

## SECTION III

### STRATEGIES FOR ACTION

“

*People set goals, enjoy striving, and take pleasure in achievement, contribution and association.”*

Table 6 provides a summary listing of specific action strategies, which outlines programs for implementation. The table then provides more detailed information on the strategies and the actions necessary to realize the desired goal. The strategies have been organized by the following topic areas:

- I. Land Use
  - A. Zoning Ordinance Update
  - B. Subdivision and Land Development Ordinance Update
  - C. Streetscape Initiative
  - D. General Planning
- II. Housing and Neighborhood Quality
- III. Community Facilities and Services
- IV. Transportation
- V. Economic Development
- VI. Business Route 22 Corridor
- VII. Environment

These strategies are intended to provide guidance to the decision-makers of the Municipality of Monroeville and associated boards, authorities, commissions and organizations to implement the Strategic Action Plan. Most importantly, it is the responsibility of all citizens to ensure that these objectives are being met. The implementation of these strategies will

depend upon the fiscal and political climate and the level of citizen involvement in any given year. Therefore, it will be essential that the Municipality review the Action Program Strategies and set priorities on an annual basis prior to the Municipality's budgeting process.



*MacBeth Drive, an area of Monroeville offering an array of housing types, from quads, to townhouses to garden apartments, meets a Strategy of providing affordable housing for entry level homeowners and empty nesters.*

Detailed costs will need to be developed as a particular project or strategy would be selected for implementation. And funding for these projects shall come from the Municipal Budget, State Grants or Loan Programs and Private Sources. Appendix IX provides a synopsis of funding sources available from the State. The potential funding sources identified offer sources for providing all or partial financing for an action or project. These are not exhaustive and other possible sources should continually be sought.

The Strategic Action Plan will be reviewed on an annual basis; and a report prepared addressing what actions have been taken in that year and its status.

## MONROEVILLE

Table 6

<i>ACTION ISSUE</i>	<b>STRATEGIC ACTIONS PLANS FOR IMPLEMENTATION</b>
<p>I. LAND USE</p> <p><i>STRATEGIC ACTION PLAN</i></p> <p><b>ACTION</b></p> <p><b>ACTION</b></p>	<p><b>REVISE ZONING ORDINANCE</b></p> <p><i>SEPARATE THE ZONING AND LAND DEVELOPMENT FUNCTIONS</i> of the Monroeville Zoning Ordinance, 1443, as amended, to create two new Ordinances, (1) a Zoning Ordinance and (2) a Subdivision and Land Development Ordinance.</p> <p><i>COMPLETE REVISION OF EXISTING ZONING ORDINANCE AND MAP</i>, to include:</p> <ol style="list-style-type: none"> <li>1. Compliance with the Pennsylvania Municipalities Planning Code;</li> <li>2. Review of Residential Zoning Districts, amending to provide more transitional zoning and buffer areas between residential and commercial use.</li> <li>3. Review of the Commercial Zoning Districts, expanding categories of commercial districts and provisions;</li> <li>4. Improve Planned Development Standards and Regulations</li> <li>5. Implement Traditional Neighborhood Development, encouraging innovations in both residential and commercial zoning districts, that provides mixed use development, pedestrian oriented and fosters a sense of place and community within a recognizable neighborhood.</li> <li>6. Incorporate Streetscape Overlay District for the Route 22 Business Corridor. Design guidelines for all new developments, reuse projects; infill projects and building expansions, and considering the such sense of place defining features:             <ol style="list-style-type: none"> <li>a. Scale of buildings, architectural design, façade details;</li> <li>b. Street furniture types, including light fixtures, benches, garbage receptacles, tree guards and grates, and other furnishings;</li> <li>c. Canopy or awning height above sidewalk, construction type, materials and size;</li> <li>d. Sidewalks and curb designs with typical construction, type of materials, and a basic layout;</li> <li>e. Pedestrian crosswalk locations;</li> <li>f. Acceptable sign types, sizes, graphics, material and colors;</li> <li>g. Location and arrangement of off-street parking lots;</li> <li>h. System of interconnected streets; and</li> <li>i. Prepare a Pattern Book that presents Streetscape Requirements in a graphic form.</li> </ol> </li> </ol>

**MONROEVILLE**

Table 6

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<p style="text-align: center;"><b>ACTION</b></p>	<ol style="list-style-type: none"> <li>7. Develop Incentive Bonuses for developments that incorporate public spaces, such as plazas or other streetscape design amenities, into the site plan.</li> <li>8. Update Off-Street Parking Requirements and Design Standards for Parking lots.</li> <li>9. Encourage the development of innovative residential developments, both for single and multi-family, offering an array of different housing types.</li> <li>10. Consider additional Overlay Zones that permits special application of land use and building design standards in target areas.</li> <li>11. Provide illustrations to better define zoning regulations and design goals.</li> <li>12. Update the Home Occupation regulations to be consistent with current home office trends, and provide a procedure for registering those businesses with the Zoning Hearing Board.</li> <li>13. Develop lighting standards that address levels of illumination and light trespass from buildings (interior &amp; exterior) to adjacent buildings or properties.</li> <li>14. Create incentives/bonuses that encourage developers to increase density in specified target areas</li> </ol> <p><i>PROMOTE SMART GROWTH PRINCIPLES</i> in zoning and subdivision and land development ordinances, as it provides communities with a framework to make informed decisions about how and where they grow. Through the adoption of regulations and standards, ones that will foster mix land uses, compact building design, array of housing opportunities and choices, walkable neighborhoods, attractive communities with a strong sense of place, open space preservation and sensitive environment area protection, infill development, transportation options, efficient approval processes and community collaboration in development decisions, smart growth makes it possible for communities to grow in ways that support economic development and jobs; create strong neighborhoods with a range of housing, commercial, and transportation options; and achieve communities for residents that are healthy, vibrant and diverse.</p> <p><i>CREATE INCENTIVES/BONUSES</i> that encourage developers to increase density in specified target areas</p>

**MONROEVILLE**

Table 6

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**MONROEVILLE**

Table 6

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<p style="text-align: center;"><b>ACTION</b></p>	<p style="text-align: center;">neighborhood parks as an alternative to including recreation area and duplicating existing neighborhood park amenities.</p> <p><i>FORM A PRE-APPLICATION REVIEW CONFERENCE COMMITTEE</i> composed of developer and their consultants and municipal staff and consultants, to review plans prior to the preliminary plan submission.</p> <p><i>PROVIDE ILLUSTRATIONS</i> to better define Subdivision and Land Development regulations and design goals.</p> <p><i>REVISE MUNICIPAL STANDARDS</i> for streets, adopting new design guidelines that encourage traffic calming techniques through the implementation of shorter blocks, narrower road widths, landscaping, street trees, sidewalks, grid patterned streets, and well-marked bicycle lanes.</p>
<p style="text-align: center;"><b>STRATEGIC ACTION PLAN</b></p>	<p style="text-align: center;"><b>LAUNCH THE STREETScape INITIATIVE PROGRAM</b></p>
<p style="text-align: center;"><b>ACTION</b></p>	<p><i>DEVELOP STREETScape PLANS.</i> Streetscape plans would be uniquely developed for specific corridors as a means of achieving the desired character and function. The streetscape plan would serve as the basis for review of future development or redevelopment within those areas. This concept could also be incorporated with gateway design efforts. Steps to develop a streetscape plan include:</p> <ol style="list-style-type: none"> <li>1. Choosing an area of the Municipality to serve as a “pilot project”. It is important to note that the pilot project selected should have the support and interest of area merchants, property owners and residents.</li> <li>2. Appointing a Design Review Committee. Membership from the business and real estate community may include stakeholders from the business and real estate community, Planning Commission member, Council member, and an area resident.</li> <li>3. Developing a streetscape plan with the use of a neutral facilitator, a landscape architect, land planner and/or an architect. These professionals would lead the Design Review Committee through a “conceptual design process” and record the ideas of the group.</li> </ol>
<p style="text-align: center;"><b>ACTION</b></p>	<p><i>PROVIDE DESIGN RECOMMENDATIONS,</i> including:</p> <ol style="list-style-type: none"> <li>1. Scale of buildings;</li> <li>2. Sidewalks and curb designs with typical construction, type of materials, and a basic layout;</li> <li>3. Street furniture types, including light fixtures, benches, garbage receptacles, tree guards and grates, and other furnishings;</li> <li>4. Lighting, identifying styles, types, height and illumination levels of light standards for streets, parking lots, entrances and other public spaces.</li> <li>5. Landscaping, providing standards for Street Trees, Parking</li> </ol>

**MONROEVILLE**

Table 6

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	<p>Areas and Screening, Types of Trees and Landscaping Materials, Installation and Maintenance of landscaping materials.</p> <ol style="list-style-type: none"> <li>6. Canopy or awning height above sidewalk, construction type, materials and size;</li> <li>7. Pedestrian crosswalk locations;</li> <li>8. Acceptable sign types, sizes, graphics, material and colors;</li> <li>9. Location and arrangement of off-street parking lots; and</li> <li>10. An interconnected street-system.</li> </ol>
<b>ACTION</b>	<p><i>PUBLISH DESIGN RECOMMENDATIONS</i> in a Pattern Book, and incorporated into the Overlay Zones in the Zoning Ordinance and the Subdivision and Land Development Ordinance. This will reflect the vision for the targeted area and guarantee clear guidelines so that streets, buildings and public spaces work together to create a sense of place.</p>
<b>ACTION</b>	<p><i>IDENTIFY AND PRIORITIZE OTHER COMMERCIAL ROADWAY CORRIDORS</i>, allowing a vision to be defined for the corridors through the Design Charrette and Public Input Process. Corridors to be studied include Mosside Boulevard, Golden Mile Highway, Monroeville Boulevard and Broadway Boulevard.</p>
<b>STRATEGIC ACTION PLAN</b>	<p><b>INITIATE COMMUNITY-WIDE GENERAL PLANNING PROJECTS</b></p>
<b>ACTION</b>	<p><i>DEVELOP A SHADE TREE PLAN.</i> The plan would identify the types of trees that work well with infrastructure and provide recommendations for planting location, tree selection, tree grate, maintenance specifications and spacing criteria to develop a sense of place while eliminating any safety concerns while maintaining sight visibility.</p>
<b>ACTION</b>	<p><i>CHARGE THE PLANNING COMMISSION</i> to work with businesses and neighborhood groups to develop a Gateway Plan for Municipal and residential entry points.</p>
<b>ACTION</b>	<p><i>DEVELOP A PEDESTRIAN PLAN</i>, prepare an inventory of all sidewalks and path systems throughout the Municipality of Monroeville, providing a description, condition of walk area, and calculate their distance to parks, schools, bus stops, churches, residential areas, and commercial developments, identifying missing links program to create a viable pedestrian network.</p>

**MONROEVILLE**

Table 6

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<p><b>II. HOUSING AND NEIGHBORHOOD QUALITY</b></p>	
<p><i>STRATEGIC ACTION PLAN</i></p>	<p><b>MAINTAIN THE SUPERIOR QUALITY OF OUR RESIDENTIAL NEIGHBORHOODS.</b></p>
<p><b>ACTION</b></p>	<p><i>DEVELOP NEIGHBORHOOD VISTAS PLAN</i>, by targeting certain residential areas within the Municipality of Monroeville, a “Streetscape-type” program can be initiated, whereby local residents through the visioning and charrette processes, can become involved in a plan for their neighborhood, creating its own identity and sense of place through street trees, sidewalks, landscaping, planting strips and street lighting. It might also include traffic-calming designs, whereby slowing automobiles encourages and makes it safer for the residents to walk through their neighborhoods. Open space, parks, pathways are all defining element of a neighborhood’s character. Residents may want to consider zoning requirements for their designated neighborhood, and through the use of an Overlay District incorporate such “Smart Growth” alternatives as Lot Averaging, Clustering, Conservation Zoning and Traditional Neighborhood Design.</p>
<p><b>ACTION</b></p>	<p><i>REVISE ZONING AND SUBDIVISION AND LAND DEVELOPMENT ORDINANCES</i> to encourage the building of a mix of dwelling units with neighborhood amenities that appeal to all segments of the general population from entry-level homeowners to the empty nester or single person household.</p>
<p><b>ACTION</b></p>	<p><i>COMPLETE A BLIGHTED CONDITIONS SURVEY</i> to identify areas with concentrations of blighted or deteriorating conditions within the Municipality of Monroeville.</p>
<p><b>ACTION</b></p>	<p><i>PERFORM SPOT DEMOLITION PROJECTS</i> for blighted structures.</p>
<p><b>ACTION</b></p>	<p><i>ENFORCE THE PROPERTY MAINTENANCE CODE</i> for deteriorated or non-compliant properties.</p>
<p><b>ACTION</b></p>	<p><i>SUPPORT, ENCOURAGE AND PROMOTE NEIGHBORHOOD AWARENESS AND SELF-HELP ACTIVITIES</i>, including:</p> <ol style="list-style-type: none"> <li>1. National Night Out</li> <li>2. Youth Activities</li> <li>3. Garden Clubs</li> <li>4. Neighborhood Watch Programs</li> <li>5. Neighborhood Spirit Competitions for Holiday Decorating, Best Flower Beds and Decorative Flags.</li> <li>6. Fundraising campaigns to develop Gateway Signs, Landscaping and other Beautification Projects.</li> </ol>

**MONROEVILLE**

Table 6

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<p>III. COMMUNITY FACILITIES AND SERVICES</p> <p><i>STRATEGIC ACTION PLAN</i></p> <p><b>ACTION</b></p> <p><b>ACTION</b></p> <p><b>ACTION</b></p>	<p><b>ENRICH PARKS AND RECREATIONAL OPPORTUNITIES</b></p> <p>DEVELOP A TRUE COMMUNITY PARK COMPLEX, with a Community Center, Athletic Fields, Pool, Teen Center and Meeting Rooms.</p> <p>EXPAND THE NETWORK OF TRAILS AND GREENWAYS that connect Municipal Parks and Open Space, maximizing Green Space to ensure a continuous network of pathways that connect to residential areas for walking, running or biking.</p> <p>MAINTAIN AN ACTIVE PARKS PROGRAM, recognizing that the Municipality's parks and recreation area adds directly to the quality of life, and play a key role in retaining young people, families and senior citizens within the community.</p>
<p>IV. TRANSPORTATION</p> <p><i>STRATEGIC ACTION PLAN</i></p> <p><b>ACTION</b></p>	<p><b>CONTINUED IMPROVEMENT OF THE TRANSPORTATION NETWORK</b></p> <p><i>FORMATION OF A TRAFFIC REVIEW BOARD</i></p> <p>Throughout the year, citizens and businesses often have concerns about safety, traffic congestion, and speeds on residential streets or even suggestions for transportation improvements in the community. Sometimes these concerns are passed to the Planning Department or Municipal Engineer. Other times they go directly to a member of the Municipal Council.</p> <p>It is important that all livability and safety concerns and suggestions are addressed and the persons who raise issues are responded to in a structured manner. However, traffic issues have safety and legal ramifications for the community and should be reviewed for compliance with good engineering practice as well as public desires.</p> <p>In order to address every day traffic issues, a Traffic Review Board (TRB) should be established. The TRB, for example, would review requests for traffic control devices such as stop signs and signals; investigate complaints about excessive speeds; and, recommend appropriate action to resolve problems.</p> <p>The TRB would also be directed to review recommendations made in the Comprehensive Plan, and champion those improvement projects to completion. They would be charged with future planning of roadway improvements, including the formation of Business Improvement Districts, or other public-private partnerships.</p> <p>The TRB would be made up of the Planning Director, Municipal Engineer, Council Representative, two to three volunteer</p>

**MONROEVILLE**

Table 6

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	<p>representatives of residential areas and one or two volunteer representatives of the business community. The Municipality's traffic engineer or consultant would sit as a technical advisor and prepare technical reviews, as directed by the Board. A limited budget, established by Council, can be utilized for any professional consulting services.</p>
<i>ACTION</i>	<p><i>DEVELOP AN "OFFICIAL MAP" which identifies future transportation improvements (e.g., road extensions, connections, etc.) and other public facilities projects including the designation of future park land.</i></p>
<i>ACTION</i>	<p><i>CONTINUE TO IMPLEMENT A ROAD PAVEMENT CONDITION SURVEY AND MAINTENANCE PLAN.</i></p>
<i>ACTION</i>	<p><i>CONDUCT AN "INTERMUNICIPAL" TRANSPORTATION AND LAND USE PLANNING CORRIDOR STUDY for the Route 286 Corridor to include Plum Borough.</i></p>
<i>ACTION</i>	<p><i>CONDUCT AN "INTERMUNICIPAL" TRANSPORTATION AND LAND USE PLANNING CORRIDOR STUDY for the Route 130 Corridor to include Pitcairn Borough.</i></p>
<i>ACTION</i>	<p><i>CONDUCT AN "INTERMUNICIPAL" TRANSPORTATION AND LAND USE PLANNING CORRIDOR STUDY for the Route 22 Corridor to include Wilkins Township and the Municipality of Murrysville.</i></p>
<i>ACTION</i>	<p><i>FORM A TRANSPORTATION PARTNERSHIP with landowners, businesses, and municipalities along key corridors.</i></p>
<i>ACTION</i>	<p><i>INCLUDE IN NEW LAND DEVELOPMENT ORDINANCES a "design overlay" that manages curb-cuts along the primary transportation corridors.</i></p>
<i>ACTION</i>	<p><i>PREPARE A PEDESTRIAN PLAN that inventories sidewalks and pathways by Ward throughout the Municipality of Monroeville, and develop an construction hierarchy for the future installation of sidewalks and pathways Identify "Missing Links" and implement a funding program and schedule to eliminate gaps in the sidewalk and pathway network.</i></p>
<i>ACTION</i>	<p><i>ENHANCE THE EXISTING PUBLIC TRANSPORTATION SYSTEM by working with Allegheny County and local legislators to maintain and expand local bus service</i></p>
<p>V. ECONOMIC DEVELOPMENT</p>	
<i>STRATEGIC ACTION PLAN</i>	<p><b>MAINTAIN A STRONG ECONOMIC BASE WHILE INSURING A SECURE AND STABLE ECONOMY FOR THE FUTURE</b></p>
<i>ACTION</i>	<p><i>PREPARE A FIVE-YEAR ECONOMIC DEVELOPMENT STRATEGY, with the Route 22 Business Corridor being stressed as the foundation of the plan, identifying opportunities and obstacles to business growth and retention, as well as ways to revitalize other designated commercial business corridors.</i></p>

**MONROEVILLE**

Table 6

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	<ol style="list-style-type: none"> <li>1. The Economic Development Strategy should be based on the Main Street four point approach, and emphasize organization, economic restructuring, promotion and design.</li> <li>2. Form a public-private partnership of key shareholders that would seek alternate funding sources for improvements.</li> <li>3. Develop and implement promotion and special events program to draw business interests together for the benefit of the key commercial corridors.</li> <li>4. Develop a marketing strategy that promotes Monroeville's unique quality of life; work with the Chamber of Commerce and other economic development interests.</li> <li>5. Develop a vacant structure/property inventory.</li> <li>6. Identify funding sources available to upgrade existing aged commercial/retail uses. This concept could include fundraising efforts, grants, in-kind contributions, public/private partnerships, etc.</li> </ol>
<p><b>VI. BUSINESS ROUTE 22</b></p>	
<p><i>STRATEGIC ACTION PLAN</i></p>	<p><b>CHAMPION THE MUNICIPALITY OF MONROEVILLE'S REGIONAL IMPORTANCE AS A RETAIL DESTINATION.</b></p>
<p><i>ACTION</i></p>	<p><i>FORM A PUBLIC-PRIVATE PARTNERSHIP</i>, or "Key Shareholders", that will advance the findings of the "Charrette" and participate in the development and redevelopment of the Route 22 Commercial Business Strip.</p>
<p><i>ACTION</i></p>	<p><i>ESTABLISH STREETScape TEAMS</i> to focus on different recommendations resulting from the Streetscape Initiative, that might include Promotion, Fund Raising, Marketing, Traffic and Transportation, Street Furniture, Litter-Cleanup and more.</p>
<p><i>ACTION</i></p>	<p><i>ADOPT AN OVERLAY ZONING DISTRICT, "THE DESIGN" FOR THE ROUTE 22 COMMERCIAL BUSINESS CORRIDOR</i> that reflects the vision for this area developed at the "Charrette", creating an inviting atmosphere through good design, landscaping, streetlight, public spaces, sidewalks, parking areas, and signage.</p>
<p><i>ACTION</i></p>	<p><i>BUILD MOMENTUM</i> by implementing streetscape projects at gateways, intersections and other public spaces with community-supported enhancements, such as flowerbeds, street furniture, or artwork that would provide both immediate and short-term improvements that reflect the community vision.</p>
<p><i>ACTION</i></p>	<p><i>PROMOTE THE ROUTE 22 COMMERCIAL BUSINESS CORRIDOR</i>, including:</p> <ol style="list-style-type: none"> <li>1. Create website to promote the Route 22 Commercial Business Corridor;</li> </ol>

**MONROEVILLE**

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<i>ACTION</i>	2. Sell the new Image, through Advertising, Community Activities, Fund Raising, Special Events and other Marketing Strategies;
<i>ACTION</i>	3. Profile the Route 22 Commercial Business Corridor, preparing inventory of new development, current business and vacant properties.
<i>ACTION</i>	<i>INSTITUTE LOW INTEREST LOAN AND GRANT PROGRAMS</i> to assist property owners in property and building facade improvements.
<i>ACTION</i>	<i>COORDINATE WITH ADJOINING MUNICIPALITIES A TRAFFIC SIGNAL PLAN</i> to interconnect Traffic Signals from Wilkins Township through Monroeville and Murrysville, to lessen congestion and better manage traffic flow through the communities.
<i>ACTION</i>	<i>LOBBY LOCAL LEGISLATORS</i> to acquire funding for larger aspects of the Streetscape Initiative such as the removal of utility poles and the placement of those utility lines underground, the installation of new street lighting; and the coordination of traffic signal system are only a few of the fundable projects.
<b>VII. ENVIRONMENT STRATEGIC ACTION PLAN</b>	<b>PRESERVE THE ENVIRONMENT WHILE STRIKING A BALANCE BETWEEN RESIDENTIAL AND COMMERCIAL DEVELOPMENT</b>
<i>ACTION</i>	<i>PREPARE A GREEN INFRASTRUCTURE PLAN</i> to provide a framework for future growth, designating what open space should be protected and what should be available to development, but also identifying urbanized areas that could be restored.
<i>ACTION</i>	<i>DEVELOP A SHADE TREE COMMISSION.</i> This group would advance the Municipality of Monroeville designation as a "TREE CITY USA", and would assist in the creation of a plan to identify the types of trees that work well with infrastructure and provide recommendations for planting location, tree selection, tree grate, maintenance specifications and spacing of the trees in order to ensure a clear line of sight while still maintaining a sense of place.
<b>STRATEGIC ACTION PLAN</b>	<b>MANAGE STORMWATER ON A COMPREHENSIVE BASIS</b>
<i>ACTION</i>	CONDUCT A "BASIN ANALYSIS" to address stormwater management issues. A basin analysis will determine the impact of existing development, identify potential obstructions to flow and provide recommendations on a more comprehensive level.
<i>ACTION</i>	CONTINUE A MAINTENANCE PROGRAM for existing stormwater management facilities and overall system. (Evaluate the impact of piecemeal ownership vs. municipal ownership)
<i>ACTION</i>	CONTINUE TO BE PROACTIVE AND ADDRESS STORMWATER ISSUES as uses are changed, reused or redeveloped.

**MONROEVILLE**

