



2023 Strategic Planning *Community Visioning*



Municipality of Mt. Lebanon, Allegheny County

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Acknowledgements

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Introduction

Mt. Lebanon's position as one of the most livable communities in the region can be attributed to its historic architecture, tree-lined streets, vibrant business districts, and high-performing schools. It's also the result of good planning. For decades, forward-thinking Municipal leadership, working alongside an engaged community, has solved problems and managed growth collaboratively, all while keeping an eye toward the future.

Balancing historic preservation while welcoming new development, mitigating traffic while encouraging non-vehicular transportation, and ensuring environmental and fiscal sustainability – all shaped by community input – are only a part of the Municipality's vision for the decade ahead. Planning is good, doing is better. Proactive, thoughtful and engaged planning will lead Mt. Lebanon toward its highest aspirations.

An aspirational but realistic vision for a community's future is essential to good planning and must continue even after successes have been achieved. This Strategic Plan, together with a 10-year Comprehensive Plan Update, will better enable Municipal leaders to embrace current and future challenges and opportunities that are both unique to Mt. Lebanon and shared with other municipalities. To that end, community leadership must be innovative while also identifying best practices from elsewhere that will collectively enhance Mt. Lebanon as a whole.



Why Plan?

Strategic planning is a community-enhancing tool for Municipal officials to help ensure effective and efficient delivery of services with a community. Municipal governance is fast-paced, even in historical but evolving communities like Mt. Lebanon, and so often staff and officials get caught up in the day-to-day operations and the need to just keep the community running. Even the best managed and most seamlessly governed communities can lose sight of their vision and goals. Strategic planning maintains focus and results in efficient implementation. The Strategic Plan is the elected officials' vision for the community and provides a guiding framework for budgeting new resources or reallocating existing ones.

Benefits of Commissioners' Strategic Planning

Conveys clear guidance on the Commission's goals for the community for the upcoming year.

Acts as a communication tool for Municipal staff throughout internal operations as well as external to the community.

Communicates to Municipal employees that what they do has value and purpose.

Helps the Municipal Manager prioritize work in the organization and allocate appropriate resources.

Informs elected officials and enables them to make decisions on priority projects and potentially challenging issues facing the community.

Planning In Action

In February 2023, Mt. Lebanon engaged Strategic Solutions LLC to facilitate the Municipality's strategic planning efforts. Strategic Solutions worked closely with Municipal leadership to assess priority projects, the restructuring of Municipal Advisory Boards, and the alignment of those Boards with Mt. Lebanon's Comprehensive Plan update – all of which were already in progress. Additionally, the project team helped refine the Municipality's mission and vision and establish strategies for accomplishing concrete and aspirational goals.

The Scope of Work for the planning process incorporated a multi-phased approach comprised of the following work tasks:



Project Purpose

Identify the Municipal Commission's aspirational goals, which will dovetail with Mt. Lebanon's comprehensive planning efforts and provide a clear direction for the community's immediate future (12-18 months), while establishing a firm jumping off point for longer-term efforts.

Review Previous Planning Efforts

Review the statuses of projects from the community's previous strategic planning and prioritization efforts and summarize those for an overview with Commissioners during the strategic planning retreat.

Examine Comprehensive Plan Progress

In coordination with Mt. Lebanon's comprehensive planning consultant, conduct a review of the documents and materials prepped as components of the community's Comprehensive Plan update. Recognizing that a full draft of the update has not yet been prepared, examine the documentation that is available, such as community survey results, steering committee meeting notes, and observations from staff and consultants, as necessary.

Staff Kickoff Session

Initial introduction of project team and discussion of project goals and expectations. Discussion of current project priorities and departmental visioning.

Online Surveys

Conduct two online surveys – one for Department Heads and Chief Office Staff and one for the Municipal Commission – seeking input on aspirational goals.

Planning Retreat

Strategic planning session to guide the Municipal Commission through a brainstorming process to identify their aspirational goals, which will dovetail with the community's comprehensive planning efforts and provide a clear direction for the community's immediate future, while establishing a firm jumping off point for longer-term efforts.

Plan Development

Overview of the planning measures undertaken as part of this process, highlighting the important input from the community's Municipal Commission. An outline of Next Steps for the Municipality to take in implementing its aspirational vision and goals is detailed and includes a timeline for completion.

Mt. Lebanon's Strategic Planning Process



2021 Priority Projects Status

During the 2021 Strategic Planning Retreat, the Municipal Commission selected and prioritized projects based on a scoring evaluation. Projects were ranked based on total overall points. Discussion among Retreat participants affirmed the selected projects, and the top six projects were identified to be advanced for 2021 projects. Projects that ranked 7 to 10 were projects to be placed on the horizon and should be top projects for consideration in 2022.

1 Diversity, Equity, and Inclusion Initiative

STATUS → Completed (Ad Hoc Committee Phase); DEI Efforts are Ongoing

- Ad HOC Committee phase and related work are completed, but the community's DEI efforts are ongoing.
- Focus Areas – Citizens Climate Survey, Training Recs for DEI, Community Events Calendar, PD Communications around DEI.

2 Mt. Lebanon Parks Master Plan and Recreation Center Feasibility Study

STATUS → Completed

- 180 recommendations from the report. Parks Advisory Board is prioritizing the recommendations.
- Working on RFP for site-specific Main Park Master Plan and Rec Center Architectural Study.
- The study is a refresh of the current building that houses the ice rink and recreation offices.
- Preliminary discussions with neighboring communities regarding a joint multi-municipal recreation facility.

3 Municipal Website Redesign

STATUS → In Progress, Maintenance Ongoing

- Projected launch to public is mid-May. Current website shuts off in mid-June.
- This website is centered around residents and not employees. Everything is reorganized and more user-friendly.
- Community update presented in April 2023.

4 Advisory Board Restructuring

STATUS → In Progress

- Ordinance enacted and goes into effect in 2024.
- Implementation is in progress. Board transition plan presented to Municipal Commission in April 2023.

5 Advance Vibrant Uptown - Phase I

STATUS → Ongoing

- Challenges with contractor and completing the project.
- Contractor's new completion date is June 2023.
- Phase II monies have been acquired. The community is ready to move forward this summer but would like Phase I to be nearer to completion.

6 Overnight Parking Ordinance Amendments and Implementation

STATUS → Completed

7 Environmental Sustainability and Climate Action Plan

STATUS – Tabled to Focus on Comprehensive Plan Update

- In 2022, community passed a Climate Resolution. Looking to the Comprehensive Plan for Action Steps on how to move forward with this effort.
- Environmental Sustainability Board Members have put together a framework but want staff to put the effort together. This is on hold until impacts of the Comprehensive Plan are clearer.

8 Complete Streets Policy

STATUS → In Progress (Ordinance Enacted)

- Active Transportation Plan is the next step, but this is on hold until after the Comprehensive Plan. This will likely be a recommendation that comes out of the Plan.

9 EcoDistrict Initiative

STATUS → Tabled to Focus on Comprehensive Plan Update

- Initial meeting held with staff and Comprehensive Plan consultants (3 EcoDistrict certified). Placed on hold until Comprehensive Plan wraps up.

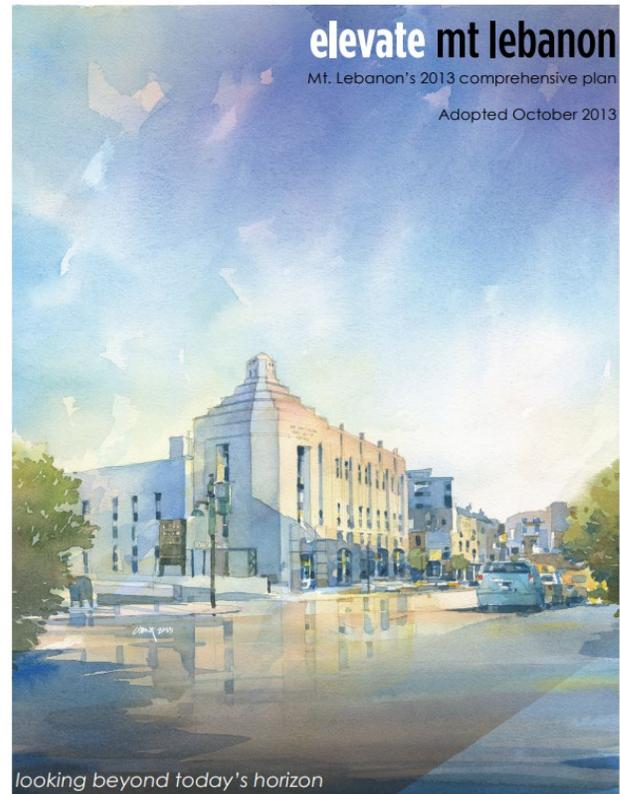
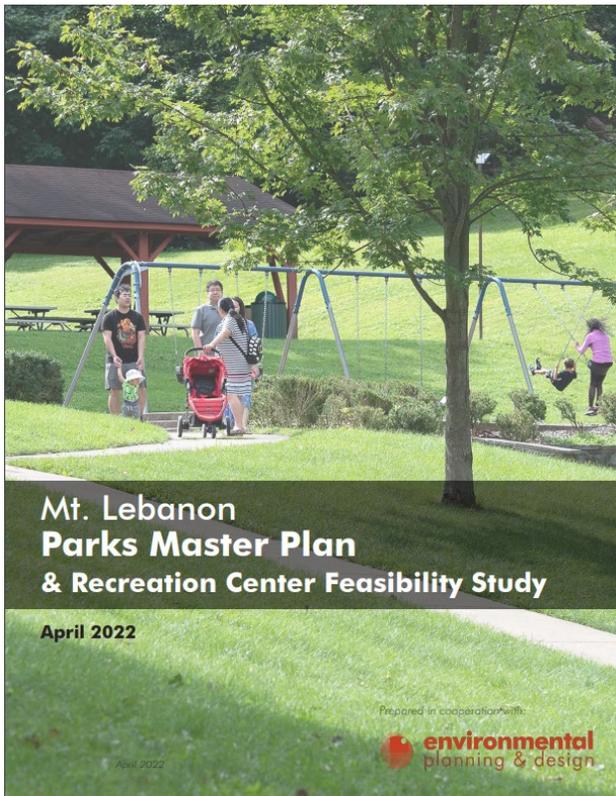
10 Operational Review of Recreation Department

STATUS → In Progress

- Two Commissioners have met with Recreation Director.
- Department is in the process of tabulating results from recent recreation programming survey.

Planning Document Review

Establishing a vision, outlining goals, and aligning the two are community planning best practices. Mt. Lebanon is a community that values and supports strong, professional planning initiatives. To gain greater perspective on the Municipality's aspirations, the project team reviewed Mt. Lebanon's most recent planning efforts, including its Parks Master Plan, which was adopted in 2022, as well as its current Comprehensive Plan, as adopted in 2013.



Additional community reports, summaries, Commission presentations, and documentation, such as information on the Climate Action Plan, EcoDistrict goals, Advisory Board Restructuring, and annual departmental planning, were also reviewed to obtain a high-level understanding of the community's goals and future direction.

Comprehensive Plan Update

In 2022, Mt. Lebanon began the process of updating its 10-year Municipal Comprehensive Plan, which will guide goals, objectives, and priorities for the community over the next decade. Led by the planning firm Pashek + MTR, the Comprehensive Plan Update Scope of Work features three phases – Explore, Test, and Build. The Municipality is currently moving from the Explore phase of the planning process into the Test phase. Consultants for the effort have noted the following overarching observations:



Community Engagement

Community Engagement focuses on fostering positive relations among citizens, key community organizations and the municipality, and effective communications, interactions, and collaborative partnerships between them.

A community-wide questionnaire was circulated in 2023 to measure levels of civic engagement and to gather community members' specific concerns and interests. *Future development or redevelopment should respect Mt. Lebanon's historic character* was the statement around which there was the most consensus. Balancing the "old and the new" will remain integral to the community's identity in the future.

The questionnaire revealed a lack of clarity about jurisdictional functions of the School District and Municipality. This especially pertained to financial matters; educational policies; and the use, maintenance and ownership of recreation facilities. A proposed realignment of Municipal Advisory Boards is expected to improve this issue.

A goal moving forward will be to better engage community youth, as the participation rate among individuals under 25-years old was low.

Mobility and Access

Mobility and Access focuses on the safe, comfortable, equitable, and convenient movement of people within and beyond the community's borders. It includes means of human-powered and vehicular mobility, such as walking, driving, transit use and cycling, as well as related matters like parking, emergency services, and accessibility. Considerations will be given to both how people travel through the community, and where the key destinations are in the community.

Being a "walkable" community remains an important element of Mt. Lebanon's identity. While respondents indicated a strong interest in expanding the walking network, construction of new sidewalks is a polarizing issue in some residential areas. The Municipality will continue to engage community members around pedestrian safety.

Economic Development and Sustainability

Economic Development and Sustainability focuses on improving the community's ability to sustain itself over the long-term while preserving its historic character, including decision-making that values sound financial and economic development principles and care for the future of the planet, as well as for Mt. Lebanon residents and community at large.

Second only to preserving historic character, community input was most favorable toward the Municipality taking reasonable steps to address climate mitigation and the reduction of greenhouse gas emissions. Maintaining a diverse range of housing options for people of all ages was the third top priority. Also worth noting, individuals working from home have increased from 5% to 35% since 2010. This shift may have implications for Mt. Lebanon's Commercial Districts, including the mix of business types, busy times, parking needs, and convenient pedestrian access.



Advisory Board Restructuring

During the 2021 Strategic Planning process, the Commission identified “Advisory Board Restructuring” as a top priority. Commissioner Andrew Flynn subsequently proposed replacing ten existing Advisory Boards with five new Advisory Boards based on the areas of policy advice and expertise where the Commission felt the need for additional input. A framework for the new Boards was developed by the Commission in 2021-22 and would need to be enacted by Ordinance. Introduced by Commission Flynn in January 2023, Ordinance #3356 was enacted on February 28, 2023.

The five new Advisory Boards are: Civic Engagement, Mobility and Transportation, Parks and Recreation, Community Sustainability and Economic Development, and Financial Management. Each Board will consist of nine members, appointed for three-year terms by the Commission. Each Board will be responsible for reviewing, monitoring, and proposing policy changes relating to the implementation of the Comprehensive Plan. Broadly described below, the specific Purpose and Duties of each Board are detailed in the Ordinance.

By working directly with the community, the **Civic Engagement Advisory Board** will oversee matters pertaining to citizen rights, including diversity, equity and inclusion initiatives.



Civic Engagement

The **Mobility and Transportation Advisory Board** will evaluate the relationship between mobility of all types and the economy, traffic calming, school safety zones, and other factors.

Mobility and Transportation



The **Parks and Recreation Advisory Board** will oversee programming, maintenance and capital improvements for parks and recreation facilities. Additional responsibilities include forest management, street trees, and promoting the health and well-being benefits of open space and recreation.



Parks and Recreation

The domain of the **Community Sustainability and Economic Development Advisory Board** includes improving infrastructure, public facilities and services, economic prosperity and sense of place. To accomplish this, this Board will guide matters pertaining to environmental and financial sustainability, historic preservation, business development, and other activities.

Community Sustainability and Economic Development



In collaboration with the Commission, Municipal departments, businesses, schools, and other institutions, the **Financial Management Advisory Board** will oversee pensions, real estate assessments, and total life-cycle costs of municipal programs, services and projects.



Financial Management

Staff Planning Session

March 20, 2023 marked the official kickoff for this Strategic Plan. More than a dozen Municipal staff members convened to prepare an Agenda for a Commissioners' Planning Retreat, which included a review of the status of the Comprehensive Plan Update, an evaluation of priority community projects established in 2021, and a discussion about the restructuring of the Municipality's existing Advisory Boards.

Because the Commissioner's Planning Retreat would be oriented toward broad, aspirational thinking (mission, vision, values and goals), staff provided invaluable "on the ground" perspectives and insight on key day-to-day issues, which are reflected throughout this Plan.

Following are a sample of notable comments and questions from this discussion, organized in the context of the five Advisory Boards:

Civic Engagement

- How does every Department affect Community Engagement? How do things need to be realigned operationally?
- Public Information Office is the center of all public communication.
- Civic engagement will be coordinated with Public Safety Departments.

Mobility and Transportation

- Where are people going within the community, and how are they getting there?
- Complete Streets Policy will help to drive the actions and activities of this Board.
- This will be a home for initiatives like electric vehicles and other transportation issues.
- Municipality is working toward the goal of growing an existing sidewalk network.
- Municipality working on traffic calming effort to mitigate speeding and volume numbers.

Parks and Recreation

- Sporting, recreational and passive use in parks need to be balanced.
- Forestry Management and Invasive Species Study is underway.
- How should community handle requests for private installations and activities in public parks?

Community Sustainability and Economic Development

- Economic Development, Resiliency, Sustainability, Historic Preservation are all related.
- Effort to merge current Economic Development Commission with recent sustainability efforts.
- Looking at opportunities to make Municipal facilities more energy efficient.
- Economic sustainability is attracting new businesses while maintaining what we have now.
- How do we preserve historic character while focusing on economic development and sustainability?

Financial Management Advisory Board

- Every Department head here knows their finances. No hand-holding to get things done.
- A lot of conversation about total cost of ownership. There are many Municipal assets and putting a cost to those assets is a large effort. This is a goal of the Commission. That total would be an approximation. Commission would like to know the line-item cost of every Municipal asset. Ex. What is the total cost of owning a tree in Mt. Lebanon? What is the value of knowing this information?
- Revenue replacement, Fiscal Health - presenting information for public consumption via the Dashboard.

Strategic Planning Retreat

On March 25, 2023, Strategic Solutions facilitated a Commissioners' Strategic Planning Retreat with the primary purpose of establishing a 10-year vision for Mt. Lebanon and creating an actionable plan to implement it. The spectrum of topics covered was broad, and the outcomes formed the basis of this Plan. Participants in this full-day session included all Commissioners, the Municipal Manager, Department Directors, and Staff Office Chiefs.

The Retreat began with a review of and update on activities already in progress, such as priority projects, the Comprehensive Plan Update, Advisory Board restructuring, and survey results. The middle part of the day focused on "defining aspirations" and crafting Vision, Mission, and Values statements, and establishing corresponding goals. From here, the group viewed these aspirations in the context of the Comprehensive Plan and worked to align them with ongoing and future projects. The Retreat concluded with the creation of a Community Dashboard Framework, which is envisioned as an online interface between residents and the Municipality.

AGENDA	1	<u>Introductions, Purpose, Expectations, and Ground Rules</u>	10:00 am – 10:15 am
	2	<u>Review 2021 Priority Project Status</u>	10:15 am – 10:25 am
	3	<u>Review Progress of Comprehensive Plan Update</u>	10:25 am – 10:35 am
	4	<u>Advisory Board Restructuring and Survey Results</u>	10:35 am – 11:10 am
	5	<u>Defining Aspirations – Vision</u>	11:10 – 11:35 am
	6	<u>Defining Aspirations – Mission</u>	11:35 am – 12:00 pm
	7	<u>Defining Aspirations – Values</u>	12:00 pm – 12:25 pm
	8	WORKING LUNCH – Refining the Vision, Mission, Values	12:25 pm – 1:00 pm
	9	<u>Defining Aspirations – Goals</u>	1:00 pm – 1:30 pm
	10	<u>Aspirations and the Comprehensive Plan</u>	1:30 pm – 1:50 pm
	11	<u>Alignment of Aspirations and Projects</u>	1:50 pm – 2:15 pm
	12	<u>Community Dashboard Framework</u>	2:15 pm – 2:45 pm
	13	<u>Next Steps</u>	2:45 pm – 3:00 pm

Leadership Surveys and Commission Discussion

During the first phase of the Strategic Planning process, Municipal staff and Commissioners were invited to complete online surveys related to broad aspirational goals for the community (as opposed to specific *projects*). Survey questions were organized into categories that were aligned with the five new Advisory Boards noted previously.

For each category, using Civic Engagement as an example, participants were asked what changes they would make to the Municipality’s approach to Civic Engagement, and what improvements would result from those changes. Where appropriate, staff and Commissioners were asked how each Board’s efforts could be measured.

Survey results and related discussion topics have been summarized by category, with staff responses followed by those of Commissioners. Analysis of the survey responses significantly shaped the Municipality’s Mission, Vision and Aspirational Goals discussed later in this report.



Civic Engagement Staff Survey Responses

What change would you like to make to your department’s approach to Civic Engagement?



Target efforts to specific audiences.	Use tools to attract staff talent.	Public buy-in to big-picture housing needs.
Offer “Volunteer Days”.	Measure effectiveness.	Library sets a great engagement example for the community.
Better planned, united, and executed outreach efforts across Departments.	Create public education on Ordinances and Building Code Requirements.	

Prioritize feedback in the context of value/benefits to the majority of residents, as well as staff capacity to respond and implement change.

What improvements will result from this change, as compared to how your Department currently handles Civic Engagement?

More time to focus on core responsibilities and higher priority needs.

More opportunities for face-to-face communication with target audiences.

More time spent on actualizing goals and less on managing expectations.

I don't know that much needs to change on the civic engagement end of things. We do a good job of getting data out there.

May help the time it takes to review and issue permits, if the applicants are more aware of what is needed to determine compliance.

Keeping employees longer would reduce the current situation of nearly always being short-staffed, which is causing burnout in the remaining staff.

Could result in an overall organizational improvement by encouraging employees to have civic engagement in the larger regional community. If groups of employees wanted to engage in an activity, it could also enhance our employee 'community'.

Potentially fewer negative comments at the Planning Board level, which forces developers to reduce the density of proposed development projects and, therefore, decreases the number of housing units available in the Municipality.

How can the Municipality's Civic Engagement efforts be measured?

Attendance at Municipal events, participation in recreation programs, website hits, social media interactions.

Successful partnership on events and programs with community partner organizations.

A survey measuring volunteer participation, if the civic engagement involved a call for volunteers.

This is qualitative rather than quantitative.

Number of residents reached, residents in attendance.

Quality of outcomes.

Use of Artificial Intelligence will certainly change things from a staff perspective.

The time it takes for the process of issuing permits and approvals.

Total days used by employees for this purpose, along with the activities/organizations.

Number of methods to provide engagement, number of requests/responses, satisfaction surveys. A software platform could help to organize and measure the process.

Commission Survey Responses

What needs to be improved regarding the Municipality's Civic Engagement efforts?

Utilize ALL of our Advisory Boards.	Communication should not be a one-way channel.	Present information in as many ways as possible.
Shift away from "traditional media" communications.	Recognize its role as a community "platform."	
Micro-targeted communications (i.e. messaging targeted to individual constituents based upon property location, demographic information, or other factors).		

What is successful Civic Engagement for Mt. Lebanon?

High quality events.	Our stats are better than national norms.	Community forums for residents to voice their opinions and hear from the Municipality.
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Ensuring that there are clear and effective mechanisms for constituents to engage efficiently and effectively with government.

What can be measured for the Municipality's Civic Engagement efforts?

Most residents believe they are paying for valuable services.	Most residents would describe the culture of Mt. Lebanon as welcoming and friendly.	Most residents can name 4 or 5 events or activities that the municipality puts on or has for the community.
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Hits on social media, websites etc.	Number of applicants for boards.	Attendance at events.
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What can be measured is many things. What should be measured will depend on what the strategic direction is determined to be, and thus helps understand our progress toward that goal.

Civic Engagement Discussion

Understanding community needs and delivering services effectively is the product of earnest engagement between a Municipality and its constituents. To do this, Municipalities must strive to establish two-way communication that reflects how well community members access information, voice complaints, and contribute ideas.

"We need to create an awareness of what government does for them and how they can access government service as needed."

Education plays an important role in managing expectations for what local government can and should do (or cannot and should not do)—and it goes both ways. As discussed in the Strategic Planning Retreat, the Municipality will make better use of community events, social media, and other forms of communication as means to engage with residents.

"How do we facilitate effectively? How do we help community groups be more effective as opposed to doing the work of the community group?"

Other highlights include:

- Empowering community groups to achieve their goals more independently (or effectively).
- Emphasizing qualitative metrics of progress instead of relying only on quantitative metrics.
- Identifying instances in which residents are not getting the information they are seeking.

"Education, programs, and events are opportunities for us to engage with the community."

Spotlight On – Empowerment

Sufficient access to Municipal budgets, procedures, and goals will empower community members and groups to effect change and become better stewards for the issues about which they are most passionate. With a deeper understanding of community wants and needs, the Municipality can better support its constituents in their efforts.





Mobility and Transportation

Staff Survey Responses

What change would you like to make to your Department’s approach to Mobility and Transportation?

changes
 improve
 work
 needed
 vehicle
 parks
 Continuing
 streets

Focus on origins and destinations and ADA accessibility while not sacrificing public safety.	Filling in gaps in sidewalk network and expanding sidewalks on safe walking routes to schools.	Develop "guidelines" for active streets with an associated toolbox, because no two streets are the same.
A bus stop near the library.	Improve pedestrian safety.	Public education efforts.
Re-examine parking operations.	A (very expensive) possibility I'd love to see considered is a local 'loop' bus.	Development of an Active Transportation Plan.
Better communication with Municipal engineers.	Incentivize employees to carpool.	Walkability, safe cycling, connections to rail trails and parks, trail development.
Provide input to support or guide changes and improvements made to Municipal infrastructure as it relates to transportation asset management.		

What improvements will result from this change, as compared to how your Department currently handles Mobility and Transportation?

Increased safety and walkability.	Improved access to Municipal facilities.	Increased public participation in mobility planning.
Improved access to public transit.	Fewer vehicle v. pedestrian accidents.	Greater holistic planning.
Parking availability and access to parking.	Projects that ease the flow of people to our Commercial Districts.	Resident satisfaction and improved health.

Better job of storytelling - when we understand better, we do better.

How can the Municipality's Mobility and Transportation efforts be measured?

Pavement Condition Index (PCI)	Increased foot traffic.	Surveys.
Increased ridership on transit.	Traffic counts.	Accident data.
Citation data.	Ridesharing numbers.	Facility usage.
Payment metrics.	Fleet metrics.	

Commission Survey Responses

How can the Municipality's Mobility and Transportation efforts be improved?

The Municipality is not perceived as a safe or pleasant place to walk.	We need to redesign our public roads and spaces to optimize for pedestrians and people.	More multi-modal options.
Training traffic engineers to look holistically at mobility whenever a street is being redone.	Require a "whole Municipal" plan around a multi-modal future that recognizes the varied interests in the public right-of-way and incrementally redesigns them to optimize future benefits of these spaces.	

What does successful Mobility and Transportation look like for Mt. Lebanon?

Identify the most immediate safety concerns in the Municipality for pedestrians.	Prioritize the top 5 or 10 areas immediately by following traffic engineering best practices.	Road diet - Redesigned roads that are optimized for people.
Slower traffic, less congestion, sidewalks filled, streets emptier.	A community that does not require a car for a person to fully participate in all aspects of life, in every stage of life.	

What can be measured to improve the community's Mobility and Transportation efforts?

Speed of vehicles on residential roads.	Pedestrian counts.	Feedback from residents.
Bike racks in the Business Districts.	Traffic counts.	

Mobility and Transportation Discussion



Planning for where people are going and how they get there needs to be more comprehensive than ever. A cultural shift toward “complete streets” means that streets are for everyone, not just vehicles. This is especially important in Mt. Lebanon, a community that values “walkability” and does not bus children to school.

The Mobility and Transportation discussion at the Strategic Planning Retreat focused on wholistic approaches to multi-modal transportation that will address key facets, such as traffic calming, safe routes to school and other destinations. A major emphasis was placed on developing an Active Transportation Plan that prioritizes thoughtful design interventions over enforcement solutions.

Other highlights included:

- Active Transportation Planning will need dedicated funding.
- Aging populations and youth especially need to be engaged.
- Identifying ways to measure success will be imperative.
- Change will be nuanced and granular.

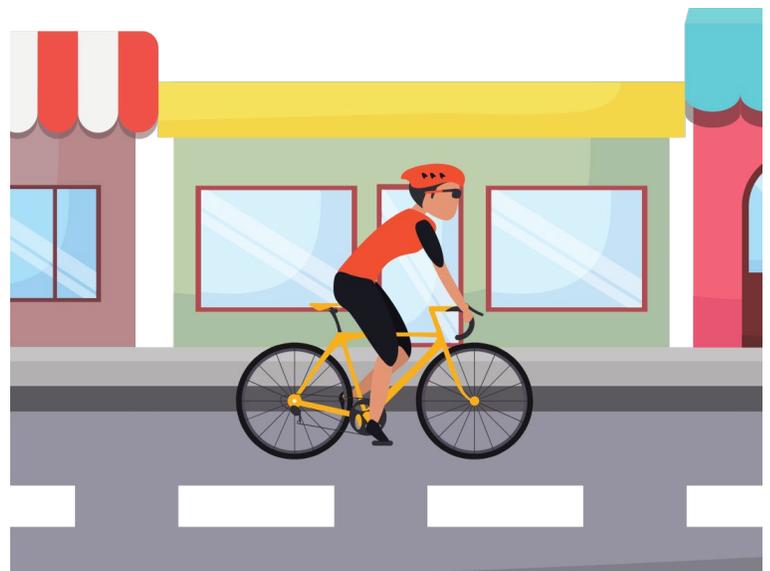
“It is a cultural shift to streets being for everyone – not just cars. People still want to get from A to B as quickly as possible.”

“It is unique that we don’t bus children to school. The Municipality bears the expense of crosswalks, crossing guards, and safe walking routes. We are obligated to provide these.”

“We want to be a community that does not require a car for all people to participate in all aspects of life, at every stage of life.”

Spotlight On – Active Transportation

Transportation is nuanced and granular. An Active Transportation Plan will establish a framework for the community, tying into traffic calming, which will be a design solution as opposed to an enforcement solution. Design is a one-time investment, while enforcement is ongoing. Dedicated funding is needed to fully approach these challenges.





Parks and Recreation

Staff Survey Responses

What change would you like to make to your Department's approach to Parks and Recreation?

programs Continuing provide better
improvement community parks
Parks Recreation patrol

Multi-Municipal cooperation.	Waive some fees for volunteer firefighters.	Improvements to facilities.
Exploration of a joint indoor recreation center between South Hills communities.	Structure and direct Advisory Board to focus on high level planning.	Improve community engagement related to volunteer efforts.
Recommendation of better policies regarding the utilization of open spaces and recreation in the Municipality.	Update our Municipal website to provide better information and communication to our residents.	Better forecasting of parks improvements over the next 5-10 years.
More staff capacity to balance demands on time.	We are finding more ways to cooperate, and it is working.	Utilize a varied patrol approach with vehicle, foot and bicycle patrols.

What improvements will result from this change, as compared to how your department currently handles Parks and Recreation?

Improved resident satisfaction.	Help to prioritize budgeting and possible capital bonds.	Provide another incentive for people to volunteer.
A "Recreation Authority" could be created to manage recreation assets across multiple communities in the South Hills.	A single Parks and Recreation Board will prevent working in silos.	Increased cohesion in communication results in better marketing and participation.

How can the Municipality's Parks and Recreation efforts be measured?

Participation in programs and attendance and usage of parks and recreation spaces.

Number of goals accomplished in Parks Master Plan.

Community satisfaction with changes or improvements to the parks.

Increased crowds at events.

Pavilion rentals.

Crime statistics.

Survey results.

Revenue increases.

Ratings from participants.

Commission Survey Responses

What needs to be improved in Mt. Lebanon's Parks and Recreation system?

Ensure adequate staffing.

Improve accessibility.

Programming and facilities.

Improve our programming to better match the community's needs.

We need to get on a much more robust path for facility and program improvement.

What does a successful Parks and Recreation system look like to you?

Enough paddle ball courts!

Develop a 10-year plan to implement most of what is in the Park's Master Plan.

Attractive facilities and well managed outdoor athletic and natural spaces that get regular maintenance and investment, as well as robust programming that caters to all age groups and promotes community engagement and healthy lifestyles.

Evaluate if we are interested and have adequately staffed the ongoing management and oversight of owning a Municipal pool, golf course, tennis center, ice rink, and outdoor sports courts (basketball, turf, and grass) with lighting and restrooms. We also own and manage and maintain multiple public parks and public spaces.

What aspects of the Parks and Recreation system can be measured?

Surveys.

Usage numbers.

Depends on what we agree is our long-term goals.

Offer participants the ability to easily provide feedback after every recreation engagement. This information should be funneled up to the Commission on a quarterly basis, and possibly collected by an outside organization such that we aren't adding any burdens to existing employees and avoiding the possibility of unintended bias.

Parks and Recreation Discussion

Ample parks and recreational facilities have long been vital to a high quality of life in Mt. Lebanon. Maintaining a balance between sports activities, recreational opportunities and passive uses throughout our parks and facilities will require a comprehensive approach to investment for maintenance, capital improvements, and programming.

"Post-pandemic life has changed programming needs. We're using the recreation spaces more during the workday than previously."

Discussion at the Strategic Planning Retreat primarily focused on community needs, in light of the ongoing Parks Master Plan and the ways that the pandemic altered and increased the usage of neighborhood facilities.

"We should explore opportunities to look outside of the Municipality to partner with neighboring communities and pool resources."

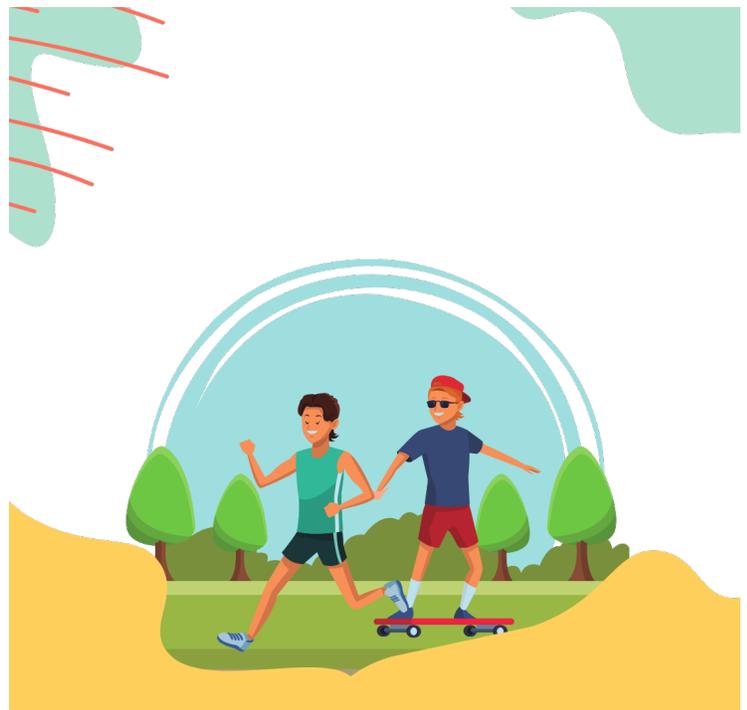
Other highlights include:

- Identifying ways to engage volunteers to make contributions and increase a sense of community ownership.
- Making parks and facilities accessible and inviting to people of all ages and ability levels.
- Addressing forestry and vegetation upkeep, including managing invasive species.
- Exploring options for renovating recreation center, including collaboration with other municipalities.

"How can we engage volunteers? This benefits the Municipality but also engages residents and gives them a sense of ownership."

Spotlight On – Focused Investment

Parks and recreational improvements will be accomplished through focused investments that are consistent with available funding and staffing capacities. The Parks Master Plan will guide park upkeep, facility enhancement, and general programming to meet the changing needs of athletics and active recreation, as well as passive enjoyment of these assets.





Community Sustainability and Economic Development

Staff Survey Responses

What change would you like to make to your Department's approach to Sustainability and Economic Development?



Continue to promote recycling in our facilities and source recyclable or reusable supplies for programs.	Continue to provide a high level of service that encourages businesses to stay or open.	More opportunities to interact with the business community.
Better cooperation between communications folks and sustainability advocates.	Do what we can financially to help keep the vibrancy of our Business Districts.	Pursue public-private partnership for reconstruction of the South Garage with mixed-use above parking.
Plan for a more coordinated approach to these issues and policy development and how they collectively serve to preserve and improve our sense of place.	Explore adding new technologies possibly including EV's but make sure that we are able to maintain or improve services after implementation.	
Retrofit outdated equipment with new energy-efficient equipment and maintain all equipment in the most energy-efficient way possible.	Better facilities would lead to more usage from communities outside of Mt. Lebanon and more spending in Mt. Lebanon.	
When options or changes related to sustainability are considered, they should be researched in light of pros and cons before moving forward.		

What improvements will result from this change, as compared to how your Department currently handles Sustainability and Economic Development?

Increased density and residential units in Uptown Business District .	Increased Earned Income Taxes and Real Estate Taxes.	Improved efficiencies and lower costs of operation.
Looking forward to getting the display monitor that shows how much energy is being saved.	Better cooperation and understanding.	Keep real estate assessments and taxpayers in the community.
More income for businesses.	Cost savings for Municipality.	Better able to educate stakeholders.

Projects and initiatives that fuse traditional economic development with the long-term health of the businesses and planet.

Better approach to policy development and planning for development, business attraction and retention, historic preservation, infrastructure maintenance and environmental sustainability.

How can the Municipality's Sustainability and Economic Development efforts be measured?

Measurements of carbon reduction due to Municipal investments.	Vacancy rates in Business District.	Monitor and evaluate overall cost of energy use and maintenance.
Develop meaningful metrics that could be posted to a dashboard on our new website.	Number of violations, citations, spaces occupied.	Sustained revenue over the next 10 years.
Survey businesses.	Flexible distribution of the workload among staff.	Operating costs of facilities.
Demand for space.	Become a regional leader in environmental stewardship.	Mt. Lebanon being viewed as a destination.

Commission Survey Responses

What needs to be improved regarding Mt. Lebanon's Sustainability and Economic Development efforts?

Accelerate Municipal investments in "sustainable" infrastructure and proactively incentivize other property owners to do the same.

More diversity in our Business Districts. Electric Municipal fleet. **Recycle, recycle, recycle.**

Increase public education through partnering with existing organizations and helping promote those speaking events, resident support, or information.

What is successful Sustainability and Economic Development for Mt. Lebanon?

We need to create this, by using the existing process of a Climate Action Plan.	A community that is proactively investing in its infrastructure such that it is able to be maintained at a level that allows for improvements and change, based upon evolving climate and demographic demands.	
A waiting list for Business District vacancies.	LEED buildings.	Electric vehicles.

How can the Municipality's Sustainability and Economic Development efforts be measured?

The Climate Action Plan, or CAP, should clearly outline this.	Using the latest sustainability measures as a benchmark.	Goals come after strategic planning.
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Community Sustainability and Economic Development Discussion



Economic and environmental sustainability contribute to a community's long-term resiliency. Preserving historic character and retaining existing businesses while promoting new development will be a cornerstone of Mt. Lebanon's future.

The Strategic Planning Retreat presented an opportunity to ask challenging questions. How will consumer trends (such as online ordering and pickup) and the increased importance of "third places" (coffee shops and coworking spaces) impact traditional Business Districts? How do we encourage energy-efficiency and green building for existing residences, commercial structures and Municipal buildings?

Other highlights include:

- How will a Climate Action Plan impact existing and future zoning regulations?
- Because the "greenest" structures are often those already built, how do we promote sustainability through our historic preservation?
- The library serves as more than a library and is an undervalued asset.
- What additional support do existing businesses need?

Spotlight On – Zoning and Land Use

As a walkable community with a mix of land uses but not a lot of developable open space, the Municipality will achieve many of its long-term goals through flexible zoning and creative land use. Sustainability, climate, and business development goals can be accomplished in part through energy-efficiency incentives and, where appropriate, increased density. Pursuits, such as adding height to existing buildings, will require amendments to existing zoning regulations.

"The most sustainable buildings are the ones that are already built, and we have a lot of old buildings."

"The trend is to buy online and pick up in store. Does this impact how Washington Road looks? For example, free parking zones for pickup?"

"The library is key – it has become a community center. It's an unrecognized asset."





Financial Management

Staff Survey Responses

What change would you like to make to your Department’s approach to Financial Management?



Increased funding for training and annual funds committed to planning activities.	Find ways to get information out to larger audiences.	Our Finance Director and Finance Department do an excellent job.
Public/Private Partnerships	Financial Management training/coaching.	Many customers do not properly pay bills.
Our financial transparency is incredible.	Departmental updates on a quarterly basis.	Reporting to new Financial Management Board.
Study current Fee Schedule to help balance the cost of performing duties.	Evaluate vehicle upfit costs along with continual evaluation of equipment.	Learn better ways of explaining billing to customers.
Eliminate redundancies and underutilized programs.	Greater investments in assets and personnel.	Evaluate Departmental costs and needs.

What improvements will result from this change, as compared to how your Department currently handles Financial Management?

Create a stable Planning Fund.	Better transparency.	Cost savings.
Prompt and more complete payment of bills.	More efficient and effective budget.	Greater resident satisfaction and staff productivity.
More balanced office to use less tax dollars for the duties performed by the Inspections Office.		
Give great insight to new Board as to the areas to explore within the Municipality for efficiency and cost savings.		

How can the Municipality's Financial Management efforts be measured?

Pension plan funding.	Bond rating.	Increased revenue.
No reductions in service delivery.	Ongoing evaluation of training.	Achieving goals of Commission and community.
Cost savings.	Balanced budgets.	

Commission Survey Responses

What can be improved about the Municipality's Financial Management?

The Municipality is excelling in this area.	We are incredibly well managed.	We need to just keep doing what we have been doing.
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Our Municipality is very well run from a financial perspective, but it would be helpful to have a better understanding of the long-term impacts of short-term decisions especially when it comes to infrastructure investments.

What does successful Financial Management look like for Mt. Lebanon?

Continue to be as transparent as possible.	Continue to publish the Annual Report and push out information.	Existing efforts need to be recognized, rewarded, and committed to continue.
Modified GAAP accounting and accounts for the social cost of carbon and enables elected officials to have a more robust understanding of long-range cost implications for our infrastructure.	Financial management could provide services to residents to incentivize behaviors that are primarily of private benefit but are of a shared value.	Loans for green stormwater improvements, solar, facade improvements for businesses, etc.

Like we look right now.

How can the Municipality's Financial Management efforts be measured?

Number of complaints asking, "Where do my tax dollars go?"	Percent of pensions funded.	Balanced budget.
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CPA blessing.

Andrew already does a very good job.

Financial Management Discussion

The Municipality has a long record of good financial management. A major goal for sustaining and improving the financial climate of the Municipality will be to understand the full lifecycle costs of all services and assets. Understanding the *annual* costs of a single road or tree, for example, will improve budgeting and the allocation of resources over time. The Advisory Board restructuring noted previously will give individual Departments more control and responsibility over relevant finances.

The Strategic Planning Retreat examined ways to incentivize public and private investment that meets both climate and financial sustainability goals, such as creating infrastructure for electric vehicles.

Other highlights include:

- Creating more effective billing services, more efficient delivery of services, and improving public access to the municipal budget.
- Explore grant and loan programs to support private property improvements, including tree maintenance.

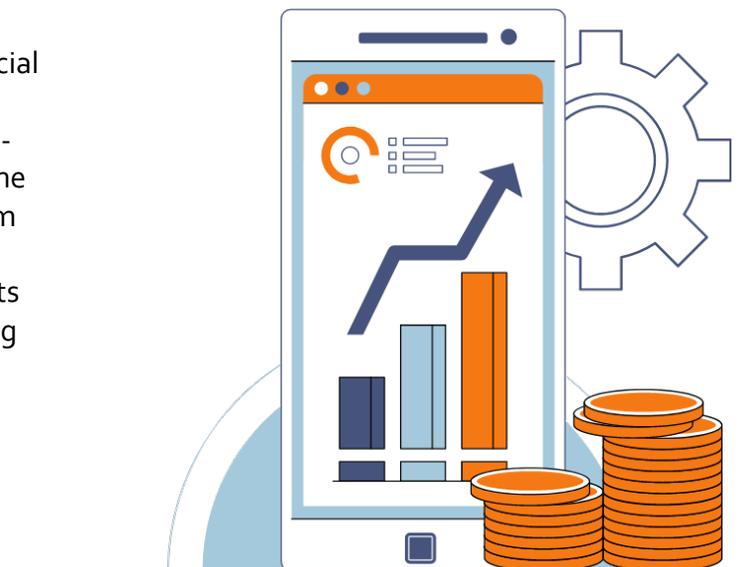
Spotlight On – Long-Term Financial Planning

Municipal decisions often result in long-term financial commitments that must be honored while new obligations and opportunities arise. Beyond day-to-day improvements to billing and service delivery, the Municipality will explore ways to improve long-term budgeting through diversified funding sources, regional cooperation, and quantifying lifecycle costs for all community assets. In addition to maintaining solvency, long-term financial planning will enable organizations supported by the Municipality to achieve greater independence.

"More regional cooperation is an opportunity to build capacity to do things even better."

"Every decision the Commission makes locks in a cash flow over many years. We have a responsibility to keep up with prior commitments, and decisions made now will impact future decision-makers."

"More financial control of input into the organizations the Municipality supports...could limit the ability to provide services. Do we want to get to a point for these organizations to survive on their own?"

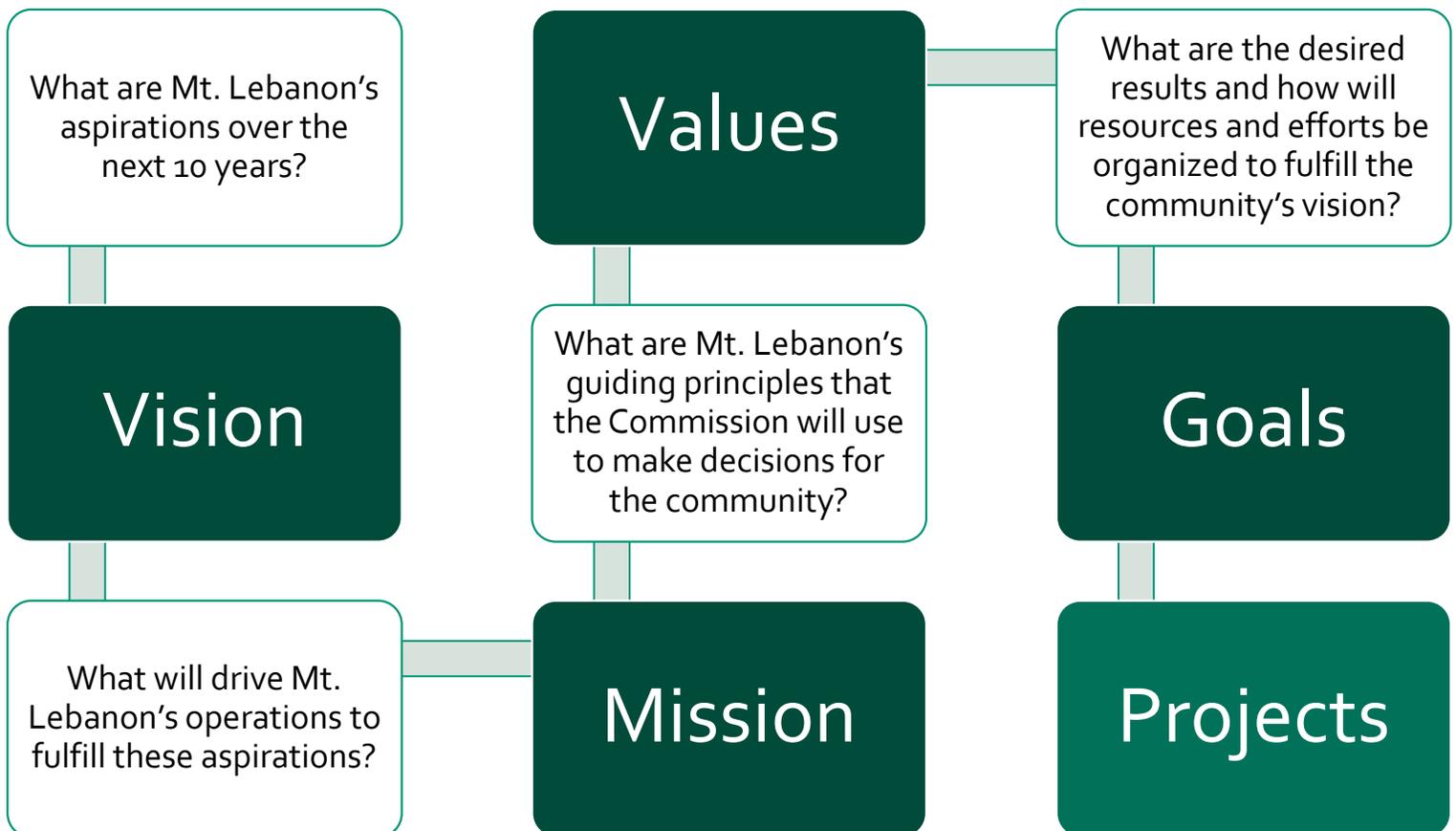


Defining Aspirations

Following detailed discussions about the five new Advisory Boards, the Strategic Planning session turned its attention toward the “big picture.” Every year, a wealth of Municipal time and energy is directed toward specific projects within the community, so it is important to step back and ask: What is Mt. Lebanon’s identity? What are the foundational principles that guide what we do? What kind of community do we wish to see a decade from now?

These were only a few of the *aspirational* questions raised during the Retreat. The answers helped shape the Municipality’s Mission, Vision and Values statements and to establish challenging but attainable goals. All of the above will inform the work of current Municipal staff and Commissioners, and those who will come later.

Strong, thoughtful community aspirations are not meant to exist in a vacuum but to have concrete outcomes. Better projects, more community involvement, and fiscal responsibility are only a few of many desired results. The following pages illustrate some ways that a sustainable community integrates foundational principles with project-oriented elements of a Comprehensive Plan.





Civic Engagement

Vision

Mission

Values

Goals

Projects

Vision

Communications and engagement that are honest, transparent, respectful and timely utilizing multiple and evolving two-way channels of communication accessible to people of all needs and capabilities to enable a robust and healthy community.

Mission

To establish empathetic and trusting relationships through two-way community conversation that is transparent, honest, and timely.

Values

Trust Transparency Honesty Empathy Two-Way Communication
Timeliness and Prompt Response

Goals

- 1 Communicate effectively to engage with customers/users/residents by creating targeted channels of information customized to the end user.
- 2 Maintain a strong sense of community through vibrant safe and well-attended community gatherings.
- 3 Stay ahead with evolving methods of communication.
- 4 Able to get necessary information on-demand when needed.
- 5 Create defined social contract with the community through the articulation of current or establishment of new common desired outcomes and expectations.



Mobility and Transportation

Vision

Mission

Values

Goals

Projects

Vision

Connected origins and destinations using well-planned, multi-modal accessible routes, paths, and ways that are safe and easy for residents and visitors at all stages of life, supporting efficient delivery of services, active lifestyles and economic vitality.

Mission

To plan and construct multi-modal transportation infrastructure that is safe, accessible, and equitable.

Values

Safe Accessible Equitable Multi-Modal

Goals

- 1 Spearhead the development and maintenance of a long-range Active Transportation Plan, including all public rights-of-way.
- 2 Increase walkability, including safe walking routes to every school and other community destinations.
- 3 Provide Municipal operations, education and training around growing and maintaining an evolving multi-modal transportation network.
- 4 Create a community where people can safely access core services.



Parks and Recreation

Vision

Mission

Values

Goals

Projects

Vision

Space, staffing and programming to efficiently meet passive and active recreation needs for all users driven by continued assessment of community wants and desires to promote healthy and active lifestyles.

Mission

To plan, design, and construct recreation facilities that are a safe, enjoyable, and accessible to all residents and visitors, while hosting a variety of programming informed by participant input.

Values

Safe Responsive Equitable Enjoyable Accessible Healthy

Goals

- 1 Facilitate multiple channels for user feedback.
- 2 Proactive management and maintenance of natural spaces.
- 3 Proactive management and maintenance of facilities.
- 4 Consider opportunities for expansion of parks, recreation and open space.
- 5 Provide appropriate resources to maintain and evolve to meet the needs of users.
- 6 Develop a prioritized approach to organizing and resourcing future facilities and programs.
- 7 Define and maintain a level of service directly supported by Municipal resources.
- 8 Promote partnership opportunities to help sustain and manage parks, facilities and programs.



Sustainability and Economic Development



Vision

Resilient, safe and agile community with healthy tax base and the ability to thrive during economic, social and climatic changes while valuing the historic character of our community.

Mission

To celebrate historic character while supporting long-term economic vitality, commercial vibrancy, and environmental sustainability.

Values

Vibrant Resilient Equitable Adaptable Unique Historic Character

Goals

- 1 Create climate-resilient policies and plans to be implemented.
- 2 Maintain business vibrancy while preserving historic character.
- 3 Inform and contribute to regular updating of Zoning and Development Ordinances and Regulations.
- 4 Enact sustainability initiatives for Municipal-owned infrastructure and equipment.
- 5 Promote economic vibrancy and adaptability through proactive maintenance and evolution of the built and community environment to meet current and future needs.
- 6 Serve as a champion of sustainability.



Financial Management



Vision

Evaluate and grow the ability to provide community services to all residents in a cost-effective manner for current and future residents and providing the foundation upon which community happens.

Mission

To be efficient stewards of public funds and conduct the public's finances in a transparent, proactive manner to provide outstanding community services.

Values

Transparency Efficiency Stewardship Proactive Growth-Oriented

Goals

- 1 Develop long-range planning to help maintain long-term fiscal resilience, including varied revenue sources, employee pension funding, and community investment.
- 2 Conduct a Cost of Ownership Study to fully understand ongoing maintenance expenses for public infrastructure, services, and facilities.
- 3 Foster partnerships for shared services.
- 4 Maintain current high-level of transparency and financial reporting.

Visioning Summary



Communications and engagement that are honest, transparent, respectful and timely utilizing multiple and evolving two-way channels of communication accessible to people of all needs and capabilities to enable a robust and healthy community.



Connected origins and destinations using well-planned, multi-modal accessible routes, paths, and ways that are safe and easy for residents and visitors at all stages of life, supporting efficient delivery of services, active lifestyles and economic vitality.



Space, staffing and programming to efficiently meet passive and active recreation needs for all users driven by continued assessment of community wants and desires to promote healthy and active lifestyles.



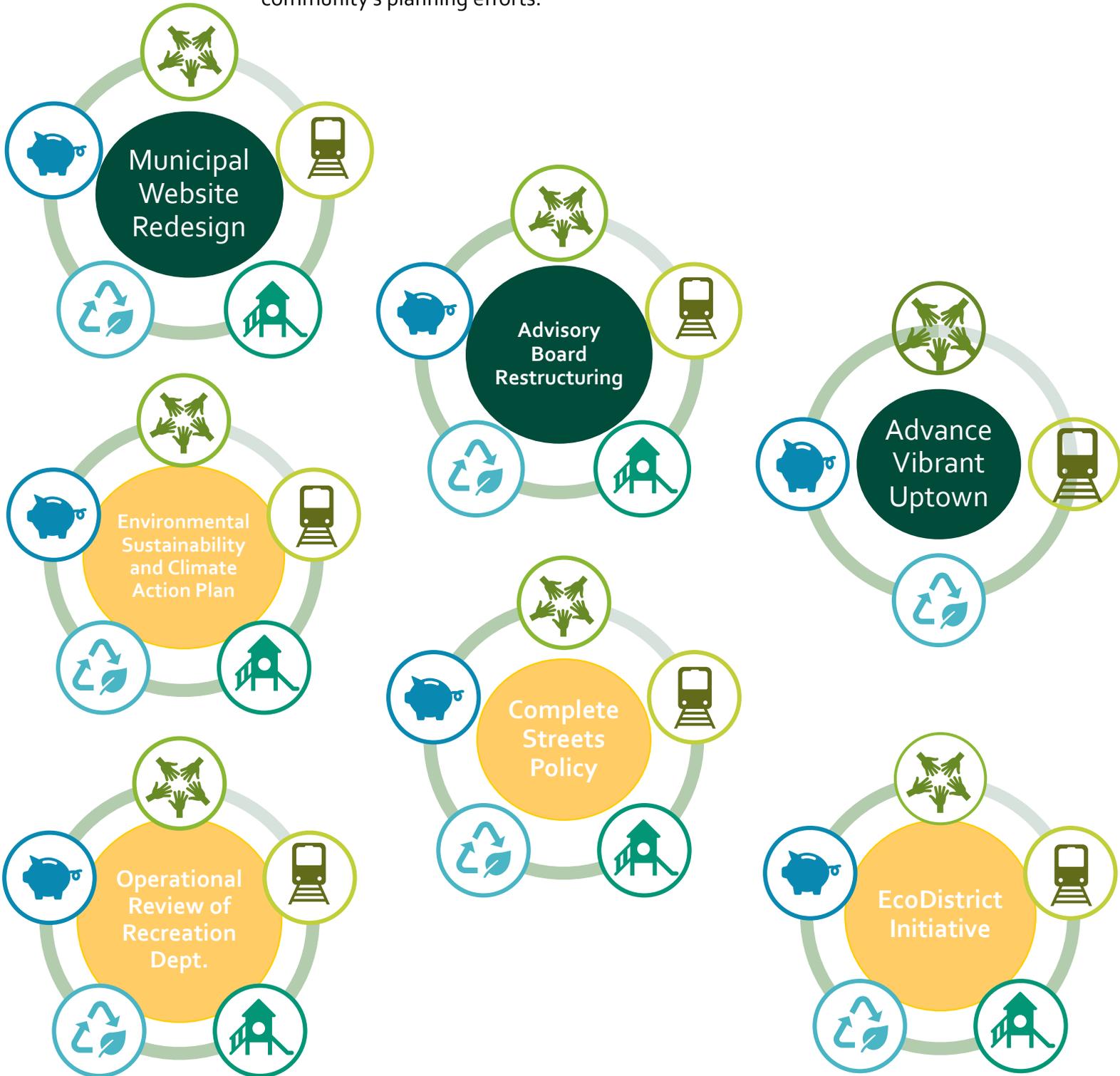
Resilient, safe and agile community with healthy tax base and the ability to thrive during economic, social and climatic changes while valuing the historic character of our community.



Evaluate and grow the ability to provide community services to all residents in a cost-effective manner for current and future residents and providing the foundation upon which community happens.

Alignment of Aspirations and Projects

Shown below are seven top priority projects that emerged from the 2021 Strategic Plan. Each project will intersect with, and be influenced by, the Mission, Vision and Values statements for each of the five newly established Advisory Boards. It is important to note that previously prioritized efforts align closely with the Vision, Mission, and Values as outlined herein, showing a consistency in policy and goals throughout the community's planning efforts.



Community Dashboard

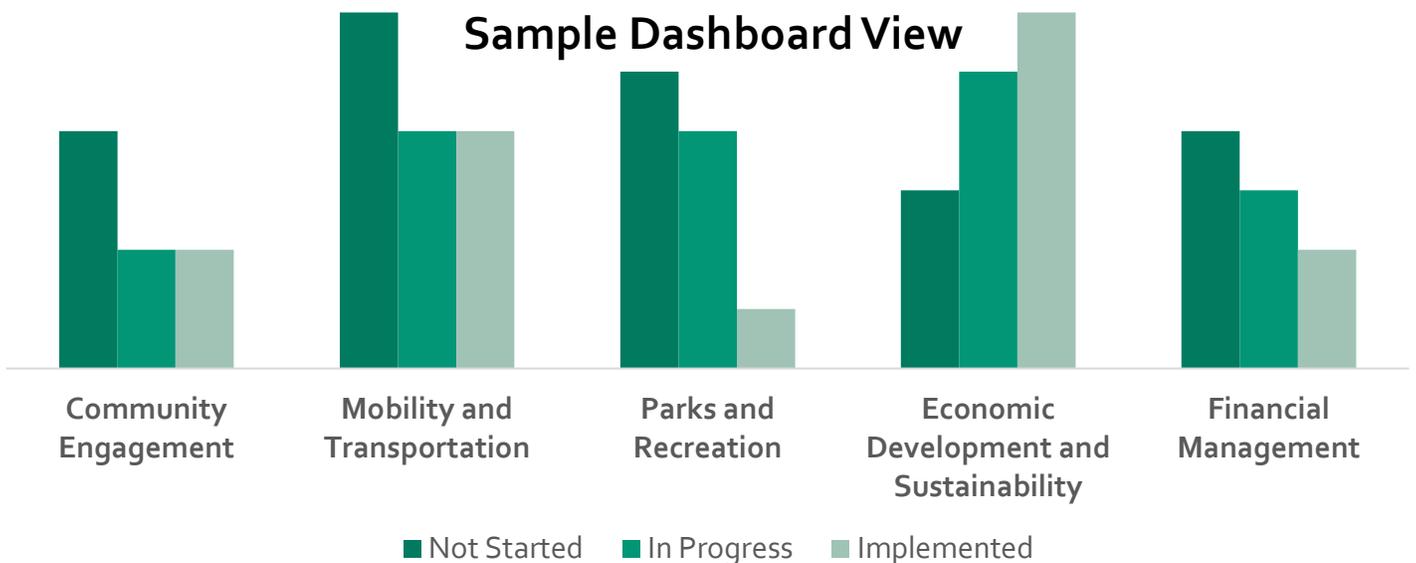
Community dashboards are used to track and analyze data to inform policy and resource decisions, identify service gaps, monitor progress, and reinforce alignment and accountability of local government services and operations. These tools are valuable in implementing community-engaged and data-driven processes and support.

Initial discussion on the eventual development and implementation of a customized Community Dashboard to highlight progress the Municipality makes toward reaching its goals began during the Commission’s 2021 Strategic Planning Retreat. At that time, the concept was very preliminary, with only a broad-based goal of working toward incorporating such a tool to enhance the Municipality’s operational transparency. As the community prepares to launch its new website, and with additional service offerings and operational sophistication, the concept of a Dashboard for Mt. Lebanon is gaining momentum.

Participants in this year’s strategic planning process were repeatedly asked about criteria that could be measured, in an effort to help lay additional groundwork for the development of the Community Dashboard. While its creation is still some time off, important information was gathered during this process.

What can be measured for...?

-  Attendance at events; Number of residents reached; Block party permits; Website hits; Social media engagement; Fire, police and resident academy attendance; Board applications; Library cards; Phone calls; Service requests; Participation in surveys and outreach; Number of households registered in Mt. Lebanon.
-  Accident data; Surveys; Foot traffic; Complete Streets Policy implementation; Ridership; Citation data; Traffic counts.
-  Number of participants and/or participant hours in; Pool attendance; Golf course rounds; Field use; Number of goals in Parks Plan completed; Volunteer hours; Pavilion rentals.
-  Fleet fuel efficiency; Vacancy rates on Business Districts; Tax revenue generated by businesses; Parking leases; Building permits issued by type; Carbon emissions; Recycling and compost use.
-  Pension plan assets; Fund balance ratio; Debt ratio; Comparative tax rates.

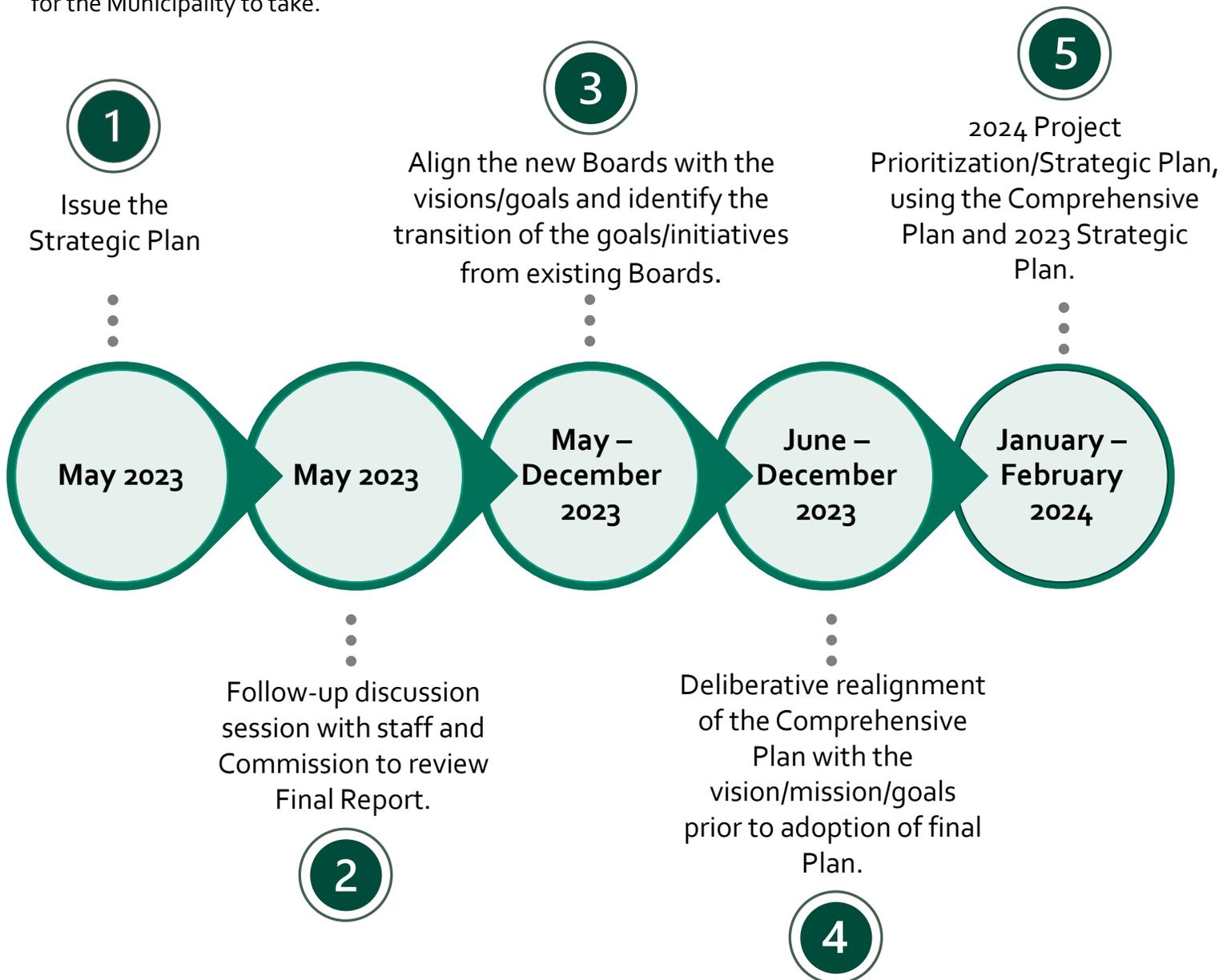


Moving Forward

Creating an annual Strategic Plan is a significant undertaking that comes with rewards. Mt. Lebanon’s 2023 Strategic Plan not only reflects a multi-year Board-restructuring effort—it puts it into practice. By aligning this Plan with the Municipality’s 10-year Comprehensive Plan Update, the Municipality will be able to proceed with clarity towards delegating implementation duties to appropriate Boards and staff, with effective oversight by Commissioners and other Municipal leaders.

The First 5 Steps

Planning is good, but doing is better. After a successful Retreat, the next phase – implementation – begins. Embarking on an implementation process can seem daunting, particularly when so many actions must be incorporated into current operations and planning processes. The action items below are the First 5 Steps for the Municipality to take.



Appendix

Bill No.: 2-23

Introduced: January 24, 2023

By Commissioner: Flynn

Enacted: February 28, 2023

**MT. LEBANON, PENNSYLVANIA
ORDINANCE NO. 3356**

**AN ORDINANCE OF MT. LEBANON, PENNSYLVANIA AMENDING THE MT.
LEBANON ADMINISTRATIVE CODE REGARDING THE RESTRUCTURING OF
BOARDS AND AUTHORITIES**

WHEREAS, the Mt. Lebanon Commission has established various Boards and Authorities; and,

WHEREAS, the Commission would like to undertake a comprehensive restructuring of certain of its Boards and Authorities.

NOW THEREFORE, Mt. Lebanon, Pennsylvania, hereby ordains:

Section 1. Chapter I of the Mt. Lebanon Code (Administrative Code), Section 125.6 shall be amended as follows (new text underlined and deleted text in overstrike):

125.6 Rules of Procedure. Each board and authority shall adopt and be governed by the form set of bylaws promulgated by the Commission, together with any changes approved by the Commission. To the extent consistent with the Bylaws, each board and authority may establish certain written rules and procedures for operation. Copies of any such rules and procedures shall be placed on file in the Office of the Manager and provided to the Commission and, upon request, to any member of the general public.

Section 2. Chapter I of the Mt. Lebanon Code (Administrative Code), Section 135 (Hospital Authority) shall be renumbered Section 130.

Section 3. Chapter I of the Mt. Lebanon Code (Administrative Code), Section 136 (Library Board) shall be renumbered Section 131.

Section 4. Chapter I of the Mt. Lebanon Code (Administrative Code), Section 140 (Planning Board) shall be renumbered Section 132.

Section 5. Chapter I of the Mt. Lebanon Code (Administrative Code), Section 143 (Zoning Hearing Board) shall be renumbered section 133.

Section 6. A new Section 134 (Civic Engagement Advisory Board) of Chapter I of the Mt. Lebanon Code (Administrative Code) is hereby added to read as follows:

§134 Civic Engagement Advisory Board.

134.1 Creation and Membership.

The Civic Engagement Advisory Board is hereby created. The Board shall consist of nine (9) members, each appointed for a three (3) year term. The terms of three members shall expire during each year. Appointments shall be made such that to the extent practical, at least one member on the Board shall be from each ward in the Municipality. The Commission may establish nonvoting positions for the Board from time to time by resolution, and shall specify the terms and manner of making appointments to the nonvoting position if appointment is not done by the Commission. The Board shall be governed by and conform to the Mt Lebanon Advisory Boards Bylaws. The name of the Board may be changed by resolution.

134.2 Purpose.

The purpose of the Civic Engagement Advisory Board is to encourage compliance with all laws, federal and state, respecting the rights of citizens; to educate the citizenry with respect thereto; to function in a conciliatory manner regarding problems which may arise regarding citizen rights; to establish a position of community leadership with respect to all matters of community relations among citizens; to recommend diversity, equity and inclusion initiatives; and to advise the Commission in connection therewith.

134.3 Duties of the Board.

The Board shall have the following duties:

134.3.1 Primary Duties:

134.3.1.1 To review, monitor, and propose policy changes in alignment with the Municipality's Comprehensive Plan as necessary to: promote effective strategies for public engagement, removing barriers, and increasing inclusion and access to Municipal services for the public; provide information to the community by proposing and supporting the conduct of educational programs and distribution of informative material; and exhibit the Municipality's commitment to inclusion through internal policies, procedures, and Human Resources policies.

134.3.1.2 To work with individual citizens, neighborhood groups, and Municipal staff to recommend improvements related to community relations and diversity, equity, and inclusion across Municipal services.

134.3.1.3 In the performance of its activities and duties, the board shall seek assistance from staff to ensure that all its actions and recommendations are in compliance with applicable Municipal standards and regulations, including budgetary items.

134.3.2 Advisory Activities.

134.3.2.1 Advise the Commission and make recommendations concerning strategies and methods to promote culturally responsive service delivery, programing, and communications strategies.

134.3.2.2 Advise the Commission on strategies that strengthen human rights, values and principles.

134.3.2.3 Act as a conduit of information between the Municipality and the community to gather and assess the information necessary to make sound and consistent advisory recommendations to the Municipality for policies and service delivery improvements.

134.3.3 Collaborative Activities.

134.3.3.1 The Board shall seek to promote close collaboration among Commission and other boards, Municipal departments, individuals, businesses, schools, and institutions concerned with community relations, human rights, and inclusion in order to promote public wellbeing, civic participation, and the creation of an inclusive community.

134.3.3.2 In fulfilling the collaborative duties described herein, the Commission may opt to appoint ex-officio members to other boards or commissions, where such formal non-voting participation can enhance the level of cooperation and collaboration among Municipal boards and commissions.

134.3.4 Any other activities directed by the Commission.

Section 7. A new Section 135 (Mobility and Transportation Advisory Board) of Chapter I of the Mt. Lebanon Code (Administrative Code) is hereby added to read as follows:

§135 Mobility and Transportation Advisory Board.

135.1 Creation and Membership.

The Mobility and Transportation Advisory Board is hereby created. The Board shall consist of nine (9) members, each appointed for a three (3) year term. The terms of three members shall expire during each year. Appointments shall be made such that to the extent practical, at least one member on the Board shall be from each ward in the Municipality. The Commission may establish nonvoting positions for the Board from time to time by resolution and shall specify the terms and manner of making appointments to the nonvoting position if appointment is not done

by the Commission. The Board shall be governed by and conform to the Mt Lebanon Advisory Boards Bylaws. The name of the Board may be changed by resolution.

135.2 Purpose.

The mobility and transportation advisory board is established as an advisory board focused on transportation and transit issues within the Municipality. The board provides a venue to evaluate the relationship between mobility of all types and the economy, sustainability, safety, land use, neighborhood integrity, and emergency response times; and study the importance of transportation access to health care, employment, education, housing, business, and recreational facilities. The board's recommendations contribute to community and neighborhoods to ensure mobility and access planning is in accordance with the Comprehensive Plan. The board may recommend policy and strategic decisions related to mobility and transportation to the Commission.

135.3 Duties of the Board.

The Board shall have the following duties:

135.3.1 Primary Duties.

135.3.1.1 To review, monitor, and propose policy changes in alignment with the Municipality's Comprehensive Plan as necessary to implement:

135.3.1.1.1 Transportation, mobility, and transit plans.

135.3.1.1.2 Traffic calming policies.

135.3.1.1.3 The parking management system in both business districts, structured parking, and neighborhoods.

135.3.1.1.4 Planning and funding priorities for transportation, mobility, and transit capital improvements.

135.3.1.1.5 School zone safety.

135.3.1.1.6 Any other Municipal policies regarding streets, automobiles, pedestrians, bicycles, and transit.

135.3.1.2 To work with individual citizens, neighborhood groups, and Municipal staff to develop and recommend criteria by which to guide neighborhood projects for traffic calming, traffic mitigation, and transportation related noise mitigation.

135.3.1.3 To work with Municipal staff to develop policy guidance to evaluate the appropriate use of traffic control measures and devices within the boundaries of traffic and engineering standards, and the Municipal engineer's professional judgment. To provide an organized forum for an integrated review and recommendations to the Municipal engineer regarding citizen or neighborhood requests for installation or changes to traffic control measures, pedestrian safety improvements and related issues.

135.3.1.4 To work with Municipal staff to develop educational materials and programs related to the beneficial use of transportation and mobility systems and to advocate for the safe usage of such systems.

135.3.1.5 To work within the community and region as an advocate for safe and effective transportation systems.

135.3.1.6 Hear and determine appeals as established under Article X, including those of parking tickets (previously heard and determined by the Traffic Board). The Board may establish procedures for the hearing of these appeals, which procedures may include having the appeals heard and determined by one or more of the members of the Board functioning as a Hearing Officer.

135.3.1.7 To accomplish its work and gather public input, the Board may use surveys, community meetings, listening sessions, focus groups, study sessions, or public hearings, as necessary.

135.3.1.8 In the performance of its activities and duties the Board shall seek assistance from Municipal staff to ensure that all its actions and recommendations are in compliance with applicable engineering codes, standards and regulations.

135.3.2 Advisory Activities.

135.3.2.1 Advise the Commission and make recommendations concerning transportation and transit projects and matters and alternate transportation programs.

135.3.2.2 Advise the Commission on the implementation of current and future Transportation plans.

135.3.2.3 Advise the Commission during the annual budget cycle regarding the Capital Improvements Program, including performance indicators for

transportation projects to improve the Municipality's multi-modal transportation network.

135.3.2.4 Act as a conduit of information between the Municipality and the community to gather and assess the information necessary to make sound and consistent advisory recommendations to the Municipality for transportation studies, mitigation strategies, and the funding and prioritization of transportation improvements.

135.3.2.5 Review proposed street vacations and provide an advisory opinion to the Planning Board or other Municipal requestor.

135.3.3 Collaborative Activities.

135.3.3.1 The Board shall seek to promote close collaboration among Commission, Planning Board, other boards and commissions, Municipal departments, individuals, businesses, schools, and institutions concerned with mobility, access, transportation, and transit in order to secure the public health, safety, and welfare throughout the community.

135.3.3.2 In fulfilling the collaborative duties described herein, the Commission may opt to appoint ex-officio members to other boards or commissions, where such formal non-voting participation can enhance the level of cooperation and collaboration among Municipal boards and commissions.

135.3.4 Any other activities directed by the Commission.

Section 8. A new Section 136 (Parks and Recreation Advisory Board) of Chapter I of the Mt. Lebanon Code (Administrative Code) is hereby added to read as follows:

§136 Parks and Recreation Advisory Board.

136.1 Creation and Membership.

The Parks and Recreation Advisory Board is hereby created. The Board shall consist of nine (9) members, each appointed for a three (3) year term. The terms of three members shall expire during each year. Appointments shall be made such that to the extent practical, at least one member on the Board shall be from each ward in the Municipality. The Commission may establish nonvoting positions for the Board from time to time by resolution and shall specify the terms and manner of making appointments to the nonvoting position if appointment is not done by the Commission. The Board shall be governed by and conform to the Mt Lebanon Advisory Boards Bylaws. The name of the Board may be changed by resolution.

136.2 Purpose.

The purpose of the Parks and Recreation Advisory Board is to advise and make recommendations to Municipal staff and the Commission concerning the parks and recreation desires and needs of the Municipality, and to provide leadership guidance to raise the parks and recreational aspirations of the citizens of the Municipality, and to make recommendations to implement the applicable recommendations of the Parks Master Plan and Comprehensive Plan.

136.3 Duties of the Board.

The Board shall have the following duties:

136.3.1 Primary Duties.

136.3.1.1 To review, monitor, and propose policy changes in alignment with the Municipality's Comprehensive Plan and Parks Master Plan as necessary to:

136.3.1.1.1 Parks and recreation facilities plans and utilization policies.

136.3.1.1.2 Recreation programming.

136.3.1.1.3 Planning and funding priorities for parks and recreation capital improvements.

136.3.1.1.4 Any other Municipal policies regarding the utilization of open spaces to promote health, wellbeing and the enjoyment of public recreational spaces.

136.3.1.2 To work with individual citizens, neighborhood groups, and Municipal staff to develop and recommend criteria by which to guide parks and recreation projects.

136.3.1.3 To perform the functions set forth in Chapter XIX regarding trees.

136.3.1.4 To accomplish its work and gather public input, the Board may use surveys, community meetings, listening sessions, focus groups, study sessions, or public hearings, as necessary.

136.3.1.5 In the performance of its activities and duties the Board shall seek assistance from staff to ensure that all its actions and recommendations are in compliance with applicable Municipal standards and regulations.

136.3.2 Advisory Activities.

136.3.2.1 Advise the Commission and make recommendations concerning parks and recreation facilities.

136.3.2.2 Advise the Commission on the implementation of current and future parks and recreation facilities improvements.

136.3.2.3 Advise the Commission during the annual budget cycle regarding the Capital Improvements Program, to improve the Municipality's parks and recreation facilities.

136.3.2.4 Advise the Commission and Municipal staff on Municipal recreation programming.

136.3.2.5 Act as a conduit of information between the Municipality and the community to gather and assess the information necessary to make sound and consistent advisory recommendations to the Municipality for recreation programming, policies and facility improvements.

136.3.3 Collaborative Activities.

136.3.3.1 The Board shall seek to promote close collaboration among Commission and other boards, Municipal departments, individuals, businesses, schools, and institutions concerned with Municipal parks and recreation in order to promote public wellbeing, health, safety, and welfare.

136.3.3.2 In fulfilling the collaborative duties described herein, the Commission may opt to appoint ex-officio members to other boards or commissions, where such formal non-voting participation can enhance the level of cooperation and collaboration among Municipal boards and commissions.

136.3.4 Any other activities directed by the Commission.

Section 9. A new Section 137 (Community Sustainability and Economic Development Advisory Board) of Chapter I of the Mt. Lebanon Code (Administrative Code) is hereby added to read as follows:

§137 Community Sustainability and Economic Development Advisory Board.

137.1 Creation and Membership.

The Community Sustainability and Economic Development Advisory Board is hereby created. The Board shall consist of nine (9) members, each appointed for a three (3) year term. The terms of three members shall expire during each year. Appointments shall be made such that to the

extent practical, at least one member on the Board shall be from each ward in the Municipality. The Commission may establish nonvoting positions for the Board from time to time by resolution and shall specify the terms and manner of making appointments to the nonvoting position if appointment is not done by the Commission. The Board shall be governed by and conform to the Mt Lebanon Advisory Boards Bylaws. The name of the Board may be changed by resolution.

137.2 Purpose.

The purpose of the Community Sustainability and Economic Development Advisory Board is to provide recommendations to the Commission on policies, initiatives, projects, and programs whose goal is to preserve and improve the infrastructure, public facilities, services, economic prosperity and sense of place of the Municipality, to improve the sustainability and resiliency of Municipal facilities and services, and to further the goals established by the Municipality's Comprehensive Plan; to recommend initiatives; and to advise the Commission in connection therewith.

137.3 Duties of the Board.

The Board shall have the following duties:

137.3.1 Primary Duties.

137.3.1.1 To review, monitor, and propose policy changes in alignment with the Municipality's Comprehensive Plan as necessary to:

137.3.1.1.1 support sustainable economic development within the community.

137.3.1.1.2 attract new businesses and encourage business reinvestment.

137.3.1.1.3 promote energy efficiency, reduce waste, and protect the natural environment

137.3.1.1.4 reduce the environmental impact of Municipal services.

137.3.1.1.5 encourage sustainable practices within the Municipality.

137.3.1.1.6 encourage the preservation of historic resources within the community.

137.3.1.2 To work with individual citizens, neighborhood groups, and Municipal staff to develop and recommend criteria by which to select capital improvement projects.

137.3.1.3 To accomplish its work and gather public input, the Board may use surveys, community meetings, listening sessions, focus groups, study sessions, or public hearings, as necessary.

137.3.1.4 In the performance of its activities and duties the Board shall seek assistance from Municipal staff to ensure that all its actions and recommendations are in compliance with applicable Municipal standards and regulations.

137.3.2 Advisory Activities.

137.3.2.1 Advise the Commission and make recommendations concerning economic development opportunities across Municipal business corridors.

137.3.2.2 Advise the Commission on the implementation of programs to support energy efficiency and sustainability across Municipal facilities and services.

137.3.2.3 Advise the Commission during the annual budget cycle regarding the Capital Improvements Program, to ensure alignment with the current Climate Action Plan and any other planning documents that pertain to sustainability and resilience.

137.3.2.4 Advise the Commission, Municipal staff, and residents on matters relating to historic preservation.

137.3.2.5 Act as a conduit of information between the Municipality and the community to gather and assess the information necessary to make sound and consistent advisory recommendations to the Municipality for policies and facility improvements.

137.3.3 Collaborative Activities.

137.3.3.1 The Board shall seek to promote close collaboration among Commission and other boards, Municipal departments, individuals, businesses, schools, and institutions concerned with economic development and sustainability in order to promote the long-term wellbeing of the community, residents and businesses.

137.3.3.2 In fulfilling the collaborative duties described herein, the Commission may opt to appoint ex-officio members to other boards or commissions, where such formal non-voting participation can enhance the level of cooperation and collaboration among Municipal boards and commissions.

137.3.4 Any other activities directed by the Commission.

Section 10. A new Section 138 (Financial Management Advisory Board) of Chapter I of the Mt. Lebanon Code (Administrative Code) is hereby added to read as follows:

§138 Financial Management Advisory Board.

138.1 Creation and Membership.

The Financial Management Advisory Board is hereby created. The Board shall consist of nine (9) members, each appointed for a three (3) year term. The terms of three members shall expire during each year. Appointments shall be made such that to the extent practical, at least one member on the Board shall be from each ward in the Municipality. The Commission may establish nonvoting positions for the Board from time to time by resolution and shall specify the terms and manner of making appointments to the nonvoting position if appointment is not done by the Commission. The Board shall be governed by and conform to the Mt Lebanon Advisory Boards Bylaws. The name of the Board may be changed by resolution.

138.2 Purpose.

The purpose of the Financial Management Advisory Board is to provide recommendations to the Commission on fiscal policies, financial reports, pension investments, and other fiscal matters having significant impact on the Municipality as determined by the Commission or Municipal Manager.

138.3 Duties of the Board.

The Board shall have the following duties:

138.3.1 Primary Duties.

138.3.1.1 To review, monitor, and propose policy changes in alignment with the Municipality's Comprehensive Plan as necessary to:

138.3.1.1.1 Investments held by pension plans, recommend changes to those investments as necessary.

138.3.1.1.2 Fiscal policies and any proposed changes.

138.3.1.1.3 To review the overall revenue streams of the Municipality and to recommend to the Commission changes including (but not limited to) real estate taxes, earned income taxes and fees.

138.3.1.1.4 To review properties for which the Board deems the assessed value to be incorrect and recommend a corrective course of action to the Commission (including but not limited to recommending the filing of real estate tax assessment appeals).

138.3.1.2 To work with individual citizens, neighborhood groups, and Municipal staff to develop and recommend improvements related to fiscal administrative services.

138.3.1.3 To accomplish its work and gather public input, the Board may use surveys, community meetings, listening sessions, focus groups, study sessions, or public hearings, as necessary.

138.3.1.4 In the performance of its activities and duties the Board shall seek assistance from staff to ensure that all its actions and recommendations are in compliance with applicable Municipal standards and regulations.

138.3.2. Advisory activities, to ensure alignment with the Comprehensive Plan and long-term fiscal health of the Municipality:

138.3.2.1 Advise the Commission and make recommendations concerning Municipal fiscal management.

138.3.2.2 Advise the Commission on the implementation of current and future fiscal management programs.

138.3.2.3 Advise the Commission during the annual budget cycle regarding the long-term implications of projects, including but not limited to the Total Cost of Ownership, ongoing maintenance costs, Cost of Carbon, and others as determined by the Board or requested by the Commission. Act as a conduit of information between the Municipality and the community to gather and assess the information necessary to make sound and consistent advisory recommendations to the Municipality for policies and fiscal management changes.

138.3.3 Collaborative Activities.

138.3.3.1 The Board shall seek to promote close collaboration among Commission and other boards, Municipal departments, individuals, businesses, schools, and institutions concerned with Municipal parks and recreation in order to promote public wellbeing, health, safety, and welfare.

138.3.3.2 In fulfilling the collaborative duties described herein, the Commission may opt to appoint ex-officio members to other boards or commissions, where such

formal non-voting participation can enhance the level of cooperation and collaboration among Municipal boards and commissions.

138.3.4 Any other activities directed by the Commission.

Section 11. Sections 139 to 143 of Chapter I of the Mt. Lebanon Code (Administrative Code) are hereby marked:

[RESERVED]

Section 12. Chapter III of the Mt. Lebanon Code (Conduct), Section 1102.4, shall be amended as follows (new text underlined and deleted text in overstrike):

1102.4 Board means the ~~Equal Opportunity Board~~ the Mt. Lebanon Commission.

Section 13. The following sections of Chapter IV of the Mt. Lebanon Code (Fire Prevention and Fire Protection), shall be amended as follows (new text underlined and deleted text in overstrike):

A. Section 112.11 (Amendments made in BOCA Basic Fire Prevention Code):

F-113.1 Appeal from code official's actions: Any owner or person who is aggrieved with the ruling or decision of the code official in any matter relative to the interpretation or enforcement of any of the provisions of this fire prevention code, may appeal such decision or interpretation to the Mt. Lebanon Board of Appeals in accordance with the Mt. Lebanon Code Chapter I, ~~§128-127~~, and the bylaws of such board. The decisions of the Board of Appeals shall be subject to the appropriate appeal procedures as provided by law.

B. Section 403D (Amendments to the 2009 International Fire Code):

D. 108.1 Board of Appeals established. Any owner or person who is aggrieved with the ruling or decision of the code official in any matter relative to the interpretation or enforcement of any of the provisions of this fire prevention code, may appeal such decision or interpretation to the Mt. Lebanon ~~Codes Review Board~~ Board of Appeals in accordance with the Mt. Lebanon Code, Chapter I, § ~~127~~ 54, and the bylaws of such board. The decisions of the ~~Codes Review Board~~ of Appeals shall be subject to the appropriate appeal procedures as provided by the law.

Section 14. Chapter VI of the Mt. Lebanon Code (Grading and Excavating), Section 110.4 shall be amended as follows (new text underlined and deleted text in overstrike):

110.4 Any Applicant or permit holder aggrieved by the action of the Administrator in denying, revoking, modifying or refusing to grant an extension of, a Grading Permit, or by any other adverse determination of the Administrator taken pursuant to this Chapter, shall have the right of appeal to the ~~Codes Review~~ Board of Appeals, pursuant to procedures set forth in the Administrative Code, Chapter I, ~~§128~~ 127.

Section 15. The following Sections of Chapter X of the Mt. Lebanon Code (Motor Vehicles and Traffic), shall be amended as follows (new text underlined and deleted text in overstrike):

912.5 Any permit applicant or holder aggrieved by the action of the Manager in denying or revoking a permit, or by any other adverse determination of the Manager pursuant to the provisions of this ~~§912~~ or §909, shall have the right of appeal to the Mobility and Transportation Advisory Board of Appeals pursuant to the procedures set forth in the Administrative Code, Chapter I, ~~§129~~ 127 and 135.

914.6 Any resident aggrieved by the action of the Police Department denying permission to park on certain streets pursuant to the provisions of this §914, shall have the right of appeal to the Traffic Mobility and Transportation Advisory Board pursuant to the procedures set forth in the Administrative Code, including Chapter I, ~~§142~~ 127 and 135.

1201.5.3.1 The determination by the Parking Enforcement Supervisor shall provide the owner a notice of the right to appeal to the Mt. Lebanon Traffic Mobility and Transportation Advisory Board within thirty (30) days of the date of the determination of the Parking Enforcement Supervisor. The Traffic Mobility and Transportation Advisory Board may establish procedures for the hearing of appeals, which procedures may include having the appeals heard and determined by one or more of the members of the Traffic Mobility and Transportation Advisory Board (which such member or members shall hereinafter be referred to as "Hearing Officer").

Section 16. Chapter XVII of the Mt. Lebanon Code (Swimming Pools), Section 109 (Community Relations Board) shall be amended as follows (new text underlined and deleted text in overstrike):

§109 Appeals. Any permit applicant or holder aggrieved by the action of the Manager in denying, suspending or revoking a permit, or by any other adverse determination of the Manager taken pursuant to the provisions of this Chapter, shall have the right of appeal to the Board of Appeals, pursuant to the procedures set forth in the Administrative Code, Chapter I, ~~§128~~ 127.

Section 17. Chapter XIX of the Mt. Lebanon Code (Trees), Section 102 shall be amended as follows (new text underlined and deleted text in overstrike):

§102 Parks and Recreation Advisory Board. The Parks and Recreation Advisory Board ("Board") shall have the following responsibilities regarding trees in the Municipality.

102.1 The Board shall assist in the development of a public education and information program concerning the importance and care of trees. In addition, the Director shall keep the Board informed of decisions made and actions taken relating to the planting, maintenance, and removal of trees, including:

102.1.1 List of trees available to be planted in public areas;

102.1.2 Department efforts at controlling diseases and pests damaging trees;

102.1.3 Tree maintenance efforts; and

102.1.4 Department rules and regulations regarding tree planting, maintenance, and removals.

102.2 The Board shall advise the Department in the Department's preparation, for the Commission's approval, of a plan (the "Tree Plan") for trees in public areas in the Municipality. The Tree Plan should include a list of existing trees, including species and location. The Tree Plan should also include suggested policies for the planting of trees, including suitable species for various environments. It should also identify locations for new plantings, desirable specie changes and related matters.

102.3 The Tree Plan should recognize the benefits of a public tree program and the need to control expenses of planting, maintenance, removal, cleanup and all other costs associated with a tree program. The Board shall review the Tree Plan annually, and/or at other times, at the request of the Director.

102.4 The Board may, with the approval of the Commission, solicit grants and contributions on behalf of the Municipality.

Section 18. Repealer. All ordinances or parts of ordinances in conflict with the provisions of this ordinance are hereby repealed to the extent of such conflict; without limiting the foregoing, the following sections of the Mt. Lebanon Code are hereby repealed specifically: Chapter I, sections 130, 131, 132, 133, 134, 137, 138, 139, 141, 142, and Chapter III, Sections 1107, 1108 and 1110; provided, that for purposes of clarity, these sections references are those before the renumbering of sections in this ordinance.

Section 19. Effective date; Transition Rules. This ordinance shall be generally effective April 1, 2024; provided, however that notwithstanding anything in any ordinance to the contrary, prior to the general effective date of this ordinance, the Commission may adjust or otherwise limit appointments and terms to the existing boards, including by stating a shorter, longer, or different term for an office or appointment than would otherwise be made. Any such action may be taken by motion or any other mode of action utilized by the Commission. The Commission may also by motion make shorter appointments for initial terms for the Boards created hereby to appropriately stagger the overall terms of the Board. The Manager is authorized to rename any

policies or other documents existing before April 1, 2024 to reflect the restructuring of Boards, and to determine the successor board to which any policy or function will be assigned.

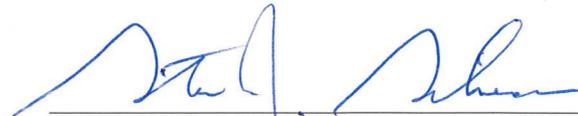
ORDAINED AND ENACTED into an ordinance and passed by the Commission of Mt. Lebanon, Pennsylvania, on this 28th day of February, 2023.

ATTEST:

MT. LEBANON, PENNSYLVANIA



Manager/Secretary



President, Mt. Lebanon Commission

Ordinance (Bill No. 2-23)

4866-8168-1725, v. 2