



Action Plan

The Comprehensive Plan update aims to provide a long-term vision for the future of Kilbuck Township that will serve as a road map for community sustainability. The first section of this document lays out local population, housing and economic trends and community conditions that form the context for the Township's priorities and decisions. The second section of this document analyzes current land use, evaluates possible alternative scenarios and crafts a future land use map based on identified assets, constraints and commonly held core community values.

The purpose of this section is to provide realistic strategies that will enable Kilbuck Township to achieve its preferred future vision, one in which long-term sustainability does not require compromising the quiet, rustic quality of life that residents enjoy among an abundance of natural resources. Each community development objective is followed by a series of goals and actions to address issues identified throughout the report. The section is followed by a summary table that identifies the lead organization for implementation, potential partners, funding sources and time frames for each action.

This section was assembled with recognition of the limited staff and budget capacity available to the Township for implementation. In order to make the action plan as practical as possible, recommendations center on land use controls and budget priorities, while additionally identifying potential partnerships the Township could develop to undertake further improvements. A description of potential funding sources and technical resources is included in Appendix A.

Objective 1: Ensure that orderly growth and redevelopment of Kilbuck Township occurs by encouraging infill development where vacant land and public infrastructure co-exist.

Goal 1:

Create a regulatory environment that encourages the right kind of investment.

Action 1: Based on variance requests and experience governing the Township, determine which requirements within the zoning ordinance present obstacles to otherwise compatible development proposals and where flexibility could be added to promote adaptive reuse and infill development. For instance, reconsidering uniform lot sizes and setbacks or the rigid separation of uses in certain districts could help attract investment.

Action 2: Consider offering density bonuses in infill locations. The Township can incentivize infill development in priority areas by offering developers an increase square feet and/or housing units, either through the zoning ordinance or during development review and approval.

Goal 2:

Define and distinguish the Township's business district.

Action 1: Create attractive and prominent signage at entry points into the Township. This would help build a sense of place and create a positive impression among visitors, especially in areas where the Township would seek to guide investment, such as the Camp Horne area.

Goal 3:

Build agency partnerships to advance mutual goals.

Action 1: Contact Allegheny County Economic Development to determine whether any of its redevelopment or grant opportunities would be well suited to incentivizing infill development within the Township.

Implementation toolbox

Performance Zoning: Contrary to traditional Euclidean zoning, which emphasizes the separation of land uses to promote harmony, performance zoning regulates land use by applying specific performance standards, such as limiting the intensity of development or controlling its impacts (noise, environmental, infrastructure capacity, etc.) on nearby uses. A much wider array of land uses are allowed to co-exist within a district as long as their impacts are compatible and controlled. This flexibility allows land development to respond to market forces, but also preserves public objectives.

Density Bonus: This is a zoning tool that allows developers to build more housing, taller structures or expanded floor space than typically allowed in a given district in exchange for defined public benefits, such as open space conservation or an affordable housing setaside.

Objective 2: Reduce conflicts between existing development, future development and the environment by protecting and preserving historic structures, green spaces, natural features and commercially viable lands.

Goal 1:

Empower land owners to preserve their own properties.

Action 1: Encourage owners to apply to the Allegheny County Farmland Preservation Program. The primary goal of the program is to protect top agricultural land in the county from being developed for non-agricultural purposes. This objective is achieved when a farmer voluntarily decides to sell development rights to the county or state for perpetual preservation. The landowner still retains private ownership of the land and can farm or sell the property, but the land is limited to agricultural development and production practice only. (*alleghenyfarmland.com*)

Action 2: Educate property owners about rural resource management provisions that should be requested in oil and gas leases. Specifically, prior to drafting a final lease document between the gas well drilling company and the landowner, both parties should identify all important resources on the property and specify how the company will avoid or minimize direct and indirect impacts to agricultural structures, character, and operations. The map and specifications should be included as part of the lease document, and owners should consider including conditions in the lease document that require gas well developers to follow best practices that avoid and protect agricultural resources before, during and after putting the well into operation.

Goal 2:

Exercise local land use controls to protect sensitive features.

Action 1: Enforce existing local and county controls on development in areas with slopes of at least 25%, with sensitive soils or habitats and in other cases in which development poses potential hazard to the safety of life and property.

Action 2: Limit the expansion of public infrastructure in undeveloped areas identified in Allegheny Places as proposed greenways (see pages 80-82 of this plan), particularly those along the Township's southern border that the Allegheny Land Trust classified as GREENPRINT resources with the highest conservation priority.

Action 3: Determine which approach to protecting green spaces and natural features would most appropriately balance property rights with the public interest in conservation and amend the Township's zoning ordinance as needed:

- Create an overlay district to impose additional requirements in certain sensitive areas on top of the basic requirements of the underlying zoning. This could involve limiting the density and intensity of development; requiring a large minimum lot size; and limiting commercial, industrial, institutional or similar uses that do not directly relate to the intent of the overlay district.
- Adopt conservation or cluster development provisions that require permanent protection for a specified percentage of the site area to be developed. This approach can require developers to identify and accommodate primary conservation priorities such as historic features, steep slopes, scenic views, waterways, etc.
- In site-specific cases, negotiate conservation/preservation easements, which place permanent restrictions on land development.
- Establish a system to transfer development rights from conservation-priority areas to a specified other area where development would be more suitable, or
- Acquire or seek donation of parcels in high-priority conservation areas that are at risk for development.

Implementation toolbox

Overlay District: This type of zoning district is drawn on top of existing base districts to identify special additional provisions that could add an extra layer of protections, standards or incentives.

Transfer of Development Rights: This zoning and land use tool permanently protects natural resources by directing development that would otherwise occur on these lands to areas planned to accommodate growth. Local government gives land owners the option to sever development rights from land and sell the rights for use at a different location where they might translate to new uses, greater density or other benefits. Such programs allow owners within areas rich in natural resources to be financially compensated for choosing not to develop part or all of their property.

Objective 3: Provide safe and adequate utility service to commercial, residential and industrial consumers and extend sanitary sewerage facilities where appropriate within the Township.

Goal 1:

Continue to actively participate in regional wet weather management efforts.

Action 1: Update the Act 537 Plan as required/needed. Municipalities are required to develop and implement plans in accordance with Pennsylvania Sewage Facilities Act (Act 537) that provide for the resolution of existing sewage disposal problems, provide for the future sewage disposal needs of new land development and provide for future sewage disposal needs. When a new land development project is proposed, municipalities are required to revise their official plan.

Kilbuck Township revised its Act 537 Sewage Facilities Plan for the Lowries Run sewershed in 2013. Additionally, the Township conducted a comprehensive Feasibility Study as part of activities to fulfill the requirements of the Kilbuck Township Administrative Consent Order related to regional wet weather planning. Because the Township is served entirely by separate sanitary sewers with no

identified capacity deficiencies, the report determined that no municipal projects were required for compliance with the order.

The Pennsylvania Department of Environmental Protection (DEP) provides technical oversight and financial assistance to implement Act 537 in order to help address existing sewage disposal needs and to help prevent future problems through the proper planning, permitting and design of all types of sewage facilities.

Goal 2:

Seek opportunities to incorporate best practices.

Action 1: Explore grant opportunities through PENNVEST's Growing Greener program and through Allegheny County sources, such as the Conservation District, the Community Infrastructure and Tourism Fund and the Gaming Economic Development Fund to undertake larger-scale green infrastructure projects.

Action 2: Coordinate with local environmental agencies to connect residents with education and opportunities to incorporate green solutions (permeable parking areas, rain barrels, etc.)

Action 3: Educate residents on the proper maintenance of on-lot systems. DEP provides information pertaining to the proper operation and maintenance of on-lot systems that residents in areas not served by the public sewage system need to know.

Goal 3:

Ensure that continued expansion of public utility systems is consistent with the future land use map.

Action 1: Work with the Township Engineer to determine, based on future development pressure and existing capacity and condition, where priority areas for system extension are and develop a capital improvement plan for infrastructure upgrades. Future expansion should avoid areas designated as open space/conservation, particularly any of those the Township should identify as a priority for greenway development.

Objective 4: Preserve and provide adequate accessible community facilities and services to the residents of the Township and develop recreational opportunities for all age groups and genders.

Goal 1:

Secure the Township’s long-term future through sound financial management.

Action 1: Continue to encourage clear communication and responsible long-range planning in ensuring the Township’s fiscal sustainability. Maintain a balanced budget, and build a reserve fund to equal at least three months of typical expenditures.

Action 2: Continue to ensure that elected officials remain responsive and accountable to Township residents. Local pride and access to governance are chief reasons why the Township remains an independent unit of government.

Action 3: Continue contracting with well-qualified providers to find cost-effective means of connecting residents with a full complement of public services.

Action 4: Annually evaluate contracts to ensure that the services provided are a good fit for community needs.

Goal 2:

Support and enhance the recreational opportunities available to residents.

Action 1: Continue partnership with the Avonworth Community Organization for Recreation Development and promote investment in the ACORD Park facilities to maintain their appearance and function as the facility ages.

Action 2: Promote participation in ACORD Park community events by publishing details on the Township website. This form of outreach could also recruit volunteers to help plan and run additional recreational programming.

Action 3: Work with the Allegheny Land Trust to develop a linear greenway along Lowries Run to connect to the Rachel Carson Trail.

Action 4: Devise a plan for the future connection of Harmony Road to Camp Horne Road, including consideration of a multi-modal trail in place of the currently impassable section. In the long term, develop a network of safe routes for pedestrians and bicycles that connect the Township’s residential areas with commercial and recreational amenities.

Objective 5: Provide a safe and well-maintained transportation system that serves vehicles, cyclists and pedestrians.

Goal 1:

Improve the Township's connection to Route 65 through coordinated land use and transportation planning

Action 1: Participate in the regional Route 65 Master Plan process to promote the Township's interests and gain context for the highest and best use of the "Corridor Context" parcels identified on the future land use map. Ideally, the process will result in safety and aesthetic improvements at the Tom's Run intersection and along the entire route.

Action 2: Based on the outcomes of the Master Plan, consider creating a zoning overlay that would create appropriate use tables and design specifications for the development of "Corridor Context" parcels.

Goal 2:

While continuing the Township's maintenance program for existing roads, seek ways to open thoroughfares more safely for multi-modal travel.

Action 1: Work with Allegheny County to devise options for making Camp Horne Road safer for pedestrians and bicycles. If widening the berm to accommodate non-vehicular travel proves to be infeasible, signage, road markings (such as "sharrows" and striping) and traffic-calming design measures may be less costly alternatives.

Action 2: Petition PennDOT to improve pedestrian and bicycle access along Perrysville Avenue, particularly at the entrance to Avon Park.

Implementation toolbox

Context-Specific Overlay: An overlay district could add a layer of design and development specifications to a defined area the Township prefers to see developed in a certain way. For instance, some communities use town center overlays to keep building footprints small and promote vibrant, walkable local business districts, and others use historic district overlays to ensure the preservation and enhancement of local resources. In a similar fashion, Kilbuck could design an overlay to ensure that any development that eventually occurs along its Route 65 gateway achieves a type of character consistent with the recommendations of the Route 65 Master Plan.

Objective 6: Build value in the local housing supply, promoting maintenance and a variety of options for households at all stages of life.

Goal 1:

Continue to address blighted properties through code enforcement.

Action 1: Consider more aggressive enforcement options, including:

- Utilize the provisions found in Act 90 of 2010, the Neighborhood Blight Reclamation and Revitalization Act. Municipalities can file actions against property owners for failure to repair deteriorating property and to deny municipal permits due to deteriorating property and failure to pay property taxes or municipal claims.
- Under the Municipal Housing Code Avoidance Act, persons with at least four convictions for the same code violation where the violation remains unabated; threatens health, safety, property; and no reasonable attempt to abate may be charged with a 2nd degree misdemeanor (1st degree for five or more convictions).

- Under the Municipal Code and Ordinance Compliance Act, any purchaser of a building with known code violations must correct the violations or demolish the building within 18 months (or longer by agreement with the municipality), a requirement enforceable with fines ranging from \$1,000 to \$10,000. Inspection of property is required at sale and again at 12 or 18 months from date of sale to enforce abatement.
- Under the Blighted and Abandoned Property Conservatorship Law, a court-appointed third party (municipality, nonprofit, or nearby neighbor or business owner) may take control of a blighted property when the owner has died or refuses to act.
- Under the Real Estate Delinquency Act, municipalities may coordinate the waiver of municipal, school and county tax claims upon receipt by one of them of donated tax delinquent property.

Goal 2:

Connect homeowners with rehabilitation assistance options.

Action 1: Develop a brochure and website section that provide information on programs and resources available to help property owners make improvements and include it along with mailed citations for code violations. Sources include (but are not limited to) the following:

- The Allegheny County Department of Economic Development provides financial help for home improvements to qualifying (elderly/very low income/disabled) residents of most neighborhoods
- ACTION Housing provides grants to elderly/disabled residents to make accessibility and weatherization improvements
- Hosanna Industries is a local nonprofit agency providing home construction, repair and rehabilitation services for low-income persons

living in deteriorating housing
(hosannaindustries.org)

- Housing Rehabilitation Assistance (HRA) provides advice on financial assistance and financing for home improvement projects (www.hraprogram.us)

Goal 3:

Create greater diversity within the Township's housing stock, particularly units suited to smaller households.

Action 1: Explore options to make aging in place feasible for Township residents who wish to remain in their homes, but find the work and cost of maintaining a large-lot single-family home to be prohibitive. This could include connecting residents with county or federal grants to build in accessibility features, helping residents source home and lawn care services, etc.

Action 2: Encourage the development of townhomes, patio homes, garden apartments and supportive housing for seniors. The use table by district within the current zoning ordinance allows a variety of dwelling structure types in R2 and R3; however, only single-family homes now exist. Therefore, the Township should consider adding flexibility where possible to encourage greater variety.

Objective 7: Promote business development and job creation and retention which will benefit the Township and the region.

Goal 1:

Attract and foster businesses that strengthen the mixed-use stretch along Camp Horne Road, in addition to finding infill development opportunities for business in compatible neighborhoods.

Action 1: Convene annual meetings of business owners within the Township to learn about local issues and devise strategies to address them.

Action 2: Encourage entrepreneurs and small business start-ups by educating residents about potential opportunities and programs available to assist small businesses, and consider developing public/private partnerships in individual cases (such as forgiving a tax lien on a vacant site for a new business).

Action 3: Implement capital improvement projects that enhance the public rights-of-way and/or supply infrastructure to encourage new or renewed investment in commercial properties.

Goal 2:

Improve the appearance and appeal of area businesses.

Action 1: Enforce the International Existing Building Code (IEBC) as part of the Uniform Construction Code (UCC) to encourage the rehabilitation of existing structures by eliminating applying construction codes to renovations.

Action 2: Promote improvements to facades, signs and overall appearance of commercial properties along Camp Horne Road. Connect business owners with information on resources and technical assistance available for rehabilitation projects, such as the Allegheny Restores program (County program that provides matching grants for this purpose).

Action 3: Review the Township's zoning ordinance to determine whether new or revised controls would enhance the character and appeal of the corridor, such as permitted signage types and design requirements for infill development.

Action 4: Determine whether businesses along Camp Horne Road would be interested in forming a Business Improvement District, in which businesses pay an additional tax or special assessment to fund projects in their vicinity. The proceeds could fund maintenance, marketing, events and streetscape improvements beyond what the Township provides.

General Recommendations

These action steps are related to the implementation of the Comprehensive Plan update, ways in which the Township can ensure that the research and analysis translates into appreciable community improvement.

Action 1: Educate potential candidates for public office about the comprehensive plan and priority projects. The Planning Commission should speak to potential candidates about planning, the Comprehensive Plan and priority projects so these community issues remain on their radar.

Action 2: Planning Commission should annually review Comprehensive Plan progress with Township Supervisors and submit priority implementation projects as a part of budget discussions. If the priority implementation projects require municipal approval/funding, the Planning Commission should ensure that these projects are presented to the Supervisors with enough time for them to consider them during budget negotiations.

Action 3: Research funding opportunities and write/submit grants to fund priority projects. The Planning Commission should take responsibility to research funding opportunities and, with the support of Township Supervisors, submit grant applications.

Action 4: Continue to use the Township website as a means of disseminating information among residents. Consider adding a “community bulletin board” component to allow posting of community events, programs, meetings, projects, etc.



Action Summary

The following table presents the goals contained within this section in an action plan format, identifying more detail that will assist implementation. The Planning Commission and Township Supervisors can use this tool to prioritize and undertake activities that will make the community's future vision a reality.

Objective 1: Ensure that orderly growth and redevelopment of Kilbuck Township occurs by encouraging infill development where vacant land and public infrastructure co-exist.

	Lead entity	Potential partners	Funding sources
Goal 1: Create a regulatory environment that encourages the right kind of investment.			
Action 1: Determine which requirements within the zoning ordinance present obstacles to otherwise compatible development proposals and where flexibility could be added to promote adaptive reuse and infill development.	Planning Commission	N/A	N/A
Action 2: Consider offering density bonuses in infill locations.	Planning Commission	N/A	N/A
Goal 2: Define and distinguish the Township's business district.			
Action 1: Create attractive and prominent signage at entry points into the Township.	Township Supervisors	Local businesses	Capital funds, local donations/partnerships, grants (see appendix)
Goal 3: Build agency partnerships to advance mutual goals.			
Action 1: Contact Allegheny County Economic Development to determine whether its redevelopment or grant opportunities would be well suited to incentivizing development within the Township.	Planning Commission	Allegheny County Economic Development	N/A

Objective 2: Reduce conflicts between existing development, future development and the environment by protecting and preserving historic structures, green spaces, natural features and commercially viable lands.

	Lead entity	Potential partners	Funding sources
Goal 1: Empower land owners to preserve their own properties.			
Action 1: Encourage land owners to apply to the Allegheny County Farmland Preservation Program.	Township Supervisors and admin staff	Allegheny County Conservation District	N/A
Action 2: Educate property owners about rural resource management provisions that should be requested in oil and gas leases.	Township Supervisors and admin staff	Allegheny County Conservation District	N/A
Goal 2: Exercise local land use controls to protect sensitive features.			
Action 1: Enforce existing local and county controls on development in areas with slopes of at least 25% and with sensitive soils or habitats and in other cases in which development poses potential hazard to the safety of life and property.	Township Supervisors	Allegheny County Economic Development	N/A
Action 2: Limit the expansion of public infrastructure in undeveloped areas identified in Allegheny Places as proposed greenways, particularly those along the southern border that the Allegheny Land Trust classified as GREENPRINT resources.	Planning Commission	Allegheny County Economic Development, Allegheny Land Trust	N/A
Action 3: Determine which approach to protecting green spaces and natural features would most appropriately balance property rights with the public interest in conservation and amend the Township's zoning ordinance as needed: <ul style="list-style-type: none"> • Create an overlay district for certain sensitive areas • Adopt conservation or cluster development provisions that require permanent protection for a specified percentage of the site area to be developed • In site-specific cases, negotiate conservation/preservation easements • Establish a system to transfer development rights from conservation-priority areas to a specified other area (possibly via inter-municipal partnership) where development would be more suitable • Acquire or seek donation of parcels in high-priority conservation areas that are at risk for development 	Planning Commission	Allegheny County Economic Development, Allegheny Land Trust	N/A

Objective 3: Provide safe and adequate utility service to commercial, residential and industrial consumers and extend sanitary sewerage facilities where appropriate within the Township.

	Lead entity	Potential partners	Funding sources
Goal 1: Continue to actively participate in regional wet weather management efforts.			
Action 1: Update the Act 537 Plan as required/needed.	Township Supervisors and admin staff	Three Rivers Wet Weather, ALCOSAN	
Goal 2: Seek opportunities to incorporate best practices.			
Action 1: Explore grant opportunities through PENNVEST's Growing Greener program and through Allegheny County sources to undertake larger-scale green infrastructure projects.	Planning Commission	Allegheny County Conservation District, Allegheny County Economic Development	Community Infrastructure and Tourism Fund, Gaming Economic Development Fund, PENNVEST, others
Action 2: Coordinate with local environmental agencies to connect residents with education and opportunities to incorporate green solutions (permeable parking areas, rain barrels, etc.).	Planning Commission	Allegheny County Conservation District, Allegheny County Economic Development	N/A
Action 3: Educate residents on the proper maintenance of on-lot systems.	Township Supervisors and admin staff	DEP	N/A
Goal 3: Ensure that continued expansion of public utility systems is consistent with the future land use map.			
Action 1: Work with the Township Engineer to determine, based on future development pressure and existing capacity and condition, where priority areas for system extension are and develop a capital improvement plan for infrastructure upgrades.	Township Supervisors and admin staff	Allegheny County Economic Development, ALCOSAN	Capital budget

Objective 4: Preserve and provide adequate accessible community facilities and services to the residents of the Township and develop recreational opportunities for all age groups and genders.

	Lead entity	Potential partners	Funding sources
Goal 1: Secure the Township’s long-term future through sound financial management.			
Action 1: Continue to encourage clear communication and responsible long-range planning in ensuring the Township’s fiscal sustainability. Maintain a balanced budget, and build a reserve fund to equal at least three months of typical expenditures.	Township Supervisors and admin staff	N/A	N/A
Action 2: Continue to ensure that elected officials remain responsive and accountable to Township residents.	Township Supervisors and admin staff	N/A	N/A
Action 3: Continue contracting with well-qualified providers to find cost-effective means of connecting residents with a full complement of public services.	Township Supervisors and admin staff	N/A	N/A
Action 4: Annually evaluate contracts to ensure that the services provided are a good fit for community needs.	Township Supervisors and admin staff	N/A	N/A
Goal 2: Support and enhance the recreational opportunities available to residents.			
Action 1: Continue partnership with the Avonworth Community Organization for Recreation Development and promote investment in the ACORD Park facilities to maintain their appearance and function as the facility ages.	Township Supervisors	ACORD and neighboring communities	See appendix for applicable possible grant funds
Action 2: Promote participation in ACORD Park community events by publishing details on the Township website. This form of outreach could also recruit volunteers to help plan and run additional recreational programming.	Township admin staff	N/A	N/A
Action 3: Work with the Allegheny Land Trust to develop a linear greenway along Lowries Run to connect to the Rachel Carson Trail.	Planning Commission	Allegheny Land Trust	See appendix for applicable possible grant funds
Action 4: Devise a plan for the future connection of Harmony Road to Camp Horne Road, including consideration of a multi-modal trail in place of the currently impassable section. In the long term, develop a network of safe routes for pedestrians and bicycles that connect the Township’s residential areas with commercial and recreational amenities.	Planning Commission	Allegheny County Economic Development	See appendix for applicable possible grant funds

Objective 5: Provide a safe and well-maintained transportation system that serves vehicles, cyclists and pedestrians.

	Lead entity	Potential partners	Funding sources
Goal 1: Improve the Township’s connection to Route 65 through coordinated land use and transportation planning.			
Action 1: Participate in the regional Route 65 Master Plan process to promote the Township’s interests and gain context for the highest and best use of the “Corridor Context” parcels identified on the future land use map.	Township Supervisors and admin staff	Other participating municipalities, Allegheny County Economic Development	N/A
Action 2: Based on the outcomes of the Master Plan, consider creating a zoning overlay that would create appropriate use tables and design specifications for the development of “Corridor Context” parcels.	Planning Commission	N/A	N/A
Goal 2: While continuing the Township’s maintenance program for existing roads, seek ways to open thoroughfares more safely for multi-modal travel.			
Action 1: Work with Allegheny County to devise options for making Camp Horne Road safer for pedestrians and bicycles. If widening the berm to accommodate non-vehicular travel proves to be infeasible, signage, road markings (such as “sharrows” and striping) and traffic-calming design measures may be less costly alternatives.	Township Supervisors	Allegheny County Economic Development, County Public Works, Southwestern Pennsylvania Commission, BikePGH	County funds; see appendix for other possible loan and grant sources.
Action 2: Petition PennDOT to improve pedestrian and bicycle access along Perrysville Avenue, particularly at the entrance to Avon Park.	Planning Commission	PennDOT, Southwestern Pennsylvania Commission, BikePGH	State funds; see appendix for other possible loan and grant sources.

Objective 6: Build value in the local housing supply, promoting maintenance and a variety of options for households at all stages of life.

	Lead entity	Potential partners	Funding sources
Goal 1: Continue to address blighted properties through code enforcement.			
<p>Action 1: Consider more aggressive enforcement options, including:</p> <ul style="list-style-type: none"> Utilize the provisions found in Act 90 of 2010, the Neighborhood Blight Reclamation and Revitalization Act. Municipalities can file actions against property owners for failure to repair deteriorating property and to deny municipal permits due to deteriorating property and failure to pay property taxes or municipal claims. Under the Municipal Housing Code Avoidance Act, persons with at least four convictions for the same code violation where the violation remains unabated; threatens health, safety, property; and no reasonable attempt to abate may be charged with a 2nd degree misdemeanor (1st degree for five or more convictions). Under the Municipal Code and Ordinance Compliance Act, any purchaser of a building with known code violations must correct the violations or demolish the building within 18 months (or longer by agreement with the municipality), a requirement enforceable with fines ranging from \$1,000 to \$10,000. Inspection of property is required at sale and again at 12 or 18 months from date of sale to enforce abatement. Under the Blighted and Abandoned Property Conservatorship Law, a court-appointed third party (municipality, nonprofit or nearby neighbor or business owner) may take control of a blighted property when the owner has died or refuses to act. Under the Real Estate Delinquency Act, municipalities may coordinate the waiver of municipal, school and county tax claims upon receipt by one of them of donated tax delinquent property. 	Township Supervisors and admin staff	Allegheny County Economic Development, QVCOG, Avonworth School District	N/A; see appendix for some project-specific grant opportunities

Objective 6: (continued) Build value in the local housing supply, promoting maintenance and a variety of options for households at all stages of life.

	Lead entity	Potential partners	Funding sources
Goal 2: Connect homeowners with rehabilitation assistance options.			
Action 1: Develop a brochure and website section that provide information on programs and resources available to help property owners make improvements and include it along with mailed citations for code violations. Page 93 of this report includes suggested resources.	Township admin staff	Allegheny County Economic Development	Allegheny County, ACTION Housing, Hosanna Industries; see appendix for others.
Goal 3: Create greater diversity within the Township’s housing stock, particularly units suited to smaller households.			
Action 1: Explore options to make aging in place feasible for Township residents who wish to remain in their homes, but find the work and cost of maintaining a large-lot single-family home to be prohibitive. This could include connecting residents with county or federal grants to build in accessibility features, helping residents source home and lawn care services, etc.	Planning Commission	Allegheny County Economic Development	See appendix for possible resources.
Action 2: Encourage the development of townhomes, patio homes, garden apartments and supportive housing for seniors. Consider changing the geography of zoning districts to add flexibility for a variety of dwelling types where appropriate.	Planning Commission	N/A	N/A

Objective 7: Promote business development and job creation and retention which will benefit the Township and the region.

	Lead entity	Potential partners	Funding sources
Goal 1: Attract and foster businesses that strengthen the mixed-use stretch along Camp Horne Road, in addition to finding infill development opportunities for businesses in compatible neighborhoods.			
Action 1: Convene annual meetings of business owners within the Township to learn about local issues and devise strategies to address them.	Planning Commission, admin staff	Local businesses	N/A
Action 2: Encourage entrepreneurs and small business start-ups by educating residents about potential opportunities and programs available to assist small businesses, and consider developing public/private partnerships in individual cases (such as forgiving a tax lien on a vacant site for a new business).	Township Supervisors, admin staff		N/A
Action 3: Implement capital improvement projects that enhance the public rights-of-way and/or supply infrastructure to encourage new or renewed investment in commercial properties.	Township Supervisors	Allegheny County Economic Development, PennDOT	Capital budget; see appendix for other opportunities
Goal 2: Improve the appearance and appeal of area businesses.			
Action 1: Enforce the International Existing Building Code (IEBC) as part of the Uniform Construction Code (UCC) to encourage rehabilitation of existing structures by eliminating applying construction codes to renovations.	Township Supervisors	N/A	N/A
Action 2: Promote improvements to facades, signs and overall appearance of commercial properties along Camp Horne Road. Connect business owners with information on resources and technical assistance available for rehabilitation projects, such as the Allegheny Restores program (County program that provides matching grants for this purpose).	Planning Commission	Allegheny County Economic Development	Allegheny Restores program, others listed in appendix
Action 3: Review the Township's zoning ordinance to determine whether new or revised controls would enhance the character and appeal of the corridor, such as permitted signage types and design requirements for infill development.	Planning Commission	Allegheny County Economic Development	N/A
Action 4: Determine whether businesses along Camp Horne Road would be interested in forming a Business Improvement District, in which businesses pay an additional tax or special assessment to fund projects in their vicinity. The proceeds could fund maintenance, marketing, events and streetscape improvements beyond what the Township provides.	Township Supervisors		

General Recommendations for Comprehensive Plan Update Implementation

	Lead entity	Potential partners	Funding sources
Action 1: Educate potential candidates for public office about the Comprehensive Plan and priority projects.	Planning Commission	N/A	N/A
Action 2: Annually review Comprehensive Plan progress with Township Supervisors and submit priority implementation projects as a part of budget discussions. If the priority implementation projects require municipal approval/funding, ensure that these projects are presented to the Supervisors with enough time for them to consider them during budget negotiations.	Planning Commission	N/A	N/A
Action 3: Research funding opportunities and write/submit grants to fund priority projects. The Planning Commission should take responsibility to research opportunities and, with the support of Township Supervisors, submit grant applications.	Planning Commission	N/A	N/A
Action 4: Continue to use the Township website as a means of disseminating information among residents. Consider adding a “community bulletin board” component to allow posting of community events, programs, meetings, projects, etc.	Township admin staff	N/A	N/A

Appendix A: Funding and Technical Assistance

GRANTS AND LOANS

Allegheny County Community Tourism and Infrastructure Fund (www.alleghenycounty.us/economic/authorities/citfund.aspx)

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

Allegheny Together (alleghenytogether.com)

This program provides downtown-based communities with a host of dynamic services aimed toward the sustainable revitalization of their business districts over a three-year period. Selection is a competitive process. The annual

application cycle begins in May. Details are available through the Department of Economic Development.

American Greenways Eastman Kodak Awards (conservationfund.org)

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

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

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

Appalachian Regional Commission
(www.arc.gov)

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

Authority for Improvement in Municipalities (alleghenycounty.us/economic/communities/grantsloans.aspx)

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

Bike Belong Coalition Grants Program
(bikesbelong.org/)

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

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

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

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

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

The Coca-Cola/KAB Recycling Bin Grant Program supports local community recycling initiatives by providing selected grant recipients with receptacles for the collection of beverage container recyclables in public settings. Grant recipients will receive actual recycling bins instead of funding.

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

Grants and technical assistance for federal designated municipalities for any type of community development, such as housing rehabilitation, public services, community facilities, infrastructure improvement, development and planning. Eligibility is two components: entitlement program, which provides annual funding to designated municipalities, and the

competitive program, available to all non-federal entitlement municipalities. Entitlement funding is set by formula. Competitive Program is \$500,000 maximum. Seventy percent of each grant must be used for activities that benefit low- and moderate-income persons.

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

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

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

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

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

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

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

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

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

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

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

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

Home Depot Foundation (www.homedepotfoundation.org/)

The Home Depot Foundation was created in 2002 to further the community building goals of The Home Depot Company by providing additional resources to assist nonprofit organizations throughout the United States and Canada. To better support its mission, The Home Depot Foundation will award most of its grants by directly soliciting proposals from high-

performing nonprofit organizations with the demonstrated ability to create strong partnerships, impact multiple communities and leverage grant resources. In order to identify potential future nonprofit partners or respond to unique community revitalization opportunities, a limited amount of funding is set aside to be awarded through a competitive process. Preference will be given to grant requests that offer volunteerism opportunities and encourage community engagement.

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

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

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

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

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

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

Pittsburgh area are not encouraged to submit a request. Laurel Foundation does not ordinarily approve multi-year grants, preferring instead to monitor the status of a program prior to additional funding approval.

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

Local Government Academy is pleased to announce the 2013 Multi-Municipal Planning & Community Sustainability Grant Program. To date more than \$500,000 in grants have been awarded to more than 30 groups of municipalities. The purpose of this program is to support the creation and implementation of multi-municipal plans in conformance with the Pennsylvania Municipalities Planning Code (MPC). Applicants are eligible for grants up to \$8,500 per municipality for one or more of the following:

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

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

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

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

National Gardening Association (grants.kidsgardening.org)

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

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

Fosters the development of collaborations among business firms, neighborhood organizations, local government entities and residents to encourage high impact long term investments in distressed areas. Projects must fall under one of the following categories: affordable housing, education, health and social services,

community economic development, job training, crime prevention and neighborhood assistance. Sponsorship consists of contributing a substantial amount of cash (minimum \$50,000) per year for a minimum period of five years. Tax credit equals 75 percent of approved project. Total tax credit is limited to \$500,000 annually.

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

Paddle Nation Projects Grants support pioneering projects and initiatives that are youth-developed and that result in increased paddling participation. Projects should reinforce the idea that recreational paddling is one of the most accessible and impactful ways in which young Americans are introduced to the outdoors. Applications are being accepted from individuals between the ages of 18 and 28 and 501c3 non-profits.

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

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

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

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

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

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

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

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

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

Assists Pennsylvania's communities in achieving revitalization. The program designates and funds communities that are implementing Main Street, Elm Street, Enterprise Zone efforts or other community development efforts by supporting physical improvements

and/or other communities that are undertaking revitalization activities within the community., provides accessible modifications for the homes of persons with physical disabilities.

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

Provides funding to assist local governments to plan for and efficiently implement a variety of services and improvements, and soundly manage development with an emphasis on intergovernmental approaches. Funding is available for three groups of activities: shared services; community planning; and floodplain management. MAP funds up to 50% of eligible costs. Counties and municipalities may apply; shared service activities require two or more participating municipalities.

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

The DCNR Bureau of Recreation and Conservation (BRC) builds connections between the citizens and the outdoors through recreation enhancement, natural resources conservation and community revitalization efforts. BRC partners with

communities and organizations across Pennsylvania to provide technical assistance and financial support for these efforts.

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

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

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

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

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

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

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

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

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

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

Humanities Grants are available to all nonprofits, including arts organizations, history groups and public libraries.

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

Safe Routes to School is a federal initiative that helps to enable and encourage students, including those with disabilities, to walk or bicycle to school. Safe Routes to School (SRTS) programs are built on collaborative partnerships among many stakeholders, including educators, parents, students, elected officials, engineers, community planners, business and community leaders, health officials, and bicycle and pedestrian advocates. Since 2005, the federal government has provided funding for all 50 states and the District of Columbia to implement a SRTS program. In Pennsylvania, the Department of Transportation is responsible for encouraging, promoting, and supporting SRTS activities across the state.

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

PENNVEST has been empowered by Pennsylvania state law, Pennsylvania Infrastructure Investment Authority Act 16 of 1988, to administer and finance the Clean Water State Revolving Fund (CWSRF) and the Drinking Water State Revolving Fund (DWSRF) pursuant to the federal Water Quality Act of 1987, as well as to administer the American Recovery

and Reinvestment Act of 2009 (ARRA) funds. PENNVEST also finances, through the issuance of special obligation revenue bonds, water management, solid waste disposal, sewage treatment and pollution control projects undertaken by or on behalf of private entities.

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

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

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

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

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

Sprout Fund Seed Grant (www.sproutfund.org)

The Sprout Fund provides small, catalytic funding awards and other support for innovative ideas and creative people making an impact in Pittsburgh and Southwestern Pennsylvania. Seed Awards provide catalytic funding to support the programmatic costs required to implement activities and events that engage young adults in their community. Seed Awards range from \$500 to \$10,000 and are made six times per year.

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

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

Surdna Foundation (www.surdna.org/)

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

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

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

The North Face Explore Fund (explorefund.org/)

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

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

Three Rivers Community Foundation in southwestern Pennsylvania is the region's only grantmaker dedicated solely to social change and justice. The Foundation's key issue areas include: Disability Rights; Economic Justice; the Environment; Racial Justice; Women, Youth, and Families; Lesbian, Gay, Bisexual, and Transgender Issues. In addition to making grants of up to \$4,000 in these action areas, TRCF also makes small Special Opportunity Grants of up to \$500

throughout the year for unanticipated opportunities that may arise, for which organizations did not budget.

US Department of Transportation—TIGER Discretionary Grant Program (www.dot.gov/tiger)

The Transportation Investment Generating Economic Recovery, or TIGER Discretionary Grant program, provides a unique opportunity for the U.S. Department of Transportation to invest in road, rail, transit and port projects that promise to achieve critical national objectives.

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

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

LABOR

Local Government Academy Municipal Intern Program

(localgovernmentacademy.org/interns-and-careers/mip/)

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

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

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

TECHNICAL ASSISTANCE

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

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

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

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

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

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

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

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

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