

11. Implementation Strategies

The Implementation Matrix, **Table 11-1**, provides a summary of the Strategies from the previous Chapters, and presents an action plan for achieving the Township's vision for its future growth. The action plan lists a timeline for implementation and the party or parties responsible for directing the implementation of each strategy. The Board of Supervisors, Township Engineer, Planning Commission, Environmental Advisory Council, and other Township officials should consider this Matrix when drafting the annual budget, as well as revisions to Township Ordinances.

For easy reference, the matrix is organized by chapter. The first column refers to the chapter and section that discusses the strategies and provides context behind the recommendation. The timeline indicates actions to be completed in the "short term", "medium term", "long term", or "on-going". Short term indicates that a strategy should be implemented within 2 to 3 years after Plan adoption. Medium term is intended to mean 3 to 7 years, and long term is intended to mean 7 years and beyond. On-going indicates actions that are continually implemented after Plan adoption.

The following key lists the responsible parties (i.e., the decision makers) as related to Table 11-1:

BOS = Board of Supervisors
ESASD = East Stroudsburg Area School District
MCPC = Monroe County Planning Commission
MA = Middle Smithfield Township Municipal Authority
NPS= National Park Service
P&RC = Parks & Recreation Commission
PC = Planning Commission
PennDOT = Pennsylvania Department of Transportation
TE = Township Engineer

The responsible parties listed above will most likely delegate the tasks and strategies that follow, as part of the implementation that they oversee. For example, the Board of Supervisors or Planning Commission may direct the Township's Planning Consultant (TPC), Zoning Officer (ZO), or Code Enforcement Officer (CEO) to undertake a particular strategy. Suggestions for the delegation are listed in parenthesis.

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Section	Strategy	Priority	Responsible Party(s)
4. A Plan for Land Use			
4.F.1	Prioritize natural resource protection areas and amend the Zoning Ordinance to protect these areas accordingly.	Short Term	BOS
	Concentrate growth in T-4, T-5, and T-6 Areas.	Short Term	BOS
	Permit appropriate low-density growth in the T-3 Area.	On-going	PC
	Develop and monitor a 10-year Growth Plan.	On-going	BOS; PC;
	Establish a dialogue with the County and adjacent municipalities concerning regional growth.	On-going	BOS; PC; MCPC
	Establish a TDR program and define receiving and sending areas in accordance with the Proposed Character Areas Map.	Short Term	PC; BOS (TPC)
4.F.2	Promote large-scale nonresidential opportunities.	On-going	BOS; PC
	Promote small-scale nonresidential opportunities.	On-going	BOS; PC
	Incorporate a fiscal impact analysis in the development review process.	Short Term	BOS; PC
4.F.3	Zone for mixed use and Traditional Neighborhood Development (TND).	Short Term	PC; BOS
4.F.4	Develop design guidelines based upon "best practices and models" for: <ul style="list-style-type: none"> - Mixed-use development; - Conservation design - Cluster development; - Traditional neighborhood development (TND); - Public corridors such as Routes 209 and 402; - Small-scale commercial clusters; - Landscaping and buffering. 	Short Term	PC; BOS; TPC
	Incorporate design review into the development review process.	Short Term	PC; BOS (TPC)
	Use Best Practices and Models (pgs 4-17 to 4-30) to identify and codify key planning & design elements.	Short Term	PC; BOS

Table 11-1: Implementation Matrix

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Section	Strategy	Priority	Responsible Party(s)
4. A Plan for Land Use			
G. Historic Resources			
4.G.1	Provide access to education and encourage a greater awareness of the value of these resources to the community's identity and history.	On-going	BOS
4.G.2	Consider implementing a historic preservation ordinance that uses a tiered approach.	Short Term	PC; BOS
4.G.3	Encourage rehabilitation of existing buildings	On-going	PC; BOS
4.G.4	Encourage the adaptive reuse of existing buildings.	On-going	PC; BOS
4.G.5	Designate historic properties as "sending areas" in the Township's Transfer of Development Rights programs.	Short Term/On-going	PC; BOS

Section	Strategy	Priority	Responsible Party(s)
5. A Plan for Housing			
5.1	Providing incentives for rehabilitation and adaptive reuse of existing structures.	Short Term	BOS
5.2	Adopt a Zoning Map consistent with the Proposed Character Areas and with sufficient land for projected housing needs.	Short Term	PC; BOS
5.3.a.	Amend the Zoning Ordinance to permit Traditional Neighborhood Development with mixed housing types.	Short Term	PC; BOS (TPC)
5.3.b.	Amend the Zoning Ordinance to: <ul style="list-style-type: none"> - Permit a wider range of housing types in the different zoning districts - Incorporate design guidelines that will protect and enhance existing neighborhoods in accordance with the Best Practices - Encourage development to adhere to design guidelines - Permit accessory dwelling units (in-law suite) in residential zoning districts. - Provide incentives for senior and workforce housing, possibly through increased flexibility or density bonuses. - Evaluate and revise the Transfer of Development Rights Program to support diversified housing opportunities in receiving areas. 	Short Term	PC; BOS (TPC)

Table 11-1: Implementation Matrix

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Section	Strategy	Priority	Responsible Party(s)
6. A Plan for Community Facilities (municipally owned and operated) A. Community Facilities (General)			
6.A.1	Cooperate with the State, County and adjacent municipalities to ensure the provision of regional services such as ambulance, library, and social services. Assess and monitor the need for a regional or (joint) local police force and paid emergency services staff as the Township grows.	On-going Medium Term	BOS; MCPC BOS
6.A.2	Develop a mechanism for the ESASD to review and provide input on pending development proposals under the Township's review. Require fiscal impact statements that analyze selected developments' impact on the School District. Encourage developers to cooperate with the School District to acquire land for additional facilities as needed. Encourage compact development that concentrates housing around schools, thereby allowing students to walk to school and other facilities. Encourage affordable workforce housing for teaching and administrative staff (See Ch 5. A Plan for Housing). Explore opportunities for a community college and other social services. Seek opportunities and partnerships to create youth and senior centers in the Township. Encourage community-based nonprofit organizations.	Short Term Short Term On-going On-going On-going Medium Term Medium Term Medium Term	PC; BOS; ESASD BOS; ESASD BOS; ESASD BOS BOS BOS; MCPC BOS BOS
6.A.3	Establish a Capital Improvements Plan for existing facilities and services. Cooperate with regional entities and adjacent municipalities to support regional facilities (i.e., library). Develop a monitoring program to ensure existing facilities and services meet projected needs for the future, including solid waste and recycling management services.	Short Term On-going Short Term	BOS; PC BOS; MCPC BOS; PC

Table 11-1: Implementation Matrix

Section	Strategy	Priority	Responsible Party(s)
6. A Plan for Community Facilities (municipally owned and operated) B. Park & Recreational Facilities			
6.B.1	Establish an inventory of existing and desired park and recreation facilities. Establish a capital improvements program to increase capacity at existing park facilities and provide new recreational programs and facilities. Conduct a Comprehensive Open Space and Recreation Plan.	Short Term Medium Term Short Term	P&RC; BOS P&RC; BOS P&RC; BOS; PC
6.B.2	Collaborate with the National Park Service (NPS) to facilitate greater promotion, access, and use of existing park and conservation lands. Collaborate with the State, County, and Regional parks to facilitate greater promotion, access, and use of regional assets. Collaborate with the school districts to increase the sharing of recreational facilities.	On-going On-going On-going	P&RC; BOS; NPS P&RC; BOS; MCPC; NPS P&RC; BOS; ESASD;
6.B.3	Cooperate with Monroe County and other partners to build upon and implement the Eastern Monroe Open Space Plan and Monroe County Open Space Plan. Investigate potential sources and partnerships for trail improvement and maintenance.	On-going Medium Term	BOS; MCPC P&RC; BOS
6.B.4	Amend the Township Codes to provide density bonuses for dedication of open space. Amend the Township Codes to require a recreational fee-in-lieu for residential and nonresidential development.	Short Term Short Term	PC; BOS (TPC) PC; BOS (TPC)

Table 11-1: Implementation Matrix

Section	Strategy	Priority	Responsible Party(s)
7. A Plan for Utilities			
7.1	Implement the Special Study Area update to the Township’s Act 537 Plan for modification of public sewer service area boundaries. Update the Township’s Act 537 Plan in its entirety. Establish a capital improvements plan for infrastructure expansion and improvements.	Short Term Medium Term Medium Term	TE; BOS; MA TE; BOS; MA TE; BOS; MA
7.2	Support continued maintenance and repair of sewage disposal systems owned and operated by MSMA (Middle Smithfield Municipal Authority).	On-going	BOS; MA
7.3	Implement innovative on-lot and community sewage disposal systems.	On-going	BOS; TE
7.4	Protect and maintain a high quality water supply by incorporating recommendations from the Monroe County <i>Water Supply and Wellhead Protection Plan</i> into the Township Code and plan in accordance with the State Water Plan.	Short Term	PC; BOS; (TE; TPC)
7.5	Promote water saving measures in new construction. Maximize the efficiency of water supply systems.	On-going On-going	BOS (ZO) BOS
7.6	Implement the use of Best Management Practices (BMPs) for stormwater management such as vegetative filtration, riparian buffer plantings, bio-retention areas, rain gardens, and vegetative flow conveyance. Incorporate elements and recommendations from the Brodhead/McMichaels’s Stormwater Management Plan and Floodplain Model Ordinance into the Township Code. Advocate the completion of an Act 167 Plan for the Bushkill Watershed.	Short Term/On-going Short Term On-going	TE; BOS TE; BOS TE; BOS; PC

Table 11-1: Implementation Matrix

Section	Strategy	Priority	Responsible Party(s)
8. A Plan for Transportation & Circulation			
8.1	Create a road system parallel to Route 209.	Long Term	PennDOT; BOS
8.2	Create east west connectors to relieve traffic congestion and increase connectivity.	Medium Term	PennDOT; BOS
8.3	Encourage a minimum of two through streets between adjoining neighborhoods, except where environmental constraints exist.	Short Term	PC; BOS
	Limit the use of cul-de-sacs to situations where environmental constraints exist.	Short Term	PC; BOS
	Encourage cross-access easements on new and redeveloped development.	On-going	PC; BOS
8.4	Install traffic control devices at selected intersections.	On-going	PennDOT; BOS
8.5	Require sidewalks in new development in Character Areas 4 through 6.	Short Term	PC; BOS
	Require the extension of sidewalks to adjoining neighborhoods.	Short Term	PC; BOS
	Require trails or unpaved paths in Character Area 3.	Short Term	PC; BOS
	Promote pedestrian interconnectivity between adjacent parcels and uses when developed or redeveloped.	On-going	PC; BOS
8.6	Coordinate with Monroe County to ensure an adequate transportation network.	On-going	BOS; MCPC
	Incorporate and implement recommendations of the CTLUMS project.	Medium Term	BOS; MCPC
8.7	Require new on and off street multi-purpose paths to connect to existing and planned paths on adjacent properties.	Short Term	BOS
	Participate in Monroe County and PennDOT efforts to formulate cross-state bikeway system.	On-going	BOS; MCPC; PennDOT
8.8	Coordinate with Monroe County Transit Authority (MCTA) to support and establish a public transportation system.	On-going	BOS; MCPC
	Support the use of alternative energy in the transportation system.	On-going	BOS