

elevate mt lebanon

Mt. Lebanon's 2013 comprehensive plan

September Public Review Draft



looking beyond today's horizon

Acknowledgements

extending thanks

Mt. Lebanon Municipality extends its thanks to the many residents who shared their ideas for the Comprehensive Plan, and especially to those who served on the various advisory committees that helped create this document. Everyone who participated in the public process, including Commissioners and members of the municipal staff, provided information and assistance needed to shape the community's vision for "Elevating Mt. Lebanon—Looking Beyond Today's Horizon."

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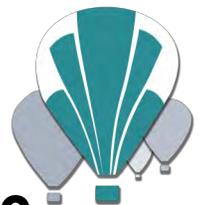
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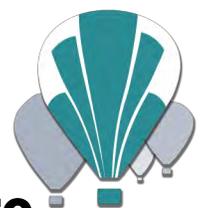


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SHOP LOCAL

Uptown Mt. Lebanon

SHOP LEBO

Uptown Mt. Lebanon

P



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Mt. Lebanon's comprehensive plan

"I really believe that the sense of community in Mt. Lebanon is wonderful.

I would really like to see Mt. Lebo:

become a progressive **green** community (recycling/composting/reduce waste); remain beautiful (many well kept street trees); continue to emphasize and improve **community**, neighborhoods, and parks; support local, independent retail establishments; keep its centers (Beverly/Washington) **vibrant** and **interesting** with lots of social events; preserve historic buildings to retain its historic look; increase **walk/run/bike** friendliness; keep and increase its options for ease of **public transport** (bus, T) not only to downtown but business centers like Robinson and Southpointe; and continue to maintain the quality of its **schools**.

These are **hopes** I have for Mt. Lebanon, and the **reasons** I wanted to move here."

—online survey



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Comprehensive Planning and the process

The Pennsylvania Municipalities Planning Code (MPC), Act of 1968, P.L. 805, No. 247 as reenacted and amended, provides for the preparation of a comprehensive plan in Article III, Section 301. These provisions will be used to supplement the mandate of the Mt. Lebanon Code and Home Rule Charter to update the comprehensive plan every ten years (Section 1401 and Section 1402).

Comprehensive planning is a term used to describe a process that determines community goals and aspirations in terms of community development. The outcome of comprehensive planning is the Comprehensive Plan which guides public policy in terms of transportation, utilities, land use, recreation, and housing.

Planning is a continuous process. As conditions change and new information becomes available, objectives may change and goals and policies may be modified. This plan must be responsive to change, forward-looking and publicly supported. It should be regularly reviewed and revised, if necessary, to reflect the community's changing attitudes and desires.

Comprehensive Planning for a 10-year horizon is an involved process, which reflects the needs and desires of the community it is to benefit. A plan should give the public, business and government agencies a clear understanding of the municipality's intentions and desires regarding its future development, which will lead

to greater cooperation and minimization of potential conflicts. At its most basic, the planning process includes steps to organize, review, prepare and communicate.

The broad scope of a Comprehensive Plan is reflected in the wide variety of elements combined in one planning document. This Comprehensive Plan includes the elements required by the Pennsylvania Municipalities Planning Code. However, the plan is not limited to these items. Overall, it is intended to facilitate the land use decision making process by covering the major categories of physical development in relation to the needs of the citizens.

As it is adopted by resolution, a comprehensive plan is not legally binding. A community's ordinances must be amended in order to legally implement the provisions required to execute the comprehensive plan.

The Plan

- Reflects Mt. Lebanon's vision.
- Considers municipal projects and private development.
 - Is a driver for implementation of the vision.
- Outlines potential investments of time and resources.

Goals, objectives and actions

Comprehensive Plans contain Goals, Objectives and Actions. In general, they can be characterized by:

Goals

- Describe an idea or sought after end
- Are non-specific/general statements
- Are the foundation to which policies should refer
- Are generally non-quantifiable
- Suggest a course of action or "should, where as, will"
- May indicate general criteria to be followed in developing policy

Objectives

- Advance a goal's specific purpose, aim, ambition or element
- Describe the end state of the goal, its purpose, or a course of action necessary to achieve it.
- Describe how an objective will be carried out
- Describe method or provide guidelines
- Are usually measurable and/or time sensitive
- May have a cost associated with it
- Identify responsible parties

Actions

If you sum it all up, this document outlines recommendations to:

- Further enhance community character
- Maintain a high quality community for residents and businesses
 - Improve walkability within the community
- Raise the bar for environmental sustainability within Mt. Lebanon



Community introduction

Mt. Lebanon's beginnings, like most of southwestern Pennsylvania, were tied to many of the historical events that helped to shape the region. Community historians have identified that Mt. Lebanon was once part of the vast hunting grounds used by the Delaware and Shawnee Indians. The Northern Europeans who settled on these grounds in the late 18th century were primarily farmers who made whiskey from their crops of corn and rye. Many of these farmers joined others across western Pennsylvania and Ohio to boycott the whiskey excise tax and Mt. Lebanon is still recognized for its part in the Whiskey Rebellion of 1794.

In the 1880s a United Presbyterian Church Minister, Reverend Joseph Clokey, brought two Cedar of Lebanon trees from the Holy Land to his home on Bower Hill. When the local Post Office was founded nearby, it took its cue from those two trees on the hill and named the Post Office "Mount Lebanon" later becoming the name for the community. In the early 1900s, the first street car arrived from Pittsburgh on a single track that ended at Cedar Boulevard. This occurred during the electric streetcar and railroad era of suburban growth in the United States. The rail line and the stations that evolved during this time period would be the catalyst for many of the suburbs that formed along the corridors leading into the cities. This direct route into the city would catapult Mt. Lebanon into a highly desirable suburb.

Based upon Historical Society of Mt. Lebanon accounts and the 2013 Historic Resources Survey Form prepared for the Municipality (within the next few following paragraphs), the Mt. Lebanon residents' desire for improvements like street crossings, boardwalks, streetlights, fire and police protection, and improved schools reflected the increasingly suburban character of the township

as opposed to its decidedly rural neighbors. For a portion of its history, Mt. Lebanon was a part of the much larger St. Clair Township, then Upper St. Clair and finally Scott Township until 1912, when the citizens of the Mt. Lebanon area of Scott Township voted to incorporate what is now Mt. Lebanon under the legislative act providing for the establishment of a "First Class Township" government.

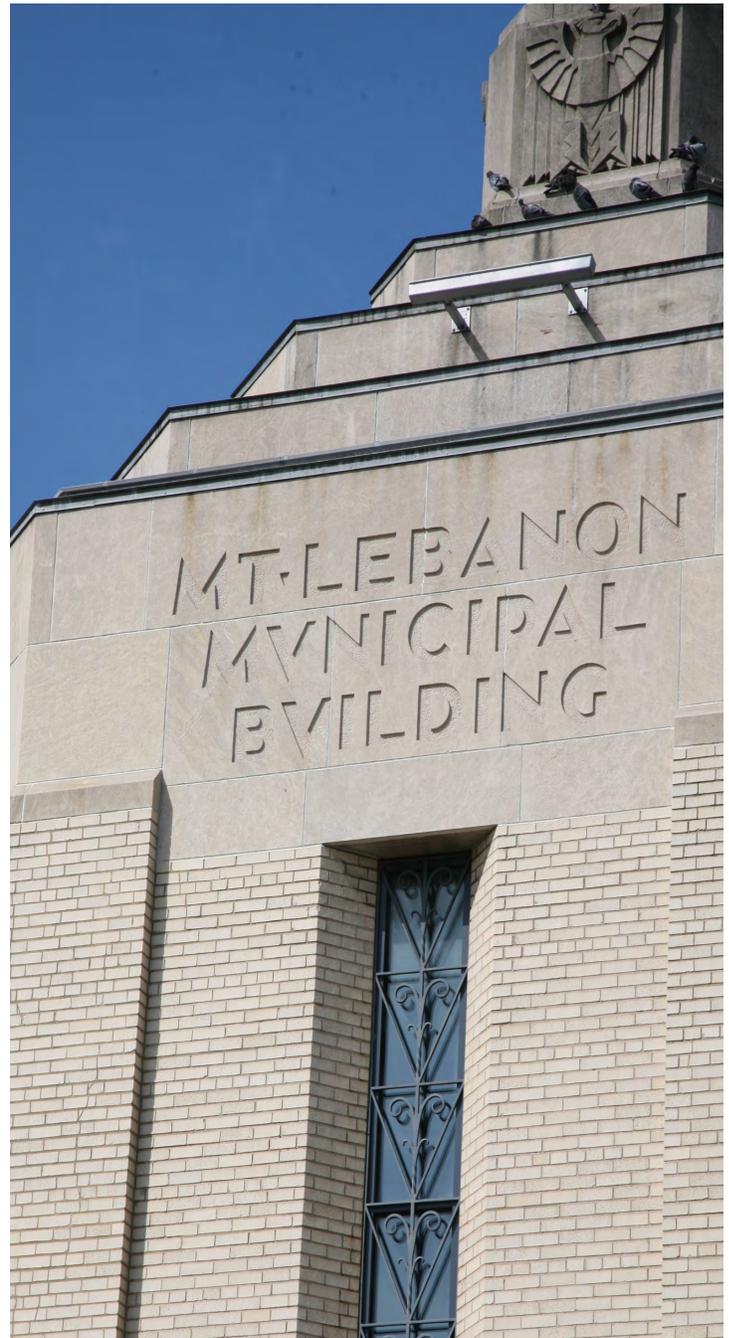
In 1912, the new Mt. Lebanon Township was home to 1,705 residents and only six automobiles. Many of Mt. Lebanon's residents joined in a campaign supporting the construction of a traffic tunnel leading from Pittsburgh through Mt. Washington to the South Hills to improve access and support development. A total of at least six separate tunnel projects were proposed and contemplated before the county finally decided in 1919 on the current site of the Liberty Tubes. The competing interests of different South Hills communities, land speculators, and businessmen resulted in a "geographical partisanship" that manifested in the creation of organized lobbying groups including the South Hills Board of Trade (1908) and its splinter group the South Hills Tunnel Association, which sponsored the alternative that would best suit Mt. Lebanon's interests. In the meantime, speculators, developers, and local landowners in Mt. Lebanon began a frenzy of subdividing former farm properties into residential plans in advance of the tunnel. Images from this time depict the rush to develop Mt. Lebanon as an automobile suburb. When the Liberty Tubes, "the world's first long automobile traffic tunnel," finally opened in 1924 (at a location that did indeed benefit Mt. Lebanon's interests), its impact on the South Hills was dramatic. The opening of the Liberty Tubes in 1924 not only increased transportation access to the city, but sparked a residential building boom in the rolling hills south of the city as well.

Between 1920 and 1930, the population of Mt. Lebanon went from 2,258 to 13,403, marking an increase of approx. 500%. Stemming from these historical decisions and actions, tree lined streets, homes with varying character, neighborhoods ranging in intensities, a nationally recognized public education system and a variety of parks and recreation facilities continually attract and retain Mt. Lebanon residents. Many of these amenities are mentioned in the future goals and objectives of the Mt. Lebanon Comprehensive Plan. Physical characteristics and walkability are key features of daily life in the Municipality and are fundamental to the community's identity. Foremost, it is intergenerational, community-wide events, such as the 2012 Fourth of July celebration on Washington Road, that continue to evolve and reinforce the Municipality's true "sense of place."

Varying architectural styles, densities and price ranges are characteristics of Mt. Lebanon's many neighborhoods. About 75% of the homes in the Municipality are owner occupied, and 25% are renter occupied. Residents who participated in the comprehensive plan's public involvement events expressed desire that a mix of housing opportunities remain to 1) preserve the community's residential character; 2) complement commercial/service districts; and 3) encourage new ways to stimulate growth along the major transportation corridors.

The Municipality and its residents recognize the importance of continued economic vitality while preserving the character of its various business districts. These areas have helped to attract and retain residents who, in turn, have helped sustain local businesses.

Mt. Lebanon's livelihood has and will continue to be tied to its system of transportation. Easy access exists between the City of Pittsburgh and many other communities in the surrounding region. These types of corridors are home to each of the numerous business districts of Mt. Lebanon. However, like many other communities, traffic volumes, speeds and pedestrian-oriented routes are ever present considerations along regional-scale and local corridors in the Municipality. Mt. Lebanon is the



only first-ring suburb within the Pittsburgh region that offers its residents such an array and extent of options for mobility.

Related to all of these things - sense of place, housing, economic growth, transportation networks - is infill development. Infill development is generally defined as development of vacant or remnant urban land passed over by previous development. During the coming decade, infill development will shape opportunities for both private and public sector success.



Considerations for others

Mt. Lebanon shares a border with a number of municipalities and has significant opportunities to coordinate the provision of municipal services if efficiencies could be realized through multi-municipal cooperation. Mt. Lebanon is 6 miles (11 km) south of the Pittsburgh's downtown. Two small borders exist with Pittsburgh neighborhoods to the northeast (Banksville and Brookline), but most of the northeast border is with the borough of Dormont. Immediately north, the borough of Green Tree has an intersection bordering Mt. Lebanon. The entire western border is with Scott Township. To the south are the communities of Upper St. Clair to the southwest and Bethel Park to the southeast. To the east is Castle Shannon, and finally, to the northeast, Baldwin Township.

Putting it all together

With all of its opportunities, the Municipality recognizes that some of the primary planning considerations in previous decades remain present today: the age of the Municipality's population, maintaining character, maintenance of infrastructure and resource systems along with economic growth. The strengths of its educational system, sense of community, public spaces and public safety are intricately woven with challenges of fiscal impacts, its infrastructure, regional traffic activity and considerations for redevelopment.

In the following chapters, the Comprehensive Plan dives into these ideas and more so that the community can frame a course of action that is aimed to elevate and sustain Mt. Lebanon's continued vibrancy.

the heart and soul of mt lebanon is...

uptown

restaurants

schools

business districts

washington road

high school

elementary

shops

beverly road

clearview commons

recreation

bird park

churches

main park

walking

library

community

parks

dixon field

people

playgrounds

sidewalks

children

public safety

municipal building

families

tree lined streets

neighborhoods

farmers market

homes

residential areas

football

first Fridays

events

parades

municipality communication and media

7



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Community Outreach

gathering community ideas

On your mark, get set, go!

At the outset of the comprehensive planning process, the planning team designed and produced an informational card that included basic information about the comprehensive plan, links to the plan's websites and contact information. These pocket-sized cards led to many other avenues of community outreach outlined below.

“Never doubt that a small group of thoughtful, committed citizens can change the world. Indeed, it’s the only thing that ever has.”

—Margaret Mead

mtl Magazine

The planning team maintained a close relationship with staff of mtl Magazine, a print publication dedicated to life in Mt. Lebanon, which is distributed nine times per year to every household in the community as well as online. The magazine featured an article on the plan in every issue during the planning process.

T-Station Meet and Greet, First Fridays, Fourth of July Celebration

The planning team reached hundreds of people by handing out information cards at various locations and events to promote knowledge of and participation in the comprehensive plan.

Facebook/Website

The municipality's website hosted a page about the plan and a Facebook page was also developed. The team updated the pages regularly and engaged people through digital media.

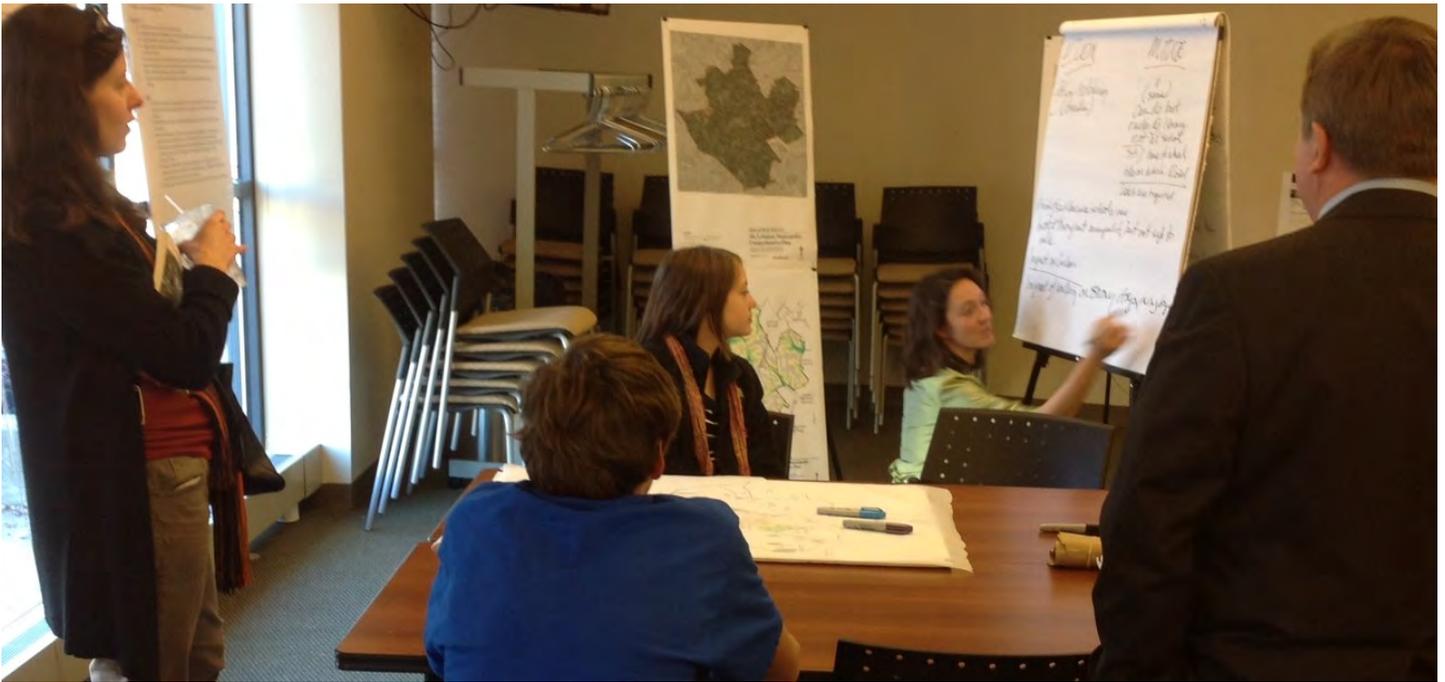


Photo Safari

What is the heart and soul of Mt. Lebanon and where would you go to find that heart and soul? This question was at the center of a series of summer activities designed to capture people's ideas about their community as well as images of the community. The Photo Safari consisted of a walkshop with the planning team and residents, an online survey, a coffee shop survey and an exhibit at the Mt. Lebanon Library.

Thursday Night Live

Thursday Night Live was held as an open house series at the Municipal Building. Participants dropped in and reviewed previously completed exhibits at their leisure. Each person was able to talk with a planning team member and everyone came with well-thought-out ideas about their community.



UPTOWN BUSINESS ASSOCIATION & MT LEBANON PARTNERSHIP
 PRESENT
THE UPTOWN MT LEBANON FARMERS MARKET
 EVERY SATURDAY STARTING MAY 12TH THRU OCTOBER, 2012

LOCAL & FARM FRESH
 PRODUCE
 HERBS
 PLANTS
ARTISAN
 BREADS
 MEATS
 SPECIALTY FOODS

SATURDAYS
 9AM TILL NOON
 UPTOWN [BY MUNICIPAL BUILDING]

BUY FRESH | BUY LOCAL

BROUGHT TO YOU BY:
 DESIGN BY: DANIEL PAPPALARDO

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 SHARE YOUR IDEAS AND HELP SHAPE MT. LEBANON'S COMPREHENSIVE PLAN

Many ideas about land use, housing and development along with transportation, connectivity, community facilities, infrastructure, and resources were discussed among members of the community.

Land Use, Housing and Development

Nearly all input received as part of this comprehensive plan has supported the maintenance and enhancement of this character. 44% of survey respondents included “quality of housing” as an influential factor in their original decision to live/work in Mt. Lebanon. Additional issues and opportunities related to land use and housing include the:

- Maintenance and enhancement of existing community character
- Quality of housing
- Future/evolving housing needs
- Home upgrades/remodeling/expansion
- Driveways and garages
- Areas for other development

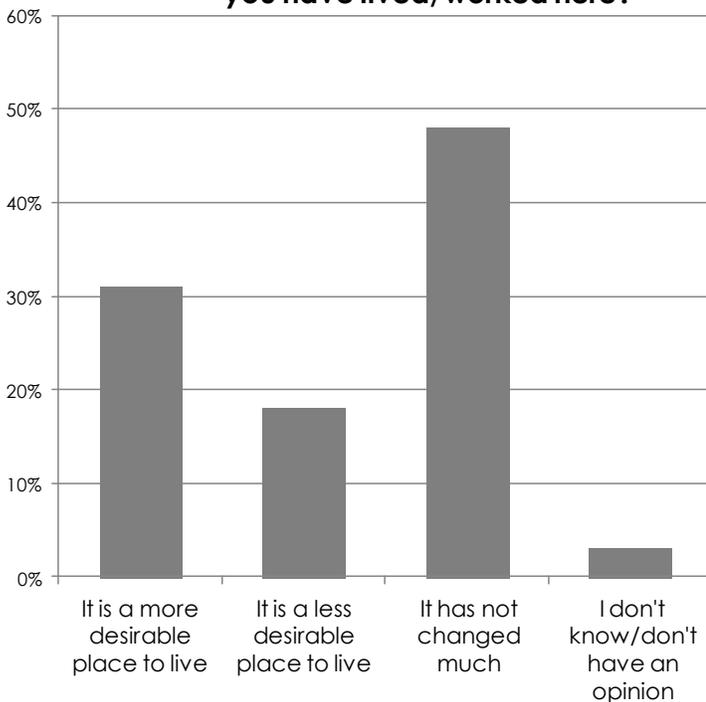
Where opportunity exists for redevelopment, significant economic and community development could occur. The character of redevelopment is very important to the overall character of the community. More than 20% of survey respondents

chose ‘type of redevelopment occurring in the community’ as one of the factors that needs to change to help ensure that Mt. Lebanon will continue to be a great community. 28% of respondents chose variety in local shopping or services in the same category. 36 % of survey respondents indicated one of the business districts or businesses in Mt. Lebanon as the heart and soul of the community. Additional considerations include the:

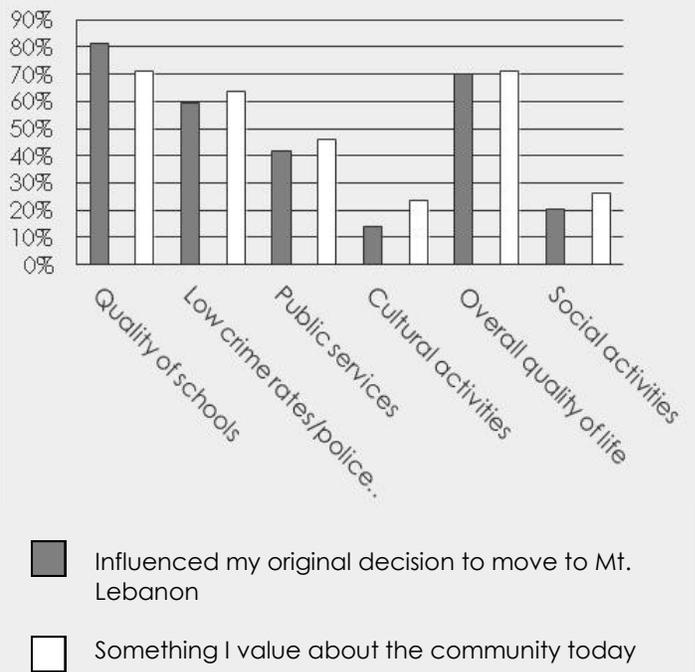
- Type of redevelopment occurring in the community
- Variety in local shopping or services
- Supporting the business districts
- Area along Cochran between Bower Hill and Cedar
- Development adjacent to Dormont's business district and TOD project

Members of the real estate community also contributed some valuable insights to the comprehensive plan effort. When new residents are considering Mt. Lebanon as a place to start out as new homeowners, relocate for business or many other reasons, two common reasons families and individuals choose the Municipality include the overall sense of community along with the character of the neighborhood streets.

How has Mt. Lebanon changed since you have lived/worked here?



Mt. Lebanon Facilities and Utilities





Community Facilities and Infrastructure

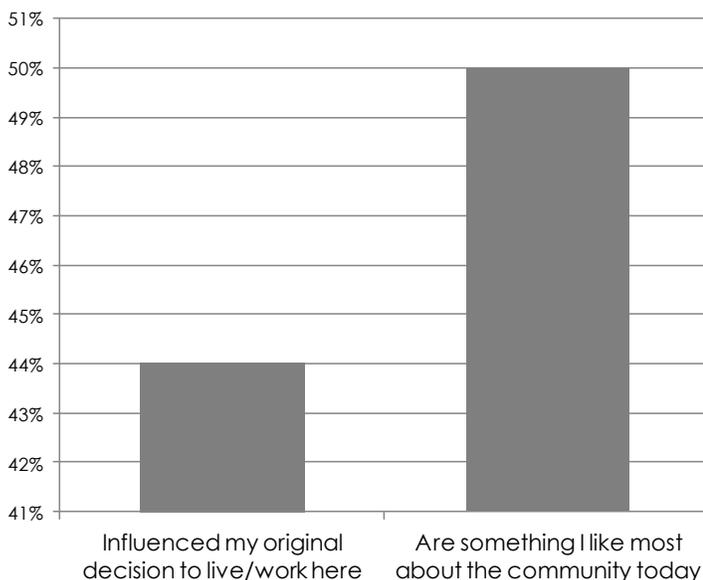
A focus in Mt. Lebanon is delivering quality services efficiently, effectively and economically. Survey respondents emphasized maintaining high levels of service is a critical component of the community's quality of life. Mt. Lebanon is well known for its historically top rated public school system. Mount Lebanon High School has been named a National Blue Ribbon School by the U.S. Department of Education each of the three times it requested certification: 1983-84, 1990-91, and 1997-98. The other schools have been awarded with similar frequency. The overall school district was named one of the PA's top ten schools by *US News*.

The Mt. Lebanon Public Library, founded in 1932, is funded almost entirely by the municipality and county. Its home is a \$4.2 million building, with shelves for 140,000 books, seats for 165 persons, and more than 50 public computers. Circulation is 563,000 items/year, and attendance averages 111 per hour. Other institutions for education also make their home in the Municipality. Keystone Oaks High School is physically located in Mt. Lebanon, serving the youth of the adjacent communities of Greentree, Dormont and Castle Shannon. Seton-La Salle Catholic High School, a Diocese of Pittsburgh school, is also physically located in Mt. Lebanon. St. Bernard Parish offers private schooling at its place of worship on Washington Road.

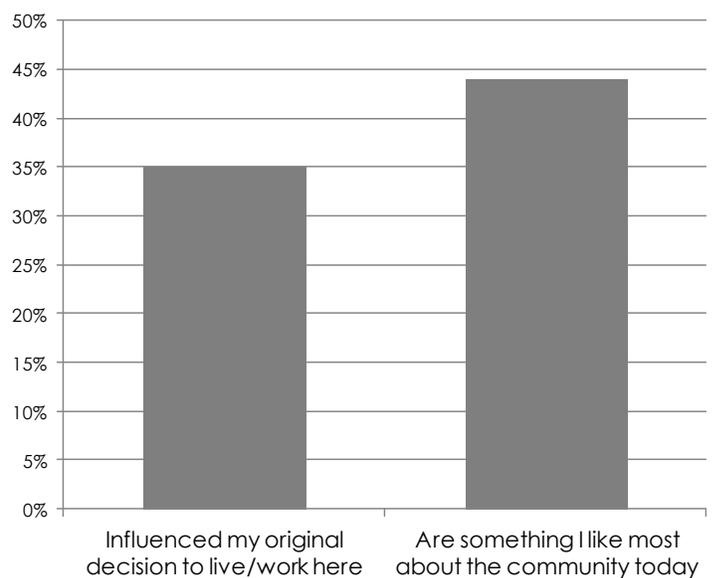
Natural, Historic and Civic Resources

Mt. Lebanon provides many recreational opportunities for its residents. Fifteen parks are scattered over 200 acres throughout the community. In addition to the parks, there is an Olympic size swimming pool, open in summer, and a regulation size ice rink and recreation building located adjacent to Mt. Lebanon Park on Cedar Blvd. Mt. Lebanon also boasts one of the oldest public golf courses in western Pennsylvania and has several tennis and basketball courts which are open year round. Other recreational facilities include a sand volleyball court, bocce courts, platform tennis, a plethora of picnic pavilions and eight children's playgrounds. 34 % of survey respondents cited recreational opportunities as a factor in their original decision to move to Mt. Lebanon, while 45 % identified the same factor as something they like about the community today. However, 35 % of survey respondents noted that recreation facilities need to improve. Considerations for field space and/or spaces for walking or passive recreation continue to be at the core of community discussions and resolution.

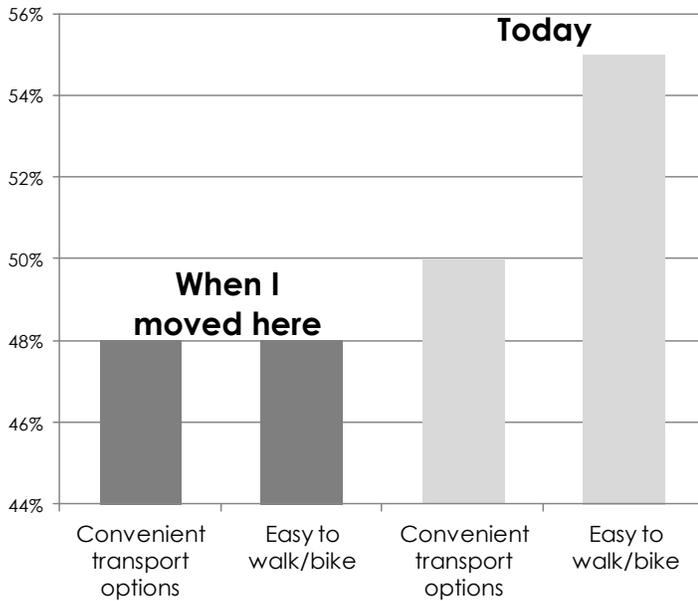
Mt. Lebanon's public services



Mt. Lebanon's recreational opportunities



What do you like about Mt. Lebanon?

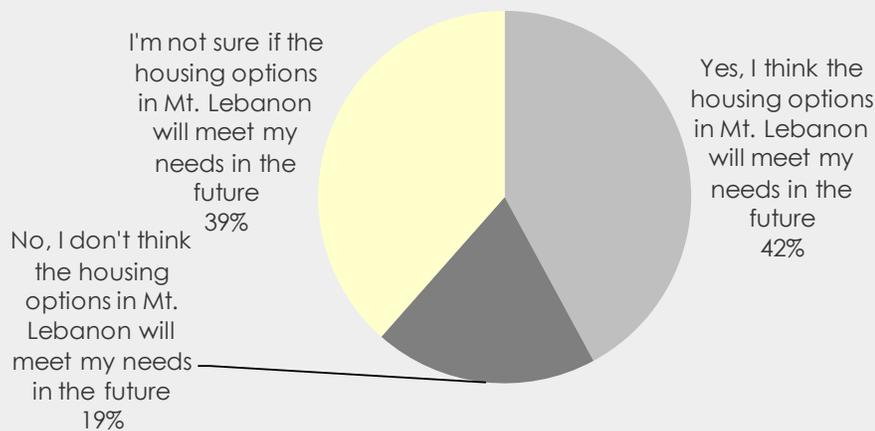


Transportation/Connectivity

According to the Mt. Lebanon website, "Mt. Lebanon remains, as it has been since horseless carriages began to ply its streets, a premier example of that phenomenon of modern American life, the automobile suburb." However, Mt. Lebanon is much more than a bedroom community of Pittsburgh. Access to bus and light rail (the T) transit options as well as the character of the community—close knit neighborhoods with concentrated commercial areas within walking distance of many residents—sets Mt. Lebanon apart from many other suburban areas.

Over 46 % of survey respondents cited convenient transportation options as a factor influencing their original decision to live/work in Mt. Lebanon; 47 % noted that it was something they like about the community today. The fact that the community is easy to walk/bike was a factor in the original decision to live/work in the community for 45 % of survey respondents, while 53 % noted this factor as something they like in the neighborhood today. However, transportation safety was chosen by 15% of survey respondents as something that needs to change to help ensure that Mt. Lebanon will continue to be a great community. 21 % of survey respondents selected parking as something that needs to change. Additional transportation and connectivity issues and opportunities include the following:

When you move to your next home, do you think you will be able to find a home in Mt. Lebanon that fits your needs?



- Convenient transportation options
- Walkable/bikable
- Transportation safety
- Location relative to the City of Pittsburgh
- Bike lanes in the Municipality
- Parking in residential and commercial areas
- Sidewalk locations/safety

Mt. Lebanon's Plan

vision and goals



The Mt. Lebanon Comprehensive Plan was developed through the expression of the desires and goals that the community holds for its future. Residents, business owners, employees in the community, organizations and institutions were given the opportunity to envision the community's desired future and outline the means to achieve these goals. The Municipality's Comprehensive Plan describes the community as a whole in terms of its mutually supporting networks—. It is a package of policies that responds to anticipated conditions and, as a statement of long-term goals, provides both a broad perspective and a guide to short-term community decisions.

The planning process started with public participation. Getting citizen input from the onset of the planning process was necessary to understand and document community interests. The continuance of public participation throughout the planning process provided a sense of ownership in the plan and accumulated support for the adoption of the plan.

The community identified the qualities that were desired in the municipality. This was accomplished through an evaluation of the municipality in terms of its strengths, weaknesses, opportunities and threats. The desired qualities provided the foundation for the community Vision statement.

Vision Statement: *Mt. Lebanon, a community with character, is committed to responsibly moving forward as a notable and exceptional place to live, learn, work and enjoy life.*

The prioritization of the community's desired qualities enabled the goals and objectives of the plan to be developed. The goals identified were general statements of a future condition that is considered desirable for the community.

Typically, these goals addressed an unsatisfactory situation, an unmet need, or an unresolved issue. In short, the goals identified provided the "big picture" of what the community wants for its future.

Objectives were developed to provide steps to achieve one or more goals. Finally, Actions specified a single key result and explain concisely the "what", "when", "how much" or "how many".

The goals, objectives, and actions were created to help bring this plan to life and provide a desired outcome of the public participation and planning processes. The statements were reflective of Article III of the Pennsylvania Municipalities Planning Code concerning the future development (location, character and timing) of the municipality. The goals, objectives and actions are related to the elements that make up the comprehensive land use plan: Cooperation, Vitality, Connectivity, Systems, and Resources. Finally, an implementation plan outlines a timeframe for each action and the partners who will help the municipality implement it.

Cooperation Goal

Elevate Mt. Lebanon through outreach to citizens, municipal departments/agencies and outside governments/agencies. Focus locally but think regionally.

Vitality Goal

Maintain Mt. Lebanon's character while accommodating new growth, redevelopment and evolving housing needs.

Connectivity Goal

Provide a safe, efficient and complete transportation system for the residents and businesses of Mt. Lebanon.

Systems Goal

Continue providing high quality public services with greater efficiencies and prioritized upgrades.

Resources Goal

Enhance the Municipality's provision of natural and civic amenities for those of all abilities and ages.



elevate cooperation

Mt Lebanon's opportunities for outreach,
and cooperation



Elevate

Looking beyond today's horizon

Communication in focus

Introduction

Cooperation is the key to realizing a shared future of increased municipal efficiency, community engagement and support for implementation of the comprehensive plan's overall vision. It is the Municipality's desire to strive for excellence in municipal governance by

“To accomplish great things, we must not only act, but also dream; not only plan, but also believe.”

—Anatole France

seeking opportunities to enhance the delivery of municipal services including: exploring privatization of services, increasing the effectiveness of boards and authorities and expanding opportunities for residents to share their talents to better our community .

Success in Community Outreach

The geography and development patterns in Mt Lebanon have created a close-knit walkable place. Mt Lebanon's heart is its sense of community. Embracing, supporting and uplifting this community is critical to ensure that people continue to feel connected to one another and the overall community. The municipality has an unparalleled record of reaching out to residents through printed and digital media: mtl Magazine, LeboAlerts, and via other live events and activities.

Like most pursuits, there is always opportunity to enhance how outreach is done in order to encourage greater participation and

engagement levels from all residents and businesses. The municipality should continue to use its digital media outlets to promote the community's planning efforts by periodically publishing excerpts from the Comprehensive Plan and status updates of the Plan's annual planning report card. It was clear during public events that Mt Lebanon's residents are an engaged and thoughtful group who have spent time considering fiscally responsible, out-of-the-box ways to make this community even better. Continuing to find innovative ways to engage people will build continued support for the Comprehensive Plan's implementation and its key components.

Within Mt Lebanon

In these times of focused tax and budget discussions at the national, state and local levels, shared services can save taxpayer money while providing the resources necessary to maintain a successful community. Sharing services is not a new concept within the Municipality but it can pose challenges - especially in the initial phases as a new and/or extended effort. Different groups, departments and organizations adjust to the task of working together. In pursuing further opportunities to work together, the Municipality of Mt Lebanon and the School District could further realize time, resource and fiscal saving advantages. A listing of existing and potential avenues for cooperation between the Municipality and the School District are charted on the following pages.

Cooperation between municipal and school board resources also expands opportunity to support community-centered events and identify ways in which residents, municipal leaders and business owners can get involved. In continuing work with the school district to



collectively utilize facilities for community-based programs, both entities will be able to align resident needs for dedicated amenity space in a fiscally responsible way.

Cooperation With Other Municipalities

This Comprehensive Plan update reinforces one of the most important aspects of the municipality's future planning efforts: cooperation with entities beyond the Municipality's borders. Continuing dialogue and sharing ideas is essential to success. The municipality is poised to be a driver in conducting outreach and fostering a cooperative environment that addresses solutions for regional scale problems. As facilitator, Mt Lebanon can work with surrounding municipalities and groups to address regional issues like traffic, public transit, stormwater issues, economic development, recreation and connectivity.

By engaging neighboring communities in productive conversation about important issues, Mt Lebanon can convey its commitment to achieving goals that support all municipalities, residents, businesses and organizations - working to find even greater efficiencies and savings while improving and supporting service levels.

Municipal resident comments received as part of the Comprehensive Plan effort.

"We recently moved to Mt Lebanon and have been very impressed. We considered the North Hills but the vibe in Mt Lebanon was much more our speed. We came here from Regent Square and this is as good or better in almost all regards."

"What I like most about Mt Lebanon is the openness to new ideas."

Cooperation Equals Savings

The following highlights ways in which the Municipality of Mt Lebanon and the Mt Lebanon School District cooperate to realize savings in time, resources and financial spending.

SERVICE	DESCRIPTION	NOTE
Tax Collection	Municipal and school District property taxes are billed and collected by the same tax office.	Shared cost
Field Maintenance	Municipality provides annual field preparation services at school District Baseball fields. Improved field maintenance resulting from municipal expertise.	Service contracted from the municipality
Fuel Purchase	School District vehicles are fueled at Public Works fuel pumps at the same cost as the municipality pays for fuel – cost savings to District.	Municipality reimbursed by District
Winter Maintenance	School District trucks are loaded with salt and antiskid materials at the public works building – cost savings to District	Municipality reimbursed by District
Facility Maintenance – Elevators	The municipality and school District developed specifications and jointly awarded a contract for elevator maintenance. Savings to both. (no cost efficiency post-2012)	Shared savings
Photocopying and Printing	The municipality is purchasing photocopying and printing services from a contract the District negotiated with COMDOC. Savings to the municipality.	Municipal savings
Interoffice Mail Delivery	The District picks up and delivers mail between municipal buildings. Savings to the municipality.	Service purchased from the District
Fire Safety	The fire department provides safety training to school District students K-12 and advises District on fire code requirements.	Technical assistance
Police & Fire	<p>The municipal fire and police departments conduct annual training drills at the District's facilities. These training exercises will help improve response time by letting the trainees become familiar with the District's facilities and personnel. Police and Fire departments are active participants in the school's safety committee.</p> <p>The MLPD Crime Prevention Unit conducts a plethora of safety education classes for grades K-12, including: cyber safety, cyber bullying, dangers of internet strangers, digital footprint, high risk behaviors, drug and alcohol issues, dating violence, safe walking, ways to say no, self-esteem, transition to middle school, sexual harassment, bullying, and driver education.</p>	<p>Improve service delivery</p> <p>Shared resource</p>

(List current as of Winter 2013)

SERVICE	DESCRIPTION	NOTE
Pedestrian Safety	The municipal police department hires and supervises school crossing guards. The cost is split between the District and the municipality. Representatives of the District and the municipality meet regularly to review safe walking routes to each school.	Shared cost and benefit
Drivers Training	The District makes their driving simulator available to the municipal police.	Shared resource
Facility Maintenance – Contracted Services <i>(Evaluated regularly)</i>	The District contracts service from municipality's asphalt and concrete contractors. These are contracts that the municipality bids and the District is offered the same pricing.	Shared contracts - annual inspections, sprinklers, fire extinguishers, lifeguards, pesticides, HVAC, uniforms
Recreation	The District makes gymnasiums and fields available for programs offered through the municipal recreation department. Also, the municipality makes its athletic fields and meeting rooms available for District events at no cost.	Shared facilities
Environmental Training	The District conducts annual school in the park programs in Bird Park.	Shared facilities
Arts in the Park <i>(program moved off site)</i>	The District provides electrical service for the annual Arts in the Park festival at the Main Park.	Shared facilities
Parking	The municipal parking lot along Beadling Road is used as the teacher's parking lot for Markham School. Also, parking slots at the Commissioner's Lot in the main park are reserved for District parking.	Shared facility
Communication	Mt. Lebanon Magazine articles. Lebo alerts on phone call/email system. Municipal Emergency Management provides community notification for issues that affect the school District if necessary.	Shared Resource
Economic Development Council	Membership on the Council	Improved Communication
Sustainability Board	Membership on the Board	Improved Communication
Strategic/Comprehensive Planning Committees	Both Municipal and School District personnel participate in these planning committees.	Improved Communication
Historic Preservation Board	Students are taken on walking tours of Mt. Lebanon as part of the curriculum.	Shared resource



Other Areas of Potential Cooperation

In addition to ideas such as a Joint GIS System, representation at Assessment Hearings & Appeals or cooperative recreation programming opportunities (e.g. the new high school natatorium upon completion), the Municipality of Mt Lebanon and the Mount Lebanon School District could cooperate on services/efforts such as the following:

SERVICE	DESCRIPTION	NOTE
Facilities Maintenance – HVAC and Building Automation Controls	The District operates and maintains large complex facilities and employs personnel to maintain their building automation control and HVAC systems. The District also has contracts to assist with the maintenance of these systems. Currently the municipality does not have employees with these service expertises. The municipality could benefit from the in house and contracted services provided through the District.	Possible contracted service agreements We would also need to check warranty issues
Facilities Maintenance – Janitorial Services	The District employs supervisors and custodians to maintain their facilities. The municipality’s facilities are cleaned by a combination of a service contractor and two part-time municipal employees. The District might have the manpower and the equipment to maintain the municipal facilities.	Possible contracted service agreements
Information and Telecommunication Services	Both the District and municipality have IT and Telecommunication resources. The possibility of combining and sharing these resources might produce savings for both.	Possible service and resource sharing agreement
Shared Purchasing	Both purchase many of the same goods, equipment and services (vehicles, parts, office furniture (fertilizer, shrubs, trees), line painting, seal coating, cell phones, office equipment, paper, janitorial supplies, signage, (electricity, natural gas), and computer supplies) and could benefit from shared purchasing contracts.	Shared purchasing contracts
Fleet Management	The District and municipality own and maintain over 80 vehicles and major pieces of equipment. Both employ mechanics to maintain the equipment and operate separate service garages, and storage facilities. The Districts central garage and storage area is limited and cannot be expanded at its current location. The municipality has a larger equipment maintenance and storage area. The possibility of expanding the public works garage to accommodate the Districts fleet and mechanic should be explored.	Shared facility

Activities in focus

As part of the Comprehensive Plan outreach, a participant noted a commonly expressed desire “We need to provide things that are beneficial to people in a range of ages and different family situations. Variety in our community is important.” It is an enriching aspect of life within Mt Lebanon to know that opportunities in the Municipality are plentiful. A *sampling* of ways to get engaged in Mt Lebanon's community life include:

Community Relations Board
Denis Theatre Foundation
Economic Development Council
Environmental Sustainability Board
Historic Preservation Board
Mt Lebanon Extended Day Program
Mt Lebanon Fire Department
Mt Lebanon Historical Society
Mt Lebanon Junior Women's Club
Mt Lebanon Library
Mt Lebanon Nature Conservancy
Mt Lebanon Police Association
Mt Lebanon School District
Mt Lebanon Sunrise Rotary
Mt Lebanon Teen Center
Mt Lebanon Village
Newcomers' & Neighbors' Club of Mt. Lebanon
Parks Advisory Board
Outreach Teen & Family Services
Recreation Center
St Clair Hospital
Sports Advisory Board
Traffic Board
Veteran's Memorial Funding Committee

Associations include:

- * Mt Lebanon Baseball Association
- * Mt Lebanon Basketball Association
- * Mt Lebanon Football Association
- * Mt Lebanon Hockey Association
- * Mt Lebanon Ice Hockey Leagues
- * Mt Lebanon Lacrosse
- * Mt Lebanon Soccer Association
- * Mt Lebanon Softball Associations
- * Mt Lebanon Aqua Club-Swim Team

The Mt. Lebanon Partnership is an all volunteer board dedicated to sustaining Mt. Lebanon's long standing reputation as an ideal place to live, work and play. The Partnership is the host organization of the National Trust for Historic Preservation's Main Street program which provides services to both Beverly Road and Uptown's Washington Road. The Partnership organizes numerous activities which benefit the residents and businesses of the community such as: Uptown's Farmers' Market, UltraParty, Tour de Lebo, Winterfest, Plein Air Mt. Lebanon. Additionally, the Partnership provides the community with access to governmental and foundation grants to sustain our vibrant business districts via streetscape improvements and façade grants. In the past and anticipated for the future, the Partnership has been classified as a 501(c)(3).

The Mt. Lebanon Community Endowment is a 501(c)(3) charitable organization and was established to build and manage a permanent fund to bridge the growing gap between shrinking budgets and the increasing costs of maintaining the community's character. Its objective is to provide a sustainable philanthropic vehicle that preserves and enhances the community for current and future generations. The Endowment seeks to work collaboratively with donors and the community, providing an opportunity for individuals, families, and organizations to leave a lasting legacy for the very community that fostered their own growth and prosperity. The Endowment supports the community by making grants to programs, organizations and individuals in need.



“What should young people do with their lives today? Many things, obviously. But the most daring thing is to create stable communities in which the terrible disease of loneliness can be cured.”

— Kurt Vonnegut

Elevate Mt Lebanon through outreach to citizens, municipal



cooperation in mt lebanon

Objective 1: Look for opportunities to participate in a regional response to address the common needs and challenges of neighboring communities within the objective of increasing efficiencies, opportunities and overall stability of the region.



Action 1: Coordinate Transit Oriented Development projects and policies with neighboring communities and identify ways to leverage investment.



- ⇒ Partners: Planning Office, Commissioners, Department of Public Works, Traffic Board, Commercials Districts Office, Parking Facilities Advisory Board, Neighboring Communities, PennDOT, Port Authority, Economic Development Council/Economic Development/Commercial Districts Office
- ⇒ Possible Funding: South Hills Area Council of Governments, Foundations, PennDOT



Action 2: Engage and support initiatives that improve regional transportation and public transit aimed at reducing the traffic volume in Mt. Lebanon and surrounding communities



Symbol Legend



Immediate



Short-Term



Medium-Term



Long-Term



Ongoing



\$0-\$5,000



\$5,000-\$20,000



\$20,000-\$100,000



\$100,000+



Project scale to be determined

departments/agencies and outside governments/agencies.

Focus locally but think regionally.

- ⇒ Partners: Planning Office, Commissioners, Public Works, Traffic Board, Southwest Planning Commission PennDOT Neighboring Communities, Economic Development Council/Economic Development/Commercial Districts Office
- ⇒ Possible Funding: South Hills Area Council of Governments, Foundations, PennDOT



Action 3: Work with local universities as part of graduate level coursework or other programs (i.e. CMU Sustainable Community Development Course/Parking Study for Dormont) in determining and realizing innovative ways to address opportunities that may benefit Mt. Lebanon.



- ⇒ Partners: Planning Office, Public Works, Traffic Board, Public Safety, Commissioners
- ⇒ Possible Funding: Internship Opportunity, Staff Time



Action 4: Work with Allegheny County related to transportation initiatives identified by the municipality and supported by Allegheny Moves to secure funding for infrastructure improvements.



- ⇒ Partners: Planning Office, Commissioners, Public Works, Traffic Board, Southwestern Pennsylvania Commission, Economic Development Council/Economic Development/Commercial Districts Office
- ⇒ Possible Funding: South Hills Area Council of Governments, Foundations, PennDOT, Allegheny County



Action 5: Work with a selected grant and revenue consultant to administer any programs funded through successful grant and private foundation applications as well as implement any approved public-private partnership programs, advertising supported public amenities or other marketing programs to generate revenues.



- ⇒ Partners: Planning Office, Commissioners, Public Works, Traffic Board, Economic Development Council/Economic Development/Commercial Districts Office

“I hope to see the school district continuing to rank high academically and extra-curricular activities like athletics and the arts making notable splashes in local and national media.”

“I love the Farmers’ Market, Ultra Parties, Uptown festivities, Denis Theater project and neighborhood schools. This year’s 4th of July fireworks were great.”

—Resident Survey

⇒ Possible Funding: South Hills Area Council of Governments, Foundations, PennDOT, Allegheny County



Objective 2: Promote community spirit, participation, unity and diversity through a variety of municipal experiences and opportunities.



Action 1: Expand mentoring programs/opportunities within the community where adults and secondary education-age residents can share their knowledge and experience.

- Compile a list of senior citizens interested in sharing their time and talents with youth in the Municipality today; expand upon/cooperate with emerging school district inter-generational programs.
- Work to increase youth/student volunteering opportunities.
- Join with the School District to further promote programs that provides current Mt. Lebanon students with access to a network of former graduates as part of an entrepreneurial/talent sharing program.
- Prepare a quarterly feature in the mtl magazine that highlights the outcomes and lessons learned through the program.
 - ⇒ Partners: Community Relations Board, Recreation Department, School District (including alumni), Public Information Office /mtl media
 - ⇒ Staff Time, Internship Opportunity



Action 2: Promote meaningful, coordinated, time-efficient volunteer opportunities and investments in the community.



- Improve the messaging on what volunteer opportunities are available and how volunteer skills can be matched with relevant goals, objectives, age-focus and outcomes.
- Publicize progress of volunteer time commitments/outcomes on a project basis on all media fronts (print/television/on-line/social media outlets/spoken).
- Coordinate with the Mt Lebanon Community Endowment on priority municipal projects.
 - ⇒ Partners: Community Relations Board, Recreation Department, School District, Commissioners, Public Information Office /mtl media, Mt. Lebanon Village
 - ⇒ Possible Funding: Staff Time, Internship Opportunity, Volunteers, Scouting Troops

Objective 3: Further optimize Municipal operational efficiencies including participating in regional responses as appropriate to address the common needs and challenges .



Action 1: Seek and pursue additional community-based initiatives.



- Optimize joint Municipal-School programming opportunities with school facilities
- Conduct bi-annual workshops to collectively review, discuss and solidify a list of items for fiscal, physical and administrative savings.
- Strive to realize additional fiscal savings (2% savings over the previous year's expenditures) for joint materials purchasing in cooperation with the School District.
- Schedule Municipal/School District events jointly to the greatest extent practical respective of time to realize energy and operational savings.
 - ⇒ Partners: Planning Office, School District, Finance Department, Municipal Departments
 - ⇒ Possible Funding: Staff Time, Internship Opportunity



Action 2: Identify additional opportunities to cooperate with neighboring communities to grow the region's economy and/or reduce expenses through shared services

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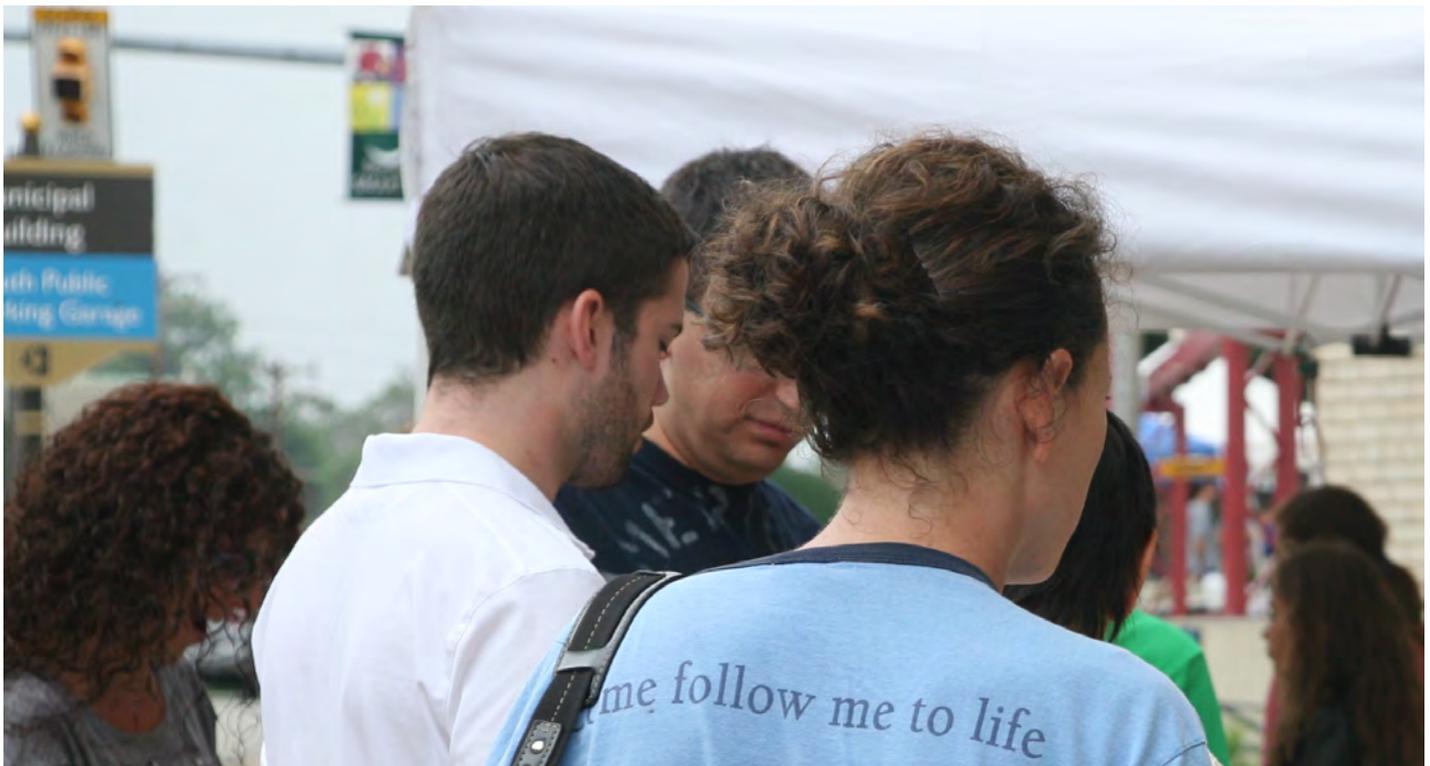
- Work with others to organize a municipal operations sharing team (MOST) event to identify how municipalities, including Mt Lebanon, can realize additional cost savings through cooperation.
- Host the MOST event every other year and act on decisions/opportunities accordingly.
 - ⇒ Partners: Commissioners, Finance Department, Neighboring Communities, South Hills Area Council of Governments
 - ⇒ Possible Funding: Staff Time, Internship Opportunity, Local Government Authority



Action 3: Participate in a regional strategic planning approach regarding education, outreach and the creation of effective, responsive systems of community health and well-being.

\$

- ⇒ Partners: Commissioners, School District, Police Department, Public Health Officials, Neighboring Communities, Universities
- ⇒ Possible Funding: Staff Time, Foundations





elevate vitality

Mt. Lebanon's opportunities for housing, land use
and economic development



Elevate

Looking beyond today's horizon

Land Use and Housing in focus

Mt. Lebanon is a well-established community with both mature and new housing stock in various price ranges. The majority of homes are in good quality condition and with high priority for property maintenance. Mt. Lebanon homes are primarily owner occupied. Mt. Lebanon has 18 distinctive neighborhoods offering houses in a variety of densities, architectural styles and price ranges.

As the Municipality is essentially built-out (a time in a community where little developable, vacant land exists), in-fill and redevelopment are anticipated to continue occurring throughout the community. Mt Lebanon could benefit in examining and refining, as appropriate, its Municipality-wide policies on a form-based approach to ensure that renovation and/or redevelopment of non-residential, residential,

mixed use and civic spaces strike a favorable balance between:

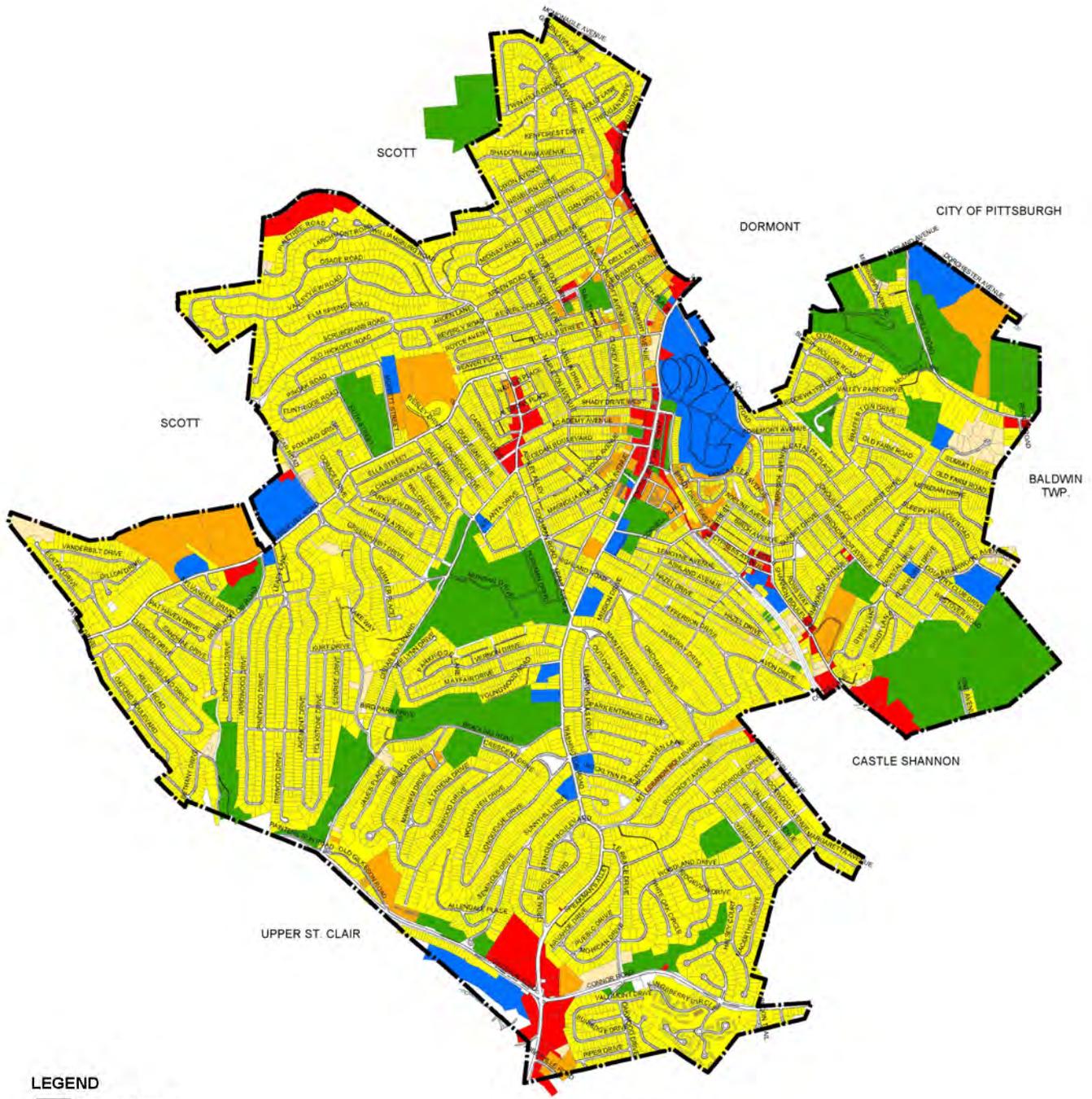
1. Complementing the historical and architectural character of surrounding development.
2. Allowing for the modern conveniences of 21st development.

“It’s a great place to live and raise a family. It’s much ‘warmer’ than some other communities in the area. We could use that warmth along with the great architecture to attract and retain dedicated people to come and participate in the community.”

—Resident Survey



Generalized Land Use Map

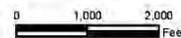


LEGEND

- Municipal Boundary
- Road Centerline
- Creeks/Streams

EXISTING GENERALIZED LAND USE

- Public/Semi-Public Land
- Commercial
- Single Family Residential
- Other Institutional
- Multi-Family Residential
- Vacant Property



LAND USE SUMMARY

LAND USE	%
Single Family Residential	70%
Multi-Family Residential	6%
Commercial	3%
Public/Semi-Public Land	13%
Vacant Property	2%
Other Institutional	6%
Total	100%

Looking Forward

Mt. Lebanon can point to many successes in the patterns of past community development. This Comprehensive Plan provides the opportunity to lay groundwork for the next chapter in the community's history: infill and redevelopment.

As a uniquely situated first-ring suburb 6 miles from Downtown Pittsburgh on the region's mass transit (trolley) line, it provides a full range of housing types and affordabilities serviced by nationally recognized quality schools and several areas of local shopping and employment.

Mt. Lebanon's existing land use mix is one of balance. Each neighborhood and commercial district has its own unique signature. These distinctions are drawn together through the spirit of caring and pride that residents, businesses and organizations have as they invest their time and resources in making the Municipality the place they call home. In what ways can areas that have yet to reach their potential be able to be woven into the community's existing development fabric? These two endeavors will take the genuine dialogue between the municipality, property owners, renters, landlords, development entities, and the real estate community to the next level. Two critical thoughts: focusing on density and focusing on respect for the right-of-way.

Transit-oriented development opportunities initiated in recent years and their continued evolution within the Municipality present some of the greatest potential impacts for greater commercial district vibrancy and urban-style

EXISTING ZONING SUMMARY

ZONING	% OF TOTAL
C1 - Neighborhood Commercial	0.30%
C2 - Community Commercial	2.30%
CBD- Central Business District	0.40%
CD - Conservation	0.10%
OS-P - Open Space Passive	3.70%
OS-A - Open Space Active	6.20%
PRD - Planned Residential	1.80%
R1 - Single-family Residential (8,000 sq. ft. min. lot size)	33.50%
R2 - Single-family Residential (6,000 sq. ft. min. lot size)	44.40%
R3 - Low-Density Mixed Residential	3.70%
R4 - Multi-Family Mixed Residential	2.60%
R5 - Multi-Family Multi-Story (30,000 sq. ft. min. lot size)	0.50%
R6 - Multi-Family Multi-Story (200,000 sq. ft. min. lot size)	0.20%
R7 - High Density High-Rise Multi-Family	0.30%
Limited Commercial	
TOTAL	100%

residential development. As part of these on-going and long-term efforts, new and enhanced relationships with other public agencies and local businesses have potential to take root. The Municipality has the opportunity to evolve the Mt. Lebanon Partnership to a true partnership in moving economic development forward.

In years to come, the community will also have opportunity to consider ways in which it can enhance the condition of existing housing and property by encouraging renovation, accessibility enhancements, including incentives for renovation and code enforcement. It also will be balancing ways in which its established architectural character and history can be complemented with modern efforts to promote sustainability in all aspects of the built environment.

Further, in considering feedback from members of the community, the quality and intensity of design as well as the impact of redevelopment's relationship to the public right-of-way are highly important. These characteristics are applicable to any application coming before the community but especially important along the northern stretch of Washington Road, in and around the Mt. Lebanon T Station as well as the non-residential areas of Castle Shannon Boulevard/Scott Road.

These areas of redevelopment coupled with the potential impacts which could arise along the

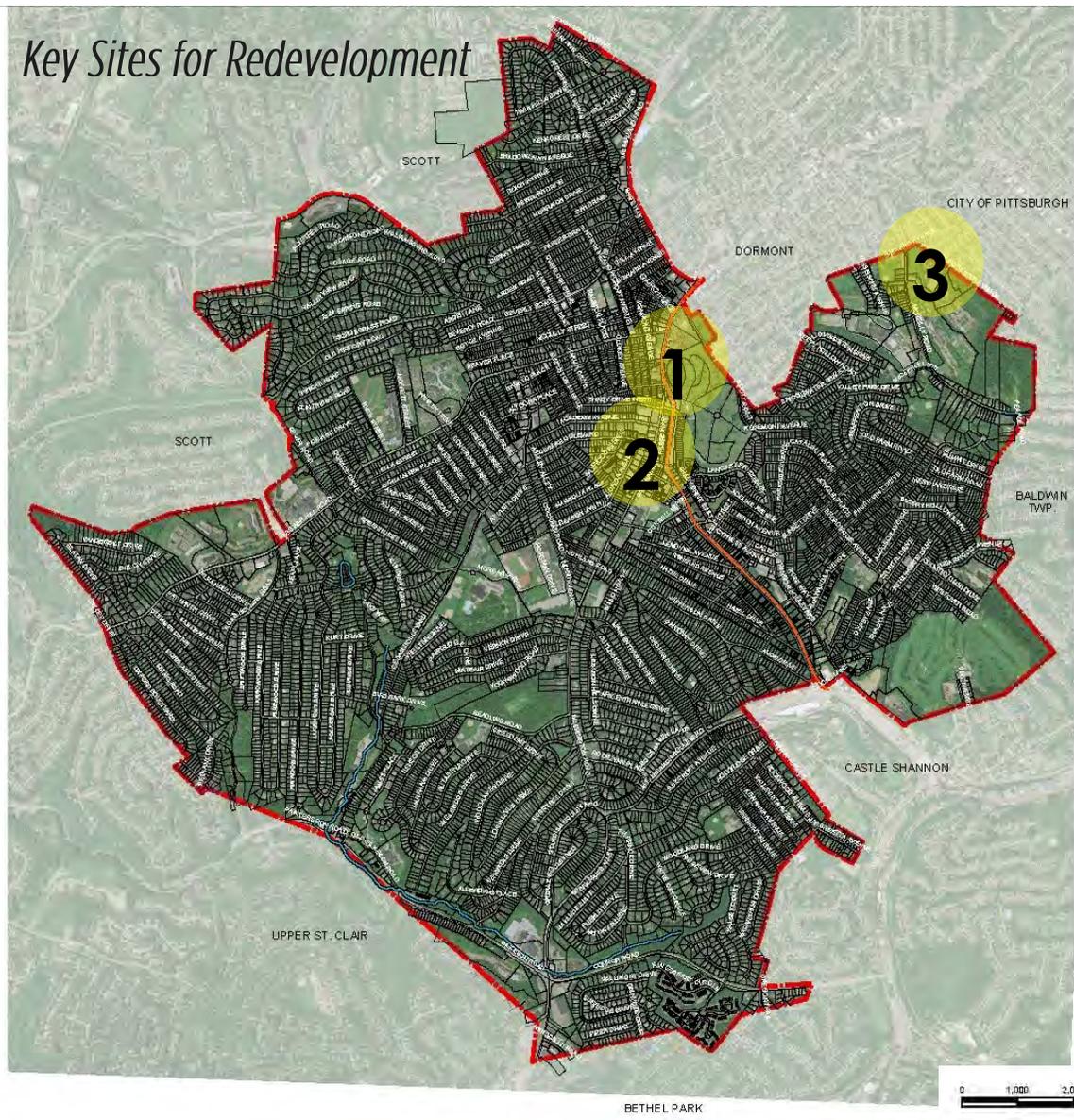
Dormont-Mt. Lebanon border at the Dormont T Station/TRID area and/or the Castle Shannon-Mt. Lebanon border at the Castle Shannon Station development all bring about opportunities for all communities. The extent to which these opportunities result in positive outcomes will stem from cooperatively-gearred on-going discussions which highlight private-public partnerships.

The Mt. Lebanon Transit Oriented Development project seeks to promote housing and other well-planned development in close proximity to Mt. Lebanon station in order to expand the tax base, strengthen the existing business district and encourage greater use of public transit.

As part of the Comprehensive Plan, the community evaluated the potential impacts of its existing ordinances on a series of areas within the community that could one day be redeveloped.

examined for three. It was not the intent of analysis to frame out a specific desired program for the sites but rather to understand what the effect of the current ordinance provisions are (and aren't) compared to what the community's ideas for potential redevelopment and sustainability are.

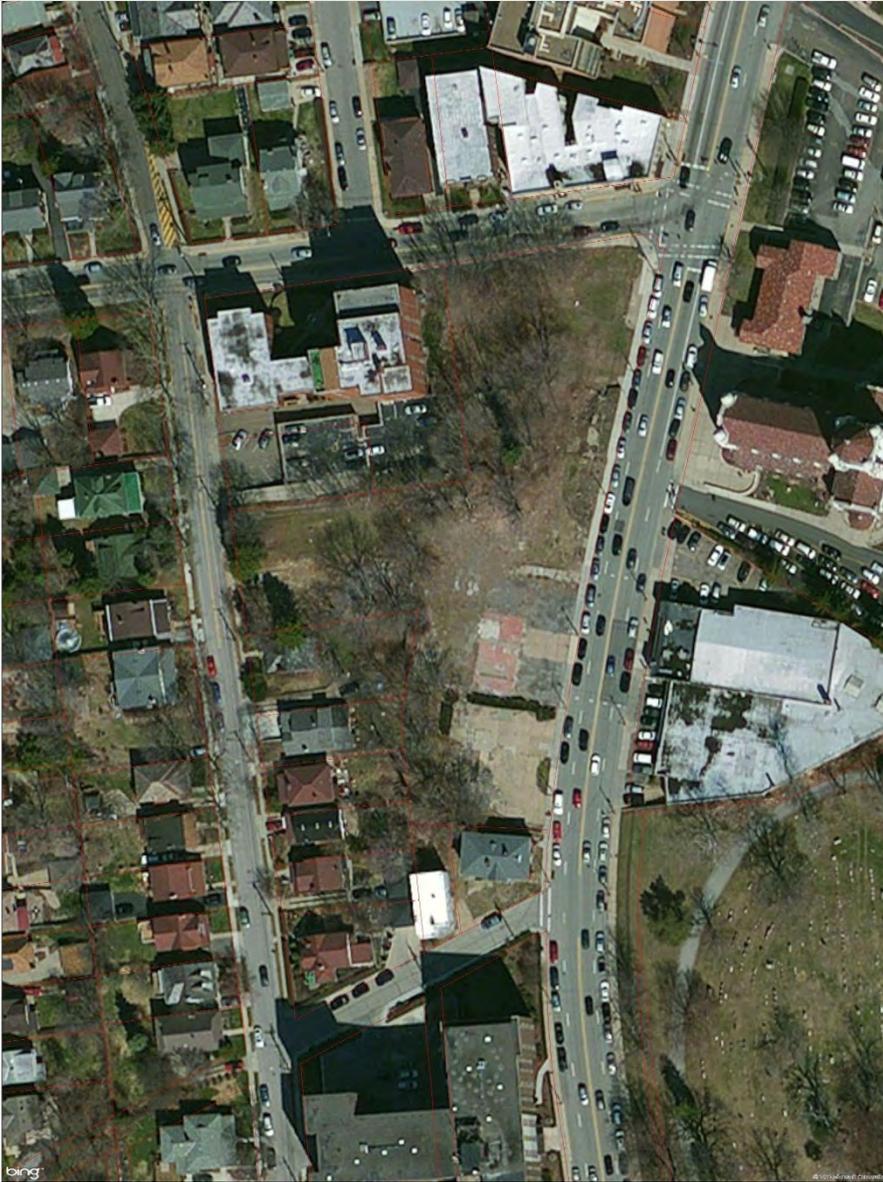
Of eight potential sites that were initially reviewed, detailed considerations were



The following pages present a snapshot of three detailed analyses and a range of potential opportunities. In each case, density played a significant role on the effect of surrounding development. Thus, each of these provides a window for areas of action as well as further examining and shaping the community's ordinances and design provisions.

site 1:

Washington Road/Bower Hill Road Property



Zoning: R-7 (PMXD)
Lot Area: 1.7115 acres



site 1: assessment

Washington Road/Bower Hill Road Property

Mixed Office/Retail and Residential Space

- Iconic corner mixed use development
- Retail/service business facades across the street will need to be improved prior to or concurrent with development

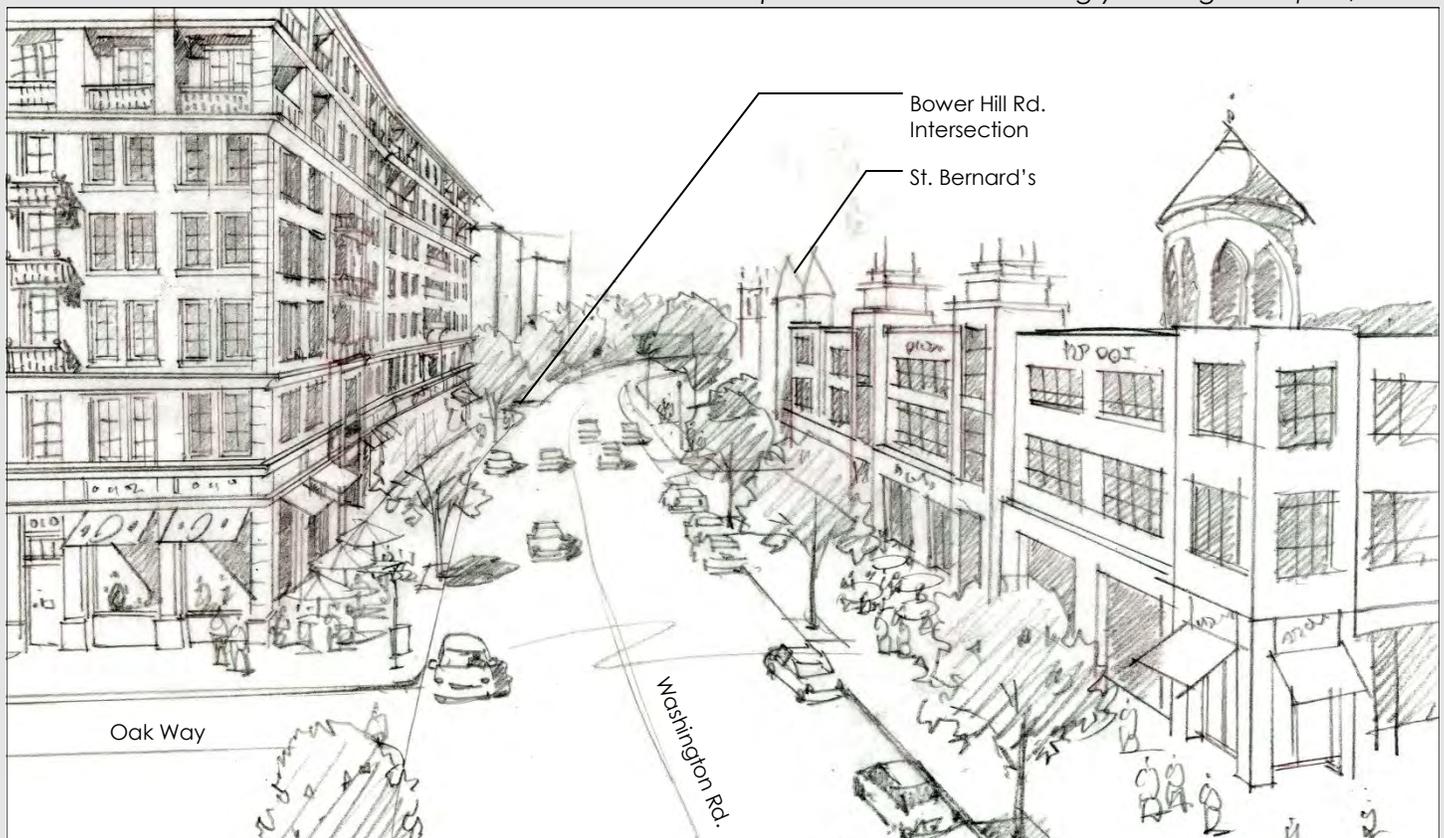
Assumptions

- Maximum 300' by 70' building with first floor retail/office and upper-floor residential units (7-stories)
- Half of the units at 1-bedroom, half at 2-bedroom
- 1-story of underground parking below building could be accessible from Washington Road and/or Kenmont Avenue
- Variance required to secure smaller front yard setback (20' currently required in ordinance)
- +/- 15% of building space dedicated to service and circulation

Conceptual Approach - Maximum Building Yield

- 21,000 sq. ft. of retail/office space on first floor
- 104 residential units at an average of 1,200 sq. ft. each
 - 52 1-bedroom residential units requiring 1 parking space each
 - 52 2-bedroom residential units requiring 2 parking spaces each
- Total of 159 parking spaces required per shared parking analysis
 - 54 underground parking spaces
 - 105 remaining shared spaces provided in surface parking lot and at back of building
- Site circulation includes one entrance along Washington Road; one along Kenmont Ave.
 - Service areas at back of building
 - Additional parking along rear site entrance
- Redevelopment across the street also occurs

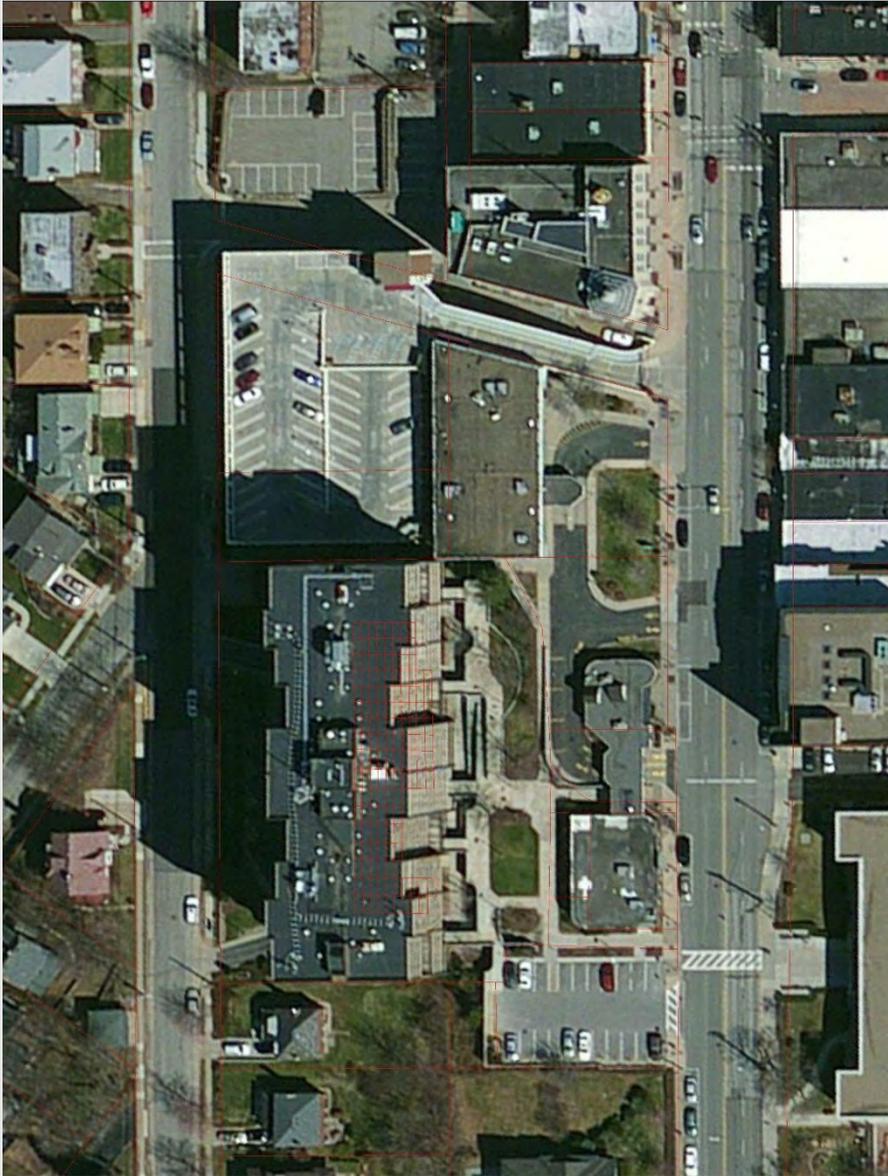
At an average assessed value of \$50,000 per 1-br and \$100,000 per 2 br, plus non-residential space at \$90 sf, a rough calculation of municipal-school district fiscal impact for the max. building yield might be \$315,500.



Street-level view of Mixed Office/Retail and Residential looking north on Washington Road

site 2

South Garage
Washington Road



Zoning: CBD (PMXD)
Lot Area: 13,965 sq. ft.



site 2: assessment

South Garage

Washington Road

Washington Road Parking Garage

- The service life of the garage can be extended indefinitely; potential maintenance costs vs. the cost of building a new structure should be considered
- Parking spaces are important to the livelihood of the Washington Road business district

Assumptions

- Municipality could consider trade-off and benefits of traditional and/or automated parking system
- New parking structure could occur on existing lot or expanded footprint
- Entry access always occurs on Washington Road
- Entry/exit access always occurs on Florida Avenue

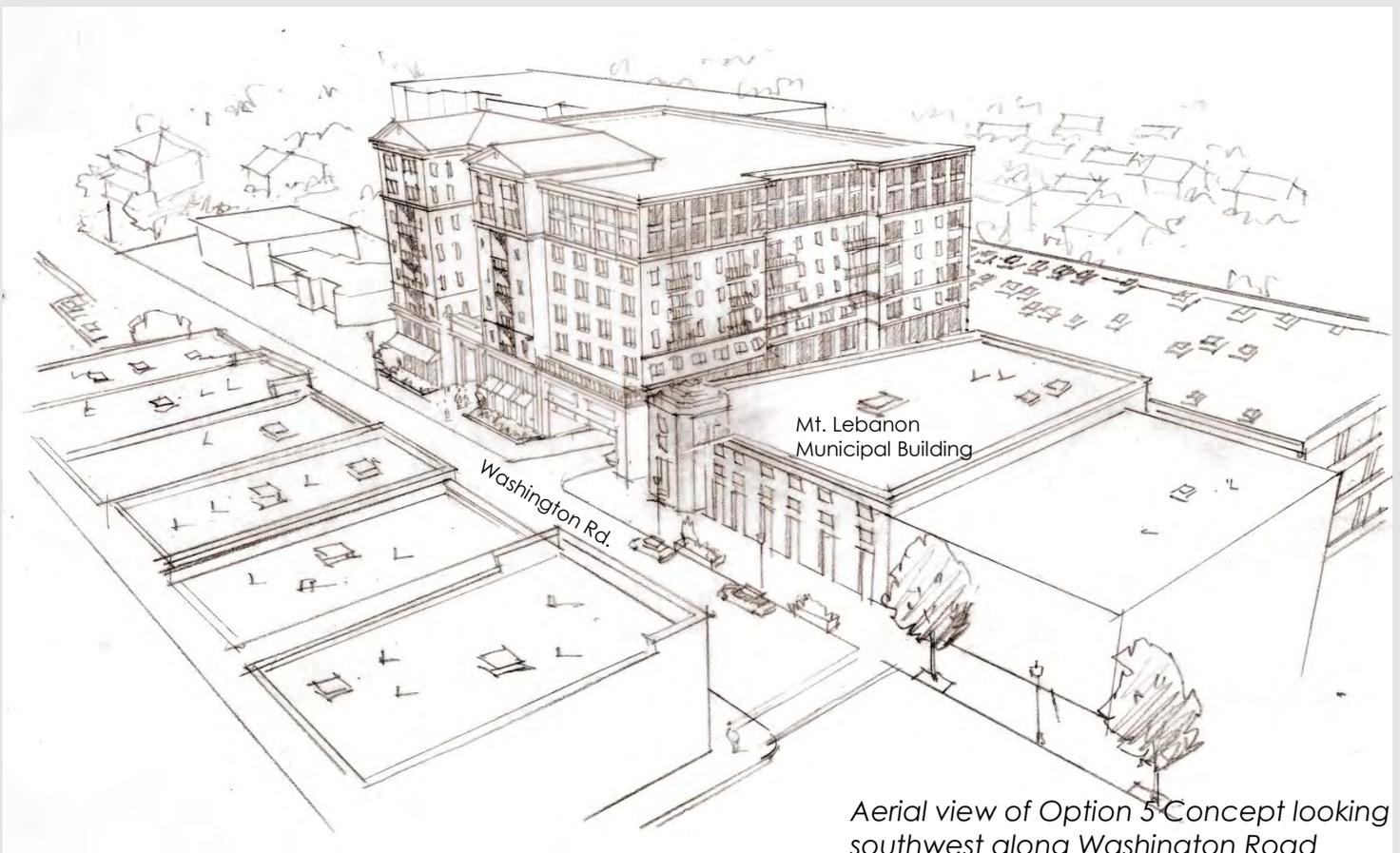
Conceptual Approach

- *Option 1:* Rebuild a traditional parking structure on the existing lot
- *Option 2:* Rebuild a parking structure on the existing lot with fully automated parking
- *Option 3:* Build an extended parking structure with traditional parking to encompass the existing surface parking behind the Municipal Building
 - Realign Municipal Building driveway to north side of existing parking lot
 - ◆ Gain approximately 28 spaces of traditional parking per story
 - ◆ 2-3 stories
- *Option 4:* Build an extended parking structure with traditional parking on the ground floor and automated parking on the upper floors to encompass the existing surface parking behind the Municipal Building
 - Realign Municipal Building driveway to north side of existing parking lot
 - ◆ Gain approximately 28 spaces of traditional parking per story
 - ◆ More spaces gained if automated parking is used (approximately double the number of spaces)
 - ◆ 2-3 stories



- *Concept Option 5:* Explore potential for expansion into the parcel fronting Washington Road and use the lot as surface parking while the main portion of the existing structure is being rebuilt; construct a mixed use building fronting Washington Road with first floor retail, second floor office and an extended parking structure; construct six stories of residential space above the retail/office and the extended parking structure
 - Explore potential for expansion into parcel fronting Washington Road.
 - Relocate to surface parking lot on Washington Road
 - To accommodate the size of the current building, a 2-story building would have to be constructed
 - ◆ Access would require cooperation with 3rd party
 - Relocate to 788 and 794 Washington Road, currently owned by Municipality
 - Corner lot at signalized intersection
 - Larger lot size could adequately accommodate a building the same size as the existing building plus buffer area near adjacent residential properties
 - If expansion is possible, the potential yield of the parking lot reconstruction is significantly higher
 - ◆ Potential to introduce additional exit from garage on to Washington Road
 - ◆ Approximately 5,200 sq. ft. of first floor retail space with a street frontage of 80 linear feet
 - ◆ Approximately 7,500 sq. ft. of second floor office space
 - ◆ Additional parking area with approximately 20 spaces of traditional parking per floor on two to three floors depending on structure configuration and capacity for interior ramps
 - ◆ Six floors of residential space with approximately 7,500 sq. ft. per floor. Number of units will be dependent on unit size and space allocated to common areas

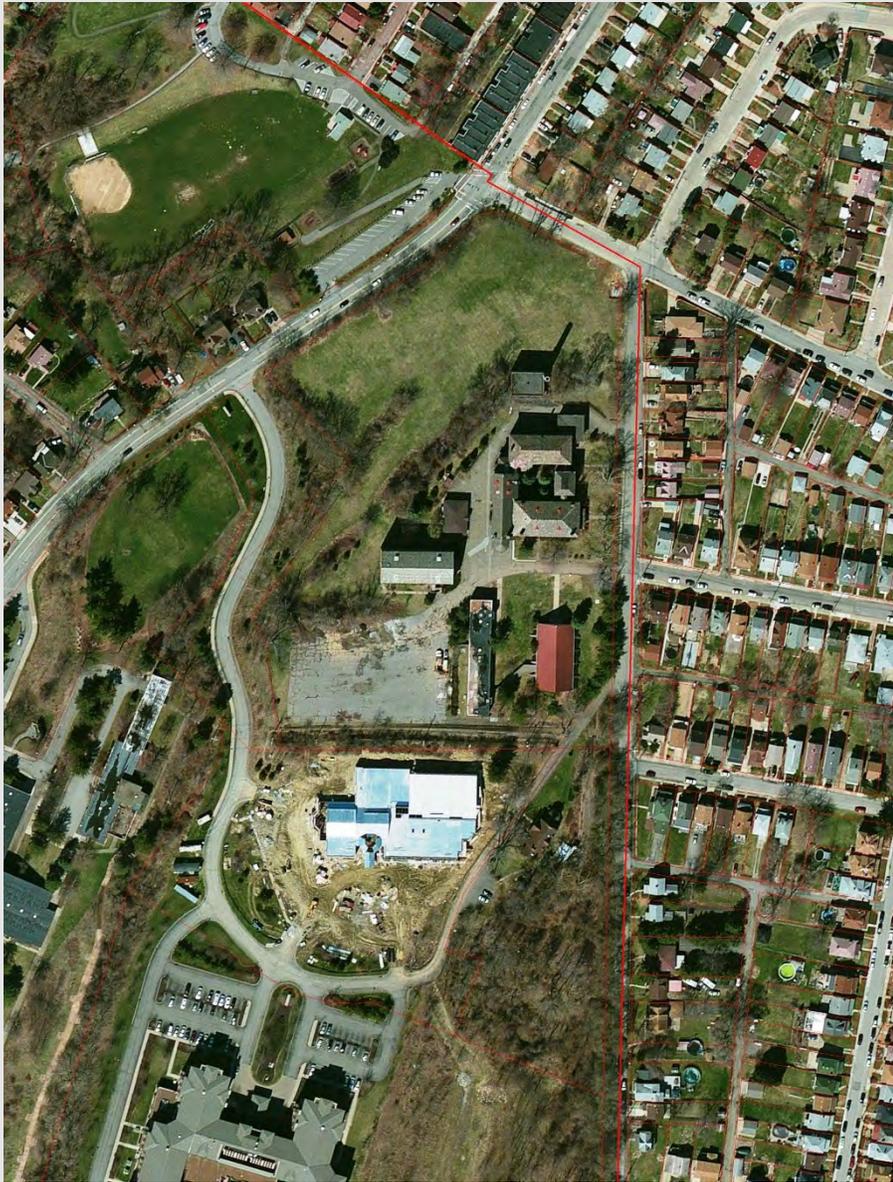
At an average assessed value of \$50,000 per 1-br (21) and \$100,000 per 2 br (20), plus non-residential space at \$90 sf, a rough calculation of municipal-school district fiscal impact for the max. building yield might be \$136,500.



Aerial view of Option 5 Concept looking southwest along Washington Road

site 3

McNeilly Road/Dorchester
Former Bradley Center



Zoning: R-2 Base CC Transitional Overlay
Lot Area: 8.1730 acres

site 3: assessment

McNeilly Road/Dorchester

Former Bradley Center

Start-Up Office Space and Residential Campus

- Notable topographic change is a factor influencing approximately 40% of site design
- Located within a residential neighborhood and adjacent to a senior living facility

Assumptions

- Mixed Use Overlay district would be applied to entire site without subdividing property
- 120 residential units (maximum) could be developed
- 124,000 sq. ft. of nonresidential development (maximum) lot coverage is permitted
- The northwestern (top of map) portion of the site will remain largely undeveloped because of existing topographic features influencing earthwork and complicating site access
- 35' buffer provided except where residential building frontages meet Dorchester Avenue
- Assumes 400 sq. ft. per outdoor parking space

Concept Option 1: Mixed Use - Maximum Lot Yield

- 25 2-bedroom townhouses with an average unit footprint of 1,050 sq. ft. each
- 3-story multifamily building with 95 units
 - 47 2-bedroom units
 - 48 1-bedroom units
- 80,000 sq. ft. of office space in a 3-story building with parking on the ground floor and two-stories of office space
- Total of 262 spaces required per shared parking analysis (167 needed for residential uses)
 - 20 spaces incorporated into townhouses facing Dorchester Avenue
 - 80 spaces in a surface lot between the townhouses and multifamily building
 - 130 spaces on the first floor of the office building
 - Remaining spaces can be provided in a surface lot behind the office building

At an average assessed value of \$50,000 per 1-br and \$100,000 per 2 br, plus non-residential space at \$90 sf, a rough calculation of municipal-school district fiscal impact for the max. building yield might be \$465,500.

Concept Option 2: Office Tech/Innovation Space - Maximum Lot Yield

- No residential uses on the site, only relatively flat areas developed
- 130,000 sq. ft. of office space in two 2-story buildings
- Total of 260 spaces required per shared parking analysis provided in surface parking lots on the site

At an average assessed value of non-residential space at \$90 sf, a rough calculation of municipal-school district fiscal impact for the max. building yield might be \$381,000.



Aerial view of Mixed Use Concept looking from Dorchester Avenue



Aerial view of Office Tech/Innovation Space Concept looking from Dorchester Avenue

Maintain Mt. Lebanon's character while accommodating new



vitality in mt lebanon

Objective 1: Maintain and enhance the appearance and integrity of the community's built environment.



Action 1: Evaluate existing zoning, land development, building and maintenance codes to audit and understand potential impacts of construction and infill/redevelopment and the balance between preserving the integrity of the established neighborhoods.

\$\$

- ⇒ Partners: Planning Office, Commissioners, Economic Development Council/Economic Development/Commercial Districts Office, Real Estate Community, Historic Preservation Board, Parking Facilities Board, Public Information Office/mtl media
- ⇒ Possible Funding: General Fund, Local Government Academy, Foundations

Symbol Legend



Immediate



Short-Term



Medium-Term



Long-Term



Ongoing

\$

\$0-\$5,000

\$\$

\$5,000-\$20,000

\$\$\$

\$20,000-\$100,000

\$\$\$\$

\$100,000+

+

Project scale to be determined

growth, redevelopment and evolving housing needs.

Action 2: Conduct a Design Workshop series with resident design professionals and neighborhood representatives to formulate and sketch a series of infill/addition alternatives with specific focus on front yard encroachments.



- ⇒ Partners: Planning Office, Public Information Office/mtl media, Historic Preservation Board
- ⇒ Possible Funding: Staff Time, Internship Opportunity, General Fund, Design Center, Foundations

Action 3: Amend Municipal design guidelines to incentivize the provision of enhancements to the public realm when private development occurs.



- ⇒ Partners: Planning Office, Commissioners, Commercial Districts Office, Historic Preservation Board, Parking Facilities Board
- ⇒ Possible Funding: General Fund, Local Government Academy, Foundations

Action 4: Expand the landlord databases for commercial and residential properties to strengthen avenues of communication and contact with landowners regarding matters and effects of development condition, care and safety.



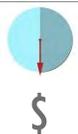
- ⇒ Partners: Planning Office, Inspection Office and Economic Development/ Commercial Districts Office
- ⇒ Possible Funding: Staff Time

Action 5: Institute more frequent code enforcement throughout the Municipality to take a proactive approach to maintenance.



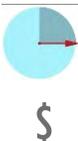
- ⇒ Partners: Inspection Office
- ⇒ Possible Funding: Staff Time, Fees

Action 6: Work with the Historic Preservation Board to establish local historic districts, with emphasis on the parts of the community eligible for National Register of Historic Places designation.

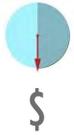


- ⇒ Partners: Planning Board, Planning Office, Historic Preservation Board, Historical Society of Mount Lebanon
- ⇒ Possible Funding: Staff Time

Action 7: Conduct a joint meeting of the Planning Board and Historic Preservation Board to discuss and identify potential places, parameters and mechanisms associated with historic preservation in the community.



- ⇒ Partners: Planning Board, Planning Office, Historic Preservation Board, Historical Society of Mount Lebanon



⇒ Possible Funding: Staff Time

Action 8: Assist the Historical Society of Mt. Lebanon with efforts to identify a space to improve its ability to better serve the community.

- Consider the Historical Society's request regarding the McMillan House and potential space alternatives dated 11/13/12.
 - ⇒ Partners: Planning Board, Planning Office, Historic Preservation Board, Historical Society of Mount Lebanon
 - ⇒ Possible Funding: Staff Time

Objective 2: Become a recognized regional leader in encouraging and guiding the development of quality infill housing and provision of adequate housing to meet the needs of all demographics.



Action 1: Update the Zoning Ordinance (i.e. setbacks, garages and driveways) where flexibility and options are lacking, to encourage use and reuse of existing housing stock rather than tear-downs.

- Encourage enhancements to existing housing stock and accessibility enhancements through incentives.
 - ⇒ Partners: Planning Office, Commissioners, Historic Preservation Board
 - ⇒ Possible Funding: Local Government Academy, Foundations



Action 2: Meet regularly with real estate professionals to provide municipal information and marketing materials. Compile and analyze data up-to-date trends in development/redevelopment to maintain a current understanding of how Municipal Codes and other government actions and regulations can impact development and redevelopment.

- ⇒ Partners: Planning Office, Public Information Office/mtl media, Historic Preservation Board, Parking Facilities Board
- ⇒ Possible Funding: Staff Time



Action 3: Collect and compare data from performance benchmarks to understand current patterns between housing, socio-economic and municipal services.

- ⇒ Partners: Planning Office
- ⇒ Possible Funding: Staff Time



Action 4: Conduct a community survey and meet with realtors to identify any gaps in available housing and non-residential options; use data to shape opportunities for housing infill/redevelopment opportunities.

- Reinstitute Real Estate Breakfasts to survey/discuss market trends and opportunities.
 - ⇒ Partners: Planning Office, Public Information Office/mtl media, Urban Land Institute, NAIOP
 - ⇒ Possible Funding: Staff Time

Objective 3: Encourage strengthened vitality of the community and business districts



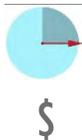
Action 1: Issue and pursue an RFQ/RFP for mixed-use air rights development over the LRT station to encourage new development consistent with the recommendations of the 2008 Transit Revitalization Investment District Study.

- Work with Commercial Districts Manager and the Economic Development Council to identify possible funding opportunities and tools.
- Identify possible public/private partnership opportunities.
- Work to facilitate required Port Authority approvals related to infrastructure, operational issues, station upgrades and incorporation of additional multi-modal components.
 - ⇒ Partners: Planning Office, Commissioners, Economic Development Council/Economic Development/Commercial Districts Office, Parking Facilities Board, PennDOT, PAT
 - ⇒ Possible Funding: Staff Time, Foundations



Action 2: Explore the feasibility and benefits of other public-private investment opportunities within the community; pursue and follow-through with opportunities as they arise.

- ⇒ Partners: Planning Office, Commissioners, Economic Development Council/Economic Development Department, Commercial Districts Office, Port Authority, Urban Land Institute, NAIOP
- ⇒ Possible Funding: Staff Time



Action 3: Vitalize our business districts by creating a strategic plan for Uptown and Beverly Road.

- ⇒ Partners: Planning Office, Commissioners, Economic Development Council/Economic Development Department, Commercial Districts Office, Community Businesses
- ⇒ Possible Funding: Staff Time



Action 4: Use technology such as software applications to map location of merchants/promotions, encourage facade improvements and use of upper floors, and continue/expand events to attract people to Uptown and Beverly Road

- ⇒ Partners: Planning Office, Commissioners, Public Works, Economic Development Council/ Economic Development Department, Commercial Districts Office, Community Businesses

“A home here is a solid financial investment.”

“Rental housing is affordable.”

“I love the brick streets, sidewalks, and tree lined streets. All the houses are different.”

—Resident Survey

Check it out

Other communities are working to explore and enrich public-private partnerships:

www.ncppp.org

www.ndcPPP.org



elevate connectivity

Mt. Lebanon's opportunities for transportation and connectivity



Elevate

Looking beyond today's horizon

Transportation and Connectivity

in focus

The Mt. Lebanon Comprehensive Plan Update includes the goal of providing a safe, efficient and complete transportation system for the residents and businesses of Mt. Lebanon. Importantly, the introduction to Mt. Lebanon's systems is its gateways. Evidenced by the ongoing Mt. Lebanon Police Department's efforts, maintaining safety on the community's network of roads and sidewalks is, quite literally, a time-consuming and necessary effort.

The 2000 Mt. Lebanon comprehensive plan documented existing transportation conditions including all modes of transportation. Past assessments have determined a need to develop a strategy to identify specific pedestrian and bicycle safety improvements to promote a walking and biking community in Mt. Lebanon.

As part of this Comprehensive Plan update, additional considerations for the Municipality's transportation network were a focus of discussion. In the Municipality's responsibility of being a safe walking community, it aims to provide a safe walking network. Setting the stage to complete this component of community infrastructure, road safety audits/assessments (RSAs) were conducted at ten most critical intersections or roadway segments in Mt. Lebanon. This evaluation serves as a proto-type for analysis that could occur Municipality-wide.

A RSA is a formal safety performance examination of an existing or future road or intersection by an independent, multi-disciplinary team. It estimates and reports on potential road safety issues and identifies opportunities for improvements in safety for all road users.

Mitigation strategies identified in this report serve to improve and enhance pedestrian and bicycle safety. A full copy of the report is located within the Comprehensive Plan's appendix.

Determination of Study Intersections

As part of this planning effort, Ten critical intersections or segments were determined through a review of crash records (past 5 years) provided by the Mt. Lebanon Police Department. Intersections that experienced multiple pedestrian or cyclist crashes were reviewed.

This review determined that three of the intersections experiencing multiple crashes were located in the Washington Road Business District. Since similar recommendations could improve all three intersections, the intersections were grouped into one roadway segment. Since separate improvement projects have been planned or are currently being implemented for several intersections with multiple crashes, RSAs were not conducted for these intersections. RSAs were conducted at all other intersections that experienced multiple crashes involving pedestrians or cyclists in Mt. Lebanon. These ten locations are :

- Washington Road in the Mt. Lebanon Business District (Central Square, Cedar Boulevard, Shady Drive)
- Washington Road and Bower Hill Road
- Washington Road and McFarland Road
- Washington Road and Woodhaven Drive / Longuevue Drive
- Washington Road and Cochran Road
- Cochran Road and Cedar Boulevard
- Cochran Road and Altoona Place
- Cochran Road and Scrubgrass Road
- Cochran Road and Bower Hill Road
- Bower Hill Road and Kenmont Avenue

Safety Audit Intersections Map



Field Reviews

Field reviews were conducted on August 21, 2012, for all intersections along Washington Road and the intersection of Bower Hill Road and Kenmont Avenue. Field reviews were conducted on August 22, 2012, for the remaining intersections along Cochran Road. Site observations are summarized in the *Intersection Pedestrian and Bicycle Safety Analysis* section of the report.

The following photographs document some of the deficiencies at the study intersections.

“Keep thinking about big-picture traffic solutions.”

“We need to make this a SAFE walking and biking community. The way it was intended.”

—Comprehensive Plan Resident Survey



Overgrown vegetation (Bower Hill Rd. at Cochran Rd.)



Obstructed traffic signals and mountable curb (Cedar Blvd. at Cochran Rd.)



Lack of defined sidewalk at driveway crossings (Cochran Rd. at Cedar Blvd.)



Pedestrian crossing behind planter (Washington Rd. near Cedar Blvd.)



Pedestrian crossing at a midblock location (Washington Rd. near Cedar Blvd.)

Excluded Intersections

Since separate improvement projects have been planned or are currently being implemented for the intersection of Bower Hill Road and Segar Road / Greenhurst Drive and for the intersection of Washington Road and Beadling Road, RSAs were not conducted for these intersections.

Multiple pedestrian crashes were reported at the intersection of Bower Hill Road and Segar Road / Greenhurst Drive. Crashes at the intersection of Washington Road and Gilkeson Road, Cochran Road and Giant Eagle Driveway, and at a midblock location on Colonial Drive were all caused by improper pedestrian behavior therefore they were not included because mitigation actions could not be determined. The incident on Colonial Drive was caused by deliberate actions. Therefore these intersections were also eliminated from consideration for the RSA.



Obstructed, non-ADA compliant push button (Washington Rd. at Central Sq.)



Pedestrian signal and crosswalk not visible to traffic (McFarland Rd. at Washington Rd.)



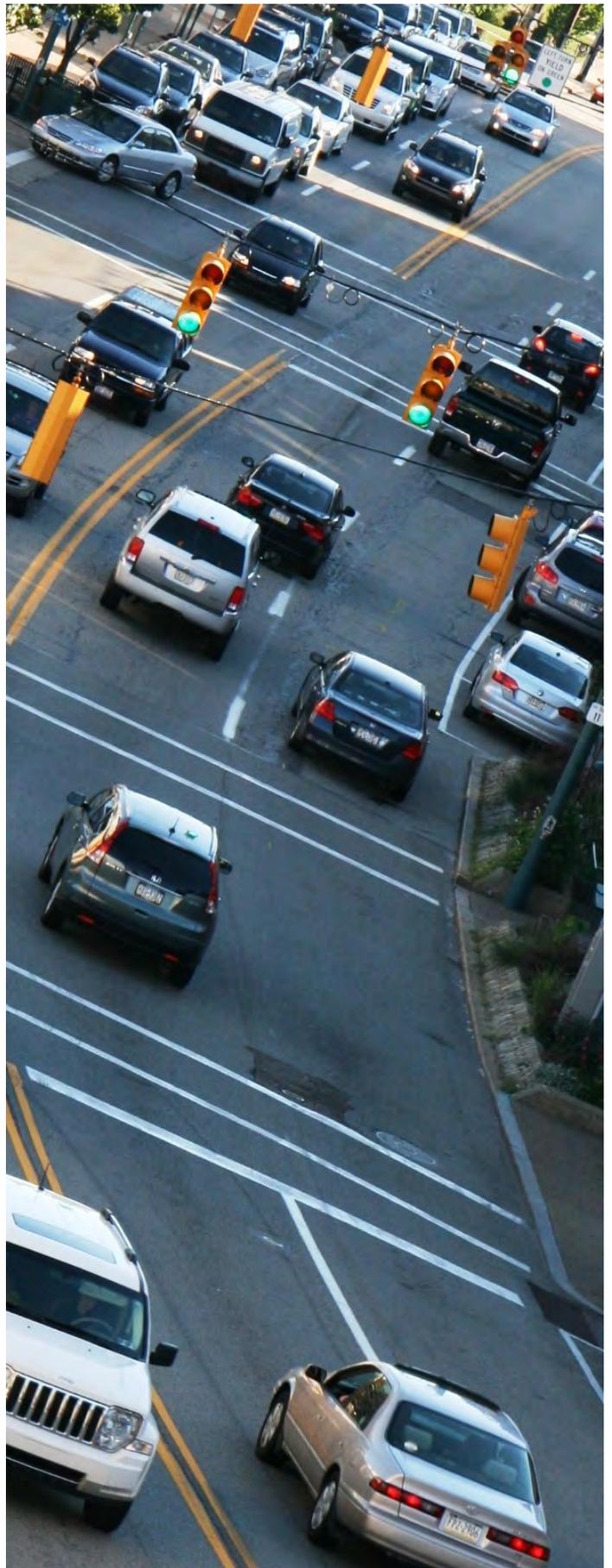
Non-bicycle safe grate (Cedar Blvd. at Cochran Rd.)



Damaged sidewalk, non-ADA compliant pedestrian sidewalk and ramp (McFarland Rd. at Washington Rd.)



Crosswalk markings not visible (Washington Rd. near Cedar Blvd.)



In boiling it all down, the Municipality of Mt Lebanon has more safe and varied modes of transportation options (regional and local roads, sidewalks along with Port Authority busses and T-station) than any other suburban community in the 9-county Southwestern Pennsylvania region. Along with this, two compounding and interwoven transportation matters exist in the Municipality: 1) dealing with increased traffic levels occurring in the community that are generated from surrounding communities and the greater South Hills region along with 2) providing for safe pedestrian travel.

The system in which both of these can be addressed in the most coordinated way possible is through the principles of Complete Streets.

Complete Streets

The term “complete streets” is relatively new; it was coined in 2003 by the advocacy group *America Bikes*. The term was defined as follows: “A complete streets policy ensures that the entire right-of-way is routinely designed and operated to enable safe access for all users. Pedestrians, bicyclists, motorists, and transit riders of all ages and abilities must be able to safely move along and across a complete street. “The concept is discussed extensively and promoted in the Allegheny County Comprehensive Plan. Some streets within the Municipality directly reflect the complete streets model; others do not. Mt Lebanon’s opportunity lies in the possibility of incorporating more principles of the complete street’s initiative into it’s overall transportation network. This is not to say that every right-of-way should adhere to these principles, but to the greatest extent possible, the principles should be evaluated and prioritized in appropriate places.

The impetus for complete streets grew partly out of the recognition that the previous approach for accommodating pedestrians and bicyclists on federally funded studies – arguing for the inclusion of pedestrian and bicycle facilities on a project-by-project basis – had limited potential for changing infrastructure. Under the complete streets approach, all projects begin with the assumption that pedestrians, bicyclists, and transit users of all ages and abilities should be

accommodated. There is no standard design or template for a complete street, and the National Complete Streets Coalition has actively discouraged attempts to prescribe specific roadway components. The emphasis of the complete streets movement has been primarily on policy, and less on design practices. As noted in *Complete Streets: Best Policy and Implementation Practices* (APA 2010), “changing the overall approach to design is of greatest importance.” The Coalition has indicated that examples of features that might be included in a Complete Street are sidewalks, bike lanes (or wide paved shoulders), special bus lanes, comfortable, and accessible transit stops, frequent crossing opportunities, median islands, accessible pedestrian signals, and curb extensions.

In short, the tools to be used in designing complete streets are not unique to roadways designated as complete streets. They include planning and design techniques that are regularly used to develop pedestrian and bicycle facilities in a unique and responsive way. There is an emphasis on accommodating the more vulnerable groups in our population: children and older adults and persons with disabilities. Along with facilities regularly incorporated into roadway projects (curb ramps), consideration should be given to facilities such as audible traffic signals, preferably with vibrating arrows, as intersection improvements. A sidewalk may exist on a corridor, but if the clear width is impeded by utilities and street furniture or if sidewalk panels are uneven, travel by persons in wheelchairs is difficult.

A complete streets approach is consistent with PennDOT’s Smart Transportation Initiative. That initiative is built around 10 Smart Transportation themes, including the theme “accommodate all modes.” The *Smart Transportation Guidebook* was jointly developed by PennDOT and NJDOT to guide the planning and design of all land service roadways. The Guidebook is essentially a complete streets practice in its emphasis on flexibility in creating transportation facilities that work well for all users, and in balancing trade-offs between vehicular, pedestrian, bicycle, and

transit mobility.

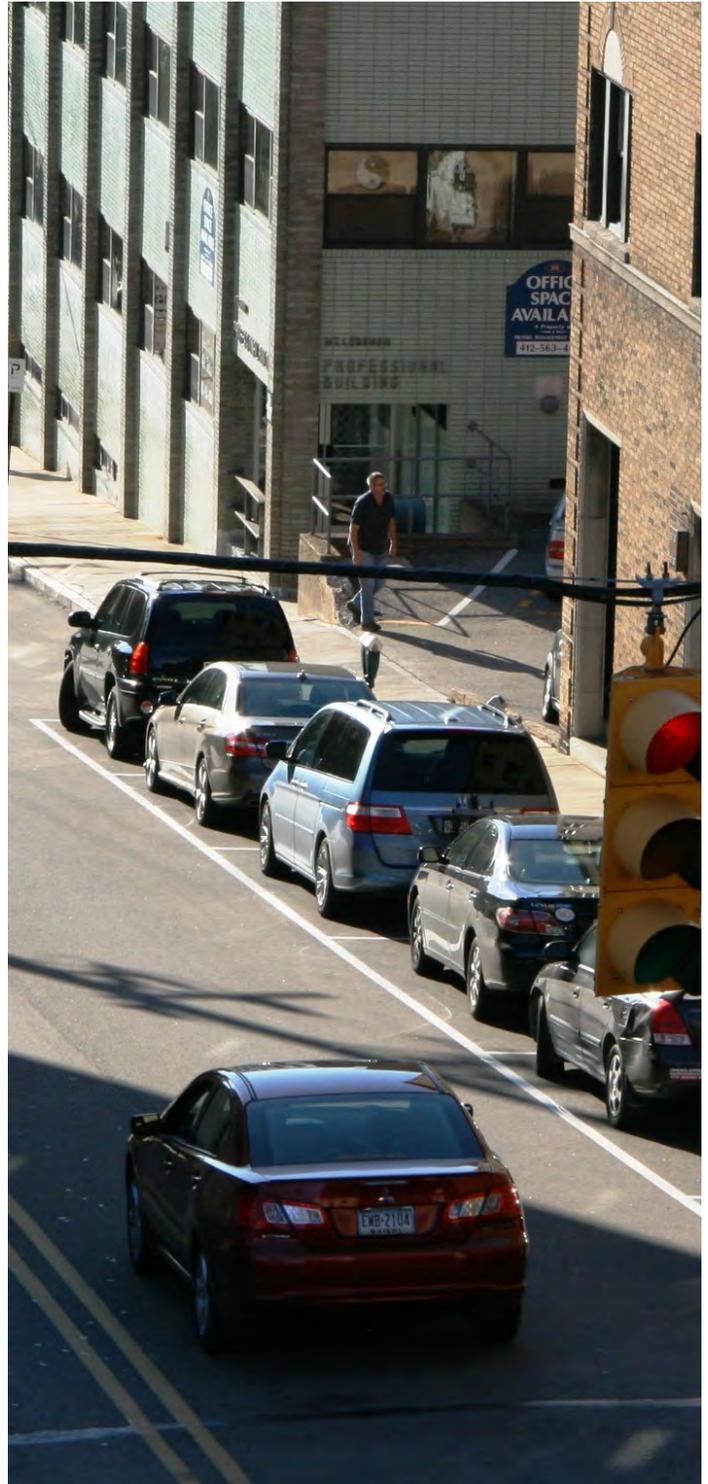
For example, the Guidebook does not specify the type of pedestrian facility that should be provided on roadways to accommodate users; rather, the Municipality in working with planners, engineers or designers should evaluate all pertinent factors in selecting an outside travel lane width, bike lane width, or shoulder width that would be compatible with pedestrian travel.

On many of the arterial corridors within Mt Lebanon, the balance of accommodating regional and local travelers is evident. Pedestrians find it easier to cross roadways with narrow travel lanes, and modest curb radii at intersections (smaller curb radii result in reduced pedestrian crossing length, and also slow vehicular speeds through intersections). However, larger vehicles (busses, delivery trucks, etc.) have different needs than passenger vehicles.

Mt Lebanon's long-standing reputation is one of walkability and safety. Sidewalks are the cornerstone of any pedestrian network, their width and their setback from the roadway will vary depending upon roadway type and land use context. Sidewalks are found in many neighborhoods throughout Mt Lebanon. In areas where sidewalks do not exist, the Municipality and School District are encouraged to work together in order to further enhance options for safe traveling for Municipality residents and visitors of all ages. The ways in which the community's walkability can be enhanced for pedestrian and bicycle safety will, in part, be dependent upon how Mt. Lebanon uses technology/software application to identify safe routes for walking and biking and improve and increase crosswalk markings

Finding the balance between 21st century transportation patterns and peoples' desire to be within a safe, comfortable travel environment will enable the Municipality to take it's system of connectivity from good to great.

Mt. Lebanon provides more than 1,000 public parking spaces in and around the community's business districts. In 2012, the Municipality's parking supply produced income to offset more than \$440,000 of community's annual budget expenses.



Allegheny County Initiatives

The most fundamental step that Allegheny County's local municipalities can take to advance complete streets practice is to adopt and uphold a complete streets policy. Allegheny Places and Active Allegheny, components of the County's overall planning initiatives, advocate for complete streets. The National Complete Streets Coalition recommends consideration of 10 elements in a comprehensive complete streets policy document. The following is a summary of these 10 elements.

- A vision for how and why the community wants to complete its streets. The primary purpose of the complete streets policy should be identified.
- Specifies that "all users" includes pedestrians, bicyclists, and transit passengers of all ages and abilities, as well as automobile drivers and transit vehicle operators. This provision is particularly important given the significant concentrations of disabled persons living in some Allegheny County municipalities. As noted on the Complete Streets website (www.completestreets.org), narrow sidewalks or sidewalks with obstacles and uneven surfaces can discourage wheelchair travel, and signalized intersections without audible signals can increase the danger for blind pedestrians.
- Encourages street connectivity and aims to create a comprehensive, integrated connected network for all modes. A well-connected network greatly enhances the ability of pedestrians and bicyclists to move around a community, and is a vital complement to complete streets.
- Is adoptable by relevant agencies to cover all roads. Local officials should work with state officials to ensure that complete streets principles are applied to state roadways within their jurisdiction.
- Applies to both new and retrofit projects, including design, planning, maintenance, and operations, for the entire right-of-way. Even a relatively simple resurfacing project should involve an evaluation as to whether the roadway can better accommodate bicyclists; for example, can travel lanes be narrowed to provide wider shoulders or bike lanes?
- Makes any exceptions specific and sets a clear procedure that requires high-level approval of exceptions. Many jurisdictions with complete streets policies recognize the need for exceptions on some projects; this policy should be clearly stated in

advance to avoid confusion.

- Directs the use of the latest and best design standards while recognizing the need for flexibility in balancing user needs. Detailed design standards should not be included in an ordinance or resolution, but there should be a commitment to revisit existing standards in municipal subdivision and land development ordinances or design manuals.
- Directs that complete streets solutions will complement the context of the community. Roadway design that is tailored to fit the context of the surrounding community is at the heart of Pennsylvania's Smart Transportation initiative, and the key guiding principle to the *Smart Transportation Guidebook*.
- Establishes performance standards with measurable outcomes. Goals should be set on improving pedestrian and bicycle facilities, and existing standards for vehicular service may need to be revised. For example, vehicular levels of service may need to be lowered if these promote major roadway improvements at the expense of pedestrian or bicycle facilities.
- Includes specific next steps for implementing the policy. The policy should state other steps, such as revision of manuals or procedures that will be necessary to better implement policy. There are a variety of measures by which local municipalities can adopt a complete streets policy, and not all of the above 10 elements are vital to every measure. For example, the establishment of performance measures would be appropriate for a complete streets plan, but detailed performance measures should be left out of an ordinance.

Complete streets practice can be adopted in a wide variety of ways:

- Ordinance or Legislation
- Resolution
- Executive Order
- Internal Policy
- Plan

Ordinances and resolutions are the preferred means for adopting complete streets policies, since they provide a concise, direct declaration of municipal intent by the municipality's governing body. Resolutions have been chosen by the largest plurality of municipalities, representing 47% of municipalities with complete streets policies. An ordinance is second in popularity, being adopted by 22% of municipalities.



Provide a safe, efficient and complete transportation system for



connectivity in mt lebanon

Objective 1: Ensure that pedestrians and cyclists have safe and efficient routes throughout the municipality. Maintain and upgrade the pedestrian experience in the Washington Road business district, focusing on connections with transit options and safe movement within the district.

 **Action 1:** Prioritize and develop a work plan to implement the Road Safety Audit Study.

- \$ ⇒ Partners: Planning Office, Commissioners, Public Works, Traffic Board
- \$ ⇒ Possible Funding: Staff time

Symbol Legend

					\$	\$\$	\$\$\$	\$\$\$\$	+
Immediate	Short-Term	Medium-Term	Long-Term	Ongoing	\$0-\$5,000	\$5,000-\$20,000	\$20,000-\$100,000	\$100,000+	Project scale to be determined

the residents and businesses of Mt. Lebanon.



Action 2: Implement the recommendations of the Road Safety Audit Study with emphasis on pedestrian safety.

- ⇒ Partners: Planning Office, Commissioners, Department of Public Works, Traffic Board, Neighboring Communities
- ⇒ Possible Funding: Staff Time, Foundations, South Hills Area Council of Governments



Action 3: Increase bicycle safety with increased signage and markings by addressing areas mentioned in the Road Safety Audit Study followed by increased signage throughout the community.

- ⇒ Partners: Planning Office, Commissioners, Department of Public Works, Traffic Board
- ⇒ Possible Funding: Staff Time



Action 4: Develop a ConnectLebo digital and mobile application (app) to enable pedestrians to identify the safety, distance and topography, etc. of routes between destinations within Mt. Lebanon., evaluate parking needs and replace sidewalks.

- ⇒ Partners: Planning Office, Commissioners, Department of Public Works, Traffic Board
- ⇒ Possible Funding: Internship Opportunity, University of Pittsburgh Medical Center, Medical Rescue Team South Authority, School District, Volunteers, Department of Conservation and Natural Resources, Hospital Authority

Objective 2: Define and evaluate big-picture solutions for traffic congestion.



Action 1: Develop a private-public partnership to complete a Traffic Study/Audit of Washington Road to determine the feasibility of implementing a Road Diet/"right-sizing" on Washington Road.



- ⇒ Partners: PennDOT, Commissioners, Department of Public Works, Traffic Board, Business Community
- ⇒ Possible Funding: South Hills Area Council of Governments, PennDOT, Foundations, Volunteers



Action 2: Host bi-annual dialogues with PennDOT and the Port Authority to review ridership information and identify adequacies/deficiencies of public transit services in the community.



- ⇒ Partners: PennDOT, Commissioners, Department of Public Works, Traffic Board, Business Community, Planning Office, Port Authority Transit
- ⇒ Possible Funding: South Hills Area Council of Governments, PennDOT, Port Authority Transit, Staff Time



Action 3: Develop a private-public partnership to complete a Traffic Study/Audit of other key corridors in the Municipality as appropriate to determine the feasibility of implementing other improvements.

\$+

- ⇒ Partners: PennDOT, Commissioners, Department of Public Works, Traffic Board, Business Community, Allegheny County, Neighboring Communities,
- ⇒ Possible Funding: South Hills Area Council of Governments, PennDOT, Foundations, Volunteers, Allegheny County

Objective 3: Using the concept of Complete Streets, improve the safety, security and appearance of the public realm in the commercial districts and adjoining neighborhoods.



Action 1: Continue the sidewalk replacement program and proactively expand/enforce needed improvements related to pedestrian infrastructure.

\$\$\$

- ⇒ Partners: Department of Public Works
- ⇒ Possible Funding: General Fund, Foundations, Allegheny County



Action 2: Continue sponsoring and hosting initiatives in the public realm to highlight the community's rights-of-way are pedestrian-focused.

\$

- ⇒ Partners: Planning Office, Commissioners, Public Information Office/mtl media, School District, Mt. Lebanon arts community, community organizations
- ⇒ Possible Funding: Internship Opportunity, Foundations, General Fund

Objective 4: Promote safe, expedient travel for pedestrians, bicycles and vehicles through local neighborhoods with improvement measures that address the potential impact on the surrounding neighborhoods.



Action 1: Implement the adopted Traffic Management Program and work with the Commission and Municipal Traffic Engineer to identify funding and implement recommended improvements.

\$

- ⇒ Partners: Planning Office, Commissioners, Department of Public Works, Traffic Board
- ⇒ Possible Funding: General Fund, Staff Time

Check it out

Other communities are working to explore and enrich connectivity:

www.smartgrowthamerica.org/documents/cs-2012-policy-analysis.pdf

www.smartgrowthamerica.org/complete-streets/changing-policy/complete-streets-atlas

www.bikeleague.org/index.php

nacto.org/cities-for-cycling/design-guide

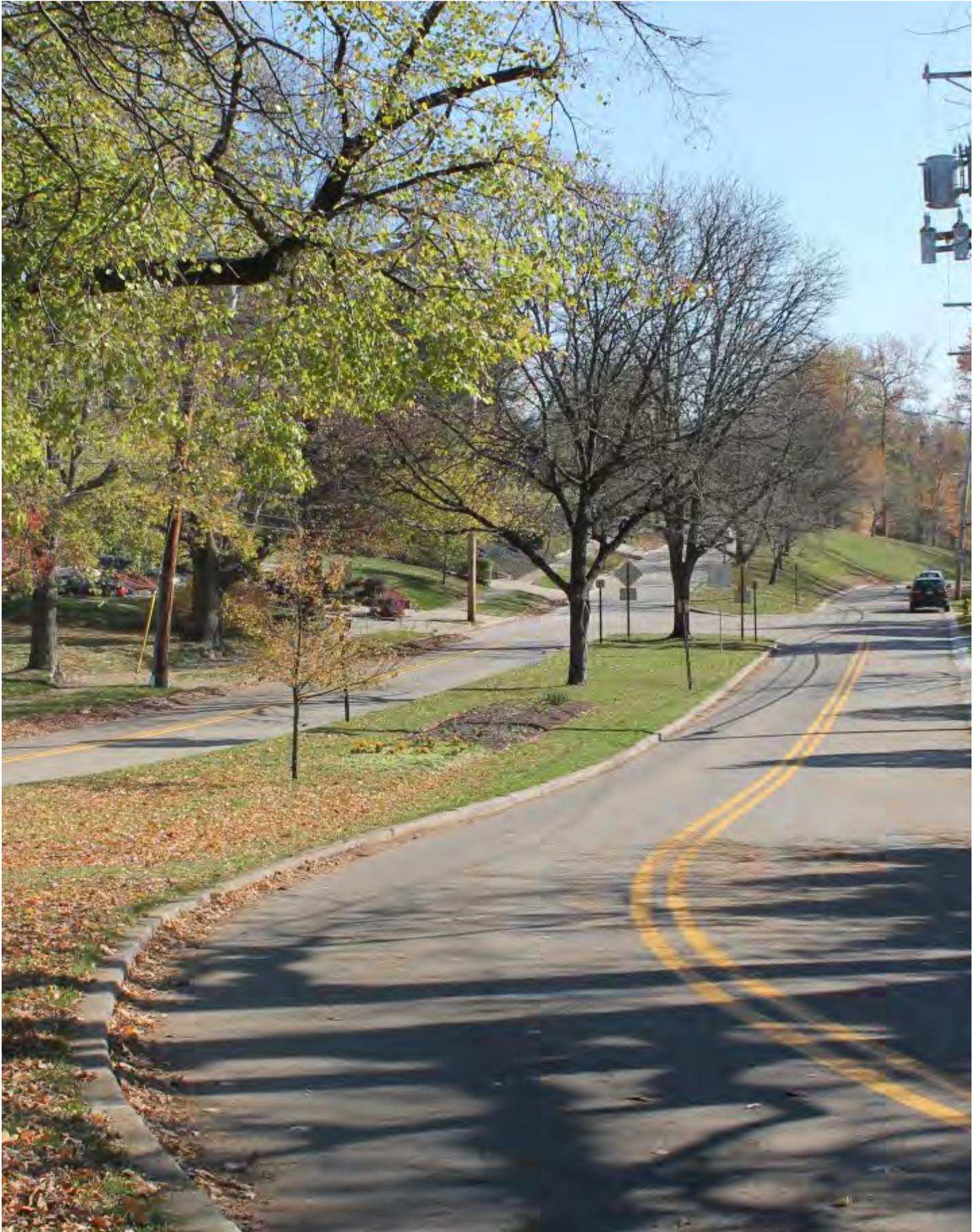
www.saferoutespartnership.org

www.activelivingresearch.org

<http://contextsensitivesolutions.org>

www.enhancements.org

www.bikewalk.org/links.php





elevate systems

Mt. Lebanon's opportunities for
facilities and infrastructure



Elevate

Looking beyond today's horizon

Sustainability in focus

At the beginning of 2013, Mt. Lebanon was certified as a silver sustainable municipality. This is in large part because of the Municipality's approach and attention to detail within its system of public works. The Public Works Department is responsible for:

- All Sanitary and Storm Sewer Systems Issues
- Engineering
- General Maintenance of Municipal Buildings
- Maintaining the community's physical plant—buildings, streets, sidewalks, sewers, trees
- Municipal Forestry Program
- Refuse Collection and Recycling Services
- Snow Removal and Street Sweeping
- Street and Sidewalk Improvements
- Using up-to-date equipment and providing its employees with ongoing training in the newest and best methodologies for this region

“Learn to do common things uncommonly well.”

- George Washington Carver

Working closely with the Recreation Department, Public Works also maintains municipal parks and playgrounds and provides set up and clean up services for many community special events.

The Municipality was one of the first communities to become certified through the Southwestern Pennsylvania Sustainable Community Essentials Certification program. As reported, “the municipality earned a Silver certification for meeting the program's rigorous performance criteria, which tracks 131 policies and practices that define a sustainable community. The Sustainable Community Essentials certification,

developed by the non-profit group Sustainable Pittsburgh, is designed for municipalities that are working to save money, conserve resources and serve vibrant communities.”

In earning the certification, Mt. Lebanon earned recognition for many of its pursuits including but not limited to:

- Adopting sustainable policies, goals and principals.
- Using a historic preservation board.
- Using an environmental sustainability board
- Promoting safe walking to schools
- Conducting an energy audit
- Investing in water, sewer and stormwater systems
- Adopting tree and wetland protection and management policies
- Recycling in all municipal buildings
- Encouraging residents to buy local

As part of the Municipality's update to its 2010 Greenhouse Gas Action Plan, the community was awarded a Cool Cities grant. Sierra Club's Cool Cities Program is a collaboration between community members, organizations, businesses, and local leaders to implement clean energy solutions that save money, create jobs, and help curb global warming. Since 2005, over 1,000 city and county leaders have made a commitment to cut their community's carbon footprint. Five milestones are part of the effort:

- #1: Establish Cool Cities campaign
- #2: Engage the community
- #3: Municipality signs commitment agreement
- #4: Implementing initial solution steps
- #5: Implementing advanced smart energy solutions

As of 2013, the Municipality is working on Milestone #4.

Environmental, social and economic principles abound in the various decisions of sustainability - whether it is focused on smart growth, green design, new urbanism, or something else.

Examples of principles emerged throughout the Comprehensive Plan's outreach process and should be evaluated and further refined in order to meet community objectives. These examples include:

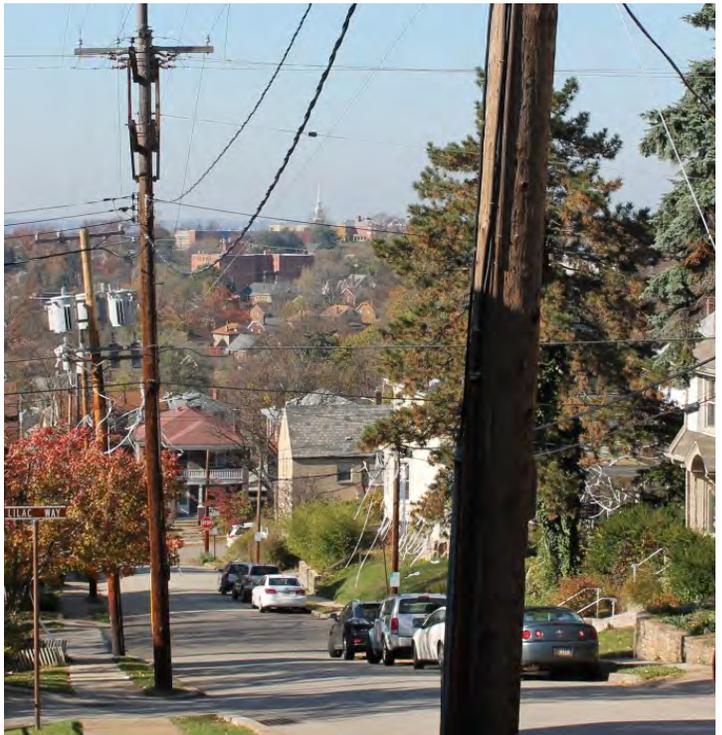
- While planning curb/paving projects, consider incorporating green infrastructure and programs that encourage stormwater reductions along with walking/biking (such as pervious paving, pervious tree wells/planting beds, other stormwater collection strategies, and the road right-sizing) in the design/construction of the project.
- While planning for improvements in parks, consider connections across the larger community and region (such as Upper St. Clair and the Great Allegheny Passage, and within our own park system), stream/woodland restoration, and non-structural stormwater best management practices (such as rain gardens, vegetated swales and larger scale infiltration sites throughout the community)
- While planning for economic development, consider innovative funding programs similar to the stormwater assessment fee (such as a new approaches to trash collection/recycling program)
- While considering zoning/building regulations, consider performance based requirements that exceed the existing state of PA requirements, compliance with green building rating systems on public projects, and energy audit requirements
- While expanding the services of public works and the community's vehicular fleet, consider the purchase/increased use of more energy efficient equipment and vehicles (such as leaping over the idea of converting vehicles to natural gas to install efficient PV arrays that

might be elevated off the ground to protect the vehicles and provide electric re-fueling stations.)

- While considering efforts in revitalization and infill development, encourage the use of LEED standards and certification to the greatest extent possible.

In addition, to elevate sustainability within Mt Lebanon, the community has the opportunity to reflect upon, outline and pursue steps and cooperative efforts that could lead to a Gold or Platinum certification within the Southwestern Pennsylvania Sustainable Community Essentials Certification program. In doing so, the Municipality could be the first in the region to achieve such a level.

From engaging in the planning and implementation of ALCOSAN's Wet Weather Plan, to upholding the principles of its Tree City USA (member since 2007) and to integrating efficient communication systems and technologies within municipal public safety, public works and administration departments, the Municipality has the potential to be a leading and distinguishing community of sustainability and action.



Continue providing high-quality public services with greater



systems in mt lebanon

Objective 1: Continue to maintain a high level of municipal services, infrastructure and public safety protection.



Action 1: Maintain street infrastructure at an "acceptable" Overall Condition Index (OCI) rating throughout the next 20-year period as per the adopted Ordinance.

\$\$\$\$

- ⇒ Partners: Commissioners, Municipal Police, Department of Public Works
- ⇒ Possible Funding: General Fund



Action 2: Implement the recommendations from the Master Plan to guide the development of the Public Works Facilities located at 1250 Lindendale Drive as appropriate.

\$+

- ⇒ Partners: Commissioners, Municipal Police, Department of Public Works, School District
- ⇒ Possible Funding: General Fund

Symbol Legend



Immediate



Short-Term



Medium-Term



Long-Term



Ongoing

\$

\$0-\$5,000

\$\$

\$5,000-\$20,000

\$\$\$

\$20,000-\$100,000

\$\$\$\$

\$100,000+

+

Project scale to be determined

efficiencies and prioritized upgrades.

Objective 2: Ensure that infrastructure demands of proposed development and redevelopment are balanced with services available within the community.

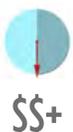


Action 1: Complete a Comprehensive Pedestrian and Bike Plan.

- Explore opportunities to infill sidewalks within existing established areas
- Identify opportunities to expand overall pedestrian system
- Work with existing businesses and the School District to construct a community-wide system of bike parking options.

⇒ Partners: Business Community, Community Relations Board, Commercial Districts Office, School District, Planning Office

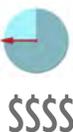
⇒ Possible Funding: Bike Pittsburgh, Foundations, General Fund



Action 2: Determine parking/redevelopment options, funding needs and desired implementation schedule to meet the parking needs and improve parking communications/technologies within the business districts and multi-family residential areas.

⇒ Partners: Department of Public Works, Parking Facilities Board, Public Information Office/mtl media, Traffic Board, Municipal Departments, Economic Development Council/Economic Development/Commercial Districts Office

⇒ Possible Funding: General Fund



Action 3: Conduct a detailed garage feasibility analysis and a parking displacement study of the existing South Garage.

⇒ Partners: Planning Office, Commissioners, Municipal Departments, Business Community, Parking Facilities Board

⇒ Possible Funding: General Fund



Action 4: Complete the renovation/repairs of the South Garage and North Garage based upon the findings and recommendations of the Comprehensive Facility Review as prepared by Atlantic Engineering Services of Pittsburgh and any subsequent detailed feasibility analysis.

⇒ Partners: Business Community, Economic Development/Commercial Districts Office, School District, Planning Office, Parking Facilities Board

⇒ Possible Funding: General Fund, Fees



\$\$\$+

Action 5: Actively participate in the ALCOSAN Wet Weather Plan planning process and allocate appropriate funds for maintaining and expanding municipality-wide stormwater and sanitary improvements; implement provisions of the plan as required and necessary.

⇒ Partners: Department of Public Works, Public Information Office/mtl media, Commissioners, Planning Office, ALCOSAN

⇒ Possible Funding: Three Rivers Wet Weather, Foundations, General Fund



\$\$\$+

Action 6: Improve the municipal storm sewer system through the installation of infrastructure improvements.

⇒ Partners: Department of Public Works, Commissioners,

⇒ Possible Funding: Stormwater Fund

Objective 3: Promote sustainability that meets affordability throughout the community.



\$\$

Action 1: Install recycling receptacles near existing waste receptacles in neighborhood business districts.

⇒ Partners: Sustainability Community, Department of Public Works, Community Relations Board, Environmental Sustainability Board

⇒ Possible Funding: Foundations, Sustainability Community



\$\$\$

Action 2: Engage with regional organizations, efforts and government programs by hosting a sustainability workshop to promote sustainability and energy within the Municipality, for example, the Sunshot Initiative.

⇒ Partners: Department of Public Works, Commissioners, Sustainability Community

⇒ Possible Funding: Foundations, Sustainability Community



\$\$

Action 3: Consider benefits, opportunities and trade-offs of green infrastructure systems in all areas of municipality investment.

- Explore pervious pavement, pervious planting beds and other stormwater collection strategies that could benefit from collection and detention facilities in the design/ construction projects.

- Consider green infrastructure opportunities in conjunction with traffic improvements

- Identify related opportunities for sidewalk/pedestrian system improvements



\$\$

⇒ Partners: Department of Public Works, Planning Office, Planning Board, Environmental Sustainability Board, Sustainability Community, Commissioners

⇒ Possible Funding: Foundations, Sustainability Community



\$\$\$

Action 4: Institute a series of LEED related standards within the Municipality Zoning Code as requirements and/or incentives associated with infill/redevelopment.

⇒ Partners: Planning Office, Planning Board, Sustainability Community, Historic Preservation Board

⇒ Possible Funding: Foundations, Sustainability Community



Action 5: Showcase sustainability projects in Municipality-owned buildings and maintenance effort pursuing one project per year at the various municipal facilities.

- ⇒ Partners: Department of Public Works, Commissioners, Sustainability Community, Historic Preservation Board, Public Information Office/mtl Media
- ⇒ Possible Funding: Foundations, Sustainability Community



Action 6: Conduct outreach to businesses on sustainability by developing educational materials to increase recycling by commercial users.

- ⇒ Partners: Public Information Office/mtl media, Community Relations Board, Library Board, mtl media, Department of Public Works, Planning Board, Planning Office, Sustainability Community
- ⇒ Possible Funding: Foundations, Sustainability Community, Internship Opportunity



Action 7: Consider implementing the recommendations developed by Nestor Resources, in conjunction with the Environmental Sustainability Board and the Public Works Director for alternative waste and recycling service offerings that could compliment or improve the current system.

- ⇒ Partners: Department of Public Works, Planning Office, Environmental Sustainability Board, Sustainability Community
- ⇒ Possible Funding: Foundations, Sustainability Community, Bonds



Action 8: Update the Zoning Ordinance to include regulations and associated incentives for energy efficiencies such as CNG fueling and electric charging stations and solar and/or wind alternatives.

- ⇒ Partners: Planning Office, Planning Board, Sustainability Community, Environmental Sustainability Board
- ⇒ Possible Funding: Foundations, Sustainability Community, General Fund



Action 9: Evaluate the economics and environmental benefits of the purchase of efficient equipment and vehicles.

- ⇒ Partners: Department of Public Works, Public Safety, Planning Office, Environmental Sustainability Board, Sustainability Community, Commissioners

Check it out

Other communities are working to explore and enrich sustainable solutions:

www.durhamnc.gov/StrategicPlan/Goals

www.sustainablecommunities.gov/studies.html

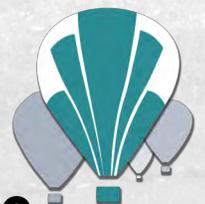
www.epa.gov/smartgrowth/case.htm

www.epa.gov/smartgrowth/publications.htm



elevate resources

Mt. Lebanon's opportunities for the protection of cultural, natural and historic resources



Elevate

Looking beyond today's horizon

Civic Amenities and Recreation in focus

Mt. Lebanon is a place of action. The Municipality makes on-going efforts to allocate its resources responsibly in order to enhance its amenities. The strides which occur are the result of many within the Municipality and the Municipality's local organizations and partners.

A significant component in furthering civic amenity opportunities is the enhancement of its established public spaces and buildings, its neighborhood character and its recreation. In addition to upgrading connectivity, the streetscape embodies a historical story. The collective promotion of the community's historic and cultural resources provides a launch point for people to explore. These resources directly relate to the community's vitality and economic development opportunities.

Attention to civic amenities are important to the health of residents, the community's overall character and economic development. For Mt. Lebanon its rights-of-ways and public spaces are two of its greatest community assets.

Public Rights-Ways

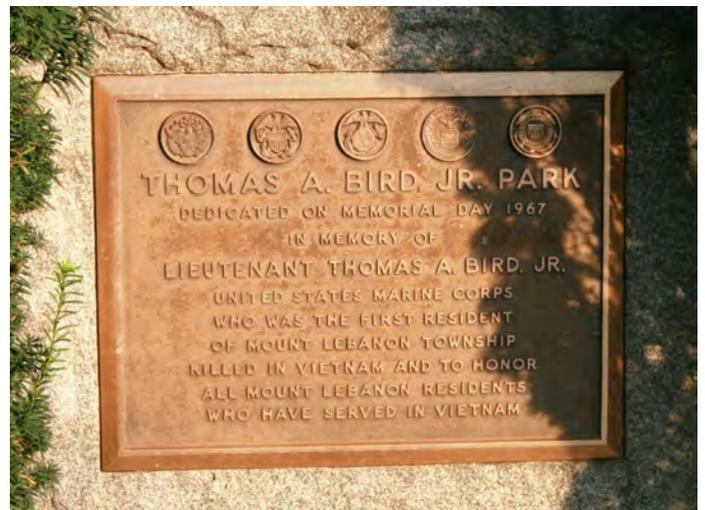
As of 2012, Mt Lebanon has more than 12,000 municipal trees planted along the streets in most neighborhoods in the municipality. The presence and extent of these assets is memorable; the care and Municipality's attention to maintain this long-standing community characteristic is significant. Periodic publication (e.g. mtl Magazine) of excerpts from the municipality's Forest Stewardship Plan could be a way in which to further build resident awareness of these amenities

Public/Quasi-public Spaces

The Mt Lebanon Public Services Center, municipal building, public library, places of worship, schools, cemetery, golf course and park

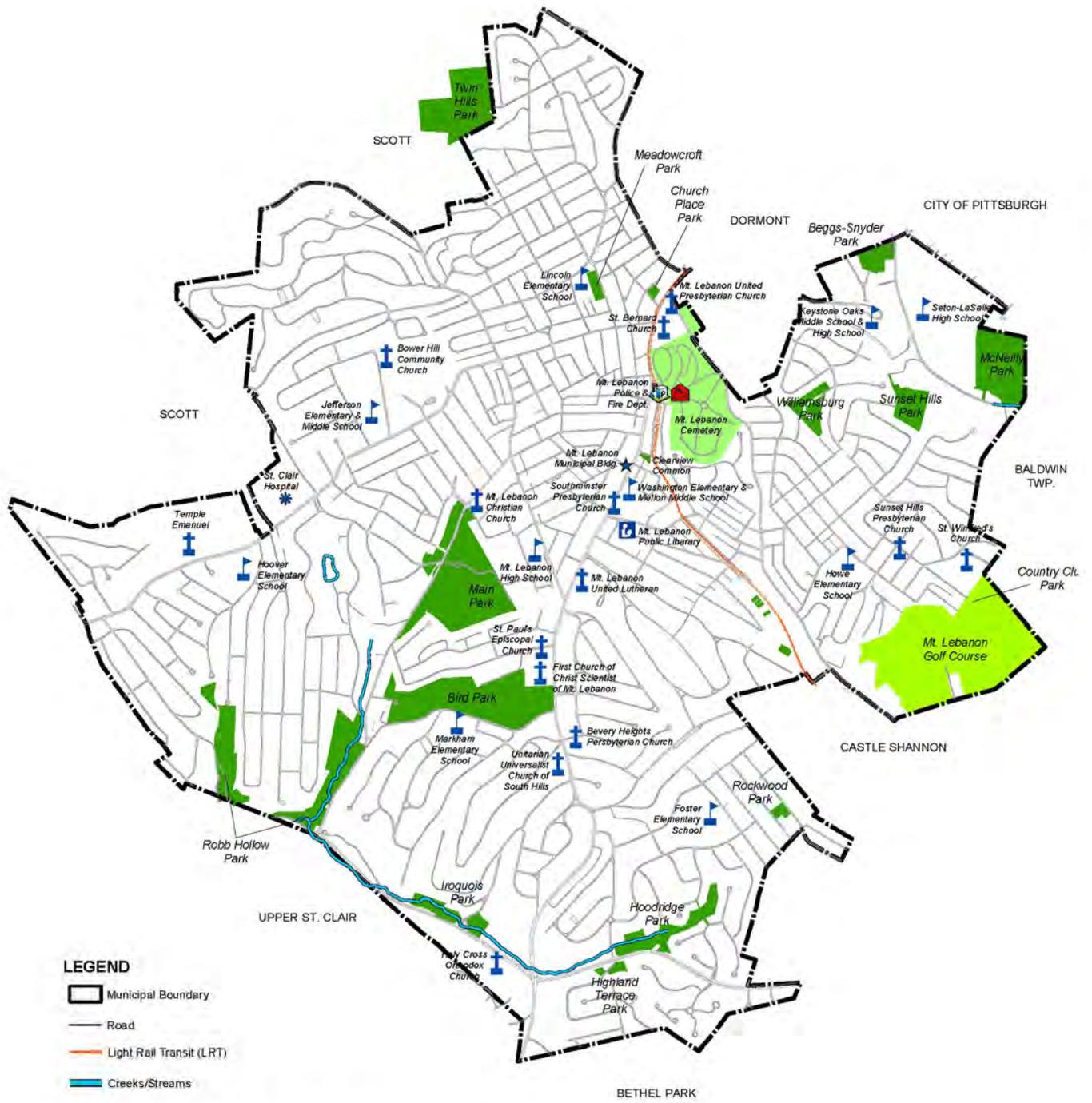
"Parks are the centers of our community life, places where memories are made, where families and friends can gather and keep in touch, where people can network, and where there is always something to which one can look forward."

—Resident Survey



system create a complete network of civic spaces. The community's appreciation of these facilities is seemingly endless. The prudent time and fiscal resources in caring for them is noteworthy. As the community rallies to provide on-going maintenance and needed upgrades, it is recommended that an updated comprehensive examination of potential physical, policy, programming and administrative/maintenance commitments be completed to ensure that future investments represent a balanced outlay of capital improvements and maintenance.

Civic Amenities Map

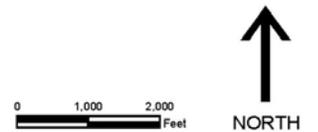


LEGEND

- Municipal Boundary
- Road
- Light Rail Transit (LRT)
- Creeks/Streams

EXISTING GENERALIZED LAND USE

- | | |
|--------------------|-------------------|
| Fire Department | OPEN SPACE |
| Police Department | Cemetery |
| Public Library | Golf Course |
| Place of Worship | Park |
| School | |
| Municipal Building | |
| Other Facilities | |



Recreation

Recreational needs of a community are usually defined by such characteristics as age of the resident population, neighborhood structure, mobility of the citizens and proximity to recreational areas. All ages require recreational outlets in varying degrees, and the demand for these facilities and services is typically driven by resident input. The recreational outlets available to the residents of Mt. Lebanon include such facilities and services as formal parks and recreation programs, trails and pathways, and passive greenspace and parklets.

Parks and recreation facilities provide a positive impact on the quality of life in a community. The inclusion of parks and recreation in the overall municipal plan is becoming more important to the residents of the municipality. Parks and recreation programs provide individual community and environmental benefits.

“Parks and recreation are critically important to the economic and environmental well-being of communities, and the physical and mental health of individuals,” said Barbara Tulipand, CEO of National Recreation and Parks Association. “As the field faces the most difficult time in decades, it’s important for Americans to use their collective voices and energy to fight for well supported and robust park and recreation systems.”

Communities also realize economic benefits from increased property values, a reduction in health care and insurance costs, a reduction in employee absenteeism and increase in employee productivity and additional dollars from those outside of the community.

In addition to its annual recreation-related capital improvement project spending, the Municipality allocated \$2.7 million in its 2012 annual budget for culture and recreation efforts in the community. That equates to more than \$81 per Mt. Lebanon resident for that year.

The municipal parks system includes almost 200 acres (this total does not include the municipal golf course) in 15 parks and numerous parklets. Municipal parks include four ballfields, eight basketball courts, eight children's play areas, six picnic shelters, as well as volleyball and tennis courts together with a network of hiking trails. The recreation center has an outdoor swimming pool, community rooms and an ice rink, which is used for both figure skating and ice hockey. Several hundred thousand people use the parks and the recreation center each year. Complementing the municipal park system are the 19 Mount Lebanon School District recreational fields (13 ball fields and 6 multi-purpose fields, one of which is an artificial turf field). Some of the school district facilities also contain park facilities.

Planning

Expanding past planning efforts, the municipality has the opportunity to focus on the future by updating the community's park and open space master planning efforts. What will be the characteristics of Mt. Lebanon's future park and recreation system? What will the aspirations be for spaces to relax, meet and socialize that can serve residents of all ages? As part of that Plan being updated, the community can prioritize specific needs for Municipal active and passive recreation facilities as well as complete and evaluate a detailed analysis of short-term and long-term construction and maintenance costs associated with potential Municipal recreation improvements. Initial efforts to update the community's Recreation Center have begun during the timeframe of the Comprehensive Plan. What will future phases entail?

In addition, considerations for facility and field improvements will continue to emerge. As part

Park and Recreation Facilities

Bird Park – 42.0 acres - Located on Beadling Road, the park includes nature trails, picnic pavilions, fire circles, grills, picnic tables, port-a-johns, athletic fields, children's play areas and play equipment.

Country Club Park – 0.3 acres - Located on Country Club Drive, the park includes basketball courts, children's play areas and play equipment.

Church Place Park – 0.3 acres - Located on Lavina Avenue, the park includes a children's playground, game tables and a sitting area with two picnic tables.

Highland Terrace Park – 0.3 acres – Located on Terrace Drive, the park includes basketball courts, children's play areas, play equipment and sitting areas.

Hoodridge Park – 5.7 acres – Located on Connor Road; the park includes nature trails.

Iroquois Park – 5.4 acres – Located on Iroquois Drive, the park includes basketball courts, children's play areas, play equipment and sitting areas.

Mt. Lebanon (Main) Park – 51.0 acres – Located on Cedar Boulevard, the park includes athletic fields, picnic pavilions, basketball courts, bocce courts, community rooms, a founders room, an indoor ice rink, platform tennis, children's play areas, a sand volleyball court, shuffleboard courts, sitting areas, a swimming pool, outdoor and lighted tennis courts (that can be covered in the winter) and restroom facilities.

Meadowcroft Park – 1.0 acres – Located on North Meadowcroft Avenue, the park includes basketball courts, lighted outdoor tennis courts and sitting areas.

Robb Hollow Park – 28.3 acres – Located on Cedar Boulevard, the park includes trails and a nature area.

Rockwood Park – 1.0 acres – Located on Rockwood Avenue, the park includes basketball courts, children's play areas, play equipment, a picnic pavilion and a volleyball court.

Sunset Hills Park (aka Brafferton Field) – 8.4 acres – Located on Brafferton Drive, the park includes baseball fields and basketball courts.

Twin Hills Trails Park – 24.9 acres – Located on Twin Hills Drive, the park includes nature trails.

Williamsburg Park – 7.1 acres - Located on Sleepy Hollow Road, the park includes basketball courts, children's play areas, play equipment, sitting areas, a horseshoe court, a picnic pavilion, picnic tables, tennis courts and volleyball courts.

Mt. Lebanon Tennis Center – Located on Cedar Boulevard, the tennis center has 15 clay courts, eight lighted courts, 6 indoor courts (October-mid April), league play, individual play, season passes or walk-in fees, a pro shop and a tennis professional on staff.

Mt. Lebanon Municipal Golf Course – 95.0 acres – Located on Pine Avenue, the 9-Hole Golf Course includes a clubhouse and a golf professional available for golf lessons and golf clinics.

of this Comprehensive Plan, residents have expressed varying outlooks and perspectives on the potential types of improvements and associated responsible funding and management of these facilities. Discussions about pursuing or not pursuing construction of additional fields (real versus artificial turf), expanding or not expanding formal spaces for off-leash exercise areas as well as expanding areas and care for native plantings within park settings are opportunities for further detailed discussion and evaluation.

“Housing, safety, community, parks, schools, pool, ice rink, golf course, etc. are all part of a package that draws people here. Neglecting any of these will lessen the appeal of this community.”

“We need more recreational activities geared towards adults without children.”

—Resident Survey

Principles and outcomes of these discussions are anticipated to identify ways to create synergy with existing local organizations and facilities while maximizing efficiency in budget and space. Determine the interest of the school district in becoming a greater partner in the development of or sharing resources in other ways.

Cultural and Historic Preservation

Every community should generate its own identity in order to attract and keep residents in addition to fostering appropriate development. To create or strengthen this identity, communities must assess what strengths or elements are available for promotion.

Mount Lebanon Historical Society, established in 1998, is a non-profit organization whose goal is to

The Municipality’s Capital Improvement Plan identifies nearly \$8,000,000 in recreation-related improvements slated for 2013 of which are 75% funded through revenues and non-tax sources.

interpret and preserve the history of Mt. Lebanon. The historical society’s mission states, “the society will also foster a knowledge and appreciation of that history among its members and the general public. The society will carry out research, exhibit, publications, and interpret projects to accomplish its purpose. The society may, from time to time, acquire real property, artifacts, and other objects consistent with its purpose, according to generally accepted museum practice and in keeping with proper operation of the society.”

Mt. Lebanon’s Historic Preservation Board focuses on:

- Historic preservation
- Identifying significant structures or sites within the municipality
- Recommending a historic marker system
- Recommending nominations for the National Register of Historic Places
- Monitoring developments in historic preservation
- Working to educate Mt. Lebanon property owners on preservation issues
- Other tasks related to preserving the community

Completed over a series of phases ending in 2007, the Mt. Lebanon Cultural Resource Survey represents a successful partnership among several entities with an interest to advance preservation values and action and to maintain a high quality of life in the community. From this Survey, thousands of potential opportunities for viewing history in a new have within the Municipality have emerged. The Municipality plays a role in supporting preservation of Mt. Lebanon’s unique collection of resources. It is the job of the Historic Preservation Board to define those roles and to promote the participation of all public departments to ensure that the value of Mt. Lebanon’s architectural character is



Enhance the municipality's provision of natural and civic



resources in mt lebanon

Objective 1: Maintain adequate active and passive open space and recreation facilities to meet the needs of the community.



Action 1: Prioritize needs for Municipal active and passive recreation facilities.

- \$ • Update demographics associated with the Municipality's park master planning efforts.
- \$ • Conduct a series of online and in-person town hall meetings to present plan ideas and weigh needs/improvements.
- \$ • Implement the prioritized renovations and construction of recreation facilities.
 - ⇒ Partners: Recreation Department, Sports Advisory Board, Parks Advisory Board, Planning Office, Commissioners
 - ⇒ Possible Funding: General Fund, Foundations

Symbol Legend



Immediate



Short-Term



Medium-Term



Long-Term



Ongoing



\$0-\$5,000



\$5,000-\$20,000



\$20,000-\$100,000



\$100,000+



Project scale to be determined

amenities for those of all abilities and ages.



Action 2: Succeed in dialogue and working together with the school district to expand available active and passive recreation facilities available to residents and maximize space in the community.



- ⇒ Partners: Recreation Department, Planning Office, Commissioners, School District
- ⇒ Possible Funding: Sustainability Community, School District, General Fund, Foundations



Action 3: Evaluate all alternatives that would make additional field space available for community sports activities.



- Address athletic fields needs in the community to lessen stress on existing fields such as, but not limited to, installing artificial turf and lights at Wildcat and Middle Fields or, alternatively, constructing athletic fields at Robb Hollow and Cedar Boulevard.
- Consider how McNeilly Field, inclusive of two rectangular fields and a baseball/softball field with supporting infrastructure and amenities, can contribute to overall municipal field space and pursue improvements accordingly.
- Determine if additional field space still needs to be provided and prioritize the provision of that space in consideration of other planned park and recreation upgrades.
 - ⇒ Partners: Sports Advisory Board, Recreation Department, Parks Advisory Board, Private Sector (Public/Private Partnerships)
 - ⇒ Possible Funding: Staff Time, General Fund, Department of Conservation and Natural Resources Grant, Fees, Other Grants



Action 4: Evaluate the impacts and determine the course of action for constructing an off-leash exercise area for dogs and/or parks where on-leash exercise could occur. Consider factors such as space for normal interaction; secure fencing and gates; clean-up stations; water and shelter; and a separate area for small dogs. Work towards the implementation of the desired course of action.



- ⇒ Partners: Recreation Department, Parks Advisory Board
- ⇒ Possible Funding: Staff Time, General Fund, Department of Conservation and Natural Resources Grant, Other Grants



Action 5: Recognize the role of recreation facilities as a community resource and continue to reach out to residents to determine how and to what extent their needs for and access to these important resources are being met.



- ⇒ Partners: Recreation Department, Parks Advisory Board, Sports Advisory Board, Planning Office, Commissioners, Planning Board
- ⇒ Possible Funding: Staff Time



Action 6: Further define how the relationship and complimentary roles between the Parks Advisory Board and Sports Advisory Board can be enhanced.



- ⇒ Partners: Parks Advisory Board, Sports Advisory Board
- ⇒ Possible Funding: Staff Time



Action 7: Continue to advance Municipal efforts that have been initiated and financial commitments that have been made to address major community recreation facility upgrades such as the community ice rink, swim center and tennis center.



- Finalize swimming pool conceptual design upgrades and implement upgrades.
- Replace ice rink flooring as appropriate and update the Municipality's Zamboni for ice rink use.
- Complete golf course improvements including: contouring on Hole #4 and Hole #5 fairways.
- Complete other golf course upgrades to retain existing and attract new patrons (e.g. tee and cart path improvements, tees & drainage, cart path improvements, on-course restroom facility, pavilion and utility extensions, learning center /driving range, design and initiating clubhouse improvements.)
- Examine and prioritize the physical improvements at Municipality-owned parks and implement as funds become available.
 - ⇒ Partners: Recreation Department, Parks Advisory Board, Department of Public Works, Commissioners, Planning Office
 - ⇒ Possible Funding: Department of Conservation and Natural Resources Grants, Fees, General Fund, Foundations, Other Grants, Bonds



Action 8: Promote public/private partnerships related to recreation planning and improvements to maximize recreation opportunities in a cost effective manner.



- Work with private partnership group(s) to implement recreation improvements.
 - ⇒ Partners: Recreation Department, Parks Advisory Board, Sports Advisory Board, Department of Public Works, Commissioners, Planning Office
 - ⇒ Possible Funding: Department of Conservation and Natural Resources Grants, Fees, General Fund, Foundations, Other Grants, Staff Time

Objective 2: Optimize avenues for improving resources



Action 1: Work with the Mt. Lebanon Partnership to expand discussion on the Partnership's role within the community and opportunities to build needed volunteer/organization manpower.



- ⇒ Partners: Community Relations Board, Economic Development Council, Commercial Districts Office, Economic Development , Mt. Lebanon Partnership
- ⇒ Possible Funding: Staff Time



Action 2: Continue to conduct the annual evaluation of use fees to determine appropriateness and/or adjustment; implement new or revised user fees where applicable.



- ⇒ Partners: Municipal Departments, Commissioners
- ⇒ Possible Funding: Staff Time, Fees



“Invest in parks and recreation facilities. The recreation staff does an outstanding job of providing quality recreational opportunities, especially considering the outdated facilities they have to work with.”

“We need more green (not turfed) space and community recreation places (not just athletic fields) like parks, the pool and ice rink”

Check it out

Other communities are working to explore and enrich innovations in recreation:

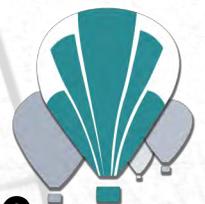
<http://www.parksandrecreation.org/2012/July/Secrets-of-Innovative-Agencies/>

<http://www.nrpa.org/PRORAGIS/Reports/>



elevate implementation

Mt. Lebanon's implementation of its comprehensive plan



Elevate

Looking beyond today's horizon

Action Plan in focus

In capturing the various actions mentioned throughout the previous Chapters of this document, the following Action Plan summarizes ideas for implementation in one place. This Action Plan is the result of multiple public outreach events, collaboration with Municipal staff, project committees and input from elected officials. It outlines how specific objectives can be carried out, identifies key partners who can help get things underway, outlines a general opinion of probable implementation costs associated with each action and possible funding opportunities.

Responsible Parties/Partners

While a municipal department, board or leadership will take the lead in implementing each recommendation, there are others in the municipality 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 Mt. Lebanon in the completion of the tasks. Although the public information office is not specifically mentioned as a partner in all initiatives, in the interest of transparency and community buy-in, the public information office and mtl media will be important resources in many action plan items. Volunteerism will be another important component in implementing this plan.

With the breadth of issues proposed to be addressed, projects, policies and actions will require collaboration of many. Each project, policy and action will require the commitment and cooperation of civic leaders, authorities, residents, institutions and businesses. To implement complex projects, the cooperation and collaboration of multiple parties will most likely be needed. Complex projects also will typically have a high level of direct involvement with elected

Estimated Costs

\$	\$0 to \$5,000 (organizing events, staff sessions to prioritize recommendations, etc.)
\$\$	\$5,000 to \$20,000 (community outreach, etc.)
\$\$\$	\$20,000 to \$100,000 (rewriting ordinances, etc.- may require consultants)
\$\$\$\$	\$100,000+ (construction projects, property acquisition, app development, etc.)

leaders and the community's Staff. Smaller-scale projects should be initiated by community leaders but may be supported by volunteers. Volunteers, both individuals and organizations throughout the community, are anticipated to be one of the main thrusts of helping move the Comprehensive Plan's actions forward. The manner in which the community's volunteers are coordinated and remain aware of opportunities will be equally critical to the success of implementing the Comprehensive Plan's actions.

Public-private partnerships are also anticipated to an important component of Comprehensive Plan implementation. A Public-Private Partnership (PPP) is commonly formed as a contractual agreement between a public agency (federal, state or local) and a private sector entity. Through this agreement, the skills and assets of each sector (public and private) are shared in delivering a service or facility for the use of the general public. In addition to the sharing of resources, each party shares in the risks and rewards potential in the delivery of the service and/or facility.

This plan is a working document that will be reviewed every year to evaluate progress related to each goal and the status of the Action Plan.

For all actions, primary participants or a primary individual should be defined to see the various projects, policies or actions through from conceptualization to completion. Ideas for recommended primary participants are outlined on the following Action Plan. Priorities for Comprehensive Plan implementation will vary from time to time and year to year based upon available resources and time. Where can the Municipality begin? There are a number of priority actions emerging from feedback received during the comprehensive planning process are outlined below. Each has its own unique set of steps that, with momentum, can lay the foundation for the Comprehensive Plan's other future

successes. Priorities are those efforts that are intended to be pursued in the near future in order to establish momentum for preferred project and policy concepts. Some priority items may be completed within a brief timeframe; other items may require significant investments of time.

Ideas for Early Implementation

Develop a marketing package, strategy and distribution network to promote Mt. Lebanon with the help of the Economic Development Council, Public Information Office and Partnerships.

Cooperation: Coordinate Transit Oriented Development projects and policies with neighboring communities and identify ways to leverage investment.

Cooperation: Participate in a regional strategic planning approach regarding education, outreach and the creation of effective, responsive systems of community health and well-being.

Vitality: Evaluate existing zoning, land development, building and maintenance codes to audit and understand potential impacts of construction and infill/redevelopment and the balance between preserving the integrity of the established neighborhoods.

Vitality: Institute more frequent code enforcement throughout the Municipality to take a proactive approach to maintenance.

Vitality: Update the Zoning Ordinance (i.e. setbacks, garages and driveways) where flexibility and options are lacking, to encourage use and reuse of existing housing stock rather than tear-downs.

Vitality: Issue and pursue an RFQ/RFP for mixed-use air rights development over the LRT station to encourage new development consistent with the recommendations of the 2008 Transit Revitalization Investment District Study.

Connectivity: Implement the adopted Traffic Management Programs and Road Safety Audit working with the Commission and Municipal Traffic Engineer to identify funding and implement recommended improvements.

Systems: Maintain street infrastructure at an "acceptable" Overall Condition Index (OCI) rating throughout the next 20-year period as per the adopted Ordinance.

Systems: Implement the recommendations from the Master Plan to guide the development of the Public Works Facilities located at 1250 Lindendale Drive as appropriate.

Systems: Complete the renovation/repairs of the South Garage and North Garage based upon the findings and recommendations of the Comprehensive Facility Review as prepared by Atlantic Engineering Services of Pittsburgh and any subsequent detailed feasibility analysis.

Possible Funding Sources

Staff Time: These opportunities indicate areas where staff members would be tackling existing work tasks in an enhanced or new way based on the recommended action.

Internship Opportunity: There are a number of schools in the area that have programs requiring internships. Some relevant schools and programs include the following:

Carnegie Mellon University's H. John Heinz III College (graduate degrees in policy, management and technology)
Arts Management
Information Systems Management
Public Management
Information Technology
Public Policy and Management

Carnegie Mellon University's School of Architecture
Bachelor of Architecture
Master of Architecture
Master of Building Performance and Diagnostics
Master of Sustainable Design
Master of Urban Design

University of Pittsburgh Graduate School of Public and International Affairs
Public Administration
The Center for Metropolitan Studies – connects the academic programs at GSPIA with state and local governments, federal agencies, regional governance institutions, and nonprofit organizations in the United States to address real time problems they are confronting

University of Pittsburgh Undergraduate Urban Studies
Community Organization
Urban Policy and Administration
Urban Planning

University of Pittsburgh Swanson School of Engineering

Chatham University
Master of Landscape Architecture

Duquesne University
Master of Interpretive and Qualitative Research
Master of Social and Public Policy
Master of Community Leadership within the School of Leadership and Professional Advancement

Mt. Lebanon Community Endowment: This organization is a 501(c)(3) charitable organization that was established to build and manage a permanent fund to bridge the growing gap between shrinking budgets and the increasing costs of maintaining the community's character. Its objective is to provide a sustainable philanthropic vehicle that preserves and enhances the community for current and future generations. The Community Endowment supports the community by making grants to programs, organizations and individuals in need. While not identified as a possible funding source for any particular project, this organization could serve as a key funder for targeted priority projects. This approach will allow the Community Endowment to meet its goals while providing targeted funds for important Municipal projects.

Local Organizations: Mt. Lebanon is home to a large number of religious and civic organizations that could contribute to the short and long term implementation of the Comprehensive Plan. In moving forward with the Plan's implementation, it will be important to both publicize the implementation of the Plan and specifically reach out to organizations who could assist with specific actions or engage a larger audience. Mt. Lebanon's residents are involved in their community and utilizing the infrastructure of existing organizations will help to get people on board and assisting with the Plan's implementation. There is an opportunity for local organizations to "adopt" one or more recommendations and take ownership in their implementation. Expanding opportunities for public/private partnerships may be an avenue for local organizations and the Municipality to work together towards implementation of the

Comprehensive Plan's recommendations. *The Mt. Lebanon Partnership* is an invaluable municipal partner in seeking financial assistance from outside organizations, especially foundations. The Mt. Lebanon Partnership looks forward to further actualizing the opportunities of a non-profit in future years and further expanding the scale and type of events within the community as well as providing a strengthened link in the public-private partnerships that come to fruition within the community.

Regional/Local Foundations: There are a number of local foundations that award money for different types of projects. As the Municipality experiences, this would require continued municipal investment of staff time for the preparation and pursuit of grants.

Heinz Endowments: The Endowments supports projects designed to improve the quality of life in the region and to address challenges it shares with communities across the United States. Five disciplines are represented by grant-making program areas: Arts & Culture; Children, Youth & Families; Community & Economic Development; Education; and Environment.

Forbes Fund: (via a neighborhood nonprofit) The Forbes Funds awards grants to help nonprofits build their management capacity to so they can ultimately more effectively deliver on their mission.

The Buhl Foundation: The Buhl Foundation aims to create community legacies by leveraging its resources to encourage people and organizations to dream, to innovate and to take action.

Hillman Family Foundations: The Foundation's grant program primarily focuses on projects within the following areas: community/economic development, cultural advancement/arts, education, environment/conservation, health/medicine, human/social services.

Grable Foundation: The Pittsburgh region earns repeated accolades as one of the nation's best places for kids...to learn, to play, to imagine, to experience, to grow. As such, The Grable Foundation invests in high-performing organizations that clearly advance dreams. Utilizing timely research and data as well as link organizations to one another so that, together, the Pittsburgh region will increasingly enrich the lives of all children.

Regional Organizations: While many local organizations may not offer direct financial assistance, they can often partner with local governments for various efforts like community workshops, outreach, etc.

Pennsylvania Environmental Council: The Pennsylvania Environmental Council (PEC) protects and restores the natural and built environments through innovation, collaboration, education and advocacy.

Coro Center for Civic Leadership: By developing a network of local and regional organizations willing to create internship and project opportunities for program participants, Coro creates a safe space in which diverse organizations and leaders enter into dialogue with program participants and with each other.

Urban Land Institute: ULI is an international, non-profit organization that explores a variety of land use issues, impartially reports findings, and convenes forums to find solutions. Members control, own or enhance the value of more than 80 percent of the U.S. real estate market.

APA-PA: The Pennsylvania Chapter of the American Planning Association provides leadership in the development of vital communities by advocating excellence in community planning through education, empowerment, partnership, and public policy.

Action Plan Table

A. Cooperation

Goal: Elevate Mt. Lebanon through outreach to citizens, municipal departments/agencies and outside governments/agencies. Focus locally but think regionally.

Objective 1: Look for opportunities to participate in a regional response to address the common needs and challenges of neighboring communities within the objective of increasing efficiencies, opportunities and overall stability of the region.

Actions

1 Coordinate Transit Oriented Development projects and policies with neighboring communities and identify ways to leverage investment.	On-going	PO, COM, PW, TB, DORMONT, CS, EDC/CDO	\$ to \$\$\$\$	SHACOG, FN, PN
2 Engage and support initiatives that improve regional transportation and public transit aimed at reducing the traffic volume in Mt. Lebanon and surrounding communities.	On-going	PO, COM, PW, TB, DORMONT, CS, EDC/CDO	\$ to \$\$\$\$	SHACOG, FN, PN
3 Work with local universities as part of graduate level coursework or other programs (i.e. CMU Sustainable Community Development Course/Parking Study Dormont) in determining and realizing innovative ways to address opportunities that may benefit Mt. Lebanon.	Immediate	PO, COM, PS, PW, TB	\$	IO, STAFF
4 Work with Allegheny County related to transportation initiatives identified by the municipality and supported by Allegheny Moves to secure funding for infrastructure improvements.	On-going	PO, COM, PW, TB, SPC, EDC/CDO	\$ to \$\$\$\$	SHACOG, FN, PN, AC
5 Work with a selected grant and revenue consultant to administer any programs funded through successful grant and private foundation applications as well as implement any approved public-private partnership programs, advertising supported public amenities or other marketing programs to generate revenues.	On-going	PO, COM, PW, TB, EDC/CDO	\$	SHACOG, FN, PN, AC

Objective 2: Promote community spirit, participation, unity and diversity through a variety of municipal experiences and opportunities.

Actions

1 Expand mentoring programs/opportunities within the community where adults and secondary education-age residents can share their knowledge and experience.				
a. Compile a list of senior citizens interested in sharing their time and talents with youth in the Municipality today; expand upon/cooperate with emerging school district inter-generational programs.	On-going	CRB, REC, SD	\$	STAFF, IO
b. Work to increase youth/student volunteering opportunities.	On-going	CRB, REC, SD	\$	STAFF, IO
c. Join with the School District to develop, name and promote a program that provides current Mt. Lebanon students with access to a network of former graduates as part of an entrepreneurial/talent sharing program.	On-going	CRB, REC, SD	\$	STAFF, IO
d. Prepare a quarterly feature in the mtl magazine that highlights the outcomes and lessons learned through the program.	On-going	PIO/media, REC	\$	STAFF

	Time	Partners	Est. Costs	Possible Funding
2 Promote meaningful, coordinated, time-efficient volunteer opportunities and investments in the community.				
a. Improve the messaging on what volunteer opportunities are available and how volunteer skills can be matched with relevant goals, objectives, age focus and outcomes.	Short-term	REC, CRB	\$	STAFF, IO, VOL
b. Publicize progress of volunteer time commitments/outcomes on a project basis on all media fronts (print/television/online/social media outlets/spoken).	On-going	REC, SD, CRB	\$	STAFF, IO, VOL
c. Coordinate with the Mt Lebanon Community Endowment on priority municipal projects.	On-going	CRB, REC, MTLV	\$	STAFF, IO, VOL

Objective 3: Further optimize Municipal operational efficiencies including participating in regional responses as appropriate to address the common needs and challenges.

Actions

1 Seek and pursue additional community-based initiatives.				
a. Optimize joint Municipal-School programming opportunities with school facilities	On-going	MD, SD, FIN	\$	STAFF
b. Conduct bi-annual workshops to collectively review, discuss and solidify a list of items for fiscal, physical and administrative savings.	March September	PO, SD, FIN	\$\$	STAFF, IO
c. Strive to realize additional fiscal savings (2% savings over the previous year's expenditures) for joint materials purchasing in cooperation with the School District.	On-going	PO, SD, FIN	\$	STAFF
d. Schedule Municipal/School District events jointly to the greatest extent practical respective of time to realize energy and operational savings.	On-going	MD, SD, FIN	\$	STAFF
2 Identify additional opportunities to cooperate with neighboring communities to grow the region's economy and/or reduce expenses through shared services				
a. Work with others to organize a municipal operations sharing team (MOST) event to identify how municipalities, including Mt. Lebanon, can realize additional cost savings through cooperation.	On-going	COM, FIN	\$	IO, SHACOG
b. Host the MOST event every other year and act on decisions/opportunities accordingly.	Odd years	COM	\$\$	STAFF, IO, SHACOG
3 Participate in a regional strategic planning approach regarding education, outreach and the creation of effective, responsive systems of community health and well-being.	On-going	COM, SD, PS, PH, Neighbors, Universities	\$	STAFF, ID, FN

B. Vitality

Goal: Maintain Mt. Lebanon's character while accommodating new growth, redevelopment and evolving housing needs.

Objective 1: Maintain and enhance the appearance and integrity of the community's built environment.

Actions

1 Evaluate existing zoning, land development, building and maintenance codes to audit and understand potential impacts of construction and infill/redevelopment and the balance between preserving the integrity of the established neighborhoods.	Short-term	PO, COM, EDC/CDO, Real Estate Com., HPB, PIO/media,	\$\$	GF, LGA, FN
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Action Plan Table (con't)	Time	Partners	Est. Costs	Possible Funding
2 Conduct a Design Workshop series with resident design professionals and neighborhood representatives to formulate and sketch a series of infill/addition alternatives with specific focus on front yard encroachments.	Short-term	PO, PIO/media, HPB	\$\$	STAFF, IO, GF, DC, FN
3 Amend Municipal design guidelines to incentivize the provision of enhancements to the public realm when private development occurs.	Short-term	PO, COM, CDO, HPB, PF	\$\$\$	GF, LGA, FN
4 Expand the landlord databases for commercial and residential properties to strengthen avenues of communication and contact with landowners regarding matters and effects of development condition, care and safety.	Immediate	PO, INSP, CDO	\$	STAFF
5 Institute more frequent code enforcement throughout the Municipality to take a proactive approach to maintenance.	Immediate	INSP	\$\$	STAFF, FEE
6 Work with the Historic Preservation Board to establish local historic districts, with emphasis on the parts of the community eligible for National Register of Historic Places designation.	Short-term	PB, PO, HPB, HS	\$	STAFF
7 Conduct a joint meeting of the Planning Board and Historic Preservation Board to discuss and identify potential places, parameters and mechanisms associated with historic preservation in the community.	Immediate	PB, PO, HPB, HS	\$	STAFF
8 Assist the Historical Society of Mt. Lebanon with efforts to identify a space to improve its ability to better serve the community.	Short-term	PB, PO, HPB, HS	\$	STAFF
a Consider the Historical Society's request regarding the McMillan House and potential space alternatives dated 11/13/12.	Short-term	PB, PO, HPB, HS	\$	STAFF

Objective 2: Become a recognized regional leader in encouraging and guiding the development of quality infill housing and provision of adequate housing to meet the needs of all demographics.

Actions

1 Update Zoning Ordinance (i.e. setbacks, garages and driveways) where flexibility and options are lacking, to encourage use and reuse of existing housing stock rather than tear-downs.	Long-term	PO, COM, HPB	\$\$+	LGA, FN
2 Meet regularly with real estate professionals to provide municipal information and marketing materials. Compile and analyze data up-to-date trends in development/redevelopment to maintain a current understanding of how Municipal Codes and other government actions and regulations can impact development and redevelopment.	Medium-term	PO, PIO/media, HRB, PF	\$	STAFF
3 Collect and compare data from performance benchmarks to understand current patterns between housing, socio-economic and municipal	Short-term	PO	\$	STAFF
4 Conduct a community survey and meet with realtors to identify any gaps in available housing options and non-residential options; use data to shape opportunities for housing infill/redevelopment opportunities.	Medium-term	PO, PIO/media, ULI, NAIOP	\$	STAFF

Objective 3: Encourage strengthened vitality of the community and business districts

Actions

1 Issue and pursue an RFQ/RFP for mixed-use air rights development over the LRT station to encourage new development consistent with the recommendations of the 2008 Transit Revitalization Investment District Study.	Immediate	PO, COM, EDC/CDO, PF, PN, PAT	\$\$	
a. Work with Commercial Districts Manager and the Economic Development Council to identify possible funding opportunities and	On-going		\$	DCED, FN, STAFF
b. Identify possible public/private partnership opportunities.	On-going		\$	DCED, FN, STAFF
c. Work to facilitate required Port Authority approvals related to infrastructure, operational issues, station upgrades and incorporation of additional multi-modal components.	Short-term		\$	STAFF, PAT, PB

	Time	Partners	Est. Costs	Possible Funding
2 Explore the feasibility and benefits of other public-private investment opportunities within the community's business districts; pursue and follow-through with opportunities as they arise.	On-going	PO, COM, EDC, CDO	\$	STAFF
3 Vitalize our business districts by creating a strategic plan for Uptown and Beverly Road.	Short-term	PO, COM, EDC, CDO, BUS	\$	STAFF
4 Use technology such as software applications to map location of merchants/promotions, encourage facade improvements and use of upper floors, and continue/expand events to attract people to Uptown and Beverly Road	On-going	PO, PW, COM, EDC, CDO, BUS	\$	IO, VOL

C. Connectivity

Goal: Provide a safe, efficient and complete transportation system for the residents and businesses of Mt. Lebanon.

Objective 1: Ensure that pedestrians and cyclists have safe and efficient routes throughout the municipality. Maintain and upgrade the pedestrian experience in the Washington Road business district, focusing on connections with transit options and safe movement within the district.

Actions

1 Prioritize and develop a work plan to implement the Road Safety Audit Study.	Short-term	PO, COM, PW, TB	\$	STAFF
2 Implement the recommendations of the Road Safety Audit Study with emphasis on pedestrian safety.	Long-term	PO, COM, PW, TB	\$\$\$\$	STAFF, FN, SHACOG
3 Increase bicycle safety with increased signage and markings by addressing areas mentioned in the Road Safety Audit Study followed by increased signage throughout the community.	On-going	PO, COM, PW, TB	\$\$	STAFF
4 Develop a ConnectLebo digital and mobile application (app) to enable pedestrians to identify the safety, distance and topography, etc. of routes between destinations within Mt. Lebanon., evaluate parking needs and replace sidewalks.	On-going	PO, COM, PW, TB	\$\$ to \$\$\$\$	IO, UPMC, MRTSA, SD, VOL, DCNR, HA

Objective 2: Define and evaluate big-picture solutions for traffic congestion.

Actions

1 Develop a private-public partnership to complete a Traffic Study/Audit of Washington Road to determine the feasibility of implementing a Road Diet/"right-sizing" on Washington Road.	Short-term	PN, COM, PW, TB, BUS	\$\$\$	SHACOG, PN, FN, VOL
2 Host bi-annual dialogues with PennDOT and the Port Authority to review ridership information and identify adequacies/deficiencies of public transit services in the community.	Short-term	PN, COM, PW, TB, BUS, PO, PAT	\$	SHACOG, PN, PAT, STAFF
3 Develop a private-public partnership to complete a Traffic Study/Audit of other key corridors in the Municipality as appropriate to determine the feasibility of implementing other improvements.	Short-term	PN, COM, PW, TB, BUS	\$+	SHACOG, PN, FN, VOL, AC

Action Plan Table (con't)

Objective 3: Using the concept of Complete Streets, improve the safety, security and appearance of the public realm in the commercial districts and adjoining neighborhoods.				
Actions				
1 Continue the sidewalk replacement program and proactively expand/enforce needed improvements related to pedestrian infrastructure.	On-going	PW	\$\$\$	GF, FN, AC
2 Continue sponsoring and hosting initiatives in the public realm to highlight the community's rights-of-way are pedestrian-focused.	Short-term	PO, COM, PIO/media,SDcommunity	\$	IO, FN, GF

Objective 4: Promote safe, expedient travel for pedestrians, bicycles and vehicles through local neighborhoods with improvement measures that address the potential impact on the surrounding neighborhoods.				
Actions				
1 Implement the adopted Traffic Management Program and work with the Commission and Municipal Traffic Engineer to identify funding and implement recommended improvements.	Short-term	PO, COM, PW, TB	\$	GF, STAFF

D. Systems

Goal: Continue providing high-quality public services with greater efficiencies and prioritized upgrades.

Objective 1: Continue to maintain a high level of municipal services and police, fire and public safety protection.				
Actions				
1 Maintain street infrastructure at an "acceptable" Overall Condition Index (OCI) rating throughout the next 20-year period as per the adopted Ordinance.	On-going	COM, MD, PW	\$\$\$\$	GF
2 Implement the recommendations for the Master Plan to guide the development of the Public Works Facilities located at 1250 Lindendale Drive as appropriate.	Short-term	COM, PW, SD	\$ to \$\$\$\$	GF

Objective 2: Ensure that infrastructure demands of proposed development and redevelopment are balanced with services available within the community.				
Actions				
1 Complete a Comprehensive Pedestrian and Bike Plan.	On-going	BUS, CRB, CDO, SD, PO	\$\$+	BP, FN, GF
2 Determine parking/redevelopment options, funding needs and desired implementation schedule to meet the parking needs and improve parking communications/technologies within the business districts and multi-family residential areas.	Short-term	PW, PIO/media, TB, MD, PF, CDO/EDC	\$\$+	GF
3 Conduct a detailed garage feasibility analysis and a parking displacement study of the existing South Garage	Medium-term	PO, COM, MD, PF	\$\$+	GF
4 Complete the renovation/repairs of the South Garage and North Garage based upon the findings and recommendations of the Comprehensive Facility Review as prepared by Atlantic Engineering Services of Pittsburgh.	Long-term	BUS, CDO, SD, PO, PF	\$\$+	GF, FEE
5 Actively participate in the ALCOSAN Wet Weather Plan planning process and allocate appropriate funds for municipality-wide improvements; implement provisions of the plan as required and necessary.	On-going	PW, PIO/media, COM, PO	\$\$\$+	3RWW, FN, GF
6 Improve the municipal storm sewer system through the installation of infrastructure improvements.	Medium-term	PW, PIO/media, COM, PO	\$\$\$-\$\$\$\$	Stormwater Fund

	Time	Partners	Est. Costs	Possible Funding
Objective 3: Promote sustainability and recycling throughout the community.				
Actions				
1 Install recycling receptacles near existing waste receptacles in neighborhood business districts.	Short-term	SC, PW, CRB, ESB	\$\$	FN, SC
2 Engage with regional organizations, efforts and government programs by hosting a sustainability workshop to promote sustainability and energy within the Municipality, for example, the Sunshot Initiative.	On-going	PW, COM, SC	\$\$\$\$	FN, SC
3 Consider incorporating elements of green infrastructure such as pervious pavement, pervious planting beds and other stormwater collection strategies that could benefit from collection and detention facilities in the design/construction projects.	Medium-term	PO, PB, ESB, SC	\$\$	FN, SC
4 Institute a series of LEED related standards within the Municipality Zoning Code as requirements and/or incentives associated with infill/redevelopment.	Medium-term	PO, PB, SC	\$\$	FN, SC
5 Show case sustainability in Municipality-owned buildings and maintenance effort pursuing one project per year at the various municipal facilities.	On-going	PW, COM, SC, HPB, PIO/media	\$\$\$	FN, SC
6 Conduct outreach to businesses on sustainability by developing educational materials to increase recycling by commercial users.	On-going	PIO, CRB, LB, PIO/media, PB, PO, SC	\$	FN, SC
7 Consider implementing the recommendations developed by Nestor Resources, in conjunction with the Environmental Sustainability Board and the Public Works Director for alternative waste and recycling service offerings that could compliment or improve the current system.	Medium-term	PO, PB, ESB, SC	\$ to \$\$\$	FN, SC
8 Update the Zoning Ordinance to include regulations for alternative energy sources such as CNG fueling and electric charging stations and solar and wind alternatives.	Medium-term	PO, PB, SC, ESB	\$\$	GF, SC, FN
9 Evaluate the economics and environmental benefits of the purchase of more energy efficient equipment and vehicles, including the conversion of existing vehicles to natural gas.	Medium-term	PO, PB, ESB, SC	\$	STAFF, IC
10 Enhance public safety and public works data management capabilities and cooperate with others to create a mutual aid-equivalent for public works	On-going	PW, PS, COM	\$	STAFF, IO

E. Resources

Goal: Enhance the municipality's provision of natural and civic amenities for those of all abilities and ages.

Objective 1: Maintain adequate active and passive open space and recreation facilities to meet the needs of the community.

Actions

1 Prioritize needs for Municipal active and passive recreation facilities.	On-going	REC, COM	\$	GF, FN
a Update demographics associated with the Municipality's park master planning efforts	Short-term	REC, SAB, PAB, PO COM	\$	GF, FN
b. Conduct a series of online and in-person town hall meetings to present the analysis and weight needs and improvements.	Short-term	REC, SAB, PAB, PO COM	\$	GF, FN
c Implement the prioritized renovations and new construction of recreation facilities.	Long-term	REC, SAB, PAB, PO COM	\$\$+	GF, FN

Action Plan Table (con't)

	Time	Partners	Est. Costs	Possible Funding
2 Succeed in dialogue and working together with the school district to expand available active and passive recreation facilities available to residents and maximize space in the community.	On-going	REC, PO, COM, SD	\$	SC, SD, GF, FN
3 Evaluate all alternatives that would make additional field space available for youth sports activities.	Immediate	REC, SAB	\$	STAFF, GF
a. Address athletic fields needs in the community to lessen stress on existing fields such as, but not limited to, installing artificial turf and lights at Wildcat and Middle Fields or, alternatively, constructing athletic fields at Robb Hollow and Cedar Boulevard.	Short-term	SAB, REC	\$\$\$\$	STAFF, GF, DCNR, FEE, OG
b. Consider how McNeilly Field, inclusive of two rectangular fields and a baseball/softball field with supporting infrastructure and amenities, can contribute to overall municipal field space and pursue improvements accordingly.	Short-term	SAB, REC, PAB, Private Sector	\$\$\$\$	STAFF
c. Determine if additional field space still needs to be provided and prioritize the provision of that space in consideration of other planned park and recreation upgrades.	Short-term	SAB, REC, PAB	\$	STAFF, GF, DCNR, FEE, OG
4 Evaluate the impacts and determine the course of action for constructing an off-leash exercise area for dogs. Consider factors such as space for normal interaction; secure fencing and gates; clean-up stations; water and shelter; and a separate area for small dogs. Work towards the implementation of the desired course of action.	Short-term	REC, PAB	\$\$\$	STAFF, GF, DCNR, OG
5 Recognize the role of recreation facilities as a community resource and continue to reach out to residents to determine how and to what extent their needs for and access to these important resources are being met.	Immediate	REC, PAB, SAB, PO, COM, PB	\$	STAFF
6 Further how the relationship and complimentary roles between the Parks Advisory Board and Sports Advisory Board can be enhanced.	Immediate	PAB, SAB	\$	STAFF

Legend:

3RWW	3 Rivers Wet Weather	HPB	Historic Preservation Board
AC	Allegheny County	HS	Historical Society
BP	Bike Pittsburgh	HA	Hospital Authority
BUS	Business Community	ITO	Information Technology Office
COM	Commissioners	INSP	Inspection Office
CRB	Community Relations Board	IO	Internship Opportunity
DCED	Department of Community and Economic Development	LB	Library Board
DCNR	Department of Conservation and Natural Resources	LGA	Local Government Academy
DC	Design Center	MRTSA	Medical Rescue Team South Authority
EDC/ CDO	Economic Development Council; Economic Development/Commercial Districts Office	MD	Municipal Departments
EG	Education-Related Grants	OG	Other Grants
ESB	Environmental Sustainability Board	PF	Parking Facilities Board
FEE	Fees	PAB	Parks Advisory Board
FIN	Finance Department	PN	PennDOT
FN	Foundations	PB	Planning Board
GF	General Fund		

Legend (con't)

7 Continue to advance Municipal efforts that have been initiated and financial commitments that have been made to address major community recreation facility upgrades such as the community swim center and tennis center.	On-going			
a. Finalize the conceptual design for the swimming pool upgrades and implement the upgrades.	Short-term	PAB, REC, PW, COM, PO	\$\$\$\$	DCNR, FEE, GF, FN, OG, Bonds
b. Replace ice rink flooring as appropriate and update the Municipality's Zamboni for ice rink use	Medicum	REC, PW, FIN, PAB	\$\$	GF, FN, DCNR
c. Complete golf course improvements including: contouring on Hole #4 and Hole #5 fairways, tee and cart path improvements, tees & drainage, cart path improvements, on-course restroom facility, pavilion and utility extensions, learning center /driving range, design and initiating clubhouse improvements.	Medium-term	SAB, PW	\$\$+	FEE, GF, DCNR, OG
d. Complete golf course improvements including: contouring on Hole #4 and Hole #5 fairways	Medium-term	SAB, PW	\$\$\$+	FEE, GF, DCNR, OG
e. Complete other golf course upgrades (tee and cart path improvements, tees & drainage, cart path improvements, on-course restroom facility, pavilion and utility extensions, learning center /driving range, design and initiating clubhouse improvements) to retain existing and attract new patrons.	Long-term	SAB, PW	\$ to \$\$\$\$	FEE, GF, DCNR, OG
f. Examine and prioritize the physical improvements at the remaining Municipality-owned parks and implement as funds become available.	Long-term	FIN, REC, PW, PAB	\$\$\$ to \$\$\$\$	GF, FN, DCNR, Bonds
8 Promote public/private partnerships related to recreation planning and improvements to maximize recreation opportunities in a cost effective manner.	Immediate	REC, PAB, COM, PIO/media	\$	STAFF
a. Work with the private partnership group(s) to implement recreation improvements.	Short-term	PAB, REC, PW, COM, PO	\$+	STAFF, DCNR, FEE, GF, FN, OG

Objective 2: Optimize avenues for improving resources.

Action

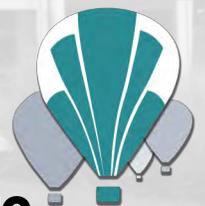
1 Work with the Mt. Lebanon Partnership to expand discussion on the Partnership's role within the community and opportunities to build needed volunteer/organization manpower.	Immediate	CRB, EDC/DCO, MfLP	\$	STAFF
2 Continue to conduct the annual evaluation of user fees to determine appropriateness and/or adjustment; implement new or revised user fees where applicable	ON-going	MD, COM	\$	STAFF

- | | | | |
|---------------|--|-------|---|
| PO | Planning Office | SPC | Southwestern Pennsylvania Commission |
| PAT | Port Authority Transit | SAB | Sports Advisory Board |
| PIO/
media | Public Information Office/mfL Magazine,
other media | STAFF | Staff Time |
| PS | Public Safety | SC | Sustainability Community |
| PW | Public Works | TB | Traffic Board |
| REC | Recreation Department | UPMC | University of Pittsburgh Medical Center |
| SD | School District | VOL | Volunteers |
| SHACOG | South Hills Area Council of Governments | ZHB | Zoning Hearing Board |



elevate understanding

Mt. Lebanon's existing and relevant background information



Elevate

Looking beyond today's horizon

Background in focus

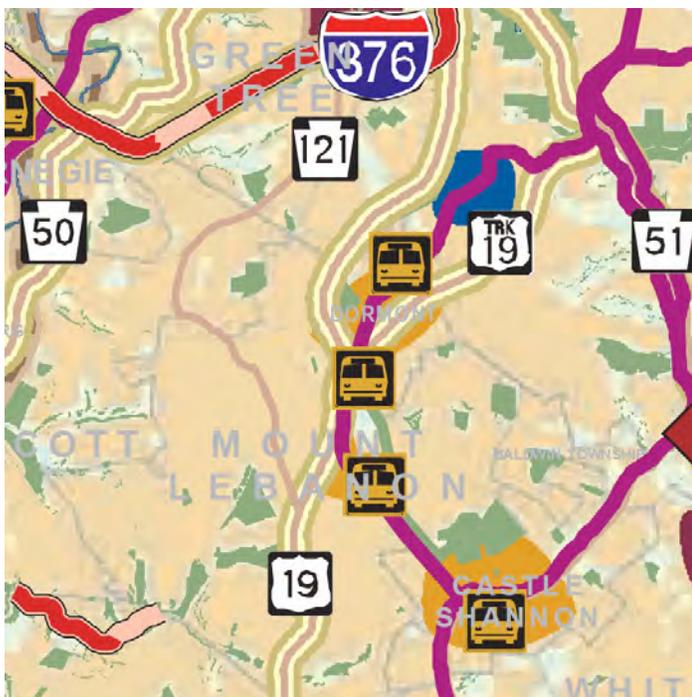
Existing conditions help set the stage for action. As part of the comprehensive planning process, various information was gathered and evaluated. Planning efforts by others, demographic trends and physical conditions all come together as potential influences to outcomes and initiatives.

Compatibility with Allegheny Places and Surrounding Municipalities

Allegheny Places, Allegheny County's Comprehensive Plan, puts forth a number of ideas the Municipality could consider. The County's Future Land Use Plan is a guide for development and redevelopment through the year 2025. It is based on the modest rate of growth projected to occur over the planning period: a future population of approximately 1.3 million people, with a net gain of 32,000 housing units and 190,000 new jobs. While Mt. Lebanon presents a community that is nearing build-out, the Municipality has the opportunity to attract a

portion of these residents along with expanding businesses. Similar to the Municipality's ideas for future land use, Allegheny Places denotes Mt. Lebanon for its future infill development and transit improvements. Where Allegheny Places denotes areas of conservation, there are intended areas of sensitive environmental features, scenic landscapes, and cultural resources. The Municipality's planning strategies and projects impact its surrounding communities and vice versa. The Municipality's comprehensive planning efforts follow planning in Scott Township and are a pre-cursor to efforts in neighboring Dormont and Upper St. Clair. Where there are opportunities to pursue multi-municipal efforts that realize savings of costs and time, the Municipality should evaluate the benefits. This is especially true as related to resolving impacts of regional transportation patterns and intensity.

The County's designated community downtown area in Mt. Lebanon is compatible with the aims of the Municipality where additional business development can occur in a mixed-use setting that includes residential, office, retail, and other compatible uses.



Key Demographic Observations

An examination of socio-economic trends (for 2000, 2010, and 2015) in the Pittsburgh Metropolitan Statistical Area (MSA) was conducted as part of the Mt. Lebanon Comprehensive Plan update. The analysis and recommendations that follow are based on a combination of quantitative and qualitative techniques. Quantitative analysis was underpinned by a combination of public and proprietary data sources, including U.S. Census-based data and Esri's Community Analyst software — a socio-economic data analysis tool. Estimated and projected socio-economic trends examined included population and household growth, formation of family and non-family households, household income and tenure, and age cohort characteristics. It is anticipated that in years to come, Mt. Lebanon will aim to attract and retain residents from throughout the Pittsburgh region as well as from other places across the United States.

Population

Reflective of both regional and national demographic trends, the MSA realized decline from 2000 to 2010 within the younger age cohorts due to a variety of factors, including the increase in couples choosing to have fewer or no children. Conversely, the central core of baby boom generation (persons born between 1946 and 1964) is responsible for the marked increase in persons between 55 and 64 years of age in these geographies. Persons in this age group (typically identified with empty-nester households) will exert strong influence on new and smaller housing choices in the local area over the coming two decades. While the percentage increases in the over-85 category are significant, the number of people in this category are a small component of the overall population. Median age increased by four years from 2000 to 2010.

Table 1: Population Age Trends, Pittsburgh MSA

Pittsburgh MSA				Percentage Change	
	2000	2010	2015	2000-2010	2010-2015
Total Population	2,431,087 100.0%	2,368,989 100.0%	2,333,063 100.0%	-2.6%	-1.5%
< 5 Years	134,852 5.5%	126,599 5.3%	120,969 5.2%	-6.1%	-4.4%
5 to 14 Years	312,419 12.9%	269,733 11.4%	262,936 11.3%	-13.7%	-2.5%
15 to 34 Years	585,138 24.1%	550,340 23.2%	541,481 23.2%	-5.9%	-1.6%
35 to 54 Years	736,473 30.3%	673,196 28.4%	596,074 25.5%	-8.6%	-11.5%
55 to 64 Years	231,439 9.5%	323,414 13.7%	352,316 15.1%	39.7%	8.9%
> 64 Years	430,740 17.7%	425,707 18.0%	459,240 19.7%	-1.2%	7.9%
Median Age	40 years	43 years	44 years	7.8%	2.1%

Source: US Census Bureau, Esri Community Analyst; 4ward Planning LLC, 2012

Table 2: Population Age Cohorts, Pittsburgh MSA

Age groups representing the principal source of residential demand within the MSA over the coming two decades are highlighted below. While persons within the 25-54 age groups represent the majority of adult residents in the area, trends indicate growth within the 55-74 age cohort – a group which will exert considerable influence on the type of housing developed/redeveloped.

The geographies were selected based on the strong likelihood that these areas serve as primary market draws for consumer purchases, labor supply, and housing demand — all key factors associated with this analysis.

Labor and industry trends were analyzed for the Pittsburgh MSA and, for comparison purposes, the State of Pennsylvania. Labor data was gathered from the U.S. Census Bureau's *On The Map* data server. Work area analysis was performed for the most recently available years (2005, 2007, and 2009).

The below identified age groups represent the principal source of residential demand within the MSA over the coming two decades. While persons within the 25 to 54 age groups represent the majority of adult residents in the area, trends indicate growth within the 55 to 74 age cohort – a group which will exert considerable influence on the type of housing developed.

Table 2: Population Age Cohorts, Pittsburgh MSA

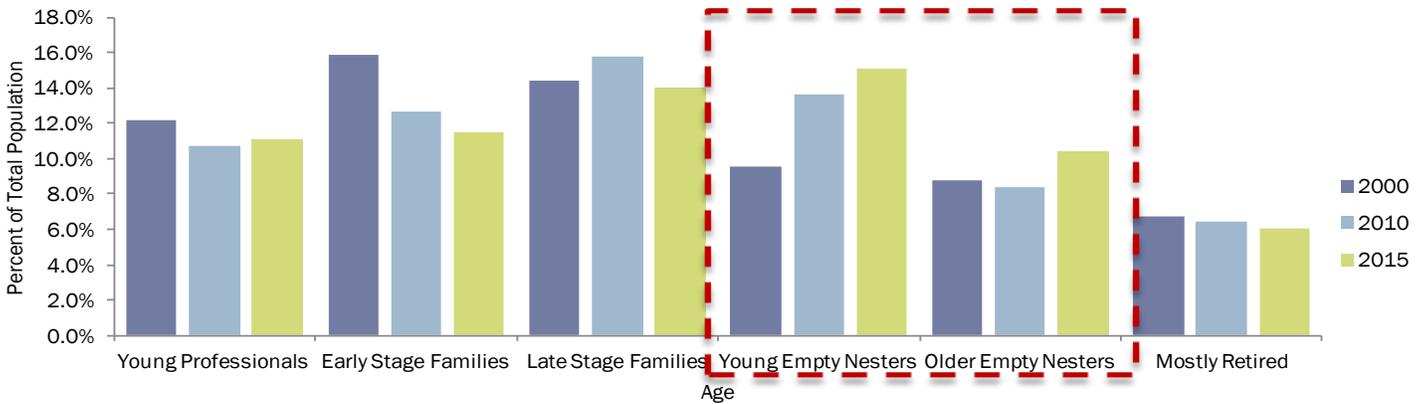


Table 3: Mt. Lebanon Age Characteristics

	Total population	Median Age (years)	% under 5 years	% 5 to 19 Years	% 18 years and over	% 62 years and over
2010	33,137	43.8	5.7%	19.5%	76.5%	22.4%
2000	33,017	41.8	6.1%	18.7%	75.2%	21.4%

Households

The ownership rate in the Pittsburgh MSA decreased from 2000 to 2010 and is expected to decrease slightly through 2015. The percentage of rented housing remained largely flat from 2000 to 2010, with that trend continuing through 2015. Within this same time period, the rate of home ownership in Mt. Lebanon rose slightly.

Table 4: Owner-Occupied Housing Units Comparison, Pittsburgh MSA

Table 5: Rented Housing Units Comparison, Pittsburgh MSA

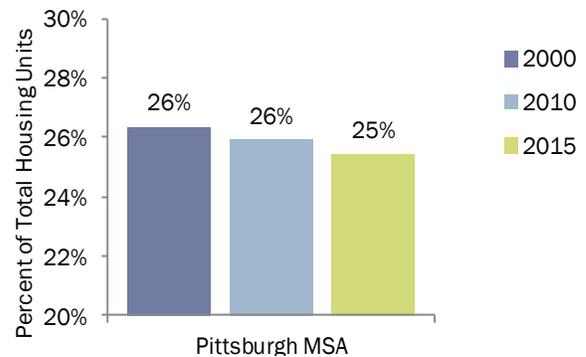


TABLE 6: Household Size, Mt. Lebanon

	Total Population	Total households (HH)	Avg. owner-occupied HH size	Avg. renter-occupied HH size
2010	33,137	13,861	2.55	1.69
2000	33,017	13,610	2.61	1.64

TABLE 7: Housing Occupancy Rates, Mt. Lebanon

	Total housing units	Occupied housing Units	Vacant housing units	Homeowner vacancy rate	Rental vacancy rate
2010	15,040	94.4%	5.6%	1.8%	7.2%
2000	14,089	96.6%	3.4%	-	5.4%

TABLE 8: Units per housing structure, Mt. Lebanon

	Total housing units	1-Unit detached	1-Unit attached	2-Units	3 or 4 Units	5 to 9 Units	10 to 19 Units	20+ Units	Mobile home
2010	14,488	69.2%	5.2%	3.4%	1.1%	4.3%	3.3%	13.5%	0.1%
2000	14,089	69.1%	5.3%	-	90.0%	3.6%	4.6%	13.4%	0.1%

TABLE 9: Year Householder Moved Into Unit, Mt. Lebanon

	Occupied housing Units	Moved in 2005 to 2010	Moved in 2000 to 2004	Moved in 1990 to 1999	Moved in 1980 to 1989	Moved in 1970 to 1979	Moved in 1969 or earlier
2010	13,861	27.3%	19.6%	21.8%	13.8%	9.2%	8.3%
2000	13,610	0.0%	0.0%	-	20.0%	13.2%	13.0%

TABLE 10: Year Housing Units Built, Mt. Lebanon

	Total housing units	Built 2005 to 2010	Built 2000 to 2004	Built 1990 to 1999	Built before 2000
2010	14,447	0.5%	2.3%	1.9%	95.3%
2000	14,089	0.0%	0.0%	0.1%	99.9%

The below chart illustrates how household income in the MSA has shifted over the 2000 to 2010 period, as well as the degree to which it is projected to change through 2015. Specifically, in 2000, about 18 percent of households earned more than \$75,000 annually. By 2010, this value increased to 29 percent. The growth in upper income households is projected to rise through 2015, with over a third of households in the area projected to earn more than \$75,000 annually.

TABLE 11: Households by Income, Pittsburgh MSA

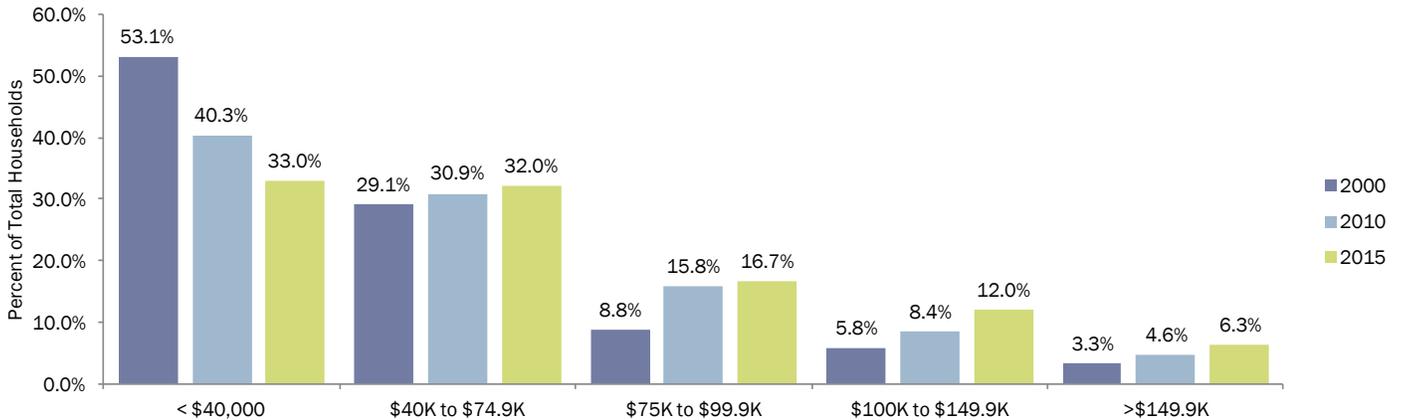


TABLE 12: Individual and Household Income, Mt. Lebanon

	Total households	Median household income	Mean household income	Median individual income 25+ years old with earnings
2010	13,861	\$77,742	\$104,460	\$33,976
2000	13,598	\$60,783	\$80,105	-

TABLE 13: Educational Attainment 2010 Snapshot, Pittsburgh MSA

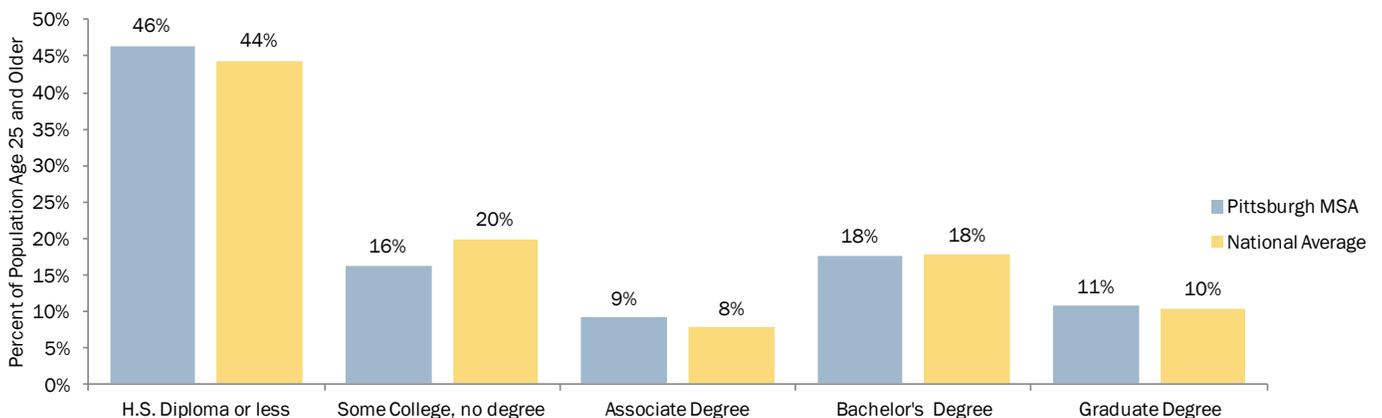


TABLE 14: Educational Attainment, Mt. Lebanon

	Population 25 yrs+	High school or higher	Bachelor's degree or higher
2010	23,359	97.9%	63.4%
2000	23,560	95.4%	61.0%

TABLE 15: School Status, Mt. Lebanon

	Population 3 yrs +	Nursery or preschool	Kindergarten	Grades 1-8	Grades 9-12	College or graduate school
2010	8,102	11.0%	4.0%	40.8%	24.5%	19.7%
2000	8,321	10.0%	4.2%	47.3%	23.8%	14.7%

Employment and Income

Relatively flat population and household growth across all geographies examined is anticipated through 2015. However, the growth that is expected is will likely be concentrated among a number of demographic categories such as higher-income households, 55 to 74 year olds and non-family households. Households in these demographic segments would be expected to prefer smaller living quarters located in walking distance to amenities and prospective employment opportunities.

Over the 2005 to 2009 period, Pennsylvania had an average annual primary job base of about five million, with Health Care and Social Assistance, Manufacturing, and Retail Trade also serving as the three leading employment sectors, respectively, over that period. With a share of 17 percent in 2009, the Health Care and Social Assistance sector has shown growth since 2005, while Manufacturing and Retail Trade have decreased slightly. The Educational Services sector gained slightly while Accommodation and Food services and Professional Services sectors remained relatively flat between 2005 and 2009.

TABLE 16: Pittsburgh MSA Top Six Industries by Percent of Total Employment

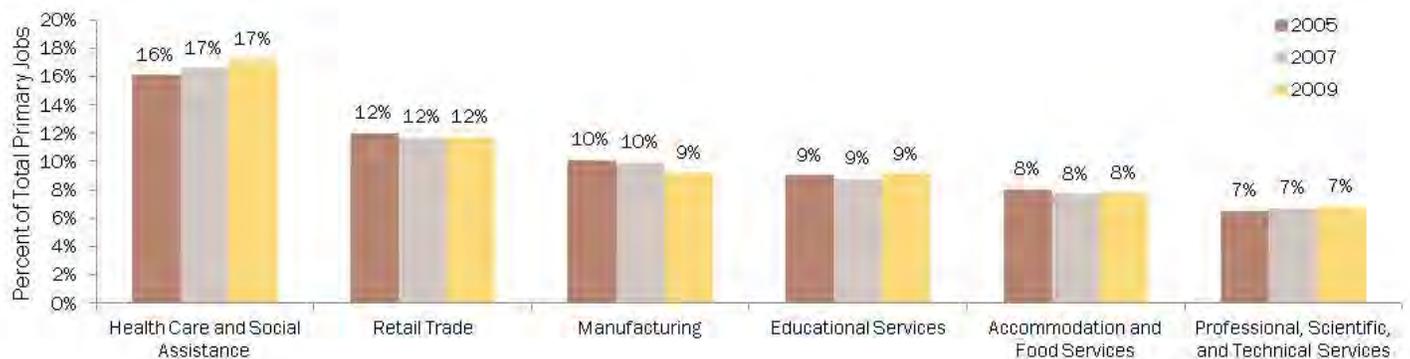
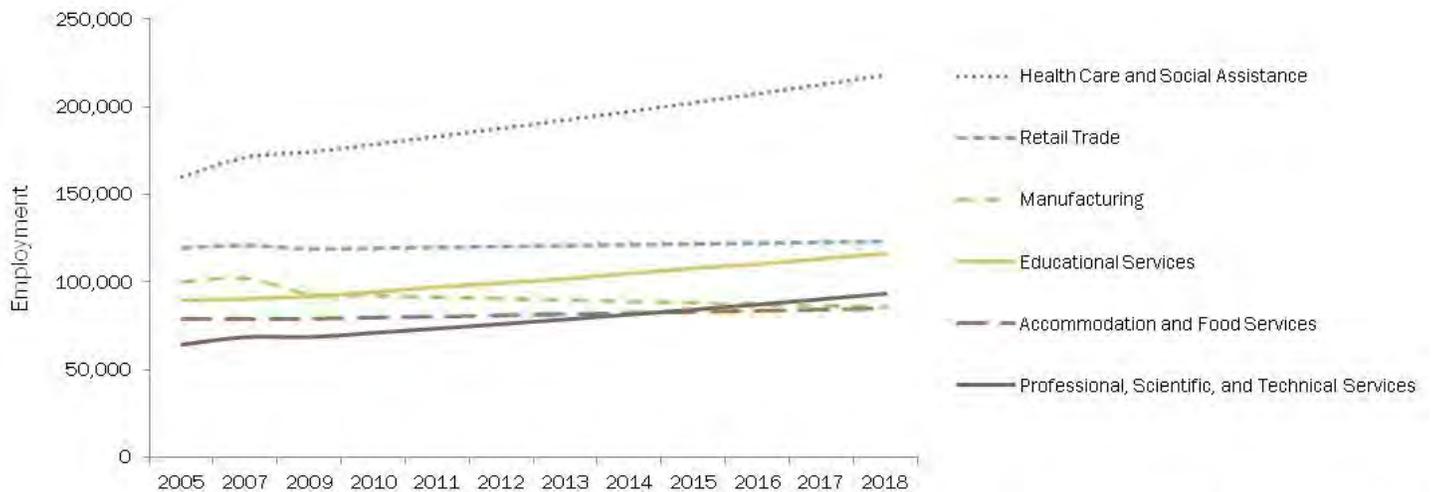


TABLE 17: Pittsburgh MSA Top Six Industries, Projected Growth in Employment



Source: US Census Bureau, QWI Online; 4ward Planning LLC, 2012

TABLE 18: Top Five Largest Occupations by Industry Sector

Industry Sector	Occupation	Projected Percent Employment Growth, 2010-20	Annual Mean Wage, 2011	Projected Annual Mean Wage, 2018
Health Care and Social Assistance	Registered Nurses	26%	\$62,130	\$73,853
	Nursing Aides, Orderlies, and Attendants	20%	\$26,750	\$31,797
	Home Health Aides	69%	\$20,230	\$24,047
	Personal Care Aides	71%	\$20,380	\$24,225
	Licensed Practical and Licensed Vocational Nurses	22%	\$40,680	\$48,356
Retail Trade	Retail Salespersons	17%	\$26,410	\$31,393
	Cashiers	7%	\$18,920	\$22,490
	Stock Clerks and Order Fillers	1%	\$22,440	\$26,674
	First-Line Supervisors of Retail Sales Workers	8%	\$44,420	\$52,801
	Laborers and Freight, Stock, and Material Movers, Hand	15%	\$26,890	\$31,964
Manufacturing	Team Assemblers	6%	\$27,830	\$33,081
	First-Line Supervisors of Production and Operating Workers	2%	\$56,670	\$67,363
	Machinists	9%	\$40,800	\$48,498
	Inspectors, Testers, Sorters, Samplers, and Weighers	8%	\$40,030	\$47,583
	Laborers and Freight, Stock, and Material Movers, Hand	15%	\$26,890	\$31,964
Educational Services	Elementary School Teachers, Except Special Education	17%	\$55,280	\$65,711
	Teacher Assistants	15%	\$23,160	\$27,530
	Secondary School Teachers, Except Special and Career/Technical Education	7%	\$57,210	\$68,005
	Teachers and Instructors, All Other	13%	\$28,890	\$34,341
	Middle School Teachers, Except Special and Career/Technical Education	17%	\$57,170	\$67,957
Accommodation and Food Services	Combined Food Preparation and Serving Workers, Including Fast Food	15%	\$18,950	\$22,526
	Waiters and Waitresses	9%	\$20,580	\$24,463
	Cooks, Restaurant	13%	\$26,370	\$31,346
	First-Line Supervisors of Food Preparation and Serving Workers	10%	\$37,370	\$44,421
	Cooks, Fast Food	-4%	\$19,590	\$23,286
Professional, Scientific, and Technical Services	Lawyers	10%	\$135,590	\$161,174
	Accountants and Auditors	16%	\$69,120	\$82,162
	Office Clerks, General	17%	\$28,610	\$34,008
	Software Developers, Applications	28%	\$80,760	\$95,998
	Secretaries and Administrative Assistants, Except Legal, Medical, and Executive	6%	\$30,210	\$35,910

Source: Bureau of Labor Statistics; 4ward Planning LLC, 2012

TABLE 19: Pennsylvania Top Six Industries by Employment

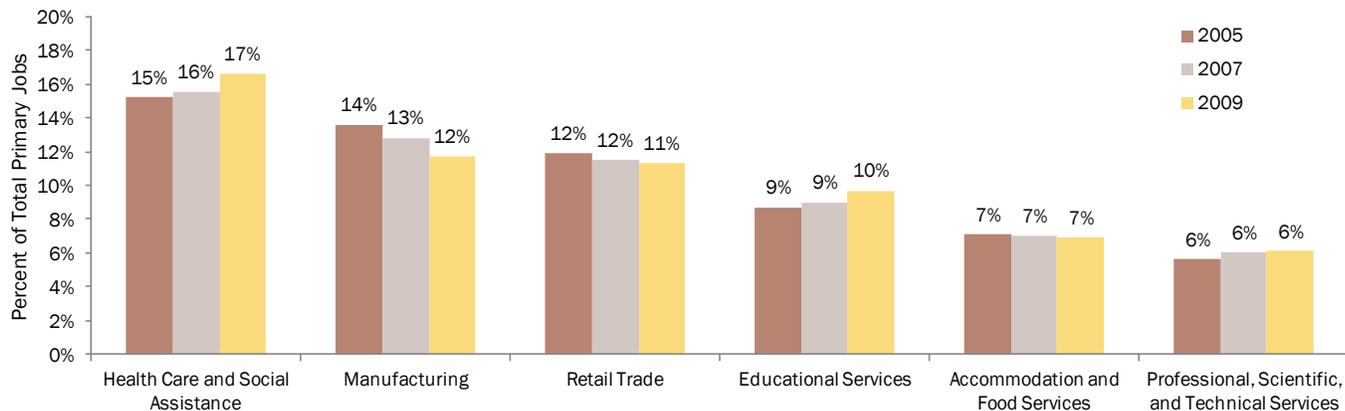


TABLE 20: Employment, Mt. Lebanon

	Population 16 yrs +	In civilian labor force	Civilian employed	Civilian unemployed	Armed forces
2010	26,073	65.2%	61.8%	3.3%	0.0%
2000	25,732	62.5%	61.1%	-	0.1%

TABLE 21: Industry of Employment, Mt. Lebanon

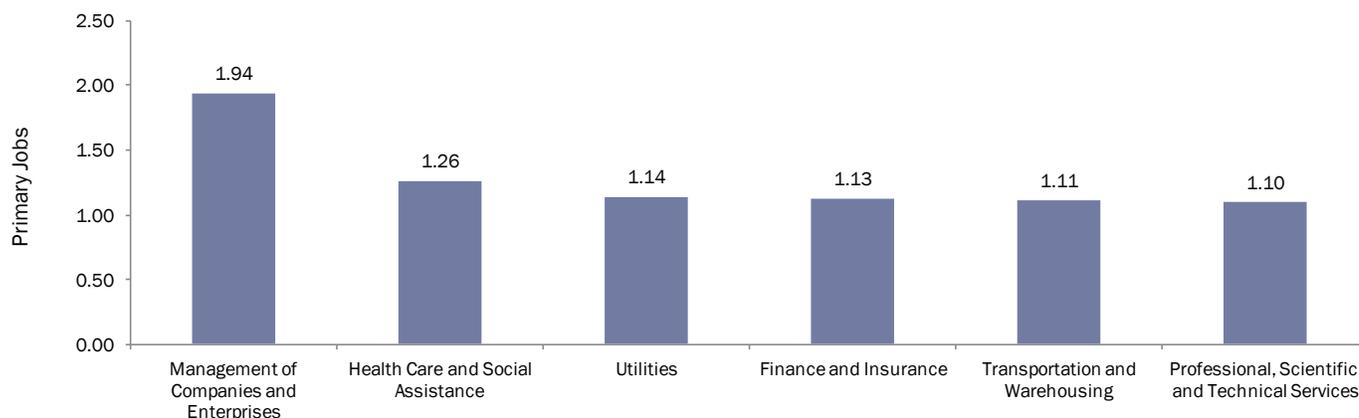
	2010	2000
Employed population 16 yrs+	16,123	25,732
Agriculture, forestry, fishing, hunting, mining	53	46
Construction	557	488
Manufacturing	1,281	1,170
Wholesale Trade	667	566
Retail Trade	1,434	1,620
Transportation, warehouse, utilities	452	523
Information	548	633
Finance, insurance, real estate, rental, leasing	1,986	1,813
Professional, scientific, management, administration	2,712	2,758
Education services, health care, social assistance	4,232	3,867
Arts, entertainment, recreation, accommodation, food services	1,126	995
Other	581	803
Public Administration	494	443

TABLE 22: Occupation, Mt. Lebanon

	2010	2000
Employed population 16 yrs+	16,123	15,725
Management, business, science, art	57.2%	59.3%
Service	9.1%	7.7%
Sales and office	27.2%	27.2%
Natural resources, construction, maintenance	2.8%	2.3%
Production, transportation, material moving	3.7%	3.6%

Table 18 shows the top five largest occupations (by employment) in each of the top six industry sectors in the region. Projected percent employment growth is based on national estimates provided by the Bureau of Labor Statistics (BLS). The annual mean wage listed is based on wages in the Pittsburgh MSA. Because the BLS does not project wages, the 2018 projected wages are based on an annual inflation rate of 2.5 percent. Based on the data shown, home health aides and personal care aides are projected to exhibit the most growth through 2020, with an overall growth of about 70 percent projected. All of the top five occupations in the Health Care industry sector are expected to grow by at least 20 percent through 2020. Occupations in the Manufacturing industry sector are anticipated to show the least growth, with growth expected of less than ten percent in each of the top four occupations through 2020. Location Quotient (LQ) analysis is used to compare the relative concentration of employment in a given industry, relative to total employment for a particular geography. An LQ greater than 1.0 for a given industry suggests that the subject geography has a relative competitive advantage to a comparison geography, for that industry. The below graph depicts the top six industries by LQ in the Pittsburgh MSA maintained as benchmarked against employment in the continental US, with the greatest comparative advantages in the Management and Health Care industries.

TABLE 23: Pittsburgh MSA/USA Top Six Industries Location Quotient



Using Bureau of Labor Statistics estimates for employment growth and U.S. Census data for employment within the top six sectors, growth in employment is projected for the top six industries in the Pittsburgh MSA from 2010 through 2018. Of the top six industries, highest average annual growth rates are expected in Professional, Scientific, and Technical Services (3.4 percent), Educational Services (2.7 percent), and Health Care and Social Assistance (2.5 percent). The Pittsburgh MSA is experiencing employment growth in professional and white collar services sectors such as Health and Social Services, Educational Services, and Professional, Scientific, and Technical Services. Largely, these industries are projected to continue to employ growing numbers of workers, while the Retail Trade and Manufacturing sectors exhibit decreasing shares of employment in the region.

As professional industries in both the local area and the region remain prosperous, **demand for both office space and housing to accommodate their employees is likely to increase. Further, this growing number of highly compensated white collar professionals suggests a forthcoming increase in dollars spent locally on dining, personal services, and other related businesses.** According to REIS (a nationally recognized supplier of office, retail, industrial, and multi-family rental data), apartment inventory change in the Pittsburgh MSA was slightly positive from 2008 through 2012. The Northeast region and the nation as a whole experienced modest growth in multi-family residential rental inventory in this timeframe. Similar inventory growth in these regions is forecasted to continue through 2016.

TABLE 24: Multi-family Residential Rental Inventory

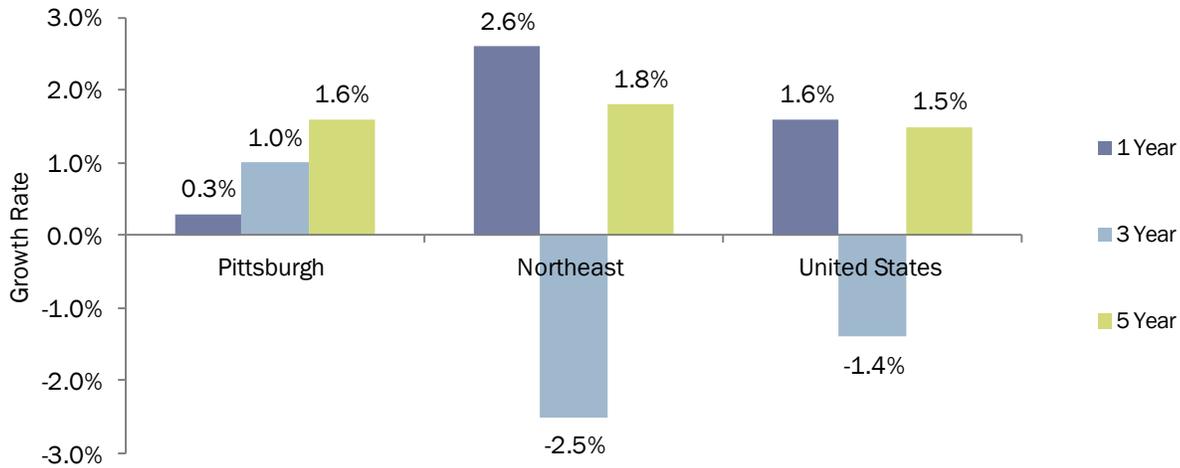
	Quarterly			Annualized		
	2Q12	1Q12	YTD Avg	1 Year	3 Year	5 Year
Pittsburgh MSA	0.0%	0.2%	0.1%	0.3%	0.3%	0.3%
Northeast	0.2%	0.1%	0.2%	0.5%	0.8%	0.8%
United States	0.1%	0.1%	0.1%	0.4%	0.9%	1.0%
Period Ending	6/30/12	3/31/12	6/30/12	12/31/11	12/31/11	12/31/11

Analyzing Office Space Supply Factors

The supply of office space data is analyzed using data obtained from REIS. REIS provides key office space supply details and comparisons for rent, vacancy, inventory, and construction and absorption. For context, the Pittsburgh MSA was compared to the larger region and the nation.

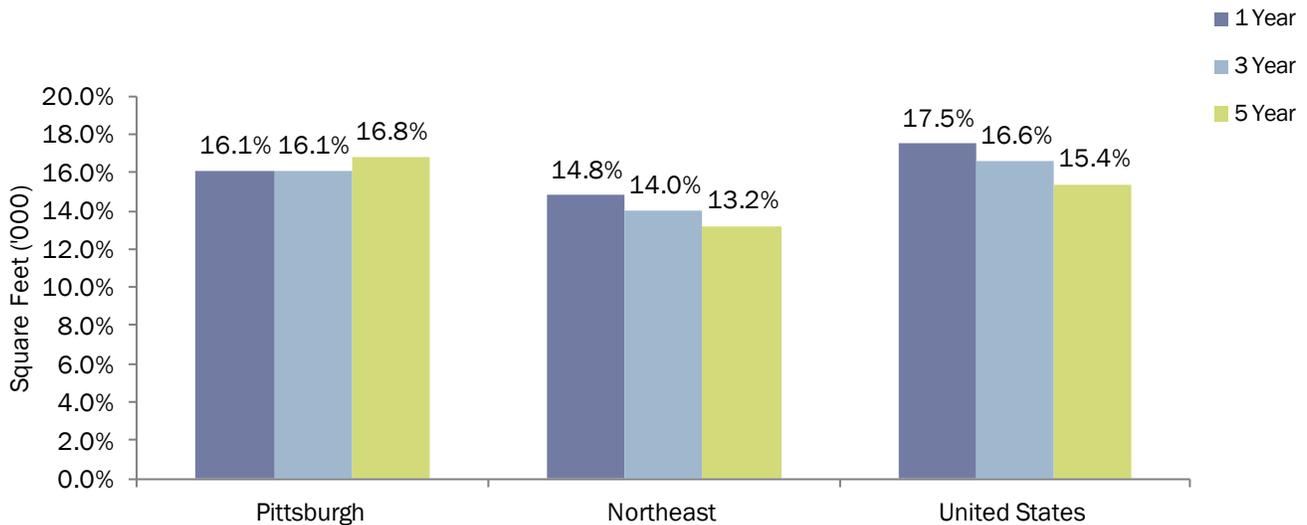
The asking rent in the Pittsburgh MSA has shown decreasing growth rates over the past five years, indicating weakening activity in the office market. The MSA performed better than the Northeast region and the nation as a whole in the previous three-year period, but lags behind the two surrounding geographies in the one- and five-year periods.

TABLE 25: Pittsburgh Office Asking Rent Growth Rates



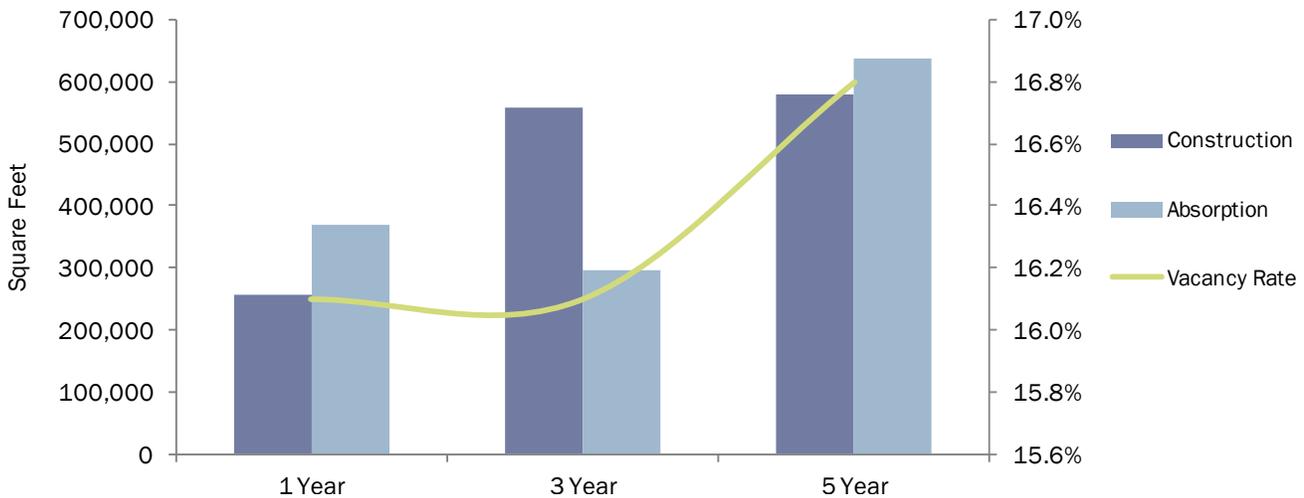
The approximate 17-percent annualized average vacancy rate for the past year represents no change from the average rates of the past three- and five-year periods. Average vacancy rates within the Pittsburgh MSA have consistently been higher than average office vacancy rates in the Northeast and comparable to those in the U.S.

TABLE 26: Pittsburgh Office Vacancy Rate (Annualized)



The office space market in the Pittsburgh MSA has demonstrated positive construction and absorption in the last five years while vacancy rates have decreased slightly, indicating modest strength in the office demand market.

TABLE 27: Pittsburgh Office Space Trends, Annualized



The combination of flat/slightly decreasing vacancy rates and positive construction and absorption rates within the Pittsburgh MSA over the past five years suggests modest attraction for corporate office space users. However, and notwithstanding the above observations, niche office product, such as medical office buildings, may find demand in the region outside downtown Pittsburgh based on area demographics (e.g., an aging population which will drive demand for outpatient medical services).

Projecting 2018 Primary Jobs

To determine projected office space demand, primary jobs in the Pittsburgh MSA were projected through 2018 based on 2009 primary jobs data and Bureau of Labor Statistics industry growth rates. Primary jobs were then aggregated into industry sectors.

TABLE 28: Primary Jobs (Projected), Pittsburgh MSA

	2010	2011	2012	2013	2014	2015	2016	2017	2018
Health Care and Social Assistance	178,681	183,196	187,825	192,571	197,436	202,425	207,540	212,784	218,160
Manufacturing	119,208	119,715	120,225	120,737	121,251	121,768	122,286	122,807	123,330
Retail Trade	92,401	91,571	90,749	89,934	89,127	88,326	87,533	86,747	85,968
Educational Services	94,343	96,846	99,415	102,052	104,759	107,538	110,391	113,319	116,325
Accommodation and Food Services	79,797	80,379	80,966	81,556	82,151	82,751	83,354	83,962	84,575
Professional Services	71,251	73,669	76,168	78,752	81,424	84,187	87,043	89,997	93,050
Finance and Insurance	54,038	54,327	54,618	54,910	55,203	55,498	55,795	56,093	56,393
Administration & Support	50,771	51,712	52,670	53,646	54,640	55,653	56,684	57,735	58,805
Wholesale Trade	47,506	48,350	49,210	50,084	50,974	51,879	52,801	53,739	54,694
Construction	45,660	45,856	46,053	46,250	46,449	46,648	46,848	47,049	47,251
Total	833,656	845,621	857,897	870,493	883,415	896,674	910,277	924,233	938,552

Source U.S. Census Bureau, 4ward Planning LLC 2012

Estimating the Number of Office Workers

A National Center for Real Estate Research study has estimated the percentage of workers in various industry sectors that typically work in an office environment. Using these percentages, we were able to estimate the number of workers in the Pittsburgh MSA who would work in an office.

TABLE 29: Estimated Average Office Workers Per Industry, Pittsburgh MSA

	2010	2011	2012	2013	2014	2015	2016	2017	2018
Health Care and Social Assistance	86,927	89,123	91,375	93,684	96,051	98,478	100,966	103,517	105,562
Manufacturing	35,113	35,262	35,412	35,563	35,714	35,867	36,019	36,173	36,472
Retail Trade	21,641	21,447	21,255	21,064	20,875	20,687	20,501	20,317	20,010
Educational Services	53,388	54,804	56,258	57,750	59,282	60,855	62,469	64,126	65,880
Accommodation and Food Services	5,916	5,960	6,003	6,047	6,091	6,135	6,180	6,225	6,273
Professional Services	63,404	65,556	67,780	70,080	72,457	74,916	77,458	80,086	82,835
Finance and Insurance	52,058	52,337	52,617	52,898	53,181	53,465	53,751	54,038	54,331
Administration & Support	17,758	18,087	18,423	18,764	19,112	19,466	19,827	20,194	20,606
Wholesale Trade	27,693	28,185	28,686	29,196	29,714	30,242	30,780	31,326	31,598
Construction	9,099	9,138	9,178	9,217	9,257	9,296	9,336	9,376	9,347
Total	372,999	379,900	386,986	394,262	401,734	409,407	417,287	425,380	432,914

Source: NCRER, U.S Census Bureau, 4ward Planning LLC 2012

Determining Office Space Demand

Assuming a space requirement of 150 square feet per worker, the total demand for office space was estimated based on the projected office workers for each year through 2018.

The table below shows the projected office space demand, aggregated by industry sector, for the Pittsburgh MSA, as derived based on projected office workers and assuming an estimated requirement of 150 square feet per worker. As shown, the anticipated increase in office space demand from 2010 to 2018 is 8,987,323 square feet.

TABLE 30: Estimated Total Office Space Per Industry, Sq. Ft., Pittsburgh MSA

	2010	2011	2012	2013	2014	2015	2016	2017	2018
Health Care and Social Assistance	13,039,048	13,368,505	13,706,286	14,052,602	14,407,668	14,771,706	15,144,941	15,527,608	15,834,258
Manufacturing	5,266,876	5,289,306	5,311,832	5,334,454	5,357,173	5,379,988	5,402,900	5,425,910	5,470,826
Retail Trade	3,246,225	3,217,077	3,188,190	3,159,563	3,131,193	3,103,078	3,075,215	3,047,602	3,001,507
Educational Services	8,008,174	8,220,608	8,438,679	8,662,534	8,892,327	9,128,216	9,370,362	9,618,932	9,882,006
Accommodation & Food Services	887,459	893,934	900,456	907,025	913,642	920,308	927,022	933,785	940,988
Professional Services	9,510,674	9,833,361	10,166,997	10,511,952	10,868,611	11,237,372	11,618,644	12,012,852	12,425,232
Finance and Insurance	7,808,763	7,850,511	7,892,483	7,934,679	7,977,101	8,019,749	8,062,626	8,105,731	8,149,644
Administration & Support	2,663,739	2,713,105	2,763,386	2,814,598	2,866,759	2,919,888	2,974,000	3,029,116	3,090,924
Wholesale Trade	4,153,952	4,227,760	4,302,879	4,379,332	4,457,144	4,536,339	4,616,941	4,698,975	4,739,647
Construction	1,364,905	1,370,761	1,376,643	1,382,550	1,388,482	1,394,440	1,400,423	1,406,432	1,402,106
Total	55,949,815	56,984,929	58,047,830	59,139,289	60,260,101	61,411,083	62,593,075	63,806,944	64,937,138

Source: NCRER, U.S Census Bureau, 4ward Planning LLC 2012

The office demand analysis indicates a projected 2018 demand for office space of approximately 65 million square feet, based on anticipated jobs by industry in the Pittsburgh MSA. This represents a net demand increase of about 8.9 million square feet, over 2010 inventory in the metropolitan region.

The office space market is overall slightly positive for the Pittsburgh MSA; in the coming years as the market improves, demand will likely increase for the downtown submarket ahead of the outlying areas. National trends indicate the potential for increased demand for medical office space, signifying a niche market which may do well in outside downtown Pittsburgh. Overall, however, prospective office development should proceed cautiously unless developing build-to-suit office projects.

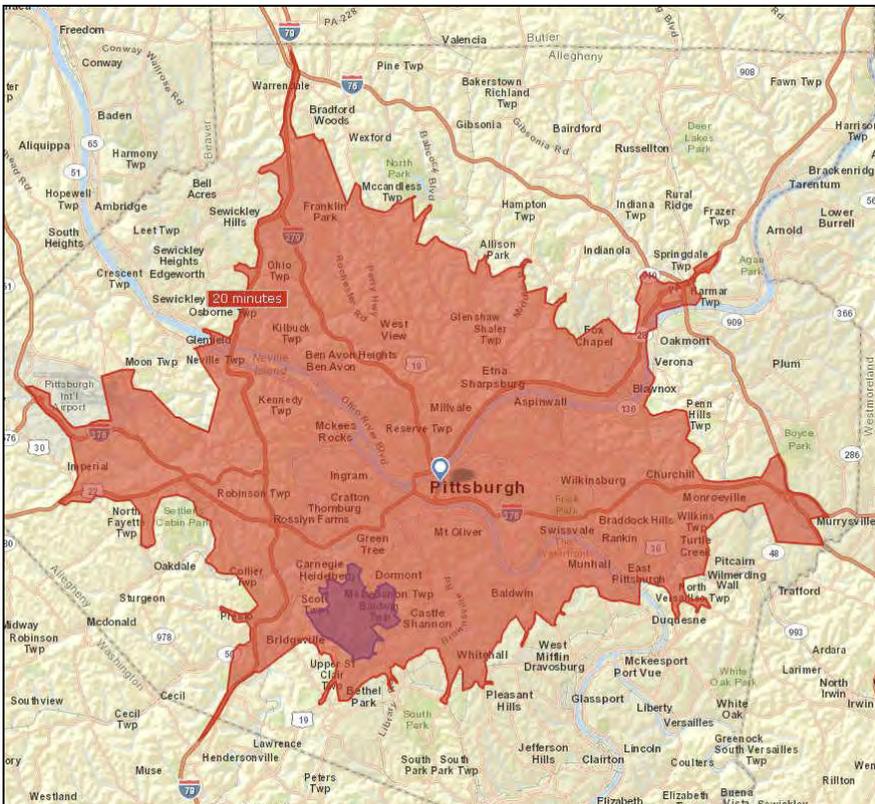
A More Detailed Look - Performance Indicators

As part of the comprehensive planning process, Mt. Lebanon examined a series of demographic, economic, and fiscal indicators, in comparison to eight communities (locally and nationally) that each share one or more notable characteristics with Mt. Lebanon. The purpose of this effort was to think about the relationship between different types of indicators and Mt. Lebanon's ability to remain competitive in attracting and retaining residents and businesses.

According to the US Census Bureau, most long-distance moves are related to employment opportunities (*Why People Move*, 2001). Those relocating to work in a particular city can choose to reside anywhere within an acceptable commuting distance of their place of employment. Consequently, the economic and fiscal success of a community depends largely on its ability to attract and retain such residents and businesses.

As there are many viable and attractive choices for those seeking to locate in the Pittsburgh metropolitan area, Mt. Lebanon must compete with other local and regional communities. Since Mt. Lebanon is within an approximate 20-minute drive time to the Pittsburgh Central Business District (CBD), it competes directly for relocatees with the other communities within the same commuting shed. Figure 1 illustrates Mt. Lebanon's relationship to the Pittsburgh CBD and the 20-minute drive time contour (non-rush hour of course).

20-minute drive contour from Pittsburgh CBD



Source: Esri; 4ward Planning LLC, 2013

In addition to attracting new residents and businesses, Mt. Lebanon must also consider qualities of communities in the region as part of retaining its current population. According to the U.S. Census Bureau, most relocations that occurred from 2005 to 2010 were intra-county (occurring within a county), and typically motivated by a need for more suitable housing within a given commuting

shed (*Geographical Mobility*, 2012). As such, Mt. Lebanon's future vitality will depend upon its ability to attract and retain residents with quality and affordable housing stock, along with attractive community amenities, good schools, and access to recreational opportunities.

The following communities were selected based on their performance as well as similar attribute(s) with Mt. Lebanon in a number of geographic and demographic measures. These communities, along with their 2010 populations, include:

	Population
Mt. Lebanon, PA	33,137
Shaker Heights, OH	28,448
Upper Arlington, OH	33,771
Chagrin Falls, OH	4,113
Watertown, MA	32,767
Wauwatosa, WI	46,396
Bergenfield, NJ	26,764
Sewickley, PA	3,827
Upper St. Clair, PA	19,229

Key factors that make a community attractive to prospective residents, aside from proximity to jobs, include:

- ⇒ Housing availability, with regard to price and quality
- ⇒ Strong school performance metrics
- ⇒ Quality and availability of public services
- ⇒ Overall perceived quality-of-life (e.g., access to parks and cultural venues, low crime incidence, etc.)

The above noted factors greatly influence a community's reputation, and to the extent these factors are positive, serve as powerful marketing tools to prospective business owners and residents. Thus, community investment in positively influencing these factors, typically, leads to greater community investment.

While the above performance indicators remain fundamental, a recent study, conducted by the James L. Knight Foundation, in cooperation with The Gallup Organization, discerns the underpinnings of "community attachment," or those nuanced community elements which most matter to residents and businesses. Known as *Knight Soul of the Community* (2010), this study identifies a direct correlation between community attachment and an area's economic vitality. The most powerful influences on community attachment were found to be:

- ⇒ Social Offerings
- ⇒ Openness
- ⇒ Aesthetics

According to the study findings, *Social Offerings* can include opportunities, places, and activities in which people can meet and interact, developing a shared feeling of caring for the community, thereby enhancing "community capital." *Openness* indicates how "welcoming the community is" to a diverse spectrum of people, ranging from college graduates to young families, and various ethnic groups. *Aesthetics* represents the physical and visual beauty of the area, including parks, green spaces, and other public spaces. Factors such as education and basic services fall closely behind the aforementioned attributes, in their influence on community attachment.

The specific indicators, on the following pages, selected for this evaluation were chosen as a result of a collaborative effort with the Comprehensive Plan Committees and Municipal Staff.

Selected Indicators

Indicator	Category
Median household income	Demographic
Municipal spending on recreational programs per capita	Parks/Recreation
Median housing value	Housing
Median age	Demographic
Municipal spending on public works per capita	Infrastructure
Municipal spending on public safety programs per capita	Safety
Capital improvement spending per resident	Fiscal
Public school expenditure per student	Education
School ratings	Education
Median year housing structure built	Housing
Total number of jobs in the municipality	Jobs

Indicator Values

Mt. Lebanon's performance with regard to each of the selected indicators is discussed below. While the efficiencies of dollars spent is important to track, it is essential to examine their effectiveness, and the ways in which effectiveness can be measured.

Median Household Income

Mt. Lebanon: \$77,742
Lowest value among benchmark communities (Sewickley, PA): \$54,021
Highest value among benchmark communities (Upper St. Clair, PA): \$112,828

Median household income is correlated most significantly with quality amenities, high school performance scores, and low crime rates. A community can make itself more attractive to upper-income households by improving the quality-of-life factors desired by this demographic segment, which also includes access to well-maintained parks and recreation, proximate dining and shopping opportunities, and good schools.

Municipal spending on recreational programs per capita

Value for Mt. Lebanon: \$90
Lowest value among benchmark communities (Bergenfield, NJ): \$32
Highest value among benchmark communities (Upper St. Clair, PA): \$281

Providing excellent and diverse recreational programs contributes directly to the quality-of-life for a community's residents. More than just a basic service, recreation programs represent a *Social Offering* that build community bonds as well as contribute to health and education.

Median Housing Value

Value for Mt. Lebanon: \$189,000
Lowest value among benchmark communities (Mt. Lebanon, PA): \$189,000
Highest value among benchmark communities (Watertown, MA): \$429,900

Home values are correlated with a wide array factors, including, but not limited to, local public amenities, high school performance scores, and low crime rates. As such, increasing Mt. Lebanon's median housing value is dependent upon maintaining positive values for the indicators examined (e.g, low crime and strong public school performance scores). A community's increase in its housing investments will, correspondingly, elevate its median housing value.

Median Age

Value for Mt. Lebanon: 43.8
Lowest value among benchmark communities (Watertown, MA): 37.9
Highest value among benchmark communities (Chagrin Falls, OH): 46.2

The measure of median age is a single dimension of the demographic profile of a community. To improve *community attachment*, as it relates to the age of its residents, a community needs to make itself attractive to residents across the full spectrum of life stages. By providing services and social offerings attractive to a broad demographic spectrum, a community can ensure a diversity of population by age. The availability of diverse housing stock, accommodating the needs of young families, empty nesters, recent

college graduates and established families, is critical.

Municipal spending on public works per capita

Value for Mt. Lebanon: \$192

Lowest value among benchmark communities (Watertown, MA): \$139

Highest value among benchmark communities (Sewickley, PA): \$764

Spending on public works represents the provision of basic services (outside of public safety) to a community, a key factor in community competitiveness and overall quality-of-life. The effectiveness of public works spending per capita results in the community's level of quality-of-life. Mt. Lebanon should continue to align its public works efforts and excellence with its aims for sustainability.

Municipal spending on public safety programs per capita

Value for Mt. Lebanon: \$323

Lowest value among benchmark communities (Upper St. Clair, PA): \$267

Highest value among benchmark communities (Wauwatosa, WI): \$611

According to the *Knight Soul of the Community* report findings, safety has a direct correlation with overall community attachment, although this attribute was eighth on the list of influences, ranking below "Basic Services," "Leadership," and "Economy." Clearly, public safety is critical to quality-of-life, and particularly, to the perception and reputation of a community. Similar to spending on public works, an appropriate measure of whether spending on public safety programs is adequate (or not) is to assess the incidence of violent and non-violent crimes in the community, per 10,000 residents. Using this method would then permit a better comparison with other communities of similar character and population.

Capital improvement spending per capita

Value for Mt. Lebanon: \$66

Lowest value among benchmark communities (Watertown, MA): \$45

Highest value among benchmark communities (Wauwatosa, WI): \$445

Spending on capital improvements is an opportunity to strengthen and/or increase the infrastructure in a community, upon which local residents and businesses depend. Indeed, communities which neglect to appropriately invest in capital improvement plans risk long-term business investment and, eventually, the net migration loss of residents. Capital improvement programs can also improve overall aesthetics, as well as create public spaces conducive to activities that strengthen community bonds (social capital). Increasing spending levels in this category, through the capital improvement plan (CIP) process, could significantly enhance community attachment and overall competitiveness. It is imperative to measure not the amount, but the effectiveness of current capital improvement spending by surveying residents and business owners.

Public School Expenditure per Student/School Rating

Value for Mt. Lebanon: \$14,791

Lowest value among benchmark communities (Chagrin Falls, OH): \$11,946

Highest value among benchmark communities (Shaker Heights, OH): \$15,780

This indicator plays a significant role in the overall quality-of-life of a community. Mt. Lebanon's relative spending in this category is comparable to other benchmark communities. Mount Lebanon High School was ranked eighth in the State of Pennsylvania by U.S. News and World Report. The school's ratings in college readiness and math and reading proficiency are above the statewide average, while its student-to-teacher ratio is near the state average. Surveying local and regional businesses about the employment-readiness of local high school graduates can provide an additional source to examine public school expenditure effectiveness.

Median Year Housing Structure Built

Value for Mt. Lebanon: 1948

Lowest value among benchmark communities (Sewickley, PA): 1938

Highest value among benchmark communities (Upper St. Clair, PA): 1969

This measure is a single dimension of the housing stock of a community. The age of Mt. Lebanon's housing stock is comparable to the benchmark communities. As buildings age, they become more vulnerable to disrepair, rendering them potentially less desirable to the housing market. In addition, many structures become outdated and unsuitable for use. Investments in renovation and home improvement can mitigate these effects and can even improve historic structures that have desirable vintage characteristics and features. However, the rather simplistic metric of housing age is not necessarily an adequate proxy for determining the relative quality of local housing. There are a number of historic communities in Pennsylvania, and nationally, which have older housing stock but, nonetheless, are known to have among the highest quality housing inventory in their region. Therefore, the municipality's continued attention to property maintenance should be established and enforced as a high priority.

Total Jobs in Municipality

Value for Mt. Lebanon: 15,690

Lowest value among benchmark communities (Sewickley, PA): 1,815

Highest value among benchmark communities (Wauwatosa, WI): 25,558

One measure of business activity in a community is its total number of jobs. Jobs located in the community serve to attract residents as well as provide a daytime population to patronize local businesses. Mt. Lebanon is comparable among the benchmark communities in this measure. Many factors influence business activity levels, ranging from the availability of a skilled workforce to development incentives and a fair regulatory environment. A comparative review of Mt. Lebanon's current development incentives and building regulations should be performed against the incentive offerings and regulatory framework of neighboring communities, in addition to those of benchmark communities.

Mapping

In addition to mapping presented in earlier portions of the Comprehensive Plan, community mapping of existing conditions was examined. The mapping is derived from the Municipality's Geographic Information System (GIS) database.

Existing Zoning

The Existing Zoning map illustrates the zoning district for each parcel of land in the Municipality is currently utilized. The classifications for this map include residential, commercial, business, industry, transportation, public space, and parks/recreation.

Slopes

The slope map depicts the location and severity of grade changes in Mt. Lebanon. The severity, or percent slope, is represented through a range of colors. Steeper slopes are represented with dark colors.

Landform

The Landform map portrays another way to evaluate the community's topography. Elevations ranging from less than 940 feet to greater than 1,240 feet are represented on the map illustrating the hills and valleys of the Municipality.

Sensitive Natural Resources

This map identifies the location and relationship of Environmentally Sensitive Areas such as flood prone areas, wetlands, woodlands, important geologic areas. In addition, steep slopes, those greater than 25%, are also illustrated.



EXISTING ZONING SUMMARY

ZONING	% OF TOTAL
C1 - Neighborhood Commercial	0.30%
C2 - Community Commercial	2.30%
CBD - Commercial Business	0.40%
CD - Conservation	0.10%
OS-P - Open Space Passive	3.70%
OS-A - Open Space Active	6.20%
PRD - Planned Residential	1.80%
R1 - Single-family Residential (8,000 sq. ft. min. lot size)	33.50%
R2 - Single-family Residential (6,000 sq. ft. min. lot size)	44.40%
R3 - Low-Density Mixed Residential	3.70%
R4 - Multi-Family Mixed Residential	2.60%
R5 - Multi-Family Multi-Story (30,000 sq. ft. min. lot size)	0.50%
R6 - Multi-Family Multi-Story (200,000 sq. ft. min. lot size)	0.20%
R7 - High Density High-Rise Multi-Family Limited Commercial	0.30%
TOTAL	100%

LEGEND

- Municipal Boundary
- Road Centerline
- Creeks/Streams

ZONING DISTRICT

- C1 - Neighborhood Commercial District
- C2 - Community Commercial District
- CBD - Commercial Business District
- PMXD - Planned Mixed Use Development
- CD - Conservation District
- OS-P - Open Space Passive District
- OS-A - Open Space Active District
- PRD - Planned Residential District
- R1 - Single-Family Residential District
- R2 - Single-Family Residential District
- R3 - Low Density Mixed Residential District
- R4 - Multi-Family Mixed Residential District
- R5 - Multi-Family, Multi-Story District
- R6 - Multi-Family, Multi-Story District
- R7 - High Density, High-Rise, Multi-Family, Limited Commercial District

Existing Zoning Map

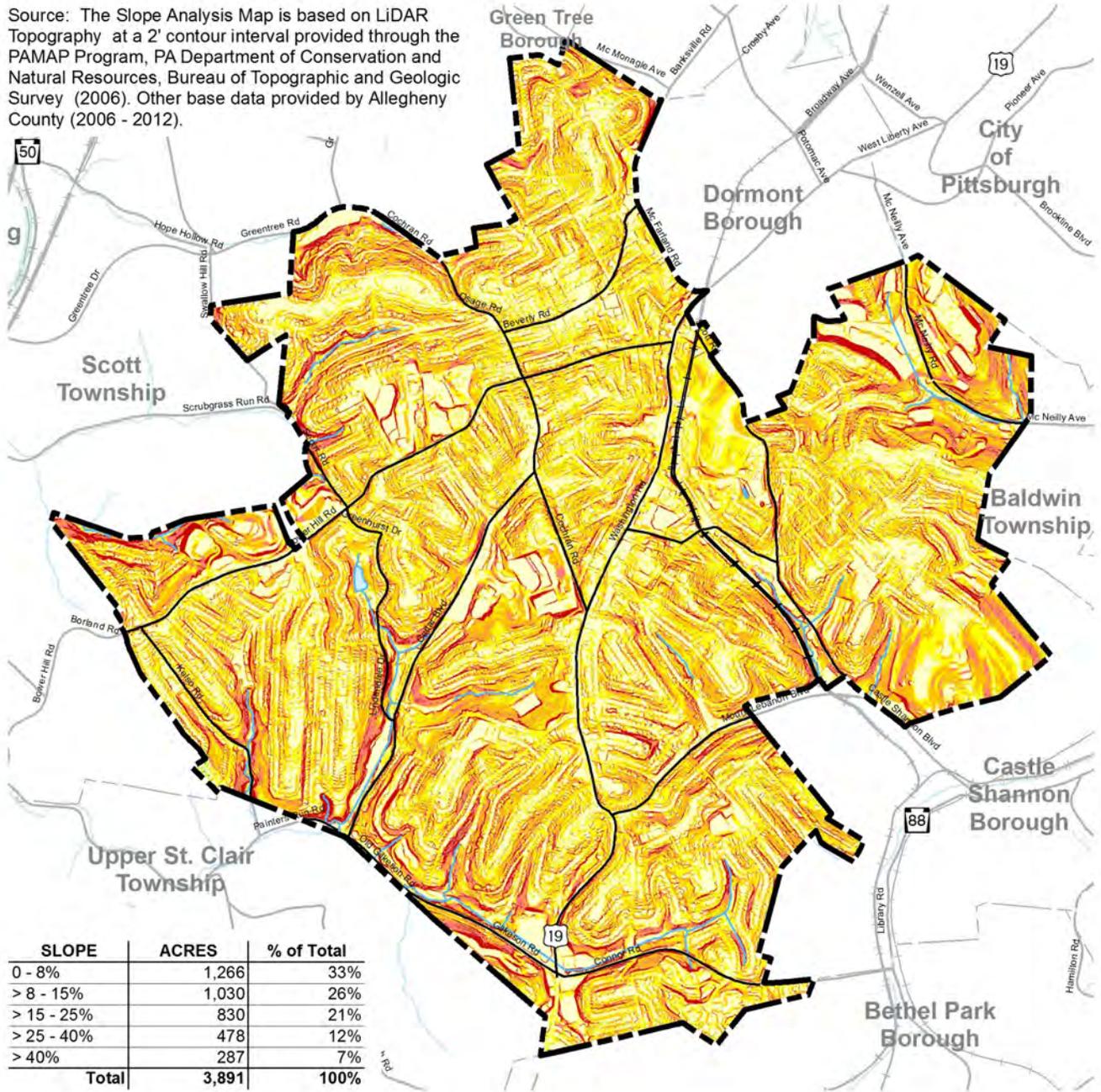
**Mt. Lebanon Municipality
Comprehensive Plan**

Prepared for: Mt. Lebanon Municipality
Prepared by: Mt. Lebanon Municipality

September 26, 2012



Source: The Slope Analysis Map is based on LiDAR Topography at a 2' contour interval provided through the PAMAP Program, PA Department of Conservation and Natural Resources, Bureau of Topographic and Geologic Survey (2006). Other base data provided by Allegheny County (2006 - 2012).



SLOPE	ACRES	% of Total
0 - 8%	1,266	33%
> 8 - 15%	1,030	26%
> 15 - 25%	830	21%
> 25 - 40%	478	12%
> 40%	287	7%
Total	3,891	100%

LEGEND

- Municipal Boundary
- Surrounding Municipalities
- Roads
- Active Railroads
- Streams/Ponds

SLOPES

- 0% - 8%
- 8% - 15%
- 15% - 25%
- 25% - 40%
- > 40%

Slope Analysis Map

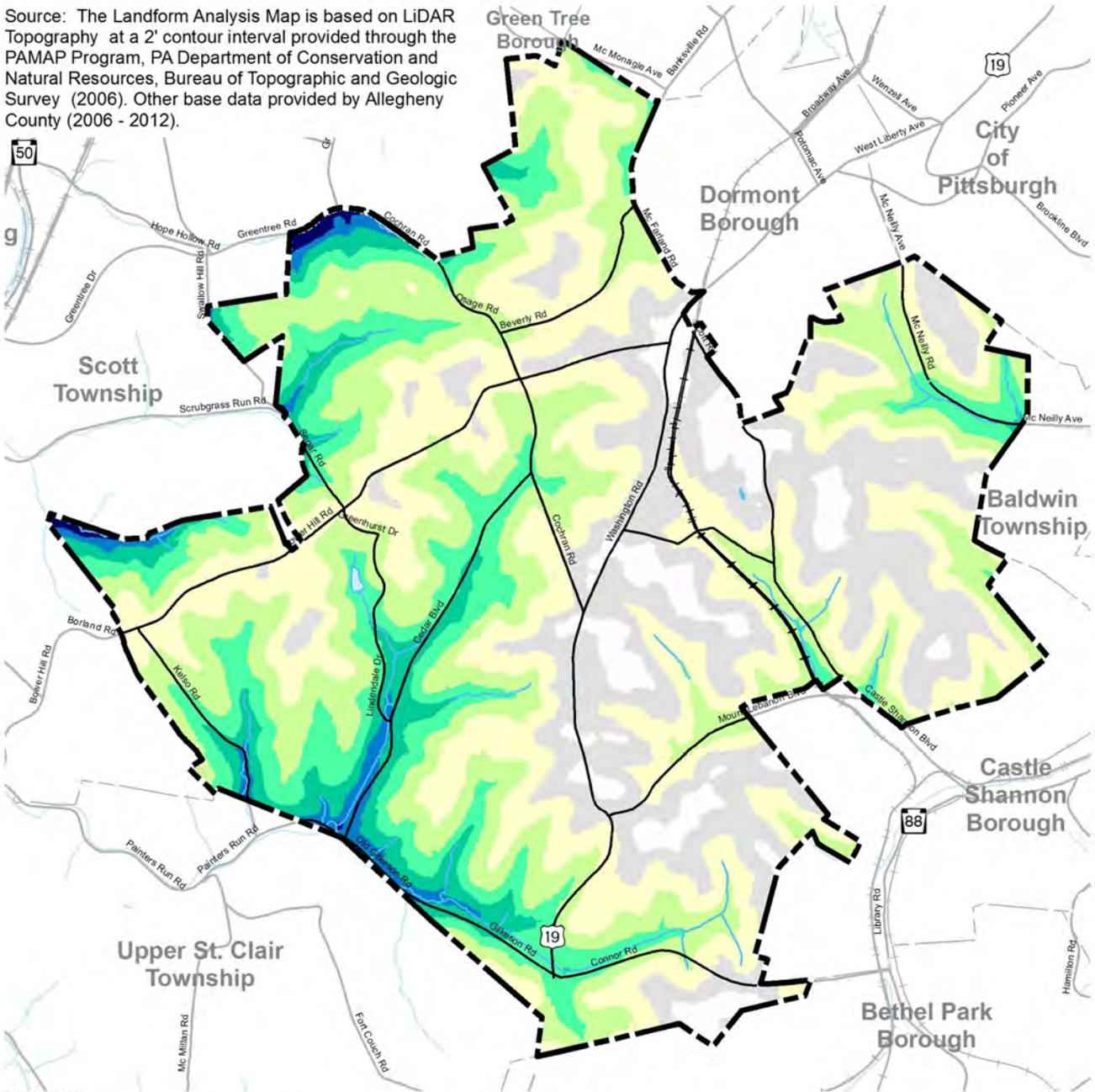
**Mt. Lebanon Municipality
Comprehensive Plan**

Prepared for: Mt. Lebanon Municipality
Prepared by: Environmental Planning and Design, LLC

October 2, 2012
2101.12.03r1



Source: The Landform Analysis Map is based on LiDAR Topography at a 2' contour interval provided through the PAMAP Program, PA Department of Conservation and Natural Resources, Bureau of Topographic and Geologic Survey (2006). Other base data provided by Allegheny County (2006 - 2012).



LEGEND

- Municipal Boundary
- Surrounding Municipalities
- Major Roads
- Active Railroads
- Streams/Ponds

ELEVATION

	< 940'		> 1,090' - 1,140'
	> 940' - 990'		> 1,140' - 1,190'
	> 990' - 1,040'		> 1,190' - 1,240'
	> 1,040' - 1,090'		> 1,240'

Landform Analysis Map

**Mt. Lebanon Municipality
Comprehensive Plan**

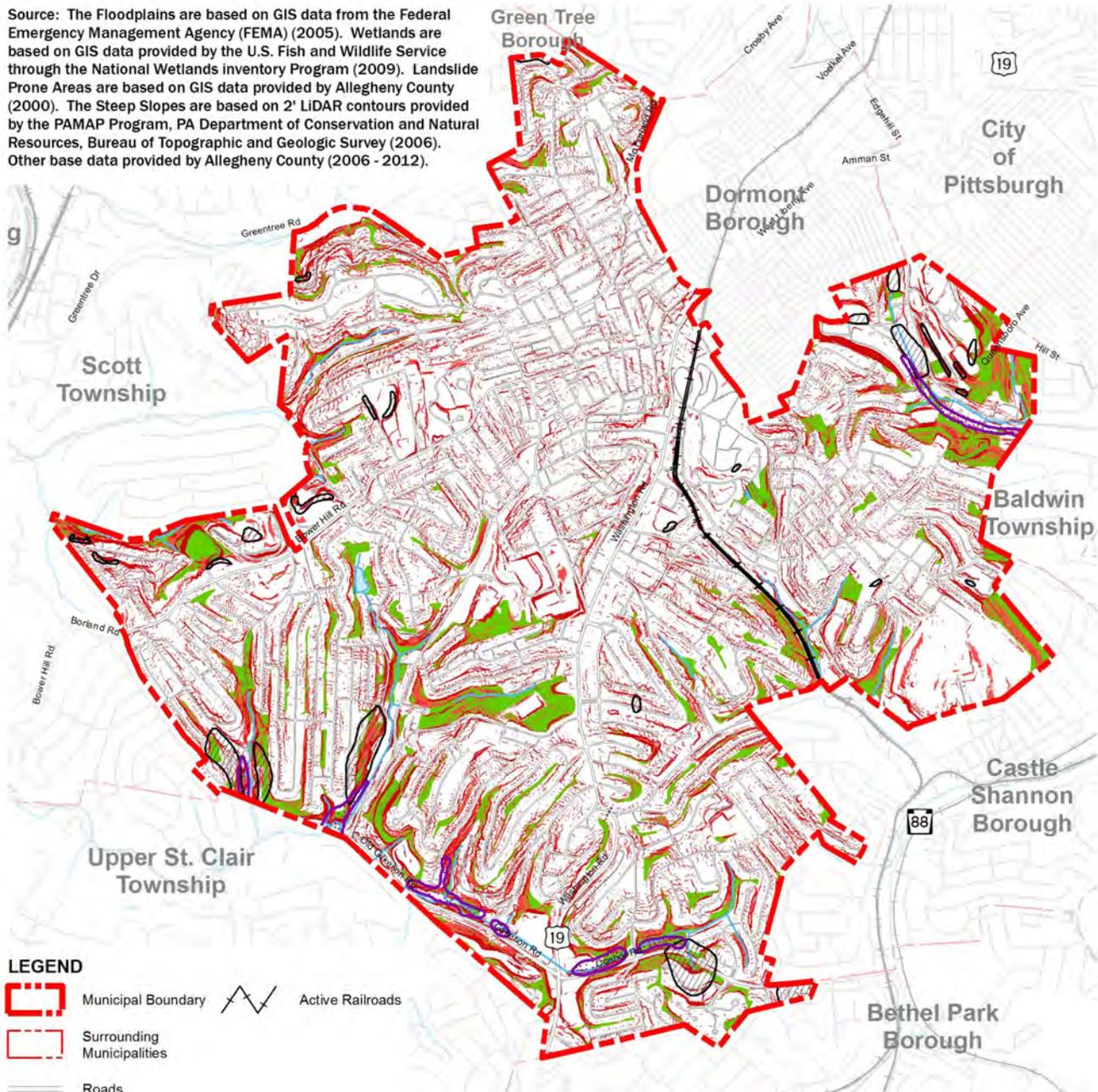
Prepared for: Mt. Lebanon Municipality
Prepared by: Environmental Planning and Design, LLC

October 2, 2012
2101.12.04r1

0 1,320 2,640 Feet



Source: The Floodplains are based on GIS data from the Federal Emergency Management Agency (FEMA) (2005). Wetlands are based on GIS data provided by the U.S. Fish and Wildlife Service through the National Wetlands Inventory Program (2009). Landslide Prone Areas are based on GIS data provided by Allegheny County (2000). The Steep Slopes are based on 2' LIDAR contours provided by the PAMAP Program, PA Department of Conservation and Natural Resources, Bureau of Topographic and Geologic Survey (2006). Other base data provided by Allegheny County (2006 - 2012).



LEGEND

- Municipal Boundary
- Surrounding Municipalities
- Roads
- Active Railroads

NATURAL RESOURCES

- Landslide Prone Areas (74 Ac.)
- Woodlands (473 Ac.)
- FLOODPLAIN**
- 100 Year Floodplain (32 Ac.)
- OPEN WATER**
- Streams (100 Ac.)
- Ponds (2 Ac.)
- Wetlands (2 Ac.)

STEEP SLOPES

- 25% - 40% (478 Ac.)
- > 40% (287 Ac.)

Natural Resources Map

**Mt. Lebanon Municipality
Comprehensive Plan**

Prepared for: Mt. Lebanon Municipality
Prepared by: Environmental Planning and Design, LLC

September 24, 2012
2101.12.05

0 1,320 2,640 Feet

