



Churchill ▪ Monroeville ▪ Wilkins
Implementable Comprehensive Plan for
The Energetic East in Allegheny County
2018

INTRODUCTION AND COMMUNITY CONTEXT

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This report was prepared in collaboration with residents, professional staff, elected officials and appointed officials of all three communities. Local, regional and state-level professionals in the public and private sector with specific expertise also contributed in large and small ways. This participation is explained further in the Additional Topics chapter.

INTRODUCTION AND COMMUNITY CONTEXT



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Community background and context for plan

Churchill, Monroeville and Wilkins, three eastern suburbs in the Pittsburgh metropolitan area have many shared characteristics along with a couple differences. Churchill is small in terms of geography and population, and is almost entirely residential. Wilkins is large compared with Churchill, with twice the area and population; however, it is a small suburb in most other comparative senses. It includes industrial, commercial and residential zones. Monroeville is a rangy, sprawling community, the fifth most populous in the county, and ninth largest in area, with many single-family neighborhoods and apartment complexes, and a major commercial corridor.

What unites the three are their eastern location and boundaries; transportation and commercial arteries; typical Western Pennsylvania geography of ridges and valleys; a school district that includes Churchill and Wilkins; and their time of origin and period of significant growth.

These three communities have been popular bedroom communities with Monroeville also serving as a thriving commercial core for the east end of the county. They each have much to offer.

A list of significant strengths

- Affordable single-family housing
- Easy access to highways
- Near Pittsburgh's East End developments and Oakland's universities and cultural activities
- Desirable neighborhoods; great places to raise children
- A bustling shopping and restaurant scene
- World-class health care providers
- Well-run local governments
- Employment opportunities
- Tree-covered rolling hills and valleys

Zooming in to see what each community is doing lately:

- Churchill has recently ordered a state-of-the-art fire truck to keep their fire department up to date. They have doubled their road paving budget recently and are developing a data base for better communications with residents.
- Monroeville continues to see new development in the municipality, especially commercial redevelopment. They provide excellent parks for residents and they are supportive of the new Heritage Trail extending from Westmoreland County into the community.
- Wilkins is updating some of its parks through grants. With the help of dedicated volunteers, the municipality has been providing special events. Wilkins recruited and maintains a farmers' market at Penn Center East.

Great things are happening in the communities and residents are proud of their municipalities. As part of this planning process, Guiding Principles were developed to prepare for any upcoming challenges.

These communities also share a story with each other and with many other American suburbs of their age and location. This story is a tale of exuberant population and revenue growth in the 1950s and 1960s, a conspicuous plateau in the 1970s, and a disconcerting decline that continues today. While the ending of this story is not written, the arc is leading in a direction that is clear. The communities would be wise to fully acknowledge it and take aggressive action steps.

Troubling trends and circumstances

Challenges are stacking up against communities like Churchill, Monroeville, and Wilkins that enjoyed prosperity after WWII and are now encountering forces of change. Many other communities face similar challenges and are taking action to respond effectively.

The main challenges the communities face now or may be expected to face are:

Population loss. Communities throughout Pennsylvania, and particularly Western Pennsylvania, continue to lose population to the Sun Belt, and have a negative replacement rate, with more deaths than births and fewer families moving in than moving out. In addition, many Millennials (born early 1980s to 2000) choose urban settings instead of suburban ones.

Economics of an aging population. Allegheny County as a whole and these communities included, are growing older as the middle-age and older population remains in place but younger people move elsewhere. One ramification is that as older residents retire, they have less income, which in turn lowers the earned income tax revenue generated for municipal coffers. With less disposable income, they make fewer purchases at local businesses, which affects business tax revenue.

Race. The three communities are less diverse in terms of race and ethnicity than the United States as a whole, and slightly less diverse than Allegheny County. As the country shifts to a minority-majority population over the coming decades, will Churchill, Monroeville and Wilkins keep up?

Location	Percent of population describing themselves as white only
United States	73
Pennsylvania	86
Allegheny County	81
City of Pittsburgh	66
Churchill	81
Monroeville	79
Wilkins	83

Household size. Since the 1990s, there has been a decrease in the number of persons per household and an increase in the number of one-person households in Allegheny County, according the “Allegheny Places,” the county’s comprehensive plan. This trend accounts for some population losses, impacts housing stock mismatch, and also affects some school districts.

Manufacturing job loss. Many companies moved manufacturing operations overseas in the 1980s and 1990s. In the ensuing decades, other manufacturing functions were increasingly

achieved through automation. These factors resulted in the widely reported sharp decline both nationally and locally in good-paying manufacturing jobs.

Loss of corporate HQs and office employment. U.S. Steel formerly had its headquarters at an office-park campus in Monroeville, but relocated to Downtown in 1970. Similarly, Westinghouse operated large campuses in Monroeville and Churchill, but abandoned them to open a new headquarters complex in Cranberry Township in 2010. These three large campuses stand largely vacant; there is depressed market demand for outdated suburban office complexes.

Housing stock mismatch. Residential neighborhoods built in the 1960s and 1970s, when Churchill, Monroeville and Wilkins boomed, reflect societal norms of the time. They offer single-family stand-alone homes with yards, suitable especially for two-parent families with only one adult working outside the home and that person commuting to work by car. Almost every element of that social norm has changed significantly since the 1960-70s, with the result that the homes may no longer meet the needs of either their aging owners or potential first-time home buyers. Three- and four-bedroom quarter-acre lots are too large for retirees (who have decreasing capacity to maintain property) and for Millennials (who have less interest in doing so). However, the good news is that housing in these communities may be more affordable than similar housing in the city, creating options for potential new residents.

Less enthusiasm for car-dependent design. The neighborhoods and commercial areas in Churchill, Monroeville and Wilkins are almost entirely based on the assumption that residents will drive where they need to go. However, a national trend to walkability, bikeability and public transit casts these communities, where walkability and transit are in very short supply, into a less desirable category.

Decline in property value. Generally, houses that are less desirable (due to design or community/school/social reasons) have lower resale value. A decline in property values has multiple cascading effects, including reduced property tax revenues for municipal coffers.

Transformation of the retail sector. A fast-growing trend toward online sales of products is striking a blow against retail storefronts. Shopping areas and malls are reeling from the effects of this trend, with corporations announcing store closings all across the U.S., but especially in areas where population – and buying power – is declining. In addition, Monroeville Mall bears the burden of having been the location of some highly publicized criminal incidents.

School District reputation. Churchill and Wilkins lie within the Woodland Hills School District, which incurred negative publicity in the past few years. Its high school has an academic score of 54.2 in the most recent Pennsylvania School Performance Profile. Monroeville's Gateway High School has an 89.7 academic score. This is a challenge when communities try to attract families with children.

Suburban poverty. Poverty is shifting away from the urban core to the suburbs, nationally and locally. A 2016 report from the University of Pittsburgh Institute of Politics showed that 61 percent of the people living in poverty in Allegheny County and 79 percent of those living in poverty in the entire Pittsburgh metropolitan statistical area live in suburbs. From 2002 to 2013, Allegheny County saw a 3 percent rise in poverty outside the City of Pittsburgh.

What to do?

It will be emphasized that the communities are not alone in the county, state and nation in facing these problems and trends. Some of the trends, which are global and fast moving, are far outside the control of any community.

It will also be emphasized that some of the trends may affect one or two of the communities more than another.

It is quite possible for the communities to make adjustments and take important steps toward greater resilience and sustainability. Churchill, Monroeville and Wilkins can all take an unflinching look at current realities and trends, and plan as adroitly as possible for the changes likely to arrive within the next decade. The communities, faced with current and future challenges, can do nothing, or they can do something.

1. **Focus on what you can control.** The communities will acknowledge the troubling trends and plan to “grow smaller, smarter,” but also take a positive approach to dealing with hard problems.
2. **Create a community conversation.** In some communities experiencing the same trends and challenges, the subject was or is taboo, as if not acknowledging problems make them less real. Conversely, residents, businesses and other stakeholders can create a conversation that fosters knowledge and understanding of social and economic realities in order to build momentum for achieving the most positive change that is possible.
3. **Trade in facts.** Examine financial conditions and trends, and recalibrate both budgets and expectations for a more austere future.
4. **Make select changes for the right reasons.** The communities need not be frozen into inaction by the realities of changing economics, changing demographics and changing social preferences. Churchill, Monroeville and Wilkins can and will elect to undertake specific improvements that are most likely to attract or retain residents and businesses. *(The changes recommended in this plan are presented briefly in Report Summary.)*
5. **Take pride in taking action.** People admire others who anticipate future hardships and then act with a blend of knowledge, determination and decisiveness. This is courageous leadership. Churchill, Monroeville and Wilkins can distinguish themselves by employing creativity and grit as they show leadership among suburbs facing these challenges.
6. **Conceive an audacious signature development or event** that gives each community (or all three) something they will be known for. Then work to create community identity and big buzz for this around the region.



Do all these, and the communities will become known for their historic energy and bustle: *doing something* rather than *doing nothing*, building on special assets in these communities.

How to pursue the goals

The subsequent chapters of this plan outline the “select changes” that citizens and elected and appointed officials identified as important for their three communities. The chapters are:

- Strategic communications
 - Shared services
 - Recreation
 - Trails and connectivity
 - Property maintenance
 - Redevelopment
 - Other topics
- (Appendices appear under separate cover.)

What’s in each chapter

The chapters each outline:

- What is the problem the communities hope to solve?
- The vision for change.
- The main factors contributing to the problem.
- What additional data, history or contemporary context might be useful to explain how problems emerged and why specific solutions and strategies were selected for this implementable comprehensive plan.
- The strategies for addressing the problems and moving toward the desired vision.
- The specific action steps for each strategy.

We recommend the communities adopt these guiding principles to ensure the plan is both implementable and applied equitably.

Principles

- The communities strive to think long-term, making decisions to best benefit future generations.
- The communities embrace policies and practices that foster social, economic and environmental sustainability and resilience.
- The communities recognize and build on their distinctive characteristics and assets, including their human and cultural capital, natural systems and history.
- The communities foster communication and participation in government and civic life.
- The communities strive to cooperate with each other and with other jurisdictions and organizations to maximize resources.

Why action is important

- There are costs to making changes (time, money, effort), but also potential costs to doing nothing (citizen resentment, declining property values, less tax revenue and overall decline).
- Citizens expressed a need for change in the six key areas listed on the previous page and are expecting follow-through.
- The communities can best ensure their future viability by diligently undertaking the improvements outlined in this implementable plan.



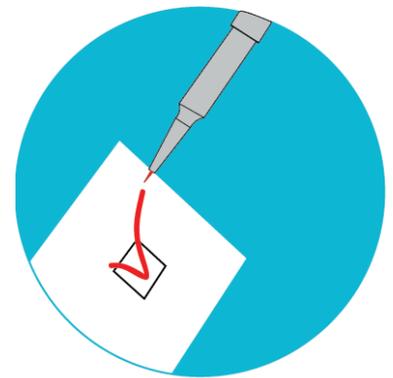
Now who does what?

This report can serve as a guide in the following ways:

Elected officials - This report documents the development of the comprehensive plan. It identifies the directions in which the municipalities will change, and lays out the practical next steps that will produce the desired changes. Next steps, in most cases, rest in the hands of elected and appointed officials who have the role and responsibility of initiating policies or procedures; providing funding via grants or municipal revenue streams; providing human and material resources; and lending oversight. Residents expect leadership from their elected officials, including anticipating future challenges before they become problems.

Citizens - Individuals may advocate for the plan and track progress by comparing the steps listed in this report to visible changes in the community and actions taken by the three communities. Citizens must take the initiative and become involved by attending public meetings where decisions are made. Citizens should take an active role by pressing for the actions and policies listed in this plan, which are designed to create change in the three communities. Citizens also can support and propel change by volunteering for committees or for special initiatives.

Municipal, borough and township staff members - The communities' employees will work on a day-to-day basis to develop policies and procedures; muster resources; and assist elected and appointed officials in pushing the outcomes of the plan. Staff members are in the best position to spot obstacles to progress and propose solutions.



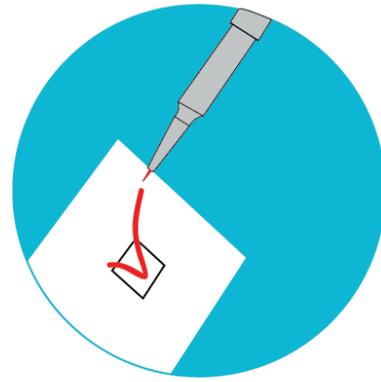
Appointed officials - Individuals serving on the Planning Commission(s) should become deeply familiar with the contents of this report. These members, along with other board and commission members, should be prepared to set out an action plan, make recommendations to the elected governing bodies, and help to solve problems in order to clear the way for progress.

Implementation task force - A number of the members of the Steering Committee that guided preparation of the comprehensive plan have agreed to continue their efforts as members of an implementation team. This task force needs to be fully engaged in the contents of this report, for the group will have primary responsibility for identifying successive next steps and tracking progress - keeping a “foot on the gas.” This group will be responsible for assembling advisory committees and volunteer groups suggested by this plan, and for providing annual progress reports to citizens.

Turtle Creek Valley Council of Governments - This organization plays a key role in plan implementation, with direction from the municipalities and specifics to be arranged by TCVCOG and Allegheny County. In addition to working with the plan implementation overall, the COG has potential roles in helping to arrange:

- Strategic communications
- Recreation
- Property maintenance strategies

Long-term action - To stay current with changing conditions and circumstances, elected officials should review and revise the comprehensive plan(s) for these communities in 10 years. This is an expectation set forth in the PA Municipalities Planning Code.



Churchill's start-up to-do list

1. The three municipal managers and Turtle Creek Valley Council of Governments (TCVCOG) will work together to create the comprehensive plan implementation task force. The task force will hold its organizational meeting the month after this plan is adopted, and meet monthly for the first six months. The task force will develop a progress report to council, with reporting to the public at large conducted annually.
2. Churchill manager will initiate the process for Beulah Road transit improvements.
3. The three municipal managers and code enforcement officers will conduct a conference call with the Pottsville, PA, city administrator and code enforcement officer to hear how that city has implemented the blight-reduction program outlined in this report. They then will assemble the property maintenance team and proceed with other steps as outlined.
4. The three managers and TCVCOG will review a sample shared-services agreement and follow steps toward creating a memorandum of understanding for working together, such as for a shared position for coordinating recreation programs.
5. The implementation task force will establish an Active Transportation Advisory Committee and oversees its organizational meeting. Churchill will proceed with the first steps for pilot projects outlined in the Connectivity and Trails chapter.
6. The implementation task force will establish the Transit Advisory Committee and oversee its organizational meeting.
7. Borough manager will meet with Woodland Hills School District about marketing the former Shaffer School site.
8. The manager and planning commission will review the subdivision and land use ordinance, zoning ordinance and zoning map to ascertain whether they need to be amended or revised to be consistent with this comprehensive plan and meet current and future needs.
9. Manager will begin a review of existing communications methods to quantify the time and cost involved in each. Survey residents to determine which forms of communication they find most valuable and what new methods would be preferred.



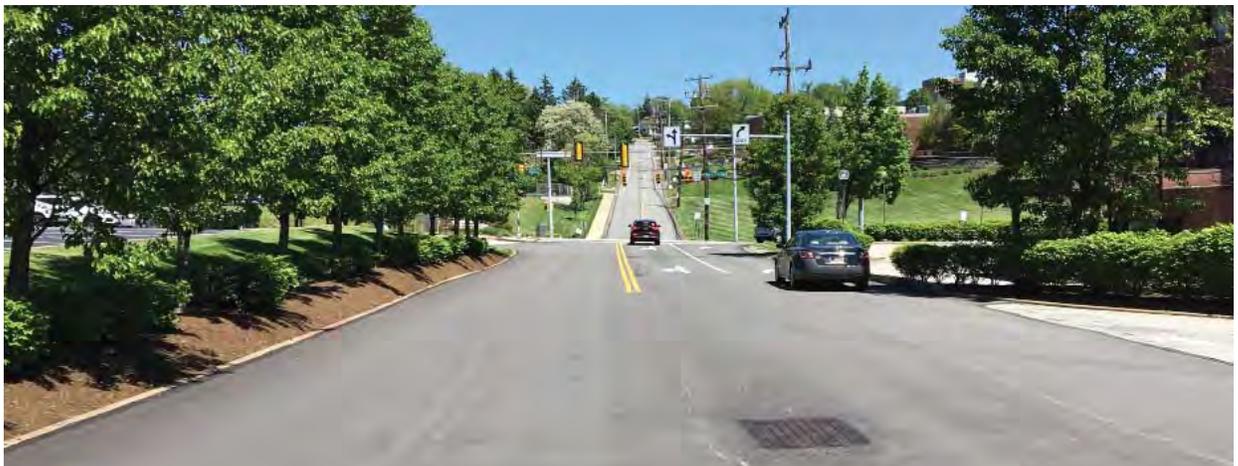
Monroeville's start-up to-do list

1. The three municipal managers and Turtle Creek Valley Council of Governments (TCVCOG) will work together to create the comprehensive plan implementation task force. Task force will hold its organizational meeting the month after this plan is adopted, and meet monthly for the first six months. The task force will develop a progress report to council, with reporting to the public at large conducted annually.
2. The manager will complete a review of the subdivision and land use ordinance, zoning ordinance and zoning map and continue the revision process.
3. The manager will begin the process of creating an active transportation plan.
4. Monroeville manager will initiate the process for potential transit improvements at Broadway and Clark as outlined in the Connectivity and Trails chapter.
5. The three municipal managers and code enforcement officers will conduct a conference call with the Pottsville, PA, city administrator and code enforcement officer to hear how that city has implemented the blight-reduction program outlined in this report. They then will assemble the property maintenance team and proceed with other steps as outlined.
6. Three managers and TCVCOG will review a sample shared-services agreement and follow steps toward creating a memorandum of understanding for working together, such as for a shared position for coordinating recreation programs.
7. The manager will create a community survey about a “destination play area” to determine what elements are most desired by residents, as outlined in the Recreation chapter. Consider also opening the survey to Churchill and Wilkins.
8. The implementation task force will establish an Active Transportation Advisory Committee and oversee its organizational meeting. Monroeville will proceed with the first steps for pilot projects outlined in the Connectivity and Trails chapter.
9. The implementation task force will establish a Transit Advisory Committee and oversee its organizational meeting.
10. Manager will begin a review of existing communications methods to quantify the time and cost involved in each. Survey residents to determine which forms of communication they find most valuable and what new methods would be preferred.



Wilkins's start-up to-do list

1. The three municipal managers and Turtle Creek Valley Council of Governments (TCVCOG) will work together to create the comprehensive plan implementation task force. The task force will hold its organizational meeting the month after this plan is adopted, and meet monthly for the first six months. The task force will develop a progress report to the commission, with reporting to the public at large conducted annually.
2. The manager will begin the process of revising the township's subdivision and land use ordinance, zoning ordinance and zoning map.
3. The three municipal managers and code enforcement officers will conduct a conference call with the Pottsville, PA, city administrator and code enforcement officer to hear how that city has implemented the blight-reduction program outlined in this report. They then will assemble the property maintenance team and proceed with other steps as outlined.
4. The three managers and TCVCOG will review a sample shared-services agreement and follow steps toward creating a memorandum of understanding for working together, such as for a shared position for coordinating recreation programs.
5. The implementation task force will establish an Active Transportation Advisory Committee and oversee its organizational meeting. Wilkins will proceed with the first steps for pilot projects outlined in the Connectivity and Trails chapter and in its Active Transportation Plan.
6. Manager will meet with Woodland Hills School District about marketing the former Jefferson Heights school site.
7. The implementation task force will establish a Transit Advisory Committee and oversee its organizational meeting.
8. Manager will begin a review of existing communications methods to quantify the time and cost involved in each. Survey residents to determine which forms of communication they find most valuable and what new methods would be preferred.





MULTIMUNICIPAL PLANNING PLAYBOOK SUMMARY

Comprehensive Plan for the ‘Energetic East’

Churchill, Monroeville and Wilkins share an eastern location in Allegheny County; some major transportation and commercial arteries; typical Western Pennsylvania geography of ridges and valleys; a school district that includes Churchill and Wilkins; and their time of origin and period of significant growth.

These three communities have been popular bedroom communities with Monroeville and Wilkins also serving as a thriving commercial core for the east end of the county. They have much to offer.

They also have an imperative to welcome and guide change through community planning. The reason? They face many challenges such as declining population, aging population, a trend toward online retail shopping, a decline in suburban office parks and aging housing stock.

Churchill, Monroeville and Wilkins elected to pursue multi-municipal community planning, which means they worked together to create this long-term plan for how they want to change. The implementable comprehensive plan documented in this report is a step-by-step guide to help the communities change in the ways they want to and need to.

Areas of focus

The three communities, through public meetings, focus groups and steering committee guidance, selected the central “Key Issues” taken up by this plan. Each issue is contained in a chapter. The chapters are:

- Strategic communications
- Shared services
- Recreation
- Trails and connectivity
- Property maintenance
- Redevelopment
- Additional topics
- Appendices (under separate cover)

Each of the first six chapters outlines:

- What is the problem the communities hope to solve?
- The vision for change
- The main factors contributing to the problem
- What additional data, history or contemporary context might be useful to explain how problems emerged and why specific solutions and strategies were selected for this implementable comprehensive plan
- The strategies for addressing the problems and moving toward the desired vision
- The specific action steps for each strategy.

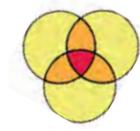
The six central Key Issue chapters are summarized on the following pages.

Strategic Communications Implementation Strategies

	Identify, via a community process, an audacious initiative the communities (separately or jointly) will undertake in the coming year or two. Begin to pursue the effort(s).	2 Tasks Page 1-5
	Fully assess and review current communications in terms of cost and effectiveness for citizens and stakeholders.	2 Tasks Page 1-6
	Gain understanding of the standards for communication that are considered appropriate, feasible and desirable in communities the size of Churchill, Monroeville or Wilkins.	3 Tasks Page 1-7
	Create and implement a full plan for communicating with “outsiders” about the eastern suburbs as a desirable location.	3 Tasks Page 1-8

Context

Churchill, Monroeville and Wilkins are embarking on a community conversation about their identity and what they “want to be known for” in the future.



Historically, the communities have been hubs of research and commerce that support vibrant neighborhoods. However, with the rise of the urban center and inner-ring suburbs, these three eastern Allegheny County communities want to craft an updated message about their amenities, strengths and ambitions.

A primary effort will be to identify one or more “Big Ideas” the communities will pursue over time. These will become a central element of Churchill, Monroeville and Wilkins’s identities.

Simultaneously, the communities will strive to develop and improve the ways they convey different messages to different audiences. Developing the communications vehicles and content, and targeting recipients are the essential elements of strategic communications.

Talking Points

- The communities have many strengths and assets, but don’t have a concerted way to promote these, or to market themselves.
- The communities are all growing smaller, and this will continue, with significant ramifications. The most important stakeholder groups – citizens, business owners, workers – may not be aware of the social and economic trends the communities face. They may not be engaged in their communities’ future. A “Big Idea” can generate interest and excitement about a place.
- Citizen involvement and improved two-way communication can help communities build enthusiasm for next steps.



The Problem

Many residents, business owners and workers in Churchill, Monroeville and Wilkins may not be engaged in the future of their communities, and many people, from outside these communities, may not be aware of the communities’ assets.



The Vision

People who live or work in Churchill, Monroeville and Wilkins help to drive a positive future of their communities, and potential workers, businesses and residents consider the eastern suburbs an increasingly desirable place to live and do business.



Shared Services Implementation Strategies



Create a framework for identifying and then pursuing most likely opportunities for sharing services among the communities and the Turtle Creek Valley Council of Governments. The process will include a memorandum of understanding on how to negotiate shared services agreements.

4 Tasks
Page: 2-7



Create a pilot project for sharing services. Based on discussions so far, this will be creating a shared position for coordinating recreation programs in the three communities.

3 Tasks
Page 2-8

NOTE: More information about a recreation programs coordinator position, including potential funding strategies, appears in the Recreation chapter of this report.

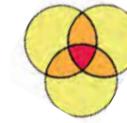


Move on to create agreements for the next most likely opportunities to share services. These could in some instances involve two of the three communities, neighboring communities not part of this comprehensive plan and/or the Turtle Creek Valley Council of Governments.

1 Task
Page 2-9

Context

The three communities' enthusiastic request to identify ways to work together creates a climate of enterprise and cooperation.



Managers of the three communities met jointly with representatives of the state Department of Community and Economic Development and the Turtle Creek Council of Governments. These organizations can help the communities identify opportunities, share best practices from elsewhere, and generally advise on a process that will lead to collaborations.

Shared services agreements need not involve all three communities; two could work together. Churchill, Monroeville and Wilkins are also open to sharing services with other neighboring communities, perhaps through the Turtle Creek Valley COG.

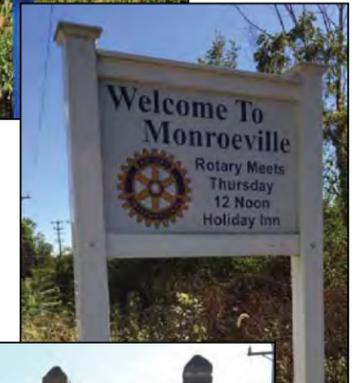
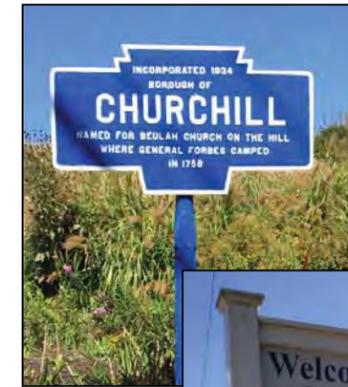
Talking Points

- Sharing resources is one way communities can take advantage of economies of scale.
- Implementing shared services can save municipalities money and other resources while helping them continue to provide the services their residents and businesses expect to receive.
- Churchill, Monroeville and Wilkins officials and citizens have expressed a willingness to collaborate.
- This implementable comprehensive planning project is itself an example of collaboration.
- Sharing services is not always easy because agreements must be drawn up among all parties. Sometimes, during negotiations, differences arise to complicate or exhaust the effort. The "devil is in the details" cliché applies.
- State and county economic development officials strongly encourage joint efforts and even favor collaborative initiatives during funding applications.



The Problem

Churchill, Monroeville and Wilkins need to maintain levels of service and possibly even add amenities and services while adhering to municipal budgets that are increasingly strained.



The Vision

Churchill, Monroeville and Wilkins demonstrate prudence with public monies and creative responsiveness to citizens' priorities through shared services agreements.



Recreation Implementation Strategies



The communities will develop a “destination” recreation facility. Suggested assets include a water spray park, restrooms, concession stand and play areas that will attract visitors from eastern Allegheny County or beyond.

14 Tasks
Page 3-6



Create a shared position for coordinating recreation programs in the three communities, with the possibility – as services and facilities increase – of later hiring a parks and recreation director.

3 Tasks
Page 3-13



Monroeville, given its size and assets, will begin investigating creating the position of parks and recreation director.

1 Task
Page 3-14



Emphasize that site plans created for the major redevelopment sites will include community-accessible perimeter trails.

2 Tasks
Page 3-15



Periodically re-evaluate the viability of developing a community and recreation center in Monroeville.

4 Tasks
Page 3-15

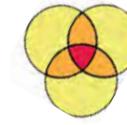


Continually re-evaluate potential agreements or partnerships with school districts and private providers and non-profits that operate recreation facilities, and promote corporate sponsorship of these facilities for funding.

3 Tasks
Page 3-16

Context

As noted elsewhere in this report, the populations of the three communities are quite likely to decline in the coming years, and to age. Shared recreation facilities would encourage young families to continue to reside or move to Churchill, Monroeville and Wilkins, and would foster economic development.



The three communities already are home to more than 14 health and wellness facilities. These facilities are important assets to serve the existing populations. What is less certain is how the communities will strive to attract and retain families.

A destination facility – something with a “WOW” factor, such as an exciting play area and/or spray park – may prove to be a solution. An investment in a new destination playground and spray park would be an invigorating addition to the park’s existing amenities, helping to revitalize the Borough Park and adding value to the communities by engaging the current and future residents.

Talking Points

- Monroeville previously considered the possibility of developing a community/recreation center and pool to serve residents, but this was deferred due to significant costs. Churchill and Wilkins are too small to entertain this type of project.
- A destination recreation facility would help the communities retain current residents and attract new ones, including families.
- The communities’ current demographics may make these investments seem premature; however, future demographics will not likely change without such improvements.
- Elsewhere, community centers or destination recreations facilities are increasingly being developed in collaboration with health-care or private partners to reduce the municipal financial burden.



The Problem

Recreation programs and facilities in Churchill, Monroeville and Wilkins may not fully meet the needs of residents, and omit key features and elements that serve residents and help to attract new residents.



The Vision

The three communities serve residents’ recreation needs by providing a range of recreation opportunities for all ages and updated usable facilities.



Walking and Biking Implementation Strategies

 Create a community process for identifying walking and biking routes to develop, and for getting the work done, methodically, over time. (Then begin with the pilot projects listed below.) 2 Tasks
Page 4-7

 Improve key walking routes identified in this plan, to create important connections in each community. 15 Tasks
Page 4-7

These are:

- Churchill: Borough Office to Wilkins School along Churchill Road
- Monroeville: Route 22 sidewalks from Wilkins bridge to Lewis Drive, and Route 22 crossings
- Wilkins: Route 22 sidewalks from Hawthorne Drive to Monroeville Bridge

 Improve key cycling routes identified in this plan, to create important connections in each community. 15 Tasks
Page 4-9

These are:

- Churchill: Beulah Road from Borough Building to Kingsdale Road
- Wilkins: Churchill Road from Wilkins School to Negley Ave.
- Monroeville: Mossie Boulevard from Gateway High School to Broadway Boulevard

 Create public information programs to improve awareness about the presence of walkers and cyclists in the communities, and train motorists, cyclists and pedestrians in safe practices, roles and responsibilities. 4 Tasks
Page 4-28

 Support development of a multi-use through-trail, called in discussions the “Interworks Trail,” to connect the Westmoreland Heritage Trail and the Great Allegheny Passage trail. 1 Task
Page 4-29

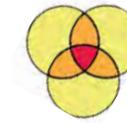
 Plan development of natural-surface hiking trails on open-space land such as steep hillsides, donated easements, public green spaces and undeveloped parkland. 3 Tasks
Page 4-29

 Review and revise ordinances as needed to support implementation of pedestrian and cycling infrastructure with road projects, new development and redevelopment. 1 Task
Page 4-30

WALKING & BIKING

Context

Car-centric suburban growth and steep terrain conspire to make walking and biking difficult in the communities of Churchill, Monroeville and Wilkins.



Pedestrian and bicycle connectivity and safety are compromised by the speed of vehicles, travel lanes not built for sharing the road, and hilly terrain. Despite a lack of bike-ped infrastructure, determined walkers and cyclists use the roads in and beyond the three communities. However, they state emphatically that doing so can be dangerous.

Because bicycling is difficult in Churchill, Monroeville and Wilkins, there is no longstanding tradition of riding in the three communities. Consequently, drivers of motor vehicles do not necessarily expect to encounter cyclists on the roads. This lack of awareness and cyclist/motorist education contributes to the hazards of biking.

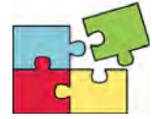
A lack of bicycle and pedestrian infrastructure weakens the resilience of a community, as it particularly encumbers those who rely upon bike and foot transportation to get to work or to other places they need to go.

Talking Points

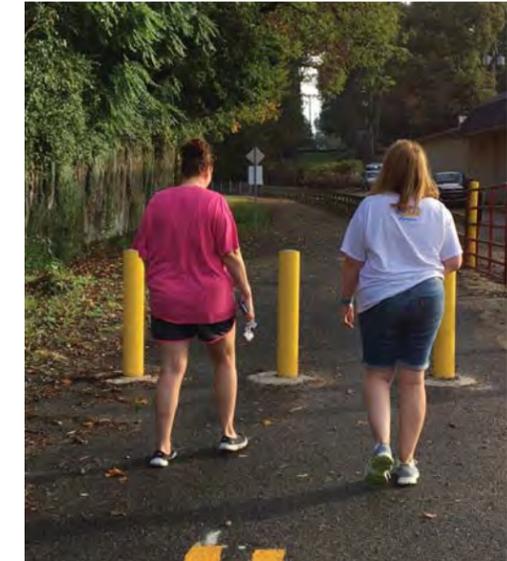
- People increasingly want active transportation opportunities, for convenience, environmental and health reasons. 
- Safe and convenient walking and biking routes can help attract new residents.
- Biking/walking reduce air pollution, and improve community and individual health.
- Access to routes helps all residents but particularly those who do not own cars.
- Hilly terrain, with steep valleys running roughly north-south through Churchill, Monroeville and Wilkins limits bike and pedestrian connectivity within and between the communities.

The Problem

Residents of Churchill, Monroeville and Wilkins have few opportunities to bike or walk safely in public spaces, or to easily connect with public transit.



The Vision



Churchill, Monroeville and Wilkins improve their desirability and sustainability by providing residents with opportunities to walk or bike safely near their homes, to reach key arterial routes, and to access safe and convenient transit stops. 

Transit Connectivity Implementation Strategies



Pursue and provide improved bus stops at critical locations in partnership with landowners, the local governments, transit companies and advertising businesses. The projects are:

- Churchill: concrete pad and shelter at Beulah Road and Penn Avenue 2 Tasks
Page 4-32
- Churchill: improved connections, William Penn Highway at Nottingham Drive and Rodi Road. 2 Tasks
Page 4-37
- Monroeville: new parking area and bus shelter, Clark and Broadway. 3 Tasks
Page 4-38



Create a community process for identifying ways to continue to improve the safety, convenience and comfort of transit stops and associated walking routes or parking areas. The process will include mechanisms for getting the work done methodically, over time, and queuing up next projects.

2 Tasks
Page 4-43



Expand communication with Heritage Community Transportation and Access to stay abreast of changing needs for “feeder” transit services.

1 Task
Page 4-44

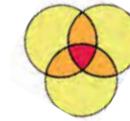


Periodically revisit the idea of a community transportation “circulator.” This transit service was evaluated during preparation of this plan. Several models were considered: Volunteer-run, on-demand, and self-sustaining (as Flivver in Forest Hills); public-private partnership funded, fixed stop (as Airport Corridor); and municipal-special needs hybrid (as locations elsewhere in U.S.)

1 Task
Page 4-44

Context

Citizens and officials in the three eastern suburbs stated a desire for additional transportation service. They reported a desire for more convenient bus stops and more frequent bus service. This plan is unable to influence service levels in a meaningful way because those decisions lie primarily with the Port Authority of Allegheny County, which establishes routes, frequency and stops annually based on demand. However, this plan does have the ability to suggest improvements at specific locations where pedestrian access is difficult or unsafe. Some improvements may be enabled via partnerships with local landowners or businesses that may erect or maintain bus shelters in certain circumstances.



In addition to Port Authority transit, the communities are also served by Heritage Community Transportation buses. These are smaller transit buses operated by the non-profit social service organization Heritage Community Initiatives, which serves 13 communities in the Mon Valley. These routes are more flexible, and are specifically intended to help connect underserved populations with workplaces, services and Port Authority stops for transfer.

Finally, Access vans provide circulator service in the three suburbs as throughout Allegheny County. While these vans are primarily known for their discounted door-to-door, advance reservation, ride-share service for individuals with disabilities and people age 65 and older, they also are available for use by the general public. Because 35 to 38 percent of Access trips are “standing orders,” the vans often travel consistent routes. They can conveniently pick up full-fare riders along those routes and deliver them to Port Authority bus stops for transfer or other common destinations. This service could alleviate the difficulties Port Authority riders experience in getting to their transit stops or other frequent destination. Though coordination would be challenging, models for blending two types of transit service exist around the country, including Bridj in Kansas City and Boston, and LANtaFlex in the Allentown, PA, area.

Talking Points

- Transit connectivity reduces air pollution.
- Access to public transit helps all residents but particularly those who do not own cars.
- Existing public transit routes align generally with major arteries oriented toward the City of Pittsburgh. Bus stops are therefore situated mainly at busy, even dangerous, locations, with few parking areas or walking routes nearby.
- Safer bus stops and safer routes to the stops may encourage transit use.



Property Maintenance Implementation Strategies

 Create a comprehensive process for addressing deteriorating properties. This may be undertaken in collaboration with the Turtle Creek Council of Governments. 16 Tasks
Page 5-9

 Strengthen the ordinances and policies that seek to prevent or address the problem of deteriorating properties, and enhance and further support enforcement efforts. The property maintenance team and community officials will remain on the lookout for programs that might be useful, and assess them to determine if they would be effective locally. 6 Tasks
Page 5-11

 Bolster enforcement efforts and improve early intervention. 6 Tasks
Page 5-12

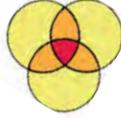
 Provide resources information to citizens with substandard properties. 3 Tasks
Page 5-12

 Smooth the way for potential buyers to improve and redevelop properties, and foster creative reuse of vacant buildings and lots. 5 Tasks
Page 5-13

 Build public engagement in and awareness of community efforts to remediate or prevent property deterioration. 3 Tasks
Page 5-15

 Strive to create a volunteer program for neighbors to help disabled or elderly neighbors with yard maintenance or snow removal. 2 Tasks
Page 5-15

Context

- In neighborhoods where home values level off or decline, communities typically see an increase in poorly maintained or vacant and unmaintained properties. 
- Communities with aging populations (such as Churchill, Monroeville and Wilkins) commonly experience concurrent problems with vacancies and property maintenance.

Talking Points

- It is advantageous and easier for communities to prevent property deterioration than to correct it. 
- Both commercial and residential properties are at risk in Churchill, Monroeville and Wilkins.
- Code enforcement efforts and approaches that were sufficient in the past may no longer be adequate.
- The relative affordability of housing could make the three communities more desirable to newcomers wishing to invest.
- Communities can become more sustainable and resilient by addressing property maintenance problems before they progress into blight. Communities also can help by adopting policies that protect renters from absentee landlords who allow property to decline, and by providing either direct assistance or appropriate referrals to homeowners who need help.

The Problem

Due to demographic changes and other factors, Churchill, Monroeville and Wilkins are likely to experience an increase in vacancy and ill-maintained residential and commercial property, as well as correlative problems of increased poverty and tears in the social fabric. 



The Vision

The commercial and residential buildings and landscapes in Churchill, Monroeville and Wilkins are maintained appropriately to support the health, safety and well-being of residents, workers and visitors, and to positively affect surrounding property values. 

Housing Takeaways by Community

- The occupancy rate in the three communities is consistent with Allegheny County as a whole.

Churchill

- Churchill's overall population fell by 1.8 percent between the 2010 and 2016 five-year estimates, and now stands at pre-1960 levels. From 2015 to 2030, Churchill's population is expected to fall to 2,568, a drop of 13.8 percent.
- Churchill's housing profile is very heavily weighted toward owner-occupied (rather than rented). This indicates past stability, and encourages that in the future, but also creates a potential risk if this sector is no longer favored. In fact, there are some potential challenges on the horizon.
- By percentage, Churchill has more older homes than does the county as a whole or the neighboring communities. This is not necessarily bad so long as these older homes are well maintained, remain occupied and hold their value. However, it could be concerning that the value did not increase as much in Churchill as in other places: In the period between the 2010 five-year estimate and the 2015 five-year estimate, Churchill's property values grew far more slowly than those in the county as a whole and the neighboring communities. It also is concerning that so many homes are owned by people 65 and older, as these residents will probably be looking to sell in the approaching years. On the plus side, Churchill has fewer older people living in poverty than is seen in the other two communities or in Allegheny County. But the question Churchill will be asking is: When all these homes turn over, will buyers be there?



Wilkins

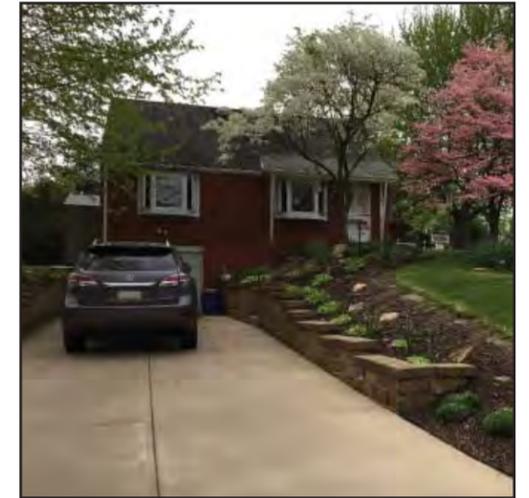
- Wilkins' remained essentially flat (a decline of 0.3 percent) between the 2010 and 2015 five-year estimates. However, its population is expected to drop to 5,779, a decline of 8.1 percent, between 2015 and 2030.
- The township's housing showed a surprising jump in property value in the same period compared with Allegheny County and the neighboring communities. A jump in property value generally reflects increased demand. Yet demand was lower here, as more vacancies occurred in Wilkins than in the neighboring communities or in Allegheny County as a whole. Therefore, the jump in property value has an unknown cause.



- Wilkins poverty rate is most visible at the young portion of the age spectrum. A higher percentage of children under 18 live in poverty in Wilkins than in the neighboring communities or Allegheny County as a whole. This means that young families in the community are experiencing financial pressure, which may affect their ability to maintain property.

Monroeville

- Monroeville's population fell 1.6 percent between the 2010 and 2016 five-year estimates, and now stands at pre-1970s levels. From 2015 to 2030, its population is expected to fall 2.3 percent, to 27,496.
- A slightly newer suburb than Churchill and Wilkins, Monroeville has a smaller percentage of homes built before 1970 than do its neighbors or Allegheny County as a whole. Monroeville's housing boom extended through the 1970s, and slowed through the 1980s and 1990s. This indicates that fewer homes are likely to be in disrepair due to age. However, a different statistic causes concern: A larger percentage of people over 65 live in poverty in Monroeville than in the neighboring communities. This could indicate an approaching decline in property maintenance as this group of homeowners struggles to manage their homes.



Redevelopment Implementation Strategies

- 

The communities should consider the option of creating and adopting a “specific plan” of development for non-residential sites within the multimunicipal planning area, per Section 1106 of Pennsylvania’s Municipal Planning Code.

1 Task
Page 6-8
- 

Churchill and Monroeville, working with the Allegheny Conference on Community Development and Allegheny County Department of Economic Development, help private owners to understand market demand for large redevelopment sites (two former Westinghouse sites and Tech One) and explore prospective uses.

3 Tasks
Page 6-8
- 

Encourage productive redevelopment of the former Churchill Valley Country Club.

1 Task
6-13
- 

Encourage productive residential redevelopment of the former Shaffer School (Churchill) and Jefferson Heights Road site (Wilkins), both of which are being marketed by Woodland Hills School District.

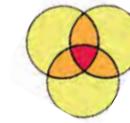
2 Tasks
Page 6-14
- 

The three communities will revise current ordinances, policies and practices to align with best practices and community priorities, including zoning ordinances that encourage redevelopment, sustainability and “complete streets.”

6 Tasks
Page 6-23

Context

The American office park is suffering a period of decline brought by changes in employment needs and off-shoring; effects of technology on office-based work; societal trends toward urban living; and Millennials’ preferences regarding working conditions. Suburban sites have given way to new preferences for dense and connected urban environments or other locations with ample transit or pedestrian access.



The current move toward an urban setting for new housing and office development represents a swing of the pendulum from the 1950-1960s preference for suburbia. Though it is impossible to know when or if the pendulum will swing back to the suburbs, what is clear today is that the former office park sites in Churchill and Monroeville have been vacant or partly vacant for years. Ownership has changed, and owners have not had success finding new tenants.

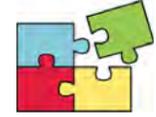
Talking Points

- 

Westinghouse Corp. formerly operated large-scale campus office parks in Churchill and Monroeville. Their sizes are 133 and 143 acres, respectively. These are now partly or mostly vacant and in private ownership.
- U.S. Steel formerly operated laboratories at a 106-acre campus now called Tech One Park in Monroeville. This property is in private hands.
- Churchill and Wilkins are both the site of former school facilities, still owned by the Woodland Hills School District. These are a 7.6-acre vacant lot on Jefferson Heights Road, Wilkins; and the vacant Shaffer School on 10.5 acres off Garden Terrace, Churchill.
- The former Churchill Valley Country Club property, situated in Churchill and neighboring Penn Hills, has been defunct since 2013 and is owned by a Western Pennsylvania housing developer. There has been some discussion of constructing senior housing on the site.

The Problem

At-risk, underused or vacant large properties carry physical and financial liabilities for the communities. In some cases, former office-park parcels are now far less productive contributors to the tax rolls. Properties that are entirely or partly vacant may pose blight hazards in the future.



The Vision

Large redevelopment sites in Churchill, Monroeville and Wilkins become productive and beneficial assets to their owners and communities through innovative planning and strategic investment.

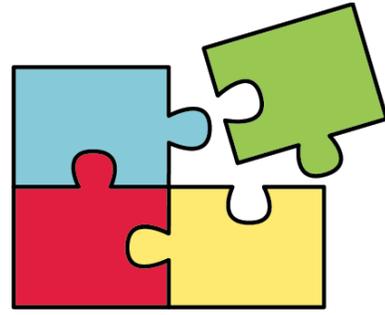




STRATEGIC COMMUNICATIONS

The problem

Many residents, business owners and workers in Churchill, Monroeville and Wilkins may not be engaged in the future of their communities, and many people, including those from outside, may not be aware of the communities' assets.



The vision

People who live or work in Churchill, Monroeville and Wilkins help to drive a positive future of their communities, and potential workers, businesses and residents consider the communities an increasingly desirable place to live and do business.



Talking points

- The communities have many strengths and assets, but don't have a concerted way to promote these, or to market themselves.
- The communities are all growing smaller, and this will continue, with significant ramifications. The most important stakeholder groups – citizens, business owners, workers – may not be aware of the social and economic trends the communities face. They may not be engaged in their communities' future. A “Big Idea” can generate interest and excitement about these communities, and discussion should continue toward determining an inspiring idea the three communities can rally around.
- Citizen involvement and improved two-way communication can help communities build enthusiasm for next steps.
- Communicating effectively with current and potential residents, workers and business owners may best be undertaken through a strategic communications plan. This could also be one of the shared services the communities elect to undertake.



The context

Churchill, Monroeville and Wilkins are embarking on a community conversation about their identity and what they “want to be known for” in the future.

Historically, the communities have been hubs of research and commerce that support vibrant neighborhoods. However, with the rise of the urban center and inner-ring suburbs, these three eastern Allegheny County communities want to craft an updated message about their amenities, strengths and ambitions.

A primary effort will be to identify one or more “Big Ideas” the communities will pursue to gain recognition. These will become a central element of Churchill, Monroeville and Wilkins’s identities.

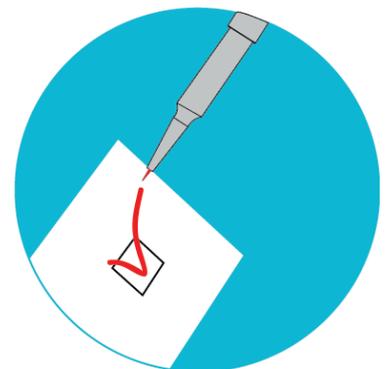
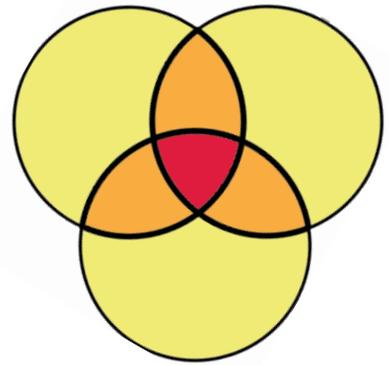
Simultaneously, the communities will strive to develop and improve the ways they convey different messages to different audiences. Developing the communication vehicles and content, and targeting recipients are the essential elements of strategic communications.

The communities have “internal” and “external” targets. Internal targets are residents, workers, employers, local real estate agents, and groups or institutions within the communities. External targets are people who are based outside Churchill, Monroeville and Wilkins, such as real estate developers; potential visitors to shops, restaurants and services; potential residents, and potential employees who might come to work in the communities.

Reaching these audiences with impactful and consistent information, including via social media, web sites and other digital communications channels, is a complex and time-consuming undertaking.

Strategies

Stakeholders in Churchill, Monroeville and Wilkins want their three communities to have a powerful identity, as they did in the 1950s-1970s as centers of research, development and commerce and as nice bedroom communities. This reputation has eroded over the years as Westinghouse and U.S. Steel moved their large centers of employment elsewhere. Now the communities are striving to identify one or more “Big Ideas”

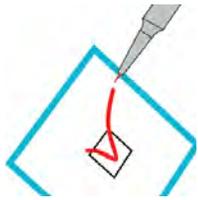


they can pursue to set themselves apart and create new reasons for people to come there to live, work and enjoy themselves.

All three communities have established channels for communicating news to citizens and hearing from them as well. But as populations and technologies change, expectations for communication standards shift over time. Consequently, the communities will review their existing forms of communications to ensure that time, money and effort are being spent in the most productive ways. The goals will be to facilitate effective two-way communication with people who live, work or conduct business in the communities.

Separately, the communities state a desire to share with “outsiders” a message that Churchill, Monroeville and Wilkins have assets that make them attractive places to live, work, learn, play and do business.

The following strategies provide steps the communities will take to make progress with both “internal” and “external” communications with all the different audiences.



STRATEGY: Continue the community dialogue created as part of this comprehensive planning process to identify a “Big Idea,” an audacious initiative that the communities (separately or jointly) will begin to undertake in the coming year or two.

A major initiative helps a community rally for improvements and helps demonstrate to others that the community is serious about change. An audacious initiative also creates the basis for a community branding message.

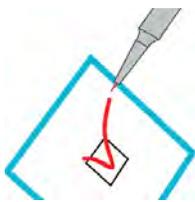
One significant challenge the communities are currently battling is they have no specific, focused idea to serve as a basis for telling current and potential residents “what we are all about.” The communities’ identity as a hub of research and commerce, with supporting neighborhoods, has faded as office parks emptied and population growth halted or reversed. Therefore, this strategy is designed to help the communities work toward identifying a Big Idea they will pursue; help them break that idea down into realistic next steps; and encourage them to move forward with this new identity.

□ The task force charged with implementing the strategies in this comprehensive plan report will be responsible for creating a fruitful community conversation about a “Big Idea” that can serve as a rallying cry for each or all three communities.

□ Each community will pursue a community conversation via public meetings, online surveys, social media and other channels. The goal of the conversation is to identify an audacious “Big Idea” that can serve as a rallying point for community identity and future growth.

Some ideas arising from thoughts expressed by citizens during development of this plan:

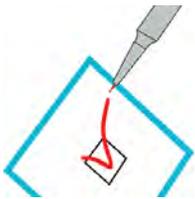
- Create a museum and employment centering on robotics, autonomous vehicles or radio and broadcast technology
- Create walkability/connectivity by building sidewalks aggressively
- Link the large-site development properties to Downtown with a fixed rail system or Maglev/hyperloop
- Create/do something major with the convention center
- Create/tout recreation assets
- Get the proposed multi-use “Interworks Trail” done
- Attract an amusement park at one of the large development sites
- Create a center of excellence for senior services, including housing, health care and recreation/wellness
- Partner with owners or encourage developers of at least one large redevelopment site to transform buildings or open areas into an innovative housing or multi-use plan
- Create an “Allegheny County Trades and Technology Incubator,” a state-of-the-art high school training institution for traditional and next-generation industries.
- Implement an exciting and energizing arts and entertainment program and venue(s), with programs that rotate between the three communities.



STRATEGY: Fully assess and review current communications in terms of cost and effectiveness for citizens and stakeholders.

- Identify the cost of existing communications efforts, and place these in separate line items in municipal budgets so they can be quantified and assessed for their value.
- Ask constituent groups how they prefer to receive information. Help for this survey could be available from Turtle Creek Valley Council of Governments or a university communications / public administration program.
- If new communications methods are requested, consider how to begin doing those, such as hiring communications interns, undertaking staff training from Local Government Academy, or embarking upon a shared-services initiative with Turtle Creek Valley Council of Governments.
- Create a texting or email emergency communication system in communities where this doesn't exist.
- Enhance websites with additional interactive features and with information on assets within the communities, and keep these up to date.

- ❑ Consider a media/advertising campaign.
- ❑ Consider discontinuing communications channels that are labor-intensive but only used by a limited number of constituents.



STRATEGY: Gain understanding of the standards for communication that are considered appropriate, feasible and desirable in communities the size of Churchill, Monroeville or Wilkins.

- ❑ Review the winners of the Citizen Communication Awards sponsored by Pennsylvania State Association of Township Supervisors. The awards programs can help Churchill, Monroeville and Wilkins to recognize what standards can be considered attainable for their own social media presences, websites, audiovisual communication, publications, cable TV programming, and other publications.
- ❑ Effective communications can be considered important aspects of community efforts to combat blight, undertake economic development, or participate in other community improvements. As such, initiatives to improve a website or other communications can in some cases be part of grant applications for those efforts, or stand-alone applications.
- ❑ After costs of current communications efforts are quantified and identified in the budget, use the desired standards for prioritizing improvements and associated spending.

2017 Citizen Communication

Award Winners from PSATS

(Pa. State Association of Township Supervisors)

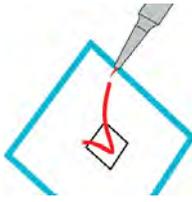
CLASS 2 – Pop. 5,001-10,000

1. East Brandywine Township, Chester County: www.ebrandywine.org
2. Brighton Township, Beaver County: www.brightontwp.org

3. Summit Township, Erie County: www.summittownship.com

CLASS 3 – Pop. 2,001-5,000

1. East Caln Township, Chester County: www.eastcalntownship.com
2. Greene Township, Beaver County: www.greenetownship.net
3. Latimore Township, Adams County: www.latimore.org



STRATEGY: Create and implement a full plan for communicating with “outsiders” about the eastern suburbs as a desirable location.

Based on the community conversations that were part of this comprehensive planning process, the goals of a community branding and marketing effort are:

1. Identify and rally around a “Big Idea” that has enough cache to make current and potential residents and businesses to say, “Wow! I want to be part of that!”
2. Articulate and convey to young families and working adults currently living elsewhere that Churchill, Monroeville and Wilkins have significant assets that make them desirable places to live. Additionally, convey the communities’ willingness to invest in the kinds of amenities and features that would attract people to move east.
3. Articulate and convey to major employers in inner-ring suburbs that Churchill, Monroeville and Wilkins are actively interested in attracting their businesses to locate farther east, and in attracting employees to move east.

NOTE: Churchill, Monroeville and Wilkins all have said they think a community branding/marketing effort is an advantageous opportunity for collaboration, as noted in the Shared Services chapter. *Please see sample job descriptions for public information officer positions in Appendix A1.*

- The three communities will share efforts amongst themselves, with other nearby communities and/or with Turtle Creek Valley Council of Governments to undertake a branding and communications initiative.
- Based on the goals listed above, develop a brand, appropriate messaging and a plan for two-way communications.
- When costs of this plan are determined, ensure that line items are included in municipal budgets.

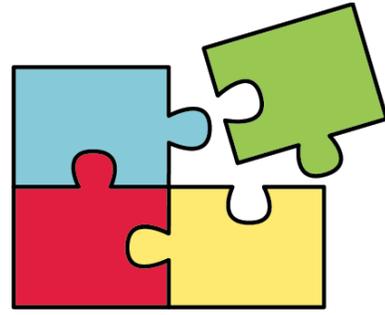


SHARED SERVICES

SHARED SERVICES

The problem

Churchill, Monroeville and Wilkins need to maintain levels of service and possibly even add amenities and services while adhering to municipal budgets that are increasingly strained.



The vision

Churchill, Monroeville and Wilkins demonstrate prudence with public monies and creative responsiveness to citizens' priorities through shared services agreements.



Talking Points

- Sharing resources is one way communities can take advantage of economies of scale.
- Implementing shared services can save municipalities money and other resources while helping them continue to provide the services their residents and businesses expect to receive.
- Churchill, Monroeville and Wilkins officials and citizens have expressed a willingness to collaborate.
- This implementable comprehensive planning project is itself an example of collaboration.
- Sharing services is not always easy because agreements must be drawn up among all parties. Sometimes, during negotiations, differences arise to complicate or exhaust the effort. The “devil is in the details” cliché applies.
- State and county economic development officials strongly encourage joint efforts and even favor collaborative initiatives during funding applications.



Context

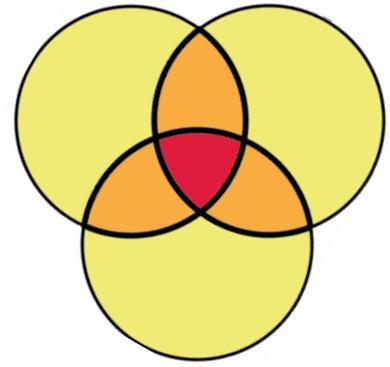
The three communities' enthusiastic request to identify ways to work together is a refreshing departure from the isolationist posture that is often found among local jurisdictions in Pennsylvania. This openness creates a climate of cooperation.

Managers of the three communities met jointly with representatives of the state Department of Community and Economic Development and the Turtle Creek Council of Governments to begin this conversation. These organizations can help the communities identify opportunities, share best practices from elsewhere, and generally advise on a process that, all hope, will lead to collaborations.

The general conversation tapped the participants' understanding of local municipal operations and budgets, as well as political realities. While nothing is "off the table," some opportunities were identified as far more realistic than others. Participants agreed that the best first step would be to begin an effort to work together on some service that is highly desirable and not too controversial. The two most likely potential shared services are "something" related to recreation programming, and "something" related to marketing, branding and communications.

Shared services agreements need not involve all three communities; two could work together. Churchill, Monroeville and Wilkins are also open to sharing services with other neighboring communities, perhaps through the Turtle Creek Valley COG.

The following chart represents an early look at opportunities identified as holding the most potential. Other potential collaborations could be added or subtracted as ideas arise.



In the following table:

• = would consider some form of sharing √ = currently participates in some form of sharing

	Churchill	Monroeville	Wilkins	Notes
General Government				
Communications coordinator	•	•	•	Maybe share with COG or Chamber of Commerce
Contract for push email communications	•	•	•	May consider this, as two use same provider now
Community outreach / social media coordinator	•	•	•	Maybe share with COG
Web development / hosting				
Police response technology	√	√	•	Two currently share
Engineering services				
Solicitor				
Police body camera software	•	•	•	Possible future need
Streaming or cable video of public meetings	•		•	Two want to provide this service in future
Professional accounting				
Software linking finance department, fines/fees, code enforcement, bill pay		•		May consider sharing in future
Public Works				
Plowing and mowing	•	•	•	May consider sharing. Monroeville and Wilkins currently handle in-house.
Leaf collection	•		•	Some potential for sharing
Paving				
Streetscapes / Trees				
Fleet				May consider sharing. Monroeville and Wilkins currently handle in-house.
Refuse collection	•	•	•	Two use same contractor. May consider joint contract or review with third community.

In the following table:

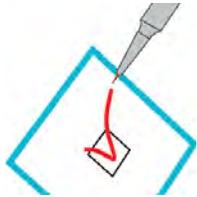
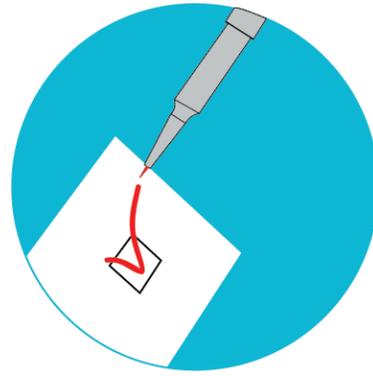
· = would consider some form of sharing √ = currently participates in some form of sharing

	Churchill	Monroeville	Wilkins	Notes
Community Development				
Grant writing	·	·	·	Help from COG
Zoning and ordinance review	·		·	Possible joint effort
Planning commissions				Hold annual joint meeting of three separate commissions
Code enforcement / blight	·	·	·	Consider sharing via COG
Parks and Recreation				
Facilities				Wilkins currently only rents to residents. Churchill has private neighborhood association parks.
Recreation programs or recreation director	·	·	·	Churchill has no programs, no public facilities, no ball parks. All three would consider sharing, including via COG.
Rec center				Consider public-private partnerships before considering a new rec center.
Senior citizens		√		Monroeville Senior Center is used by non-residents on fee basis.
Emergency Services				
Police	1 chief, 8 officers. County sheriff for investigations	Staff includes five detectives. Possibly highest paid PD in state.	1 chief, 1 sergeant, 10 officers. County sheriff for investigations	Sharing unlikely.
Fire Department (volunteer)		Five companies	Three companies	Sharing unlikely.
EMS	√		√	Churchill and Wilkins are part of Woodland Hills EMS.

Strategies

The following pages provide separate strategies for implementing shared services.

Each strategy lists specific next steps for seeking ways to work together and thus hold their own or improve services/amenities while sharing costs and responsibilities. Where appropriate, the strategies include supporting information.



STRATEGY: Create a framework for identifying and then pursuing the most likely opportunities for sharing services among the communities and the Turtle Creek Valley Council of Governments. The process will include a memorandum of understanding on how to negotiate shared services agreements.

□ The three managers and executive director of the Turtle Creek Valley COG will meet to outline a process for developing shared services. A resource person or facilitator at this initial meeting could be a representative from the Pennsylvania Department of Community and Economic Development.

Suggested agenda for this meeting:

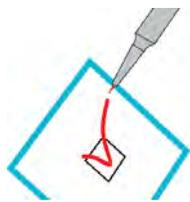
1. Identify the reasons the communities want to share services, such as:
 - ◆ Maintaining or improving existing levels of service or quality of facilities
 - ◆ Saving money from existing budgets
 - ◆ Lowering costs of new services or facilities
 - ◆ Building relationships among neighboring communities
2. Identify the likely problems or obstacles that will arise, such as:
 - ◆ Agreement on an outcome, but disagreement on how to achieve the outcome
 - ◆ Disagreement on sharing costs of the shared service
 - ◆ Disagreement on timeline for implementing the shared service
 - ◆ Missed payments, missed deadlines or other errors
3. List potential ways to overcome each problem or obstacle.
4. Outline a process for pursuing each potential shared services agreement. This could include steps such as:
 - ◆ Get support from all three governing bodies to pursue an agreement on Topic X, in concept.
 - ◆ Assemble stakeholders within Topic X to define goals of the shared service.

- ◆ In subsequent meetings, identify benefits, obstacles and solutions, outline responsibilities and logistics such as cost-sharing mechanisms and measurements of success. Identify a timeline for implementation, including opportunities to assess “Is this working for everyone?”

□ Draft a memorandum of understanding and present that for discussion to elected officials in each community. Revise as needed, then review with each community’s solicitor. Develop a draft that satisfies all parties. *Please see example memorandum of understanding, Appendix 2A.*

□ Secure from governing bodies in each community a decision to adopt the memorandum of understanding and to use it as a guide for creating a first shared-services agreement.

□ Managers from the three communities commit to meeting quarterly or semi-annually to create the agreement then pursue shared services as suggested below or otherwise determined to be most advantageous.



STRATEGY: Create a pilot project for sharing services. Based on discussions so far, this will be creating a shared position for coordinating recreation programs in the three communities.

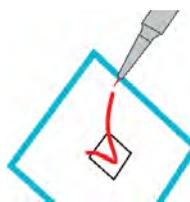
NOTE: More information about a recreation programs coordinator position, including potential funding strategies, appears in the Recreation chapter of this report.

□ Using the memorandum of understanding as a guide, representatives of the three communities will first win approval from their governing bodies to proceed with this initial effort.

□ Then proceed to negotiate the particulars using the process outlined in the memorandum of understanding until the shared position is created and operational.

□ This pilot effort may reveal ways the memorandum needs to be revised for future shared services discussions.

□ One element of the programming coordinator’s duties will be implementing an arts and entertainment schedule that rotates between the three communities.



STRATEGY: Move on to create agreements for the next most likely opportunities to share services. These could in some instances involve two of the three communities, neighboring communities not part of this comprehensive plan and/or the Turtle Creek Valley Council of Governments.

□ As noted in the table provided previously in this chapter, the most advantageous opportunities for shared services might lie in the areas of grant-writing, community branding and marketing, property maintenance and code enforcement, and communications.

□ If communications is the next priority, *please see sample job descriptions for public information officer positions in Appendix A1.*

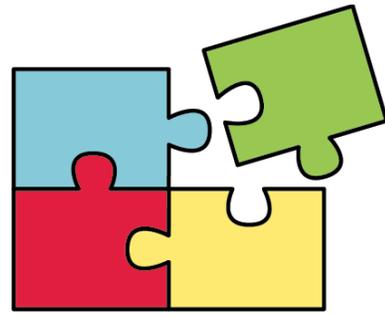


RECREATION

RECREATION

The problem

Recreation programs and facilities in Churchill, Monroeville and Wilkins may not fully meet the needs of residents, and omit key features and elements that serve residents and help to attract new ones, including families.



The vision

The three communities serve residents' recreation needs by providing a range of recreation opportunities for all ages and updated usable facilities.



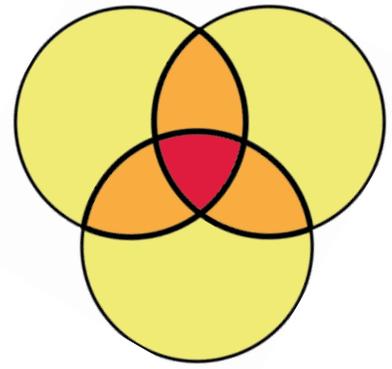
Talking points

- The development of a destination recreation facility and/or community center with quality amenities would help the communities retain current residents and attract new residents, including Millennials and families.
- The communities' current demographics may make these investments seem premature; however, future demographics will not likely change without such improvements.
- Monroeville previously considered the possibility of developing a community/recreation center and pool to serve residents, but this was deferred due to significant costs. Churchill and Wilkins are too small to entertain this type of project.
- There are opportunities for indoor recreation activities in 14 private and non-profit organizations within easy driving of Monroeville Community Park.



The context

As noted elsewhere in this report, the populations of the three communities are quite likely to decline in the coming years, and to age. Shared recreation facilities would encourage young families to continue to reside or move to Churchill, Monroeville and Wilkins, and would foster economic development.



Demographics

The analysis of the demographic characteristics of Monroeville, Churchill and Wilkins provides insight to help determine the likelihood of success of a community center and/or destination recreation facility. The information identifies populations and population changes over the past 10-year period. The demographic information by itself cannot, of course, provide the sole basis for support or refutation of a project, but when coupled with other factors, it can assist in decision making.

Churchill-Monroeville-Wilkins AGE GROUP COHORTS (2010)				
Age Group	Name	Population	% of total	Rank
0-17	Pre- and school age	6,289	16.8	4
18-24	College age	2,371	6.3	5
25-44	Young adult	9,581	25.4	2
45-64	Older adult	10,986	29.3	1
65 +	Older	8,259	22.1	3
	TOTAL	37,423	100	

The WOW Factor

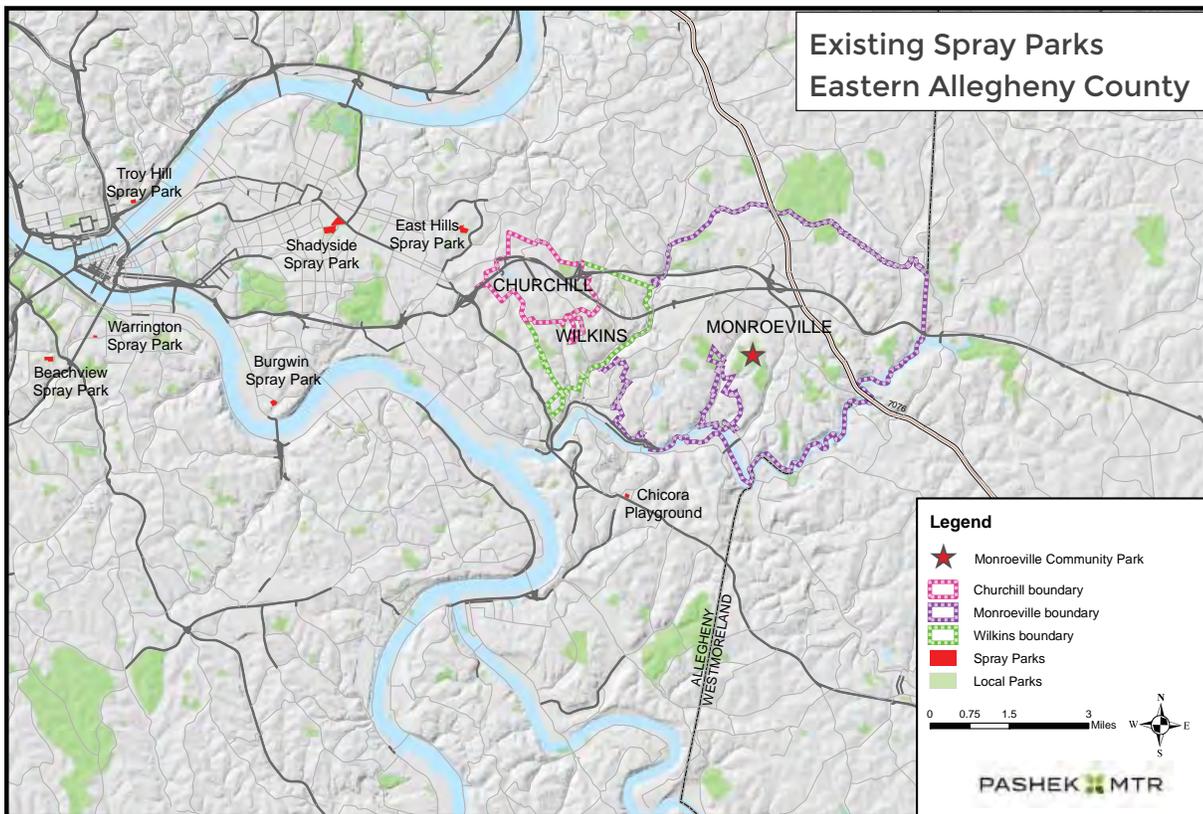
The three communities are home to more than 14 health and wellness facilities (A complete list of these facilities is provided in the Appendix of this Plan), including a very successful Monroeville Senior Citizen Center and YMCA. These facilities are important assets to serve the existing populations. Adding another indoor recreation facility in Monroeville would probably not further encourage families to move into the area. However, a unique destination facility – something with a “WOW” factor, such as an exciting play area and/or spray park – may prove to be a solution.

This destination area will allow families to have social interaction. It could be young parents or grandparents who take their children/grandchildren to the park to meet new or

old friends. It is also a chance for young children to learn social interaction with other young children. The “Tweens” can use this area as a safe place to play with friends and the adults can catch up with friends and neighbors.

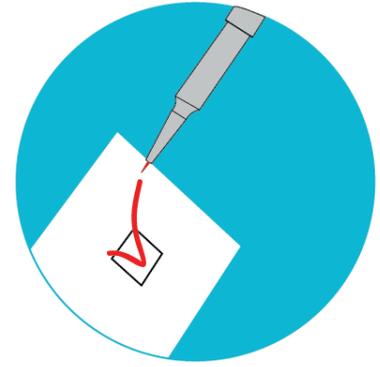
An investment in a new destination playground and spray park would be an invigorating addition to the park’s existing amenities, helping to enhance the Community Park and adding value to the communities by engaging current and future residents.

During this planning process, there was discussion about the need for year-round facilities like those provided by the health and wellness centers. The challenge, with shrinking municipal budgets and a large number of centers in the market area already, is justifying a \$10-million to \$15-million investment in a community/recreation center. If a proposed center were a stand-alone facility with little competition, there might be a greater basis for arguing that membership and services could offset annual operating costs, at least (although probably not initial capital costs). But those market conditions do not exist in this part of eastern Allegheny County. Competition for memberships would be significant.

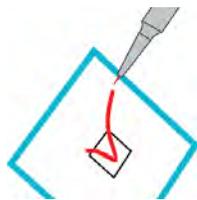


Strategies

The following pages provide separate strategies for improving recreation opportunities. Better services and facilities will assist the communities in retaining and attracting residents and visitors. Bearing in mind that this is an implementable comprehensive plan, which focuses on strategies that are feasible and realistic, it does not advocate for development of a large community center or swimming pool/aquatic facility at this time, but suggests other programmatic, staffing and capital projects that are more limited in scope, cost and scale.



Each strategy lists specific next steps for improving recreation options in the three communities. Where appropriate, the strategies include drawings, maps, cost estimates and other useful information.



STRATEGY: The communities will develop a “destination” recreation facility, such as a spray park, restrooms, concession stand and play areas, that will attract current and potential new residents of Monroeville, Churchill and Wilkins. Its benefits to the communities include:

- Providing a high-quality and valuable amenity for current and potential residents.
- Providing new forms of safe recreation for families.
- Providing new opportunities for healthy outdoor, physical activity.
- Demonstrating that eastern Allegheny County communities are investing in their future.
- Filling a geographic gap in the availability of high-quality, family-centered recreational facilities in eastern Allegheny County. *See map of existing spray parks on previous page.*
- Creating a showcase project that draws non-residents and casts the communities in a desirable light.

□ A survey of existing recreation facilities and evaluation of available open-space locations where a large new recreation area could be developed suggests that an open area in Monroeville’s Community Park West would be the best location. *See drive-time analysis map on next page.*

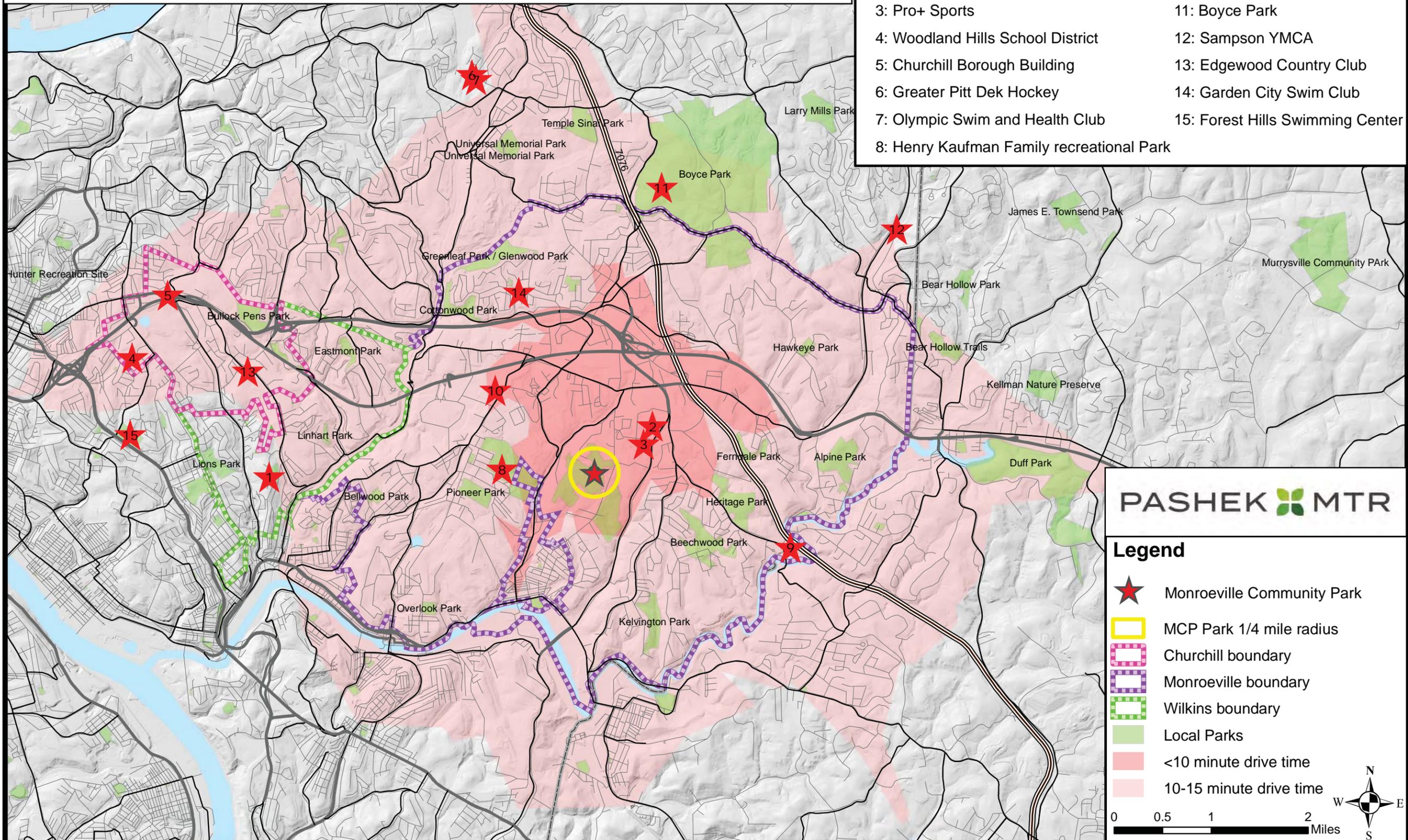
□ Based on broad public input collected during this comprehensive planning process and evaluation of recreation opportunities throughout eastern Allegheny County, this report proposes constructing a combination spray-play area. The facility would include all-season play zones for ages 2-5 and 5-12, and inclusive play opportunities for all children. The recreation facility also would include a spray pad play area that would operate seasonally. Restrooms, changing areas, picnic spaces, seating and shade will be included.

Regional Recreation Amenities

Drive-times from Monroeville Community Park

★ Regional Amenities

- | | |
|---|----------------------------------|
| 1: Wilkins Twp Community Center | 9: Monroeville Community Pool |
| 2: Monroeville Sr Citizens Center | 10: The Club Sport and Health |
| 3: Pro+ Sports | 11: Boyce Park |
| 4: Woodland Hills School District | 12: Sampson YMCA |
| 5: Churchill Borough Building | 13: Edgewood Country Club |
| 6: Greater Pitt Dek Hockey | 14: Garden City Swim Club |
| 7: Olympic Swim and Health Club | 15: Forest Hills Swimming Center |
| 8: Henry Kaufman Family recreational Park | |

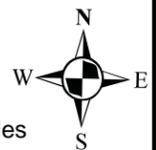


PASHEK MTR

Legend

- ★ Monroeville Community Park
- MCP Park 1/4 mile radius
- Churchill boundary
- Monroeville boundary
- Wilkins boundary
- Local Parks
- <10 minute drive time
- 10-15 minute drive time

0 0.5 1 2 Miles





Proposed Spray Park / Play Area - Conceptual Plan

Existing Conditions - Monroeville Community Park West



Site of Proposed Kite Hill water play and playground areas



Existing park features

Citizens of Monroeville, at least, will provide input into the specific aspects of the proposed facility, though opinions will also be sought from people in Churchill and Wilkins, who are among the most likely non-Monroeville residents to visit and use the place.

Using cost estimates provided on subsequent pages, study financial models for developing and operating the facility, including potentially doing so as a joint project between Monroeville (host community), Churchill and Wilkins. The communities will assess:

1. In what ways could the communities benefit from undertaking this project jointly? Are there reasons to pursue this development as a multi-municipal project?
2. Would non-residents have equal access to the facility as Monroeville residents? Would or will there be a special consideration for Churchill and Wilkins residents along with citizens of Monroeville?
3. Will the facility have an entry fee? For residents? Non-residents? Might a fee be applied initially then eliminated when a financial threshold is achieved?
4. Decisions on how to proceed could affect the timing of construction, number of phases, ability to attract grant, bond financing (will a bond issue be necessary).

Create a conceptual design and programming ideas for the recreation facility and summarize total projected costs of design, construction and operation.

Identify potential funding sources for design and development – private donations or sponsorships, bond issue, and grants.

Project bond issue with and without anticipated grants and private funding.

Engage a design firm to develop preliminary facility concepts and designs with refined cost estimates, and consider possible phasing of development.

Keep the public informed throughout the process by presenting information at regular municipal council meetings and holding multiple public meetings.

Finalize the funding plan for development of the recreation facility.

Make the final decision about proceeding with next steps.

Finalize the facility design.

Formulate the final financing plan.

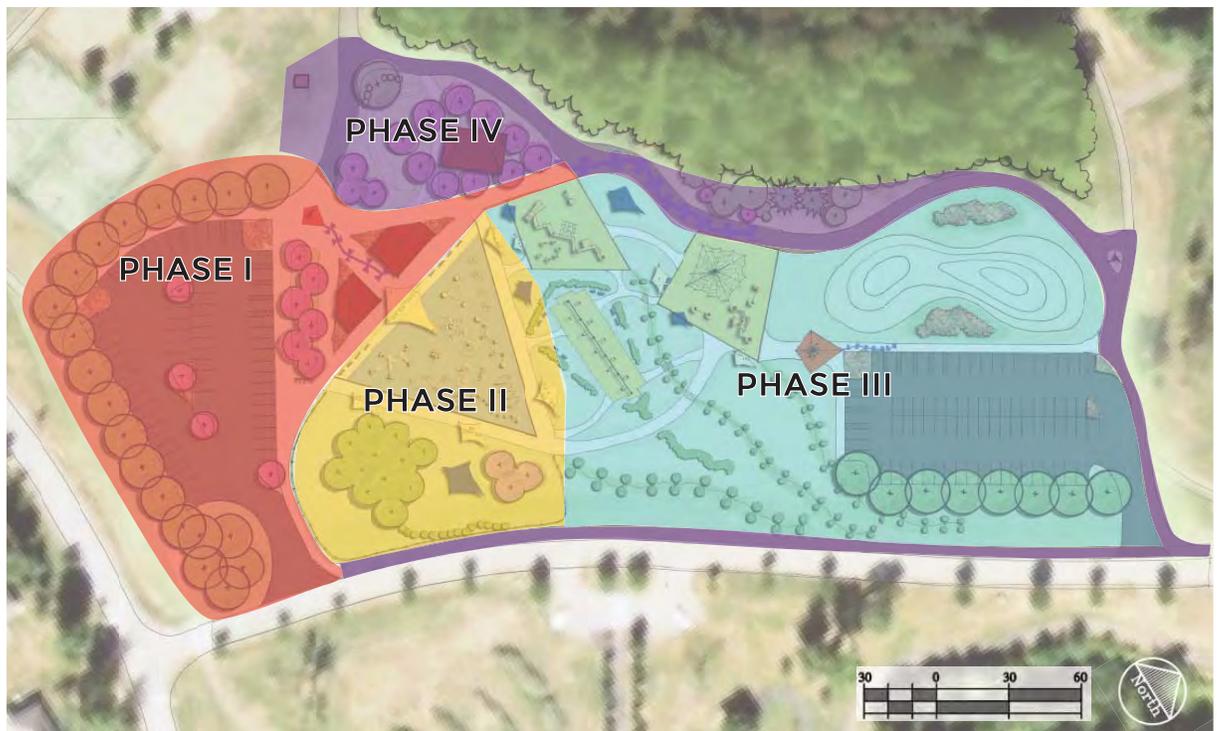
Prepare construction and bid documents.

Ready for and proceed with construction.

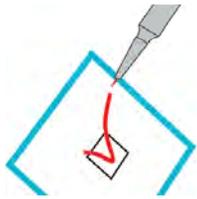
Kite Hill Park Costs by Phase

9/25/2017

Master Plan Component	Total Cost	PHASE I	PHASE II	PHASE III	PHASE IV
Removals and Site Preparation	\$ 39,060	\$ 39,060			
South Parking Lot	\$ 282,996	\$ 282,996			
North Parking Lot	\$ 253,071			\$ 253,071	
Kite Hill	\$ 63,840			\$ 63,840	
Plaza Entry Area	\$ 1,169,704	\$ 1,169,704			
Water Play Area	\$ 1,095,954		\$ 1,095,954		
Picnic Shelter Area	\$ 185,565				\$ 185,565
Play Areas	\$ 863,376			\$ 863,376	
Perimeter Pathways	\$ 114,642				\$ 114,642
TOTAL	\$ 4,068,207	\$ 1,491,760	\$ 1,095,954	\$ 1,180,287	\$ 300,206



Proposed Spray Park / Play Area - Phasing Plan



STRATEGY: Create a shared position for coordinating recreation programs in the three communities.

NOTE: More information about initiating joint efforts among Churchill-Monroeville-Wilkins, including how to initiate the discussion about a recreation coordinator position, appears in the Shared Services chapter of this report.

□ Using a sample memorandum of understanding as a guide (*See Appendix 2A*), representatives of the three communities will first win approval from their governing bodies to proceed with this initial effort. The position is needed for these reasons:

- Organizing and running recreation programs will be done by a person hired specifically for that job with a degree in the field or years of experience.
- A community's most senior staff people will be able to delegate responsibilities for coordinating recreation programs so they can focus on managing larger departments or matters.
- A parks and recreation professional would create and manage program offerings to ensure they provide opportunities for people of all ages and abilities, address community needs, attract new participants and keep up with changing demands or opportunities.
- Such focused, targeted and possibly additional program choices and locations would make all the communities more desirable.
- A shared position is a value proposition: It can improve service levels while costing less than doing the same thing independently.

□ The communities will define the job responsibilities for the coordinator position; outline how the three jurisdictions would work together; plan how to fully implement the position to the benefit of all citizens; and demonstrate the communities' ability to jointly fund the position entirely.

□ The communities have specifically stated a desire to implement an arts and entertainment performance schedule that rotates among the three places.

□ The communities will identify potential sources of funding for the coordinator position, for

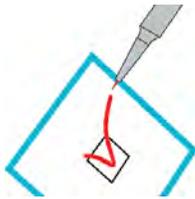
How does it work currently?

Churchill: The community does not mount recreation programs. Neighboring Forest Hills and Wilkins invite Churchill residents to attend their programs.

Monroeville: The municipality offers an extensive list of recreation and community programs year-round. Non-residents pay a \$10 surcharge per program registration. The programs are organized by the recreation special events coordinator and recreation program director.

Wilkins: The community provides 8-week summer youth programs in township parks, and other activities. The township manager organizes these.

the first few years it is in existence, and beyond. The Peer and Circuit Rider grant programs fund projects that help municipalities, counties, multi-municipal partnerships, and councils of governments to increase local capacity for recreation, parks and conservation. The Peer program funds projects that, through a collaborative process, focus on a specific need identified by the grantee and its partners. *Please see Peer program grant information, Appendix 3A.* The Circuit Rider program aids in the hiring of a full-time park, recreation or conservation professional whose services are shared by the members of a formal partnership, commission or authority. These grant opportunities are available and open year-round with no application deadline. *Please see Circuit Rider grant information, Appendix 3B.*

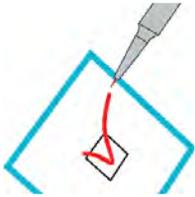


STRATEGY: Monroeville will begin investigating creating the position of Parks and Recreation Director.

The community, with 28,386 population and more than 19 square miles of area, is well within the size range of communities that provide recreation services, programs and facilities overseen by a full-time professional. This report acknowledges that Monroeville's operations formerly included this position, and that it was abolished several years ago. The position has not been replaced as a means of saving money.

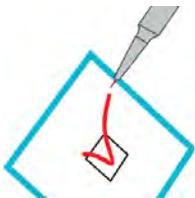
This comprehensive plan suggests that the community revisit the decision at this time because:

- Investing in parks and recreation services makes sense because the community hopes to retain and attract families.
 - This plan also suggests the development of one or more high-quality recreation facilities; it would be prudent to have a full-time staff member on board to oversee such a project.
 - A parks and recreation director would oversee budget and operations of the Parks and Recreation Department, plan capital expenditures, seek additional funding sources through grants and partnerships, and monitor staff for policy compliance, focusing on safety policies. Since this plan suggests first creating a shared position among Churchill, Monroeville and Wilkins to coordinate recreation programs and events for the communities, a director of parks and recreation also would supervise the program coordinator position.
- ▣ The municipal council, manager and finance director will assess whether the position might be more viable or needed at this time.



STRATEGY: Ensure that site plans created for the major redevelopment sites include community-accessible perimeter trails.

- ❑ Amend each community's subdivision and land development ordinance to require that developers of the large sites such as Tech One and former Westinghouse properties, former Churchill Country Club, and former Woodland Hills School District school must provide on their properties perimeter walking trails that are accessible to the community.
- ❑ Adopt the language into each ordinance.

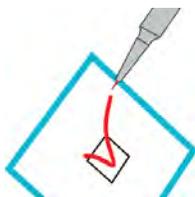


STRATEGY: Periodically re-evaluate the viability of developing a community and recreation center in Monroeville.

- ❑ Monroeville's previous plans have recommended construction of a community and recreation center. This plan supports that recommendation, but recognizes that development is not immediately feasible due to cost and the availability of existing facilities.
- ❑ The community also will test the potential of developing a community and recreation center at various locations. Some potential locations are: Community Park West; land between the Monroeville Library and Senior Center; and creative reuse of existing space at Monroeville Mall will a major vacancy occur. The community will place the issue on a Council agenda annually so the topic can be weighed. For a sense of magnitude or scale, it may be noted here the cost of developing similar projects in other communities in recent years:

Recent Community / Recreation Center Development					
Location	Year	Size (Sq. Ft.)	Cost/sq foot	Construction cost	2010 Population
Collier Township Community Center	2014	18,000	\$300	\$5.4 million	7,080
Pine Township Community Center	2009	34,000	\$244	\$8.3 million	11,497
Lauri Ann West Community Center (O'Hara Township)	2016	28,000	\$332	\$9.3 million	8,407
Peters Township Comm Rec Center	2004	38,000	\$132	\$5 million	21,213
Upper St. Clair Comm & Rec Ctr.	2009	90,000	\$178	\$16 million	19,229
North Fayette Community Center	2016			\$4.5 million	13,934

□ Further analysis could estimate the cost of ongoing operations of such a facility in Monroeville, depending on the recreation center's location, size and features.



STRATEGY: Continually re-evaluate potential agreements or partnerships with school districts and private providers and non-profits that operate recreation facilities.

□ The three communities will regularly revisit the potential for public access to the swimming pool and other amenities at the Henry Kaufmann Family Recreation Park, operated by the Jewish Community Center, Rosecrest Drive. As of 2017, the facility is open via private membership only, with its summertime use centered on day camp programming for children.

This will be revisited every few years, as a change in priorities by the center could lead to new partnership opportunities that Churchill, Monroeville and Wilkins could explore with the owners.

□ Ensure regular communications with Woodland Hills and Gateway school districts about continued community use of sports and athletic facilities.

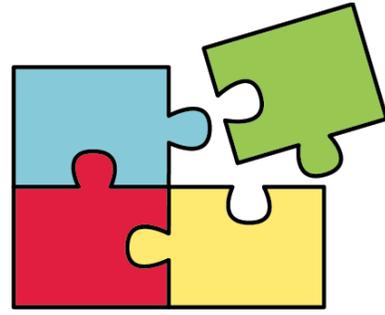
□ The new recreation coordinator will also make periodic calls and visits to the other public or private facilities listed in *Appendix 3C*.



CONNECTIVITY & TRAILS

The problem

Residents of Churchill, Monroeville and Wilkins have few opportunities to bike or walk safely in public spaces, or to easily connect with public transit.



The vision

Churchill, Monroeville and Wilkins improve their desirability and sustainability by providing residents with opportunities to walk or bike safely near their homes, to reach key arterial routes, and to access safe and convenient transit stops.



Walking/biking talking points

- People increasingly want active transportation opportunities, for convenience, environmental and health reasons.
- Safe and convenient walking and biking routes can help attract new residents.
- Biking/walking reduce air pollution.
- Walking and biking improve community and individual health.
- Access to walking/biking routes helps all residents but particularly those who do not own cars.
- Hilly terrain, with steep valleys running roughly north-south through Churchill, Monroeville and Wilkins limits bike and pedestrian connectivity within and between the communities.



- The car-centric original design of the communities does not foster biking or walking, as few sidewalks currently exist, and most roads do not provide shoulders for safe passage.
- Two kinds of routes would be useful: Localized loops for recreation- and leisure-based activity, and arterial routes that also facilitate destination-oriented walking or biking.



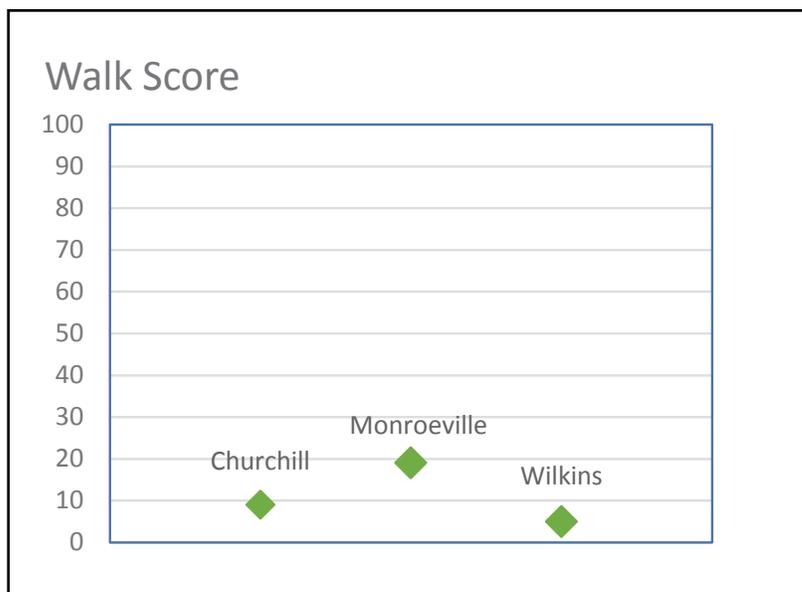
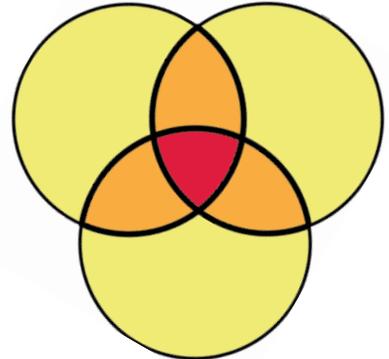
The context

Car-centric suburban growth and steep terrain conspire to make walking and biking difficult in the communities of Churchill, Monroeville and Wilkins.

WALKING

The challenges of getting around by foot are illustrated by the communities' walkability ratings, as defined by Walk Score, a company that provides a national online walkability. It scores walkability on a scale of 0-100, with 90+ being "Walker's Paradise," and 0-24 being "Car-Dependent."

The communities' terrain includes steep wooded hillsides and



ravines that generally follow a north-south axis. Main arterial roads, including I-376/Parkway East and Business Route 22, link the communities on an east-west axis, but most other major roads run north-south along the ridges and valleys. The roads are busy and often high-speed, or narrow and winding,

which creates an inhospitable location for biking and walking. Individual neighborhoods offer less-congested roadways but few provide sidewalks.

Consequently, it is often difficult or unsafe to walk or jog in the communities:

- Major roads are busy and fast, and generally provide no sidewalk or roadside willer.
- Small neighborhood roads might be suitable for short, on-street walks, but don't provide external connections to destinations such as church, entertainment, school, shopping or workplace.

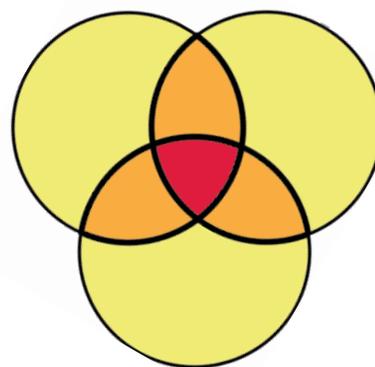


BICYCLING

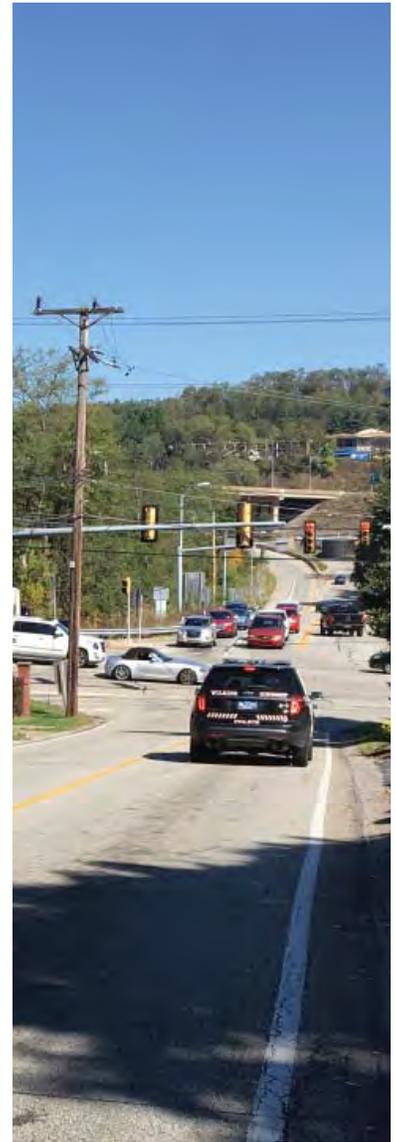
Bike connectivity and safety are similarly compromised by the speed of vehicles, travel lanes not built for sharing the road, and hilly terrain. Despite a lack of bicycle infrastructure, determined cyclists do ride through and beyond the three communities. However, they state emphatically that doing so can be dangerous. One resident who provided cycling information for this plan in fact was struck by a vehicle while bicycling, and suffered severe neck and head injuries that required hospitalization and extensive rehabilitation.

Because bicycling is difficult in Churchill, Monroeville and Wilkins, there is no longstanding tradition of riding in the three communities. Consequently, drivers of motor vehicles do not necessarily expect to encounter cyclists on the roads. This lack of awareness and cyclist/motorist education contributes to the hazards of biking.

A lack of bicycle and pedestrian infrastructure weakens the resilience of a community, as it particularly encumbers those who rely upon bike and foot transportation to get to work or to other places they need to go.



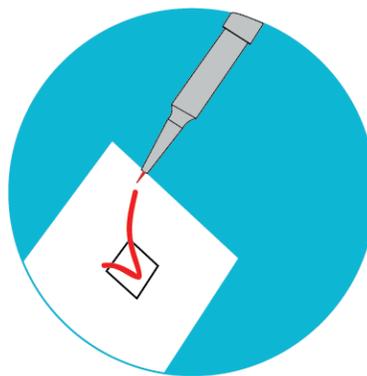
A lack of bike-friendly destinations also detracts from the cycling experience. For one thing, the communities have few transit stops developed to accommodate individuals wishing to commute by bike and bus. Further, the communities' main shopping, education, entertainment and recreation assets lie in congested, high-traffic areas that, as mentioned, are not supported by bicycle infrastructure. Finally, the communities are not served at this time by a multi-use through-trail, although such a route is recently the subject of informal discussions and seems to be gaining advocates. This proposed multi-use trail, which would connect Westmoreland County's Heritage Trail to the east with the Great Allegheny Passage Trail to the southwest, is discussed in greater detail later in this chapter.



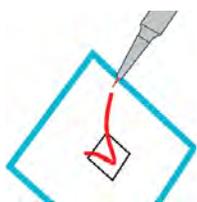
Strategies

The following pages provide separate strategies to address the shortage of safe, convenient and useful biking and walking routes.

Each strategy lists specific steps for making improvements for the most important and feasible strategies, this report provides plans, cost estimates or other supporting information.



BICYCLING, WALKING AND TRAILS



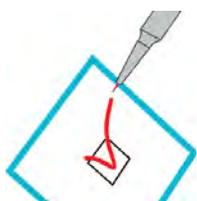
STRATEGY: Create a community process for identifying walking and biking routes to develop, and for getting the work done, methodically, over time.

- Monroeville will proceed with development of an active transportation plan.
- The communities form a Bike-Pedestrian Advisory Committee that will engage in community education and outreach activities and serve as an advocate for implementing the trail initiatives outlined in the comprehensive plan.

Invite citizens who participated in development of this chapter of the comprehensive plan as well as the Wilkins Active Transportation Plan and the anticipated Monroeville Active Transportation Plan. Also include bike-ped advocates and experts such as representatives of Bike PGH, Walk Works, Healthy Allegheny and local businesses that wish to attract foot/bike traffic.

This committee meets quarterly and provides suggestions and problem-solving for the professional staff at the three communities. Oversight is provided by the three communities' professional staffs, including the proposed joint recreation programming director and public works directors.

- The Bike-Pedestrian Advisory committee identifies “next-up” projects for implementation following completion of projects identified in this comprehensive plan.



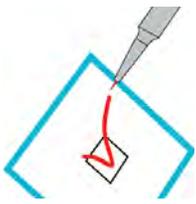
STRATEGY: Improve key walking routes identified in this plan, to create important connections in each community. These are: Churchill: Borough Office to Wilkins School along Churchill Road; Monroeville: Route 22 sidewalks from Wilkins bridge to Lewis Drive, and Route 22 crossings; Wilkins: Route 22 sidewalks from Penn Center East/Sheetz to Monroeville Bridge.

See proposed routes and cost estimates on following pages.

- Identify potential route impacts by parcel and ownership. Note the challenges and opportunities associated with each.

- ❑ Community staff and/or Bike-Pedestrian Advisory Committee members walk and view potential routes to consider desirability, including potential obstacles that could require costly elements such as bridges or steep side-slope construction.
- ❑ Create strategy for securing funding, including local government funding, other public funding, grants and/or donations.
- ❑ Professional staff and/or the Bike-Pedestrian Advisory Committee will meet at least twice with neighbors in the areas where these routes are proposed to hear concerns and provide information. For the initial meeting, it is important to listen and identify concerns regarding what a trail/route will mean and how it may impact individual properties. With this information, the communities and advisory committee can tailor the concept for the routes to respond to the issues, concerns and needs of the property owners. Also, by understanding concerns people may have, the communities and advisory committee can best be prepared for a later, second meeting at which they can demonstrate what a pedestrian and/or bike route will or will not mean for the location. Ask for permission to go onto individual property to best gain understanding of concerns. Document this request in writing by having individuals complete a form at the first public meeting. Address landowner liability issue up front at the first meeting; the three communities will consider holding any property owners who grant easements harmless from liability. Information at this time could also include the protection afforded by the Pennsylvania Recreation Use of Land and Water Act. *Please see Appendix 4A.*
- ❑ Community staff members and Bike-Pedestrian Advisory Committee members re-evaluate the proposed corridor/routes for viability following the first public meeting.
- ❑ Initiate conversation with potential funders such as PennDOT, DCNR and Allegheny County, including acquiring grant application schedules.
- ❑ Professional staff and advisory committee members develop management, operation and security strategies for the continued operation of the identified routes.
- ❑ Community professional staff and/or advisory committee members begin informal dialogs with public and private landowners about potential acquisition of easements to determine likelihood of success. Supporting information will include the Model Trail Easement Agreement from the Pennsylvania Land Trust Association. *Please see Appendix 4B.*
- ❑ Prepare a plan for the routes to identify the alignment, respond to landowner issues and concerns where possible, and develop an estimate of probable construction costs as well as a financial analysis to project operating costs for the proposed routes. Prepare a plan to show how these costs will be covered. Also, project beneficial economic impact of the proposed bike-pedestrian route(s), using data from existing comparable trails.
- ❑ Continue pursuing funding.
- ❑ The communities and advisory committee conduct a second landowner/neighbor public meeting to explain the revised concept for the routes, including responses to issues, concerns and needs of the property owners as presented in the first meeting, and to answer additional questions.

- ❑ Professional staff and/or advisory committee members begin formal dialogue with individual landowners about acquisitions, leading to signed agreements.
- ❑ Once routes are well defined, the professional staff meets with PennDOT, Allegheny County and Southwestern Pennsylvania Commission to begin a dialogue about specific locations that will require crosswalks or other special considerations.
- ❑ Complete final design, prepare construction documents, and obtain required permits for construction.
- ❑ Construct the three projects.



STRATEGY: Improve key cycling routes to create important connections in each community. These are: Churchill: Beulah Road from Borough Building to Kingsdale Road; Monroeville: Mosside Boulevard from Gateway High School to Broadway Boulevard; Wilkins: Churchill Road from Wilkins School to Negley Avenue.

- ❑ Identify potential route impacts by parcel and ownership. Note the challenges and opportunities associated with each.
- ❑ Community staff and/or Bike-Pedestrian Advisory Committee members ride and view potential routes to consider desirability, including potential obstacles that could require costly elements such as bridges or steep side-slope construction.
- ❑ Create strategy for securing funding, including local government funding, other public funding, grants and/or donations.
- ❑ Professional staff and/or the Bike-Pedestrian Advisory Committee will meet at least twice with neighbors in the areas where these routes are proposed to hear concerns and provide information. For the initial meeting, it is important to listen and identify concerns regarding what a bicycle route will mean and how it may impact individual properties. With this information, the communities and advisory committee can tailor the concept for the routes to respond to the issues, concerns and needs of the property owners. Also, by understanding concerns people may have, the communities and advisory committee can best be prepared for a later, second meeting at which they can demonstrate what a pedestrian and/or bike route will or will not mean for the location. Ask for permission to go onto individual property to best gain understanding of concerns. Document this request in writing by having individuals complete a form at the first public meeting. Address landowner liability issue up front at the first meeting; the three communities will consider holding property owners who grant easements harmless from liability. Information at this time could also include the protection afforded by the Pennsylvania Recreation Use of Land and Water Act. *Please see Appendix 4A.*
- ❑ Community staff members and Bike-Pedestrian Advisory Committee members re-evaluate the proposed corridor/routes for viability following the first public meeting.

- ❑ Initiate conversation with potential funders such as PennDOT, Allegheny County and DCNR, including acquiring grant application schedules.
- ❑ Professional staff and advisory committee members develop management, operation and security strategies for the continued operation of the identified routes.
- ❑ Community professional staff and/or advisory committee members begin informal dialogs with public and private landowners about potential acquisition of easements to determine likelihood of success. Supporting information will include the Model Trail Easement Agreement from the Pennsylvania Land Trust Association. *Please see Appendix 4B.*
- ❑ Prepare a plan for the routes to identify the alignment, respond to landowner issues and concerns where possible, and develop an estimate of probable construction costs as well as a financial analysis to project operating costs for the proposed routes. Prepare a plan to show how these costs will be covered. Also, project beneficial economic impact of the proposed bike-pedestrian route(s), using data from existing comparable trails.
- ❑ Continue pursuing funding.
- ❑ The communities and advisory committee conduct a second landowner/neighbor public meeting to explain the revised concept for the routes, including responses to issues, concerns and needs of the property owners as presented in the first meeting, and to answer additional questions.
- ❑ Professional staff and/or advisory committee members begin formal dialogue with individual landowners about acquisitions, leading to signed agreements.
- ❑ Once routes are well defined, professional staff meets with PennDOT, Allegheny County and Southwestern Pennsylvania Commission to begin a dialogue about overall goals, how the communities are aligning their plans, possible construction timelines, grant opportunities, and particulars about engineering the specific routes for safety and the efficient movement of vehicles.
- ❑ Complete final design, including pavement markings and signage, prepare construction documents, and obtain required permits for construction.
- ❑ Construct the three projects.

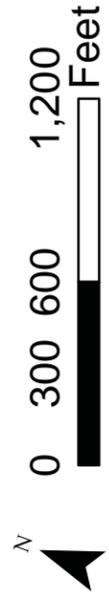
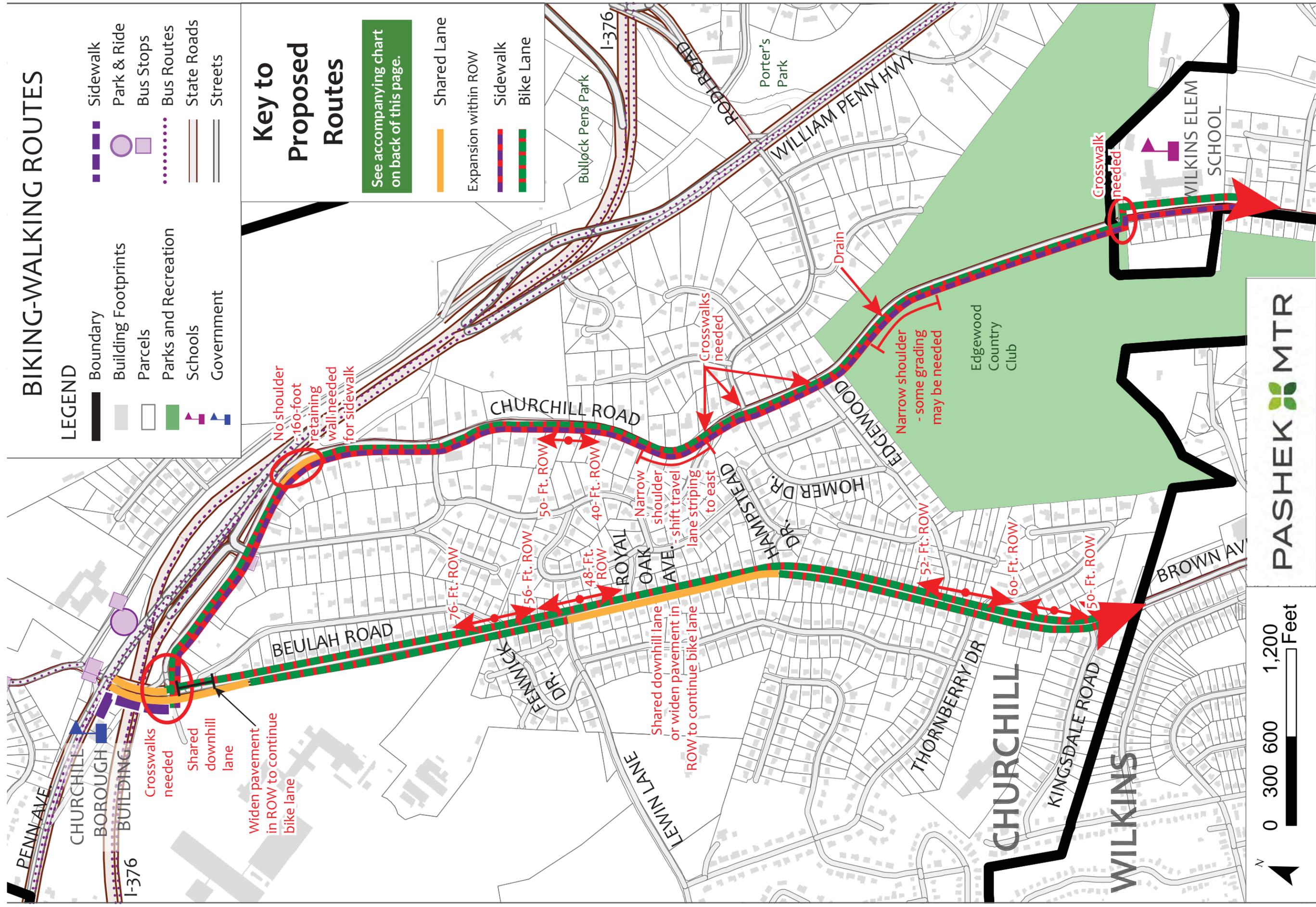
BIKING-WALKING ROUTES

LEGEND

- Boundary
- Building Footprints
- Parcels
- Parks and Recreation
- Schools
- Government
- Sidewalk
- Park & Ride
- Bus Stops
- Bus Routes
- State Roads
- Streets

Key to Proposed Routes

- See accompanying chart on back of this page.
- Shared Lane
 - Expansion within ROW
 - Sidewalk
 - Bike Lane



PASHEK MTR

Churchill Borough Pilot Projects

Streets for Consideration

Street Name	Road Ownership	Total Road Width	Parking	Expansion in ROW	ROW Minimum	Existing Sidewalk	Sidewalk Condition	Elevation Change	Grade % Range or Avg.	Proposed Infrastructure	Restrictions/Consequences
Beulah Road (becomes Brown Ave. in Wilkins)	State	32'	None	Yes	48'	Occasional 3'	-	210' over 1.27 miles	3%	<ul style="list-style-type: none"> 5' Bike lanes w/ 1' buffer northbound (uphill) Shared lane southbound (downhill) in some sections 	<ul style="list-style-type: none"> Private property enhancements built into ROW. Traffic study is recommended to evaluate whether four-lane section can be reduced to two lanes to incorporate bike lanes. Traffic studies are recommended to determine necessity of turn lanes. Areas where turn lanes are determined to be necessary will require transition to shared lane if expansion is not possible. Moving utility poles may be required. Cost per pole, \$1500; per transformer pole, \$6000. Topography limits expansion in some sections 4' expansion into ROW needed in some sections, and pavement striping moved west.
Churchill Rd (from Beulah Road to Wilkins Elementary School)	County	22'	None	Yes	40'	None	-	110' over 1.53 miles	1.8% to 4.9%	<ul style="list-style-type: none"> 6' Sidewalk - one side Uphill 5' bike lane, downhill shared lane In one section, sidewalk plus shared lanes 	<ul style="list-style-type: none"> Private property enhancements built into ROW. Guide rails on some curves. Retaining wall needed in one area.

Churchill Borough Bike/Pedestrian Improvements / Churchill Road

QUANTITIES ARE NOT GUARANTEED*

DESCRIPTION	QTY.	UNIT	Unit Price	COST
Mobilization	-	LS	\$31,932	\$31,932
Construction surveying	-	LS	\$10,000	\$10,000
Excavation	384	CY	\$20	\$7,689
Removal of existing post-mounted signs	-	LS	\$200	\$200
Retaining wall	480	SFF	\$90	\$43,200
Inlet top unit / bicycle-safe grate	2	EA	\$800	\$1,600
New pavement	3,591	SY	\$60	\$215,467
Maintenance and protection of traffic during construction	-	LS	\$25,000	\$25,000
White thermoplastic shared road pavement markings	7	EA	\$400	\$2,800
White thermoplastic bike lane pavement markings	7	EA	\$400	\$2,800
High visibility crosswalk pavement markings	8	EA	\$2,000	\$16,000
White thermoplastic school crossing pavement markings	2	EA	\$600	\$1,200
6" White pavement markings	32,320	LF	\$1	\$16,160
Concrete walkways	5,387	SY	\$125	\$673,333
Structural steel scupper plates	-	LS	\$5,000	\$5,000
Pedestrian-activated flashing beacon at Wilkins Elem Sch.	1	EA	\$50,000	\$50,000
Post-mounted signs, Type B, Ped Crosswalk	8	EA	\$175	\$1,400
Post-mounted signs, Type F, Ped/Cyclist sign	10	EA	\$225	\$2,250
Post-mounted signs, Type F, Other (small)	10	EA	\$30	\$300

Construction cost subtotal	\$1,064,399
10% construction eng.	\$106,440
Construction total	\$1,170,839
20% Contingency	\$234,168
TOTAL	\$1,405,007

Churchill Borough Bike/Pedestrian Improvements /Beulah Road

QUANTITIES ARE NOT GUARANTEED*

DESCRIPTION	QTY.	UNIT	Unit Price	COST
Mobilization	-	LS	\$8,326	\$8,326
Traffic study (turn lanes and total lane reduction)	-	LS	\$30,000	\$30,000
Construction surveying	-	LS	\$10,000	\$10,000
Excavation	233	CY	\$20	\$4,667
Maintenance and protection of traffic during construction	-	LS	\$25,000	\$25,000
Removal of existing post-mounted signs	-	LS	\$200	\$200
Inlet top unit / bicycle-safe grate	7	EA	\$800	\$5,600
New pavement	3,100	SY	\$60	\$186,000
Relocate utility pole	5	EA	\$1,500	\$7,500
Relocate utility pole with transformer	4	EA	\$6,000	\$24,000
White thermoplastic shared road pavement markings	6	EA	\$400	\$2,400
White thermoplastic bike lane pavement markings	10	EA	\$400	\$4,000
Green thermoplastic bike lane pavement markings	4	EA	\$600	\$2,400
6" White pavement markings	26,424	LF	\$1	\$13,212
Post-mounted signs, Type F, Ped/Cyclist sign	10	EA	\$225	\$2,250
Post-mounted signs, Type F, Other (small)	10	EA	\$30	\$300

Construction cost subtotal	\$277,529
10% construction eng.	\$27,753
Construction total	\$305,282
15% PennDOT construction insp.	\$45,792
Construction & inspection subtotal	\$351,074
20% Contingency	\$70,215
TOTAL	\$421,289

* These opinions of probable construction costs were developed at a planning level of detail, meaning they are a cursory review to establish order of magnitude costs. Additional analysis and engineering studies will be required to establish actual costs for implementation.

Existing Conditions - Beulah Road Proposed Biking Route



Existing Conditions - Churchill Road Proposed Walking/Biking Route



PROPOSED BIKING ROUTE MONROEVILLE PILOT PROJECT

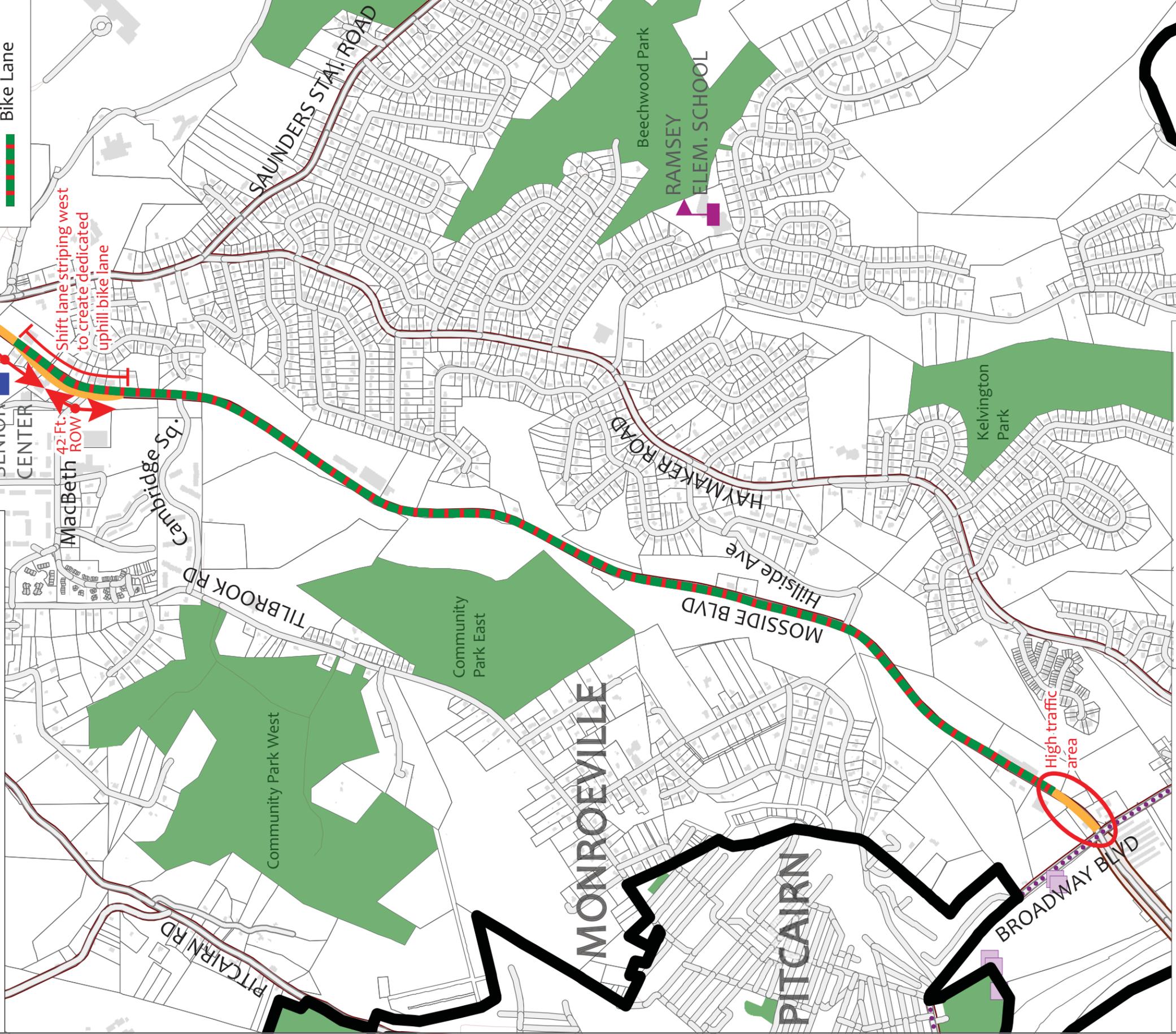
LEGEND

- Building Footprints
- Parcels
- Parks and Recreation
- Schools
- Government
- Boundary
- Bus Stops
- Bus Routes
- State Roads
- Streets

Key to Proposed Routes

See accompanying chart on back of this page.

- Shared Lane
- Expansion within ROW
- Bike Lane



PASHEK MTR

Monroeville Pilot Projects

Streets for Consideration

Street Name	Road Ownership	Total Road Width	Parking	Expansion in ROW	ROW Minimum	Existing Sidewalk	Sidewalk Condition	Elevation Change	Grade % Range or Avg.	Proposed Infrastructure	Restrictions/Consequences
William Penn Highway (US22B)	State	58' to 72'	None	Yes	95'	4'	good	180'	6%	<ul style="list-style-type: none"> Add 6' sidewalk between Mark Drive and Lewis Drive Add fence for safety at retaining wall near Lewis Drive. 	<ul style="list-style-type: none"> High visibility crosswalks needed at off-ramps from Wm Penn Highway at Mark Drive and Dorn Drive. 285' section of 2-3' retaining wall will be needed to create sidewalk west of Lewis Dr. As this sidewalk section is above a high Retaining wall at parking lot, a safety fence will be needed. Guide-rail will have to be broken to allow Large pole-mounted commercial sign in ROW may need to be moved.
Mossdale Blvd. (SR48)	State	48'	None	Yes	40'	None	-	430' over 2.5 miles	3%	<ul style="list-style-type: none"> Convert shoulders to 6' bike lanes plus 2' buffer each side. Shared lanes in limited areas. Uphill dedicated bike lane and shared downhill lane where ROW allows only one bike lane. 	<ul style="list-style-type: none"> High-speed road where traffic can frequently be observed exceeding 45 mph speed limit. Consequently, 2' bike lane buffer is needed. Traffic turn lanes create pinch points for bike lanes. Narrow ROW pinch point at intersection with MacBeth Drive may indicate an existing easement agreement. Shift travel lanes west to continue uphill bike lane if possible. Otherwise, shared lanes will be needed for this section.

PROPOSED WALKING ROUTE MONROEVILLE PILOT PROJECT

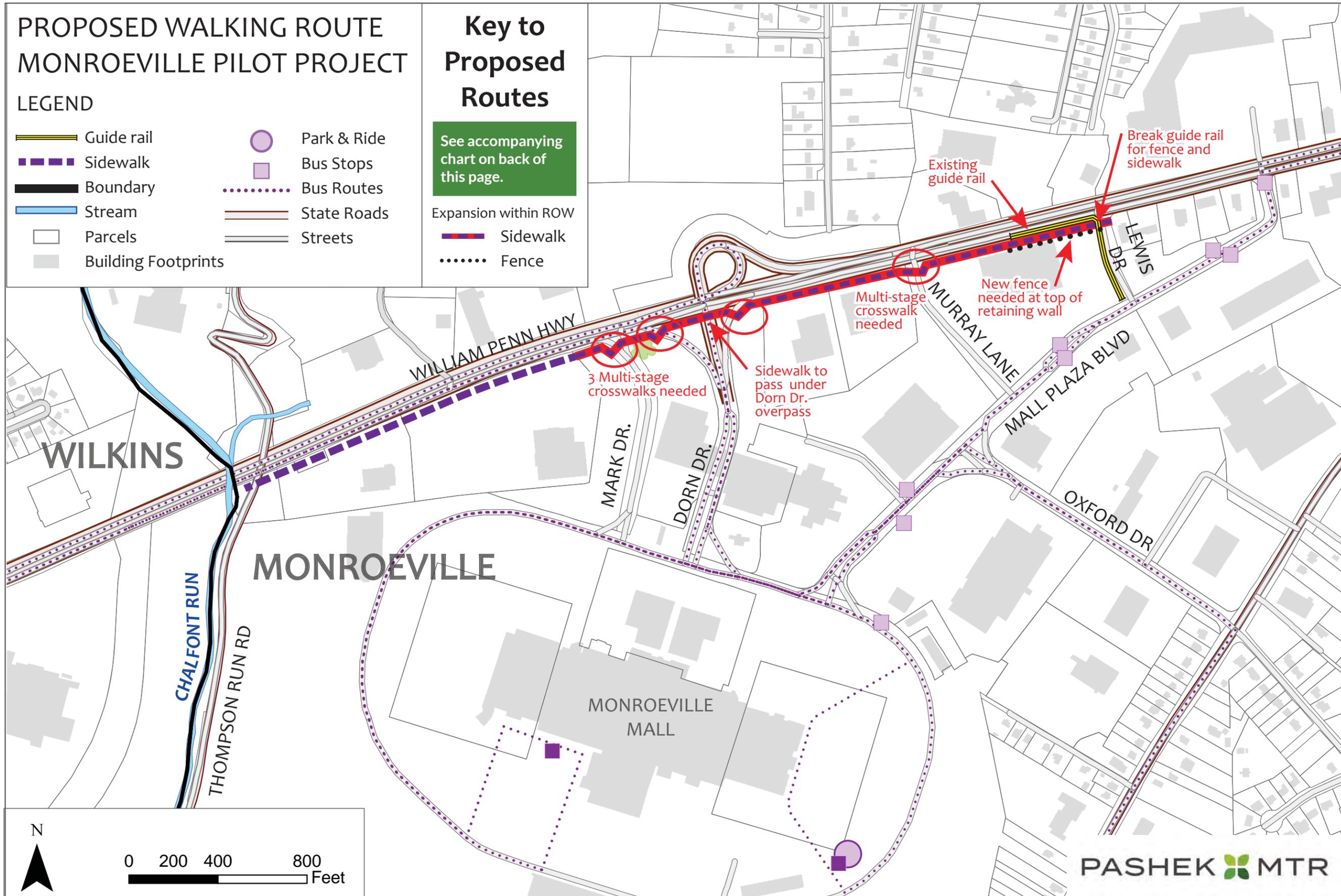
LEGEND

-  Guide rail
-  Sidewalk
-  Boundary
-  Stream
-  Parcels
-  Building Footprints
-  Park & Ride
-  Bus Stops
-  Bus Routes
-  State Roads
-  Streets

Key to Proposed Routes

See accompanying
chart on back of
this page.

- Expansion within ROW
-  Sidewalk
 -  Fence



Existing Conditions - Mossie Road Proposed Biking Route



Opinion of Probable Construction Costs
October 2017



Monroeville Bike Improvements /Mossie Blvd.

QUANTITIES ARE NOT GUARANTEED*

DESCRIPTION	QTY.	UNIT	Unit Price	COST
Mobilization	-	LS	\$3,723	\$3,723
Construction surveying	-	LS	\$10,000	\$10,000
Maintenance and protection of traffic during construction	-	LS	\$10,000	\$10,000
Removal of existing post-mounted signs	-	LS	\$200	\$200
Inlet top unit / bicycle-safe grate	16	EA	\$800	\$12,800
White thermoplastic shared road pavement markings	10	EA	\$400	\$4,000
White thermoplastic bike lane pavement markings	16	EA	\$400	\$6,400
Green thermoplastic bike lane pavement markings	1	EA	\$600	\$600
24" White bike lane buffer pavement markings	40,100	LF	\$2	\$80,200
6" White pavement markings	3,498	LF	\$1	\$1,749
Post-mounted signs, Type F, Cyclist sign	20	EA	\$225	\$4,500
Post-mounted signs, Type F, Other (small)	5	EA	\$30	\$150
Post-mounted signs, Type B, Other	20	EA	\$175	\$3,500
Construction cost subtotal				\$137,822
10% construction eng.				\$13,783
Construction total				\$151,605
15% PennDOT construction insp.				\$22,741
Construction & inspection subtotal				\$174,346
20% Contingency				\$34,869
TOTAL				\$209,215

* This opinion of probable construction costs was developed at a planning level of detail, meaning it is a cursory review to establish order of magnitude costs. Additional analysis and engineering studies will be required to establish actual costs for implementation.

Existing Conditions - Business Rt. 22/Wm Penn Hwy Proposed Sidewalk



CONNECTIVITY & TRAILS

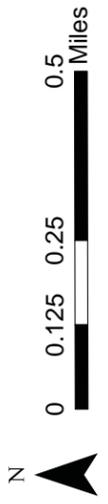
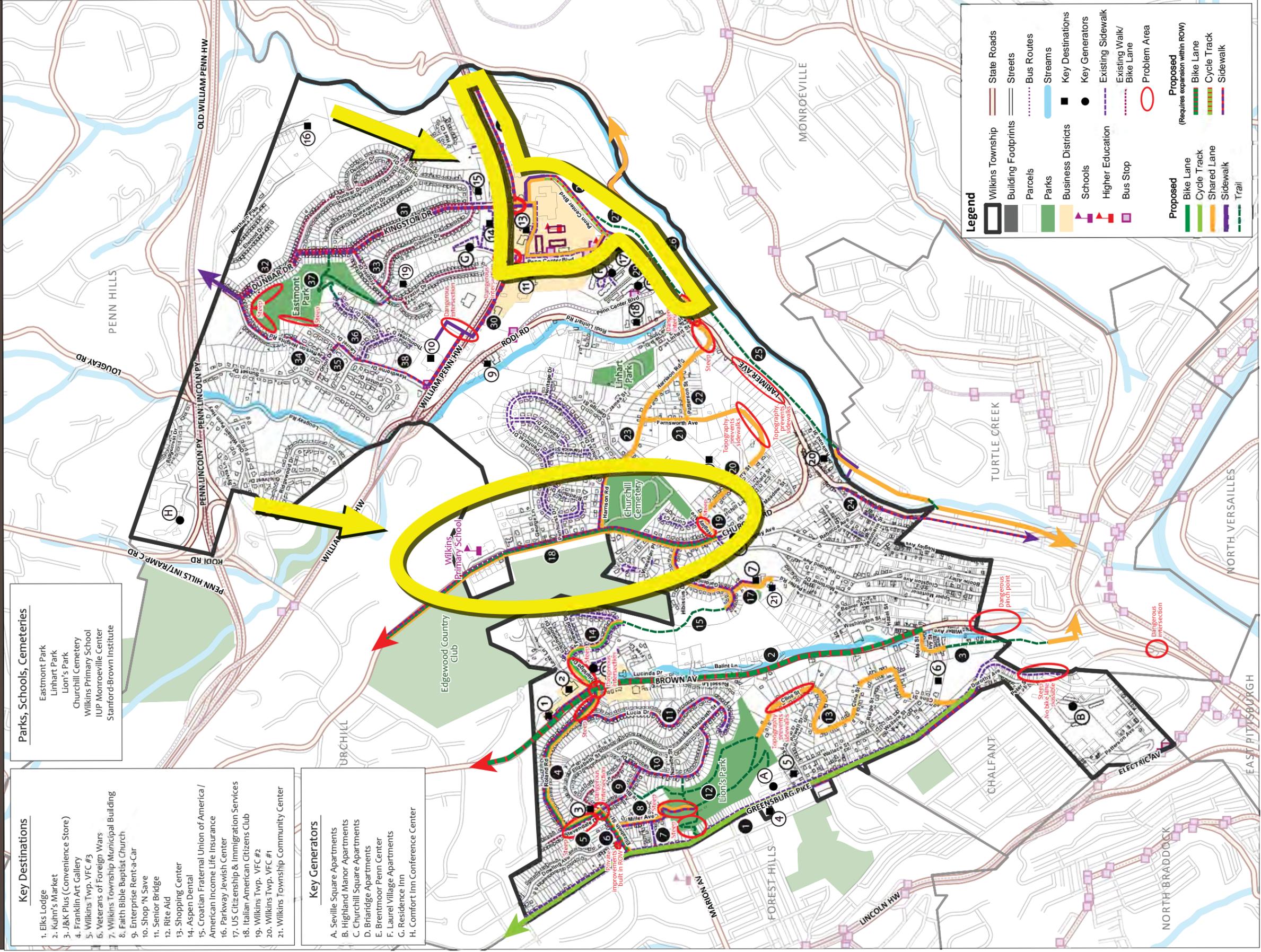
Existing Conditions - Business Rt. 22/Wm Penn Hwy Proposed Sidewalk

Opinion of Probable Construction Costs		PASHEK  MTR		
October 2017				
Monroeville Pedestrian Improvements / Wm. Penn Highway				
QUANTITIES ARE NOT GUARANTEED*				
DESCRIPTION	QTY.	UNIT	Unit Price	COST
Mobilization	-	LS	\$18,501	\$18,501
Construction surveying	-	LS	\$10,000	\$10,000
Removal of pavement at former bus stop and excavation for raingarden	222	CY	\$20	\$4,444
Removal of trees for visibility	2	LS	\$1,000	\$2,000
Removal of existing post-mounted signs	-	LS	\$200	\$200
Maintenance and protection of traffic during construction	-	LS	\$25,000	\$25,000
Concrete walkways	1,867	SY	\$125	\$233,333
High visibility crosswalk pavement markings	8	EA	\$2,000	\$16,000
Retaining wall	1,425	SFF	\$90	\$128,250
Break guiderail	1	LS	\$2,000	\$2,000
42" safety fence	285	LF	\$100	\$28,500
Relocate pole-mounted store sign	-	LS	\$25,000	\$25,000
Structural steel scupper plates	-	LS	\$5,000	\$5,000
Pedestrian-activated flashing beacon at off-ramp	2	EA	\$50,000	\$100,000
Post-mounted signs, Type B, Ped Crosswalk	11	EA	\$175	\$1,925
Post-mounted signs, Type F, Other (small)	2	EA	\$30	\$60
Rain garden pipes, soils, plants	1	LS	\$45,000	\$45,000
			Construction cost subtotal	\$645,214
			10% construction eng.	\$64,522
			Construction total	\$709,736
			15% PennDOT construction insp.	\$106,460
			Construction & inspection subtotal	\$816,197
			20% Contingency	\$163,239
			TOTAL	\$979,436

* This opinion of probable construction costs was developed at a planning level of detail, meaning it is a cursory review to establish order of magnitude costs. Additional analysis and engineering studies will be required to establish actual costs for implementation.

Wilkins Township Active Transportation Study 2017

Infrastructure Improvements Map



Wilkins Township Pilot Projects

Streets for Consideration

Street Name	Road Ownership	Total Road Width	Parking	ROW Expansion	ROW Minimum	Existing Sidewalk	Sidewalk Condition	Elevation Change	Grade % Range or Avg	Proposed Infrastructure	Restrictions/Consequences
Churchill Rd (north from Negley Ave)	County	22'	None	Yes	32'	None	-	125' over 0.7 miles	3%	<ul style="list-style-type: none"> Uphill 5' bike lane, Downhill shared lane 6' Sidewalk - one side 	<ul style="list-style-type: none"> Steep elevation Private property enhancements built into ROW would be affected/removed
Trail connection: Thompson Run Rd to Penn Center Blvd	-	-	-	-	-	None	-	No data	-	<ul style="list-style-type: none"> 12' shared trail 	<ul style="list-style-type: none"> Private property Dependant upon private owner negotiations
Penn Center Blvd	Local	26'	None	Yes	-	None	-	36' over 0.2 miles	3%	<ul style="list-style-type: none"> 11' Cycle track 6' Sidewalk - east side only 	<ul style="list-style-type: none"> Steep elevation
Penn Center Blvd	Private	28'	None	Yes	Private	None	-	20' over 0.2 miles	2%	<ul style="list-style-type: none"> 11' Cycle track, shared lane bike loop 6' Sidewalk - east side only 	<ul style="list-style-type: none"> Private property Dependant upon private owner negotiations
Route 22	State Highway	55' - 68'	None	Yes	82'	None	-	Mostly flat	-	<ul style="list-style-type: none"> 6' Sidewalk - one side 	<ul style="list-style-type: none"> Heavy traffic Topography limits expansion

Existing Conditions - Churchill Road Proposed Walking/Biking Route



Wilkins Township Bike/Pedestrian Improvements / Churchill Road

QUANTITIES ARE NOT GUARANTEED*

DESCRIPTION	QTY.	UNIT	Unit Price	COST
Mobilization	-	LS	\$11,033	\$11,033
Construction surveying	-	LS	\$10,000	\$10,000
Grading to restore slopes	-	LS	\$5,000	\$5,000
Trim/remove roadside vegetation	-	LS	\$5,000	\$5,000
Removal of existing post-mounted signs	-	LS	\$200	\$200
New pavement	578	SY	\$60	\$34,667
Maintenance and protection of traffic during construction	-	LS	\$25,000	\$25,000
Structural steel scupper plates	-	LS	\$5,000	\$5,000
White thermoplastic shared road pavement markings	4	EA	\$400	\$1,600
White thermoplastic bike lane pavement markings	4	EA	\$400	\$1,600
High visibility crosswalk pavement markings	7	EA	\$2,000	\$14,000
6" White pavement markings	15,532	LF	\$1	\$7,766
Concrete walkways	2,117	SY	\$125	\$264,667
Post-mounted signs, Type B, Ped Crosswalk	7	EA	\$175	\$1,225
Post-mounted signs, Type F, Ped/Cyclist sign	8	EA	\$225	\$1,800
Post-mounted signs, Type F, Other (small)	8	EA	\$30	\$240
			Construction cost subtotal	\$367,765
			10% construction eng.	\$36,777
			Construction total	\$404,542
			20% Contingency	\$80,908
			TOTAL	\$485,450

Wilkins Township Bike/Pedestrian Improvements /
Thompson Run Connector

QUANTITIES ARE NOT GUARANTEED*

DESCRIPTION	QTY.	UNIT	Unit Price	COST
Mobilization	-	LS	\$5,489	\$5,489
Construction surveying	-	LS	\$3,500	\$3,500
Trim/remove trailside vegetation	-	LS	\$5,000	\$5,000
Grading	-	LS	\$10,000	\$10,000
Bituminous surface 12' trail	3,090	SY	\$50	\$154,514
Maintenance and protection of traffic during construction	-	LS	\$10,000	\$10,000
6" White center line pavement markings	2,225	LF	\$1	\$1,113
White thermoplastic bike-ped pavement markings	6	EA	\$400	\$2,400
White thermoplastic arrow pavement markings	8	EA	\$200	\$1,600
High visibility crosswalk pavement markings	1	EA	\$2,000	\$2,000
Signage	6	EA	\$225	\$1,350
			Construction cost subtotal	\$182,977
			10% construction eng.	\$18,298
			Construction total	\$201,275
			20% Contingency	\$40,255
			TOTAL	\$241,530

* These opinions of probable construction costs were developed at a planning level of detail, meaning they are a cursory review to establish order of magnitude costs. Additional analysis and engineering studies will be required to establish actual costs for implementation.

Existing Conditions - Penn Center Blvd Proposed Trail Connector Penn Center Blvd-Thompson Run Road (Private Property)



Existing Conditions - Penn Center Blvd Proposed Cycle Track/Sidewalk (Portions on Private Property)



Wilkins Township Bike/Pedestrian Improvements /
Penn Center Blvd (public road)

QUANTITIES ARE NOT GUARANTEED*

DESCRIPTION	QTY.	UNIT	Unit Price	COST
Mobilization	-	LS	\$3,683	\$3,683
Construction surveying	-	LS	\$3,500	\$3,500
Trim/remove roadside vegetation	-	LS	\$5,000	\$5,000
Removal of existing post-mounted signs	-	LS	\$200	\$200
Maintenance and protection of traffic during construction	-	LS	\$5,000	\$5,000
Inlet top unit / bicycle-safe grate	2	EA	\$800	\$1,600
Structural steel scupper plates	-	LS	\$5,000	\$5,000
12" White pavement markings / cycle track buffer	1,150	LF	\$1	\$1,150
6" White pavement markings	3,450	LF	\$1	\$1,725
White thermoplastic bike lane pavement markings	4	EA	\$400	\$1,600
High visibility crosswalk pavement markings	2	EA	\$2,000	\$4,000
Concrete walkways	767	SY	\$125	\$95,833
Post-mounted signs, Type B, Ped Crosswalk	4	EA	\$175	\$700
Post-mounted signs, Type F, Ped/Cyclist sign	4	EA	\$225	\$900
Post-mounted signs, Type F, Other (small)	2	EA	\$30	\$60
			Construction cost subtotal	\$122,769
			10% construction eng.	\$12,277
			Construction total	\$135,046
			20% Contingency	\$27,009
			TOTAL	\$162,055

* These opinions of probable construction costs were developed at a planning level of detail, meaning they are a cursory review to establish order of magnitude costs. Additional analysis and engineering studies will be required to establish actual costs for implementation.

Wilkins Township Bike/Pedestrian Improvements /
Penn Center Blvd loop (private road)

QUANTITIES ARE NOT GUARANTEED*

DESCRIPTION	QTY.	UNIT	Unit Price	COST
Mobilization	-	LS	\$6,561	\$6,561
Construction surveying	-	LS	\$3,500	\$3,500
Trim/remove roadside vegetation	-	LS	\$5,000	\$5,000
Removal of existing post-mounted signs	-	LS	\$200	\$200
Maintenance and protection of traffic during construction	-	LS	\$5,000	\$5,000
Inlet top unit / bicycle-safe grate	12	EA	\$800	\$9,600
Structural steel scupper plates	-	LS	\$5,000	\$5,000
12" White pavement markings / cycle track buffer	1,319	LF	\$1	\$1,319
6" White pavement markings	3,957	LF	\$1	\$1,979
White thermoplastic shared lane pavement markings	12	EA	\$400	\$4,800
White thermoplastic cycle track pavement markings	4	EA	\$400	\$1,600
High visibility pedestrian crosswalk pavement markings	2	EA	\$2,000	\$4,000
High visibility green bike crossing pavement markings	1	EA	\$2,000	\$2,000
Concrete walkways	1,409	SY	\$125	\$176,083
Post-mounted signs, Type B, Ped Crosswalk	4	EA	\$175	\$700
Post-mounted signs, Type F, Ped/Cyclist	4	EA	\$225	\$900
Post-mounted signs, Type F, Other	2	EA	\$225	\$450
Post-mounted signs, Type F, Other (small)	2	EA	\$30	\$60
			Construction cost subtotal	\$218,691
			10% construction eng.	\$21,870
			Construction total	\$240,561
			20% Contingency	\$48,112
			TOTAL	\$288,673

Existing Conditions - Business Rt. 22/Wm Penn Hwy Proposed Sidewalk

CONNECTIVITY & TRAILS



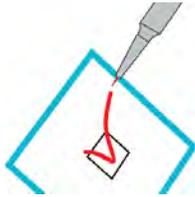
**Wilkins Township Pedestrian Improvements /
Wm. Penn Highway**

QUANTITIES ARE NOT GUARANTEED*

DESCRIPTION	QTY.	UNIT	Unit Price	COST
Mobilization	-	LS	\$15,687	\$15,687
Construction surveying	-	LS	\$10,000	\$10,000
Removal of existing post-mounted signs	-	LS	\$200	\$200
Structural steel scupper plates	-	LS	\$5,000	\$5,000
Maintenance and protection of traffic during construction	-	LS	\$25,000	\$25,000
Retaining wall at Home Depot	650	SFF	\$90	\$58,500
Removal of pavement at proposed Lidl and excavation, regrading for sidewalk and planting buffer strip	278	CY	\$50	\$13,889
Reconnect drainage, hydrant at Lidl	-	LS	\$10,000	\$10,000
Retaining wall at former hhgregg	1,750	SFF	\$90	\$157,500
42" safety fence at former hhgregg	350	LF	\$100	\$35,000
Retaining wall at Allegheny National Bank	480	SFF	\$90	\$43,200
42" safety fence at Allegheny National Bank	120	LF	\$100	\$12,000
Concrete walkways	1,150	SY	\$125	\$143,750
High visibility crosswalk pavement markings	9	EA	\$2,000	\$18,000
Post-mounted signs, Type B, Ped Crosswalk	5	EA	\$175	\$875

Construction cost subtotal	\$548,601
10% construction eng.	\$54,861
Construction total	\$603,462
15% PennDOT construction insp.	\$90,519
Construction & inspection subtotal	\$693,982
20% Contingency	\$138,796
TOTAL	\$832,778

* This opinion of probable construction costs was developed at a planning level of detail, meaning it is a cursory review to establish order of magnitude costs. Additional analysis and engineering studies will be required to establish actual costs for implementation.



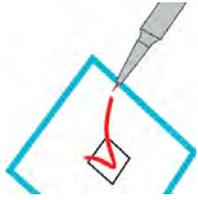
STRATEGY: Create public information programs to improve awareness about the presence of walkers and cyclists in the communities, and train motorists, cyclists and pedestrians in safe practices, roles and responsibilities.

- Professional staff works with Bike-Ped Advisory Committee to develop a public education and awareness campaign. This will be intended to help drivers, cyclists and pedestrians all be aware of each other, or safe practices, and of their roles and responsibilities. Some elements are listed here, but the committee may suggest additional or different ideas.
- Identify community outreach channels that would be appropriate ways to disseminate information. These might include:

 - ◆ Community newsletters
 - ◆ Community websites
 - ◆ Official community and public safety social media channels on Twitter, Facebook and NextDoor.
 - ◆ Newspaper articles
 - ◆ TV 15 cable and local TV stations
 - ◆ Notices to schools, churches, colleges and other institutions
 - ◆ Send-home fliers for schools
 - ◆ Notices to civic clubs and organizations
 - ◆ Postings at senior citizen center and health/fitness clubs
- Provide content via these channels. Some content can be provided by the Bike-Ped Advisory Committee with oversight by professional staff. Reliable outside sources can also provide content. Some ideas:

 - ◆ BikePGH publishes “Biking 101 Guide,” an illustrated pamphlet for bicycle safety and general use, in Spanish and English. *Please see Appendix 4C.*
 - ◆ BikePGH offers online how-to videos for helmet-fitting, bike safety checks and how to carry items by bike.
 - ◆ The Federal Highway Administration offers videos for children 5-9, 10-14 and 15-18 regarding bike and pedestrian safety. These are available online in English and Spanish.
 - ◆ PennDOT offers bicycle and pedestrian safety videos for children of all ages and adults.
- Seek funding to support public awareness initiatives. Some physical components of education and awareness, such as pavement markings and signage, could be included in active transportation grant applications. Other funding sources could include granting institutions

and civic clubs. Kiwanis International specifically focuses on youth. The organization’s service projects create opportunities for children “to be curious, safe and healthy regardless of the community in which they live.”



STRATEGY: Support development of a multi-use through-trail, called in discussions the “Interworks Trail,” to connect the Westmoreland Heritage Trail and the Great Allegheny Passage trail.

The proposed Interworks Trail is currently in the discussion phase, with trail advocates and nearby communities demonstrating interest in its creation.

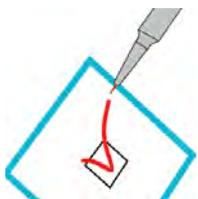
□ Through inclusion in this comprehensive plan report, Churchill, Monroeville and Wilkins expressly state support for the proposed Interworks Trail. The communities recognize the value of the Great Allegheny Passage, which connects Pittsburgh and Washington, D.C. , and Westmoreland Heritage Trail, partially completed between Saltsburg and Trafford. These trails provide access to destinations and facilities for recreation. (Completed segments of the Heritage Trail between Murrysville and Trafford fall within Monroeville’s borders in Allegheny County.)

Churchill, Monroeville and Wilkins support planning and construction of a trail that would link the GAP and Heritage trails along a route that roughly follows Turtle Creek and crosses the Monongahela River at Braddock.

The priority biking routes suggested in this chapter not only provide important connections between generators and destinations within communities, but also would serve as crucial feeder routes for the potential Interworks Trail.

Other important reasons for support of this initiative:

- A future Interworks Trail would provide highly desirable recreation opportunities for residents of Churchill, Monroeville and Wilkins.
- A future Interworks Trail would establish an essential bicycle commuting route between the eastern Allegheny County communities and Oakland or Downtown.
- A future Interworks Trail would also create or improve business opportunities, as it brings new customers for local establishments.

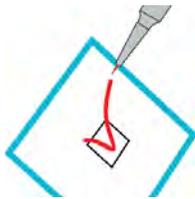


STRATEGY: Plan development of natural-surface hiking trails on open-space land such as steep hillsides, donated easements, public green spaces and undeveloped parkland.

□ Churchill, Monroeville and Wilkins will identify potential locations for natural-surface trails in their communities. These trails will connect people with places; connect other pedestrian pathways; or provide loops that give people opportunities to be out in nature.

Some likely areas include:

- Churchill: Bullock Pens Park
 - Monroeville: Steep hillsides along Mosside Blvd, from roadway to neighborhoods and parks on hilltops to the east and west; Heritage Park; Glenwood Park; woodlands between Rosecrest Drive , Pioneer Park, and Wall Ave. (Pitcairn).
 - Wilkins: Briaridge Drive to Gardenia Drive; Lions Park; Eastmont Park; Turtle Creek Township to Thompson Run Road; Moss Street to Wilbur Avenue.
- The communities will initiate dialogs with owners of remaining large vacant parcels to encourage participation in preservation and conservation programs such as land trusts or conservation easements.
 - The communities will seek planning grants for their top-priority projects.



STRATEGY: Review and revise ordinances as needed to support implementation of pedestrian and cycling infrastructure with road projects, new development and redevelopment.

- Adopt language in zoning ordinances that:

Embraces the principles of “complete streets” to the fullest degree possible given the topography and existing conditions of largely built-out communities. A description of Active Allegheny’s “Complete the Street” policy is provided in *Appendix 4D*. A model complete streets ordinance is provided in *Appendix 4E*.

1. Embraces and acknowledges the following health-related principles:
 - ◆ The community’s infrastructure system will be designed to protect and enhance public health and the environment. Transportation and development choices will reflect a priority on safe and secure multimodal networks for both people and delivery of goods.
 - ◆ Amend ordinances to require the development of sidewalks and trails that enhance safety and enable physical activity for new development and redevelopment in commercial areas.
 - ◆ Create a coordinated, efficient and more affordable multimodal transportation system.
 - ◆ Make cost-effective investments and system-management decisions that encourage people to choose healthy, active and low-carbon transportation modes and systems.
 - ◆ Reduce service disparities and achieve equitable access to all types of facilities and transportation modes.
 - ◆ Ensure safety for users of all transportation modes with attention to the most vulnerable users, including people with disabilities, those using mobility devices, the young and the elderly.
 - ◆ Guide the location and design of new street, pedestrian, bicycle and trail infrastructure.

Transit talking points

- Transit connectivity and biking/walking reduce air pollution.
- Access to public transit and to walking/biking routes helps all residents but particularly those who do not own cars.
- Existing public transit routes align generally with major arteries oriented toward the City of Pittsburgh. Port Authority of Allegheny County (PAAC) bus stops are therefore situated mainly at busy, even dangerous, locations, with few parking areas or walking routes nearby.
- Safer bus stops and safer routes to the stops may encourage transit use.
- See transit connectivity map on *Page 4-32*.

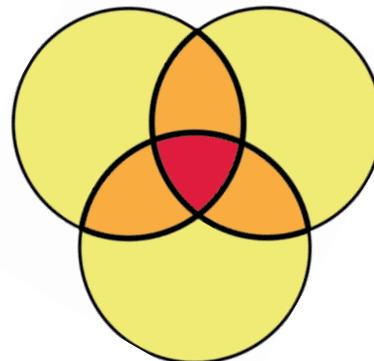


Transit: The context

Citizens and officials in the three eastern suburbs stated a desire for additional service by Port Authority Transit buses. They reported a wish for more convenient bus stops and more frequent bus service. This plan is unable to influence service levels in a meaningful way because those decisions lie with the Port Authority, which revises routes, frequency and stops annually based on demand. However, this plan does have the ability to suggest improvements at specific locations where pedestrian access is difficult or unsafe. Some improvements may be enabled via partnerships with local landowners, businesses or Lamar Advertising, which erects and maintains bus shelters in certain circumstances.

In addition to Port Authority transit, the communities are also served by Heritage Community Transportation buses. These are smaller transit buses operated by the non-profit social service organization Heritage Community Initiatives, which serves 13 communities in the Mon Valley. These routes are more flexible, and are specifically intended to help connect underserved populations with workplaces, services and Port Authority stops for transfer.

Finally, Access vans provide circulator service in the three suburbs as throughout Allegheny County. While these vans

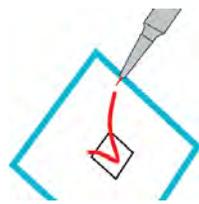
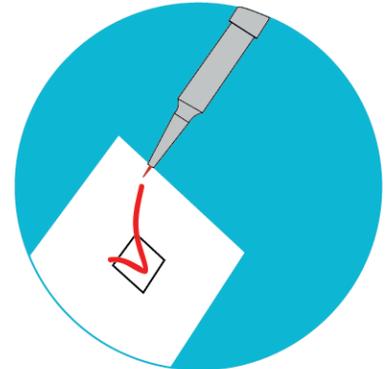


are primarily known for their discounted door-to-door, advance reservation, ride-share service for individuals with disabilities and people age 65 and older, they also are available for use by the general public. Because 35 to 38 percent of Access trips are “standing orders,” the vans often travel consistent routes. They can conveniently pick up full-fare riders along those routes and deliver them to Port Authority bus stops for transfer or other common destinations. This service could alleviate the difficulties Port Authority riders experience in getting to their transit stops or other frequent destination. Though coordination would be challenging, models for blending two types of transit service exist around the country, including Bridj in Kansas City and Boston, and LANtaFlex in the Allentown, PA, area.

Strategies

The following pages provide strategies to address the shortage of safe, convenient and useful transit connections.

Each strategy lists specific steps for making improvements for the most important and feasible strategies, this report provides plans, cost estimates, timelines or other supporting information.



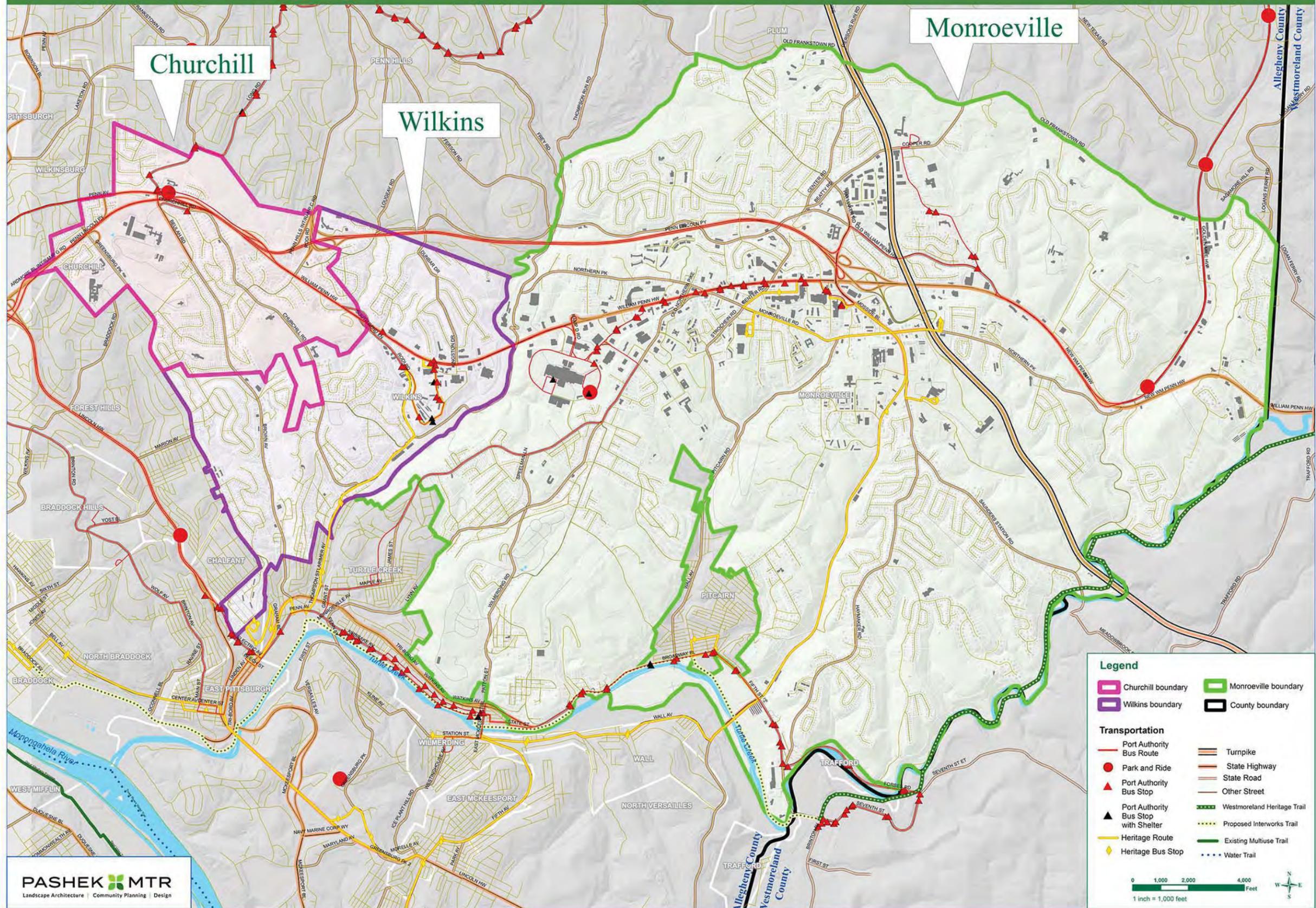
STRATEGY: Provide improved bus stops at critical locations in partnership with landowners, the local governments, transit companies and Lamar Advertising. The projects are: Churchill: concrete pad and shelter at Beulah Road and Penn Avenue; and improved connectivity, Nottingham and Rodi Roads. Monroeville: new parking area and bus shelter, Clark and Broadway.

Here is a summary of the current understanding of each potential project and specific next steps for each:

Beulah and McCrady, Churchill

Most stakeholders appear at this time to support the concept of erecting a shelter at the inbound stop at Beulah Road at the intersection with McCrady. These include the landowner, Beulah Presbyterian Church; Churchill Borough; PennDOT; Southwestern Pennsylvania Commission; and Port Authority. *Please see map and graphics on pages 4-35 and 4-36.*

- The church’s governing body supports a shelter being built on the Beulah Road right of way as long as this feature doesn’t in any way harm grave sites that may be in proximity or create additional expense for the church.
- Port Authority currently states support, in concept, of installing and paying for the shelter, and providing ongoing maintenance.
- Churchill Borough would be responsible for site preparation and construction of a 9x14’ concrete pad.
- Lamar previously said it was open to discussion of installing a pad and shelter.



Proposed Bus Stop Improvements - Beulah Road/McCrady



Existing Conditions - Beulah Road/McCrady



- PennDOT’s position is unknown at this time; Southwestern Pennsylvania Commission (SPC) has been involved in discussions about this site.

□ Representatives from Churchill, Port Authority, PennDOT, SPC, Lamar, and Beulah Presbyterian Church will meet on-site, with drawings, to consider possibilities.

□ Churchill can consider entering an agreement with Lamar for the advertising company to install the pad and shelter if Churchill is unwilling or unable to fund site development. (The church has reservations about the nature of potential advertisements if the shelter is erected by Lamar, and would request assurances of appropriate community standards.)

Nottingham/Rodi/William Penn, Churchill

Some of the stakeholders appear at this time to support the concept of improving pedestrian conditions at the intersection of William Penn Highway with Rodi Road (to the north) and Nottingham Drive (to the south). These include the landowner of a private residence at parcel 0452-J-00115-0000-00, which backs onto William Penn; Churchill Borough; Port Authority; Southwestern Pennsylvania Commission; and PennDOT. *Please see maps and graphics on pages 4-39 and 4-40.*

- Port Authority currently states support of potential improvements, including possibly moving the outbound stop to the less constricted east side of Nottingham Drive, if sidewalks were provided.
- Churchill Borough would be responsible for installing ADA-compliant sidewalks to create access to the improved stops.
- PennDOT’s position is not yet clear, but its support would be necessary. Note that crosswalks at the intersection may not be up to code (location of stop bars on the road and the relationship of crosswalks and curb cuts to the stop bars).
- Southwestern Pennsylvania Commission (SPC) was involved in early discussions about this site.



□ Representatives of Churchill, PennDOT, SPC and Port Authority will meet on-site to discuss potential improvements, including whether William Penn Highway is on PennDOT’s long-range list for improvements. Connectivity and transit stop improvements will be undertaken at the time that PennDOT improves William Penn Highway, as set out in the PennDOT Connects program. But a discussion of these site improvements can take place at any time.

□ Churchill Borough will initiate conversations with the owners of the private residence at parcel 0452-J-00115-0000-00, which faces Longbow Drive but backs up to William Penn. Work would be performed in the William Penn right of way, but the owner will be involved.

Broadway and Clark, Monroeville

At least some of the stakeholders appear at this time to support the concept of a new park and ride lot with transit amenities in the area of Broadway Avenue between Mosside Boulevard and Clark Street. Numerous other discussions will need to take place. The idea is to explore the possibility of a park and ride lot at the existing parking area of a private business (McDain's restaurant and driving range) at parcel 0747-S-00151-0000-00. Further, this plan proposes improved stops either on Broadway near the parking lot, or providing for a bus shelter within the proposed park-and-ride area. ADA-compliant pedestrian access would need to be created between parking and the bus stops. *Please see maps and graphics on pages 4-41 and 4-42.*

- Port Authority currently states possible future support of this concept, pending additional discussions.
 - Monroeville and Port Authority would be responsible for initiating a conversation with the landowner, McDain LLC, about a possible license agreement for a park and ride lot.
 - PennDOT's position is not yet clear, but its support would be necessary, as Broadway is PA Route 130, a PennDOT road.
 - PennDOT and Southwestern Pennsylvania Commission have not yet been involved in discussions about this potential site.
- Representatives from Monroeville will initiate a conversation with the owner of the existing parking lot to assess interest.
 - Representatives from Monroeville, Port Authority and the property owner will meet on-site to evaluate potential.
 - If interest and potential exist, then discussions will be expanded to include PennDOT and Southwestern Pennsylvania Commission.

Proposed Bus Stop Improvements - Rodi Road/Nottingham/Wm Penn



Inbound area northwest corner of Rodi and William Penn.

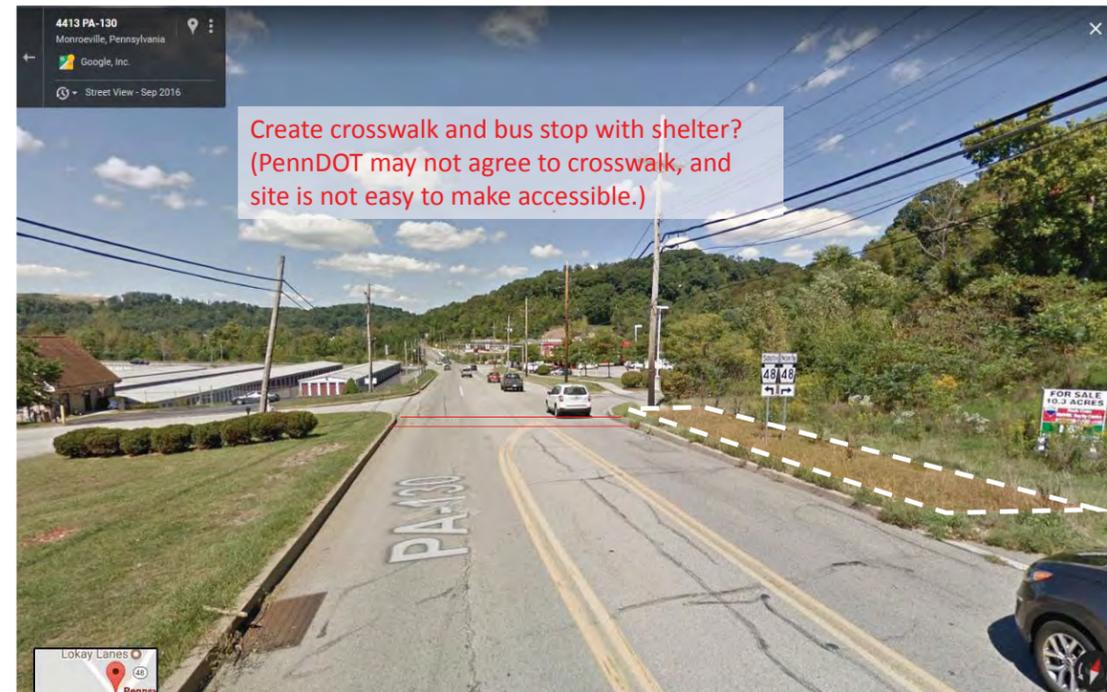


Outbound area could move from southwest to southeast corner of Nottingham and William Penn

Existing Conditions - Rodi Road/Nottingham/Wm Penn



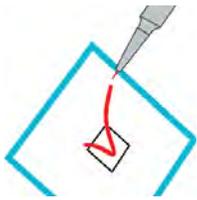
Proposed Bus Stop Improvements - Broadway at Clark



Explore possibility of using McDain's Restaurant upper lot as Park & Ride, with internal bus shelter or create bus shelter/ stop on Broadway.

Existing Conditions - Broadway at Clark





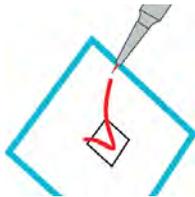
STRATEGY: Create a community process for identifying ways to continue to improve the safety, convenience and comfort of transit stops and associated walking routes or parking areas. The process will include mechanisms for getting the work done methodically, over time, and queuing up next projects.

□ The communities will form a Transit Advisory Committee that will assist the communities in setting priorities for improvements and serve as advocates for implementing transit stop improvements, additional parking and connectivity routes outlined in the comprehensive plan.

Invite citizens who participated in development of this chapter of the comprehensive plan as well as the Wilkins Active Transportation Plan. Also include transit advocates and experts such as representatives of Port Authority of Allegheny County, Heritage Community Transportation, Lamar Advertising, Allegheny County Planning Division, local businesses whose employees frequently use transit, and others with related expertise.

This committee meets semi-annually, and provides suggestions and problem-solving. Oversight is provided by the three communities' professional staffs.

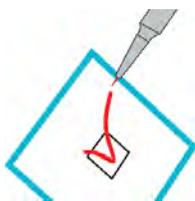
□ The Transit Advisory committee identifies “next-up” projects for implementation following completion of projects identified in this comprehensive plan.



STRATEGY: Expand communication with Heritage Community Transportation and Access to stay abreast of changing needs for “feeder” transit services.

Please see transit connectivity map, Page 4-33.

- Transit Advisory Board will regularly consult semi-annually with Heritage Community Transportation for two-way discussion on maintaining the most advantageous routes and stops for riders and employers. Influential changes could be the arrival or departure of a major employer or other important destination, such as health-care provider or food store in Churchill-Monroeville-Wilkins.



STRATEGY: Periodically revisit the idea of a community “circulator.” This transit service type was evaluated during preparation of this plan. Several models were considered: Volunteer-run, on-demand, and self-sustaining (as Flivver in Forest Hills); public-private partnership funded, fixed stop (as Airport Corridor); and municipal-special needs hybrid (as locations elsewhere in U.S.)

- Transit Advisory Board will revisit this possibility every 2-3 years to determine whether the communities are prepared to create and maintain one of these types of circulator systems. High start-up and operating costs and significant logistical demands on existing staff made this possibility unfeasible in 2017. Maybe changes in demand or community capacity will make the possibility more viable in the future.

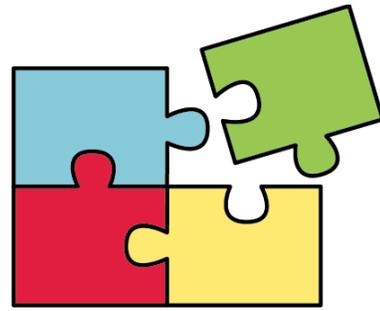


PROPERTY MAINTENANCE

PROPERTY MAINTENANCE

The problem

Due to demographic changes and other factors, Churchill, Monroeville and Wilkins are likely to experience an increase in vacancy and ill-maintained residential and commercial property, as well as correlative problems of increased poverty and tears in the social fabric.



The vision

The commercial and residential buildings and landscapes in Churchill, Monroeville and Wilkins are maintained appropriately to support the health, safety and well-being of residents, workers and visitors, and to positively affect surrounding property values.



Talking points

- It is advantageous and easier for communities to prevent property deterioration than to correct it.
- Both commercial and residential properties are at risk in Churchill, Monroeville and Wilkins.
- Code enforcement efforts and approaches that were sufficient in the past may no longer be adequate.
- The relative affordability of housing could make the three communities more desirable to newcomers wishing to invest.
- Communities can become more sustainable and resilient by addressing property maintenance problems before they progress into blight. Communities also can help by adopting policies that protect renters from absentee landlords who allow property to decline, and by providing either direct assistance or appropriate referrals to homeowners who need help.



RESIDENTIAL

- In neighborhoods where home values level off or fall, communities typically see an increase in poorly maintained or vacant and unmaintained properties.
- Communities with aging populations (such as Churchill, Monroeville and Wilkins) commonly experience concurrent problems with vacancies and property maintenance because:
 - ◆ As older people age in their homes, they have less financial and physical capacity to maintain their properties, and they let things slide.
 - ◆ When older residents die or move away, the homes may not sell quickly or at all if the property has fallen into disrepair or the location is not desirable. This can lead to periods of vacancy and further decline.
 - ◆ Housing types or neighborhoods that were desirable for new residents when the communities were built may have less appeal with today's first-time home-buyers, which can exacerbate the vacancy problem.



COMMERCIAL

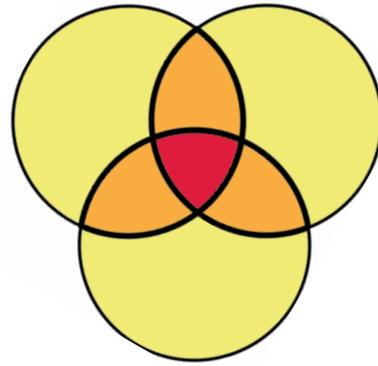
- A swift decline nationally in storefront retail sales, mainly caused by a rise in online shopping, is increasingly challenging the financial viability of stores and shops. This affects small retail shops, big-box national chains, shopping plazas, stand-alone stores and malls.
- Changing demographics can add stress on the retail sector: Declining population means fewer shoppers. Aging population means more people on fixed incomes with less money to spend on store purchases. Increased poverty means less purchasing beyond necessities.
- Property owners may have difficulty finding tenants for retail storefronts, which can lead to vacancies and deteriorating properties. This may have little effect in Churchill, which has virtually no commercial sector, but will likely be increasingly an issue in Wilkins and more so in Monroeville, with its mall, shopping plazas, big-box chain stores and independent retail shops.



The context

RESIDENTIAL SECTOR

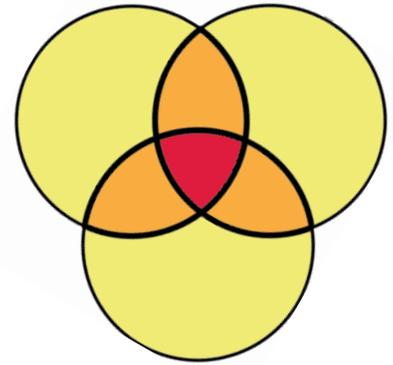
The three communities are facing or will soon face some challenges regarding their housing, as these statistics indicate.



2015 ACS 5-year estimate	Churchill	Monroeville	Wilkins	Allegheny County
Population 2016 estimate	2,955	27,953	6,336 (2015)	1,225,365
Population 2010 ACS 5-yr	3,010	28,386	6,357	1,223,348
Percent change 2010-2016	-1.80%	-1.50%	-0.30%	0.16%
Percent occupied	92	92	88.2	89.8
Percent owner-occupied	93	65	65.1	64.8
Median value 2015 ACS 5-yr	\$162,000	\$132,400	\$103,000	\$129,600
Median value 2010 ACS 5-yr	\$158,100	\$122,200	\$88,400	\$115,200
Percent change 2010-2015	2.50%	8.30%	16.50%	12.50%
Total housing units	1,432	13,520	3,309	589,681
Percent built before 1970	87.8	57.3	73.3	71.2
Percent owner-occupied householder over 65	38.8	31.2	31	29.9
Percent total population in poverty	2.80%	8.10%	9.60%	13%
Percent children under 18 in poverty	3%	14%	22.60%	18.10%
Percent adults over 65 in poverty	2%	7%	2.80%	8.40%

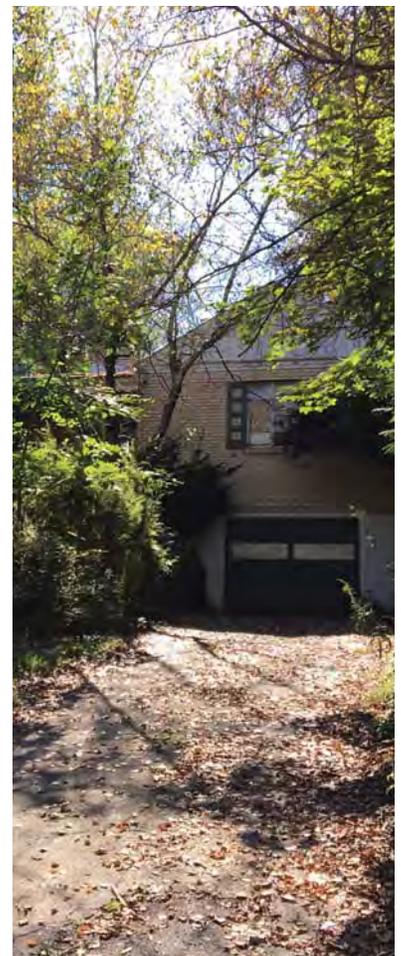
Takeaways

- The occupancy rate in the three communities is consistent with Allegheny County as a whole.



Churchill

- Churchill's overall population fell by 1.8 percent between the 2010 and 2016 five-year estimates, and now stands at pre-1960 levels. From 2015 to 2030, Churchill's population is expected to fall to 2,568, a drop of 13.8 percent.
- Churchill's housing profile is very heavily weighted toward owner-occupied (rather than rented). This indicates past stability, and encourages that in the future, but also creates a potential risk if something goes wrong with that one sector of housing. In fact, there are some potential challenges on the horizon.
- Churchill has more old homes than has either the county as a whole or the neighboring communities. This in itself is not necessarily "bad," so long as these older homes are well maintained, remain occupied and hold their value. However, it could be concerning that the value did not increase as much in Churchill as in other places: In the period between the 2010 five-year estimate and the 2015 five-year estimate, Churchill's property values grew far more slowly than those in the county as a whole and the neighboring communities. It also is concerning that so many homes are owned by people 65 and older, as these residents will probably be looking to sell in the approaching years. On the plus side, since Churchill has fewer older people living in poverty than is seen in the other two communities or in Allegheny County, it could be that residents have been able to keep their homes maintained. But the question Churchill will be asking is: When all these homes turn over, will buyers be there?

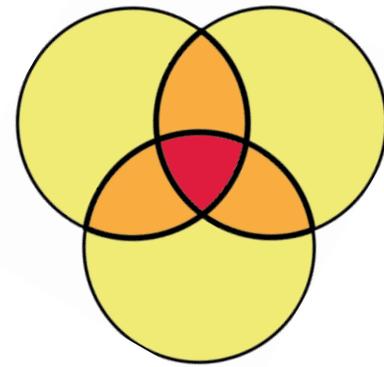


Wilkins

- Wilkins' remained essentially flat (a decline of 0.3 percent) between the 2010 and 2015 five-year estimates. However, its population is expected to drop to 5,779, a decline of 8.1 percent, between 2015 and 2030.
- The township's housing showed a surprising jump in property value in the same period compared with Allegheny County and the neighboring communities. A jump in property value generally reflects increased demand. Yet demand was lower here, as more vacancies occurred in Wilkins than in the neighboring communities or in Allegheny County as a whole. The jump in property value has an unknown cause, but one possibility could be the development in the community of a small neighborhood of carriage homes, each with a market value of approximately \$300,000.
- Wilkins poverty rate is most visible at the young portion of the age spectrum. A higher percentage of children under 18 live in poverty in Wilkins than in the neighboring communities or Allegheny County as a whole. This means that young families in the community are experiencing financial pressure, which may affect their ability to maintain property.

Monroeville

- Monroeville's population fell 1.6 percent between the 2010 and 2016 five-year estimates, and now stands at pre-1970s levels. From 2015 to 2030, its population is expected to fall 2.3 percent, to 27,496.
- A slightly newer suburb than Churchill and Wilkins, Monroeville has a smaller percentage of homes built before 1970 than do its neighbors or Allegheny County as a whole. Monroeville's housing boom extended through the 1970s, and slowed through the 1980s and 1990s. This indicates that fewer homes are likely to be in disrepair due to age. However, a different statistic causes concern: A larger percentage of people over 65 live in poverty in Monroeville than in the neighboring communities. This could indicate an approaching decline in property maintenance as this group of homeowners struggles to manage their homes.



The context

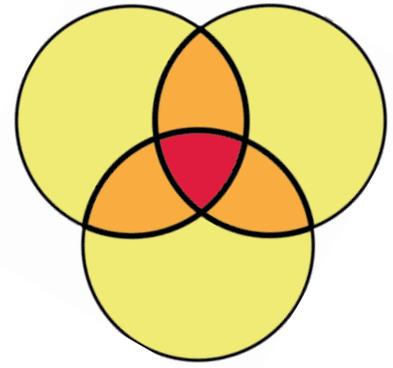
COMMERCIAL SECTOR

The trend toward online shopping is increasingly luring spending away from storefront retail businesses nationwide, including in Wilkins and Monroeville. This change in the consumer landscape will continue to affect sales at storefronts, which will have different effects in the communities: Business gross receipts taxes will likely level off or fall, creating budgetary pressure on local governments.

The chart below shows trends in gross receipts taxes between 2006 and 2015. Note that the decline in Wilkins’s numbers and jump in Monroeville’s after 2006 includes the effects of a relocation by a large business, a mail-order pharmaceutical company, out of Wilkins and into Monroeville.

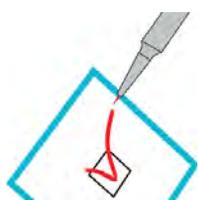
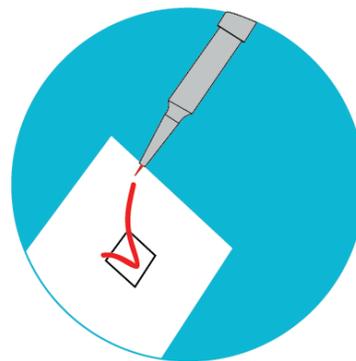
Business gross receipts taxes			
	2006	2010	2015
Monroeville	\$ 6,705,591	\$ 6,214,921	\$ 7,340,652
Wilkins	\$ 1,287,357	\$ 1,117,922	\$ 693,941

Retail storefronts – whether in the mall, shopping centers, big boxes or stand-alone structures – may become vacant at a higher rate or remain vacant longer. This can lead to a visual appearance of decline.



Strategies

The heart of an effort to combat property deterioration is to proceed assertively and with a “zero-tolerance” mind-set. The strategies provided here begin with a full, data-driven view of the problem and set out specific steps for making improvements. This proactive approach is based on the “Five-Step, Fast-Track Blight Plan” created by the Housing Alliance of Pennsylvania (*provided in Appendix 5A*), with adjustments to tailor it to the specific circumstances and needs. Here are the steps that Churchill, Monroeville and Wilkins will take to create and implement a comprehensive plan to address property deterioration.



STRATEGY: Create a comprehensive process for addressing deteriorating properties. This may be undertaken in collaboration with the Turtle Creek Council of Governments.

Step 1. Gain consensus for developing a pro-active plan for addressing deteriorating properties.

- Conduct a conference call with the city administrator and code enforcement officer in Pottsville, PA, to learn from their experiences with this process. Review materials from their monthly meeting.
- Engage political leadership, which has begun to occur through work on this comprehensive plan, but also must continue with elected and appointed officials.
- Commit staff resources, including fully supporting the work of the shared code-enforcement officer. Add or strengthen codes and ordinances. Be more aggressive with enforcement, and coordinate with policing.
- Engage key stakeholders. Create a property maintenance team that includes the code-enforcement officers, representatives of the planning commissions, police and fire officials, human services workers, state representatives, the local magistrate and the district attorney.

Step 2. Assess the nature and extent of the communities' problem with deteriorating properties. A comprehensive strategy must be based on data that, in turn, is based on agreed-upon definitions and ideas. The property maintenance action team guides, champions and propels these efforts.

- Develop definitions of property deterioration and distress. A common understanding of the problem creates the basis of all future work for the action team.
- Implement consistent data-collection and data-management mechanisms in all three communities, including mobile capability and linking with software for tracking follow-up such

as warnings, citations and remediation. The communities will implement software to track code enforcement and building permitting, with links to finance.

- ❑ Provide ongoing training for the code enforcement officers to collect and manage data.
- ❑ Link with GIS data mapping provided by the municipal engineers, so the locations and extent of deteriorating property can be fully understood.

Step 3. Create the capacity to lead the fight against property deterioration.

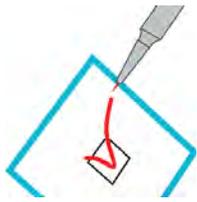
- ❑ The property maintenance action team will articulate a vision for desired outcomes and reasons for that vision. This will explain how the community would be better if it were less afflicted with property maintenance problems, what it would look like, and how a fight against property decline will have additional benefits.
- ❑ Create quantifiable goals.
- ❑ Select strategies designed to address prevention, remediation and redevelopment.

Step 4. Engage local officials. The property maintenance team must ensure its work aligns with the goals and priorities of the three communities' elected and appointed officials.

- ❑ The property maintenance team collaborates and communicates with officials in all three communities to seek endorsement and support for the goals of the plan to address distress or deteriorating properties, and the strategic steps being developed.
- ❑ Some elected and some appointed officials participate on the team for best coordination.

Step 5. Identify priorities and begin implementation. As the property maintenance team and the communities move toward implementation of a proactive plan to fight property deterioration and distress, the team adds the responsibility of ensuring follow-through and accountability. It helps the communities to keep their foot on the gas through a journey that will take time.

- ❑ Collaborate with other local non-profit or governmental organizations that have priorities and goals that align with blight prevention, improved maintenance and redevelopment, such as community development groups, the Chamber of Commerce, the school districts and the Turtle Creek Valley COG.
- ❑ Tap the resources and expertise of the Allegheny County Housing and Human Services Division, the county redevelopment authority, and the Tri-COG Land Bank.
- ❑ Property deterioration occurs in all three communities, and appears to be both sprinkled about and present in isolated pockets. Therefore, action to combat the problem of deteriorating properties will be even-handed for all three communities, and assertive. The property maintenance team will establish an approach, be it beginning with the worst properties, or beginning with the most highly visible locations, or beginning with deteriorated properties that are along community walking routes.
- ❑ Create a policies and procedures manual on property maintenance in a three-ring binder. This manual will be provided as handy reference to staff members in all three communities, the code enforcement officer and all members of the property maintenance team.



STRATEGY: Strengthen the ordinances and policies that seek to prevent or address the problem of deteriorating properties, and enhance and further support enforcement efforts. These especially protect renters from absentee landlords who allow properties to deteriorate. Embrace opportunities to create a proactive approach. Ideas continually emerge for how communities can pursue their goals through policies, ordinances or practices. The property maintenance team and community officials will remain on the lookout for programs that might be useful, and assess them to determine if they would be effective locally.

The communities will always employ and enforce the current version of the International Property Maintenance Code. They will enact a resolution that will keep the standards current.

“The International Property Maintenance Code, as published by the International Code Council Inc., as the Property Maintenance Code of _____, is hereby amended to automatically update to the most recent edition, as amended from time to time, and is hereby adopted and incorporated herein by reference as the International Property Maintenance Code of _____.”

Churchill Borough will enact a rental registration program. Monroeville and Wilkins will review their ordinances to make sure they are achieving desired goals.

Apply escalating notices for property violations consistently. Consistent approaches will apply to every stage, from first-warning door hangers, through written warnings, through the manner in which cases are presented at court.

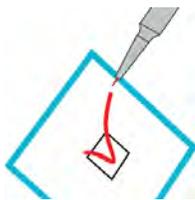
Adopt one or more of the following assertive approaches:

- ◆ Adopt a Quality of Life / Maintenance of Property ordinance. The ordinance notes that lack of property maintenance, littering, improper trash storage, junk cars, unshoveled walks and unmowed grass are costly problems that contribute to the deterioration of property values and general disorder in a community. These problems degrade the physical appearance of the communities, which reduces business and tax revenue and in turn inhibits economic development. These problems negatively impact citizens’ quality of life and community pride. The ordinance promotes the health, safety and general welfare of the boroughs by helping to create a clean environment for citizens. It employs both civil and criminal enforcement actions. An example of this ordinance from Pottsville, PA, appears in *Appendix 5B*.
- ◆ Require long grass to be cut within five days of notice, or the community will do it at the owner’s expense. The charges for this work could be recouped in real time or accrued as a lien. An example of this ordinance from Green Tree, PA, appears in *Appendix 5C*.
- ◆ Place a lien against property for maintenance costs accrued by the communities, with settlement occurring as part of closing costs when a property is sold.

The property maintenance team will provide the three communities with research and recommendations for additional policies or ordinances. The communities will state a willingness to be a location for policy experimentation.

□ The team should review and pursue ideas that align with the goals of Allegheny Places, the county comprehensive plan. For example, the Future Land Use map in Allegheny Places shows infill areas in all three municipalities. Infill areas can potentially provide opportunities for redevelopment and new development on property (or structures) that are vacant, blighted or under-utilized. Allegheny Places also suggests communities inventory properties in poor condition and create priorities for demolition, redevelopment or reuse, via a process aided by GIS mapping and possibly as a shared service. The process set forth earlier in this chapter aligns with this guidance from Allegheny Places.

□ The property maintenance team should remain in contact with the Planning Division of Allegheny County Economic Development as the team pursues its goals, and also seek assistance from and provide ideas to the Turtle Creek Valley COG.

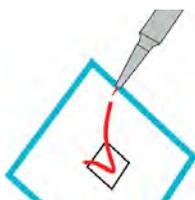


STRATEGY: Bolster enforcement efforts and improve early intervention.

Whether code enforcement officers are employed directly or contracted as service providers, they will be present in sufficient numbers to keep up with need and sufficiently address developing problems in the community.

They will enforce policies and procedures that help prevent the spread or worsening of distressed conditions. The premise here is that distress can snowball and create so many resultant problems, that prevention and prompt action on emerging problems are cheaper and more effective.

- The communities will fully staff or contract the work of code enforcement officers.
- The communities will support the code enforcement officers' use of mobile technology, which enable most efficient use of time.
- Mobile technology described above will link to the communities' financial software and to enforcement related paperwork such as notifications, citations, fees and reports.
- Code enforcement data will be compatible with GIS mapping by the municipal engineers.
- The communities will provide an initial courtesy notice of a likely violation via door-hanger. This will be done more proactively.
- The property maintenance team will assertively implement an escalating approach to achieve compliance. These approach will include: door-hangers, letters, calls, issuance of quality of life tickets, citations, and declaration of nuisance property.



STRATEGY: Provide resources information to citizens with substandard properties.

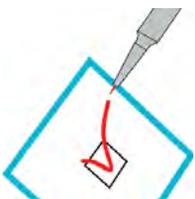
□ Catalog and publicize the general social-service resources available (mainly from Allegheny County and area non-profits) to assist residents in poverty, particularly people over 65 and families with children.

- ❑ Catalog and publicize programs that can assist property owners specifically. These include:
 - ◆ Allegheny County Home Improvement Loan Program for low- and moderate-income households. This program offers low-interest home improvement loans to eligible owner-occupants. Emergency/Priority Loans provide timely financing for the repair of a code violation or emergency condition that presents a health and safety hazard.
 - ◆ General Improvement Loans support the rehabilitation and improvement of residential properties.
 - ◆ Foreclosure Assistance Program (Save Your Home) helps homeowners seek amicable resolution of mortgage foreclosure proceedings through court intervention, counseling and conciliation.

Homeowner Resources

- Allegheny County resources:
<http://www.alleghenycounty.us/economic-development/residents/index.aspx>
- Allegheny County Home Improvement Loan Program information:
<http://www.alleghenycounty.us/economic-development/residents/ahilp/ahilp.aspx>
- Foreclosure Assistance program (Allegheny County Court of Common Pleas and Sheriff’s Office) information:
<https://www.alleghencourts.us/civil/foreclosure.aspx>

- ❑ Dedicate some funding, perhaps with grant support, to a matching funds home repair loan program and business start-up or expansion program.



STRATEGY: Smooth the way for potential buyers to improve and redevelop properties, and foster creative reuse of vacant buildings and lots.

- ❑ Maintain an inventory of vacant or developable properties.
- ❑ Collaborate with university-based business incubators, the Chamber of Commerce, the Land Bank and other organizations and programs to identify potential new tenants. Set up meetings with each group to make them aware of local properties and opportunities.
- ❑ Assemble and provide information, forms and applications online. Property owners will be able to save time and resources by completing forms and applications by download in advance of an inspection or permit request.
- ❑ The community websites will provide downloadable packets that include: a checklist of items

required for zoning permits, special exceptions, subdivision and land development applications, and associated fees. The packets will outline the necessary approvals and timelines needed for various steps of the construction and/or development process.

☐ Participate in the Vacant Property Recovery Program offered by the Redevelopment Authority of Allegheny County. Currently, Wilkins is enrolled but Monroeville and Churchill are not. The communities will encourage participation in the program, which acquires vacant, blighted properties and conveys them to applicants who have developed:

- A concrete reuse plan, and
- Demonstrated the capacity to implement it.

Applicants may include individuals, municipalities, community groups, local businesses, and private and nonprofit developers. *See VPRP Application, Appendix 5D.*

Vacant Property Recovery Program property eligibility

Property eligibility will be determined on a case-by-case basis, based upon consideration of a variety of factors related to blight.

Minimum eligibility requirements:

- The property must be a vacant lot or vacant structure.
- Have at least three years of tax delinquency and meet any other applicable criteria related to blight.
- Be located in a Participating Municipality. (Wilkins currently participates.)

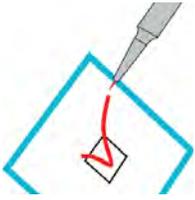
Identifying a property

Applicants must identify a potential property. The program does not maintain a list of all properties that may be eligible, but as noted above, this plan recommends that each community do so.

Once a potential participant has identified a specific property they would like to acquire, contact VPRP at 412-350-1090 to learn if the property appears to be a potential candidate for the program.

☐ Employ land banking. The three communities are members of the Turtle Creek Valley Council of Governments, which participates in the Tri-COG Land Bank. The central goal of the land bank is to mitigate blight and stimulate economic development by transferring properties that are vacant, abandoned, and tax delinquent back to productive use that benefits communities. Strategic decisions can be made to ensure the highest impact properties are pursued and placed into productive use and taxpaying status..

The three communities will continue to work with the Turtle Creek COG to fully implement land banking strategies to address vacancies and deterioration.. <https://tricoglandbank.org/>



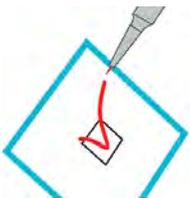
STRATEGY: Build public engagement in and awareness of community efforts to remediate or prevent property deterioration.

Community information campaigns can help citizens understand help is available if they are suffering due to deteriorated properties. The problem can demoralize individuals and communities, and depress property values for neighbors and entire blocks. Citizens like to know their municipality is “on it.”

□ Publicize creation of the property maintenance team and the communities’ intention to assertively fight distress using data-driven techniques. Use websites, email blasts, newsletters or bill inserts, social media and cable TV.

p Create a brochure about the program and detailing how residents can get help with an absentee landlord or neighboring property that is in disrepair or is vacant and unmaintained. *Sample brochure explaining blight-fighting program appears in Appendix 5E.*

□ The communities will publicize their list of blighted, distressed or long vacant properties, and promote participation in programs that help with property recovery.



STRATEGY: Strive to provide volunteer assistance for residents who are in need of assistance with snow removal or lawn maintenance.

□ The property maintenance team should investigate creating new programs or building on existing volunteer efforts to assist elderly people or individuals with disabilities.

One a model is Pittsburgh’s Citiparks’ Snow Angels program (via the Healthy Active Living Program), which matches shoveling volunteers with property owners who are age 60 or older or have a physical disability. Information, including a downloadable form for requesting help: <http://pittsburghpa.gov/mayor/snowangels/index.html>

Churchill, Monroeville and Wilkins also could tap existing neighbor-to-neighbor programs or potential partners in schools, churches, Scout troops and other volunteer or non-profit organizations. Some high schools expect students to document community service hours as a graduation requirement. The property maintenance team should contact community groups to ascertain interest in participating in a snow shoveling or yard maintenance program.

□ If a durable program appears feasible, the property maintenance team should bring a proposal to the comprehensive plan implementation task force or the appropriate municipal manager.

PROPERTY MAINTENANCE

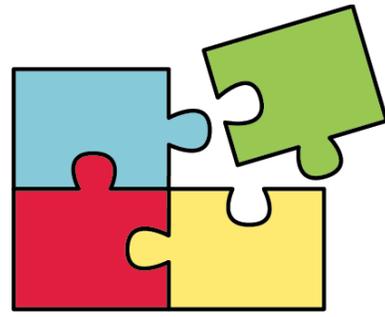


REDEVELOPMENT

REDEVELOPMENT

The problem

At-risk, underused or vacant large properties carry physical and financial liabilities for the communities. In some cases, former office-park parcels are now far less productive contributors to the tax rolls. Structures that are entirely or partly vacant may pose blight hazards in the future.



The vision

Large redevelopment sites in Churchill, Monroeville and Wilkins become productive and beneficial assets to their owners and communities through innovative planning and strategic investment.



Talking points

- Westinghouse Corp. formerly operated large-scale campus office parks in Churchill and Monroeville. Their sizes are 133 and 143 acres, respectively. These are now partly or mostly vacant and in private ownership.
- U.S. Steel formerly operated laboratories at a 106-acre campus now called Tech One Park in Monroeville. This property is in private hands.
- Churchill and Wilkins are both the site of former school facilities, still owned by the Woodland Hills School District. These are a 7.6-acre vacant lot on Jefferson Heights Road, Wilkins; and the vacant Shaffer School on 10.5 acres off Garden Terrace, Churchill.
- The former Churchill Valley Country Club property, a 152-acre site situated in Churchill and neighboring Penn Hills, has been defunct since 2013 and is owned by a Western Pennsylvania housing developer. There has been some discussion of constructing senior housing on the site.
- The Monroeville Mall, currently a viable Class B mall, is mentioned here because malls nationwide are facing pressure from a cultural shift toward online retail. The future of many suburban malls will be considered at risk due to changing shopping behaviors on a societal level.



The context

CAMPUS OFFICE PARKS

The American office park is suffering a period of decline brought by changes in employment needs and off-shoring; effects of technology on office-based work; societal trends toward urban living; and Millennials' preferences regarding working conditions. Suburban sites have given way to new preferences for dense and connected urban environments or other locations with ample transit or pedestrian access.

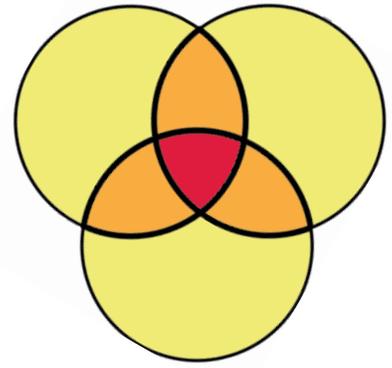
The current move toward an urban setting represents a swing of the pendulum, as the suburban office park that arose beginning in the 1950s was part of that era's overall repudiation of the city and celebration of automobile-based and "safe" locals removed from racial tensions.

Though it is impossible to know when or if the pendulum will swing back to the suburbs, what is clear today is that the former office park sites in Churchill and Monroeville have been vacant or partly vacant for years now. Ownership has changed, and owners have not had success finding new tenants. As noted in other chapters, these communities are not alone in the nation as sites for this phenomenon. A report from Newmark, Grubb, Knight and Frank (NGKF) in December 2015 stated that, "approximately two-thirds of U.S. office buildings are at least 25 years old, with about half of that share built during the boom decade of the 1980s. The other half was built before that decade began." The report notes that these vacant or nearly vacant sites are "wholly non-competitive in today's market based on age and leasing performance."

NGKF's report suggests that office parks fall on a "spectrum of obsolescence," in which some outdated properties are "incurably obsolete" because of their location or size or design. Nobody wants them. Others are "curably obsolete," meaning that they could be brought up to standard with sufficient investment. However, even complete renovation only places these sites back into competition for tenants (with a higher capital base and thus higher rent); it doesn't guarantee full tenancy.

Incurable obsolescence, NGKF states, "is a function of the unchangeable features of an office property" – building location, building size, building floor plate and ceiling height.

Curable obsolescence "revolves around the changeable



Urban alternative

"Google is not the only tech tenant that has gravitated to Bakery Square [in Pittsburgh's East End]. Software company Autodesk occupies space in Bakery Square 2.0. Regus, a global organization that provides co-working space, has taken 37,000 square feet there under the name of Spaces.

Other tenants located at Bakery Square or Bakery Square 2.0 include UPMC, the Carnegie Mellon University Software Engineering Institute, the University of Pittsburgh, and numo, a PNC subsidiary, which moved into permanent space this month.

The office buildings are part of a sprawling urban campus on both sides of Penn Avenue that also features retail, a hotel, and Bakery Living – two apartment buildings with a total of 350 market-rate units renting from \$1,100 to \$2,000 a month."

– "Walnut Capital gears up for final Bakery Square building"

Post-Gazette, 7/25/2017

features of an office property” – amenities in the building or neighborhood, building “age” after renovations, and parking ratio.

The NGKF report goes on to say that “the market has prescribed a ‘renovate or die’ approach for owners of obsolete properties. Properties with outdated elevators, lobbies and building systems generally do not succeed in today’s market. If an outdated asset has other redeeming qualities such as good transit or highway access or a strong amenity base, building upgrades are the next major requirement for achieving market-competitive rates.”

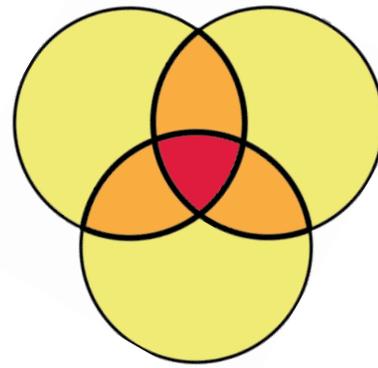
Green Street Advisors’ 2017 forecast for the real estate office sector listed “Millennial mandates” as a main reason that buildings need to be renovated to attract or retain tenants. The mandates include changes from the traditional office layout found in many existing buildings. Instead, Millennials prefer open seating, collaborative workspaces and less space per employee. This trend had accelerated the obsolescence of buildings that have traditional layouts and put pressure on landlords’ capital expenditure budgets.

This comprehensive plan does not reflect a market study of the three large office park campuses in Churchill and Monroeville, and did not pursue conversations with prospective tenants. These steps would be the responsibility of the owners.

However, this report does suggest that the communities, as they pursue long-term planning, will recognize the distinct possibility that the office buildings may well not be renovated for office reuse. Therefore, the plan seeks a discussion about realistic prospects based on ideas from the NGKF report, the forecast from Green Street Advisors and interviews with developers, county and regional officials and redevelopment experts.

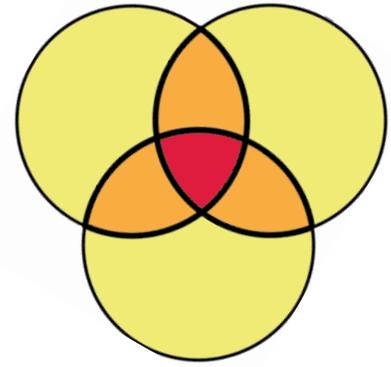
Here are some main points:

- The Churchill-Monroeville-Wilkins area has the benefits of available workforce and proximity to universities, and to I-376 and I-76.
- Business and industries, when seeking sites for facilities today, look for settings that help them attract and retain employees. These include “Main Street” activity, community, clustering of like businesses so people who work at one place can find friends and partners nearby. They want bike access, conference spaces,

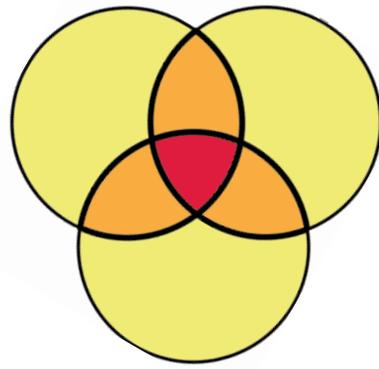


easy pedestrian movement, and an urban feel with restaurants and other hospitality businesses, social opportunities and entertainment all in close proximity. If these do not exist at the sites, the amenities and proximities would need to be developed to enhance site marketability.

- Prospective tenants could use obsolescence of existing buildings to the tenants' advantage to lock in very low rents. This could be a strategy, for example, for a call center employer seeking a site with low overhead. That said, a lack of transit connectivity (particularly 24-hour service) for these locations may hamper efforts to attract such a tenant, as employees in relatively low-wage call-center jobs are likely to have a higher need for public transit.
- Bearing in mind a need for complete renovation or removal of existing buildings, here are other market sector possibilities:
 - ◆ Additive manufacturing (3D printing) companies could find value in office park-type buildings. This manufacturing type will grow in the next 10 years. However, with a locus already developing near the Pittsburgh International Airport, additional companies may prefer to seek locations in western Allegheny County.
 - ◆ Warehouse and distribution companies could be interested in locations near I-376 and I-76, though these companies have opted so far for locations closer to the airport.
 - ◆ Precision manufacturing industries could seek locations near I-376 and I-76. This manufacturing type already has a foothold in Wilkins and in Westmoreland County. The three sites are large enough to accommodate these industries, but the building types might not be appropriate.
 - ◆ The autonomous vehicle and robotics industries, which already have presences in Lawrenceville, the Strip District and Oakland, may look eastward to expand. One often-discussed potential location for this is the Almano site in Hazelwood. Vehicle testing could be conducted at the Churchill and Monroeville large sites, but this would not be a highly productive use of the properties.



- ◆ The financial services industry could seek a back-office location.
- ◆ The movie production industry could seek backlot locations.
- ◆ Industrial research and development could look eastward in Allegheny County, though recent expansions have been north of Pittsburgh (PPG in Allison Park and Alcoa in New Kensington).
- ◆ New mixed-use residential/commercial developments that provide the desired amenities would be plausible at the large sites, though demolition of some or all existing structures would be necessary.
- ◆ Senior or progressive-care housing, or creative forms co-housing, multi-generational and village-style housing could be considered, again assuming demolition of existing structures.



FORMER SCHOOL SITES

Two properties owned by Woodland Hills School district have been deemed unneeded by the district and therefore put up for sale: a vacant lot at 1400 Jefferson Heights Road, Wilkins, and the shuttered Shaffer School, 37 Garden Terrace, Churchill. As of this writing, the properties were being marketed, but no buyers have stepped forward.

Both locations are in residential zones; this, along with neighborhood context, makes housing the most likely new development type.

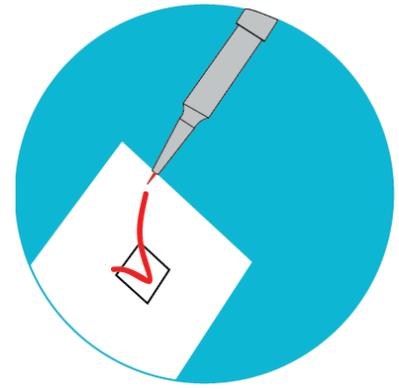
FORMER CHURCHILL VALLEY COUNTRY CLUB

The 152-acre former golf course is situated mainly in Churchill. The country club buildings, which stood in neighboring Penn Hills, have been demolished. The owner is a housing developer.



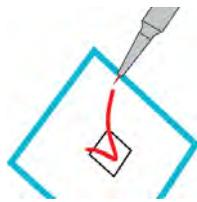
Strategies

As the communities strive to maintain and expand their tax bases, all three wish to encourage redevelopment of available parcels. Because the parcels are in private ownership or, in the case of two former school sites, are owned by Woodland Hills School District, the communities have limited control over what development is undertaken or when. Owners decide what to demolish or build on their property, with how much financial investment and risk, and when to do it – within the limits of regulations, laws, codes and permits.



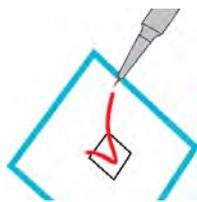
The communities can, however, create ordinances that guide future development, and they can enforce codes and ordinances governing safety and health if the properties are not sufficiently maintained.

The following strategies provide ways to create a positive environment for development and to encourage the kinds of development the communities want. The strategies also recognize and reflect the constraints and realities of community interaction with private owners.



STRATEGY: The communities should consider the option of creating and adopting a "specific plan" of development for non-residential sites within the multimunicipal planning area, per Section 1106 of Pennsylvania's Municipal Planning Code.

- ❑ Representatives of the three communities should meet to evaluate whether MPC Section 1106 is a possible option for promoting redevelopment of non-residential properties.



STRATEGY: Churchill and Monroeville, working with the Allegheny Conference on Community Development and Allegheny County Department of Economic Development, help private owners to understand market demand for large redevelopment sites (two former Westinghouse sites and Tech One) and explore prospective uses.

- ❑ Organize baseline meetings/discussions about each site with the property owners and officials representing county and regional redevelopment and community development. Enlist officials' assistance as possible in engaging the owners, with the approach of: "How can our local community help you move ahead with this project?" If they owners cannot participate, contingents from the municipalities will conduct the meetings anyway.
- ❑ Communities strive to maintain annual in-person meetings with owners, and hold quarterly calls with key redevelopment officials.
- ❑ Provide property owners with idea boards representing best prospects for redevelopment of sites, based on current market understanding. This emphasizes potential uses other than "campus-office park" type, with the most likely being some form of mixed use. *See next pages.*



Above: Marlborough Hills, Marlborough, Mass.: 109-acre former Hewlett Packard campus (left) is being redeveloped as high-end, amenity-laden, mixed-use development based on a “live-work-play-stay” master plan (right).



Groceries, 20 retailers, five local restaurants and 180 luxury apartments replace are part of a \$500 million renovation of the former Northwest Park office park in Burlington, MA.



Above: The abandoned, famed Bell Laboratories research park in Holmdel, N.J., is being transformed to a work-shop-play multi-use zone called Bell Works.



Above: Montgomery Row, Bethesda, MD, is a development of townhomes and a large central park on a former parking lot of an old office park.

Office Park Redevelopment Proposal - Mixed Use

Existing Conditions - Former Westinghouse Site / Monroeville



Existing Conditions - Tech One / Monroeville



What is co-housing?

Co-housing is a type of planned community that emphasizes shared spaces and a statement of shared values or intentions. Community designs create walkable neighborhoods based on the daily needs of residents of all generations and on universal accessibility standards.

These can be residential or mixed-use communities. Mixed uses emphasize the kinds of businesses people want on a daily basis, including typical services, shops and restaurants. As residential neighborhoods, they provide different types of housing in close proximity. These can include single-person, single family or multi-family homes, but also non-traditional housing types that emphasize rooms and apartments that branch off of shared living, cooking and dining spaces.

The examples on this page are in Washington state and California, and were designed by a leading proponent of this form.



Above: Temescal Commons in Oakland, CA, began in 2000 as an intentional community with rehabbed and new homes and a communal outdoor living area. Its founding principles were “radical hospitality” - the idea that everyone, no exceptions, is deserving of kindness; community; and sustainability.

Above: Bellingham (Washington) Cohousing emphasizes collaborative living, with private dwellings and extensive common facilities. Its founding principle was participation in community life.

Above and Left: The “Frogsong” development occupies acreage on the edge of the small town of Cotati, CA. It includes apartments, lofts and town homes. One building provides ground-floor commercial frontage with businesses such as restaurants, cafes, a hair salon and professional offices.

The development also includes a detached common house, detached workshop, attached sheds, a community vegetable garden, outdoor spa, play area for young children, clotheslines and parking.

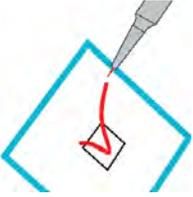
It is situated along a stream and wetland, and emphasizes green infrastructure and sustainable design and practices.

Office Park Redevelopment Proposal - Co-Housing

Existing Conditions - Former Westinghouse Site / Churchill

REDEVELOPMENT

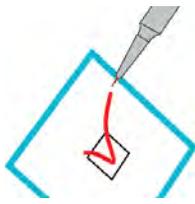




STRATEGY: Encourage productive redevelopment of the former Churchill Valley Country Club.

- Maintain quarterly direct communication with the property owner.





STRATEGY: Encourage productive residential redevelopment of the former Shaffer School (Churchill) and Jefferson Heights Road site (Wilkins), both of which are being marketed by Woodland Hills School District.

- Provide sample site plans and pro-formas showing potential residential development at the former school properties. These appear on the following pages.
- Maintain quarterly direct communication with school district business manager and real estate professional.



Shaffer School Proposal

- 23-28 SF homes @ 1400 sf plus garage
- 4 additional parking spaces plus 2 ADA
- Play area and half-court basketball open to residents and neighbors
- 0.4-mile figure-8 sidewalk loop

Shaffer School Site Redevelopment Proposal

Existing Conditions - Shaffer School



Shaffer School redevelopment pro-forma

Parcel ID	Municipality	Address	Name	Acreage	Owner	Land Value	Building Value	Tax Status
0372-G-00100	Churchill	Garden Terrace	Former Shaffer School	10	Woodland Hills S.D.	\$700,100	\$2,469,600	Exempt
0372-F-00012	Churchill	Garden Terrace	Former Shaffer School entrance drive	0	Woodland Hills S.D.	\$1,200	\$0	Exempt

Assumptions

Costs for developer:

Acquisition from Woodland Hills School District

Demolition of school and parking areas

Site development, including utilities and roads/parking

Per unit building costs x number of units

Soft costs for engineering, permitting and profit per unit

Revenue for developer:

Sales of new houses per unit

Revenue for Churchill Borough and Woodland Hills School District:

Real Estate Taxes based on value (5.98 mills for Borough) (25.35 mills for School District)

Earned Income Tax (1% of income)

Local Services tax (\$52.00/house)

Shaffer School Scenario 1 (optimistic):

Assumptions

Acquisition costs = \$500,000 to school district

Demolition of building and most of the paving = \$500,000 (assumes some remediation)

Site development = \$400,000 (assuming utilities to site are of adequate size)

Building cost per home = \$154,000 (assuming \$110/SF for 1400SF homes)

Soft costs per home = \$30,800 (based on 20% of building cost and includes engineering, permits, developer's profit)

Sales price of \$200,000 each

Calculations

$\$500,000 + \$500,000 + \$400,000$ divided by $200,000 - 154,000 = 31$ units to be sited

Results

By combining costs and revenues from sales, 31 homes would need to be built on the site to generate the \$500,000 in land sale price for the school district.

Shaffer School Scenario 2:

Assumptions

Same as above but solving for acquisition costs and assuming 28 units as shown on the plan:

Calculations

$\$X + 500,000 + 400,000$ divided by $200,000 - 154,000 = 28$ units

Results for potential developer

Acquisition would be \$388,000

*Note: These cost estimates are based on some knowledge in development but are “back of the envelope” estimates. We have some doubts that new 1400-SF houses would sell at \$200,000 based on similar-sized but older houses within a block of the site. Keeping all of the other assumptions but lowering the sale price of 1400-SF houses to \$175,000 would result in a loss of \$312,000 resulting in the property acquisition value = \$0.

Results for borough and school district

If the 28 units were to be built, annual tax revenues might be as follows

Assumptions

Assessed value = \$200,000/home

The purchase price of the home equals 2.5 times the family income = \$80,000

Local services tax = \$52/home

Calculated potential revenue

Real estate taxes:

Borough: $\$1,196/\text{home} \times 28 \text{ homes} = \$33,488/\text{year}$

School District: $\$5,070/\text{home} \times 28 \text{ homes} = \$141,960/\text{year}$

Earned income tax (Borough): $\$800/\text{home} \times 28 = \$22,400/\text{year}$

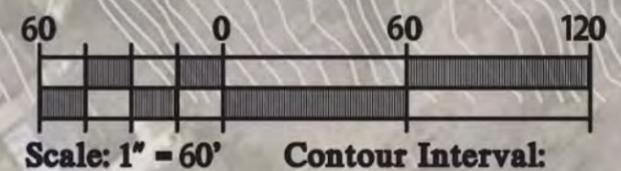
Local services tax (Borough): $\$52/\text{home} \times 28 = \$1,456/\text{year}$

* Note: Beyond the scope of this analysis are the costs associated with ongoing borough or school district operations to provide services to the new homes (snow removal and other services) and the costs of educating any school-age children residing in the homes.



Jefferson Heights Road site proposal

- 12 townhomes @ 2400 sf with two parking spaces per unit
- 18-24 carriage homes @ 920 sf, plus garage
- 13 additional parking spaces plus 2 ADA0.4-mile figure-8 sidewalk loop
- Play area open to residents and neighborhood
- 0.25-mile perimeter trail loop



Jefferson School Site Redevelopment Proposal



Existing Conditions - Jefferson Heights



Jefferson Heights former school site redevelopment pro-forma

Parcel ID	Municipality	Address	Name	Acreage	Owner	Land Value	Building Value	Tax Status
0541-A-00076	Wilkins	Jefferson Heights Road	Former Jefferson Heights School	8	Woodland Hills S.D.	\$49,400	Vacant Land	Exempt

Assumptions

Costs for developer:

- Acquisition from Woodland Hills School District
- Demolition of school and parking areas
- Site development, including utilities and roads/parking
- Per unit building costs x number of units
- Soft costs for engineering, permitting and profit per unit

Revenue for developer:

- Sales of new houses per unit

Revenue for Wilkins Township and Woodland Hills School District:

- Real Estate Taxes based on value (5.674 mills for township and 25.35 mills for school district)
- Earned Income Tax (1% of income)
- Local Services tax (\$52.00/house)

Jefferson Heights School Site Scenario:

Assumptions

- Acquisition costs = \$500,000 to school district
- Site development = \$400,000 (assuming utilities to site are of adequate size)
- Building cost per home =
 - Townhomes at \$264,000 (assuming \$110/SF for 2400-SF homes)
 - Carriage homes at \$101,200 (assuming \$110/SF for 920-SF homes)

Soft costs per home =

- Townhomes at \$52,800 (based on 20% of building cost and includes engineering, permits, developer's profit)
- Carriage Homes at \$20,240 (based on 20% of building cost and includes engineering, permits, developer's profit)
- Sales price of:
 - Townhomes at \$280,000 each
 - Carriage homes at \$115,000 each

Assumptions

This scenario solves for the acquisition costs a developer would pay, based on the proposed 12 units of townhomes and 24 units of carriage homes as shown on the site plan.

Calculations

$\$X + 400,000$ divided by $(280,000 - 264,000) + (115,000 - 101,200) = 36$ units

Results for potential developer

Acquisition costs would be \$672,800.

Results for township and school district**Assumptions**

Assessed value of townhomes = \$280,000/home

Assessed value of carriage homes = \$115,000/home

The purchase price of a townhome equals 2.5 times the family income = \$112,000

The purchase price of a carriage home equals 2.5 times the family income = \$46,000

Local Services Tax = \$52/home

Calculated potential revenue

Real estate taxes:

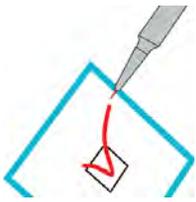
Township \$34,725/year (\$1,589/townhome and \$653/carriage home)

School district \$155,142/year (\$7,098/townhome and \$2,915/carriage home)

Earned income tax (Township): \$24,696/year ($\$1,120 \times 12$ townhomes) + ($\$469 \times 24$ carriage homes)

Local services tax (Township): $\$52/\text{home} \times 36 = \$1,872/\text{year}$

* Note: Beyond the scope of this analysis are the costs associated with ongoing borough or school district operations to provide services to the new homes (snow removal and other services) and the costs of educating any school-age children residing in the homes.



STRATEGY: The three communities will revise current ordinances, policies and practices to align with best practices and community priorities.

- ❑ Wilkins will update its zoning ordinances and map. The community might pursue a multi-municipal approach, and seek grant funding.
- ❑ Monroeville will continue to update its zoning ordinances and map. The community might pursue a multi-municipal approach, and seek grant funding.
- ❑ The communities will update their zoning ordinances to allow for mixed-use development, particularly at the former office parks and other large sites. Chester County’s study, “Reinventing Office Parks for the 21st Century,” may be helpful. *Please see study in Appendix 6A., focusing on the section of the study called “The vision for revitalization,” which appears on pages App 6-17 to App 6-28.*
- ❑ The communities will update their zoning ordinances to include environmental sustainability as a priority. Language will include topics such as providing open space and perimeter walkways; accommodating green-infrastructure best management practices for stormwater management; parking designed to minimize impervious surface; dark-sky lighting; limited use of curbs along driving lanes and parking lots, and other “green” practices. See example Subdivision and Land Development Ordinance for Urban Sustainability and other zoning ordinance sustainability language from Borough of Edgewood in *Appendix 6B.*
- ❑ The communities will update their zoning ordinances to encourage rehabilitation of deteriorated properties and infill development. In addition, ordinances should encourage side-yard programs, land banking, and division/acquisition of vacant lots by neighbors. A report from Montgomery County, “Promoting Workforce Housing - Expanding Locations and Development Potential,” may be helpful. *Please see Appendix 6C.* This report includes sample ordinance language to promote rehabilitation and infill development.
- ❑ The communities will update their zoning ordinances to encourage implementation of the principles of “complete streets” wherever possible as roadway renovation or property redevelopment occurs. Information about best practices about complete streets appears, as previously noted, in *Appendix 4D.* Where possible, use visual examples such as those on the following pages to help citizens imagine “how it could look.”
- ❑ The communities, as explained in the “Property Maintenance” chapter of this report, will revise ordinances to incorporate more tools for preventing blight.

REDEVELOPMENT





REDEVELOPMENT



ADDITIONAL TOPICS

What's included

This chapter provides data, context, strategies and other information not included elsewhere in the Multimunicipal Planning Playbook. Among the topics covered here are:

- A summary of the planning process documented in this report
- An explanation of where in the report to find the required components of the Pennsylvania Municipalities Planning Code (MPC)
- Future Land Use priorities and Community Development Objectives

How this plan came together

Churchill, Monroeville and Wilkins, three contiguous eastern suburbs in Allegheny County, have been popular bedroom communities for half a century, with Monroeville also serving as a thriving commercial core for the east end of the county. They each have much to offer.

They share a story of population and revenue growth in the 1950s and 1960s, a plateau in the 1970s, and signs of troubling trends and circumstances ahead. These communities are not alone in their fight. Many places throughout the Northeast have recognized the issues and taken steps toward improvements.

Churchill, Monroeville and Wilkins undertook a multi-municipal comprehensive planning process that began in 2016. The communities sought to identify ways they can work together and independently to pursue solutions to current and anticipated challenges and to build on strengths.

The three neighbors collaborated to produce an implementable comprehensive plan for creating changes that residents and officials desire while maximizing use of resources. They chose six working areas as the primary focus of the implementable plan.

- Strategic communications
- Shared services
- Recreation
- Trails and connectivity
- Property maintenance
- Redevelopment



Choosing an Implementable Comprehensive Plan over the traditional planning model

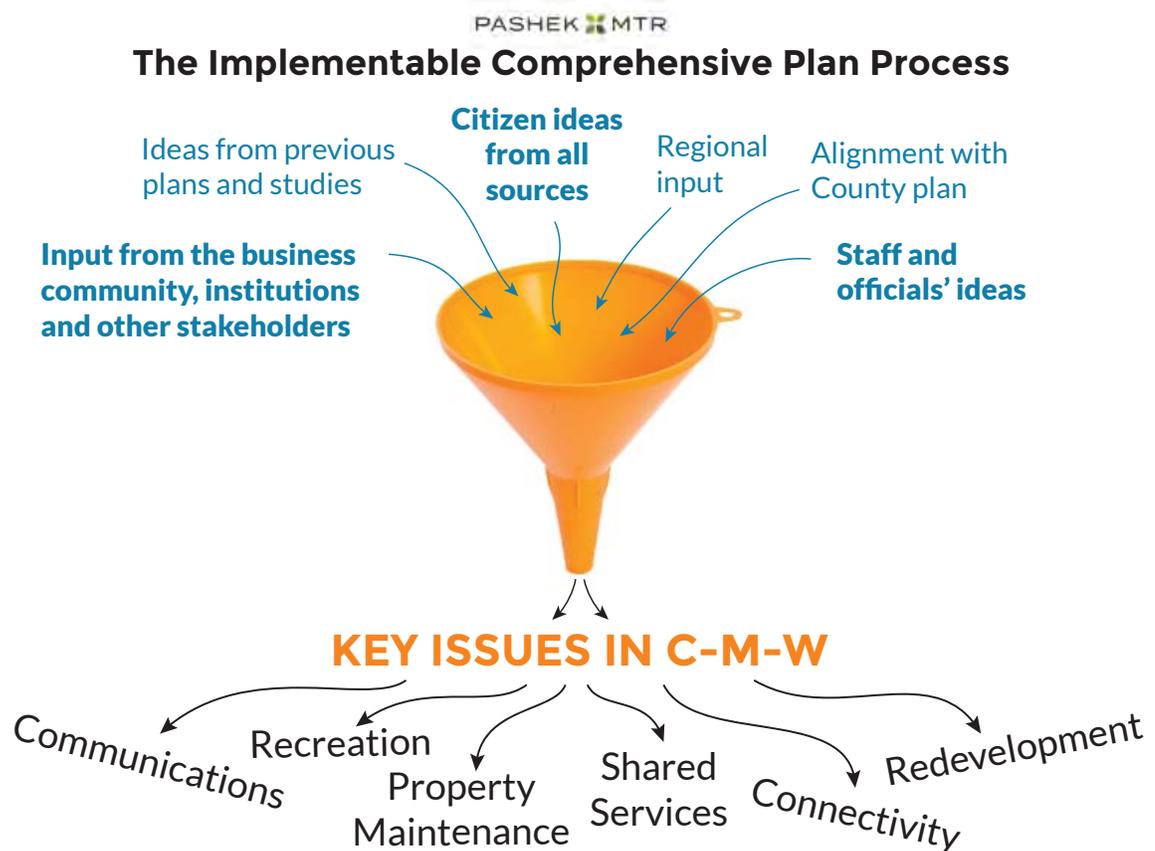
The Pennsylvania Municipalities Planning Code (MPC) establishes the intent, purpose and scope of comprehensive plans. It details minimum requirements for content that are to be included in a comprehensive plan in the areas of:

- future development
- land use
- transportation
- community facilities and utilities
- development compatible with that of neighboring municipalities, and
- protection of natural and historic resources.

The MPC requires that a municipality’s comprehensive plan aligns effectively with the comprehensive plan of the county in which the municipality lies.

The traditional approach to comprehensive plans tends to be research-heavy, closely following a template that is similar for each municipality regardless of differences. Common to these plans are many pages of demographic information that does not tie into the plan’s recommendations. Moreover, the traditional plan seems to document large amounts of information that people living in the community already know or can find readily online..

The Implementable Comprehensive Plan model emphasizes highly action-oriented, specific,



measurable and feasible strategies for getting things done. Through this planning process, the community focuses in on the issues that most concern it, and that the municipality can control. These become the “Key Issues” of the plan. Key Issues are typically limited in number to help the community focus its energy and assets. Most importantly, the Key Issues are matters that the community can address through practical and realistic means. Implementable Comprehensive Plans also emphasize communication that everyone understands, and avoid planning jargon and excessive use of acronyms.

About 90 percent of an implementable comprehensive planning process is dedicated to identifying the Key Issues through an in-depth public process; conducting targeted research needed to thoroughly understand the issues and how to address them; articulating a future vision; and developing action-oriented strategies for attaining that vision. Another critical component of the process is “capacity-building” to ensure the community can continue the work of the plan after the consultant’s part is completed.

The fundamental difference between a traditional plan and an implementable plan is the shift in focus from a goal of completing a plan report (traditional plan) to a goal of implementing changes in the community, with the plan as a way of facilitating that process (implementable plan).

The idea of an Implementable Comprehensive Plan appealed to professional staff members and elected officials of Churchill, Monroeville and Wilkins, who all wanted tangible action steps that help solve real problems.

Facets of community involvement

One of the basic tenants of an Implementable Comprehensive Plan is that issues are identified based on a broad-based public involvement process. The methods of collecting public input for a traditional comprehensive plan are similar to that of an Implementable Comprehensive Plan. However, the two methods differ significantly in how they value and use the public process:

The traditional comprehensive plan process often bases recommendations primarily on professional input (consultant and/or municipal staff) crafted around the MPC template of community issues.

VS.

The Implementable Comprehensive Plan forges recommendations directly from the building blocks of public input.

It is this direct link that forms the basis for support for the plan, since residents are most likely to support a plan that clearly addresses their identified issues.

The following table summarizes the types of community involvement that took place for this project:

TYPE OF PUBLIC INVOLVEMENT	Number
Steering Committee meetings	6
Public meetings	2
Public hearing as part of adoption	3
Participants in focus group on trails/walking/biking connectivity	14
Participants in focus group on transit use and connectivity	14
Participants in focus group on shared services	4
Meetings with property owners to discuss specific connectivity issues	2
Informational outreach meeting with Rotary Club	1
Meetings to present status update to elected officials	3
Key person interviews	19
Extended interviews (1-3 hours) with state, county or local officials, or other experts and stakeholders	9

Consistency with the Pennsylvania Municipalities Planning Code

In order for the governing bodies of Churchill, Monroeville and Wilkins to approve this comprehensive plan, the proposed plan must be reviewed by Allegheny County for consistency with the county’s own comprehensive plan, and the plan must meet the requirements of the state Municipalities Planning Code (MPC) Article III, Section 301. The following is a summary of those MPC requirements and a comparison of where that information is included in this comprehensive plan. Where the key issues did not include an element listed in the MPC, we address that following the chart.

MPC Requirement	Where it can be found in the Multimunicipal Planning Playbook
Statement of Community Development Objectives	Refer to the Additional Topics chapter.
Plan for land use	Refer to the Redevelopment and Additional Topics chapters.
Plan to meet housing needs	Refer to the Deteriorated Properties and Redevelopment chapters. Also see Community Development Objectives.
Plan for movement of people and goods	Refer to the Connectivity and Trails chapter of the plan.
Plan for community facilities	Community facilities are addressed in the Recreation and Connectivity and Trails chapters of the plan.
Statement of Interrelationship among various plan components	The nature of the Implementable Comprehensive Plan is to focus on major issues in the Community. Each issue tends to address multiple planning elements in an integrated manner.
Short- and long-term implementation strategies	Found in each chapter for each issue.
Statement that existing and proposed development is compatible with existing and proposed development in adjacent communities and consistent with “Allegheny Places,” the Allegheny County comprehensive plan.	The Community Development Objectives addresses consistency with adjacent municipality development. The proposals in this plan are consistent with the Allegheny County Plan.
Plan for protection of natural and historic resources	See Community Development Objectives.
Plan for reliable supply of water	The Allegheny County comprehensive plan indicates that the water supply for these three municipalities is adequately served via the Monroeville Water Authority and the Wilkinsburg-Penn Joint Water Authority.
Plan to be reviewed in 10 years	This plan recommends in the Introduction that this process be updated in 10 years.
Careful analysis of all of the elements	We believe that the Key Issues identified by the three communities were developed in a careful manner that incorporated most of the planning elements of the MPC.
Adoption process with the county	To take place in early 2018.

Steering future community development

One implementation step in this comprehensive plan is a suggestion that the communities update and revise their subdivision and land development (SALDO) and zoning ordinances entirely or by amending or revising sections.

Wilkins has stated an interest in revising its SALDO and zoning ordinance and map either on its own or as a multimunicipal initiative.

Zoning and subdivision and land development are sometimes revised in tandem with comprehensive planning because these ordinances can support and propel the kinds of changes that are sought in an implementable plan. Revised SALDO and zoning ordinances can be one of the tools the communities employ to make sure they are steering future growth and development in the directions they have chosen. For example, zoning ordinances and maps build on goals for community development by adding specificity about what kinds of development should occur, where, and in what manner. And the design and other standards for public and private improvements in a subdivision and land development ordinance affect the quality of proposed development.

New zoning and subdivision and land development ordinances could help one or all the communities achieve their goals related to the chapters on Trails and Connectivity, Property Maintenance and Redevelopment.

This section of the Multimunicipal Planning Playbook sets out Community Development Objectives, which are a primary building block of zoning ordinances. The objectives, which appear on Page 7-9, align with the intention of the comprehensive plan.

Statement of Community Development Objectives for Churchill, Monroeville and Wilkins, PA

- Require that new uses are developed in ways that complement nearby uses, and minimize impacts on surrounding residential areas.
- Guide the design of the public realm in key districts to ensure quality, visually attractive development that becomes a significant asset to the community.
- Steward and conserve natural resources by incorporating policies and measures that enhance environmental sustainability. These will include steps such as best practices for reducing stormwater runoff; improving groundwater and stream quality; creating buffer areas; protecting steep slopes and green space; providing for non-motorized transportation; minimizing impervious surfaces such as parking lots; reducing night-sky light pollution and urban heat island effect; and improving air quality.
- Generally maintain and protect the existing pattern of development in each community, with deliberation, care and public discussion about proposed changes.
- Require appropriate buffers and transitions between uses of greatly different intensity to protect property value and aesthetics.
- Allow for mixed uses where appropriate, including with residential living on the upper floors of commercial uses.
- Maintain, as much as possible, the existing residential character in each community in terms of use, density, height regulations, lot size and yard requirements, while also promoting infill and rehabilitation of existing housing stock and vacated parcels.
- Be aware of the impact that surrounding municipalities have on each community, particularly shared border streets, and regulate land use that is consistent with these areas.
- Protect and enhance open space, historic and cultural resources.
- Reduce property maintenance problems and spur reinvestment in the existing building stock.
- Allow for new innovative and productive uses, such as “pop-up” businesses, food trucks and micro-breweries.
- Require best practices for the design of highway-oriented development, including access management and implementing “complete streets” measures where possible.
- Encourage future redevelopment of vacant and under-used sites in the three communities, including the former Westinghouse site, former Churchill Country Club site and former Shaffer School in Churchill; Tech One and former Westinghouse sites in Monroeville; and the former Jefferson Heights School site in Wilkins.
- Ensure safe and efficient bicycle and pedestrian movement.
- Facilitate administration and enforcement of the municipalities’ regulations, particularly code enforcement and rental regulation.

Future Land Use Planning

Churchill and Wilkins are suburban communities that are largely built out. Monroeville has some remaining undeveloped space, but it, too, has seen development on most parcels that would not pose significant construction challenges. The focus of this plan regarding future land uses has been on targeted areas of redevelopment and reinvestment, as explained in the Redevelopment chapter. Otherwise, the plan has focused on enhancing existing development and improving quality of life in other ways.

A major influence on any future revisions of zoning regulations is the future land use component of this implementable comprehensive plan. Each community's zoning ordinance should be consistent with the land use vision of the plan. Consequently, the future land use priorities presented herein combine and depict the communities' vision for upholding quality neighborhoods and businesses while supporting redevelopment and reinvestment in targeted areas, such as the large redevelopment sites currently in private hands or owned by the Woodland Hills School District.

Future land use priorities

Overall, the general land use patterns that currently exist will be maintained. Residential neighborhoods will where possible remain intact, existing commercial areas will be strengthened, and industrial areas will continue in place.

Redevelopment and reinvestment strategies presented in previous portions of the comprehensive plan highlight the major proposed changes:

- In all three communities, the future vision includes a new emphasis on mixed-use development at some of the large redevelopment sites, including the former office parks.
- The vision extends through all three communities a "Conservancy" use that is intended to protect existing residential areas, green space, steep slopes and buffers. This land use is consistent with elements of the plan focusing on trails and connectivity and property maintenance.
- Encourage new uses for vacant lots, either residential development or alternative uses such as community gardens.
- Enable the promotion of a medical corridor along Mossie Blvd. in Monroeville, anchored by Forbes and UPMC hospitals.

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