

River Bend

A Comprehensive Plan for Etna, Millvale and Sharpsburg



On a river vessel, the strongest, safest and one of the most enduring methods of joining things together is using a Figure 8 knot.

Etna, Millvale and Sharpsburg, located on a bend in the Allegheny River, are poised to join together to undertake a series of 8 key regionally oriented and community specific goals.

Actions the communities aim to pursue accompany each goal and, thus, through strength in objectivity and quality ideas, the communities will thoughtfully join together to collectively realize their vision:

“We strive to thrive as urban communities valued and cared for by local government, civic organizations, businesses and citizens.”

Acknowledgements

Etna Borough

Tom Rengers, Mayor
Peter Ramage, Chairman
David Becki, Council
Ed Burke III, Council
Carol Kristoff, Council
Rudy Milcic, Jr., Council
Bill O'Dell, Council
Greg Porter, Council
Karen Tomaszewski, Council
David Vinski, Council
Nathan Porter, Junior Councilperson

Mary Ellen Ramage, Borough Manager
Carol Kristoff, Planning Commission Chairperson

Millvale Borough

Vincent Cinski, Mayor
James Machajewski Jr., Council President
Brian Wolovich, Council Vice-President
John Kelly, Council
William G. Stout, Council
Al Atkinson, Council
Polly Grimpe, Council
Jack Varley, Council
Tyler Machajewski, Junior Council member

Amy Rockwell, Borough Manager
Eddie Figas, Zoning Officer
Jim Tunstall, Code Enforcement Officer/Building Inspector
William G. Stout, Planning Commission Chairperson

Sharpsburg Borough

Karen Pastor - Council President
Matthew V. Rudzki - Vice President
Lou Costanzo
Gregory P. Domian
Anthony J. Karpinski, Jr.
Anthony Sacco
Larry A. Trozzo

Jan Barbus, Borough Secretary
Dave Molnar, Planning Commission Chairperson

Other Supporters

Comprehensive Plan Steering Committee Members
The Boroughs' residents and businesses
PA Department of Community and Economic Development
Local Government Academy
North Hills Council of Governments
Allegheny County

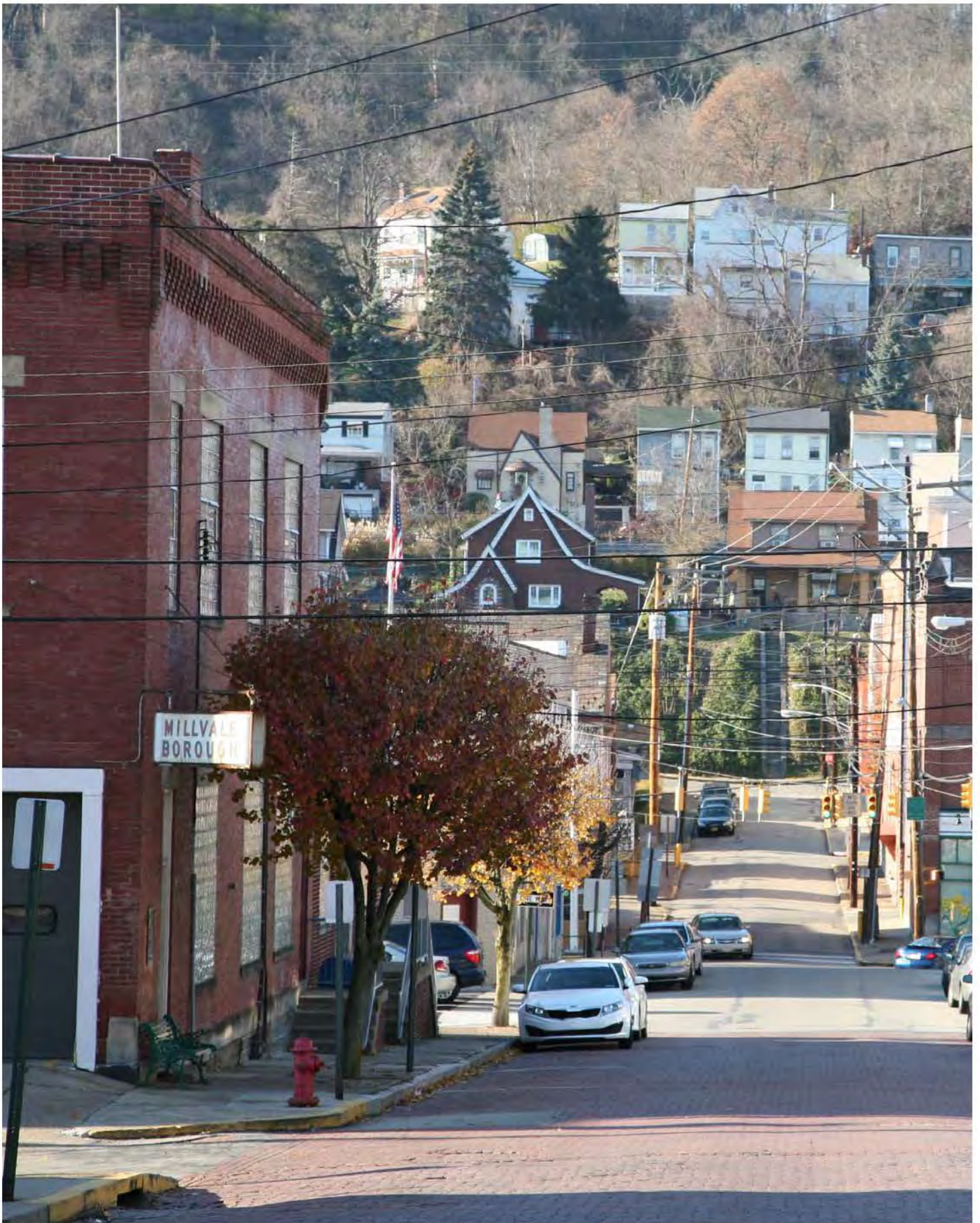
Project Planning Team

Environmental Planning & Design, LLC
100 Ross Street, Suite 500
Pittsburgh, PA 15219

In cooperation with:

Aspect, Data Driven Planning
Civic Square, LLC
Lennon, Smith, Souleret Engineering Inc.





Millvale Borough

March 2014

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Introduction



Etna, Millvale and Sharpsburg are to be commended for undertaking this multi-municipal comprehensive plan. Both the plan itself and, importantly, the process of developing the plan will pay dividends for years to come.

It is important to note that the external and self-image of any community is created primarily by the conditions of its downtown core or neighborhood commercial district. The commercial districts in these communities establishes the identity of the community at large with a uniquely built environment and walkable nature.

The Comprehensive Plan's intent is to foster an exciting and vibrant environment in Etna, Millvale, and Sharpsburg. Vibrant communities don't just happen. They are planned, programmed, and managed to be special places to gather. Each community has unique assets from which to build; many other communities envy those assets and wish that they could call them their own.

In engaging residents, business owners and community leaders in the process, a selection of goals has been established for this component. Much of the groundwork has been laid. Tips and strategies follow on how to build from that foundation to enhance and create truly revitalized communities. With the current demographic trends and re-emergence of experiences in the last decade, Etna, Millvale and Sharpsburg are poised to offer the best edge-urban experience possible.

Comprehensive planning is a term used to describe a process that determines community goals and aspirations in terms of community development. The outcome of comprehensive planning is the document which guides public policy and key recommended projects.

This Comprehensive Plan includes elements required by the Pennsylvania Municipalities Planning Code plus a whole lot more. It is intended to facilitate decision making process by covering the major categories of physical and economic development in relation to its citizens' needs. Adopted by resolution, a comprehensive plan is not legally binding. A community's amended ordinances are one avenue in which recommendations can become legally enforceable.

This plan seeks to build on opportunities to further excel the communities' fundamental and realistic needs and abilities to address:

- Land use relationships and related ordinance policies
- Property maintenance
- Economic development and vitality
- Community identity
- Infrastructure
- Stormwater management
- The public realm
- Other amenities and assets

As such, the Overall Plan:

- Reflects the collective vision of the communities
- Considers municipal projects and private development
- Is a driver for implementation of the vision.
- Outlines potential investments of time and resources

What are the goals?

Goals

- Describe an idea or sought after end
- Are non-specific/general statements
- Are the foundation to which policies should refer

What are actions?

Actions

- Describe how an objective will be carried out
- Describe method or provide guidelines
- Are usually measurable and/or time sensitive
- May have a cost associated with it
- Identify responsible parties

This plan must be responsive to change, forward-looking and publicly supported. It should be regularly reviewed and revised, if necessary, to reflect the communities' changing attitudes and desires.

Zoning policy update efforts are intended to create a series of provisions that are fact-based, responsive and obtainable. These updates, and the accompanying process, are aimed to:

- Develop standards that are practical and reasonable to administer
- Educate people of what the purpose and varying degrees of potential standards
- Provide the public and private sectors with an understanding of ordinance opportunities and implications from a regulation stand point.
- Sew together existing development and responsive redevelopment and infill in terms of both structure and administrative review.
- Address the critical components standard provisions and design standards associated with development, infill and/or redevelopment.

Audit

Within the first month of the project, the joint review of the Boroughs' Zoning Ordinances and Zoning Maps will be conducted to identify portions of the documents which comply and which do not comply with the generally accepted land use law, administrative processes as well as current State and Federal regulations. The Audit will also identify where inconsistencies, conflicts, reviews and omissions exist. Moreover, the Ordinance Audits will allow specific standards, definitions and provisions to be scrutinized based on their relevance to one another, to state/federal regulations and to legal decisions. The Audits will also categorize observations in terms of recommended priority of refinement. From the Audit, priorities for refinement within each of the communities' respective zoning ordinances will be identified.

Draft purpose and intent

The Planning Team will revise the purpose and intent included with the Boroughs' Ordinances to reflect attributes shaping and guiding the documents' standards. General community objective statements will be amended/added as appropriate.

Application Requirements - Processes, Responsibilities and Submission Items

The administrative component of the Ordinance will be revised. This component will identify clear roles, responsibilities, appeals process and enforcement of all bodies involved in the zoning process. Items required for application submission as well as their relationship to the Boroughs' subdivision/land development regulations will be defined.

It is anticipated that a large majority of the Ordinance's users will desire for new provisions to be presented in a clear, concise and legally binding way. In order to convey various technical recommendations in the most effective way possible, application process-related provisions will be presented in matrix format. Specific criteria explaining the purpose and content needs of each required application item will be detailed.

Based upon the provisions created, definitions will be updated; purpose statements and objectives will be revised and/or enhanced as appropriate. It is anticipated the regulations will be shaped based upon analysis of current application review processes, the level of satisfaction the Boroughs have in the quality of application submissions received as well as comments/preferences received from Borough Staff, Planning Commissions, Zoning Hearing Boards, the general public and Borough Councils.

Create/amend relevant definitions

Definitions are a key part of making the Zoning Ordinance clear and useful. In conjunction with elements defined as part of the Audit phase, redundancy, ambiguous language, and contradictory definitions will be removed and simplified in order to create a clear document. The definitions will be drafted to reflect the latest MPC provisions as well as other local, State or Federal requirements. Moreover, the draft definitions will be reflective of identified land uses. The Ordinance Committee will review the initial definitions prior to Planning Commissions', Zoning Hearing Boards', the general public's and Borough Councils' review.

Update land use regulations including uses, uses by special exception and accessory uses/structures

Criteria specifying the classification of each land use within the Boroughs will be identified including uses permitted by right, conditional uses and uses by special exception. With assistance from Borough Staff, we will draft provisions for identified conditional uses/uses by special exception. Ordinance criteria will also be updated for accessory uses and structures including features such as private garages, carriage houses and temporary buildings.

Revise dimensional and general design standards for zoning districts

Refinements to dimensional criteria, including cluster development regulations, will be completed as suitable for each of the Boroughs' Zoning Districts based upon evaluation of current patterns and desired future neighborhood and in-fill character. Additional criteria associated with lot and block configurations, including setbacks, will also be updated. Buffer yard and landscaping regulations will be reviewed and refined in accordance with the proposed zoning districts' uses and dimensional requirements. Open space and natural resource/stormwater management provisions will be modified as desired to meet community objectives and in response to the Borough's Comprehensive Plan and Audit recommendations. Provisions will be shaped as appropriate in an effort to address non-conforming uses, structures, lot sizes, administrative roles/responsibilities etc.

Develop performance standards

Performance standards will also be reviewed and revised to encompass needed regulations for essential services and general development/infrastructure impacts. Provisions to encourage/require continuation of the Boroughs' historic character, open spaces, natural resource disturbance and rural corridors will be presented for consideration.



The vibrancy of community streets.

Vision



Etna, Millvale and Sharpsburg, located on a bend in the Allegheny River, are poised to join together to undertake a series of eight key joint and individual actions. These actions will help them collectively realize their vision.

“We strive to thrive as urban communities valued and cared for by local government, civic organizations, businesses and citizens.”

Through its goals and actions, Etna, Millvale and Sharpsburg desire to be places of quality infill redevelopment and right-sized scale where generations to come can live and thrive.

The Comprehensive Plan is consistent with adjacent municipalities and the Allegheny County Comprehensive Plan.



Goals & Recommendations



Goals

1. Seize opportunities to work together
2. Strengthen the Sense of Place
3. Leverage Existing Assets
4. Focus on Opportunity Building Blocks as Physical Places to Grow
5. Update Zoning Ordinances
6. Target Key Land Use Changes
7. Improve Bike/Ped Infrastructure
8. Address Stormwater Management

Overall Plans

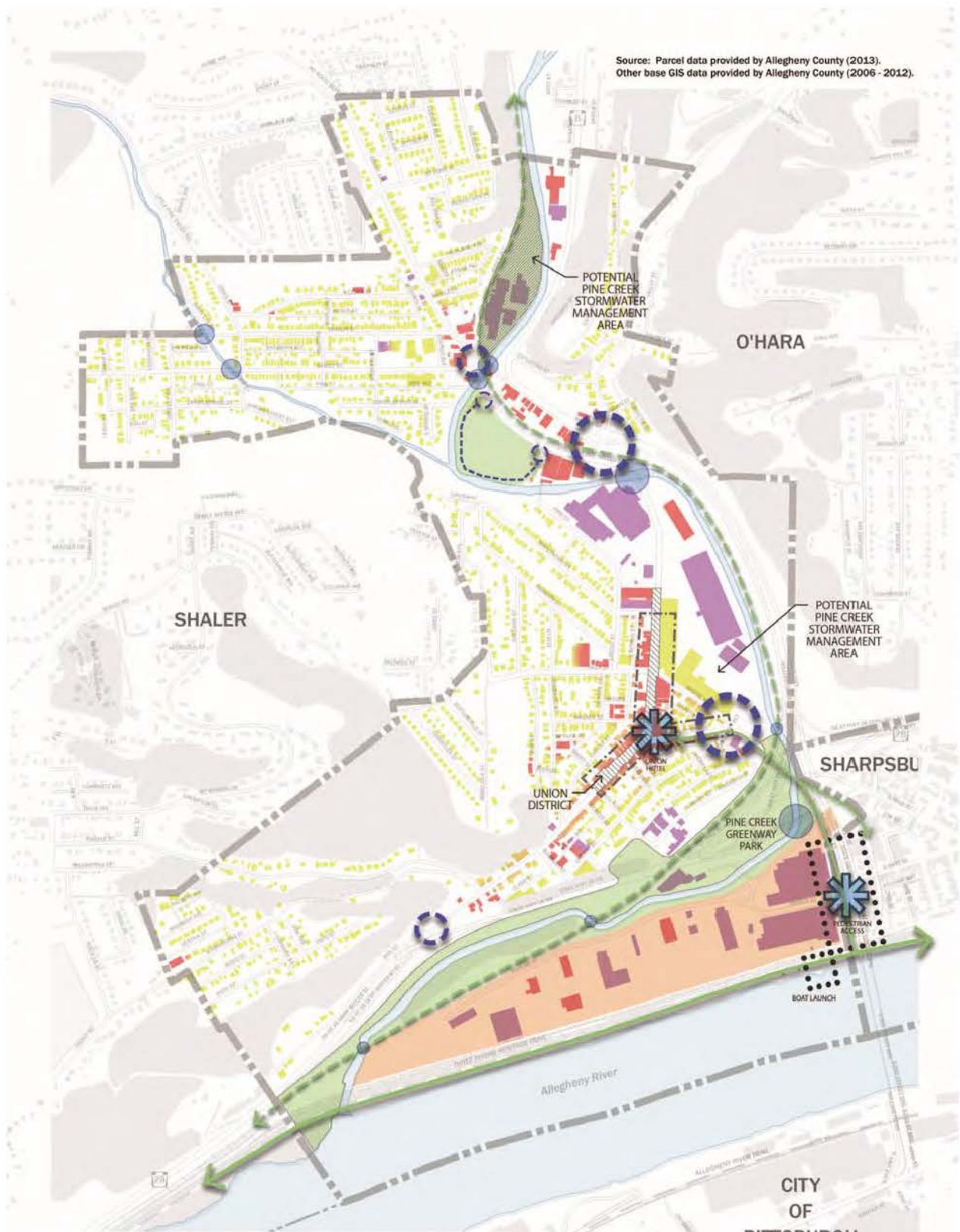
This document presents a series of Plans to address:

- Future Land Use and Housing
- Connectivity
- Stormwater Management
- Amenities
- Natural Resources
- Facilities, Utilities and Energy
- Interconnections



A view to the City of Pittsburgh

Source: Parcel data provided by Allegheny County (2013).
Other base GIS data provided by Allegheny County (2006 - 2012).



ETNA COMPREHENSIVE PLAN DIAGRAM ETNA, MILLVALE, SHARPSBURG COMPREHENSIVE PLAN

Prepared for: Etna Borough, Millvale Borough
and Sharpsburg Borough
Prepared by: Environmental Planning and Design, LLC

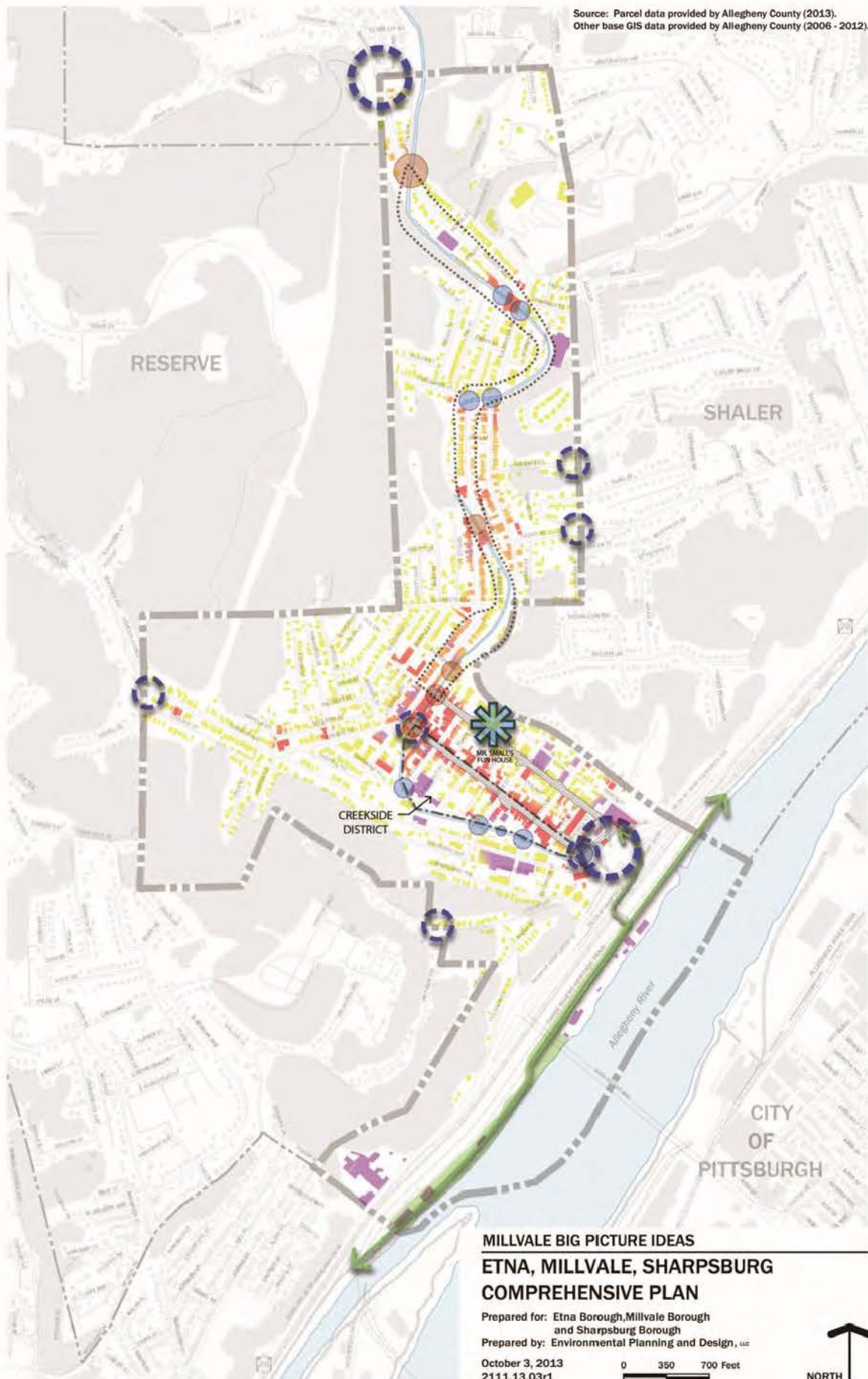
October 3, 2013

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Source: Parcel data provided by Allegheny County (2013).
Other base GIS data provided by Allegheny County (2006 - 2012).





Underneath Route 28 near the Etna-Sharpsburg line



Goal 1:

Seize opportunities to work together

The values of working together in small communities of similar traits is well understood. While there are clearly differences and historical elements that merit consideration, it is also self-evident that coordinated efforts are mutually beneficial to all three communities.

1-A. Continue the momentum generated by the Comprehensive Plan process to coordinate economic revitalization efforts and enhance the riverfront trail network.

Leadership and the communities of Etna, Millvale and Sharpsburg have come together to identify common issues, needs and potential solutions. These efforts should continue through implementation to enhance community dynamics and maximize programmatic and financial efficiencies as well.

- Coordinate efforts to expand the Allegheny Riverfront Trail network into Etna, Millvale and Sharpsburg.

More than a recreational amenity, trail networks are new economic generators for communities that line them. Coordinating these efforts to reconnect physically and emotionally to the waterfront provides strategic advantages to working together in this undertaking that will benefit all three communities collectively.

- *Consider shared staffing or shared interns*

Coordinate economic development efforts through a municipal-based and-driven economic development entity advocated or through some other shared staffing model. Revitalization efforts are often short-staffed or underfunded due to fiscal constraints of municipal budgets, and it is no different in Etna, Millvale and Sharpsburg. While some successful programs have been implemented and improvements achieved, coordinated efforts have historically achieved greater impact than individual efforts in smaller communities. Potential activities to begin work together from this process include drafting community design guidelines, continuing education for planning and zoning boards, or the business succession planning efforts noted in upcoming discussions.

- *Coordinate zoning and design guidelines where feasible*
Opportunities for these policy updates are outlined in greater detail throughout this Plan including but not limited to Goal 5 in its entirety.
- *Continue education for Planning Commission/Zoning Board members*
Municipal successes are born at all levels of engagement and expertise. Further building the capacity and interests among the boards involved in interpreting and making decisions on community policy is critical to moving community progress forward. As Benjamin Franklin is credited, "Tell me and I forget. Teach me and I remember. Involve me and I learn."

1-B. Create a Downtown Revitalization Champion

EVERY community with a core business district needs a *Champion or, better yet, two or even more!* These champions are those who work to enhance and strengthen the economic development entity in each community, both individually and collectively. Community revitalization is substantially accelerated when dedicated professional staffing leads the charge to coordinate current efforts and build from them into a cohesive and well-rounded strategy.

The Millvale Borough Development Corporation and ETNA Economic Development Corporation (EEDC) provide a solid foundation from which to build. The MBDC should be particularly recognized for initiating offerings such as the Revolving Loan Fund program along with the emerging opportunities of Etna as it pursues a similar effort.

- Consider staffing focused specifically on economic development and revitalization efforts
 - Provide additional support to Millvale where possible and appropriate
 - Identify appropriate intern versus professional-level part-time and/or full-time positions in Etna and Sharpsburg to build capacity and responsibilities
 - Operationally, any new entity (individual or collective) should embrace the Main Street methodology for revitalization of the Downtown cores of each community. The Main Street approach is focused on leveraging the existing business assets and the infrastructure of the built environment to invigorate and reenergize the community profile. As success builds from small accomplishments to larger undertakings, an accompanying approach should reflect how a Business Improvement District would operate. Namely, emphasize clean and safe strategies and collective promotions for the district(s) as a whole.
- Consider a Joint Main Street Manager approach
- Update an accurate multi-municipal business directory, employment levels and other data
 - Identify business concentrations to promote
 - Example: 16-62 Design Zone

Economic development entities need to have appropriate and accurate data to drive program design and implementation. Appropriate and necessary information will highlight industry clusters to emphasize, clarify employment base industries, and illuminate other strategies to pursue.

For example, a close review of data revealed that the retail vacancy rates of Millvale and Etna are not as elevated as one perceives while walking down the street. But rather, many tenants have little retail consumer focus, and as such, discourage pedestrian engagement. Likewise, a number of lists of borough businesses exist, but have substantial gaps or inconsistencies between them. A collective, updated master list should be established that replaces each of the random lists currently in place.

In a related manner, the very successful 16:62 Design Zone of the Lawrenceville Corporation in Pittsburgh began after an analysis of existing businesses revealed a high concentration of design-related enterprises. Building upon this insight, the Design Zone was launched and solidified the area's reputation as one focused on design, which continues by extension, to attract more new design-related businesses to the area. But the process began with data to determine who was already aggregating into the community.

- Continue and expand financing tools where possible

A Main Street philosophy is encouraged for its solid and successful track record of improvements in multiple communities across the nation. Financing programs such as Millvale's Revolving Loan Fund should be continued, and expanded where possible. Façade improvement programs are often supported through revolving funds or forgivable loans. Specific questions arose about the balance between historic preservation and accessibility requirements of modern business. Some economic development entities in historic districts provide flexible financing for property owners to make improvements that are both accessible as well as historically sensitive. Others, for example, provide subordinate financing for elevator retrofits in historic buildings.

- ☐ Funding strategies such as revolving loan fund or facade improvement programs
- ☐ Assist owners with ADA accessibility issues
- ☐ Strategies to engage new participants
- ☐ Suggestion: Focus on projects and activities rather than programs, committees or board membership

1-C. Work cooperatively to improve infrastructure, utilities and construction practices.

- Adopt Ordinances promoting green infrastructure.
 - ☐ Encourage retro-fit best-management-practices in previously developed areas
 - ☐ Downspout disconnections for existing residences or businesses, and planter boxes, bioswales, and rain gardens in urban area streetscape improvements
 - ☐ Green infrastructure and proper best-management-practices for all new development and redevelopment, including pervious pavements, green roofs and rain gardens
 - ☐ Consider lessons learned and successes of Millvale's EcoDistrict effort in the ways in which it may or may not have applicability in Etna and Sharpsburg
- Coordinate with Duquesne Light to improve existing electric service and ensure potential development area have adequate service
- Coordinate with Equitable Gas regarding replacement of existing lines and increasing of capacity where necessary for new or re-development
- Continue implementation of previously developed sanitary sewer operations and maintenance plans
- Consider the feasibility and applicability of an Open Space Coordinator serving all three communities. One of the position's first main aims should be in developing an education program that open space in these three communities is not limited to "green spots" but includes the quality and effect of EVERYTHING within the communities' public realm.



Goal 2:

Strengthen the Sense of Place

Creating a “sense of place” is crucial to the revitalization of communities of Etna, Millvale and Sharpsburg. As national retailing trends have evolved beyond somewhat “soulless” shopping malls to lifestyle centers, even new construction is seeking to create and reinforce a sense of place. And yet, the authentic communities along the river have a legacy of a real sense of place, only it has withered a bit over the years. A sense of place is created and reinforced both with physical strategies and programmatic efforts.

2-A Address and strengthen the sense of place in programmatic ways.

Revitalization efforts are a mix of programs, promotions and physical investments. The former should be **BALANCED WITH** the latter in nearly every instance. An old marketing saying states “Nothing kills a bad product like good packaging.” Programming and promotions help fill storefronts and bring vibrancy to a district. Further, a dedicated Main Street manager provides the opportunity to optimize the economics and effects of dedicated capital investments. The average Main Street manager salary in Pennsylvania is approximately \$50,000 annually (Pennsylvania Downtown Center). Community Development Block Grant funds can be allocated to both capital improvements and supporting the salary of a Main Street manager.

Invigorate the public realm programmatically by encouraging outdoor dining and sidewalk sales and continuing to plant flowers and public gardens. Consider working with property owners to encourage “pop up” retail offerings to test the waters for potential new businesses. One might, for example, test run a coffee shop in Etna to complement the “foodie niche” that could be developed around Stumpf’s Meats, Cop Out Pierogies and Pollak’s Candies.

- Farmers’ Market
- Millvale Days
- Encourage sidewalk sales and outdoor dining
- Explore “pop up” locations as method to introduce business and consumers to new opportunities



Signage at community entrances welcomes all.

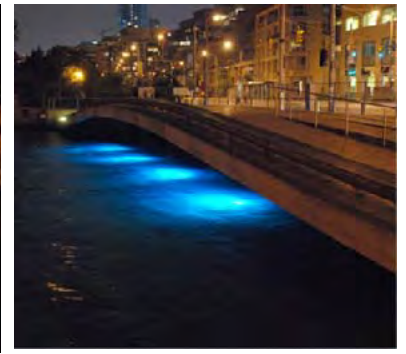
2-B. Address and strengthen the sense of place in physical ways.

Within each of the communities' core areas, physical assets (such as streetscaping, ornamental lighting, brick paving) have the opportunity to evolve and undergo additional maintenance in each of the communities. Typically, a good benchmark is to identify projects budgeted for installation will also require an increased maintenance budget (often 5% of the capital cost annually) upon the items installation.

There is opportunity to explore and encourage the redefinition of what Open Space means in each of the three communities. Open Space in each community relates to the pockets of green but as seen in other communities can also include potential for bridges and wall treatments . . .



opportunities for night bridge lighting . . .



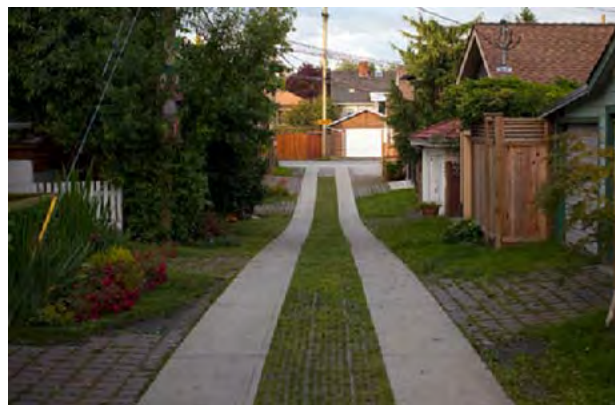
wall art (including those in occasionally wet locations) . . .



linear greenspace . . .



along with green alleys and streets.



■ Re-thinking placemarkers and gateways

High quality, attractive gateway signage in Etna and Sharpsburg should be created and installed to create and establish the sense of place for each community.

Sharpsburg's Downtown building stock differs from Millvale and Etna and creates a greater challenge in developing and establishing design guidelines. Consulting third party expertise such as the Design Center in Pittsburgh is encouraged for how to develop appropriate guidelines under the circumstances.



Design guidelines may also be used for presentation windows in the pedestrian areas. Display windows should be invigorated and highlight that the space is currently occupied by an existing business enterprise. Similar design treatments have been successfully utilized in vacant storefronts to minimize the disruption or negative perceptions created when walking along a block of underutilized shops. To reinforce the identity of a place, furnishings should be coordinated.

- Reinforce architectural heritage and built environment in each community to strengthen the sense of place
 - Ensure that new construction is sensitive to place
 - Demolition Should be rare in downtown core
 - Do not create “missing teeth” in the block wall
 - Consider mothballing vacant buildings rather than demolition
 - Prospective demolition expense may be avoided or those funds used as subordinate financing for redevelopment projects to encourage reuse strategies by private investors

- Create design guidelines
 - Establish design guidelines that ensure that new construction is complementary to existing buildings and does not compete aesthetically
 - Should reinforce the pedestrian scale and building setback patterns already in place and discourage automotive oriented enterprises and parking lots or other gaps in the blockwall for Downtown areas
 - Not just façade restorations
 - Currently occupied space
 - Vacant space



2-
C.



Some buildings within the communities have transformed facades..

Don't Create Your Own Competition.

- Conduct cost/benefit analysis of parking meters and strategy
 - Consider 2 hour free parking-strictly enforced

Conduct a cost-benefit analysis of the parking meters, maintenance, and enforcement revenue and expenses. Many of parking meters in all three communities are out of order, missing, or in poor repair. Those that operate offer rates that are remarkably low (\$.25 for an hour and fifteen minutes in Millvale). Further, enforcement of expired meters is clearly nominal, discouraging people to follow the ordinance in place now. And though this circumstance is nominal, it is not inconsequential when establishing ordinances and rules and then discouraging residents and businesses from following them.

Before investing in new or repaired meters, raising rates or increasing enforcement, conduct an analysis to see if meters are truly necessary. In small Downtowns, it is often preferable to offer limited free parking on city streets (for up to two hours, for example) rather than the ongoing capital and maintenance expenses or for enforcement personnel. The free parking time limit may then be enforced more consistently than the expiration of meters. Consumers and retailers dramatically prefer this approach as parking meters are often interpreted as a detriment to Downtown competitiveness.



Parking policies vary throughout the communities..

- Business selection and location
 - Identify the most appropriate businesses/trades for in or near a downtown core

Successful Downtown revitalization in legacy communities such as Etna, Millvale, and Sharpsburg relies upon creating and reinforcing pedestrian scale experiences and a walkable community. Communities such as these have embraced and shunned relationship with the automobile for the last half century. Clearly the personal car is not going away, but managing its role in these locations (but not prohibiting it) lays the groundwork for success.

National retailers of automotive-related businesses often develop business models that emphasize automobile accessibility over the viability of the overall community in which they may locate. Each of the communities has opportunities outside the Downtown vicinity to engage these businesses so that they are not lost as investors into the area. Through zoning and design guidelines, parameters can be established that preserve and enhance the pedestrian scale and walkability of the Downtown core for the overall viability of the Etna, Millvale and Sharpsburg rather than any particular business enterprise.



Goal 3:

Leverage Existing Assets

The communities of Etna, Millvale and Sharpsburg have a tremendous collection of assets that have become familiar and are thereby suffering from a lack of tender loving care and promotion. Many communities and neighborhoods would be enthralled to have a collection of retailers such as Jean Marc Chatellier's French Bakery, Esther's Hobby Shop, Stumpf Meats or the Linden Gymnasium. Further, Etna, Millvale and Sharpsburg are all River Towns, but there is no physical or emotional connection to the Allegheny River. A stranger to the area wouldn't even know it's nearby. Strengthening and reinforcing a collection of already in-place unique assets will provide a foundation for growth into the future.

3-A. Facilitate succession Planning for Existing Businesses

- The local economic development agencies should collectively facilitate business succession planning for local businesses through dedicated seminars on the topic
- While the unique destination retail mix provides an asset to build from, many if not most, of these enterprises are single owner proprietors with no future plan for their business
 - Winschel Hardware is more than a century old
 - Esther's Hobbies is seventy-five years old. Stumpf Meats is nearly thirty years old
 - These and others seem to have no clear succession plan for the business to continue upon the retirement of the current owner
 - A dramatic loss to the vibrancy of each of the communities will inevitably result if these businesses just fade from the street
 - To retain these assets (and after all, retaining them is much easier than attracting new businesses of this caliber), seminars for local businesses on the topic should be sponsored/held



Businesses are assets .

Rockland IDA to Host a Free Succession Planning Seminar

WEDNESDAY, 24 APRIL 2013 05:18

WRITTEN BY ADMINISTRATOR

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Article sponsored by Vincent Crotty Memorial Foundation
PEARL RIVER, New York, April 23, 2013 — On April 30th, the Rockland Industrial Development Agency (IDA) is hosting a free, informative seminar that will focus on strategic planning for the future of a

3-B. Embrace the Allegheny River

Etna, Millvale and Sharpsburg aim to further enhance and implement the priorities of greater riverfront as encouraged by Allegheny County's Allegheny Places recommendations. The first priority for is to continue partnerships with river-oriented organizations including Friends of the Riverfront, PEC, and Allegheny County to coordinate with the Allegheny County Riverfronts Project. Through this, the communities can place proper emphasis on access; conservation of biologically, environmentally, and scenically important lands; economic development opportunities; maintain and/or improve the quality of riverfront development including impacts on water quality; restoration of appropriate lands to a more environmentally sustainable state; and provide for a positive non-motorized recreational experience on and along the rivers.



3-C. Encourage niche businesses

- Potential foodie niche
 - Example: test run a coffee shop in Etna to complement the “foodie niche” that could be developed around Stumpf’s Meats, Cop Out Pierogies and Pollak’s Candies
- Personal training niche
- Resale shops/B2B business base







Goal 4:

Focus on Opportunity Building Blocks as Physical Places to Grow

Established communities such as Etna, Millvale and Sharpsburg have a need to keep reinventing themselves and their business model over generations. What is old can be new again. And since there is little undeveloped land to generate new tax base, existing locations that can be repurposed need to be reviewed and highlighted to allow the community to strengthen its growth potential into the future.

4-A. Upper Floor Residential is an Opportunity for development

- Vacant upper floor space in each Downtown features opportunities to experiment and attract new residents
- With the renewed interest in urban living, each community may offer the best of both worlds:
 - Downtown living and loft potential
 - Easy access to stable schools
 - Quiet community of neighbors for those not quite interested in “a bigger Downtown.”
- These upper floor uses should primarily be targeted to residential reuse and strategies evaluated and deployed to increase residential demand for them
 - Example: a reduced tax or tax-free zone for new residential occupancy to lay the groundwork for a ‘round-the-clock experience in the Downtown core
 - The financial impact today could be minimal and worth the exercise



Upper floor living is found throughout the Boroughs.

4-B. Take advantage of unique opportunities in each community

- Etna
 - Unique intersection of Freeport Street and Butler Street

Capture and emphasize the unique intersection of Butler Street and Freeport Street in Etna. The intersection is ground zero for Etna's Downtown, and is enhanced by the unique three-way layout that provides a sense of authenticity. While this configuration creates a special sense of place, it comes with pedestrian challenges that inhibit crossing the street and traffic light timing. These issues should be studied in greater detail to maximize the opportunities while minimizing the risks that inhibit the consumer or pedestrian experience.

Notably, the intersection is also home to Etna's most unique retail anchors such as Pollak's Candies, Cop Out Pierogies and Stumpf Meats. This fledgling "foodie niche" could be augmented by a coffee shop in the Union Hotel building, for example. A "pop up" shop could assess the viability of such an enterprise while limiting investment and capital outlay.

Interestingly, Etna also provides multiple opportunities to "work off" those pierogies and candy. Another agglomeration of destination businesses in the personal training category are located nearby with Aikido of Pittsburgh, OMP Wrestling, and DiPofi School of Boxing and Training. When multiple businesses of a single niche business are in close proximity, efforts should be taken to maximize the potential marketing and public awareness potential. (See the references to the 16:62 Design Zone as an example.) There may be some opportunity to connect these enterprises and their client base to the Linden Gymnasium in Sharpsburg, too, that aids in bringing vitality to that end of the study area.

- Union Hotel Building/Mitchell's Deli

Etna's place to grow is the Union Hotel/Mitchell's Deli building. The intersection of Butler and Freeport Streets is the "100% corner" from a real estate perspective. This vacant anchor building at this location provides an opportunity that would be difficult to find elsewhere in Etna. Recently, a new investor has acquired the building with the intent to remodel and seek new tenants. This is a good start to recapturing this dormant asset.

- Pedestrian access to the Allegheny River



Quality investment leads to other quality investment.

- Millvale

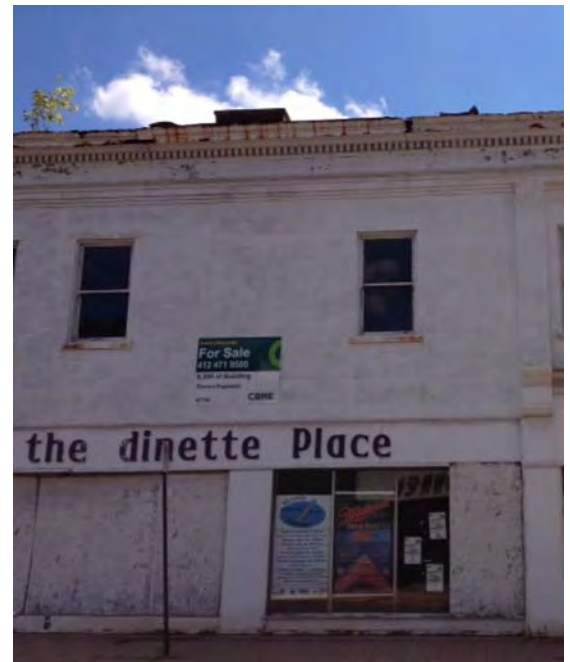
- Dinette Place/Kitman's Furniture

Millvale's place to grow is The Dinette Place/Kitman's Furniture. Like Etna, this intersection is the 100% corner in Millvale and is occupied by a sizable vacant building. The current vacant space also has limited maintenance and attention, as can be seen by those passing by. As all communities expressed during the planning process, vacancy does not necessitate lack of maintenance or code enforcement, and potential roof damage or water damage should be addressed before causing irreparable harm.

- Mr. Small's Fun House

- How to integrate Lincoln and Grant Avenues

Investigate how to strategically connect Lincoln Avenue to Grant Avenue in Millvale. The Downtown district is primarily focused on Grant Avenue, but significant assets such as Mr. Small's Funhouse and the Millvale Community Center attract large numbers over to Lincoln Avenue. MBDC should engage a deeper analysis into how to creatively connect these two arteries so that the destination locations on Lincoln can facilitate interaction with other local businesses on Grant Avenue.



A Place to Grow in Millvale.



Community coming together.



A Place to Grow in Millvale.



Architectural assets abound.

- Sharpsburg

- Canal Street

Sharpsburg's place to grow is **Canal Street**. From a building perspective this includes a focus from Heinz Plaza to the Linden Gymnasium. This European-style block features a strong ground floor presence with Hornfeck Engineering and the attributes of the plaza and the gymnasium to anchor each end of the block. It offers a unique opportunity to strengthen the sense of place in Sharpsburg with strong blockwalls that would be more challenging to establish on Main Street as it exists today.

- Pedestrian access to the Allegheny River
 - Conduct outreach and creative collaboration with Pittsburgh Area-University students who have course work/interests in redevelopment to further high energy/low cost design idea initiatives.
 - How to build from Fox Chapel Schools

Sharpsburg's enrollment in Fox Chapel Schools is a highlight and never ending point of promotion for the community. While primarily a residential attractor, businesses also respond well to high performing educational districts.

In balance with that Sharpsburg's Downtown core retailers are predominantly focused on economy stores and resale shops such as Family Dollar and St. Vincent De Paul. Yet, a few business to business enterprises such as Hornfeck Engineering and Simple Sugars provide an opportunity to rebrand the business district as one focused on B2B (business to business) rather than B2C (business to consumer) enterprises.



Sharpsburg provides for places of opportunity and innovation.



Chief Guyasuta



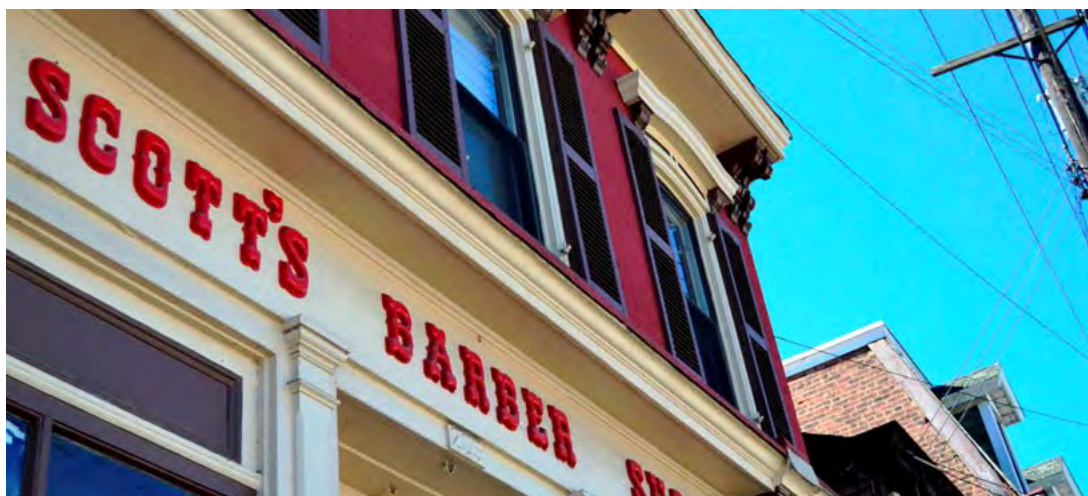
Goal 5:

Update Zoning Ordinances

A Zoning Ordinance is the legislative “teeth” used to implement many portions of a Comprehensive Plan. The value of a Comprehensive Plan is directly related to the community's willingness to follow the plan, and its diligence in keeping the plan current and relevant to evolving conditions. Once adopted, many parts of the Plan can be implemented through appropriate zoning regulations, and changes to the zoning districts or map.

5-A. Update Zoning Ordinances to Implement Land Use Components of the Comprehensive Plan.

- Complete ordinance audits to identify areas for enhancement
- A series of provisions will be outlined to present opportunities for ordinance enhancements
- Revise the purpose and intent included with the Boroughs' Ordinances to reflect attributes shaping and guiding the documents' standards. General community objective statements will be amended/added as appropriate.
- Develop standards that are practical and reasonable to administer
- Public participation
 - Educate people about the purpose and varying degrees of potential standards
 - Ordinance Committee meetings
 - Guided field tours to identify real and perceived zoning opportunities and challenges in the Boroughs
 - Property Owner Workshop to set design guidelines concepts in motion
 - Planning Commission meetings
 - Public meetings
 - Public hearings
- Provide the public and private sectors with an understanding of ordinance opportunities and implications from a regulation stand point
- Sew together existing development and responsive redevelopment and infill in terms of both structure and administrative review
- Address the critical components standard provisions and design standards associated with development, infill and/or redevelopment



Working within the opportunities of the Boroughs' development provisions.



Goal 6:

Target Key Land Use Changes

Each community has existing key areas that offer unique opportunities for building vibrancy, strength and a sense of place. The Allegheny River is a common theme and physical presence running through each community. In addition to each individual key area, the river can be used to build a sense of place through key land use changes.

6-A. Focus on creating vibrancy in each of the community's key areas.

- *Sharpsburg's Canal District - Aim to highlight the possibilities of how development best can relate to connectivity and civic space*
- *Etna's Union District - Aim to highlight the possibilities of business reinvestment and complementing facade improvements.*
- *Millvale's Creekside District - Aim to highlight the relationship of development to the water's edge and improvement of the public realm.*

6-B. Reconnect physically and emotionally to the river water.

Reconnection physically and emotionally to the water is an inspiration for each of the communities. Opportunity exists for each of these Allegheny River Towns to illuminate its sense of connection to the waterfront. While it is clear that there are a variety of physical impediments to this effort, such as Route 28 or the industrial uses on the waterfront today, there opportunity to renew the emotional connection to the river and its legacy.

Girty's Run and Pine Creek (beyond Veteran's Field) provide unique opportunities to make direct connections in or near Downtown Millvale and Etna. While ongoing discussions of stormwater solutions evolve and are implemented, reframing these waterways into community assets is possible and could provide a truly special



Opportunity exists to embrace the water.



Goal 7:

Improve Bike/Ped Infrastructure

Pedestrian and bicycling infrastructure such as sidewalks, bike lanes, and trails, can all be used for transportation, recreation and fitness. These types of infrastructure have been shown to create many benefits for their users as well as the rest of the community. Some of these benefits are economic, such as increased revenues and jobs for local businesses, and some are non-economic benefits such as reduced congestion, better air quality, safer travel routes, and improved health outcomes. Several aspects of this Comprehensive Plan seek to build on the larger regional visions of connectivity including those funded by PA Department of Conservation and Natural Resources as well as other supporters/ foundations.

7-A. Attract a new generation of residents and visitors with improved bicycle and pedestrian infrastructure.

- Install shared lane marking, bike lanes, and/or separated bicycle lanes on corridors identified on the corresponding maps
- Install bicycle racks in business districts on sidewalks that exceed 10' in width
- On corridors that contain sidewalks less than 10' install bicycle corrals in on-street parking spaces where feasible
- Install on-street bicycle infrastructure and signs that connect communities to riverfront trail access points

Millvale

- Install on-street bicycle markings and signs to direct cyclists through the Route 28 interchange area to Millvale Riverfront Park and the Three Rivers Heritage Trail as well as the sidewalk to the 40th Street Bridge
- Install on-street bicycle markings on Grant Avenue, North Avenue and Lincoln Avenue connecting the community to the Millvale Riverfront Park and enhancing the economic potential of the Borough business districts.
- Install bicycle racks on Grant Avenue and North Avenue
- Explore connections to Etna Borough via Parker Street and Friday Road

Etna

- Construct the Three Rivers Heritage trail segment that connects Etna Borough to Millvale Borough and Sharpsburg Borough
- Develop the Allegheny Riverfront access point to provide a connection for recreation cyclists to the Borough's business district
- Install on-street bicycle infrastructure on Butler Street that connects residents in the Borough's northern residential areas to the Borough's business district and Three Rivers Heritage trail



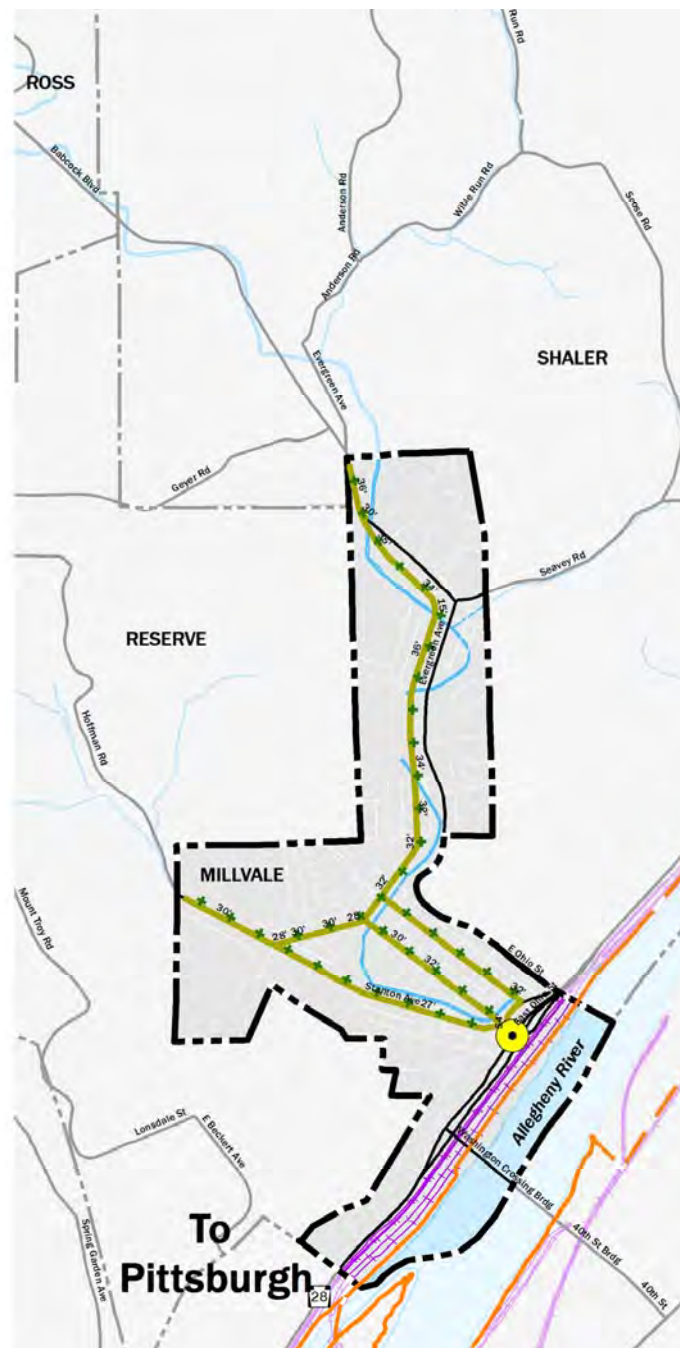
- Install bicycle racks on Butler Street and Freeport Street to improve the economic potential of the Borough's business district
- Explore connections to Millvale Borough via Parker Street and Friday Road

Sharpsburg

- Construct the Three Rivers Heritage trail segment that connects Sharpsburg Borough to Etna Borough to the west and Aspinwall Borough to the east
- Improve access to the Allegheny Riverfront via 13th Street
- Install on-street bicycle markings and end-point facilities on Main Street to encourage more cyclists to visit Borough businesses
- Install "runnels" to enhance cycling access to 62nd Street Bridge



Painted bike lane.

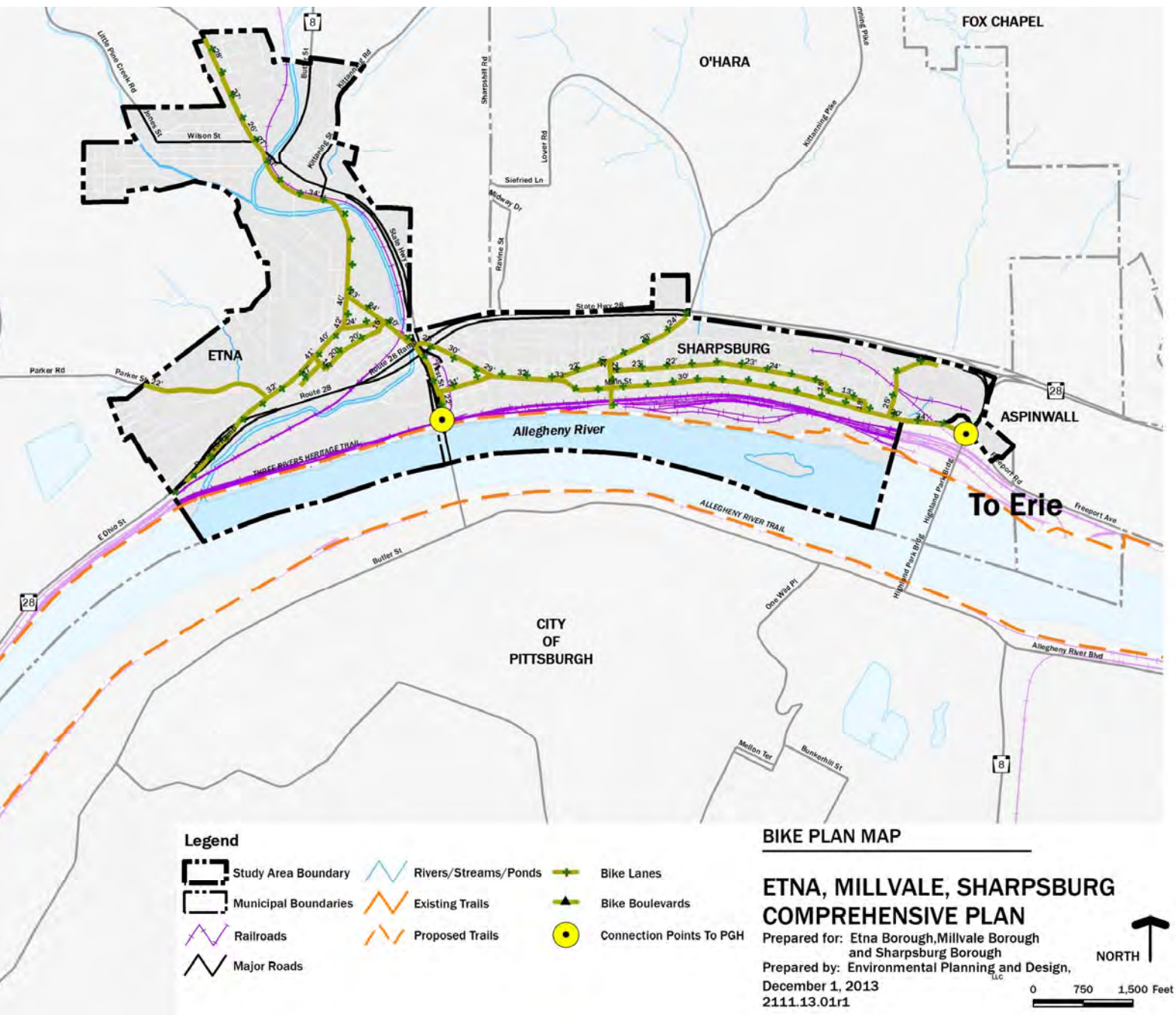




Bike racks on Pittsburgh's North Shore waterfront.



Three Rivers Heritage Trail in Pittsburgh.





Goal 8:

Address Stormwater Management

With historic flooding problems facing each community, measures such as dredging have already been undertaken to address these problems. Geography, topography and regional land use patterns influence stormwater issues in Etna, Millvale and Sharpsburg but key actions could help to address remaining stormwater and flooding issues.

8-A. Address the Unique Stormwater Management Needs of Each Community

Millvale

- Coordinate with Pittsburgh Water and Sewer Authority to resize and replace existing water mains to improve capacity. Develop a systematic schedule to complete upgrades across the Borough
- Coordinate a plan with PWSA to allow for utilization of unused water tower to increase water pressure
- Develop stream channel enhancement projects to improve the open sections of Girtys Run. Implement a design to enhance natural features, primarily near roadway crossings and other areas in public view





Wet weather park concept.



Etna

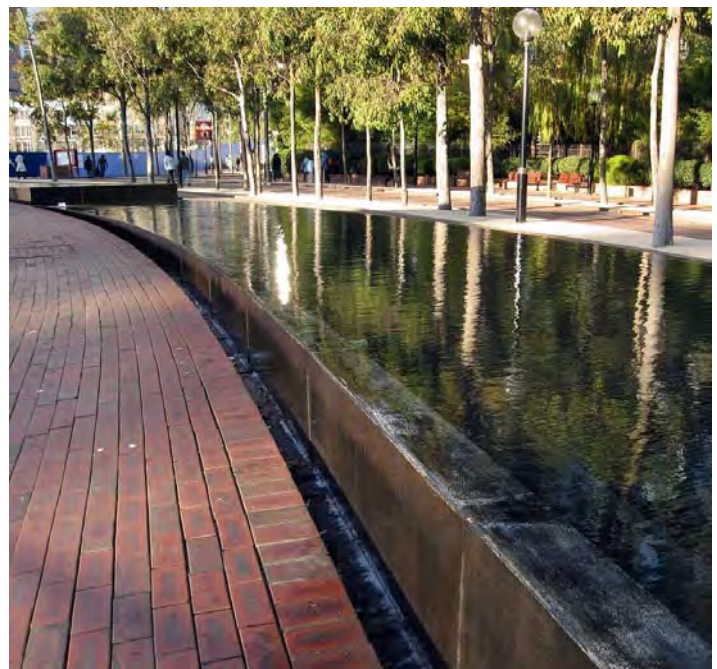
- Evaluate feasibility of realigning the Pine Creek-Allegheny River confluence to provide a more direct connection through the existing industrial park. Utilize the existing stream path as an Eco-Zone comprised of wetland area. This area shall be used as an overflow during periods of significant runoff
- Redevelopment of existing industrial areas for use as stormwater management areas along Pine Creek. Redevelop each area as a park implementing natural BMPs such as rain gardens and bio-swales
- Area east of Cunningham Alley and north of Grant Avenue
- Area east of Butler Street and Bridge Street



Stream crossing with trout habitat in Owings Mills, Md.

Sharpsburg

- Construct a storm sewer culvert to collect and convey runoff from Sites Run to the Allegheny River, and separate this flow from the combined system. Removal of this runoff from the combined sewer system will help to eliminate sewer backup and flooding during significant rainfall events
- Coordinate with PennDOT to collect and convey runoff from Route 28 to the Allegheny River. Implement water quality BMPs to treat this runoff
- Explore the suitability and feasibility of encouraging larger lots and/or development of homes/businesses above structured in the lower end of Sharpsburg to address flooding issues and parking issues.



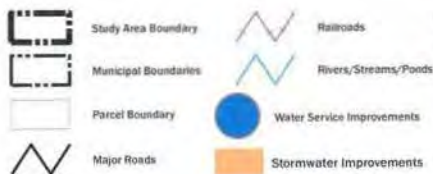
An urban stream in Darling Harbor, Sydney, Australia

North East Siskiyou Green Street Project in Portland, Oregon

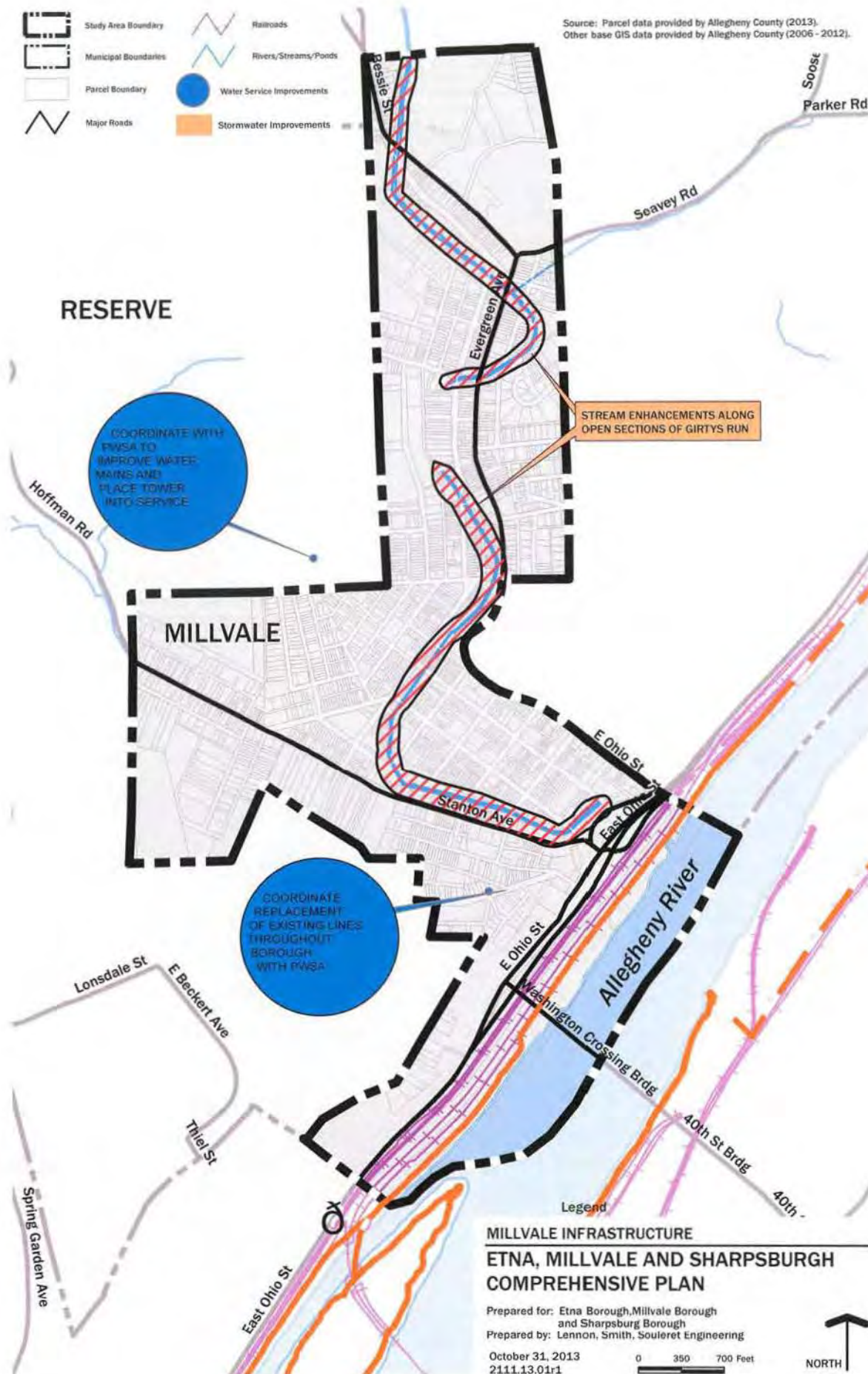


Stormwater runoff from 10,000 square feet of NE Siskiyou Street and neighboring driveways flows downhill along the existing curb until it reaches the 7-foot wide, 50-foot long curb extensions. An 18-inch wide curb cut allows this water to enter each curb extension. Once water is within the landscape area, the water is retained to a depth of 7 inches by a series of checkdams. Depending on the intensity of a rain event, water will cascade from one "cell" to another until plants and soil absorb the runoff or until the curb extensions reach their storage capacity. The landscape system in place infiltrates water at a rate of 3 inches per hour. If a storm is intense enough, water will exit the landscape area through another curb cut at the end of each curb extension and will flow into the existing street inlets. With the new stormwater curb extensions now in place, nearly all of NE Siskiyou's annual street runoff, estimated at 225,000 gallons, is managed by its landscape system

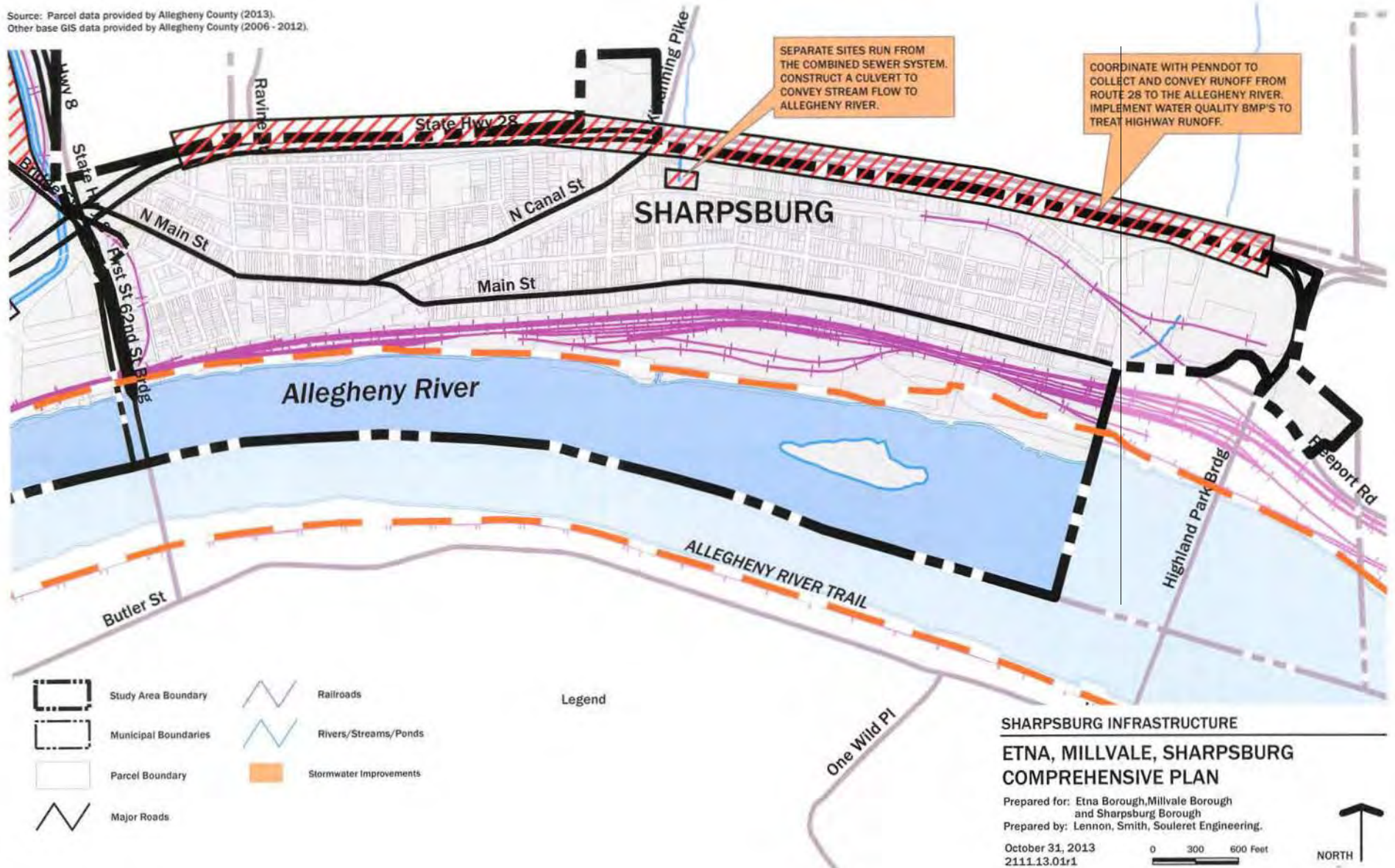




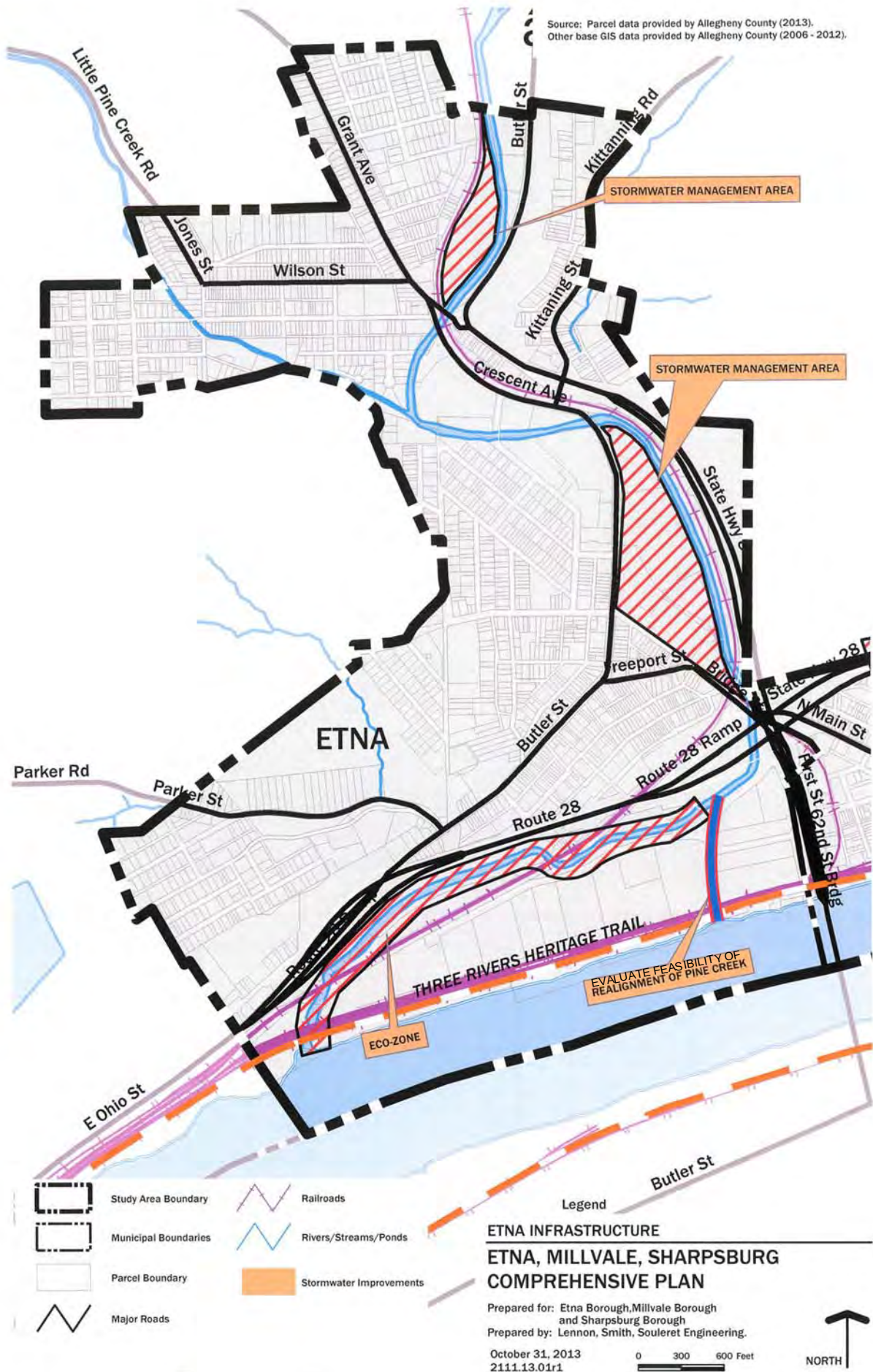
Source: Parcel data provided by Allegheny County (2013).
Other base GIS data provided by Allegheny County (2006 - 2012).



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Other base GIS data provided by Allegheny County (2006 - 2012).



Source: Parcel data provided by Allegheny County (2013).
Other base GIS data provided by Allegheny County (2006 - 2012).



Landforms within and surrounding the Etna, Millvale and Sharpsburg impact how stormwater flows through the communities.



Implementation





Actions

Key Action Plans

In capturing the various actions mentioned throughout the previous Chapters of this document, the following Action Plans summarize ideas for implementation in one place. The Action Plans are the result of collaboration with municipal staff and elected officials. They outline how specific objectives can be carried out and identify key partners who can help get things underway.

Responsible Parties/Partners

While a municipal department, board or leadership will take the lead in implementing most recommendations, there are others who can contribute to the completion of the task or who will need to support the completion of the task. Additionally, outside agencies, neighboring municipalities, county and state governmental organizations as well as others could partner with the communities in the completion of the tasks. Volunteerism will be another important component in implementing this plan.

With the breadth of issues proposed to be addressed, projects, policies and actions will require collaboration of many. Each action will require the commitment and cooperation of civic leaders, authorities, residents, institutions and businesses. To implement complex projects, the cooperation and collaboration of multiple parties will most likely be needed. Complex projects also will typically have a high level of direct involvement with elected leaders and the community's Staff. Smaller-scale projects should be initiated by community leaders but may be supported by volunteers.

The manner in which volunteers are coordinated and remain aware of opportunities will be equally critical to the success of implementing the Comprehensive Plan's actions.

Public-private partnerships are also anticipated to an important component of Comprehensive Plan implementation. A Public-Private Partnership (PPP) is commonly formed as a contractual agreement between a public agency (federal, state or local) and a private sector entity. Through this agreement, the skills and assets of each sector (public and private) are shared in delivering a service or facility for the use of the general public. In addition to the sharing of resources, each party shares in the risks and rewards potential in the delivery of the service and/or facility.

Possible Funding Sources

Staff Time: Staff members would be tackling existing work tasks in an enhanced or new way based on the recommended action.

Internship Opportunity: There are a number of schools in the area that have programs requiring internships. Some relevant schools and programs include the following:

Carnegie Mellon University's H. John Heinz III College (graduate degrees in policy, management and technology)

- Arts Management
- Information Systems Management
- Public Management
- Information Technology
- Public Policy and Management

Carnegie Mellon University's School of Architecture

- Bachelor of Architecture
- Master of Architecture
- Master of Building Performance and Diagnostics
- Master of Sustainable Design
- Master of Urban Design

University of Pittsburgh Graduate School of Public and International Affairs

- Public Administration
- The Center for Metropolitan Studies – connects the academic programs at GSPIA with state and local governments, federal agencies, regional governance institutions, and nonprofit organizations in the United States to address real time problems they are confronting

University of Pittsburgh Undergraduate Urban Studies

- Community Organization
- Urban Policy and Administration
- Urban Planning

University of Pittsburgh Swanson School of Engineering

Chatham University

- Master of Landscape Architecture

Duquesne University

- Master of Interpretive and Qualitative Research
- Master of Social and Public Policy
- Master of Community Leadership within the School of Leadership and Professional Advancement

Local Organizations: Etna, Millvale and Sharpsburg are home to a number of religious and civic organizations that could contribute to the short and long term implementation of the Comprehensive Plan. In moving forward with the Plan's implementation, it will be important to both publicize the implementation of the Plan and specifically reach out to organizations who could assist with specific actions or engage a larger audience.

Residents are involved in their community and utilizing the infrastructure of existing organizations will help to get people on board and assisting with the Plan's implementation. There is an opportunity for local organizations to "adopt" one or more recommendations and take ownership in their implementation. Expanding opportunities for public/private partnerships may be an avenue for local organizations and the Municipality to work together towards implementation of the Comprehensive Plan's recommendations.

Regional/Local Foundations: There are a number of local foundations that award money for different types of projects. This would require continued municipal investment of staff time for the preparation and pursuit of grants.

The Heinz Endowments: The Endowments supports projects designed to improve the quality of life in the region and to address challenges it shares with communities across the United States. Five disciplines are represented by grant-making program areas: Arts & Culture; Children, Youth & Families; Community & Economic Development; Education; and Environment.

Forbes Fund: (via a neighborhood nonprofit) The Forbes Funds awards grants to help nonprofits build their management capacity to so they can ultimately more effectively deliver on their mission.

The Buhl Foundation: The Buhl Foundation aims to create community legacies by leveraging its resources to encourage people and organizations to dream, to innovate and to take action.

Hillman Family Foundations: The Foundation's grant program primarily focuses on projects within the following areas: community/economic development, cultural advancement/arts, education, environment/conservation, health/medicine, human/social services.

Grable Foundation: The Pittsburgh region earns repeated accolades as one of the nation's best places for kids to learn, to play, to imagine, to experience, to grow. As such, The Grable Foundation invests in high-performing organizations that clearly advance dreams. Utilizing timely research and data as well as link organizations to one another so that, together, the Pittsburgh region will increasingly enrich the lives of all children.

Regional Organizations: While many local organizations may not offer direct financial assistance, they can often partner with local governments for various efforts like community workshops, outreach, etc.

Pennsylvania Environmental Council: The Pennsylvania Environmental Council (PEC) protects and restores the natural and built environments through innovation, collaboration, education and advocacy.

Coro Center for Civic Leadership: By developing a network of local and regional organizations willing to create internship and project opportunities for program participants, Coro creates a safe space in which diverse organizations and leaders enter into dialogue with program participants and with each other.

Urban Land Institute: ULI is an international, non-profit organization that explores a variety of land use issues, impartially reports findings, and convenes forums to find solutions. Members control, own or enhance the value of more than 80 percent of the U.S. real estate market.

APA-PA: The Pennsylvania Chapter of the American Planning Association provides leadership in the development of vital communities by advocating excellence in community planning through education, empowerment, partnership, and public policy.

Action Timeframes

Short Term

- **Should be started and/or completed in 1-3 years**
- **Represent important building blocks for completing long-term actions**

Long Term

- **Should be started and/or completed in 3-10 years**
- **Represent complicated or inter-connected actions that may require cooperation from multiple agencies, entities or organizations to complete or may involve extensive infrastructure or steps related to private-sector development**

A First Step in Implementation

As a first step in implementing this Comprehensive Plan, the communities should establish a Strategic Planning Alliance (SPA) to enhance communication and coordination in the implementation of the Comprehensive Plan. The SPA will coordinate Plan implementation between elected officials, staff, authorities, boards, commissions, schools, civic organizations, legislators and faith communities. As the Comprehensive Planning process comes to a close, choose a small group to form the initial members of the SPA. This group could prepare a letter of invitation to identified potential members outlining SPA roles and responsibilities. Once the SPA has come together, their first steps can include the following:

- Define a clear set of rationales or reasons for the SPA's formation and create communication outlets to build public awareness of the SPA and its role/mission/purpose
- Identify the criteria and full range of projects/policies appropriate for SPA action
- Determine the frequency of SPA meetings
- Establish a Comprehensive Plan Progress Card to be used annually to evaluate the effectiveness, efficiency and status of the Comprehensive Plan's implementation
- Work with identified partners on priority projects and lay the groundwork for upcoming projects
- Utilize the Comprehensive Plan Progress Card as part of pursuits/applications for funding to demonstrate areas that need improvement and areas where improvements have been made

Multi-Municipal Actions

Etna, Millvale and Sharpsburg

The Overall Actions represent steps that the communities can take to continue the momentum of the Comprehensive Planning process and continue to work together. These collective actions will benefit from pooled resources of three communities.

Key Actions

Implementation Steps	Related Actions	Key Partners for Implementation
Form a task force to focus on reinvesting in housing stock and increasing population.	1-C, 4-A, 5-A, 7-A	Realtors, Developers, ACTION Housing, Habitat for Humanity, Allegheny River Towns Enterprise Zone, Pittsburgh Community Reinvestment Group, Trade Schools, JobWorks, Job Corps, First National Bank, Dollar Bank, Northwest Savings Bank, Ridgeway Capital, Strategic Planning Alliance
Focus on revitalization in the business districts.	1-A, 1-B, 2-A, 2-B, 2-C, 3-C, 6-A	Pittsburgh Community Reinvestment Group, Etna Economic Development Corp., Millvale Borough Development Corp., Banks, Chamber of Commerce, Strategic Planning Alliance
Promote riverfront development. Including encouraging adoption of zoning updates and making development consistent with a proposed Riverfront Overlay.	1-A, 2-B, 3-B, 4-B, 6-A, 6-B, 8-A	Strategic Planning Alliance
Undertake comprehensive stormwater and flood control measures.	8-A	Pittsburgh Water and Sewer Authority, Strategic Planning Alliance
Work cooperatively to improve infrastructure, utilities and construction practices.	1-C	Staff Time (updating/adopting ordinances), Consultants, Duquesne Light, Equitable/Peoples Gas, Pittsburgh Water and Sewer Authority, Open Space Coordinator (serving all three communities), Strategic Planning Alliance
Maintain and improve the quality of public safety.	4-B, 6-A, 7-A	Etna Police Department, Millvale Borough Police Department, Sharpsburg Police Department, Strategic Planning Alliance
Reduce blight and the factors causing blight.	1-C	Pittsburgh Community Reinvestment Group, Etna Economic Development Corp., Millvale Borough Development Corp., Banks, Strategic Planning Alliance
Explore and pursue opportunities for shared specialty staffing/positions.	4-B, 6-A, 7-A	Strategic Planning Alliance

Etna Key Actions

Etna Short-Term Implementation Plan

Implementation Steps	Related Actions	Key Partners for Implementation
Facilitate succession planning for existing businesses.	3-A	Etna Economic Development Corp., Etna Borough, PA Department of Community and Economic Development
Focus on places to grow to spark reinvestment in other locations within the Borough.		Etna Economic Development Corp., Etna Borough, PA Department of Community and Economic Development
Create architectural and design guidelines.	1-A, 2-B	Pittsburgh History and Landmarks Foundation, Allegheny County Economic Development, Millvale Borough Development Corporation, Design Center of Pittsburgh
Expand streetscape improvements to also include bicycle infrastructure.	7-A	PA Department of Conservation and Natural Resources, Friends of Riverfront, Local Trail Groups and Advocates, Foundations, PA Greenways Trails and Recreation Program, PennDOT
Expand education programs for property owners for effective stormwater management methods.	8-A	Etna Borough, Pine Creek Watershed Association, Property Owners, Allegheny County Conservation District

Etna Long-Term Implementation Plan

Implementation Steps	Related Actions	Key Partners for Implementation
Facilitate succession planning for existing businesses.	3-A	Etna Economic Development Corp., Etna Borough, DCED
Address stormwater management issues by realigning the Pine Creek-Allegheny River confluence, redeveloping vacant properties as stormwater management areas and implementing natural stormwater management techniques.	8-A	PA Department of Environmental Protection, Stormwater Planning and Management Grants, Nonpoint Source Management Section 319 Grants, Pittsburgh Water and Sewer Authority, Cirty's Run Joint Sewer Authority
Focus on reinvesting in housing stock and increasing population.	1-C, 4-A, 5-A, 7-A	Pittsburgh Community Reinvestment Group, Etna Economic Development Corp., Millvale Borough Development Corp., Strategic Planning Alliance
Focus on revitalization in the business districts.	1-A, 1-B, 2-A, 2-B, 2-C, 3-C, 6-A	Chamber of Commerce, PA Department of Community and Economic Development, Millvale Borough Development Corp., Etna Economic Development Corp.
Reduce blight and the factors leading to blight.	1-C	Pittsburgh Community Reinvestment Group, Etna Economic Development Corp., Millvale Borough Development Corp., Community Development Block Grants, Allegheny County Community Infrastructure and Tourism Fund
Maintain and improve the quality of public safety.	4-B, 6-A, 7-A	Etna Police Department, Millvale Borough Police Department, Sharpsburg Police Department
Work cooperatively to improve infrastructure, utilities and construction practices.	1-C	Staff Time (updating/adopting ordinances), Consultants, Duquesne Light, Equitable/Peoples Gas, Pittsburgh Water and Sewer Authority, Open Space Coordinator (serving all three communities)
Promote riverfront development.	1-A, 2-B, 3-B, 4-B, 6-A, 6-B, 8-A	Community Development Block Grants, Allegheny County Community Infrastructure and Tourism Fund, Friends of the Riverfront

Millvale Key Actions

Millvale Short-Term Implementation Plan

Implementation Steps	Related Actions	Key Partners for Implementation
Consider shared staffing or shared interns.	1-A	Boroughs, Local Government Academy, Allegheny County
Coordinate zoning and design guidelines where feasible.	1-A	Allegheny County, Consultants, Borough Staff
Create architectural and design guidelines.	1-A, 2-B	Pittsburgh History and Landmarks Foundation, Allegheny County Economic Development, Millvale Borough Development Corporation, Design Center of Pittsburgh
Conduct cost/benefit analysis of parking meters and parking strategies.	2-C	Millvale Borough Council, Millvale Borough Development Corporation
Guide and coordinate new businesses into specific targeted areas	4-B, 5-A	Millvale Borough Development Corporation, Allegheny County Economic Development
Update Zoning Ordinances to implement land use components of the Comprehensive Plan	5-A	Allegheny County, Consultants, Millvale Borough Council, Millvale Borough Staff
Attract a new generation of residents and visitors with improved bicycle and pedestrian infrastructure	7-A	PA Department of Conservation and Natural Resources, Friends of Riverfront, Local Trail Groups and Advocates, Foundations, PA Greenways Trails and Recreation Program, PennDOT
Address vacant properties in the vicinity of Lincoln Avenue, North Avenue and Grant Avenue.	2-B	Allegheny County Economic Development, Millvale Side Lot Program, Millvale Borough Development Corporation, Allegheny River Towns Enterprise Zone

Millvale Long-Term Implementation Plan

Implementation Steps	Related Actions	Key Partners for Implementation
Expand and enhance the riverfront trail network.	1-A	PA Department of Conservation and Natural Resources, Friends of Riverfront, Local Trail Groups and Advocates, Foundations, PA Greenways Trails and Recreation Program, PennDOT
Improve infrastructure, utilities and construction practices.	1-C	PA Department of Environmental Protection
Address and strengthen the sense of place in programmatic ways.	2-A	Millvale Borough Development Corporation, Millvale Borough Council, Allegheny County, Community Library, North Hills Community Outreach
Facilitate succession planning for existing businesses.	1-A, 3-A	US Small Business Administration, Millvale Borough Development Corporation
Take advantage of upper floor residential as an opportunity for development	4-A	PA Department of Community and Economic Development, Allegheny County Economic Development, Millvale Borough Economic Development, Private investment, PA Historical and Museum Commission, Allegheny River Towns Enterprise Zone
Investigate how to strategically connect Lincoln Avenue and Grant Avenue.	4-B	PennDot, Community Development Block Grants, Allegheny County Community Infrastructure and Tourism Fund, Federal Grant Programs
Focus on creating vibrancy in the Creekside District	6-A	Millvale Borough Development Corporation, PA Department of Conservation and Natural Resources, PA Department of Community and Economic Development, PA Department of Environmental Protection, Allegheny County Economic Development
Address stormwater management issues by replacing existing mains, developing stream channel enhancements in Girty's Run and other projects.	8-A	PA Department of Environmental Protection, Stormwater Planning and Management Grants, Nonpoint Source Management Section 319 Grants, Pittsburgh Water and Sewer Authority, Girty's Run Joint Sewer Authority
Enhance slope and hillside use to create additional open space and valuable stormwater management areas within the community.	8-A	US Department of Agriculture Natural Resources Conservation Services, Land Recycling Grants Program, PA Department of Environmental Protection Grants, Foundations, Allegheny County Vacant Property Recovery Program, Grow PGH

Sharpsburg Key Actions

Sharpsburg Short-Term Implementation Plan

Implementation Steps	Related Actions	Key Partners for Implementation
Study the implications and possibilities for expanding parking in the business district.	2-B, 2-C, 5-A	Community Development Block Grants, Pittsburgh Community Reinvestment Group, Allegheny County Vacant Property Program
Study the implications of providing for 2-hour free parking on Main Street.		Sharpsburg Business Association, Sharpsburg Borough Council
Create and install high-quality gateway signage and other gateway improvements.	2-B, 3-B	Sprout Fund, Fox Chapel District Association, Amera Geffin-Art Grants
Develop area under the Flemming Bridge in coordination with Etna's River Park.	1-A, 2-B, 3-B, 4-B, 6-A, 6-B	US Department of Agriculture Natural Resources Conservation Services, Land Recycling Grants Program, PA Department of Environmental Protection Grants, Foundations, Allegheny County Vacant Property Recovery Program, Grow PGH
Promote and support the development of a skateboard park and/or other family/youth activities (bowling, etc.)	2-B, 3-C, 4-B, 5-A, 6-A	Senator Ferlo, PNC Community Grants, PA Department of Conservation and Natural Resources, UPMC Foundation, Heinz Endowments,
Enhance marketing of businesses and business district.	1-A, 2-B, 3-B, 4-B, 6-A, 6-B	CMU School Business
Participate in or create a façade enhancement program.	1-B, 2-B	Allegheny County Community Infrastructure and Tourism Fund

Sharpsburg Long-Term Implementation Plan

Implementation Steps	Related Actions	Key Partners for Implementation
Focus on reinvesting in housing stock and increasing population.	1-C, 4-A, 5-A, 7-A	Pittsburgh Community Reinvestment Group, Etna Economic Development Corp., Millvale Borough Development Corp., Strategic Planning Alliance
Focus on revitalization in the business districts.	1-A, 1-B, 2-A, 2-B, 2-C, 3-C, 6-A	Chamber of Commerce, PA Department of Community and Economic Development, Millvale Borough Development Corp., Etna Economic Development Corp.
Reduce blight and the factors leading to blight.	1-C	Pittsburgh Community Reinvestment Group, Etna Economic Development Corp., Millvale Borough Development Corp., Community Development Block Grants, Allegheny County Community Infrastructure and Tourism Fund
Maintain and improve the quality of public safety.	4-B, 6-A, 7-A	Etna Police Department, Millvale Borough Police Department, Sharpsburg Police Department
Address stormwater management issues by constructing a storm sewer culvert from Sites Run to the Allegheny River and coordinating with PennDOT to convey runoff from Route 28 to the Allegheny River.	8-A	PA Department of Environmental Protection, Stormwater Planning and Management Grants, Nonpoint Source Management Section 319 Grants, Pittsburgh Water and Sewer Authority, Girty's Run Joint Sewer Authority
Work cooperatively to improve infrastructure, utilities and construction practices.	1-C	Staff Time (updating/adopting ordinances), Consultants, Duquesne Light, Equitable/Peoples Gas, Pittsburgh Water and Sewer Authority, Open Space Coordinator (serving all three communities)
Promote riverfront development.	1-A, 2-B, 3-B, 4-B, 6-A, 6-B, 8-A	Community Development Block Grants, Allegheny County Community Infrastructure and Tourism Fund, Friends of the Riverfront

Land Use and Housing Plan

Because of the complexity and dynamic nature of real estate/the economy and existing community development patterns, the Planning Team proposed the concept of core area “infill” and redevelopment as the foundation for the Comprehensive Plan’s future land use and housing scenarios. By taking a holistic view of land use, rather than identifying specific timeframes for particular types of development, the Planning Team was able to model a wide range of short-and long-term implications of land use decisions.

Related Goals and Actions

Goal 1: Seize Opportunities to Work Together

- **Continue the momentum generated by the Comprehensive Plan process to coordinate economic revitalization efforts and enhance the riverfront trail network.**
- **Create a Downtown Revitalization Champion.**
- **Work cooperatively to improve infrastructure, utilities and construction practices.**

Goal 2: Strengthen the Sense of Place

- **Address and strengthen the sense of place in physical ways.**
- **Don't Create Your Own Competition.**

Goal 3: Leverage Existing Assets

- **Facilitate succession Planning for Existing Businesses**
- **Embrace the Allegheny RIVER Towns**
- **Encourage niche businesses**

Goal 4: Focus on Opportunity Building Blocks as Physical Places to Grow

- **Upper Floor Residential is an Opportunity for development**
- **Take advantage of unique opportunities in each community**

Goal 5: Update Zoning Ordinances

- **Update Zoning Ordinances to Implement Land Use Components of the Comprehensive Plan.**

Goal 6: Target Key Land Use Changes

- **Focus on creating vibrancy in each of the community's key areas.**
- **Reconnect physically and emotionally to the river water.**

Goal 8: Address Stormwater Management

- **Address the Unique Stormwater Management Needs of Each Community.**

Transportation, Facilities & Utilities Plan

In developing the framework for long-term vision, the Boroughs explored ways in which they want to be part of the ever-expanding region-wide pedestrian and bicycle system.

The Planning Team analyzed stormwater issues and problem area based on information provided by the Boroughs to identify potential grey and “green infrastructure” opportunities that exist.

As part of identifying traffic related issues on the “Gateway Roads” to the Boroughs and recommendations for these roads’ enhancements, a comprehensive/breadth review of the “Gateway” roads in the existing transportation network within the comprehensive plan area will be completed.

Related Goals and Actions

Goal 1: Seize Opportunities to Work Together

- **Work cooperatively to improve infrastructure, utilities and construction practices.**

Goal 2: Strengthen the Sense of Place

- **Address and strengthen the sense of place in physical ways.**
- **Don't Create Your Own Competition.**

Goal 3: Leverage Existing Assets

- **Embrace the Allegheny RIVER Towns**

Goal 5: Update Zoning Ordinances

- **Update Zoning Ordinances to Implement Land Use Components of the Comprehensive Plan.**

Goal 7: Improve Bike/Pedestrian Infrastructure

- **Attract a new generation of residents and visitors with improved bicycle and pedestrian infrastructure.**

Goal 8: Address Stormwater Management

- **Address the Unique Stormwater Management Needs of Each Community.**

Resources, Amenities & Open Space Plan

Building upon successes the communities have achieved to date, locally available information and regional riverfront initiatives, an assessment of potential opportunities for enhancing the network of the Boroughs' open spaces and riverfront experiences was prepared.

The Planning Team identified a highly efficient and safe bicycle/pedestrian network that connects residents and tourists to business districts and cultural/historical/recreation resources. Streets that could host a bike lane or cycle track were identified.

Related Goals and Actions

Goal 1: Seize Opportunities to Work Together

- **Continue the momentum generated by the Comprehensive Plan process to coordinate economic revitalization efforts and enhance the riverfront trail network.**
- **Work cooperatively to improve infrastructure, utilities and construction practices.**

Goal 2: Strengthen the Sense of Place

- **Address and strengthen the sense of place in programmatic ways.**
- **Address and strengthen the sense of place in physical ways.**

Goal 3: Leverage Existing Assets

- **Embrace the Allegheny RIVER Towns**

Goal 4: Focus on Opportunity Building Blocks as Physical Places to Grow

- **Take advantage of unique opportunities in each community**

Goal 6: Target Key Land Use Changes

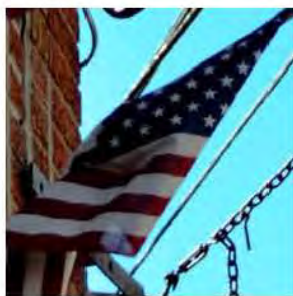
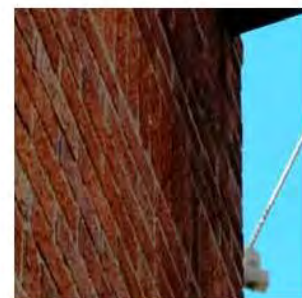
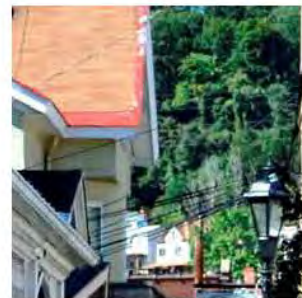
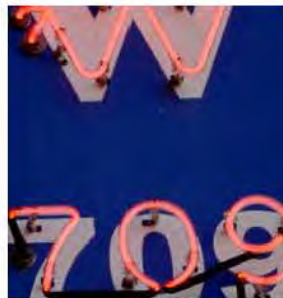
- **Focus on creating vibrancy in each of the community's key areas.**
- **Reconnect physically and emotionally to the river water.**

Goal 7: Improve Bike/Pedestrian Infrastructure

- **Attract a new generation of residents and visitors with improved bicycle and pedestrian infrastructure.**

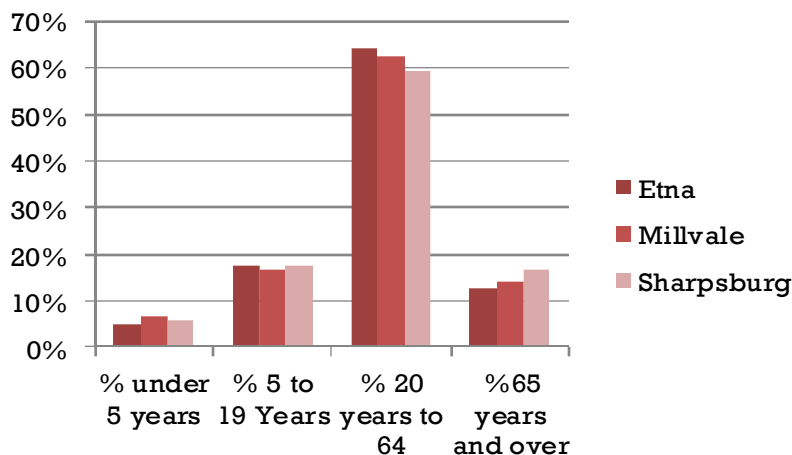
Influences and Findings





Demographic Information

2010 Population



Etna, Millvale and Sharpsburg each have a population of about 3,500 people. The age distribution is very similar for each community with Millvale having slightly fewer school age (5-19 years old) children.

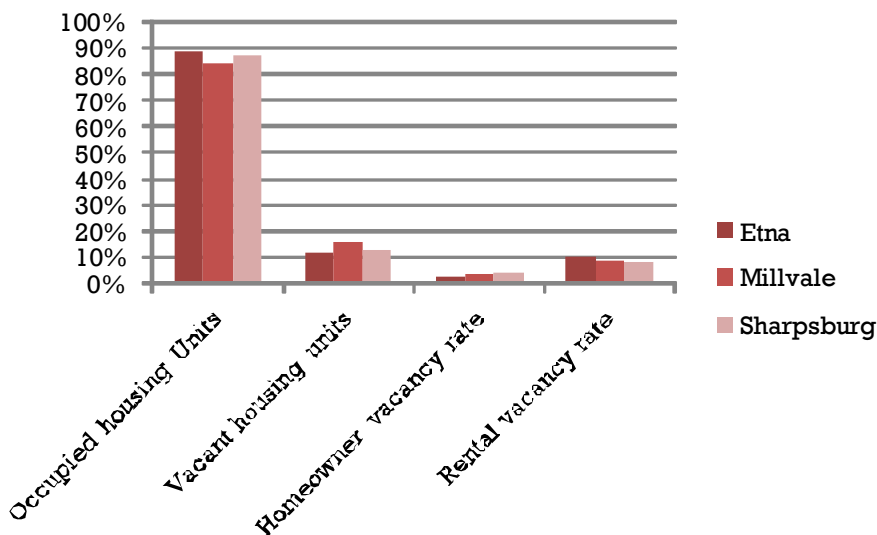
Of the three communities, Sharpsburg has the highest median age at 40 years. The median age in Etna is 39.5, while the median age in Millvale is 37.5.

The communities each have about 1,600 to 1,700 households each with an average owner-occupied household size of 2.3 and an average renter-occupied household size of about 1.9.

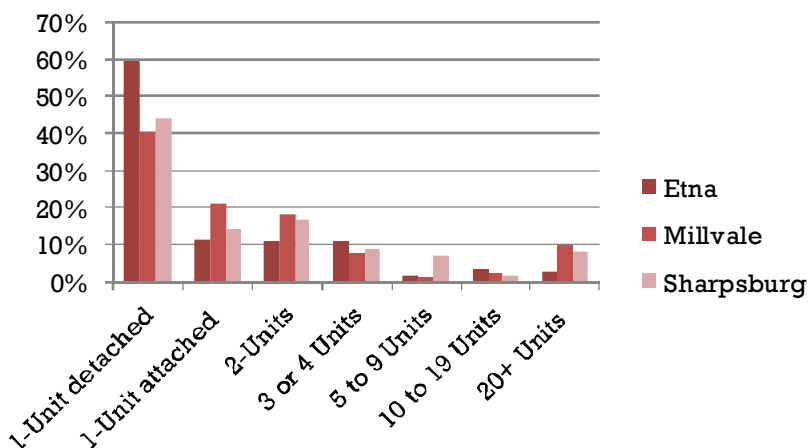
Etna has over 50% owner-occupied housing units while Millvale and Sharpsburg have about 40% owner-occupied housing units each. In Etna and Millvale, about 60% of the owner-occupied units have a mortgage. In Sharpsburg, it is nearly 70%.

Etna and Sharpsburg each have about 1,800 total housing units while Millvale has about 2,000 housing units. Etna has a rental vacancy rate of 10%. That rate is 9% in Millvale and 8% in Sharpsburg.

2010 Housing Occupancy

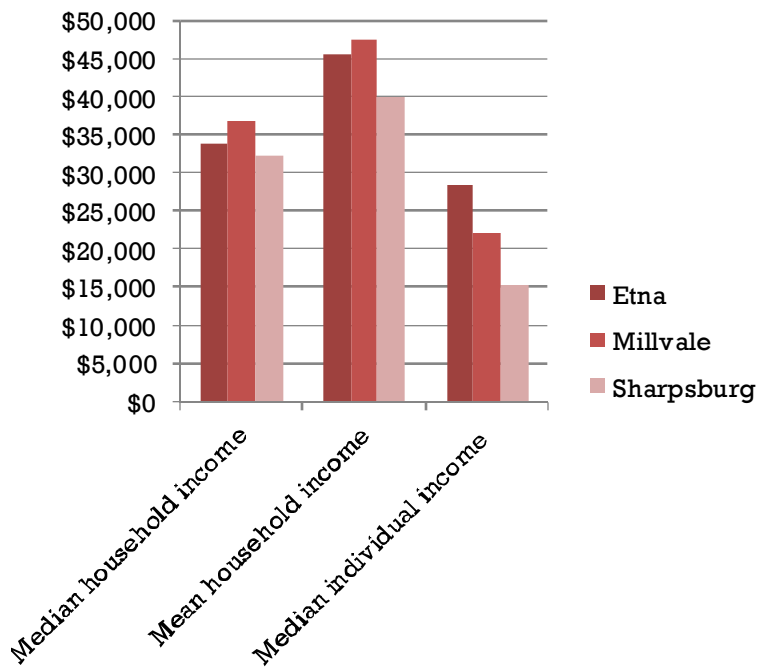


2010 Housing Type



The 1-unit detached housing structure is the most common in all three communities with Etna at 60%, Millvale at 40% and Sharpsburg at 44%. Millvale and Sharpsburg have more 20+ unit structures (10% and 8% respectively) while Etna has about 3% of these types of structures.

2010 Income



Etna, Millvale and Sharpsburg have similar median and mean household income with Millvale generally highest and Sharpsburg generally lowest.

There is a wider difference between the communities when considering median individual income. Sharpsburg's median individual income is just over \$15,000 per year while Etna's is over \$28,000 per year.



Public Input

As a process, a plan is only as successful as the commitment of the participants who help form the concepts, believe in the vision, and further the recommendations towards implementation.

This Comprehensive Plan was developed over the course of 7 months led by a Plan committee comprised of elected officials, municipal staff, different community organization leaders as well as interested residents.

To this end, planning professionals assisting the committee conducted public participation and outreach opportunities to gather input and share ideas.

Public meetings were key opportunities to gather input and feedback as well as to go into depth on important issues. At various points, the team synthesized and incorporated public feedback into ongoing content development.

Public Meeting Summary

Etna

The meeting was held on December 3rd, 2013, from 6-8 pm at 27 Crescent St, Etna, PA

Outreach tactics: Email blast, radio announcement on community station, reverse 911 call to every house in Etna

General Comments

- More parking to access churches, renovate main street
- Too many people lack interest in the community, they leave garbage on the porch, do not maintain yard. Streets are in bad shape.
- Need more neighborhood businesses
- Shrinking tax base, vacant stores, political parties, high rates from ALCOSAN
- I like the business district, but need more, great police force, convenience and sustainability
- Promote home ownership and get more people to take care of their own property

Millvale

The meeting was held on December 2nd, 2013 from 6-8 pm at Millvale, Artez office, 211 Grant Avenue, Millvale, PA

Outreach tactics: Email blast, Facebook

General Comments

- Find historical gems in the community and promote them. Old brewery on Stanton and railroad in basement
- A grocery store and coffee shop would be great
- More cultural amenities, understand the history, inform the community of history, more bike lanes
- Update housing, more capital in the community
- Disengaged property owners and landlords
- More restaurants and unique shops, and interest in art community
- Improve main street
- More investment in sidewalks and other infrastructure, better transit for elderly, street beautification
- More interest in borough activities

Sharpsburg

The meeting was held at on December 4th, 2013 from 6-8 pm at Sharpsburg, Borough Council Chambers, 1611 Main Street, Sharpsburg, PA

Outreach tactics: Email blast, Facebook

General Comments

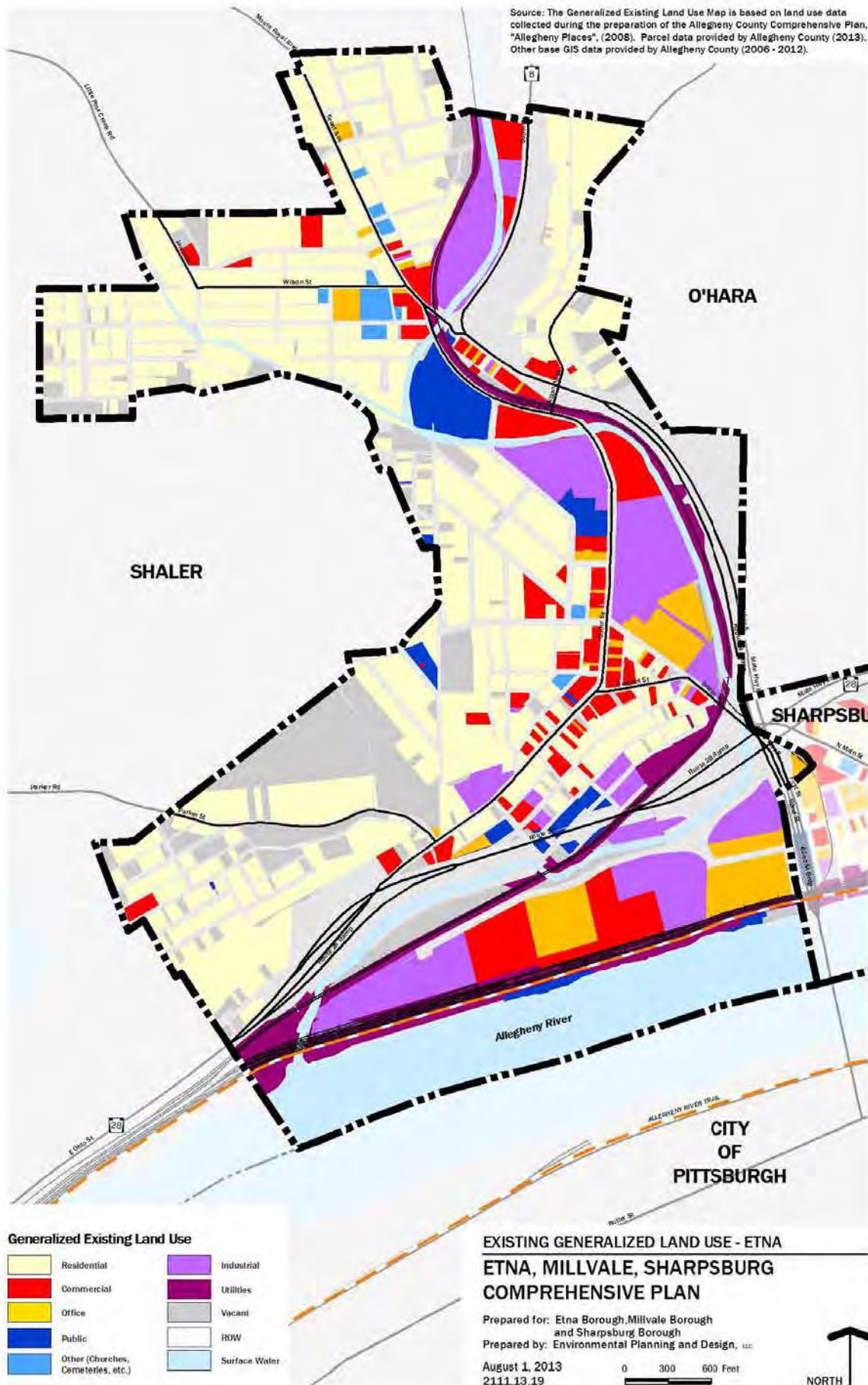
- Put a focus on North Canal Street
- Great history with Grace Church, old Eagles Mansion, Heinz Terrace
- I love Kennedy Park
- Great School District to capitalize on
- Attitude/Community culture makes it challenging for people to pull together
- Sharpsburg is a richly historic riverfront town with a low cost of living, low crime rate and amazing school district. It has so much potential
- It has a bad reputation in the surrounding communities because of the poverty in the community but I think absentee landlords have a large impact on the rundown look of the town.
- Parks, greenspaces, trees, branding and marketing, developers required, entrances to town
- More storefront stores

Existing Generalized Land Use and Vacant Land

The Planning Team utilized the Borough's digital parcel information compiled as part of Allegheny County's GIS database and existing in-house mapping. Other pertinent GIS information was incorporated into the project database as part of the project inventory phase. The Planning Team worked with the Boroughs to record the existing land uses and vacant spaces.

Based upon available maps, tax records and other readily available materials, all data was incorporated into the digital parcel file. This data was used as a starting point for the development of future land use/re-development scenarios as part of the comprehensive planning process.

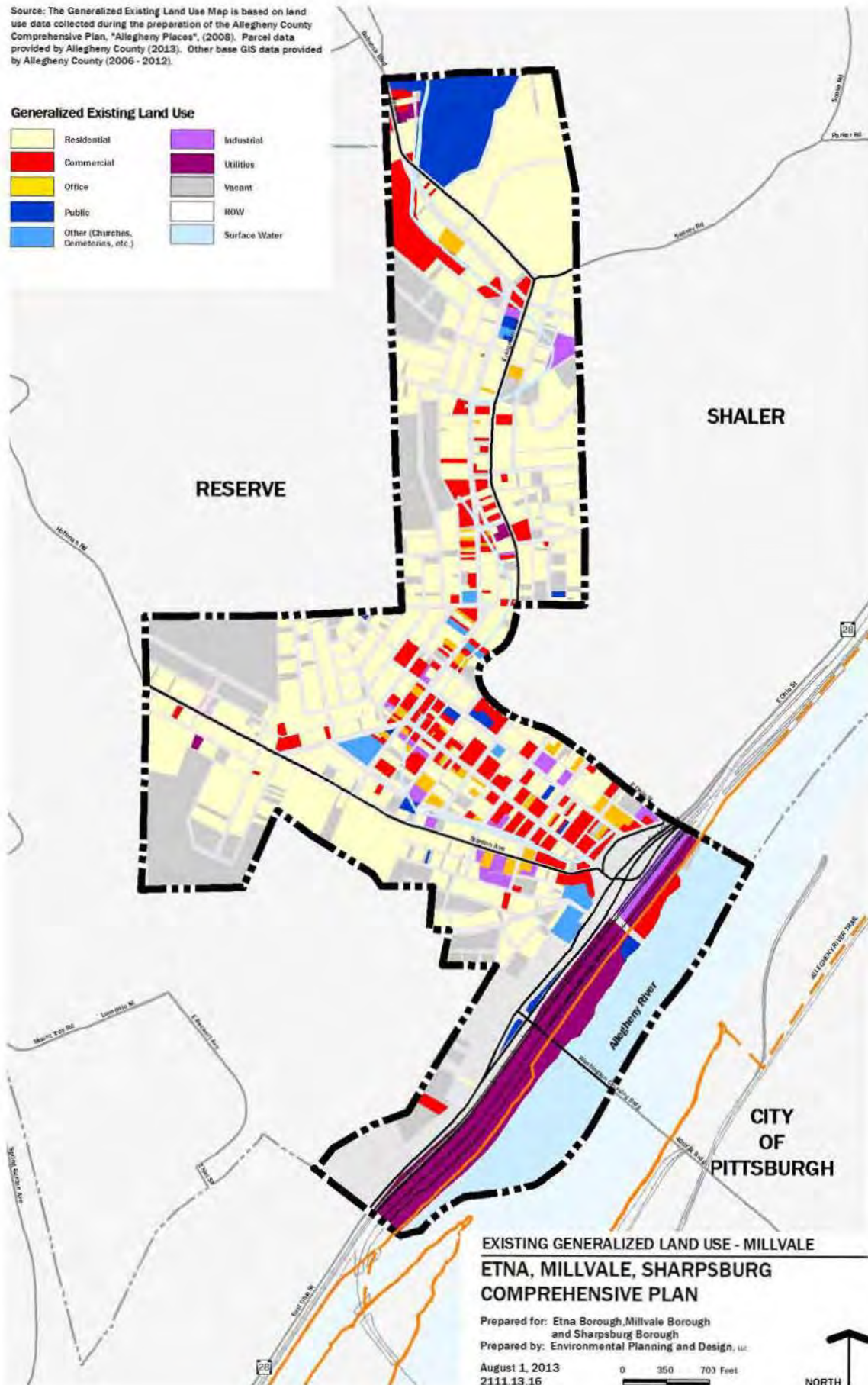


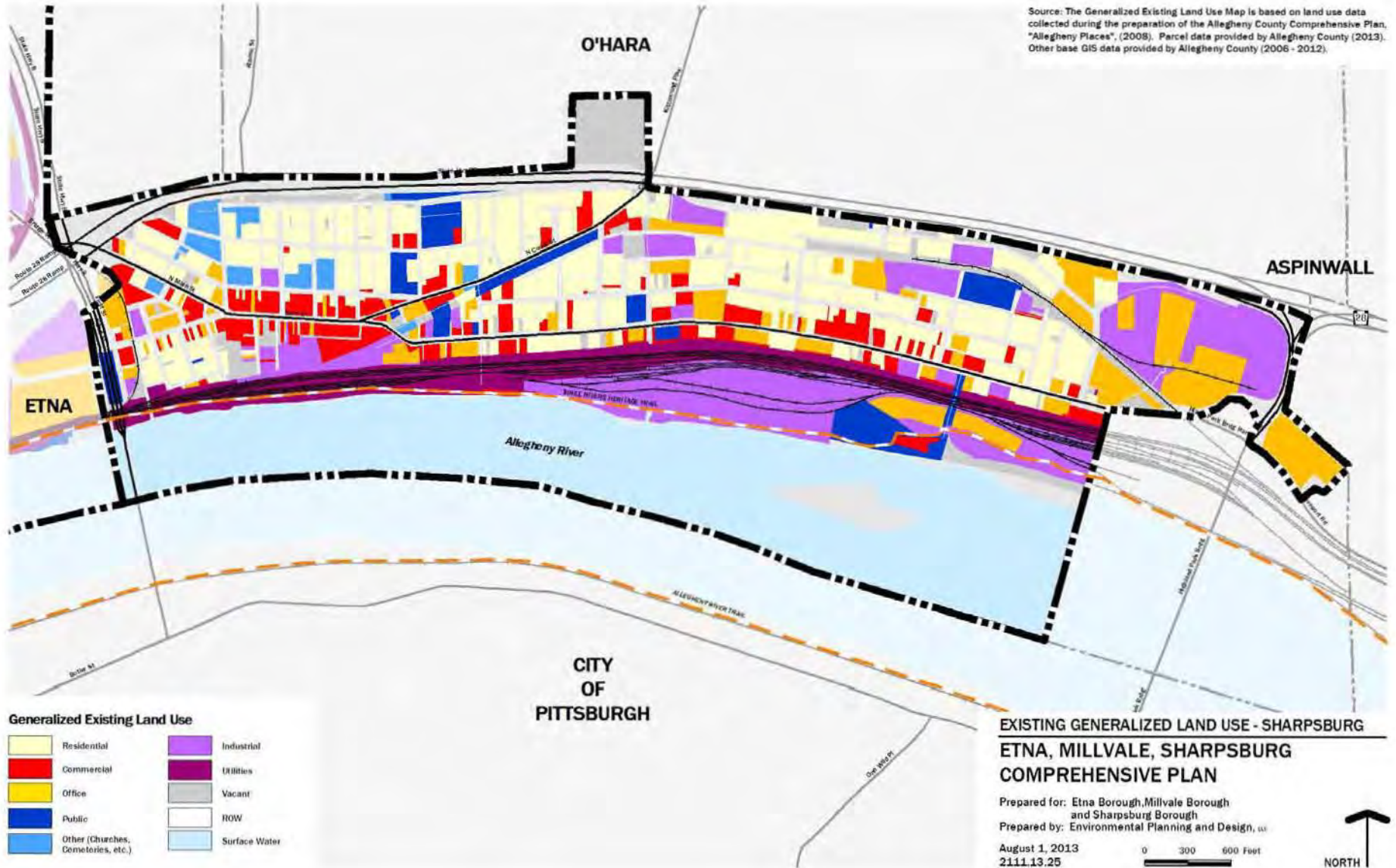


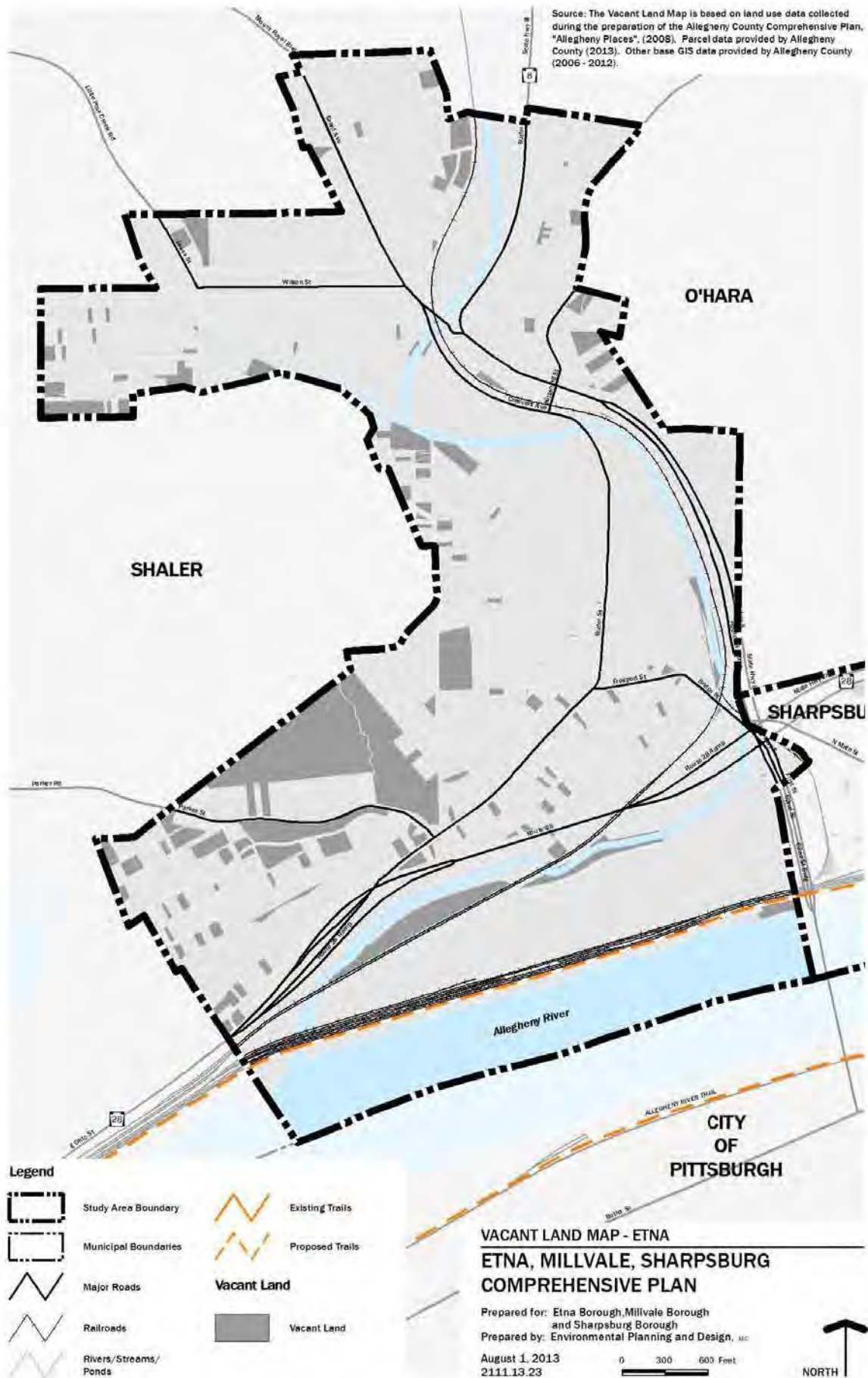
Source: The Generalized Existing Land Use Map is based on land use data collected during the preparation of the Allegheny County Comprehensive Plan, "Allegheny Places", (2006). Parcel data provided by Allegheny County (2013). Other base GIS data provided by Allegheny County (2006 - 2012).

Generalized Existing Land Use

	Residential		Industrial
	Commercial		Utilities
	Office		Vacant
	Public		ROW
	Other (Churches, Cemeteries, etc.)		Surface Water







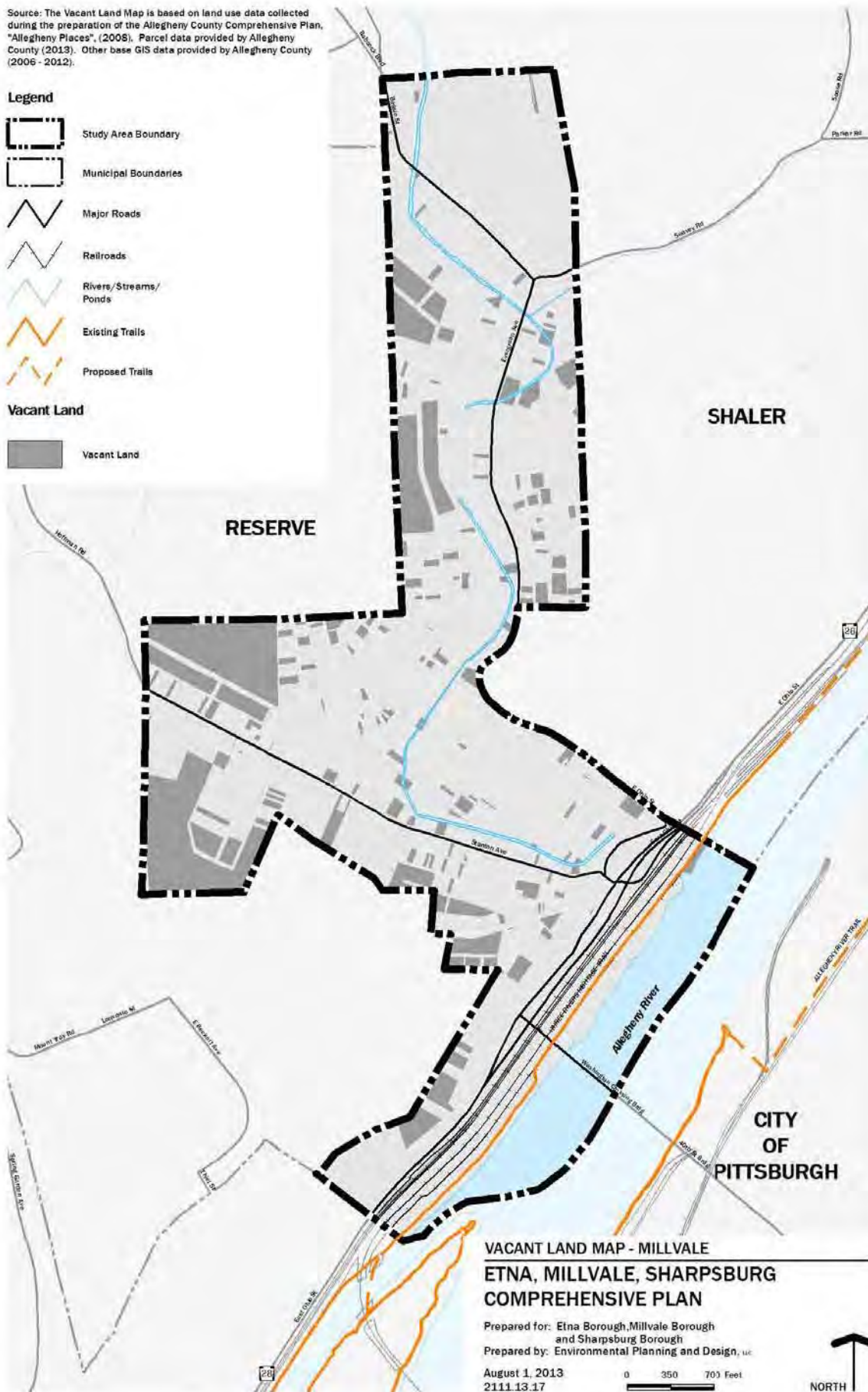
Source: The Vacant Land Map is based on land use data collected during the preparation of the Allegheny County Comprehensive Plan, "Allegheny Places", (2006). Parcel data provided by Allegheny County (2013). Other base GIS data provided by Allegheny County (2006 - 2012).

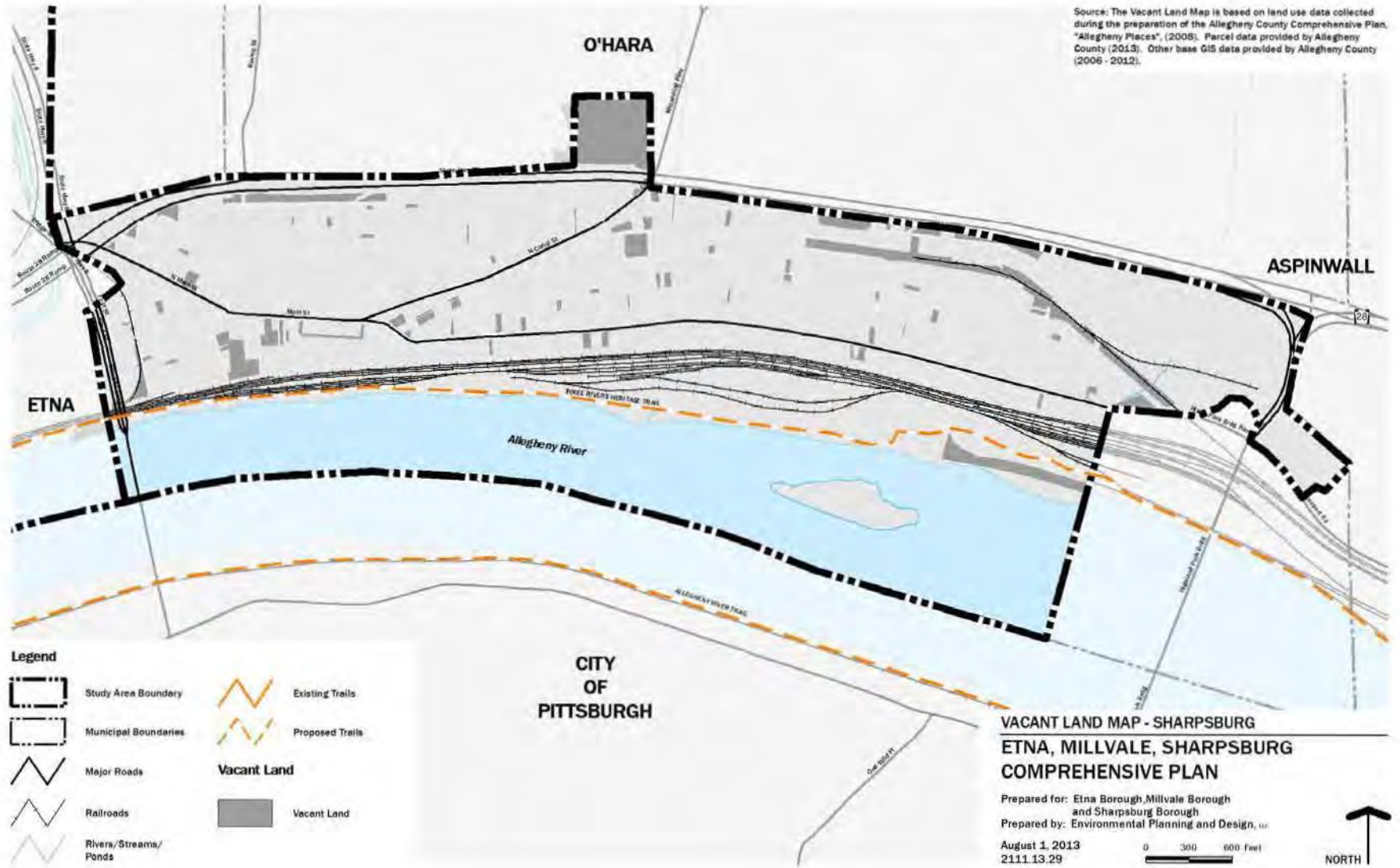
Legend

-  Study Area Boundary
-  Municipal Boundaries
-  Major Roads
-  Railroads
-  Rivers/Streams/Ponds
-  Existing Trails
-  Proposed Trails

Vacant Land

-  Vacant Land



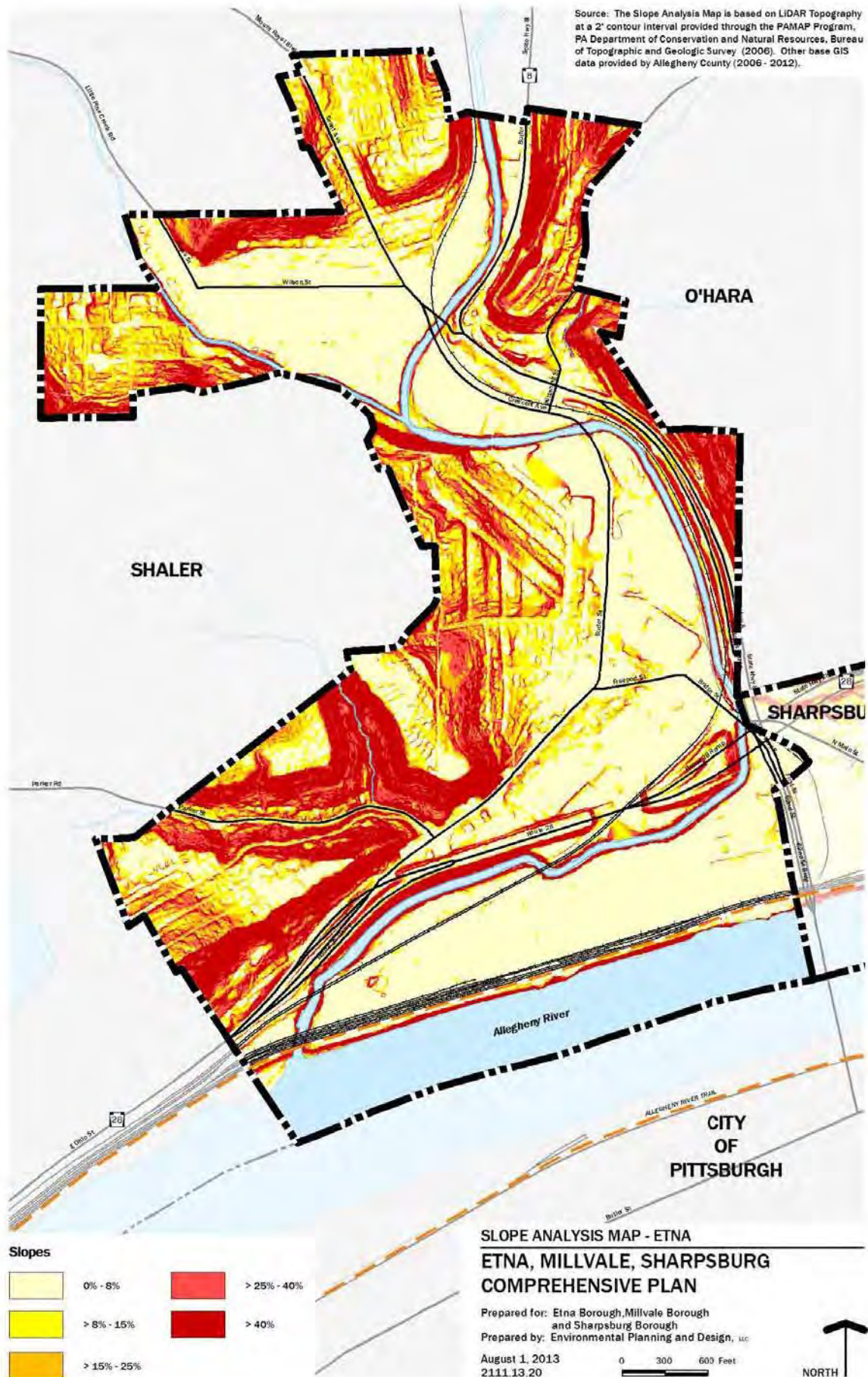


Slope and Landform Analysis

Topography and geography are important factors in the Etna, Millvale and Sharpsburg. Internally, it guides land use and open areas;; it also drives the ways that the communities physically relate to one another, other regional communities an the Allegheny River. In context of land use and topography, the Planning Team analyzed stormwater issues and problem area based on information provided by the Boroughs

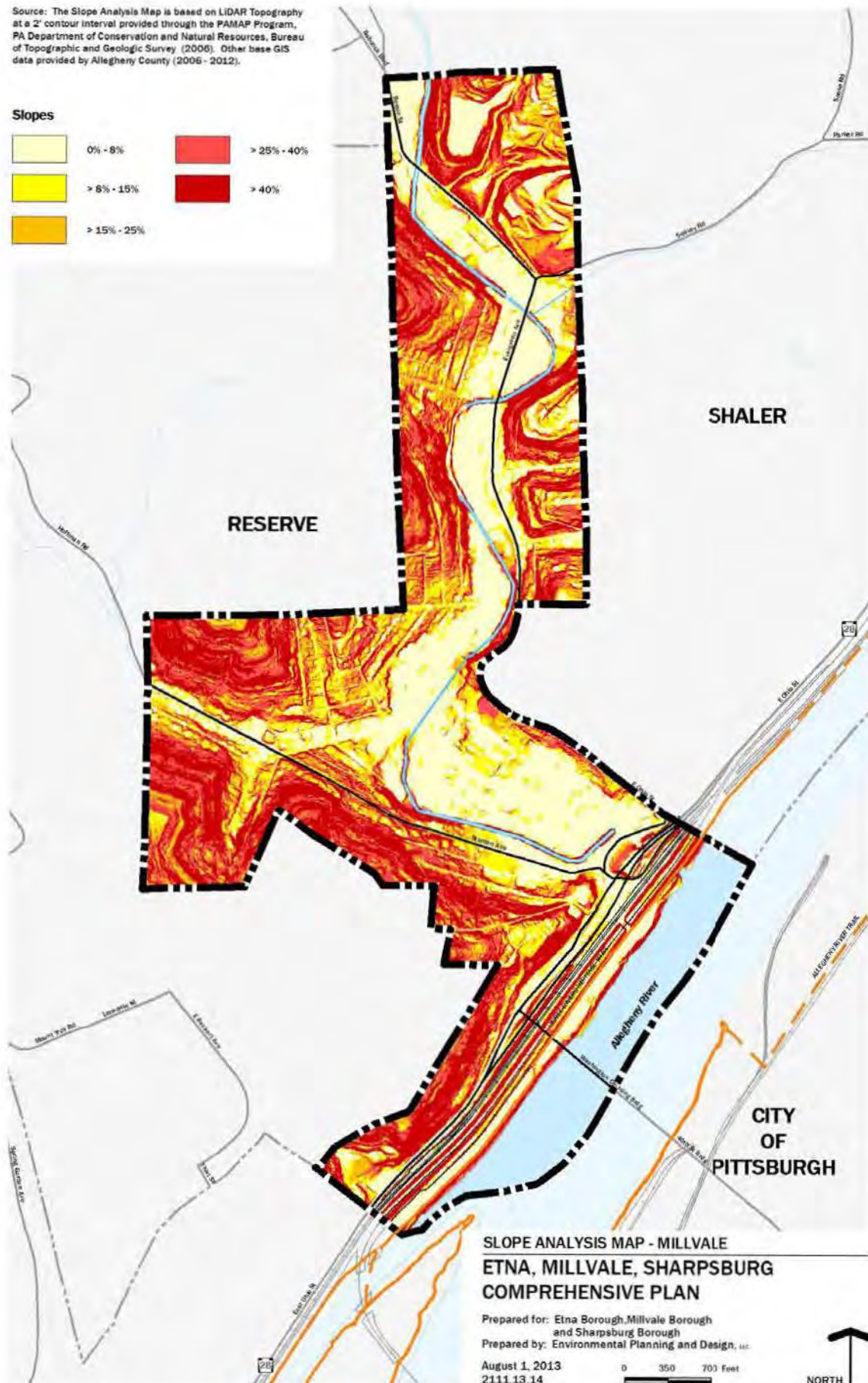
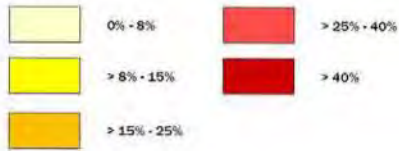


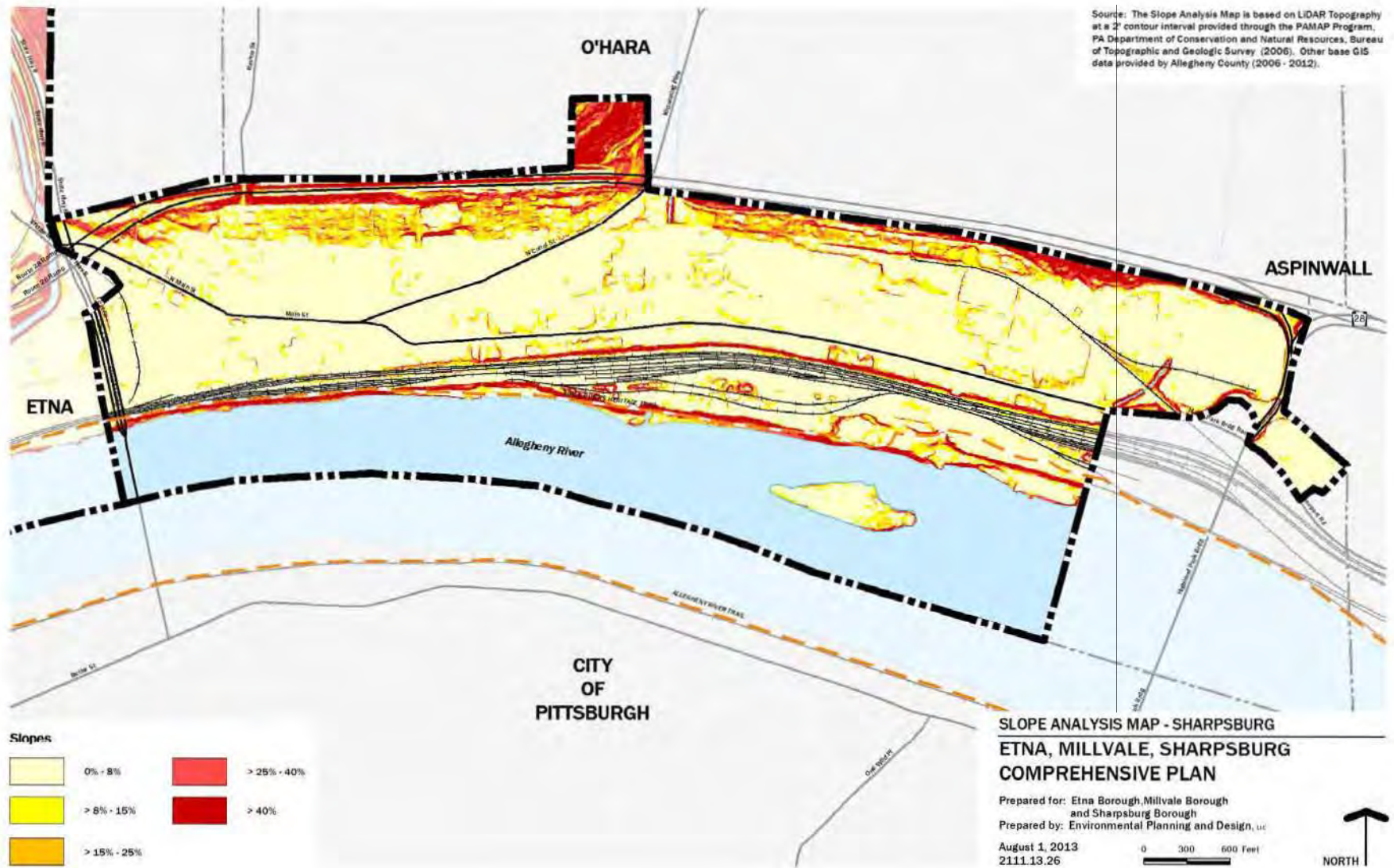


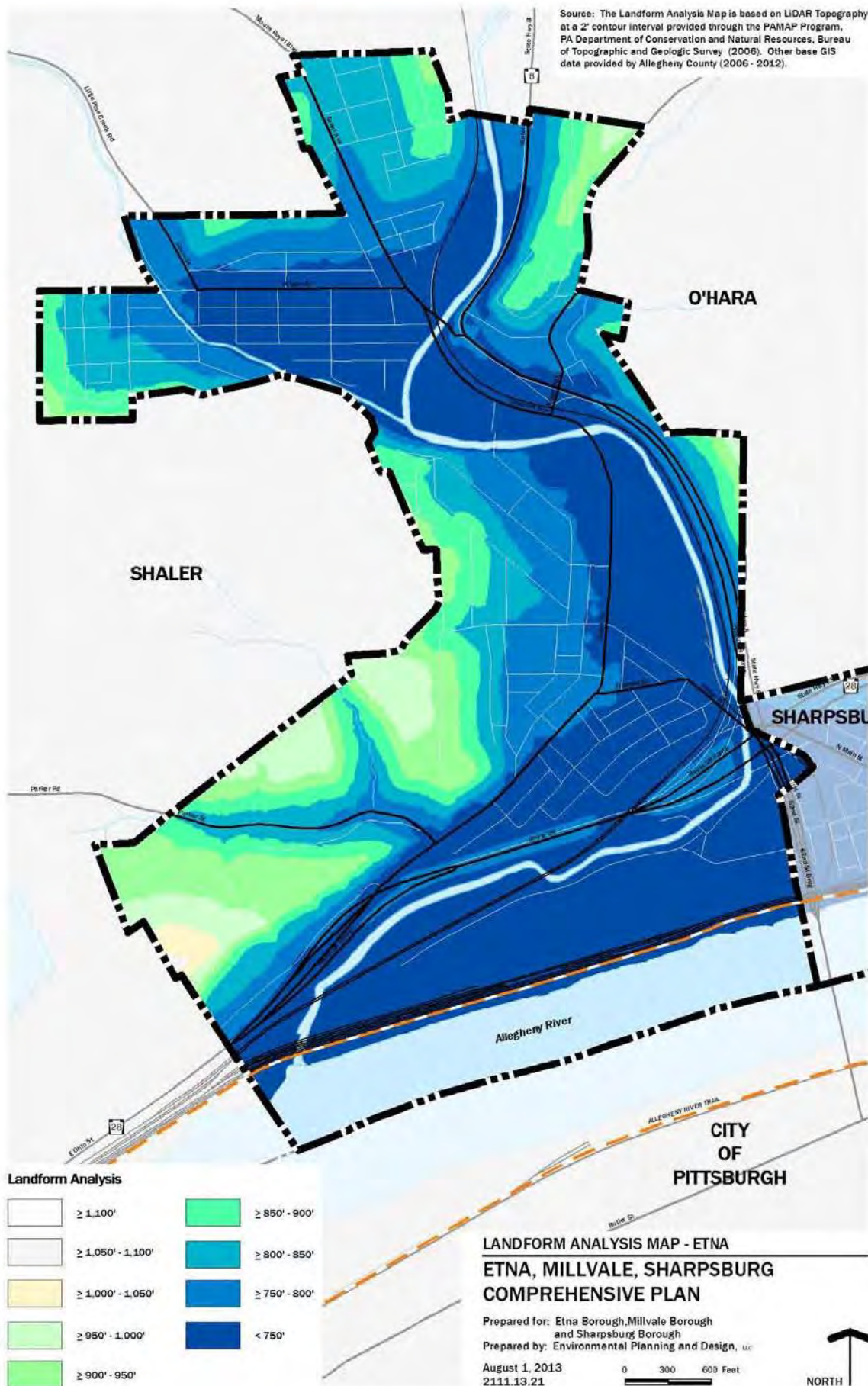


Source: The Slope Analysis Map is based on LIDAR Topography at a 2' contour interval provided through the PAMAP Program, PA Department of Conservation and Natural Resources, Bureau of Topographic and Geologic Survey (2006). Other base GIS data provided by Allegheny County (2006 - 2012).

Slopes

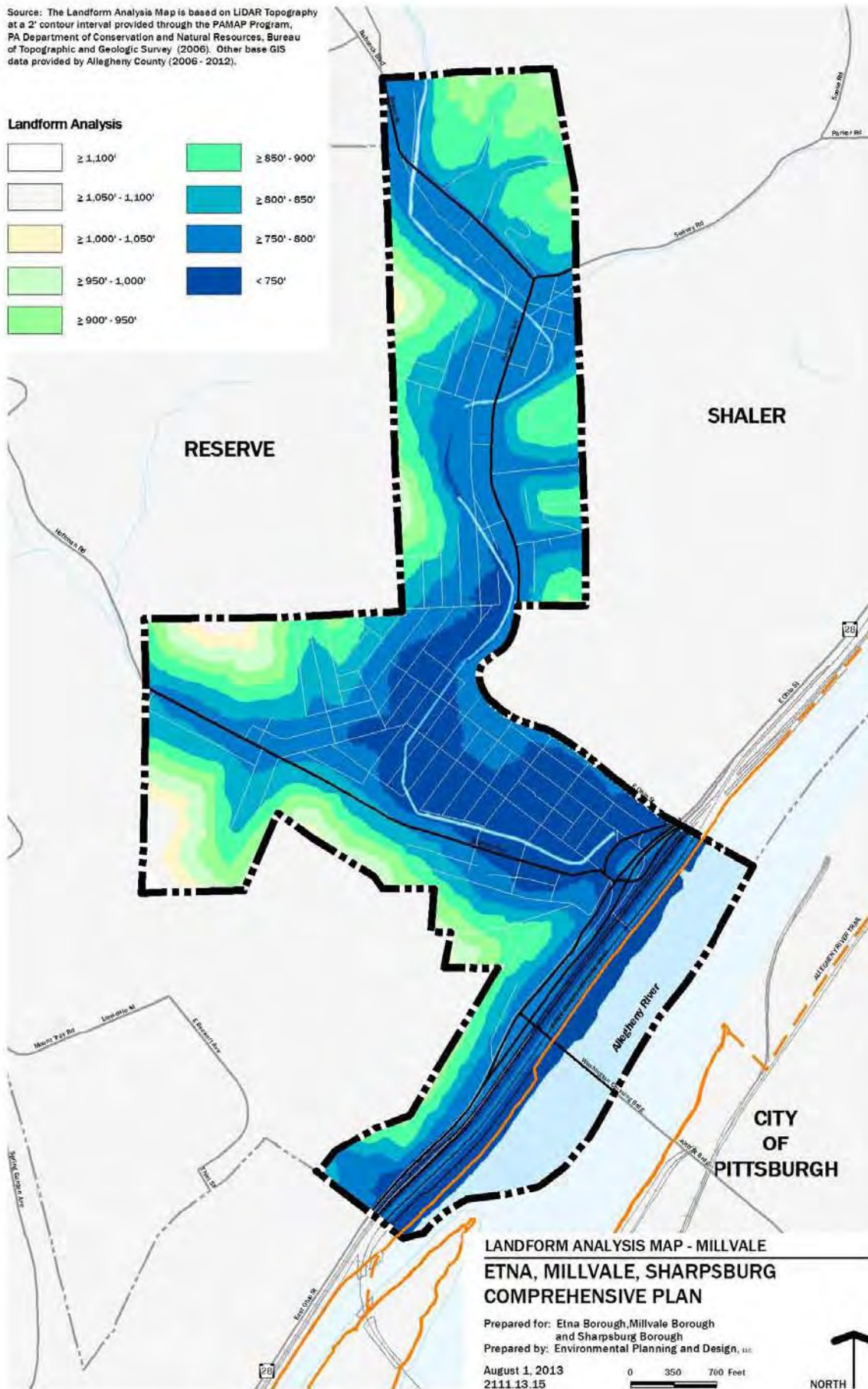
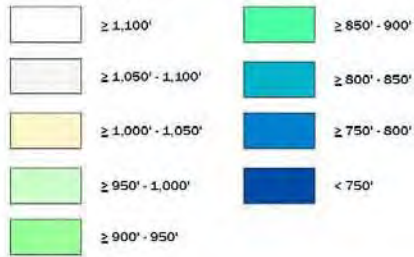


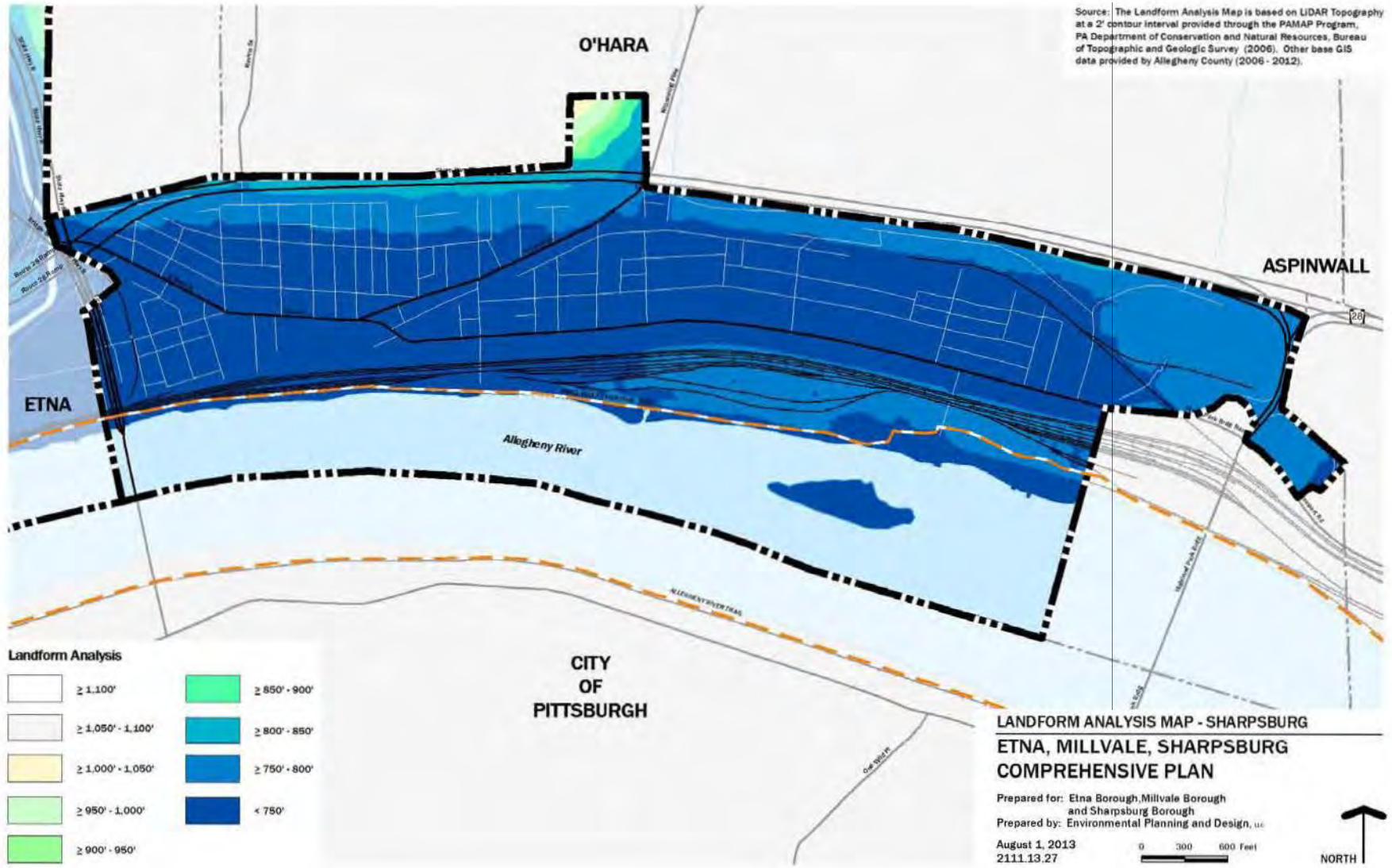




Source: The Landform Analysis Map is based on LIDAR Topography at a 2' contour interval provided through the PAMAP Program, PA Department of Conservation and Natural Resources, Bureau of Topographic and Geologic Survey (2006). Other base GIS data provided by Allegheny County (2006 - 2012).

Landform Analysis

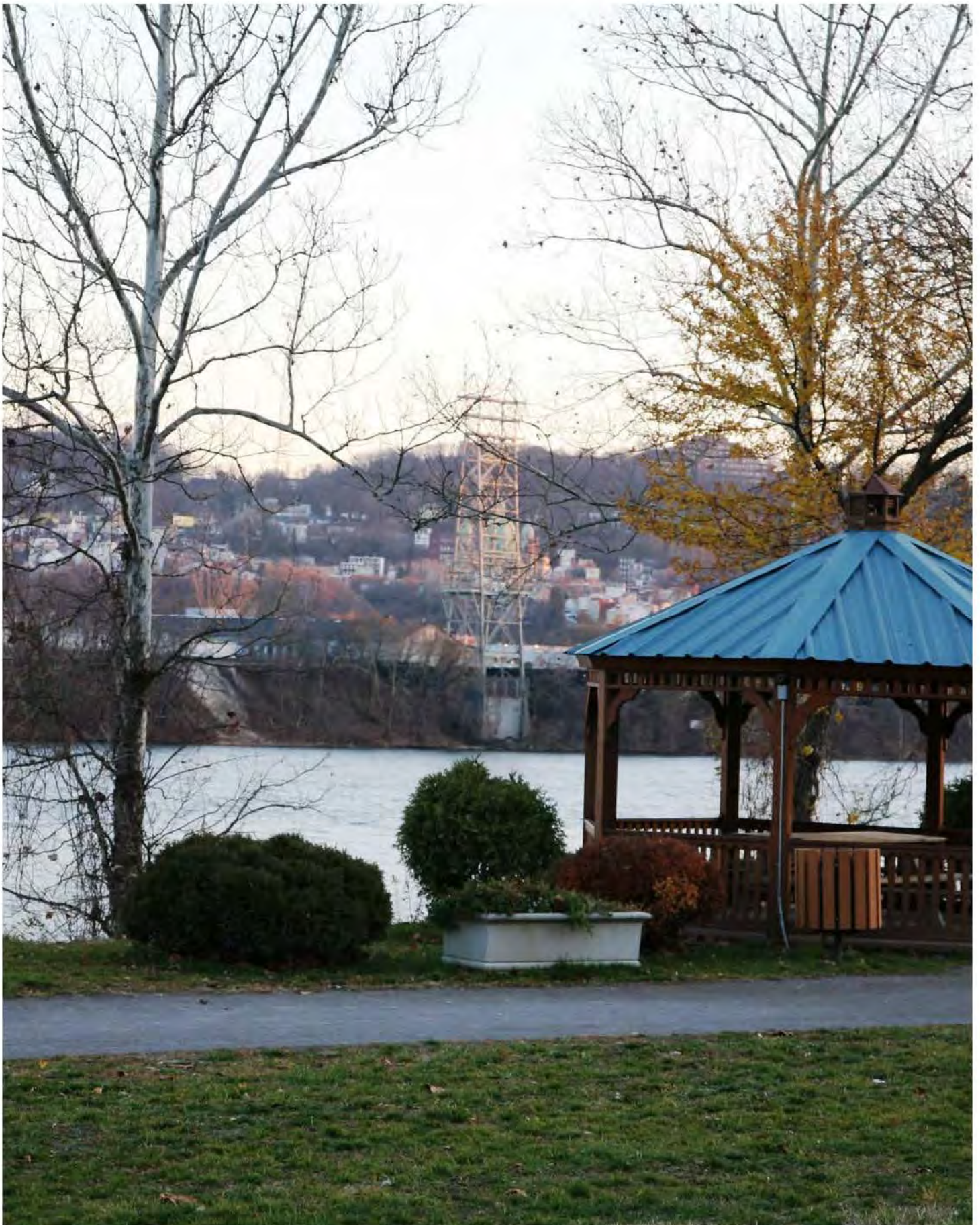


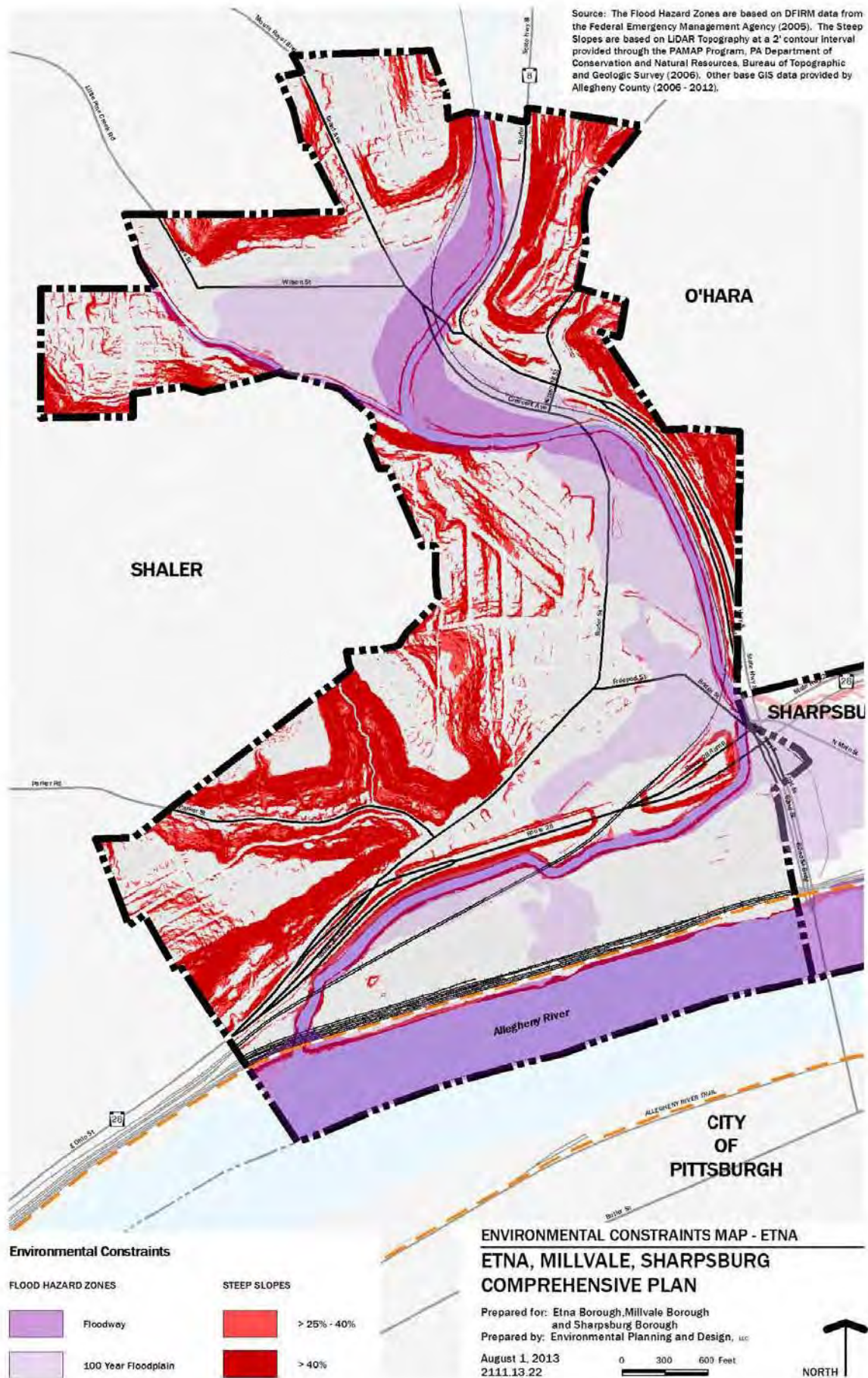


Environmental Constraints & Developable Land

Environmental Constraints include floodways, 100 year floodplain areas and steep slopes. Development is generally restricted in these types of areas due to potential hazards and difficulties.

Developable Land considers environmental constraints as well as existing land use, zoning and vacant properties. The existing developable land will be key for new development and infill in the communities.





Source: The Flood Hazard Zones are based on DFIRM data from the Federal Emergency Management Agency (2005). The Steep Slopes are based on LIDAR Topography at a 2' contour interval provided through the PAMAP Program, PA Department of Conservation and Natural Resources, Bureau of Topographic and Geologic Survey (2006). Other base GIS data provided by Allegheny County (2006 - 2012).

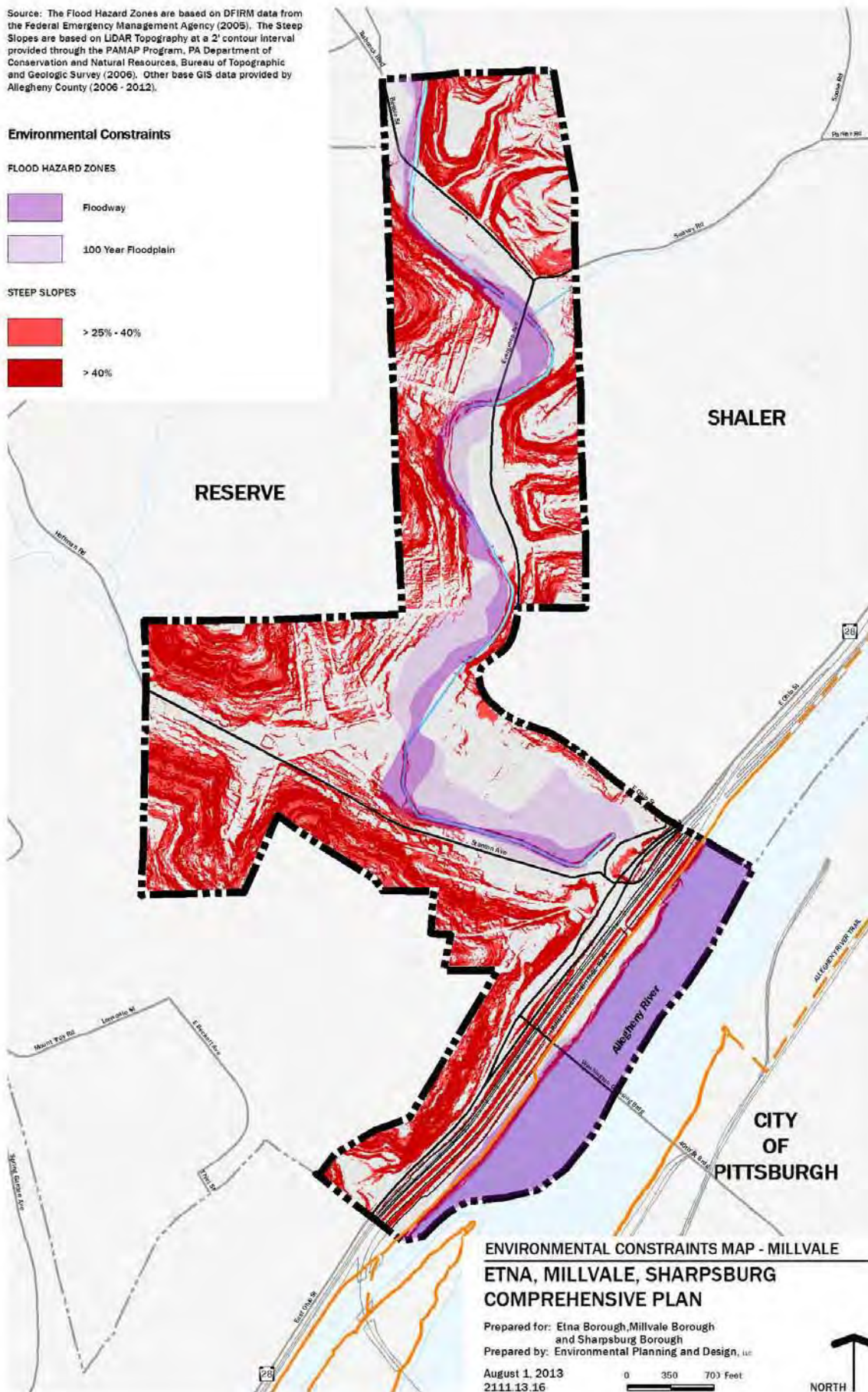
Environmental Constraints

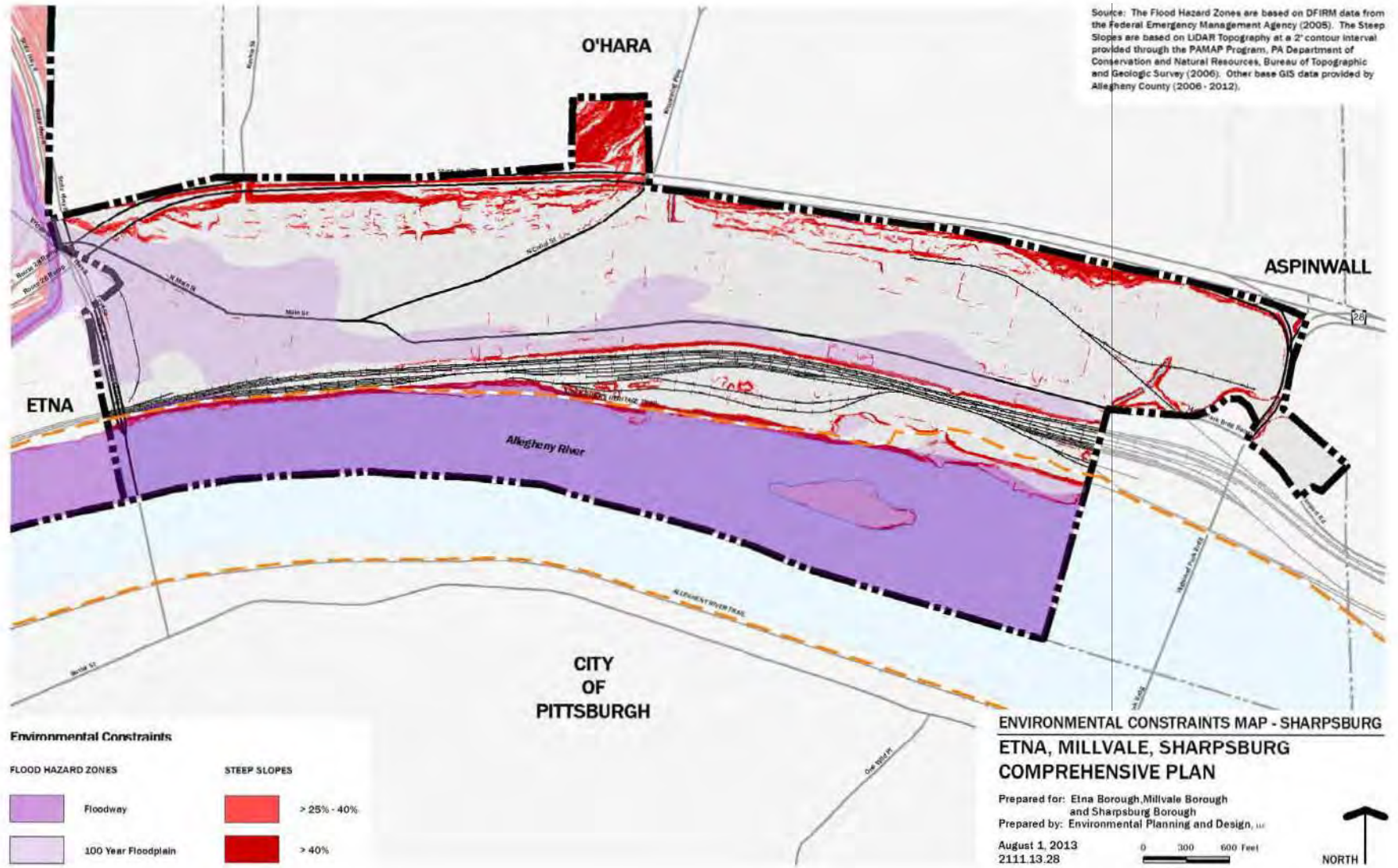
FLOOD HAZARD ZONES

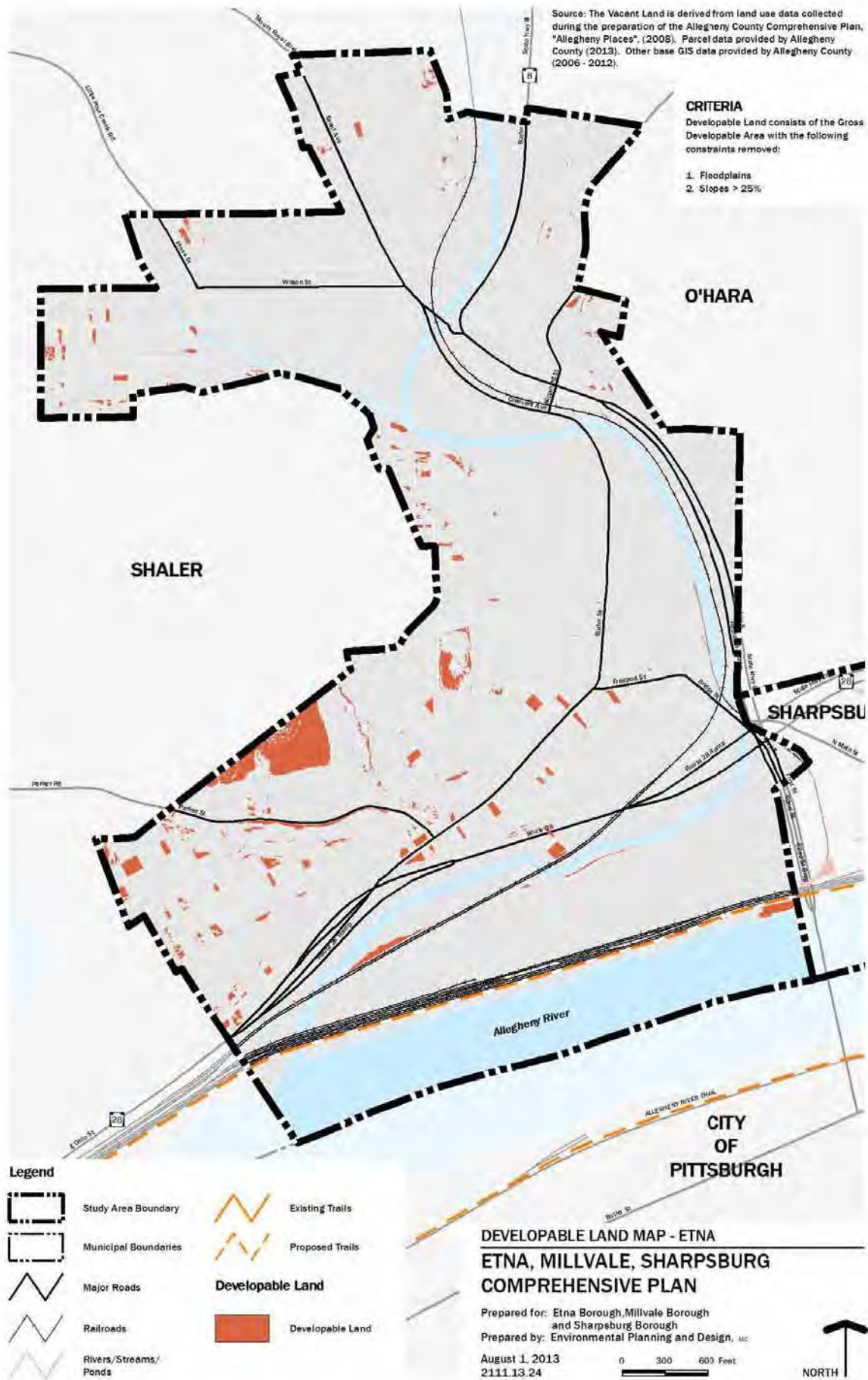
-  Floodway
-  100 Year Floodplain

STEEP SLOPES

-  > 25% - 40%
-  > 40%







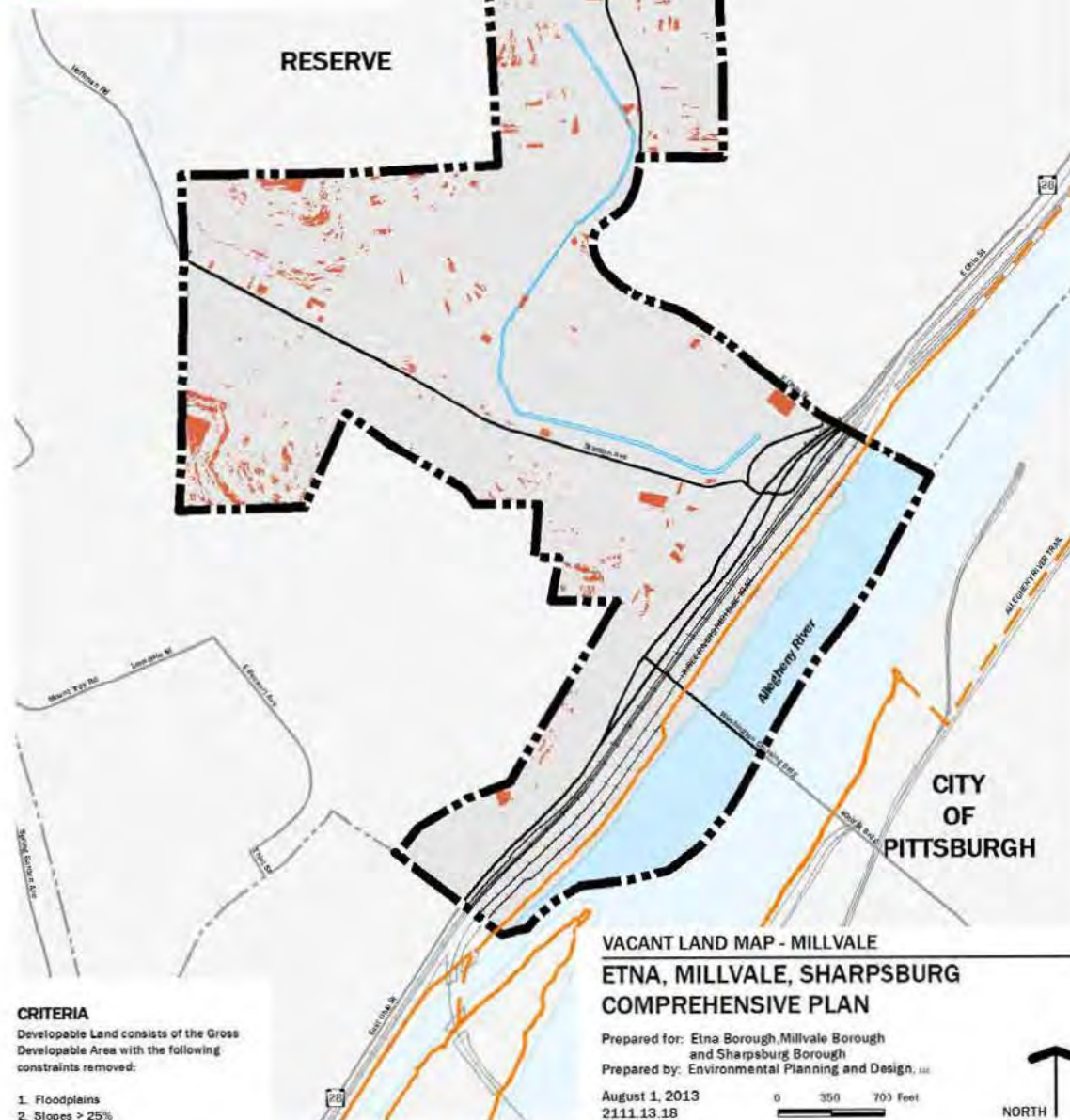
Source: The Vacant Land is derived from land use data collected during the preparation of the Allegheny County Comprehensive Plan, "Allegheny Places", (2008). Parcel data provided by Allegheny County (2013). Other base GIS data provided by Allegheny County (2006 - 2012).

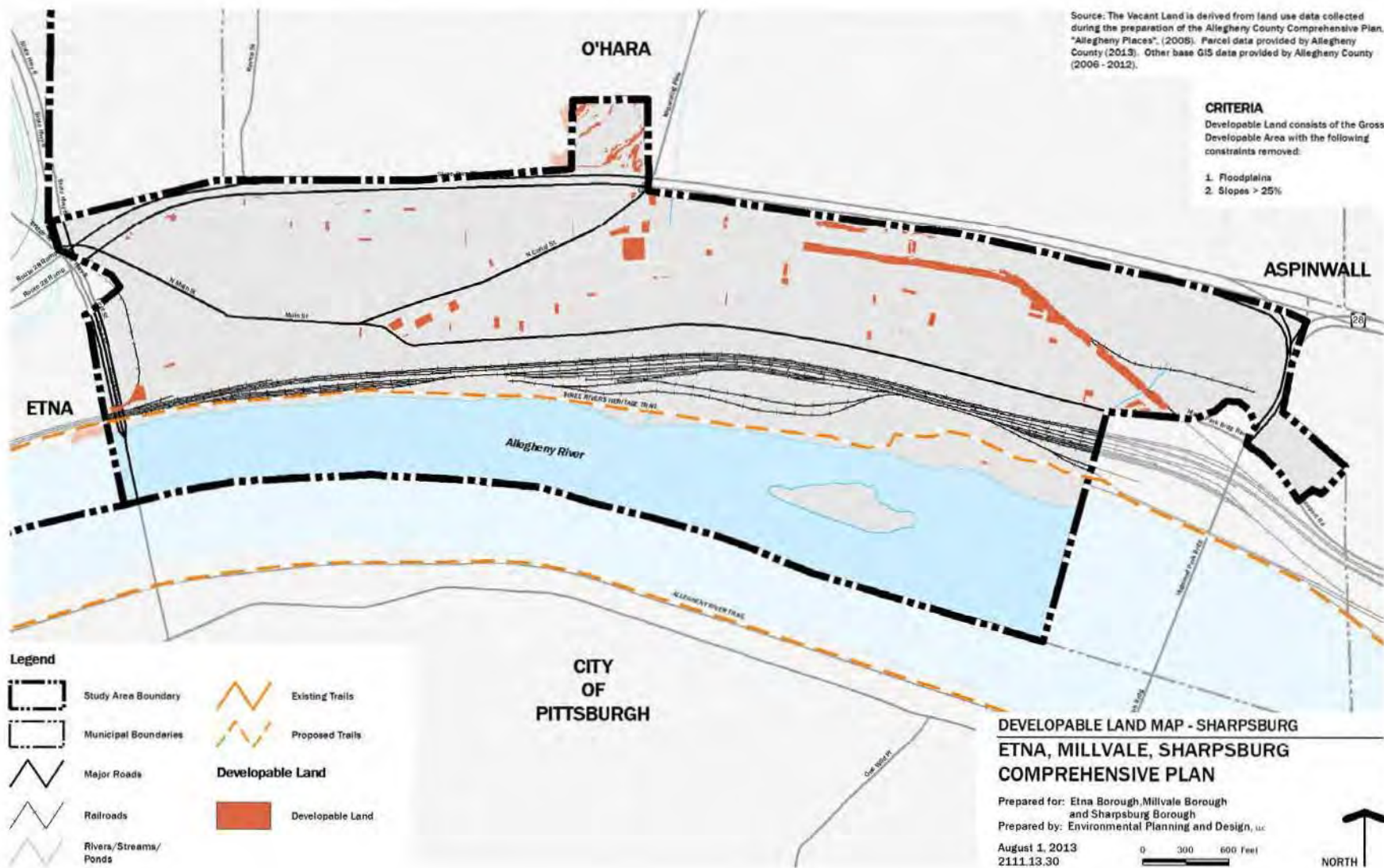
Legend

-  Study Area Boundary
-  Municipal Boundaries
-  Major Roads
-  Railroads
-  Rivers/Streams/Ponds
-  Existing Trails
-  Proposed Trails

Developable Land

-  Developable Land



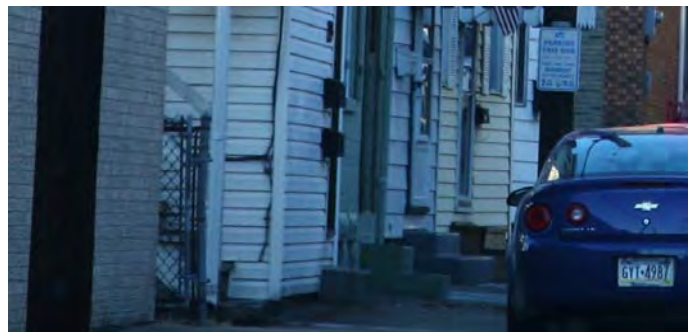


Millvale

- Connection to the Three Heritage Trail is limited by the Route 28 Interchange.
- Cycling residents are not connected to the business district or adjacent communities.
- Lack of bicycle parking facilities decreases economic potential of recreation cyclists.
- Cycling connection to Pittsburgh is limited due to the Route 28 interchange and the unfriendliness of the 40th Street Bridge.

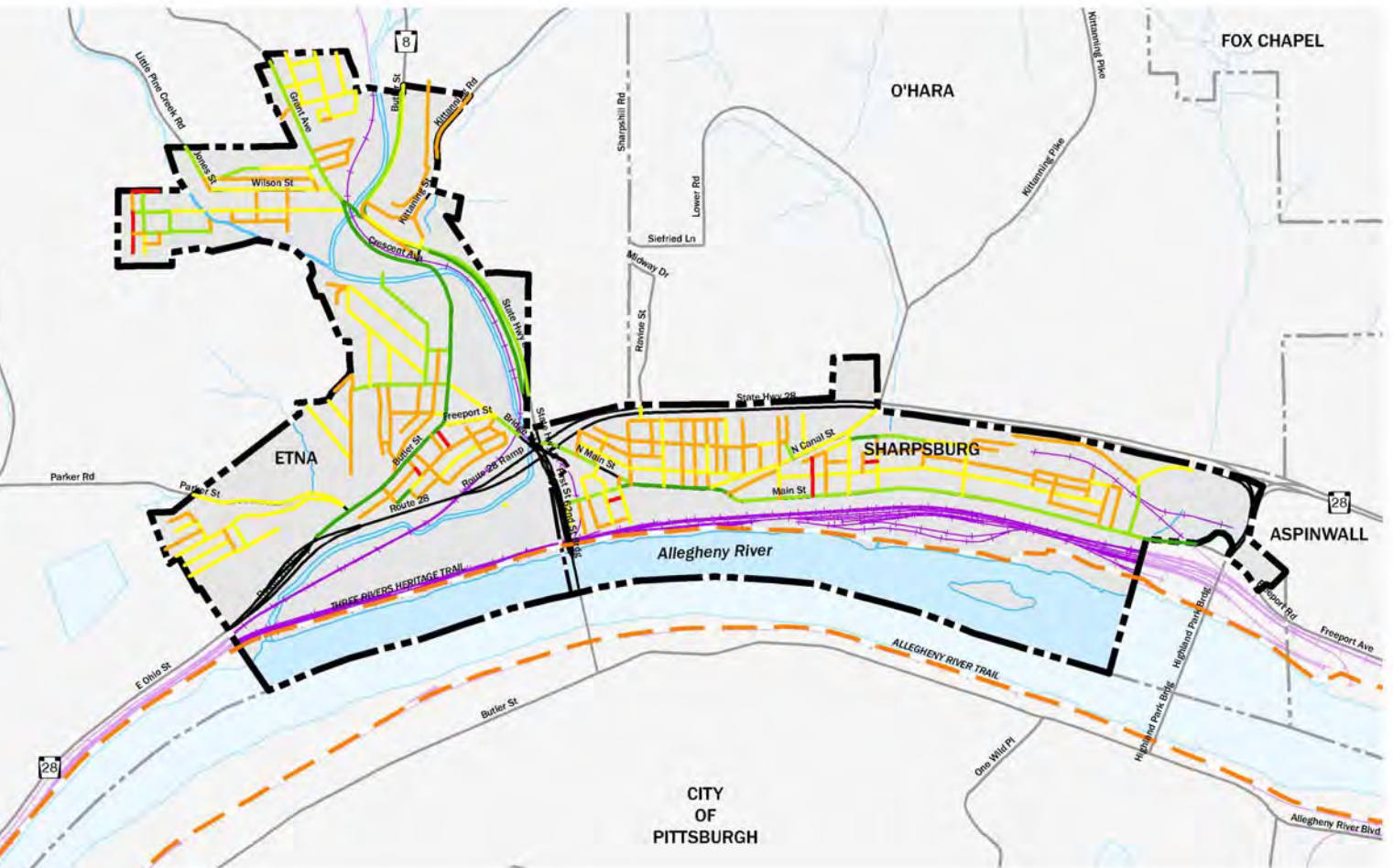
Etna

- The rail lines occupying the riverfront and Route 28 limit connections to the Allegheny Riverfront.
- Due to a gap in the Three Rivers Heritage Trail, access to Millvale Borough and points west is severely limited.
- Cycling connections to the Borough's business district is limited for residents living in the northern areas of the Borough.
- Lack of bicycle parking facilities decreases economic potential of recreation cyclists.
- Cycling connection to Pittsburgh is limited due to the unfriendliness of the 62nd Street Bridge.



Source: Parcel data provided by Allegheny County (2013).
Other base GIS data provided by Allegheny County (2006 - 2012).





Legend

	Study Area Boundary		Municipal Boundaries
Street Widths			Major Roads
	9 - 12 Feet		Railroads
	13 - 21 Feet		Rivers/Streams/Ponds
	22 - 24 Feet		Existing Trails
	25 - 31 Feet		Proposed Trails
	32 - 67 Feet		

STREET WIDTHS

ETNA, MILLVALE, SHARPSBURG COMPREHENSIVE PLAN

Prepared for: Etna Borough, Millvale Borough
and Sharpsburg Borough
Prepared by: Environmental Planning and Design, LLC

September 3, 2013
2111.13.01r1

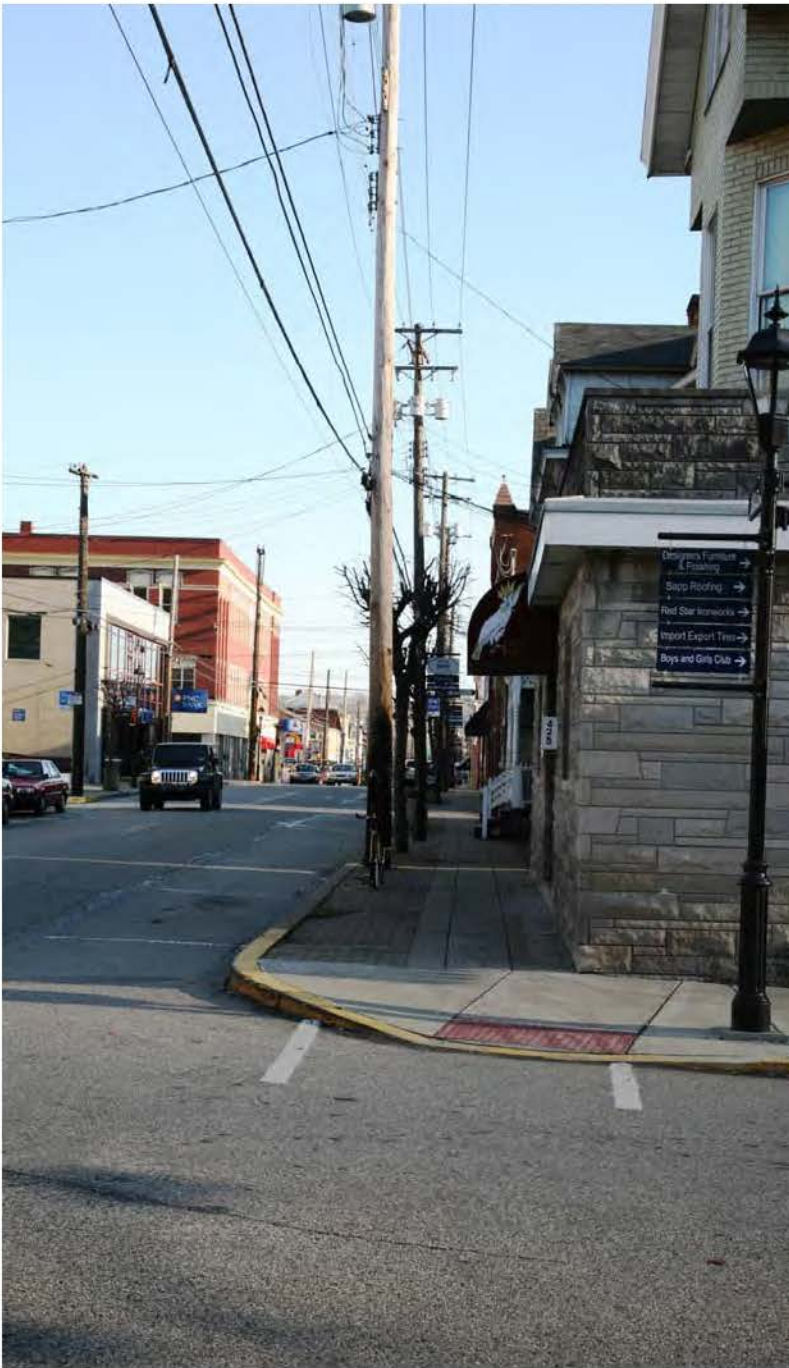
0 750 1,500 Feet



Bicycle/Pedestrian Influences and Findings Information and Existing Conditions

Overall

- The absence of bicycle infrastructure (on-street markings and parking options) decreases access to riverfront parks, trails and business districts for residents and visitors.
- Gaps in riverfront trail infrastructure limits tourism potential and inter-community connections.

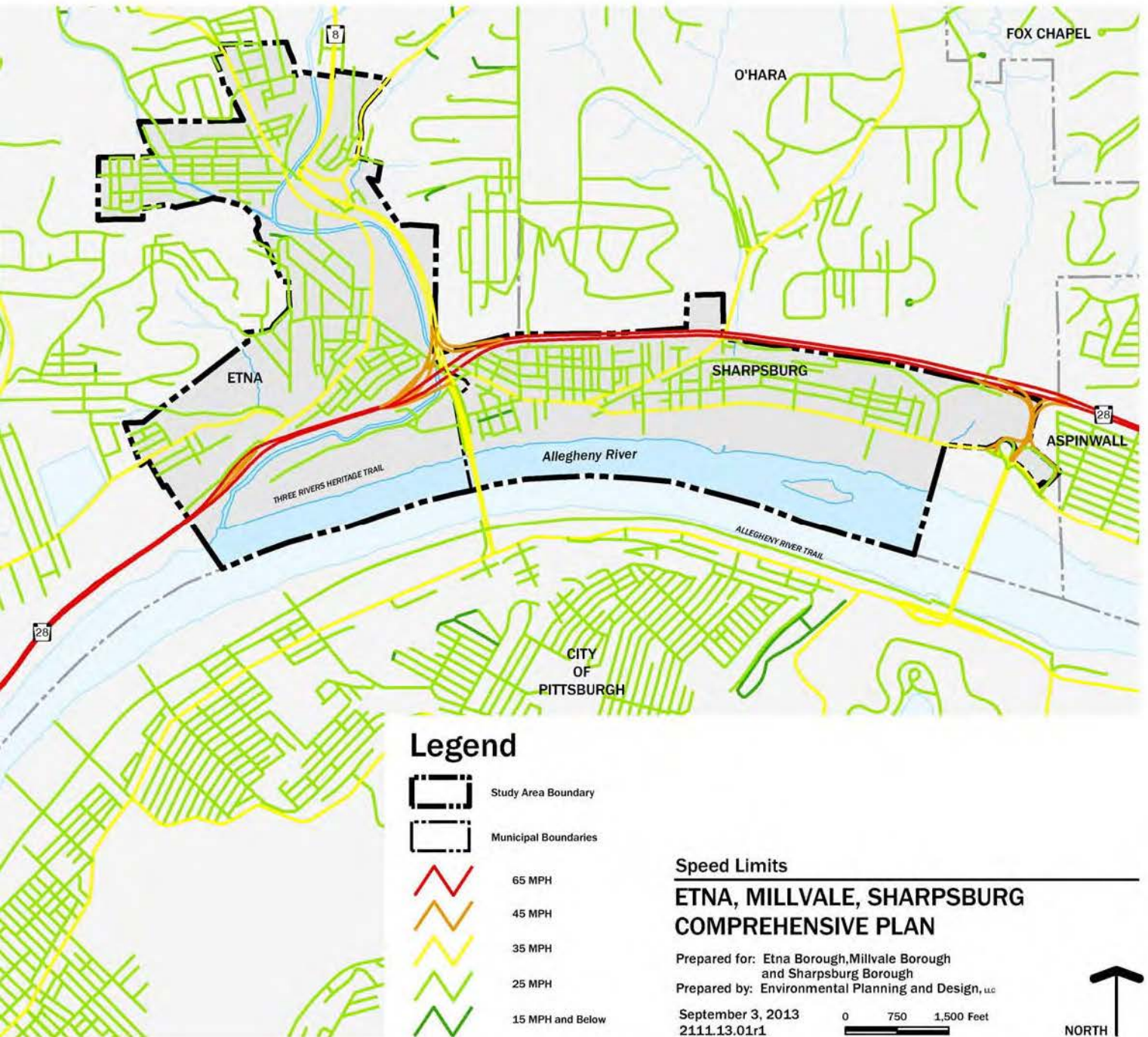


Source: Parcel data provided by Allegheny County (2013).
Other base GIS data provided by Allegheny County (2006 - 2012).



Sharpsburg

- The rail lines occupying the riverfront limit connection to the Riverfront to 13th Street
- Connection to the City of Pittsburgh is limited by the cycling unfriendliness of the 62nd Street Bridge and the Highland Park Bridge.
- Lack of bicycle parking facilities decreases economic potential of recreation cyclists.



Infrastructure Influences and Findings Information and Existing Conditions

Overall

- Because of age, stormwater management BMPs must be retrofitted in each community and integrated into the existing infrastructure
- Existing utilities must be upgraded to fit existing needs and provide potential for new development and redevelopment opportunities

Etna

- The Borough has implemented a maintenance plan to remove debris from the streams and storm sewer system throughout the Borough.
- The Borough has coordinated with Shaler Township to install and maintain a debris pool along Pine Creek in Shaler Township to alleviate downstream stream flooding.
- The Borough has initiated green infrastructure practices through the first phase of a green streetscape project and a downspout disconnect incentive program to lessen the amount of stormwater entering the combined sewer system.

Millvale

- The potable water system has significant capacity and pressure issues throughout the Borough.
- The Borough has implemented a maintenance plan to clean debris from streams, structures and pipes. Removal of debris has lessened flooding at bridges and culverts.
- The Borough has created an Eco-District to promote green infrastructure BMPs

Sharpsburg

- Significant runoff and debris from Sites Run enters the combined sewer system, contributing to flooding during heavy rainfall events
- Uncontrolled runoff from Route 28 contributes to Borough stormwater issues. Specifically, the area bounded by Front Street, 18th Street, and Canal Way experiences constant saturation due to runoff from Route 28

Appendix



Detailed demographics

Municipal budget records

Municipal land use decision records

Existing land use calculations

Millvale EcoDistrict Plan

Community Land Bank information

Other