



GROW

Lebanon 2020



An Economic Development Action Agenda for the City of Lebanon

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GROW LEBANON

On behalf of the City of Lebanon, its staff, residents and industry stakeholders, we are truly excited to present this economic development plan for our vibrant and growing community. The “Grow Lebanon” plan like all economic development planning efforts is one that must extend beyond any one political administration. It is intended to be a non-partisan vision with action steps designed to engage all of our City’s residents.

Our City is growing and changing. New residents and businesses are calling Lebanon home and each will contribute to a new vision for our City. The Grow Lebanon 2020 Plan offers a vision for current and future generations and the action items required to make it happen. Lebanon City is...

- ∴ **A Destination:** Lebanon City is a vibrant and unique destination City – A City with a strong urban center to which people and businesses throughout the region and beyond will live, work and play.
- ∴ **A Community:** Lebanon City is a welcoming, safe and active City, with high valued housing options, educational pathways and recreational opportunities for all of its residents and lifestyles.
- ∴ **A Place to Learn and Work:** Lebanon City creates an environment that encourages new businesses and job growth across all sectors and skill sets, accelerating employment opportunities in businesses large and small.

The plan recognizes that we are part of a larger market that crosses municipal boundaries. We are only as strong as our County and neighboring cities and towns. We must learn from their successes and challenges and maintain strong and continual communication with our neighbors.

Lebanon is also unique. We have high valued assets and opportunities here that we must build upon and promote – our recreational opportunities, country side, urban center and the diversity of our residents to name only a few.

The Grow Lebanon 2020 Plan is action oriented and meant to be a living document, accommodating new challenges and market conditions. Please join us in this effort. Lebanon can remain competitive only with the active participation and guidance from its residents and businesses.

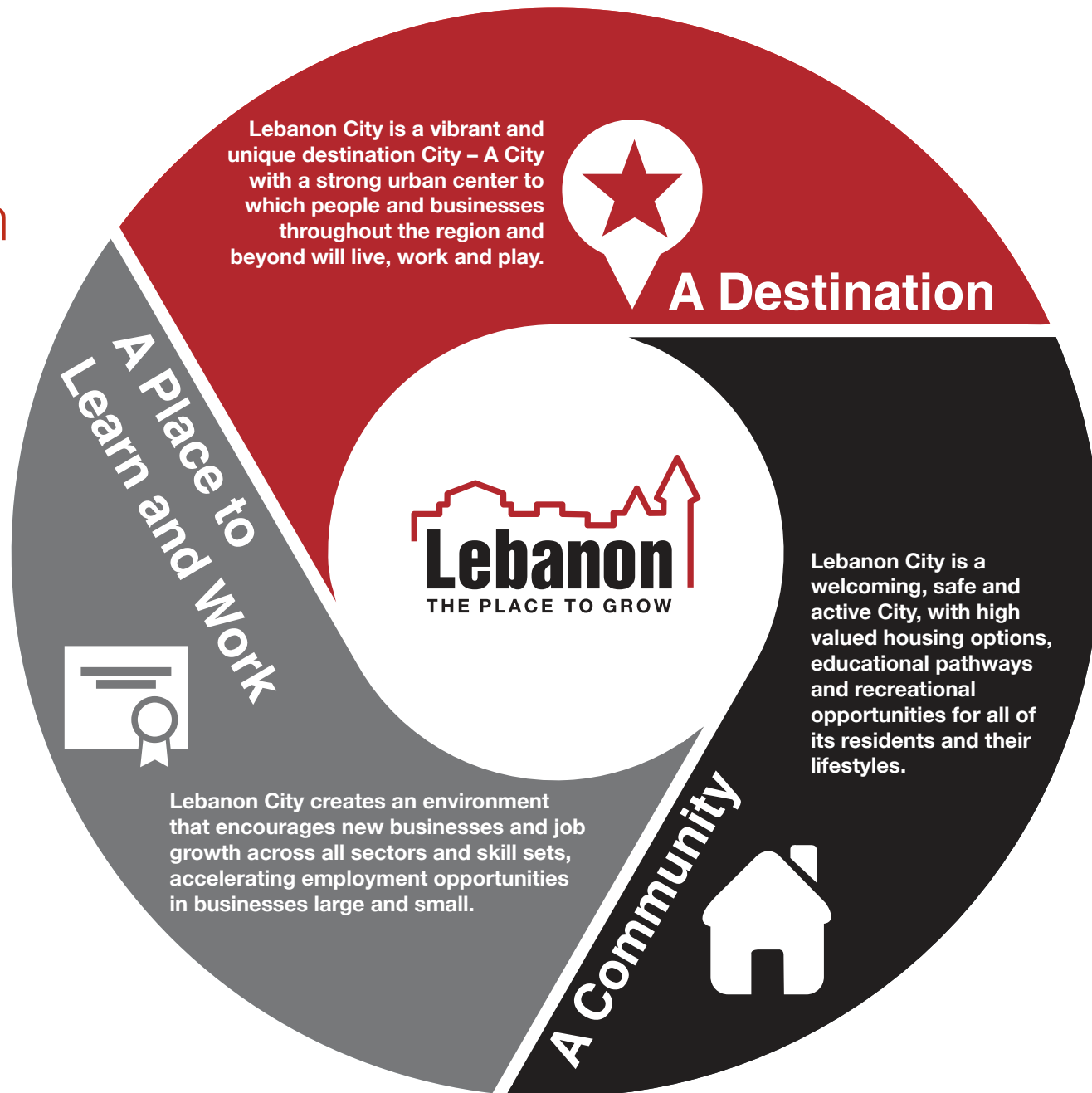
Thank you and we look forward to working with you as we all “Grow Lebanon.”



Sherry Capello, Mayor, City of Lebanon



The Vision





“Two key expanding demographic groups: boomers and their offspring, the millennials, are not, in large part, hankering for dense city life, as is often asserted. If anything, if they choose to move, they tend toward less dense and even rural areas. Young families also seem to be moving generally to less dense and affordable places.”

*Small Cities Are Becoming
New Engine of Economic Growth*
Joel Koktin
Author and Contributor to *Forbes.com*

01. INTRODUCTION

Cities of all shapes and sizes are the key drivers of our nation's economic growth. While urban centers overall continue to host the vast majority of the world's population and economic output, smaller cities are actually attracting more of the attention. In 2012 a McKinsey study noted that smaller cities will constitute well over half of the world's urban growth, gaining ever more share from the megacities over time. This is particularly true in the U.S. where together smaller cities generate 70 percent of U.S. GDP. So, like the proverbial pebble in a pond, their success or failure will have a ripple effect throughout a regional (and national) economy.

The opportunities (and risks) for smaller cities to attract new investment, residents and improve the visitor experience are greater than ever before. Both the younger “Millennial Generation” and more senior “Empty-Nesters” are contributing to this small town resurgence as both cohorts increasingly search for a life-style and the place-based amenities that smaller towns and cities often provide.

The City of Lebanon (the City) is part of this important global context. Both the City and County of Lebanon have realized a solid economic growth trajectory in recent years. Investment within the immediate region and surrounding counties has produced many positive outcomes. Yet consistent and impactful economic growth cannot be taken for granted. If not appropriately positioned and aligned, many of these positive economic drivers may not produce the most desired or beneficial outcomes. It is no longer enough to simply wait and react to the economic cards you are dealt.

Growing on Our Strengths

The Grow Lebanon 2020 Plan recognizes several key strengths that will be leveraged by the community.

Market Connectivity

Located strategically within the Philadelphia-Harrisburg Metroplex, the City of Lebanon combines the advantages of a smaller urban community with assets and linkages to global market opportunities.

Higher Education & Workforce Development

Higher education partners and programs are the critical talent purveyors fueling the modern economy. Ensuring strong alignment between and growing presence of the Harrisburg Area Community College, Lebanon Valley College and the City will be a critical factor in Lebanon's overall competitiveness.

Active Lifestyles

Visitors become residents who become investors. The countryside surrounding the City of Lebanon already is a well-known destination for cycling and outdoor enthusiasts. Recognizing the value of tourism as an economic driver, and developing the programs and messaging to grow that industry sector, is part of a development strategy.

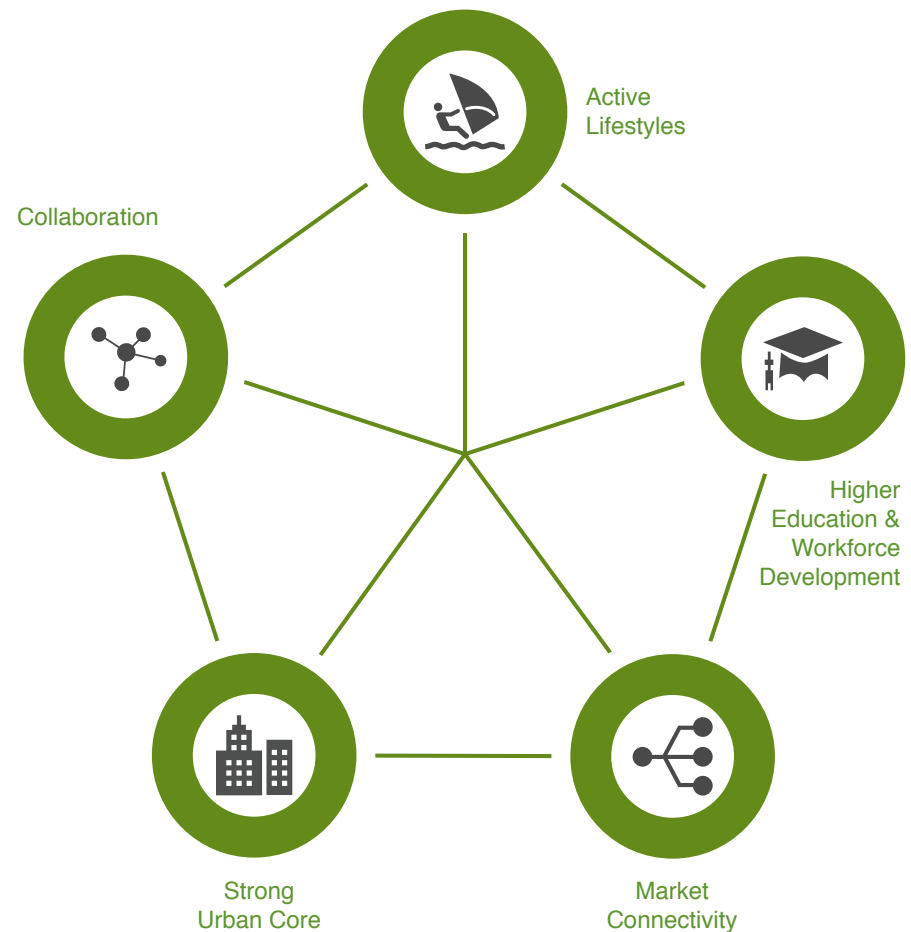
Strong Urban Core

The urban core is the heartbeat of any city. The City of Lebanon has maintained a well-defined central business district and new investments are adding to its vibrancy. Ensuring that this trend continues to catalyze additional development is a critical next step.

Collaboration

No effective plan can be implemented alone. It takes strong public and private leadership and commitment to make it happen. The Grow Lebanon 2020 Plan is founded upon a strong collaboration among the private sector, the City, the County, education and resident stakeholders.

Figure 1: Lebanon's Key Strengths



Preparing for Growth

The Grow Lebanon 2020 Plan is a product of considerable research and stakeholder engagement. The process began in the fall of 2014 with a “kick off” meeting and site visit. The Fourth Economy Team joined with City officials and staff to tour the City’s neighborhoods, parks, development areas and central business district. Previous planning documents and other background literature were assembled and reviewed by the consulting team.

Several focus group meetings took place with industry representatives, developers, education officials and economic development organizations. A community survey was also administered, allowing for broader feedback from the residency-at-large while numerous phone interviews rounded out the data collection process.

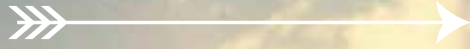
Fourth Economy and Civitas Consultants prepared summary finding memos at regular intervals throughout the process along with formal statistical reports that included an economic structure analysis and business improvement district strategy report. Portions of the economic structure analysis are summarized in the following sections and the full business improvement district report is provided as an addendum.

Together these activities resulted in a solid understanding of the challenges, market conditions, opportunities and priorities that shaped the formation of the Grow Lebanon 2020 Plan.



NOTE: All statistical data was sourced through Pennsylvania Fast Facts: Department of Labor and Industry September 2014 edition, the U.S. Census Bureau, 2008-2012 American Community Survey, and the U.S. Census Bureau, Census 2000, the A to Z Business Database, CWIA analysis of Occupation Information Network.





02. LEBANON TODAY

Unlike many of Pennsylvania's smaller cities, Lebanon's core infrastructure and neighborhoods have generally been well maintained and highly functional in recent years. While some business vacancies and turnover has occurred in the central business district, new investment and construction projects have also taken place. As a result there are few larger contiguous areas of blighted or vacant properties. Purposeful public policy efforts and monitoring that has been instituted in recent years has also contributed to this outcome.

The City has maintained a strong sense of neighborhoods with quality housing stock. There is an appearance that both rental and owner occupied properties are well maintained overall to include the public infrastructure that supports them. This is a key strength.

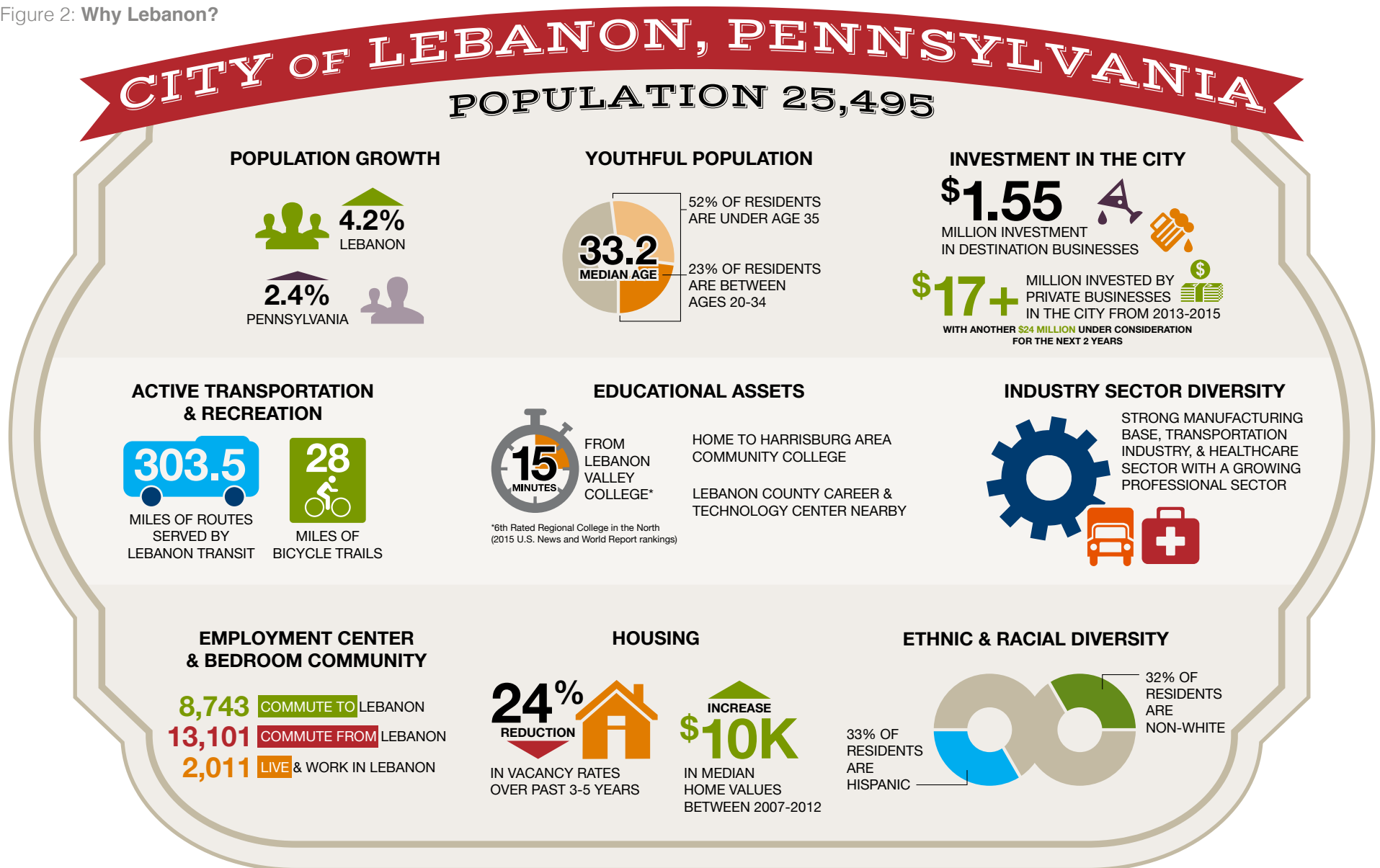
While Lebanon has realized significant investment in recent years and many buildings are well maintained, smaller strategic infill opportunities do exist. Understanding the highest and best use for these opportunities is critical.

Lebanon has developed a strong special events calendar and programming designed to draw attention and investment. These events and programming generally are often key sources in helping to identify and define the City's unique value propositions and features.

Lebanon is fortunate to have a growing and increasingly diverse residency base. Engaging all cultures and perspectives as part of the development strategy will produce higher value results that align with an increasingly diverse and powerful national economy.

The following sections highlight key statistical aspects for the City of Lebanon and the surrounding market region to include demographic characteristics, housing, workforce, and industry trends.

Figure 2: Why Lebanon?



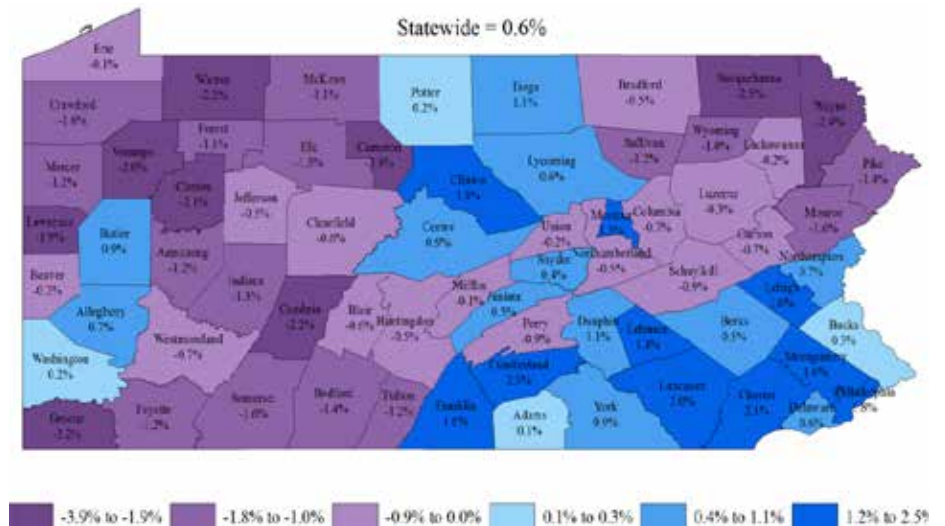
People

The City of Lebanon has realized a positive population gain in recent years. Between 2000 and 2012, the City's resident base grew by 4.2 percent. Lebanon County is also growing. The County is one of the top 15 fastest-growing counties in Pennsylvania and is part of a pattern of regional growth occurring in the southeastern part of the state (Figure 3). Lebanon County grew by 1.4 percent between April 2010 and July 2013.

Since 2000, Lebanon City has also gotten younger. In 2000, the median age of city residents was just over 36. By 2012, the median age fell to 33. This is compared to a median age of 40.8 years of age for the County as whole. The largest population increase was among adults ages 20-24 increasing by 46 percent during this time. The second-largest population growth occurred among children under the age of 10, suggesting that some of the City's population growth resulted from a natural birth rate.



Figure 3: **Pennsylvania County-Level Population Change** [2010-2013]



strategy implication

Positive net immigration, natural birth rates and an overall growth rate in a younger population are generally positive signs for growth and capacity to develop. These trends may point to the need for new housing, educational facilities, connectivity, food-beverage options and other entertainment/recreational venues. It will be important to understand the socio-demographic profile of these new residents and consider how and where this growth is concentrated so that development investments and programs align with community needs and interests.

The City of Lebanon has experienced growth at both ends of the income spectrum. Between 2007 and 2012, the average annual household income increased by 10 percent. The number of households earning between \$75,000 and \$200,000 demonstrated the highest percentage and absolute gains. However, households earning less than \$10,000 per year also showed gains, adding 506 households or 44 percent for the same period.

Table 1: **Household Income Growth** [2007-2012]

	Lebanon City	Lebanon County
Median household income (dollars)	1%	8%
Mean household income (dollars)	10%	10%

Table 2: **Household Growth by Income Level** [2007-2012]

	Lebanon City		Lebanon County	
	# Households	% Change	# Households	% Change
Less than \$10,000	506	44%	437	19%
\$10,000–14,999	68	6%	-21	-1%
\$15,000–24,999	24	2%	-413	-8%
\$25,000–34,999	-280	-18%	-480	-8%
\$35,000–49,999	-655	-38%	-709	-8%
\$50,000–74,999	425	29%	894	8%
\$75,000–99,999	303	42%	7	0%
\$100,000–149,999	306	126%	1,837	41%
\$150,000–199,999	36	59%	365	38%
\$200,000 or more	-18	-49%	425	54%
Total Households	715	7%	2,342	5%

Household changes in the City of Lebanon generally align with national urbanization trends across income levels. In many U.S. metropolitan areas, lower-income households tend to live in urban areas due to the availability of apartments and public transportation, providing access to jobs and support amenities.

However, in areas where employment is more dispersed, researchers have found that lower income residents are increasingly moving towards the suburbs and small metros. This trend is also true for more affluent “Boomers” and Millennials who are seeking out urban lifestyles with easy access to amenities and independence from automobiles.

“Between 2000 and 2008, the number of these suburban poor increased by 25 percent—10 points above the national average and close to 5 times the growth rate for the poor in primary cities. Overall, suburbs gained more than 2.5 million poor individuals, accounting for almost half of the total increase in the nation’s poor population since 2000. Smaller metro areas saw their poor population increase almost 20 percent, a gain of 1.3 million poor over the eight-year period.”

http://www.brookings.edu/~media/research/files/papers/2010/1/20%20poverty%20kneebone/0120_poverty_paper.pdf, page 4

strategy implication

With both ends of the income spectrum growing in the City, a focus on developing and maintaining social cohesion will be important, seeking to balance and structure development investments and programs so that all residents benefit.

Place

The value of City of Lebanon’s housing stock has increased in recent years and vacancies are on the decline. Of the slightly more than 11,360 housing units, 8.7 percent are vacant units located mostly on the City’s north and west side. The City has experienced steady decreases - 24 percent overall - in vacancy rates over the past 3 to 5 years. In comparison, Lebanon County had only a 4 percent decrease in vacancy rates over the same time period. The surrounding region has seen an 8 percent overall increase in vacancy rates.

Rental costs and the median home value in Lebanon City have increased between 2007 and 2012. (Note: The County re-assessed City property values in 2012 for the 2013 tax year, but the impact of this re-assessment on the total housing value in the City is not known at this time. US Census Bureau housing data, which was used for this analysis, is based on self-reported information from community residents.) While the City’s rental rates have increased at a higher rate than the county and surrounding region, they remain lower than those areas. Increases in rental rates can be a signal that demand for rental units is also increasing and landlords are able to secure increasingly higher rents.

Overall Lebanon City appears to be experiencing capacity issues in terms of the types and quantity of desirable housing units for both homeowners and renters at both the high and lower cost price points. A growing portion of City residents can afford more expensive homes than the homes they currently own. For example, about 13 percent of homeowners in Lebanon City can afford homes valued at more than \$300,000. However, less than 2 percent of the homes in Lebanon are currently worth more than \$300,000.

For renters, the greatest shortages appear at the lower rental rates, but it is unknown if these residents are covered by affordable housing programs such as Section 8. There is also a shortage among higher-end rental units, i.e., units that would demand more than \$1,000 per month. In 2007 no City resident was paying more than \$1,000 per month for rent. By 2012, 50 units in the City of Lebanon were being rented at this rate. Approximately another 300 households currently living in Lebanon City could afford units priced at more than \$1,000 per month.

Table 3: City of Lebanon Owner-Occupied Housing Gaps

Home Value	Surplus units based on residents' ability to pay ↴			
	Additional units needed based on residents' ability to pay ↴			
	Available Supply (units)	Current Demand (households)	Housing Shortage (units)	Housing Over-Supply (units)
Less than \$50,000	489	656	167	-
\$50,000–99,000	2,109	381	-	1,728
\$100,000–149,000	1,166	1,287	121	-
\$150,000–299,000	851	1,777	926	-
\$300,000–499,000	20	463	443	-
\$500,000 or more	48	119	71	-

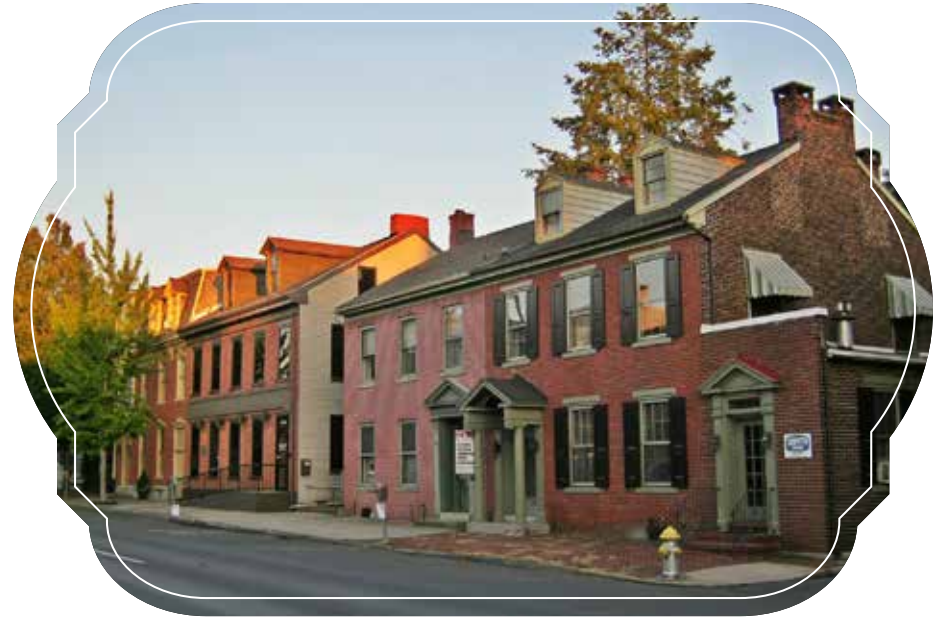
NOTE: Does not include vacant units

Table 4: **City of Lebanon Renter-Occupied Housing Gaps**

Monthly Rental Rate	Available Supply (units)	Current Demand (households)	Surplus units based on residents' ability to pay ↴	
			Additional units needed based on residents' ability to pay ↴	
			Housing Shortage (units)	Housing Over-Supply (units)
Less than \$200	305	1,268	963	-
\$200–299	362	833	471	-
\$300–499	956	1,145	189	-
\$500–750	2,154	751	-	1,403*
\$750–999	1,326	784	-	542*
\$1,000 or more	582	904	322	-

NOTE: Does not include vacant units

*May be impacted by affordable housing programs



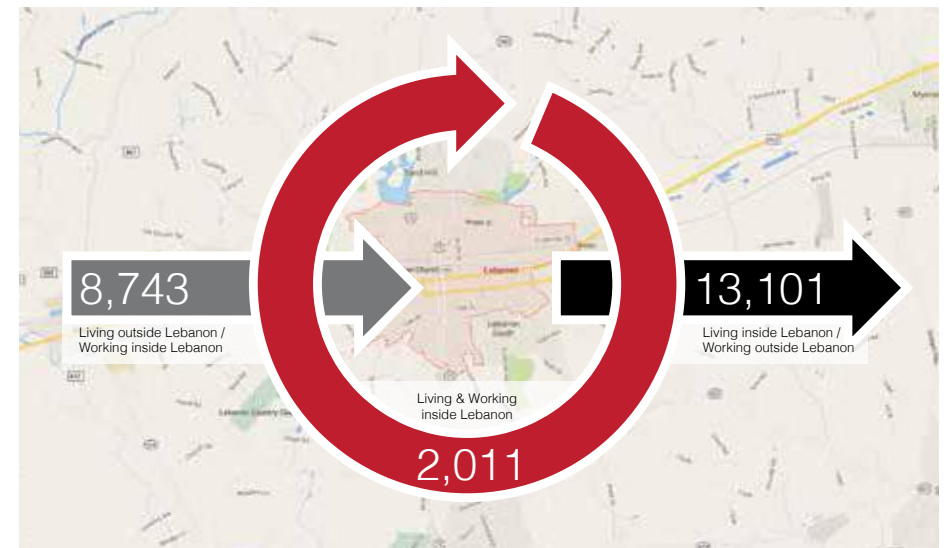
strategy implication

Dramatic decreases in vacancy rates, combined with a growing population, imply that housing demand is increasing. Because housing supply and demand mismatches are evident for both homeowners and renters, this suggests that a market exists for the construction of new homes, condos, apartments and other living quarters. In the rental market, given that approximately 300 City households currently rent apartments at a lower rate than they can afford, there may be an opportunity to introduce higher-end rentals. Among homeowners, there is a surplus of households that could afford to buy more expensive homes, condos, or lofts, but currently live in homes that are well below their economic ability to pay.

The City of Lebanon is both a regional center of employment and bedroom community. Just over 2,000 City residents live and work within the City. More than 8,700 commute into the City each day. Of the more than 13,000 City residents who commute out of the City for work, 4,500 of them work in Lebanon County. Primary work destinations beyond the County include Hershey, PA; Philadelphia, PA; Fredericksburg, PA, Harrisburg, PA; and Lancaster, PA.



Figure 4: **City of Lebanon Worker Commuting Patterns** [2011]



strategy implication

The City of Lebanon's workforce commuting characteristics bolsters the opportunity for new housing development. New housing options may entice some of the 8,700 plus workers commuting into the City to relocate to the City. Offering a unique urban lifestyle experience can strengthen the City's role as a bedroom community.

Workforce

The City of Lebanon lags the County in educational achievement. Like most communities, City residents with the least amount of education have the highest rate of unemployment.

Labor force participation rates in the City are lower than both the County and the nation and the unemployment rate for those participating in the labor force is higher in the City compared to the County and the United States. Even though City residents are more likely to be employed in the services and industrial trades, the City is transitioning to a high-skilled resident base while employment in the trades has declined among City residents.

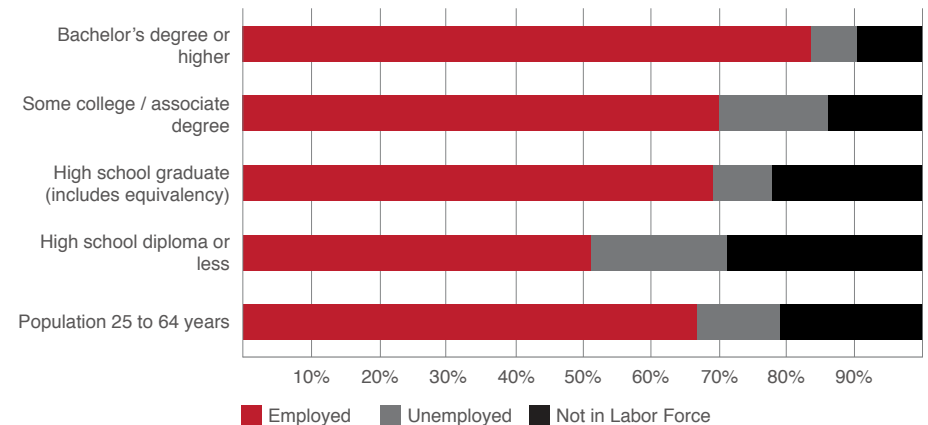
As of 2012, many City of Lebanon residents were employed in the trades and services industries, such as manufacturing, wholesale, retail, education, and health care. While these industries are still dominant within the area, Lebanon City has seen growth in highly-skilled, highly-paid residents while also experiencing a decline in the share and number of people employed in industries with opportunities for lower-skilled workers.

For example, between 2007 and 2012, the number of City residents employed in professional and service industries increased by more than 1,700 people. The Professional and Technical Services sector, according to the U.S. Bureau of Labor Statistics, pays an average annual wage of more than \$50,000 in Lebanon County, while some of the other growing industries pay as much as \$77,000. These high-paying, high-skilled jobs usually require at least some post-secondary education; many of the best jobs require 4 or 6-year degrees. During this same period, the number of residents employed in transportation, construction, retail, and wholesale trade decreased by almost 500 people. Manufacturing employment ran counter to this declining trend among the trades with an additional 118 City residents reported working in this industry in 2012 compared to in 2007.

Table 5: **Education Attainment Rates of Adults Age 25+ [2013]**

	Lebanon City	Lebanon County
High school diploma or less	66%	53%
Some college / associate degree	20%	24%
Bachelor's degree or higher	14%	23%

Figure 5: **City of Lebanon Labor Force - Participation by Education Level [2013]**



The top skills demanded by employers in the Lebanon region include computer-related skills such as SQL (structured query language), software development, and technical support; medical skills such as Pediatric doctors, Certified Registered Nurses, and Licensed Professional Nurses; and bilingual language skills especially in the Spanish language. Training and education requirements for in-demand skills range from the completion of a course to achieving an advanced degree. A skills gap exists when a resident's previous employment and training does not align with the industries currently experiencing growth.

strategy implication

The completion of relevant education programs, particularly at the K-12 and community college level, should be encouraged among City residents. With a growing population, a younger population, and increasing wealth, Lebanon City must ensure that growth occurs in a balanced and measured way. Opportunities to address this include supporting training for displaced workers, encouraging the completion of at least an Associate's degree, and encouraging local hiring in industries such as construction and retail that may grow as the City's population increases. Additional opportunities to support apprenticeships, internships and on-the-job training programs help build an engaged workforce pipeline. Workforce development efforts are currently underway, and should be bolstered via collaboration between employers and educators, especially since aligning the anticipated needs of employers with workforce training is pivotal to attracting and retaining new industries.

Table 6: **PA Unemployment Rate by Educational Group**

	2014 Q3	2014 Q2	2013 Q3	2012 Q3
High school diploma or less	7.6%	11.2%	13.0%	11.8%
High school graduates, no college	7.5%	5.9%	7.4%	9.2%
Some college, no degree	4.8%	7.5%	6.9%	7.8%
Associate degree	4.1%	3.9%	5.8%	8.9%
Bachelor's degree or higher	4.0%	2.7%	3.9%	5.2%

Source: U.S. Bureau of Labor Statistics, Current Population Survey (CPS)

Table 7: **Employment Status of Population Age 16+ [2012]**

	Lebanon City	Lebanon County	United States
In labor force	64.5%	65.7%	64.7%
Employed	54.9%	60.6%	58.2%
Unemployed	9.5%	4.8%	6.0%
Armed forces	0.1%	0.3%	0.5%

Source: U.S. Census Bureau, 2008-2012 American Community Survey

Business

The City of Lebanon is home to a diverse range of businesses in terms of size and industry, yet a majority of businesses (61 percent) are micro-businesses of five or fewer employees. Even while a professional-level resident base emerges, manufacturing, transportation, and health care are important industries within the City.

Industry Spotlight: Micro-Businesses

Lebanon City's micro-businesses employ approximately 1,800 people and have total annual revenue of approximately \$308 million. Most micro-businesses employ an average of 2.5 people and have an average life span of 26 years. Those with zero employees have the fastest growth rates but the shortest length of operation. This could be because they grow large enough to hire another person, thus removing them from the self-employed category, or because they fail or close their business in an average of fewer than 4 years.

Lebanon's local self-employed and micro-business characteristics align with national trends towards more independent employment. For example, the "freelancer" movement is one being driven by both older professionals and Millennials. The Freelancers Union projects that "freelancers, independent contractors and temp workers are on their way to making up the majority of the U.S. labor force. They number 42 million, or one-third of all workers in the nation. That figure is expected to rise to 40 percent—some 60 million people—by the end of the decade."¹ Spurred by corporate downsizings or personal life preferences have led many to "go out on their own" preferring to remain an independent consultant to many clients.

¹ Horowitz, S. (2014) "America Say Goodbye to the Era of Big Work" Available at: <http://www.latimes.com/opinion/op-ed/la-oe-horowitz-work-freelancers-20140826-story.html>

Table 8: **Characteristics of Lebanon City Micro-Businesses**

	Number of Employees	Number of Organizations	Total Annual Revenue	Average 3-yr Sales Rate	Average Age of Business
0 (self employed)		74	\$5,876,073	112%	4 years
1		159	\$24,283,016	41%	28 years
2		176	\$64,604,013	72%	24 years
3		154	\$80,508,010	40%	26 years
4		82	\$63,392,008	76%	30 years
5		84	\$69,820,014	73%	37 years
Total		729	\$308,483,134	63%	26 years

strategy implication

Compared to larger businesses, and depending on the industry, micro-businesses have unique policy and infrastructure needs. For example, micro-businesses may be interested in co-working or live-work spaces where they can participate in a community of like-minded business owners.

Industry Spotlight: Manufacturing

Nineteen percent of the Lebanon City workforce is engaged in manufacturing at facilities either within the city or in the surrounding area. The City is home to 52 private manufacturers that employ approximately 1,500 people, or 11 percent of the people employed in the City of Lebanon. Combined, Lebanon City's manufacturers generated an estimated \$613 million dollars, or approximately 22 percent, of Lebanon City's average annual business revenue, according to 2014 estimates. Manufacturing employment among City residents grew between 2007 and 2012, while manufacturing employment among residents in Lebanon County and the surrounding region declined by 10 percent and 8 percent, respectively. In Lebanon City, the greatest revenue growth has been among mid-sized manufacturers, i.e., those operating in facilities between 10,000 and 49,000 square feet in size and having an average of 40 or more employees (Table 9). The smallest cohort of manufacturers in Lebanon City is manufacturers operating in larger spaces. However, these manufacturers employ the most number of people, have grown the fastest, and generate the most revenue compared to other manufacturer cohorts. Lebanon City's small manufacturers employ fewer people and generate less revenue compared to other manufacturing cohorts in the City, yet some of the smallest manufacturers have been in operation the longest.

Manufacturing activity in Lebanon City and the immediate area includes food, wood, furniture, and chemical manufacturing. The area has a specific strength in food manufacturing, largely in poultry processing and perishable prepared foods. Swiss Premium Dairy, for example, is a food manufacturing company located just outside of the city limits, and is a major employer in the area. In contrast, wood and furniture manufacturing have experienced steady declines in recent years, according to Lebanon County industry information. At the state level, growing manufacturing companies in Pennsylvania include those in Bakeries and Tortilla Manufacturing; Beverage Manufacturing; Plastics Product Manufacturing; Pharmaceutical and Metal Manufacturing; and Architectural and Structural Metals Manufacturing.



Table 9: **Characteristics of Lebanon City Manufacturers**

Square Footage	Number of Manufacturers	Total Employment	Total Annual Revenue	Revenue Growth Rate	Total Years of Operations
Up to 999	14	17	\$4 million	17%	378
1,000–4,999	11	86	\$19 million	18%	264
5,000–9,999	12	204	\$61 million	14%	395
10,000–49,999	10	447	\$117 million	61%	437
50,000 or more	5	758	\$412 million	52%	99



National and global manufacturing business and technology trends have led to a renaissance in small or micro-manufacturers, sometimes characterized as the Maker movement. With the advent and availability of 3D printers and other manufacturing technologies, entrepreneurs are creating and selling customized products via small, flexible manufacturing operations.² An economic consultant in Oakland, California noted that, “increasingly there’s been a demand from artisans or, in light industry, anyone from metal fabricators to cabinetmakers, who need to go where the space is cheap. These people like the grittiness of edgy, close-in areas.”³ Many cities across the United States, including Oakland, are seeking ways to accommodate and support these businesses by developing supportive land-supply and zoning policies.

Other notable trends in the manufacturing industry relate to workforce development. The skills required for manufacturing work have changed dramatically over recent decades. New manufacturers require more computer skills and more technical skills than they once did. The top three skills for manufacturers in Pennsylvania are 1) use hand or power tools, 2) read technical drawings, 3) use computers to enter, access or retrieve data. Relatedly, the top three Tools & Technologies employed across all manufacturing occupations are: 1) Personal Computers, 2) Data base user interface and query software, and 3) spreadsheet software.

strategy implication

Manufacturing is a dynamic industry due to changes in the global economy, workforce skill requirements, and shifts toward smaller producers. It will be important to maintain dialogue with existing and prospective local manufacturers to understand and support their needs.

² Wall, M. (2013) “Make it Yourself: the rise of micro-manufacturers” <http://www.bbc.com/news/business-24203938>

³ Greco, J. (2014), “Making Way for ‘Makers’”, American Planning Association’s Planning magazine

Industry Spotlight: Material Moving and Logistics

General Freight Trucking, Long-Distance, Truckload sectors (based on NAICS codes) represent the largest combined revenue stream of any other industry in Lebanon City, with total estimated annual revenue of more than \$323 million. Many of Lebanon City's micro-businesses or contract workers operate in the Transportation and Material Moving industry. For the local Workforce Investment Area, 3 of the top 10 in-demand certifications are in the Trucking and Materials Movement industry, and Transportation and Material Moving is one of the fastest growing occupations in Pennsylvania behind Marcellus shale related activities. In a regional context, the logistics centers for many trucking operations are growing in Lancaster County, and the number of logistics-related professionals living in Lebanon County has been increasing in recent years. A related industry area growing in Lancaster but not Lebanon is Automotive Service Technicians and Mechanics. This may be due to the growing regional Trucking and Material Moving industry.



strategy implication

With the growing logistics operations in the region, there may be an opportunity to attract higher-paying logistics companies and/or professionals to Lebanon City or County.

Industry Spotlight: Health Services

Other large and growing operations in Lebanon City is Medical and Surgical hospitals, nursing care facilities, and continuing care retirement communities. This mirrors findings for growing industries across Pennsylvania. In Health and Social Services, the growing companies were in Individual and Family Services, Offices of Physicians, Home Health Care Services, and Community Care facilities for the Elderly.

When looking across the United States for high demand/growing occupations and skills, pharmaceutical sciences and administration/pharmacology ranks third. In Pennsylvania, this industry ranks first and Medical Technologies technician comes in fourth. For the local Workforce Investment Area, 6 of the top 10 in-demand certifications are in the health industry.



strategy implication

The HACC Lebanon campus offers healthcare certification programs, such as the Certified Nurse Aide Training program, that are supported by local philanthropic funds. Such programs could be part of a regional healthcare training center of excellence.

Competitive Analysis and Advantages

In preparation for this plan, the City of Lebanon was compared to the County, Region, State and three comparison cities based on demographic, housing, industry, economic, and place characteristics. This analysis reveals the advantages and disadvantages for the City, and the degree to which “gaps” may exist between economic development goals/objectives and the programs, resources and asset base available to achieve those goals. The peer communities of Easton, PA; Hazleton, PA; and Lancaster, PA, were selected for this comparison based on their social, cultural, and economic similarities and differences to the City of Lebanon. Descriptions of these communities are included below.

The City of Lebanon generally lags its peer communities, Lebanon County, the region and state in many of the economic, housing, demographic, and community comparison characteristics (Table 10). In general, with the exception of population diversity and growth rate, Lebanon City does not perform well compared to the county, region, and state. Of the peer communities, Lebanon City most closely resembles Hazleton, PA, in performance, particularly in terms of income levels, housing values, rental rates, and population characteristics. Lebanon City is similar to or performs better than Lancaster, PA, in terms of per capita income, unemployment rate, vacancy rates, rental rates, and crime. Lebanon City’s overall comparison results concur with Economic Structure Analysis findings that housing, educational achievement, and workforce development may be strategic areas of focus for enhancing the City’s local economy.

Based on 2012 county-level industry location quotient analysis, the Lebanon area’s relative industry strengths are Manufacturing, Retail Trade, Transportation and Warehousing, and Agriculture (Table 11). The comparison communities exhibit specialization in Manufacturing as well, but Luzerne County’s specialization is based only on employment. This may indicate the presence of large manufacturers in Luzerne County instead of many small-to mid-sized establishments employing the same number of workers. This possible dependence on larger manufacturers may be a risk for Luzerne County in the long-term if one of these employers closes or relocates. Lebanon County and Lancaster County both specialize in Agriculture, but these may not be economic development opportunities on their own since establishment and employment count are not significant compared to other industries. Depending on the nature of the businesses and workers operating in regional Agriculture, however, business and development opportunities may exist at the intersection of this industry and other industries, such as Arts, Entertainment and Recreation or Manufacturing.

Lebanon County exhibits low industry specialization in the more traditional white-collar industries such as Educational Services, Management of Companies and Enterprises, and Professional, Scientific, and Technical Services. The comparison communities generally exhibit low to moderate representation of these industries as well, with only Easton having an employment-based specialization in Education. These professional-level activities may be emerging industries for the Lebanon area, particularly since local employment in these sectors increased between 2007 and 2012.

Table 10: **City of Lebanon's Performance Compared to Peer Communities, Lebanon County, the Lebanon Region, and Pennsylvania**

Comparison Characteristics [2012, unless otherwise indicated]	Lebanon City	Easton, PA	Hazleton, PA	Lancaster, PA	Lebanon County, PA	Lebanon Region	Pennsylvania
Economic Characteristics							
Per capita income (adjusted for cost of living)	\$17,378	\$19,562 ▼	\$17,882 ▼	\$16,756 ▲	\$26,366 ▼	\$28,730 ▼	\$28,190 ▼
Percent of population with some college or higher	27.4%	41.9% ▼	32.2% ▼	38.0% ▼	40.6% ▼	50.6% ▼	51.1% ▼
Unemployment rate	14.8%	12.8% ▼	12.2% ▼	13.8% ▼	8.4% ▼	7.6% ▼	8.5% ▼
Jobs to resident workforce [2011]	(4,358)	(1,339) □	(4,443) □	12,423 □	(14,642) □	N/A □	(81,513) □
Housing Characteristics							
Median home value	\$89,600	\$136,300 ▼	\$90,000 ▼	\$102,600 ▼	\$164,100 ▼	\$159,000 ▼	\$164,900 ▼
Median household income (adjusted for cost of living)	\$32,475	\$39,795 ▼	\$31,076 ▲	\$33,384 ▼	\$53,791 ▼	\$55,339 ▼	\$52,267 ▼
Vacancy rates	8.7%	13.1% ▲	14.8% ▲	8.3% ▼	6.0% ▼	7.7% ▼	10.9% ▲
Rental rates	54.8%	50.6% ▼	47.6% ▼	55.5% ▲	27.1% ▼	30.2% ▼	29.9% ▼
Monthly median rent	\$635	\$854 ▼	\$631 ▲	\$733 ▼	\$705 ▼	\$796 ▼	\$794 ▼
Demographic Characteristics							
Population	25,495	26,885 □	25,166 □	59,205 □	133,578 □	682,574 □	12,699,589 □
Population growth rate [2000–2012]	4.2%	2.4% ▲	7.9% ▼	5.1% ▼	11.0% ▼	4.8% ▼	2.4% ▲
Households no one 14+ speaks English “only” or “very well”	8.5%	3.5% ▼	11.9% ▲	9.5% ▲	2.7% ▼	N/A □	2.3% ▼
Spanish-speaking at home	23.4%	12.4% ▲	31.1% ▼	26.7% ▼	10.1% ▲	9.1% ▲	4.3% ▲
Moved to place less than one year ago	6.4%	12.0% ▼	6.4% ◆	6.8% ▼	5.0% ▲	6.2% ▲	4.8% ▲
Community Characteristics							
Air Quality Index Median	51.0	51.5 ▲	38.0 ▼	54.0 ▲	51.0 ◆	N/A □	N/A □
Crime rate per 100,000	385.8	414.2 ▲	449.6 ▲	773.0 ▲	N/A □	N/A □	348.7 ▼
Poverty rate	28.3%	19.4% ▼	23.2% ▼	25.9% ▼	10.2% ▼	10.5% ▼	13.1% ▼
Similar Performance ◆		0%	7%	0%	7%	0%	0%
Favorable Relative Performance ▲		33%	33%	33%	14%	17%	29%
Adverse Relative Performance ▼		67%	60%	67%	79%	83%	71%
No Performance Comparison Applicable □							

Interpretation of Comparison Characteristics

- ✧ Higher per capita income (adjusted for cost of living) is favorable
- ✧ Higher percent of population with some college or higher is favorable
- ✧ Lower unemployment rate is favorable
- ✧ Jobs vs. resident workers is for informational purposes, a positive value may indicate a regional employment center while a negative value may indicate a bedroom community or a skills-job mismatch
- ✧ Higher median home value is favorable
- ✧ Higher median household income (adjusted for cost of living) is favorable
- ✧ Lower vacancy rate is favorable
- ✧ Lower rental rate is favorable due to higher rates of home ownership and potentially greater vested interest in the community
- ✧ Higher monthly median rate is favorable to reflect higher-income housing opportunities
- ✧ Population is for informational purposes
- ✧ Higher population growth is favorable
- ✧ Lower proportion of households where no one 14+ speaks English only or “Very Well” is favorable as an indicator of fewer barriers to jobs and other social needs; this measure applies to households of all languages
- ✧ Higher Spanish speaking is favorable as a reflection of diversity
- ✧ Higher rate of moving to place less than 1 year ago is favorable as an indicator of attraction and growth
- ✧ Lower air quality value is favorable since it indicates better air quality
- ✧ Lower crime rate per 100,000 is favorable
- ✧ Lower poverty rate is favorable



Table 11: Industry Representation, by County, Based on Employment and Establishment Counts Compared to Pennsylvania

Location Quotient →	Lebanon County [Lebanon]		Northampton County [Easton]		Luzerne County [Hazleton]		Lancaster County [Lancaster]	
	Employment	Establishments	Employment	Establishments	Employment	Establishments	Employment	Establishments
Accommodation and food services	◆	◆	▲	▲	◆	▲	◆	◆
Administrative and support and waste management and remediation services	▼	◆	▲	◆	▲	▲	▼	◆
Agriculture, forestry, fishing, and hunting	▲	▲	N/A	N/A	N/A	N/A	▲	▲
Arts, entertainment, and recreation	▼	▲	▼	▲	▲	▼	▼	◆
Construction	◆	▲	▲	▲	◆	◆	▲	▲
Educational services	▼	▼	▲	◆	▼	▼	▼	◆
Finance and insurance	▼	◆	◆	◆	▼	◆	▼	◆
Health care and social assistance	◆	◆	▼	◆	▲	▲	◆	▼
Information	▼	◆	◆	◆	◆	◆	▼	▼
Management of companies and enterprises	▼	▼	◆	◆	▼	◆	▼	▼
Manufacturing	▲	▲	▲	▲	▲	◆	▲	▲
Mining, quarrying, and oil and gas extraction	N/A	N/A	N/A	N/A	▼	▼	N/A	N/A
Other services (except public administration)	◆	▲	▲	▲	▼	◆	▲	▲
Professional, scientific, and technical services	▼	▼	▼	◆	▼	◆	◆	◆
Real estate and rental and leasing	▼	◆	▼	◆	▼	◆	◆	◆
Retail trade	▲	▲	▲	◆	▲	▲	▲	▲
Transportation and warehousing	▲	▲	▲	◆	▲	▲	◆	▲
Utilities	N/A	N/A	▼	▼	N/A	N/A	▼	▼
Wholesale trade	▲	◆	▲	◆	▲	◆	▲	▲

Location Quotient Value	Interpretation
▲ Greater than 1	High representation of an industry compared to PA
◆ 0.8–1.0	Moderate representation of an industry compared to PA
▼ Less than 0.8	Low representation of an industry compared to PA
▲	Both employment and establishment LQs high representation, indicating stronger industry presence

Notes on the Location Quotient Analysis

- ⌘ A detailed table of county-level employment counts, establishment counts, and location quotient values is available in the Appendix.
- ⌘ Location quotients were calculated to determine how closely the economy of each comparison county matches the economy of the entire state. Location quotients do not provide definitive conclusions about sectors; rather, they are a guide for deeper exploration. The high level of industry aggregation presented here does not provide insight into industry sub-category performance. For example, manufacturing is a sector where some areas of manufacturing are expanding while other areas are contracting. By looking at manufacturing aggregated up to the highest level, the analysis does not reveal nuances within the sector.
- ⌘ To get a fuller understanding of the activity of each of the four comparison counties, location quotients were calculated for employment and the number of establishments. Typically, location quotients are only calculated for employment. However, micro-businesses and non-employer establishments are very prominent in the Lebanon City economy, thus it is important to account for establishments. Furthermore, calculating location quotients by establishment count provides additional insights into the local industry. For example, if an industry has fewer establishments but more employees than the state average, it could be a sign of low worker productivity or other operational inefficiencies. It could also mean the presence of a large employer(s).



Easton, Pennsylvania

Easton, PA, is located in Northampton County. The City of Easton borders the state of New Jersey and is located at the confluence of the Lehigh and Delaware Rivers. This eastern-most city of the Lehigh Valley is a one-and-a-half hour drive from both New York City and Philadelphia. According to the City's Community and Economic Development office, "with over 27,000 residents within a region of 540,000, Easton is a full service working community that maintains industrial areas with light manufacturing, distribution and warehousing, a vibrant downtown, and residential neighborhoods."

Easton's attractions include The Crayola Experience, National Canal Museum, Northampton County Historical Sigal Museum, The State Theatre for Performing Arts and the Heritage Corridor's Visitors Center. The historic business district features shops and restaurants, historic sites, attractions, and the State Theatre. Art galleries and antique stores complement the area's gift and retail establishments. The City reports that 450,000 tourists visit the City each year.

The Easton Area School District encompasses the City of Easton and the Northampton County townships of Palmer, Forks and Lower Mount Bethel. The district reports that, "a steady increase of new students has been occurring as a result of rapid home developments in Palmer and Forks Townships; however, recent trends show that the student population growth may be slowing." Easton is also home to a four-year college, Lafayette College, which was established in 1826.

The Greater Easton Development Partnership (GEDP) partners with the City of Easton, The Easton Business Association, The Greater Lehigh Valley Chamber of Commerce and an economic development network of more than 20 agencies in the Lehigh Valley to support Easton's economic growth. GEDP also oversees the Easton Ambassadors Clean and Safe Program and the Main Street Initiative as part of their business recruitment and retention efforts.

Easton operates a mayor-in-council city government.

Hazleton, Pennsylvania

Hazleton, PA, is located in Luzerne County near the Pocono Mountains of Northeastern Pennsylvania. New York City and Philadelphia are approximately two to three hours away. The City of Hazleton has just under 25,000 residents and the area's economic development corporation, Greater Hazleton CAN DO, reports that the community's "30-mile commute shed has a population of 687,495 people with a civilian labor force of 344,256."

Greater Hazleton CAN DO operates three industrial parks and one high-tech corporate center within the region. All four parks are close to Interstates 80 and 81 and employ more than 11,000 people combined. The development corporation has also created a business incubator and supports entrepreneurship to establish new businesses in the community. The largest regional employers include Amazon.com in retail distribution; Cargill Meat Solutions in meat processing; DeAngelo Brothers Inc. or DBi Services in vegetation, road, cleaning and asset management; and Greater Hazleton Health Alliance in healthcare.

Downtown Hazleton is currently the focal point for a revitalization and economic development effort. DHD Realty, formed by local business leaders, is renovating major office buildings in downtown Hazleton and working with the City to renovate a parking garage to support tenants and visitors of these buildings. Complementary downtown improvement efforts include the Broad Street Corridor Project and the launch of the Downtown Hazleton Alliance for Progress. The \$27 million Corridor Project "streamlined the flow of traffic on Broad Street, the main street that cuts through the heart of Hazleton and West Hazleton, and enhanced downtown through its improvements for drivers, pedestrians and businesses." The Alliance will work to continue and enhance downtown revitalization efforts.



The Hazleton region is home to a wide range of educational institutions. Fifteen colleges and universities offering nearly 100 degree programs and enrolling more than 53,000 students are within a one-hour drive of Hazleton. Pennsylvania State University also has a branch campus in the area offering two- to six-year degree programs. Luzerne County Community College and Lackawanna College operate branch campuses within Hazleton. McCann School of Business operates in the Humboldt Industrial Park and offers Associate's degrees in specialized business or technology programs.

Hazleton is home to a large Hispanic population, and the City has been in the national news in recent years for its stance on illegal immigrants. *The New York Times* reported that,

“the law Hazleton passed in 2006 penalized employers for hiring illegal immigrants and landlords for renting to them. In 2010, a federal appeals court declared the law unconstitutional. But the next year, the United States Supreme Court upheld a similar Arizona law, and it ordered the Court of Appeals for the Third Circuit, in Philadelphia, to review Hazleton’s ordinance. Despite Hazleton’s reputation as one of America’s toughest cities toward illegal immigrants, the Hispanic population there has surged. The 2010 census showed Hispanic residents totaling 37 percent of the population, up from 5 percent in 2000.”

Lancaster, Pennsylvania

Lancaster, PA, is located in Lancaster County and is home to 60,000 residents. The Lancaster area is approximately an hour and a half from Philadelphia and Baltimore; two hours from Washington, D. C.; and three hours from New York City. With a National Register Historic District covering approximately three square miles and containing more than 14,000 buildings, Lancaster has one of the largest urban historic districts in the U.S.

Local and county-level organizations such as the Lancaster City Alliance and The Economic Development Company of Lancaster County work to promote and support business, community and economic development. Additionally, according to the Lancaster City Alliance website, the Lancaster Downtown Investment District (DID) Authority was formed in 1992 to “to ensure that Downtown Lancaster is safe, clean, attractive and vital.” On behalf of the DID, the Lancaster City Alliance contracted with Block by Block to operate a Bike Squad and Clean Team that provide cleaning and safety services downtown.



Lancaster is also one of two cities in the Commonwealth to receive the first City Revitalization & Improvement Zone (CRIZ) designations. According to the City of Lancaster,

“the City Revitalization & Improvement Zone (CRIZ), created by a state law in 2013, is a special zone that encourages development and revitalization in certain sized communities across the Commonwealth...The CRIZ consists of approximately 130 acres in Downtown Lancaster and in selected areas in the remaining parts of the City. The Commonwealth created the CRIZ to spur community revitalization by allowing certain state and local taxes to be provided to the CRIZ community through the annual reporting and certification process to help finance redevelopment and new construction opportunities.

The focus of the Lancaster CRIZ Program is on the development of vacant and underutilized properties within the City. The CRIZ Act provides that qualified state and local tax revenues may be used for payment of debt service on bonds or loans issued for the acquisition, improvement and development of qualified capital improvements within the CRIZ. The CRIZ Authority has developed a set of guidelines to assist businesses, developers and other interested parties who may be interested in seeking financing from and through the CRIZ.”

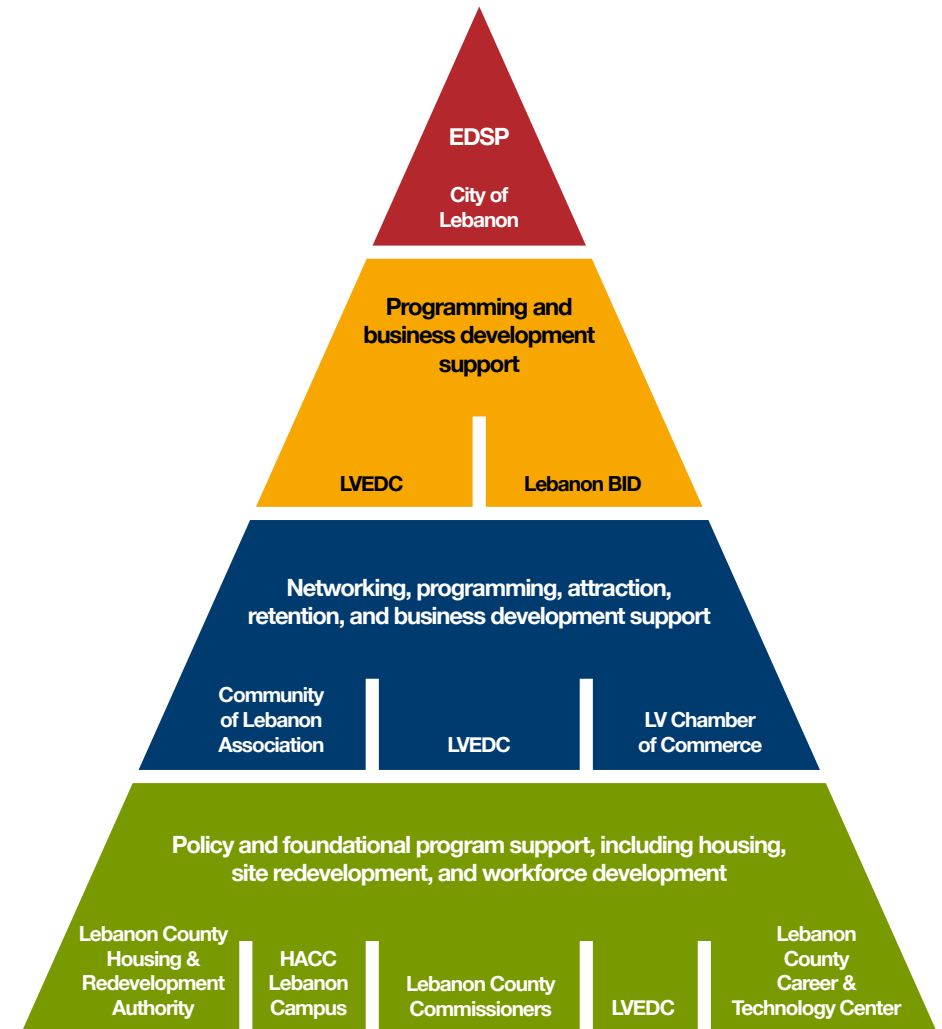
Agency Roles and Responsibilities

The City of Lebanon works with a variety of local and regional economic development agencies and development organizations. These organizations include:

- ✧ Community of Lebanon Association
- ✧ Lebanon County Commissioners
- ✧ Lebanon County Housing & Redevelopment Authority
- ✧ Lebanon Valley Chamber of Commerce
- ✧ Lebanon Valley Economic Development Corporation (LVEDC)
- ✧ Harrisburg Area Community College, Lebanon Campus
- ✧ Lebanon County Career & Technology Center

Each of these organizations supports the City's spectrum of economic development activities, based on their area of expertise and the City's needs. The successful implementation and long-term fulfillment of the Grow Lebanon 2020 Plan will require the support and cooperation of all of these organizations. Effective communication and coordination among all key economic development agencies and stakeholders will result in a positive experience for potential investors and plan stakeholders.

Figure 6: **Agency Roles and Responsibilities**





03. A COMMUNITY ENGAGED

It is critical that any solid economic plan be reflective of its residents' and businesses' points of view. The "Grow Lebanon" Planning process included stakeholder workshops, one-on-one interviews and a broader community survey. These activities helped to ensure both transparency of and engagement in the planning process. The City staff and consulting team are deeply appreciative for all of those who took part in this effort.

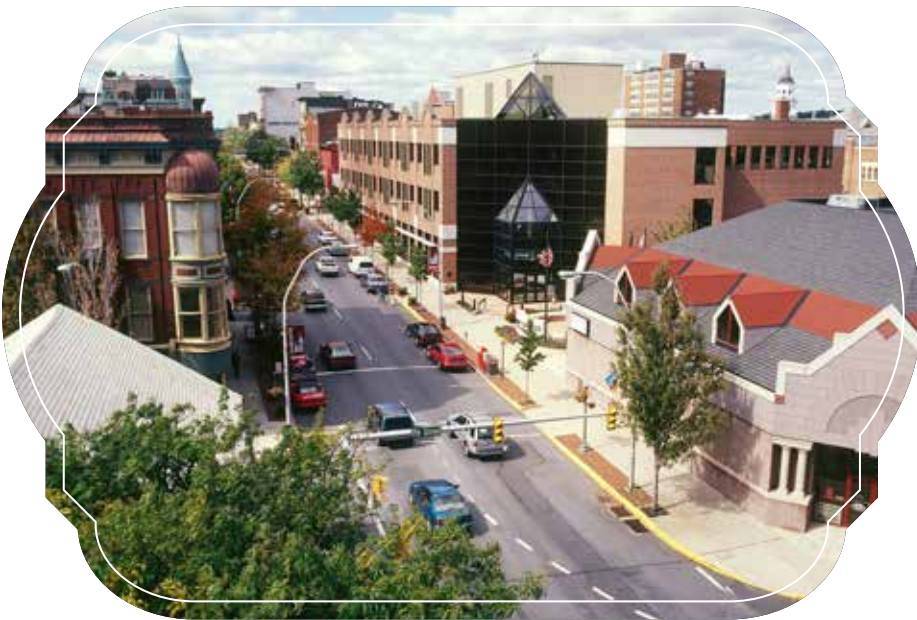
Survey Summary

The purpose of the survey was to collect community members' opinions and ideas about how to grow Lebanon in terms of enhancing the community, developing businesses, and enabling job growth. This was a non-scientific survey made available to community members online and in print form. The survey was distributed via social media, the City website, partner websites, City offices, and at partnering locations. This summary of the survey results provides an overview of respondents' opinions about the City's strengths, opportunities, and business development environment.

The survey received 591 responses, 5 percent of which were in Spanish. Nine percent of respondents owned businesses within the City of Lebanon. Slightly more than half of the respondents were under the age of 36; other age groups represented included 36-50 year olds (25 percent), 51-65 year olds (18 percent) and those 66 and older (5 percent). Sixty percent of all respondents owned their own home, and the remainder rented their home (24 percent), lived with family or friends (14 percent), or had other living arrangements (2 percent).

Survey responses highlighted a number of the City's strengths and special characteristics. Many respondents valued the City's size, affordability, historical roots, architectural treasures, and the ease of getting around within the City. Respondents also liked that the City is close to other regional communities and larger cities such as Harrisburg; Philadelphia; New York City; and Washington, D.C. Local amenities and resources such as the library, YMCA, local restaurants, unique downtown businesses, the Farmer's Market, the parks and rail trail, the art walk, the craft show, the VA medical center, the Lebanon County Historical Society, City police and fire departments, the schools, and HACCC were also popular among respondents.

The results also provided insights into the City's opportunities for growth and enhancing the community. Survey respondents would like more shopping, dining, arts and culture, entertainment, and recreation options within the City for all ages, but especially for families and youth. Respondents would also like Lebanon to have a vibrant and thriving downtown and for the City to be known as "the place to be." The redevelopment and/or the "fixing-up" of vacant and deteriorating areas and construction of new, modern facilities, including housing, was also desired by many respondents. Some respondents would like to see changes in government policies and programs such as lowering taxes by accessing other sources of revenue, making road improvements, increasing parking options, and enhancing the school system. Finally, respondents would like a greater sense of safety and community within the City, and for more community members to take pride in the City.



Business and job growth was of particular interest to respondents. Respondents would like to see more businesses in the City, and they felt there is a need for good job opportunities for residents of all education levels. Respondents indicated that the top five industry sectors with the most potential for growth in the City over the next 5-10 years were Public Services; Health Science & Medical Technology; Education, Child Development, & Family Services; Manufacturing & Product Development; and Building Trades & Construction. It is unclear whether respondents considered these services as "needed within the City" or if they were viewed as growing employment sectors within the City. The independent analysis and interviews with the Steering Committee members suggested that these areas represented both a need for city residents and employment opportunities.

When considering opportunities for developing new or existing businesses within the City, almost half of respondents thought that providing financial incentives would enhance the community, create jobs, and develop business opportunities. Many felt that the City of Lebanon is a good place to locate and operate a business since space is available for businesses, and the City is in close proximity to other major areas within the broader region. Other respondents were concerned that businesses locating in Lebanon might not succeed due to a small local customer base and limited overall activity and commercial draw within the City to attract potential customers from around the area. Some felt that other issues needed to be addressed in order to attract and grow businesses within the City. These include the need to revive downtown, make parking in the City easier, increase job opportunities and wages for City residents, enhance educational opportunities to support business workforce needs, improve the City's appearance and sense of security, lower taxes, and make it easier to understand and comply with government regulations for businesses.

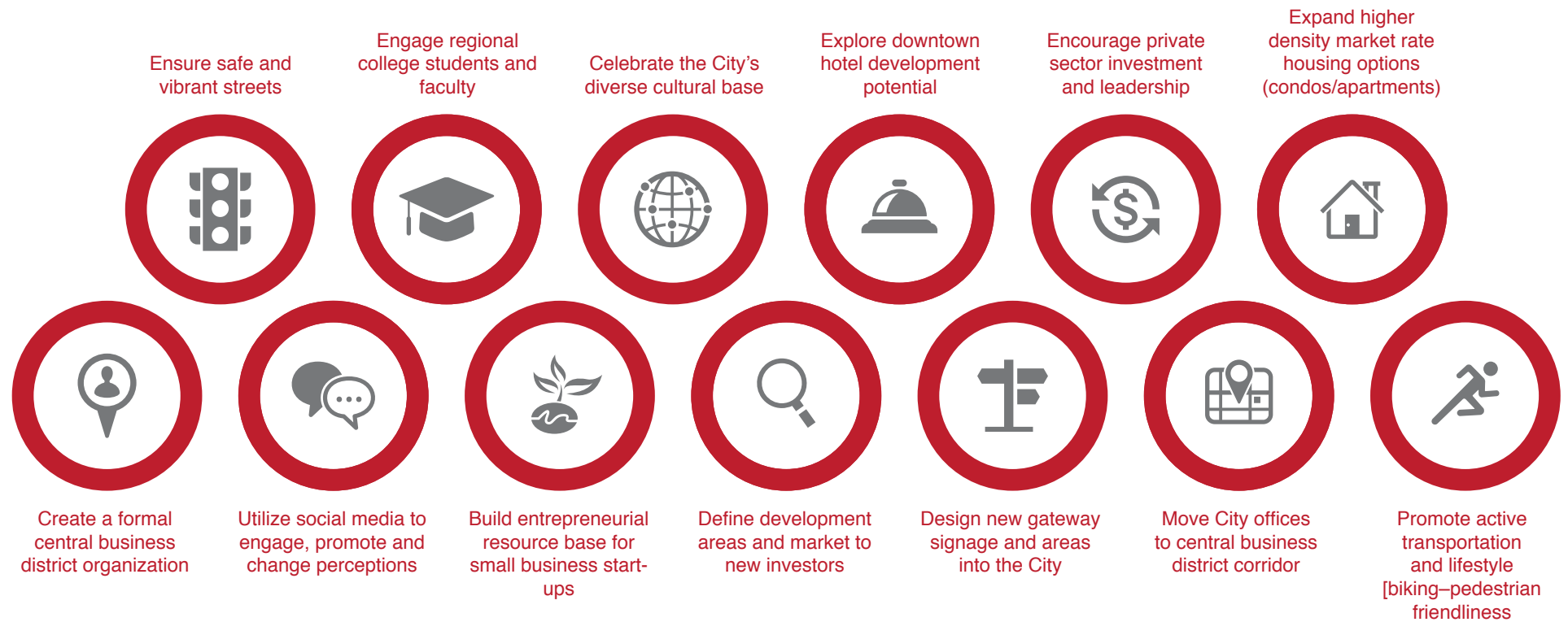
Focus Groups and Interviews

Many issues were discussed during the working group meetings and interviews. Key themes were identified and are summarized below:

Definition of Success for Lebanon

The creation of a thriving downtown where businesses can be created that offer a variety of employment, shopping, entertainment and cultural opportunities for all of the City's residents. A key focus should be placed on attracting younger professionals in the city for their entire career.

Figure 7: Focus Group Key Themes



04. CULTIVATING CHANGE

PRIORITIES FOR THE CITY OF LEBANON

The “Grow Lebanon” Plan is about action. Throughout the process stakeholders endeavored to identify specific areas to focus the attention and resources of the City, businesses and the residency at large for meaningful change. At the same time, it is important to consider these action steps as adaptive ideas, able to change as new conditions and priorities are identified. The following section lists the key priorities for the Grow Lebanon 2020 Plan and offers some suggested (but not all-inclusive) tactics that can be considered for each priority. A five-year time frame has been established as a goal and to track progress for each priority and related tactic. For each priority, the City of Lebanon is characterized as either a “Champion,” a lead agent for the priority; a “Catalyst,” an agent who initiates and develops partnerships to accomplish the priority; or “Convener,” where the City plays a supporting role in achieving the priority. Additional “key partners” are also identified. These lists of key partners should be considered a starting point; they are not all-inclusive. The Plan anticipates that various stakeholders will need to be engaged throughout the life of the plan, and partnerships must be formed as activities get underway and evolve.





Leverage the Central Business District as a Catalyst for Citywide Economic Development

Role for the City: Champion

Key Partners: Downtown Businesses and Property Owners, Downtown Real Estate Developers, The Chamber, The Tourism Bureau, The Community of Lebanon Association, Lebanon Valley Economic Development Corporation

Any city is only as strong as its core. In this case, Lebanon's Central Business District (CBD) represents the heartbeat for its neighboring districts and neighborhoods. It must be a goal to ensure the highest degree of integrity and functionality for the CBD. As part of this study, the consulting team conducted a feasibility analysis into establishing a Business Improvement District (BID) for the CBD. A BID could provide the administrative structure and focal point for many activities and steps needed to improve the CBD and help the City achieve its overall economic development goals.

Action: Adopt Proposed Development Plan to Create a Business Improvement District (BID)

Timeline: Immediate (1 to 6 Months)

Success Metrics/Milestones: Confirmed and dedicated annual BID budget

Based on the analysis provided during the Grow Lebanon plan development, it has been determined feasible and potentially beneficial to form a BID for Lebanon's CBD. The consultant team provided a plan outlining a series of next steps to include forming a Downtown BID Organizational Working Group composed of key City staff, Community of Lebanon Association (CLA) representatives, the Mayor and/or one member of City Council. The working group efforts would lead toward the formation of a Steering Committee. The tasks of the Steering Committee would include:

- ✧ To review the consultant reports in order to reach consensus on priority goals and objectives for downtown
- ✧ To agree on an organizational structure and sponsor
- ✧ To develop a proposed menu of services
- ✧ To review and approve BID boundaries
- ✧ To create or approve a timetable
- ✧ To solicit support from downtown property owners, including possible petition
- ✧ To approve a funding plan including but not limited to a BID
- ✧ To lead in the development of a destination theme, branding and marketing communications for the central business district

In addition, it may be beneficial to create a Local Government Support Team to provide advice and counsel to the effort. This team would meet only as needed; however, individual members could be kept informed and could be called upon to give advice and information as needed. As part of the Grow Lebanon 2020 Plan, a separate BID development plan and findings memo has been provided to the City for review and adoption. That plan provides additional detail and timelines suggested for implementation.

Action: Leverage Potential Business Improvement District (BID) for Greater Marketing/Promotion, Public Space Improvements and Vibrancy

Timeline:	Short-term (1 Year)
Success Metrics/Milestones:	Number of active retail storefronts each year; Number of annual public events; Estimated number of downtown visitors each year

The planning process revealed that stakeholders generally described downtown Lebanon today as “not bad, but could be better.” Ensuring a safe, vibrant and well-maintained CBD is a priority for all who were interviewed and surveyed as part of this process. A formal Business Improvement District, if formed, could be leveraged to help achieve these outcomes. The BID feasibility study identified the following for inclusion in the Grow Lebanon 2020 Plan.

Objective 1. Marketing and Promotion

Currently, no one entity has been identified that has primary responsibility for marketing and promoting downtown. It is important to understand that, from a property owner’s point of view, this includes marketing available spaces to desirable tenants. There is a need for a clear, effective retail recruiting strategy and a person or entity to implement that strategy. This entity should work in concert with CLA and the Chamber of Commerce as well as City government, but the BID should lead the effort.

Objective 2. Public Space Improvements

While interviewees support the work that CLA does in terms of beautification, and generally agree that City services are acceptable, more can be done to move the needle from good to great. Addressing diseased trees, broken brick pavers, and sidewalks are ongoing issues for any downtown, including Lebanon. While much of this is the responsibility of individual property owners, a downtown organization/BID could encourage property owners to fix sidewalks and replace trees. The BID could provide financial incentives to do so. The BID could undertake some maintenance tasks (weed removal, litter pickup) and should advocate for the adoption of a “complete streets” program and could explore with the City the conversion of some one-way streets to two-way traffic, something that many successful downtowns have done.

Objective 3. Lighting and Security

Most interviewees said they feel safe in downtown, but nearly everyone agreed that many people do not. Lighting was mentioned as an issue that a downtown organization or BID could address. Replacing all of the lighting on Cumberland is an expense far beyond what the BID might fund; but there are strategic areas, such as alleys, where the BID might partner with the City and property owners to replace existing lighting and introduce new lighting. Security cameras were also mentioned as a beneficial addition to the downtown, but can be expensive. Federal or state funding sources may be available to help defer the cost of such improvements.

Objective 4. Liveliness

CLA is highly regarded and universally respected by virtually all interviewees. However, as a volunteer organization, its resources are limited. A new downtown organization with a BID as part of its resources could expand the number of events in downtown. It is well known that people feel safe when other people are around who are engaged in acceptable behaviors – attending festivals, shopping and dining. To the extent that downtown can be seen as a place where safe, enjoyable activities are frequent, other desirable results are possible, such as improved retail and dining, and more demand for downtown living.

Action: Relocate City Offices to Central Business District

Timeline: Mid-Term (1 to 3 years)

Success Metrics/Milestones: Completed facility designs; Dedicated construction funding; Number of City workers in downtown by 2020

Several stakeholder discussions identified the potential relocation of the City offices to a location within the Central Business District as a desired and potentially beneficial outcome for the urban core. Many smaller cities throughout the country have recognized the benefits of ensuring that municipal and public services remain in the urban center, not only for the convenience and greater access of all residents, but also for the added benefits for city employees and customers to frequent downtown businesses. Public investments such as this can lead to private sector development and businesses to support that activity, having a catalytic impact on the downtown as a whole. The Grow Lebanon 2020 Plan encourages the City to consider and advance any master facility planning to include the relocation of the City operations and support functions to the Central Business District.

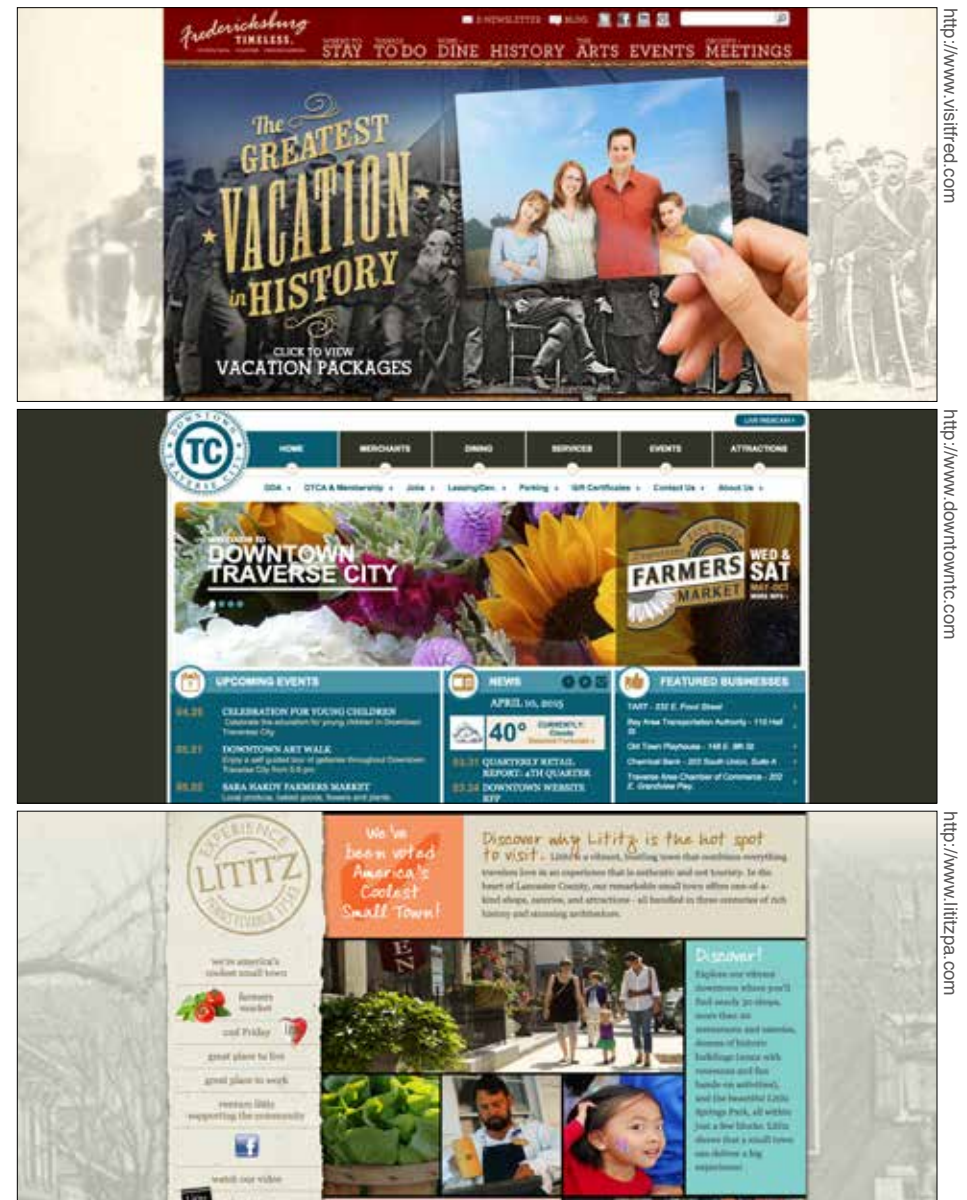
Action: Develop a Destination Themed Downtown

Timeline: Long-term (3 to 5 years)

Success Metrics/Milestones: Number of downtown establishments aligned with the downtown theme; Number of times Lebanon is advertised in external markets as a destination

Creating a clear and unique destination theme for downtown Lebanon can help to define and market the downtown to a broader regional or even national audience. Locations such as Fredericksburg, Virginia; Traverse City, Michigan; and nearby Lititz, Pennsylvania, have all worked to define their downtown experience, building upon antiques, history and culture unique to their own community. The process of defining the theme can also serve to engage local residents and businesses. It could be part of the Business Improvement District efforts once established. With Lebanon's growing Hispanic resident base, one possibility may be to explore a Hispanic art and culture focus as part of the overall downtown Lebanon experience.

Figures 8-10: Examples of community marketing and themes



Action: Engage Regional and National Developers to Explore Hotel Development in Downtown

Timeline: Immediate (1 to 6 months)

Success Metrics/Milestones: Completion of hotel feasibility study

There was general consensus among the stakeholders that the City of Lebanon market area is currently underserved by hotel operations and options. While a formal analysis of the hotel vacancy was not conducted as part of the Grow Lebanon 2020 Plan, many stakeholders suggest that current occupancy rates are very high among all of the current national hotel brands within the region. The introduction of a new, smaller (boutique) hotel in the Central Business District or close to it, could serve as an anchor development and tourism attraction. For example, towns such as Bethlehem, Pennsylvania have incorporated events programming and in-town amenities to accommodate visitors that stay at their anchor hotel, the Hotel Bethlehem. The development of a successful hotel is a highly specialized and potentially costly endeavor. The Grow Lebanon 2020 Plan recommends that the City engage a national expert within this field to conduct a market feasibility study to help define the market and potential scale/size/type of hotel that could best serve the market and physical footprint available. If the project were to advance to development phases, the marketing and promotion of the venue could be linked with local cycling, brewery, distillery and chocolate making operations. Beyond a City-based hotel, the City should encourage the expansion of hotel properties throughout the general region to meet the current and potential guest demand.

Action: Leverage Parking Strategies for Economic Development

Timeline: Immediate (Ongoing)

Success Metrics/Milestones: Identification of opportunities to integrate parking with new development

Parking is often viewed as a single-focused feature, addressing capacity issues only. Increasingly cities are leveraging parking structures and strategies to help achieve economic development objectives. As part of the Grow Lebanon planning process, the consulting team interviewed Kimley-Horn and Associates, Inc., one national firm who has been advancing parking development as an economic development strategy. A white paper they developed is included as a reference in this plan and can serve as best-practice planning resource.

Figure 11: Example of parking integrated with urban development





Develop an Educational and Marketing Campaign to Address the Perception of Crime within the City

Role for the City: Champion

Key Partners: City Police Department, Local Media Outlets, Community of Lebanon Association, HACC Lebanon campus (data collection)

While overall crime rates in the City of Lebanon are lower than the state and national average, some non-violent crime such as theft and vandalism are slightly elevated for the city. Changing the perception of high crime will take multiple fronts to include media outreach, public communication, data analysis and reallocation of city police enforcement details. In the end, it will be an “experience first” approach to overcome the perception of crime and build a general confidence in the residency base at large. Meaning, as residents and businesses engage in the City’s development and programming, they will experience the transformation and reality first-hand, and the sense and reality of Lebanon being a safe place will be realized. With that as a goal, the following actions are offered.

Action: Update the Public Regularly on the Grow Lebanon 2020 Plan Progress, Events and Crime Statistics

Timeline: Immediate (Ongoing)

Success Metrics/Milestones: Number of public events held for information sharing; Regular posting of current crime statistics on City website and social media outlets

Regular communication and information sharing is a relatively easy, inexpensive, yet often overlooked activity. Providing regular updates on the overall progress or changes to the Grow Lebanon 2020 Plan, special events programming and other statistical information including crime data, can not only help to engage residents in the City’s efforts, but also help to change negative perceptions of the City overall. The City should utilize its website and other social media outlets to convey this information, but also consider hosting regular public information sharing forums, coffees or town halls. The events could be held in key locations or vacant storefronts within the Central Business District, 3 to 4 times each year. They may correspond with other planned events to gain greater exposure for the events programming calendar. In addition to these external communication efforts, it is anticipated that the Grow Lebanon 2020 Steering Committee will remain as a standing Committee and meet regularly to review overall plan progress and to determine if adjustments to the plan are needed.

Action: Work with Local Media to Review City Messaging and Coverage

Timeline: Immediate (Ongoing)

Success Metrics/Milestones: Establishment of working group; Formulation and implementation of positive messaging approach; Frequency of positive stories in local newspapers/media outlets

While the City can't change what makes news, it is possible to encourage the coverage of positive special interest stories and document and promote successful business investment testimonials when they occur. The City should convene a media messaging working group to include the local news outlets, the Chamber, LVEDC, and other key stakeholders to formulate an approach on how best to accomplish this goal. For example, the City of Goshen, Indiana has created a website called The Good of Goshen – (www.goodofgoshen.com). In Fargo, North Dakota, a technology company called Myriad Mobile has established a page on their site called “Why Choose Fargo?” to encourage high valued talent to move to Fargo (<http://myriadmobile.com/why-choose-fargo/>). These sites capture positive stories and happenings within their respective Cities. Such a site could be linked to or branded as part of a regular newspaper feature.

Figure 12: Goshen, Indiana’s “The Good of Goshen” website



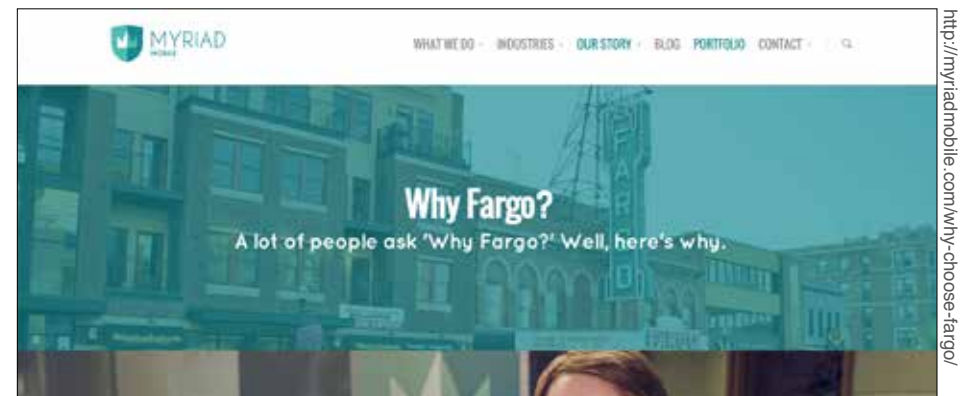
Action: Improve Street Lighting and Institute Officer Foot Patrols (Officer Ambassador Program)

Timeline: Short-Term (1 Year)

Success Metrics/Milestones: Number of streetlights installed or repaired; Frequency of foot patrols in downtown Lebanon each month

Infrastructure improvements and operational steps can be taken to help increase the sense of security and encourage more street level pedestrian traffic within the Central Business District, both during the day and evening hours. Stakeholders encouraged street lighting improvements both on main thoroughfares and alleyways. They also suggested adding police officer foot patrols that could take the form of a formal Business District Officer Ambassador Program. All of these steps should align with the development of the Business Improvement District (BID) plan and should be recognized as an overall BID marketing and business attraction program.

Figure 13: Fargo, North Dakota’s “Why Fargo” website





Create a Real Estate Development Strategy to Expand Housing Options

Role for the City: Catalyst

Key Partners: Downtown Property and Building Owners, National and Regional Real Estate/Housing Developers, Regional Banks/Financing Institutions, Commonwealth of Pennsylvania, Applicable Federal Agencies

Like with many smaller mid-Atlantic cities, Lebanon is highly developed with few infill or new development opportunities. Identifying and preparing real estate for new investment opportunities takes time and resources, but is an important activity worth pursuing. The Grow Lebanon 2020 Plan has identified and categorized existing real estate development and infill areas or zones that should be targeted for future investment. Those are outlined in a later priority. From an operational perspective, it is equally important for the City to consider all of the tools and outreach activities available to it in order to encourage new and viable private development investment to occur.

Action: Explore Utilizing the Land Bank Tool to Secure Real Estate and Facilitate Development Aligned with City Goals

Timeline: Short-Term (1 to 2 Years)

Success Metrics/Milestones: Establishment of a Land Bank working group; Process established for evaluating potential Land Bank opportunities; Implementation of Land Bank tools as appropriate

Land Banking is a relatively new tool to the State of Pennsylvania. The PA Land Bank Act 153 of 2012 authorizes counties and municipalities with populations of 10,000 or more to establish land banks. The PA Blight Library (www.pablightlibrary.com) is an online resource describing land banks and the process required to establish one. Land Banks can offer a flexible and optional tool meant to help strengthen our cities and towns by enabling them to systematically remove problem properties from an endless cycle of vacancy, abandonment, and tax foreclosure, and return them to productive use. Land banks can engage in bulk quiet-title proceedings so that title insurance could be obtained and title would be marketable. They also address a vast inventory of problem properties that need to be cleared of debts, maintained, made available for private purchase, and managed where real estate markets are weak or distressed. While Lebanon does not have large contiguous blighted substandard blocks or abandoned properties, a Land Bank can be a tool that can start the process of parcel assembly and larger footprints for redevelopment where troubled areas do exist. A working group should be established in partnership with the Redevelopment Authority to explore the benefits of establishing a land bank.

Action: Communicate In-fill Opportunities to Regional and National Urban Housing Developers

Timeline: Short-Term (1 Year)

Success Metrics/Milestones: Number and diversity of meetings with developers; Number of viable proposals submitted by developers within the next 2 years

Urban housing development has become a highly specialized endeavor. Property acquisition, consumer demand for a mix of uses and overall financing complexities have helped to narrow the range of development companies willing to take on those projects. The City should begin to identify and reach out to local, regional and national development interests with the domain expertise and proven portfolio for successful urban housing and infill development. This planning process identified regional firms such as Royal Square Development and Pennsylvania-based firms Fourth River Development and Trek Development as firms with this type of experience and project portfolio.

Action: Convene Conversations with Local Realtors and Developers to Identify Opportunities and Challenges and Ensure Positive Marketing Message

Timeline: Short-Term (1 Year)

Success Metrics/Milestones: Establishment of working group; Development and implementation of positive messaging and branding platform

It is important that all local realtors and developers serving on the front lines of the real estate marketing are engaged in the Grow Lebanon 2020 Plan and are aware of the opportunities and steps being taken to overcome all perceived and real challenges facing the City. The City should convene a working group with local realtors and developers to review the goals of the Grow Lebanon 2020 Plan and build a common and positive message and branding platform that encourages investment in key areas or zones.

CASE STUDY

The Success of Mifflin Mills

In 2006 the City approached the Lebanon County Housing Authority for assistance in developing the Mifflin Mills site at the corner of E Mifflin and North 7th Streets. The City and its partners transformed the abandoned lot and eyesore into 20 single-family homes. The project was developed in partnership with the Pennsylvania Housing Finance Agency through a unique rent-to-own housing program. This project supports the City's interests in long-term community viability; by providing affordable homeownership options within the urban core, residents can live and work in the same neighborhood. The City's other objectives and achievements at Mifflin Mills include:

- ⌘ Infill, adaptive re-use, brownfield, transit-oriented development that promotes compact design and efficient land use: The Mifflin Mills project utilized compact design to achieve efficient land use through high-density residential development. Mifflin Mills created desirable homes and a financially viable community in a difficult economic climate. Utilizing a vacant site within the City of Lebanon for housing has helped to enhance the existing neighborhood instead of building on an outlying undeveloped site that is disconnected from the urban core.
- ⌘ Development that uses existing public infrastructure: The surrounding road and sidewalk network and water and sewer mains already existed for the project since it was an urban infill site. The only additional infrastructure created for the project was the individual sewer/water lateral connections to the units and two internal alleys that provided parking for residents at the rear of the units.
- ⌘ Reduced land consumption and resource depletion: By developing 2- to 3-story attached townhomes, the Mifflin Mills project takes up relatively little land while still providing approximately 1,400 square feet of livable space per each 3 bedroom/1.5 bath unit. All townhomes were built with energy star appliances and windows and high-efficiency natural gas heating.



priority

Address the Talent Gap Through Workforce Development

Role for the City: Convener

Key Partners: SouthCentral Workforce Investment Board, Harrisburg Area Community College, Lebanon Valley College, Private Sector Industry, CareerLink, Lebanon County Career and Technology Center, IU 13, Chamber of Commerce, LVEDC

While the City may not play a direct role in workforce development and training issues, many City-based businesses identified workforce development and training as a key issue impacting their potential growth and competitiveness. Ultimately, almost all of the activities outlined in the Grow Lebanon 2020 Plan are intended to attract new residents and investment, which can help to attract a talented future workforce from outside the immediate market area. But in the short-term, employers noted that there are jobs available that go unfilled as the current workforce lacks the skills needed to fill those positions.

Action: Convene an Educators and Industry Summit to Explore Ways to Increase the Awareness of Learning Pathways and Increase Educational Attainment for City residents

Timeline: Mid-Term (1 to 2 Years)

Success Metrics/Milestones: Host Educators and Industry Summit; Identification and implementation of strategy and/or next steps for increasing local awareness of employment opportunities and resources

The City should convene an educators and industry leaders summit for Lebanon City-based businesses to initiate a discussion about the current and future industry skill needs and opportunities. The discussion may lead to a communications and marketing strategy targeting K-12 students through to adult learners to increase awareness of unique employment opportunities and educational resources that exist both within the City and the surrounding region. Several ideas were offered through the Grow Lebanon planning process that could contribute to the agenda for such a summit and ongoing conversation, such as:

- ⌘ Address employment opportunities and skill needs in the areas of Agriculture and Food, Manufacturing, Hospitality and Restaurant Operations, Auto Technicians, Commercial Truck Drivers, Court Reporting
- ⌘ Establish Bilingual Call Center Training at HACC
- ⌘ Explore opportunities for a partnership between Lebanon Valley College and HACC to provide instruction or other educational programming in downtown Lebanon
- ⌘ Leverage LVC and HACC faculty and resources to help serve as a liaison to the Latino community



Encourage Small Business Presence and Operations in the City

Role for the City: Convener

Key Partners: Chamber of Commerce, Small Business Development Center, Community of Lebanon Association, Career Link, Harrisburg Area Community College, Lebanon Valley College, Community First Fund

The largest part of the City's employment base is made of small, micro-businesses. Trends continue to point towards the rise of more independent contractors or "freelancers" as a movement that will greatly influence the employment landscape in the years to come. Larger and mid-sized businesses are realizing the benefits of hiring "freelancers" to ramp up project work as it develops without making long-term and costly commitments to full-time employees. It will be important for communities to encourage and facilitate new business start-ups, creating a welcoming environment and reducing barriers where they might exist.

Figure 14: Example of a small business support center in partnership with higher education



Action: Explore Establishing a Formal Entrepreneurial Center or "One Stop Shop" in Partnership with Lebanon Valley College, Career Link, HACC, SBDC and Other Small Business Service Providers

Timeline: Mid-Term (2 to 4 Years)

Success Metrics/Milestones: Diversity and number of partnerships established with regional education and small business service providers; Number of small business services identified and available in the City by 2020

The City of Lebanon is fortunate to have strong higher education and community college partners serving their immediate market area. For instance, Lebanon Valley College's (LVC) MBA and Digital Communication's Program offers a unique and high valued resource for both existing small businesses and emerging entrepreneurs. The City should solidify partnerships with LVC, HACC and other small business support providers to determine how best various programs, students and faculty can be leveraged to enhance and support entrepreneurship within the City. Penn State Altoona, in partnership with the Sheetz Corporation, formed the Sheetz Center for Entrepreneurial Excellence within the City of Altoona's central business district. The new building and program has attracted entrepreneurial and business-minded students to the business district to learn applied start-up skills. Co-working space may be part of the overall space and program planning. This model may be replicated in the City of Lebanon. Additional consideration may be given to conducting a targeted business investment strategy that leverages the City's key industry strengths. Lebanon City's more notable sectors include Food Manufacturing, Logistics, and Health Services. The surrounding agricultural base also offers potential unique business development opportunities for the City of consider.

Action: Continue to Leverage the Community First Fund and Small Business Development Center to Support/Invest in Growing Smaller Neighborhood-based Businesses in the Hispanic Community

Timeline: Short-Term (1 to 2 years)

Success Metrics/Milestones: Establishment of partnerships with regional resources to support Lebanon's Hispanic business community; Number and frequency of dialogue with Lebanon's Hispanic business community; Identification of programs and resources needed to support diverse businesses within the community

The City's growing Hispanic population offers a unique need and opportunity. As the population expands and neighborhoods grow, the need for retail, food, grocery and other daily service options will also grow. As part of the outreach to the Hispanic community outlined in the previous priority area, the City should work to understand the growing needs and barriers to Hispanic owned and operated businesses. A strong and diverse base of these businesses would not only serve the Hispanic community but offer unique cultural diversity to the resident base and visitors at large. This activity could be a foundational step in building a Hispanic cultural center or aspect to the central business district itself.





Ensure Clear Marketing Communications and Community Engagement Channels

Role for the City: Champion

Key Partners: Chamber of Commerce, Tourism Agency, Community/Social and Religious Leaders, Lebanon Valley Economic Development Corporation, Hispanic Stakeholders

Establishing clear and useful marketing and communication channels for a diverse audience is an important role for the City. Electronic and print-based media not only serve to convey important city services and information, but also is the opportunity to make a first and lasting impression on current and future residents, businesses and investors.

Action: Establish or Incorporate a Formal Economic Development Role/Responsibilities Within City Government - “Economic Development” Title

Timeline: Short-Term (1 Year)

Success Metrics/Milestones: Formal establishment of economic development responsibilities within City administration; Frequency and effectiveness of the City’s communication and information sharing activities with internal and external economic development partners

It is important for the City of Lebanon to establish a clear point of contact for economic development services and outreach. Currently that role is primarily being addressed by the Mayor and the Community Development Administrator. While the Mayor position will always have a leading role in economic development, the City may consider adding Economic Development to the Community Development position or creating an entirely new position if the budget would permit. A new job description would need to be developed to reflect the external relations duties such as supporting the BID development, a potentially new economic development committee and other external communication and information sharing activities that have been documented in the Grow Lebanon 2020 Plan.

Action: Explore Establishing Strategies/Tactics to Regularly Engage and Communicate With Lebanon’s Growing Immigrant and Diverse Ethnic Populations

Timeline: Short-Term (1 Year)

Success Metrics/Milestones: Identification of possible strategies or tactics to engage the City’s diverse population

The City of Lebanon has something in common with many of the major cities in the nation – a growing immigrant and diverse ethnic resident base. A culturally diverse population has been credited for contributing to greater economic and social vibrancy. The Chicago region has taken proactive steps to ensure a welcoming and networked environment for its internationally diverse constituency by creating an “Immigrant Integration Toolkit.” The toolkit was designed to assist local governments in engaging local immigrant communities on issues that are important to improving the quality of life and economic prosperity of the region. It offers one model for Lebanon to further engage and create a collaborative approach to addressing issues unique to new international residents.

Figure 15: The Chicago region’s Immigrant Integration Toolkit



Action: Evolve the City’s Economic Restructuring Committee Into a Standing City-Focused Economic Development Committee to Include (but not limited to) the Mayor and Applicable Staff of the LVEDC, Chamber, HACC, LVC, and Tourism Agency

Timeline: Short-Term (1 Year)

Success Metrics/Milestones: Establishment of Economic Development Committee; Frequency and number of Committee meetings; Number and diversity of Committee members

The City should consider forming a standing economic development committee or roundtable to include key partners such as the LVEDC, Chamber, HACC, LVC and the Tourism Agency. Many of the actions identified in the Grow Lebanon 2020 Plan will require regular communication and monitoring. This group can also serve as a clearinghouse for new issues and opportunities as they develop. It is recommended that the group meet at least 6 times per year and be led and managed by the City.

Action: Update Web-based Marketing Platforms and Messages to Include Basic Information and Language Options

Timeline:	Short-Term (1 year)
Success Metrics/Milestones:	Updated website and marketing materials; Regular and accurate updates of important City information and local development opportunities

The City has committed to updating its website and other communications platforms. It will be important that the following elements be included in that update process to include: 1) Maps on the home page clearly identifying where the City of Lebanon is in relation to its regional, state and national context; 2) Testimonials or links to sites that contain testimonials from businesses and residents on the positive aspects of living and working in the City; 3) Key investment zones as outlined in the Grow Lebanon 2020 Plan; 4) A Spanish language version of the website; 5) Fully integrated social media functionality into the website such as Facebook, LinkedIn and other popular platforms.

Action: Implement a Neighborhood Branding Effort To Engage Residents and Affirm Sense of Ownership

Timeline:	Short Term (1 Year)
Success Metrics/Milestones:	Identify distinct City neighborhoods; Engage and assist neighborhood members with researching neighborhood history and forming neighborhood groups

The City could benefit from a formal neighborhood branding effort. It was clear through the planning process that several neighborhoods have distinct and historical character to them. A process of formally identifying each and documenting the historical context and evolution of those neighborhoods can add to the overall color and story of the City of Lebanon, help in its marketing and promotion, and provide an important opportunity to engage residents in each of those neighborhoods. The Center for Community Progress is one resource that can help guide this process. Their website, www.communityprogress.net, includes a series of steps and success factors important in undertaking a neighborhood branding initiative.





Leverage and Support Bicycling for Regional Tourism, Transportation and Economic Development

Role for the City: Catalyst

Key Partners: Lebanon Valley Bicycling Association, Lebanon Valley Rails to Trails, The County of Lebanon, Lebanon Valley Economic Development Corporation, Pennsylvania Department of Transportation

The City of Lebanon is fortunate to be surrounded by pristine agricultural lands and country roads that have attracted road cycling enthusiasts from throughout the Mid-Atlantic region. This is a unique value proposition for the City and the County and represents a significant economic development opportunity. The League of American Bicyclists points out that regions that have invested in bicycling have seen tangible economic impacts. Studies show that the bicycle industry, bicycle tourism, and the health benefits from bicycling create jobs, economic activity, and cost savings. Today the League projects that bicycling manufacturing is a \$6 billion national industry. But the economic benefits associated with riding extend far beyond that number. The nation's 60 million annual recreational bicyclists spend \$46.9 billion on meals, transportation, lodging, gifts and entertainment. One study estimates that the "spill over" effects of all bicycling-related activities could be as large as \$133 billion, supporting 1.1 million jobs and generating \$17.7 billion in federal, state, and local taxes.

Action: Increase Public-Private Support and Implementation of Biking Facilities, Programs and Resources

Timeline: Long-Term (3 to 5 years)

Success Metrics/Milestones: Establishment of partnership with regional citizen groups dedicated to active transportation; Completion of Bike Friendly City application; Installation and implementation of active transportation infrastructure

The Grow Lebanon 2020 Plan encourages the City to foster and support the implementation of biking related facilities, infrastructure, marketing and signage needed to create a robust and biker-friendly tourism destination. Increasingly new state and federal funding opportunities are available to support multi-modal and active transportation to incorporate bicycling for both commuting and tourism purposes into the existing transportation system. The following is a series of ideas and action steps that could form an initial active transportation and bicycle work plan:

- ⌘ Leverage citizen support groups such as Lebanon Valley Bicycle Coalition (LVBC) and Lebanon Valley Rails to Trails to identify key issues and opportunities and fundraising strategies
- ⌘ Complete a League of American Bicyclists "Bike Friendly City" application
- ⌘ Place bike racks in the appropriate places; leverage local manufacturer's (E&E metal fab) ability to produce bike racks
- ⌘ Install bicycle lane "sharrows" and other markings indicating bicycle right-of-way and/or biking route
- ⌘ Install/improve way-finding signage for bicyclists enabling visitors coming off the rail trail to navigate to downtown and shop at local businesses
- ⌘ Host and encourage events to increase bicycle awareness, bicycle access, bicycle safety, and bicycling activities in general
- ⌘ Partner with LVBC to coordinate and plan events

Action: Work with the County, the LVBC and other Public/Private Cycling Organizations to Explore the Creation of a Bicycle Transportation Coordinator Position

Timeline: Mid-Term (2 to 4 Years)

Success Metrics/Milestones: Initiation of dialogue with partners to explore resources and opportunities for local bicycle transportation staff

The Grow Lebanon 2020 Plan encourages the City and neighboring municipalities to consider creating a dedicated bicycle or “active transportation coordinator” position to oversee the various action items and funding opportunities that may develop as part of the overall “active” (walking, hiking, cycling) transportation improvements for the City and the County as whole. Given the broader regional network involved in a bicycle tourism agenda, this position may be partially funded or supported by City, County and private non-profit organizations.

Figure 16: **The League of American Bicyclists** has resources for communities seeking to become bike friendly



Target 5 Key Investment Zones

Role for the City: Catalyst

Key Partners: Lebanon Valley Economic Development Corporation, Regional/National Real Estate Developers, the Commonwealth of Pennsylvania, Lebanon Transit, Community of Lebanon Association, Chamber of Commerce, Tourism Agency

The Grow Lebanon 2020 Plan has identified several key areas or zones within the City that should be targeted for various types of development. They have been categorized as New, Catalytic, Active, Infill or Adaptive and should be marketed and promoted on an ongoing basis. The following sections briefly describe and identify each zone.

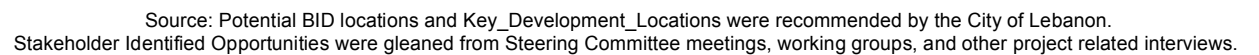


Target 1: “New” Development Areas: Keystone Opportunity Zones

The areas identified as suitable for “New” shovel-ready development opportunities include all of the designated Keystone Opportunity Zones (KOZ). These areas offer “ready to go” sites and are eligible for tax benefits to potential owner-developers.

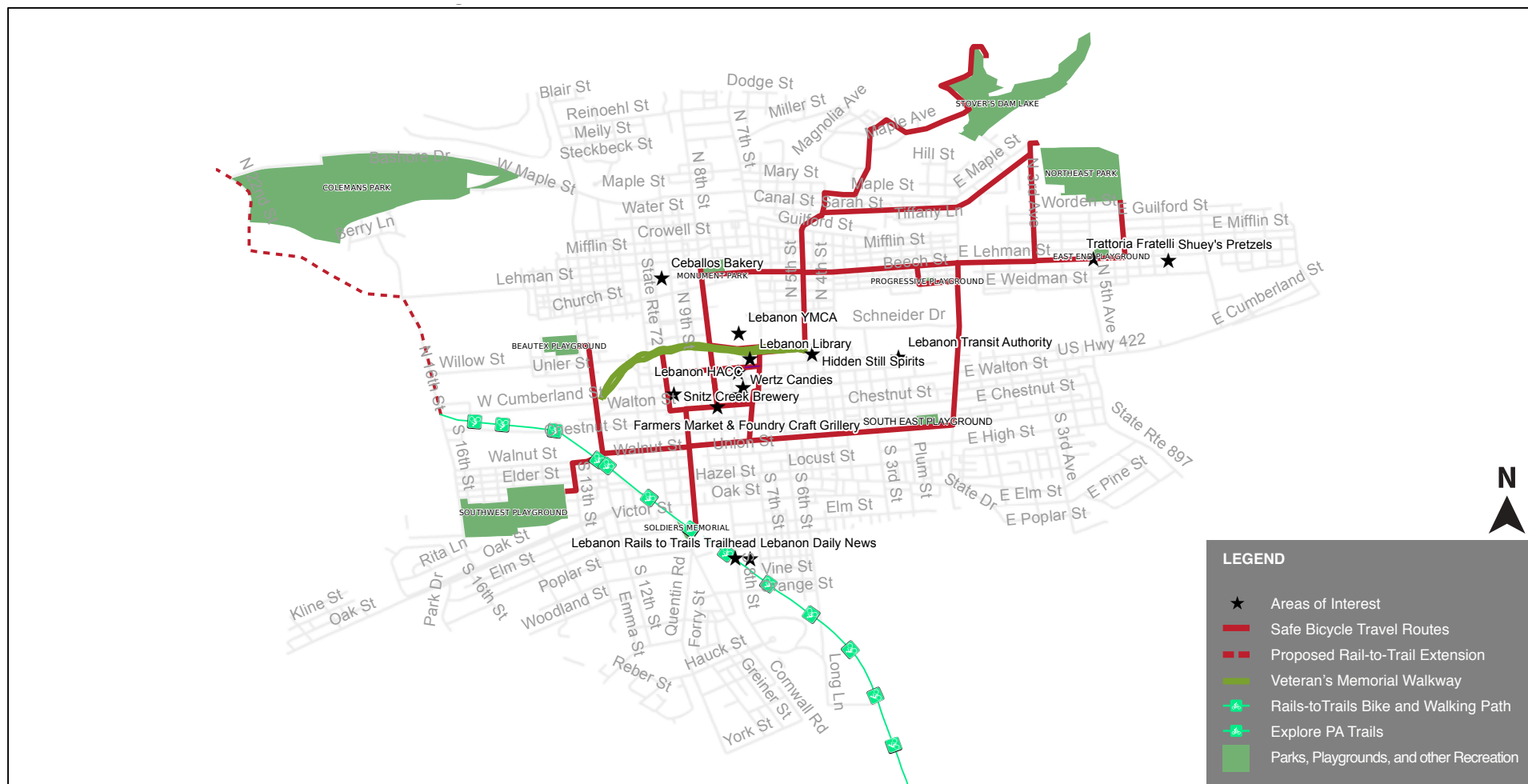


The map displays the downtown area of Greenville, South Carolina, with a grid of streets. Key streets labeled include Jones St, State Rte 72, N Partridge St, N 9th St, N 8th St, N 7th St, N 6th St, N 5th St, N 4th St, N 3rd St, N 2nd St, N 1st St, S 12th St, S 11th St, S 10th St, S 9th St, S 8th St, S 7th St, S 6th St, S 5th St, S 4th St, S 3rd St, S 2nd St, S 1st St, Federal St, Tabor St, Spring St, W Cumberland St, US Hwy 422, Walnut St, Greth St, and Union St. Two specific locations are highlighted with red stars and labeled: 'Paper Box Company' and 'Colonial Theater Property'. A legend in the bottom right corner identifies 'Stakeholder Identified Opportunities' (red star) and 'Potential BID Zone' (orange square). A north arrow is located in the top right corner.



Target 3: “Active” Development Corridors

Development areas also include assets that if improved or constructed, can enhance the overall quality of place and experience for both visitors and residents alike. The Grow Lebanon 2020 Plan calls out these areas as “Active” Development Corridors suitable for cycling and pedestrian activity.

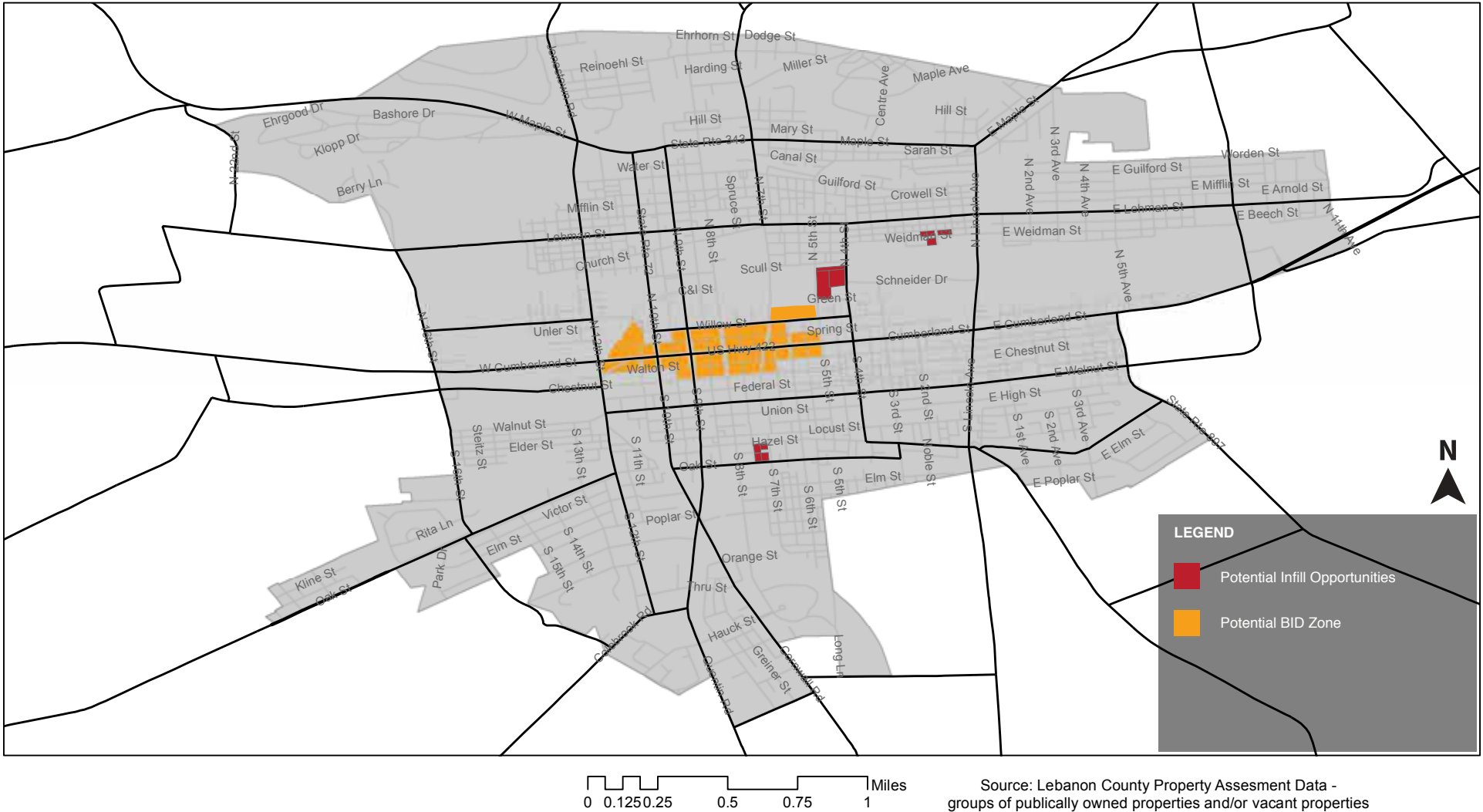


Source:
City of Lebanon Parks Playgrounds and Facilities for Rent Website:
<http://www.lebanonpa.org/Pages/Parks.PlaygroundsandFacilitiesforRent.aspx>

Google Maps Bike Routes that are flat and safe for bicycle traffic

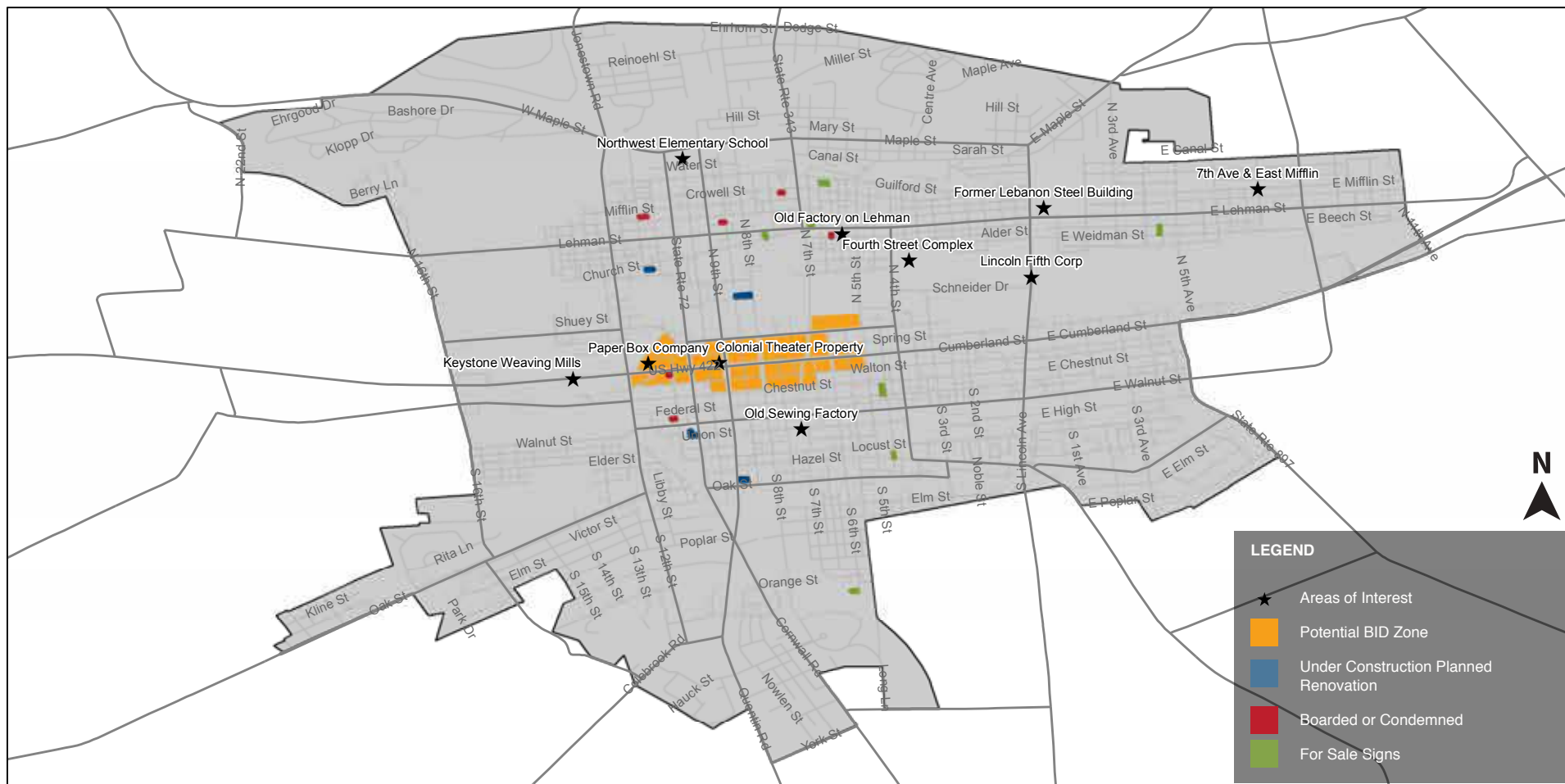
Target 4: “Infill” Development Opportunities

For the purposes of the Grow Lebanon 2020 Plan “Infill” development opportunities are classified as existing land or smaller vacant parcels that would be suitable either for assembly for future development, potentially through the use of a Land Banking tool, or could be repurposed for other uses such as urban gardening, civic spaces or even potentially as higher density “micro-residencies.”



Target 5: “Adaptive” Development Opportunities

“Adaptive” development opportunities include existing buildings or other structural assets that could be renovated or demolished and reconstructed for an entirely new use. Key structures within the City of Lebanon have been identified for potential adaptive reuse and can be linked to or associated with nearby “Infill” locations to create larger development footprints.



Source: Data for Key Locations and other highlighted sites was provided by the City of Lebanon and is not meant to represent the full set of properties that fall into the four categories listed here.



05. SHARING OUTCOMES, MEASURING IMPACT

Upon implementation of the Grow Lebanon 2020 Plan, it is important that the City of Lebanon monitors its performance in terms of economic, housing, demographic, and community indicators. Key stakeholders have also been identified that can influence and contribute to the City's progress among these performance factors. In addition to using the City's year-over-year performance as a method for measuring progress, where applicable, the City should also compare its performance against Lebanon County, Pennsylvania, and the United States. This will provide a broader frame of reference to evaluate how the City is performing compared to regional and national trends.

Table 12: **City of Lebanon Economic Development Performance Dashboard**

Indicator	Interpretation of Indicator	Comparison Options	Stakeholders
Economic Characteristics			
Per Capita Income	Higher per capita income is favorable	<ul style="list-style-type: none"> - City of Lebanon historical results - Lebanon County - Pennsylvania - United States 	<ul style="list-style-type: none"> - Lebanon Valley Chamber of Commerce - Lebanon Valley Economic Development Corporation
Year-over-Year Change in Per Capita Income	Increase in income is favorable	<ul style="list-style-type: none"> - City of Lebanon - Lebanon County - Pennsylvania - United States 	<ul style="list-style-type: none"> - Lebanon Valley Chamber of Commerce - Lebanon Valley Economic Development Corporation
Percent of Population with Some College or Higher	Higher percent of population with some college or higher is favorable	<ul style="list-style-type: none"> - City of Lebanon historical results - Lebanon County - Pennsylvania - United States 	<ul style="list-style-type: none"> - Lebanon Valley College - Harrisburg Area Community College
Unemployment Rate	Lower unemployment rate is favorable	<ul style="list-style-type: none"> - City of Lebanon historical results - Lebanon County - Pennsylvania - United States 	<ul style="list-style-type: none"> - Lebanon Valley Chamber of Commerce - Lebanon Valley Economic Development Corporation"
Housing Characteristics			
Median Home Value	Higher median home value is favorable	<ul style="list-style-type: none"> - City of Lebanon historical results - Lebanon County - Pennsylvania - United States 	<ul style="list-style-type: none"> - Private developers - Lebanon County Housing & Redevelopment Authority
Median Household Income	Higher median household income is favorable	<ul style="list-style-type: none"> - City of Lebanon historical results - Lebanon County - Pennsylvania - United States 	<ul style="list-style-type: none"> - Private developers - Lebanon County Housing & Redevelopment Authority
Vacancy Rates	Lower vacancy rate is favorable	<ul style="list-style-type: none"> - City of Lebanon historical results - Lebanon County - Pennsylvania - United States 	<ul style="list-style-type: none"> - Private developers - Lebanon County Housing & Redevelopment Authority
Renter-occupied Housing Rate	Lower rental rate is favorable due to higher rates of home ownership and potentially greater vested interest in the community	<ul style="list-style-type: none"> - City of Lebanon historical results - Lebanon County - Pennsylvania - United States 	<ul style="list-style-type: none"> - Private developers - Lebanon County Housing & Redevelopment Authority
Monthly Median Rent	Higher monthly median rate is favorable to reflect higher-income housing opportunities	<ul style="list-style-type: none"> - City of Lebanon historical results - Lebanon County - Pennsylvania - United States 	<ul style="list-style-type: none"> - Private developers - Lebanon County Housing & Redevelopment Authority

Table 12: **City of Lebanon Economic Development Performance Dashboard** [continued]

Indicator	Interpretation of Indicator	Comparison Options	Stakeholders
Demographic Characteristics			
Population	Population is for informational purposes	- City of Lebanon historical results	- N/A
Year-over-Year Population Growth Rate	Higher population growth is favorable	- City of Lebanon - Lebanon County - Pennsylvania - United States	- Lebanon Valley Chamber of Commerce - Lebanon Valley Economic Development Corporation - Lebanon Valley College - Harrisburg Area Community College - Community of Lebanon Association - Lebanon Business Improvement District
Households No One 14+ Speaks English Only or "Very Well"	Lower proportion of households where no one 14+ speaks English only or "Very Well" is favorable as an indicator of fewer barriers to jobs and other social needs	- City of Lebanon historical results - Lebanon County - Pennsylvania - United States	- Lebanon Valley Chamber of Commerce - Lebanon Valley Economic Development Corporation - Lebanon Valley College - Harrisburg Area Community College - Community of Lebanon Association
Spanish Speaking at Home	Higher Spanish speaking is favorable as a reflection of diversity	- City of Lebanon historical results - Lebanon County - Pennsylvania - United States	- Lebanon Valley Chamber of Commerce - Lebanon Valley Economic Development Corporation - Lebanon Valley College - Harrisburg Area Community College - Community of Lebanon Association - Lebanon Business Improvement District
Moved to Place Less Than 1 Year Ago	Higher rate of moving to place less than 1 year ago is favorable as an indicator of population attraction and growth	- City of Lebanon - Lebanon County - Pennsylvania - United States	- Lebanon Valley Chamber of Commerce - Lebanon Valley Economic Development Corporation - Lebanon Valley College - Harrisburg Area Community College - Community of Lebanon Association - Lebanon Business Improvement District

Table 12: **City of Lebanon Economic Development Performance Dashboard** [continued]

Indicator	Interpretation of Indicator	Comparison Options	Stakeholders
Community Characteristics			
Air Quality Index Median	Lower air quality index value is favorable since it indicates better air quality	<ul style="list-style-type: none"> - City of Lebanon historical results - Lebanon County 	<ul style="list-style-type: none"> - Lebanon Valley Chamber of Commerce - Lebanon Valley Economic Development Corporation - Lebanon Valley College - Harrisburg Area Community College - Community of Lebanon Association - Lebanon Business Improvement District
KOZ and Infill Acres Developed	Higher number of acres developed is favorable	<ul style="list-style-type: none"> - City of Lebanon historical results 	<ul style="list-style-type: none"> - Lebanon Valley Chamber of Commerce - Lebanon Valley Economic Development Corporation - Private developers - Lebanon County Redevelopment Authority
Infill Projects Completed	Higher project number is favorable	<ul style="list-style-type: none"> - City of Lebanon historical results 	<ul style="list-style-type: none"> - Private developers - Lebanon County Housing & Redevelopment Authority
Net New Businesses in the City	Higher number of net new business registrations is favorable	<ul style="list-style-type: none"> - City of Lebanon historical results 	<ul style="list-style-type: none"> - Lebanon Valley Chamber of Commerce - Lebanon Valley Economic Development Corporation - Lebanon Valley College - Harrisburg Area Community College - Community of Lebanon Association - Lebanon Business Improvement District
Occupied and Leased Storefronts in the City	Higher number of occupied and leased storefronts is favorable	<ul style="list-style-type: none"> - City of Lebanon historical results 	<ul style="list-style-type: none"> - Lebanon Valley Chamber of Commerce - Lebanon Valley Economic Development Corporation - Community of Lebanon Association - Lebanon Business Improvement District"
Crime Rate	Lower crime rate per 100,000 is favorable	<ul style="list-style-type: none"> - City of Lebanon historical results - Pennsylvania - United States 	<ul style="list-style-type: none"> - Lebanon Valley Chamber of Commerce - Lebanon Valley Economic Development Corporation - Lebanon Valley College - Harrisburg Area Community College - Community of Lebanon Association - Lebanon Business Improvement District
Poverty Rate	Lower poverty rate is favorable	<ul style="list-style-type: none"> - City of Lebanon historical results - Lebanon County - Pennsylvania - United States 	<ul style="list-style-type: none"> - Lebanon Valley Chamber of Commerce - Lebanon Valley Economic Development Corporation



06. RESOURCES

Quick Links

NextCity

www.Nextcity.org

Immigrant Integration Toolkit

www.cmap.illinois.gov/programs-and-resources/local-ordinances-toolkits/immigrant-integration

Parking for Economic Development

www.kimley-horn.com/_public/documents/news/74/Parking%20as%20an%20Economic%20Development%20White%20Paper%20-%20Reduced%20Final.pdf

People for Bikes

www.peopleforbikes.org

CEOs for Cities

www.ceoforcities.org

Good of Goshen

www.goodofgoshen.com

League of American Bicyclists

www.bikeleague.org

Center for Community Progress

www.communityprogress.net

CCP and their “Marketing the Neighborhood” Tool

bit.ly/1DQVV7W

PA Blight Library

www.pablightlibrary.com

Table 13: **City of Lebanon Economic Development Performance Dashboard Data Dictionary**

Indicator	Interpretation of Indicator	Comparison Options	Stakeholders	Data Sources	Availability of Updated Source Data	Metric Calculation
Economic Characteristics						
Per Capita Income	Higher per capita income is favorable	<ul style="list-style-type: none"> - City of Lebanon historical results - Lebanon County - Pennsylvania - United States 	<ul style="list-style-type: none"> - Lebanon Valley Chamber of Commerce - Lebanon Valley Economic Development Corporation 	<ul style="list-style-type: none"> - U.S. Census Bureau, American Community Survey 2012 5-Year Estimates, Selected Economic Characteristics 	Annually, either in the ACS or Decennial Census	No calculation necessary - value is provided in ACS/ Census data
Year-over-Year Change in Per Capita Income	Increase in income is favorable	<ul style="list-style-type: none"> - City of Lebanon - Lebanon County - Pennsylvania - United States 	<ul style="list-style-type: none"> - Lebanon Valley Chamber of Commerce - Lebanon Valley Economic Development Corporation 	<ul style="list-style-type: none"> - U.S. Census Bureau, American Community Survey 2012 5-Year Estimates, Selected Economic Characteristics - U.S. Census Bureau, American Community Survey 2011 5-Year Estimates, Selected Economic Characteristics 	Annually, either in the ACS or Decennial Census	(Per Capita Income Current Year - Per Capita Income Previous Year) / Per Capita Income Previous Year
Percent of Population with Some College or Higher	Higher percent of population with some college or higher is favorable	<ul style="list-style-type: none"> - City of Lebanon historical results - Lebanon County - Pennsylvania - United States 	<ul style="list-style-type: none"> - Lebanon Valley College - Harrisburg Area Community College 	<ul style="list-style-type: none"> - U.S. Census Bureau, American Community Survey 2012 5-Year Estimates, Selected Social Characteristics 	Annually, either in the ACS or Decennial Census	(Some college, no degree + Associate's degree + Bachelor's degree + Graduate or professional degree)/ Population 25 years and over
Unemployment Rate	Lower unemployment rate is favorable	<ul style="list-style-type: none"> - City of Lebanon historical results - Lebanon County - Pennsylvania - United States 	<ul style="list-style-type: none"> - Lebanon Valley Chamber of Commerce - Lebanon Valley Economic Development Corporation" 	<ul style="list-style-type: none"> - U.S. Census Bureau, American Community Survey 2012 5-Year Estimates, Selected Economic Characteristics 	Annually, either in the ACS or Decennial Census	No calculation necessary - rate is provided in ACS/ Census data

Table 13: **City of Lebanon Economic Development Performance Dashboard Data Dictionary** [continued]

Indicator	Interpretation of Indicator	Comparison Options	Stakeholders	Data Sources	Availability of Updated Source Data	Metric Calculation
Housing Characteristics						
Median Home Value	Higher median home value is favorable	<ul style="list-style-type: none"> - City of Lebanon historical results - Lebanon County - Pennsylvania - United States 	<ul style="list-style-type: none"> - Private developers - Lebanon County Housing & Redevelopment Authority 	<ul style="list-style-type: none"> - U.S. Census Bureau, American Community Survey 2012 5-Year Estimates, Selected Housing Characteristics 	Annually, either in the ACS or Decennial Census	No calculation necessary - value is provided in ACS/ Census data
Median Household Income	Higher median household income is favorable	<ul style="list-style-type: none"> - City of Lebanon historical results - Lebanon County - Pennsylvania - United States 	<ul style="list-style-type: none"> - Private developers - Lebanon County Housing & Redevelopment Authority 	<ul style="list-style-type: none"> - U.S. Census Bureau, American Community Survey 2012 5-Year Estimates, Selected Economic Characteristics 	Annually, either in the ACS or Decennial Census	No calculation necessary - value is provided in ACS/ Census data
Vacancy Rates	Lower vacancy rate is favorable	<ul style="list-style-type: none"> - City of Lebanon historical results - Lebanon County - Pennsylvania - United States 	<ul style="list-style-type: none"> - Private developers - Lebanon County Housing & Redevelopment Authority 	<ul style="list-style-type: none"> - U.S. Census Bureau, American Community Survey 2012 5-Year Estimates, Selected Housing Characteristics 	Annually, either in the ACS or Decennial Census	No calculation necessary - rate is provided in ACS/ Census data
Renter-occupied Housing Rate	Lower rental rate is favorable due to higher rates of home ownership and potentially greater vested interest in the community	<ul style="list-style-type: none"> - City of Lebanon historical results - Lebanon County - Pennsylvania - United States 	<ul style="list-style-type: none"> - Private developers - Lebanon County Housing & Redevelopment Authority 	<ul style="list-style-type: none"> - U.S. Census Bureau, American Community Survey 2012 5-Year Estimates, Selected Housing Characteristics 	Annually, either in the ACS or Decennial Census	No calculation necessary - rate is provided in ACS/ Census data
Monthly Median Rent	Higher monthly median rate is favorable to reflect higher-income housing opportunities	<ul style="list-style-type: none"> - City of Lebanon historical results - Lebanon County - Pennsylvania - United States 	<ul style="list-style-type: none"> - Private developers - Lebanon County Housing & Redevelopment Authority 	<ul style="list-style-type: none"> - U.S. Census Bureau, American Community Survey 2012 5-Year Estimates, Selected Housing Characteristics 	Annually, either in the ACS or Decennial Census	No calculation necessary - rate is provided in ACS/ Census data

Table 13: **City of Lebanon Economic Development Performance Dashboard Data Dictionary** [continued]

Indicator	Interpretation of Indicator	Comparison Options	Stakeholders	Data Sources	Availability of Updated Source Data	Metric Calculation
Demographic Characteristics						
Population	Population is for informational purposes	- City of Lebanon historical results	- N/A	- U.S. Census Bureau, American Community Survey 2012 5-Year Estimates, Total Population	Annually, either in the ACS or Decennial Census	No calculation necessary - value is provided in ACS/ Census data
Year-over-Year Population Growth Rate	Higher population growth is favorable	- City of Lebanon - Lebanon County - Pennsylvania - United States	- Lebanon Valley Chamber of Commerce - Lebanon Valley Economic Development Corporation - Lebanon Valley College - Harrisburg Area Community College - Community of Lebanon Association - Lebanon Business Improvement District	- U.S. Census Bureau, American Community Survey 2012 5-Year Estimates, Total Population - U.S. Census Bureau, American Community Survey 2011 5-year Estimates, Total Population	Annually, either in the ACS or Decennial Census	(Population Current Year - Population Previous Year)/ Population Previous Year
Households No One 14+ Speaks English Only or "Very Well"	Lower proportion of households where no one 14+ speaks English only or "Very Well" is favorable as an indicator of fewer barriers to jobs and other social needs	- City of Lebanon historical results - Lebanon County - Pennsylvania - United States	- Lebanon Valley Chamber of Commerce - Lebanon Valley Economic Development Corporation - Lebanon Valley College - Harrisburg Area Community College - Community of Lebanon Association	- U.S. Census Bureau, American Community Survey 2012 5-Year Estimates, No One Age 14 and Over Speaks English Only or Speaks English Very Well	Annually, either in the ACS or Decennial Census - source table may be "Limited English Speaking Households" in more recent datasets	No calculation necessary - rate is provided in ACS/ Census data
Spanish Speaking at Home	Higher Spanish speaking is favorable as a reflection of diversity	- City of Lebanon historical results - Lebanon County - Pennsylvania - United States	- Lebanon Valley Chamber of Commerce - Lebanon Valley Economic Development Corporation - Lebanon Valley College - Harrisburg Area Community College - Community of Lebanon Association - Lebanon Business Improvement District	- U.S. Census Bureau, American Community Survey 2012 5-Year Estimates, Language Spoken at Home	Annually, either in the ACS or Decennial Census	No calculation necessary - rate is provided in ACS/ Census data
Moved to Place Less Than 1 Year Ago	Higher rate of moving to place less than 1 year ago is favorable as an indicator of population attraction and growth	- City of Lebanon - Lebanon County - Pennsylvania - United States	- Lebanon Valley Chamber of Commerce - Lebanon Valley Economic Development Corporation - Lebanon Valley College - Harrisburg Area Community College - Community of Lebanon Association - Lebanon Business Improvement District	- U.S. Census Bureau, American Community Survey 2012 5-Year Estimates, Geographic Mobility in the Past year by Age for Current Residence in the United States	Annually, either in the ACS or Decennial Census	(Moved from different county within same state + Moved from different state + Moved from abroad) / Population

Table 13: **City of Lebanon Economic Development Performance Dashboard Data Dictionary** [continued]

Indicator	Interpretation of Indicator	Comparison Options	Stakeholders	Data Sources	Availability of Updated Source Data	Metric Calculation
Community Characteristics						
Air Quality Index Median	Lower air quality index value is favorable since it indicates better air quality	<ul style="list-style-type: none"> - City of Lebanon historical results - Lebanon County 	<ul style="list-style-type: none"> - Lebanon Valley Chamber of Commerce - Lebanon Valley Economic Development Corporation - Lebanon Valley College - Harrisburg Area Community College - Community of Lebanon Association - Lebanon Business Improvement District 	<ul style="list-style-type: none"> - U.S. EPA Air Quality Index Report 	Annually	No calculation necessary - value is provided in report
KOZ and Infill Acres Developed	Higher number of acres developed is favorable	<ul style="list-style-type: none"> - City of Lebanon historical results 	<ul style="list-style-type: none"> - Lebanon Valley Chamber of Commerce - Lebanon Valley Economic Development Corporation - Private developers - Lebanon County Redevelopment Authority 	<ul style="list-style-type: none"> - City of Lebanon 	Annually	Based on City of Lebanon data collection and reporting
Infill Projects Completed	Higher project number is favorable	<ul style="list-style-type: none"> - City of Lebanon historical results 	<ul style="list-style-type: none"> - Private developers - Lebanon County Housing & Redevelopment Authority 	<ul style="list-style-type: none"> - City of Lebanon 	Annually	Based on City of Lebanon data collection and reporting
Net New Businesses in the City	Higher number of net new business registrations is favorable	<ul style="list-style-type: none"> - City of Lebanon historical results 	<ul style="list-style-type: none"> - Lebanon Valley Chamber of Commerce - Lebanon Valley Economic Development Corporation - Lebanon Valley College - Harrisburg Area Community College - Community of Lebanon Association - Lebanon Business Improvement District 	<ul style="list-style-type: none"> - City of Lebanon Zoning Permits and Certificates of Occupancy 	Annually	Based on City of Lebanon data collection and reporting
Occupied and Leased Storefronts in the City	Higher number of occupied and leased storefronts is favorable	<ul style="list-style-type: none"> - City of Lebanon historical results 	<ul style="list-style-type: none"> - Lebanon Valley Chamber of Commerce - Lebanon Valley Economic Development Corporation - Community of Lebanon Association - Lebanon Business Improvement District" 	<ul style="list-style-type: none"> - City of Lebanon 	Annually	Based on City of Lebanon data collection and reporting

Table 13: **City of Lebanon Economic Development Performance Dashboard Data Dictionary** [continued]

Indicator	Interpretation of Indicator	Comparison Options	Stakeholders	Data Sources	Availability of Updated Source Data	Metric Calculation
Community Characteristics [continued]						
Crime Rate	Lower crime rate per 100,000 is favorable	<ul style="list-style-type: none"> - City of Lebanon historical results - Pennsylvania - United States 	<ul style="list-style-type: none"> - Lebanon Valley Chamber of Commerce - Lebanon Valley Economic Development Corporation - Lebanon Valley College - Harrisburg Area Community College - Community of Lebanon Association - Lebanon Business Improvement District 	<ul style="list-style-type: none"> - City of Lebanon Police Department - U.S. Federal Bureau of Investigation, Crime in the United States 	Annually	Based on City of Lebanon Police Department data collection and reporting
Poverty Rate	Lower poverty rate is favorable	<ul style="list-style-type: none"> - City of Lebanon historical results - Lebanon County - Pennsylvania - United States 	<ul style="list-style-type: none"> - Lebanon Valley Chamber of Commerce - Lebanon Valley Economic Development Corporation 	<ul style="list-style-type: none"> - U.S. Census Bureau, American Community Survey 2012 5-Year Estimates, Poverty Status in the Past 12 Months 	Annually, either in the ACS or Decennial Census	No calculation necessary - rate is provided in ACS/ Census data

