

Moon Township Comprehensive Plan

April 2015

Public Review

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A number of the Comprehensive Plan Committee stakeholders are key partners in maintaining and enhancing Moon Township's vibrancy. Together with government, businesses, community groups and residents, they have laid a framework for the plan's success. They are key allies in making Moon Township a great place to live, work, learn and play.

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Resolution Adopting Plan

Foreword

What is a Comprehensive Plan?

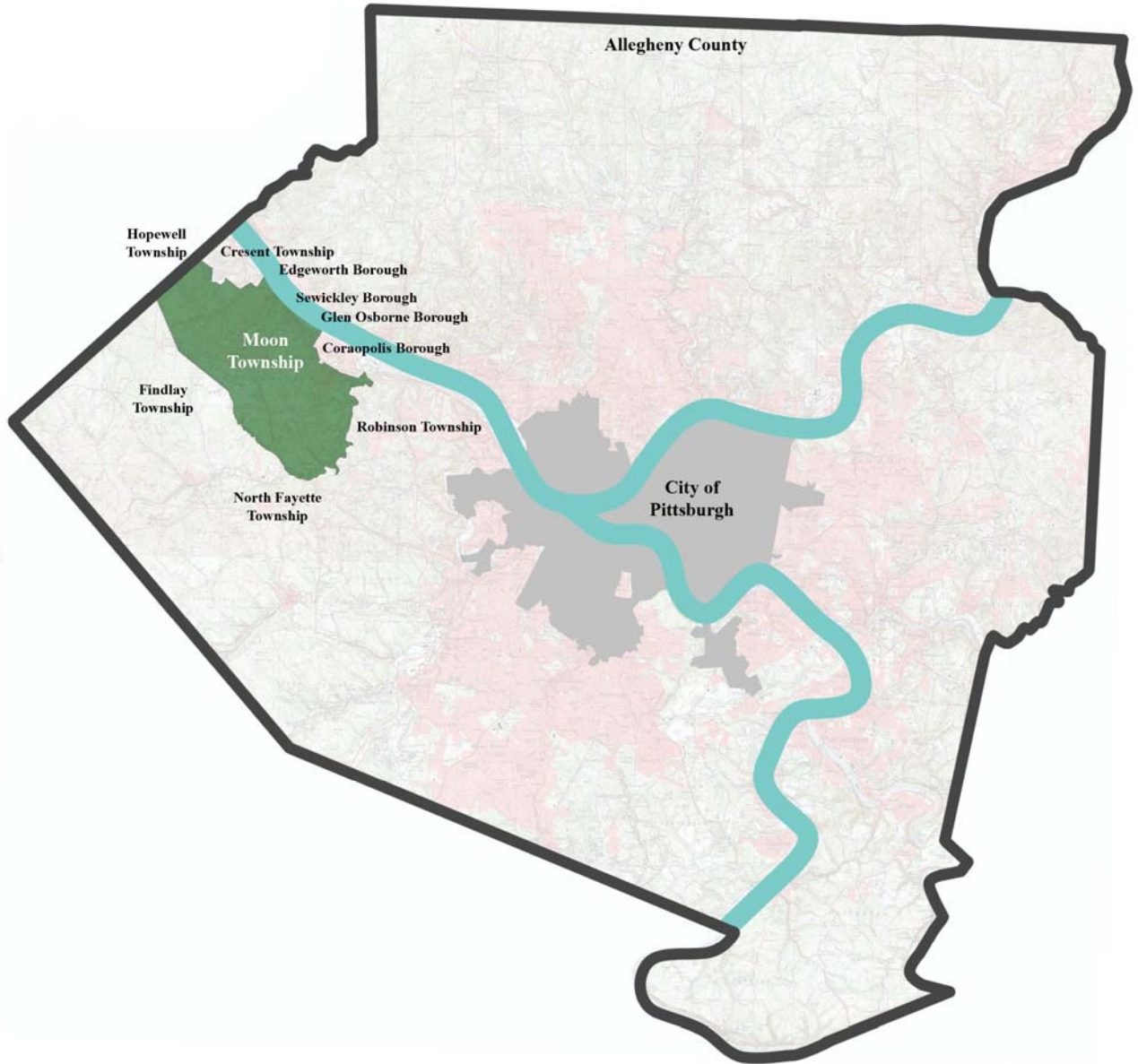
A comprehensive plan is a living guide of goals that shapes the direction of the community's preservation and development activities and establishes community development oriented policies. The plan defines and documents vision and aspirations and outlines a roadmap to assist the community in making decisions about its future. The vision outlined in the plan can prompt examination of regulatory guidelines to ensure compliance with stated goals and actions within the plan. A comprehensive plan is broad in scope, examining the existing physical, social and economic characteristics, but it seeks to apply this knowledge to the future. It speaks to various issues in general terms, but it also makes specific recommendations. The comprehensive plan is, in part, a factual report that examines how the past has led to the present, as well as a report that can be used to chart the path into the future. Factors such as a growing population, changing demographics, and the ever-increasing influence of global economics all complicate planning for the future while making it all the more necessary. Regardless of where a community is or how successful it has been in the past, change is an inevitable factor in the life-cycle of any municipality. In short, the foundation is constantly shifting.

Moon Township has experienced decades of success: from high quality housing to excellent recreational amenities and desirable corporate employment centers. However, as the community moves forward, resident and business needs, desires and preferences are evolving along with demographic shifts and regional factors such as the growth of the oil and gas industry. For example, people increasingly desire better connectivity through their neighborhoods and to schools, parks and shopping via amenities such as sidewalks, trails and bike paths/lanes. Most people also want the jobs, tax revenues and civic amenities that growth and development can provide. They do not want to strain municipal budgets, exacerbate traffic or lose quality open space.

To address these desires, the Moon Township Comprehensive Plan carefully balances future land use patterns, public costs, municipal revenues, natural resource protection, civic amenities, traffic improvements and community character in relation to one another. The integration of these resources is based on a thorough understanding of the community's capacity to support future development and exhaustive analysis of demographic, socio-economic and physical factors.

The components of this plan are interconnected by a symbiotic relationship; each individual component deals with an assortment of quality of life issues and establishes a set of policies to guide the protection and use of those resources. When viewed collectively, the components form an integral plan that balances community needs and desires with available resources.

Moon Township Regional Map



Executive Summary

Planning Process

The planning process varies by community based on its strengths, challenges, capability and resources. Moon Township's process began with understanding of community background and analysis and ended with a set of recommendations and actions in a report. Phase 1 of the comprehensive planning process included background analysis, community outreach and initial plan recommendations. Phase two of the process included the creation of final recommendations found within this plan, creation of this final report document and the adoption process.

Stakeholder outreach was conducted in the form of focus groups in May 2011 at the beginning of the planning process to discuss community attributes, assets, strengths, deficiencies, needs and weaknesses. At the end of 2011, a community survey was mailed to property owners in Moon Township as well as to residential and nonresidential property owners who do not reside in the Township. Additional stakeholder outreach was conducted in October 2014 to discuss key actions and partnerships for implementation.

This planning process also represents the beginning of plan implementation, which is addressed through recommendations and the Township's ongoing efforts to take steps towards completing those actions.

Background

The growth in Moon Township was the result of a four-part perfect storm - World War II, the airport, the Penn-Lincoln Parkway, and farmlands poised for subdivision.

1) World War II - in 1941 the federal government selected Moon Township as the location of Pittsburgh's military airport as a defense worker housing project (Mooncrest);

2) The Greater Pittsburgh and then Pittsburgh International Airports - after World War II, the federal government turned the military airport over to civilian use for the Greater Pittsburgh Airport (opened in 1952), which then became an international airport in 1972;

3) The Penn-Lincoln Parkway was equally important. It provided four-lane access to Moon from downtown Pittsburgh. A four-lane road was relatively rare at the time.

4) The road combined with the airport, combined with the fact that Moon Township had so much available farmland poised to convert to residential, was the main reason why there was rapid post-war subdivision development in Moon Township.

The growth was challenged in the early 1990s, however, when the airport relocated to Findlay Township. At that time, Moon Township developed a forward-thinking plan that would help sustain growth in the Township. Although the airport moved to Findlay, Moon Township still benefits greatly from its proximity to the airport's location. The Township has continued to experience growth and today is home to a number of high-profile national corporations, including FedEx Ground, GlaxoSmithKline, Eaton Corporation, Nova Chemicals, Inc., and Michael Baker International. In addition, Moon Township serves as the home of Robert Morris University, which educates nearly 5,400 students annually.

Issues and Opportunities

Building on the analysis of demographics and other data as well as the results of the community survey, the following contemporary issues and opportunities were identified as areas of concern for residents, workers, property owners, and business owners in a community, as well as emerging issues and opportunities that could be important in the future. Moon Township's issues and opportunities reflect discussions with the Planning Commission, with residents at public meetings and with stakeholder focus groups. These issues and opportunities also shape the Comprehensive Plan's recommendations.

- Moon Township is situated in a highly desirable *location* within the region.
- Proximity and *convenient transportation access* to regional assets and employment opportunities like Downtown Pittsburgh, the Pittsburgh International Airport, and retail/employment centers are fundamental to the community's viability. Connecting the Township's diversity of amenities, places and landscapes is important for *mobility*. While current regulations require *sidewalks* in new developments, many neighborhoods remain disconnected from the amenities that residents want to access without needing cars.
- Although the *ordinances* help the Township to maintain its high quality development, they do not offer many incentives for enhanced development quality. About two-thirds of all permitted and discretionary uses require additional standards and a public hearing, which can consume staff time, require additional time by the elected officials, and cost the property owner or developer more money.
- The core campus of *Robert Morris University* consists of a 230-acre tract in Moon Township. Recently, there has been greater communication and cooperation between the school and Township with interest in additional opportunities for partnership.
- *Moon Area School District* students consistently perform above state and national averages on standardized testing.
- Along with the desire to improve quality of life for all community residents, Moon Township actively seeks to accommodate its *aging residents*. As the proportion of an older population continues to increase, land use and circulation/accessibility decisions will play a pivotal role in retaining a vibrant senior population.
- *Development and redevelopment opportunities* abound in Moon Township. Although the remaining developable land is considered more difficult to develop, plans are in place to provide transportation and utility infrastructure.
- Without a designated center or “heart,” the community will likely continue to encounter challenges in defining Moon Township's “*heart and soul*.”



Sewickley Bridge from Riverfront Park

- The municipal government is conscientious and ***fiscally responsible***: low taxes and low debt. The Moon Township Municipal Authority has positioned itself as a reliable, cost effective service delivery agency, with available capacity for sustained local and regional growth.
- Moon Township is feeling the effects of ***competition*** for businesses and residents from nearby communities although it is still highly desirable from both a residential and non-residential perspective.
- Moon Township has a ***high level of community services and amenities*** including existing and planned ***parks, regional trails, a library and a highly effective police department***.
- Moon Township has a large inventory of historic resources that are important to its ***history and rich, diverse character***. By incorporating existing historic places and cultural assets into a plan for the future, Moon Township can preserve, protect, and promote the Township's locally important resources and build upon the characteristics that have made Moon Township an exceptional community that has withstood the test of time.

Vision

A comprehensive plan establishes a long-range vision and goals for the community, and those goals guide the rest of the planning process.

Vision Statement

Moon Township aspires to continue to be a distinctive community with effective and responsible leadership, where a high quality of life is enhanced with compatible, sustainable development and amenities, connected by multi-modal local and regional transportation.



Friends of Boggs School

Goals and Objectives

Goals are driven by Moon Township’s issues and opportunities. They represent the community’s broad aspirations and support the Township’s overall vision. The following chapters of this plan outline a number of objectives, actions and initiatives that support the goals.

Objectives are broad approaches to accomplishing goals. The objectives are organized in relationship to the primary goal that they support.

1. ENCOURAGE HIGH-QUALITY DEVELOPMENT

- A. Maintain development quality while simplifying the development/approval process and reducing cost
- B. Enhance the Township’s historic and cultural preservation efforts through ordinances, polices, regulatory actions and voluntary measures
- C. Incentivize sustainable development and development of community amenities

2. PROMOTE MULTI-MODAL INTERCONNECTIVITY LOCALLY AND REGIONALLY

- A. Expand multi-modal transportation options within and to the Township by focusing on connectivity in key areas
- B. Better understand and define the Township's position in the regional transportation system and work to enhance that system



Felician Sisters Convent at 1500 Woodcrest Avenue

3. DEVELOP COMMUNITY IDENTITY

- A. Support the "heart and soul" of Moon Township as both a conceptual and a physical place
- B. Work to support and maintain community character through outreach and preservation efforts

4. SHOWCASE AND SUPPORT COMMUNITY

- A. Continue to support and value open space and the community's suburban character by emphasizing quality recreation and open space that serves residents of all ages, interests and abilities
- B. Bolster efforts to maintain and enhance Township quality of life and promote the Township as a great place to live, work and play

5. EMBRACE COLLABORATION AND COOPERATION

- A. Cooperate with local, regional and state governments and organizations to reach planning goals
- B. Encourage meaningful participation in governmental activities so that existing and future residents and businesses are actively engaged and supportive of planning goals

6. ADVANCE AND PROMOTE SUSTAINABILITY

- A. Promote infill and sustainable development to best utilize existing building stock, complement neighboring land uses and encourage multi-modal access to goods and professional services
- B. Invest strategically in infrastructure enhancements to support targeted development areas
- C. Promote and establish sustainable practices for Township facilities and encourage residents and businesses to adopt sustainable practices

7. ADDRESS COMMUNITY NEEDS WITH EFFICIENCY

- A. Prepare for and accommodate a diverse population of all ages and ability levels by ensuring that the Township has a diverse range of housing options
- B. Continue to find efficiencies in municipal services and facilities and accommodate a diverse population through the cost-effective provision of public services and facilities.

Plan Elements

From these goals and objectives, ideas for the future come together. Recommendations within this plan aim to produce positive results for the overall community while being straightforward and cost-effective. To achieve the goals and objectives listed above, the plan is organized by four topics or plan elements:

- ❖ Land Use, Development and Housing Element
- ❖ Transportation and Connectivity Element
- ❖ Government, Services, Facilities and Infrastructure Element
- ❖ Community Assets, Amenities and Resources Element

Building Blocks

The following Building Blocks are key recommendations culled from the overall set of recommendations. This list outlines the detailed steps needed for implementation of the Building Blocks. The Building Blocks represent important recommendations and actions that drive the success of the plan and provide the basis for other actions. These actions should be completed concurrently with other components of plan implementation. They are organized based on the Plan Elements

Land Use, Development and Housing Element

- Review and update the existing Zoning Ordinance and SALDO:
 - Reduce complexity
 - Focus on performance standards
 - Create more incentives
 - Streamline the approval and review process
- Audit land development criteria in the context of flexibility and for opportunities related to sustainability. Make regulatory amendments as appropriate. Considerations should address:
 - Dimensional standards
 - Incentives to promote infill, sustainable development and green building
 - Shared parking
 - Stormwater management
 - Connectivity (multi-modal, to recreation amenities, etc.)
- Review land uses in Mooncrest to develop a strategy to preserve historic resources, improve quality of life and promote economic development

Transportation and Connectivity Element

- Update the Moon Township Sidewalks and Trails Master Plan to outline and prioritize pedestrian connectivity improvements; add a bicycling component to the plan. Focus on:
 - Key corridors and key connection points
 - Mobility between residential developments
 - Leveraging the existing protected corridors between cul-de-sacs through pathways, easements, etc.
 - Protected passage between residential areas and parks, schools and commercial centers
 - Connecting office parks with Robin Hill Park and Moon Park
- Implement recommendations of the updated plan by considering connectivity in all planning and municipal decisions
- Enhance pedestrian and bike connectivity along key corridors and at key connection points, prioritizing links from residential neighborhoods to schools, parks and small-scale commercial developments, with a focus on the following areas:
 - Mooncrest to Coraopolis
 - University Boulevard
 - Beaver Grade Road
 - Thorn Run Road
 - Connections to Robert Morris University
 - Connections between office parks and Robin Hill and Moon Parks
 - Montour Junction (proposed Allegheny County park)
 - Montour Trail
- Support studies and cooperation to find multi-modal regional transportation solutions

Government, Services, Facilities and Infrastructure Element

- Collaborate with Pennsylvania Department of Transportation, property owners and Moon Area School District to promote safe routes to school
- Complete a physical facility needs assessment for the potential consolidation of municipal services in one or more buildings
- Improve water, energy and waste efficiency in Township facilities

Community Assets and Resources Element

- Assess the feasibility and potential location of promoting a "town center." Issues to be assessed include:
 - Location and accessibility
 - Market potential
 - Value to the community
 - Consider opportunities based on the results of the analysis of municipal buildings and facilities

- Identify opportunities to create a sense of place in Moon Township on key corridors:
 - Beaver Grade Road
 - Thorn Run Road
 - University Boulevard
 - Coraopolis Heights Road
 - Ewing Road

- Create a pedestrian and vehicular-oriented wayfinding system to better communicate the Township's assets and amenities in primary corridors and nodes

- Continue the development of the Riverfront Park as the Township's newest open-space and recreation amenity

- Update the 2005 Moon Township Comprehensive Parks, Recreation and Open Space Plan to inventory and identify opportunities related to existing Township assets

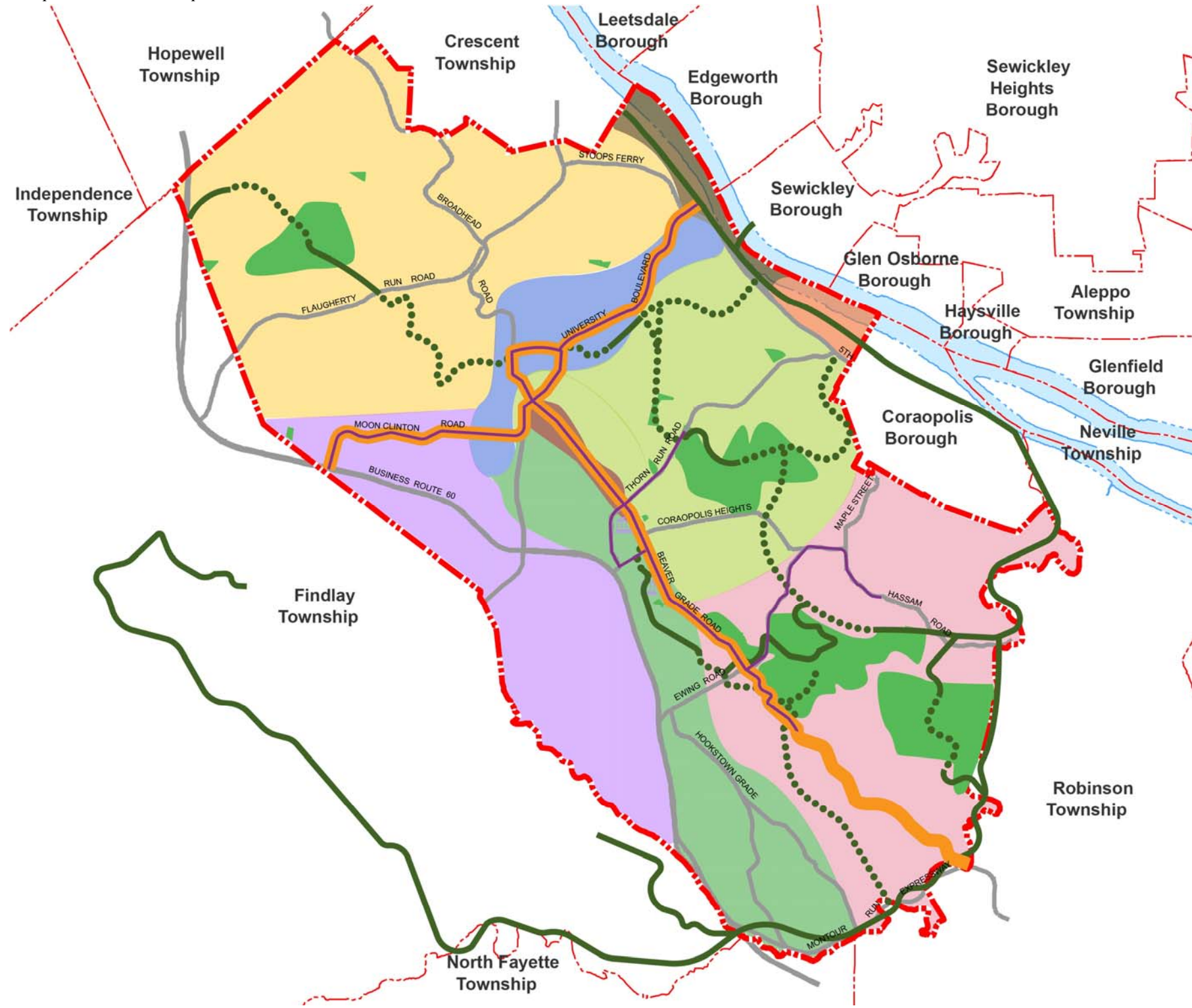
Comprehensive Plan Map

The Comprehensive Plan is a statement of the community's vision for the future and a guide to achieving that vision. The Comprehensive Plan Map is a graphic representation of the recommendations, concepts and goals of the overall Comprehensive Plan. Recommendations related to physical places are identified—primarily future land use and connectivity.

The Comprehensive Plan Map serves as a guide for the future development of Moon Township to balance community needs and available resources. The land uses, trails and other items are further examined in each of the Plan Elements found in the following chapter.

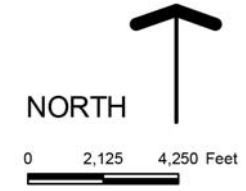
While this Comprehensive Plan Map is not a zoning map and does not affect existing approved zoning, it provides the foundation for making changes or developing new regulations that implement the identified vision, goals and policies of the overall Comprehensive Plan.

Comprehensive Plan Map



LEGEND

-  Moon Township
-  Surrounding Municipalities
-  Traffic Network
-  Montour Run Residential Neighborhood
-  Flagherty Run Residential Neighborhood
-  Thorn Run Residential Neighborhood
-  University Boulevard Corridor
-  Industrial Riverfront
-  Riverfront Conservation
-  Regional/Corporate Commerce
-  Camot Village
-  Airport Commerce
-  Existing Parks
-  Key Pedestrian Routes
-  Key Bike Routes
-  Proposed Trails
-  Existing Trails



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Chapter 1: Overview

The simplest way to approach planning is through a cohesive, investigative process – an organized way of inquiring about change and challenges and thinking about the future and solutions. Generally, a comprehensive planning process consists of making surveys, analyses and projections; exposing problems, setting goals and objectives; formulating alternative ways to reach objectives; choosing among alternatives; implementing decisions; experiencing outcomes; and finally evaluating those outcomes and updating goals and/or methods. The vehicle through which this process is initiated and formalized for the guidance of officials and the understanding of the general public is the comprehensive plan.

*“Inspiration
usually comes
during work,
rather than
before it.”*

*-Madeline L’Engle,
American writer*



John Getty House at 900 Thorn Run Road

The Pennsylvania Municipalities Planning Code, Act 247 of 1968, as amended, mandates that the comprehensive plan contain certain basic elements including the following:

- A statement of community development goals and objectives;
- A land use plan;
- A housing needs plan;
- A transportation and circulation plan;
- A community facilities and utilities plan;
- A statement of plan component interrelationships;
- A discussion of short and long range implementation strategies;
- A statement of the relationship of the community's future development to adjacent areas;
- A plan for the protection of natural and historic resources; and
- A plan for the reliable supply of water.

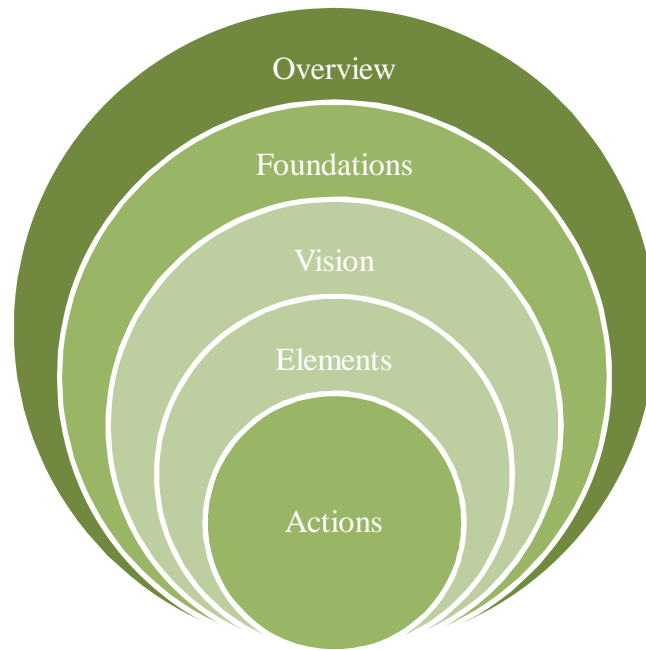
The comprehensive plan is by no means limited to these elements, nor should it be.

In preparing the plan, studies must be conducted on various subjects, including the existing conditions within the community and the prospects for future growth. Usually, these studies include such items as a cultural history, existing land use, transportation and circulation, community facilities, socio-economic analyses, natural features, population and housing.

The studies conducted for the topics mentioned above attempt to objectively analyze the community from a number of different perspectives. Each individual study takes an in-depth look at the issues facing the Township. When completed, each study will then lend support to the development of the plan. From these sources, facts and trends can be assimilated and used to develop the basic assumptions and forecasts necessary for the development of the plan.

How to Read This Plan

This plan lays out a strategic direction for Moon Township through achievable approaches and steps for implementation. The plan document itself is the final element of a planning process. After the studies have been completed and a factual base exists from which to make decisions, and after the community development goals and objectives have been stated to guide future decisions, a preferred course of action will form the foundation for the community's future growth.



Chapter 1 Overview: The opening chapter of this plan, Overview, lays out its purpose and explains the process of engaging community members, elected leaders and technical experts to develop the plan's major goals, strategies and initiatives.

Chapter 2 Foundations: The second chapter, Foundations, contains a brief summary of key issues and a description of existing conditions that were identified during the planning process. Expanded discussions of these items can be found in the Appendix.

Chapter 3 Vision: The third chapter, Vision, introduces the overarching aspirations of the plan along with the accompanying goals that can move Moon Township towards its vision. Following this overview of vision and goals is a short discussion of each plan element and how they work together to achieve the Township's Vision:

- ❖ Land Use, Development and Housing Element
- ❖ Transportation and Connectivity Element
- ❖ Government, Services, Facilities and Infrastructure Element
- ❖ Community Assets, Amenities and Resources Element

Chapter 4 Elements: Elements contains more in-depth discussions of the plan’s specific goals, objectives and actions.

Chapter 5 Actions: Actions is a consolidated plan for implementation of the plan’s action steps. Key partners and priorities are identified as well as timeframes. This piece can be a key tool in future evaluation and benchmarking of plan implementation. This chapter provides ways to involve all stakeholders. The true strength of the plan is that it was developed with public support and its success depends on continued public involvement.

Found within Chapter 5, the Action and Implementation Plan was created through a collaborative process among professional consultants, Township Staff, the Planning Commission and the Board of Supervisors. Recommendations found within the Elements chapter are the basis for the Actions. The Action and Implementation Plan details specific steps to achieve the Township’s vision. It identifies the stakeholders and partners who should be responsible for each of the steps, the general priority level and timeframe in which the steps should be completed and the goals to which each action is related. It includes a list of short-term, mid-term and long-term goals including general cost estimates where possible.

Chapter 6 Trends: The Trends chapter summarizes the existing conditions, demographic patterns and other information that helped to inform and guide the plan. The Appendix contains expanded information.

Appendix: The Appendix contains expanded discussions on topics like issues, opportunities and influencing factors. It also contains technical documents and other resources that will help to guide implementation.

Plan Terms and Concepts

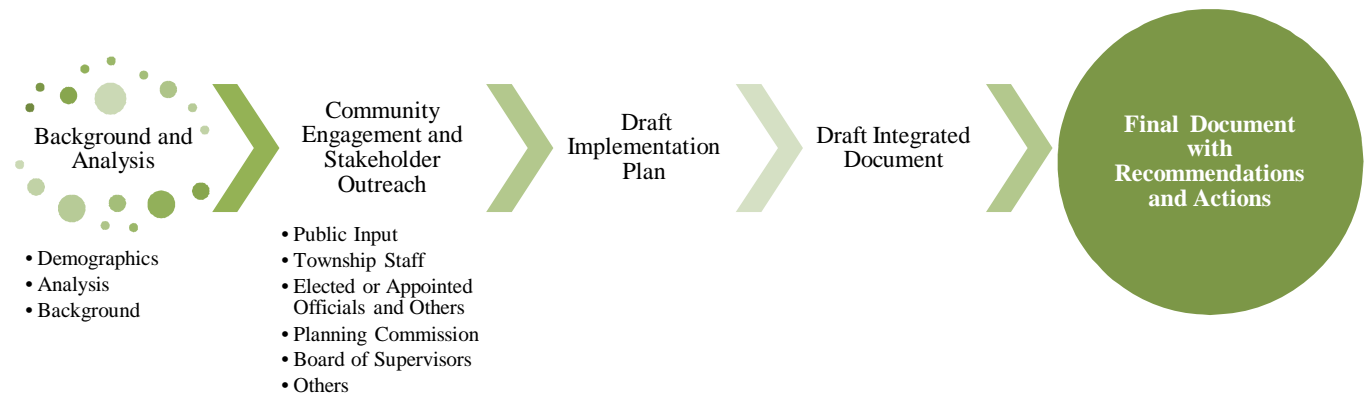
The high-level goals and supporting objectives outlined on the following pages work as a system to direct Moon Township toward a vibrant future of lasting value. Any one of the individual recommendations and key initiatives can simultaneously move a variety of these goals forward.

- ❖ *Vision* conveys the Township’s hopes for the future.
- ❖ *Goals* are broad aspirational statements for the Township.
- ❖ *Objectives* are approaches for accomplishing the goals.
- ❖ *Actions* are specific recommendations that outline steps to achieve the plan’s stated objectives.
- ❖ *Elements* are the organizing concept for the plan’s goals, objectives and actions. The plan’s elements are: Land Use, Development and Housing Element; Transportation and Connectivity Element; Government, Services, Facilities and Infrastructure Element; and Community Assets, Amenities and Resources Element
- ❖ *Building Blocks* are the most important or key actions for implementing the plan’s top priorities; these initiatives are the building blocks and should be approached simultaneously for implementation with other recommendations.

Planning Approach and Process

Each community has different strengths, challenges, capabilities and resources. Consequently, the planning process varies by community. Moon Township's process began with understanding of community background and analysis and ended with a set of recommendations and actions in a report. Phase 1 of the comprehensive planning process included background analysis, community outreach and initial plan recommendations. Phase 2 of the process included the creation of final recommendations found within this plan, creation of this final report document and the adoption process.

This planning process also represents the beginning of plan implementation, which is addressed in the final chapter of this report.



Background and Analysis

Existing conditions help set the stage for action. As part of the comprehensive planning process, information was gathered and evaluated. Planning efforts by others, demographic trends and physical conditions all came together as potential influences to outcomes and initiatives.

Community Engagement and Stakeholder Outreach

Stakeholder outreach was conducted in the form of focus groups in May 2011 at the beginning of the planning process to discuss community attributes, assets, strengths, deficiencies, needs and weaknesses. Additional stakeholder outreach was conducted in October 2014 to discuss key actions and partnerships for implementation.

At the end of 2011, a community survey was mailed to property owners in Moon Township as well as to residential and nonresidential property owners who do not reside in the Township. A total of 11,273 surveys were forwarded and respondents were asked to submit their responses within a four-week period. 2,837 surveys were returned. The returned surveys equate to a 25.2% response, which is statistically valid and the themes that emerged during the preparation of the survey analysis have a high degree of credibility. In addition to the mailed community survey, options to respond to survey topics were also provided via the internet and through the Township's newsletter. Internet responses totaled 98 and 13 responses to the newsletter version were received.

Nine surveys were excluded from the analysis for irrelevant content or no content, resulting in an aggregate total of 2,939 responses. More than half of the surveys included additional written comments, some lengthy, and several surveys were returned with letters attached. The full survey results and analysis can be found in the Appendix.

- The majority of people responding have lived in the Township for more than twenty years.
- Crime was less of a concern than either traffic safety or pedestrian safety.
- Deteriorating housing drew higher combined percentages in the mid to low value responses which indicates that property maintenance may not be a concern at this point in the Township's evolution.
- Single-family homes in all price ranges enjoy a clear preference in Moon Township based on survey recipient's responses. Respondents indicated that rental housing in Moon Township is the least needed type of housing surveyed.
- Several of the more commonly offered responses from survey recipients include a desire for additional restaurants and retail stores (grocery, clothing)
- Respondents agreed that the preservation of open space and natural areas should be a central design theme of future development by significant margins with a very small percentage of non-responses.
- Respondents were asked to agree or disagree with an approach to increasing the local tax base, which involves encouraging additional business development. Response from survey recipients was overwhelmingly affirmative in terms of encouraging additional development.
- Respondents selected "Never" when asked about their current level of public transportation use in a range between 65% and 72% and "Often" in a range of between 4 % and 7%.
- Sidewalks in general, linking commercial areas in the Beaver Grade Road, University Boulevard, and Thorn Run Road corridors were identified most frequently as preferred pedestrian/bicycle links.

As noted above, the majority of people responding to the community survey have lived in the Township for more than twenty years. This indicates that the survey responses do not precisely coincide with the demographic makeup of the community. There is a risk that results are skewed towards older homeowners and less reflective of the opinions of younger, more transient residents.

Chapter 2: Foundations

Factors such as a growing population, changing demographics and the ever-increasing influence of global economics all complicate planning for the future while making it even more necessary. Regardless of where a community is located or how successful, it has been in the past, change is an inevitable factor in the life cycle of any municipality. In short, the foundation is constantly shifting.

Change is driven by factors within the community itself, such as the evolution of businesses and employers, resident attitudes and desires, or shifts in administration (i.e. personnel or elected officials). Change also is driven by factors external to the community, such as transportation corridors, demographic shifts, changing technologies, and policy changes at the county, state and federal level.

This chapter presents a brief overview of changes that have occurred in Moon Township along with issues and opportunities identified through the planning process. Expanded background information can be found in the Trends chapter while full documentation of all background analysis can be found in the Appendix. These internal and external drivers force communities to respond by altering the way they provide services to their businesses and residents. Depending on how communities react to these drivers, these changes can help them progress.

Historically Moon Township grew because of the location of the airport (today's Pittsburgh International Airport), combined with the fact that there was a four-lane road connecting to downtown Pittsburgh, which was rare at the time. There were agricultural lands positioned to readily subdivide, develop and accommodate growth within Moon Township.

Historic trends in neighboring communities provide a perspective on development patterns. In 1930, Coraopolis Borough was a thriving community with a population nearing 11,000 people, followed by Sewickley Borough with about 5,500 persons. While Coraopolis Borough's population peaked during the 1940's World War II industrialized boom, Sewickley Borough's growth peaked in the 1960's. During the period following the war, Moon Township's population growth dominated the region, with a 90% increase between 1940 and 1950. The suburbanization of communities west of the Pittsburgh Metropolitan Statistical Area was driven in large part by the development and expansion of the Greater Pittsburgh Airport in 1952, which was at the time, the second largest airport in the country.

Moon Township experienced another 50% population increase between 1950 and 1960, and a surge of 75% between 1960 and 1970. Thus, Moon Township's population grew from 3,733 in 1940 to 18,317 in 1970, which is a growth rate of 490% over 30 years.

***“Obstacles are
 those frightful
 things you see when
 you take your eyes
 off your goal.”***

-Henry Ford

International flights were added at the airport in 1972 as expansion continued and multi-use commerce developments continued to be built in close proximity to the airport. Employment opportunities created by the continued acquisition of land and expansion of airport facilities drove residential, office and commercial development throughout the region contributing to transportation-oriented growth. Moon Township, and to a lesser degree, Findlay, North Fayette, Robinson and Hopewell Townships, experienced notable population increases due in large part to the development of commercial and military airports in Moon and Findlay Townships.



Historic image of the Pittsburgh International Airport

With the collapse of the steel industry in the Pittsburgh region starting in the late 1970s and continuing through the 1980s, the long-term demographic growth experienced by Moon Township and neighboring communities ground to a halt. With the exception of Robinson and North Fayette Townships, communities in western Allegheny County experienced population losses between 1980 and 1990. Expanding commercial retail/office/service sectors in those communities continued to generate housing demand.

Moon Township's growth was challenged in the early 1990s, when the airport relocated to Findlay Township. At that time, the Moon Township Board of Supervisors developed a forward-thinking plan that would help sustain growth in the Township. Although Moon Township lost a great source for business development, the Township still benefits from proximity to the airport and the community has continued to experience growth. Today Moon Township is home to a number of high-profile national corporations, including FedEx Ground, GlaxoSmithKline, Eaton Corporation, Nova Chemicals, Inc., and Michael Baker International. In addition, Moon Township also serves as the home of Robert Morris University, which has a very strong business program and educates nearly 5,400 students annually. Further, projected growth in Moon Township will be affected to some degree by increased student living options associated with Robert Morris University. Enrollment has increased 10% over the past five years.

Pittsburgh International Airport continues to be recognized as one of the cornerstones of the region's economy. In 2014, the airport served the air transportation needs of nearly 8 million passengers and handled nearly 62,000 metric tons of cargo. Eleven passenger airlines operate at Pittsburgh International Airport, providing non-stop service to 37 cities with 149 average daily flights. Although the airport terminals and parking lots are in Findlay Township, approximately 2,000 acres of airport property is in Moon Township. Airport property in Moon Township is used for runways, taxiways, aprons, hangars, maintenance facilities, cargo buildings, military bases, and office parks. Approximately 3,000 people work on airport property in Moon Township. Approximately 200 Moon Township residents work at the airport. Moon Township's maintenance building and road salt barn are on property leased from the airport. Moon Park includes property leased from the airport.

Moon Township is home to an Air Force Air Reserve Station, the home of the 911th Airlift Wing. The 911th Airlift Wing includes approximately 1,220 Air Force Reserve members that provide force support in various military career specialties. The base also employs approximately 350 Department of Defense civilians. In addition, nearly 100 contractors provide Base support functions. When mobilization occurs, the unit primarily supports the Air Force's Air Mobility Command.

In addition to the Air Force, Moon Township also hosts the Army's McGarity Reserve Center, the home of the 316th Expeditionary Sustainment Command. The Command oversees all Army Reserve logistical units from Maine to Pennsylvania. In 2013, a new Exchange and Commissary were opened to serve active duty service members, reservists, and retirees from the Army, Air Force, Navy, as well as Army and Air National Guard units. The Exchange and Commissary are expected to draw more than 4,300 customers per month and serve more than 30,000 shoppers within a 40-mile radius. Moon Township's corporate parks have continued to attract high-profile corporations. The past few years have seen oil and gas industry corporations establish in Moon Township, including Williams, Chevron, Atlas Energy Resources, LLC, and Eaton.

Survey results and full documentation of all background analysis and of issues and opportunities can be found in the Trends chapter and the Appendix.

Issues and Opportunities

Building on the analysis of demographics and other data as well as the results of the community survey, the following contemporary issues and opportunities were identified as areas of concern for residents, workers, property owners, and business owners in a community, as well as emerging issues and opportunities that could be important in the future. Moon Township's issues and opportunities reflect discussions with the Planning Commission, with residents at public meetings and with stakeholder focus groups. These issues and opportunities also shape the Comprehensive Plan's recommendations.

Location, Location, Location

As the real estate saying holds true: location is key to the current and future success of Moon Township. Moon Township is one of the best geographically positioned communities in western Pennsylvania. Proximity and convenient access to regional assets and employment opportunities like Downtown Pittsburgh, the Pittsburgh International Airport, and retail/employment centers are fundamental to the community's viability. Residents and other planning stakeholders reiterated the importance of Moon Township's location in attracting new residents and businesses and retaining existing ones. Because of its location, traffic is an ongoing concern in the community—finding local and regional solutions to traffic issues is a key focus.

Mobility Options

While location is at the forefront of many discussions, non-vehicular connectivity is an important issue as well. Connecting Moon Township's diversity of amenities, places and landscapes is important for residents and businesses. While current regulations require sidewalks on new developments, there are a significant number of subdivisions and plans that were approved before regulatory changes. Public transit cuts have impacted the community. The existing transportation network, which includes a large number of cul-de-sac streets, also hinders connectivity.

Complex and Restrictive Ordinances

The current Zoning Ordinance and Subdivision and Land Development Ordinance (SALDO) were extensively discussed during the planning process. Although the ordinances help the Township to maintain its high quality development, they do not offer many incentives for developers to follow design guidelines, complete higher quality development, pedestrian amenities, or streetscape improvements. Further, there is the sense that local developers and businesses have found ways to avoid following design guidelines. Ultimately, there appear to be opportunities to simplify ordinances while continuing to uphold development quality. At present, Moon Township has six residential zoning districts, nine nonresidential zoning districts and five overlay zoning districts. These designations regulate uses throughout the nearly 24 square miles of land within the Township’s boundaries and were established in order to achieve the land use objectives that evolved from previous planning efforts.

About two-thirds of all permitted and discretionary uses require the application of additional standards and a public hearing before final approval, which can consume staff time, require additional time by the elected officials, and cost the property owner or developer more money. Overall, there is a desire to make the process related to zoning simpler and clearer.

2/3

About two-thirds of all uses in the zoning ordinance (permitted and discretionary) require approval following the application of additional standards and the conduct of a public hearing—which can consume staff time, require additional time by the elected officials, and cost the property owner or developer more money.

Robert Morris University

The core campus of Robert Morris University consists of a 230-acre tract in Moon Township. As of 2014 enrollment was approximately 5,400 undergraduate and graduate students. Overall enrollment has increased 10% over the past five years. Robert Morris University offers 60 undergraduate and 20 graduate degree programs. Of the 4,500 undergraduate students, 80% live on campus. The growth of Robert Morris University in the Township has elicited mixed feelings. Most recently, there have been efforts to enhance communication and partnerships.

Moon Area School District

Moon Area School District is comprised of the Townships of Crescent and Moon, encompassing a combined land area of approximately 26 square miles and 26,700 residents. The district has seven buildings, including one high school, one middle school, and five elementary buildings. Moon Area students consistently perform above state and national averages on standardized testing. The Moon Area School District has recently become a more active participant in community relationships and issues. There are opportunities for further partnership with Robert Morris University and the Moon Area School District, who contribute to a high quality of life in the Township.

A Population of All Ages

Along with the desire to improve quality of life for all community residents, Moon Township actively seeks to accommodate its aging residents. As the proportion of an older population continues to increase, land use and circulation/accessibility decisions will play a pivotal role in retaining a vibrant senior population.

Development and Redevelopment Opportunities

Development and redevelopment opportunities abound in Moon Township. Although the remaining developable land is considered more difficult to develop, there are plans to improve utilities and multi-modal transportation to encourage future development. There are also a number of redevelopment opportunities that could enhance the retail and service offerings in the community. Promoting infill development and preserving green space while continuing to promote economic growth is another important concern.

Sense of Place and Community

Sense of place is an equally important component for continued vitality. Without a designated center or “heart,” the community will likely continue to encounter challenges in defining Moon Township’s “heart and soul.” As part of the planning process, identifying strategies to enhance a sense of place in Moon Township was an important discussion. A unified system of signage, a central community gathering place and other considerations were discussed.

Municipal Responsibility and Effectiveness

The municipal government is conscientious and fiscally responsible: low taxes and low debt. With a good bond rating, the Township’s financial standing is admirable. Like many Southwestern Pennsylvania communities, the maintenance of roadways, the provision of public safety services and a clear development review process are important services. Members of the community recognize in today’s economic world, where efficiencies and effectiveness can be realized, multi-municipal endeavors can well be worth consideration.

Competition

As nearby communities seek to attract business, development and residents, Moon Township is experiencing new competition in its efforts to attract the same businesses, development and residents. Moon Township is still highly desirable from both a residential and non-residential perspective but there may be a need to refocus efforts to compete for residents and businesses in the future.

High Quality Municipal Services and Amenities

As Moon Township continues to attract both residential and commercial development, the Moon Township Municipal Authority has positioned itself as a reliable, cost effective service delivery agency, with available capacity for sustained local and regional growth. The wastewater treatment plants could accommodate a nearly

100% increase in water treatment volume. The water filtration plant has capacity to handle a nearly 40% increase in water treatment volume. Based on development trends in the past decades, available land for development and the recent decreased demand, the Moon Township Municipal Authority appears to have capacity to accommodate ongoing growth within the Township.

Moon Township has a high level of community services and amenities including existing and planned parks, regional trails, a library and a highly effective police department. Moon Township has over 600 acres of parks and open space including five play lots. The planned Riverview Park will promote the river access and the Hollow Oak Land Trust manages over 300 acres in Moon Township.

Historic Character

Moon Township has a large inventory of historic resources that are important to its history and rich, diverse character. The overall collection of resources tells a unique story that sets Moon Township apart from other communities of its kind. This “uniqueness factor” plays a role in people’s choices about where to live, work, spend money, and invest their time and talents. Distinct places attract people. By incorporating existing historic places and cultural assets into a plan for the future, Moon Township can preserve, protect, and promote the Township’s locally important resources and build upon the characteristics that have made Moon Township an exceptional community that has withstood the test of time.



John R. McCune IV Estate on Coraopolis Road

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Chapter 3: Vision

A comprehensive plan establishes a long-range vision and goals for the community, and those goals guide the rest of the planning process.

Vision Statement

Moon Township aspires to continue to be a distinctive Community with effective and responsible leadership, where a high quality of life is enhanced with compatible, sustainable development and amenities, connected by multi-modal local and regional transportation.

Goals and Objectives

Goals are driven by Moon Township's issues as well as opportunities. They represent the community's broad aspirations and support the Township's overall vision. The following chapters of this plan outline a number of objectives, actions and key initiatives that support the goals. Objectives are broad approaches to accomplishing goals. The objectives are organized in relationship to the primary goal that they support.

1. **ENCOURAGE HIGH-QUALITY DEVELOPMENT**

- A. Maintain development quality while simplifying the development/approval process and reducing cost
- B. Enhance the Township's historic and cultural preservation efforts through ordinances, polices, regulatory actions and voluntary measures
- C. Incentivize sustainable development and community amenities

2. **PROMOTE MULTI-MODAL INTERCONNECTIVITY LOCALLY AND REGIONALLY**

- A. Expand multi-modal transportation options within and to the Township by focusing on connectivity in key areas
- B. Better understand and define the Township's position in the regional transportation system and work to enhance that system

3. DEVELOP COMMUNITY IDENTITY

- A. Support the "heart and soul" of Moon Township as both a conceptual and a physical place
- B. Work to support and maintain community character through outreach and preservation efforts

4. SHOWCASE AND SUPPORT COMMUNITY

- A. Continue to support and value open space and the community's suburban character by emphasizing quality recreation and open space that serves residents of all ages, interests and abilities
- B. Bolster efforts to maintain and enhance Township quality of life and promote the Township as a great place to live, work and play

5. EMBRACE COLLABORATION AND COOPERATION

- A. Cooperate with local, regional and state governments and organizations to reach planning goals
- B. Encourage meaningful participation in governmental activities so that existing and future residents and businesses are actively engaged and supportive of planning goals

6. ADVANCE AND PROMOTE SUSTAINABILITY

- A. Promote infill and sustainable development to best utilize existing building stock, complement neighboring land uses and encourage access to goods and professional services
- B. Invest strategically in infrastructure enhancements to support targeted development areas
- C. Promote and establish sustainable practices for Township facilities and encourage residents and businesses to adopt sustainable practices

7. ADDRESS COMMUNITY NEEDS WITH EFFICIENCY

- A. Prepare for and accommodate a diverse population of all ages and ability levels by ensuring that the Township has a diverse range of housing options
- B. Continue to find efficiencies in municipal services and facilities and accommodate a diverse population through cost-effective provision of public services and facilities.

Building Blocks

From these goals and objectives, ideas for the future come together. Recommendations within this plan aim to produce positive results for the overall community while being straightforward and cost-effective. To achieve the goals and objectives listed above, the plan is organized by four topics or plan elements:

- ❖ Land Use, Development and Housing Element
- ❖ Transportation and Connectivity Element
- ❖ Government, Services, Facilities and Infrastructure Element
- ❖ Community Assets, Amenities and Resources Element

The following Building Blocks are key recommendations culled from the overall set of recommendations. This list outlines the detailed steps needed for implementation of the Building Blocks. The Building Blocks represent important recommendations and actions that drive the success of the plan and also provide the basis for other actions. These actions should be completed concurrently with other components of plan implementation.

Land Use, Development and Housing Element

- Review and update the existing Zoning Ordinance and SALDO:
 - Reduce complexity
 - Focus on performance standards
 - Create more incentives
 - Streamline the approval and review process
- Audit land development criteria in the context of flexibility and for opportunities related to sustainability. Make regulatory amendments as appropriate. Considerations should address:
 - Dimensional standards
 - Incentives to promote infill, sustainable development and green building
 - Shared parking
 - Stormwater management
 - Connectivity (multi-modal, to recreation amenities, etc.)
- Review land uses in Mooncrest to develop a strategy to preserve historic resources, improve quality of life and promote economic development

Transportation and Connectivity Element

- Update the Moon Township Sidewalks and Trails Master Plan to outline and prioritize pedestrian connectivity improvements; add a bicycling component to the plan. Focus on:
 - Key corridors and key connection points
 - Mobility between residential developments
 - Leveraging the existing protected corridors between cul-de-sacs through pathways, easements, etc.
 - Protected passage between residential areas and parks, schools and commercial centers
 - Connecting office parks with Robin Hill Park and Moon Park

Implement recommendations of the updated plan by considering connectivity in all planning and municipal decisions

- Enhance pedestrian and bike connectivity along key corridors and at key connection points, prioritizing links from residential neighborhoods to schools, parks and small-scale commercial developments, with a focus on the following areas:
 - Mooncrest to Coraopolis
 - University Boulevard
 - Beaver Grade Road
 - Thorn Run Road
 - Connections to Robert Morris University
 - Connections between office parks and Robin Hill and Moon Parks
 - Montour Junction (proposed Allegheny County park)
 - Montour Trail
- Support studies and cooperation to find multi-modal regional transportation solutions

Government, Services, Facilities and Infrastructure Element

- Collaborate with Pennsylvania Department of Transportation (PennDOT), property owners and Moon Area School District to promote safe routes to school
- Complete a physical facility needs assessment for the potential consolidation of municipal services in one or more buildings
- Improve water, energy and waste efficiency in Township facilities

Community Assets and Resources Element

- Assess the feasibility and potential location of promoting a "town center." Issues to be assessed include:
 - Location and accessibility
 - Market potential
 - Value to the community
 - Consider opportunities based on the results of the analysis of municipal buildings and facilities

- Identify opportunities to create a sense of place in Moon Township on key corridors:
 - Beaver Grade Road
 - Thorn Run Road
 - University Boulevard
 - Coraopolis Heights Road
 - Ewing Road

- Create a pedestrian and vehicular-oriented wayfinding system to better communicate the Township's assets and amenities in primary corridors and nodes

- Continue the development of the Riverfront Park as the Township's newest open-space and recreation amenity

- Update the 2005 Moon Township Comprehensive Parks, Recreation and Open Space Plan to inventory and identify opportunities related to existing Township assets

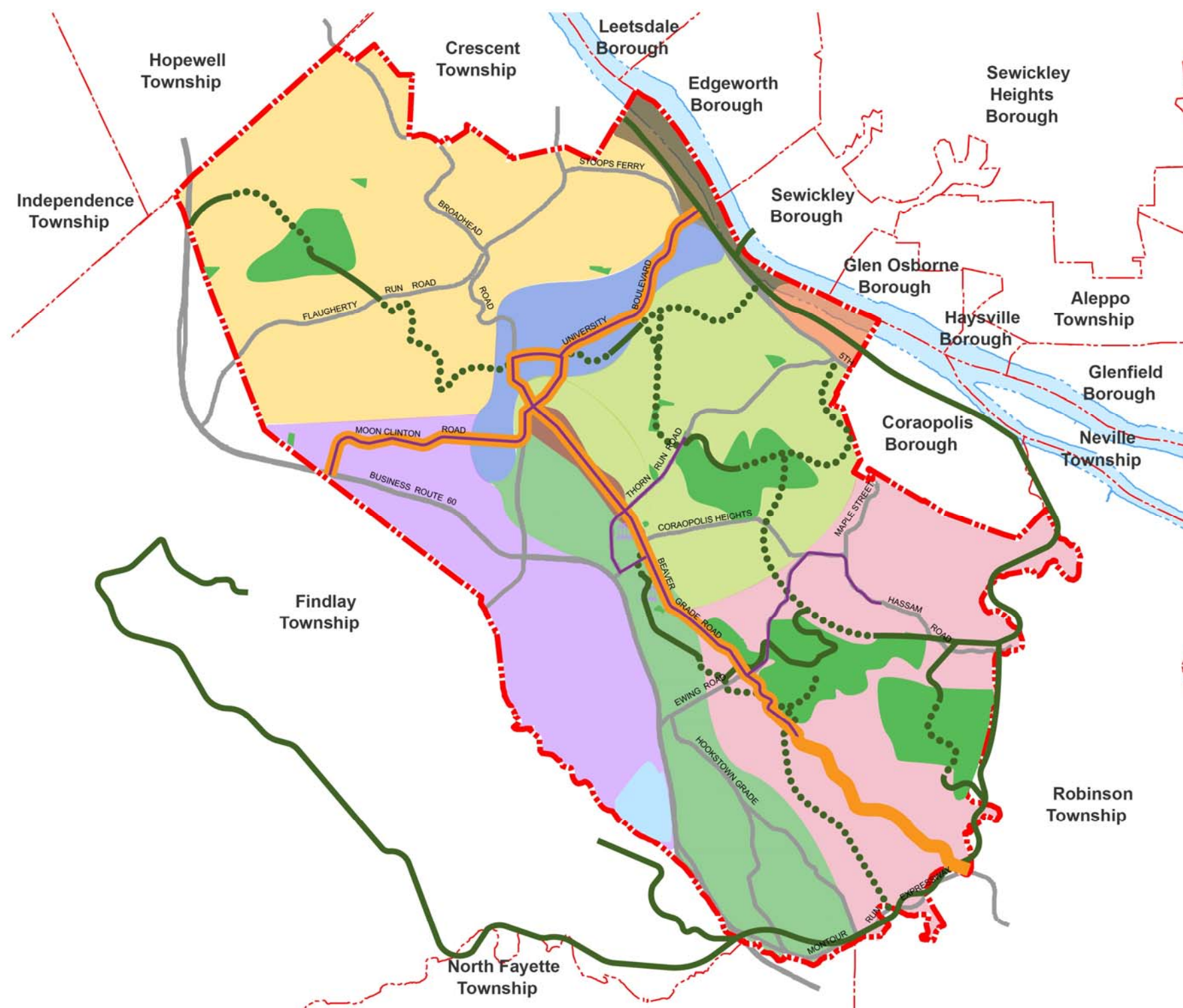
Comprehensive Plan Map

The Comprehensive Plan is a statement of the community's vision for the future and a guide to achieving that vision. The Comprehensive Plan Map is a graphic representation of the recommendations, concepts and goals of the overall Comprehensive Plan. Recommendations related to physical places are identified—primarily future land use and connectivity.

The Comprehensive Plan Map serves as a guide for the future development of the Township to balance community needs and available resources. The land uses, trails and other items are further examined in each of the Plan Elements found in the following chapter.

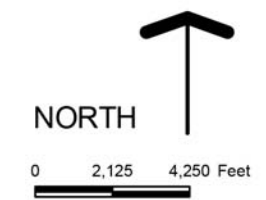
While this Comprehensive Plan Map is not a zoning map and does not affect existing approved zoning, it provides the foundation for making changes or developing new regulations that implement the identified vision, goals and policies of the overall Comprehensive Plan.

Comprehensive Plan Map



LEGEND

-  Moon Township
-  Surrounding Municipalities
-  Traffic Network
-  Montour Run Residential Neighborhood
-  Flagherty Run Residential Neighborhood
-  Thorn Run Residential Neighborhood
-  University Boulevard Corridor
-  Industrial Riverfront
-  Riverfront Conservation
-  Regional/Corporate Commerce
-  Carnot Village
-  Airport Commerce
-  Existing Parks
-  Key Pedestrian Routes
-  Key Bike Routes
-  Proposed Trails
-  Existing Trails



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Chapter 4: Elements

From the goals and objectives, the Comprehensive Plan's ideas for the future come together. The recommendations within this Comprehensive Plan aim to produce positive results for the overall Moon Township community, while being straightforward and cost effective. Central themes around which all of these recommendations revolve include the following plan elements:

- ❖ Land Use, Development and Housing Element
- ❖ Transportation and Connectivity Element
- ❖ Government, Services, Facilities and Infrastructure Element
- ❖ Community Assets, Amenities and Resources Element



Note that the actions within this chapter are numbered to correspond to the Action and Implementation Plan in the following chapter.

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Land Use, Development and Housing Element



In an effort to seek continued success into the coming decade, land use, housing, and development all remain important aspects of community discussion and action. For Moon Township, upholding high quality community character is not just a planning concept; it is a valued frame of mind in context of a long-standing tradition of community distinction.

Over the course of the next 10 years, Moon Township seeks to encourage continued housing/neighborhood stability, be cognizant

of impacts on land and natural resources and encourage development of properly placed commercial, industrial and mixed-use opportunities. Diversity in Moon Township's tax base has been proven to be a prudent approach to fiscal management. In delivering a plan for land use, development, and housing, Moon Township has identified objectives and actions to encourage continued, quality development, an influx of future generations of long-term residents and coordinated community ordinances. The community's demographic trends will likely be significant influences shaping land use-related discussions in the coming decade. These socio-economic patterns will also shape what housing products and other development ideas are realized.

Objectives

- *Maintain development quality while simplifying the development/approval process and reducing cost*
- *Promote infill and sustainable development to best utilize existing building stock, complement neighboring land uses, and encourage access to goods and professional services*
- *Incentivize sustainable development and community amenities*
- *Enhance the Township's historic and cultural preservation efforts through ordinances, polices, regulatory actions and voluntary measures*
- *Prepare for and accommodate a diverse population of all ages and ability levels by ensuring that the Township has a diverse range of housing options*

Future Land Use Plan

The potential impacts of the community's future land use patterns were evaluated through traffic and other analyses. As a result, the Plan for Future Land Use is designed to complement the policies established by the Plan's other elements.

Residential

Through the course of the comprehensive planning process, the community indicated the desire to protect the character and quality of the Township's residential neighborhoods. Consequently, existing residential areas should maintain neighborhood identity and density. Future residential development and/or redevelopment should respect the Township's existing character and should be located within close proximity to existing public services, civic amenities and arterial roadways. The combination of both existing and future residential areas should provide a diversity of housing products, ownership opportunities and affordability. The housing element defines the general characteristics of distinct neighborhoods. The characteristics of each neighborhood are reflective of the area's existing housing stock, natural topography, infrastructure availability and traffic capacity.

Montour Run Neighborhood

A major concentration of residential development occurs in the Township's eastern region. Today, the Montour Run neighborhood contains predominantly large lot single-family homes and a limited number of multi-family dwellings. The region's housing stock is relatively new and in good condition since many of the homes were constructed over the past thirty to forty years.

In addition to the existing residential fabric, the Montour Run neighborhood contains a significant portion of vacant land with relatively easy access to public sewer, water and vehicular access. Due to the region's natural topography and the limitations of the existing traffic network, future residential development in this region should encourage a mix of single family and multi-family housing. The actual mix of housing types and lot sizes will be dependent upon the number of peak hour trips that the development generates and considerations related to municipal infrastructure. However, the location of multi-family residential developments should be located in the immediate vicinity of the Township's arterial roadways.

To further support and enhance the quality of life in the Montour Run neighborhood, a limited amount of "neighborhood-scale" non-residential uses should be permitted. These uses should be strategically located within the neighborhood and should provide goods and services that are for the consumption of only the neighborhood residents. To control these nonresidential uses, the uses should be limited in size and scale and should only be developed in the vicinity of major arterial road intersections and pedestrian/bicycle connections.

General land use characteristics for the Montour Run neighborhood should include single and multi-family residences, neighborhood-scale retail shops, parks, public schools and community centers.

Thorn Run Neighborhood

The Thorn Run neighborhood is located within the Township’s central region. The area contains a large portion of the community’s existing housing stock and offers a wide variety of housing types that have been constructed over a fifty-year timeframe. Moreover, the density of the residential area varies greatly depending upon location and access. Most residential developments are located along long cul-de-sac streets; and few of which mix single family and multi-family dwellings. The Thorn Run neighborhood includes very little vacant land, so limited future residential development is anticipated. The development that does occur should complement the historic character, density and scale of the adjacent residential neighborhoods. There may be opportunities to connect cul-de-sacs through trails and easements.

Flaugherty Run Neighborhood

The third concentration of residential development can be found in the Township’s western region. Currently, the neighborhood contains a relatively balanced mix of existing high and low-density single family and multi-family housing. The single-family neighborhoods are primarily located along Stoops Ferry Road, Foxwood Road, Becks Run Road, or Spring Run Road extension. The multi-family neighborhoods are situated closest to the University Boulevard corridor and are more than fifty years old. In addition to the existing housing stock, the Flaugherty Run neighborhood contains significant areas of vacant land with limited access to public sewer and water as well as limited vehicular access. Due to the region’s natural topography, the availability of infrastructure and the limitations of the traffic network, future residential development in this region should encourage primarily single-family housing. The actual mix of housing types and lot sizes will be dependent upon the number of peak hour trips that the development generates.

As was suggested for the Montour Run neighborhood, a limited amount of “neighborhood-scale” non-residential uses should be incorporated. These uses should be strategically located within the neighborhood and limited in size and scale. Moreover, the uses should only be developed in the vicinity of major arterial road intersections and pedestrian/bicycle connections. General land use characteristics for the Flaugherty Run neighborhood include single and multi-family residences, neighborhood-scale retail shops, restaurants, parks, public schools and community centers.

Mooncrest

The historical significance of the Mooncrest development, built during the early 1940's, has been recognized at the state and national levels including listing on the federal National Register of Historic Places. This early example of a mixed-use, pedestrian friendly, planned residential development should continue to be a Township asset with the identification of viable planning objectives. Preserving historic places provides continuity in terms of how communities evolve over a lifetime, and the rich heritage attached to the Mooncrest area is an important focus in this neighborhood. There is currently a study underway to determine if promoting mixed-use development in Mooncrest is economically viable or feasible.

Non-Residential

Through the course of the comprehensive planning process, the community indicated the desire to expand and take advantage of opportunities for non-residential development and increased access to goods and services within the Township. Consequently, existing commercial corridor areas should maintain or expand density where appropriate. Future development and/or redevelopment should respect the existing character of the area or corridor and be constructed to a higher standard, where appropriate. The combination of both existing and future non-residential areas should provide a diversity of uses and scales—from small-scale infill to larger scale development. Non-residential uses focus on the specific needs and characteristics that are desired by the community. The characteristics of each non-residential area are reflective of the area's existing development, natural topography, infrastructure availability and traffic capacity.

Carnot Village

The community has expressed desire for community-scale non-residential land uses. They typically satisfy the everyday needs of the community's residents and workers while providing consumer essentials, specialized services, entertainment and civic/cultural activities. In many communities, these uses are found in downtown areas or town centers.

As a result of the previous comprehensive planning process, a compact mixed-use district was created around Carnot Village. This district is oriented towards specialized retail shops and restaurants that are set within a rich mixture of civic and residential uses. The mixed-use character of Carnot Village and its central location within the Township could allow the Village to serve as the community's "heart." The small size of the district will allow the shops, restaurants, schools and public buildings to be conveniently connected to central parking areas, walking/bicycle trails and residential neighborhoods. In general, Carnot Village extends from University Boulevard to the Municipal Building located just

***The opposite to bad
development is
good development,
not no development.***

***– Padriac
Steinschneider***

east of Thorn Run Road. The Village reaches southwest to include the Moon Middle and High School campuses. The location of the Village celebrates the heritage of Moon Township by incorporating the vestiges of old Carnot.

There are a number of development opportunities in Carnot Village, which could be enhanced through regulatory changes to focus on incentives for enhanced standards and pedestrian amenities.

University Boulevard

The University Boulevard corridor provides the most suitable location within Moon Township for regional-scale non-residential uses. Regional-scale non-residential uses are provided as a complement to the community-scale focus of Carnot Village. Regional-scale non-residential uses typically accommodate larger, more specialized occupants that require convenient access to the regional transportation system and expansive development parcels. The uses, however, do not have intense infrastructure demand or the need for superhighway visibility.

Much of the natural terrain has been modified to accommodate larger developments and building footprints. The corridor also contains Robert Morris University whose total enrollment numbers are growing every year. The corridor has traditionally served as the Township's retail core and contains several existing retail businesses that are economically dependent upon access to the regional marketplace. Continuance of this regional retail focus should be encouraged and supplemented with additional business support/traveler services and transit-related activities.

However, a major concern of many Township residents and business owners has been the physical appearance and economic stability of the corridor. The Township should implement a comprehensive redevelopment strategy. This strategy can be used to encourage private investment, foster economic development and leverage privately financed corridor improvements.

A key action related to the redevelopment of the corridor should be the physical and visual enhancement of the corridor. The Township should work with PennDOT and other entities to create design guidelines for public realm enhancements. They could include both traffic and landscape improvements located within the corridor's right-of-way as well as subdivision standards for parcels receiving access from the corridor. At a minimum, these standards should address curb cuts, sidewalks, building setbacks, landscaping, parking area treatments and signage. The design guidelines should be a series of improvements to complement and leverage the private investments. The University Boulevard corridor stretches from Route 51 to Business Route 60 and includes all parcels that front the corridor including the Robert Morris University campus. The non-residential uses encouraged for development within the corridor include major retail stores, restaurants, small offices, business and consumer services, transit-related facilities, hotels, colleges, and universities.

Airport Commerce

The area adjacent to the Greater Pittsburgh International Airport, formerly the airport terminal, possesses superb access to the Business Route 60, the Southern Expressway, University Boulevard, and the airport's runways. The area is divided from the remainder of the Township by Business Route 60 and is further affected by building height and land use constraints created by the airport facility and its ancillary uses. The Airport area cannot support residential uses because of the continuous noise impacts and nighttime runway operations; the area also has additional height restrictions because of navigation and safety requirements.

Future redevelopment of the area should focus on non-residential uses that maximize the number of full-time workers. The area is suited for uses that require regional transportation access and large level development parcels. The non-residential uses encouraged for development within the Airport area include light industrial, flex/distribution, office administration and "back-office." The Airport Commerce area generally encompasses the Airport and the areas north of the Airport around Moon Clinton Road.

Regional/Corporate Commerce

To complement the Township's residential development and to broaden the community's economic base, the regional scale commerce uses serve as the Township's primary employment centers. They provide services to consumers, and contribute significantly to the community's fiscal health.

The area designated for Regional/Corporate Commerce can be generally characterized as the community's "office" core. In addition, the area should accommodate business support and traveler services as well as a limited amount of destination-type retail activities. Regional commerce uses typically require large, level development parcels, expansive building floor plates, convenient access to regional transportation systems and highway visibility. Consequently, regional commerce in Moon Township is directly tied to the Greater Pittsburgh International Airport and Business Route 60. The anticipated uses for the regional commerce area include corporate centers, major offices, retail, hotels, light industrial and flex/distribution.

The location of the Regional/Corporate Commerce area is confined to the area along Business Route 60, between the Montour Run Expressway and University Boulevard. This location allows regional commerce uses to buffer the residential developments north of Beaver Grade Road and to provide a compatible use of property impacted by airport-related constraints. Access to the regional commerce generally occurs from Business Route 60, Ewing Road, Moon-Clinton Road, Market Place Boulevard and RPS Drive. Traffic improvements related to regional commerce should not be permitted to impact the Beaver Grade Road corridor. Enhancing public transit options in this area would improve connectivity throughout the region.

Riverfront

The Ohio River defines over 2.5 miles of Moon Township's northeastern boundary. Within the riverfront area, a portion of land is controlled by the Township Municipal Authority and is utilized for water collection and treatment. Another portion of the Township's riverfront is privately controlled and primarily comprised of steep slopes; access to the third portion of the riverfront area is limited by the Norfolk Southern's rail line adjacency.

Industrial Riverfront

Industrial uses that take advantage of direct access to the Ohio River and nearby transportation corridors are found on the western portion of Moon Township's riverfront. These uses should continue as an important part of the land use mix and tax base.

Riverfront Conservation

The Riverfront Park is planned for the area near Sewickley Bridge and connections to the Montour Trail and the Ohio River Trail are high priorities in this area. Allegheny County Montour Junction, also within this area, is a planned 78-acre site with athletic fields, trout fishing and an extension of the Montour Trail.

The norther point of the Montour Trail is located in Moon Township. A key connection to the Montour Trail is planned via the Ohio River Trail, which will extend from the proposed Allegheny Sports Junction Complex located at the east side of Coraopolis. It will then travel through Coraopolis, mostly as an on-road route, via PennDOT's designated Bicycle Route A, to the Moon Township boundary with Coraopolis Borough, approximately at Thorn Run Road. From this location, the Ohio River Trail is proposed to continue west, via the Duquesne Light utility corridor, parallel to the CSX Corporation right-of-way, to the entrance of the planned Riverfront Park.

Unconventional Gas Wells

Moon Township has been active in evaluating the impact of unconventional wells as a land use within the Township against the backdrop of the shifting legal landscape brought about by the enactment of Act 13 and the court challenges that have set aside various of its provisions. Moon Township's Board of Supervisors adopted an Ordinance on December 5, 2012 permitting the drilling of unconventional gas wells as a conditional use in four zoning districts--the Allegheny County Airport, the Open Space district, the Mixed Use district and the Research/Technology district. The Ordinance was enacted after analysis by the Township of the various zoning district options available within the Township for designation as areas for permitting oil and gas development as a conditional use, and the four zoning districts were selected after considering several factors, including growth scenarios, existing development and potential impacts within the district to property owners of unconventional wells. The Township considers this analysis to be ongoing as regards the proper role and location for unconventional well drilling within the Township.

The determinations made as to the conditional use districts designated in the 2012 Ordinance were based on the most current available information. In the event that additional information becomes available or if any of the premises or analysis underlying the decisions made in the 2012 Ordinance are altered or

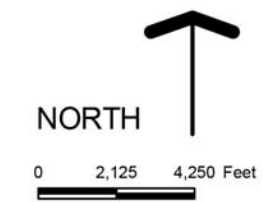
updated in any material fashion, the Township will revisit those premises and analysis, and may amend its Ordinance accordingly.

Future Land Use Plan



LEGEND

-  Moon Township
-  Surrounding Municipalities
-  Traffic Network
-  Montour Run Residential Neighborhood
-  Flagherty Run Residential Neighborhood
-  Thorn Run Residential Neighborhood
-  University Boulevard Corridor
-  Industrial Riverfront
-  Riverfront Conservation
-  Regional/Corporate Commerce
-  Carnot Village
-  Airport Commerce
-  Airport Boundary
-  Mooncrest



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Objective: Maintain development quality while simplifying the development/approval process and reducing cost

In a growing trend towards regulatory simplification, some municipalities are modifying their land use regulations to reduce the number of additional standards applicable to specific conditional uses. They are managing this category of use through supplemental regulations while providing for performance related criteria and incentives in the both the zoning ordinance and SALDO. In the context of the Zoning Ordinance, this language would be included in either the Performance Standards section or the Supplemental Regulations section. In the SALDO, the language would be included in the Design and Construction Standards section. In 2007 and 2008 there were 44 requests for conditional use approvals filed with the Township and 43 requests were approved. These conditional use approvals consume time and resources of both Township staff and developers.

1. Review and update the existing Zoning Ordinance and SALDO:

- o Reduce complexity*
- o Focus on performance standards*
- o Create more incentives*
- o Streamline the approval and review processes*

A preliminary review of the applicable dimensional standards required of principal permitted uses in each district, specifically minimum lot sizes, minimum lot frontages, and minimum building setbacks, reveals that there may be an opportunity to consolidate several residential as well as nonresidential district designations. Residential district designations R-2 Suburban Residential, R-3 Medium Density Residential, R-4 Urban Residential and R-5 High Density Residential Districts have been established with nearly identical dimensional requirements and could be consolidated into a single MDR Mixed Density Residential designation with the addition of performance related standards such as access from collector roadways, perimeter bufferyards, collectively owned stormwater management systems, pedestrian circulation and building orientation based on topography. While the Township currently administers standards for several of these site design features, a consolidation based on both housing configuration choices (Planned Residential Development, multi-family, mixed-use development models, single family) and minimum dimensional requirements could achieve stated community objectives while providing additional options to property owners. Administration of development in this consolidated district could increase efficiency and promote preferred housing opportunities in appropriate areas with adequate infrastructure. More intense developments with higher densities could be regulated as conditional uses requiring public utilities, collector road access and open space.

Three nonresidential zoning district designations could be considered for consolidation: BP-Business Park, MX-Mixed Use and RT-Research/Technology. A PC-Planned Commerce District with provisions for uses currently permitted either by right or as discretionary uses (conditional or by special exception) could accommodate the three districts. As with the residential district consolidation, the purpose statement would convey performance related standards based on use characteristics. Public utilities, access from collector roadways, screening of parking areas and other specific site design standards should be discussed based on how this district should function and where developable land is located.

The listing of accessory uses as permitted uses by right has the potential to create issues. This could be especially problematic in predominantly residentially developed areas where there is still land available for further subdivision. By including accessory uses as permitted uses (instead of establishing a specific subcategory within each zoning district), the Township may have inadvertently created a situation where a detached garage, swimming pool, or storage shed can be constructed on an undeveloped lot prior to the construction of the principal permitted use, (presumably a residential structure, in this example). While this sequence of development is inconsistent with the Township's current definitions of "accessory use" and "accessory structure," the fact that accessory uses are listed as "P Permitted Uses" in the zoning ordinance text, confers on the property owner the right to construct an accessory use as a principal permitted use before building the principal use. Creating a subsection in each district article for accessory uses appropriate to that zoning district or draft a supplemental regulation, which addresses the sequence would solve the problem. This revision should also be considered in nonresidential districts as the same format is applicable.

Objective: Promote infill and sustainable development to best utilize existing building stock, complement neighboring land use and encourage access to goods and professional services

At this point in the Township's evolution, much of the most developable land has been either developed or acquired for future development. An important aspect of managing the anticipated infill development projected is to provide preferred templates or models that convey the community's expectations regarding site design, open space, and access.

2. *Evaluate a system of monitoring infill development rates through permit tracking with GIS parcel level base mapping; implement as appropriate*

A slowing infill rate could point to the need for regulatory reform to support infill development. Monitoring infill development rates would help Moon Township understand how it can encourage infill through policy and regulatory actions and also support and promote infill development. Policy and regulatory changes can be made through Moon Township's Zoning Ordinance and SALDO.

The Township can guide potential developers to resources by identifying opportunities and challenges related to project siting, finding organizations that can assist with plan feasibility and financing and addressing planning and entitlement constraints. Regulatory changes can include adjusting and incentivizing plans, plan implementation, requirements for measuring and monitoring performance, and consideration of external factors in supporting infill and compact development. Based on the data collected, consider incentives for infill development.

3. *Develop incentives and work to build community buy-in to facilitate smaller-scale non-residential development in the overlay districts:*

- o Carnot Village (CV)*
- o University Boulevard (UB)*
- o Mixed Use (MEO)*

Current regulations and requirements have caused difficulty for smaller-scale non-residential development to occur along key corridors in the Township. As discussed above, reaching out to local developers would help the Township to understand how regulations could be changed to promote smaller-scale development without discouraging larger-scale development or sacrificing quality. This process would also help to build buy-in for new standards from the development community.

Supplement the Carnot Village Overlay Zone with additional incentives related to architectural character. The Carnot Village Overlay encompasses the portion of Beaver Grade Road between University Boulevard and Thorn Run Road. It is the oldest commercial section of the Township. The area around the intersection of Beaver Grade Road and Sharon Road was first established as a village hamlet, containing a general store, blacksmith's shop, barbershop, and the Sharon Community Presbyterian Church. Since then, the intersection of Beaver Grade Road and Sharon Road has become a major crossroads in the community. The purpose of the Carnot Village Overlay (established in 2005, amended in 2007) in the Zoning Ordinance is to regulate the use of buildings, structures and land to achieve a desired physical outcome.

Being the historic village area, an opportunity exists to retain and enhance the historic integrity of Carnot Village as a long-term asset to Moon Township. It is recommended that Zoning Ordinance be supplemented with additional architectural guidelines specifically addressing redevelopment and new construction in Carnot Village. The current guidelines are well prepared, but will not necessarily result in an outcome that makes Carnot Village distinguishable as a place of historic significance. Additional guidelines should focus on achieving an architectural style that is authentic to Moon Township's history.

Objective: Incentivize sustainable development and community amenities

4. Audit land development criteria in the context of flexibility and for opportunities related to sustainability. Make regulatory amendments as appropriate.

Considerations should address:

- o Dimensional standards*
- o Incentives to promote infill, sustainable development and green building*
- o Shared parking*
- o Stormwater management*
- o Connectivity (multi-modal, to recreation amenities, etc.)*

Communities such as Moon Township that have continued to attract both residential and nonresidential development for a sustained period of time have certain characteristics in common—usually beginning with geography, or as the retail sector calls it “location, location, location.” This is an asset that can continue to create market demand in spite of local regulations because of the over-riding value of being in the right place. However, a complex, arduous and politically-charged development process is not the vision in Moon Township. Opportunities to incorporate sustainability considerations into regulations should be found through incentives and performance standards rather than additional strict regulations and processes. Additional considerations related to physical and environmental sustainability include low impact development, landscaping, site lighting and the US Green Building Council's Leadership in Energy and Environmental Design standards.

Reaching out to local developers is a great way to gain a deeper understanding of ways to promote sustainable development without discouraging private investment.

Objective: Enhance the Township's historic and cultural preservation efforts through ordinances, policies, regulatory actions and voluntary measures

Moon Township has a rich history as an economically strong community over the past 225 years. In 2004, the Township created the Mooncrest Historic District, and the Historic Architectural Review Board was formed. A Historic Preservation Plan was completed for Moon Township in 2014 in conjunction with the initial comprehensive planning effort. A number of ordinances, policies and governmental actions can be used to support historic preservation in the Township. Overall, these strategies help the Township make property owners aware that their structure is considered a locally important historic resource. When people value their asset, it is less likely that they will propose alterations that diminish its historic value. An inventory of local historic resources and more information can be found in the Historic Preservation Plan.

5. Utilize the Historic Preservation Plan and Historic Resources Inventory in Plan Review and Land Development Processes and when evaluating and approving/processing applications and permits:

- o Applications for demolition permits*
- o Applications for building permits*
- o Zoning variance requests in historic residential subdivisions*
- o Applications for development plans*

Demolition Permits: Moon Township should discourage demolition and promote retention and reuse of structures listed in the Historic Preservation Plan. If demolition is unavoidable, the Township should take the following steps:

- Require the property owner to document the structure with color, digital photographs and supply the photo files to the Township as a condition of the demolition permit. Photographs should include: a) all four sides of the structure's exterior from the ground to the roof, b) close-up details of the exterior building wall materials, c) view of the structure as seen from the public street (if visible), and d) examples of interior craftsmanship (fireplace surrounds, woodwork, stonework, flooring, cabinetry, etc.). Require that each photograph be numbered and properly labeled.
- Require the property owner to prepare a salvage plan and salvage reusable and desirable building materials that would otherwise be sent to a landfill and donate them to Moon Township or another entity that would reuse the materials in the community (first priority) or elsewhere (second priority).

Although it is possible to mandate salvage, this should occur on a voluntary basis in Moon Township, as there is no salvage program currently in place. The Township may have pending

public improvement projects and park improvement projects that might make use of brick, stone, framing lumber, floor joists, and other building materials, assuming that the logistics of transporting and storing donated materials can be worked out.



Montour Heights Country Club in Moon Township

Building Permit

Applications: When evaluating building permit applications for historic structures, the Township should encourage building permit applicants to retain the original architectural characteristics of the structure. This includes but is not limited to exterior building materials, shapes and sizes of window and door openings, porches, eaves and overhangs, chimneys, roof pitch, and columns and other architectural features. These features are the distinguishing marks of a historic building's architecture.

Zoning Variance Requests: In order for a variance to be granted, the applicant must demonstrate that the Zoning Ordinance creates a hardship unique to the applicant's property and that the requested variance would be compatible with the character of the surrounding neighborhood and meet other criteria.

When considering variance requests in the subdivisions listed in the Historic Preservation Plan, the Zoning Hearing Board should recognize and pay particular attention to the plotting pattern of residential homes and their collective appearance along the streetscape. Unless overriding circumstances are present, the Zoning Hearing Board should deny variance request applications for structures in historic subdivisions on the basis of incompatibility with the neighborhood character if they change the streetscape patterns or architectural features visible from the public street.

Applications for Development Plans: When considering a minor or major development plan or an application for new construction, the Planning Commission and Board of Supervisors should encourage applicants to plan for and build structures that are compatible with and complement the character of distinguishable architectural styles found in the Township as detailed in the Historic Preservation Plan. The Township could consider the development an information flyer that explains the architectural characteristics that are desired in new construction.

6. *Review land uses in Mooncrest to develop a strategy to preserve historic resources, improve quality of life and promote economic development*

The implementation of this recommendation will be driven in part by the results of the Mooncrest Neighborhood Economic Study and Market Analysis, which is described below. The purpose of the market analysis is necessary to provide an objective perspective on the real market potential for Mooncrest. The market study will generally define who lives, work and commutes in the vicinity of Mooncrest and the type of development that might appeal to them, which ultimately influences the potential return for investors. The identification of market gaps and opportunities will be critical to target potential economic opportunities and provide the basis for attracting them. The market analysis will recommend additional or alternative redevelopment initiatives and include implementation strategies. The results of this study will guide the Township's redevelopment/revitalization efforts for Mooncrest.

7. *Commission the preparation of the Mooncrest Neighborhood Economic Study and Market Analysis that addresses the preservation and use of Mooncrest to determine if a Village District zoning designation is economically viable*

Mooncrest was listed on the National Register of Historic Places in September 2013. Mooncrest was an early example of a mixed-use, pedestrian friendly, planned residential development and has potential to evolve into a greater community asset. It is critical for the Township and other stakeholders to understand how existing and probable future local and regional demographic and economic conditions, limitations, and opportunities can influence the improvement of Mooncrest.

The primary objectives of the Mooncrest Neighborhood Economic Development and Market Analysis are to review the current economic conditions in the historic district, evaluate revitalization strategies, including a village district overlay, and to formulate feasible redevelopment initiatives with specific implementation strategies. The strategies developed must respect and maintain the historic integrity of Mooncrest.

8. *Add a Conservation District Overlay Zone to the Zoning Ordinance to protect the character of identified residential neighborhoods and individual structures.*

Moon Township should consider adding a Conservation District Overlay to its Zoning Ordinance and identifying the 14 historic residential subdivisions identified in the Historic Preservation Plan as well as additional historic structures. The intent is to craft specific standards to preserve the

defining characteristics of the neighborhood, including but not limited to architectural style, setbacks, and building heights that may vary from the base zoning designation. Standards also could require the issuance of a Conditional Use Permit (CUP) for demolitions and the construction of new primary structures, which would provide a discretionary layer of review to ensure that the neighborhood's defining characteristics are not adversely affected from these activities.

9. *Secure and stabilize historic structures that are threatened by abandonment, deferred maintenance, or vandalism*

Several historic buildings in Moon Township suffer from maintenance challenges and/or are the target of periodic vandalism. One such building is the Boggs School. Efforts to stabilize and secure historic buildings that have value to the Township and its stakeholders should be encouraged and supported. Structural stability should be the first priority (stability of exterior walls, supports, and roofs), followed by security (windows, doors, and other open interior).



Friends of Boggs School

There are several preservation advocacy groups in the southwestern Pennsylvania region (i.e., Pittsburgh History and Landmarks Foundation and Design Center of Pittsburgh) that can help to make property owners aware of assistance resources available for the maintenance and repair of historic structures. It is recommended that historic structures not be moved unless there is no viable option to retain the building in its original location. Moving historic buildings can further damage their structural stability. Removing historic buildings from their original context also can compromise historic integrity that makes them valuable historic resources.

10. Update the Historic Resources Inventory as additional resources are identified or existing resources are lost

The Historic Resources Inventory compiled as part of the Historic Preservation Plan identifies 148 resources, including 14 residential subdivisions that the community considers to be locally important to its history, culture, and physical character. To continue to be valuable and reliable, Moon Township should keep the inventory up-to-date and use it as a dynamic tool and not as a static database. For example, if a resource listed in the Inventory is demolished, the demolition date should be noted in the inventory. If an additional resource is identified that is not listed in the inventory but should be listed, the resource should be added.

It is recommended that Community Development Department staff be responsible for updating the Inventory related to demolitions as demolition permits are issued. Community Development Department staff also should keep a log of suggested additions to the inventory. The log of potential additions should be reviewed by the Historic Architectural Review Board either quarterly or semiannually, and the Inventory updated accordingly.

11. Using the Multiple Property Submission Context, submit an application to list Moon Township's historic Summer Homes and Country Estates in the National Register of Historic Places

In the early twentieth century, summer homes and country estates were built in Moon Township for wealthy Pittsburgh industrialists seeking an escape from the city. This collection of homes is significant and potentially eligible for listing in the National Register of Historic Places as a multiple property submission. Listing in the National Register would give national recognition to the summer homes and country estates and elevate the recognized significance of Moon Township's history. Nominating these properties as a multiple property submission will allow the nomination application to be processed more simply and with less effort than if each summer home and country estate were nominated individually. Consent of the property owners is not required, but properties cannot be listed over the objection of a private owner.

Objective: Prepare for and accommodate a diverse population of all ages and ability levels by ensuring that Moon Township has a diverse range of housing options

Based on demographic trends and anecdotal evidence, there is a need to support an aging population of new residents who want to move into the Township and existing residents who want to remain in their community. As noted earlier in this plan, the residents responding to the community survey were largely long-time residents. When compared to the demographic information, the survey respondents did not precisely match the demographic makeup of the community. There is a risk that results are skewed towards older homeowners and less reflective of the opinions of younger, transient residents.

12. Conduct outreach and coordinate with state, county, private and faith-based organizations to support potential new residents and existing residents who want to remain in their homes or move to different homes within the Township.

Moving forward, the Township can facilitate the promotion of existing services and be a resource to connect residents with services. A few examples of resources include the following:

- The Allegheny County Area Agency on Aging assists Allegheny County residents, 60 years of age and older, to live safe, healthy and when possible, independent lives including a program to help older adults find ways to stay in their homes.
- ACTION Housing provides grants to eligible elderly/disabled residents to make their homes accessible.
- The Pittsburgh Project utilizes work crews that give over 50,000 hours each year through their Home Repair Ministry to provide free home repairs for homeowners who are elderly, poor, shut-in, widowed, disabled, or immobile.
- Rebuilding Together - Pittsburgh is a non-partisan, non-sectarian and non-profit organization that engages in an annual one-day blitz to repair and rehabilitate homes of low-income, elderly and disabled homeowners.

13. Perform an audit of existing housing types and current zoning and SALDO regulations to determine if there are adequate housing options in the Township, especially housing options that will support an aging population

Implement Zoning and SALDO updates based on the results of the audit to encourage housing for an aging population

Incentive zoning is frequently used to help promote new housing for the elderly or “life-cycle” housing. Incentive zoning can be attached to specific geographic areas of the municipality. Some communities have created a floating zone or zoning overlay to allow incentive zoning. A comprehensive audit should be performed, but a few examples of considerations include the following:

- **Accessory Apartments:** One way to accommodate life-cycle housing is to allow accessory apartments, or “in-law” apartments. These units are generally small, one-bedroom apartments with their own kitchen and bathroom facilities, attached to single-family homes. They can be located in an addition to the primary unit, or constructed in converted space, such as the attic, basement or former family room. The intent is to allow intergenerational living, providing living space for elders or youth to live in a situation where they have independence, but can rely on the family support system. In exchange, rents on the units can help out the primary homeowner.

Accessory units offer affordable units that blend in with the existing neighborhood. They present no additional infrastructure costs to the community, since these services are already being provided to the primary residence. These types of units are particularly useful as a means to increase the diversity of housing in communities where there is a shortage of land available for development, such as built out villages and cities. While they are frequently occupied by family members, they can be rented out to other small households.

Regulations governing accessory apartments can be “by-right” or by special use permit. Generally, the regulations address potential impacts by establishing criteria for the unit. These criteria can include maximum unit size, minimum lot size, off-street parking requirements and allowable number of bedrooms. Usually, the property owner must live in one of the units (primary or accessory). Ordinances often limit the structure to one main entrance. Case studies demonstrate many communities offer incentives to encourage accessory units. These incentives include loan programs, tax incentives, streamlined permitting, and reduced development fees. Barnstable, Massachusetts even offered an amnesty program for non-conforming existing accessory units.

Accessory apartments can also be detached units, located on the same parcel as the single-family homes, but in structures separate from the main home. They can be self-contained cottages or constructed over an existing accessory structure, such as a garage. As with the attached accessory units, they are generally limited in size. This approach

was common in the era before zoning, and carriage houses and guest cottages are frequently seen in older cities or villages.

- **Size of the unit:** jurisdictions often set maximum and/or minimum unit sizes. These can be based on set square footages, on percentages of the main house, or on square footage per occupant.
- **Lot size and lot coverage:** often regulations require a minimum lot size and/or a maximum lot coverage, to discourage a unit from being placed on a parcel that is too small to accommodate it.
- **Number of units:** typically, only one unit is allowed, although Wellfleet, Massachusetts allows up to three Accessory Apartment units if the parcel is large enough to accommodate them.
- **Setbacks/placement:** setbacks apply to distance from lot lines, and also distance from the main structure. Often, accessory units must be placed on the rear of the lot, where they are not visible from the street. Setbacks can be a challenge. For example, too large a setback from the side yard can force a unit to the middle of the lot, effectively taking away usable back yard space.
- **Occupancy:** regulations may limit the number of people who may occupy a unit. They may limit their use for seniors only. They may specify that one unit must be owner-occupied, and/or the other unit occupied by a relative. Montclair, New Jersey allows Accessory Apartments only when the additional dwelling unit is for parents (not children), and requires annual certification.
- **Parking:** often regulations require at least one additional parking space, although if the unit is for a disabled or elderly relative, this requirement may be excessive.
- **Neighborhood Character:** zoning for Accessory Apartments often includes design standards to ensure the units are compatible with the surrounding neighborhood. These requirements can be problematic for some units, which are generally manufactured off-site. Some regulations restrict the total number of units allowed within an area, although the concept is new enough that these limits have rarely been reached.
- **Density:** Zoning should directly address the issue of density. Advocates argue the units are intended for temporary use only and should not be included in density calculations. In very dense areas, they may not be feasible.
- **Permitting:** some communities have streamlined the application process for these units. They can be allowed by right, which reduces time required in obtaining a special use permit. East King County, Washington has a policy of providing approvals within 60 days of an application. Some communities have a lower fee structure for these types of units.

Transportation and Connectivity Element



The community's transportation system continues to play a significant role in its future. In addition to accommodation for vehicles, the potential for expanding the system of sidewalks, trails and bike lanes within Moon Township continues to gain momentum.

To the greatest extent possible, with economic feasibility, the focus of Moon Township's plan for connectivity integrates safe connections for pedestrians and bicycles into the existing network of roads, rights-of-

ways and open spaces. The way in which non-motorized circulation can be woven into the Township's system of connectivity may be challenging. Safety, above all, should be a primary factor in decision-making as the Township's system expands.

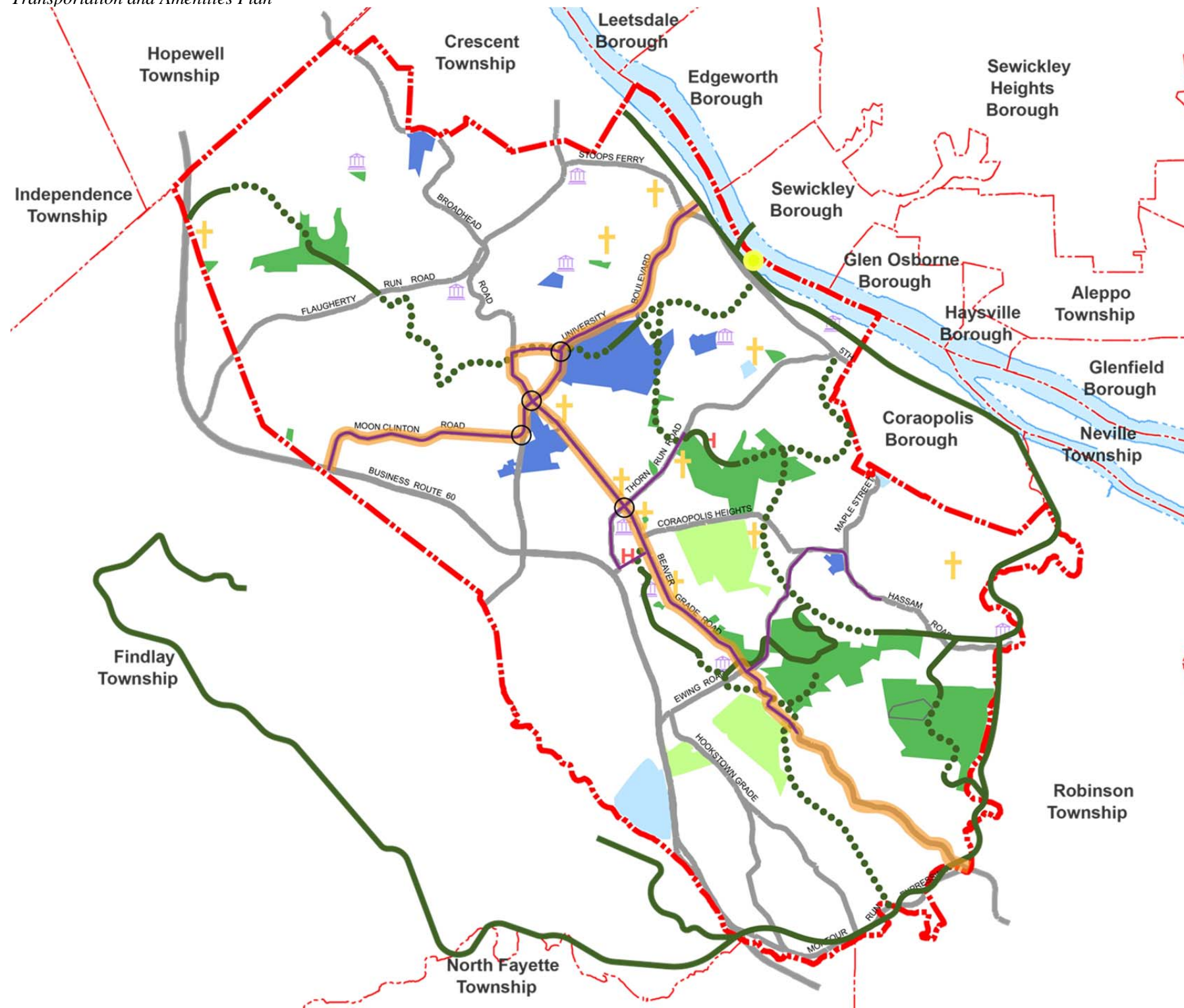
Objectives

- *Expand multi-modal transportation options within the Township by focusing on connectivity in key areas*
- *Better understand and define the Township's place in the regional transportation system and work to enhance that system*

Transportation and Amenities Plan

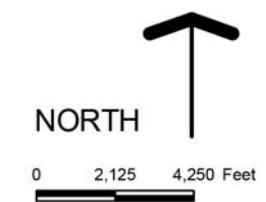
The Transportation and Amenities Plan conceptually identifies more than 25 miles of open space corridors and road right-of-ways that are suitable for use as walking and bicycle trails. The corridor locations interconnect the community's parks, public open space areas, the Carnot Village district, public schools and residential neighborhoods. Moreover, the proposed trail corridors connect to the Montour Trail providing access to additional region amenities. As the trail system expands, the Township should provide strategically located parking/trailhead facilities.

Transportation and Amenities Plan



LEGEND

- Moon Township
- Surrounding Municipalities
- Traffic Network
- Key Pedestrian Routes
- Key Bike Routes
- Proposed Trails
- Existing Trails
- Riverfront Park
- Existing Park
- School
- Cemetery
- Key Pedestrian Intersection Improvements
- Municipal Services
- Church
- Hospital



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Objective: Enhance multi-modal transportation options within the Township by focusing on connectivity in key areas

14. Work with Robert Morris University to better integrate the University with the Township and develop better streetscapes, sidewalks and bike lanes for students in the community

The 1991 relocation of the landside terminal of the Pittsburgh International Airport to nearby Findlay Township resulted in a reduction in traffic to the Township and subsequently a loss of traffic volume in the commercial districts. Since the loss of the airport terminal, the Township has shifted its focus from airport commerce to corporate development, residences and university hub.

The main campus of Robert Morris University consists of a 230-acre tract in Moon Township. Robert Morris University impacts much of the economy and commercial mix along University Boulevard. Projected growth in Moon Township will be affected to some degree by increased student living options associated with Robert Morris University .

Township officials created the University Boulevard Overlay District to guide development in the area. Several new businesses have opened recently, including the new DoubleTree Hotel and restaurants including Primanti's. A new Walgreens has been recently completed. While the Robert Morris University campus is not part of the University Boulevard Overlay District, investments in development and expansion of housing and classroom facilities provides commercial and service business owners with a larger target demographic.

On the morning of Aug. 14, 2003, the former Beers School and Narrows Run roads became known as University Boulevard, a strategy that helped to promote the Township as the home of Robert Morris University. The new road name also depicts the Township's efforts to re-emerge as a business dominant community.

15. Update the Moon Township Sidewalks and Trails Master Plan to outline and prioritize pedestrian connectivity improvements; add a bicycling component to the plan. Focus on:

- o Key corridors and key connection points*
- o Mobility between residential developments*
- o Leveraging existing protected corridors between cul-de-sacs through pathways, easements, etc.*
- o Protected passage between residential areas and parks, schools and commercial centers*
- o Connecting office parks with Robin Hill Park and Moon Park*

Implement recommendations of the updated plan by considering connectivity in all planning and municipal decisions

I believe there should be pedestrian access to community public spaces like the library, Moon Park, and access along University Boulevard for students who attend Robert Morris, which is a major business for Moon Township. When I visit other communities the one thing that makes a community or neighborhood so much nicer are Sidewalks where I see people out & biking, jogging, walking, etc. It is healthier for the citizens as well.

-Community Survey Comment

Responses to the Community Survey indicate the need for increased pedestrian access in corridors studied and sidewalk connections between residential neighborhoods and schools/public recreation facilities, retail and service uses, and connectivity between existing sidewalks.

In 2007, Moon Township followed up on a Comprehensive Plan priority to make walking and biking a practical and safe transportation option by creating a Sidewalks and Trails Master Plan. The Airport Corridor Transportation Association awarded Moon Township its 2008 Improving Mobility Award in recognition of the plan, which creates a framework for prioritizing sidewalk and trail construction and connection projects in areas with high pedestrian potential. The plan also targets alternative funding sources, such as PennDOT's Safe Routes to School program.

In order to ensure that all issues and opportunities related to sidewalks, trails and bicycle connections are considered, it is recommended that the Moon Township Sidewalks and Trails Master Plan is updated. The updates should focus on the key connections outlined above as well as the important focus areas outlined in the following four action items. Development of a community-wide walking and bicycle trail system is a multi-faceted effort requiring input from the Parks and Recreation Board, members of the Planning Commission, municipal staff and private sector representatives.

16. Continue efforts to develop connected bike lanes and trails to the Montour Trail

The northernmost point of the Montour Trail is located in Moon Township. A key connection to the Montour Trail is planned via the Ohio River Trail, which is described below. Moon Township and Coraopolis Borough have been awarded funding for the design engineering phase of the Ohio River Trail from the Montour Trail to the Sewickley Bridge.

Additional connections throughout the Township will enhance connectivity between Moon Township and Coraopolis Borough, within Moon Township and to Robert Morris University. Enhancing connectivity is a key priority for the university.

17. Continue to work on development and funding of the Ohio River Trail

The Ohio River Trail will extend from the Montour Trail, Mile Post “0” at the proposed Allegheny Sports Junction Complex located at the east side of Coraopolis. It will then travel through Coraopolis, mostly as an on-road route, via PennDOT’s designated Bicycle Route A, to the Moon Township boundary with Coraopolis Borough, approximately at Thorn Run Road. From this location, the Ohio River Trail is proposed to continue west, via the Duquesne Light utility corridor, parallel to the CSX Corporation right-of-way, to the entrance of the planned Riverfront Park.

A Federal Highway Administration’s Transportation, Community and System Preservation grant was awarded to Coraopolis Borough and Moon Township for the engineering design phase of the Ohio River Trail from the Montour Trail to the Sewickley Bridge. Moon Township should initiate discussions with Duquesne Light regarding the use of their utility right-of-way for the location of the Ohio River Trail parallel to the CSX Corporation right-of-way, from Thorn Run to Ambulance Way, at the entrance to the planned Riverfront Park. Although the opportunity exists to locate the trail along existing PennDOT right-of-way for Route 51, utilizing the Duquesne Light right-of-way allows greater opportunity to provide additional overflow parking for the planned Riverfront Park, adjacent to Route 51, within PennDOT’s right-of-way. A joint coordination meeting with representatives of both entities should be initiated to advance this effort. Moon Township should continue to identify funding sources and work with partners and neighboring communities to develop the Ohio River Trail.

18. *Enhance pedestrian and bike connectivity along key corridors and at key connection points, prioritizing links from residential neighborhoods to schools, parks and small-scale commercial developments, with a focus on the following areas:*

- o Mooncrest to Coraopolis*
- o University Boulevard*
- o Beaver Grade Road*
- o Thorn Run Road*
- o Connections to Robert Morris University*
- o Connections between office parks and Robin Hill and Moon Parks*
- o Montour Junction (proposed Allegheny County park)*
- o Montour Trail*

Utilize ordinances and opportunities for partnership. Evaluate the existing SALDO for community connectivity and update the SALDO to provide incentives for enhanced community connectivity. Evaluate options for encouraging sidewalks in developments that were approved before sidewalks were required

19. *Discuss and consider Transit Oriented Development (TOD) as part of overall Zoning Ordinance and SALDO updates. Focus on incentives*

There have been few studies that resulted in a “how to guide” to implement TOD at a local level in Pennsylvania; however, recently, Southwestern Pennsylvania Commission completed a project called “Region-Specific Success Factors for the Implementation of Transit Oriented Development and Transit Revitalization Investment Districts” that identified the unique factors that make TOD successful in our region.

The study’s strategy focused on gathering data and gaining knowledge of how TOD previously occurred along our region’s bus, light rail and commuter rail lines. The intention was to identify common success factors and the degrees to which those factors influence TOD in Southwestern Pennsylvania. From this information, the Southwestern Pennsylvania Commission created a matched set of How-To guides for TOD called “Future Investment in TOD” and “Fit: Zoning.” A first step in evaluating whether TOD should be incorporated into Moon Township’s ordinances should be reviewing these guides to determine if additional evaluation should occur.

Objective: Better understand and define the Township's place in the regional transportation system and work to enhance that system

20. Support studies and cooperation to find multi-modal regional transportation solutions

In 2003, the Southwestern Pennsylvania Commission adopted the “2030 Transportation and Development Plan for Southwestern Pennsylvania.” There were five capacity improvement upgrade or capital maintenance projects programmed through 2030 in Moon Township, and eight projects programmed in Findlay Township designed to increase circulation and eliminate delays at key intersections within the immediate region. In 2008, however, PennDOT’s focus shifted to bridge repair and replacement and several of these capacity upgrades have been delayed.

Chapter 7 of the Southwestern Pennsylvania Commission plan focuses on regional airport system planning and discusses the positive economic benefits of efficient access to the Pittsburgh International Airport. The report identifies five key issues, among them the potential for increased cargo activity. Further, the implementation of intelligent transportation systems which utilize automated signage, “smart” traffic signals, and sensor equipped bridges that activate de-icing materials prior to ice events are identified. The Pittsburgh International Airport has been studied in relationship Moon Township’s transportation assets and significant resources have been committed to its efficient operation. Continuous iteration and analyses of short term as well as long-term trends is important. Acquiring a perspective on the core socio-economic elements, which formed the Township and its function within the region, provides an opportunity to make necessary course corrections and take advantage of new opportunities at suggested intervals.

The Township should support additional studies that focus on multi-modal regional transportation solutions, taking into consideration financial resources and external development pressure that may influence the sequence of activities relating to the achievement of the objectives.

21. Continue to coordinate ridesharing through Southwestern Pennsylvania Commission's CommuteInfo program

The Southwestern Pennsylvania Commission is no newcomer to ridesharing, having been an early proponent of alternative commuter options since the “energy crunch” days of the early 1970’s. At that time, Southwestern Pennsylvania Commission was instrumental in initiating a third-party vanpool program and started a call-in service for ridesharing information and assistance. The Southwestern Pennsylvania Commission has always been engaged in ongoing outreach efforts to encourage major downtown employers to participate in the program and to promote ridesharing among their employees. CommuteInfo is a region-wide effort to educate the commuting public, and those doing business in the Southwestern Pennsylvania region, on the benefits and advantages in participating and using commuting options programs and services. Commuters are directed to CommuteInfo to solve their daily travel challenges to and from their place of employment wherever they work in the greater southwestern Pennsylvania region. Moon Township’s recent efforts to participate in and promote ridesharing should be continued through outreach to residents, employers and employees.

22. Encourage use of existing public transit routes and encourage public transit authorities to provide service to the Township by providing planning and demographic studies and promoting public transit use in the community. Focus transit advocacy on key corridors and connections:

- o Mooncrest to Coraopolis*
- o University Boulevard*
- o Beaver Grade Road*
- o Thorn Run Road*
- o Connections to Robert Morris University*
- o Connections to Office Parks*

Moon Township currently has excellent transportation systems that provide access to various destinations within the Township as well as regional access to downtown Pittsburgh and neighboring communities. However, these systems are primarily auto oriented so there is a compelling need to provide adequate and sustainable multimodal connectivity not only within the Township, but also from the Township to nearby destination points.

The community is serviced by two bus systems that are both operated by the Port Authority of Allegheny County. The G3- Moon Flyer bus route services the park and ride lot located along University Boulevard at Port Authority Drive. This lot provides 600 spaces and is located

approximately 16 miles northwest of downtown Pittsburgh. Average utilization of the University Boulevard Park and Ride Lot was approximately 62 percent in the Spring of 2011, based on parking count information provided by the Southwestern Pennsylvania Commission. This park and ride lot is paved and provides striped parking, sidewalks and adequate lighting. Amenities include bus shelters, benches, trash receptacles and newspaper vending machines.

The 21 Coraopolis bus route services the park and ride lot located along Route 51 at Thorn Run Road. This lot provides 110 spaces and is located approximately 17 miles northwest of downtown Pittsburgh.. Average utilization of the Thorn Run Terminal Park and Ride Lot was approximately 58 percent in the Spring of 2011, based on parking count information provided by the Southwestern Pennsylvania Commission. This park and ride lot is paved and provides striped parking. Upgrades to consider would include sidewalk, lighting, bus shelters and benches.



Rosemont Estates Subdivision in Moon Township

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Government, Services, Facilities and Infrastructure



Moon Township seeks to provide its residents and businesses with high quality services while maintaining fiscal responsibility. Balancing investments of time and resources as part of delivering improvements and programs to the public are of utmost importance to the administration's everyday roles and responsibilities now and in the decade to come. Leaders and staff are interested in and committed to advancing the effectiveness of services delivered. As identified through the comprehensive planning process, the Township is dedicated to further enhancing efforts of communication and cooperation in order to see the plan's recommendations through to implementation.

The Moon Township Municipal Authority provides public water and sanitary sewer service to Moon Township as well as portions of its surrounding communities. The capacity of these systems has been analyzed in relationship to the community's anticipated future land uses. The Moon Township Municipal Authority has demonstrated that there is adequate capacity for projected future needs of the community and will not adversely impact the region. Moon Township's plan for the reliable supply of water is generally consistent with the State Water Plan and the river basin commission. Lawful activities such as extraction of minerals impact water supply sources and such activities are governed by statutes regulating mineral extraction that specify replacement and restoration of water supplies affected by such activities. Commercial agriculture production may also impact water supply sources.

Objectives

- *Encourage meaningful participation in governmental activities so that existing and future residents and business are actively engaged and supportive of planning goals*
- *Cooperate with local, regional and state governments and organizations to reach planning goals*
- *Continue to find efficiencies in municipal services and facilities and accommodate a diverse population through the cost-effective provision of public services and facilities*
- *Invest strategically in infrastructure enhancements to support targeted development areas*
- *Promote and establish sustainable practices for Township facilities and encourage residents and businesses to adopt sustainable practices*

Objective: Encourage meaningful participation in governmental activities so that existing and future residents and business are actively engaged and supportive of planning goals

23. Conduct a semi-annual Township Open House for residents and business owners to meet elected officials and Township staff to discuss current issues and projects

A community Open House would provide residents with an opportunity to discuss long-term planning goals, issues and ongoing projects. It would provide an open forum for elected officials to understand community opinions related to current issues and opportunities. Department heads and staff members could be available for meet and greet or questions. The event could showcase various services provided by the Township along with events or one-time programs like computer recycling drop off points or paper shredding.

24. Convene a focus group of developers to discuss Zoning and SALDO updates

As discussed above, reaching out to a group of local developers to for discussion related to Zoning and SALDO updates would help to allow the Township staff and elected officials understand issues and opportunities from the perspective of private sector representatives. This would also help to build community buy-in for any ordinance changes.

Objective: Cooperate with local, regional and state governments and organizations to reach planning goals

Community planning is not conducted in a vacuum and the actions proposed provide an outline to support continued planning initiatives through the sharing of information. Local leaders who recognize that their greatest assets are the people in their communities, have a much greater chance to succeed in implementing the policies and achieving the goals identified in the Comprehensive Plan. In addition, establishing working relationships with agencies and organizations can bring resources to improve the quality of life in a community. These relationships are not always productive immediately, but the effort to keep communication active and current can produce positive results in the long term.



Sewickley Bridge as seen from Riverfront Park

25. Share the Historic Preservation Plan's Historic Resources Inventory GIS database with the Pennsylvania Historical and Museum Commission Bureau for Historic Preservation for inclusion in their resource records

The Pennsylvania Historical and Museum Commission is the Commonwealth's official history agency. Its Bureau for Historic Preservation administers historic preservation programs across Pennsylvania under the authority of the National Historic Preservation Act and the Pennsylvania History Code. The Bureau for Historic Preservation also provides services to carry out these programs. The Bureau for Historic Preservation maintains a map-based inventory of historic and archaeological sites and surveys in a Cultural Resources Geographic Information Systems database that is available to the public at www.crgis.state.pa.us. The information contained in the Cultural Resources Geographic Information Systems database comes from a variety of sources ranging from professional archaeologists and architectural historians, to municipal governments planning for historic preservation, to private citizens interested in the history of their property or community. One of the objectives listed in Pennsylvania's Statewide Historic Preservation Plan (2012-2017) published by the Bureau for Historic Preservation is to identify and document locally important resources and issues. Moon Township has done this through the preparation of this Historic Preservation Plan. By sharing the Historic Resources Inventory with the Bureau for Historic Preservation, the Inventory will become part of the statewide database, which will make the data more widely accessible, heighten awareness of Moon Township's resources at a statewide level, and give Bureau for Historic Preservation access to Moon Township's Inventory to assist in mobilizing resources to assist with preservation efforts.

26. As opportunities arise, partner and cooperate with organizations and groups to promote community planning objectives and common goals. Continue active participation in existing groups as appropriate, including:

- o Moon Economic Development Group (with Robert Morris University)*
- o Airport Corridor Transportation Association*
- o Southwestern Pennsylvania Commission*
- o Allegheny County Airport Authority*
- o Sustainable Pittsburgh*
- o Others as appropriate (Hollow Oak Land Trust, Ohio River Trail Council, etc.)*
- o Airport Area Chamber of Commerce*
- o Moon Area School District*
- o Robert Morris University*

Moon Township has a strong tradition of fiscal responsibility, governmental accountability, progressive policies that promote development and a strong housing market. However, partnerships can be key to accomplishing bigger-picture goals to enhance quality of life in the Township. The Township has had significant recent success in building relationship and partnerships. From trail development in partnership with Coraopolis Borough to the Economic Development Group with Robert Morris University and others in the business community, Moon Township is able to leverage partnerships to enhance municipal efforts.

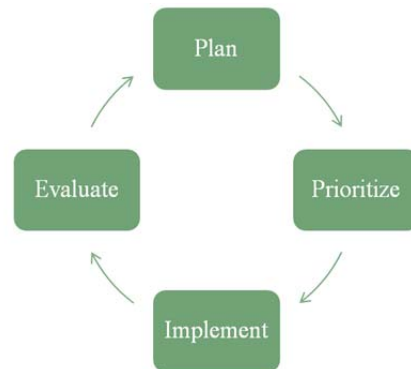
27. Collaborate with PennDOT, property owners and the Moon Area School District to complete a Safe Routes to School grant for sidewalks for Brooks School

In 2008, PennDOT advertised a federally funded Safe Routes to School grant program. Moon Area School District responded to the advertisement with a proposal for sidewalks for McCormick School. The proposal was supported by the Airport Corridor Transportation Authority and Representative Mark Mustio. During the course of the project, the focus changed to Brooks School.

Both the administration and sponsorship of the grant was transferred to Moon Township in 2009. Today, two small areas outside the PennDOT right-of-way must be acquired to connect the sidewalk along Hassam Road to Brooks School. At this point PennDOT has confirmed that the money is still available, and completing this project is important for the Township to be eligible for future grant opportunities.

28. Create a comprehensive plan implementation committee to monitor and "champion" for high-priority action items; complete an annual evaluation of the comprehensive plan action items and determine priorities based on new/changing information

Building on past planning successes, Moon Township should consider establishing a Comprehensive Plan Implementation Committee to oversee implementation of the Comprehensive Plan. This Committee will be the champion of the Comprehensive Plan and coordinate implementation efforts Township-wide. It will serve as the key point of contact for



building partnerships, conducting outreach and coordinating volunteers. It can serve as a point of contact for Township-based elected officials, staff, authorities, boards, commissions, schools, civic organizations, legislators and faith communities

Members can include representatives from Planning Commission, Board of Supervisors, Township Staff, and representatives from the various other boards. The Committee should outline recommended upcoming actions and focus within the annual review report.

As the Comprehensive Planning process comes to a close, choose a small group to form the initial Planning Committee. This group could prepare a letter of invitation to identified Comprehensive Planning Committee members outlining Committee roles and responsibilities. Once the Comprehensive Planning Committee has come together, their first steps can include the following:

- Define a clear set of rationales or reasons for the Committee’s formation and create communication outlets to build awareness of the Committee and its role/mission/purpose
- Identify the criteria and full range of projects/policies appropriate for Committee action
- Determine the frequency of Committee meetings
- Establish a Comprehensive Plan Priority Card to be used annually to evaluate the priority for the Plan’s various actions in the upcoming year
- Work with identified partners on priority projects and lay the groundwork for upcoming projects



House on Brodhead Road in Moon Township

Objective: Continue to find efficiencies in municipal services and facilities and accommodate a diverse population through the cost effective provision of public services and facilities

29. *Complete a physical facility needs assessment for the potential consolidation of municipal services in one or more buildings:*
- o Consider safety, convenience, replacement or renovation costs based on projected service levels*
 - o Research customer service demands of each Township administrative department*
 - o Set administrative priorities and processes*
 - o Create a master plan for all municipal buildings*
 - o Consider how this could relate to the development of a potential town center*

Study staffing, building use, and needs for short and long term timeframes. Efficiencies, building programming and strategies to meet the growing/evolving needs of Township residents and businesses should be considered.

Building Programming: The assessment should provide an analysis of the anticipated staffing needs following the format of a staffing analysis, including estimated current need and need in 5, 10 and 20-year increments. In addition, based on the staffing and building needs, identify ancillary and accessory programming requirements, such as, but not limited to, data and telecommunications, conference rooms, printer, file and storage space. Also include functional spaces, such as restrooms, mechanical spaces, vestibules, stairwells, elevators, hallways and similar space allocations. Finally, the assessment should analyze the ability to provide suitable on-site parking to meet the growing work force and users who visit the buildings.

Examine the relationship between the existing municipal buildings to maximize efficiency of use, and how best to accomplish the anticipated needs.

Cost and Sustainability Analysis: The assessment should provide an estimated cost in current dollars for design, construction, inspection, furnishing and equipment, and contingency fees to meet current and future needs. Consideration should be given to the construction of a municipal complex that houses all departments and activities in one building or campus. Sustainability should be considered to recognize that as a long-term building owner, the additional cost of construction in the short term may be offset by realized energy savings.

30. *Work regionally to develop options for land banking; encourage South Hills Area Council of Governments to get involved with the land banking efforts of Tri-COG (Steel Valley, Twin Rivers and Turtle Creek Valley Council of Governments); Continue to move forward with the Allegheny Vacant Property Recovery Program*

Allegheny County's Vacant Property Recovery Program allows municipalities to acquire properties that are blighted and/or have unpaid taxes. This program is not for land-banking but given Moon Township's desirability as a community, land-banking probably is not something they really need to invest in. The Moon Township Community Development Department has begun to take steps to join the Vacant Property Recovery Program. Once the Township is fully enrolled in the program, people will be able to buy blighted properties without paying back taxes as long as they have a plan for the land. Communities benefit by seeing properties return to the tax rolls. Many properties are acquired by neighboring property owners to use as side yards but some are seeking land with buildings that can be restored or demolished.

31. *Develop a series of metrics to evaluate the provision of services throughout the Township*

In the social service world, the metric that internal and external stakeholders want to know about is whether problems are solved, and people's needs are addressed. This is a far more difficult thing to measure than, say, on-time delivery.

A results-focused evaluation measures the changes and improvements in the knowledge, skills, attitudes or behaviors of people who receive services and assesses the outcomes in relation to the Township's goals. Observable "indicators" that show progress toward those goals should be developed. The indicators might register such things as changes or improvements in skills, knowledge, behavior, or socioeconomic status.



Multifamily housing in Mooncrest historic district

In conducting an outcome-based evaluation, the Township would evaluate each of its programs or services by articulating:

- Assumptions about the needs of the people they serve,
- Solutions that will help to meet those needs, and
- Goals that are the program's desired results and outcomes.

A simple way to identify goals is to answer the question: "How will we know when we have successfully helped people as intended?"

Outcomes can be defined in some of the following ways:

- **Impact Targets:** the amount of change or progress toward a goal that is deemed a success within a given time period
- **Indicators:** observable and measurable changes in behavior or conditions. Note that any of several different indicators and impact targets may be identified for a particular goal.
- **Data Sources:** readily available sources of information about the conditions that are being measured.
- **Who Is Measured:** the population that is being measured
- **Measurement Intervals:** the period of time during which changes will be documented. Note that time periods might vary for different facets of a program.
- **Measured Outcomes:** actual changes in behavior or conditions within the monitored time period.

Upon completion of a given measurement period, the degree to which each program accomplished its "impact target" will indicate the effectiveness, or success, of the program.

Members of the Action Team identified below, may be able to give insights related to metrics for each of their specialty focus areas and assist the Township in establishing appropriate metrics and targets.

32. Conduct outreach and coordinate with state, county, private and faith-based organizations to support residents who need services

Moon Township should consider convening an Action Team to meet annually and discuss the provision of services to residents in the community. Members should include municipal organizations like police, fire and emergency medical services as well as non-profit and faith-based organizations that provide services. The Action Team can help to coordinate the provision of services. Team members can better coordinate and identify areas where they need support. For instance, Moon Township may want to assist in writing or administering grants for smaller organizations that do not have the institutional capacity to undertake those activities themselves.

Objective: Invest strategically in infrastructure enhancements to support targeted development areas

As of January 2012, the Moon Township Municipal Authority serves 8,211 residential and small-scale commercial water customers (7,772 residential, 439 commercial), and 9,283 wastewater treatment customers, 8,896 residential and 387 commercial. As the Township continues to attract both residential and commercial development, the Moon Township Municipal Authority has positioned itself as a reliable cost effective service delivery agency, with available capacity for sustained local, as well as regional, growth. The Moon Township Municipal Authority estimates a forty percent (40%) increase in the overall customer base within the last several years and has provided sufficient capacity and the ability to expand as demand increases.

33. Continue to work towards replacing all clay sewer with plastic pipe including sewer mains and the portion of customer service lines within the utility easement or road right-of-way over the next 20 years; the cost is offset through a rate increase

Throughout the region the maintenance and replacement of aging water and sanitary sewerage systems is creating fiscal problems for local municipalities with shrinking tax bases. Communities that coordinated capital public works projects with municipal authority projects have been able to help keep customers rates and individual tax burdens in check as line segments are replaced in conjunction with street paving and rehabilitation projects. The Moon Township Municipal Authority has enjoyed a close working relationship with the Moon Township government over the last several decades, and the results have been to provide competitive water and sewer services.

The peak weather sewage flow decreases in areas with clay sewers related to inflow and infiltration and the related deterioration of those clay sewer lines are the most pressing problem facing the Moon Township Municipal Authority at present. Recently, a twenty-year rehabilitation project was initiated by the Moon Township Municipal Authority, to replace approximately eighty-two miles of vitrified clay sewage lines installed to support the Township's growth following World War II, with polyvinyl chloride material.

While the projected rate increase, from \$5.00 per 1,000 gallons to \$7.00 per 1,000 gallons will generate an estimated \$1.4 million dollars annually to defray the line replacement costs, the reliability and long-term stability of the system will provide a key infrastructure component to support continued growth.

34. Continue to coordinate public works street and road maintenance activities with the Moon Township Municipal Authority's water line and sanitary sewer line replacement program.

Ten miles of clay sewer lines have already been replaced and that work has been coordinated with the Moon Township Department of Public Works as maintenance and upgrades to Township roads and streets were scheduled simultaneously.

Objective: Promote and establish sustainable practices for Township facilities and encourage residents and businesses to adopt sustainable practices

35. Improve water, energy and waste efficiency in Township facilities

A focus on sustainability has emerged as a result of concerns about the unintended social, environmental, and economic consequences of population growth, economic growth and consumption of our natural resources. The Township should seek to understand current levels associated with water, energy and waste removal in Township facilities and set tangible goals for improved performance.

Community Assets, Amenities and Resources



The community's assets, amenities and natural resources are important components in Moon Township's character and are intrinsic to all aspects of community planning in Moon Township. The plan for community assets, amenities and resources includes maintaining the resources and amenities available to residents today while enhancing them by ensuring that residents and employees in the Township's business can easily access them by car, bike or on foot.

Objectives

- *Support the "heart and soul" of Moon Township as both a conceptual and a physical place*
- *Work to support and maintain community character through outreach and preservation efforts*
- *Bolster efforts to maintain and enhance Township quality of life and promote the Township as a great place to live, work and play*
- *Continue to support and value open space and the community's suburban character by emphasizing quality recreation and open space that serves residents of all ages, interests and abilities*

Objective: Support the "heart and soul" of Moon Township as both a conceptual and a physical place

36. Assess the feasibility and potential location of promoting a "town center." Issues to be assessed include:

- o Location and accessibility*
- o Feasibility*
- o Market potential*
- o Value to the community*
- o Consider opportunities based on the results of the analysis of municipal buildings and facilities*

Based on the results of the functional and physical facility needs assessment, determine if there is an opportunity to coordinate upgrades/consolidation of municipal buildings into a town center development. Using the criteria above, determine the next steps in moving forward with the town center.



Moon Township Farmers Market

37. *Identify opportunities to create a sense of place in Moon Township on the key corridors:*

- o Beaver Grade Road*
- o Thorn Run Road*
- o University Boulevard*
- o Coraopolis Heights Road*
- o Ewing Road*

Make policy choices to promote the key corridor status:

- o Encourage placement of public transportation nodes within the corridor as appropriate*
- o Support streetscape features*
- o Provide gateway and other wayfinding signage*
- o Consider ways to integrate the corridor into community life through events or other activities*
- o Incorporate bike/pedestrian facilities*

Although not perfectly parallel scenarios, two local communities (among many others) have accomplished these kinds of changes through planning and regulatory activities. Old Route 22 in Murrysville now has sidewalks and has a different “feel” than it used to. Route 18 in Hermitage is another where bikeways and sidewalks have been incrementally installed and new development has been constructed to a different standard—creating a significant positive impact on the overall corridor.

38. Create a pedestrian and vehicular-oriented wayfinding system to better communicate the Township's assets and amenities in primary corridors and nodes

Create a signage and wayfinding system that focuses on directing residents and visitors to recreational, cultural and historical resources, business districts, facilities, and services. Provide a consistent and cohesive theme and appearance for the signage. Coordinate signage and wayfinding for vehicular traffic and for pedestrians in key areas—particularly in areas identified for pedestrian and bicycle improvements.

Establish an ongoing administration and maintenance plan of the system so that new amenities and routes can be identified in an efficient manner.

39. Identify an organization to undertake an oral history project for the Township, focused on families whose descendants have a long history in the community

Numerous families have been residents of Moon Township for generations. Additionally, many people have played strong roles in the community and witnessed its physical transformation over time. Before opportunities are lost, it is recommended that a robust effort be made to collect oral histories from people who have stories to tell about the Township's past. Moon Community Access Television is the public, educational, and government access television station owned and operated by the Moon Township. Moon Community Access Television has recorded a few oral history segments in a series called "Moon Township Remembers," but many more should be collected.

Recording oral history involves interviewing people (typically, community elders) about their personal experiences in the Township and recording the interviews so that future generations can hear the accounts and gain perspective about what it was like to live in a particular time. The recording of oral histories (by audio or audio/video) is an excellent way to preserve memories, particularly about events that are not otherwise well recorded. Oral histories are used to understand life experiences in history in a unique way that is not possible by the preservation of buildings and sites alone. Excellent candidates include residents of Moon Township who have lived in the area for a long time and can recall interesting stories. The interviews should be conversational, with the subject serving as a storyteller. The purpose of an oral history is to record the subject's accounts and memories, and is, therefore, not always entirely consistent with other recorded accounts. After the oral histories are recorded, they should be made available for viewing. The most popular and cost-effective means to do so is posting on the Internet.

40. Collaborate with youth organizations to engage young people in projects that focus on the Township's history and historic resources

There are many youth learning opportunities in Moon Township. Community leaders should take advantage of all opportunities to incorporate historic preservation topics into educational programming for youth and work with community service organizations to offer youth-based educational programming or service projects. The Township also may want to prepare a list of studies and projects that are appropriate for college students enrolled in Robert Morris University and other nearby educational institutions.

41. Formally review and begin implementation of previously completed planning and design efforts related to University Boulevard

In 2002, a strategic plan for Beers School Road was adopted to help the corridor compete as a commercial business district in an evolving regional marketplace. The plan identified the highest and best use for the corridor, recommended improvements to promote a unified image, improve pedestrian access and mobility, reduce traffic congestion, and implement streetscape improvements. Since the adoption of the plan, Beers School/Narrows Run Road was renamed to University Boulevard in an effort to kick off the revitalization of this important corridor.

In 2003, the Township completed a plan for University Boulevard that included a number of recommendations for physical improvements including the creation of a center-turning lane, the addition of sidewalks, a pedestrian bridge, an intersection overpass, and landscaped gateways to the road at Business Route 60 and Stoops Ferry Road.

Most recently, the Moon Transportation Authority completed a Feasibility Study in 2009 to evaluate current transportation conditions at the existing signalized intersection of Business Route 60 and University Boulevard, and to investigate various improvement alternatives that would upgrade this facility, or develop new facilities.

Local stakeholders have expressed a strong desire to see progress on University Boulevard. Before considering any improvements, changes or additional planning/design work, the existing planning and design work should be reviewed and prioritized. Some recommendations were implemented (the corridor's name change, for instance) while many others were not. It is likely that many of the recommendations are still highly relevant and that the existing plans/designs can form the basis for short and long term improvements on University Boulevard.

The Moon Economic Development Group is prepared to take the lead in championing this effort but the Township will need to be an active participant—especially with the first steps of reviewing the existing planning documents, determining what recommendations are relevant, and prioritizing the recommendations. This effort will require significant coordination between the

Township, local businesses and land owners, the Moon Transportation Authority, PennDOT and many others.

Objective: Work to support and maintain community character through outreach and preservation efforts

42. Make the Historic Preservation Plan's Historic Resources Inventory available to the public

The Historic Resources Inventory compiled as part of the Historic Preservation Plan identifies 149 resources, including 14 residential subdivisions that Moon Township considers to be locally important to its history, culture, and physical character. At the onset of preparing the Historic Preservation Plan, the Township asked residents to participate by completing an online survey. Although the response rate was low, the feedback indicated that Moon Township's residents are generally unaware of the historic resources located in their community.

By making the Historic Resources Inventory available to the general public, everyone will have access to the list of Moon Township's resources. Good decision-making is based on accurate information, and decisions affecting historic resources occur at all levels, whether it be a municipal body, municipal official, quasi-public organization, volunteer group, philanthropist, property owner, individual person, or other. Making information about existing resources available to the general public also can foster a deeper appreciation of the Township's developmental history and the features that set Moon Township apart from other suburban communities in Allegheny County and southwestern Pennsylvania.

43. Implement a plaque program to identify and give recognition to resources on the Historic Preservation Plan's Historic Resources Inventory



Coventry Log Cabin in Moon Township

A vast majority of the historic resources in the Township are privately owned. As such, the Township should make these owners aware that their property has value to the community and its history. In addition to general awareness, engagement of the property owners can assist in achieving the goals of this Preservation Plan. When owners are engaged and value the historic significance of their property, they usually make the right choices regarding preservation and maintenance.

Engaging the property owners can take many forms. One relatively easy way to spark engagement is through a historic building plaque program. Such a program involves adding plaques to historic buildings to honor their presence in the community and increase awareness of their history. Additionally, a plaque program can extend outreach and education to property owners who may not be aware of, or fully appreciate, the significance of their own property. Participation in a plaque program also can be the first step toward more active involvement of property owners in historic preservation efforts. Moon Township should identify a local

organization such as the Historic Architectural Review Board to administer a historic building plaque program for historic properties. To be eligible for a plaque, the building should be in good repair and the owner should commit to displaying the plaque near the building's front door. At a minimum, the plaque should be made of durable material (metal casting is recommended) and recognize the structure as a locally-important historic resource and its construction date.

44. Weave historic interpretation elements into Moon Township's public parks; Olson Park, Robin Hill Park and Riverfront Park are viable locations.

Public parks are great locations to interpret a community's history. When people visit parks, the presence of historical interpretive elements such as signs, displays, public art, and repurposed structures offer ways to communicate information, educate, and increase appreciation for Moon Township's past and the historic resources that are still present today. Interpretive messages should focus on engaging storylines such as:

- Transportation (Ohio River ferries, the stagecoach stop in Olson Park, the railroad, and the roadways that first connected Moon Township to Pittsburgh and beyond);
- Family Roots (the important people and families that influenced the character and development of Moon Township); and
- Business Industry and War Efforts (transition of the community from an agricultural economy to manufacturing, to support of a military defense airport during World War II.)

It is not the intent to overbear public parks with signage and interpretive elements. Rather, elements should be placed in strategic locations that are along pedestrian walkways or paths and likely to be viewed by park visitors. Also, because interpretive elements are permanent elements, their durability, cost to install and maintain, overall attractiveness and compatibility with park uses, and effectiveness to communicate information must all be considered. It is recommended that historic structures not be moved from other properties into the Township's parks. Removing historic buildings from their original context can result in structural damages and loss of the building's historic significance.

45. Apply for Pennsylvania Historical and Museum Commission markers in locations of notable historic significance

Since 1946, the Pennsylvania Historical and Museum Commission has administered a program of historical markers to capture the memory of people, places and events that have affected the lives of Pennsylvanians over the centuries. There are two Pennsylvania Historical and Museum Commission historical markers (recognizable by their shape and blue color with yellow text) in Moon Township, which recognize Mooncrest and the former Joshua Meeks house.

Many other locations in Moon Township can be identified where Pennsylvania Historical and Museum Commission markers would likely be appropriate and approved, including:

- Olson Park;
- Carnot Village; and
- Brodhead Road (to recognize General Brodhead).

Nominations for historical markers can be submitted to the Pennsylvania Historical and Museum Commission by any person or organization. It is not easy to obtain approval of a marker, as the Pennsylvania Historical and Museum Commission conducts a thorough review of each nomination and approves markers on a selective basis. If a nomination is approved by the Pennsylvania Historical and Museum Commission, its staff works with the applicant to prepare marker text, select dedication dates, arrange for payment of the marker and arrange appropriate dedication ceremonies for the marker(s).

The Pennsylvania Historical and Museum Commission ceased providing matching grants for historical markers in 2009. Therefore, nominators should be prepared to cover the costs of their marker's fabrication.

46. Develop an interpretive plan for Moon Township's early oil resources

There are four early oil resources remaining in the Township from the oil and gas boom that occurred in western Pennsylvania in the late 19th and early 20th centuries. Natural resource extraction and oil and natural gas drilling once were, and still are, significant contributors to the regional economy. As such, there is a heightened interest in identifying and preserving historic resources associated with this industry. Several oil and gas industry companies have offices in and near Moon Township, so there may be opportunity to tap into their philanthropic resources to assist in the interpretive effort.

47. Use technology to disseminate information about the Township's history and historic resources

Use of technology and media is a way to reach mass audiences and people that do not seek out information in other ways. The use of technology to provide information about a community's history and historic resources is proven to be effective. If museums and national tourist destinations use technology to interpret history, why shouldn't a local community do it too?

The community is a place of informal learning. As people circulate around a community, they often use web-based portable devices such as smartphones and tablets to find information. By combining a community experience with technology-based information, the learning experience is frequently enhanced. It enables "meaning making" by giving people access to the information that allows them to make sense of an experience. As a starting point, information about Moon Township's historic resources should be made available online. Next, media tags could be added to visitor destinations and publically accessible sites of historic significance that link mobile devices to information about the site. Further, popular device applications could be used to provide storyline (mobile tour) information to people as they circulate around in the community. Because technology is constantly advancing and emerging, it will be important to stay on top of popular trends and make use of them appropriately.

48. Encourage owners of income-producing properties that are eligible or potentially eligible for listing in the National Register of Historic Places to submit an application for listing

Because income-producing properties listed in the National Register are eligible for state and federal tax incentives for expenses associated with qualifying rehabilitation work, it is a higher priority to pursue the listing of income-producing properties than, say, residential homes that don't produce income. The opportunity of tax incentives can entice owners to improve their properties. Also, as more resources are listed, the Township's historic significance will gain stronger national acknowledgement.

49. Distribute information to owners of non-residential structures constructed before 1936 informing them that they are potentially eligible to receive a 10% federal Rehabilitation Tax Credit for costs associated with undertaking substantial rehabilitation of their structure

Property owners may not be aware that there are Rehabilitation Investment Tax Credits available for certain expenses associated with the rehabilitation of income-producing buildings constructed before 1936 (residential rentals do not qualify). To qualify, the building or site must have been constructed before 1936 and the rehabilitation work must exceed \$5,000 or the adjusted basis of the property, whichever is greater. Improvement projects eligible for tax credits must be conducted consistent with the historic character of the property and meet the U.S. Secretary of the Interior’s Standards for Rehabilitation. By making the tax incentive information readily available to property owners, they will be better informed and perhaps more inclined to take action. Because the tax incentive process can be complicated, publicizing simple and up-to-date information and instructions (or referring owners to the Pennsylvania Historical and Museum Commission website that lists the eligibility requirements) will make the process easier to understand and pursue. In addition, Moon Township should periodically remind local real estate agents, tax accountants, and the loan departments of financial institutions about the Rehabilitation Investment Tax Credits and encourage them to help inform property owners of the program.



Sharon Community Presbyterian Church on Carnot Road

Objective: Bolster efforts to maintain and enhance Township quality of life and promote the Township as a great place to live, work and play

50. Work with the Moon Area School District to reach their goal of increased state ranking

The Moon Area School District is an important element in quality of life for Township residents and school districts are often cited as determining factors when people move within the region. Moon Area School District recently completed a series of Community Sessions related to the development of their strategic plan, which is intended to lay out a road map to lift the school district's performance to the top 1% of school districts in Pennsylvania (from its current ranking that is generally in the top 10% of schools districts in the state). The Township should plan a meeting with school district representatives to identify common goals and implementation steps. Opportunities for partnership, like the Safe Routes to Schools grant, discussed in the Transportation section, should be identified.

51. Continue to identify opportunities to better integrate Robert Morris University into community life through events and activities on campus and opportunities for public/private initiatives related to media arts, business incubator programs, internships and other programs

A top priority for Robert Morris University is the improvement of University Boulevard to enhance the variety of goods and services offered, pedestrian amenities and bicycle facilities. This would naturally bring students and Township residents together more frequently. The Township and university should identify additional opportunities to work together in ways that would be of benefit to students, local businesses, residents and the Township.

52. Promote and support the development of lifelong learning programs through the Moon Area School District, Robert Morris University and the Parkway West Career and Technology Center

Based on regional and local demographic patterns, the population of Moon Township is aging and will continue to do so in the coming decades. Lifelong learning programs can be an important quality of life consideration as resident age. Programs that enhance quality of life for older residents will help them stay engaged in their communities.

Objective: Continue to support and value open space and the community's suburban character by emphasizing quality recreation and open space that serves residents of all ages, interests and abilities

Moon Township's character is based on its open spaces as much as its built environment. Protecting steep slope areas, hillsides, stream valleys and flood prone areas from erosion, land subsidence and flooding are important environmental concerns but also help to conserve open spaces that enhance the visual character of Moon Township. Conserving mature woodlands and encouraging the use of native vegetation in new development projects will promote and support quality open spaces and vegetation—further enhancing the community's unbuilt environment.

53. Establish a heritage tree program to identify and protect trees that are centuries old

There are several trees in Moon Township that are centuries old. In fact, it is said that one of the oldest known trees in Allegheny County is located in Moon Township at the site of the Polo Club on Beaver Grade Road. During the public outreach process that occurred during the preparation of this Historic Preservation Plan, several residents spoke up about significant trees and suggested that protective measures be developed to ensure their survival.

An opportunity exists to protect trees in the form of a Heritage Tree Program. Such a program would identify individual trees in Moon Township that have exceptional historical, cultural, and/or aesthetic value because of their age or their association with an important event or person. Once the trees are identified, the Township could require a permit before they are pruned or cut down. Numerous municipal governments and other organizations have such a program, including one administered by Penn State University for trees on the main campus. Heritage trees also could be identified by a small marker or plaque for identification. The purpose of such a program

would be to inspire awareness of the contribution that trees make to the community and their connection to the community's past. The program would also increase public awareness about the significance and importance of trees, draw attention to and protect significant trees, and encourage the identification and perpetuation of heritage trees for the enjoyment of future generations.

Further, the zoning ordinance should be reviewed to enhance tree preservation. Currently there is limited protection of trees.

54. Continue the development of the Riverfront Park as the Township's newest open space and recreation amenity

The Moon Township Riverfront Park Master Plan, which was finalized in 2013, identifies a number of important steps for realizing the development of the park. The top recommendations of the plan include the following:

- Moon Township should formally join the Ohio River Brownfields Coalition in order to collaborate on obtaining potential funding and agency support benefits as a result of being a regional partner in the U.S. Environmental Protection Agency funded effort. The Coalition (mentioned above) and the Environmental Protection Agency are focusing their resources on the clean-up and successful reuse and redevelopment of brownfields sites along the entire Ohio River Corridor. This effort will allow Moon Township to participate in a regional funding application to the Environmental Protection Agency and other state and/or federal agencies for the further remediation and implementation of the site-specific work needed to allow the riverfront park site to function as a public park.
- The Township should considering implementing the proposed funding advocacy strategy described in the Master Plan, along with retaining a federal and state funding specialist(s) with specific experience on cleaning-up and redeveloping brownfield sites, in order to assist the Township in pursuing the necessary financial resources needed to make the project happen, along with coordinating all of the relevant agencies involved in implementing the project.
- The Township should pursue Pennsylvania Department of Conservation and Natural Resources funding for the final design and construction of the first phase of the Master Plan. Since the Department of Conservation and Natural Resources provided funding for this Master Plan, the agency can be viewed as a partner in the project; however, further advocacy for implementing the Master Plan should be performed with an agency representative to ensure they are fully aware of the next steps and support is maintained.
- The Township should meet with Pennsylvania Department of Environmental Protection representatives to promote the project for inclusion into the Department's Industrial Sites

Reuse Program. This program could provide up to \$1 million in grants and loans for the clean-up of the site to a standard required by the agency for use as a public park.

- Safety and access to the site was identified as a high priority; Moon Township should initiate the final engineering design of the proposed improvements to the at-grade railroad crossing and the creation of the new access drive through the site to Feb-Tec Industries, Inc. as soon as possible. Starting this effort early is especially important since it will require extensive coordination with CSX Corporation on the safety improvements at the at-grade crossing.
- The Moon Township Municipal Authority should cease importing additional soil for potential future fill on the site. The conceptual grading plan prepared as part of the Master Plan determined that there would not be a need for substantial additional clean-fill on the site and it is a recommended protocol to wait until the final engineering is completed before additional soil is brought to the site.
- The Federal Highway Administration’s Transportation, Community and System Preservation grant was awarded to Coraopolis Borough and Moon Township for the design-engineering phase of the Ohio River Trail from the Montour Trail to the Sewickley Bridge. The Township should initiate discussions with Duquesne Light regarding the use of their utility right-of-way for the location of the Ohio River Trail parallel to the CSX Corporation right-of-way, from Thorn Run to Ambulance Way, at the entrance to the park. Although the opportunity exists to locate the trail along existing PennDOT right-of-way for Route 51, utilizing the Duquesne Light right-of-way allows greater opportunity to provide additional overflow parking for the park, adjacent to Route 51, within PennDOT’s right-of-way. A joint coordination meeting with representatives of both entities should be initiated to advance this effort since the trail project is likely to proceed, based on committed funding, in late 2013 or early 2014.

55. Prioritize the presence and proximity of the Montour Trail and Ohio River Trail and consider developing additional trail links and trailheads from Beaver Grade and Hookstown Roads

Both the Montour trail and the planned Ohio River Trail are important amenities in the community. They offer recreational opportunities as well as opportunities for enhanced connectivity throughout the Township and with Coraopolis Borough. The addition of new trailheads will provide enhanced access to the trails. As discussed below, the Township Comprehensive Parks, Recreation and Open Space Plan should be updated. The location of future trailheads should be identified in that plan and prioritized as appropriate.

56. Evaluate the creation of a community garden project on lands owned by the Allegheny County Airport Authority within the Federal Aviation Administration noise contours

Because of restrictions on development within the Federal Aviation Administration noise contours, a community garden could be a viable land use in that area. An example of a successful community garden model is Upper St. Clair Township's community garden project in Boyce Mayview Park. While a community garden could be a practical land use, there may be some additional compatibility issues with other FAA restrictions. Consequently, the viability of a community garden should be evaluated in cooperation with the Allegheny County Airport Authority. The evaluation should focus on whether or not the garden use can comply with all Federal Aviation Administration restrictions. Moreover, the evaluation should address the viability of lease arrangements for any group managing/operating a community garden on airport property. Given that the market rate for the land that is severely restricted from use because of its location within the airport's noise contours is most likely very low, the lease could also be low and financially feasible through user or gardeners fees, etc.

57. Update the 2005 Moon Township Comprehensive Parks, Recreation and Open Space Plan to inventory and identify opportunities related to existing Township assets

- o Focus efforts on improving connectivity between existing green spaces before developing additional green spaces*

A number of new park and recreation facilities have been developed since the completion of the 2005 Comprehensive Parks, Recreation and Open Space Plan. Updating this plan will allow the Township to gain a more in-depth understanding of the needs associated with parks, recreation and open space. The community survey identified a strong desire for connections to existing Moon Township assets. A common theme was the need to provide better access to these recreation and green spaces for all residents.

58. Coordinate standards and regulations in coordination with the Airport Authority

The Allegheny County Airport Authority Master Plan recommends undertaking an audit of Moon Township's zoning regulations related to land uses on airport-controlled parcels. Also, it has been noted that wildlife and vegetation standards should be extended beyond the existing Airport Overlay. This audit and regulatory update can be undertaken in conjunction with other regulatory audits and changes.

Chapter 5: Actions

This plan contains a variety of ways for everyone to get involved—whether as a champion, a teacher, a community leader or a neighborhood group. This document is a written explanation of the ideas that emerged during the planning process and their technical underpinnings. It is up to elected officials, Township staff, residents, and regional leaders to breathe life into these words.

Each community holds the power to modify local practices and make choices. Together, individuals can create significant economic, social and environmental outcomes. Successful implementation will require significant local expertise and engagement. The strategies identified in the plan will inevitably be more complex than the simple principles suggest and will require an infinite and diverse number of individual champions, improvisations and local interpretations that guide the best ideas forward with pragmatism, cleverness and maximum impact.

Key Relationships

The success or failure of any implementation plan depends on the support of the community’s stakeholders, property and business owners and taxpayers who have invested time and resources into making a better life for themselves, their families and employees. The responsibility to follow through with the achievement of these community objectives falls to the elected officials, members of appointed commissions and boards, and professional staff. Daniel Burnham, a 19th century planning pioneer said, “Make no little plans; they have no magic to stir men’s blood.” While planning is the consideration of viable options to address weaknesses or threats to a community, there is still magic in realizing positive outcomes.

The following key partners can play important roles in the ongoing success of the Township and the overall implementation of various actions. The Action and Implementation Plan identifies key partners for each action in order to facilitate collaboration and ongoing success.

Moon Township

ADMIN Administration Department

This department is responsible for implementing policies made by the Board of Supervisors as well as ensuring that all departments are performing their responsibilities. The head of each department reports to the Township Manager.

BOS Moon Township Board of Supervisors

This is an elected body and the primary decision making authority for discretionary decisions made in Moon Township.

COM DEV..... Community Development Department

This department is responsible for the coordination and implementation of all land development, property improvement, and code enforcement regulations within Moon Township.

EAC..... Environmental Advisory Council

This organization’s responsibilities are to provide independent advice and counsel to the Board of Supervisors and Planning Commission on environmental issues.

FIN..... Finance Department

This department is responsible for preparing and managing the Township budget.

HARB..... Historic Architectural Review Board

This board works with the property owners and the Board of Supervisors on historic preservation issues. Other responsibilities include advising owners of historic buildings regarding rehabilitation, repairs, maintenance methods and technologies, adaptive use, economic and tax incentives and other historic preservation strategies. Mooncrest is a historic district in Moon Township.

LBT..... Library Board of Trustees

This independent body is responsible for establishing library policy, preparing a budget, hiring personnel and seeking new avenues for funding.

MAG-TV.....Moon Area Government Television

This station is the sister station to the Moon Community Access Television. MAG-TV airs government education programs including public meeting coverage of the Moon Township Board of Supervisors, Moon Area Board of Education, and Moon Township’s neighboring municipalities. MAG-TV is owned and operated by Moon Township.

MCA-TV..... Moon Community Access Television

This station is a volunteer-driven television station that airs locally-produced programs.

MTA.....Moon Transportation Authority

This authority was established in 1987 to promote economic and infrastructure development in Moon Township.

MT-CAB.....Moon Township Cable Advisory Board

This board advises the director of the cable television station in regards to programming, equipment, volunteers and all other areas related to station operations. It reports to and advises the Board of Supervisors in regards to station operations and issues relating to cable television and franchise agreements.

MTPD..... Moon Township Police Department

This organization is a small to mid-size police department, which consists of 30 sworn law enforcement officers including a chief of police, a captain, 4 sergeants, a corporal, 3 detectives and 19 officers.

- MIDA Moon Industrial Development Authority
 This authority, created in 1980, is a local organization that provides tax-exempt financing for the construction of qualifying projects.
- MTMA Moon Township Municipal Authority
 This authority, formed in 1947, provides water, sewer and solid waste service to Moon Township.
- MTRA Moon Township Recreation Authority
 This authority is separate from Moon Township. It owns and operates the Moon Golf Club.
- PC Moon Township Planning Commission
 This commission consists of five members appointed by the Board of Supervisors. It reviews all land development and zoning applications for compliance with the SALDO and Zoning Ordinance.
- PRAB Parks and Recreation Advisory Board
 This board advises the Board of Supervisors in long range planning of parks, open space and greenways throughout the Township. The Board also reviews all park policies, regulations and rules and make recommendations for modifications to the Board of Supervisors.
- DPW Department of Public Works
 This department is responsible for the maintenance of all Township owned roads, properties and buildings.
- MPR Moon Parks and Recreation
 This entity places a strong emphasis on maintaining green space in the community while providing a vast array of social, cultural and athletic programs.
- RSA Riverview Sanitary Authority
 The facility run by this authority, is jointly owned by Moon Township and the Borough of Coraopolis. Its responsibility is to remove contaminants from wastewater, discarding the treated water into the Ohio River.
- TIFAC Traffic Impact Fee Advisory Committee
 This committee consists of residents, local developers, and real estate professionals. The Transportation Impact Fees Program is designed for growing communities that allows municipalities the option to enact fees on new development for the impacts that the development has on traffic and roads.
- UCCBA UCC Board of Appeals
 This board holds hearings for appeals from property owners with issues related to the Pennsylvania Uniform Construction Code.
- VAA Valley Ambulance Authority
 This authority, provides ambulance services in Moon Township.

ZHB..... Moon Township Zoning Hearing Board
This board is responsible for making decisions on variance requests that are brought to Moon Township.

Local, Regional and State Entities and Organizations

AC..... Allegheny County
Allegheny County is a county in the southwestern part of the U.S. state of Pennsylvania. As of the 2010 census, the population was 1,223,348 making it the second most populous county in Pennsylvania following Philadelphia County.

ACCS..... ACCESS Paratransit
This organization is door-to-door, advance reservation, shared ride-transportation option provided throughout Port Authority's service area, serving primarily senior citizens and persons with disabilities.

ACAA..... Allegheny County Airport Authority
This authority is charged with the responsibility of operating Pittsburgh International Airport, Allegheny County Airport, and any other airport or aviation-related facility located within Allegheny County.

ACTA..... Airport Corridor Transportation Association
This association is a non-profit transportation management association serving Pittsburgh's western suburbs. The organization currently serves 28 members made up of various corporate and governmental organizations.

DCED..... PA Department of Community and Economic Development
This department is responsible for fostering opportunities for business and communities to succeed and thrive in a global economy.

DCNR..... PA Department of Conservation and Natural Resources
This department is responsible for promoting and conserving the state's natural resources.

HOLT..... Hollow Oak Land Trust
This is a non-profit conservation organization that preserves and protects green space with an emphasis on the Pittsburgh International Airport Corridor.

MVFC..... Moon Volunteer Fire Company
This organization is a volunteer fire department that serves Moon Township.

NC..... Neighboring Communities
Hopewell, Crescent, Sewickley, Coraopolis, Robinson, North Fayette and Findlay.

NPO..... Non-Profit Organizations

Non-profit organizations are organizations that use surplus revenues to achieve goals rather than distributing them as profits. They have tax exempt status and specific mission that they work to fulfill. Friends of Boggs School is an example.

NPS National Park Service

This organization preserves the natural resources of the country.

OMTHS..... Old Moon Township Historical Society

This organization is a grassroots advocacy group for historic preservation.

ORTC..... Ohio River Trail Council

This organization’s mission is to create a multi-use trail along the Ohio River and its tributaries.

PA Commonwealth of Pennsylvania

The Commonwealth of Pennsylvania administers laws, grants permits and awards grants.

PAACC Pittsburgh Airport Area Chamber of Commerce

This organization represents over 1,000 businesses in 31 communities that make up the airport corridor.

PAG..... Preservation Advocacy Groups

These groups will implement the Historic Preservation Plan.

PAT Allegheny County Port Authority

This is a public transit agency serving Moon Township and Allegheny County.

PennDOT..... PA Department of Transportation

This department maintains state roads, undertakes construction projects and owns property and easements.

PHMC Pennsylvania Historical and Museum Commission

This commission is Pennsylvania’s official history agency. It’s Bureau for Historic Preservation acts as the State Historic Preservation Officer and administers historic preservation programs across Pennsylvania under the authority of the National Historic Preservation Act and the Pennsylvania History Code.

REP MUSTIO.....PA State Rep. Mark Mustio

Mr. Mark Mustio is the State Representative for the 44th Legislative District in western Allegheny County.

SEN MATT SMITH.....PA State Senator Matt Smith

Mr. Matt Smith is District 37’s Senator serving Allegheny (part) and Washington (part) Counties

SPCSouthwestern Pennsylvania Commission

This organization is the regional planning agency serving the Pittsburgh 10-county area and providing essential services to communities.

SHACOG.....South Hills Area Council of Governments

This organization, incorporated in 1973, is a voluntary organization of municipalities located primarily in the South Hills corridor of Allegheny County, Pennsylvania. SHACOG's purpose is to meet at regular intervals to discuss and study community challenges of mutual interest and concern. Members seek, by agreement, solutions to common problems for their collective benefit. SHACOG also coordinates and administers programs of regional interest that benefit member municipal governments. Moon Township is a member.

Private Business and Residents

BC Business Community

DEV Local Developers

GP General Public

PO Property Owners

Educational Institutions

MASDMoon Area School District

PWCTC Parkway West Career and Technology Center

RMU Robert Morris University

OLSH Our Lady of Sacred Heart

Other

GIS Geographic Information System

SALDO Subdivision and Land Development Ordinance

KEY IMPLEMENTATION TOOLS

ZONING AND SALDO

The Zoning Ordinance and the SALDO are some of the key tools for carrying out the recommendations set forth by the Comprehensive Plan. They are specific, detailed pieces of legislation designed to carry out the general proposals stated in the Comprehensive Plan are used to coordinate and guide development, by providing standards for that development to promote quality land uses.

Zoning Ordinance:

A zoning ordinance establishes appropriate uses of land, watercourses and other bodies of water; defines size, height, bulk and location of structures; areas and dimensions of land to be occupied or to be unoccupied by uses and structures; density of population and intensity of use; and protects natural resources and agricultural land.

Subdivision and Land Development Ordinance:

A SALDO sets minimum standards for the layout or design of developments; promotes coordinated development; guides the type and locations of streets and other public facilities; insures the installation of necessary improvements; minimizes existing or foreseen problems; and manages stormwater runoff and erosion.

Action and Implementation Plan

Objectives and actions are organized into broad categories. Goals related to each action are identified. Moon Township's Action and Implementation Plan provides specific direction for each of the actions proposed in the Comprehensive Plan. The actions are organized into a simple table to serve as a quick reference guide to Moon Township's priorities and its progress in achieving the overall Vision established by this Plan. The Action and Implementation Table groups the actions under each of the Plan Elements and their respective objectives, providing a snapshot of key partners needed to implement the actions, the action's overall priority, and an estimated cost to implement the action.

While a Township department, board or leadership will take the lead in implementing each recommendation, there are others in the Township and region who can contribute to the completion of the task or who will need to support the completion of the task. Additionally, outside agencies, neighboring municipalities, county and state governmental organizations as well as others could partner with Moon Township in the completion of a number of tasks. Key partners for implementation are listed for reference as actions move forward. Achieving any of the objectives depends on the support of the community's residents, business owners, staff, appointed boards and commissions, and of course, the elected officials.

General priority categories are identified for each action. The Township can use this categorization as a basis for annual review and ongoing prioritization. Of course, actions can be initiated at any time and timeframes can be modified depending on the availability of personnel and resources.

- High priority (H) actions could be achieved within one to two years
- Medium priority (M) actions could be completed within two to four years
- Low priority (L) actions could be completed within four to eight years or longer
- Ongoing priority (O) objectives vary from the continuation of ongoing activities to longer-term recurring actions

Finally, ballpark costs identify a ballpark cost that can be used to aid in implementation and prioritization.

- \$ \$0 to \$10,000 (organizing events, staff sessions to prioritize recommendations, etc.)
- \$\$ \$10,001 to \$40,000 (community outreach, etc.)
- \$\$\$ \$40,001 to \$100,000 (rewriting ordinances, etc.- may require consultants)
- \$\$\$\$ \$100,000 to \$1,000,000 (construction projects, property acquisition, app development, etc.)
- \$\$\$\$\$ \$1,000,000+ (construction projects, property acquisition, development, etc.)

Action and Implementation Table

	Action Items	Related Goal	Key Partners	Priority Level	Cost
Land Use, Development and Housing					
Maintain development quality while simplifying the development/approval process and reducing cost					
Building Blocks	1 Review and update the existing Zoning Ordinance and SALDO: <ul style="list-style-type: none"> o Reduce complexity o Focus on performance standards o Create more incentives o Streamline the approval and review processes 	1 6, 7	BOS, PC, COM DEV, UCCBA, ZHB	H	\$\$\$
	Promote infill and sustainable development to best utilize existing building stock, complement neighboring land uses, encourage access to goods and professional services				
	2 Evaluate a system of monitoring infill development rates through permit tracking with GIS parcel level base mapping; implement as appropriate	6 1, 5	COM DEV, MIDA,	L	\$\$
	3 Develop incentives and work to build community buy-in to facilitate smaller-scale non-residential development in the overlay districts: <ul style="list-style-type: none"> o Carnot Village (CV) o University Boulevard (UB) o Mixed Use (MEO) 	6 1, 5, 4, 2	BOS, PC, COM DEV, PO, ZHB, DEV	H	\$\$\$
Incentivize sustainable development and community amenities					
Building Blocks	4 Audit land development criteria in the context of flexibility and for opportunities related to sustainability. Make regulatory amendments as appropriate. Considerations should address: <ul style="list-style-type: none"> o Dimensional standards o Incentives to promote infill, sustainable development and green building o Shared parking o Stormwater management o Connectivity (multi-modal, to recreation amenities, etc.) 	6 1	BOS, PC, COM DEV, UCCBA, EAC, PRAB, ZHB, DEV	H	\$\$\$
	Enhance the Township's historic and cultural preservation efforts through ordinances, polices, regulatory actions and voluntary measures				
	5 Utilize the Historic Preservation Plan and Historic Resources Inventory in Plan Review and Land Development Processes and when evaluating and approving/processing applications and permits: <ul style="list-style-type: none"> o Applications for demolition permits o Applications for building permits o Zoning variance requests in historic residential subdivisions o Applications for development plans 	1 3, 4, 6	BOS, PC, COM DEV, ZHB, HARB, PHMC, OMTS, PAG	H	\$

	Action Items	Related Goal	Key Partners	Priority Level	Cost
Land Use, Development and Housing					
Enhance the Township's historic and cultural preservation efforts through ordinances, polices, regulatory actions and voluntary measures					
Building Blocks	6 Review land uses in Mooncrest to develop a strategy to preserve historic resources, improve quality of life and promote economic development	1 3, 4, 6, 2	BOS, PC, COM DEV, ZHB, HARB, PHMC, OMTHS, PAG, NPS	M	\$-\$\$
	7 Commission the preparation of the Mooncrest Neighborhood Economic Study and Market Analysis that addresses the preservation and use of Mooncrest to determine if a Village District zoning designation is economically viable	1 3, 4, 6, 2	BOS, PC, COM DEV, ZHB, HARB, PHMC, OMTHS, PAG, NPS	M	\$-\$\$\$\$
	8 Add a Conservation District Overlay Zone to the Zoning Ordinance to protect the character of identified residential neighborhoods and individual structures	1 3, 4, 6	MT, HARB, PC, PHMC	H	\$\$\$
	9 Secure and stabilize historic structures that are threatened by abandonment, deferred maintenance, or vandalism	1 4	COM DEV, AC, DPW, FIN	O	\$\$-\$\$\$
	10 Update the Historic Resources Inventory as additional resources are identified or existing resources are lost	1 4	COM DEV, PC, ADMIN, PO	O	\$-\$\$\$
	11 Using the Multiple Property Submission Context, submit an application to list Moon Township's historic Summer Homes and Country Estates in the National Register of Historic Places	1 4	COM DEV, PC	L	\$\$-\$\$\$
Prepare for and accommodate a diverse population of all ages and ability levels by ensuring that Moon Township has a diverse range of housing options					
12 Conduct outreach and coordinate with state, county, private and faith-based organizations to support potential new residents and existing residents who want to remain in their homes or move to different homes within the Township	7 5, 4	PA, AC, NPO, COM DEV, MAG-TV, MCA-TV	L	\$-\$\$	
13 Perform an audit of existing housing types and current zoning and SALDO regulations to determine if there are adequate housing options in the Township, especially housing options that will support an aging population Implement zoning and SALDO updates based on the results of the audit to encourage housing for an aging population	7 5, 4	BOS, PC, COM DEV, UCCBA, ZHB, AC	H	\$\$\$	

	Action Items	Related Goal	Key Partners	Priority Level	Cost
Transportation and Connectivity					
Expand multi-modal transportation options within the Township by focusing on connectivity in key areas					
	14 Work with RMU to better integrate the University with the Township and develop better streetscapes, sidewalks and bike lanes for students in the community	2 5, 4, 3, 6, 7	PC, BOS, COM DEV, RMU, PO, DEV, PennDOT	H	-\$\$\$\$\$
Building Blocks	15 Update the Moon Township Sidewalks and Trails Master Plan to outline and prioritize pedestrian connectivity improvements; add a bicycling component to the plan. Focus on: <ul style="list-style-type: none"> o Key corridors and key connection points o Mobility between residential developments o Leveraging the existing protected corridors between cul-de-sacs through pathways, easements, etc. o Protected passage between residential areas and parks, schools and commercial centers o Connecting office parks and Robin Hill Park and Moon Park <p>Implement recommendations of the updated plan by considering connectivity in all planning and municipal decisions</p>	2 5, 4, 3, 6, 7	COM DEV, FIN, BOS, PC, ZHB, PennDOT, NPO, SPC, HOLT	H	\$\$\$
	16 Continue efforts to develop connected bike lanes and trails to the Montour Trail	2 5, 4, 3, 6, 7	PennDOT, NPO, COM DEV, PRAB, MPR, SPC, HOLT	O/H	-\$\$\$\$\$
	17 Continue to work on development and funding of the Ohio River Trail	2 5, 4, 3, 6, 7	PennDOT, NPO, COM DEV, PRAB, MTRA, MPR, SPC, HOLT, ORTC	O/M	-\$\$\$\$
Building Blocks	18 Enhance pedestrian and bike connectivity along key corridors and at key connection points, prioritizing links from residential neighborhoods to schools, parks and small-scale commercial developments, with a focus on the following areas: <ul style="list-style-type: none"> o Mooncrest to Coraopolis o University Boulevard o Beaver Grade Road o Thorn Run Road o Connections to RMU o Connections between office parks and Robin Hill and Moon Parks o Montour Junction (proposed Allegheny County park) o Montour Trail 	2 5, 4, 3, 6, 7	BOS, PC, COM DEV, EAC, DEV, FIN, MASD, ACTA, TIFAC, PennDOT, NPO, SPC, HOLT, NC, SHACOG, ORTC, DCNR	O/H	-\$\$\$\$\$

	Action Items	Related Goal	Key Partners	Priority Level	Cost
Transportation and Connectivity					
Expand multi-modal transportation options within the Township by focusing on connectivity in key areas					
	19 Discuss and consider TOD as part of overall Zoning Ordinance and SALDO updates. Focus on incentives	2 6, 5, 7, 4, 1	BOS, PC, COM DEV, EAC, DEV, FIN, MASD, PAT, ACCS, ACTA, TIFAC, MTA	L	\$\$
Better understand and define the Township's place in the regional transportation system and work to enhance that system					
Building Blocks	20 Support studies and cooperation to find multi-modal regional transportation solutions	2 5, 4, 3, 6, 7	ACTA, RMU, PA, NC, SPC, PennDOT, DCNR, DCED, MTA, NPO, REP MUSTIO, SEN SMITH, NC, SHACOG	O	\$\$-\$
	21 Continue to coordinate ridesharing through SPC's CommuteInfo program	2 5, 4, 3, 6, 7	COM DEV, SPC, BC	O	\$
	22 Encourage use of existing public transit routes and encourage public transit authorities to provide service to the Township by providing planning and demographic studies and promoting public transit use in the community. Focus transit advocacy on key corridors and connections: <ul style="list-style-type: none"> o Mooncrest to Coraopolis o University Boulevard o Beaver Grade Road o Thorn Run Road o Connections to RMU o Connections to Office Parks 	2 5, 4, 3, 6, 7	BOS, PC, COM DEV, REP MUSTIO, SEN SMITH, SHACOG, PAT, ACCS, NPO, NC, BC, AC	O/L	\$

	Action Items	Related Goal	Key Partners	Priority Level	Cost
Government, Services, Facilities and Infrastructure					
Encourage meaningful participation in governmental activities so that existing and future residents and business are actively engaged and supportive of planning goals					
	23 Conduct a semi-annual Township Open House for residents and business owners to meet elected officials and Township staff to discuss current issues and projects	5 4	BOS, PC, COM DEV	O/M	\$
	24 Convene a focus group of developers to discuss Zoning and SALDO updates	5 4, 1	COM DEV, PC, DEV	H	\$
Cooperate with local, regional and state governments and organizations to reach planning goals					
	25 Share the Historic Preservation Plan's Historic Resources Inventory's GIS database with the PHMC Bureau for Historic Preservation for inclusion in their resource records	5 4	COM DEV, HARB, PC, PHMC	O	\$
	26 As opportunities arise, partner and cooperate with organizations and groups to promote community planning objectives and common goals. Continue active participation in existing groups as appropriate, including: <ul style="list-style-type: none"> o Moon Economic Development Group (with RMU) o ACTA o SPC o ACAA o Sustainable Pittsburgh o Others as appropriate (HOLT, ORTC, etc.) o PAACC o MASD o RMU 	5 1, 2, 3, 4, 6, 7	COM DEV, ADMIN, BOS, RMU, ACTA, SPC, ACAA, HOLT, ORTC, OMTS	O/L	\$-\$\$
Building Blocks	27 Collaborate with PennDOT, property owners and MASD to complete a Safe Routes to School grants for sidewalks for Brooks School	5 2, 6, 7	COM DEV, MASD, PO	H	\$-\$\$
	28 Create a comprehensive plan implementation committee to monitor and "champion" for high-priority action items; complete an annual evaluation of the comprehensive plan action items and determine priorities based on new/changing information	5 1, 2, 3, 4, 6, 7	COM DEV, ADMIN, BOS, HARB, EAC, FIN, MASD, RMU, Others as appropriate	O/H	\$-\$\$

	Action Items	Related Goal	Key Partners	Priority Level	Cost
Government, Services, Facilities and Infrastructure					
Continue to find efficiencies in municipal services and facilities and accommodate a diverse population through the cost-effective provisions of public services and facilities					
Building Blocks	<p>29 Complete a physical facility needs assessment for the potential consolidation of municipal services in one or more buildings:</p> <ul style="list-style-type: none"> o Consider safety, convenience, replacement or renovation costs based on projected service levels o Research customer service demands of each Township administrative department o Set administrative priorities and processes o Create a master plan for all municipal buildings o Consider how this could relate to the development of a potential town center 	7 3, 5, 6	BOS, PC, ADMIN, COM DEV, FIN	M	\$\$\$
	<p>30 Work regionally to develop options for land banking; encourage SHACOG to get involved with the land banking efforts of Tri-COG (Steel Valley, Twin Rivers and Turtle Creek Valley COGs); Continue to move forward with the Allegheny Vacant Property Recovery Program</p>	7 5, 1	SHACOG, AC, BOS, PC, COM DEV	M/O	\$\$-\$
	<p>31 Develop a series of metrics to evaluate the provision of services throughout the Township</p>	7 5	COM DEV, ADMIN, FIN, LBT, VAA, MTPD, NPO	M	\$\$-\$
	<p>32 Conduct outreach and coordinate with state, county, private and faith-based organizations to support residents who need services</p>	7 5	PA, AC, NPO, COM DEV, MAG-TV, MCA- TV, LBT, ACCS, VAA, MTPD	O/M	\$\$-\$
Invest strategically in infrastructure enhancements to support targeted development areas					
	<p>33 Continue to work towards replacing all clay sewer with plastic pipe including sewer mains and the portion of customer service lines within the utility easement or road right-of-way over the next 20 years; the cost is offset through a rate increase</p>	6 7, 1	MTMA, COM DEV, BOS, FIN, DPW	O	\$\$\$\$\$
	<p>34 Continue to coordinate public works street and road maintenance activities with MTMA's water line and sanitary sewer line replacement program.</p>	6 7, 2, 1	MTMA, COM DEV, BOS, FIN, DPW	O	\$\$\$\$\$

	Action Items	Related Goal	Key Partners	Priority Level	Cost
Government, Services, Facilities and Infrastructure					
Promote and establish sustainable practices for Township facilities and encourage residents and businesses to adopt sustainable practices					
Building Blocks	35 Improve water, energy and waste efficiency in Township facilities	6 7, 1	MTMA, COM DEV, BOS, FIN, DPW	O	\$\$\$\$

	Action Items	Related Goal	Key Partners	Priority Level	Cost
Community Assets and Resources					
Support the "heart and soul" of Moon Township as both a conceptual and a physical place					
Building Blocks	36 Assess the feasibility and potential location of promoting a "town center." Issues to be assessed include: <ul style="list-style-type: none"> o Location and accessibility o Feasibility o Market potential o Value to the community o Consider opportunities based on the results of the analysis of municipal buildings and facilities 	3 4, 5	COM DEV, PC, BOS, DEV, GP	M/L	-\$-\$-\$
Building Blocks	37 Identify opportunities to create a sense of place in Moon Township on key corridors: <ul style="list-style-type: none"> o Beaver Grade Road o Thorn Run Road o University Boulevard o Coraopolis Heights Road o Ewing Road Make policy choices to promote the key corridor status: <ul style="list-style-type: none"> o Encourage placement of public transportation nodes within the corridor as appropriate o Support streetscape features o Provide gateway and other wayfinding signage o Consider ways to integrate the corridor into community life through events or other activities o Incorporated bike/pedestrian facilities 	3 4, 5	BOS, PC, COM DEV, EAC, DEV, FIN, MASD, ACTA, TIFAC, PennDOT, NPO, SPC, HOLT, NC, SHACOG, GP, BC	H	-\$-\$-\$

	Action Items	Related Goal	Key Partners	Priority Level	Cost
Community Assets and Resources					
Support the "heart and soul" of Moon Township as both a conceptual and a physical place					
Building Blocks	38 Create a pedestrian and vehicular-oriented wayfinding system to better communicate the Township's assets and amenities in primary corridors and nodes	3 4, 5, 2	PC, BOS, COM DEV, PO, PennDOT, FIN, MPR, PRAB	H	\$\$\$-\$\$\$\$
	39 Identify an organization to undertake an oral history project for the Township, focused on families whose descendants have a long history in the community	3 4, 5	COM DEV, RMU, MASD, LBT	M/L	\$
	40 Collaborate with youth organizations to engage young people in projects that focus on the Township's history and historic resources	3 4, 5	COM DEV, RMU, MASD, LBT, HARB, NPO	L	\$
	41 Formally review and begin implementation of previously completed planning and design efforts related to University Boulevard	3 4, 5	BC, DEV, PO, COM DEV, RMU, PC, BOS	O/L	-\$\$\$\$\$
Work to support and maintain community character through outreach and preservation efforts					
	42 Make the Historic Preservation Plan's Historic Resources Inventory available to the public	3 4, 5	COM DEV, HARB, PC, BOS, PHMC	L	\$\$-\$
	43 Implement a plaque program to identify and give recognition to resources on the Historic Preservation Plan's Historic Resources Inventory	3 4, 5	COM DEV, HARB, PC, BOS, PHMC, FIN	L	\$\$-\$-\$
	44 Weave historic interpretation elements into the Township's public parks; Olson Park, Robin Hill Park and Riverfront Park are viable locations	3 4, 5	COM DEV, HARB, PC, BOS, PHMC, MTRA, PRAB, DPW, MPR	L	\$\$-\$-\$
	45 Apply for PHMC markers in locations of notable historic significance	3 4, 5	COM DEV, HARB, PC, BOS, PHMC, FIN	L	\$\$-\$
	46 Develop an interpretive plan for Moon Township's early oil resources	3 4, 5	COM DEV, HARB, PC, BOS, PHMC	L	\$\$-\$-\$

	Action Items	Related Goal	Key Partners	Priority Level	Cost
Community Assets and Resources					
Work to support and maintain community character through outreach and preservation efforts					
	47 Use technology to disseminate information about the Township's history and historic resources	3 4, 5	COM DEV, HARB, PC, BOS, PHMC, LBT, MAG-TV, MCA-TV	L	\$\$-\$
	48 Encourage owners of income-producing properties that are eligible or potentially eligible for listing in the National Register of Historic Places to submit an application for listing	3 4, 5	COM DEV, HARB, PC, BOS, PHMC, PO	H	\$\$-\$
	49 Distribute information to owners of non-residential structures constructed before 1936 informing them that they are potentially eligible to receive a 10% federal Rehabilitation Tax Credit for costs associated with undertaking substantial rehabilitation of their structure	3 4, 5	COM DEV, HARB, PC, BOS, PHMC, BC	H	\$\$-\$
Bolster efforts to maintain and enhance Township quality of life and promote the Township as a great place to live, work and play					
	50 Work with the MASD to reach their goal of increased state ranking	4 5, 7	COM DEV, MASD, RMU	O	\$\$-\$
	51 Continue to identify opportunities to better integrate RMU into community life through events and activities on campus and opportunities for public/private initiatives related to media arts, business incubator programs, internships and other programs	4 5	COM DEV, RMU, MASD, LBT, BOS, BC	O	\$\$-\$
	52 Promote and support the development of lifelong learning programs through MASD, RMU and the Parkway West Career and Technology Center	4 5, 7	COM DEV, RMU, MASD, LBT, BOS, BC, PWCTC	L	\$
Continue to support and value open space and the community's suburban character by emphasizing quality recreation and open space that serves residents of all ages, interests and abilities					
	53 Establish a heritage tree program to identify and protect trees that are centuries old	4 6	COM DEV, MTRA, PRAB, DPW, MPR	L	\$\$-\$
Building Blocks	54 Continue the development of the Riverfront Park as the Township's newest open-space and recreation amenity	4 7	BOS, PC, FIN, MTRA, PRAB, DPW, MPR, HOLT, DCNR, NPO, REP MUSTIO, SEN SMITH	O/M	\$\$\$\$\$

	Action Items	Related Goal	Key Partners	Priority Level	Cost
Community Assets and Resources					
Continue to support and value open space and the community's suburban character by emphasizing quality recreation and open space that serves residents of all ages, interests and abilities					
	55 Prioritize the presence and proximity of the Montour Trail and Ohio River Trail and consider developing additional trail links and trailheads from Beaver Grade and Hookstown Roads	4 2, 7	BOS, PC, FIN, MTRA, PRAB, DPW, MPR, HOLT, DCNR, NPO, REP MUSTIO, SEN SMITH, EAC, PennDOT	O/L	\$-\$\$\$\$
	56 Evaluate the creation of a community garden project on lands owned by the ACAA within the FAA noise contours	4 5	COM DEV, BOS, ACAA, ACTA, EAC	O/L	\$-\$\$\$
Building Blocks	57 Update the 2005 Moon Township Comprehensive Parks, Recreation and Open Space Plan to inventory and identify opportunities related to existing Township assets o Focus efforts on improving connectivity between existing green spaces before developing additional green spaces	4 6, 3, 2	BOS, PC, COM DEV, FIN, DCNR, MTRA, PRAB, MPR, HOLT, EAC	H/M	\$\$\$
	58 Coordinate standards and regulations in coordination with the ACAA	4 6, 5	COM DEV, BOS, ACAA, ACTA, EAC	H	\$\$\$

Regional Planning Relationships

Moon Township's Comprehensive Plan outlines a practical strategy for ongoing success. This requires that the plan's components and actions be carefully formulated to balance one another. This balance is based not only on internal, or Township, factors but also considers external or regional factors.

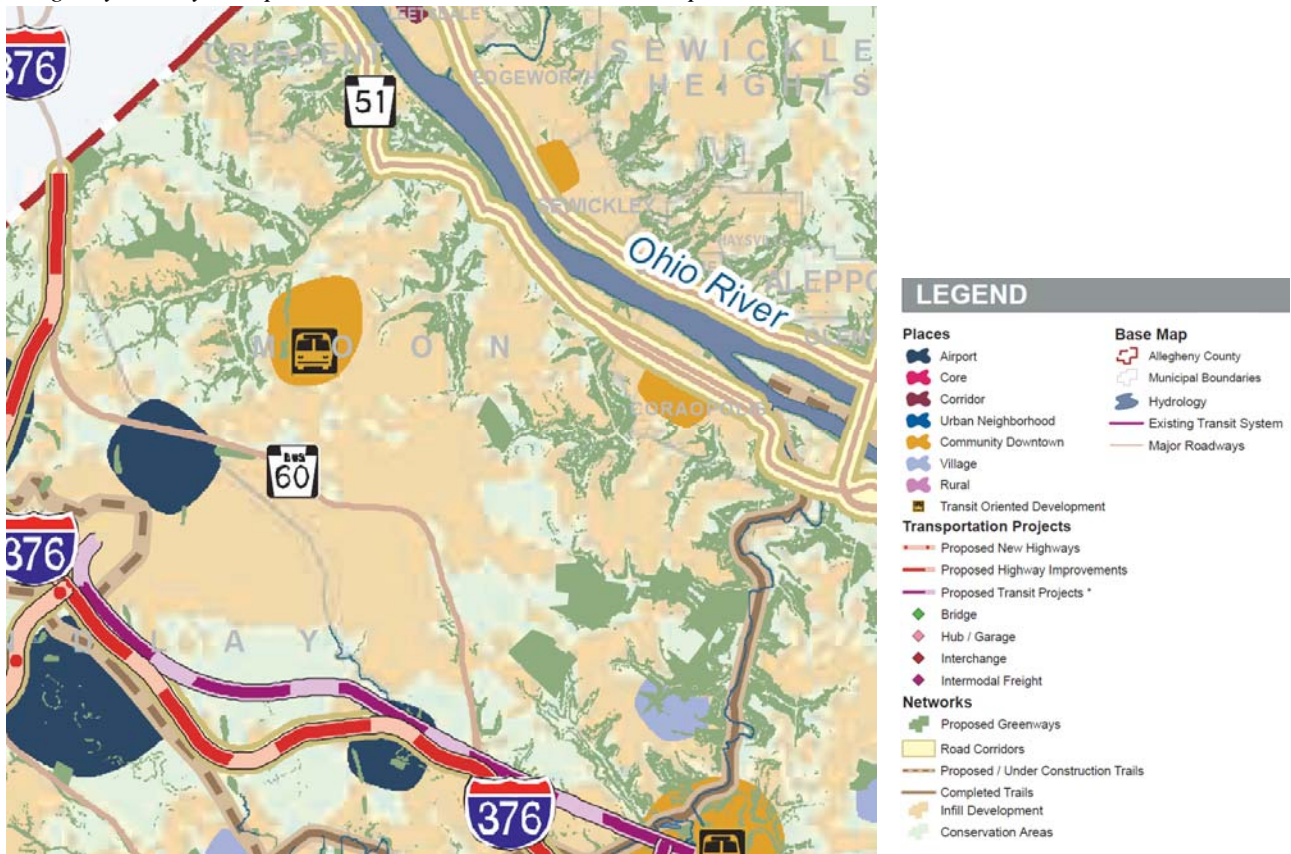
Surrounding Municipalities

The future land use and other plan elements defined by this plan reflect the region's market realities and are compatible with the existing land use patterns of the Township's immediate neighbors. Residential uses adjoin Hopewell Township, Beaver County as well as Robinson and Findlay Townships, Allegheny County. Non-residential uses have been concentrated into the corridors and areas where similar uses currently exist. These areas abut Robinson and Findlay Townships along the Montour Run Expressway, Business Route 60 and the Greater Pittsburgh International Airport.

Allegheny County

The plan's elements and future land uses are consistent with the Allegheny County Comprehensive Plan, *Allegheny Places*. Within Moon Township, the Allegheny County Plan identifies Infill Development (locations for smaller-scale development), Conservation Areas (areas where resources are protected and development is discouraged) and Proposed Greenways (an interconnected, county-wide network of natural resources and recreational amenities) through most of the Township. It identifies two Places: a Community Downtown and Airport. *Allegheny Places* defines a Community Downtown as being similar to Urban Neighborhoods but less densely developed with most, but not all, built on existing business districts and downtowns in older communities. Moon Township's Community Downtown is Carnot Village and the desired future land use is a Community Downtown. Moon Township's Comprehensive Plan and *Allegheny Places* both identify the continuation of the Pittsburgh International Airport as a key future land use in the Township.

Allegheny County Comprehensive Plan Future Land Use Map



The implementation of Moon Township’s Comprehensive Plan will address a number of County planning objectives as stated in *Allegheny Places*, including the following:

Future Land Use

- **Create Places that Emphasize Community**
 - Supported by Recommendations 3 and 4 in Moon Township’s Comprehensive Plan
- **Direct Development, Redevelopment and Conservation to Places Identified on the Future Land Use Map**
 - Supported by Recommendations 2 and 3 in Moon Township’s Comprehensive Plan
- **Encourage Transit-Oriented Development**
 - Supported by Recommendations 19 and 22 in Moon Township’s Comprehensive Plan
- **Promote Municipal consistency with *Allegheny Places***
 - Supported by Recommendations 2, 3, 4, 19 and 22 in Moon Township’s Comprehensive Plan

Historic and Cultural Resources

- **Promote and Protect the County’s Historic and Cultural Resources**
 - Supported by Recommendations 5, 6, 8, 9, 10, 11, 25, 41, 47, and 48 in Moon Township’s Comprehensive Plan

Economic Development

- **Match Development Types to Places Identified in the Future Land Use Plan**
 - Supported by Recommendations 1, 2, and 3 in Moon Township’s Comprehensive Plan
- **Promote an Efficient Transit System to Provide Access to Jobs**
 - Supported by Recommendations 19, 20, and 22 in Moon Township’s Comprehensive Plan
- **Target Incentives in Accordance with Preferred Development Scenarios**
 - Supported by Recommendations 1, 3, and 4 in Moon Township’s Comprehensive Plan

Housing

- **Target Infill Where Needed**
 - Supported by Recommendation 13 in Moon Township’s Comprehensive Plan
- **Promote Accessible and Vistable Housing in Communities with Desirable Amenities**
 - Supported by Recommendations 12 and 13 in Moon Township’s Comprehensive Plan
- **Promote the use of Green Building Techniques and Energy Efficient Housing Design**
 - Supported by Recommendation 4 in Moon Township’s Comprehensive Plan

Parks, Open Space and Greenways

- **Facilitate Public Access to Riverfronts**
 - Supported by Recommendations 15, 17 and 53 in Moon Township’s Comprehensive Plan

Community Facilities

- **Encourage Multi-Municipal Cooperation in the Provision of Municipal Services**
 - Supported by Recommendations 20 and 30 in Moon Township’s Comprehensive Plan

Transportation

- **Coordinate Transportation Systems, Modes and Facilities to Increase Connectivity and Mobility**
 - Supported by Recommendations 20, 21, and 22 in Moon Township’s Comprehensive Plan

Bicycle and Pedestrian Facilities

- **Provide Integrated Transportation Alternatives Including Bikeways, Sidewalks and Transit**
 - Supported by Recommendations 4, 14, 15, 16, 17, 18, 27, 37, 54, and 56 in Moon Township’s Comprehensive Plan
- **Coordinate Transportation Systems and Modes to Increase Mobility**
 - Supported by Recommendations 4, 14, 15, 16, 17, 18, 27, 37, 54, and 56 in Moon Township’s Comprehensive Plan

Waterways

- **Support Access to the Rivers for Commercial and Recreational Uses**
 - Supported by Recommendations 17, 53, and 56

Environmental Resources

- **Identify and Protect Ecologically Sensitive Areas**
 - Supported by Recommendations 4, 15, 52, and 56 in Moon Township’s Comprehensive Plan

Energy Conservation

- **Make Transportation Corridors Multi-Modal by Providing Vehicular, Transit, Pedestrian and Bicycling Options**
 - Supported by Recommendations 4, 14, 15, 16, 18, 19, 20, 21, 22, 27, 37, and 54 in Moon Township’s Comprehensive Plan
- **Provide Incentives to Develop Certified Green Buildings and Use Alternative Fuels and Renewable Energy**
 - Supported by Recommendations 4 and 35 in Moon Township’s Comprehensive Plan

The Moon Park is situated within the Montour Run Valley Landscape Conservation Area near the headwaters of Meeks Run, and acquisition of lands bordering the park is recommended in Allegheny County’s Natural Heritage Inventory report.

Chapter 6: Trends

Key Trends

Population Trends

Between the years 2000 and 2010, the Township's population grew by 1,895 persons, or approximately 8.5%. The total population grew from 22,290 people in the year 2000, to 24,185 people in the year 2010. In comparison, North Fayette Township's population grew by about 13.7%, Robinson Township's population increased by approximately 8.7%, Crescent Township remained essentially the same, while Findlay and Hopewell Townships lost population, as did Sewickley and Coraopolis Boroughs.

Between the years 1990 and 2010, Moon Township's median age increased from 34.1 to 39, or about 4.9 years. In comparison, Findlay Township's median age increased by 8.7 years and Robinson Township's median age increased by 7.2 years. **At 39, Moon Township's median age is second lowest only slightly higher than North Fayette Township's 38.2. For all of Allegheny County, the median age increased between 1990 and 2010 from 36.6 years to 41.3 years, a difference of 4.7 years.**

Between 1980 and 2010, school-aged children (ages 5 through 19) have made up about 22% of the population in Moon Township. **The 1980 school-aged children percentage was the highest, an indication that the trend toward smaller families is consistent within the region.**

In 2010, the highest percentage of population in Moon Township is the 35-54 year range at nearly 30% of the population. These are investment years and a high number of residents in this age range indicate the presence of a stable local economy.

Residents aged 55 to 64 represent those in their peak earning years. This age group exhibited a spike in 2010 with Moon Township's aged 55 to 64 population cohorts recorded at 12.5%. **This reiterates the tendency of populations in older settled communities to "age in place."**

In 1980, the population of residents over age 65 was about 5.4% of the population. That number grew in 2010 to about 12.8% of the population. With another 3,026 persons (12.5% of the 2010 population) in the age 55 to 64 range, fully one quarter of Moon Township's population is over age 55. If the trend continues, housing options for seniors will occupy a larger segment of the market. This statistic demonstrates once again that populations in older communities in the region tend to age in place.

Housing Trends

At 65% of all housing units reported in 2010, single-family detached housing is predominant in the Township. Only 6.8% of Moon Township's housing stock was built prior to 1940. This is the lowest in the region. At

\$169,800, the median value of a house in Moon Township in 2010 is second only to Sewickley Borough (at \$222,400). Between 2001 and 2010 there were 960 housing units constructed in Moon Township, totaling more than 547 million dollars.

Labor Force Characteristics

The percentage of persons over the age of 16 considered unemployed, fell from 4.5% to 3.1% in Moon Township between 2000 and 2010. In comparison, unemployment in North Fayette Township during the same period increased from 2.4% to 3.7%, from 2.7% to 7.2% in Findlay Township, and from 2.1% to 3.3% in Hopewell Township. **This data indicates stability in employment opportunities over the last two decades for Moon Township residents, who have easy access to the larger region for employment opportunities.**

Only 2.7% of workers used public transportation in 1990 and only 2.5% in 2010. With Port Authority service cuts in 2011, it is possible that this number decreased. About eight out of ten workers drove alone to places of employment, which is consistent with data reported in neighboring communities. Trip lengths or travel time remained consistent between 2000 and 2010 at between 22.8 and 22 minutes.

Occupations and Industry

In 2000 and 2010, the highest percentage of people in the labor pool were employed in the Management, Professional and Related category at 40.6% and 44.4% respectively, followed by the Sales and Office category at 29.3% and 30.5% respectively.

In the year 2000, industries representing the highest percentages of employed people in Moon Township were Educational, Health and Social Services (17.4%) and Transportation, Warehousing, Utilities (16.5%) while in 2010 Educational, Health and Social Services retained the top spot (20.8%) but Retail Trade occupied the next highest percentage (13.4%). Region-wide, comparable municipalities exhibited similar employment characteristics.

Class of Workers, Economic Census

Between 1990 and 2010, the percentage of the employed population over 16 years of age receiving private wage and salary income grew slightly from 85.5% to 89.7%, while the percentage of self-employed workers declined from 4.9% to 3.1%. The percentage of the work force employed by public-sector or government agencies dropped from 9.1% in 1990 to 7.2% in 2010 in Moon Township.

Data from the 2007 U.S. Economic Census, released in 5-year intervals, indicates that the top sectors providing an economic impact in Moon Township are Health Care and Social Assistance (118 establishments) with an annual payroll of \$46,580,000, followed by Retail Trade (95 establishments) with an annual payroll of \$36,185,000 and Professional, Scientific and Technical (83 establishments) with an annual payroll of \$55,981,000. **Of the three sectors, the Professional, Scientific and Technical sector employed fewer persons, 999 compared to 1,456 in Retail, Trade and 1,314 in Health Care and Social Assistance, but generated the highest annual payroll in 2007, reflecting higher wages and salaries.**

Several other economic sub-sectors provide significant employment opportunities to Moon Township residents including Ambulatory Health Care services with 74 establishments and Accommodation and Food services with 65 establishments and the related category of Food Services and Drinking Places with 60 establishments. Combined, the Health Care sector employed 1,870 persons and generated annual payrolls of \$77,672,000 while the Accommodation and Food Services (including limited and special service eating places) combined employed 3,233 persons in 2007, generating \$50,670,000 in annual payrolls. Real Estate related establishments (93 total combined) employed 1,073 persons in 2007 and generated \$28,092,000 in annual payrolls. Retail and Service sectors reported a significant presence within the local economy and the 2012 data should reflect the impact caused by the 2008-2009 recession on these employers, when available.

Household Income

In 1990, most households (46.7%) reported income in the \$35,000 to \$74,000 range. In 2010, most households (36.5%) reported income in the \$75,000 to \$149,000 range with another 11.4% in the \$150,000 and over range. While the number of new households added between 2000 and 2010 was only about 2% (compared with the nearly 16% increase between 1990 and 2000), household income continued to trend significantly upward.

Family incomes (which differ from household incomes in that incomes of all members 15 years and older related to the householder are combined) reflect the same upward trend during the period analyzed. The greatest increases occurred in the \$100,000 and above ranges. Median household income grew from \$42,016 in 1990 to \$70,387 in 2010 or about 67%. Median family income grew from \$49,097 in 1990 to \$86,074 in 2010, an increase of 76% in Moon Township.

As discussed previously, the great majority of employed persons in Moon Township earn wages and salaries, however an increasing percentage of household incomes derive from Social Security and Retirement Income as the population ages. In Moon Township, the percentage of households reporting income from Social Security increased from 1,352 households in 1990 (18.5%) to 2,284 in 2010 (26.4%). While this trend is common region-wide, fixed-income households will continue to increase, providing municipalities with incentives to provide housing options for these empty-nester residents. Further, the number of families below poverty level in Moon Township increased from 2.2% to 5.0% between 1999 and 2009.

Per capita income rose from \$18,124 in 1990 to \$32,451 in 2010 ranking Moon Township third with comparable Townships, behind North Fayette and Robinson Township. At \$41,468 Sewickley Borough reported the highest per capita income of communities in the region.

Comparison of Inflation

A review of reported income data between 1990 and 2010 was conducted utilizing U.S. Bureau of Labor Statistics consumer price index calculations. Key data was targeted in order to provide a broader context for income trends in Moon Township.

Comparisons of the reported 2010 Census data with an inflation-adjusted income based on the reported 1990 U.S. Census data reveal that in all three measurements, median household income, median family income and per capita income, the reported 2010 U.S. Census income data exceeds the inflation-adjusted income. Median family

income exceeded income adjusted for inflation between 1990 and 2010 by nearly 5%, while per capita income was reported at nearly 7% higher than income adjusted for inflation between 1990 and 2010.

For all three measurements, median household income, median family income and per capita income, the income data exceeds the inflation-adjusted income. Median family income exceeded income adjusted for inflation between 1990 and 2010 by nearly 5%, while per capita income was reported at nearly 7% higher than income adjusted for inflation between 1990 and 2010. Median household income reported in 2010 was slightly higher than inflation adjusted income by about 0.4%

Property Crimes

According to the Department of Justice, in 2009 there were 265 reported property crimes in Moon Township with 293 reported in Robinson Township and 257 reported in Hopewell Township. Statistics for North Fayette Township were not available. There were twelve violent crimes reported in Moon Township in 2009, with 48 reported in Coraopolis Borough and 18 in Robinson Township.

Municipal Services

As the Township continues to attract both residential and commercial development, Moon Township Municipal Authority has positioned itself as a reliable, cost effective service delivery agency, with available capacity for sustained local and regional growth.

As of January 2012, the Moon Township Municipal Authority served 8,211 residential and small-scale commercial water customers (7,772 residential, 439 commercial). The primary water filtration plant near the Sewickley Bridge handles an average of about three million gallons per day but has capacity for just over five million gallons per day.

As of January 2012, the Moon Township Municipal Authority served 9,283 wastewater treatment customers, (8,896 residential and 387 commercial). The Montour Run and Flaugherty Run waste water treatment plants have been operating at a combined capacity of 4.8 million gallons per day, but capacity is about 8.2 million gallons per day.

The Authority Manager stated that water volume was monitored at approximately 2.8 million gallons per day in 2011, which was the lowest in decades. Decreased demand related to recessionary trends in new development and efficiency measures system-wide, specifically at the Pittsburgh International Airport, have affected water volumes being treated and distributed.

The waste water treatment plants could accommodate a nearly 100% increase in water treatment volume. The water filtration plant has capacity to handle a nearly 40% increase in water treatment volume. Based on development trends in the past decades, available land for development and the recent decreased demand, the Moon Township Municipal Authority appears to have capacity to accommodate ongoing growth within the Township.

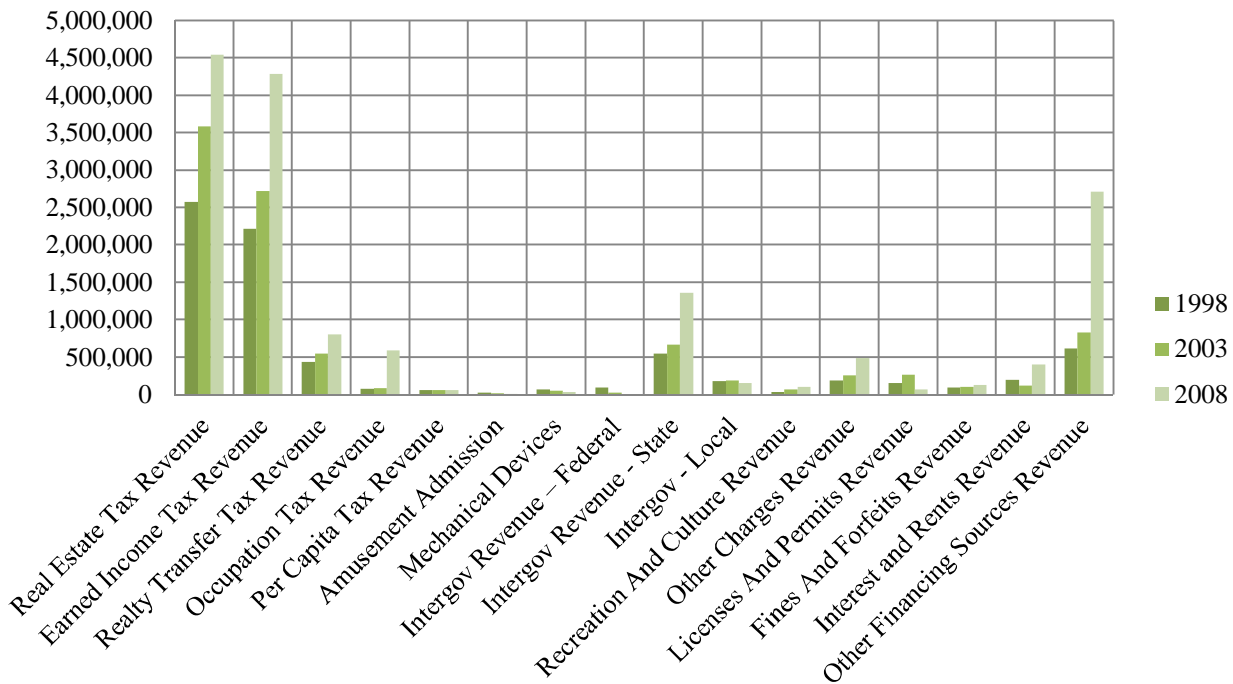
Selected Five- Year Revenue Trends

In 1998, Moon Township’s total revenue from all sources reported by the Pennsylvania Department of Economic and Community Development Bureau of Municipal Statistics was \$7,594,177. Five years later, in 2003, total revenue was reported at \$9,626,010, an increase of about 27%. Total revenues in 2008, at the outset of the recent recession, were reported at \$16,473,774, an increase of approximately 71% between the 2003 interval and the 2008 statistical data. In raw percentage, between 1998 and 2008, Moon Township’s total reported revenues more than doubled with an increase of 117%.

However, in the most recent Department of Economic and Community Development municipal statistical data for fiscal year 2009, total revenues declined by 9% to \$14,899,809. A comparison with revenues reported in the seven communities in the region during the same ten year period indicates that Moon Township ranked first in 1998, fourth in 2003 with North Fayette, Robinson and Findlay Township’s reporting higher total revenues, and Moon Township again first in 2008, nearly 25% higher than North Fayette Township, which ranked first in 2003.

Total Act 511 tax revenues reported in 1998 in Moon Township represented 72% of all revenues reported. In 2003 that percentage was 73% and in 2008, tax revenue represented only about 64.5% of all revenues. Real estate tax revenues and earned income tax revenues make up the bulk of the tax revenues reported. **In 2008, earned income tax in Moon Township comprised 40% of reported tax revenues and combined with real estate and realty transfer taxes represented about 91% of all tax revenue reported.**

Moon Township Selected Revenues, 1998-2008



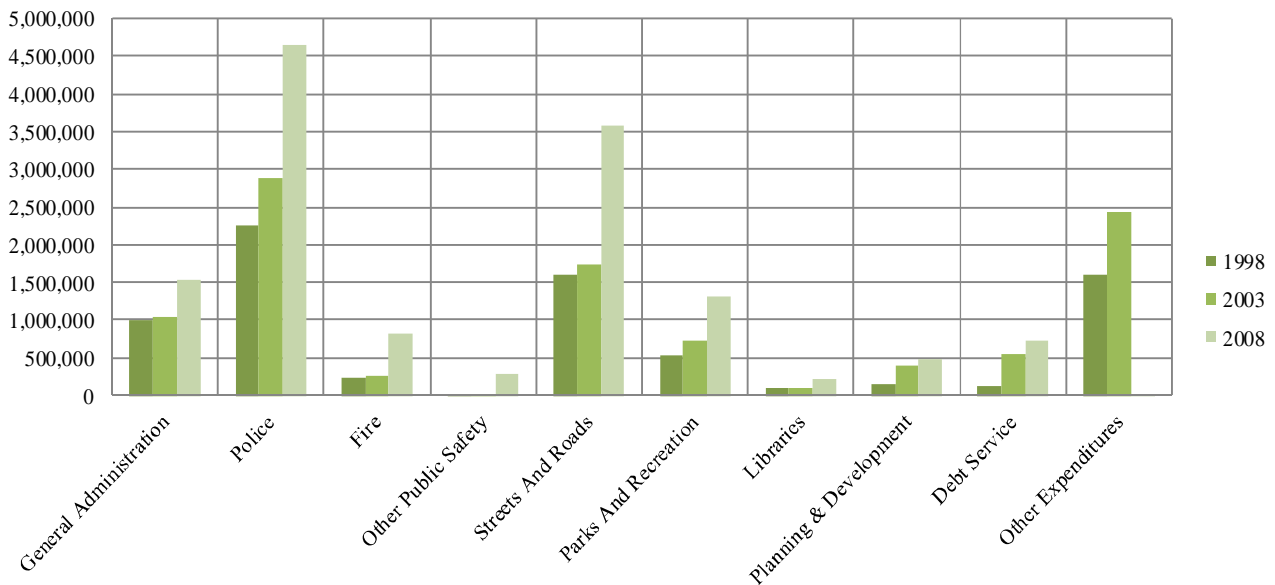
Selected Five-Year Expenditure Trends

In 1998, Moon Township reported total expenditures as recorded by the Department of Economic and Community Development Bureau of Municipal Statistics, of \$7,616,009, with no excess or deficit. Five years later, in 2003, the Township reported \$10,131,750 in total expenditures with a \$505,740 deficit, and in 2008, according to the 2008 Municipal Audit Report (submitted to Department of Economic and Community Development), expenditures totaled \$16,534,117, with a \$60,343 deficit. Expenditures increased by about 117%, the same percentage increase as revenues, during the period analyzed. In 2009, expenditures decreased slightly to \$16,486,464, however, a \$1,586,655 deficit was reported.

As is common throughout Western Pennsylvania, categories representing major expenditures include Police Protection, Streets and Roads, and General Administration. Fire protection and Parks and Recreation represented lesser but significant expenditures in comparable municipalities, for the years reviewed. Moon Township’s commitment to Parks and Recreation was demonstrated as expenditures increased between 1998 and 2008 from \$525,232 to \$1,324,075, about 150%, and again significantly between 2008 and 2009. **Moon Township’s Park and Recreation expenditures accounted for nearly 15% of the total in 2009.**

Moon Township’s philosophy of governance is reflected in commitments to public services and community planning initiatives more so than comparable communities in the region. The Township spent \$99,000 on its public library in 1998 and \$220,771 in 2008, an increase of about 130%. In comparison, North Fayette ranked second in 1998 in expenditures on libraries, reported at \$51,977 and in 2008 library expenditures were at \$67,855, while Robinson Township ranked second in 2008 with an expenditure of \$139,524.

Moon Township Selected Expenditures, 1998-2008



Transportation Network

The location and orientation of the transportation network in Moon Township provides access to every developable area of the community. High volume arterials such as the Montour Run Expressway, Airport Parkway, Penn Lincoln Parkway and Beaver Valley Expressway are situated in close proximity to the Pittsburgh International Airport and oriented generally northwest to southeast in the south central area of the Township. Beaver Grade Road and Brodhead Road, also oriented generally northwest to southeast, traverse the entire length of the Township, approximately 8.7 linear miles, and are located north of the Airport, toward the geographic center of the Township. Route 51, located on the southern side of the Ohio River Valley, also tracks northwest to southeast in the northern perimeter of Moon Township.

Intersecting roadways oriented generally northeast to southwest provide dispersal nodes at key points and occur at approximately a mile to a mile and a half intervals on the northwestern half of the Township (using Thorn Run Road as a geographic center line) and at varying intervals on the southeastern half. The characteristics of this transportation network provide a number of options for vehicular traffic movements at convenient intervals, similar to a grid system, but in a more curvilinear orientation typical of rural communities which have transitioned from agricultural and extractive industry links to a suburban development pattern of cul de sacs with no through-access.

There is one active rail line in Moon Township, a 2.5 mile segment situated on the southwestern shore of the Ohio River between Coraopolis Borough and Crescent Township. This is a CSX Corporation (Chessie System and Seaboard System) Class 1 freight railroad, meaning the Calumet City, Illinois based transportation company generates operating revenues of \$250 million or more annually, adjusted for inflation, from its 21,000 route-mile system along the east coast and eastern United States.

Moon Township owns and maintains 74.63 miles of roadways. The Commonwealth of Pennsylvania owns and maintains 45.81 linear miles of roadway, which when combined with municipal roads, totals 120.44 miles in the Township's transportation network. Allegheny County owns a few miles of roads like Spring Run Extension. Depending on development patterns, it is likely that new roads could be required in the remaining undeveloped areas as new development occurs.

The Transportation Network map on the next page illustrates average daily traffic counts for each roadway indicated. The numbers indicate combined traffic in each direction. These roads are the primary traffic corridors in the Township.

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Transportation Network Map

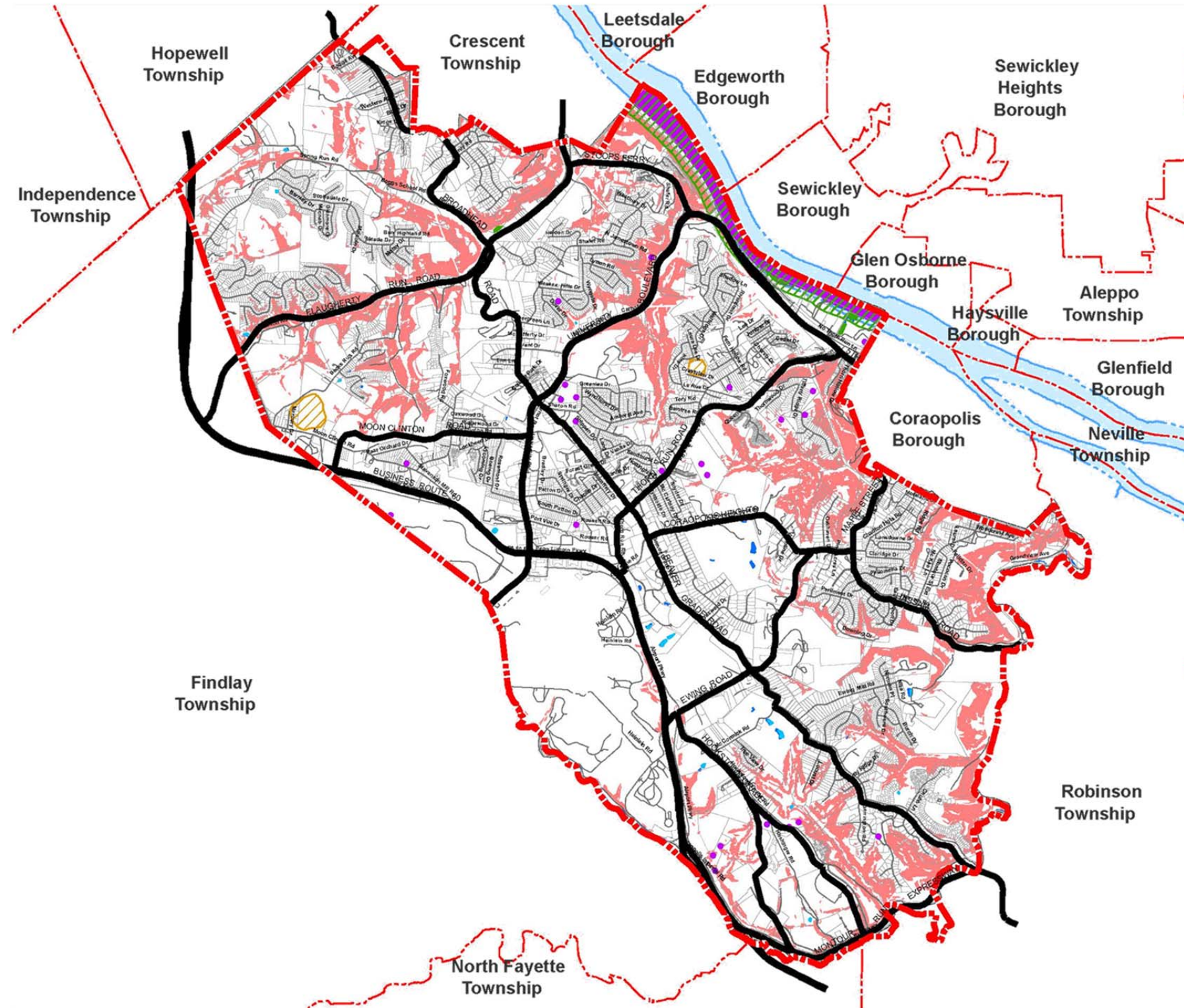


LEGEND

- Moon Township
 - Surrounding Municipalities
 - Local Roads
- TRAFFIC VOLUMES**
ANNUAL AVERAGE DAILY TRAFFIC
- < 3,000 AADTs
 - > 3,000 - 6,000 AADTs
 - > 6,000 - 9,000 AADTs
 - > 9,000 - 15,000 AADTs
 - > 15,000 AADTs
- Annual Average Daily Traffic

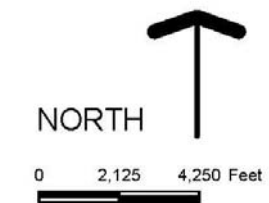
Note: Annual Average Daily Traffic is based on traffic volume data from the Pennsylvania Department of Transportation, 2014.



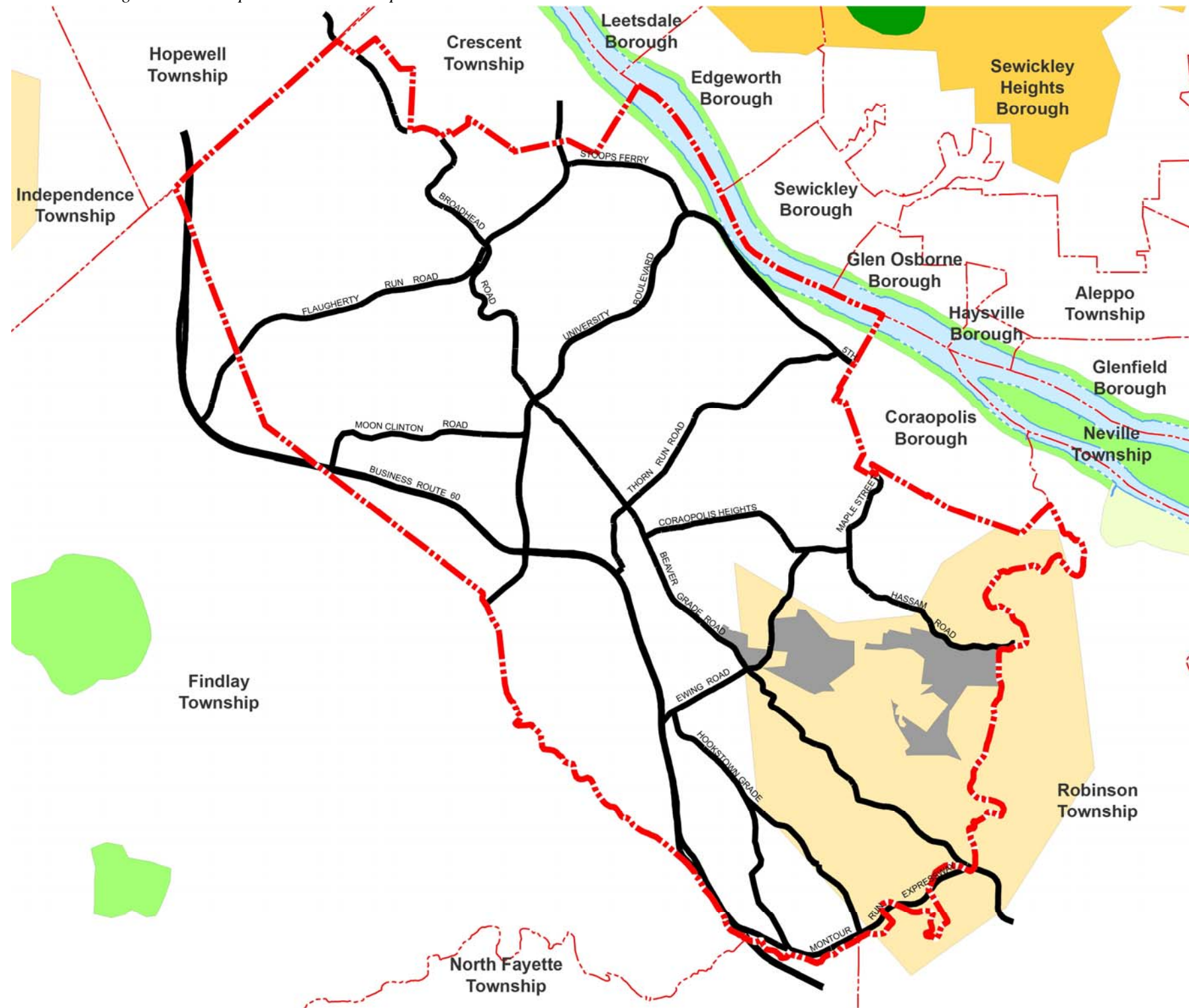


LEGEND





-  Moon Township
-  Surrounding Municipalities
-  Traffic Network
-  Freshwater Emergent Wetland
-  Freshwater Forested/Shrub Wetland
-  Freshwater Pond
-  Riverine
-  Sensitive Slope Areas
-  Oil & Gas Wells
-  Centerlines
-  Boundary
-  Abandoned Mine Land Inventory
-  Ohio River BDA



Natural Heritage and Landscape Conservation Map



LEGEND

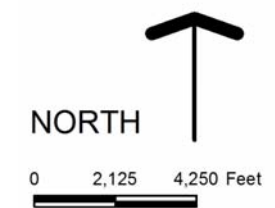
-  Moon Township
-  Surrounding Municipalities
-  Traffic Network
-  Managed Lands

Biological Diversity Areas

-  Exceptional
-  High
-  Notable

Landscape Conservation Areas

-  Exceptional
-  High



Physical Development Constraints and Natural Resources

Moon Township is a suburban community with a number of natural and environmental features that contribute to its character. The Ohio River forms a portion of the northeast border.

As noted on the Natural Heritage and Landscape Conservation Map, two tracts of land in Moon Township are categorized as “Managed Lands” in the Allegheny County Natural Heritage Inventory because of the presence of ecological resources.

The Moon Park is situated within the Montour Run Valley Landscape Conservation Area near the headwaters of Meeks Run, and acquisition of lands bordering the park is recommended in the County’s Natural Heritage Inventory report.

As noted on the Physical Development Constraints Map, there are significant sensitive slope areas within Moon Township that will continue to restrict development and provide visual breaks between development areas (both residential and non-residential).

Restrictions related to water are primarily centered around the Ohio River but there are some freshwater pond areas in the south-central area of the Township. Trout Run is a pristine stream that runs through Moon Township. Protecting water with riparian buffers helps to maintain its quality. Oil and gas wells are scattered throughout the Township. The location of those facilities can be found on a map in Appendix 10.

Pennsylvania Natural Heritage Program

"Managed Lands" as defined in the Allegheny County Natural Heritage Inventory are owned or leased properties that are included in the report because of their importance, or potential importance, to the overall maintenance and protection of ecological resources of the county. Managed Lands are of two types:

- *Public properties established and managed to a large extent for natural resources, and/or those that have the potential to manage such resources in order to maintain or enhance important ecological assets in the county, and by this evaluation are deemed by the inventory to be among the most ecologically "valuable" of public properties. Examples include state game lands, state parks, national historic sites, county or municipal park lands.*
- *Private properties that are held by private organizations concerned with the management and protection of natural resources, and which upon evaluation have been deemed by this inventory to be among the most ecologically "valuable" of such properties. Examples include private nature preserves and private environmental education centers.*

Community Amenities and Facilities

The community's resources enhance the character and quality of life by adding vitality to the matrix of land uses. The use of these resources affects the quality of public services, the provision of civic amenities, and creation of recreational opportunities. The Civic Amenities and Community Facilities Map identifies these important resources.

Parks and Outdoor Amenities

The Township has over 600 acres of parks and open space including five play lots. The planned Riverview Park will promote the river access. Hollow Oak Land Trust manages over 300 acres in Moon Township.

Moon Golf Club

The Moon Golf Club was formerly Bon Air Golf Course. It was purchased by Moon Township in the fall of 2005. The Moon Township Recreation Authority owns and operates the Moon Golf Club. The Authority is separate from Moon Township. Revenues from the operation of the golf course are put back into the course and clubhouse. No tax dollars are spent on the golf course operation.

Parks

With more than 600 acres of park space in throughout the Township, the Moon Township Parks and Recreation Department places a strong emphasis on maintaining green space in the community while providing a vast array of social, cultural and athletic programs.

Moon Park is over 300 acres and includes over three miles of walking/hiking trails as well as an amphitheater, play equipment, three soccer fields, six baseball/softball fields, three basketball courts, five picnic pavilions and additional athletic fields.

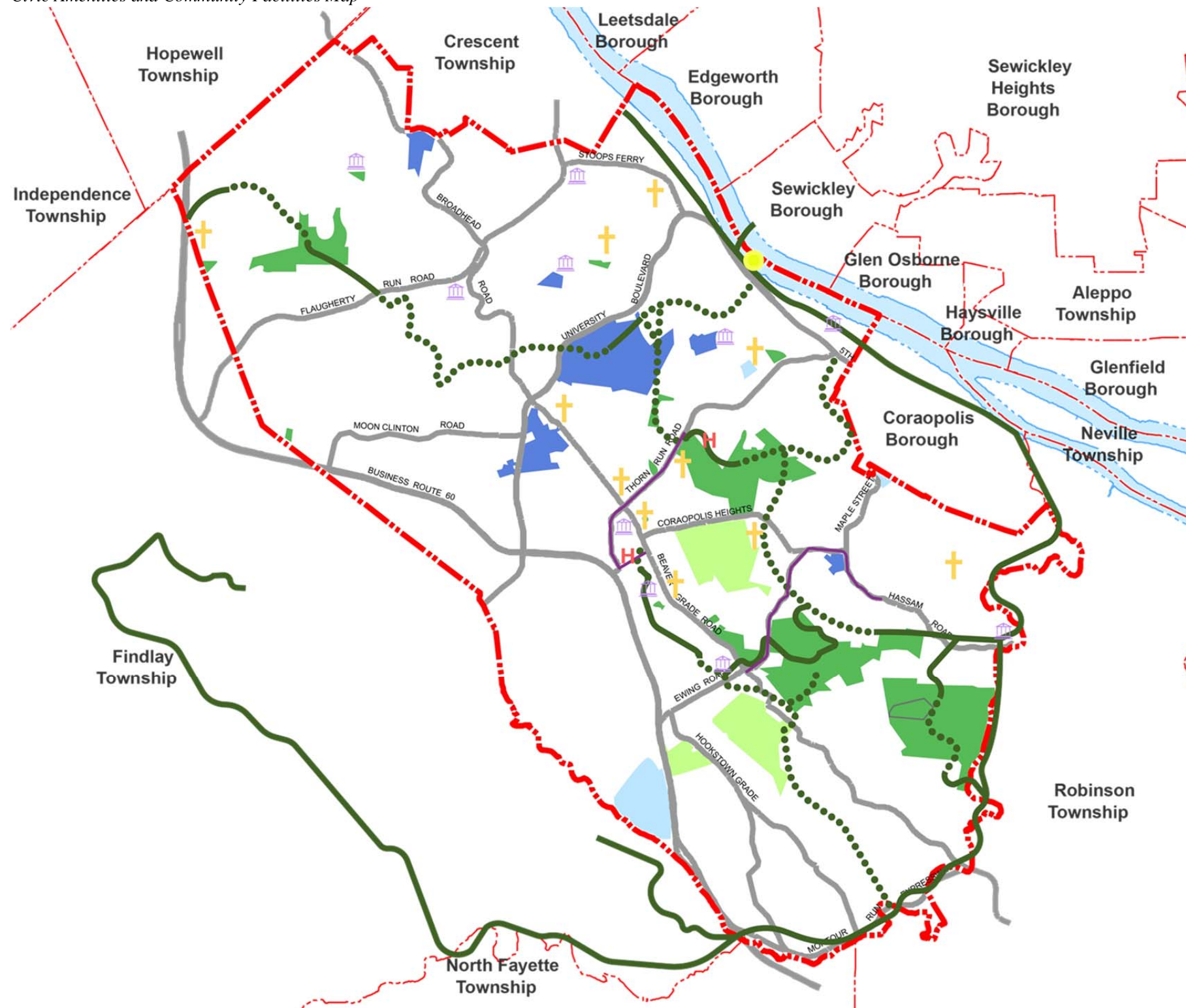
Robin Hill Park is approximately 200 acres of natural landscape with over two miles of walking trails, an herb garden, an 1800s-era log home, a 24-room Georgian-style home and a carriage house that is home to the Moon Area Senior Center.

Olson Park is the newest addition to Moon Township's park system. The 137-acre pet-friendly park offers a half-mile walking trail, paved parking area and restroom facility for visitors. A large part of the upgrades were completed in-house by the Moon Township Parks maintenance crew, which will continue adding mileage to the walking trail.

Riverview Park will be developed near the Sewickley Bridge and will be Moon Township's newest open-space recreation amenity and primary riverfront recreation space.

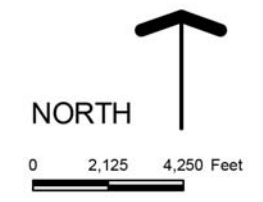


Civic Amenities and Community Facilities Map



LEGEND

-  Moon Township
-  Surrounding Municipalities
-  Traffic Network
-  Proposed Trails
-  Existing Trails
-  Proposed Riverfront Park
-  Existing Park
-  School
-  Cemetery
-  Municipal Services
-  Church
-  Hospital



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Trails

The Montour Trail is a multi-use non-motorized recreational rail-trail that will ultimately extend 46 miles from Moon Township to Clairton. The trail connects to the Great Allegheny Passage, a trail system that stretches over 330 miles from Pittsburgh to Washington, DC. Currently, the trail totals over 40 miles, including sections in Moon Township.

Moon Township's planned Riverfront Park is situated to become a major destination point along the proposed Ohio River South Shore Trail. The Ohio River Trail will extend from the Montour Trail, Mile Post 0 at the proposed Allegheny Sports Junction Complex located at the east side of Coraopolis. It will then travel through Coraopolis, mostly as an on-road route, via PennDOT's designated Bicycle Route A, to the Moon Township boundary with Coraopolis Borough, approximately at Thorn Run Road. From this location, the Ohio River Trail is proposed to continue west, via the Duquesne Light utility corridor, parallel to the CSX Corporation right-of-way, to the entrance of the park at Ambulance Way. A proposed feeder trail would extend from the Ambulance Way access, across and along the southern edge of Pennsylvania Route 51 to the pedestrian walkway on the east side of the Sewickley Bridge.

Community Facilities, Utilities and Services

Library

The Moon Township Public Library is open seven days a week (for most of the year) and offers a collection of more than 51,000 books, audio and video materials, newspapers, and periodicals to anyone with a free library card.

The library is part of the county-wide Electronic Information Network, which gives users access to Caroline (the library holdings database), the Internet and several reference and periodical databases. The library also has several stand-alone computers with access to word processing, resume writing and electronic encyclopedias.

Mooncrest Neighborhood Center and Mooncrest Knowledge Connection is a small library/learning center located in the Mooncrest Neighborhood of Moon Township. The Knowledge Connection provides internet access, tutoring and fun & educational activities year round to the residents of the Mooncrest Neighborhood, free of charge.

Township Municipal Building

The Moon Township Municipal Center is located on Beaver Grade Road. The Municipal Center campus contains the Municipal Building and the Public Safety Building. The building accommodates the Township's administration facilities. Adjacent to the Municipal Building is the Public Safety Building that houses the police and fire departments.

Valley Ambulance Authority

Valley Ambulance Authority was established in 1972 and was the first municipal ambulance authority in the United States. Valley Ambulance Authority services the Borough of Coraopolis and the Townships of Crescent, Moon, Neville, Findlay and the Pittsburgh International Airport. The governing body of each member municipality appoints representatives to the Board of Directors, who oversee the operations of the Valley Ambulance Authority.



Moon Township Police Department

The Moon Township Police Department is a full-service police department, consisting of 30 full-time law enforcement officers. The Department supports a full-time dispatch unit, which employs eight civilians and receives emergency calls for two municipalities.

The Moon Township Police Department performs many specialized duties and offers expanded services to the community. Most officers of the department have advanced training in varying fields.

Moon Township Volunteer Fire Company

The Moon Township Volunteer Fire Company is comprised of four stations; the main station is located at the Public Safety Building, the other stations include the Carnot station, Downes station and Boggs station. The fire company monitors approximately 24 square miles and provides fire/rescue protection to approximately 22,000 residents, 800 businesses, as well as Robert Morris University, which has approximately 5,100 students. The Company has more than 50 highly trained volunteers and responds to more than 300 emergency calls each year.



Moon Township Municipal Authority

The Moon Township Municipal Authority provides public water, sanitary sewer, and trash service to Moon Township as well as portions of its surrounding communities. The capacity of these systems has been analyzed in relationship to the community's anticipated build-out. The Authority has demonstrated that there is adequate capacity for the projected future needs of the community and will not adversely affect the region. Although the systems currently have the capacity to service the existing demand, it is important to recognize and to plan for adequate infrastructure services in anticipation of increased residential, commercial and industrial development activity.

Other Utility Providers

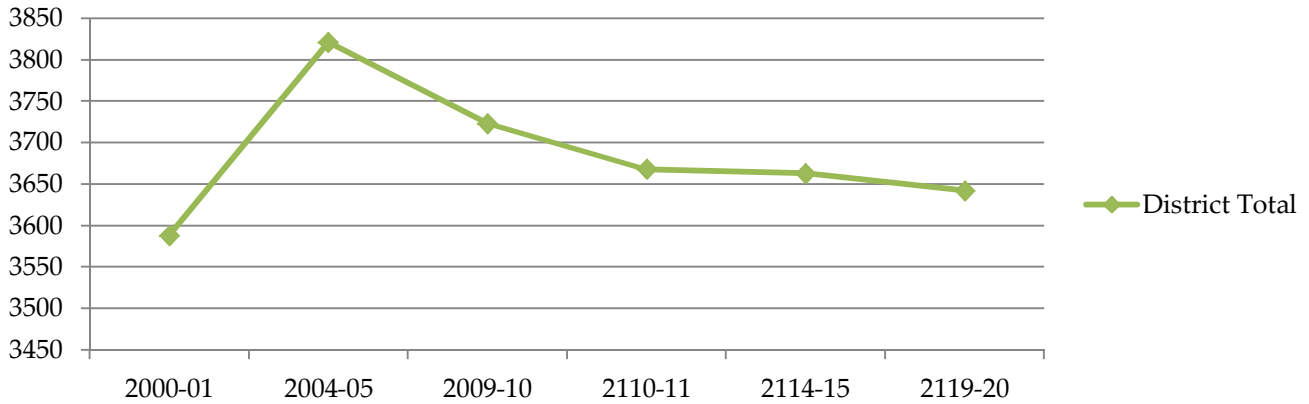
Other utility providers available to Moon Township residents and businesses include Columbia and Dominion (natural gas), Duquesne Light (electricity), Verizon (phone, internet), Comcast (phone, internet, television).

Educational Facilities

Moon Area School District

Moon Area School District is comprised of the Townships of Crescent and Moon, encompassing a combined land area of approximately 26 square miles and 26,700 residents. The district has seven buildings, including one high school, one middle school, and five elementary buildings. Moon Area students consistently perform above state and national averages on standardized testing.

Moon Area School District Total Student Enrollment – Actual and Projected, 2010



Robert Morris University

The core campus of Robert Morris University consists of a 230-acre tract in Moon Township. As of 2014 enrollment was approximately 5,400 undergraduate and graduate students. Overall enrollment has increased 10% over the past five years. Robert Morris University offers 60 undergraduate and 20 graduate degree programs. Of the 4,500 undergraduate students, 80% live on campus.

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Appendix

The Comprehensive Planning process was started in 2011. The following Appendix includes the background information and studies that were compiled at the beginning of the planning process.