease projects for industrial or commercial development using tax exempt revenue bonds. Projects could include manufacturing, research and development, warehouse, distribution and headquarters facilities and tourist and recreation complexes, wholesale, retail and mercantile facilities, office buildings, hotels or motels, shopping centers, department stores and headquarters facilities.

—*“Municipal Authorities in Pennsylvania, Ninth Edition.”*
Governor’s Center for Local Government Services, PA DCED

Case studies

- The **Mt. Lebanon Industrial Development Authority** (IDA), incorporated in 2006, exists to enhance and promote development, redevelopment and economic activities and fund a wide variety of projects, including housing, commercial and industrial development, to create public infrastructure and mass transit systems, or to fund education and health care facilities.
- Ashley Borough (Luzerne County) created a seven-member **Economic Development Authority** in 2018 to implement an “enhanced development plan” for the community through making business and economic improvements and providing administrative services.
- The **Moon Industrial Development Authority** was created in 1980 to provide tax-exempt financing for qualifying project construction. MIDA can offer low interest costs because the interest on the loans it obtains is exempt from federal and state taxes.
- The City of Chester created the **Chester Economic Development Authority** in 1995 to serve as the administrative agent for the city’s economic, housing and community development programs. The authority works to promote business growth and attract new investment.

Toolbox: Tax abatement and improvement district programs

Local Economic Revitalization Tax Assistance

The Local Economic Revitalization Tax Assistance (LERTA) Act enables communities to facilitate revitalization of deteriorated properties within designated areas. It allows local taxing bodies to exempt improvements to certain deteriorated industrial, commercial and other business property. The program provides up to 10 years of real property tax exemption for all or a portion of increased assessment attributable to the cost of either new construction or improvements made to eligible properties. The municipality would need to establish a LERTA program in partnership with Allegheny County and Bethel Park School District.

Tax Increment Financing

Tax increment financing (TIF) allows for the capture of increases in property taxes resulting from new development to pay for public improvements. All or a portion of new tax revenues generated above the initial tax base can be diverted to fund eligible project costs. Typically, an eligible authority of the sponsoring municipality issues a revenue bond to provide up-front financing. Investments can also be reimbursed from the flow of annual tax revenues diverted and captured within the district.

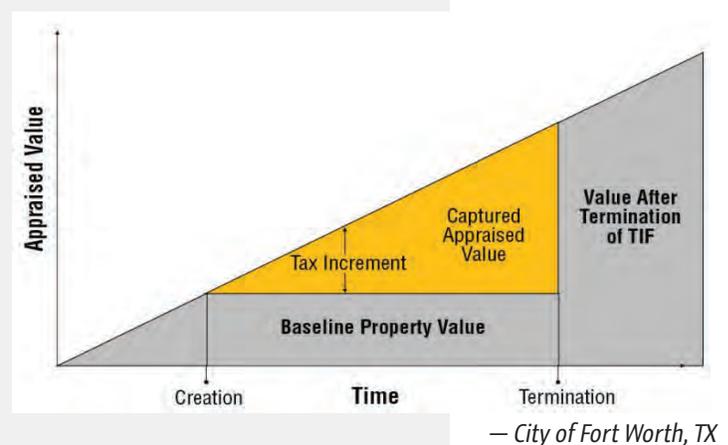
Creation of a TIF district could facilitate implementation of large-scale redevelopment plans. TIF can be utilized to fund a portion of necessary public improvements, including both site-specific and district-wide infrastructure upgrades. This local funding can be leveraged in an effort to attract other public funding assistance. The nearest TIF project to Bethel Park is Castle Shannon's Brentwood Town Square. TIF financing was also involved in The Waterfront (Homestead/West Homestead/Munhall), South Side Works and Bakery Square (Pittsburgh), Robinson Mall (Robinson) and Mt. Nebo Pointe (Ohio Township), among others.

Business/Neighborhood Improvement District

These districts, enabled by state law, enable property owners and businesses in a defined geographic area to jointly plan and manage a funding source (special assessments) for improvements that will benefit the area.

A business improvement district could finance features and services beyond what the municipality can afford, such as capital improvements, streetscape beautification or marketing/research services, while promoting a sense of unity and pride among participants. This could be especially effective in concert with other efforts to create a traditional walkable downtown in the West Library/Brightwood vicinity.

Figure 28: TIF Timeline



Funding sources

Grants and loans

AARP Livable Community Challenge (<https://www.aarp.org/livable-communities/about/info-2017/aarp-community-challenge-submission-instructions.html>)

This “quick action” grant program seeks to improve housing, transportation, public space, smart cities and other community elements. Grants range from several hundred to several thousand dollars.

Allegheny County Community Infrastructure and Tourism Fund (<https://www.alleghenycounty.us/economic-development/authorities/citf-grant.aspx>)

This source offers financial assistance to facilitate economic development through infrastructure assistance, to stabilize or correct existing infrastructure or to plan and prepare sites and buildings for future use.

Allegheny County Gaming Economic Development Fund (<https://www.alleghenycounty.us/economic-development/authorities/gedf-fund.aspx>)

This fund supports large (budget \$500,000+) economic development projects, infrastructure, job training, community improvements, public safety and public interest projects.

Allegheny Together

This program, seeking new municipal applicants for 2019, provides downtown-based communities with a host of dynamic services aimed toward the sustainable revitalization of their business districts over a three-year period. Selection is a competitive process. The annual application cycle begins in May. Details are available through the Department of Economic Development.

American Greenways Eastman Kodak Awards (conservationfund.org)

The program provides small grants of \$500 to \$2,500 to groups and individuals planning and designing greenways throughout the United States. Grants can be used to cover planning, technical assistance, legal or other costs associated with greenway projects. Grants may not be used for academic research, general institutional support, lobbying, or political activities. The deadline for submitting applications is June 1, and awards will be presented in early fall.

American Hiking Society’s National Trails Fund (www.americanhiking.org/NTF/)

American Hiking Society’s National Trails Fund is the only privately funded national grants program dedicated solely to building and protecting hiking trails. Created in response to the growing backlog of trail maintenance projects, the National Trails Fund has helped hundreds of grassroots organizations acquire the resources needed to protect America’s cherished hiking trails. To date, American Hiking Society has funded 174 trail projects by awarding over \$500,000 in National Trails Fund grants. Only non-profits with 501(c)(3) designations and AHS Alliance Members are ELIGIBLE to apply.

Appalachian Regional Commission (www.arc.gov)

Supplemental infrastructure grants for projects funded through other federal programs \$100-\$300K (50% of program; unless access roads than will fund 80%). Applicants may be nonprofit economic development organizations or municipalities.

Authority for Improvement in Municipalities

(alleghenycounty.us/economic/communities/grantsloans.aspx)

This source provides low-interest loans for Allegheny County municipalities to obtain capital improvements and equipment.

Bike Belong Coalition Grants Program (bikesbelong.org/)

The Bikes Belong Coalition is sponsored by the bicycle industry, with the mission of putting more people on bicycles more often. The Bikes Belong Coalition Grants Program provides grants of up to \$10,000 to nonprofit organizations and public agencies at the national, regional, and local level for facility, capacity, and education projects. Priority is given to organizations that are directly involved in building coalitions for bicycling by collaborating the efforts of bicycle industry and advocacy groups. Requests are reviewed quarterly, please see the website each year for application deadlines and guidelines.

Claneil Foundation, Inc. (www.claneilfoundation.org/mission.php)

Purpose and activities: Giving primarily for the arts, education, health, the environment, and community development in Pennsylvania. Contact: Executive Director Cathy M. Weiss

630 W. Germantown Pike, Ste. 400 Plymouth Meeting, PA 19462-1059

Coca-Cola Foundation Public Space Grant (bingrant.org/public-space-grant-overview/)

The Coca-Cola/KAB Recycling Bin Grant Program supports local community recycling initiatives by providing selected grant recipients with receptacles

for the collection of beverage container recyclables in public settings. Grant recipients will receive actual recycling bins instead of funding.

Community Development Block Grant (CDBG) (www.newpa.com/find-and-apply-for-funding/funding-and-program-finder/community-development-block-grant-cdbg)

Grants and technical assistance for federal designated municipalities for any type of community development, such as housing rehabilitation, public services, community facilities, infrastructure improvement, development and planning. Eligibility is two components: entitlement program, which provides annual funding to designated municipalities, and the competitive program, available to all non-federal entitlement municipalities. Entitlement funding is set by formula. Competitive Program is \$500,000 maximum. Seventy percent of each grant must be used for activities that benefit low- and moderate-income persons.

Congestion Mitigation and Air Quality Improvement (CMAQ) Program (http://www.fhwa.dot.gov/environment/air_quality/cmaq/)

Jointly administered by the Federal Highway Administration (FHWA) and the Federal Transit Administration (FTA), the Congestion Mitigation and Air Quality Improvement (CMAQ) Program provides a flexible funding source for transportation projects and programs that help improve air quality and reduce congestion.

Conservation Easement Assistance Program (conserveland.org/ceap/guidelines)

The Conservation Easement Assistance Program provides small grants to conservation organizations to help cover the costs of conservation as well as trail and fishing access easements; amending and restating older easements; establishing or updating baseline documentation; and installing signs on eased properties. The program seeks to increase the quantity of easements and special places protected and increase the quality and long-term viability of easements.

Do Something Seed Grants (www.dosomething.org/)

DoSomething.Org provides \$500 Do Something Seed Grants every week to individuals ages 25 or under for community action projects or programs.

Fiskars Project Orange Thumb (www2.fiskars.com/Community/Project-Orange-Thumb)

Fiskars believes in contributing to the growing community garden effort and all it represents — creative expression, beautiful outdoor spaces, civic and community collaboration, healthy hand-grown food and sustainable living. To help support the community garden movement, we've created Project Orange Thumb. Since its inception, Fiskars' Project Orange Thumb has provided over \$1.3 million to 140 community groups and helped to complete fourteen garden makeovers in the U.S. and Canada. Winners receive \$5,000 in cash and tools to help support their goals of neighborhood beautification and horticulture education, and one lucky applicant will receive a complete garden makeover.

Gannett Foundation Community Action Grant (www.gannettfoundation.org/guidelines.htm)

The Gannett Foundation supports local organizations in communities served by Gannett Co., Inc. Our community action grant priorities include education, neighborhood improvement, economic development, youth development, problem-solving, assistance to disadvantaged people, conservation and cultural enrichment. Our average grant amount is in the \$1,000 to \$5,000 range. We consider grant applications twice a year.

GardenABC's (gardenabcs.com/Grants.html)

To help you get funding for your garden project, we're keeping track of every youth and community garden grant we come across. Interested persons can sign up to receive the GardenABC's monthly e-mail or visit the website, which provides links to a variety of grant and resource sites.

Home Depot Foundation (www.homedepotfoundation.org/)

The Home Depot Foundation was created in 2002 to further the community building goals of The Home Depot Company by providing additional resources to assist nonprofit organizations throughout the United States and Canada. To better support its mission, The Home Depot Foundation will award most of its grants by directly soliciting proposals from high-performing nonprofit organizations with the demonstrated ability to create strong partnerships, impact multiple communities and leverage grant resources. In order to identify potential future nonprofit partners or respond to unique community revitalization opportunities, a limited amount of funding is set aside to be awarded through a competitive process. Preference will be given to grant requests that offer volunteerism opportunities and encourage community engagement.

Keep Pennsylvania Beautiful (keepbeautiful.org/GrantsAwards/FreshPaintDays.aspx)

Fresh Paint Days Pennsylvania is a program designed to provide community groups with paint and painting supplies enabling them to renew a community structure in need into something beautiful through the application of fresh paint and a lot of elbow grease. This annual event is held in partnership with support from BEHR and The Home Depot. During a month-long period, eight grant awardees along with their volunteers will be eligible for up to 20 gallons of exterior paint and \$75 for painting supplies. Any tax-exempt group within the Commonwealth of Pennsylvania is invited to apply. Private property owners or individual applicants are not eligible.

Kresge Foundation Arts and Culture Program (www.kresge.org/programs/arts-culture)

Projects designed to revitalize neighborhoods or improve the conditions of low-income people work best when arts and cultural activities are fully integrated and a part of a comprehensive community strategy. Through a collective approach, we will invest and share in our local partners' aspirations for resilient, thriving and equitable places.

Laurel Foundation (www.laurelfdn.org/grants_program.html)

Since inception in 1951, Laurel Foundation has concentrated its grantmaking in Pittsburgh and southwestern Pennsylvania. With an emphasis on outcomes and accountability, grants will focus on programs that offer long-term benefits for participants and the community. The Foundation favors programs that foster individual responsibility and self-sufficiency, exhibit a commitment to sound fiscal and program management, implement collaborative efforts, and demonstrate measurable outcomes. The Foundation awards grants only to organizations that are classified as tax-exempt under section 501(c)(3) of the Internal Revenue Code. Individuals are not eligible for funding, nor are grants made for scholarships or fellowships. Social and cultural organizations whose services fall outside the Greater Pittsburgh area are not encouraged to submit a request. Laurel Foundation does not ordinarily approve multi-year grants, preferring instead to monitor the status of a program prior to additional funding approval.

Local Government Academy – Multi-Municipal Planning and Community Sustainability Grant (www.localgovernmentacademy.org/main.asp?ID=40)

To date, more than \$500,000 in grants have been awarded to more than 30 groups of municipalities. The purpose of this program is to support the creation and implementation of multi-municipal plans in conformance with the Pennsylvania Municipalities Planning Code (MPC). Applicants are eligible for grants up to \$8,500 per municipality for one or more of the following:

- Multi-municipal comprehensive planning;
- Implementing multi-municipal planning priorities;
- Community sustainability assessments by individual or teams of municipalities

National Endowment for the Arts - Our Town Program (www.arts.gov/grants/apply/OurTown/index.html)

Grants ranging from \$25,000 to \$200,000 available to support creative placemaking projects in rural communities. Town will invest in creative and innovative projects in which communities, together with their arts and design organizations and artists, seek to:

- Improve their quality of life;
- Encourage greater creative activity;
- Foster stronger community identity and a sense of place; and
- Revitalize economic development.

National Gardening Association (grants.kidsgardening.org)

The NGA offers several grant programs for community and youth gardens.

Neighborhood Assistance, Neighborhood Partnership Program (NAP/NPP)(www.newpa.com/find-and-apply-for-funding/funding-and-program-finder/neighborhood-assistance-neighborhood-partnersh)

Fosters the development of collaborations among business firms, neighborhood organizations, local government entities and residents to encourage high impact long term investments in distressed areas. Projects must fall under one of the following categories: affordable housing, education, health and social services, community economic development, job training, crime prevention and neighborhood assistance. Sponsorship consists of contributing a substantial amount of cash (minimum \$50,000) per year for a minimum period of five years. Tax credit equals 75 percent of approved project. Total tax credit is limited to \$500,000 annually.

Outdoor Nation—Paddle Nation Project Grants Program (www.outdoornation.org/grants)

Paddle Nation Projects Grants support pioneering projects and initiatives that are youth-developed and that result in increased paddling participation. Projects

should reinforce the idea that recreational paddling is one of the most accessible and impactful ways in which young Americans are introduced to the outdoors. Applications are being accepted from individuals between the ages of 18 and 28 and 501c3 non-profits.

Outdoor Nation—Take Me Fishing (www.outdoornation.org/grants)

The Take Me Fishing Awards support pioneering projects and initiatives that are youth-developed that result in increased fishing participation. Projects should reinforce the idea that recreational fishing is one of the first and most important ways in which young Americans are introduced to the outdoors. Applications are being accepted from individuals between the ages of 18 and 28 and 501c3 non-profits.

PA Conservation Corps ([http://www.paworkforce.state.pa.us/portal/server.pt/community/grants/14632/pennsylvania_conservation_corps_\(pcc\)_project_grant_program/598231](http://www.paworkforce.state.pa.us/portal/server.pt/community/grants/14632/pennsylvania_conservation_corps_(pcc)_project_grant_program/598231))

Local political subdivisions may apply for PCC grants to carry out projects related to conservation, recreation and historical preservation. Non-profit agencies in cities of the first class may also apply, but only for projects related to graffiti removal and the repair of institutional vandalism. Grantees receive the services of a PCC crew for one year, and may also receive up to \$15,000 for the purchase of necessary materials and contracted services. Political subdivisions must supply a 25-percent cash match. Applications are available in October, and must be submitted by the following January. Projects begin on July 1 and end on June 30.

Pennsylvania Council on the Arts (PCA) (www.pacouncilonthearts.org/)

At established deadlines throughout the year, the PCA accepts applications for state arts funding from arts organizations, non-arts organizations with arts programs or arts projects, schools, school districts, intermediate units and other educational settings, and other entities through nonprofit conduit organizations.

Pennsylvania Department of Community and Economic Development—Infrastructure Development Program (www.newpa.com/find-and-apply-for-funding/funding-and-program-finder/infrastructure-development-program)

Grant and low-interest loan financing for public and private infrastructure improvements including Transportation facilities, airports; Clearing and preparation of land and environmental remediation; Water and sewer systems, storm sewers; Energy facilities; Parking facilities; Bridges, waterways; Rail and Port facilities; At former industrial sites only: land and building acquisition, construction and renovation by private developers; Telecommunications infrastructure. Provides loans and grants up to \$1.25 million; no more than 20% of the annual appropriation for a single municipality.

Pennsylvania Department of Community and Economic Development—Keystone Communities Program (www.newpa.com/find-and-apply-for-funding/funding-and-program-finder/keystone-communities-program)

Assists Pennsylvania's communities in achieving revitalization. The program designates and funds communities that are implementing Main Street, Elm Street, Enterprise Zone efforts or other community development efforts by supporting physical improvements and/or other communities that are undertaking revitalization activities within the community., provides accessible modifications for the homes of persons with physical disabilities.

Pennsylvania Department of Community and Economic Development—Municipal Assistance Program (MAP) (<http://www.newpa.com/find-and-apply-for-funding/funding-and-program-finder/municipal-assistance-program>)

Provides funding to assist local governments to plan for and efficiently implement a variety of services and improvements, and soundly manage development with an emphasis on intergovernmental approaches. Funding is available for three groups of activities:

shared services; community planning; and floodplain management. MAP funds up to 50% of eligible costs. Counties and municipalities may apply; shared service activities require two or more participating municipalities.

Pennsylvania Department of Conservation and Natural Resources—Community Conservation Partnership Program (C2P2) (www.dcnr.state.pa.us/brc/grants/index.aspx)

The DCNR Bureau of Recreation and Conservation (BRC) builds connections between the citizens and the outdoors through recreation enhancement, natural resources conservation and community revitalization efforts. BRC partners with communities and organizations across Pennsylvania to provide technical assistance and financial support for these efforts.

Pennsylvania Department of Environmental Protection—Environmental Education Grants (www.portal.state.pa.us/portal/server.pt/community/environmental_education/13903/grants/588549)

Administered through DEP, the funds are used for projects ranging from creative, hands-on lessons for students, teacher training programs, and outdoor learning resources education for adults. The program funds environmental education projects that address: Watersheds; Air Quality; Brownfields; Energy Education; Environmental Literacy; Formal and Non-formal EE Certification; STEM Education; Curriculum Revision or Integration; and Other Environment and Ecology Topics.

Pennsylvania Department of Environmental Protection—Growing Greener (www.depweb.state.pa.us/portal/server.pt/community/growing_greener/13958)

PADEP offers Watershed Protection and Surface Mining Conservation and Reclamation grants to municipalities, watershed organizations, nonprofit organizations, educational institutions, and municipal authorities.

PennDOT Multimodal Transportation Fund Grant (<https://www.penndot.gov/ProjectAndPrograms/MultimodalProgram/Pages/default.aspx>)

In addition to other aims, this source establishes dedicated funding for bicycle and pedestrian improvements and allows targeted funding for priority investments in any mode.

Pennsylvania Fish and Boat Commission (PFBC) (<http://www.fish.state.pa.us/grants.htm>)

The Commission has a number of grant programs that provide funding in support of fishing, boating and aquatic resource conservation; including the Boating Facility Grant Program, the Boating Infrastructure Grant Program, and the Coldwater Heritage Partnership.

Pennsylvania Historical & Museum Commission—Historic Preservation Program (www.portal.state.pa.us/portal/server.pt/community/grants_and_funding/3748)

The Keystone Historic Preservation Grant program provides funding support for projects that identify, preserve, promote and protect historic and archaeological resources. Maximum grant award from PHMC to an organization is \$25,000. Grants require a 50/50 cash match.

Pennsylvania Humanities Council (www.pahumanities.org/programs/grants.php)

Humanities Grants foster collaborative learning through public projects that involve humanities experts and feature a strong discussion component. Examples of humanities projects include discussion groups exploring books or films, workshops, walking tours, panel discussions, exhibitions with interpretive programs, and craft demonstrations integrating conversations about the craft. Humanities Grants are available to all nonprofits, including arts organizations, history groups and public libraries.

Pennsylvania Safe Routes to School Program (www.saferoutespa.org/)

Safe Routes to School is a federal initiative that helps to enable and encourage students, including those with disabilities, to walk or bicycle to school. Safe Routes to School (SRTS) programs are built on collaborative partnerships among many stakeholders, including educators, parents, students, elected

officials, engineers, community planners, business and community leaders, health officials, and bicycle and pedestrian advocates. Since 2005, the federal government has provided funding for all 50 states and the District of Columbia to implement a SRTS program. In Pennsylvania, the Department of Transportation is responsible for encouraging, promoting, and supporting SRTS activities across the state.

PENNVEST (<http://www.portal.state.pa.us/portal/server.pt/community/pennvest/9242>)

PENNVEST has been empowered by Pennsylvania state law, Pennsylvania Infrastructure Investment Authority Act 16 of 1988, to administer and finance the Clean Water State Revolving Fund (CWSRF) and the Drinking Water State Revolving Fund (DWSRF) pursuant to the federal Water Quality Act of 1987, as well as to administer the American Recovery and Reinvestment Act of 2009 (ARRA) funds. PENNVEST also finances, through the issuance of special obligation revenue bonds, water management, solid waste disposal, sewage treatment and pollution control projects undertaken by or on behalf of private entities.

Pew Charitable Trusts (www.pewtrusts.com/grants/)

The Pew Charitable Trusts, based in Philadelphia, are a national philanthropy established 48 years ago. Through their grantmaking, the Trusts seek to encourage individual development and personal achievement, cross-disciplinary problem solving and innovative, practical approaches to meeting the changing needs of a global community. Each year, the Trusts make grants of about \$180 million to between 400 and 500 nonprofit organizations in six areas: culture, education, environment, health and human services, public policy, and religion. In addition, the Venture Fund supports independent projects outside of these six areas that take an interdisciplinary approach to broad issues of significant interest or concern. In particular, the Culture program selectively supports programs for artists and cultural organizations in Philadelphia and has funded history interpretive programs—the Heritage Investment Program has provided technical assistance and challenge grants to

historic sites in Philadelphia and the region, and the Philadelphia History Exhibitions Initiative has assisted Philadelphia-area history museums in producing high-quality, innovative exhibitions. Such programs could be used to fund interpretation of trail related historic resources and sites.

Port of Pittsburgh Commission (www.port.pittsburgh.pa.us/home)

The Port of Pittsburgh Commission has created a small grants program, of \$5,000 to \$20,000, for non-profits and local units of government in southwestern Pennsylvania. The grants may be used for sustainable, port-related economic development projects. Projects may be educational, recreational, environmental or touristic in nature or support some other economic development activities related to the rivers or streams of the 12-county Port of Pittsburgh district.

State Farm Good Neighbor Citizenship Company Grants (www.statefarm.com/aboutus/community/grants/company/company.asp)

The State Farm Companies Foundation provides grants to municipalities, nonprofit organizations, volunteer fire companies, and chambers of commerce. Safety grants are available for auto and roadway safety and community development grants are available for community revitalization and economic development.

Surdna Foundation (www.surdna.org/)

The Surdna Foundation seeks to foster sustainable communities in the United States - communities guided by principles of social justice and distinguished by healthy environments, strong local economies and thriving cultures. We seek to dismantle the structural barriers that limit opportunity for many, helping to create communities that are prosperous, culturally enriching, and sustainable. Grants are offered in three areas: sustainable environments, strong local economies, and thriving cultures. The Surdna Foundation accepts letters of inquiry on a rolling basis and invites a limited number of applicants to submit a full proposal.

Target Store Grants – Arts Grants (sites.target.com/site/en/company/page.jsp?contentId=WCMP04-031819)

Funds arts programs that bring the arts to schools or make it affordable for youth and families to participate in cultural experiences, such as school touring programs, field trips to the theater or symphony, or artists residencies and workshops in schools.

The North Face Explore Fund (explorefund.org/)

The Explore Fund will support organizations that encourage youth outdoor participation, focusing primarily on creating more connections of children to nature, increasing access to both front & backcountry recreation, as well as providing education for both personal & environmental health. Grants will be given up to \$2,500.

Three Rivers Community Foundation (<http://trcfwpa.org/>)

Three Rivers Community Foundation in southwestern Pennsylvania is the region's only grantmaker dedicated solely to social change and justice. The Foundation's key issue areas include: Disability Rights; Economic Justice; the Environment; Racial Justice; Women, Youth, and Families; Lesbian, Gay, Bisexual, and Transgender Issues. In addition to making grants of up to \$4,000 in these action areas, TRCF also makes small Special Opportunity Grants of up to \$500 throughout the year for unanticipated opportunities that may arise, for which organizations did not budget.

Western PA Conservancy and Dominion
(WaterLandLife.org/112)

Watershed grants; operating, restoration and promotion (\$1000- \$5000).

LABOR

Local Government Academy Municipal Intern Program (localgovernmentacademy.org/interns-and-careers/mip/)

The LGA provides a service to communities by placing students from graduate and undergraduate programs at local colleges and universities in municipalities, authorities and councils of governments to complete 12-week summer internships. LGA assists municipalities in finding an intern as well as paying half of interns' wages.

Student Conservation Association (SCA) (<http://www.thesca.org/>)

SCA offers a Conservation Corps program, where college and graduate students and other qualified participants address specific, urgent conservation challenges. Projects may include mitigating wildland fire risks, eradicating invasive plants while protecting native species, restoring desert lands scarred by off-road vehicles, or providing environmental education in community classrooms. SCA Corps programs, some of which are offered in cooperation with AmeriCorps, run for up to 10 months, and members often share a communal residence.

TECHNICAL ASSISTANCE

Alliance for Biking and Walking (<http://www.peoplepoweredmovement.org/site/>)

Coalition of advocacy organizations focused on strengthening and uniting leaders in bicycle and walking initiatives.

League of American Bicyclists - Bicycle Friendly Community Program (www.bikeleague.org/programs/bicyclefriendlyamerica/communities/)

The Bicycle Friendly Community Program (BFC) provides incentives, hands-on assistance and award recognition for communities that actively support bicycling. A Bicycle Friendly Community welcomes cyclists by providing safe accommodation for cycling and encouraging people to bike for transportation and recreation.

National Complete Streets Coalition (www.smartgrowthamerica.org/complete-streets)

Instituting complete streets policy, which consider all means of transportation within a road corridor, to ensure that roadways are designed and operated with all users in mind.

Southwestern Pennsylvania Commission (SPC) Local Technical Assistance Program (www.spcregion.org/plan_ltap.shtml)

In an effort to transfer transportation technologies and procedures developed at the state and federal level to local municipalities, PennDOT established the Local Technical Assistance Program (LTAP) as part of a national initiative established by the Federal Highway Administration.

SPC, as the region's Metropolitan Planning Organization (MPO) and PennDOT planning partner, organizes the LTAP program in the-county region of Southwestern Pennsylvania. This program's mission is to share transportation knowledge, improve road maintenance and safety skills, and put research and new technology into practice at the local level.

Port Authority Guidelines

The following pages are excerpts from Port Authority's Transit Oriented Development Guidelines that are specific to Bethel Park. The guidelines are meant to provide the entire community of stakeholders – transit agencies, local governments, regional planners, community groups, developers and others – with a common vocabulary and frame of reference.

The guidelines contain what Port Authority of Allegheny County considers to be best practice standards based on local and national research.

TYPE: SUBURBAN NEIGHBORHOOD

Suburban Neighborhoods are the most prevalent type within the Port Authority system, with 33 stations. Classified with the lowest density and lowest levels of non-residential uses, Suburban Neighborhoods generally serve as a transit origin rather than a destination, and have less frequent off-peak on-street transit service than destination areas.

The physical relationship between the transit station and surrounding neighborhood varies widely within this category. Stations such as Smith Road and Munroe are at-grade, with minimal infrastructure. Lytle and Sheridan Stations each include a significant Park and Ride lot and station infrastructure. Many Suburban Neighborhoods are located outside of the City of Pittsburgh and either sit near a main road or are nestled in the middle of a neighborhood. For all stations, mostly single-family homes dominate the walkable area with some low-rise, lower-density, non-residential development.

The level of multimodal connectivity offered at Suburban Neighborhood stations also varies. Pedestrian and bike access is generally limited, especially along main thoroughfares. Some of the communities may have been built without sidewalks, making the transition to a welcoming pedestrian environment difficult and expensive. While pedestrian access should remain a vital feature, with the goal of connecting the station to the entire Suburban Neighborhood area, car access may be necessary to adequately link communities to on-street and fixed-guideway service. Park and Rides are most appropriate in Suburban Neighborhoods but should consider existing development around the station. New development will likely need to include more parking than in Transit and Urban Neighborhoods.



Example: Washington Junction Station

Washington Junction Station serves the red and blue light rail lines in the Municipality of Bethel Park, located approximately seven miles southwest of Pittsburgh. The existing 300+ space Park and Ride lot feels appropriate at this car-dominated station. There is limited pedestrian connectivity between the station and the surrounding neighborhood, which is comprised of a weaving street network full of single-family homes. Transit-oriented development could serve existing riders frequenting the station and attract the new riders with an opportunity to live near high quality, fixed-guideway service.



Example: Lytle Station

The Blue Line's Lytle Station, also located in Bethel Park, sits between two parallel two-lane streets: West Library Avenue and Brightwood Road. Situated slightly above grade, Lytle Station blends into the street network surrounding the station. Though it lacks pedestrian infrastructure, Lytle Station is located near a strip of businesses to the south and a Park and Ride lot adjacent to the east. Beyond the main streets, the station is surrounded by a neighborhood made up of single-family homes set back in their lots with both front and back yards.

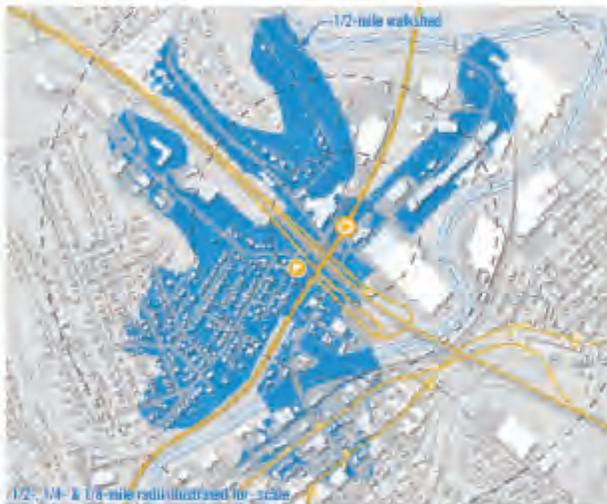
TYPE: SUBURBAN EMPLOYMENT

Suburban Employment stations are located in less dense areas with active employment centers where one would expect to find large, low- to mid-rise buildings. Sources of employment in the four Suburban Employment locations include retail and industrial businesses, and office space could be part of the mix of uses at these station areas.

All Suburban Employment station areas experience sparse, spread-out residential, and the land organization reflects this, usually catering to personal vehicle transportation. Standardized, frequent, fixed-guideway transit service provides an opportunity for these locations to serve as a destination for employees and shoppers alike. Creating pedestrian access to the employment centers from the transit station is a crucial step in making these areas shopping destinations. Building strong pedestrian connectivity

access may be a difficult and expensive task, especially given the context of large blocks and surface parking lots. Parking lots are typical for this station type, and new development will also require parking. Pedestrian-oriented parking with clear, visible walkways could be extremely valuable in these areas. Park and Rides in these areas could be the most beneficial land use since multi-modal connections tend to be limited in these areas.

Due to the relatively low density of development at Suburban Employment locations, the addition of residential units could change the station type by increasing density and decreasing the jobs-to-residents ratio. Making these areas attractive to residents, as opposed to large-scale employers, would require attention to detail, high levels of investment, and smart planning.



Example: Bell Station

Bell Station is on the Green Line (West Busway). Surrounded by industrial uses, the station is located near the intersection of Bell Avenue and Roslyn Road. The number of residents within the station's walkshed is limited and nearly half of the walkshed is zoned for industrial uses. The raised nature of the busway, in conjunction with the large, block-sized industrial buildings, limits the station's visibility from local and parkway traffic. A small Park and Ride lot, located across the street, provides vehicular access in an area with limited street parking.

Example: South Hills Village Station

South Hills Village Station, located at the southernmost end of the southwestern light rail line, is approximately nine miles from downtown Pittsburgh. The station's 2,200 space, multi-level parking structure is the largest Park and Ride in Port Authority's system. South Hills Village, a two-level shopping mall featuring over 130 stores, is located directly across from the station and parking structure. As a significant employment center, the mall helped to establish this station as Suburban Employment. And in a nod to mixing uses even at the ends of the typology, an upcoming TOD on PAAC property will add residential units to this employment area.

ACTION PLAN

OVERVIEW

Bethel Park's system of outdoor park and recreation facilities is an integral and valued element of the Municipality's landscape. As part of the Community Parks Assessment planning effort, the Municipality focused on developing a long-term strategy to meet resident and visitor recreational needs through maintaining and/or improving existing Municipal facilities. The following Action Plan summarizes items for implementation across the system of outdoor facilities. This Action Plan considers public input, collaboration with Municipality staff and input from community leaders. Recognizing there is a finite amount of resources available to address the wide range of recommendations, a phased strategy for carrying out this plan is anticipated. Consequently, strategies are itemized with potential implementation timeframes and anticipated responsibility parties.

To implement complex recommendations, cooperation and collaboration among many will most likely be necessary. Varying recommendations and policies will require civic leaders', municipal staff's, authorities', residents' and the sports groups' commitment within Bethel Park. Complex projects will also typically have a high level of direct Council and Municipality staff involvement. Recommendations with limited scale and/or complexity may provide opportunity for the Parks and Recreation Board to initiate efforts and the Public Works Department to implement them.

Improvement/Investment Timeframe Legend for Action Plan:

Immediate: 0-2 years

Short-Term: >2-4 years

Intermediate-Term: >4-7 years

Long-Term: >7-10 years

TABLE: 11 - ACTION PLAN

PARK	Improvement/Investment	Improvement /Investment Type	Projected Improvement/ Investment Cost	Improvement/ Investment Timeframe	Responsibility
Applies to All Parks	Enact Action Plans	Policy		Immediate	Council, Parks and Rec Dept, Recreation Board, Community Services
Applies to All Parks	Adopt Formal Park Typologies	Policy		Immediate	Council, Parks and Rec Dept, Recreation Board, Community Services
Applies to All Parks	Host an Annual Spring Field Maintenance Training Workshop	Policy		Immediate	Parks and Rec Dept, Public Works
Applies to All Parks	Identify a Smartphone Field Scheduling/ Maintenance App	Policy		Immediate	Council, Parks and Rec Dept, Recreation Board, Public Works
Applies to All Parks	Enhance Park Security	Policy		Immediate	Council and Parks and Rec Dept, Community Services, Police
Millennium Park	Field evaluation - turfgrass management and core samples	Capital	\$10,000	Immediate	Council, Parks and Rec Dept, 3rd Party Contractor
Miners Memorial Park	Field evaluation - turf grass management & no mow implementation at Lower Field	Capital	\$15,000	Immediate	Council, Parks and Rec Dept, 3rd Party Contractor
Oak Tree Park	Field evaluation - turfgrass management and core samples	Capital	\$3,500	Immediate	Council, Parks and Rec Dept, 3rd Party Contractor
Park Avenue	Field evaluation - turfgrass management and core samples	Capital	\$7,500	Immediate	Council, Parks and Rec Dept, 3rd Party Contractor
Simmons Park	Hockey court repurposing - Pickleball retrofit	Capital	\$0	Immediate	Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Simmons Park	Field evaluation - turfgrass management and core samples	Capital	\$10,000	Immediate	Council, Parks and Rec Dept, Recreation Board
Simmons Park	Drainage remediation - at back field	Capital	\$10,000	Immediate	Parks and Rec Dept, Public Works
Village Green Park	Field evaluation - turfgrass management and core samples	Capital	\$5,000	Immediate	Council, Parks and Rec Dept, Recreation Board
Village Green Park	Playground equipment - new (funding currently in place)	Capital		Immediate	Parks and Rec Dept, 3rd Party Contractor

TABLE 11: ACTION PLAN CONTINUED

PARK	Improvement/Investment	Improvement /Investment Type	Projected Improvement/ Investment Cost	Improvement/ Investment Timeframe	Responsibility
Applies to All Parks	Adopt General Field Maintenance Goals/Standards	Policy		Short-Term	Council, Parks and Rec Dept, Recreation Board
Applies to All Parks	Increase the allocation of budget resources to parks and recreations	Policy		Short-Term	Council, Parks and Rec Dept, Recreation Board, Community Services
Applies to All Parks	Hire a 3rd Party Groundskeeper	Policy		Short-Term	Council, Parks and Rec Dept, Recreation Board
Applies to All Parks	Train an employee to become a Certified Playground Safety Inspector	Policy		Short-Term	Council, Parks and Rec Dept, Recreation Board
Applies to All Parks	Form Agreements between the Municipality and Sports Organizations	Policy		Short-Term	Parks and Rec Dept, Recreation Board, Sports Associations
Birch Tree Park	Basketball court rehabilitation - paint backboards, new net	Capital	\$1,500	Short-Term	Public Works
Birch Tree Park	Benches - 2	Capital	\$1,000	Short-Term	Public Works
Birch Tree Park	Playground rehabilitation - minor - new swing seats, painting, new surface, code compliance	Capital	\$20,000	Short-Term	Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Elm Tree Park	Basketball court rehabilitation - paint backboards	Capital	\$750	Short-Term	Public Works
Elm Tree Park	New Benches - 2	Capital	\$1,000	Short-Term	Public Works
Elm Tree Park	Playground rehabilitation - minor - new swing seats, painting, new surface, code compliance	Capital	\$20,000	Short-Term	Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Millennium Park	Entrance sign beautification	Capital	\$1,500	Short-Term	Parks and Rec Dept, Public Works
Miners Memorial Park	Upper front - fix rutting, fix edge condition	Capital	\$2,500	Short-Term	Council, Parks and Rec Dept, 3rd Party Contractor
Miners Memorial Park	Upper front - backstop refurbishing	Capital	\$3,500	Short-Term	Council, Parks and Rec Dept, 3rd Party Contractor

TABLE 11: ACTION PLAN CONTINUED

PARK	Improvement/Investment	Improvement /Investment Type	Projected Improvement/ Investment Cost	Improvement/ Investment Timeframe	Responsibility
Miners Memorial Park	Upper back - fix rutting, fix edge condition	Capital	\$2,500	Short-Term	Council, Parks and Rec Dept, 3rd Party Contractor
Miners Memorial Park	Upper back - fence renovation	Capital	\$1,500	Short-Term	Council, Parks and Rec Dept, 3rd Party Contractor
Miners Memorial Park	Lower field - fix rutting, fix edge condition	Capital	\$2,500	Short-Term	Council, Parks and Rec Dept, 3rd Party Contractor
Miners Memorial Park	Lower field - fence renovation, painting	Capital	\$500	Short-Term	Council, Parks and Rec Dept, 3rd Party Contractor
Miners Memorial Park	Lower field - new bleachers - 2 sets	Capital	\$20,000	Short-Term	Parks and Rec Dept, Public Works
Mollyhill Park	New benches - 2	Capital	\$1,000	Short-Term	Public Works
Oak Tree Park	New bleachers - 2 sets of new bleachers	Capital	\$20,000	Short-Term	Parks and Rec Dept, Public Works
Oak Tree Park	Pavilion repair - minor	Capital	\$1,500	Short-Term	Public Works
Oak Tree Park	Baseball field - minor rehabilitation	Capital	\$750	Short-Term	Parks and Rec Dept, 3rd Party Contractor
Park Avenue	Site furnishings at pavilion - picnic table, 2 benches	Capital	\$1,750	Short-Term	Public Works
Park Avenue	Baseball field - 1 set of bleachers	Capital	\$10,000	Short-Term	Public Works
Park Avenue	Flat field - players benches - 2	Capital	\$500	Short-Term	Public Works
Park Avenue	Playground rehabilitation - code compliance, new shade trees	Capital	\$2,000	Short-Term	Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Peter J. Page Park	New benches - 3	Capital	\$1,500	Short-Term	Public Works
Pine Tree Park	Basketball court rehabilitation - new backboard	Capital	\$1,000	Short-Term	Public Works

TABLE 11: ACTION PLAN CONTINUED

PARK	Improvement/Investment	Improvement /Investment Type	Projected Improvement/ Investment Cost	Improvement/ Investment Timeframe	Responsibility
Pine Tree Park	Pavilion repair - minor	Capital	\$2,000	Short-Term	Public Works
Pine Tree Park	Grill - new	Capital	\$400	Short-Term	Public Works
Pine Tree Park	New benches - 3	Capital	\$1,500	Short-Term	Public Works
Pine Tree Park	Playground rehabilitation - minor - new swing seats, painting, new surface, code compliance	Capital	\$20,000	Short-Term	Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Simmons Park	Middle field - replace backstop	Capital	\$12,000	Short-Term	Council, Parks and Rec Dept, 3rd Party Contractor
Simmons Park	Back field - replace backstop	Capital	\$12,000	Short-Term	Council, Parks and Rec Dept, 3rd Party Contractor
Simmons Park	Volleyball court - edge construction	Capital	\$1,000	Short-Term	Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Simmons Park	Tennis court rehabilitation - fix cracks, repaint	Capital	\$20,000	Short-Term	Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Simmons Park	Playground rehabilitation - minor, new swings, paint, code compliance	Capital	\$10,000	Short-Term	Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Simmons Park	Pavilion repair - minor	Capital	\$1,500	Short-Term	Public Works
Simmons Park	Front field - fix rutting, fix edge condition	Capital	\$2,500	Short-Term	Council, Parks and Rec Dept, 3rd Party Contractor
Simmons Park	Safety netting - to prevent foul balls hitting spectators	Capital	\$3,000	Short-Term	Parks and Rec Dept, Public Works
Simmons Park	Middle field - pavement repair around restroom	Capital	\$3,500	Short-Term	Council, Parks and Rec Dept, 3rd Party Contractor
Simmons Park	Back field - fix rutting, fix edge condition	Capital	\$2,500	Short-Term	Council, Parks and Rec Dept, 3rd Party Contractor
Simmons Park	Back field - fence renovation	Capital	\$1,500	Short-Term	Council, Parks and Rec Dept, 3rd Party Contractor

TABLE 11: ACTION PLAN CONTINUED

PARK	Improvement/Investment	Improvement /Investment Type	Projected Improvement/ Investment Cost	Improvement/ Investment Timeframe	Responsibility
Simmons Park	Middle field - infield replacement	Capital	\$35,000	Short-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
UPMC Field	Bleacher rehabilitation	Capital	\$1,000	Short-Term	Public Works
UPMC Field	Backstop rehabilitation	Capital	\$12,000	Short-Term	Council, Parks and Rec Dept, 3rd Party Contractor
UPMC Field	Field rehabilitation - infield replacement	Capital	\$35,000	Short-Term	Parks and Rec Dept, Recreation Board, 3rd Party Contractor
UPMC Field	Drainage remediation	Capital	\$10,000	Short-Term	Public Works
Village Green Park	Site furnishings at lower pavilion - 4 picnic tables	Capital	\$3,000	Short-Term	Parks and Rec Dept, Public Works
Village Green Park	New bleachers - 3 sets	Capital	\$30,000	Short-Term	Parks and Rec Dept, Public Works
Village Green Park	Site furnishings at upper pavilion - 2 picnic tables	Capital	\$1,000	Short-Term	Parks and Rec Dept, Public Works
Village Green Park	Drainage remediation - at base of outfield slope and swales	Capital	\$50,000	Short-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Village Green Park	Lower pavilion repair - minor	Capital	\$1,500	Short-Term	Parks and Rec Dept, Public Works
Village Green Park	Restroom rehabilitation	Capital	\$30,000	Short-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Village Green Park	Concession stand rehabilitation	Capital	\$35,000	Short-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Applies to All Parks	Establish a Capital Improvements Program for Parks	Policy		Intermediate-Term	Council, Parks and Rec Dept, Recreation Board
Applies to All Parks	Sports Field Lighting Additions	Policy		Intermediate-Term	Council, Parks and Rec Dept, Recreation Board
Applies to All Parks	Organization of Sports Tournaments	Policy		Intermediate-Term	Parks and Rec Dept and Sports Organizations
Applies to All Parks	Creation of a "Friends of the Park" or other volunteer-based park group	Policy		Intermediate-Term	Council, Parks and Rec Dept

TABLE 11: ACTION PLAN CONTINUED

PARK	Improvement/Investment	Improvement /Investment Type	Projected Improvement/ Investment Cost	Improvement/ Investment Timeframe	Responsibility
Applies to All Parks	Creation of a "Park Tenders" program	Policy		Intermediate-Term	Recreation Board
Applies to All Parks	Establish a program for Dog Walkers	Policy		Intermediate-Term	Parks and Rec Dept, Community Services
Millennium Park	New storage boxes - 12	Capital	\$6,000	Intermediate-Term	Parks and Rec Dept, Sports Associations
Millennium Park	Additional bleachers - 3 sets	Capital	\$30,000	Intermediate-Term	Parks and Rec Dept, Public Works
Millennium Park	Restroom refurbishing	Capital	\$30,000	Intermediate-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Millennium Park	Field rehabilitation - new infield mix at each ballfield	Capital	\$100,000	Intermediate-Term	Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Miners Memorial Park	Lower field - new storage boxes - 3 boxes	Capital	\$1,500	Intermediate-Term	Parks and Rec Dept, Sports Associations
Miners Memorial Park	Upper back - move fence location to create 2 different sized fields	Capital	\$2,000	Intermediate-Term	Council, Parks and Rec Dept, 3rd Party Contractor
Miners Memorial Park	Lower field - fence addition to create outfield	Capital	\$8,500	Intermediate-Term	Council, Parks and Rec Dept, 3rd Party Contractor
Mollyhill Park	New concrete sidewalk - ADA accessible	Capital	\$25,000	Intermediate-Term	Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Mollyhill Park	Landscape buffer between park and trolley	Capital	\$10,000	Intermediate-Term	Public Works
Oak Tree Park	New storage boxes - 12	Capital	\$6,000	Intermediate-Term	Parks and Rec Dept, Sports Associations
Oak Tree Park	ADA accessibility - concrete sidewalk 6' wide	Capital	\$12,500	Intermediate-Term	Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Peter J. Page Park	New parking area - gravel	Capital	\$3,000	Intermediate-Term	Parks and Rec Dept, Public Works
Simmons Park	Middle field - fence replacement	Capital	\$8,500	Intermediate-Term	Council, Parks and Rec Dept, 3rd Party Contractor

TABLE 11: ACTION PLAN CONTINUED

PARK	Improvement/Investment	Improvement /Investment Type	Projected Improvement/ Investment Cost	Improvement/ Investment Timeframe	Responsibility
Simmons Park	Back field - new storage boxes - 4	Capital	\$2,000	Intermediate-Term	Parks and Rec Dept, Sports Associations
Simmons Park	New bleachers - 6 sets	Capital	\$60,000	Intermediate-Term	Parks and Rec Dept, Public Works
UPMC Field	Dugout rehabilitation - graffiti removal, roofing, concrete paving in dugout (x2)	Capital	\$12,000	Intermediate-Term	Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Applies to All Parks	Create a Risk Management Plan	Policy		Long-Term	Council, Parks and Rec Dept, Recreation Board
Millennium Park	Baseball Fields - 2 new in former flat field location	Capital	\$130,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Millennium Park	Concession stand and restrooms - new near lower fields	Capital	\$120,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Millennium Park	Playground equipment - new	Capital	\$75,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Millennium Park	Addition of perimeter trail - asphalt 6' wide, permeable	Capital	\$100,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Millennium Park	Lighting at multi-use field	Capital	\$75,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Miners Memorial Park	Lower field - dugouts	Capital	\$30,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Miners Memorial Park	Lower field - restroom facility (if water)	Capital	\$90,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Miners Memorial Park	Concrete walk 6' wide at lower area from concrete steps at parking lot	Capital	\$35,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Mollyhill Park	New Pavilion	Capital	\$35,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Mollyhill Park	Playground equipment - new	Capital	\$30,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Mollyhill Park	New trail system - crushed limestone 6' wide	Capital	\$27,000	Long-Term	Parks and Rec Dept, Public Works
Mollyhill Park	New parking - ADA accessible	Capital	\$20,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor

TABLE 11: ACTION PLAN CONTINUED

PARK	Improvement/Investment	Improvement /Investment Type	Projected Improvement/ Investment Cost	Improvement/ Investment Timeframe	Responsibility
Oak Tree Park	Playground equipment - new	Capital	\$40,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Park Avenue	Playground equipment - new	Capital	\$75,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Peter J. Page Park	New trail system - crushed limestone 6' wide	Capital	\$55,000	Long-Term	Parks and Rec Dept, Public Works
Simmons Park	Middle field - push fence back and make it 6' high	Capital	\$8,000	Long-Term	Council, Parks and Rec Dept, 3rd Party Contractor
Simmons Park	Remove front field	Capital	\$5,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Simmons Park	Parking - new in former front field location	Capital	\$175,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Simmons Park	Concession stand with restrooms - new	Capital	\$120,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Simmons Park	Cornhole - 3 boards	Capital	\$3,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Simmons Park	Bocce Ball courts - 3 new	Capital	\$50,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Simmons Park	Basketball courts - 1 new	Capital	\$20,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Simmons Park	Batting Cages - relocate	Capital	\$2,000	Long-Term	Parks and Rec Dept, Public Works
Simmons Park	Sun Shades - 2 new	Capital	\$50,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Simmons Park	Playground equipment - new	Capital	\$75,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Simmons Park	Middle field - dugouts - 2	Capital	\$30,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Simmons Park	Improved circulation to Front and Back field - permeable asphalt path 6' wide	Capital	\$15,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor

TABLE 11: ACTION PLAN CONTINUED

PARK	Improvement/Investment	Improvement /Investment Type	Projected Improvement/ Investment Cost	Improvement/ Investment Timeframe	Responsibility
Simmons Park	Splash Pad - recirculating	Capital	\$100,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
UPMC Field	Restroom facilities	Capital	\$90,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Village Green Park	Soccer fields - install 1 new (180'x120')	Capital	\$30,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Village Green Park	Lacrosse Field - install 2 new (330'x180')	Capital	\$150,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Village Green Park	Sun Shade	Capital	\$25,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Village Green Park	Concession stand with restrooms - new	Capital	\$120,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Village Green Park	Parking - expansion	Capital	\$150,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor
Village Green Park	Lacrosse rebounding boards - new	Capital	\$3,500	Long-Term	Council, Parks and Rec Dept, Recreation Board, Public Works
Village Green Park	Perimeter Trail - new	Capital	\$100,000	Long-Term	Council, Parks and Rec Dept, Recreation Board, 3rd Party Contractor

