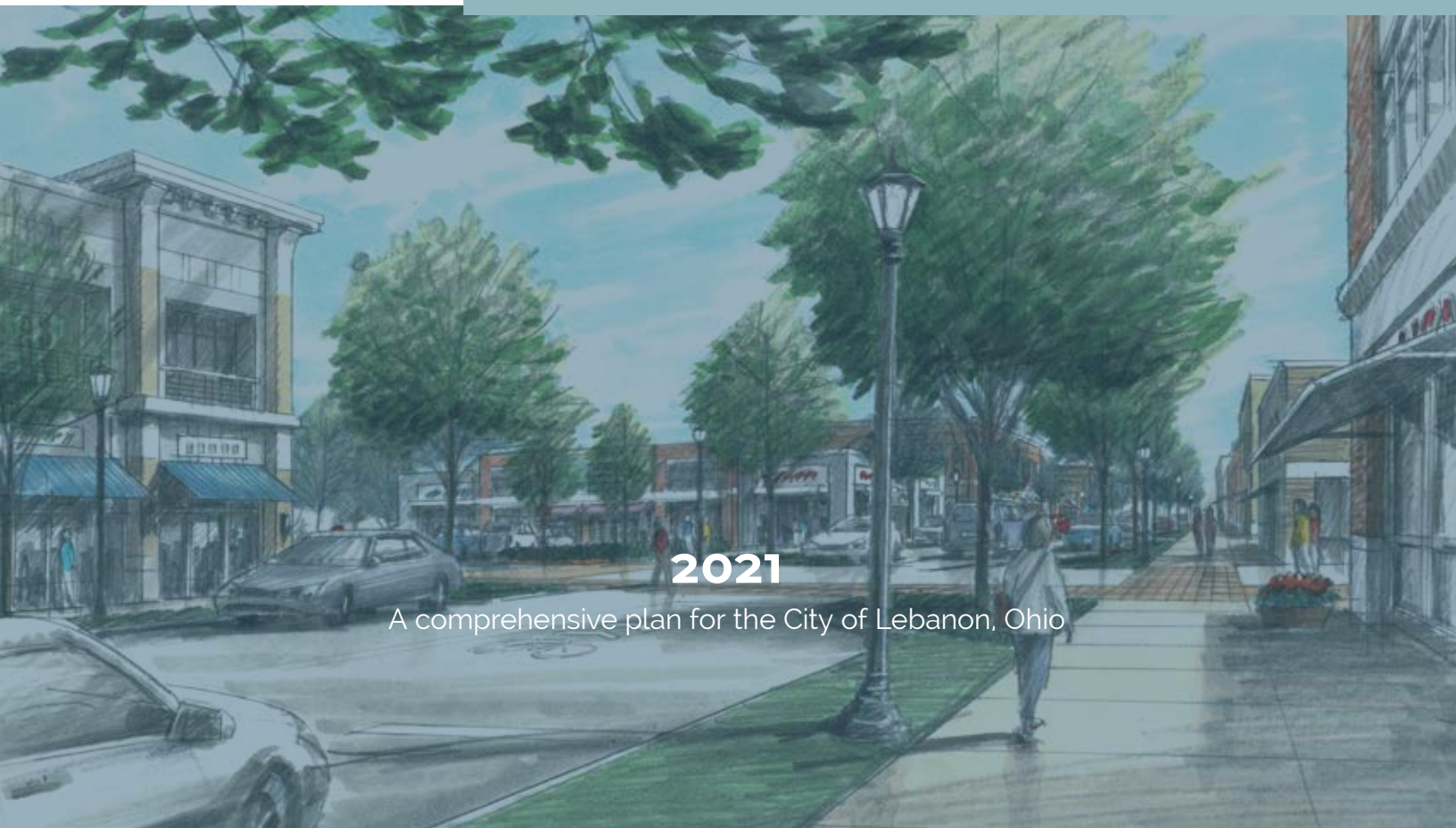


# ENVISION

## LEBANON

respect our past • guide our future



2021

A comprehensive plan for the City of Lebanon, Ohio

## ACKNOWLEDGMENTS

The City would like to thank the following individuals for their commitment to assisting with the Envision Lebanon Comprehensive Plan initiative. Sharing their knowledge, thoughts and ideas provided an invaluable service to the community. Additionally, the City would like to thank those who expressed support and enthusiasm for the effort.

### SPECIAL THANKS

Residents of Lebanon

### CITY COUNCIL

Mayor Amy Brewer

Vice Mayor Mark Messer

Adam Mathews

Wendy Monroe

Joe Shafer

Doug Shope

Krista Wyatt - Former

### PLANNING COMMISSION

Richard Fair - Chair

Jeff Aylor

Tom Miller

Bernie Uchtman

### BOARD OF ZONING AND APPEALS

Jack Brooks

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Jon Magness

### CITY STAFF

Scott Brunka - City Manager

Jason Millard - Economic Development Director

Greg Orosz - Planner

### STEERING COMMITTEE

Jeff Aylor - Co-chair

Susan Galise - Co-chair

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Paula Cramer

Jeff Eichorn

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Fran Hawkins

Will Housh

Chris Johnson

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Ryan Kuenkel

Peter Larson

Abby McKellop

Eric Meilstrup

Linda Neinaber

Wym Portman

Linda Rabolt

Angie Smith

Todd Yohey

### CONSULTANTS

Planning NEXT

Ninigret Partners

McBride Dale Clarion



# LETTER TO THE COMMUNITY

The City is very excited about completing the Comprehensive Plan - Envision Lebanon. The plan is a key policy document and will serve as a guide to the City in its decision-making processes over the next 10-15 years. From the very beginning, it was important that the values of the community become the foundation to any action recommended in the plan. Envision Lebanon is as a constant reminder to respect our past and guide our future.

Public engagement was fundamental to this 12-month process. Hundreds of residents, stakeholders, and community leaders contributed their energy and ideas to make Lebanon even better than it is today. That continued excitement and commitment to the community is how we as a City can implement all of the great ideas included in this Comprehensive Plan. A 28-person Steering Committee, representing a diverse set of community members, was carefully selected to serve as a touchpoint throughout the process, adding ideas, providing feedback, and prioritizing actions.

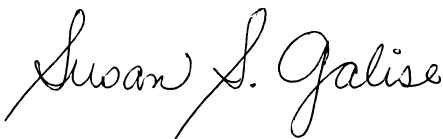
The result is a set of six goals, 27 objectives, and 92 actions that will be pursued, monitored, and adjusted over time. This plan is meant to be a working document, regularly revisited, and utilized in decision-making processes throughout the City in both public and private sectors. Strategic topics such as future land uses, community investment priorities, economic development, infrastructure needs, and the redevelopment of areas such as Columbus Avenue, and much more, are addressed in this plan. Though each is explained in separate sections, the plan leverages synergies between goals. For example, trail improvements have economic impacts, and land use decisions relate directly to fiscal health.

We want to thank every community member who offered their time and ideas to Envision Lebanon. We look forward to our continued collaboration over the coming years as we move towards implementation. Lebanon is fortunate to maintain a strong sense of place and community, and we look to improve this by bringing this plan to reality.

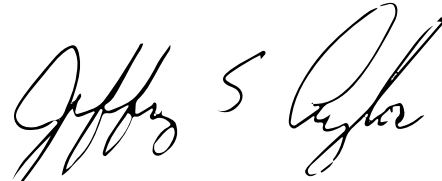
Sincerely,



Scott Brunka,  
City Manager



Susan Galise,  
Steering Committee co-chair



Jeffrey Aylor,  
Steering Committee co-chair

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# 1. Introduction

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## CHAPTER ORGANIZATION

- Background
- Potential and Challenges
- Legacy of Strong Planning
- Plan Process
- Area Plans
- Vision for Lebanon
- Plan Structure and Goals





## BACKGROUND

A comprehensive planning process provides an opportunity for a community to pause, consider challenges and opportunities, and chart a course toward greater prosperity. Great communities, like Lebanon, create these plans to collaborate with their residents, develop a strong decision making framework, and regularly evaluate progress.

### WHAT IS A COMPREHENSIVE PLAN?

**A comprehensive plan is a long-term guide that expresses the values and aspirations of a community.** It is the broadest public policy document a community can create for its future, including physical development, housing, economic development, transportation, and public health. It considers the input of residents, workers, stakeholders, and previous planning efforts from several departmental strategic documents. The Plan helps the City respond to change and acts as a guidebook for decision-makers. It can also serve as a marketing tool to clearly convey the community's value and priorities for the City.

To achieve the vision and goals, the Plan includes specific actions (policies, projects and programs) and identifies timing and responsibilities for undertaking those actions. It also contains map-based recommendations in a Future Character and Land Use Map that indicate the City's intent for where and how it will use land resources and designate infrastructure improvements over the next 10-15 years.

### WHY PLAN NOW?

**Planning represents good stewardship.**

It also establishes a foundation for well-supported policies that contribute to a community's best possible future. Change happens, whether or not a community is ready for it; planning can help communities navigate such change. The Envision Lebanon Comprehensive Plan enables the community to build on its assets, like downtown and the housing stock, while also working to mitigate negative trends.

**A plan allows a city to anticipate changes and deliver greater prosperity to the community as a whole.** Actions help "connect the dots" among opportunities from seemingly disparate topics like quality of place, infrastructure, and mobility, among others. When realized, this work can support better economic conditions for businesses and families, improve the City's quality of place, and provide greater access to opportunity for everyone. The plan empowers City leaders with a guide to decision-making related to preservation, revitalization and growth.

# POTENTIAL AND CHALLENGES

## OPPORTUNITIES

**There is a significantly larger share of mid-level housing.** This includes single-family detached, duplex, triplex and other multi-unit buildings up to 10 units per building. This is unique to cities of this size and make-up as there are more of these housing types when compared to the County and other peer communities in the region. By having a diversity of home types and price points, Lebanon is able to remain an affordable and accessible place to live. Work needs to be done to continue this trend.

**Downtown is critical to competitiveness.** Lebanon’s downtown, given its unique status and positioning in the region, can be a critical element in maintaining the City’s economic competitiveness and health. The downtown has clearly become a superregional destination with a draw that reaches into Indianapolis, Columbus, and Cincinnati, based on an assessment of cellphone data prior to COVID-19 (see Plan appendix for more information on this study). Maintaining a healthy downtown needs to be considered as other mixed-use opportunities emerge.

**Regional trail connections surround Lebanon.** The Countryside Trail connects to the regional Little Miami Trail and the statewide Ohio-to-Erie Trail. The greater Dayton area has the most paved miles of any network in the United States. In 2015, the Lebanon-Turtlecreek Trails Initiative set out to improve connectivity with a vision to add 70 miles of trails in Lebanon and Turtlecreek Township. These regional connections in combination with supporting local multi-use paths offer economic, transportation, and wellness benefits for tourism, commuters, and residents.



*Many housing types are available in Lebanon*



*Downtown sets tone for City*



*Many options for trail connectivity*

## CHALLENGES

**The City has an estimated 500 acres of commercial land today.** While this represents only a small portion of the City (six percent), commercial areas provide many essential services to the community. Of all available commercial land, approximately 150 acres (or roughly 30 percent) is currently undeveloped or underdeveloped.

**Home sales prices are rising quickly.** Average sales prices rose consistently from a low point in 2012 following the national recession. Prices increased at a faster rate through the first three quarters of 2020, with roughly the same number of sales in just three quarters of the year than in the entire year before. During this period of growth following 2012, construction permits for single-family homes declined and only recently have those numbers started to increase.

**Lebanon's workforce is regional and its residents work primarily outside the City.** 85 percent of employees leave the City for work. Those employed within the City commute an average of 24 minutes. These trends place daily stress on the transportation network and have economic impacts because income tax dollars of those working elsewhere are not captured by the City. Lebanon's proximity to two metropolitan markets allows residents to choose Lebanon as a housing location while being employed in the larger urban areas.



*Vance Outdoors recently invested in the community*



*Recent sale prices have shown an increase*



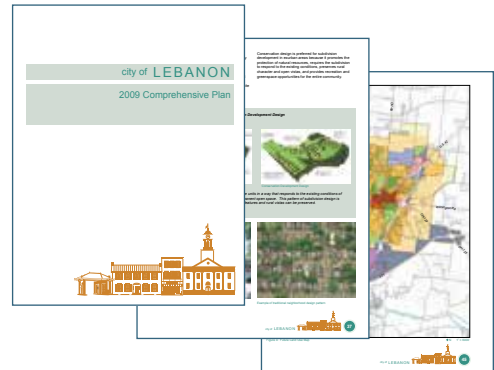
*Most workers in Lebanon commute*



# LEGACY OF STRONG PLANNING

## 2009 COMPREHENSIVE PLAN

**The citywide plan served as a guiding document for future development.** Future land use maps, focus areas, a thoroughfare plan and strategies for implementation were all included. Through much of 2008, stakeholders and members of the public worked to develop a set of recommendations. This was the basis for the plan and served as a foundation for planning principles which reflected goals of the entire community. Many of the planning principles still remain true today and the majority of the plan's actions have been completed.



## THINK! DOWNTOWN MASTER PLAN

**Updating the 2001 Downtown Master Plan was an action identified in the 2009 Comprehensive Plan.** The majority of items from the 2001 plan had been implemented and the City looked for future direction to improve an already well-established and successful downtown. The Think! Downtown Master Plan focused on engagement to determine what was most important to those who live in, travel to, or operate a business in downtown Lebanon. The effort brought together the largest group of public participants ever to a Lebanon planning process. The result was a community-created set of 33 actionable items, nearly half of which have been completed since the time of adoption in 2017.



## PARKS MASTER PLAN

**The 2020 Parks Master Plan provides the framework for future park work and a community-wide trail system.** Priorities were determined, based on feedback received from public engagement. This input helped inform plans for City parks and improvements, general projects, trail projects, individual park projects, and five-year action items. The plan was adopted in May 2021.



## EARLY HISTORY

**Lebanon's character sets the picturesque community apart from the surrounding area.** A one-day stagecoach ride from Cincinnati has formed the basis of downtown's structure, and subsequent outward growth. As transportation technology changed and industry arrived, more connections were made throughout the region to places like Middletown and Dayton. Still today, the geographic relationship with two large metropolitan areas provides Lebanon another unique opportunity. The City has seen significant population growth, doubling in size from 1990 to today. Though that rate has slowed in recent years, the City remains well-positioned geographically to make the best decisions for its residents in protecting the character and charm of the community.

## COMMUNICATION AND OUTREACH

To attract attention and public input through a pandemic, City staff and the Steering Committee conducted a publicity and word-of-mouth outreach campaign that included:

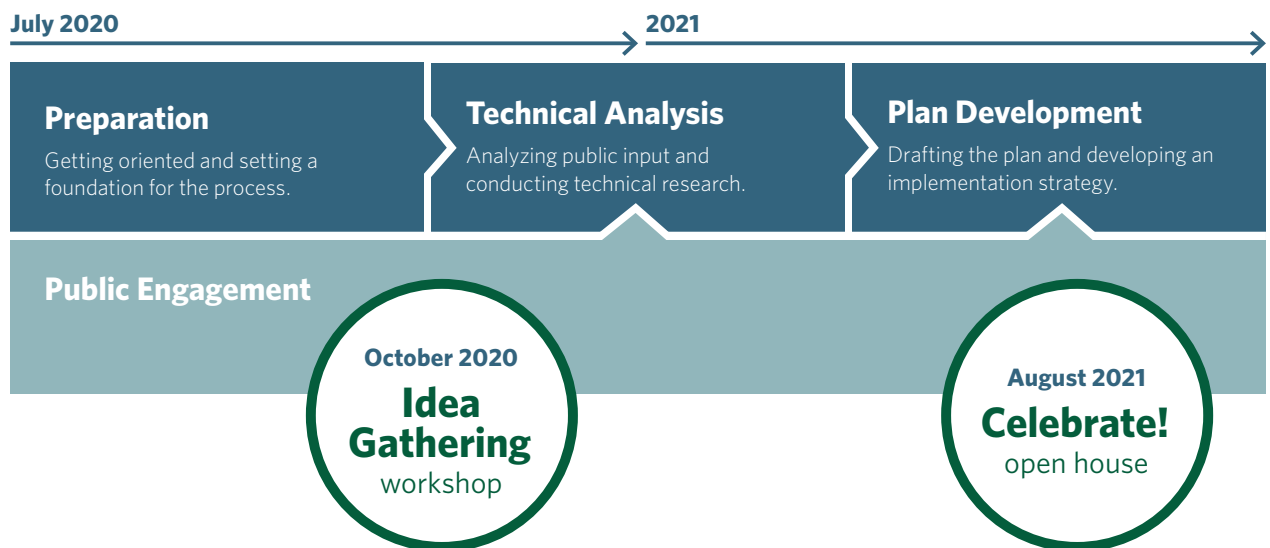
- Flyers and posters
- Presence at in-person community events
- City-wide phone call and text system
- Utility newsletter inserts
- Project website
- Email
- Social media
- Steering Committee personal asks



Western Star, 1921  
Downtown Lebanon

# PLAN PROCESS

The planning process was shaped by input from the community and quantitative technical research. A 28-member Steering Committee was appointed to help with the process and substance of the plan by adding ideas, providing feedback, and prioritizing actions. The Envision Lebanon Comprehensive Plan process lasted approximately 12 months.



## STEERING COMMITTEE

**Resident-based group guided plan.** A 28-member Steering Committee was appointed by the City to act as community advocates for Envision Lebanon, provide guidance on plan substance, and serve as stewards of the Plan once complete. The committee held eight meetings over the course of the project and was involved in all rounds of public engagement. Due to COVID mass-gathering restrictions, some meetings were conducted virtually. Additional ‘office hours’ were offered to Steering Committee members as a way to continue the conversation for those wanting to provide further input or ask the planning team questions.



28-member Steering Committee



## STAKEHOLDERS

**Several times throughout the plan process, stakeholder discussions and interviews were conducted both virtually and in-person.** Interviews were held for each of the planning areas with area residents, land owners, and business owners. To gain a better understanding of City needs relating to diversity, equity, and inclusion from local organizations, a series of additional interviews was conducted with human resource and company leadership. Each of these conversations offered participants the chance to speak candidly with the planning team about their experiences and desires.

## TECHNICAL ANALYSIS

**Research and analysis were multifaceted and broad-reaching.** Topics covered included land use, transportation, community facilities and services, housing, neighborhoods, environmental resources, open space, recreation, historic preservation, and economic opportunities. It also involved a review of the City's existing plans and studies. The findings were presented in three separate memorandums, each of which are available in the plan appendices.



**Smartphone Interaction**  
Idea Gathering Workshop

## IDEA GATHERING WORKSHOP

**Launching the process and gathering ideas.** Held on October 29, 2020, at the newly opened Warren County Fairgrounds Event Center, the Idea Gathering Workshop brought people together in a socially distanced manner to provide their ideas on the future of Lebanon. The Workshop was the first community input event, which set the direction for the Comprehensive Plan. The Workshop was widely promoted and open to anyone who cares about the future of Lebanon. Due to COVID mass-gathering restrictions, electronic Workshop activities were developed offering a contact-less experience.

The Idea Gathering Workshop was designed to inform the community of the plan process, introduce initial trends, and provide an opportunity for individual feedback and discussion about topics important to participants. Participants unable or unwilling to attend an in-person event in light of the pandemic, were able to participate virtually with activities mimicked on the project website, [EnvisionLebanon.com](http://EnvisionLebanon.com).



**Socially Distanced Facilitation**  
Idea Gathering Workshop



## CELEBRATE! ENVISION LEBANON

### **Gaining feedback on draft plan elements and celebrating the effort.**

Held on August 26, 2021 at City Hall, this open house-style event brought people together in-person to celebrate the work completed thus far in the process and to review draft action items. Attendees viewed a series of display boards about the process, the Future Character and Land Use Map, and draft actions. Participants were treated to ice cream and provided feedback on the draft plan through three activities:

- Prioritizing actions they felt were most important using sticker dots;
- Sharing thoughts or ideas of concern or support using comment cards or via their phone on a custom page of the project website; and
- Providing feedback on the Future Character and Land Use Map.

Feedback was also collected via [EnvisionLebanon.com](http://EnvisionLebanon.com) for three weeks following the public event for those unable to attend in person.



**Draft Plan Element Review**  
Celebrate! Envision Lebanon Event



## AREA PLANS

Four distinct planning areas were identified early in the process for more focused research and analysis. Technical Analysis Memo Volume 3 featured findings and served as the foundation for identifying specific recommendations (see action 2-E) to preserve community character, revitalize underutilized spaces, and inspire future investment potential. The four planning areas include:

- Pleasant Square
- Columbus Avenue
- Miller Road
- I-71 / SR 48 Interchange



**Streetview Conceptual Rendering**  
Miller Road



## Study Area



### MILLER ROAD

416 acres as a continuation of SR 48 westward towards Broadway Street.

### COLUMBUS AVENUE

228 built out acres, predominantly commercial, serving as the major connector to the northeast.

### PLEASANT SQUARE

119 acres neighborhood residential immediately adjacent to downtown.




### I-71 / SR 48 INTERCHANGE

391 acres with large parcels at the City's southern crossroads, serving as a regional gateway.

### STUDY AREA

The Envision Lebanon Study Area includes land beyond the City boundary which is currently serviceable by utilities. These lands were studied but do not necessarily identify annexation areas.

#### LEGEND

-  Envision Lebanon Study Area
-  City of Lebanon
-  Planning Areas (4)

## VISION FOR LEBANON

Through hours of conversation with residents, elected officials, and stakeholders, the Envision Lebanon Steering Committee developed a vision for the future of Lebanon. It is an overarching statement meant to reflect the community's input. The vision and associated mission statement direct the subsequent goals, objectives, and actions. The goals build on the vision and articulate the highest level of desired outcomes for the plan.

### VISION STATEMENT

**Authentic small-town living.** With a deep respect for its history and view toward the future, our community capitalizes on viable economic opportunities to enable strong fiscal health and provide a high quality of life.

### MISSION STATEMENT

To provide quality public services, creating a vibrant and healthy community physically, socially and economically.

Through this vision, goals, and objectives, 92 actions have been developed based on public input, technical analysis, and Steering Committee direction. Each Envision Lebanon action is detailed in the following chapters. Best practice examples are provided to draw inspiration and support the direction of each action.

92

ENVISION LEBANON  
ACTIONS



# PLAN STRUCTURE AND GOALS

The plan is organized into five chapters based on project goals with a sixth focusing on implementation and plan management. These chapters organize major themes and recommendations from the technical analysis and public input. Each chapter is based on a project goal and has a collection of specific actions that were identified to help achieve the desired outcome.

## DEFINITIONS

**Goal: A goal is a desired outcome expressed in simple terms.** The statements were crafted by the Steering Committee to reflect the City's most important issues under the topic. There are five community goals that support the overall vision statement.

**Objective / Principle: Objectives are sub-topics within each of the chapter goals.** These statements are strategic and measurable and serve to further organize the plan's actions based on the priorities from the public.

**Action: An action is a program, policy, or project.** They are specific and tied to implementation criteria. The actions are organized by the scale of their impact and geographic relationship. All the actions work in support of the goals and overall vision statement. Some actions are significant in scale and scope, working long-term to stretch the community in terms of its current services, ideas, policies, etc. Other actions are smaller in scope and can be achieved in a shorter time frame with fewer resources. All actions, however, are designed to help the community realize its goals and vision.



What are Lebanon's greatest opportunities?  
Idea Gathering Workshop

## GOALS

### LEBANON WILL REALIZE ITS VISION BY...



**Protecting community character.** Our land is well-managed, strengthens and enlivens the community, and supporting diverse economic activity and improving Lebanon's long-term fiscal health.



**Ensuring economic vitality.** Lebanon presents robust economic opportunities for residents and businesses, increases business diversity, and fosters a talented workforce.



**Reinforcing neighborhoods.** Attractive, unique, and a mix of neighborhoods and services appeal to a diverse population and meet the needs of residents.



**Leveraging natural, recreational, and community amenities.** Healthy and abundant natural resources, expansive recreational networks and programs, and Lebanon's health/wellness community add richness and vibrancy to the community.



**Improving mobility options.** Safe and efficient mobility options maintain connectivity locally and regionally, support multiple-modes of movement, and are accessible to people of all ages and abilities.




**Building upon success.** Realization of the community's vision drives decision-making, prioritizing a commitment to action and collaboration.

### COMMUNITY PRIORITIES

Throughout the Plan, this icon identifies actions selected by the community as priority. Community members were asked to vote for their highest priorities when reviewing the draft actions.



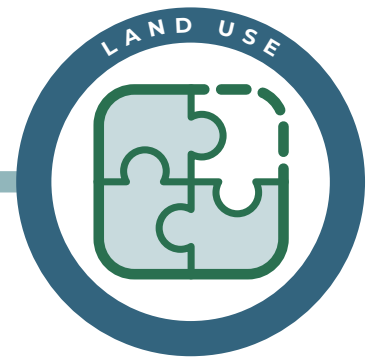


**"I love this town. I'll raise my daughter and run a business here."**

- Envision Lebanon Participant



# 2. Protecting community character



## CHAPTER ORGANIZATION

- Goal
- Objectives
- Conditions
- Actions
- Area Plans

## GOAL

Our land is well-managed, strengthens and enlivens the community, supporting diverse economic activity and improving Lebanon's long-term fiscal health.

## OBJECTIVES

- Celebrate and preserve historic amenities
- Maintain the distinct character and experience of Downtown
- Strengthen opportunities for all land use districts (residential, commercial, employment)
- Modernize the City's development regulations
- Facilitate economic investment in strategic planning areas
- Prioritize infill revitalization over outward expansion

Managing growth in the City while protecting its unique community character is a central focus of the Envision Lebanon Comprehensive Plan. This chapter provides guidance on Lebanon's physical development, infrastructure networks, natural resources, and amenities. The Future Character and Land Use Map, as well as a conceptual development diagram, support these strategies for growth. Aligning distinct characteristics of the City's districts will illustrate principles to direct growth. This chapter also influences major components of the Plan, specifically neighborhoods, economic vitality, and mobility. Protecting community character is led by a unified goal and set of objectives.



# CONDITIONS

Defining a pathway forward for the City began early in the process through an assessment of the physical and natural environment. This assessment included quantitative analysis, qualitative input from stakeholders, and review of the numerous past planning efforts to understand the conditions of Lebanon

today. The following section summarizes key findings, which helped define the future vision for Lebanon's community character. However, the following list is not an exhaustive overview of the assessment. For more information please refer to Conditions and Trends Volume 1 in the Plan's appendix.

## FINDINGS

### COMMUNITY ORIGINS

Lebanon's strategic location has proven to be a key factor in facilitating growth and prosperity for the City. This enabled the construction of much of the built environment seen today.

**Lebanon's sense of place and overall identity is inextricably tied to its history.**

This rich, unique history stems from connections to important figures and events from the community's past, as well as the many architecturally significant buildings that can be found in the downtown area today. These types of historical assets help to set Lebanon apart from other communities within the Southeastern Ohio region and have far-reaching impacts on economic development and tourism.

**Lebanon's origin story can be traced back to its first settler, Ichabod Corwin, who arrived in the area in 1796.** Corwin was among the group of early landowners that set aside the land that would eventually become Lebanon. These first 100 lots were laid out along two streets, Broadway and Main Street, and only featured two buildings. While the land was surveyed in 1802, Lebanon would not be formally incorporated as a village until 1810.



Lebanon, 1912



**While the modes of transportation have changed over time, Lebanon's strategic location has served as a constant that helped facilitate growth and development in the community.**

At the time of its founding, Lebanon was along a designated stagecoach route and only a day's ride away from Cincinnati. In fact, Broadway was designed to be wide enough to accommodate a complete turn by a six-horse stagecoach. The construction of the Warren County Canal in 1840 provided greater connectivity to the Miami and Erie Canal. By 1876, the Cincinnati, Lebanon & Northern Railroad linked Cincinnati with Dayton with a stop in Lebanon. This convenient transportation access helped attract new residents and prosperity to Lebanon.



Historic Railroad



Lebanon 1917

## EXISTING LAND USE

Existing land use describes how specific properties in the City of Lebanon are currently being used, such as farm cultivation, personal residence, or commercial business. This analysis was established using the Warren County land use codes that define current land use, grouped together to form common categories. These land use categories represent a broad range of housing types, business operations, and land management that comprise the City's existing land portfolio. The following analysis provides a description of the existing land use categories, an overview of the classification, and the current acreage in the City today.

## RURAL

**This land use category refers to areas of the City that are used for farming and related activities.** It also includes large natural areas (minimally or undeveloped land), or large-lot residential homes of generally over an acre in size. These areas are predominantly located along the City boundary providing a transition between the City's growth areas and the rural areas. In many locations, these areas are adjacent to growing developments with potential future street connections terminating at less densely developed properties. There are an estimated 1,950 acres of rural land use today, which accounts for 24 percent of the City's total incorporated land area. Although farming is included in this category, the majority of rural land is either considered vacant agriculture or natural areas. Approximately 280 acres of rural land are active farming and account for only 14 percent of the total rural land. Most agriculture production occurs outside the City limits in townships or unincorporated areas of the county.



*Rural character*

## RESIDENTIAL

**Focused on the neighborhoods, this category refers to areas composed of homes, ranging from single-family detached to duplexes and attached residential of less than four units.** Multi-family residential (four units or more) is not included in this land use category. The style and character of residential housing vary by neighborhood, with more traditional neighborhoods located near downtown while suburban or large-lot neighborhoods extend outward from the City center. Approximately 2,100 acres of land is defined as residential, which accounts for almost 25 percent of the



*Single-family home near downtown*

City. Of this total acreage, only 230 acres or 11 percent of residentially zoned areas are currently undeveloped. These 'reserved areas' tend to be large (greater than 20 acres) lots in new, developing subdivisions and large tracts intended for future development potential.

**Historically, Lebanon grew from the center outward.** The oldest homes are located directly adjacent to downtown as part of the historic center of the community and the original formation of Lebanon. Roughly 900 homes in the City of Lebanon were constructed prior to 1949 and encompass 14 percent of the entire housing stock. Of these 900 homes, nearly two-thirds are located within a quarter-mile of the downtown boundary, increasing to 80 percent at one-third of a mile. The central neighborhoods include more diverse housing options with two- and three-family homes incorporated on various blocks in a neighborhood. See the Year of Home Construction map on the following page.

**Neighborhood patterns shifted as the City began growing in the 1950s and 1960s.**

New subdivisions began developing with curvilinear street networks composed of cul-de-sacs, defined neighborhood entrances, and integrated open space areas to accommodate modern housing. Middle housing types, such as duplexes and condominiums, were developed in individual sections rather than being integrated into single-family blocks. This outward growth increased significantly in the 1990s and early 2000s with new subdivisions being built throughout the City. Over half of Lebanon's entire available housing stock was built after 1990 with over 1,350 units built between 1990-1999 and another 1,250 built between 2000-2009.

**11%**

**OF RESIDENTIAL LAND IS UNDEVELOPED**

230 acres of 2,100 acres

**14%**

**OF HOUSING STOCK BUILT BEFORE 1949**

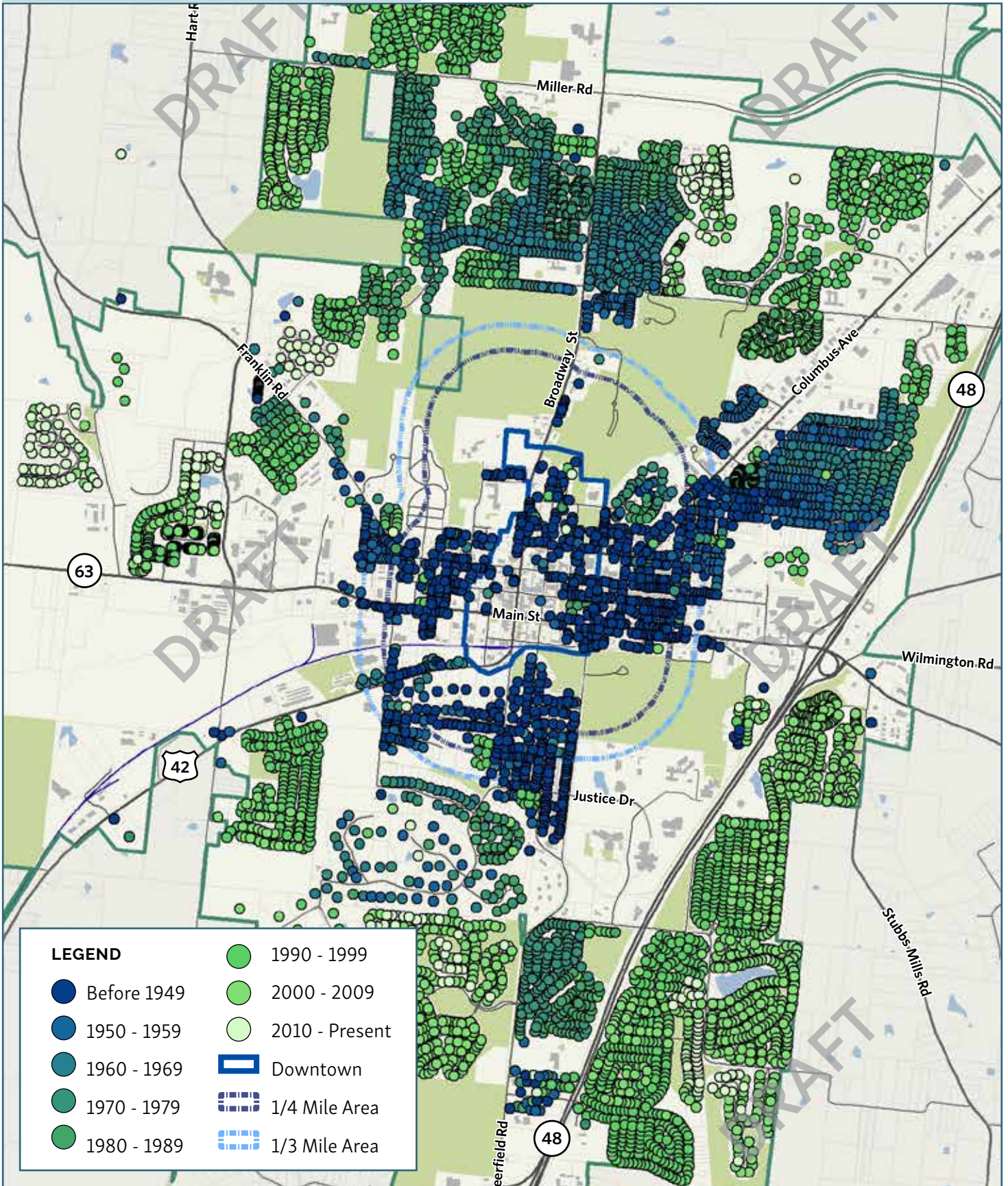
Roughly 900 Homes, mostly near downtown



*Neighborhood entrance*



# Year of Home Construction



**Residential land is expected to grow with approximately 2,700 acres reserved through residential zoning.** This represents a 600-acre increase from what currently exists in the City in 2021. Much of this expansion is planned in residential growth areas in the north, northwest portions of the City and extending from existing neighborhoods. These planned neighborhoods are likely to develop in a similar density and character as the surrounding subdivisions with potential smaller, large-lot residential providing the transition to the surrounding rural context. Some clusters of residential are also reserved in the southern portion of Lebanon, near the industrial parks along I-71, but the major growth areas are to the north.

#### **MULTI-FAMILY**

**This category focuses on medium to high-density residential areas composed of single, multi-unit buildings or multi-building developments.** Residential housing included in this category begins with four-unit buildings but can also include attached townhomes, courtyard apartments, and other similar housing types. This category is one of the smallest land uses represented in Lebanon today with only an estimated 130 acres, or less than one percent of the City. These housing types are typically located along major corridors or incorporated in transitional areas between commercial and residential uses. Hence multi-family residential appears in a variety of locations across the City as small nodes connected to single-family neighborhoods.

## **600 ACRES**

**EXPECTED INCREASE IN RESIDENTIAL LAND**

29% increase over existing

## **130 ACRES**

**EXISTING MULTI-FAMILY RESIDENTIAL**

Less than 1% of the City's land

## **70 ACRES**

**EXPECTED INCREASE IN MULTI-FAMILY RESIDENTIAL**

54% increase over current zoning



**Large format multi-family housing takes one of two forms.** The first is multi-unit, multi-building complexes that contain dozens of units in several buildings across a single property. These are typically two-three stories, have between one and three entrances for each building, and share common parking areas and private open space. This type typically requires unique zoning to allow for the number of units on a single or small cluster of parcels. The second is a smaller version of the first, with multi-unit buildings that are sometimes coordinated with similar buildings on a street or block. These are typically two stories maximum, have a single shared entrance for all units, have shared driveways or garages, and share smaller common private open spaces between buildings. While Lebanon has seen some development with multi-family, as recently as 2015, a significant portion of these properties is beginning to age, having been constructed in the 1970s and 1980s.

**Multi-family has an estimated 200 acres of land reserved through zoning for future growth.** These include all the existing multi-family developments, which leave 70 acres available for future development. Most are located along major corridors such as Columbus Avenue and serve as a transition between commercial and residential areas around the City. Although this growth is substantial, overall medium- to high-density multi-family housing accounts for only a small share of the overall housing stock.



*Small multi-family residential*



*Large multi-family residential*



## COMMERCIAL

**Commercial land use is a broad category that includes the City's activity centers, offices, and other related uses.** These provide a variety of goods and services for the community including retail, restaurants, shopping centers, and in some rare cases a mix of these uses. These areas range in site and building design from small, local businesses near the edge of a neighborhood to large shopping centers surrounded by shared parking. This variety of commercial land is also influenced by the market reach of the business itself with every community encouraging a balance of commercial types. The format and configuration of these sites are heavily dependent on the location, tenants, and year of construction.

**Lebanon has two commercial types.** The first is neighborhood commercial which is intended to serve a few neighborhoods and may be accessible by walking. The second type is community commercial, which has a market that extends beyond the City's boundary. These areas are major destinations that typically have several commercial uses paired together in a shared center or collection of multi-tenant buildings. A significant portion of commercial land is located along Columbus Avenue in the northeast portion of the City, with other areas located near major intersections such as Main Street and SR 48.

**The City has an estimated 500 acres of commercial land today which accounts for just over six percent of the total.** While this represents only a small portion of the City, commercial areas provide many essential services to the community. Of all available commercial land, approximately 150 acres, or roughly 30 percent, are currently undeveloped.



*Commercial and mixed-use spaces in downtown Lebanon*



*Image from Loopnet*

*Commercial spaces along Columbus Ave*

# 30%

**OF COMMERCIAL LAND IS UNDEVELOPED**

150 of 500 total commercial acres

The commercial land profile is expected to increase only minimally, adding 30 acres for a total of roughly 530 acres reserved through existing zoning. Lebanon has not pursued commercial growth outside of existing demand which has prevented overbuilding infrastructure and allows for flexible land use planning for other non-commercial uses.

### INSTITUTIONAL

**The Institutional category covers the widest variety of land use forms due to the unique functions of this land.** This category includes public-owned land (City, County, State), religious organizations, school district property, educational institutions, and other similar tax-exempt property. It does not include parkland that is owned by the City and County, as those serve a different benefit to the community. An estimated 850 acres of institutional land exist in Lebanon today which represents ten percent of the entire City.

**Lebanon has a unique amount of institutional land because of its role as the County seat.** Several large tracts of land are owned by Warren County for use as offices, maintenance facilities, affordable housing, or potential future County needs. The County owns roughly 275 acres of land, or 25 percent of all publicly held land. This includes the Warren County Fairgrounds which covers just over 80 acres north of Downtown. Another primary, single owner of land is the Lebanon City School District, which owns approximately one-third or 230 acres. Educational uses require sufficient land to accommodate the facilities and recreational needs of the district. These properties are located throughout the City but are typically coordinated with other institutional uses such as City- or County-owned facilities.



Image from Conger Construction

Lebanon Jr High School

## 275 ACRES

OWNED BY WARREN  
COUNTY

## 230 ACRES

OWNED BY LEBANON CITY  
SCHOOL DISTRICT



Image from Dugan & Meyers

Warren County Administrative Building

## INDUSTRIAL

### **Employment and manufacturing areas range from small to large production, assembly, and warehousing uses.**

These sites typically locate near major thoroughfares like the interstate system and rail corridors to support the shipping needs of their operations. Roughly 70 percent of the use is located in one of the five industrial parks in the far southern portion of the City, adjacent to I-71. The industrial category covers 860 acres representing ten percent of the City's land. Within this total, an estimated 180 acres are currently undeveloped, which equates to 20 percent of the total industrial land. See Undeveloped Industrial Land map on the following page.

**Just over 1,900 acres are zoned for industrial development.** This includes both existing development and individual parcels. Each industrial park has available acreage for development with roughly 550 acres or just over a quarter undeveloped today. This leaves substantial opportunity for growth, with almost double the land area reserved for future industrial land than what currently exists today. This includes large tracts of the City near major corridors and available properties located in one of the City's industrial parks. The Lebanon Commerce Park, Kingsview Industrial Park, and Columbia Business Park are all located near I-71 and SR 48. These three each provide direct connectivity to the interstate system, full utility connections including high-speed fiber, and tax incentives to potential industries. The remaining two industrial parks are located in the western portion of the City. The Harmon Industrial Park is located on Main Street and provides similar amenities as the others, including utility service and tax incentives.

**10%**

**OF LAND IS INDUSTRIAL**

860 acres

**20%**

**OF INDUSTRIAL LAND IS UNDEVELOPED**

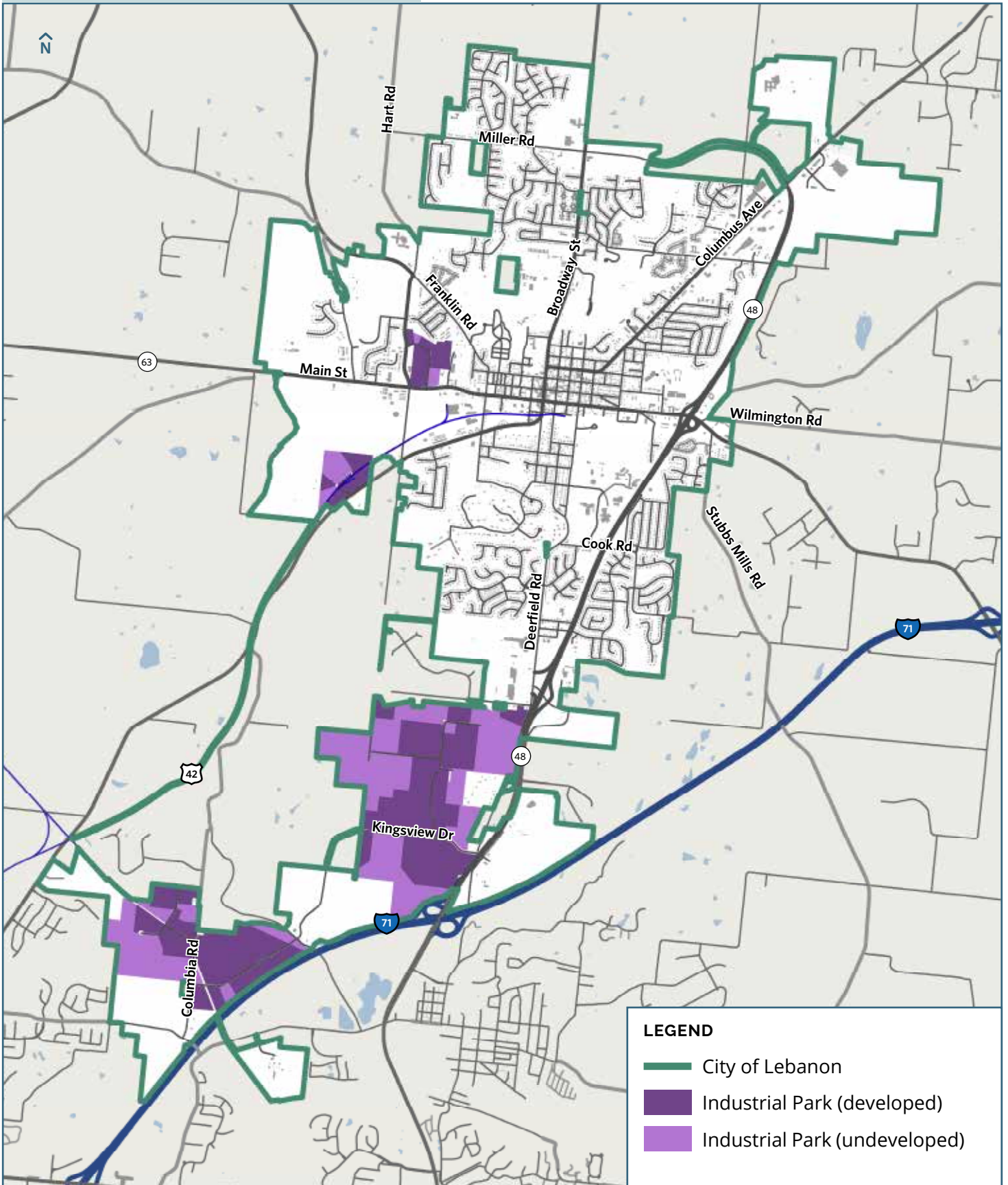
180 acres



*Lebanon Commerce Park offers convenient access to I-71 and SR 48*



# Undeveloped Industrial Land



The Norgal Industrial Park is located on SR 42 heading southwest from downtown. This park has one unique feature from the other industrial parks – the direct access to the railroad. This rail line, operated by the Indiana & Ohio Railway, provides freight service directly to the City of Lebanon and connects this industrial park to the larger regional network through Cincinnati.

### OFFICE

**The office category makes up a small portion of the overall development footprint in the City.** The category is composed of small office buildings or clusters of offices near industrial and commercial centers. These are typically distinct, mono-use and standalone office buildings that provide a variety of medical, administrative, or professional services. An estimated 27 acres exist in the City today, representing less than one percent of the City's incorporated land area.

**Building character and form can vary depending on the office use.** Many offices are integrated into the surrounding context, matching building form, height, and site design such as incorporating residential style architecture in a neighborhood context. Multiple stories are common near industrial or commercial areas, offering a transition between predominantly business-related areas and adjacent neighborhoods. This designation includes only those properties that are entirely office-oriented and do not include office components integrated into the downtown mixed-use or industrial uses. Similarly, some institutional uses overlap with office use if focused on business administration, such as the variety of Warren County services on Justice Drive.

## 27 ACRES

### OF OFFICE LAND USE

Less than 1% of all land area



Office comprises small portion of City

## 530 ACRES

### OF LAND RESERVED FOR PROFESSIONAL OFFICE

To accommodate future growth

**Office has the largest potential for future growth despite its low existing land use.**

Lebanon’s zoning map reserves nearly 530 acres of professional office land to accommodate existing developments and future growth. This zoning allocation aligns with many institutional uses that blend between private office parks and public services. However, several areas in the City allow for the potential growth of medical, administrative, and professional offices as an alternative to the land uses currently found around the City.

**DOWNTOWN MIXED USE**

**The City’s historic core incorporates a mixture of uses within a small boundary including commercial (retail and restaurant), office, parks, open space, and residential.** This category is roughly 75 acres in size, or less than one percent of the City and is centered around the intersection of Broadway and Main Streets. While this is the smallest land use category by far, it serves as the cultural centerpoint for the community and is a principal asset for Lebanon.

**Downtown and several surrounding areas are the historic core, with some properties dating back to the 1800s.** Ensuring the long-term protection and enhancement of the downtown has been a primary focus for the community. The 2009 Comprehensive Plan outlined a Focused Area Plan that identified potential infill development opportunities available for the community to encourage. In 2017, the City pursued a master plan called Think! Downtown that outlined challenges and action recommendations to position downtown for increased vitality. These past planning efforts have been accompanied by substantial investments in recent years to ensure the prosperity and enhancement of downtown.



*Downtown Lebanon*



*Downtown Lebanon is home to a variety of historic features*



## PARKS & OPEN SPACE

**This category includes the passive and active spaces for recreational and entertainment use by the community.** These areas are dispersed across the City at a variety of scales from small neighborhood gardens to large community parks. Some are owned and maintained by the City, County, or State, while others are under private ownership as amenities for employees or specific residents. Publicly-owned open space is protected from future development while private areas supplement the public network through additional connections and greenways.

**Park spaces usually include a wide array of amenities for use by the community.** Bicycle trails, playgrounds, walking paths, fitness areas, sports courts, and community pavilions are just a few of the amenities typically integrated into open spaces. Natural features like creeks, rivers, ponds, wetlands, and woods are preserved through conservation efforts from public and non-profit organizations. These areas include only places that are preserved and protected from development, typically through City ownership and management. An estimated 959 acres of land, or approximately 11 percent of the City, are designated as parks and open space today.

### RIGHT-OF-WAY

**The remaining acreage not accounted for in the existing land uses represents right-of-way for the transportation network.** This is land within the City limits that does not have formal zoning and includes local streets, major thoroughfares, county & state roads, and the interstate system. Public components of the streetscape such as sidewalks, tree lawns, and medians are also considered part of the right-of-way. These areas vary considerably in size based on the thoroughfare needs to meet travel demand.



*Turtle Creek Nature Preserve*

# 959 ACRES

OF LAND IN PARKS AND  
OPEN SPACE

11% of total land

## LAND USE, ZONING & LAND REGULATION

Governing land development in the City of Lebanon is conducted through a combination of legal regulations, community guidelines, and elected or nominated reviewing bodies. The City's zoning ordinance establishes the requirements and tools for guiding development with supplemental plans for the unique places that define the community. This section provides an overview of the governing framework that the City of Lebanon employs to manage the built and natural environment.

**Land management and regulation are directed through the City of Lebanon's Zoning Code.** Through the zoning code, individual properties across the City are designated a zoning district with unique requirements to regulate existing and new development. Requirements for use of land, lot size, building setback, building height, parking quantity and location, block length, landscaping, historic preservation, and property maintenance are just a few categories outlined in the City's code. The zoning code also represents the legal method for implementing the City's comprehensive plan recommendations, specific to the City's future development types, land use strategies, and community character maintenance.

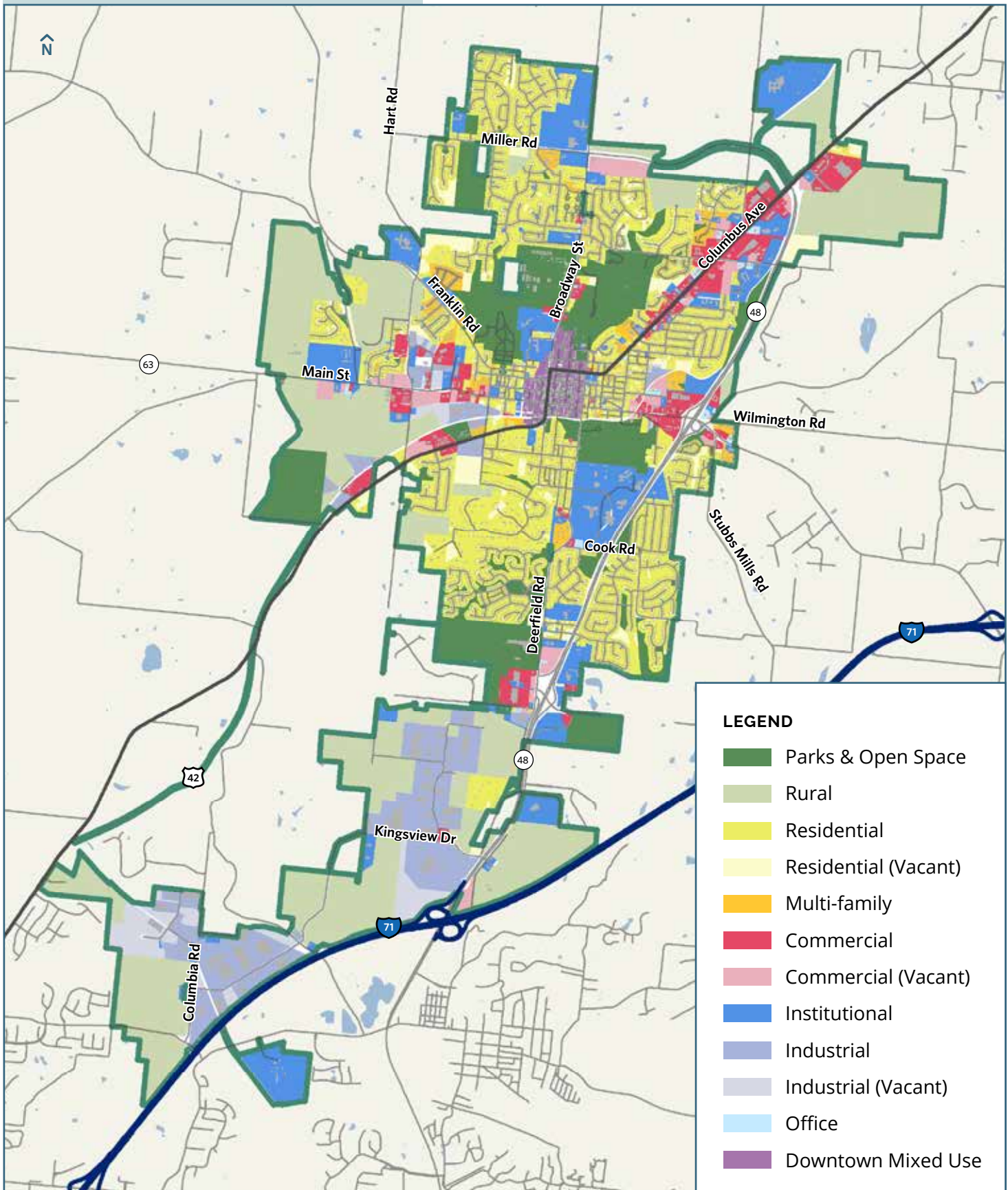
**Lebanon's code was adopted in 2007, along with the official Citywide zoning map.**

A total of 19 unique zoning districts were included to allow for the variety of residential, business, and specialty uses found in the City. Three overlay districts were also established to outline specific requirements pertaining to the historic downtown, community gateways, and special developments. Since its adoption, the code has been amended several times, most recently in April 2019.

### EXISTING LAND USE IN LEBANON

Existing land use describes how a specific property in the City of Lebanon is currently being used such as farm cultivation, personal residence, or commercial business. These land use categories represent a broad range of housing types, business operations, and land management but provide an overview of the City's existing land portfolio. The City's current land use is mapped on the next page.

## Existing Land Use



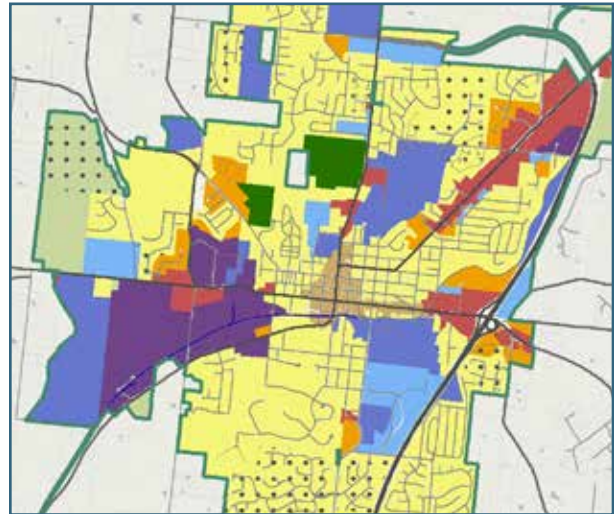


**Zoning districts and existing land use have a distinct relationship to the community's character.**

The zoning district is the legal application for land use management and development. There are clear relationships between uses outlined by a zoning district and the existing land uses found throughout the City. Although zoning regulations can permit a wide variety of uses in a single district, there are dominant land uses that are defined by the purpose and requirements of the zoning code. The table on the following page illustrates the relationship between the City's zoning districts, existing character types, and existing land use categories reviewed in this memo. The graphic emphasizes how zoning districts focus on specific land uses as the dominant feature of that district. Character types delve further into the relationship between several types of land uses permitted through zoning and how the combination of those districts shapes the built environment.

**Governance for the City of Lebanon is managed by three distinct reviewing bodies.**

These bodies include; City Council, Planning Commission, and Board of Zoning Appeals. Each one has specific powers and duties through the zoning code to review and apply the regulations for land management. The reviewing bodies are supported by the Community Development Department, which is responsible for the day-to-day application, processing, and enforcement of the zoning code.



City Zoning Map

## Consolidated Zoning Matrix

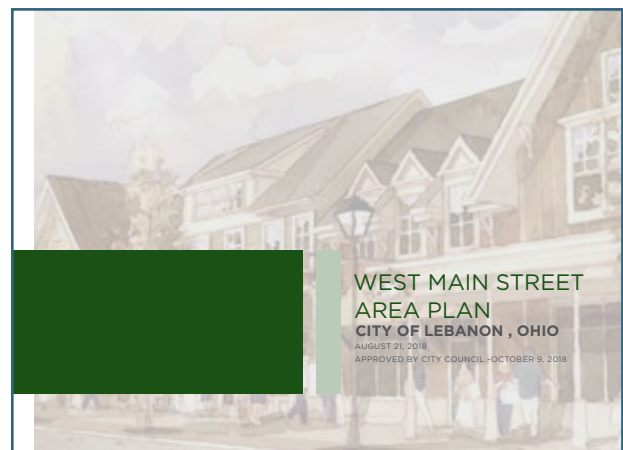
Character Types	Lebanon Zoning District	Land Use
Parks and Open Space	Resort and Public Institutional District	Parks & Open Space
Rural Residential	Estate Residential District / Rural Residential District (R-R)	Rural
	Residential One-A District (R-1A)	Residential
Suburban Residential	Residential One-B District (R-1B)	
	Residential One-C District (R-1C)	
	Residential One-CC District (R-1CC)	
Mixed Residential	Residential One-D District (R-1D)	
	Residential One-Urban District (R-1U)	Multi-family
	Residential Two District (R-2)	
Employment Center	Residential Three District (R-3)	Office
	Professional Office District (PO)	
Activity Center	Neighborhood Commercial District (NC)	Commercial
	General Commercial District (GC)	
	Mixed-Use District	
Downtown Core	Central Business District (CBD)	Downtown Mixed-Use
Industrial Center	Industrial Park District (I-P)	Industrial
	Light Industrial District (I-1)	
	Heavy Industrial District (I-2)	
Institutional Hub	Public-Institutional District (P-I)	Institutional

## RECENT PLANNING EFFORTS

Lebanon and the surrounding region have a robust history of pursuing land use planning policies to align development with the community vision. These planning efforts have included specific neighborhoods, corridors, and the larger County region, each one building off the previous work completed. This section summarizes the recently completed land use planning work conducted in and around Lebanon, looking specifically at guiding policies since the last comprehensive plan in 2009.

### WEST MAIN STREET AREA PLAN (2018)

The West Main Street Area plan defined a pathway for development at the City's western entrance. A primary component of this plan was analyzing the relationship between preserving natural features and marketing the area for future mixed-use growth. Environmental features ranged from site slope, or grade, to soil composition to floodplain areas and natural tree canopies. These resources are important assets to the community that can strengthen available amenities to connect new development to the City's downtown district. The relationship between protection and progress is envisioned through conceptual opportunity areas illustrating the characteristics of site and building design the community supports. These principles for quality conservation design will inform the boundaries of City growth to ensure the preservation of Lebanon's natural environment.



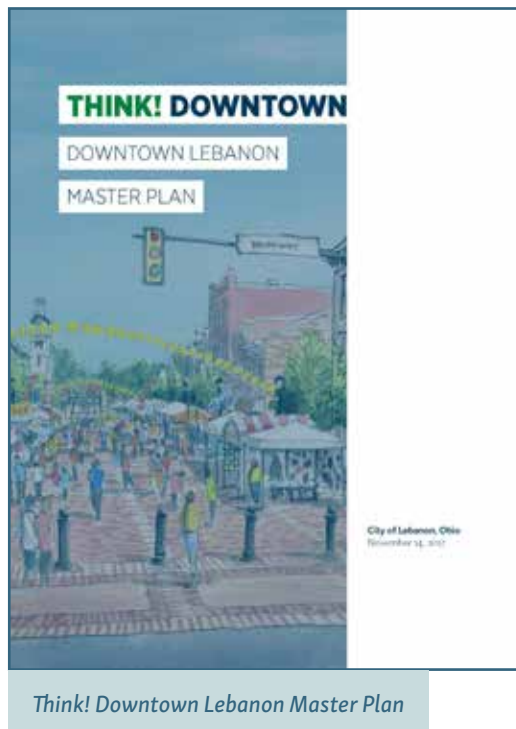
*West Main Street Area Plan*

### THINK! DOWNTOWN MASTER PLAN (2017)

The Downtown Master Plan built upon the foundation of Lebanon's planning efforts to refine recommendations that would support the City's center. The process examined the assets available to leverage future investment, identified elements to enhance the district,

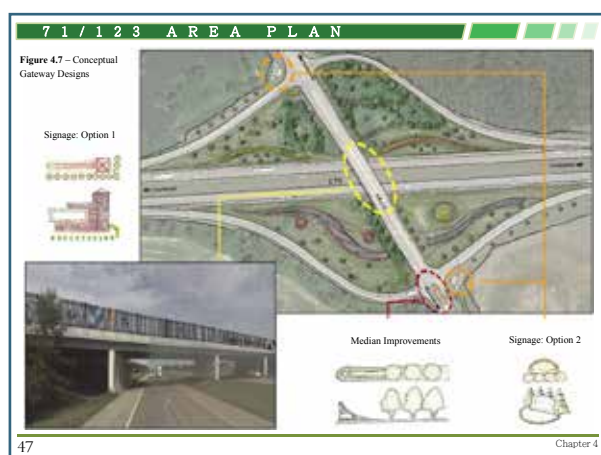


and reviewed the existing environmental and market conditions that would impact potential growth. As the City's historic district, downtown represents a major activity center for both residents and visitors to utilize with the variety of restaurants, businesses, and community landmarks. The plan engaged the community in an important discussion on how to further enhance the district, building off the momentum of recent investments and previous area planning. Since its adoption in 2017, major improvements have been made or are currently underway to implement the recommendations of the community, such as streetscape improvements, trail connections, and private investment. The recent investment energy provides the opportunity to review previous work and identify emerging recommendations that continue to support the distinct character of the downtown district.



### I-71 / SR 123 AREA PLAN (2013)

The purpose of this area plan was to understand the challenges and opportunities that would encourage quality growth and investment around the interchange. The 10-month long process was led by a Planning Advisory Committee (PAC) composed of staff from the adjacent communities and property owners within the planning area. This group explored several key topics such as utility access, transportation connectivity, zoning and design, existing and future land use, and economic development strategies that would affect development within the planning area along with the surrounding character. The adopted area plan leverages the 2011 Warren County Comprehensive Plan and 2009 City of Lebanon Comprehensive Plan to further define a diverse mix of land uses



I-71 / SR 123 Area Plan

that complement the long-term visions of the neighboring communities. The framework of recommendations outlined in this plan will assist in guiding treatments for Lebanon's gateways along with the transition between City development and rural character.

**WARREN COUNTY COMPREHENSIVE PLAN (2011)**

The County comprehensive plan defines the goals of future growth for all unincorporated or township property within Warren County. Similar to the City's Comprehensive Plan, the County plan focuses on critical pathways related to future growth including land use, housing, economic development, parks and open space, transportation, and capital investments. A primary focus is the balance maintained between rural, agricultural character and developing areas whether they be mixed-use, residential, commercial, or industrial. This balance is an important factor in the transitional areas around Lebanon's City boundary and development nodes identified within the region. Guiding recommendations for encouraging appropriate development that aligns with the preservation of open space and protection of the rural community will ensure Lebanon's comprehensive plan contributes to the regional vision.



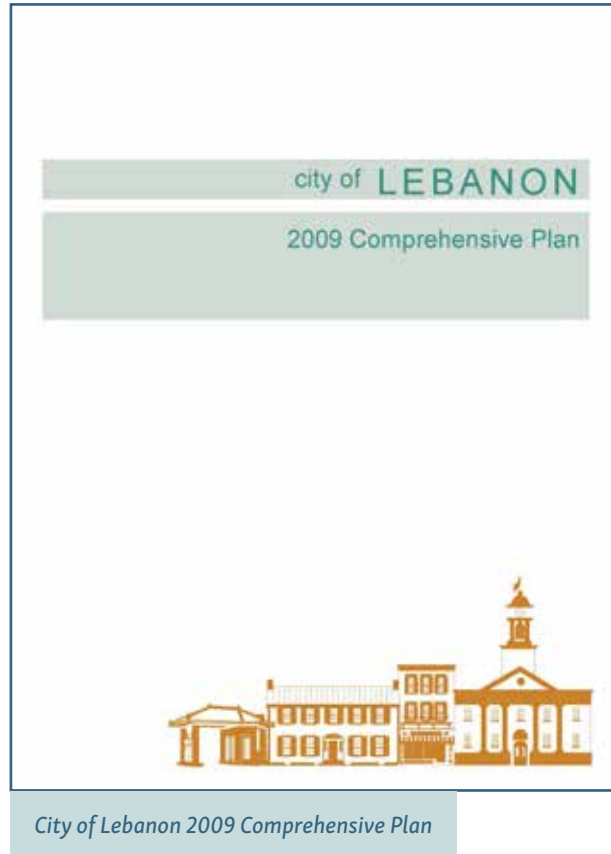
*The Warren County Regional Planning Commission oversees the county comprehensive plan*



*Rural character assets in Warren County*

### **CITY OF LEBANON COMPREHENSIVE PLAN (2009)**

The City's existing comprehensive plan has been the primary guide for land growth and development over the past decade. Major decisions weighed by City Council, the Planning and Zoning Commission, and City Staff have relied on the recommendations, principles, and vision for Lebanon outlined in the plan. During the process, the community collaborated to define critical pathways for the future, which were envisioned through the future land use plan, focus area evaluations, economic and market strategies, and the transportation thoroughfare plan. These elements have supported Lebanon and will continue to support the refinement and development of recommendations through the comprehensive planning process. The 2009 Comprehensive Plan is the basis for outlining the implementation strategies, land use guidance, mobility opportunities, and economic progress that reinforces Lebanon's vision for the future.





## HISTORICAL ASSET INVENTORY

A review of Lebanon's existing assets reveals a wide range of historical sites, districts, and architecturally significant buildings. Preservation of these assets has allowed Lebanon to stand out among its peer communities.

**Lebanon has 17 properties and four districts listed on the National Register of Historic Places.** The historic districts include the Lebanon Commercial District, the East End Historic District, the North Broadway Historic District, and the Floraville Historic District. All four districts were listed in 1984 and are noted for their mix of architectural styles such as Federal, Colonial, Gothic, Empire, and Italianate. Perhaps equally impressive is the level of preservation that is found throughout these districts.



**Glendower Historic Mansion**  
Cincinnati Ave

*Image from Warren County Historical Society*

## CURRENT OPPORTUNITIES AND VULNERABILITIES

Targeted interviews were conducted with key stakeholders who are on the frontlines of historic preservation and rehabilitation. They were able to lend their unique perspective on potential areas of opportunity and concerns related to historic preservation in Lebanon.

**Lebanon has experienced a resurgence in interest in the preservation of its historic assets in recent years.** This can be attributed to passionate groups of residents who have an abundance of community pride. The City has been described as a willing partner to other key entities when it comes to preservation efforts. Lebanon has become more thoughtful when it comes to the aesthetics of the community. Greater emphasis has been placed on ensuring that new development complements the existing built environment. This focus will have significant implications as downtown growth continues to extend north along Broadway. Additionally, a number of buildings located in Downtown Lebanon provide the potential for adaptive reuse. Larger properties could be especially attractive to businesses such as breweries looking for unique space.

**In addition to the City's efforts, local organizations such as Main Street Lebanon and the Lebanon Conservancy act as extensions of the City Planning Department and are able to provide additional capacity.** Lebanon and its other key partners work together to maintain the community's historic character and aesthetics. There is hope that if more grant money can be found, private investment is secured, or tax credit incentives can be used, it will allow for more façade improvements in areas that may have fallen into disrepair.



*Mulberry Street, 1941*



*Warren County Court House, 1897*



**While Lebanon has many active players that focus on the protection of historic assets, there is no central clearinghouse for resources and funding.** Much of this knowledge is disseminated at the state level by Heritage Ohio, Ohio's official historic preservation organization that administers the Main Street Ohio Program. Better coordination and communication at the local level can ensure that those interested in pursuing preservation or renovation projects in Lebanon have the information needed to be successful.

**Prior to this renewed focus on preservation, Lebanon lost several significant structures that could have been repurposed.** This loss serves as a reminder that historic preservation is an ongoing process that requires constant attention. As growth pressures from both Cincinnati and Dayton continue, Lebanon will need to protect its unique sense of place. Outside developers may not always share the same level of admiration for local historical assets as the residents do.

**The residential neighborhoods just adjacent to the historic downtown feature a wide range of significant architectural styles.** However, there was never a plan in place to help redevelop and rehabilitate these properties. They are now threatened by blight and face further disconnect from the downtown area. It has been noted that much of this stems from property maintenance issues from rental units. This also impacts those home values for owners. Standards should be enforced to protect the aesthetics of Lebanon's neighborhoods. Another concern is that some properties are grandfathered in and do not meet current zoning standards. This has led to a lack of cohesion in some areas.



*Warren County Sheriff's Office building, built in 1890*



*Neighborhoods feature range of styles*







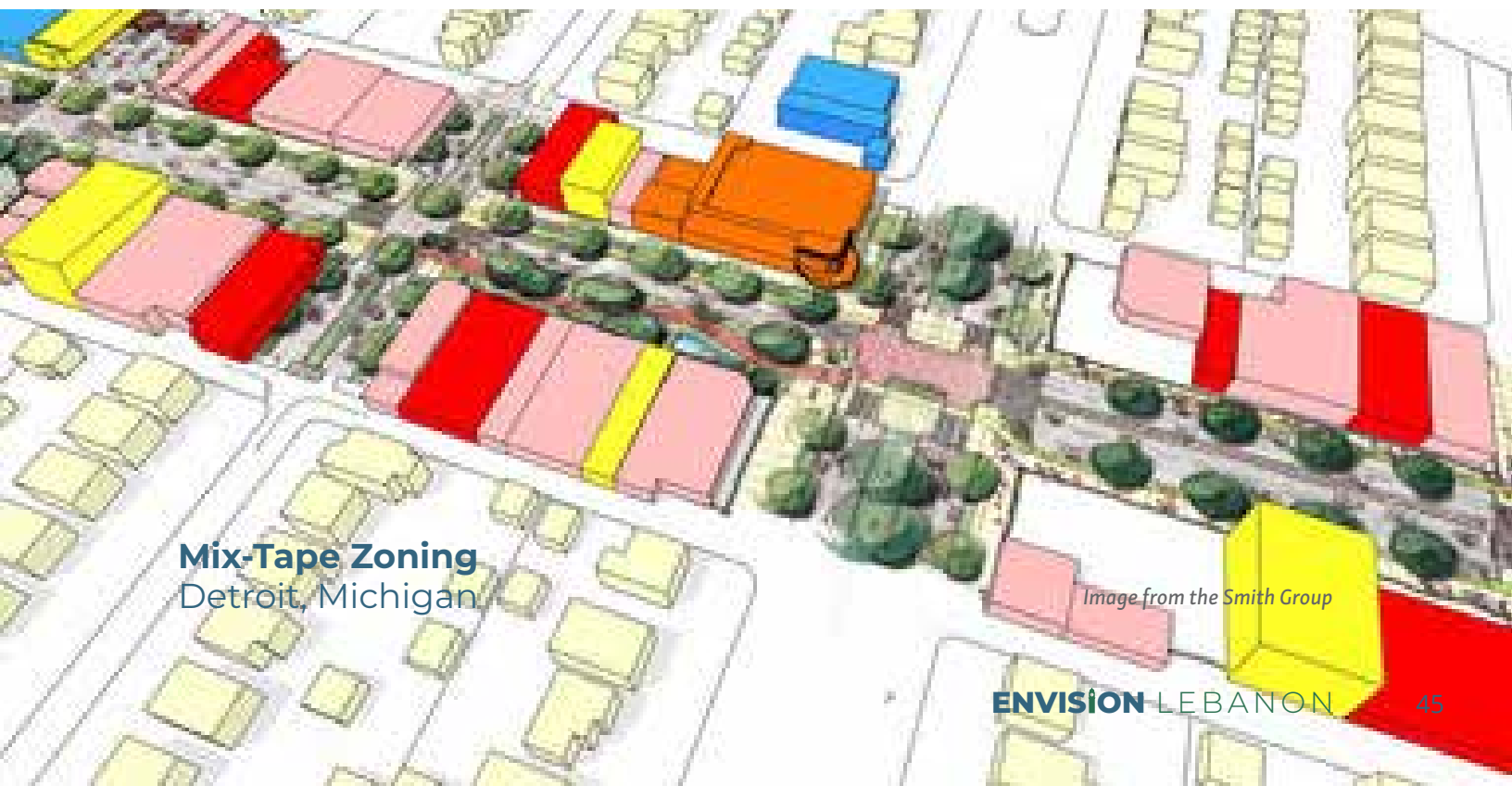
# Actions



Expanding on the Future Land Use and Character Map, the following projects, policies, and programs support the community character goal: Our land is well-managed, strengthens and enlivens the community, supporting diverse economic activity and improving Lebanon's long-term fiscal health.

- 2.1 Continually review and update the Think! Downtown Master Plan.** Updated in 2017, the master plan will reflect the community's current interests and future vision for maintaining and revitalizing Downtown.
- 2.2 Update and modernize the City's zoning and land development codes.** Support the recommendations of Envision Lebanon by aligning requirements and regulations through a comprehensive update.

Best Practice: The "Mix Tape" Zoning approach in Detroit, Michigan simplified typical zoning regulations such as primary land use, building design, and parking regulations. The loosening of these restrictions encouraged redevelopment while providing for a mix of uses, improved site layout, and enhanced architectural character.



**Mix-Tape Zoning**  
Detroit, Michigan

*Image from the Smith Group*

**2.3 Ensure new development takes into account quality and sense of place.**

As new development occurs, the City will work with partners to attain quality materials and design. Similarly, new development will occur in a fashion and pattern with quality of place in mind.



*New development should respect existing character*

**2.4 Analyze the impact of new development on congestion.**

The amount and pattern of new development which takes place in Lebanon will have an impact on traffic patterns. The City and regional transportation planning agencies will analyze these changes to plan improvements.

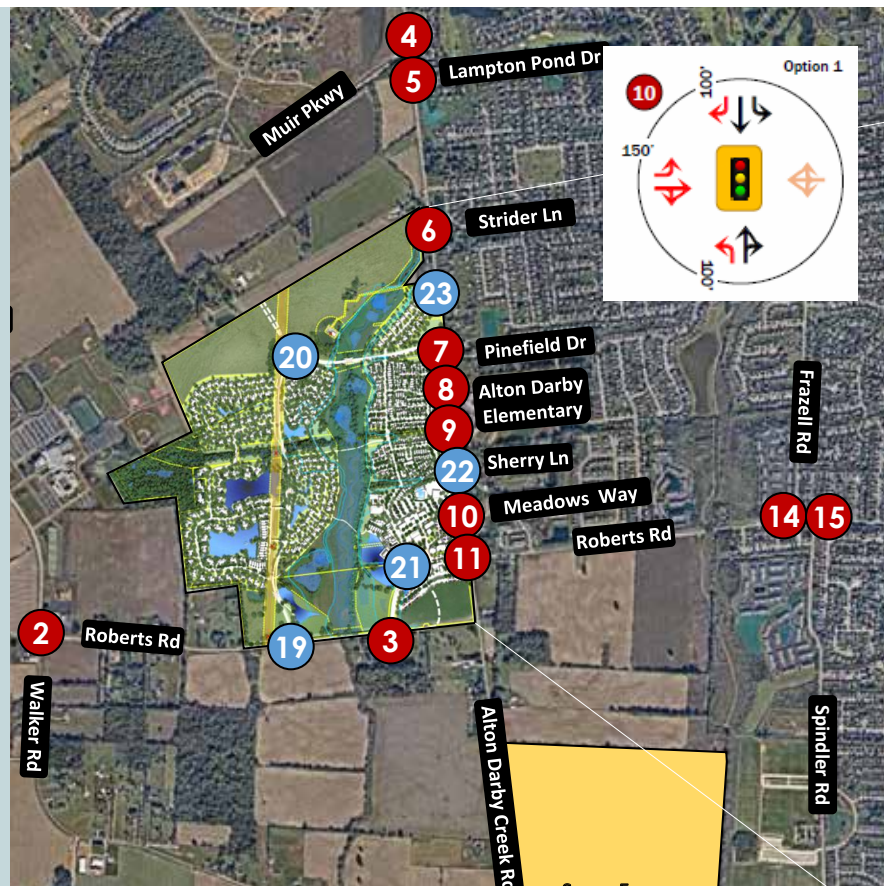
**2.5 Support the implementation of the City's area plans.** Refer to page 74.

**TRAFFIC IMPACT STUDY**

Prior to the development of Alton Place, a mixed-use development in Hilliard, Ohio, the City required a traffic impact study. The study included several different scenarios to determine the impact that the development would have on traffic in the area, independent of other proposed development. The study specifically examined 24 different intersections and the impacts of the four scenarios on each intersection.

The results of a traffic impact study can include recommendations for lane configurations, intersection improvements, traffic signaling, parking, access management, and other features related to increased traffic.

*Images from the City of Hilliard and American Structurepoint, Inc.*







## 2.6 Define regulations and focused implementation of Innovation Districts in the City.

The Innovation District is a newly defined character that is not supported in existing zoning regulations. Updating the regulations to implement this type of development is an essential foundation for initiating the intent and direction of these districts. A new zoning district or comprehensive update provides the opportunity to define regulations for building setback, height, use, architectural design, landscaping, parking, and other similar requirements aligned with the character intent. Priority implementation of these districts, beginning with SR 48 / I-71, positions the City to maximize its return-on-investment and evaluate regulations for potential adjustments.

### INNOVATION DISTRICTS

Innovation Districts are mixed-use and mixed-employment development zones where physical form is as important as function. Both aesthetically pleasing and economically productive, Innovation Districts are set apart by their thoughtful, attractive design and their integration with the surrounding community. Several key components of their design are described below.

**Access** - loading docks provide easy access to trucks at the back of buildings, generally hidden from view. Districts are located in proximity to major transportation corridors.

**Architecture** - building design is innovative, attractive, and well-integrated with the form and character of the surrounding community.

**Connections**- districts are served by a network of pedestrian, bicycle, and vehicular connections, including multi-use trails, sidewalks, and streets.

**Landscaping** - aesthetic and functional landscaping elements, such as bioswales, street trees, and planters, add beauty and value to Innovation Districts.

**Parking** - shared parking is convenient but not visually prominent. Site design may locate parking behind buildings, and/or buffers may shield parking from prominent view.

**Scaled / Integration** - principles can be applied at various scales and integrated into a range of character areas.



**2.7 Develop a commercial redevelopment playbook.** A redevelopment “playbook” organizes City resources to stimulate private investment growth in key locations. This includes locations for strategic investment, available incentives, and collaborative projects with partnering entities that focus investment energy. Priority redevelopment should align with the recommendations of this plan, with periodic evaluations by City staff based on emerging opportunities.

**2.8 Pursue strategic property acquisition.** Consolidating properties in redevelopment areas is an effective method for leveraging new development. Acquiring several contiguous properties provides the City with an economic incentive for stimulating growth in strategic areas. Monitoring these areas and discussing future intent with current property owners positions the City to acquire desirable land for long-term growth. Initial acquisitions should focus on specific development or redevelopment nodes.

## COMMERCIAL REDEVELOPMENT

Commercial vacancy continues to increase across the United States as demand shifts toward smaller scale and online shopping. Vacancy of “big box” retail stores is especially visible in communities throughout the country. With five to ten times more retail square footage than Canada or the European Union, coupled with this decreasing demand, the US faces a significant surplus of commercial real estate.

Areas in Lebanon, such as parts of Columbus Ave., have been affected by these trends as well. Developing a strategy to address commercial vacancies will be a helpful guide for the City to address these challenges.



*Image from Retrofit Magazine*

## DECISION TREE: STRATEGIC PROPERTY ACQUISITION

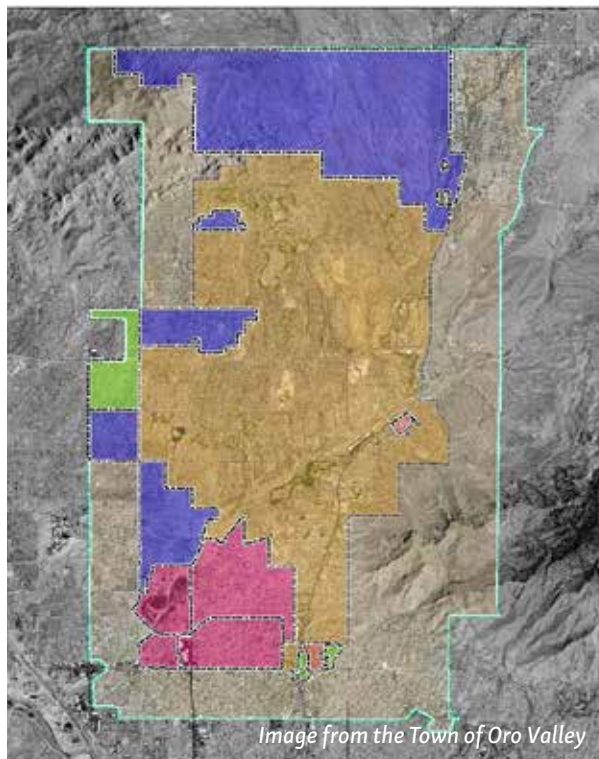
There is a need for strong criteria and a critical review process for property acquisition decisions. If the parcel, however, can help the City advance a key goal or objective it may be in the community's best interest to gain control — if temporarily — of the land and/or property. Public entities regularly buy and sell property but the City should not be, and is not, interested in, land banking for its own sake.





**2.9 Create an annexation policy.** The Team will work with City staff to develop an annexation policy for the City to determine how and where to consider annexations and to guide annexation policy decisions. The nature of the policies will be determined in consultation with staff, but they are anticipated to include guidelines that the City can use when considering annexations. These guidelines may address issues such as the provision of public services and facilities, development constraints and suitability, net fiscal impact of proposed annexations, and other factors related to assessing advantages and disadvantages of proposed annexations.

**2.10 Prepare an annexation and growth plan.** Annexation is anticipated to continue as Lebanon grows outward. In collaboration with the Township, a priority annexation map should be developed to support exterior growth that is compatible with rural character. This growth plan will limit growth to strategic areas that align with the City's long-term vision and capital improvements programming. Reviewing and updating this map regularly will be part of maintaining a collaborative dialogue between the City and Township, taking both entities' interests into consideration.



### STRATEGIC ANNEXATION

Best Practice: The Town of Oro Valley, Arizona completed an Annexation Strategy in 2020. The document identifies and prioritizes specific areas adjacent to the town that would be economically beneficial to annex. The strategy supports a recent comprehensive plan and also considers the effects of annexation on its residents and environment. The plan and corresponding annexation map include four phases based on priority, from current to long-term (10+ years).



## 2.11 Implement right-of-way enhancements along major corridors. ←

Several major corridors have the potential for improving the overall quality of the streetscape. Capital improvements should emphasize gateways in the community to improve safe and efficient travel and include installation of enhanced signage features and streetscape amenities. Corridors including Columbus Avenue and Main Street (outside Downtown) are primary thoroughfares for right-of-way enhancements.

### GATEWAYS

Gateway markers emphasize the entrance into specific areas of a community and provide a greater sense of place.

*Image from Hillard Chamber of Commerce*



### CROSSWALKS

Improvements to crosswalks, such as highlighting crossing areas with decorative features or creating pedestrian safety islands, can improve safety along corridors

*Image from NATCO*



### STREETSCAPE AMENITIES

Other streetscape amenities, such as bioswales for stormwater management, street lamps for safety, and street trees for aesthetics contribute to roadway and corridor enhancements

*Image from Soil Matters*





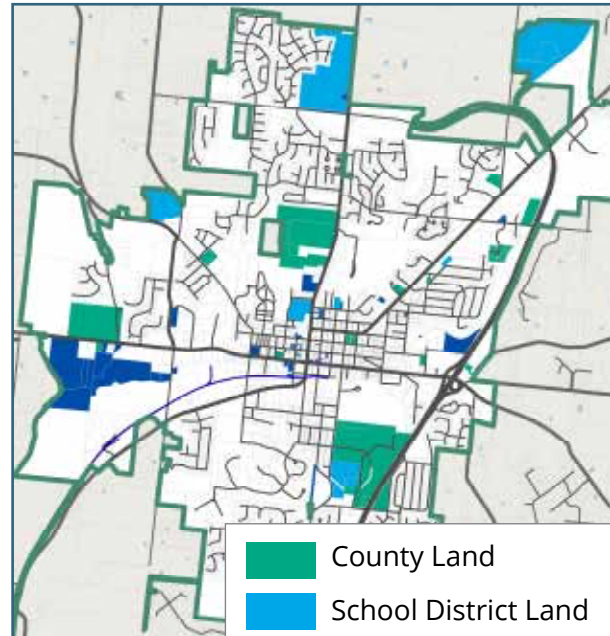
## 2.12 Conduct periodic land discussions with the School District and County.



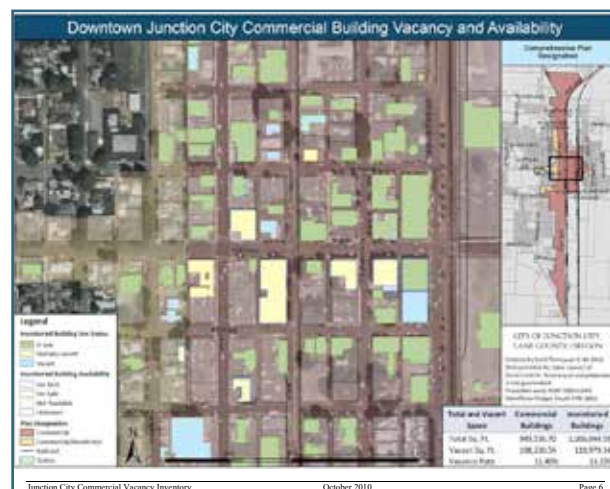
The amount of institutional land owned by the School District and County is high for a community like Lebanon. A significant portion of this land has development potential that may influence surrounding land uses. Hosting regular land discussions helps the City understand growth and development expectations for this land based on each entities' long-term goals. The discussions also offer a venue to identify opportunities to consolidate facilities or establish multi-purpose areas through new partnerships.

**2.13 Conduct a commercial property inventory.** Commercial districts in Lebanon have begun to experience a shift based on market conditions and aging infrastructure. Understanding the existing portfolio of commercial land will assist the City in defining supporting initiatives or redevelopment potential. A property inventory should identify the occupancy status, site condition, building state, and other information pertaining to commercial properties to assist with focused investment or redevelopment. Careful monitoring of this database builds a resource to guide economic investment and revitalization.

Best Practice: In 2010, the City of Junction City, Oregon undertook a commercial inventory and collected information about their commercial building stock. The completed inventory enabled the community to strategically market development along their downtown corridor, based on their recently adopted comprehensive plan.



Significant portions of land in the City are owned by the County and School District



Junction City's commercial inventory

**2.14 Require the dedication of open space and trail connections.**

The open space network is part of a regional system and through dedication requirements, will become a more accessible amenity to the entire community. Zoning regulations will require a minimum of dedicated open space based on the development proposal and appropriate connections to the trail network. A provision for financial contributions in-lieu of dedication can fund City improvements in expanding the trail network or acquiring new park space.

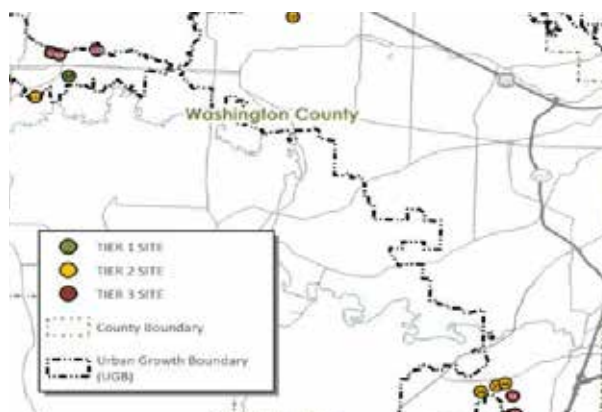
Best Practice: The construction of Dollar Hamlet Park, in City of Markham, Ontario was enabled by the City's parkland dedication requirements. The approval of a new subdivision led to the City securing nearly 10 acres of land for a new park.



Dollar Hamlet Park, Markham, Ontario

**2.15 Provide a prospectus on industrial development opportunities.**

Building on existing data, a packet of information will be compiled to highlight the City's industrial parks, available incentives, and long-term strategies for diversifying it's industry portfolio. This prospectus will serve as a marketing and economic tool for the City, providing an introduction to resources available for developing or growing private industry. Information should be made available on the City's economic development webpage for accessibility by the development community.



**INDUSTRIAL DEVELOPMENT**

The Portland Metro Area conducted a regional analysis of its industrial inventory and classified the available industrial sites into three tiers. Tier 1 sites are considered to be development-ready within 180 days; tier 2 are likely require 7-30 months; and Tier 3 are likely to require more than 30 months to become development ready. This type of inventory provides useful insights to inform policy makers and promote opportunities for development.

Image from oregonmetro.gov



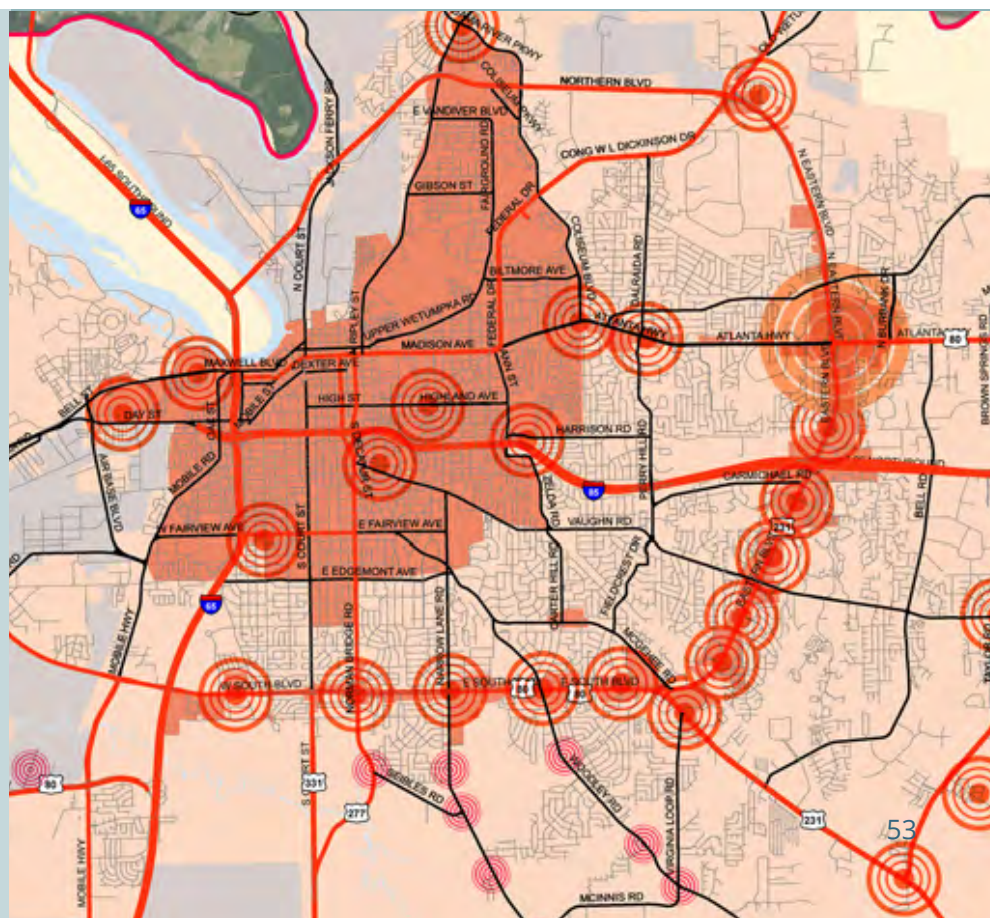


**2.16 Establish a priority development sector map.** Establishing a development sector map identifies growth tiers throughout the community that support infill, priority growth, and controlled growth areas. This guides future investment energy toward specific nodes that promote the short- and long-term objectives of the City's economic development plan. The map considers major factors including current land use, zoning regulations, available infrastructure, future land use type, economic incentives, and other recommendations from this plan. The sector map further clarifies how the City defines infill, priority growth, and controlled growth areas for private developers to evaluate in preparing projects.

### MONTGOMERY, ALABAMA - SECTOR DEVELOPMENT

Through their comprehensive planning process, the City of Montgomery, Alabama developed a sector development incentive map. This tool identified areas for infill development, intended development, and controlled growth areas, based on a tiered approach. The map also highlights regional and neighborhood centers as well as major crossroads.

Image by Dover Kohl



## 2.17 Maintain up-to-date historic preservation guidelines.



Lebanon's core contains a robust historic presence that is a critical part of the community's identity. Protecting this district through modern preservation practices while also providing opportunities for maintenance and investment is essential to long-term preservation. Periodic review and update of the existing historic preservation guidelines will protect the City's legacy while acknowledging private investment in maintaining neighborhood character.

**Best Practice:** The City of Allentown, PA recently completed a Historic Preservation Plan to ensure that its growth respects its historic legacy. The plan outlines the types of historic resources in the City, the planning context, and the appropriate preservation approach in a variety of settings. It aims to address key issues such as economic revitalization, neighborhood revitalization, and historic preservation. The Historic Preservation Plan is written in support of the City's recent Comprehensive Plan, and it integrates with the Guidelines for Historic Districts, adopted in 2012.



### NATIONAL REGISTER OF HISTORIC PLACES

The National Register of Historic Places is the official list of historic buildings, districts, sites, structures, and objects worthy of preservation in the United States. The National Register recognizes more than 90,000 properties for their significance in American history, architecture, art, archeology, engineering, and culture.

National Register Districts are distinct from local historic districts. Whereas local districts confer regulations that may restrict demolition or significant alteration of contributing buildings, National Register designation can allow property owners to take advantage of Federal Historic Tax Credits, which can be an important financial tool to support economic development and preservation goals.



**2.18 Expand the Downtown Lebanon Facade Program.** Downtown’s successful program to match improvements should be expanded to other parts of the City as an economic development tool. Identifying an initial area for maintenance and upgrade will test the effectiveness of the program outside of Downtown. The program supports aesthetic improvements made that are matched to a certain dollar amount. This amount can be tailored to specific areas of the City, such as a residential neighborhood compared to mixed-use buildings, to improve the potential of the program.



*Preservation guidelines from the Allentown, PA Guidelines for Historic Districts*

### DELAWARE, OHIO'S FACADE GRANT PROGRAM

In historic Delaware, Ohio, all commercial buildings located within the downtown's Target Area are eligible to apply for the Facade Improvement Program. The goal of the program is to help business owners invest in their properties and to maintain the historic character of the downtown. The City will match up to \$20,000 per project, dollar for dollar.

Funding is available for storefront facade improvements, including lighting, siding, painting, windows, brick replacement, masonry work, and many other visible, exterior features of the buildings. To date, the program has granted over \$200,000 to downtown business owners.

*Image from BEV Norton*





## FUTURE DEVELOPMENT CONCEPT

Starting with the community values as the foundation, the development principles and concept describe the intent about “how” (general character) and “where” (conceptual location) growth and development in Lebanon should occur. They reflect a variety of themes that are mutually reinforcing, including the quality, appearance, pattern, character, and organization of development, environmental quality, efficient use of infrastructure, and expanding connectivity and mobility choices for residents. Each of these principles is described below and illustrated on the map to the right.



**Neighborhoods remain strong, vital, and well connected**



**Growth at the boundary of the community declines in density to meet the rural edge**



**Downtown remains the heart and authentic root of Lebanon.**

**The stitching or transition between different districts is gradual.**



**The commercial areas evolve and integrate with community goals.**



**Pulsed growth areas identify opportunities for more intense development projects.**



**Trails form a network across Lebanon.**



**Production and employment districts are protected and enabled.**



**Opportunities for expanding the City’s parks and other facilities are considered.**



**Community connections remain efficient, but also advance other goals.**



**New residential growth closer to downtown will exhibit the characteristics of traditional neighborhoods.**



**New rural/suburban residential growth will exhibit quality open space that preserves the existing character.**

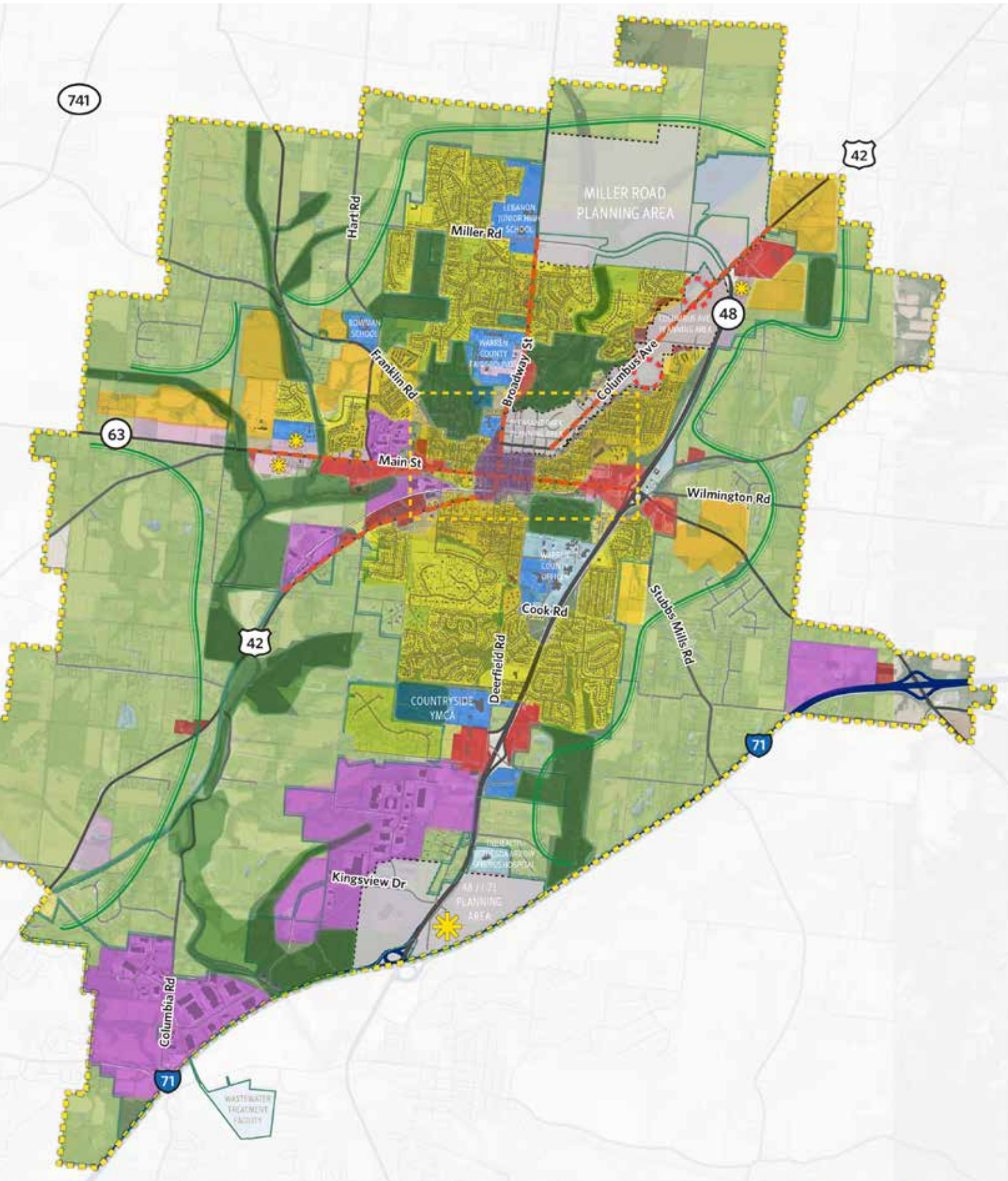


**Pockets of open space are preserved.**



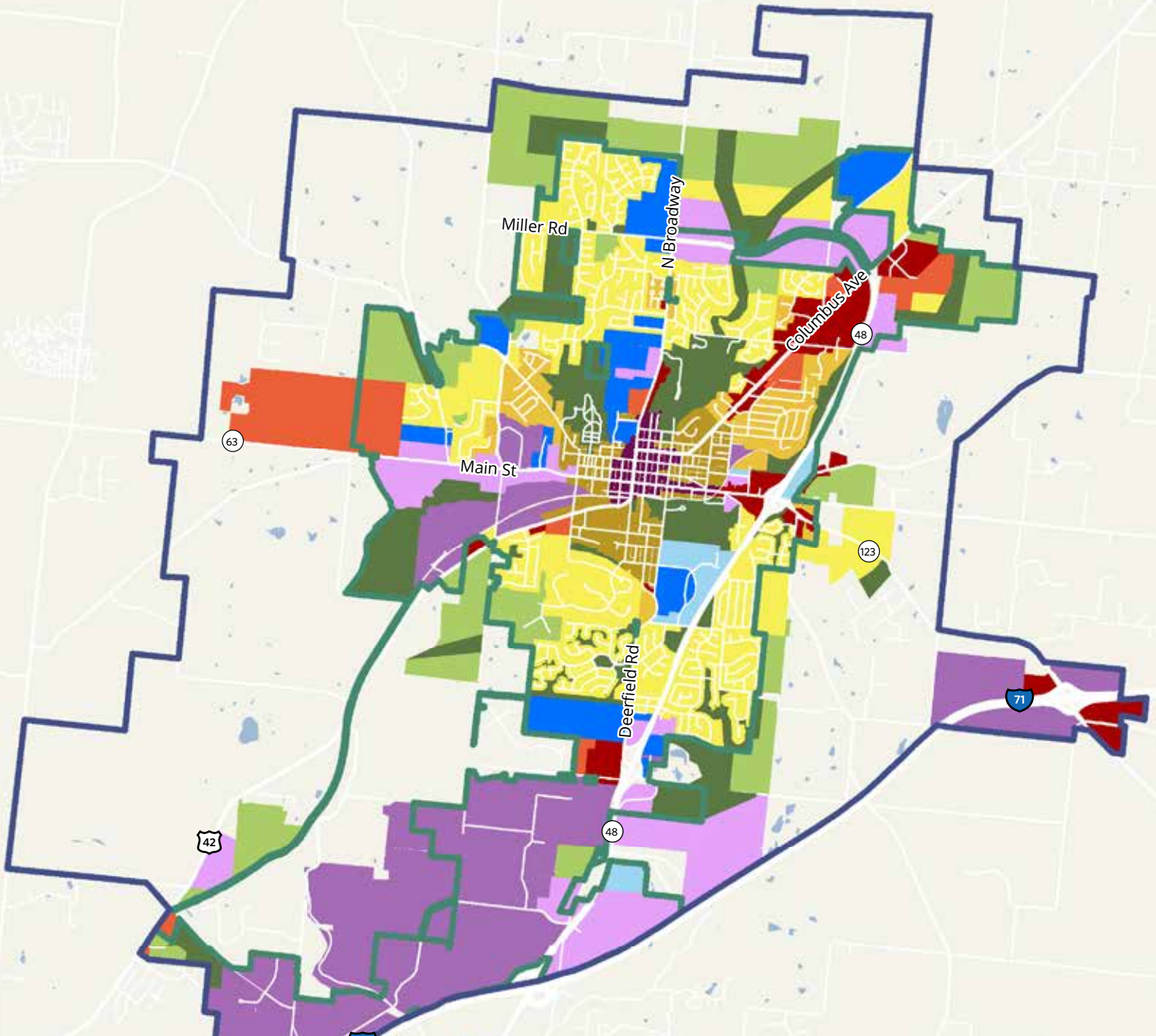
**Rural residential, most in Townships to remain.**







# Future Land Use Map



**LEGEND**

Downtown Core	Institutional Center
Retail District	Core Neighborhood
Mixed Use District	Transitional Neighborhood
Innovation District	Suburban Residential
Industrial Center	Transition Rural Residential
Employment Center	Parks and Open Space



# FUTURE COMMUNITY CHARACTER TYPES

The future community character types determine, define, and describe the variety of natural and manmade places to support for the City of Lebanon’s future. Each type was developed by analyzing the existing land use, the mix of uses on a block, building form, street pattern and connectivity, the relationship between the building and street, future use demand/market conditions, utility infrastructure access, and integration of open space or natural areas. The combination of these factors defines the unique types of places that are represented in the community today and are supported for future development growth. Building blocks assist in defining the specific characteristics for each of the types including factors such as building form, setback, street pattern, and open space types. These are not intended for review at the parcel level but focus on the neighborhood-scale characteristics that were established through the City’s historical growth. Provided below is a list of the 11 future character types identified for the future growth of Lebanon.

**DOWNTOWN DISTRICT**

**TRADITIONAL NEIGHBORHOOD, CORE**

**MIXED-USE DISTRICT**

**TRADITIONAL NEIGHBORHOOD, TRANSITION**

**PROFESSIONAL OFFICE**

**SUBURBAN RESIDENTIAL**

**CIVIC SPACE**

**TRANSITION RURAL RESIDENTIAL**

**RETAIL DISTRICT**

**PARK SPACE**

**INDUSTRIAL DISTRICT**

**INNOVATION DISTRICT**

## LAND USE DEFINITIONS

The Future Community Character Types provide for a variety of land uses across the City. Several of these are found in the community today while others are new opportunities for Lebanon to explore as the City grows. The use definitions expand upon the future character intent and building blocks to provide a foundation for the type of land uses anticipated.

# DOWNTOWN DISTRICT

Downtown Lebanon is the historic, civic, and cultural center of the community. The area is defined by a grid street pattern composed of short blocks with several intersections providing access to the surrounding area. Streets accommodate moderate traffic at slow speeds with on-street parking on both sides. Buildings are located close to one another or directly attached near the street frontage with a pedestrian area defined between the building and right-of-way. Many buildings contain multiple uses with restaurants or retail on the ground floor and office space or residential units above.

**INTENT**

- Promote infill development on undeveloped lots or underutilized lots.
- Support vertical mixed-use development (residential or office above commercial space).
- Retain historic character through adaptive reuse of existing buildings.
- Reduce and consolidate surface parking (encourage shared parking).
- Maintain and expand public realm features including street trees, lighting, wayfinding signs, and outdoor seating areas.

**PRIMARY USES**

- Vertical Mixed-Use
- Horizontal Mixed-Use
- Neighborhood Commercial
- Neighborhood Office
- Civic / Institutional

**SECONDARY USES**

- Attached Residential
- Small Lot Single-family Residential
- Parks and Open Space

**Existing Pattern**



**Example Character**



**BUILDING BLOCKS**

Building blocks described below serve as a general guide to the intended scale and character of development. Specific standards including building height, setback, lot size, and lot coverage (among other standards) are defined in the Zoning Ordinance and may vary by zoning district.

Height Range	2-3 stories (generally up to 35 feet).
Building Form	Variety of types from freestanding buildings to attached. Civic uses may have varying building form and placement to accommodate their functions.
Building Setback	0-10 feet (generally consistent within a block). Greater setbacks for civic / institutional uses are appropriate.
Open Space	Plazas, pocket parks, formal parks. Public realm (space between buildings and streets) acts as open space.
Streets	Gridded street pattern with short, walkable block lengths (around 350 feet). 8 to 10-foot wide sidewalks; crosswalks; traffic calming measures, and other streetscape amenities.
Parking	Share surface parking located behind buildings; on-street parking.

# MIXED-USE DISTRICT

Mixed-Use Districts are major activity centers that integrate places to live, work, and shop. These areas may include a variety of commercial (retail and restaurant), office, and residential uses, arranged in a compact, walkable pattern. These are located along commercial corridors or at major intersections in the community and represent locations for strategic development or redevelopment. They are characterized by vertical mixed-use buildings where residential or office uses exist above ground-floor retail or horizontal mixed-use where uses exist adjacent to one another in a connected development. These areas may be anchored by a single, large commercial, major office, or institutional employer with pocket parks or plazas incorporated as public amenities.

**INTENT**

- Promote infill development or redevelopment to create walkable activity centers that are connected to surrounding development and include a mix of complementary uses.
- Support integrated mixed-use development, both horizontal and vertical mixed-use buildings, along commercial corridors to revitalize major activity centers.
- Encourage high quality architecture and material standards for prominent, visible sites.
- Integrate public open space and recreational areas into new developments such as trail networks, streetscapes, and greenways.
- Reduce access points into developments and encourage shared access to improve pedestrian and vehicular safety.
- Reduce and consolidate surface parking (encourage shared parking).

**PRIMARY USES**

- Vertical Mixed-Use
- Horizontal Mixed-Use
- Community Commercial
- Community Multi-family Residential

**SECONDARY USES**

- Civic / Institutional
- Parks and Open Space

**BUILDING BLOCKS**

Building blocks, described below, serve as a general guide to the intended scale and character of development. Specific standards including building height, setback, lot size, and lot coverage (among other standards) are defined in the Zoning Ordinance and may vary by zoning district.

Height Range	2-stories minimum. Heights should be cognizant of surrounding character transitioning between commercial corridors and residential neighborhoods.
Building Form	Mix of large footprint buildings and smaller buildings that may be occupied by multiple tenants.
Building Setback	0-30 feet (varies along a streetscape to create pocket parks and plazas).
Open Space	Neighborhood/community parks; pocket parks/plazas; passive open space; public realm along the primary street.
Streets	Blocks are small and walkable in new development. Infill or redevelopment consolidates access drives to encourage safe pedestrian movement; primary streetscape supports outdoor activity.
Parking	On-street parking; shared parking areas located behind buildings; structured parking (where feasible).

**Existing Pattern**



**Example Character**





# PROFESSIONAL OFFICE

Professional Office includes a variety of administrative, professional, and medical office uses. These typically are larger footprint buildings with multiple stories offering flexible space for businesses of varying sizes. Sites are developed with large, shared parking areas in front of buildings set back from the street. In some instances, multiple buildings are owned and occupied by a single organization such as the Warren County Government complex. Private plazas and pocket parks serve as amenities for employees with activity centers usually nearby to provide additional services to businesses.

### INTENT

- Accommodate vibrant employment centers for a wide range of office uses.
- Promote integration of commercial and residential uses to create balanced activity centers.
- Reduce access points into developments and encourage shared access to improve pedestrian and vehicular safety.
- Reduce and consolidate surface parking (encourage shared parking for multi-tenant buildings and multiple building developments).
- Maintain and expand public realm features including street trees, lighting, pocket parks/plazas, and sidewalks.

### PRIMARY USES

- Community Office
- Neighborhood Office
- Civic / Institutional

### SECONDARY USES

- Vertical Mixed-Use
- Horizontal Mixed-Use
- Community Commercial
- Parks and Open Space

### BUILDING BLOCKS

Building blocks described below serve as a general guide to the intended scale and character of development. Specific standards including building height, setback, lot size, and lot coverage (among other standards) are defined in the Zoning Ordinance and may vary by zoning district.

Height Range	1-3 stories (generally up to 45 feet).
Building Form	Variety of building types and sizes.
Building Setback	30-50 feet (generally consistent in a development or for adjacent lots).
Open Space	Pocket parks/plazas; passive open space; private landscape areas.
Streets	Blocks are long and have few street connections. Sites typically have multiple private access points and some shared access points.
Parking	Private off-street in surface parking lots.

### Existing Pattern



### Example Character



# CIVIC SPACE

Civic Spaces are collections of academic, government, or unique community-focused uses dispersed in clusters across the City of Lebanon. These have a wide range of development characteristics to match the operational needs of the business from small office buildings to large campuses with integrated open space. Smaller institutional uses are easily integrated into residential neighborhoods or Activity Centers while larger hubs are organized in a single development with several associated buildings. These can occur as individual properties or expand multiple to support the institution. Civic space should be well designed with a college campus atmosphere.

**INTENT**

- Provide better pedestrian/vehicular connectivity between civic spaces and adjacent land uses.
- Maintain and expand public realm features including street trees, lighting, and sidewalks.
- Encourage integration with adjacent neighborhoods and activity centers through shared open space amenities and vehicular/ pedestrian connectivity.

**PRIMARY USES**

- Civic / Institutional
- Parks and Open Space

**SECONDARY USES**

- Neighborhood Commercial
- Neighborhood Office

**Example Pattern**



**Example Character**



**BUILDING BLOCKS**

Building blocks, described below, serve as a general guide to the intended scale and character of development. Specific standards including building height, setback, lot size, and lot coverage (among other standards) are defined in the Zoning Ordinance and may vary by zoning district.

Height Range	Varies depending on institutional use.
Building Form	Large building footprints in a variety of forms; recreational spaces located behind the main building.
Building Setback	Varies
Open Space	Natural buffers; recreational facilities; athletic fields; passive open space; central greens; tree lined streets.
Streets	Consistent with surrounding context, curvilinear or grid patterns with pedestrian connections to adjacent uses.
Parking	Private off-street in surface parking lots.

## RETAIL DISTRICT

Retail Districts are nodes or corridors that provide destinations for the community for commerce or employment. Some are focused on providing local services including retail, commercial, and business on a neighborhood scale near the City center. Others accommodate community or regional-scale uses composed of shopping centers or “big-box” stores along major corridors. Some also serve as “gateways” to the City due to their location at interchanges or intersections of major thoroughfares.

### INTENT

- Accommodate a wide range of commercial/retail uses to serve the community and region.
- Concentrate future commercial development near major intersections.
- Encourage new buildings to be located near the primary street with public open space or gathering areas along the streetscape and parking areas located to the rear of the building.
- Reduce access points into developments and encourage shared access to improve pedestrian and vehicular safety.
- Reduce and consolidate surface parking (encourage shared parking).

### PRIMARY USES

- Vertical Mixed-Use
- Horizontal Mixed-Use
- Regional Commercial
- Community Commercial
- Neighborhood Commercial

### SECONDARY USES

- Community Office
- Neighborhood Office
- Community Multi-family Residential
- Civic / Institutional
- Parks and Open Space

### BUILDING BLOCKS

Building blocks described below serve as a general guide to the intended scale and character of development. Specific standards including building height, setback, lot size, and lot coverage (among other standards) are defined in the Zoning Ordinance and may vary by zoning district.

Height Range	1-3 stories (generally up to 45 feet).
Building Form	Predominantly single-story but commercial buildings may have a 2-story appearance. Includes large footprint buildings and both attached and detached structures.
Building Setback	Varies
Open Space	Passive open space; private landscape areas.
Streets	Blocks are long and have few street connections. Sites typically have multiple private access points and some shared access points.
Parking	Private off-street in surface parking lots.

### Existing Pattern



### Example Character





# INDUSTRIAL DISTRICT

Industrial District areas are located primarily in the southern portion of the City, adjacent to I-71, or in defined parks west of downtown. These include a variety of light- and medium-intensity uses in varying building sizes to match the operational function of the business. They are characterized by large, single-story buildings set back a considerable distance from the street with landscaping incorporated as a buffer. These areas may have access to rail corridors for business operations or require large parcels to conduct operations outdoors.

**INTENT**

- Provide flexible space to support a variety of low-impact, high-value industrial activities.
- Support development growth in existing industrial parks with access to essential infrastructure and services.
- Encourage utility and transportation expansion to support emerging industries in existing industrial parks or designated City gateways.
- Conserve natural features through careful site planning and building placement to maximize development potential while protecting waterways and tree canopies.

**PRIMARY USES**

- Industrial
- Light Industrial

**SECONDARY USES**

- Community Office
- Regional Commercial
- Community Commercial
- Parks and Open Space

**BUILDING BLOCKS**

Building blocks, described below, serve as a general guide to the intended scale and character of development. Specific standards including building height, setback, lot size, and lot coverage (among other standards) are defined in the Zoning Ordinance and may vary by zoning district.

Height Range	1-3 stories (heights vary based on business operations)
Building Form	Large to very large building footprints, flexible spaces to accommodate a wide range of uses.
Building Setback	50 feet or greater (varies from lot to lot).
Open Space	Natural buffers; passive open space.
Streets	Varies based on industrial uses; should be consistent with the surrounding context.
Parking	Private off-street in surface parking lots.

**Existing Pattern**



**Example Character**



# INNOVATION DISTRICT

The Innovation District is a mixed-use, mixed-employment development zone that integrates with the surrounding community and supports a wide-range of businesses. These zones focus on emerging industries with “front of house” needs (offices, showrooms, etc.) and “back-of-house” operations (production, warehousing, etc.). The districts fully integrate supportive amenities and complementary uses. There is a strong emphasis on landscaping, building materials, and attractive design so as growth occurs, it blends with the surrounding character of the community. There are multiple locations across Lebanon where the concept could be deployed. These scale based on the site, proximity to the downtown or residential neighborhoods, and other considerations.

### INTENT

- Provide flexible space to support a variety of low-impact but high-value industrial activities.
- Encourage the transition of existing industrial uses near residential areas to lower intensity use that are less likely to create negative neighborhood impacts.
- Provide buffering through landscaping and building placement where Innovation Districts are adjacent to residential areas.
- Encourage the use of higher-quality building materials and landscaping for highly-visible sites.

### PRIMARY USES

- Light industrial
- Warehousing/Distribution
- Commercial/Retail
- Office

### SECONDARY USES

- Civic / Institutional
- Parks and Open Space

Example Pattern



Example Character



### BUILDING BLOCKS

Building blocks described below serve as a general guide to the intended scale and character of development. Specific standards including building height, setback, lot size, and lot coverage (among other standards) are defined in the Zoning Ordinance and may vary by zoning district.

Height Range	1-3 stories (generally up to 45 feet).
Building Form	Medium to large footprint structures offering flexible space to accommodate various users.
Building Setback	Varies; should be consistent with the surrounding context.
Open Space	Passive open space; landscaped setback areas.
Streets	Varies; should accommodate truck and automobile traffic with easy access to major corridors.
Parking	Private off-street surface parking lots.

# NEIGHBORHOOD RESIDENTIAL, CORE

Neighborhood Residential, Core areas are found in the central City adjacent to Downtown Lebanon. These include early historic residential neighborhoods with a diversity of housing styles within each subdivision. They are characterized by grid-like street networks with multiple intersections that connect between neighborhoods. Homes have side-loaded garages or are accessible by an alley serving the entire block with both single-family and multi-family units. This area reinforces the downtown character and is reminiscent of the City's original town center.

## INTENT

- Allow residential infill that complements the existing character (building scale, placement, design, etc.).
- Encourage multi-family housing such as townhomes, duplexes, and small multi-family buildings to support a range of living options.
- Support more intense residential infill and redevelopment adjacent to downtown or along major commercial / mixed-use corridors.
- Continue historic preservation efforts to maintain the existing neighborhood character within the City's center.
- Encourage integrated neighborhoods through shared open space amenities and vehicular/pedestrian connectivity.
- Maintain and expand public realm features including street trees, lighting, and sidewalks.

## PRIMARY USES

- Attached Residential
- Small Lot Single-family Residential
- Medium Lot Single-family Residential
- Neighborhood Office

## SECONDARY USES

- Neighborhood Commercial
- Civic / Institutional
- Parks and Open Space

## Existing Pattern



## Example Character



## BUILDING BLOCKS

Building blocks, described below, serve as a general guide to the intended scale and character of development. Specific standards including building height, setback, lot size, and lot coverage (among other standards) are defined in the Zoning Ordinance and may vary by zoning district.

Height Range	1-2 stories (generally up to 35 feet).
Building Form	Variety of types and sizes as attached or detached buildings linked by a connected street network.
Building Setback	0-20 feet (generally consistent within a block)
Open Space	Neighborhood/community parks; pocket parks; private yards; connections to schools.
Streets	Blocks are small and walkable. Streets generally form a grid pattern within the neighborhood; alleys are common.
Parking	On-street and private off-street; typically includes alley-loaded garages.



## NEIGHBORHOOD RESIDENTIAL, TRANSITION

Neighborhood Residential, Transition areas are found in the central City incorporating a broad range of housing types and development patterns. Some of these areas include early historic residential neighborhoods that follow a grid-like street pattern adjacent to Neighborhood Residential, Core areas. As this moves away from Downtown, lot sizes, architectural style, and street pattern typically become more similar to Suburban Residential. A mixture of single-family and multi-family units can be found in each neighborhood, typically served by front-loaded garages.

### INTENT

- Allow residential infill that complements the existing character (building scale, placement, design, etc.).
- Encourage multi-family housing such as townhomes, duplexes, and small multi-family buildings to support a range of living options.
- Support neighborhood-scale commercial/mixed-use located near the edges of a neighborhood or along a major corridor.
- Encourage integrated neighborhoods through shared open space amenities and vehicular/pedestrian connectivity.
- Maintain and expand public realm features including street trees, lighting, and sidewalks.
- Reduce and consolidate surface parking (encourage shared parking).

### PRIMARY USES

- Neighborhood Multi-family Residential
- Attached Residential
- Small Lot Single-family Residential
- Medium Lot Single-family Residential

### SECONDARY USES

- Horizontal Mixed-Use
- Neighborhood Commercial
- Neighborhood Office
- Civic / Institutional
- Parks and Open Space

### Existing Pattern



### Example Character



### BUILDING BLOCKS

Building blocks described below serve as a general guide to the intended scale and character of development. Specific standards including building height, setback, lot size, and lot coverage (among other standards) are defined in the Zoning Ordinance and may vary by zoning district.

Height Range	1-2 stories (generally up to 35 feet).
Building Form	Variety of housing types including attached or detached buildings linked by a connected street network.
Building Setback	10-30 feet (generally consistent within a block)
Open Space	Neighborhood/community parks; pocket parks; private yards; connections to schools.
Streets	Blocks are small and walkable. Streets form an irregular grid system within the neighborhood; may include some alleys.
Parking	On-street and private off-street; may include front-loaded or alley-loaded garages.

# SUBURBAN RESIDENTIAL

Suburban Residential areas are found in a transition area between the outer edge of the City and the community center. These include car-oriented subdivisions with predominantly residential homes on curvilinear streets or multi-family developments. They are characterized by individual subdivisions or neighborhoods with a singular point of access that defines the entrance. Typically, these areas are clustered around open space serving as an amenity and buffer from non-residential land uses and similar architectural styles throughout the neighborhood.

## INTENT

- Provide better pedestrian/vehicular connectivity between new residential developments and existing neighborhoods.
- Encourage development adjacent to commercial/mixed-use areas or in areas with access to existing utility infrastructure.
- Maintain and expand public realm features including street trees, lighting, and sidewalks.

## PRIMARY USES

- Community Multi-family Residential
- Neighborhood Multi-family Residential
- Large Lot Single-family Residential

## SECONDARY USES

- Civic / Institutional
- Parks and Open Space

## Existing Pattern



## Example Character



## BUILDING BLOCKS

Building blocks, described below, serve as a general guide to the intended scale and character of development. Specific standards including building height, setback, lot size, and lot coverage (among other standards) are defined in the Zoning Ordinance and may vary by zoning district.

Height Range	1-2 stories (generally up to 35 feet).
Building Form	Detached housing types and styles with a single-family scale and appearance.
Building Setback	20-30 feet (generally consistent within a block)
Open Space	Neighborhood/community parks; pocket parks; private yards; connections to schools.
Streets	Blocks are long with curvilinear patterns and minimal connections between neighborhoods.
Parking	On-street and private off-street; typically includes front-loaded garages.

## TRANSITIONAL RURAL, RESIDENTIAL

Transition Rural Residential areas are found along the outer edge of the City limits adjacent to Townships or unincorporated land. These areas include a mix of existing subdivisions developed in the township along with small farms or natural areas. Individual homes are typically located on large lots about one-acre in size or larger and may rely on on-site septic for sewer service and wells for water service. These areas are characterized by one or two local streets in a curvilinear pattern with homes setback a considerable distance from the street frontage.

### INTENT

- Retain Lebanon’s rural character by keeping the areas away from the City rural
- Encourage residential conservation development to protect natural features such as waterways and tree canopies through careful site planning and building placement.
- Support transition in scale between the City and unincorporated areas to preserve the rural character.
- Promote trail connections for conservation areas and open spaces to create a connected greenway system.
- Reduce and consolidate surface parking (encourage shared parking).

### PRIMARY USES

- Large Lot Single-family Residential
- Agricultural

### SECONDARY USES

- Civic / Institutional
- Parks and Open Space

### Existing Pattern



### Example Character



### BUILDING BLOCKS

Building blocks described below serve as a general guide to the intended scale and character of development. Specific standards including building height, setback, lot size, and lot coverage (among other standards) are defined in the Zoning Ordinance and may vary by zoning district.

Height Range	1-2 stories (generally up to 35 feet).
Building Form	Detached residential housing with accessory buildings or structures.
Building Setback	Varies
Open Space	Passive open space; private yards.
Streets	Higher travel speeds with few street connections.
Parking	Private off-street; typically includes front-loaded garages.



# PARK SPACE

Park Spaces are dispersed throughout the City of Lebanon and include both passive open spaces and active park facilities. They range in scale from small gardens or community parks integrated into residential neighborhoods to large tract parks adjacent to Activity Centers. They are characterized by their incorporation of natural features, landscaping and hardscaping design, and recreational amenities for use by the greater community. They support a variety of the City's parks and recreation programming.

## INTENT

- Ensure parks and public recreational amenities are available to all neighborhoods and districts.
- Conserve and protect environmentally sensitive land and unique natural features.
- Develop a connected open space/greenway system through trail connections between natural areas and designated public or private parks.

## Existing Pattern



## Example Character



## BUILDING BLOCKS

Building blocks, described below, serve as a general guide to the intended scale and character of development. Specific standards including building height, setback, lot size, and lot coverage (among other standards) are defined in the Zoning Ordinance and may vary by zoning district.

Height Range	Largely undeveloped with limited buildings at 1-2 stories (generally up to 35 feet).
Building Form	Variety of types and sizes as attached or detached buildings linked by a connected street network.
Building Setback	0-20 feet (generally consistent within a block)
Open Space	Neighborhood/community parks; pocket parks; private yards; connections to schools.
Streets	
Parking	On-street and private off-street.

## LAND USE DEFINITION

The Future Community Character Types provide for a variety of land uses across the City. Several of these types are found in the community today, while others are new opportunities for Lebanon to explore as the City grows. The use definitions expand upon the future character intent and building blocks to provide a foundation for the type of land uses anticipated. They further describe the qualities desired by the community and provide a visual representation of characteristics expected for new development and redevelopment.

	Downtown District	Mixed-Use District	Professional Office	Civic Space	Retail District	Industrial District	Flex Employment	Trad. Neighborhood, Core	Trad. Neighborhood, Transition	Suburban Residential	Rural Transition Residential	Park Space
<b>X = Primary Use</b> <b>O = Secondary Use</b>												
Vertical Mixed-Use	X	X	O		X							
Horizontal Mixed-Use	X	X	O		X							
Regional Commercial					X	O						
Community Commercial		X	O		X	O						
Neighborhood Commercial	X			O	X							
Community Office			X		O	O	O					
Neighborhood Office	X		X	O	O			X	O			
Civic / Institutional	X	O	X	X	O			O	O	O	O	O
Industrial						X						
Light Industrial						X	X					
Flex Industrial							X					
Community Multi-family Residential		X			O					X		
Neighborhood Multi-family Residential									X	X		
Attached Residential	O							X	X			
Small Lot Single-family Residential	O							X	X			
Medium Lot Single-family Residential								X	X			
Large Lot Single-family Residential										X	X	
Agricultural											X	
Parks and Open Space	O	O	O	X	O	O	O	O	O	O	O	X







## AREA PLANS

Area plans are an important component of an effective comprehensive plan. The plans help guide decisions about the physical development and community characteristics for specific areas of the City. The Envision Lebanon Comprehensive Plan includes four planning areas: Pleasant Square, Columbus Avenue, Miller Road, and the I-71 / SR 48 Interchange.

**The area plans apply the goals and growth principles of the comprehensive plan to a set of key districts across the City.** These focus areas cover just under 2,000 acres within Lebanon and represent a wide range of contexts and possibilities. The process to develop the area plans started with an in-depth analysis of the conditions and trends coupled with outreach to area stakeholders. The recommendations presented on subsequent pages address the more urgent challenges and emergent opportunities.



**PLEASANT SQUARE**

Located just north of Downtown Lebanon, Pleasant Square is part of the City's historic core. The neighborhood is primarily residential but also includes small-scale commercial and institutional buildings within an integrated, or mixed-use land-use pattern.



**COLUMBUS AVENUE**

Columbus Avenue is the major northeast connector between the Downtown Lebanon and State Route 48. The corridor has seen recent growth continuing outward from downtown with the newest development's occurring outside SR 48.



**MILLER ROAD**

Miller Road extends along the City's northwest boundary as a continuation of SR 48 westward towards Broadway Street. With little land in northeast Lebanon available for development, growth areas like Miller Road will be sought for annexation to continue extending the community's character.



**I-71 / SR48 INTERCHANGE**

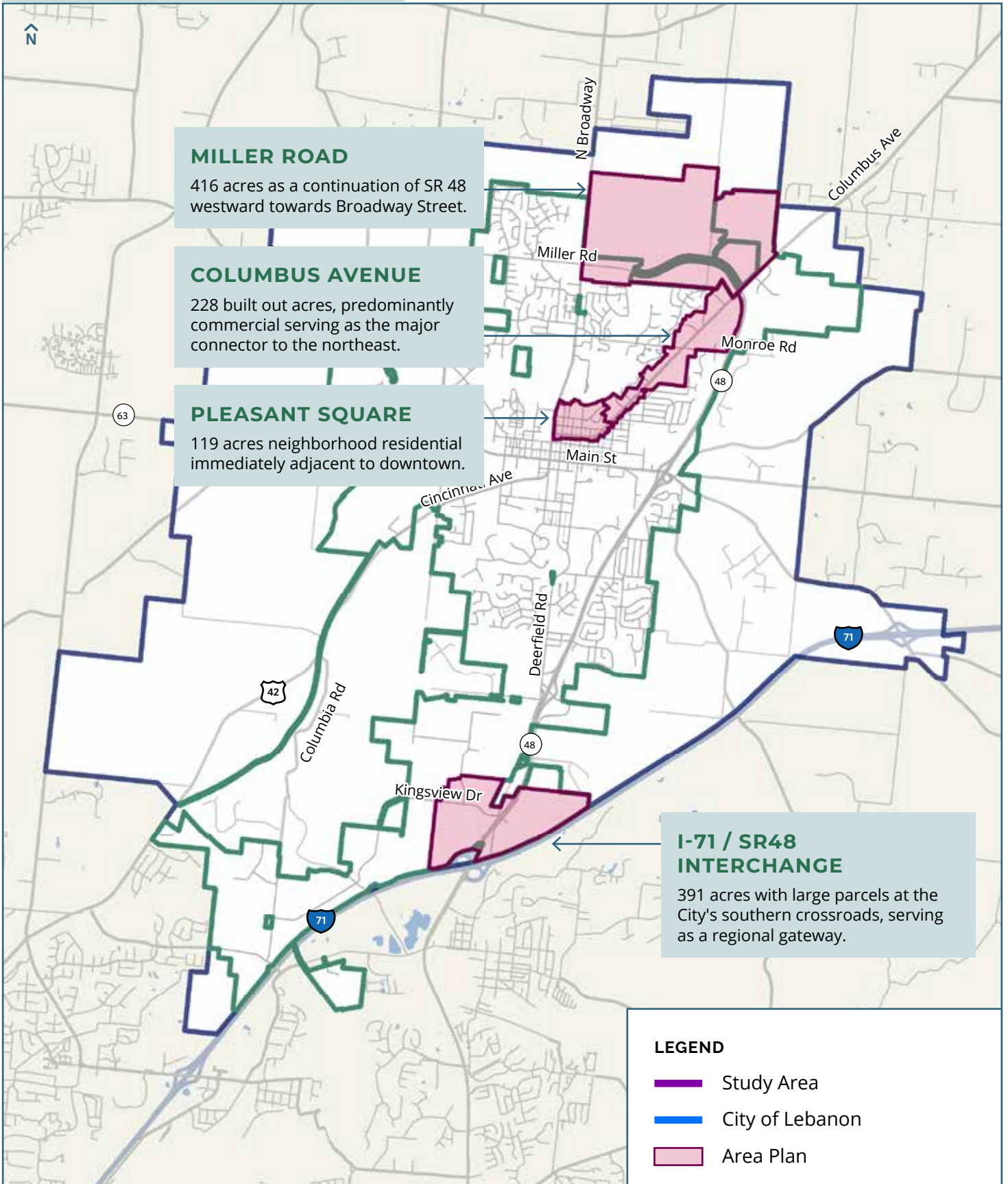
The I-71/SR 48 interchange is Lebanon's southern crossroads, connecting many major thoroughfares to the larger county network. Having only been partially developed, this area offers opportunities to establish a unique and distinct gateway that well represents Lebanon.

### WORKING WITH THE COMMUNITY AND STAKEHOLDERS

Just like with other major components of the plan, it was critical to engage the community in the discussion around the area plans to build a better understanding of the complexities on the ground and build a recommendation set that was well-supported by stakeholders. The team hosted two special stakeholder sessions with residents from the Pleasant Square neighborhood and business owners along Columbus Avenue.



## Area Plan Locations







## A. PLEASANT SQUARE

Located just north of Downtown Lebanon, Pleasant Square is part of the City's historic core. The neighborhood is primarily residential but also includes small-scale commercial and institutional buildings within an integrated, or mixed-use, land-use pattern. Homes in the area are within close proximity to several community destinations including Downtown, Colonial Park, the County Fairgrounds and numerous local businesses. As one of the older neighborhoods in Lebanon, there is a natural tension between maintaining the character of place and accommodating new investment and growth.

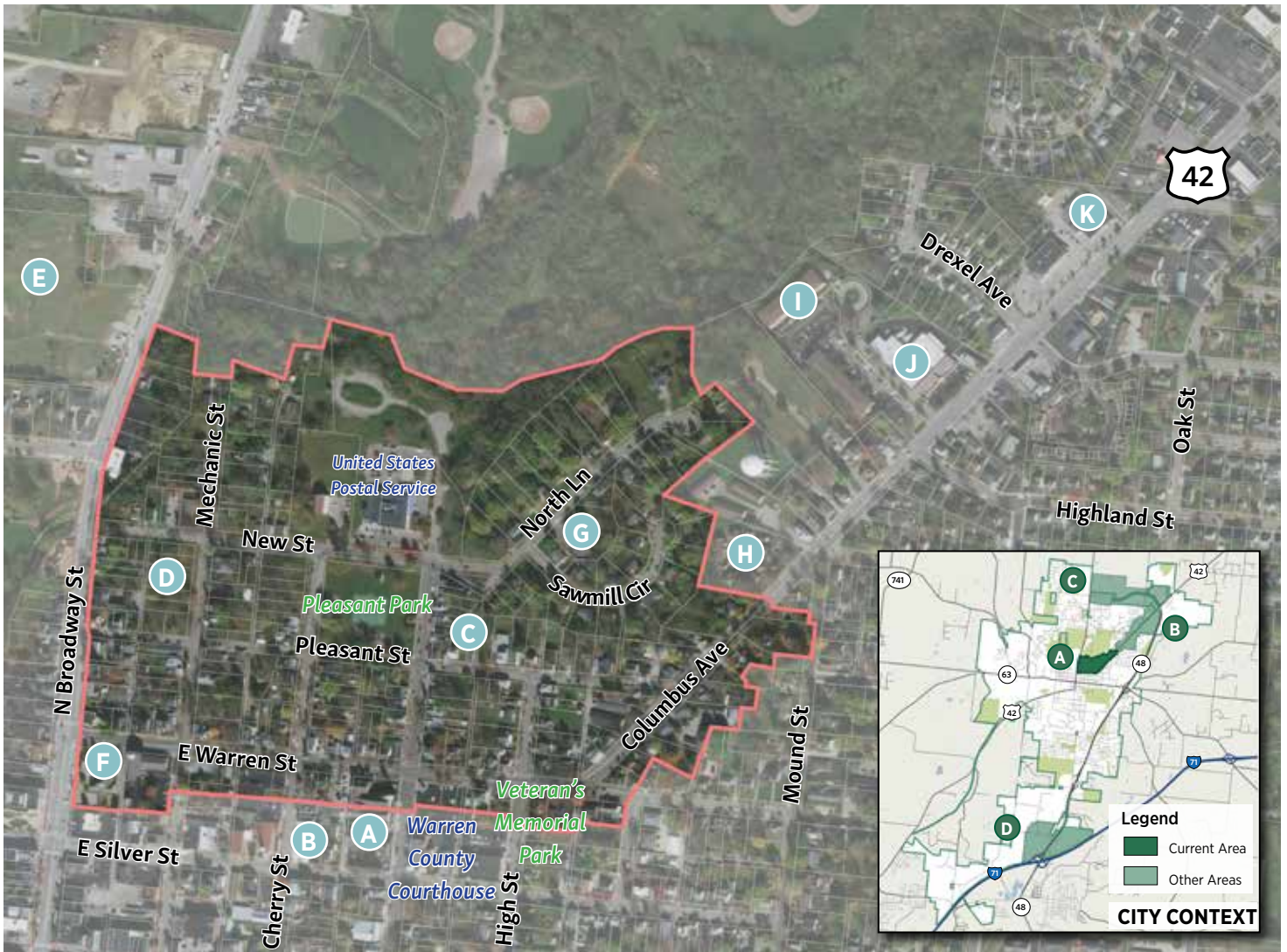
### CONSIDERATIONS

**Historic character.** Property along the southside of Warren Street, near Mechanic and Broadway Streets, is included within two of the City's historic districts. The western portion of the planning area, between East Street & Broadway Street, was also included in the Think! Downtown Master Plan (2017). Recommendations included encouraging residential infill development, developing multi-use pathways, and enhancing streetscapes with pedestrian safety measures remain applicable to Pleasant Square today.

**Recent and future projects.** Several roadway reconstruction projects are outlined in the Capital Improvements Plan (CIP) including New Street, Mechanic Street, and Cherry Street. Three developments are also pending, two within the planning area and one just outside the boundary:

- A 20 unit townhome development at the southwest corner of New Street & Mechanic Street.
- A new church facility at the southwest corner of New Street & Cherry Street.
- A mixed-use development on the west side of Broadway Street including small retail, 28 townhomes, and 84 apartments.





**AREA INFORMATION**

The following statistics provide an introduction to the planning area. Details include the overall land area, number of parcels, average year built, estimated population, and dominant land use.

Area	119 acres
Total Parcels	294 parcels
Average Year Built	1924
Dominant Land Use	Residential
Percent Zoned Residential (including multi-family)	57% / 68 acres
Estimated Population Living in the Planning Area	525 residents
Previous Planning	Think! Downtown Master Plan (2017) Lebanon Comprehensive Plan (2009)

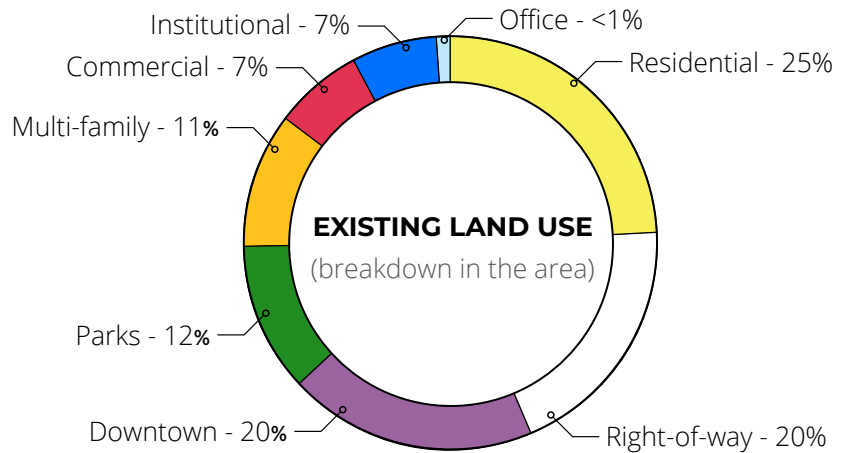
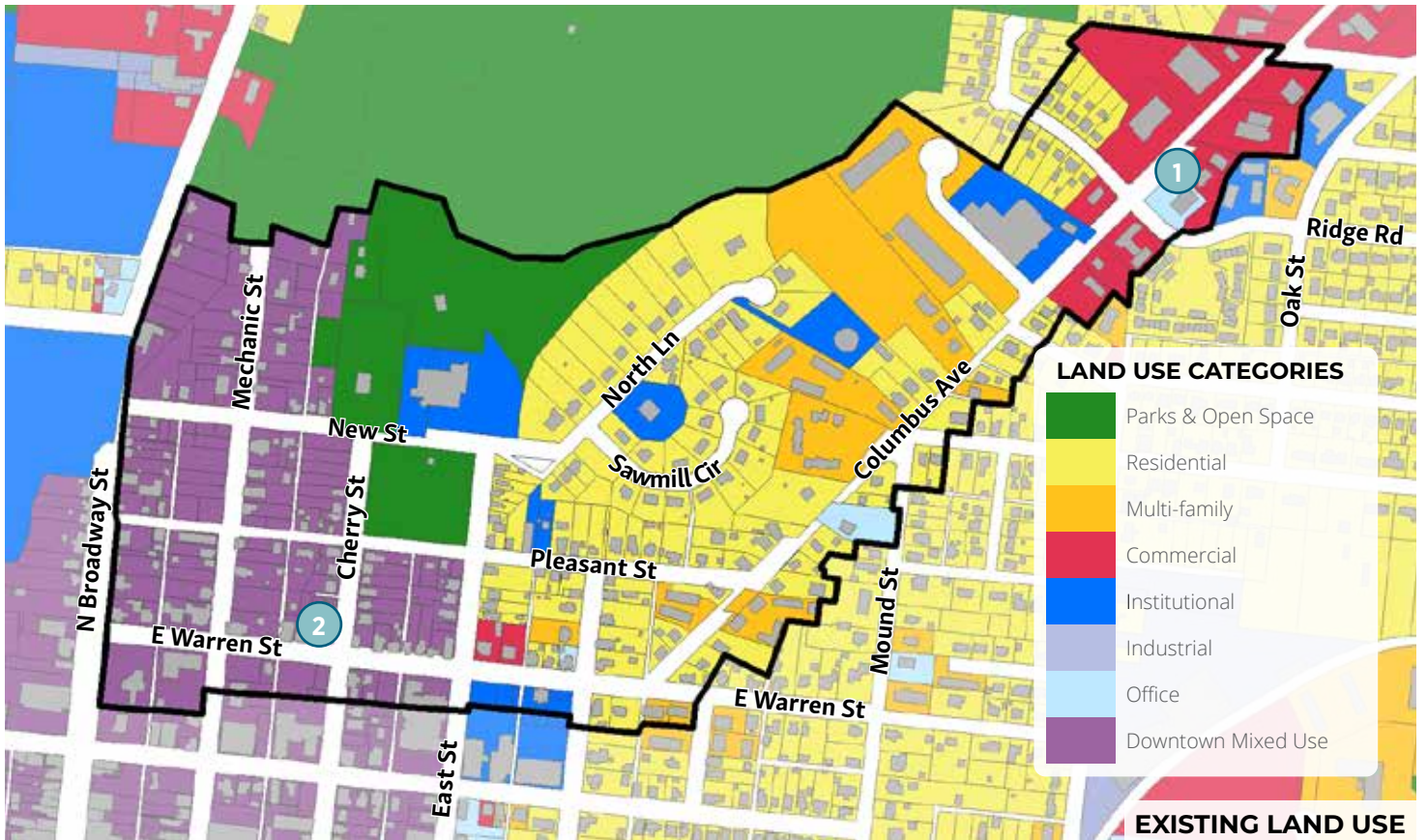
**LEGEND**

Study Area

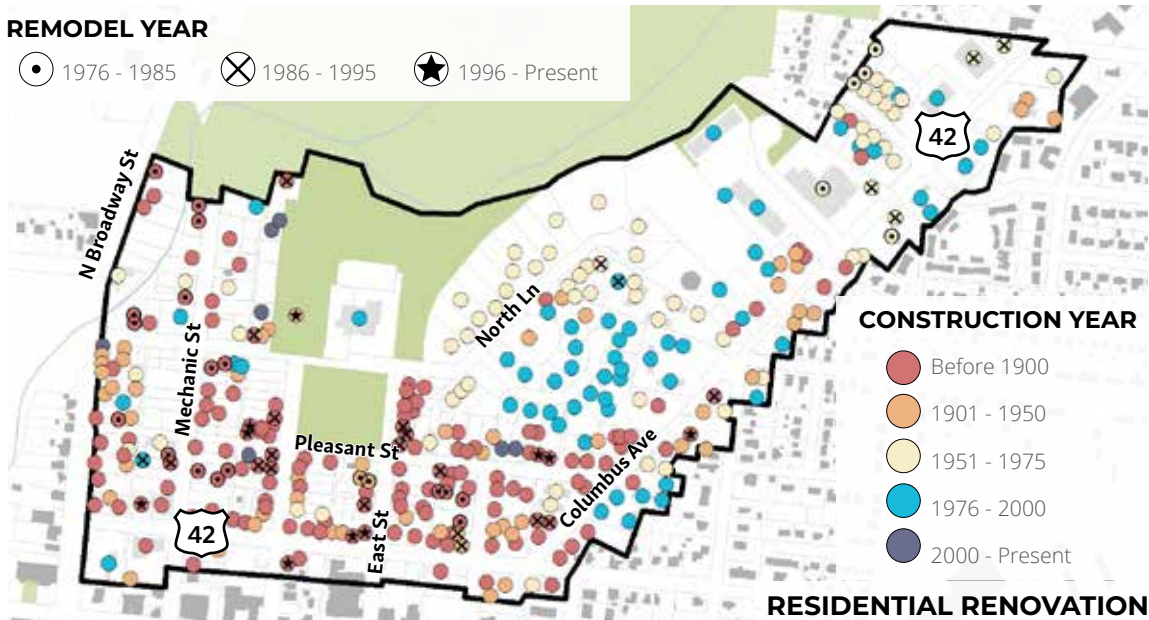
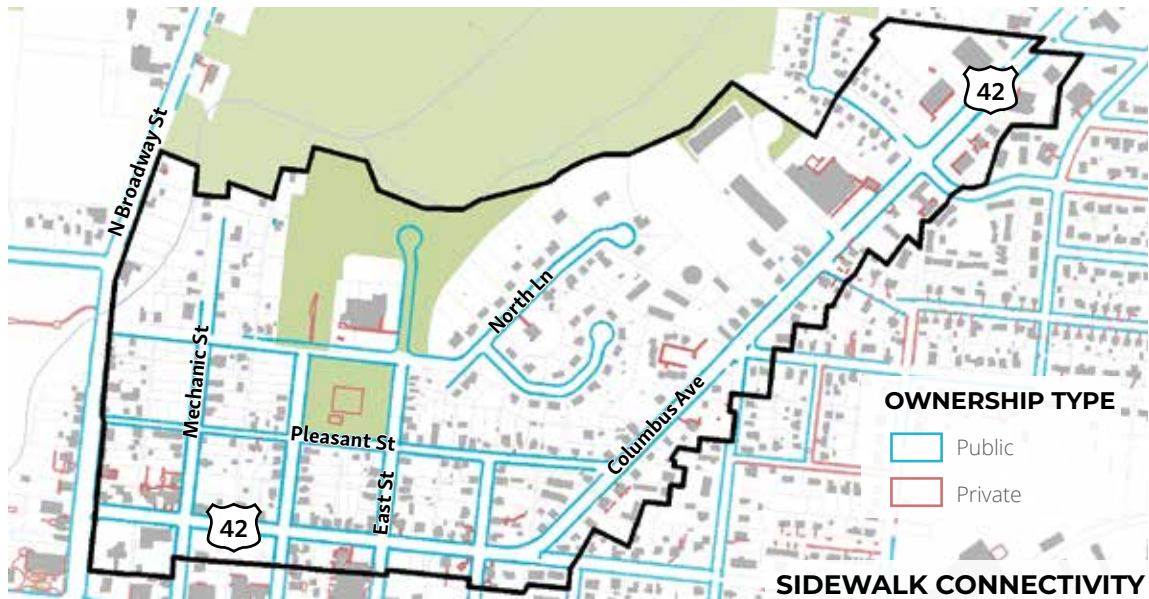
**POINTS OF INTEREST**

- A Lebanon Presbyterian Church
- B Lebanon United Methodist Church
- C Zion Baptist Church
- D High Pointe Development
- E 511 Development
- F Fifth Third Bank
- G North Lane Church of God
- H Lebanon Commons
- I La Luz Apartments
- J Production Services Unlimited
- K CVS









## OPPORTUNITIES

The following opportunities were identified based on the technical analysis and input from the Steering Committee.

- 1 Transition area, both as a neighborhood and corridor between Downtown and NE portion of the City.
- 2 Opportunity to add trail connections to North, both up Broadway and into Colonial Park.
- 3 Need for revitalization but with consideration for existing residents.
- 4 Important to uphold property maintenance standards.
- 5 Potential to add businesses through small scale home occupations that fit within the neighborhood.
- 6 Maintain and reinvest in new development close to Downtown.



# Pleasant Square Area Plan



## DOWNTOWN RESIDENTIAL


Gallop

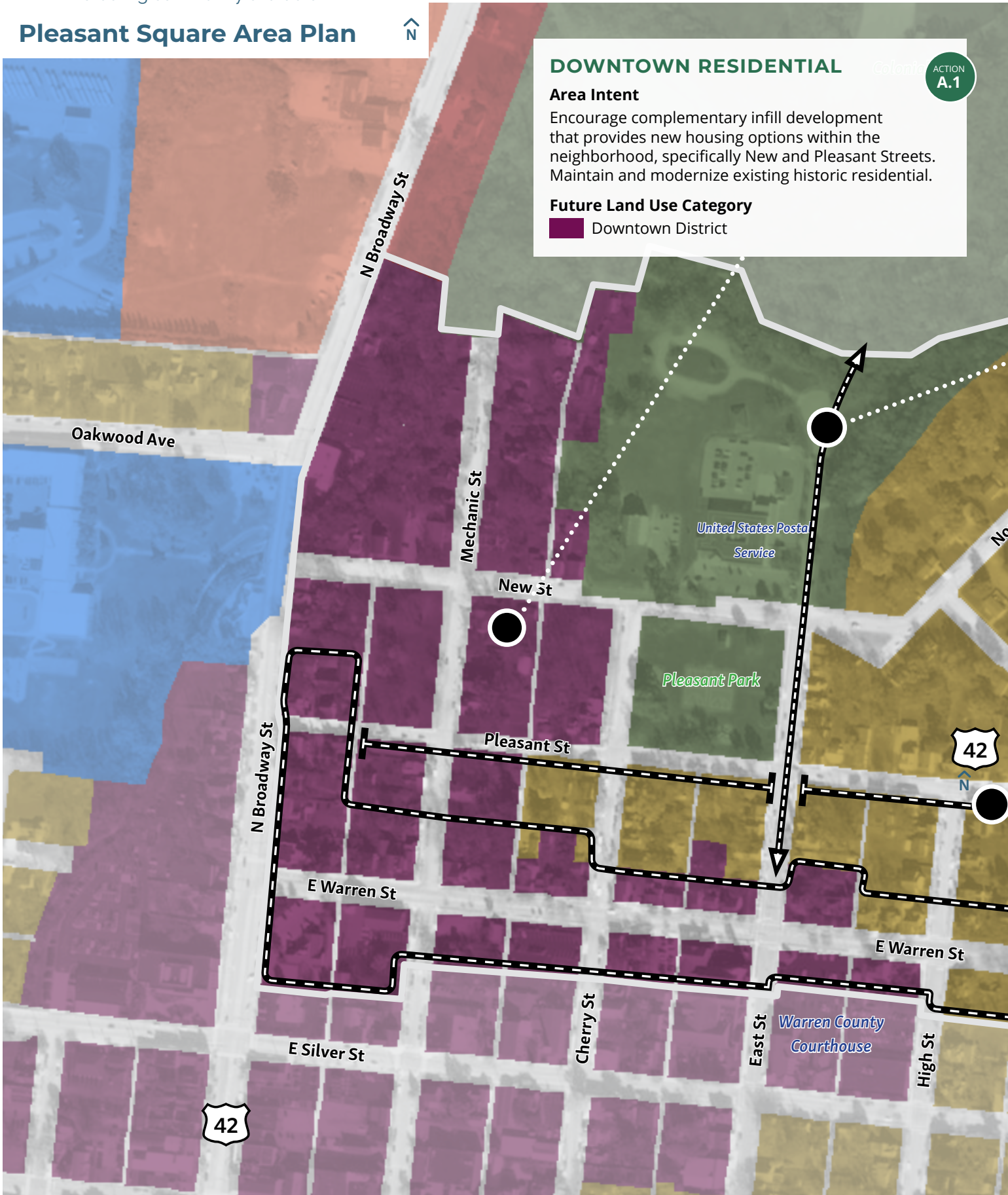
ACTION  
A.1

### Area Intent

Encourage complementary infill development that provides new housing options within the neighborhood, specifically New and Pleasant Streets. Maintain and modernize existing historic residential.

### Future Land Use Category

 Downtown District





## SIDEWALK CONNECTIVITY

ACTION  
A.2

### Area Intent

Connect the neighborhood sidewalk system to regional trail connections like Colonial Park and through the Downtown District.

### Future Land Use Category

- Traditional Neighborhood, Core
- Park Space

## NEIGHBORHOOD MAINTENANCE AND REVITALIZATION

ACTION  
A.3

### Area Intent

Support existing homeowners on maintaining and updating their properties beginning with historic residential near the City's center.

### Future Land Use Category

- Traditional Neighborhood, Core



## DISTRICT CHARACTER AND DEVELOPMENT TRANSITION

ACTION  
A.4

### Area Intent

Update zoning regulations for commercial development to complement neighborhood character at key locations including Columbus Ave and Pleasant Street.

### Future Land Use Category

- Downtown District
- Traditional Neighborhood, Core

## DOWNTOWN BUSINESS GROWTH

ACTION  
A.5

### Area Intent

Support expanding the Central Business District along major corridors including N. Broadway and E. Warren Streets to leverage previous investment in the district.

### Future Land Use Categories

- Downtown District
- Traditional Neighborhood, Core

## Actions



### 2A.1 Encourage infill residential on vacant properties.

(Map A.1) Pleasant Square is a predominantly residential area and is desirable for its proximity to Downtown, Colonial Park, and other City amenities. Several lots are currently undeveloped offering new opportunities to add housing to the historic core that complement the existing neighborhood character. Incentivizing appropriate development supports the City's mission to preserve Lebanon's unique character, while architectural design guidelines protect the distinct features of the neighborhood. Approved residential plans could be prepared by the City to incentivize development by offering an expedited review process and reduced architectural costs.

### 2A.2 Promote pedestrian connections between trail networks and Downtown.

(Map A.2) The study area has a robust network of sidewalks with limited connectivity outside Downtown. Several trails can provide access to the Citywide and regional network that would connect Pleasant Square to other destinations. The City should evaluate missing gaps in the immediate area, specifically between Colonial Park and Columbus Avenue, for future trail investments. Funding could be allocated in future Capital Improvements programming or provided by developers pursuing investment within Pleasant Square.

### 2A.3 Support maintaining and modernizing aging homes within the area for existing residents.

(Map A.3) The majority of homes were constructed over 40 years ago with only a small portion undergoing renovations. Maintaining historic homes often requires specialized trade skills to match

architectural features. A residential facade program or grant fund would allow the City to support residents in maintaining their historic properties. The program would reduce the cost burden on homeowners by providing financial support for preserving the distinct features of Lebanon's historic neighborhoods.

### 2A.4 Improve development regulations to provide a transition between neighborhoods, commercial centers, and the Downtown district.

(Map A.4) Pleasant Square is a diverse area that connects three distinct development types: mixed-use, commercial, and residential. While these three types differ in land use, the architectural design can provide a visual transition that integrates the areas along the streetscape. Zoning regulations should encourage appropriate transition between districts through consideration of surrounding context. Downtown mixed-use and commercial areas step down in building height when adjacent to residential neighborhoods. Residential properties remain private from public gathering places through buffering and landscape design. Requirements for streetscape elements encourage activity in public spaces, such as patios and pocket parks, that bring vibrancy to the corridor while being sensitive to existing residents.

### 2A.5 Continue ongoing public investment in Pleasant Square.

(Map A.5) Downtown will continue to feature enhanced streetscapes, parks, and other district amenities. These provide a foundation for supporting local residents and businesses in the core of the community. Additional opportunities to enhance Downtown





## MY CHATT HOUSE

My Chatt House Guide is a design guide for urban neighborhoods in Chattanooga, TN. It aids homeowners located in the neighborhoods near Downtown Chattanooga, along with builders and community organizations, in home maintenance and yard landscaping.

It ensures that old neighborhoods continue to feel neighborly by preserving the appeal of the streets and homes on it by establishing specific characteristics. The homes, ranging from rentals, single-family, multi-family and more would all fit the design standards to attract a diverse, healthy mix of residents to make the neighborhood more vibrant.

A resource similar to My Chatt House would be particularly useful to guide new construction, infill development, and redevelopment within Pleasant Park. Such a resource would also be important to consult for remodeling projects and landscape improvements in the neighborhoods. Finally, as the community seeks to improve the public right-of-way, a set of

guidelines and best practices for the street and streetscape would ensure a uniform, consistent, and contextually relevant set of changes.

Located near the City's historic core, Pleasant Park has a unique character and faces the natural tension of maintaining that character of place while accommodating new investment and growth. Because the neighborhood is primarily residential, most redevelopment, renovations, and investment will likely occur in single-family homes. Providing homeowners and developers with a set of guidelines and resources for redevelopment may help guide the area's growth in a way that is contextually relevant. Recommendations for maintaining and promoting visibility, walkability, livability, connectivity, uniformity, and diversity will enhance the features that make Pleasant Square a desirable place to live.

For more information, visit: [www.mychatthouse.com](http://www.mychatthouse.com)



*Images from Home Stories A to Z*  
BEFORE: A bungalow craftsman home before renovations



AFTER: A bungalow craftsman home that was renovated while maintaining its historic character

will ensure the district remains the cultural and civic center of Lebanon. The City can leverage partnerships to fund collaborative projects that enhance the experience offered by the district. Priority investment opportunities should be outlined, taking into consideration

recommendations from this plan and future funding by local, state, and federal programs. The City should monitor the success of Downtown investments to understand the ROI and impact on the district overall.



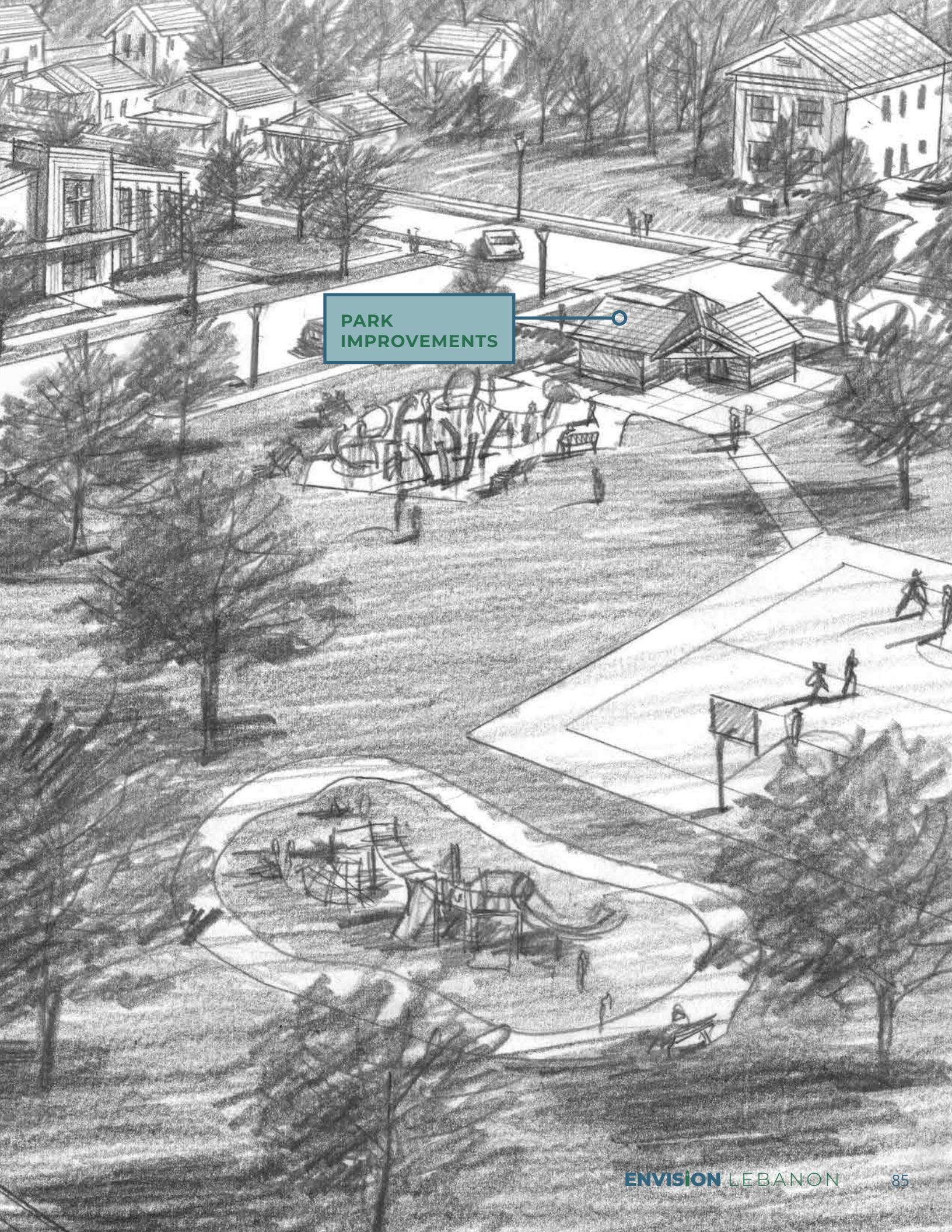
**INFILL  
DEVELOPMENT**

**DECORATIVE  
CROSSWALKS**

**Pleasant Square**







**PARK  
IMPROVEMENTS**





## B. COLUMBUS AVENUE

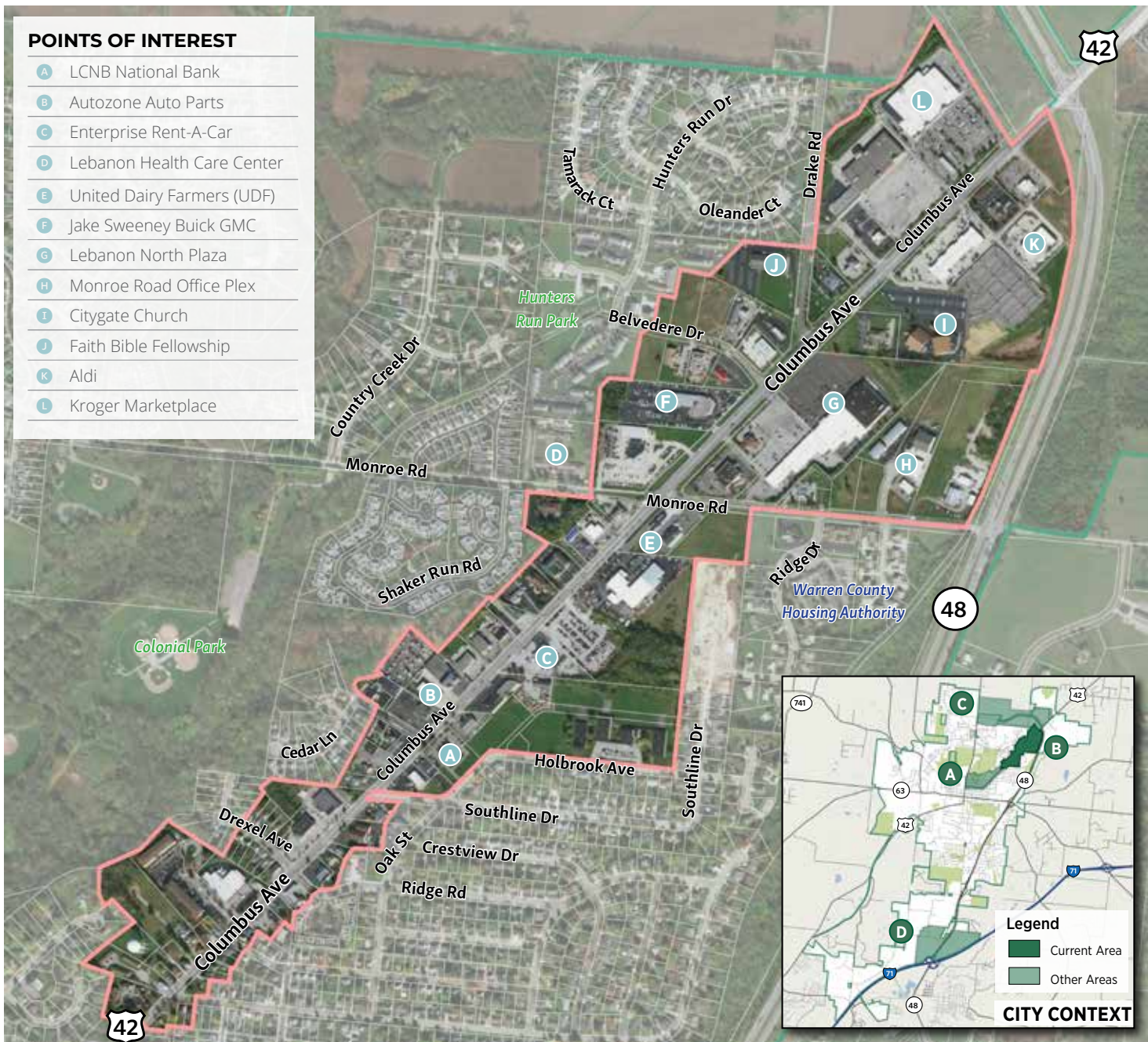
Columbus Avenue is the major northeast connector between Downtown Lebanon and State Route 48. This corridor is one of the City's primary commercial districts and includes a variety of local and regional businesses. Columbus Avenue has seen recent development growth continuing outward from downtown with the newest developments occurring outside SR 48. As the corridor grows, older commercial sites have experienced more tenant turnover, aging/deteriorating infrastructure, and higher vacancy rates. This local commercial shift, coupled with national trends, has revealed opportunities to revitalize a major corridor in Lebanon, defining a new pathway for the commercial corridor.

### CONSIDERATIONS

**Infill and redevelopment.** The 2009 Comprehensive Plan made several recommendations for Columbus Avenue related to infill and redevelopment that remain relevant today. First, the plan suggests encouraging infill development along Columbus Avenue, improving sidewalks / outdoor space, and integrating diverse housing options, specifically townhomes. Next, the plan recommends focusing on redevelopment to provide a mixture of small-scale, neighborhood offices, including both medical and professional.

**Transit and mobility.** An estimated 13,000 vehicles travel along this portion of Columbus Avenue every day, between SR 48 and the Downtown District. A prior recommendation was to reduce the number of curb-cuts to improve overall access management to improve pedestrian safety along the corridor. The City recently pursued improvements along Monroe Road which included resurfacing the roadway and installing a bike path along the south side. These past recommendations and recent improvements are a logical beginning for continued growth and development along the Columbus Avenue corridor.





**POINTS OF INTEREST**

- A LCNB National Bank
- B Autozone Auto Parts
- C Enterprise Rent-A-Car
- D Lebanon Health Care Center
- E United Dairy Farmers (UDF)
- F Jake Sweeney Buick GMC
- G Lebanon North Plaza
- H Monroe Road Office Plex
- I Citygate Church
- J Faith Bible Fellowship
- K Aldi
- L Kroger Marketplace

**AREA INFORMATION**

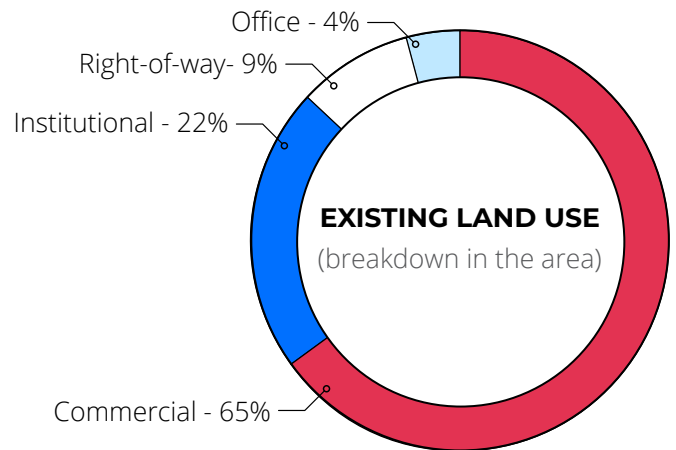
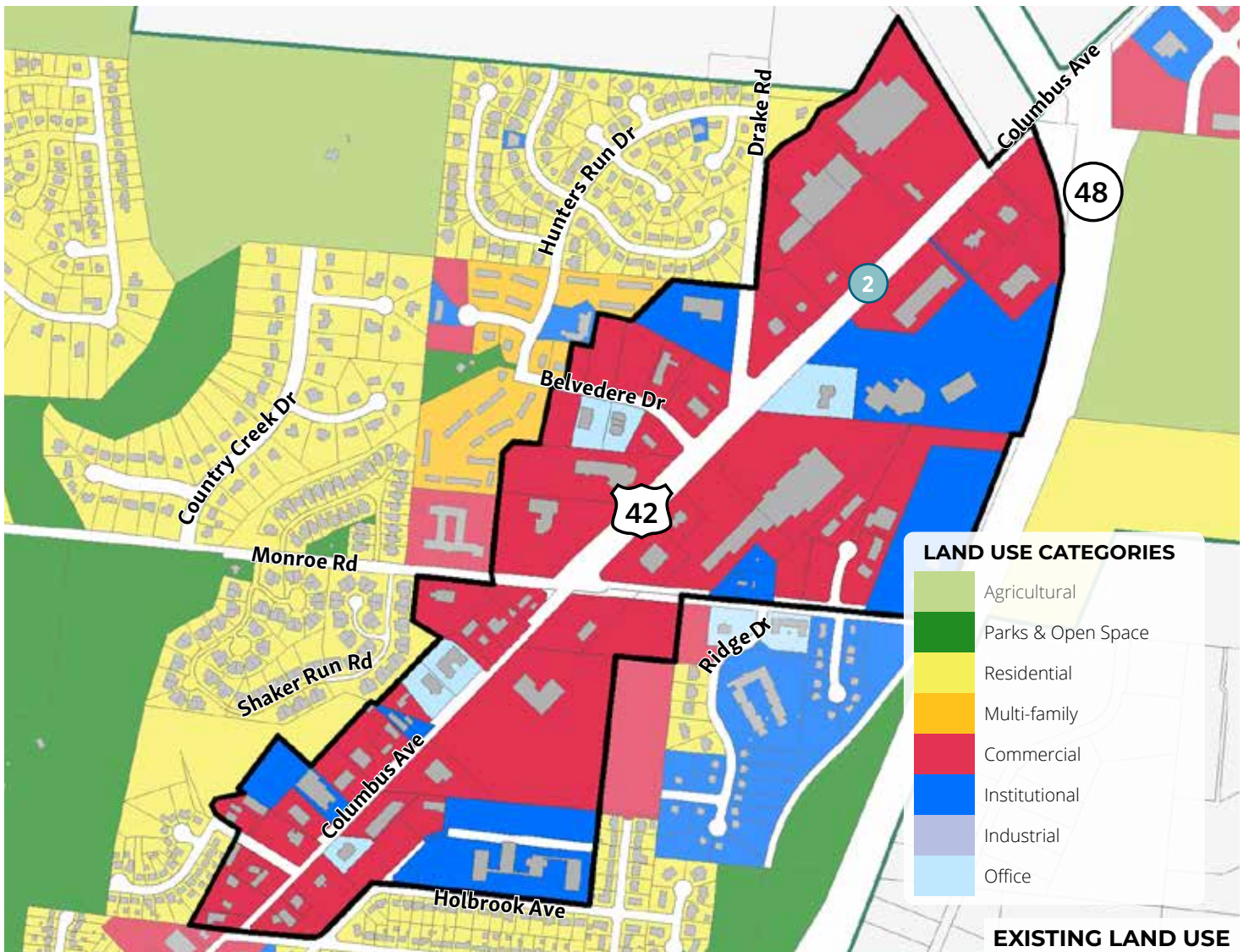
The following statistics provide an introduction to the planning area. Details include the overall land area, number and size of buildings, pavement coverage, and dominant land use.

Area	193 acres
Total Parcels	87 parcels
Average Parcel Size	2.25 acres
Number of Buildings	81 buildings
Average Building Size	12,750 sq. ft.
Dominant Land Use	Commercial / Surface Parking
Percent Zoned Commercial	72% / 140 acres
Pavement Coverage as a percentage of Total Land Area	39% / 75 acres

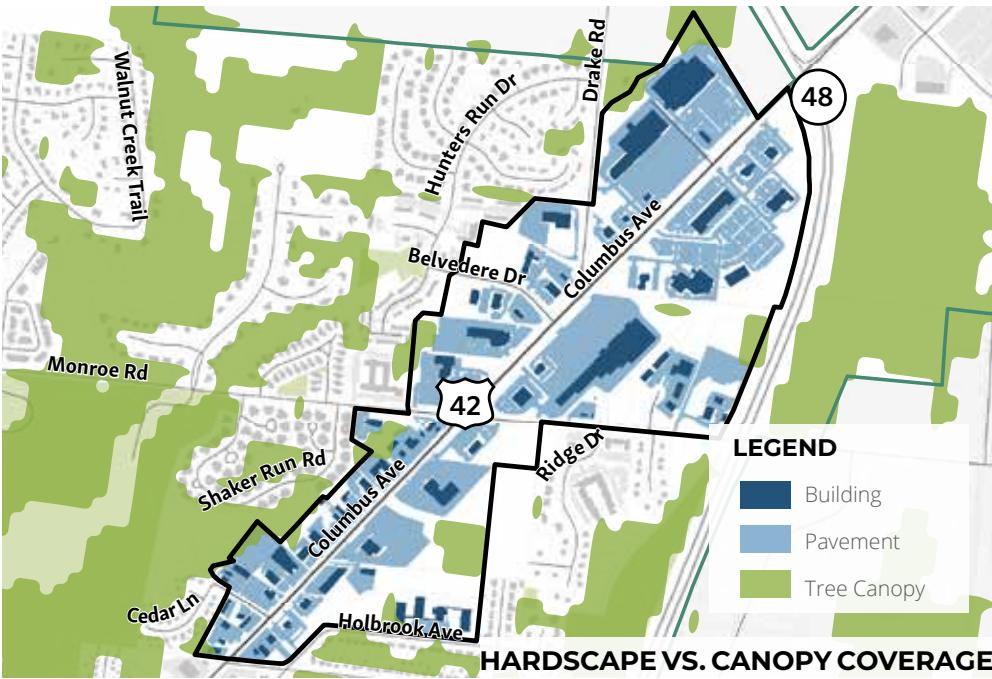
**LEGEND**

- Study Area
- City Limits









**ACTIVE LISTINGS**

*Retail For Lease*

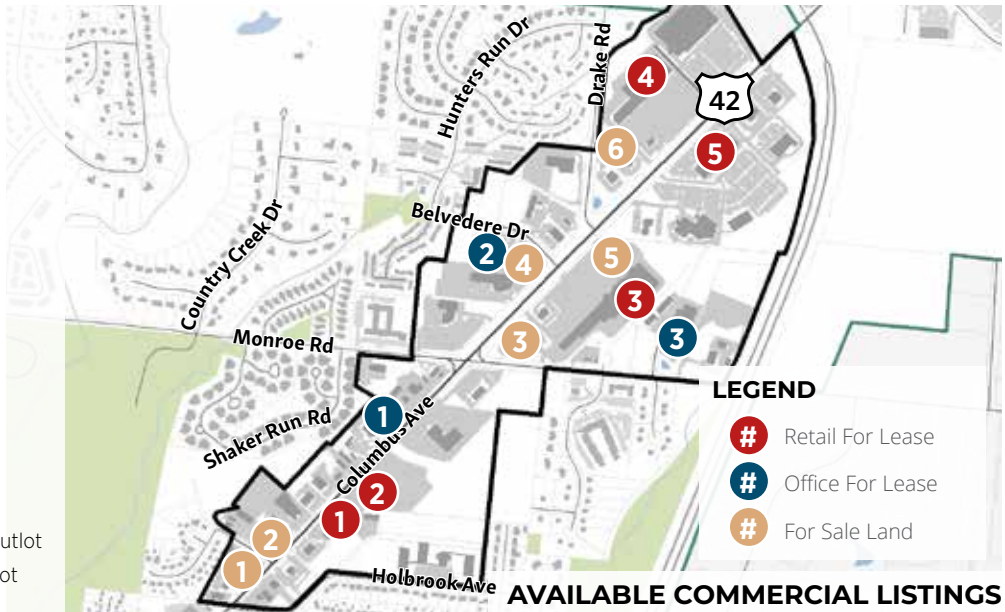
1. 748 Columbus Ave
2. 760 Columbus Ave
3. 916 Columbus Ave
4. 1235 Columbus Ave
5. 1248 Columbus Ave

*Office For Lease*

1. 777 Columbus Ave
2. 990 Belvedere Dr
3. 1054 Monroe Rd

*For Sale Land*

1. 729 Columbus Ave
2. 745 Columbus Ave
3. 904 Columbus Ave
4. 1000 Belvedere Dr
5. Lebanon North Plaza Outlot
6. Watson's Crossing Outlot



**OPPORTUNITIES**

The following opportunities were identified based on the technical analysis and input from the Steering Committee.

- 1 Need to ensure the corridor feels incorporated and a part of Lebanon.
- 2 Potential for an economic development mechanism (land bank, TIF, PUD)
- 3 Large parking lots and amount of curb cuts contribute to the struggle of retail visibility and functionality of street corridor. Should parking lot requirements be reconsidered?
- 4 Aging structures and development pattern makes redevelopment along this corridor troublesome.
- 5 Roadway design and streetscape make this an unpleasant corridor to travel along.

# Columbus Avenue Area Plan



## PEDESTRIAN & TRAIL LINKS

ACTION B.4

### Area Intent

Extend trails and sidewalks along Monroe Road linking Colonial Park with Columbus Avenue and the larger regional system. Encourage additional pedestrian connections with infill and redevelopment opportunities.

### Future Land Use Categories

-  Mixed-Use District
-  Retail District



## STREETSCAPE ENHANCEMENTS

ACTION B.3

### Area Intent

Improve the Columbus Avenue corridor with additional streetscape elements including landscaped medians, lighting, and sidewalk enhancement. Further promote pedestrian safety through reducing curb-cuts and individual driveways.

### Future Land Use Categories

-  Mixed-Use District
-  Retail District





## GATEWAY TREATMENT

ACTION B.2

### Area Intent

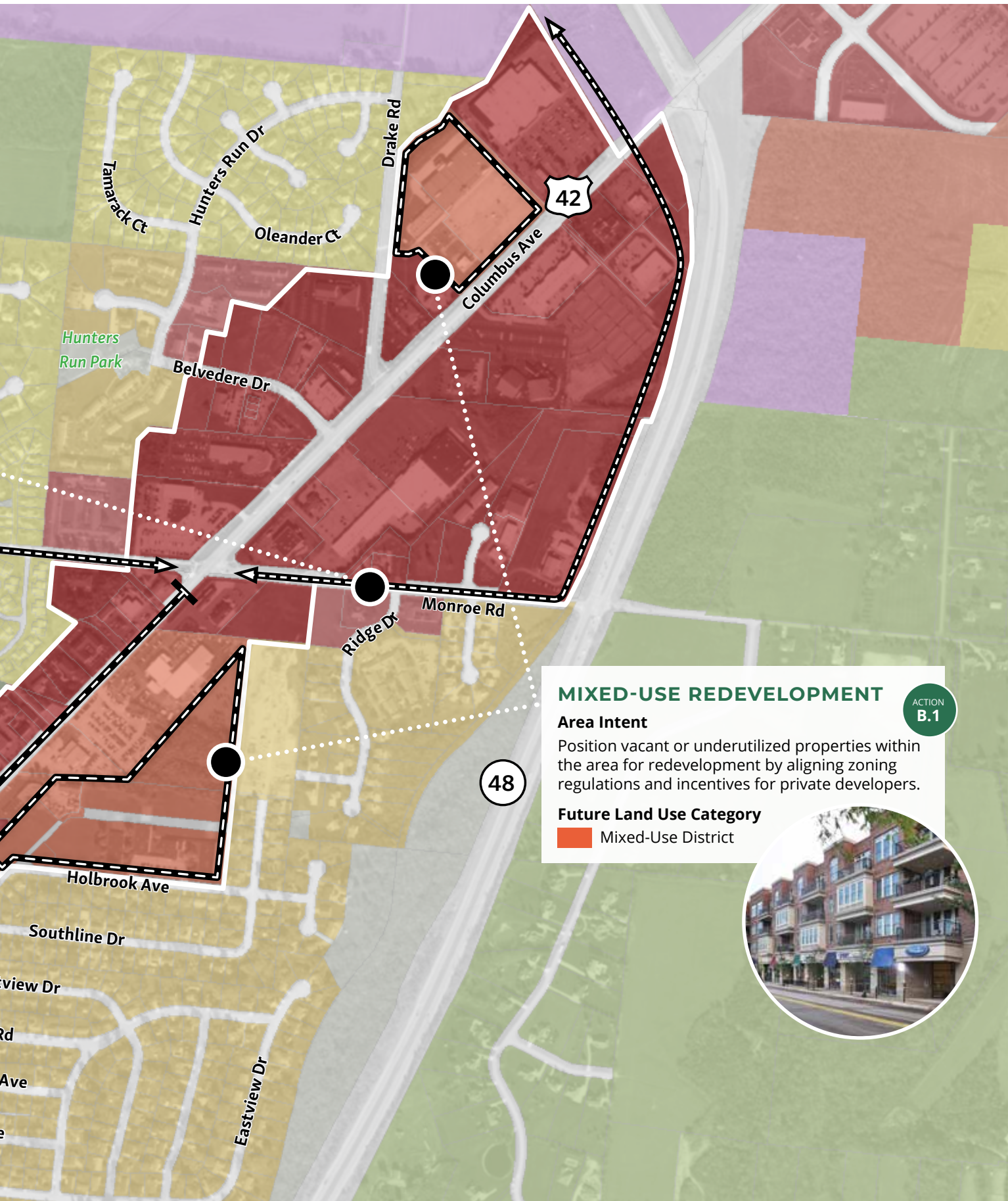
Support improvements near the intersection of Columbus and Highland Avenues that defines a gateway between the commercial corridor and Downtown District.

### Future Land Use Categories

-  Retail District
-  Traditional Neighborhood, Core







**MIXED-USE REDEVELOPMENT**

**ACTION B.1**

**Area Intent**

Position vacant or underutilized properties within the area for redevelopment by aligning zoning regulations and incentives for private developers.

**Future Land Use Category**

■ Mixed-Use District

48



## Actions

### 2B.1 Work with existing businesses to maximize their business potential.



Collaboration and consistent communication with existing businesses and owners is imperative to the continued success of those already located along the corridor. Assistance can be offered to those in need of improvements or guidance through the redevelopment process.

**2B.2 Incentivize infill development and redevelopment on underutilized or vacant properties.** The corridor offers unique qualities in the City such as high-visibility to vehicular traffic and immediate access to the state route. As a result, there is great development potential in the area. The City will work with potential developers to incentivize infill opportunities on currently undeveloped or underutilized properties. Future development/redevelopment will consider mixed-use opportunities to maximize the benefits on the local economy and neighborhood. The City will work closely with developers to encourage land use practices in alignment with the City's vision and current building markets.

**2B.3 Develop a gateway treatment between the commercial corridor and Downtown Lebanon.** Columbus Avenue is a major thoroughfare for the Northwest corner of the City, providing a visual gateway that will establish a positive aesthetic and notify travelers they are entering Lebanon. Future improvements will be done consistently alongside other corridors with signage and streetscape improvements.

Best Practice: Hilliard's Station gateway sign in Hilliard, Ohio marks the entry into the town's downtown core. Additional banner posts, streetscape elements, and a reduction in the number of lanes distinguish the downtown from the adjacent commercial district.



Reducing hardscape



Image from Hilliard Chamber of Commerce

Gateway signage



**2B.4 Promote streetscape elements that enhance aesthetics and improve multi-modal safety.** The current corridor lacks consistent street lighting, landscape features, signage requirements, crosswalk amenities, and sidewalk placements. As investments are made through street reconstruction or site improvements, safety and streetscape aesthetics will be considered. This will require coordination with state and county engineers to get aligned on safety measures and aesthetic features.

Best Practice: West Broad Street in Columbus, Ohio serves as the main (non-highway) gateway into Downtown. Through a 2007 planning process and subsequent implementation, Columbus has steadily improved corridor safety and aesthetics by expanding greenspace and tree plantings, repaving sidewalk infrastructure, introducing bike lanes, adding bus shelters, and regularizing the streetscape treatments.

**2B.5 Ensure major connections and extensions of the City trail network.** Two separate right-of-ways exist in the area and will be used to expand the City's multi-use trail network. By connecting to the Monroe Road dedicated bike lane, even more residents are connected to the amenities offered along Columbus Avenue and the school system. These trail connections are vital to support future development, public health, and equitable travel option.

**2B.6 Consider roadway improvements by corridor sector.** Columbus Avenue consists of three roadway characters (see Columbus Avenue area diagram with sectors on following page). Sector 1 will consider a road diet to reduce travel speeds and manage traffic patterns before the curve into downtown. Public realm in this sector is more intimate with an emphasis on buildings near the roadway and connecting to the area's residential context. Sector 2 will consider pedestrian improvements to increase safety as this sector sees significant pedestrian volume to area businesses. Sector 3 will emphasize right-of-way improvements to connect the corridor as a singular entity with a similar aesthetic approach.



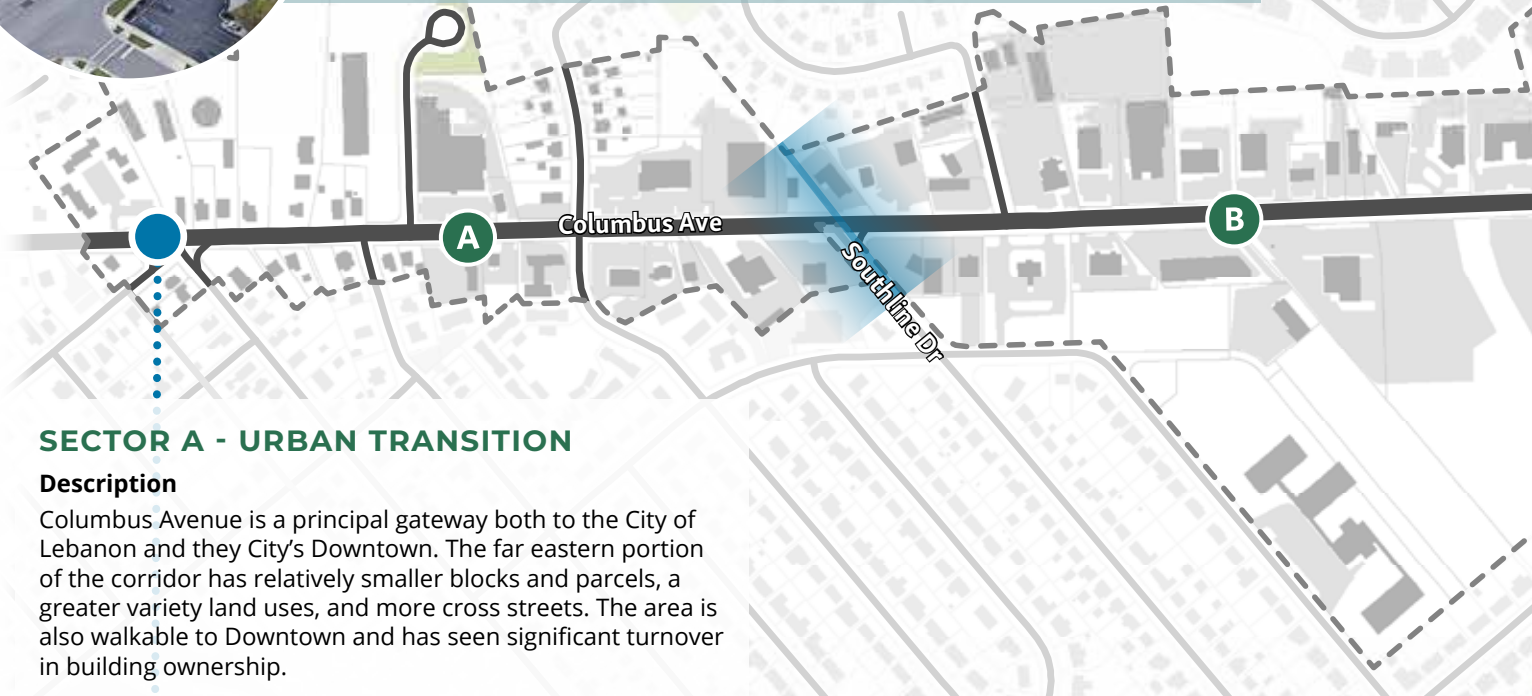
*Material improvements*



*Streetscape improvements*

### CASE STUDY: LANE AVENUE, UPPER ARLINGTON, OH

Commercial redevelopment along the corridor has happened incrementally after the community's update to development code. Projects, such as the one pictured left, have occurred at multiple scales and various locations. Aesthetics, configuration, and parking management are principle concerns for the community and the early adopt re-development projects have been handsome and well-received.



#### SECTOR A - URBAN TRANSITION

##### Description

Columbus Avenue is a principal gateway both to the City of Lebanon and they City's Downtown. The far eastern portion of the corridor has relatively smaller blocks and parcels, a greater variety land uses, and more cross streets. The area is also walkable to Downtown and has seen significant turnover in building ownership.

##### Intent

- Encourage new development/redevelopment to front the street and engage the sidewalk.
- Allow commercial and residential infill that complements the existing character (building scale, placement, design, etc.).
- Accommodate multiple modes of movement along the corridor including walking, biking, and driving.
- Focus on aesthetics including landscaping (street trees, tree lawns, etc.), Downtown gateway signage, and code enforcement

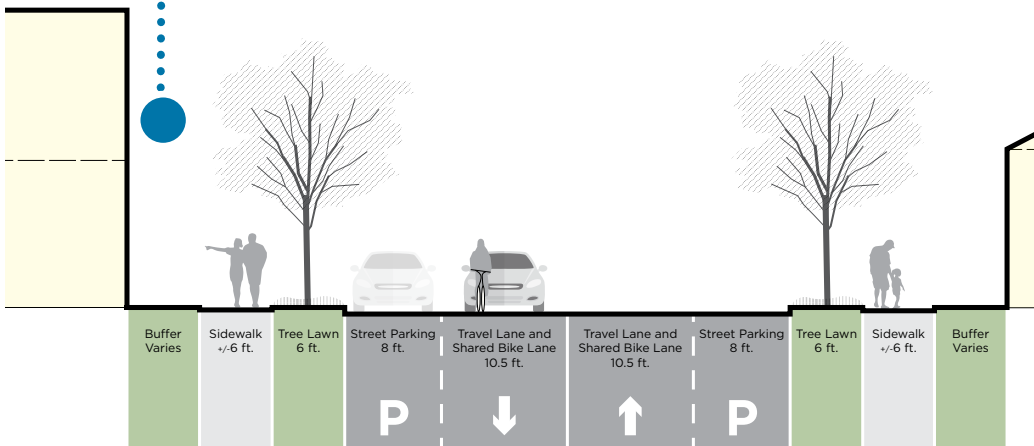
#### SECTOR B - INCREMENTAL REDEVELOPMENT

##### Description

The area east of Southline Drive begins to open up to a more drivable development pattern with larger parcels and buildings, more parking accommodation, and deeper setbacks. This section of the corridor was largely developed in the 1960's and 70's.

##### Intent

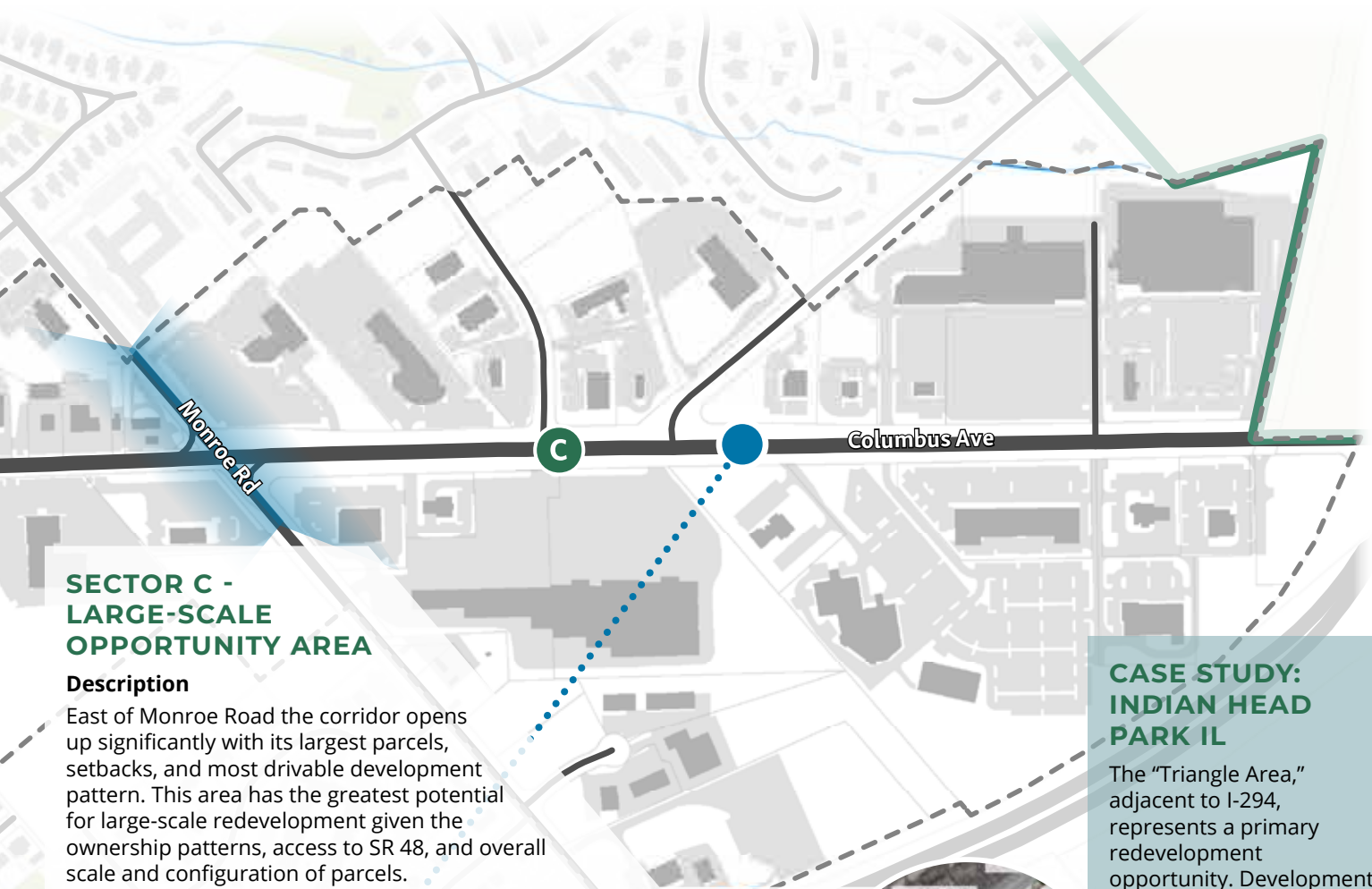
- Allow for incremental transition and redevelopment to productive and attractive uses.
- Allow residential infill that complements the existing character (building scale, placement, design, etc.).
- Strong focus on code enforcement and aesthetics.
- Maintain and expand public realm features including street trees, lighting, and sidewalks.
- Reduce and consolidate surface parking (encourage shared parking).



#### NEIGHBORHOOD COLLECTOR

Connect neighborhood traffic with local destinations. Feature slower travel speeds, on-street parking and multi-modal travel options. Development pattern impacts streetscape.





## SECTOR C - LARGE-SCALE OPPORTUNITY AREA

### Description

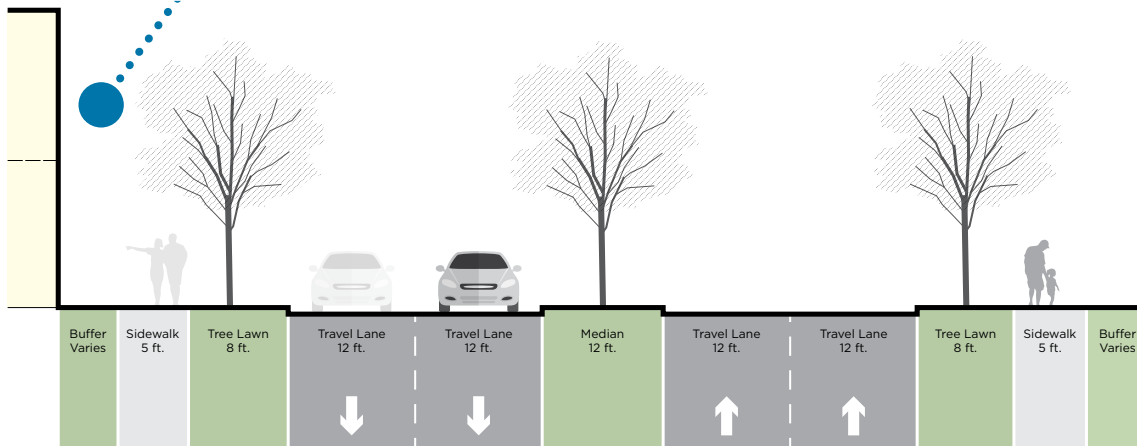
East of Monroe Road the corridor opens up significantly with its largest parcels, setbacks, and most drivable development pattern. This area has the greatest potential for large-scale redevelopment given the ownership patterns, access to SR 48, and overall scale and configuration of parcels.

### Intent

- Support “master planned” redevelopment projects that integrate multiple, complementary uses in a single project.
- Reduce and consolidate surface parking (encourage shared parking).
- Allow for incremental transition and redevelopment to productive and attractive uses.
- Strong focus on code enforcement.
- Focus on aesthetics including landscaping (street trees, tree lawns, etc.), Downtown gateway signage, and code enforcement.

## CASE STUDY: INDIAN HEAD PARK IL

The “Triangle Area,” adjacent to I-294, represents a primary redevelopment opportunity. Development of this area would not only increase sales tax for the Village but also create a community gathering space for residents and visitors. The Triangle Area Redevelopment Concept and Planning Unit Development (PUD) Ordinance was designed to articulate the community’s vision for the site and to provide property owners, developers, and other key stakeholders flexibility and guidance in pursuing development plans. The Village’s PUD ordinance allows for light commercial/business uses coupled with residential development to create a “city center.” Previously, this area was zoned as a B-3 General Business District—not allowing for these types of land uses.



## PRINCIPAL ARTERIAL

Multi-lane thoroughfares serving commuters and regional travel at higher speeds. Designed to connect regional destinations but should take surrounding development into context.



**BUILDINGS  
TO STREET**

**CONSISTENT  
LIGHTING  
AND SIGNAGE**

**IMPROVED  
TREE LAWN**

**Columbus Avenue**







**SURFACE  
PARKING  
IMPROVEMENTS**





## C. MILLER ROAD

Miller Road extends along the City's northern boundary as a continuation of SR 48 westward towards Broadway Street. Though the road is located in Lebanon, the majority of property along Miller Road is unincorporated land within Turtlecreek Township. With little land in northeast Lebanon available for development, growth areas like Miller Road will be sought for annexation to continue extending the community's character. Growth is expected to continue in similar places across the City; through clear guidance the community can ensure that these areas support the region as transitional zones both encouraging City expansion while protecting rural character.

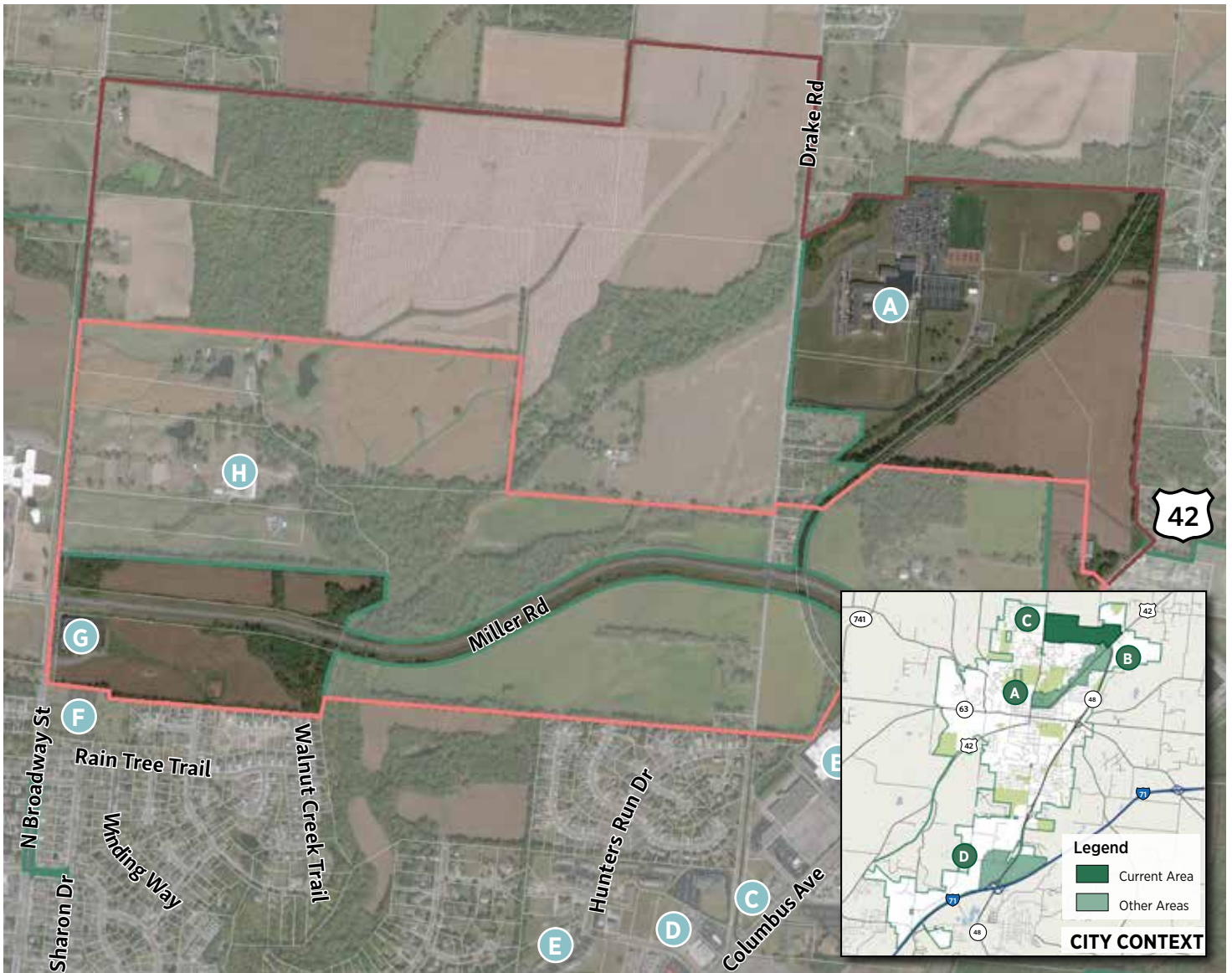
### CONSIDERATIONS

**Strategic growth.** The City's 2009 Comprehensive Plan identified this area as the primary location for "Professional Office" growth, noting that increased development would likely require the expansion of Miller Road from two-lanes to four-lanes (two travel lanes in each direction). The Warren County Comprehensive Plan also identified several future land use categories for this planning area, including "Residential," "Open Space and Conservation," and "Commercial." It will be important to have a strategy to guide this

growth in order to achieve development goals while maintaining community character and preserving natural resources.

**City-wide vision.** Lebanon High School and Lebanon Junior High School are both located inside the planning boundary, northeast and northwest respectively. Although the schools are not a part of the planning area, their proximity is a relevant factor for decision-making. Improvements along the Miller Road corridor have the potential to impact the City of Lebanon overall.





## AREA INFORMATION

The following statistics provide an introduction to the planning area. Details include the overall land area, number and size of parcels, incorporated versus unincorporated area, and dominant land use.

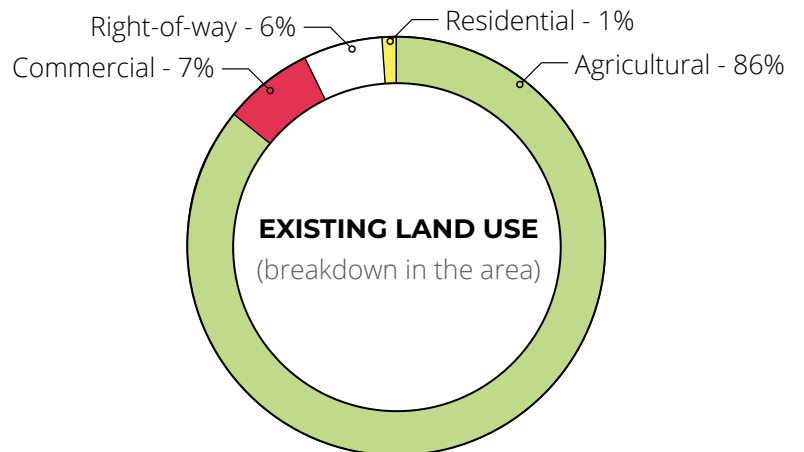
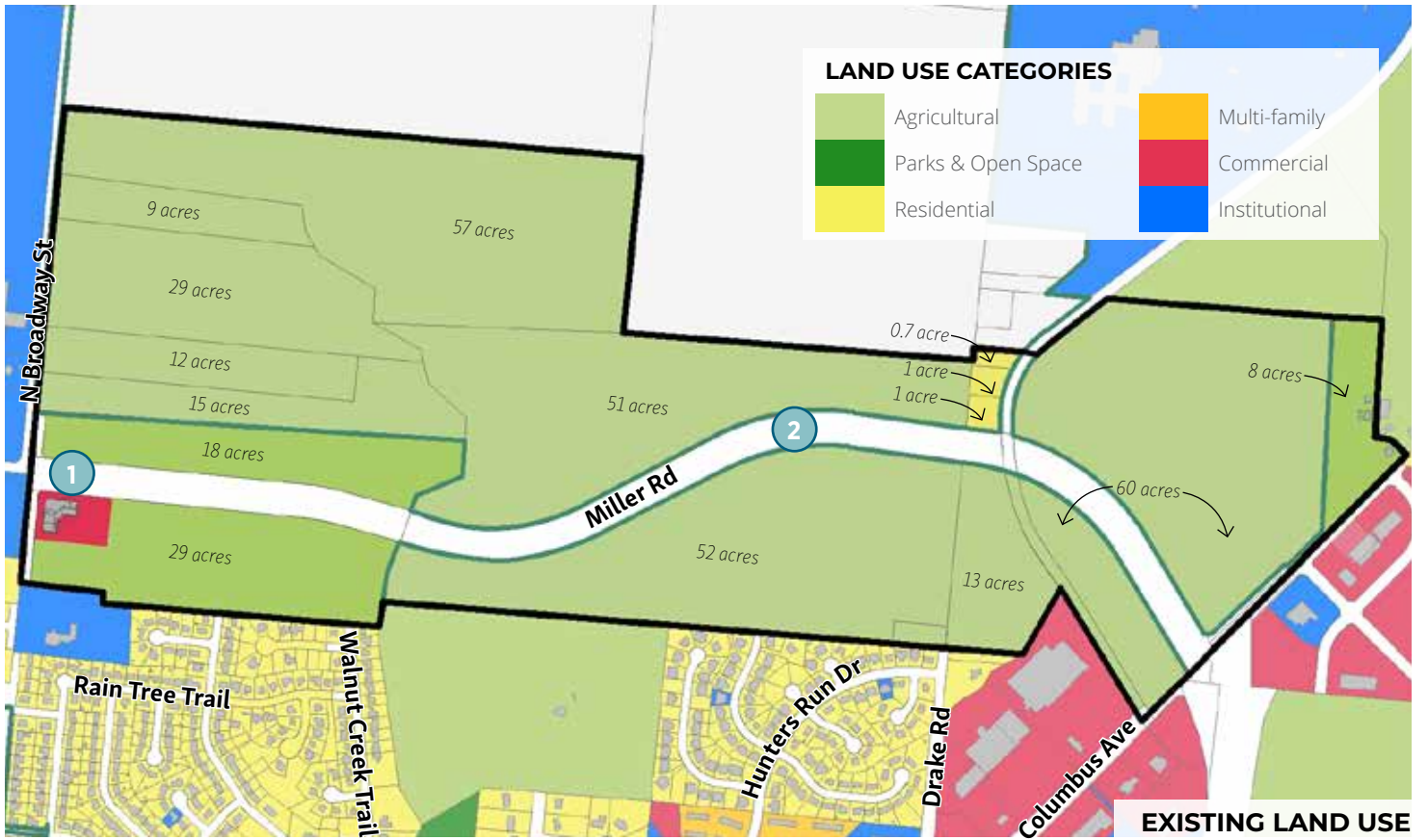
Area	416 acres
Total Parcels	15 parcels
Average Parcel Size	21 acres
Unincorporated Area	75% / 312 acres
Dominant Land Use	Agriculture
Previous Planning	Lebanon Comprehensive Plan (2009)
Future Land Use Categories (2009 Comprehensive Plan)	Professional Office (entire area)

## LEGEND

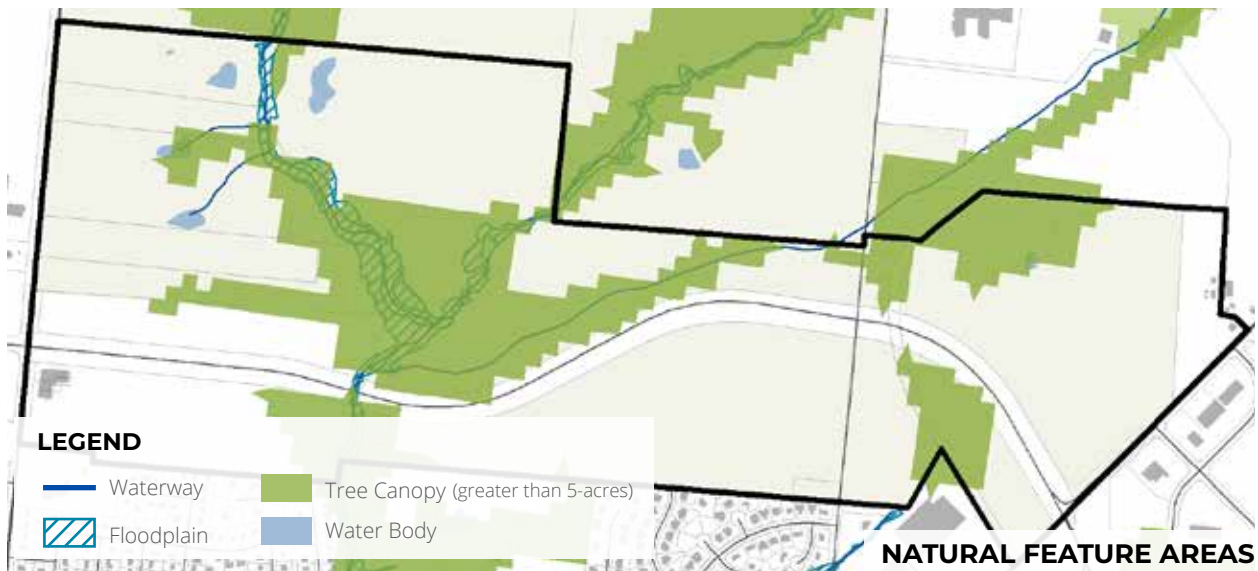
Study Area
  Impact Area
  City Limits

## POINTS OF INTEREST

- A Lebanon High School
- B Kroger Marketplace
- C Four Paws Animal Hospital
- D Imagination at Work Child Care
- E Hunters Run Apartments
- F Resurrection Lutheran Church
- G Kettering Medical Network
- H Warrior Ranch







## OPPORTUNITIES

The following opportunities were identified based on the technical analysis and input from the Steering Committee.

- 1 Maintaining greenspace and area character is important.
- 2 Careful consideration of density is needed as this is a transition from urban to rural. Area is set up for density with large parcel availability and utility access, so careful planning is needed to ensure desired character is achieved.
- 3 Connections to existing parks and trails on both ends of corridor are desired.
- 4 High school traffic will continue to impact certain roads in this area.


## Miller Road Area Plan

### RESIDENTIAL TRANSITION

#### Area Intent

Enable new, executive style housing development at the edge of the community that diminishes in density from the south to the north. Housing accommodates existing natural features and integrates trail network to connect with the City and regional system.

#### Future Land Use Category

 Suburban Residential



Lebanon Junior High School


Protect and Highlight  
Natural  
Features

### COMMUNITY CONNECTION

#### Area Intent

Community gathering point and anchor for neighborhood scale retail, office, limited housing, and other complementary development. The district will integrate appropriately scaled greenspace and integrate with local/regional trail networks.

#### Future Land Use Category

 Innovation District






## MAINTAINING THE "GREENBELT"

### Area Intent

Protect the rural transition area to the far north of the planning area and reinforce the boundary between the City and the surrounding rural countryside.

### Future Land Use Category


 Transitional Rural Residential

## EMPLOYMENT CENTERS

### Area Intent

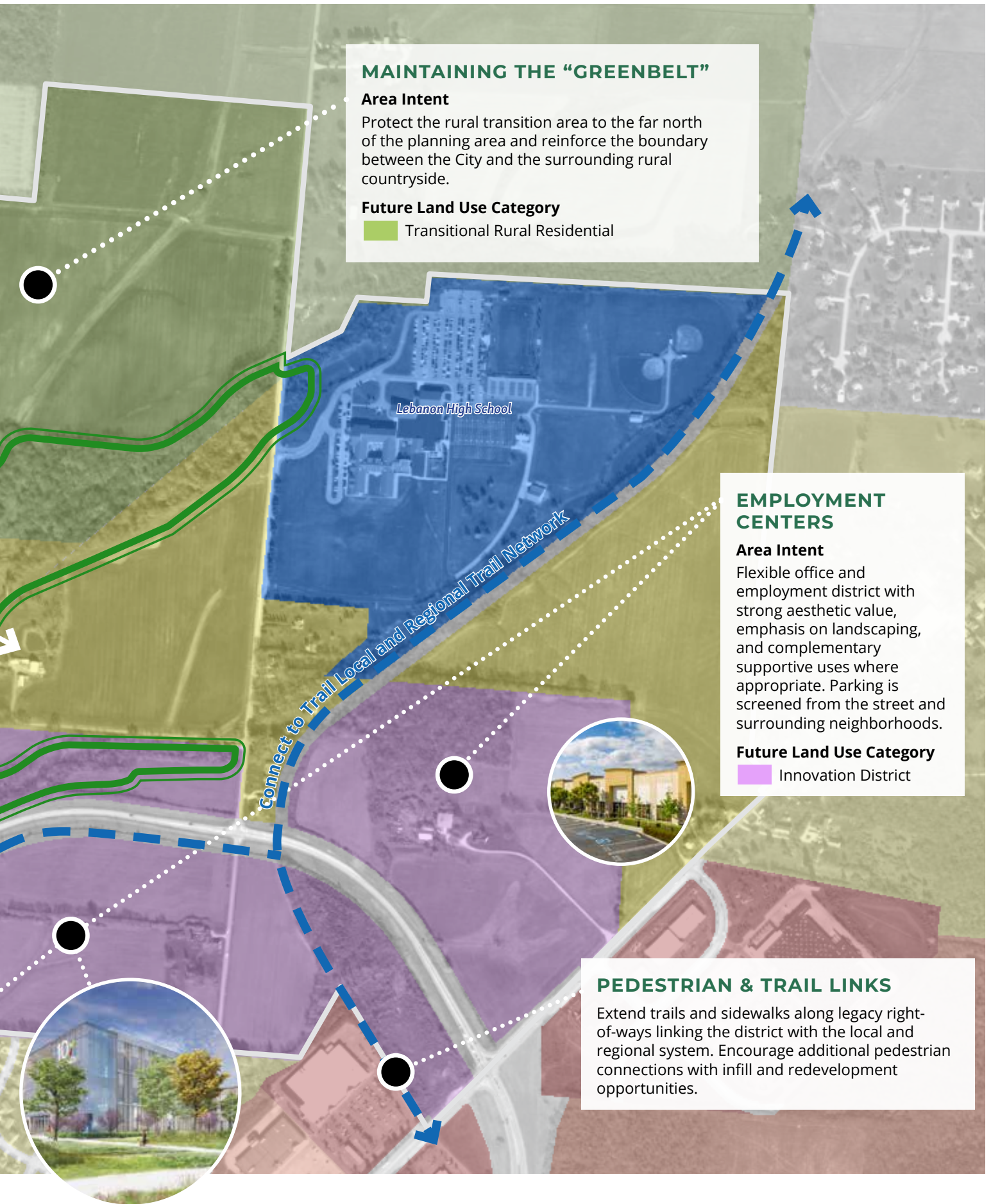
Flexible office and employment district with strong aesthetic value, emphasis on landscaping, and complementary supportive uses where appropriate. Parking is screened from the street and surrounding neighborhoods.

### Future Land Use Category

 Innovation District

## PEDESTRIAN & TRAIL LINKS

Extend trails and sidewalks along legacy right-of-ways linking the district with the local and regional system. Encourage additional pedestrian connections with infill and redevelopment opportunities.



## Actions

### **2C.1 Establish a tiered development strategy to provide a transition between the City and Township.**

The Miller Road Area Plan map on the previous page, identifies specific areas for appropriate development that connect the City with the Township. This tiered approach leverages the existing natural features as a buffer between higher density neighborhoods or commercial to lower density residential or agricultural. Future land uses strive to connect the City and township characters by encouraging more intense development near the current City limits while promoting conservation design along the northern edge. The Miller Road right-of-way similarly acts as a boundary point between Lebanon and rural character development types. This map will guide future development proposals with support from the recommendations outlined for Miller Road. Development characteristics are defined on the strategy map to visualize the desired intent for each future land use type.

**2C.2 Create place-based Innovation Districts.** The Innovation District character type diversifies Lebanon's built environment. Within the study area, key locations have been identified as desirable opportunities to support Innovation Districts. City resources including utility access, economic incentives, and community amenities should align to stimulate development of the Innovation Districts. Integrating these districts into the surrounding context is an essential consideration, providing appropriate buffers between residential neighborhoods and agricultural land further north of Miller Road. Shared parking, on-site private circulation, and pedestrian connectivity should be explored with commercial and mixed-use development, specifically near the intersection of Columbus Avenue and Miller Road. Creation of these districts is based on connecting City goals with market conditions allowing for flexibility as the study area develops.

### **2C.3 Protect natural amenities such as tree canopies and blueways.**

A distinct characteristic of the study area is the unique network of natural features. Several tree canopies, greater than five acres in size, are located along Miller Road and the blueway system. These features are amenities for the community, connecting the area to the larger open space network throughout the City and region. The development strategy for Miller Road leverages the position of existing tree canopies and streams to transition between different land uses. As the area develops, these amenities will integrate into the built environment with appropriate protections for long-term preservation. Additional landscaping can supplement existing natural features providing environmental diversity and improved sustainability. Zoning regulations will reinforce the importance of natural amenities through periodic update and modernization aligned with best management practices.



#### **2C.4 Update zoning regulations to support conservation residential development.**

Lebanon currently supports several types of residential zoning districts, from estate to multi-family. With the environmental considerations in the study area and the transition to the agricultural uses outside of the City, a new residential district will be adopted by the City. This district will encourage residential development that embraces the characteristics of Lebanon while integrating with the rural environment of Turtlecreek Township. This district will complement Estate Residential (RE) by allowing for lower density areas of half a unit per acre or opportunities to cluster development for the protection and preservation of natural features. This new zoning district is focused along the northern edge of the study area with potential extension further west and east to support the overall transition between the City and township.

#### **2C.4 Explore a trail connection between Columbus Avenue and Lebanon High School.**

The City has begun expanding its trail network providing key connections to the regional system. One opportunity available for Lebanon to explore is the extension of a trail between Columbus Avenue and Lebanon High School. An old right-of-way currently exists connecting from Columbus Avenue to the northeast past the high school. Purchasing this right-of-way will allow for an additional connection between existing destinations in the community. Private development will support funding segments of the trail, specifically along Miller Road, as part of future development proposals. Connection west along Miller Road and northeast outside of the City will further connect the study area to the region, providing amenities and multi-modal connections throughout Lebanon.

### **CONSERVATION RESIDENTIAL DEVELOPMENT**

Conservation or open space subdivisions are a type of clustered development in which large portions of a site are set aside in perpetuity as open space. This open space can be natural such as a wood lot, wooded ravine or meadow, or used for agricultural purposes, such as a fruit tree orchard. Home sites are clustered and smaller than allowed by code to provide for a greater set aside of open space. The gross density of the site is comparable to a site divided into traditional lots. Studies find that homes in such developments are higher valued, often with price tags comparable to golf course communities, which tend to be higher-priced housing units.

**INNOVATION  
DISTRICT**

**BUILDINGS  
FRONT STREET**

**Miller Road**







**MULTI-USE TRAIL**

**IMPROVED STREETScape**

**CONSISTENT LIGHTING AND SIGNAGE**





## D. I-71/SR 48 INTERCHANGE

The I-71/SR 48 interchange is Lebanon's southern crossroads, connecting many major thoroughfares to the larger county network. For many, this intersection is the main gateway into Lebanon and emphasizes how the community portrays its defining qualities. Previous planning efforts to define a strategy for enticing investment that would promote the community's vision have met with little success. Having only been partially developed, this area offers opportunities to establish a unique and distinct gateway that represents the diverse community and provides essential amenities to support residents, assist employees, and attract visitors to Lebanon.

### CONSIDERATIONS

**Previous planning and zoning.** The eastern portion of the planning area was included in the 2009 Comprehensive Plan as one of four focus areas. It included recommendations such as:

- Focus office development along interstate frontage to promote high visibility for employers.
- Encourage commercial development to support existing industries and potential tenants with access to restaurants, shops, and service industries.

These recommendations align with current zoning; the property east of SR 48 is zoned for commercial development while the portion

west of SR 48 is reserved for industrial use. Furthermore, with two of Lebanon's top 10 employers just outside the planning area and an estimated 32,000 vehicles traveling through this interchange daily, the previous recommendations and existing zoning are a good foundation for continued growth.

**Natural resources.** Previous planning also recommended preserving the natural tree canopy and site features by directing development toward open, developable areas. This recommendation aligns with ongoing priorities of the City.





**AREA INFORMATION**

The following statistics provide an introduction to the planning area. Details include the overall land area, number and size of parcels, incorporated versus unincorporated area, and dominant land use.

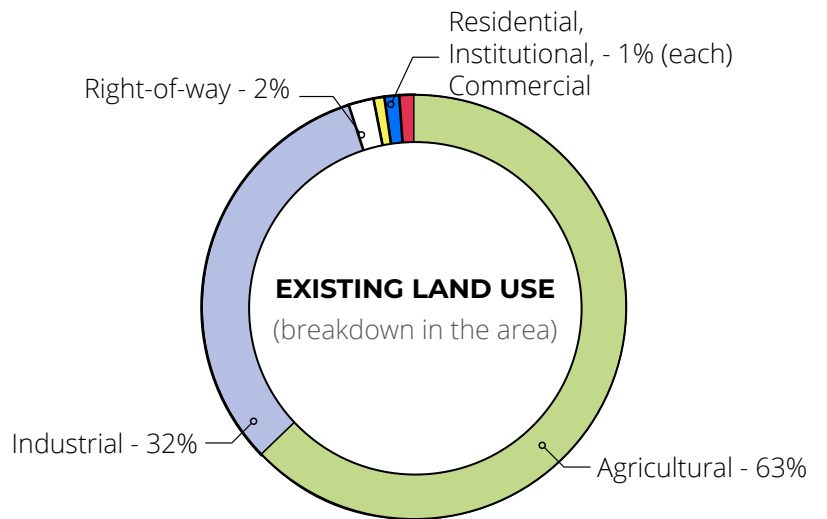
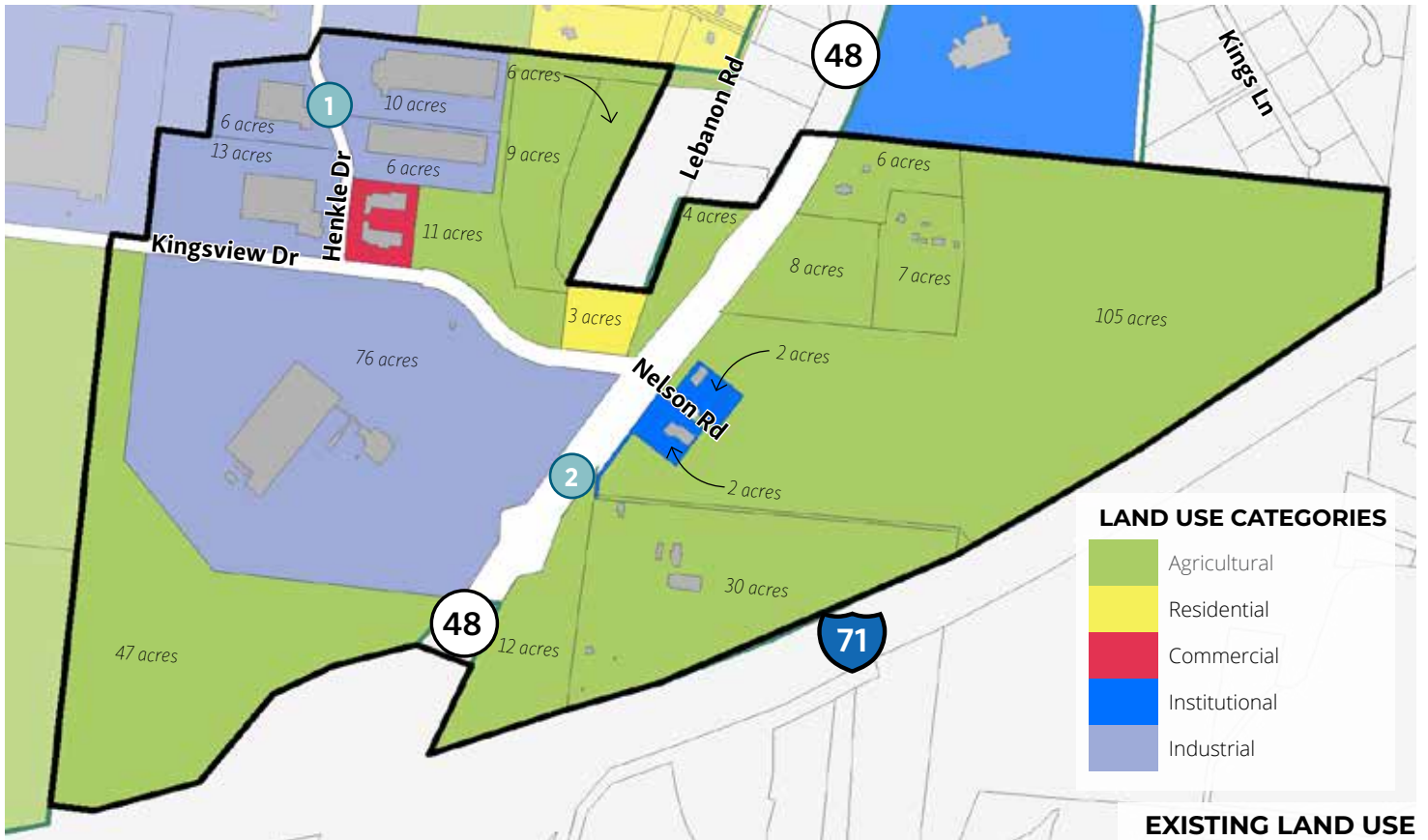
Area	391 acres
Total Parcels	24 parcels
Average Parcel Size	16 acres
Percent Zoned Industrial	55% / 214 acres
Percent Zoned Commercial	44% / 171 acres
Dominant Land Use	Agriculture
Previous Planning	Lebanon Comprehensive Plan (2009)
Future Land Use Categories (2009 Comprehensive Plan)	Professional Office (entire area)

**LEGEND**

Study Area     City Limits

**POINTS OF INTEREST**

- A Lebanon Fire Station 42
- B Bethesda Arrow Springs
- C Nibco
- D E-Beam Services
- E HVAC Technologies
- F JBM Packaging
- G Ghent Manufacturing
- H CyrusOne (formerly Fujitec)
- I Kohl's
- J Aspen Dental







## OPPORTUNITIES

The following opportunities were identified based on the technical analysis and input from the Steering Committee.

- 1 SR 48 is a major gateway opportunity for retail, restaurants, hotel, office, or healthcare. Mixed use in this area will be critical to viability.
- 2 Care should be taken, lessons learned from Columbus Avenue corridor development.
- 3 Corridor aesthetics should be improved to make travel in this area more pleasant. This is the front door of the City and a first impression to travelers from the South.
- 4 A comprehensive development approach is desired as opposed to piecemeal development.
- 5 Need to be mindful of increased development density and impacts of drawing away from Downtown.

# I-71 / SR 48 Area Plan

## EMPLOYMENT SUPPORT AND EXPANSION

There has been significant success in attracting new and continued investment in the western portion of the planning area. These employers and their operations will be supported through continued service delivery and accommodation of reasonable growth and expansion.

## MAINTAIN GREENS

**Area Intent**  
Preserve natural resources within the plan area, buffering between uses and future development.

**Future Land Use Category**  
Transition



## TERTIARY INNOVATION SITE

**Area Intent**  
Phase a final growth area in the southwest of the planning area by spurring Nelson Road and utilizing the relatively flat ~18 acres.

**Future Land Use Category**  
Innovation District



## PLANNING INTERNAL SPACE

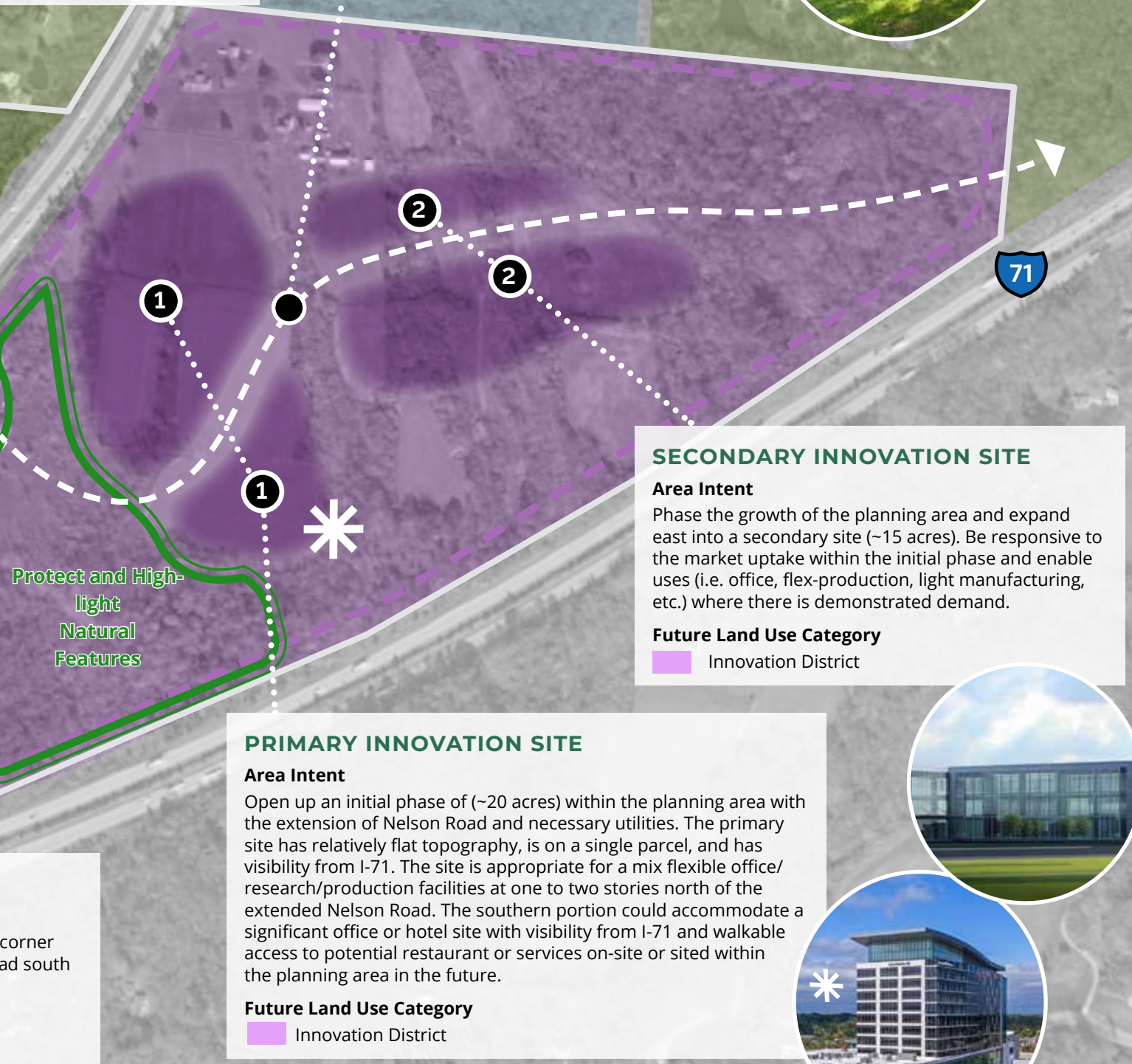
Naturally occurring greenspaces within the planning area for natural connectivity between non-complementary future park or trail sites.

### Future Land Use Category

Traditional Rural Residential

## AVENUE LINKAGE

Open up access to the innovation development opportunities with a boulevard or parkway that integrates sidewalks, multi-use trails, and street trees. Allow for long-term future connection to the north for vehicular and bicycle traffic.




## SECONDARY INNOVATION SITE

### Area Intent

Phase the growth of the planning area and expand east into a secondary site (~15 acres). Be responsive to the market uptake within the initial phase and enable uses (i.e. office, flex-production, light manufacturing, etc.) where there is demonstrated demand.

### Future Land Use Category

 Innovation District




## PRIMARY INNOVATION SITE

### Area Intent

Open up an initial phase of (~20 acres) within the planning area with the extension of Nelson Road and necessary utilities. The primary site has relatively flat topography, is on a single parcel, and has visibility from I-71. The site is appropriate for a mix flexible office/research/production facilities at one to two stories north of the extended Nelson Road. The southern portion could accommodate a significant office or hotel site with visibility from I-71 and walkable access to potential restaurant or services on-site or sited within the planning area in the future.

### Future Land Use Category

 Innovation District



corner road south

## Actions

### 2D.1 Develop a master plan based on the Innovation District concept for the east side of SR 48.



The contiguous parcels east of SR 48 provide a unique development opportunity for the City. However, given the site topography, natural features, and access, an incremental approach would be challenging to pursue. A master plan between several partners would encourage the appropriate style of development for the area that maximizes return-on-investment. This concept should align with the Innovation District character type while evaluating the unique site constraints and market demand to support development growth. Collaborating with existing property owners to relocate or integrate with proposed development will maximize the potential for the master plan and efficiency for site layout, preservation, and connectivity.

### 2D.2 Issue a Request for Information (RFI) for prospective developers for the east side of SR 48.

Private partnerships are essential to master planning the eastern portion of the study area. Issuing a request for information will allow prospective developers to share their intent for investing in the master plan. The RFI should obtain appropriate credentials from developers, including recent project examples to ensure their intended development aligns with the Innovation District characteristics. A review committee composed of partnering entities can evaluate qualifications and conduct interviews with potential developers to identify the most suitable partner for the City.

### 2D.3 Convene ongoing discussions with land and business operators in the area.

Maintaining an open dialogue with the community provides a continuous line of information. Business operators can share updates or concerns with the City allowing time for staff to research and respond accordingly. Private property owners are made aware of ongoing planning efforts or future investments in the area that may impact their individual properties. Convening regular discussions on a semi-annual or annual basis will ensure that all parties have an ongoing conversation to share information that may influence the study area.



**2D.4 Develop a marketing package for the Lebanon Innovation Districts highlighting the I-71 / SR 48 opportunity area.** The Innovation Districts position Lebanon for emerging industry growth that provides new economic revenues and diversifies its business portfolio. Developing resources that highlight the intent, incentives, and benefits of these districts is essential to initiating the conversation with developers. A marketing package detailing the zoning regulations, character intent, development incentives, and community amenities will provide an introduction to the purpose of the Innovation Districts. Attention should be given to the SR 48 study area as the priority opportunity for defining this new district within the broader City context.

**2D.5 Preserve large areas (greater than two acre increments) of contiguous forest.** The robust tree canopy is an important asset to the community and character of the study area. Updating zoning regulations to limit removal of large tree canopies, those over two (2) acres in size, preserving these features indefinitely. New proposals should emphasize these areas in site design and replacements offered on-site for mature trees removed during construction.

**2D.6 Integrate community gateway signage.** Defining the area as a gateway welcomes residents, employees, and visitors to Lebanon. Iconic signage will establish the I-71 / SR 48 interchange as a primary entrance to the community. Integrated wayfinding elements aligned with the City's branding highlights the important destinations and expected character of Lebanon. Each gateway should be unique to the surrounding context but coordinated with Citywide wayfinding and branding.

An aerial architectural rendering of an urban area. The scene is dominated by numerous palm trees and several multi-story buildings. A callout box with a teal background and white text points to a specific building complex in the upper-middle section of the image. The rendering is detailed, showing street layouts, parking areas with cars, and landscaping. The overall style is a fine-line architectural sketch with cross-hatching for shading.

**INNOVATION  
DISTRICT**

**I-71 / SR 48 Interchange**





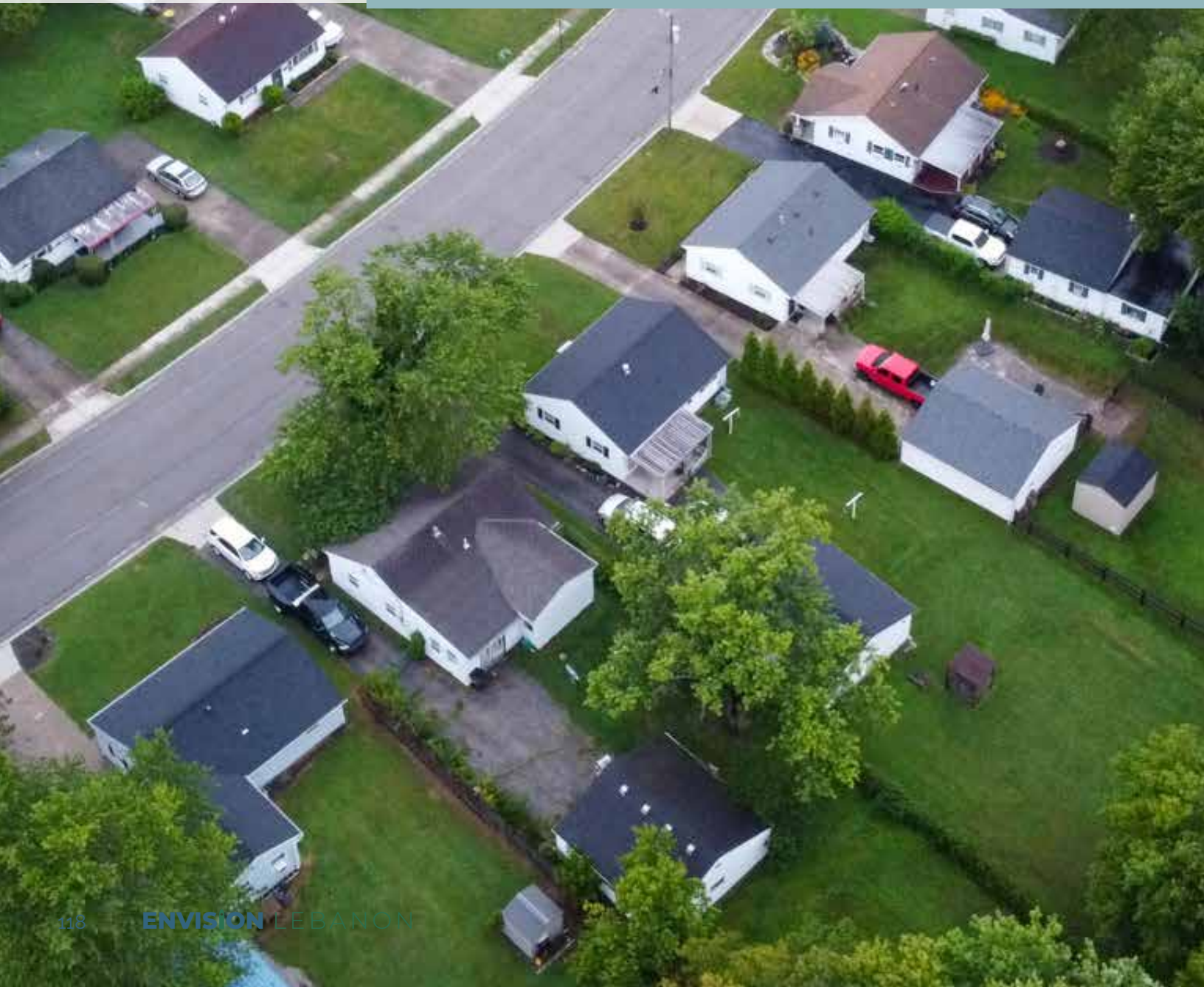
**FEATURE  
HOTEL**

**BUILDINGS  
FRONT STREET**



**"It's so important to participate  
at the local level."**

- Envision Lebanon Participant





# 3. Ensuring economic vitality



## CHAPTER ORGANIZATION

- Goal
- Objectives
- Conditions
- Actions

## GOAL

Lebanon presents robust economic opportunities for residents and businesses, increases business diversity, and fosters a talented workforce

## OBJECTIVES

- Pursue a balanced economic development approach
- Build on 'community of choice' status
- Encourage new development patterns and models
- Focus on place to support talent-dependent industries

Ensuring a city's economic vitality is central to any community's current and future prosperity. This chapter outlines existing economic conditions and trends in Lebanon, while connecting the City's economic vitality to other themes in the Plan, including recreation and mobility. This chapter also highlights the City's efforts to pursue a balanced economic approach that supports the community's existing workforce with new economic approaches, like an "Innovation District." Overall, Lebanon's community members share a common vision for enhancing and celebrating the City's economic prosperity.





# CONDITIONS

The following section focuses on the conditions and trends of Lebanon and establishes baseline economic conditions in the community. The City is home to approximately 11,000 full- and part-time jobs contained within over 700 businesses, non-profits, and government agencies. Private employment represents 87 percent of employment in Lebanon. Private employment in Lebanon is growing 2.7 times faster than the state and slightly faster than Warren

County. Manufacturing is the largest private-sector industry representing 21 percent of the employment base. Self-employment and entrepreneurship are able to be successful in Lebanon mainly due to the high quality of life and have shown to be playing bigger roles in the local economy than 10 years ago. This is not an exhaustive overview of the assessment. For more information, please refer to Conditions and Trends Volume 2 in the Plan's appendix.

## FINDINGS

### ECONOMIC ANALYSIS

This section focuses on the existing economic conditions and trends. Through this analysis, a baseline was established of the economic foundation in the community.

**The City of Lebanon is home to approximately 11,000 full and part-time jobs contained within over 700 businesses, nonprofits, and government agencies.**

Private employment represents 87 percent of employment in Lebanon. Private employment in Lebanon is growing 2.7 times faster than the state and slightly faster than Warren County.



*Mulberry St. features many locally owned businesses*

**Lebanon needs “Right Sized – Right Timed” real estate to continue its economic development progress.**

Lebanon has a substantial amount of industrial land inventory but relatively little of it is pad-ready, e.g. site fully prepared for building construction, including with utilities. A substantial portion of the acres of industrial land inventory has topographical challenges with slopes of more than 20 feet, which would require extensive site preparation. Several key industrial parks such as the Lebanon Commerce Park and the Columbia Business Park require stream mitigation to be fully utilized and need utility service to be pad-ready. They also face residential encroachment from neighboring communities. The lack of pad-ready sites can be detrimental for a business where time to market matters. A fully pad-ready site can save three to six months in construction time – an eternity in today’s fast-moving supply chain. This is particularly

true for the product side of the BioHealth sector, e.g. therapeutic manufacturing, chemical and biologic compounds, medical equipment, diagnostics, and digital health applications with specific emphasis on new product development and bringing to market recently approved products. Similar to the product-based biohealth sector, the fast-growing digital services and technical services sector (software, apps), as well as boutique consumer product companies with an e-commerce component, are also sensitive to time-to-market issues. Many of these companies are smaller, and may not be appropriate for single user, new, ground-up development, but would rather move into existing multi-tenant buildings surrounded by amenities to support their employees. It is critically important that Lebanon has the appropriate mix of “shovel-ready/move-in ready” physical assets (land and buildings) to act quickly when opportunities arise.





**Manufacturing is the largest private-sector industry representing 21 percent of the employment base.**

Location quotient is a statistical technique to identify key industries based on their relative level of concentration compared to the state or national levels. Manufacturing is a key industry in Lebanon with a location quotient of 1.8. This means manufacturing employment in Lebanon is 80 percent higher than the nation. Conversely, transportation and warehousing jobs which are typically also located in industrial zoned land are nearly 80 percent below national levels.

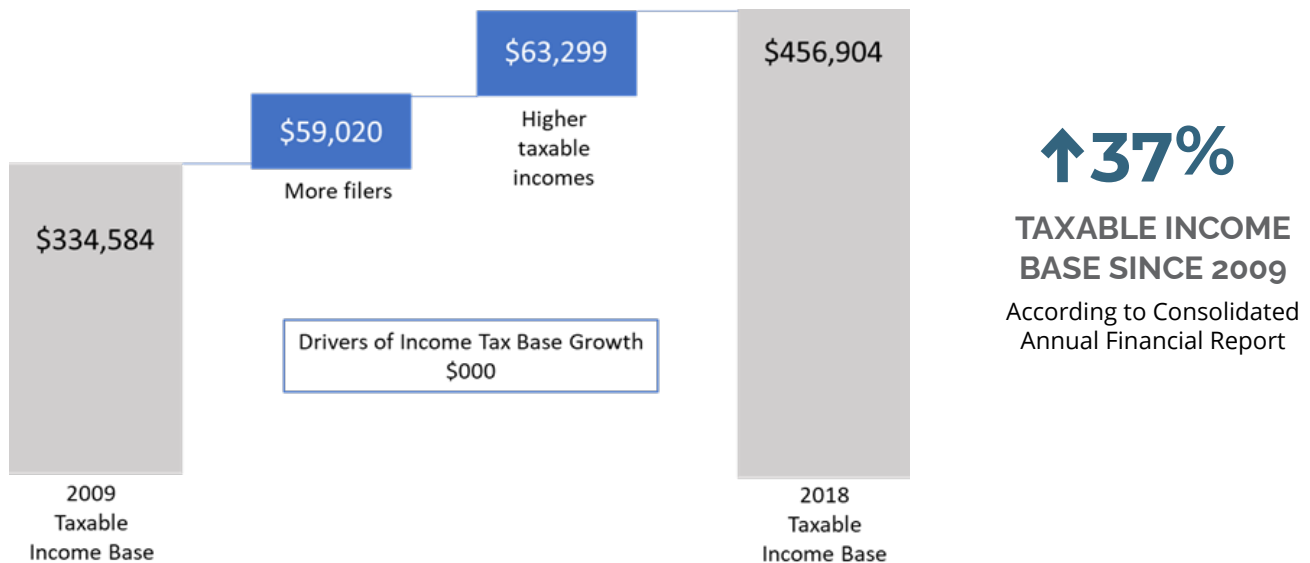


*Advics employs nearly 1,000 people*

**Another approach to understanding economic performance is to look at city income growth.**

The city-level total wage base is not available from any source to make comparisons to other geographies. However, understanding growth in incomes is a key factor for understanding the overall economic performance of Lebanon’s employment sectors. As a proxy, the City’s reported taxable wage base and income tax collections from the Consolidated Annual Financial Report were used.

Lebanon’s taxable income base is up 37 percent since 2009, slightly higher than its job growth. The waterfall graphic below shows what have been the key contributing factors to the City’s income tax base growth. Approximately 45 percent of the income tax base increased from more filers. Fifty-five percent of the increase can be attributed to higher incomes.



Over 50 percent of the growth is attributable to incomes over \$100,000. Returns over \$100,000 increased by 54 percent from 1,001 returns in 2009 to 1,562. This category of return also represents 56 percent of the increase in total returns from 2009 and 86 percent of the increase in the taxable income base.

Income tax base growth has been driven by factors other than wage withholdings. Examining the filing status shows that there are indicators of growth caused by self-employment and entrepreneurship.

**Self-employment and entrepreneurship are successful in Lebanon mainly due to the high quality of life.** When individuals can work wherever they want, they choose a place that is pleasing to live. Access to metropolitan areas, affordable housing stock, and high-speed internet are all factors that play into the decision. The ever-shifting retail market and growing e-commerce market are significant. Allowing for this shift will lure potential new business owners and encourage creativity in business models. For example, a small business may be located downtown with a small retail space in the front of the building and a larger production space for online orders behind the storefront. The zoning requirements within the Central Business District should accommodate these types of retail-production relationships. The comprehensive plan should include a recommendation to improve this relationship moving forward.



Image from Blume Home

*Blume Home is a small business in Lebanon*



Image from Journal News

*Jam and Jelly Lady sells from a storefront and manufactures behind the register*



**City staff should work with existing landlords to allow flexibility in properties.** Increasing the range of space types throughout the City will help foster this entrepreneurial spirit. Small business developers and entrepreneurs should be given more energy from local planning staff, than luring a large-scale tenant or user, especially as there are so many unknowns in the future of the office market. Zoning in places like downtown needs to be flexible with as few steps as possible for creativity to blossom. Encouraging pop-ups, hosting events, or developing new approaches toward local business engagement will make people want to live in Lebanon. To achieve the desired flexibility in zoning, a new district may be necessary to accommodate a mix of innovative and creative uses.

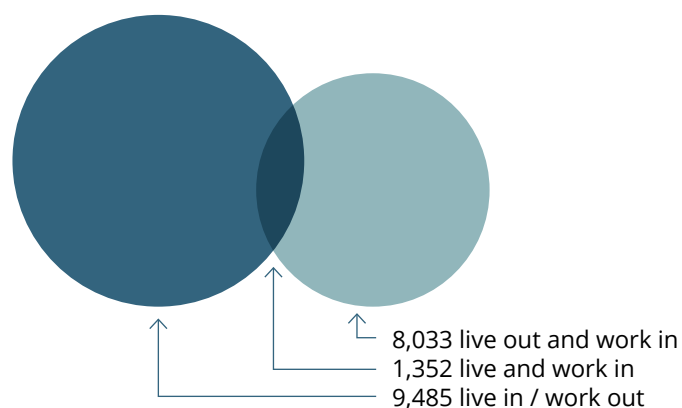
## WORKFORCE

This section focuses on understanding how employees move for employment.

**Lebanon is a community of choice.** A community of choice is where residency is not necessarily driven by employment opportunities within the community. Based on an analysis of commuting patterns, Lebanon's local labor needs (private sector workforce) are met by the region while a nearly equal number of Lebanon residents find employment across the region. Examining distance and direction of the city's resident commuters, Lebanon is effectively becoming an "edge" city serving two different but converging metropolitan markets (Cincinnati and Dayton). This suggests that Lebanon can expand on its current community of choice status by increasingly become the center for skilled technical workers and professionals who have "Plus One" dynamics needing to meet the employment needs of two skilled workers by having access to two job markets. An example of this phenomenon is the Lehigh Valley in Pennsylvania with access to Philadelphia or NYC, or the communities between San Jose and San Francisco. It is important to note that this also has implications for quality of life/place as well including housing and schools which are addressed in other parts of this plan.

**For those working in Lebanon more than three-fourths of commuters drive less than 25 miles.** Commuters from the north are as prevalent as workers from the southwest. However, 50 percent of the workers commuting over 50 miles come from the Northeast / Dayton metro area rather than closer to Cincinnati.

### WORKFORCE INFLOW AND OUTFLOW



## REGIONAL ECONOMIC DYNAMICS

It's important to remember that Lebanon's economy and economic development activity is a function of the region as a whole—looking at trends in the region can help identify opportunities.

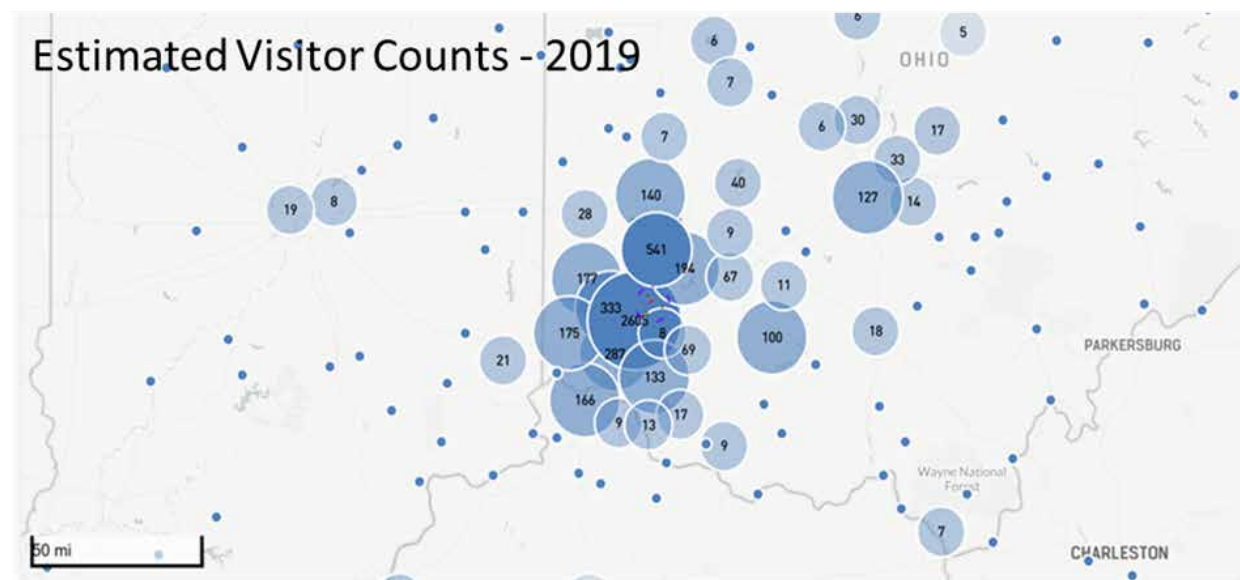
**The City's major, unique draw and critical asset is the downtown.** Cell phone location data was used to estimate the geographic reach of the downtown from 2019 to provide a pre-COVID perspective.

Findings from the cellphone data analysis include:

- The downtown has clearly become a superregional destination with a draw that reaches into Indianapolis, Columbus, and Cincinnati.
- The principal trade area has evolved from the estimate in 2017 reaching farther north and south than originally anticipated. The Trade area today is approximately 200,000 people for the 70 percent of its visitor base but reaching into a total consumer base of at least 1.5 million.



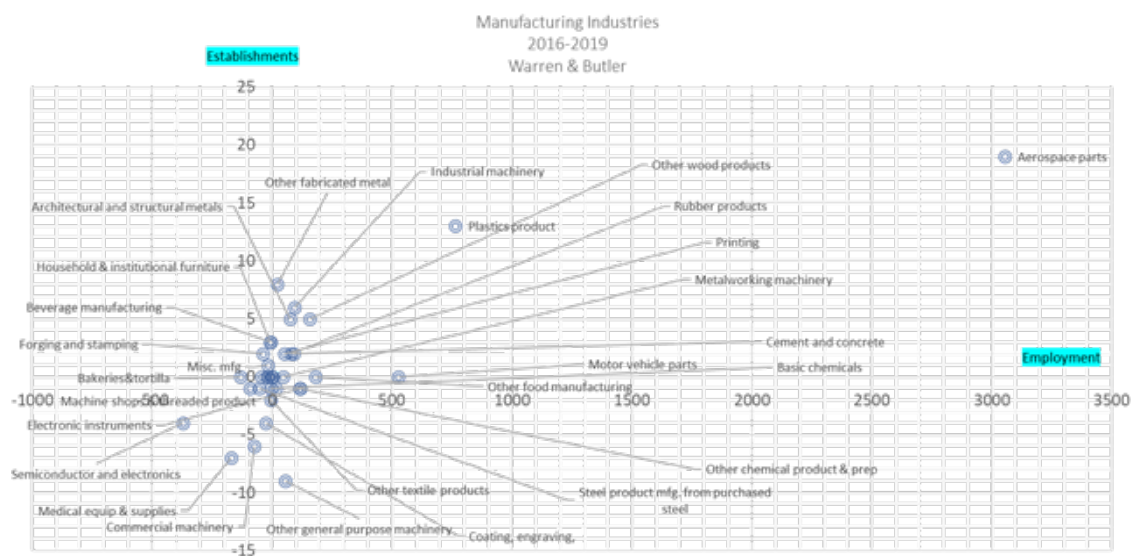
Events draw people downtown





**With the exception of aerospace and plastic products, most manufacturing sectors have seen little or only modest economic change in terms of employment or establishments.**

In contrast, professional services—particularly high-end computer and technical professional services—are growing both employees and firms in Butler and Warren County. However, based on the relationship between establishments and employee change, most of the growth in high-end services appears to be in smaller companies because the number of employees added compared to increases in establishments is less than 500 employees in total in most cases.



**Lebanon’s approach to economic development needs to find a balance between a primary focus on large-scale industrial employer recruitment, smaller businesses, and entrepreneurs.**

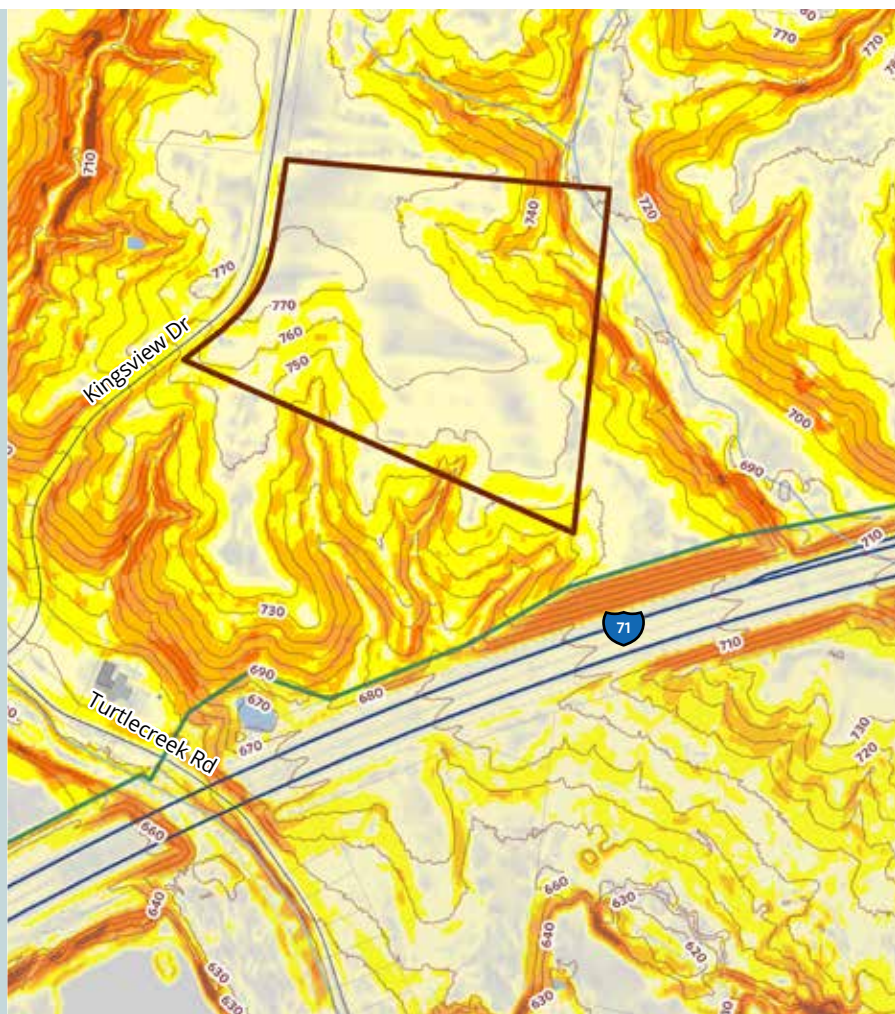
Examining the city income tax filing status reveals there are indicators of employment growth caused by self-employment and entrepreneurship. The fastest growing segment of the city income tax over the last several years has become self-employed workers rather than payroll withholding. It has grown almost two times the rate of payroll withholdings. Additionally, business dynamics data shows that new move-in activity represents very little job growth in the region. However, manufacturing remains a key industry in Lebanon, as manufacturing employment in the City is 80 percent higher than the nation. The vast majority of the industrial real estate activity in the Greater Cincinnati industrial real estate market is in warehousing and distribution, not manufacturing, despite tight supply in the manufacturing space. Logistics and warehouse space is 46 percent of the inventory in the “Tri-County” sub-market where Lebanon resides, and

demand for this type of space is two times that of manufacturing. Based on the analysis of growth in establishments and employment in manufacturing as well as space absorption trends, large scale manufacturing recruitment appears opportunistic. Warehousing and logistics-based uses are a clear development trend. However, Lebanon has relatively few large industrial parcels with easy access to highways, utility infrastructure, and land that does not require mitigation of slope or streams to make usable. Determining the “right” amount of warehousing is an important discussion for Lebanon since industrial zoned land can be used by used by warehousing and logistics firms with low employment density.

**Lebanon has a substantial amount of industrial land inventory, but much of this land faces challenges with respect to development.** A substantial portion of this inventory has topographical challenges with slopes of more than 20 feet requiring extensive site preparation and is impacted by streams and/or encroachment from residential by neighboring communities. Moreover, a number of the locations have limited water/sewer infrastructure and less than ideal highway access. Very few sites are truly “pad ready.” Given the role that time-to-market plays for a number of manufacturing firms, this lack of “shovel-ready” sites could be a significant disadvantage for Lebanon in attraction-based economic development.

## INDUSTRIAL SITE CAPACITY

As part of this analysis, a visual survey as well as map-based analysis was conducted of Lebanon’s industrial development capacity. Lebanon has a substantial amount of industrial land inventory (see Land Use Chapter). However, upon further analysis, a substantial portion of this inventory has topographical challenges with slopes of more than 20 feet, requiring extensive site preparation and is impacted by streams and/or encroachment from residential by neighboring communities. Moreover, a number of the locations have limited water/sewer infrastructure and less than ideal highway access. Very few sites are truly “pad ready.” Given the role that time-to-market plays for a number of manufacturing firms, this lack of “shovel-ready” sites could be a significant disadvantage for Lebanon in attraction-based economic development. Additional sites and their associated maps can be found in the appendices, Volume 2.

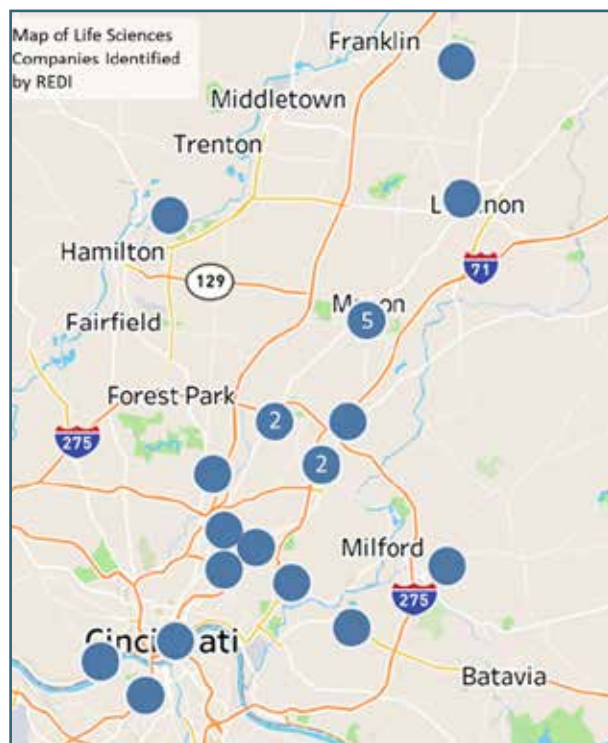




**Past planning studies have considered large building pad sites with accompanying smaller sites.** The current industrial market in the region is more responsive to offering a higher number of small pads, than trying to attract one large user. To attract JobsOhio projects, turning around sites that match a set of variables is of the utmost importance. If a potential site requires grading a site for nine months, the opportunity will have likely evaporated. Large format building sites need to be shovel-ready. Developing a list of shovel-ready sites will require buy-in from the City to make investments to attract economic development. If investments are not willing to be made, expectations of growth potential need to be reconsidered. If industrial growth is to be the priority moving forward in Lebanon, an approach towards annexation and acquisition needs to be established. To move in this direction, a clear explanation to elected officials and partner organizations is needed to outline expectations.

**BioHealth is an industry sector target for REDI and the City of Lebanon.** The Biohealth Sector as defined by REDI is very broad encompassing health care delivery, therapeutic manufacturing, chemical, and biologic compounds, medical equipment, diagnostics, digital health applications. Each sector has its own requirements in terms of land, buildings, and talent pools. It becomes more complicated when you divide the sectors into research, product development, manufacturing, clinical sales, and support.

**The analysis determined that the vast majority of the jobs from the REDI definition are in healthcare delivery.** Healthcare delivery is largely driven by market access with similarities to retail location dynamics. Lebanon already has a substantial presence in the healthcare component of the BioHealth sector. How much more it can absorb will be driven largely by continued population growth to the north of the City given the extensive presence of healthcare delivery facilities to the south of Lebanon.



Biohealth sector businesses in region

**Twenty-four companies were identified that are outside of healthcare delivery based on the REDI definition of BioHealth.**

The 71 Corridor is a key location for BioHealth companies focused on clinical applications. Examination of these companies reveals that they range from large-scale businesses to start-ups across a broad range of technologies and fields. Mason is home to the largest concentration of these companies.

**It is critically important to consider the role of talent in the BioHealth field.**

For many of these sectors, manufacturing workers represent a lower share of the total workforce. The ability to attract scientists, engineers, technicians, and management talent is vital to these companies.



**CTI LAB SERVICES**

In February of 2021, Clinical Trial and Consulting Services occupied an additional 37,000 square feet of space in Cincinnati. This amount equates to roughly 70 laboratory jobs, providing molecular, cellular and bioanalytical testing. This expansion represents growth for CTI from their Covington, KY location and further investment in the region.

*Image by CTI*







**Bethesda Medical Center**  
Arrow Springs Boulevard



# Actions



The following projects, policies, and programs support the economic development goal: Lebanon presents robust economic opportunities for residents and businesses, increases business diversity, and fosters a talented workforce.

**3.1 Continue building a healthy, vibrant downtown.** Up to and through the completion of the Downtown Lebanon Plan, the City's central district has seen a resurgence in investment and activity. Following the 2020 pandemic, residents and visitors are eager to re-engage with the district and continue their support for local businesses. The area is poised for a renewed period of investment and growth, but it's critical that this energy is well-captured and leveraged to continue upon the success of drawing tourism and providing residents with amenities.



*Downtown Lebanon*

**The Golden Lamb**  
Broadway Street



## TACTICS FOR CONTINUED DOWNTOWN SUCCESS

### TRACK VISITORS

Begin tracking visitor levels/profiles to the downtown, including out-of-community visitors through a variety of mechanisms: ped counters, parking revenues, occasional surveys, cell phone data analysis, merchant surveys, focus groups to develop a marketing profile for prospective developers and existing property owners about the downtown



### PURSUE A HOTEL

Encourage development of a modern, boutique hotel. Examples in Ohio include Cincinnati's Symphony Hotel and Sandusky's Hotel Kilbourne. Host a charrette with existing operators in community to identify issues / needs with repositioning their properties. Create a set of options to test. Create a list of potential boutique hotel developers / operators. Identify potential infill development opportunities. Identify existing buildings that may be appropriate for conversion and renovation.



### UPDATE CRA

Update and enhance the suite of development incentives and programs available for new and existing businesses in Downtown Lebanon. An assessment of current programs and new incentive strategies should be pursued as redevelopment initiatives are identified and new development opportunities are evaluated. For example, the Community Reinvestment Area (CRA) has been a successful incentive program over the years, but is administered under the original statutory provisions referred to as "Pre-1994." An update of the CRA program to the current requirements will afford the City a more comprehensive approach toward the scope of projects along with better flexibility in negotiating terms. Other programs to evaluate include, the Small Business Renovation Grant, Downtown Pre-Development Assistance Grant, Retail Tenant Improvement Grant, Façade Improvement Program, and Utility Rebate Incentives.

### ENCOURAGE SUPPORTING HOUSING

Encourage development of quality mid to low level housing to provide additional customer support for downtown businesses. Utilizing similar process to hotel development. Develop design and material standards for this type of project through a public process. If there is a piece of publicly owned land that may be suitable, issue an request for information.



**3.2 Support infill development along key commercial corridors.** The City's commercial corridors (like Columbus Avenue and Main Street) are still highly functioning corridors. The City will need to work with existing businesses to maximize their business potential while also improving the overall quality of the corridor. Sections of these corridors were developed during a period that emphasized large-format retail spaces and over-built parking. As these spaces continue to transition, the City will need to enable new, more productive uses to efficiently re-use the space.

**3.3 Create an "Innovation District" that enables mixed-employment / mixed-use zoning to support innovation-based businesses and supportive amenities.** Based on location, quality of place, and supportive business environment, Lebanon is poised for significant future investment. The shape and arrangement of this development, however, may be quite different from what the City has entitled in the past. It is not an academic institution based model. There are two approaches for an Innovation District in Lebanon, campus master planned and using zoning in existing spaces. Either or both may be used in the Miller Road and I-71 / SR 48 interchange planning areas, featured in the Protecting Community Character chapter.

### CAMPUS MASTER PLAN INNOVATION DISTRICT

A new greenfield construction (or significant property redevelopment such as a tearing down an existing shopping center) master planned campus environment that provides a mixed-employment (advanced manufacturing, office), housing as an amenity, pedestrian and bike friendly model. It is the employment center equivalent of a lifestyle center where the focus

is built around jobs with amenities rather than being retail centric. Retail in this case is a supporting use, and housing is ancillary with enough density to help support the amenity base and maintain vibrancy after hours. Examples of this concept include the HUB at RTP (formerly Park Central), and to some degree the Dublin, Ohio West Innovation District.



Image from Duda Paine Architects



Image from City of Dublin



## ZONING APPROACH TO AN INNOVATION DISTRICT

The second is a zoning use approach built around innovative business models where single purpose zoning use classifications do not reflect changing business models. In this case it could be applied to specific areas like existing commercial corridors or industrial parks as an overlay approach or a site specific planned development where the need to support emerging business models, property revenue diversification, or similar issues are vital to redevelopment, restoration and property improvement.

This concept could support maker industries with “front of house” needs (offices, showrooms, etc.) and “back-of-house” operations (production, warehousing, etc.). Here is an example from Gallipolis Ohio, River City Leather, where the assembly, shipping, and retail are linked together in one building in the downtown retail district.



The other case for a zoning use approach is more like a site specific adaptive reuse project where a mix of uses makes the project more feasible. This is the IceHouse project in Harrisonburg VA. This project contains a jewelry manufacturer, a museum, rental apartments,

office space, a microbrewery, coffee shop and restaurants. Although Lebanon may not have similar, older manufacturing and warehousing spaces, similar types of reuse of big box stores, office buildings and 60s/70s era factories may be possible.



**3.4 Target potential annexation.** The City has, rightly, limited its physical growth to strategic annexations with a strong, demonstrable benefit to the community. There are several parcels surrounding the City or between key industrial sites that are not currently incorporated but could help the community improve its marketability for multiple forms of new investment.

**3.5 Maintain two “pad-ready” sites for REDI recruitment.** REDI is the regional economic development agency for Southwestern Ohio. Its tendency is to focus on larger economic development projects requiring significant land capacity. For large (greater than 30 acres) site development there is both decreasing demand regionally and a need for greater speed-to-market availability to secure the project. Ideal sites are served by existing infrastructure, have good freight access, and require minimal to no grading or further site preparation. The City’s current sites have limitations based on one or more of these criteria. To exploit these few remaining options, the City will work with logical partners to remove the speed-to-market barriers for two of the most feasible locations. This will likely mean that the city will need to provide funding for infrastructure (utilities) and site preparation (stream and topographic issues). The City may want to consider forming an industrial development authority or corporation to facilitate public private partnerships to develop this land or to potentially acquire it.

### ANNEXATION CHECKLIST

Prior to pursuing annexation, the City should consider the following items:

1. Does the land have limiting topographic issues and environmental constraints such as wetlands or streams?
2. Is it in a location where utilities can be easily extended?
3. Does it have the potential for direct highway access?
4. Does the land sit near existing city-zoned industrial parcels where its development into non compatible uses may inhibit the ability to utilize our industrial sites?







**3.6 Establish a workforce strategy built around advocating for talent development and quality of place initiatives.** Access to a high quality workforce is critical to the local economy. The City will work with regional and local agencies to develop specific strategies to attract and develop quality talent to support the areas growing advanced manufacturing and BioHealth sectors. Coordination will also occur with area educational institutions to bolster connections and opportunities for students to meet employers. Similarly, coordination with companies and their executives to promote diversity and inclusion will occur in order to bolster potential recruitment opportunities. The City's primary role is to serve as a voice in the need for regional educational institutions, training programs, and county and state officials to be cognizant of the changes in the local economy.

### WORKFORCE DEVELOPMENT TACTICS

1. Convene, two times a year, a group of human relations executives in charge of recruitment for larger companies and executives from smaller businesses about their HR challenges including recruitment issues, continuing education, diversity and inclusion initiatives, and skill upgrading.
2. Ensure participation in regional skills and talent discussions.
3. Hold informal discussions with local and regional development and planning officials about the growth in the BioHealth sector and digital tech around issues surrounding talent attraction and brainstorm potential initial actions.
4. Conduct a workforce housing affordability assessment.
5. Identify and focus on high-growth sectors for expanding workforce opportunities.



**3.7 Promote quality of place initiatives as vital to economic development and talent recruitment.** Emphasize high quality of design and material choices in development projects. Lebanon is a community of choice in the region and will continue to attract new residents, businesses, and development. As new development or redevelopment occurs in the City it will be critical to maintain high aesthetic standards. Much of the community's well-earned, positive reputation is based on the City's strong quality of place. This should be a priority for future physical investment.



*Lebanon is a community of choice based on livability*

### MONON TRAIL

The Monon Trail in Indianapolis, Indiana, has made significant contributions to the local economy. It has led to increased business development along its corridor and substantial revitalization in the Broad Ripple Village neighborhood. The network of trails that includes the Monon Trail was also associated with an increase in property values of more than \$140 million across Marion County.

*Images by Coleman Concierge*







**3.8 Advocate for Investment in paths, trails, outdoor facilities.** Amenities—especially parks and trails—are now expected features of communities competing for high skilled technical talent, and are not just for residents. More recently, cities have extended their trails networks into non-residential districts to improve walk or bike-ability and help knit these areas of the communities into the larger amenity network. These investments will be integral to the Innovation District concept and will help Lebanon create more competitive and marketable commercial property concept and will help Lebanon create more competitive and marketable commercial property.



*The Monon Trail in Indianapolis, IN*

**3.9 Continue work with existing businesses on expansion and reinvestment plans.** City staff will continue to foster growth from existing businesses by collaborating with owners. Between 2015 and 2020, new and existing businesses invested over \$400 million, all done in coordination with the Department of Community Development as a partner.





**"I want to be part of creating a  
productive, growing, and welcoming  
environment for years to come."**

- Envision Lebanon Participant





# 4. Reinforcing neighborhoods



## CHAPTER ORGANIZATION

- Goal
- Objectives
- Conditions
- Actions

## GOAL

Attractive, unique, and affordable neighborhoods and services appeal to a diverse population and meet the needs of residents.

## OBJECTIVES

- Continue to encourage and protect the range of housing products
- Protect and enhance neighborhood character
- Encourage new housing investment in downtown
- Enable and incentivize re-investments in older, central neighborhoods
- Promote aging-in-place
- Maintain the high standard of City services



Desirable neighborhoods and quality housing enhance a City's livability and are important community needs to plan for. This chapter highlights Lebanon's existing and historic neighborhoods while encouraging the development of new housing to meet the growing needs of its residents. This chapter outlines several key themes heard throughout the planning process, including recommendations for aging-in-place housing services, more robust code enforcement, and a neighborhood liaison program. Access to safe, walkable communities further supports the Plan's mobility, recreation, and public health goals.



**Multi-family Residential**  
Shaker Trace



## CONDITIONS

Safe and affordable housing is an essential component of a strong and resilient community. Strong neighborhoods are the building blocks of a prosperous city and include housing types that reflect the diversity of the community overall. Lebanon has a greater variety of housing types compared to the county and state. Most housing units in the City—5,100 or 62 percent of the total stock—are single-family, detached homes. As for rental properties, the City maintains relatively inexpensive rent when compared to their regional peer communities. An increase in overall population and the corresponding decrease in household size are adding demand for additional housing units. Additionally, the number of households with children is decreasing while the number of households with

young children is decreasing significantly. The City of Lebanon has both formal and informal neighborhoods, including formally designated neighborhoods and dozens of additional informally designated neighborhoods based on subdivision development and other growth clusters. Lastly, there are a variety of housing-focused policies and programs available to property owners in the City. Some of these are funded and maintained by the City, such as the Lebanon Beautification Program and the Block Party Permits, while others are provided through state and federal programs. This is not an exhaustive overview of the assessment, for more information please refer to Conditions and Trends Volume 1 in the Plan's appendix.

## FINDINGS

### HOUSING STOCK

Housing stock refers to all dwelling units in a community. These can range from single-family homes to apartment buildings and mobile units. The “stock” refers to the full spectrum of structure used primarily for housing. The following is an analysis of the City's relative breakdown in inventory, age, growth trends, and other measures of the housing stock within the Planning Area.

**There are over 8,300 housing units in the city, an increase of 670 from 2000.** The city experienced a modest, eight percent growth in its housing stock between 2000 and 2018. Over this same period, the county grew by 12 percent, adding more than 10,000 units.

**Lebanon has a greater variety of housing types compared to the county and state.**

Most housing units in the city – 5,100 or 62 percent of the total – are single-family, detached. This, however, is a significantly smaller share than the county where the type accounts for 75 percent. Compared to both the county and state, the city has a larger share of middle housing types. These range in density from single-family, attached units (more commonly referred to as townhomes), to duplexes, triplexes, and large apartment buildings (more than 20 units per structure).

Percentage of residential types

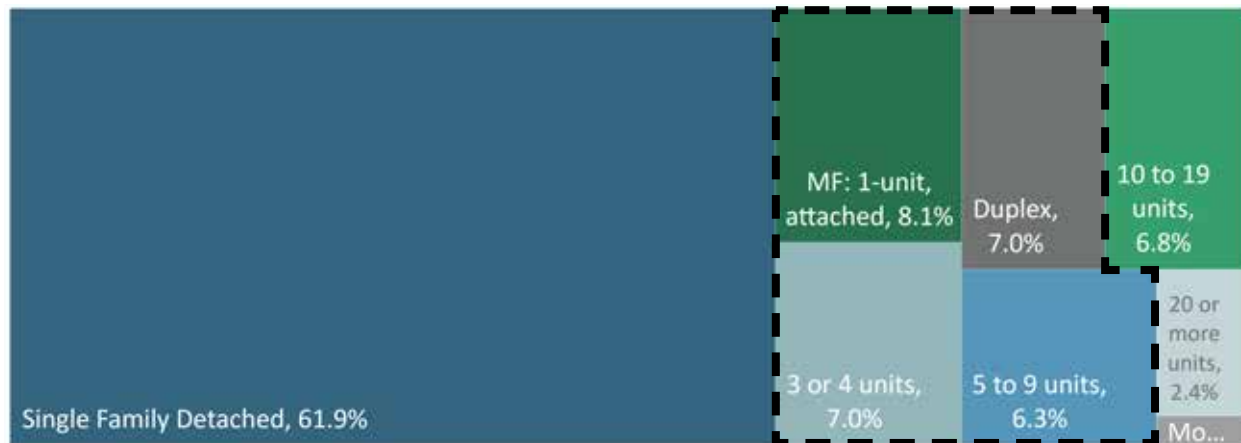
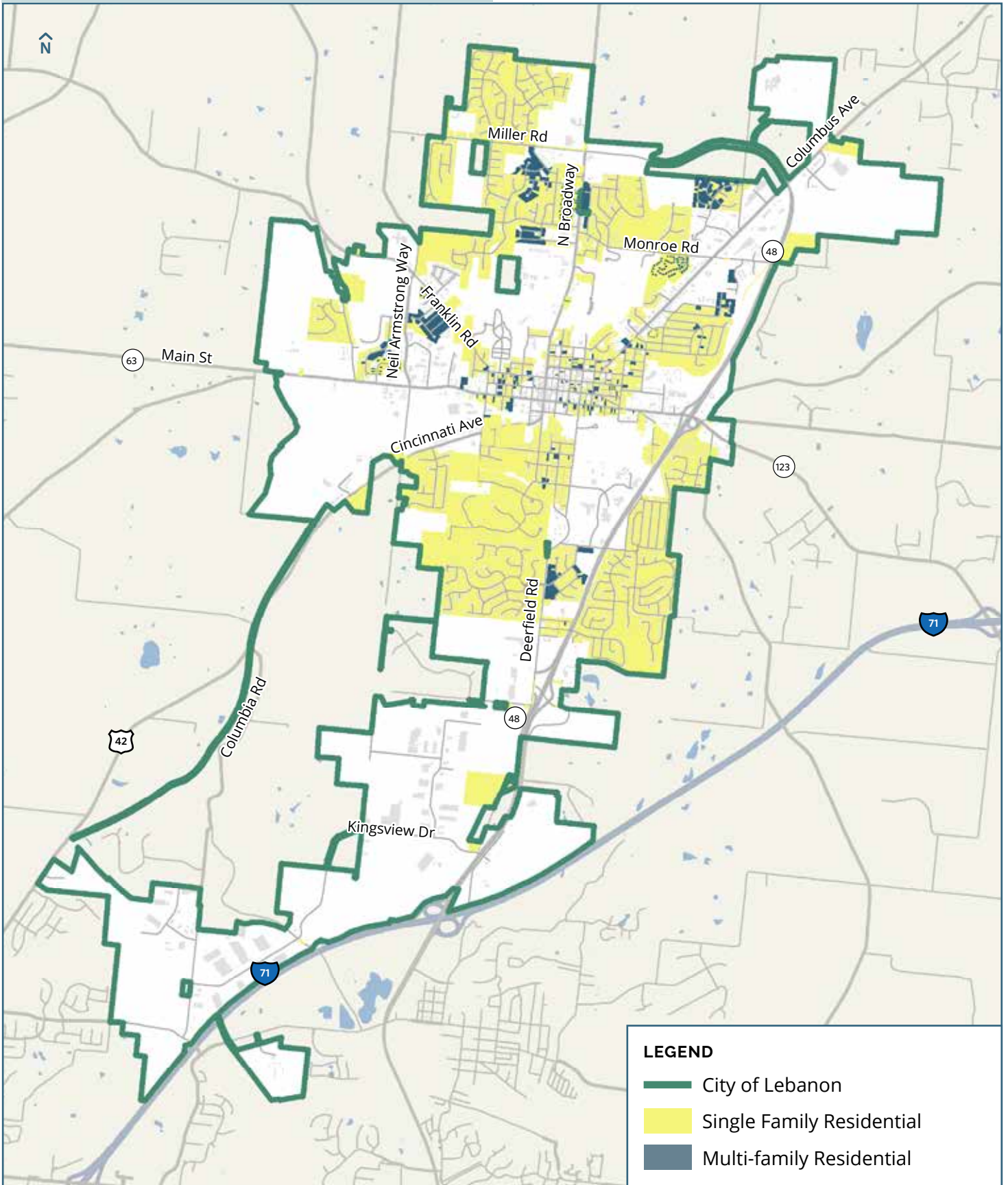


Image from Opticos Designs





# Housing Typology Map



**Mid-level housing types are more integrated into older neighborhoods, especially those adjacent to downtown.**

Middle housing types like duplexes, triplexes, and multi-unit structures are more integrated into the development pattern in older and more central neighborhoods in the city. These types do exist in the newer, peripheral neighborhoods, but they tend to be more isolated and segregated from single-family units.



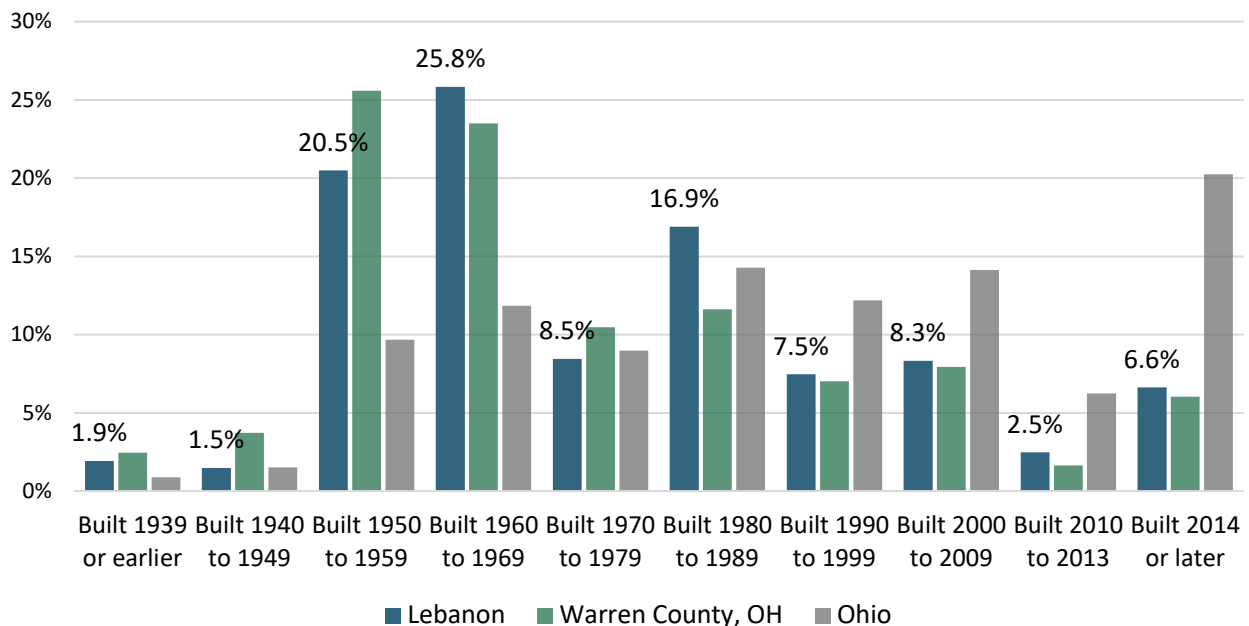
Multi-unit housing in Lebanon

**Housing stock is older on average.** Only 17 percent of the city's housing stock was built after 2000, with the remaining 83 percent, or 6,800 units built before. The 1950s and '60s were the fastest growth periods. Close to half of the city's housing stock was built in this 20-year period.

**83%**

**HOUSING STOCK BUILT BEFORE 2000**

*Age of Housing*





**Remodel activity is concentrated in the City's central neighborhoods.** Activity spans the city but, perhaps unsurprisingly, is concentrated in the central and older neighborhoods including Pleasant Park.

**Single-family home permitting activity slowed considerably in the last decade.**

After averaging 127 permits a year up to and through the national recession, activity slowed significantly in the 2010s. An average of 28 permits were issued each year through that decade. At the same time, average sales price in the city rose markedly through the last five years of the decade, from a low point in 2013 following the national recession.

**Infill development and redevelopment have increased especially within the city's historic core and surrounding neighborhoods.** More recent residential proposals and entitled projects are located closer to the city center and tend to include a range of housing products. Two notable projects are just north of downtown and are set to add more than 120 residential units. These two projects include a mix of products including townhomes, condominiums, and apartments. At the time of the plan, these are the two largest residential projects that are pending development.

**Median home values trail the county but outpace the state.** The median value in the city is \$174,000 compared to \$211,000 in Warren County. The city has a much smaller share of homes valued above \$300,000; 13 percent compared to the county's share of 28 percent. The city outperforms the state by \$30,000 where the median value is \$140,000.



*Single-family home*



*Image from 511northbroadway.com*

*Artist's rendering of new townhome development*

**\$174,000**

**MEDIAN HOME VALUE**

County Median: \$211,000

State Median: \$140,000

**Home sales value track closely Warren County and have grown steadily from their low in 2012.** Sales price averages have increased steadily from their low point in 2012, averaging a five percent increase each year. During the national recession, the local market experienced a “double-dip” decrease in values. This bottomed out in the first quarter of 2012 when the average sale prices fell below \$187,000, the lowest average since 2001. The City’s sales price tracks closely with the county, with the county maintaining a \$5,000 positive difference each year.

**The City and County significantly outperform the Cincinnati Metropolitan Area and the State of Ohio.** The average sales price in the City was \$72,000 more than the metro and \$110,000 more than that state. Growth rates in the metro, however, are slightly higher than in the City with five percent in added value each year.

**Sales prices have spiked during the 2020 global pandemic and related economic shutdowns.** In the final nine months of 2020, average sales prices in the City have increased significantly. Prices in March, when the pandemic-related shutdowns began, were up \$20,000 from the same month in 2019. The data showed a six percent overall increase in price through the first nine months of the year with the same relative churn or number of sales.

**The average sale price will surpass \$300,000 by 2025 based on current trends.** Not factoring in the dramatic increases in price through 2020, the city would still exceed \$300,000 in the middle of the decade. The forecast additionally assumes consistent permitting in new housing starts. A dramatic decrease in permitting coupled



*A historic home for sale*

**6%**

**INCREASE IN  
HOME SALE PRICE**

In 2020

**\$300,000**

**PROJECTED AVERAGE HOME  
SALE PRICE**

By 2025



with demonstrated demand in 2020, could increase the speed of sales price growth in the City faster than the five percent average.

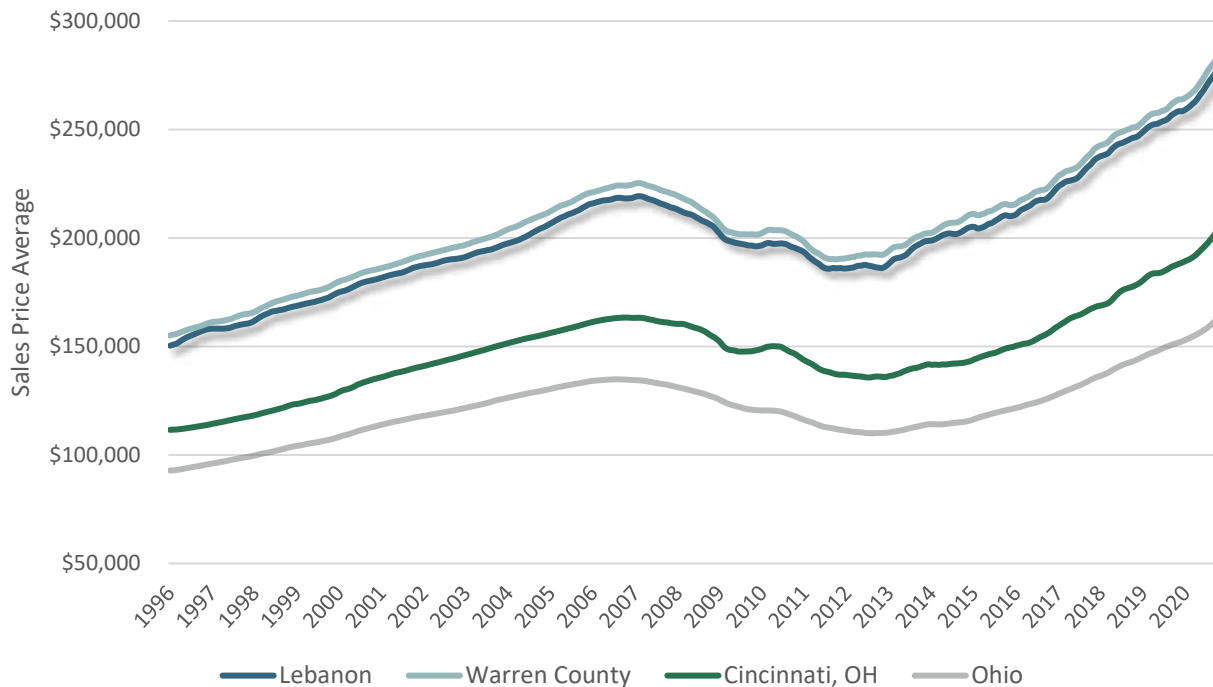
**The Lebanon School district drives and defines the home sales market.** A 2020 snapshot analysis of the for-sale housing market discovered 140 active or completed listings in a five-mile radius of the center of Lebanon. Homes in the Lebanon School District sold for higher prices (\$424,000 in the district, \$353,000 in the City) and were generally younger than the City proper (1970, 1985). Despite a four percent increase in sales price, there are fewer homes for sale during the 2020 snapshot period, a decrease of seven percent.



*Image from Conger Construction Group*

*Homes in the Lebanon City School district sold for higher prices*

*Average Home Sales Price*



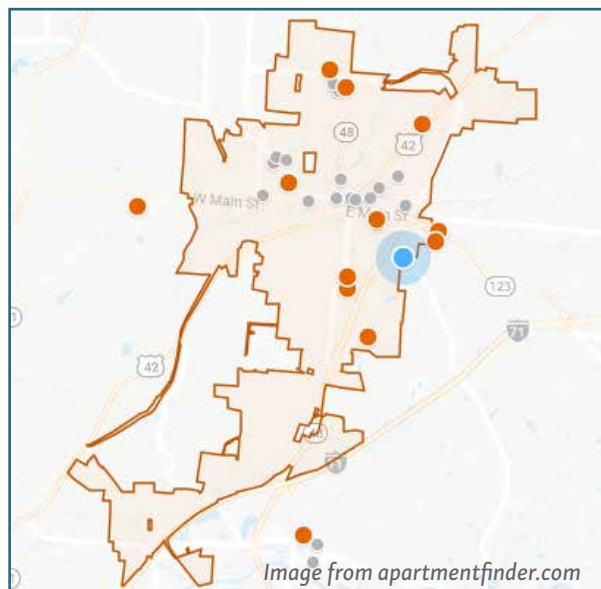
**Limited vacancy in the rental market is spread across a variety of unit types.**

During the 2020 market evaluation snapshot, there were 40 available rental properties ranging from studio apartments to single-family homes. Rents for apartment units ranged from \$550 to \$2,400 and \$975 to \$2,050 for single-family homes.

**There is a higher share of renters in the city compared to the county and this segment is growing.** Between 2000 and 2018, the share of renter-occupied housing units grew by 14 percent. Just over 3,000 or 40 percent of the 7,600 occupied housing units in the city are renter-occupied. This compares to 22 percent for Warren County and 30 percent for the state of Ohio.

**Renter-occupied housing is not limited to apartments.** Among the 40 available rentals surveyed in the 2020 snapshot, six were Single-family homes. A review of the tax records showed 80 single-family homes where the tax address does not match the street address for the property. This does not assume that all the properties are renter-occupied but is a reliable indicator or proxy.

**Hundreds of properties are owned by parties or entities outside of the city and the state.** Among the 7,700 single-family residential properties 874 are owned by entities or individuals outside the city. 330 of these are outside the state. Most multi-family parcel owners are outside of the city. There are just over 100 of these parcels and 60 are owned externally, 28 are owned by entities outside the state of Ohio.



Available rental properties

**14%**

**INCREASE IN RENTER-  
OCCUPIED HOUSING UNITS**

2000-2018

**11%**

**RESIDENTIAL PROPERTIES  
OWNED BY ENTITIES  
OUTSIDE THE CITY**

874 of 7,000 single-family residential properties



**Very low levels of vacancy especially among troublesome “other vacant” category.**

While vacancy rates in Lebanon have increased slightly from 2010 (up 16 percent) most of these properties can be categorized as temporarily vacant. These include units that are actively for rent, for sale, sold but not occupied, seasonal, etc. Properties categorized as other vacant include chronically vacant units or properties liable to blight, tax delinquency, and other deleterious effects on neighborhood vitality. Just under two percent of all housing units in Lebanon fall into this category and the share is decreasing (down from three percent in 2000).

**Lebanon’s proactive code enforcement practice stands out as the exception among similarly sized communities.**

The city has adopted the International Property Maintenance Code. This is the standard for residential and commercial property maintenance and upkeep. The city also provides residents with a guide for minimal property maintenance through its Property Maintenance Code Enforcement Sheet and performs routine inspections across neighborhoods. Lebanon’s practice of proactive versus reactive code inspections and enforcement is uncommon for cities of its size.

**16%**

**INCREASE IN VACANCY RATES**

Since 2010



*Proactive code enforcement encourages maintenance and upkeep*

## HOUSEHOLDER MAKE-UP

The following section is an analysis of the occupants of housing in Lebanon.

**Lower mortgage costs compared to the county.** With a median cost of \$1,400, monthly mortgage expenditures in the city are \$200 less than Warren County, with 60 percent of mortgage holders paying less than \$1,500. Within the 4,500 owner-occupied housing units, just over 1,000 do not carry a mortgage at all.

**Relatively inexpensive rent when compared to the regional peer communities.** The city's median rent is \$846 based on the American Communities Survey 2019 estimate. This ranks second-lowest among a list of seven peer communities, trailing only Hamilton, Ohio, \$809. This is also lower than the surrounding county, \$1,061, but slightly higher than the state median of \$808. Measured median rent and market or offered rents differ, however. A snapshot review of the rental market in 2020 found 40 available properties ranging in size with an asking rent between \$550 at the low end and \$2,950 at the high.

**Housing cost burdening more common among renters in the city, but a smaller share than the county and state.** The US Department of Housing and Urban Development (HUD) states that "families who pay more than 30 percent of their income for housing are considered cost-burdened," suggesting that they may have difficulty affording other necessities. 35 percent of renters in Lebanon are cost-burdened or spend more than 30 percent of their monthly income on rent. This compares to 37 percent of county renters and 45 percent for the state.

**\$1,400**

**MEDIAN MONTHLY MORTGAGE COSTS**

\$200 less than Warren County

*Median Rent*

City / Place	Median Rent
Hamilton, OH	\$809
<b>Lebanon, OH</b>	<b>\$846</b>
Fairfield, OH	\$944
Florence, KY	\$962
South Lebanon, OH	\$1,127
Springboro, OH	\$1,209
Mason, OH	\$1,348
Kings Mills, OH	\$1,488

**35%**

**OF RENTERS ARE HOUSING COST BURDENED**

37% and 45% for the county and state, respectively



**Greater variety of housing types contributes to naturally occurring affordable housing and increases relative affordability.** Compared to the county, state and peer communities in the region, Lebanon has a broader spectrum of housing types, including “middle housing” types. These units exist along a spectrum and generally include duplex, triplex, quad, and up to 10-unit single buildings. Thirty percent of the city’s housing stock is made up of these middle types, compared to 17 and 18 percent for the county and state, respectively. Among four peer communities (Hamilton, Fairfield, Ohio, and Florence, Kentucky) Lebanon has the highest share of these middle housing types.

**30%**  
**OF HOUSING STOCK IS CONSIDER "MIDDLE HOUSING"**  
 17% and 18% for the county and state, respectively

*Percentage of Housing Units*

Total Housing Units	Lebanon, OH	Florence, KY	Fairfield, OH	Hamilton, OH
1-unit, detached	61.9%	48.2%	53.8%	69.5%
1-unit, attached	<b>8.1%</b>	5.2%	7.0%	4.3%
2 units	<b>7.0%</b>	1.8%	1.8%	5.5%
3 or 4 units	<b>7.0%</b>	3.4%	3.9%	6.1%
5 to 9 units	<b>6.3%</b>	12.8%	9.1%	3.7%
10 to 19 units	6.8%	19.9%	17.0%	6.3%
20 or more units	2.4%	8.5%	3.9%	4.1%
Mobile home	0.5%	0.0%	3.4%	0.3%

**Increase in population and a decrease in household size are adding demand for housing units.**

The city's population grew three percent between 2010 and 2019 while the median household size decreased from 2.8 to 2.6. Smaller household sizes with continued population growth amplify the demand for housing as cohabitation groups shrink. As the population between 2010 and 2019 grew by three percent, the number of housing units increased by five percent. This divergence between the population growth rate and the housing unit growth rate will continue as long as household size continues to shrink and demand (which has been demonstrated) remains high.

**Households with children decreasing; households with young children decreasing significantly.**

The most recent decade of data shows a general decline in household size with an increase in total households from 7,096 to 7,875, an 11 percent increase. As a segment of these households, family groups grew by a slower rate, five percent, and families with children under 18 decreased by eight percent. Total school enrollment (all districts) decreased over the same period by 300 students from 5,500 to 5,200.

**Households with older residents have increased.** Between the measured period (2010 to 2019) households with at least one member over 60, increased by 43 percent. 36 percent of households in the city now fall into this category. In addition, householders living alone and over 65 increased by 30 percent from a share of seven percent of total households to nine percent.



Single family home

2.6

MEDIAN HOUSEHOLD SIZE

7% decrease, 2010-2019

3%

INCREASE IN POPULATION

2010-2019

11%

INCREASE IN TOTAL HOUSEHOLDS

2010-2019



## NEIGHBORHOODS

Neighborhoods are the fundamental building blocks of a community and helpful organizing unit for city policy and programs. The city of Lebanon has dozens of formal and informal neighborhoods. The following section provides an outline of topics pertinent to the city's neighborhoods.

**There are few formally designated neighborhoods in the city but dozens of additional informally designated neighborhoods based on subdivision development and other growth clusters.**

In the absence of formal designations, neighborhoods in Lebanon are generally defined by the residents themselves. Major roads tend to serve as neighborhood boundaries, with neighborhoods typically sharing characteristics such as the age of homes, development type, and intangible

“feel” or identity of the area. According to Nextdoor.com, Lebanon is comprised of 43 distinct neighborhoods. Lebanon is also home to several Historic neighborhoods as recognized by the National Register of Historic Places. Floraville and the East End Historic District were added to the register in 1984 and represent the historic residential areas of the city. Several Homeowners Associations (HOAs) exist in Lebanon to provide structure and enforcement to private covenants and restrictions within certain neighborhoods.



**Historic Home**  
Broadway Street

## HOUSING POLICIES AND PROGRAMS

There are a variety of housing-focused policies and programs available to property owners in the city. Some of these are funded and maintained by the city while others are provided through state and federal programs. This section highlights several of these local programs.

### The City of Lebanon offers several programs and services to promote community character and neighborhood gathering.

- The Lebanon Beautification Program is run by the City's Shade Tree Commission along with the Garden Clubs of Lebanon and a Master Gardener. Each year, they recognize and award property owners who have enhanced the beauty of Lebanon through landscape improvements.
- Block Party Permits are issued by the City to enable residents to host block parties on a small scale. The permits provide guidelines for road closures and event sponsors.
- The City's Event Calendar and Monthly Newsletter provide details about local events.

**The City adheres to International Property Maintenance Codes to uphold appearance and maintenance standards.** The standards include but are not limited to: proper maintenance of exterior and structure of buildings, maximum grass/weed height of 10 inches, and freedom from accumulated garbage and junk. The City also employs a full-time Code Enforcement Inspector who monitors new projects and responds to reports of code violations. These measures are meant to ensure the safety and character of neighborhoods across Lebanon.

**Lebanonlife** LEBANON historic charm, reimagined.  
September 2021

## NEWSLETTER

### Healthy Living Market

SEPT 11 | 10AM - 3PM | MULBERRY PLAZA

#### FREE FITNESS CLASSES

*All fitness classes will be held on the lawn at Bicentennial Park*

- 8:00 am Crossfit Workout
- 10:00 am Yoga with Green Lotus Yoga Studio
- 11:00 am Bootcamp with the Countryside YMCA
- 12:00 pm Kardia Fitness Class with David Lee

*All fitness class participants will be given one entry to win a Garmin. Watch of your choice to take your fitness to the next level! \*Up to a \$350 value*

**Active Games:** 24' Rock Climbing Wall, Meltdown Wipeout Game and more

**Wellness Information:** Physical Health, Mental Health, Healing Crystals, Holistic Pharmacy, Behavioral Health

**Food Vendors:** The Spicy Olive, Tracey's Cottage Market, Refreshing Springs Kombucha and local eateries

**TriHealth Women's Health Mobile Unit**  
Senior Care Resources and Information  
Downtown Shopping and Sidewalk Sales

**LEBANON PARKS WELLNESS CHALLENGE**

The Lebanon Parks Wellness Challenge concludes on September 11. Get out, explore and complete activities to win prizes!

The Lebanon Parks Wellness Challenge includes 13 activities that range in level of difficulty. From a 3.6 mile hike on the Lebanon Countryside Trail to having a picnic in a Lebanon Park, there is an activity for every fitness level!

Download your activity tracker at [lebanonohio.gov](http://lebanonohio.gov). Turn in your completed tracker at the Healthy Living Market on September 11!

**CITY OF LEBANON**  
50 South Broadway  
Lebanon, Ohio 45036

**OUR MISSION**  
To enhance the quality of life in our community by providing high-quality and cost-effective services, while maintaining the public trust through exceptional service and sound stewardship of our resources.

**LEBANON CITY COUNCIL**  
Amy Brewer, Mayor  
Mark Heiser, Vice Mayor  
Mika Cook, Council Member  
Adam Matthews, Council Member  
Wendy Motrok, Council Member  
Joe Shaffer, Council Member  
Doug Shook, Council Member

**CONTACT US**  
SERVICE 513-932-7200  
AFTER HOURS 513-932-2010

**EMERGENCY 9-1-1**  
POLICE NON EMERGENCY 513-932-2010  
FIRE NON EMERGENCY 513-932-6119

**CODE ENFORCEMENT** 513-228-3157  
ENGINEER 513-228-3130  
SPLITS 513-228-3171  
RECREATION 513-228-3104  
STREETS 513-228-3200  
TAX DEPT 513-935-7200  
UTILITIES 513-935-7200

[lebanonohio.gov](http://lebanonohio.gov)

Lebanon's monthly newsletter



**Homeowners are eligible for some programmatic and financial support at a county or statewide level, but clearly defined City programs are lacking.** Warren County, The Ohio-Kentucky-Indian Regional Council of Governments (OKI), and the State of Ohio provide resources to homeowners and municipalities through a variety of programs.

- Energy Assistance and Weatherization are offered by the state through the county. Some residents are eligible for the Home Energy Assistance Program (HEAP) and/or the Home Weatherization Assistance Program (HWAP). Information is available on the Warren County website.
- Tax incentives and abatements may also be available. Lebanon has a Community Reinvestment Area (CRA) program “in which property owners can receive tax incentives for investing in real property improvements.” The purpose of a CRA is “to encourage revitalization of the existing housing stock and the development of new structures.” The CRA program was established in 1988 and provides tax abatement to promote new construction or rehabilitation of residential, commercial, or industrial structures. The objective of the City of Lebanon’s CRA Program is to promote investment in areas that have experienced decline resulting from disinvestment. The program provides incentives for residential remodeling and renovations for eligible housing in seven of the eight CRA districts. Warren County provides information about Tax Increment Financing (TIF), stating that the mechanism is sometimes available for residential rehabilitation. However, “Residential projects are generally not eligible for TIF unless located within a blighted area of an impacted city.”



Warren County Community Services offer a variety of assistance to program to residents

- The city offers a Property Assessed Clean Energy (PACE) program, allowing property owners to finance investments into energy efficiency and renewable energy improvements. Additionally, the city has a housing council that oversees the CRAs, develops tax abatement procedures, and “encourages renovations and improvements to existing buildings.”
- The Solar Ready II Program from OKI promotes and facilitates increased solar energy adoption. The program provides permitting guidelines to local governments and guidance for builders, developers, and architects concerning solar-ready building design.

**Lebanon provides a variety of federally-supported affordable housing options, mostly managed by the Warren Metropolitan Housing Authority (MHA).**

The Warren County MHA operates public housing and Housing Choice Voucher Programs within the city of Lebanon. The Low-Income Housing Tax Credit (LIHTC) program enables private sector and non-profit developers to construct and manage affordable housing by subsidizing the cost of acquisition, construction, and/or rehabilitation of homes. Currently, in Lebanon, there are 3 LIHTC Properties with 118 units.

**Three Department of Housing and Urban Development (HUD) multifamily properties provide 154 affordable units, and one public housing development property contains 127 units.** The MHA also administers 137 active vouchers. These vouchers make up 4.7 percent of total housing in the Northwest portion of the City, 4.8 percent in the Northeast, and 7.9 percent in the South.



*The Solar Ready II Program maps solar potential*



*Image from LowIncomeHousing.us*

*Metropolitan Village is one of few public housing options in Lebanon*



**In addition to these federal programs, there are a significant number of Naturally Occurring Affordable Housing (NOAH) options in the city.** NOAH is the most efficient and common form of affordable housing in the US, and it presents an opportunity to explore ways to preserve affordable housing for Lebanon's residents. The city's median rent is lower than that of the surrounding county and five of six peer communities, thanks in part to the greater variety of housing types. Middle housing, such as duplexes, triplexes, quad, and other multi-unit buildings make up about 30 percent of the city's housing stock and represents a significant contribution to the affordability of housing in the city.



*Middle housing contributes to affordability in the city*

## **PUBLIC FACILITIES**

This section provides an overview of the facilities that are owned and operated by the City.

**City Hall houses most administration and departments.** Centrally located at 50 S. Broadway, Lebanon City Hall is home to all departments except fire and police. The Fire Department operates out of two fire stations, and the Police Department operates out of its own station as well. City Hall represents the center of government for the city and is an important facility for city services.

**Lebanon Public Library is a valuable publicly owned asset.** The library is located in Downtown Lebanon providing the community central access to its services and resources. In addition to the library building, the library includes a shared, public parking lot along Main Street and a park with a pavilion.



*City Hall houses most government departments*

**The City supports a weekly seasonal Farmer’s Market.** In a City-owned parking lot at the corner of Main and Sycamore Streets, the Farmer’s Market serves Lebanon from 3pm to 7pm on Thursdays between May and October. In cooperation with the Parks and Recreation Department and the Recreation & Natural Resource Coordinator, regional growers, merchants, and vendors offer high-quality local goods.



*Image from Lebanon Ohio Farmers Market*

City supported Farmers Market

## PUBLIC SERVICES AND WORKS

This section describes the services offered by various departments within the City, including Fire and Police Services, Utilities, Waste, and Infrastructure & Fleet Maintenance. These services fall under the purview of the City Manager and are housed within the Department of Safety and the Service Department.

**The City operates a well-equipped Fire and EMS department.** Two fire stations provide fire and EMS services and operate three engines, four medic units, a ladder truck, and a battalion vehicle. The medic unit is the busiest unit in the fleet, accounting for about 70 percent of call volume. Each unit is also equipped for Advanced Life Support (ALS), a significant asset; only 17 percent of Fire Departments in the US have ALS equipping.



**Station 41**  
Building and Rendering



**The Special Operations Unit is a valuable and collaborative asset.** The Lebanon Fire Division participates in the Warren County Technical Rescue Team. Members of the team include firefighters and technicians from all over Warren County who assist local fire, E.M.S., and police agencies with technical rescues such as confined space, trench, structural collapse, rope, wide-area search, dive, and swift water. This group was formed in 2014 and conducts regular training. The team also works closely with other regional teams such as the Butler County Technical Rescue Team, Hamilton County USAR, and Ohio Task Force One.

**Lebanon boasts a competent and effective police force, though slightly smaller for a city its size.** The Division of Police is an internationally accredited agency that includes 28 sworn officers and 9 civilian personnel, serving a city of 21,000 citizens and patrolling 12.9 square miles. Personnel includes dispatchers and administrative staff who oversee tasks such as recruiting hiring, budgeting, and finance. Communications officers are trained and certified in Emergency Medical Dispatching protocols, setting this department apart from its local peers. According to national statistics from 2016, jurisdictions with populations between 25,000 and 50,000 averaged 17.0 sworn officers per 10,000 people and 21.2 total personnel. Though Lebanon's population is slightly lower than this range, it is worth noting that the City supports 13.3 officers per 10,000 residents and 17.6 total personnel.

# 28

**SWORN POLICE OFFICERS**

and 9 civilian personnel

# 17.6

**TOTAL PERSONNEL PER  
10,000 RESIDENTS**

National Avg: 21.2



*The Police Department's Bike Patrol provides specialized support*

**The Division of Police provides a variety of services to residents.** The following list summarizes the responsibilities of the different patrols and units within the two bureaus of the department:

- Bike Patrol – support at festivals and special events.
- Canine Patrol – detects narcotics, locates evidence at crime scenes, conducts building and area searches, supports handler protection and criminal apprehension.
- Honor Guard – attends special events and funerals.
- School Resource Officer – acts as a safety and law enforcement partner, educational resource & problem solver, and a Liaison to Community Resources.
- Traffic Patrol – works with the City engineer to resolve traffic-related issues in the community.
- Uniform Patrol Section – responds to calls for service, conducts preliminary investigations into crimes that are reported, maintains order, enforces the criminal and traffic code, and creates a safe and comfortable community in which people can live, work and visit.
- Warren County Tactical Response Unit (WCTRU) – responds to critical incidents, including hostage situations. Comprised of officers from the Warren County Sheriff's Office, Clearcreek Township Police Department, Franklin Police Department, Hamilton Township Police Department, Mason Police Department, and the Springboro Police Department.
- Support Services Bureau – operates the Communications Center, police records, evidence and property room, recruiting and hiring, promotional processes, accreditation, finances, and budgeting.



Number of Crime Incidents	2018	2019
Larcenies	355	316
Burglaries	22	32
Motor Vehicle Thefts	19	18
Rapes and Attempts	23	10
Robberies	3	5
Felonious Assaults	4	5
Murders and Attempts	0	0

**Crime and drug activities are relatively low in Lebanon.** The following chart shows the number of instances of various crimes and drug-related activities in 2018 and 2019. Several categories increased, others decreased, and Murders and Attempts stayed at 0.





Specific responsibilities are as follows:

- Cemetery—responsible for managing the sale of burial sites and maintaining 36 acres of land containing more than 12,000 burial sites.
- Fleet Maintenance—responsible for routine maintenance and any needed repairs to 187 vehicles and pieces of equipment.
- Parks—responsible for maintaining more than 500+ acres of parks and trails across the city.
- Streets—responsible for maintaining 219 lane miles of roads, street signage, and parking meters, providing leaf collection, snow removal, and street sweeping services, and providing staff support for festivals and events.
- Water Distribution–Sewer (Sanitary and Storm) Collections—responsible for providing maintenance services for 116 miles of water main, four water towers, two booster stations, 208 miles of sanitary and storm sewer lines, and six sewer pump stations.
- Wastewater Treatment—responsible for providing treatment of approximately 2.856 million gallons of wastewater per day.

**187**

**VEHICLES**

Maintained by Fleet Maintenance

**500+**

**ACRES OF PARKS AND TRAILS**

Managed by the Parks Dept.

**219**

**LANE MILES OF ROADS**

Maintained by the Streets Dept.



**Streetscape Amenities**  
Mulberry Street



**Water distribution and sewer collection are handled by the city, though water is supplied and treated by the Greater Cincinnati Water Works.** The City operates a potable water distribution system that delivers water to approximately 7,300 accounts in and just outside of the City through 116 miles of water main. The Greater Cincinnati Water Works (GCWW) supplies wholesale water to the City, with a capacity of six million gallons per day. In recent years, the City has implemented an aggressive water-main replacement program to replace outdated pipes. Four water-booster stations are located throughout the City to supply water into one of four water towers. The City also has 100 miles of sanitary sewer mains, 14 miles of sanitary force mains, seven pump stations in the sanitary sewer collection system, and 92 miles of storm sewer mains.

**The City contracts for consolidated refuse and recycling services and relies on Warren County for management.** Through a competitive bidding process, the City collaborates with Rumpke Refuse Collection to provide trash and recycling services at a competitive rate. Warren County manages the solid waste and recycling program as the City is part of its Solid Waste Management District (SWMD). The SWMD is a single-county district that corresponds to the boundaries of Warren County. Six transfer facilities accepted waste from the county during 2014, with four located outside the District but within the state, and two facilities located out-of-state. Seven composting and yard waste management facilities provided services to the SWMD in 2014, five of which are located within the county and two of which are not.



*Water main replacement in Atlanta, GA*



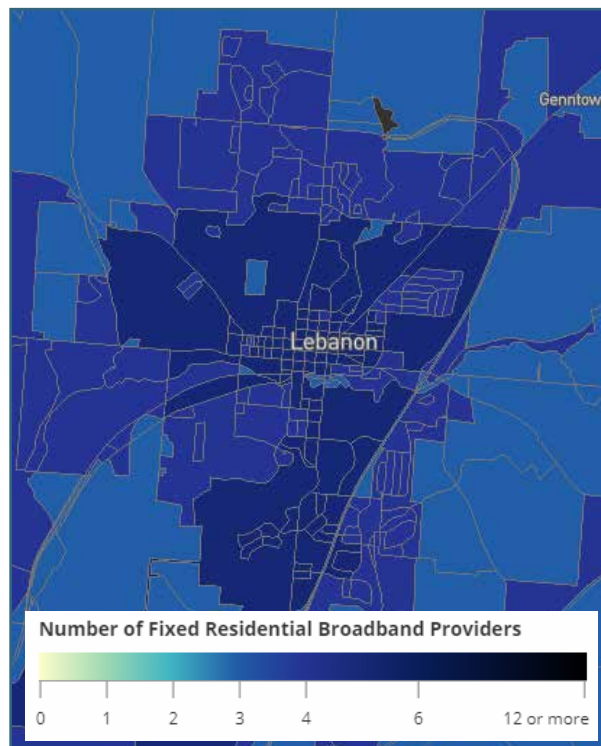
*Rumpke Refuse Collection offers curbside trash and recycling pickup*

**The Warren County 2018 Solid Waste Management Plan provides goals and expectations for solid waste management.**

The three purposes of the report are: (1) to reduce the amount of waste Ohioans generate and dispose of; (2) to ensure that Ohio has adequate, protective capacity at landfills to dispose of its waste; and (3) to reduce Ohio's reliance on landfills. As part of the Warren County Solid Waste Management District (SWMD), the City of Lebanon is subject to the report's finding that the SWMD will have access to at least 10 years of landfill capacity to manage all of the solid wastes that will be disposed of.

**The City relies on independent providers for other utilities.**

Duke Energy is responsible for any natural gas service and distribution within the city of Lebanon; the City provides contact information on its website for those residents who require gas service. Like most cities, Lebanon does not provide broadband internet access. Instead, 17 independent providers offer broadband coverage to 99.8 percent of residents in the City, with an average speed of just under 120 Mbps. Most households in Lebanon have two to three options for internet service providers, whereas eight percent of the population only has one option. Approximately 25-30 percent of the City has access to Fiber Optic Broadband from two different providers.



Broadband coverage in Lebanon

**99.8%**

**OF RESIDENTS HAVE ACCESS TO BROADBAND COVERAGE**

Avg. Speed ~120Mbps



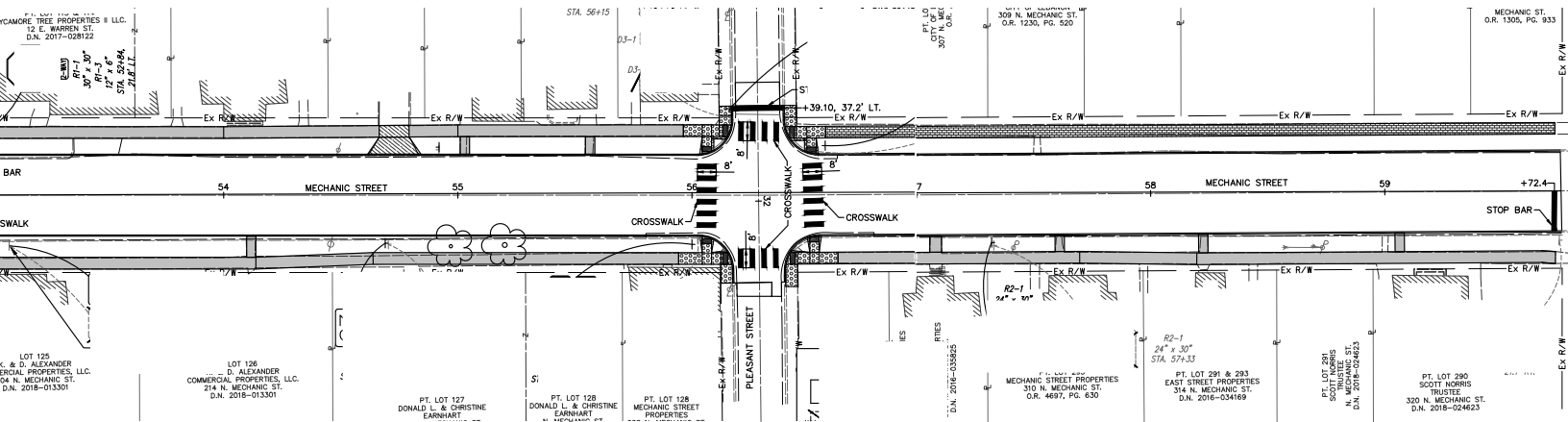


- Road Improvements address resurfacing, reconstruction, and a variety of other improvements. The most recent Customer Satisfaction Survey found that people are more dissatisfied with roadway conditions than any other service area in the City. Additional revenue resulting from the tax credit reduction is expected to allow the City to increase the level of effort for road maintenance by about 50 percent compared with pre-2018 spending levels, resulting in higher levels of satisfaction as the road maintenance backlog is reduced over time. Major 2021 roadway maintenance projects include the reconstruction of New St., Sycamore St. from Silver to Mulberry, and Wright Ave. The City will also pursue curb, gutter, and sidewalk replacement. Some road improvements will depend on securing state and federal grant money.

50%

INCREASE IN EFFORT FOR ROAD SPENDING

Over pre-2018 spending levels





**Several key projects were undertaken as part of a 2019 and 2020 two-year effort.**

These include:

- Monroe Road Improvements that focused on water main replacement and road improvements.
- Downtown Pedestrian Safety Improvements that addressed 12 intersections in Downtown Lebanon. In response to a pedestrian safety study that was prompted by the Lebanon Downtown Master Plan, this project sought to improve pedestrian visibility and safety.
- North Broadway Corridor Improvements sought to improve the streetscape and reduce the road from 4 to 3 lanes. These improvements allow for on-street parking along portions of the roadway and a new bike path beginning south of the Warren County Fairgrounds and extending to DeSales Avenue.



*Pedestrian safety was a priority in the Downtown Master Plan*



**Mulberry Plaza Improvements**  
Mulberry Street

# Actions



The following projects, policies, and programs support the reinforcing neighborhoods goal: Attractive, unique, and affordable neighborhoods and services appeal to a diverse population and meet the needs of residents. .

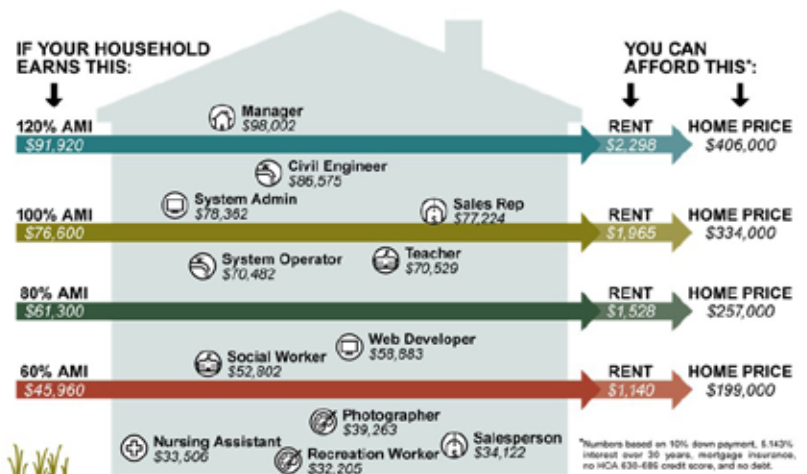
## 4.1 Host an annual multidisciplinary housing advisory group meeting.

Convene public, private, and non-profit representatives to discuss current housing needs for Lebanon. The group will evaluate, develop, and recommend specific housing policies that the City can pursue to provide diverse housing options for residents. Unique programs or initiatives can be identified by the group along with initial neighborhoods for testing emerging trends for citywide deployment.

### AFFORDABLE HOUSING ADVISORY COMMITTEE BEND, OREGON

The Bend, Oregon Affordable Housing Advisory Committee ensures that residents of all incomes have a place to call home. The committee was established to work alongside those looking for stable residency and those looking to build affordable homes in the community. The group meets twice monthly to review established policies and procedures, ordinances, consider land development regulations, and recommend actions or incentives to encourage or facilitate affordable housing. Resources and information about upcoming affordable housing projects are shared regularly with residents..

*Images from the City of Bend*







**4.2 Encourage continued refinement of housing diversity.** The City has a diverse stock of 'missing middle' housing. Quality additional infill development closer to the City center is encouraged. It is imperative that affordable and high quality residential choices are offered throughout the City. Housing stock of varying form, factors, price points and locations will enhance the quality of life in Lebanon.

### MISSING MIDDLE

The term "Missing Middle" was coined by Daniel Parolek of Opticos Design. Missing middle housing is "a range of house-scale buildings with multiple units—compatible in scale and form with detached single-family homes—located in a walkable neighborhood." Many communities throughout the country, including Lebanon, have recognized that providing more missing middle housing can assist in meeting increased demands for housing that is in a walkable environment and serves shifting demographics, including both younger and older populations seeking less maintenance and access to amenities.

### PLANNING FOR HOUSING DIVERSITY

The City of Fort Collins, Colorado has developed a Housing Strategic Plan with the vision that "Everyone has healthy, stable housing they can afford." Through an inclusive planning process, the City identified seven major challenges to achieving this vision; they then identified 26 strategies to begin to address these major challenges. Strategies address issues such as occupancy limits, inclusivity, visitability, and incentives.

The strategic plan also includes a biennial planning lifecycle with phases to assess progress, revisit priorities, confirm priorities, and host a design summit.

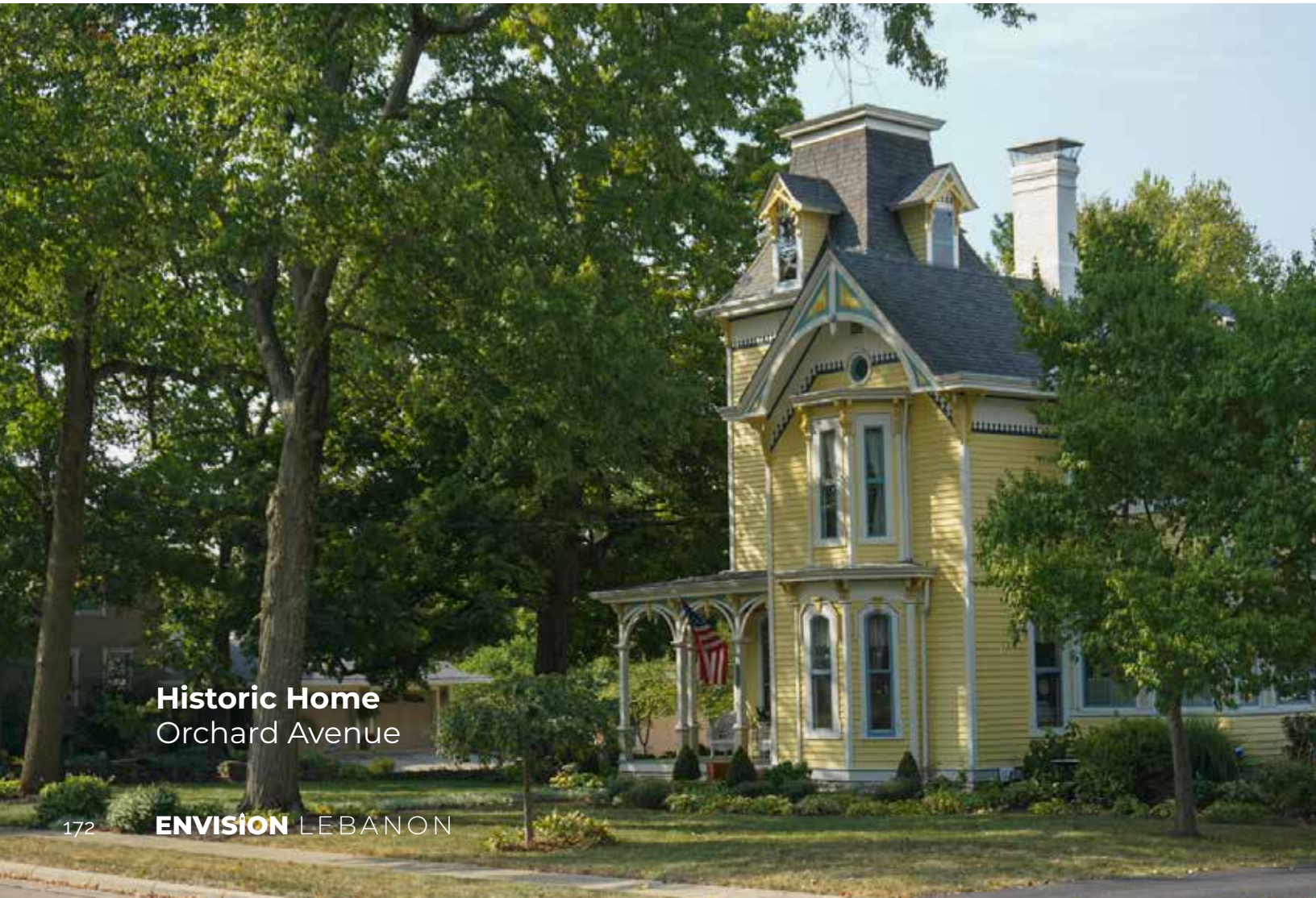
Images from the City of Fort Collins



**4.3 Ensure diverse housing options are enabled through zoning.** The City should update the zoning code to define and permit a wide variety of housing options. Each zoning district and permitted housing type should support the various lifestyles in the City and encourage a mixture of options in each neighborhood. Architectural guidelines should further articulate integrating new infill development into the existing character of the neighborhoods, especially historic blocks near Downtown.



**4.4 Develop residential appearance guidelines.** Maintaining neighborhood character is a primary concern in historic neighborhoods. By developing architectural guidelines for infill residential development, the City can ensure that new construction complements the unique characteristics of the community. Specific architectural styles, roof design, materials, design features, driveway or garage location, and other similar details can guide homebuilders for matching the appropriate neighborhood intent. The City can further outline the differences between certain residential styles such as requirements for historic properties compared to those in mid-century, suburban neighborhoods.



**Historic Home**  
Orchard Avenue





**4.5 Establish development standards for “complete” neighborhood design.** The characteristics of Lebanon’s initial neighborhoods such as well-connected streets, open space integration, diversity of housing, and other similar features are desirable features for a community. Updating the zoning regulations to encourage “complete” neighborhood design in new subdivisions will enhance the City’s lifestyle options. Residents will have a wider range of housing options and neighborhood locations that provide similar benefits, improving the community’s quality of life.



*Image from Complete Communities*

## COMPLETE NEIGHBORHOODS

A complete neighborhood is an area where residents have safe and convenient access to goods and services they need on a daily or regular basis. This includes a range of housing options, grocery stores, and other neighborhood-serving commercial services; quality public schools; public open spaces and recreational facilities; and access to frequent transit. In a complete neighborhood, the network of streets and sidewalks is interconnected, which makes walking and bicycling to these places safe and relatively easy for people of all ages and abilities. These types of places are especially important to seniors who want to age in place, and to the Millennial workers who have different preferences for access and connectedness to destinations from their neighborhoods.



**4.6 Create a residential facade improvement program.** Offer an incentive program that supports facade improvements for residential properties across the City which were constructed more than 40 years ago. The program can begin in a specific neighborhood or district of Lebanon before being implemented across the City. This allows for adjusting the program elements while stimulating initial investment in focus areas.

Best Practice: The Residential Façade Improvement Program in Pittsburgh, PA offers matching grants to income-eligible residents. At least 50 percent of the funds must be used for the front facade, and modifications may include: siding replacement; painting; porch, window, and/or door repair; brick repointing; and others

**4.7 Evaluate incentives for strategic housing development.** Evaluate the existing housing stock to identify and incentivize specific options that offer new living opportunities for residents. Focus should be given to ‘missing middle’ housing options that are currently underrepresented in Lebanon. The City should consult with housing market experts to understand desired types currently unavailable or in short supply.



Facade improvements made possible by Pittsburgh's Residential Façade Improvement Program

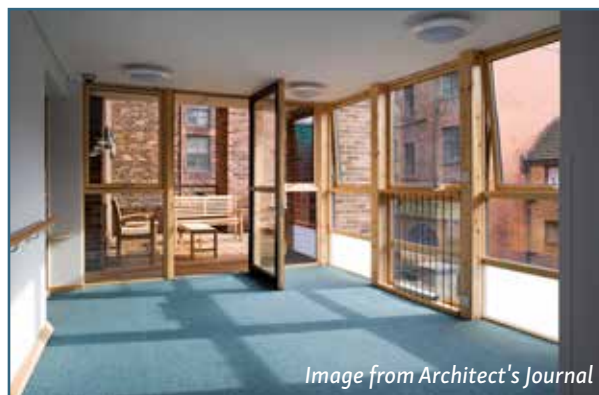


Existing Lebanon housing stock





**4.8 Support senior housing and aging-in-place improvements.** Encourage new housing development to provide options for aging residents and support opportunities to improve existing home accessibility, features, etc. Resources should be collected at the state and federal level for financial support for home improvements. A local grant program could also provide assistance to existing homeowners in converting and improving portions of their residence for compliance with ADA standards.



*Image from Architect's Journal*

*Age-friendly housing for older adults*

**4.9 Align local policies with OKI's Strategic Regional Policy Plan (How Do We GROW From Here?).** Continued support of the region's efforts to improve and maintain housing options for everyone is essential for Lebanon. Opportunities to align local policies with OKI's regional policy plan should be identified and supported in the City. Elected officials and city leadership remaining engaged in the conversation will position Lebanon for continuous housing improvement. Future regional initiatives should be pursued with partnering communities to improve the overall quality of life of the region.



*For more information on OKI's Strategic Regional Policy Plan, visit [www.oki.org/](http://www.oki.org/)*

#### 4.10 Establish a Neighborhood Liaison Program.



A robust resident network can serve as the intersection between neighborhoods and the City. Establishing a liaison program will engage residents to serve as representatives for neighborhood participation and activism across the City. These liaisons can provide information on concerns or opportunities identified by residents and share messaging from staff on upcoming projects or new programs being initiated. The program can operate on an annual basis, training new liaisons and facilitating an inclusive community-wide discussions to maintain a dialogue.

Best Practice: The Neighborhood Liaisons program in Columbus, Ohio operates in each region of the city. Liaisons work within these regions to connect residents to city services and ensure the health, safety, and welfare of families in their area.

#### 4.11 Continue robust code enforcement.

The City's proactive code enforcement practice has maintained a high standard for the community that will continue as Lebanon grows. Efforts should ensure the City can maintain this level of service by providing sufficient staffing and support for code enforcement. Nuisance regulations should remain modern as infill and redevelopment occurs to ensure officers are enabled with appropriate regulations to protect Lebanon's character.



Columbus, Ohio's Neighborhood Liaisons program



Proactive code enforcement ensures quality neighborhoods





**4.12 Provide information to support renters.** Prepare an information packet that includes important details for existing protections, occupancy regulations, and programs for renters in Lebanon. This should be distributed across the City to rental agencies and made available both online and in city buildings for future tenants. Community forums can allow renters the opportunity to learn about existing regulations, participate in programs, and inquire about concerns or landlord issues.



*Multi-family housing in Lebanon*

### CENTRAL COMMUNITY HOUSING

The Central Community House is a neighborhood-based community center in Columbus, Ohio. This community staple was founded in 1936 and is a place for people to receive support and promote each others passions and talents. The center offers a wide range of services, including assisting residents with accessing programs that provide rent or mortgage assistance, tutoring, food and more.

*Images from Central Community Housing*



**4.13 Research rental property strategies.** Rental properties in Lebanon are not limited to multi-family units, and many are integrated in existing neighborhoods. The City will conduct a housing study to better understand rental housing conditions, assisting with housing stock improvements and rental affordability. Baseline data and identified recommendations from the study can guide future housing policies, projects, and programs.

### RENTAL PROPERTY STRATEGIES

Communities have grown increasingly sophisticated in the management and regulation of rental properties inside their jurisdiction. A wide range of tools and strategies are available to strengthen the rental market and to support renters in the City.

Best Practice: Montgomery County, Maryland coordinated a study of rental housing in the county to assess how to best meet the needs of renters of all income levels. In addition to gathering data on the current rental landscape, the study offered recommendations for policies and programs to improve rental affordability and opportunities.

The study provided a menu of recommendations to increase rental housing, with a focus on affordable rental housing in the County.

#### MPDU Program

- Increase requirements
- FAR-based option
- Sliding scale option
- Off-site option within planning area

#### Land Use and Zoning Tools

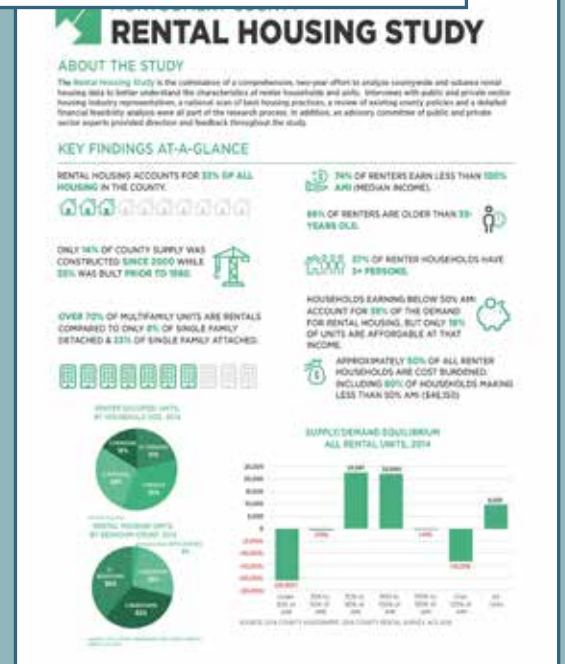
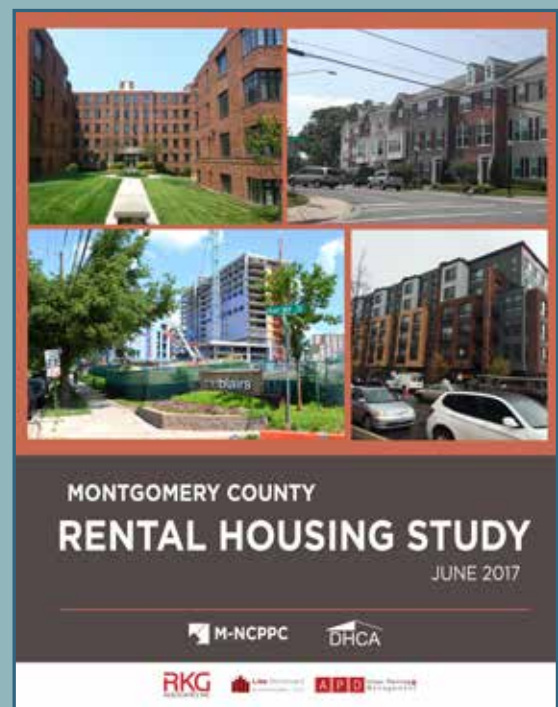
- Adaptive re-use
- Modified bonus density
- Public land/co-location
- Reduced parking requirements

#### Preservation Tools

- Expanded right of first refusal
- Redevelopment / preservation incentives
- Inventory of at-risk properties

#### Financial Tools

- Financial education
- General appropriations
- Demolition fees
- LIHTC set aside
- Local housing vouchers
- Tax increment financing
- Fee in lieu for small projects







**4.14 Encourage executive-style housing through targeted large lot zoning with amenity co-development.**

While Lebanon is home to a wide variety of strong and vibrant neighborhoods, there is a dearth of higher-end housing options. This category can be useful to the City, as larger, more expensive lots are more fiscally productive and can help define a “green” boundary around the community. This “rural edge” is a defining feature of Lebanon and a strong and stable large-lot zoning classification at the edges of the community will help protect this character for future generations.



*Example executive style housing*

**4.15 Consider density in housing developments near the rural transition.**

New development on the outskirts of the City should prioritize buffering of existing residents and the protection of natural resources. Dense housing developments will be discouraged to match the contextual rural setting.



*Example outskirts development*



**Single Family Home**  
Warren Street



DRAFT

**"I love this community and want to see it maximize its potential."**

- Envision Lebanon Participant





# 5. Leveraging natural and community health



## CHAPTER ORGANIZATION

- Goal
- Objectives
- Conditions
- Actions

## GOAL

Healthy and abundant natural resources, expansive recreational networks and programs, adding richness and vibrancy to the community.

## OBJECTIVES

- Expand and enhance the City's parks and recreation assets
- Invest in the recreational network
- Maintain air and water quality standards
- Preserve environmental assets and riparian corridors
- Focus on initiatives that enhance the community's physical and mental health and wellness



Leveraging the City's natural, recreational, and community health assets is an important and interconnected focus of this Plan. This chapter describes the City's natural environment, including the community's parks, trails, and waterways. This chapter also recognizes the importance of public health in maintaining a community's livability and its vitality. Following are recommended actions that emphasize the interconnectedness of healthy residents and a healthy environment, while also highlighting synergies between this goal and others, such as the chapter on mobility.





## CONDITIONS

The City's natural environment provides assets that benefit the entire community and offer significant public health benefits. Therefore, protection and preservation of these natural resources are important to maintaining the environment and enhancing the community character of Lebanon.

Waterways, also referred to as blueways, are important environmental assets for any community. Lebanon is home to an expansive network of streams, rivers, and creeks that are often found adjacent to public parks, open spaces, and other natural areas. These waterways function for natural flood control while also defining unique natural features across the City. Importantly, approximately 675 acres of land in the City is located within the floodplain zones identified by the Federal Emergency Management Agency (FEMA). This is important for Lebanon as the floodplains cover eight percent of all incorporated land.

Lebanon's development, growth and relationship with natural features have also supported the preservation of a robust urban tree canopy. This canopy is experienced across the community with parks, neighborhoods, downtown, and commercial/industrial land having access to vibrant tree growth. An estimated 2,600 acres of the City are covered by the existing tree canopy, which accounts for 31 percent of all land, compared to the state average of 38

percent. Relating to public health, urban tree canopies offer a variety of benefits to the community, including the reduction of air pollution, aesthetic value, energy conservation, and stormwater mitigation. As new areas develop, the promotion of tree canopy growth in the City will assist with mitigating many urbanization concerns. Natural shade can soften the sun's heat, lowering building energy consumption and limiting the heat island effect, where urban areas experience higher temperatures than outlying areas due to sun heat redirection.

Lebanon's park system includes several natural resource areas identified for their distinct conservation value. These areas preserve environmental features to serve as both a recreational asset to the community and to protect wildlife, water quality, and endangered species. Many parks include natural walking trails, wildlife viewing areas, and education facilities that work with the environment and minimize site disturbance. Several natural resource areas, including Bowman Nature Preserve, Corwin Park, June Marie Park, McBurney Hill Park, Miller Ecological Park, and Turtlecreek Nature Preserve total more than 200 acres dedicated to natural preservation and conservation efforts. This is not an exhaustive overview of the assessment; for more information please refer to Conditions and Trends Volume 1 in the Plan's appendix.

## FINDINGS

### ENVIRONMENTAL RESOURCES

This section focuses on identifying the specific natural resources that are unique to Lebanon. These represent assets that provide a benefit to the community and are distinct characteristics for the city. Protection and preservation of these resources are important to maintaining the environment and enhancing the community character of Lebanon.

**Waterways, also referred to as blueways, are important environmental assets for a community.** They function for natural flood control while also defining unique natural features across the city. Lebanon is home to an expansive network of streams, rivers, and creeks that are often found adjacent to public parks, open spaces, and other natural areas. Turtle Creek is a prominent blueway corridor given its pathway near downtown and extension outward. Muddy Creek, located in southern Lebanon, is another significant corridor but is one of many blueways found within the city. Other major rivers, streams, and creeks include:

- Bainum's Creek
- North Fork Turtle Creek
- Dry Run
- Howards Run
- Corwin's Run
- Reeder's Run
- French Run
- Mulford's Run
- Mad Run
- Irons Run
- Jamison's Run



*Image from Cincinnati Magazine*

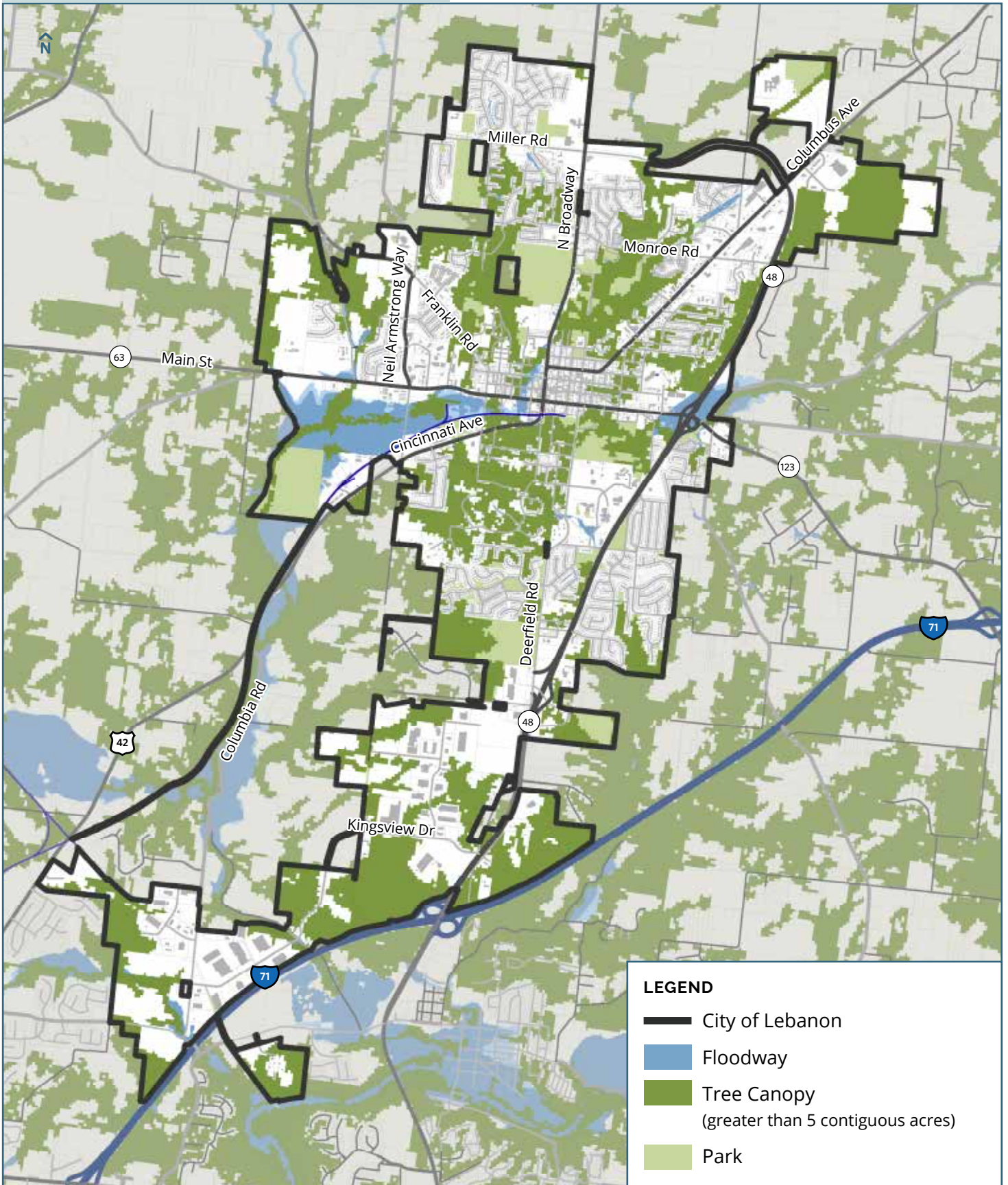
French Run ravine



Turtle Creek



# Environmental Resources



**Natural water flow is an important aspect of blueway networks.** These areas depict the natural drainage pattern and flood risk for surrounding land. As the primary water corridors, Turtle & Muddy Creeks serve as the collectors for the vast majority of water drainage in Lebanon, both directly and indirectly. Low-land areas adjacent to floodways known as Riparian Zones are the areas that are most susceptible to flooding during heavy rain events. FEMA identifies the riparian zones on their floodplain map, further characterizing flood potential based on the likelihood of reaching specific water levels. The 100-year and 500-year floodplain zones represent areas that have a one percent and 0.2 percent chance, respectively, of being flooded during a rain event in a given year.

**Approximately 675 acres of land are located within the floodplain zones identified by FEMA.** This is important for Lebanon as it covers eight percent of all incorporated land. All property located within floodplain zones is limited from development as it requires specific flood insurance to permit and can alter the surrounding drainage patterns causing potential impacts to more property. This limitation removes the roughly 675 acres from potential development but offers opportunities for unique environmental improvements. Many communities leverage floodplain zones for greenway and trail development, encouraging sensitive improvements that work with the natural features of the blueway. Minimal site improvements like bike paths, trails, sports fields, and landscaping reduce potential flood risks while offering additional community amenities. Lebanon has already begun



*Image from Olentangy Watershed*

*Maintaining riparian zones is important for flood control*



positioning many public parks in floodplain areas or adjacent to waterways such as the Lebanon Sports Complex.

**Lebanon’s development growth and relationship with natural features have supported the preservation of a robust urban tree canopy.** This canopy is experienced across the community with parks, neighborhoods, downtown, and commercial/industrial land having access to vibrant tree growth. An estimated 2,600 acres of the City are covered by the existing tree canopy with accounts for 31 percent of all land, compared to the state average of 38 percent. This is based on analyzing areas with substantial coverage, a contiguous canopy of five acres or greater in size.

**Urban tree canopies offer a variety of benefits to the community.** This includes air pollution removal, aesthetic value, energy conservation, and stormwater mitigation. As new areas develop, the promotion of tree canopy growth will assist with mitigating many urbanization concerns. Natural shade can soften the sun’s heat lowering building energy consumption and limiting the heat island effect, where urban areas experience higher temperatures than outlying areas due to sun heat redirection. The heat island effect is increased in areas with densely developed land consisting of buildings, pavement, or other hardscapes and minimal landscaping or natural features. Tree cover assists with rainfall management using the environment to absorb a substantial portion of water while redirecting the rest along natural drainage channels. Additionally, tree canopies provide a public health benefit by removing air pollution from the community while also enhancing the community’s aesthetic.



*YMCA wetland landscape*



*Existing urban canopy*

**Included in Lebanon's parks system are several natural resources areas identified for their distinct conservation value.** These areas preserve environmental features to serve as both a recreational asset to the community and to protect wildlife, water quality, and endangered species. Many include natural walking trails, wildlife viewing areas, and education facilities that work with the environment and minimize site disturbance. There are five identified natural resource areas which include Bowman Nature Preserve, Corwin Park, June Marie Park, McBurney Hill Park, and Turtlecreek Nature Preserve. These five areas total almost 116 acres for natural preservation and conservation efforts, over 15 percent of all Lebanon parkland. Similarly, Miller Ecological Park is a passive park space that was acquired to assist with the conservation of the green space and wetland area in the northwest corner of the city. This park composes an additional 96 acres for conservation purposes.

### PARKS INVENTORY AND AMENITIES

**NATURAL RESOURCE AREAS/ OPEN SPACE**

Open space/natural areas are undeveloped but may include natural or paved trails. Grasslands under power line corridors are one example creek areas are another. Open space contains natural resources that can be managed for recreation and natural resource conservation values such as a desire to protect wildlife habitat, water quality, and endangered species. Open space also can provide opportunities for nature based, unstructured, low-impact recreational opportunities such as walking and nature viewing. Amenities located in natural areas may include paved or natural trails, wildlife viewing areas, mountain biking, disc golf, interpretation, and education facilities.



Turtlecreek Nature Preserve

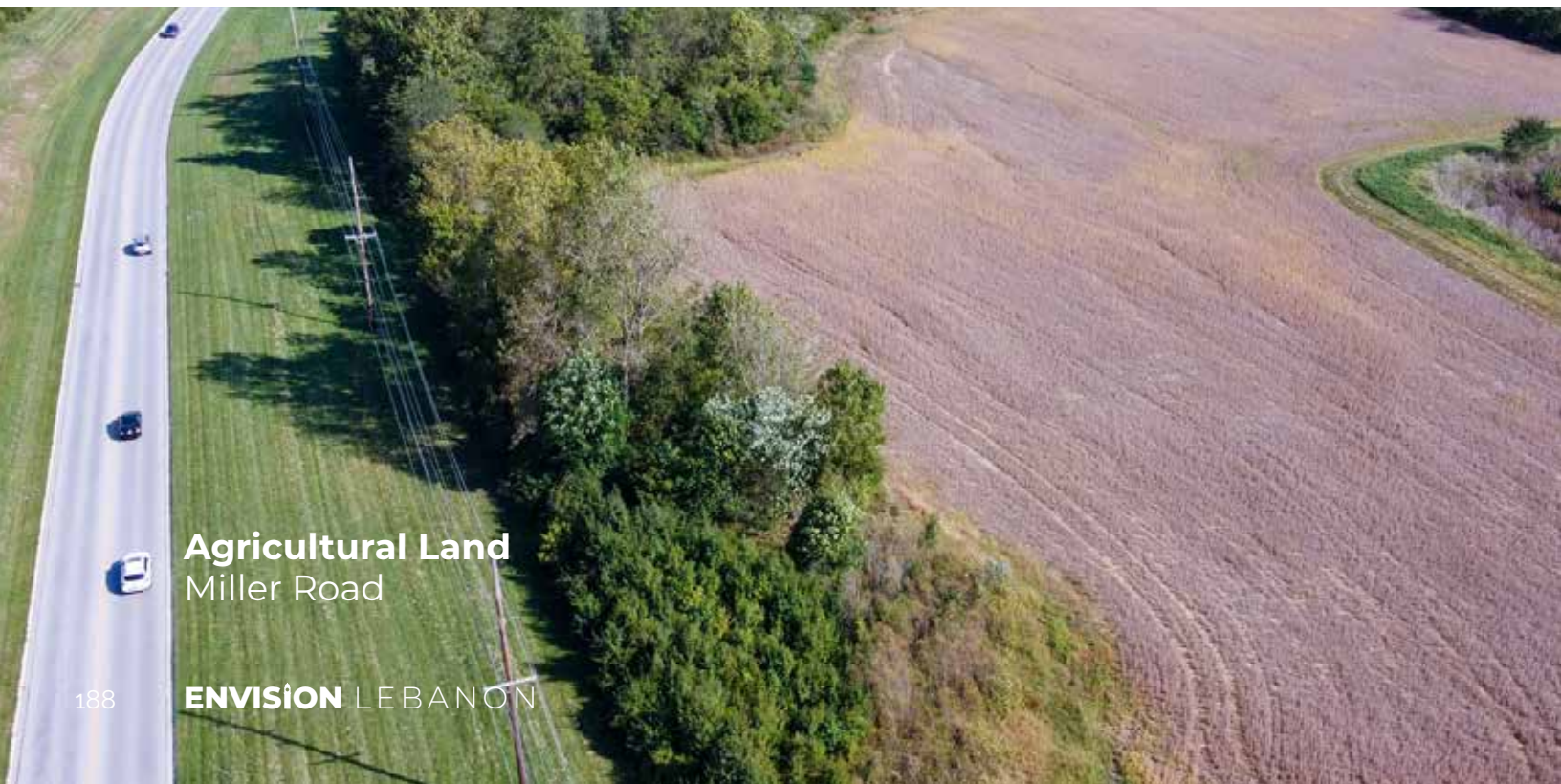




June Marie Park

44 CITY OF LEBANON | PARKS MASTER PLAN

*Natural Resource Areas,  
2020 Parks Master Plan*



**Agricultural Land**  
Miller Road



## ENVIRONMENTAL QUALITY

This section evaluates the current conditions of Lebanon's natural resources including soil, water, and air quality. These resources are reviewed to understand the potential risks or threats to their quality as they are important to the health and well-being of the community. Protecting and preserving all of these resources is important to the quality of life for Lebanon's residents as the community continues to grow and develop.

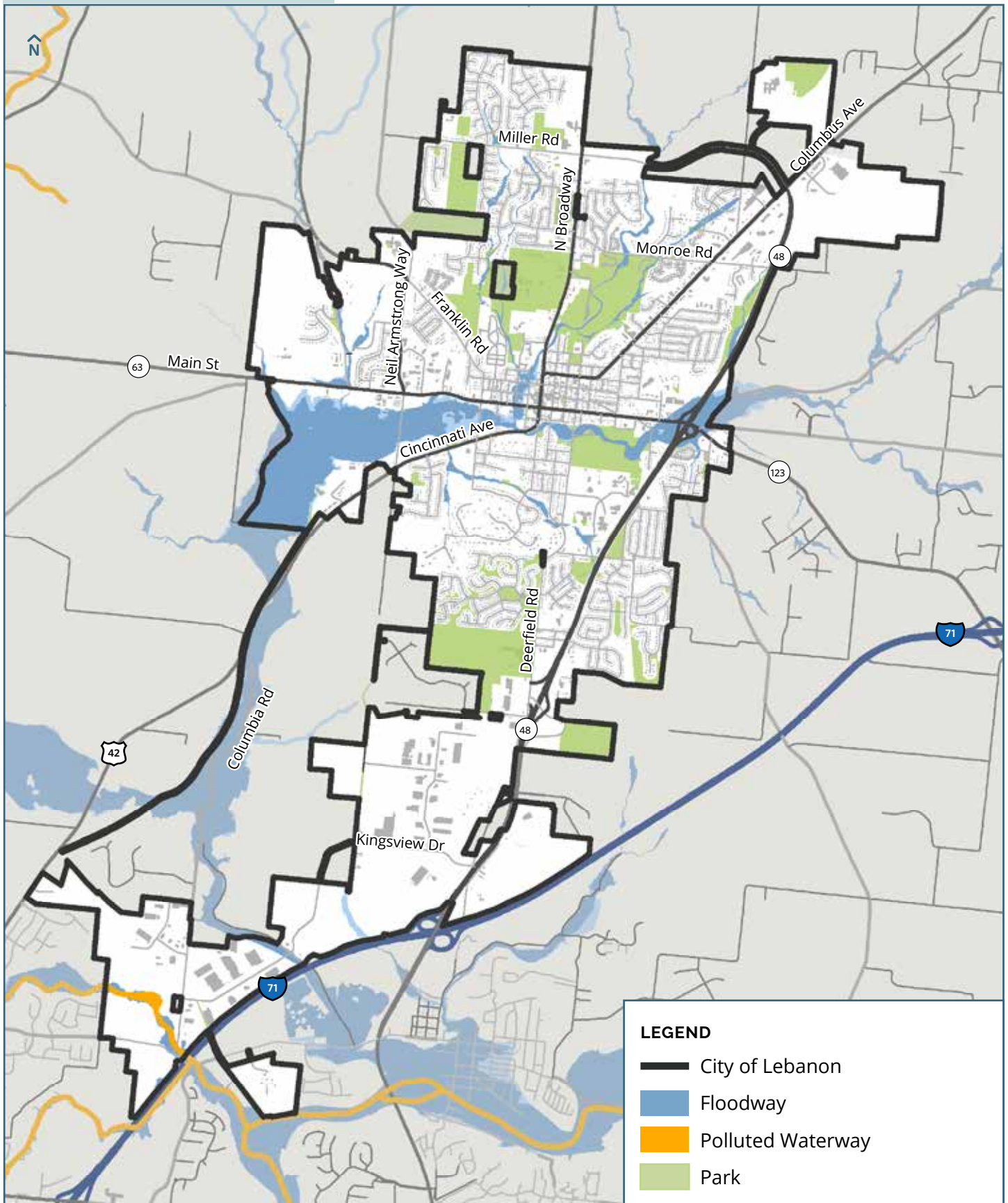
**Air quality.** Air quality is an important factor to public health as it can raise health risks for people over prolonged exposure. Several measurements can be taken to evaluate the air quality index for a community. Lebanon is monitored by the Southwest Ohio Air Quality Agency which evaluates local air quality information for Butler, Clermont, Clinton, Hamilton, and Warren Counties. The Agency has a monitoring station located in Lebanon which identifies Particulate Matter as the most prominent air quality threat for the city. Particulate Matter is defined as suspended air droplets with may be hazardous to community health including dust, pollen, soot, smoke, and liquid. Lebanon has maintained good measurements on the air quality index with no concerns related to high or unhealthy levels of pollutants.

**Water quality.** The City of Lebanon obtains drinking water for the community through a partnership with the Greater Cincinnati Water Works (GCWW). This is collected from a combination of surface and groundwater that is treated in either the Richard Miller Treatment Plant or Bolton Treatment Plan before being distributed. These systems perform dozens of tests every day to ensure all drinking water meets or exceeds Ohio Environmental Protection Agency (OEPA) standards . Water provided through

Lebanon's public water service meets all applicable OEPA standards for safe drinking, showing no signs of concern for quality. OEPA has established a water source protection area in the southern portion of the city to ensure drinking water sources are protected from contamination. This area is predominantly located south of I-71 with a small portion extending to the northwest near Lebanon's industrial parks. Consideration should be given to properties developing in this area to prevent adverse effects on the region's drinking water sources.

**Lebanon has supported the protection of water quality for the network of waterways traversing the city.** The majority of water corridors have no risk of pollution with the only exceptions being Muddy Creek and the Little Miami River located in southern Lebanon. These two corridors have been identified by the Environmental Protection Agency (EPA) as being at risk for water pollution. While this does not affect drinking water, improving the waterways is important to conserving natural features located along the corridors. The Little Miami River is also designated as a National Wild and Scenic River and was the first to be added to the Ohio Scenic Rivers Program. This act states that selected rivers that meet certain environmental criteria should be preserved

## Water Quality





for the benefit of present and future generations. The Little Miami River is noted for both its rich ecosystem and its numerous recreational benefits placing an importance on protecting its quality from potential pollution.

**Industrial brownfield sites.** A Brownfield is a property that has either been contaminated by hazardous substances or is thought to be contaminated due to prior use of the land. Lebanon has a vast industrial sector with five identified industrial parks and various other industries located across the city. Despite the variety of manufacturing, assembly, and warehousing business operations, Lebanon does not have any identified brownfield sites. Many sites have remained in operation since their original development with updates to ensure modern regulations and procedures are implemented. However, monitoring these properties is an important factor for Lebanon's future to ensure no hazardous substances are released into the community's soil, drinking water, and air. As new industrial properties develop, similar considerations should be taken to monitor environmental conditions for surrounding property.



*Image from the City of Loveland*

*Little Miami River*



*Major industrial site in Lebanon*

## ENVIRONMENTAL STEWARDSHIP

This section provides an overview of the various organizations that manage, support, and advocate for environmental stewardship. Some are responsible for enforcing regulations related to the protection of natural resources while others implement initiatives to assist in maintaining environmental assets.

### Warren County Soil & Water Conservation

**District.** The Warren County Soil & Water Conservation District's mission is to promote wise stewardship of natural resources through cooperative partnerships, educational programs, and technical assistance in land and water management. Similar to other county departments, the district is located in Lebanon. The department is responsible for managing several programs or initiatives focused on conserving natural features. Recent initiatives include their watershed work for the Caesar Creek Collaborative and Operation Rain Garden, a program that looks to solve issues related to water quality and pollution through the implementation of rain gardens on public land.

**Little Miami Conservancy.** The Little Miami Conservancy (LMC) is a nonprofit organization dedicated to the restoration and protection of the Little Miami River. Founded in 1967, the organization is responsible for promoting restoration and protection of the river corridor and its designation as a National Wild & Scenic River. The organization maintains over 110 nature preserves, several tributaries, and assisting with the protection of riverfront land through numerous partnerships. Programs offered by LMC include annual river cleanups, restoration of natural plantings along the corridor, and educational nature programs held in communities along the river.



*Little Miami Conservancy maintains acreage to protect and improve waterways in the region*





**Cardinal Land Conservancy.** The Cardinal Land Conservancy's mission is to "reserve natural habitats, waterways, agricultural lands and open space we love in Southwest Ohio by working with individuals, families, and communities." The conservancy maintains eight nature preserves in the region and advises landowners about preservation and conservation.



## HISTORY AND GROWTH OF PARKS AND TRAILS IN LEBANON

Lebanon has a long history of prioritizing public green space for the benefit of its residents. It is important to understand the history and the growth projections of parks and trails in the City to make effective recommendations.

**Public space was established early and always given importance.** According to local tradition, Lebanon City Park was dedicated in 1802 under the condition that it remain a public space to be enjoyed by all people. Now called Gazebo Park, this location provides an inviting greenspace in the heart of downtown Lebanon. Harmon Park is considered the oldest in the city and is a foundational feature of the park system. Residents may access the park from the Countryside YMCA Trail.

**In 2002, Lebanon completed a Parks and Recreation Needs Assessment.** At that time, the City had 368.3 acres of parkland or 21.7 acres per 1,000 residents. After a 62percent increase in population from 1990 to 2000, the City recognized that it would need to double the existing parkland to maintain the same ratio into the future, based on population estimates for 2020 at the time. By 2008, the parks system owned and operated 500 acres of parkland. The 2008 Parks Master Plan proposed three additions to maintain the growth momentum, developing parks at Cook Road, the Lebanon Sports Complex, and the Turtle Creek-Union Road sites.



*Public space is foundational to the City*

**The 2020 Parks Master Plan provides a strong framework for improvements in the parks and trail system.** The most recent Parks Master Plan specifies five goals that include creating a vision, defining the role of each park, unifying and linking the trail system, and establishing a funding plan. These goals are built upon seven principles: stewardship, livability design, connectivity, fiscal responsibility, cooperation, and ensured implementation. In line with these goals and guiding principles, residents, City staff, and park staff identified overarching priorities for the system: (1) increasing visibility and awareness of parks and (2) expanding and improving the trail network. The plan lists a variety of improvements for each park, and it describes five-year action items for several key parks:

- Colonial Park - enhance the festival staging area with an amphitheater.
- Harmon Park - update the existing playground, add a central hub with a public restroom, and install a splash pad.
- Miller Park - install restrooms, re-locate amphitheater, and determine more ecological landscape areas.
- Lebanon Sports Complex - pave existing parking areas and expand parking.
- Bicentennial Park - establish a splash pad with a small stage.

**Adherence to recommendations of the 2015 Lebanon-Turtlecreek Trails Initiative (LTTI) will serve the goals of the 2020 Parks Master Plan.** The LTTI established goals to create a bicycle network that is connected, safe, and that adequately serves user needs. To accomplish the goals, the LTTI offers recommendations to establish right-of-way for planned trails, utilize grants, improve safety at busy intersections, establish



2020 Parks Master Plan



Gazebo Park



primary trailhead locations at Union Village, downtown Lebanon, the Countryside YMCA, and the Native Ohio Center, and establish an identifiable wayfinding. The LTTI proposes a “high priority” recommendation for a trail that would link Lebanon to Union Village, Armco Park, and the Cincinnati Zoo. It also includes details for expanding the existing Countryside YMCA trail within the local community. As the City continues to implement recommendations of the LTTI plan, it will achieve its stated goal of linking park facilities to one another, to neighborhoods, and to other destinations.

**Additional regional plans may also contribute to the expansion of the parks and trails system in Lebanon.** The Warren County Park District currently owns and operates more 1,600 acres of parkland throughout the County. The 2018 Warren County Park District Planning Guidelines offers recommendations made around land acquisition, operations, and improvement at specific parks. 2021 and 2022 capital improvement plans include \$200,000 for various investments at Armco Park and \$30,000 for new playground equipment at Ivins Memorial Park.

The Ohio-Kentucky-Indiana (OKI) Regional Council of Governments adopted a Regional Bicycle Plan as part of the regional’s multi-modal Regional Transportation Plan. The plan aims to develop a regional bicycle system that is integrated with other transportation systems, promote an active bike culture in the region, secure funding for bicycle improvements, and encourage and support bicycle safety.

## EXISTING PARKS, TRAILS, AND POLICIES



*Little Miami trail heading toward Lebanon*



*The Warren County Parks District plans to invest in several parks near Lebanon*

This section describes the existing parks and trails system and then evaluates its effectiveness. Metrics such as park acreage per capita, residents per park, the distance of residents to parks, and length and connectivity of the trails are used to gauge the efficacy of the existing amenities.

NRPA Classification	Description	#	Acres
Mini Park	Provides passive recreation facilities for a concentrated or limited population group. Tends to be located in downtown, industrial/commercial areas, or within shopping districts.	6	6.3
Neighborhood Park	The basic unit of the park system and a recreational and social focus for a neighborhood. Focused on informal active and passive recreation.	4	21*
Community Park	Serves a broader purpose and area than neighborhood parks. Meets community-based recreation needs. Preserves unique landscapes and open spaces.	4	221
Natural Resource Area	Lands are set aside for the preservation of significant natural resources, remnant landscapes, open space, and visual aesthetics/buffering.	5	42
Sports Complex	Consolidation of heavily programmed athletic fields and associated facilities.	1	215*

\*Includes future parks

**Lebanon City’s Park system offers a diverse range of park types and sizes.** The above table, adapted from the 2020 Parks Master Plan, describes the National Parks and Recreation Association’s park classifications and notes the number and acreage of such parks in Lebanon.

**Parks across the city provide a balance of active and passive recreational opportunities.** Active Parks include options and amenities for recreation such as sports fields/courts and playground equipment. They tend to provide variety and appeal to a diverse set of community members. Passive Parks provide green space with minimal improvements, highlighting natural features that people may enjoy at a



leisurely pace. A significant majority of total park acreage includes active recreation opportunities, whereas the number of parks considered active (11) is nearly equal to the number considered passive (10).

**Local trails offer recreation opportunities and connections to regional trails.** The trail system currently includes 12 miles of trails in several different and disconnected locations. The Countryside YMCA trail begins downtown and heads East across Harmon Park then turns South and West to reach the YMCA. It continues South where it connects to the Little Miami Scenic Trail which spans 78 miles between Anderson Township (South) and Springfield (North). A segment of the trail also runs North and South along Neil Armstrong Way between Main St and Franklin Road.

**Development policies promote investment in parks and open space.** The City's zoning code requires a parks/recreation expansion fee of \$1,361 for each new single-family detached unit and \$986 for each new multi-family unit. Any developer, subdivider, or owner of land in residential districts must make this cash payment in order to be issued a permit, or upon mutual agreement with the city, they may donate land in lieu of the cash payment. Development in non-residential districts is subject to a parks/recreation expansion fee equal to five percent of the appraised value of the land to the city or a mutually agreeable land donation. (Lebanon, Ohio Code of Ordinances, § 1115.02 and § 1115.03). According to minutes from a Planning Commission meeting on October 20, 2020, the City also requires at least 20 percent open space for new developments. These policies ensure that maintaining and expanding the parks system is commensurate to new development and growth.



Lebanon Countryside Trail

**Lebanon provides good park coverage and access for its residents.**

Several important metrics demonstrate that Lebanon's park system is above the median when compared to the National Recreation and Park Association (NRPA) jurisdictions of populations between 20,000 and 49,000. Lebanon boasts 30.9 acres of park land per 1,000 residents, three times greater than the median of 9.7. The number of residents per park in Lebanon is 1,214, about 30 percent less than the median of 1,894. This statistic suggests that parks are less crowded, providing visitors with a more enjoyable experience and greater access to amenities at the parks. Finally, most residents in Lebanon live within a 1.5-mile radius of a park, and 4,700 residents (nearly 25 percent) live within ½ mile of a park.

**Trails are an asset, but they lack some important connections.** The recent Parks Master Plan found that users of the trails greatly appreciate them, but 70 percent of survey respondents indicated that they do not use the trail system. They cited not knowing where the trails are, feeling unsafe, or that the trails are inconveniently located and lack connections. Most notably, the trail does not connect through downtown to the Northwest, nor across Bypass 48 to residential neighborhoods, presenting gaps in continuity and access.

30.9

ACRES OF PARK LAND  
PER 1,000 RESIDENTS

National Median: 9.7 acres

1,124

RESIDENTS PER PARK

National Median: 1,894



Countryside YMCA Trail



## NATURAL OPEN SPACE

Natural open space is similar to but distinct from planned and programmed park land. This section will define and explain the value of natural open space to the community, and it will identify potential opportunities for the promotion of open space in Lebanon.

**Natural Open Spaces take a variety of forms in Lebanon.** Open Space is defined by the Environmental Protection Agency (EPA) as “any open piece of land that is undeveloped (has no buildings or other built structures) and is accessible to the public.” Open spaces include:

- Green space such as parks, community gardens, and cemeteries
- Schoolyards
- Playgrounds
- Public seating areas
- Public plazas
- Vacant lots

In addition to the planned parks across the City, Lebanon’s school system, and cemetery, the Warren County Fairgrounds, and the Countryside YMCA represent significant open space features in the community.

### **Open space is an asset in a community.**

Most notably, open space provides significant environmental benefits, such as conserving biodiversity, improving air quality, and managing flood risks. Sensitive areas such as floodplains that do not allow for major development can become excellent sites for amenities such as trails. These improvements generally have a low impact on the environment. Open space in parks may also provide residents with outdoor recreational opportunities and places for community members to gather. By preserving open space, communities may also maintain an aesthetic that capitalizes on natural beauty.



*Image from Andrew Johnson, Alltrails*

Turtlecreek Nature Preserve

**Lebanon is home to about 40 acres of Undeveloped Natural Resource Areas.** These parks include Bowman Nature Preserve, Corwin Run Park, June Marie Park, and McBurney Hill Park. The 2020 Parks Master Plan makes no recommendations regarding these areas. Residents indicated a desire for walking and biking trails within these parks as well as increased accessibility to them. The LTTI proposes a multi-use trail through Bowman Nature Preserve which is also referenced in the Parks Master Plan. The Turtle Creek Nature Preserve, which features the Aylor-Cook Trail, contains several creeks that wind through a predominantly wooded area. It also contains the Lebanon cemetery and contributes more than 75 acres of passive space to the City.

**Parks and recreation preservation fees are useful but may not be sufficient.** As discussed above, developers are required to pay a parks and recreation impact fee prior to permit approval. However, this cash payment system does not guarantee the preservation of actual open space because the funds may support improvements to existing spaces or programmatic fees. Thus, there may be an opportunity to require preservation of existing open space through development code.



**Park Design and Rendering**  
Bowman Nature Preserve

*Image from the Kleingers Group*



## FUTURE PROJECTS AND PLANNING

The City has secured grant funding for several projects to expand its parks and trails network, and planning is already underway to address some opportunity areas. Understanding the connection between the existing conditions and these future projects will be integral to crafting additional plans and recommendations.

### Several significant projects are planned and grant funding has been secured.

In accordance with the City's Capital Improvement Plan, plans have been identified to expand the parks and trail system over the next few years. Specifically, these plans seek to address some of the gaps in service that have been identified across the community. The City has secured over \$1.5 million in grant funding to support the upcoming 2021 and 2022 developments within the park system.

- **Premier Health Bike Park Expansion.** The City recently purchased 55 acres adjacent to the north side of the existing bike park, thanks to a \$429,000 grant from the Clean Ohio Trail Fund of ODNR. The plan includes 4-5 miles of additional mountain bike trails.
- **2021 Northern Trail Extension.** The City has already completed work on a section of N. Broadway that includes a protected bike lane. In 2021, the City will continue to extend the bike lane north to Miller Road. To the south, the trail will connect to the existing Lebanon-Countryside YMCA trail via several downtown streets, the Aylor Cook Trail, and a new trail through the Fire Station property. Funding support comes from the Clean Ohio Trail Fund grant of ODNR.
- **2022 Southern Trail Extension.** A route has been proposed to connect the subdivisions on the east side of Bypass 48 to the existing Lebanon-Countryside YMCA trail. Plans for the trail will coincide with improvements by ODOT on the Turtlecreek Union Rd. Bridge and are funded by a grant from OKI. This trail would also connect to the Premier Health Atrium Medical Center Bike Park.



Planned trail extension

**The 2015 Lebanon-Turtlecreek Trails Initiative (LTTI) provides valuable proposals for further enhancing the trail system in Lebanon.**

The Warren County Planning Commission offers a countywide view of the trail system and has identified several strategic additions and connections to the trail system within Lebanon. These improvements would facilitate greater connection to points of interest within and outside the City.

**LEBANON-TURTLECREEK TRAILS INITIATIVE**

Created in 2015, this plan aims to enhance the quality of residents, employees, and visitors through careful planning and implementation of trails. Utilizing grants and existing right-of-ways the initiative plans 70 miles of trails in Lebanon and Turtlecreek Township.

**BUDGET AND EXPENDITURES**

An analysis of budget and spending provides some insight into the level of priority a city places on its parks and recreation system. This section considers both the operating expenditures and capital improvements that make up Lebanon's funding of its parks.

**Lebanon's Parks Operating Expenditures Per Capita are comparable or lower than neighboring cities and lower than the national average.** Lebanon's three-year average for parks operating expenditures per resident is \$28.58. Over the course of three years, Lebanon's operating expenditures increased and have been slightly higher than the neighboring city of Hamilton but lower than Springboro and Mason. According to a 2020 report from the National Recreation and Parks Association, the median operating expenditures in 2017 for jurisdictions of populations between 20,000 and 49,999 was \$95.34—three times higher than Lebanon.

**Total parks expenditures per capita increased significantly in 2019, due to improved capital measures and grants being acquired.** Lebanon's three-year average for total parks expenditures per capita is \$52.52. This number increased from \$30.29 in 2017 to \$88.35 in 2019. Operating

**\$28.58**

**AVG PARKS OPERATING EXPENDITURES / RESIDENT**

National median: \$95.34



expenditures have increased at a substantially slower rate, indicating that the change in per capita spending predominantly reflects the capital improvement projects rather than a significant change in operational costs.

Similarly, the City of Mason's total parks expenditures per capita in 2018 were \$84.85 while its operating expenditures were \$43.51. The difference between these values indicates substantial capital improvement spending.

**The 5-Year Capital Improvement Plan indicates a significant investment in park and trail infrastructure.** According to the 2021 Budget Proposal, the 5-Year Capital Improvement Plan includes \$3.2 million for park improvements. \$750,000 is designated for the northern extension of the bike trail in 2021. Another \$1,000,000 is designated to expand the bike trail to serve neighborhoods on the East side of Bypass 48 in year 2022. Grant funding is already established for these projects. Furthermore, in 2019, the City acquired land adjacent to the north of the existing Premier Health Bike Park for nearly \$450,000. The land will be used for an expansion of the bike park.

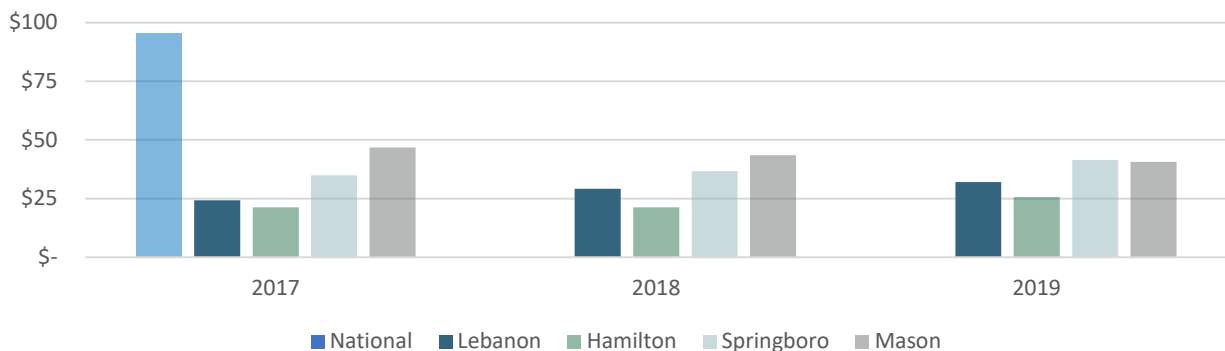
# \$3.2M

## DESIGNATED FOR PARK IMPROVEMENTS

According to the 2021 Budget Proposal's 5-Year Capital Improvement Plan



Parks Operating Expenditures Per Capita







**Park Amenities**  
Pleasant Park



# Actions



The following projects, policies, and programs support the natural and community health goal: Healthy and abundant natural resources, expansive recreational networks and programs, and Lebanon's visible history add richness and vibrancy to the community.

## RECOMMENDATIONS

### 5.1 Form a Health and Wellness Strategy Guide to promote health and wellness initiatives as a City policy objective.

Make health and wellness a policy goal and provide additional support funding to further the Together We Thrive programs. Also, increase wellness programs such as weekly fitness classes in public spaces, cooking classes, guided meditation, and more. This will include individual offerings as well as family programs. Program locations will be spread around the entire community to include all neighborhoods; including but not limited to Pleasant Square, Cedar Ridge, Lakeside Landing, etc.



*Worksite Wellness Programs promote health*

Best Practice: The Worksite Wellness Program of the YMCA of Greater Louisville offers wellness services to businesses of all sizes. Employees of corporate partners have access to a variety of programs and opportunities that promote active lifestyles and healthy living.

### 5.2 Partner with the Warren County Health District, Countryside YMCA, mental health providers, the private sector and other partners. Expand upon efforts being made at the County level by investing, supporting and promoting public health programs and initiatives offered by the Warren County Health District to coordinate and enhance offerings.



*County level tobacco prevention advocacy program*

**5.3 Leverage incentives to businesses which offer employees discounted health memberships.** Leveraging electricity billing credits, incentives will be offered to businesses located in Lebanon which offer their employees free or discounted memberships to health based institutions. This is an effort to improve quality of life and public health through economic motivation.

**5.4 Implement the 2020 Parks Master Plan.** Investments will be made to carry out the adopted Parks Master Plan as outlined. Support will be given to the Parks and Recreation Department to secure funding and establish physical connections.

**5.5 Encourage development which features greenspace as the central focus.** Developments which fully integrate the urban fabric and public green space will be prioritized. In an effort to increase public wellness through the natural environment, an attempt will be made to incorporate quality outdoor spaces in new builds. Greenspace and public plazas should be added in existing commercial corridors to bring the Lebanon downtown atmosphere to other parts of the community.

Best Practice: Bungalow Courts are an example of a multi-family housing pattern featuring smaller homes arranged on a central open space.



### PARKS MASTER PLAN

The 2020 Parks Master Plan provides the framework for future park work and a community-wide trail system to connect parks and the community together. Priorities were set based on community engagement findings regarding their thoughts on city parks and improvements and include general projects, trail projects, individual park projects, and five year action items.



Image from Opticos



Bungalow Courts feature a central greenspace





**5.6 Identify new park locations.** Residents will always be within a 15 minute walk to a park amenity. New acreage will be identified where there may currently be gaps in park accessibility. The newly adopted Parks Master Plan provides a detailed approach to improving existing parkland.

Best Practice: The Pocket Park Toolkit is designed by the Trust for Public Lands and provides a series of guidelines for creating new, small-scale parks. The toolkit explains the benefits of pocket parks, design considerations, and long-term park stewardship initiatives.



*Guidelines for small-scale parks  
by the Trust for Public Lands*

### CARLTON WAY PARK

Carlton Way Pocket Park is a public park constructed on a 1/5 acre site which sat vacant for 20 years before being purchased by the City of Los Angeles. In this densely populated portion of the city, there was not another park within a 1/2 mile radius. Through an outreach and engagement process, the City was able to transform the derelict space to a small oasis and recreational outlet.

*Images from the City of Los Angeles Department of Recreation and Parks*



**5.7 Extend the City's multi-use path network.** Implement the planning work completed in 2015 through the Lebanon-Turtlecreek Trail Initiative. The Initiative outlines 70 miles of trails and multi-use path connection points, expanding the local reach to the greater Dayton multi-use and OKI path system. These connections will provide recreational opportunities, serve as economic activity centers, and offer an alternate transportation option. Connections may take the form of dedicated multi-use paths, on-street bicycle facilities, and sidewalks depending on context and feasibility.



Multi-use trail

### TYPES OF BIKERS

Bicycle ridership varies not only in the type of transportation (commuting versus recreational), but more importantly in the level of comfort for those riders. City of Portland, Oregon's Bicycle Coordinator, Roger Geller, breaks this comfort level down to the four categories listed below.

**Strong and Fearless.** Representing only a small fraction (<1%) of the population, these riders are not deterred by roadway configurations, weather conditions, or traffic levels. They do not require protected bike lanes and consider cycling a large part of their identity.

**Enthusied and Confident.** Making up 5-10% of the population, these riders are somewhat comfortable riding on City streets but would prefer protected lanes and appreciate additions of designated lanes. This group is less likely to ride through poor weather conditions and will likely seek alternate transportation options. These riders offer cities the most to gain as only minor adjustments to street configurations or path connections will net an immediate increase in use.

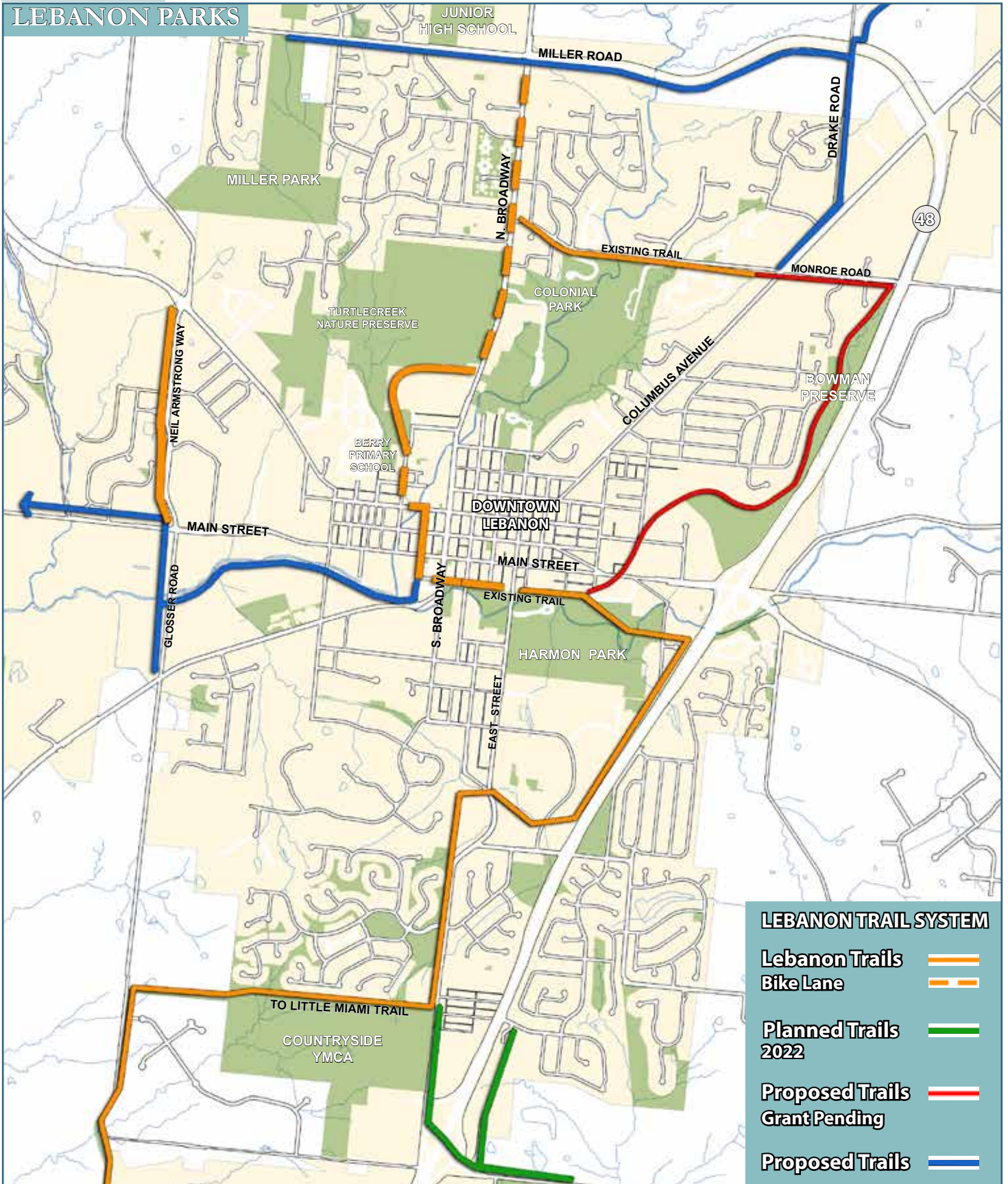
**Interested but Concerned.** The largest demographic is merely intrigued by bicycling and represents roughly 60% of the population. They remember how fun it can be, yet are hesitant to ride; especially on City streets. Much of this group will ride within their neighborhood or drive to designated path trailheads to use their bicycles. Expansions to regional trail networks will have the largest impact on this rider group as substantial changes would be required to City infrastructure for their comfort level to rise.

**No way, No how.** Approximately one-third of the population falls into this last category. These individuals are not interested at all in bicycling either because of health factors or indifference to the activity.



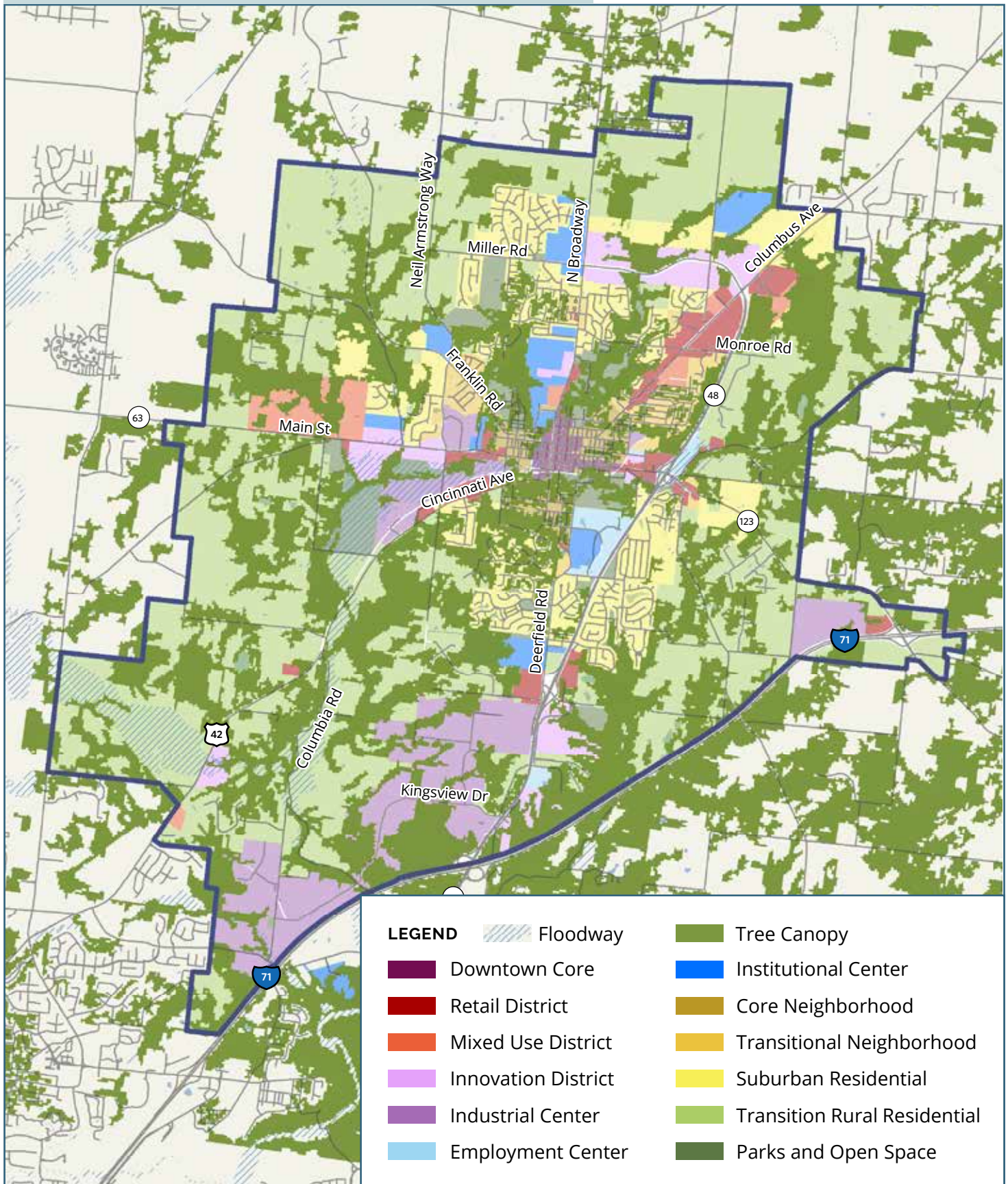
# City Trails

## LEBANON PARKS





## Natural Features and Future Development







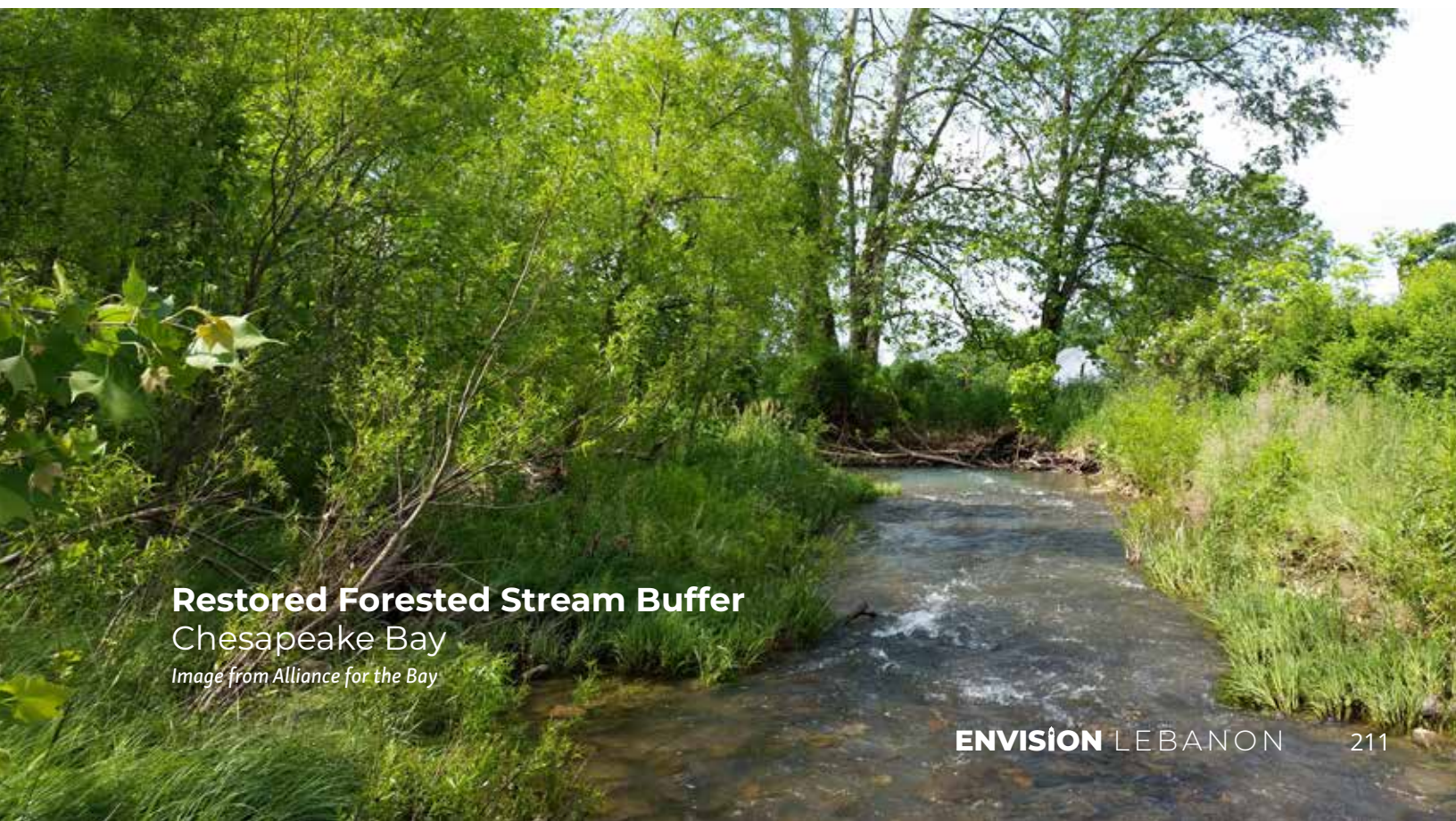
### 5.8 **Maintain forest buffers along identified streams and tributaries.**

Vegetative buffers offer environmental health incentives by filtering sediment and contaminants from stormwater before it reaches the water body. These locations are identified in the Future Character and Land Use Map as natural areas, which will be protected to maintain the high water quality Lebanon currently enjoys.



Forest buffer

Best Practice: The Chesapeake Bay Program aims to preserve and restore forest buffers to limit pollution in the waterways, stabilize stream banks, and provide food and habitat for wildlife. Related programs offer incentives to agricultural landowners to plant and maintain forest buffers on their farms.



### **Restored Forested Stream Buffer** Chesapeake Bay

*Image from Alliance for the Bay*



**5.9 Increase city-wide tree canopy and tree program budget.** Utilizing the Shade Tree Commission and their annual Tree Planting Plan, an increase in the tree canopy will be made to address air quality, among other benefits.

Best Practice: The City of Bexley, Ohio filed for accreditation as an arboretum by the Morton Register of Arboreta in 2013, making it the first City in the United States to successfully obtain arboretum accreditation. For 33 years the City of Bexley has been a participant in the Tree City USA program, carefully compiling a catalogue of over 14,000 trees managed by the Bexley City forester within the City's right-of-ways and public parks. The City takes pride in maintaining and pruning our trees.



*Lebanon has been a Tree City USA member since 1991*

**Bexley Arboretum**  
City of Bexley, Ohio





### 5.10 Create an age-friendly strategy.

As Lebanon’s residents age, citywide guidelines for aging in place will help to ensure that the community remains safe, accessible, comfortable, and appealing to older adults. An age-friendly strategy for the City will be developed. Elements of the strategy might include guidance on changes made to homes based on mobility, transportation, recreational amenities, social needs and other topics that emerged as important through the community engagement process.

### AGE-FRIENDLY COMMUNITIES

The World Health Organization and AARP Livable Communities established eight focus areas to organize the work of making a community more Age-Friendly.

- Outdoor Spaces and Buildings
- Transportation
- Housing
- Safety and Emergency Preparedness
- Social Participation, Respect and Inclusion
- Employment and Civic Participation
- Communication and Information
- Community Support and Health Services

[www.aarp.org/livable-communities](http://www.aarp.org/livable-communities)

### AGE-FRIENDLY COLUMBUS

Age Friendly Columbus is a strategic plan created to ensure individuals of all ages can remain in their neighborhoods and live a high quality of life. The three-year Strategic Plan included 17 strategies and 54 actions, and outlined a detailed implementation plan. Among others, the strategies included: “increase access to programs and information that allow older adults to age in community”; “promote intergenerational civic participation, cooperation and inclusion”; and “shift negative stereotypes around aging”. The implementation section of the Plan is a working, living document representing a snapshot in time of the Age-Friendly Columbus process. It will be continually updated as strategy leaders are secured and indicators identified.

Age-Friendly Columbus planned with, not for, older adults. The strategic planning process consisted of several phases of research and engagement which resulted in a robust list of strategies.





**"This is home to my family and so many others, it's critical to hear from the residents who live here about our future."**

- Envision Lebanon Participant



# 6. Improving mobility options



## CHAPTER ORGANIZATION

- Goal
- Objectives
- Conditions
- Actions

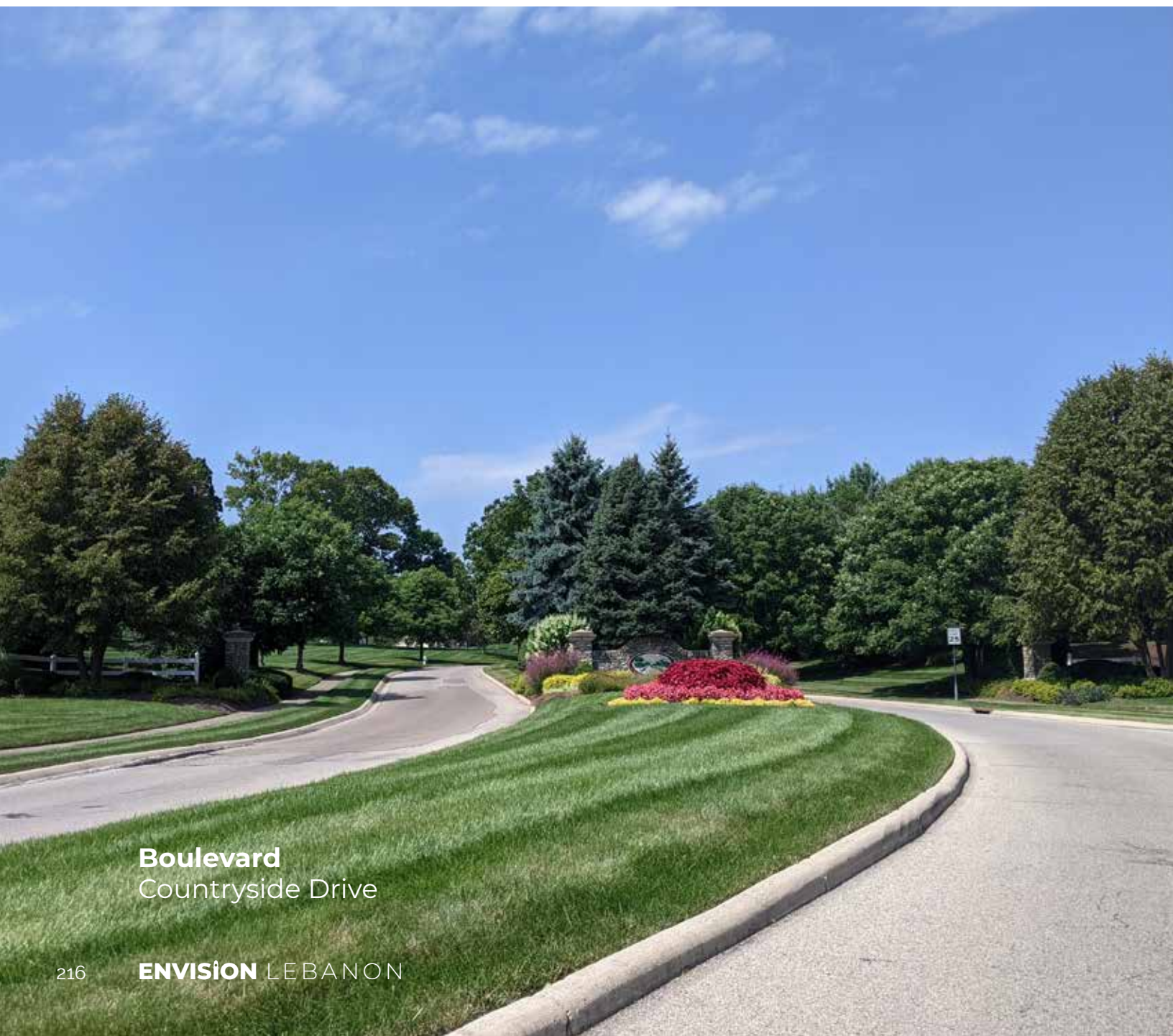
## GOAL

Safe and efficient mobility options maintain connectivity locally and regionally, support multiple-modes of movement, and are accessible to people of all ages and abilities.

## OBJECTIVES

- Expand and improve transit opportunities
- Introduce and utilize complete street design guidelines
- Increase pedestrian bicycle safety

The City's transportation and mobility network was assessed early in the Envision Lebanon process by combining technical analysis, public input, and many local/ regional transportation plans. The way goods and services travel to and through the area are fundamental to Lebanon and the region's economy and quality of life. This chapter also influences or is influenced by other components of the Plan, specifically future land use, recreational amenities, and economic vitality. Improving mobility options is led by a unified goal and set of objectives for Lebanon.



**Boulevard**  
Countryside Drive



## CONDITIONS

Understanding the breadth of transportation and mobility throughout the City of Lebanon directs plan recommendations and decision making. This includes all means of travel in the City as well as the movement of goods and services. Through this analysis, an inventory was developed of the types of roadways and how they may impact future development growth. The City maintains 225 miles of roadway, with the Capital Improvement Plan allocated over

\$7 million to roadway improvements from 2020-2025. This represents an increase in funding after receiving public feedback that the quality of surfaces were not up to standard. Similarly, growing commuting pressure has impacts in Lebanon and across the region, with the Ohio Department of Transportation (ODOT) identifying several projects in the area over the next 15 years. This section outlines an evaluation of the City's travel options.

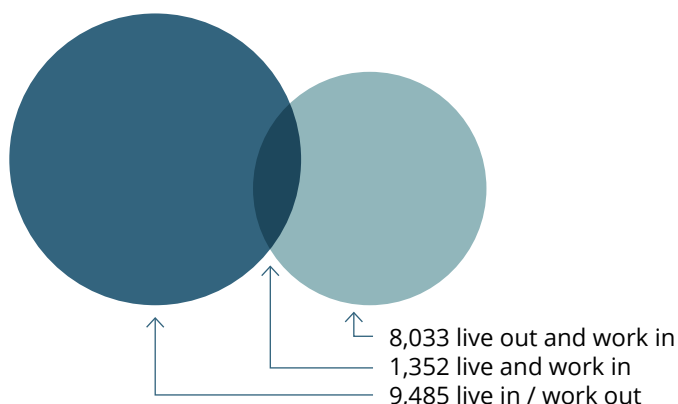
## FINDINGS

### COMMUTING PATTERNS

It is important to understand how both people and goods move through the City and region. This information can be used to develop recommendations that increase the daily quality of life for travelers, increase economic productivity for businesses, and provide a balance of travel options that safely get people to their destination.

**Lebanon's workforce is regional and its residents work (primarily) outside the City.** 85 percent of employees leave the City for work. Those employed within the City commute an average of 24 minutes. These trends place a daily stress on the transportation network and have economic impacts with those working outside the City sending their income tax dollars elsewhere.

### WORKFORCE INFLOW AND OUTFLOW



**Freight is dependent upon the road network.** Freight travel is heavily weighted toward truck traffic both in the region and in Lebanon. According to a 2011 OKI study, 80% is via truck traffic. Lebanon specifically is dependent upon truck traffic as there is no access to freight rail lines. The Indiana Ohio Railway (IROY) line that runs through town is only currently utilized for tourism and is not up to the 286k pound standard to be used as a freight line. OKI studies have also shown that truck traffic along the 63 corridor has significantly increased, with 2013 providing the most recent data of over 1,000 trucks per day. Other traffic count locations with data from 2018 showed a slight decrease in truck traffic, in contrast to an increase in annual average daily traffic (AADT).



Local train line only used recreationally

**Street typologies connect and define community.** 225 miles of streets within the City are maintained by the City. The rest are part of the larger County, State, and Federal road networks. These larger-scale roadways offer improved access to the region but create physical barriers to pedestrians/cyclists at the local level. The type and density of development on different road types are indicative of traffic volumes and roadway size. For example, Walnut Street is 26' wide with on-street parking and is almost exclusively in a residential context with lower speeds and volumes. Whereas Columbus Avenue is 52' wide along a predominately commercial corridor with higher speeds and traffic volumes.

**Parking is adequate downtown.** There are ample amounts of surface and street parking opportunities throughout downtown. Recent pedestrian safety improvements have slightly reduced the number of street parking



Ample parking is available throughout downtown  
■ Public ■ Private

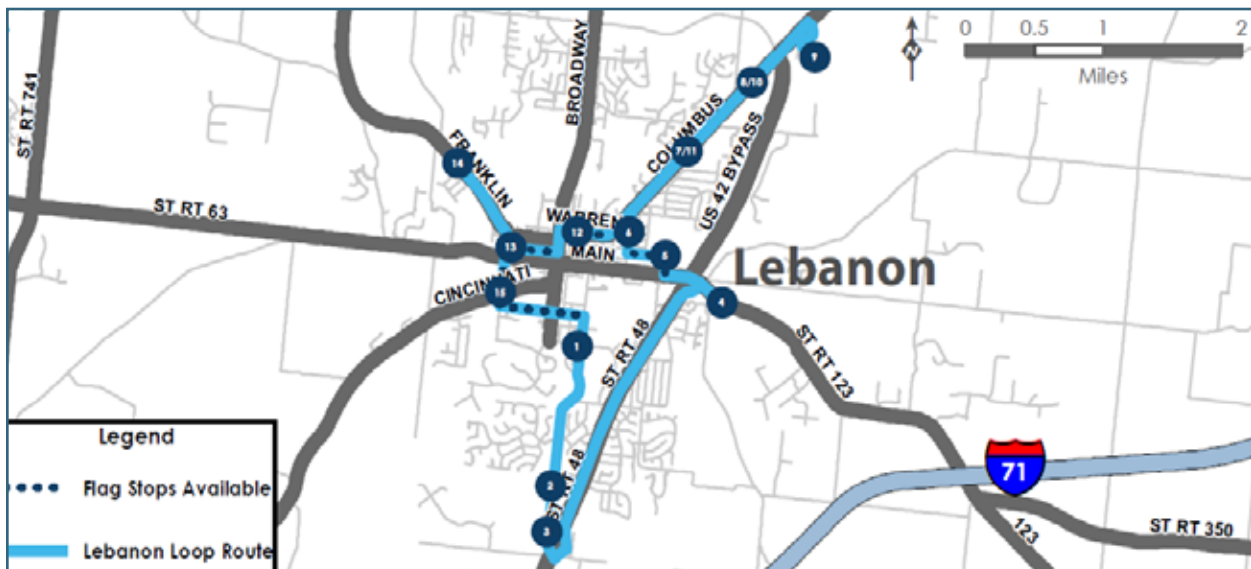


spaces but drastically increased safety for pedestrians walking to and from surface parking lots. There is some stress around lack of parking, but stems mainly from large-scale events. Care has been given to balancing event parking with day-to-day parking needs and surface lots are largely hidden from view to maintain downtown aesthetic and appeal.

### TRAVEL OPTIONS

Beyond the car, there are few ways to commute in the City and region. Understanding the deficiencies in some aspects will provide residents and visitors with a greater range of options to travel in the City.

**Transit is limited, but still unique for a city the size of Lebanon.** The primary transit option is the Lebanon Loop. Bus service was created through a fair housing program to provide unmet transportation needs to low-income residents, the disabled, elderly, and mentally handicapped. This fixed-route bus service began in 2014 and runs from Monday thru Friday 8a-5p. The Loop runs through downtown Lebanon and connects to the YMCA and Columbus Avenue commercial areas such as Walmart. The service is supported by federal and state grant funds and through Warren County general dollars. There has been discussion about the expansion of the Loop to the South, but additional dollars would need to be obtained to facilitate the expansion. On-demand service is also available through the Warren County Transit Service. Riders must schedule in advance but are able to travel anywhere in Warren County Monday thru Friday, 6a-6p.



Lebanon Loop Flex Route

**Local airfield is a regional asset with growth potential.** While not within city limits, the Warren County Airport at John Lane Field is a public airfield that provides regional service. Owned and operated by Warren County, it has seen consistent growth in the number of trips per year. In 2018 there were 31,525 flights, or 90 per day, with 99% of those flights being for general aviation. The 4,500' runway does have limitations to the level of aircraft capable of landing but has been in operation since 1956. In 2016, County Commissioners opted to repave the runway, while the Federal Aviation Administration pushed for widening of the runway and the construction of additional hangars and runways. The Warren County Thoroughfare Plan recommends the support and promotion of the airport as a “viable element of the county’s transportation system...”

**Rideshare is available but limited.** Uber and Lyft are available in Lebanon though driver availability is directly tied to ridership. These on-demand services can be used for travel but also as food delivery options. Restaurants that participate in this format are on an opt-in basis. Many of the chains located along Columbus Avenue are capable of being ordered through Uber Eats.

**Walkability is essential to downtown’s success, but drops significantly in surrounding areas.** Downtown Lebanon is very walkable and is increasing with recent changes to Broadway and an increased effort towards pedestrian safety along the corridor. Walk Score ranks this portion of the City highly with good access to transit, shops, education, and parks. Lack of walkable access to groceries is the only reason that downtown does not score higher



### WALK SCORE 62 OF 100

Walk Score measures the walkability of any address, analyzing hundreds of walking routes to nearby amenities. Points are awarded based on the distance to amenities in each category. Amenities within a 5 minute walk (.25 miles) are given maximum points. Fewer points are given to more distant amenities, with no points given after a 30 minute walk.

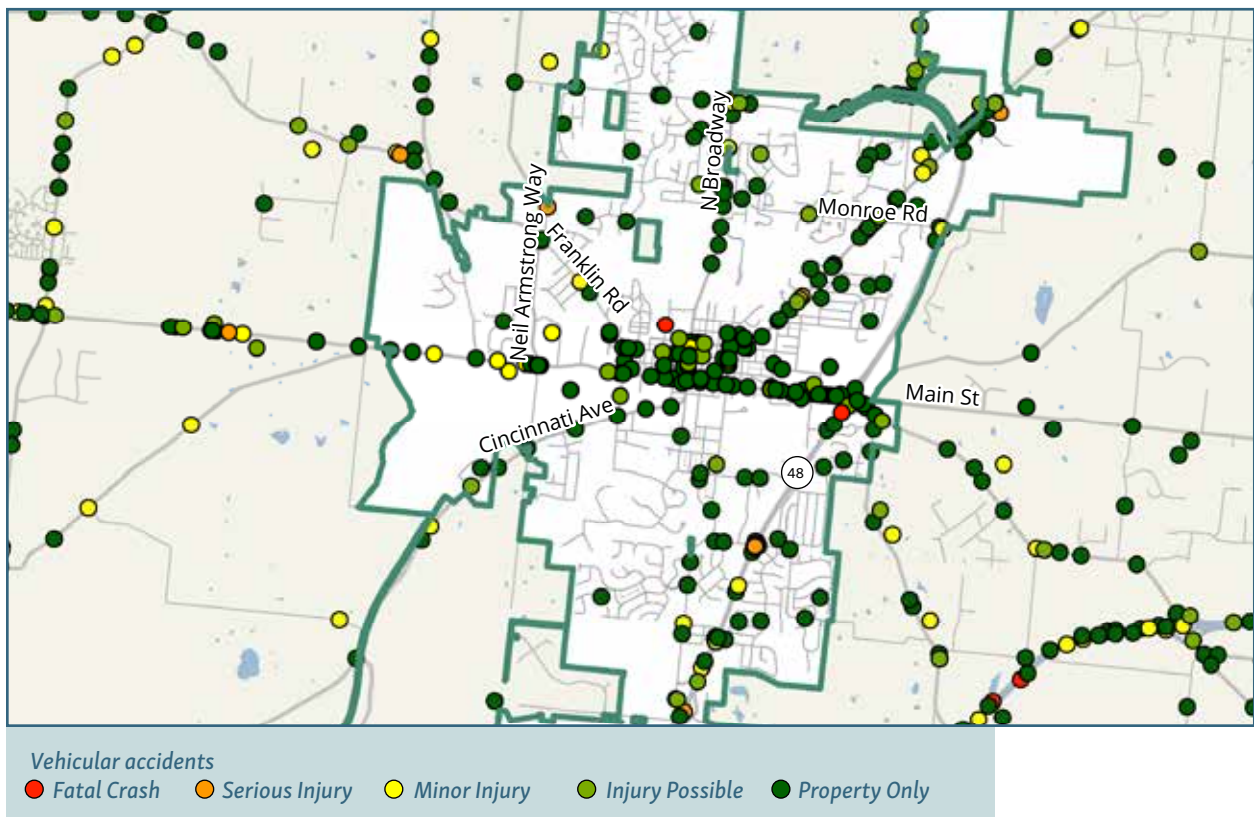


than its current 62. Outside of downtown, walkability scores much lower with many of the surrounding neighborhoods featuring winding roads and a limited number of access points. Exterior neighborhoods average a Walk Score of 24. The City has done well with construction of sidewalks in many of the housing developments. This offers residents the ability to walk safely for exercise or local visits, but the lack of connectivity limits the viability of walking as a way to limit the vehicle dependency for daily trips.

## SAFETY

Crash data provides a sense of trouble areas throughout the community, where potential changes need to be made. Using the Ohio Department of Transportation's (ODOT) Transportation Information Mapping System, an analysis of reported crashes can be conducted at the county and city levels.

**Most dangerous vehicular crashes occur at the periphery.** In 2019 there were 436 accidents reported in Lebanon, with only 10% of those resulting in minor injuries or worse. Warren County had 4,946 and saw a 2% increase in total accidents from 2018 to 2019. Most of the injury accidents in Lebanon occurred on the exterior portions of the City with only three occurring in the walkable downtown area, zero involving pedestrians. As speed increases on wider peripheral streets, so too does the likelihood of an injury accident.



**Pedestrian safety is a priority.** The City has worked to improve pedestrian safety specifically in the downtown setting, responding to many concerned comments throughout the Think! Downtown process. Road diets along North Broadway, medians through downtown, and bulbed intersection crosswalks have all improved pedestrian safety and are a direct result of the public engagement process. The City Engineering Department has completed these projects through their design guidelines but there is not a specific Complete Street city-wide policy. Similarly, the school system lacks a Safe Routes to Schools program. There were 27 pedestrian accidents reported with none of them reporting injuries in 2019. The same ODOT dataset shows no bicycle crashes reported in the same year.



*Recent improvements to Broadway have increased pedestrian safety.*

## ACTIVE TRANSPORTATION

Located in a trail-rich region, Lebanon is well-positioned to make regional connections. This section describes how the City intends to expand this network and build on the current amenities.

**Regional trail connections surround Lebanon.** Lebanon is home to several trails, the most prominent being the Countryside YMCA trail. This connects to the regional Little Miami Trail and the statewide Ohio-to-Erie Trail. The greater Dayton region is known for an abundance of paved multi-use trails complimenting the scenic rivers and park networks, but also enhancing the quality of life for area residents and tourism opportunities. In 2015 the Lebanon-Turtlecreek Trails Initiative was adopted which outlines future recommendations and itemizes trail projects along with their



## LEBANON-TURTLECREEK TRAILS INITIATIVE

Created in 2015, this plan aims to enhance the quality of residents, employees, and visitors through careful planning and implementation of trails. Utilizing grants and existing right-of-ways the initiative plans 70 miles of trails in Lebanon and Turtlecreek Township.



associated costs. Recommendations range from standalone multi-use paths to signage-only shared roads. Some of the recommendations set forth have come to fruition such as the protected bike lane extending North from downtown along Broadway. Though the Trail Initiative is a 30-year vision, the vision would see 70 miles of trails in Lebanon and Turtlecreek Township.

**Significant investment in active transportation.** Over \$2 million is allocated to improving bicycle infrastructure in multiple ways by 2022. The City has made significant improvements by adding the Lebanon Bike Park. The 95-acre park has made an immediate impact in the cycling community, offering active recreation opportunities for riders of all ages and skill levels. In 2022, the City will modify the bridge over Ohio 48, providing access to neighborhoods in the southeast as well as connect the City and Countryside Trail with the bike park. The Capital Improvement Plan (CIP) notes \$2.15 million being spent in the next two years on bicycle network improvement between the North Broadway Extension, US 48 bridge, and Lebanon Bicycle Park improvements (dependent upon securing grant dollars). This shows a commitment to improving active transportation options in various forms of biking infrastructure. Improvements made in these areas will not only increase active recreation opportunities but offer a plethora of benefits to the community. Bolstering connectivity to the different neighborhoods will offer another transportation option, provide safer routes for students/children, and provide economic benefits to stores downtown. Many studies have shown the economic benefits related to quality of life improvement and tourism opportunities, examples of which can be seen as close as Xenia or Loveland.



Image from Lebanon Bike Park



Bridge location for future bike path extension

## CAPITAL IMPROVEMENT PROJECTS

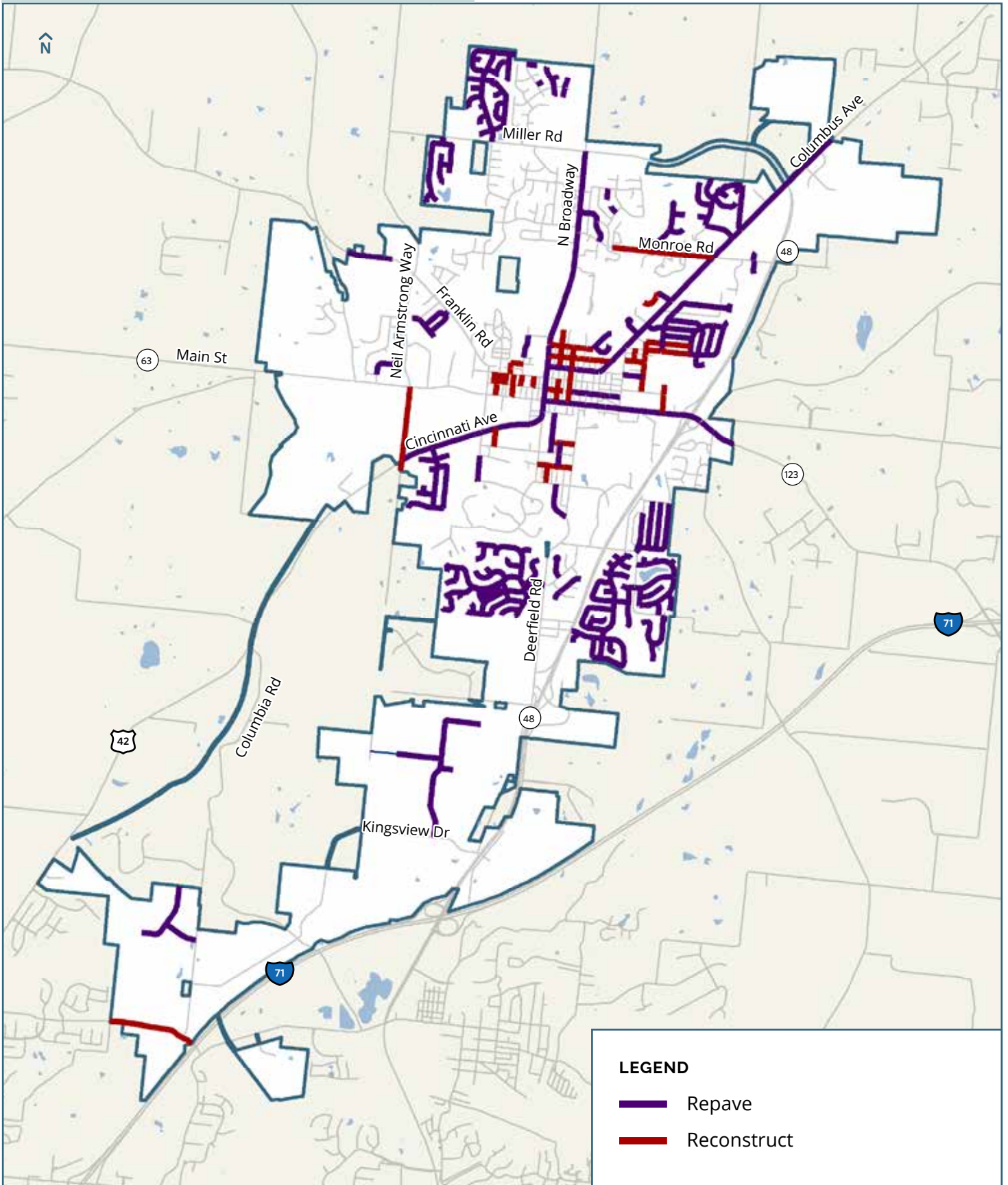
**Community response is taken into consideration.** The City currently maintains 225 miles of roadway. Recent customer satisfaction surveys have shown dissatisfaction with roadway conditions. The City has increased spending towards road maintenance and is currently working through a backlog of road maintenance projects. Per the CIP, road resurfacing occurs on average every 12 years and reconstruction around 40 years. The most recent CIP outlines the locations and extents of many roadway resurface and reconstruction projects, with an average of \$2.59 million coming from grants annually. There are 18 roadways to be improved or reconstructed by 2025, with many more undergoing resurfacing. Many of the road reconstructions are located downtown or in the Pleasant Park area, while the resurfacings are spread across the City's jurisdiction, focusing on residential developments. Over the next five years \$7.6 million will be devoted to these roadway improvements.



**Road Reconstruction**  
Summit Street



# Capital Improvement Projects



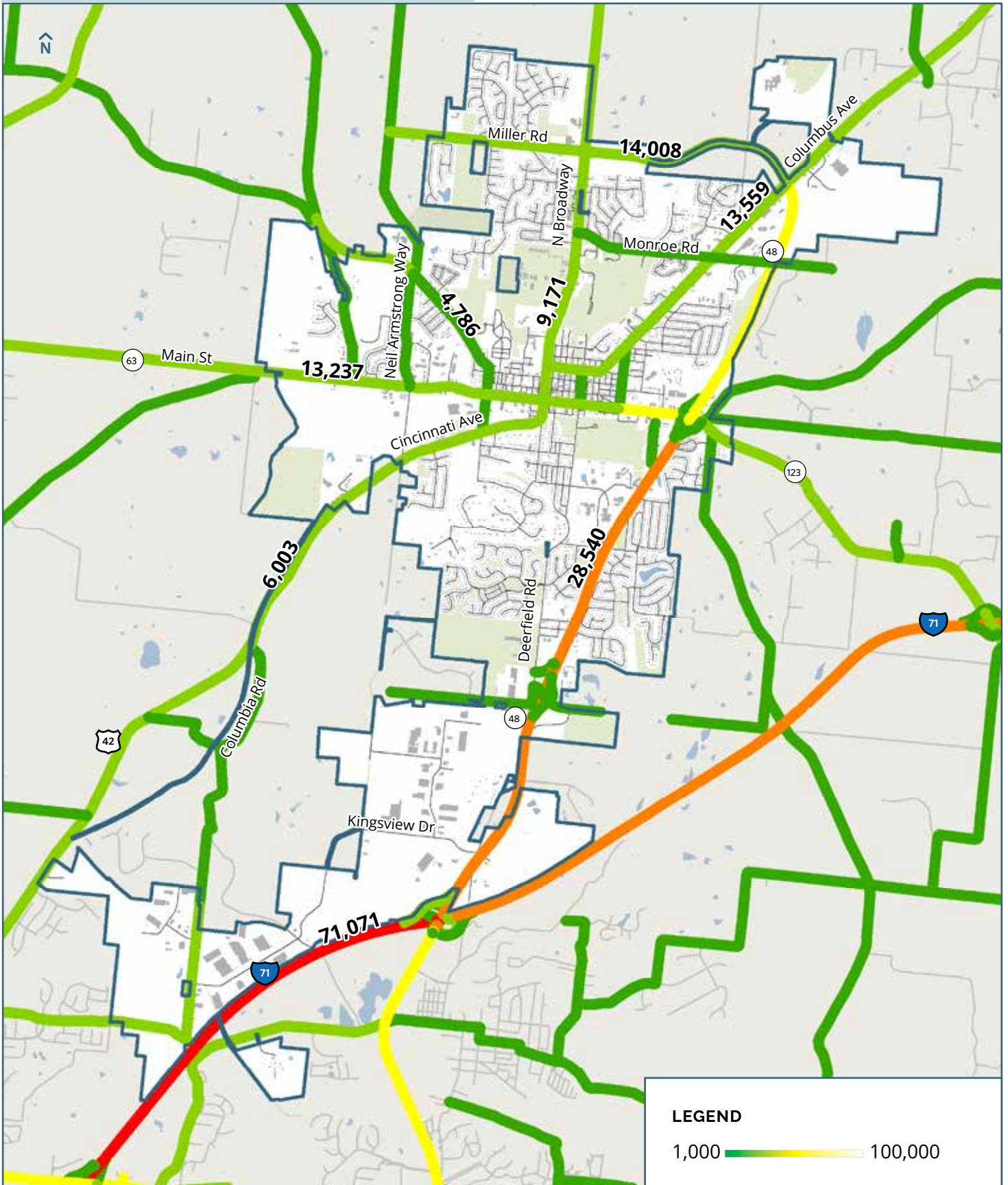
**Commuting pressure impacts state and federal traffic planning.** The large number of commuters adds pressure to the existing transportation network. Many of these primary thoroughfares are outside of City maintenance or control but certainly have local effects. For example, SR 48 has seen daily trips increase by 17 percent in the last 15 years. SR 48 and US 42 see some of the highest counts of AADT in the City, at 26,000 and 13,000 respectively. The largest single volume of traffic occurs at the 48 and I-71 interchange with nearly 35,000 daily vehicles. This corridor serves as the north-south connection to the interstate but is also the location of the City's industrial nucleus. This interchange is identified in the OKI 2050 Long Range plans for improvement in the 2035 timeframe. Similarly, SR 63 west of town and the SR 123 / I-71 interchange are both slated for improvements in 2035, totaling \$60 million. Due to the wear cycle of the road infrastructure and increased traffic, these areas have been identified as locations for future improvements or expansions.



**Entry to Lebanon**  
East Main Street



# Average Annual Daily Traffic



# Actions



The following projects, policies, and programs support the mobility goal: Safe and efficient mobility options maintain connectivity locally and regionally, support multiple-modes of movement, and are accessible to people of all ages and abilities.

**6.1 Update the City's Thoroughfare and Transportation Plan.** The City will work to update its Thoroughfare Plan. The engineering, planning, and economic development departments will cooperate to develop an updated document to incorporate public input gathered as part of this process, including bicycle and pedestrian elements, complete street policies, and others. Specific items to be addressed include increased truck traffic in the region, options in public transportation, and the number of daily commutes by area residents. The updated Thoroughfare Plan will consider added pressure on the transportation network from new or expected development growth as outlined in this plan.

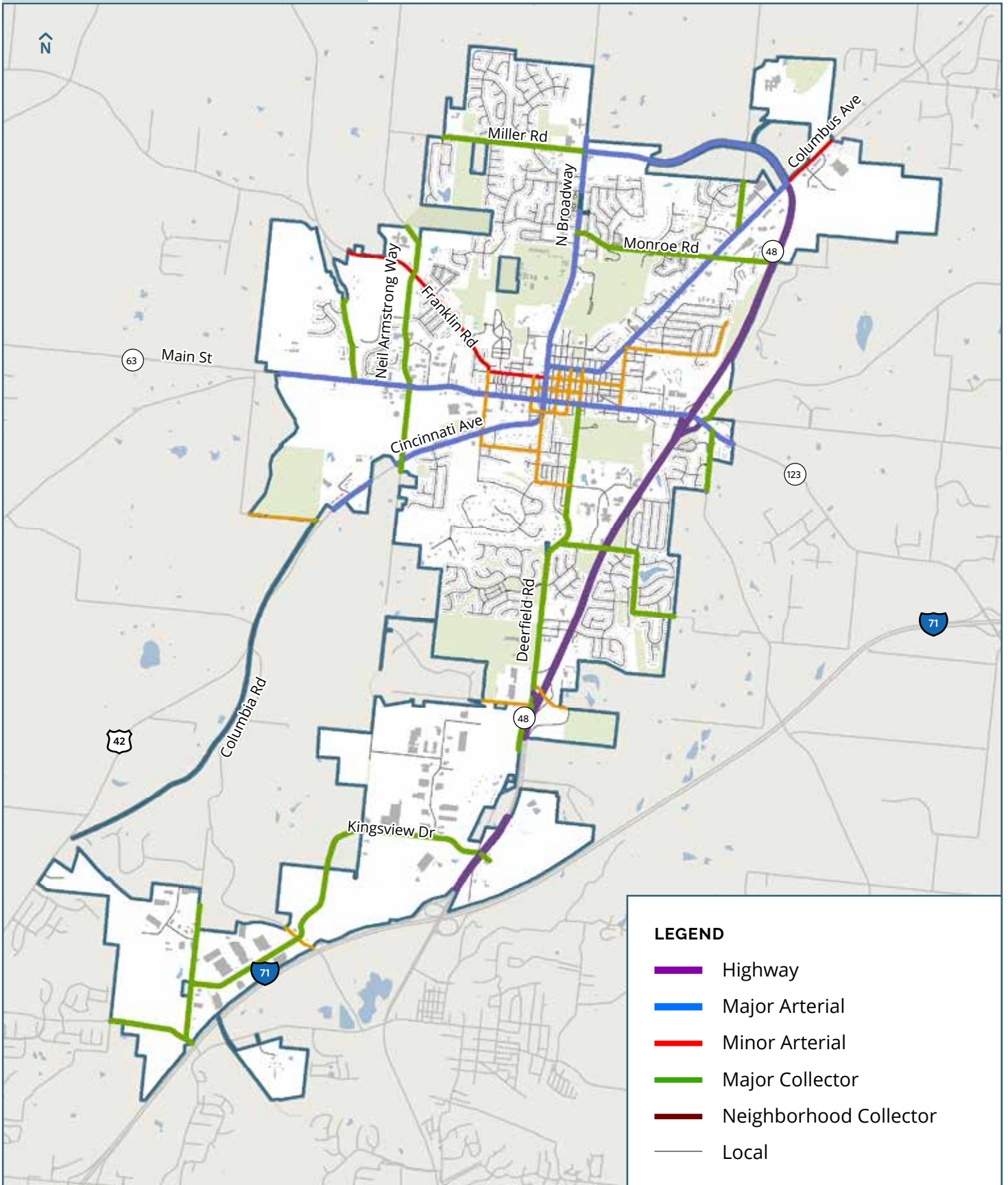
## THOROUGHFARE PLAN

The existing Thoroughfare and Transportation Plan was completed as part of the comprehensive planning effort. This plan outlined roadway classifications, presented traffic volume projections, and identified 13 new roads and major improvements. Key findings include; the current network being inadequate to handle the traffic associated with 2030s anticipated development pressure, the lack of an east-west corridor hinders truck and heavy vehicle traffic forcing those trips through downtown, and several new road installations being needed to support the expansion of the City and increased traffic volumes.

Future character types will influence both the street typology map and variations in typologies and be utilized when making capital improvement project decisions. The following section drawings are meant to characterize the desired public realm for all users of the corridors, vehicles, transit, bicycles, and pedestrians.



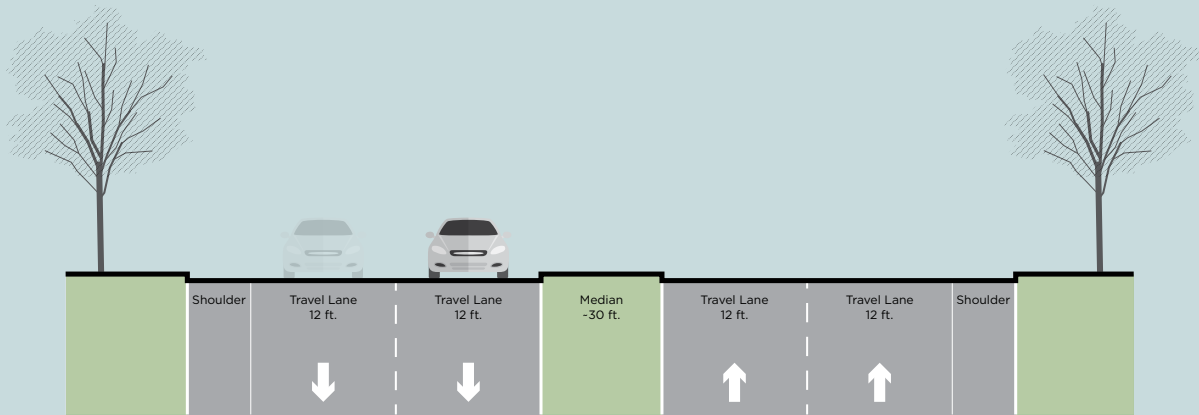
# Street Typology Map



## LEGEND

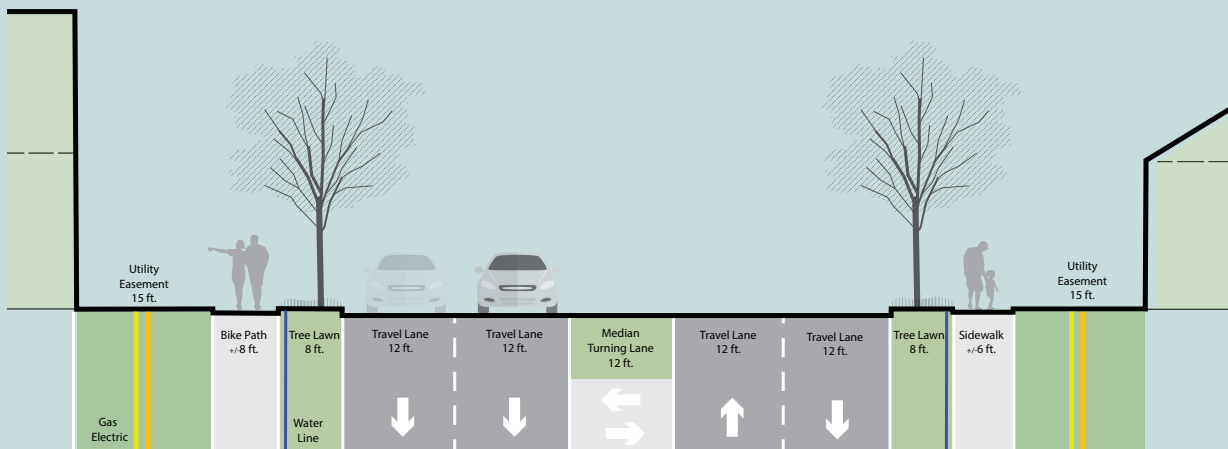
- Highway
- Major Arterial
- Minor Arterial
- Major Collector
- Neighborhood Collector
- Local

## Street Typology Sections



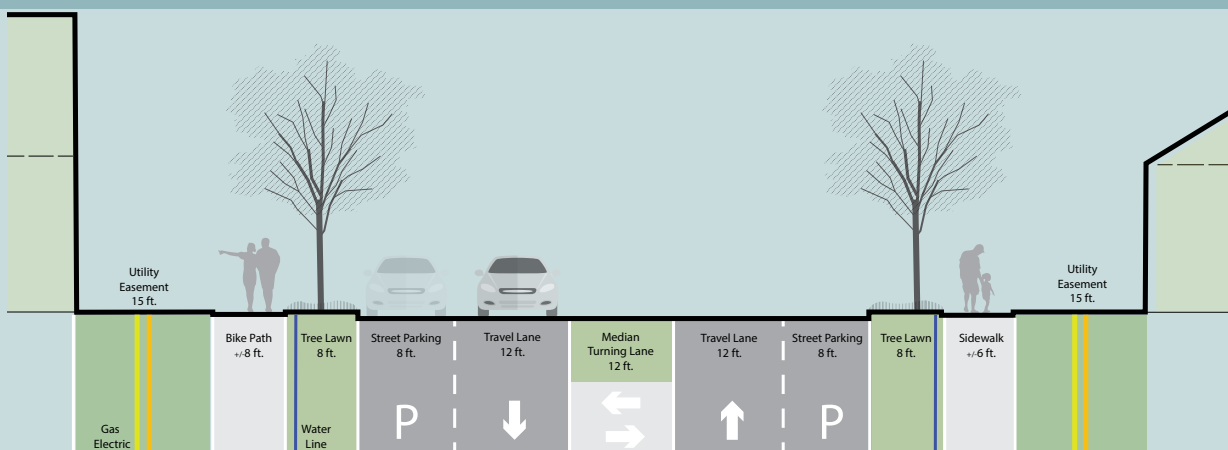
### HIGHWAY

Controlled access, exclusive to vehicular travel for longer distance travel and at higher speeds. Local jurisdiction has little control over these facilities.



### MAJOR ARTERIAL

Multi-lane thoroughfares serving commuters and regional travel at higher speeds. Designed to connect regional destinations but should take surrounding development into context.

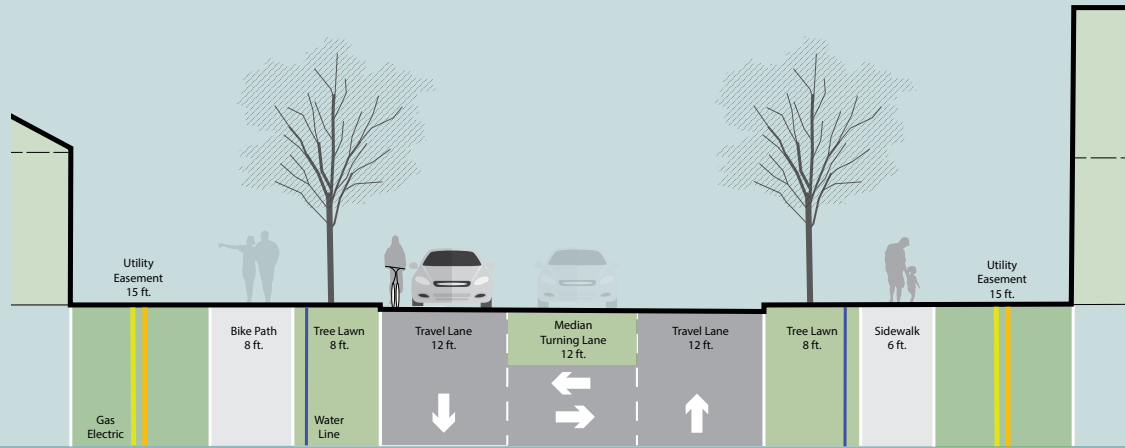


### MINOR ARTERIAL

Multi-lane thoroughfares which link neighborhoods and activity centers, allowing for faster travel than local roads. Include more connectivity to local street network and found in less developed areas.

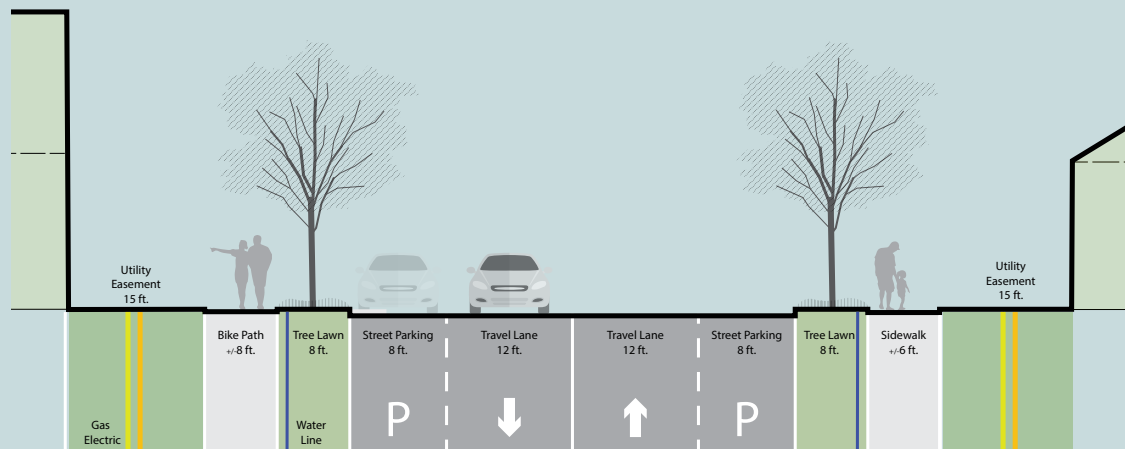


# Street Typology Sections



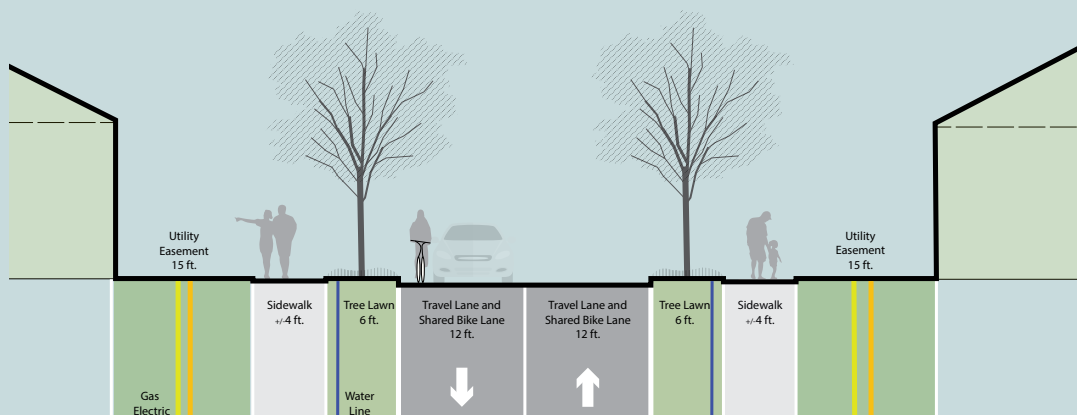
## MAJOR COLLECTOR

Connect neighborhood traffic with local destinations. Feature slower travel speeds and multi-modal travel options. Development pattern impacts streetscape.



## NEIGHBORHOOD COLLECTOR

Connect neighborhood traffic with local destinations. Feature slower travel speeds, on-street parking and multi-modal travel options. Development pattern impacts streetscape.

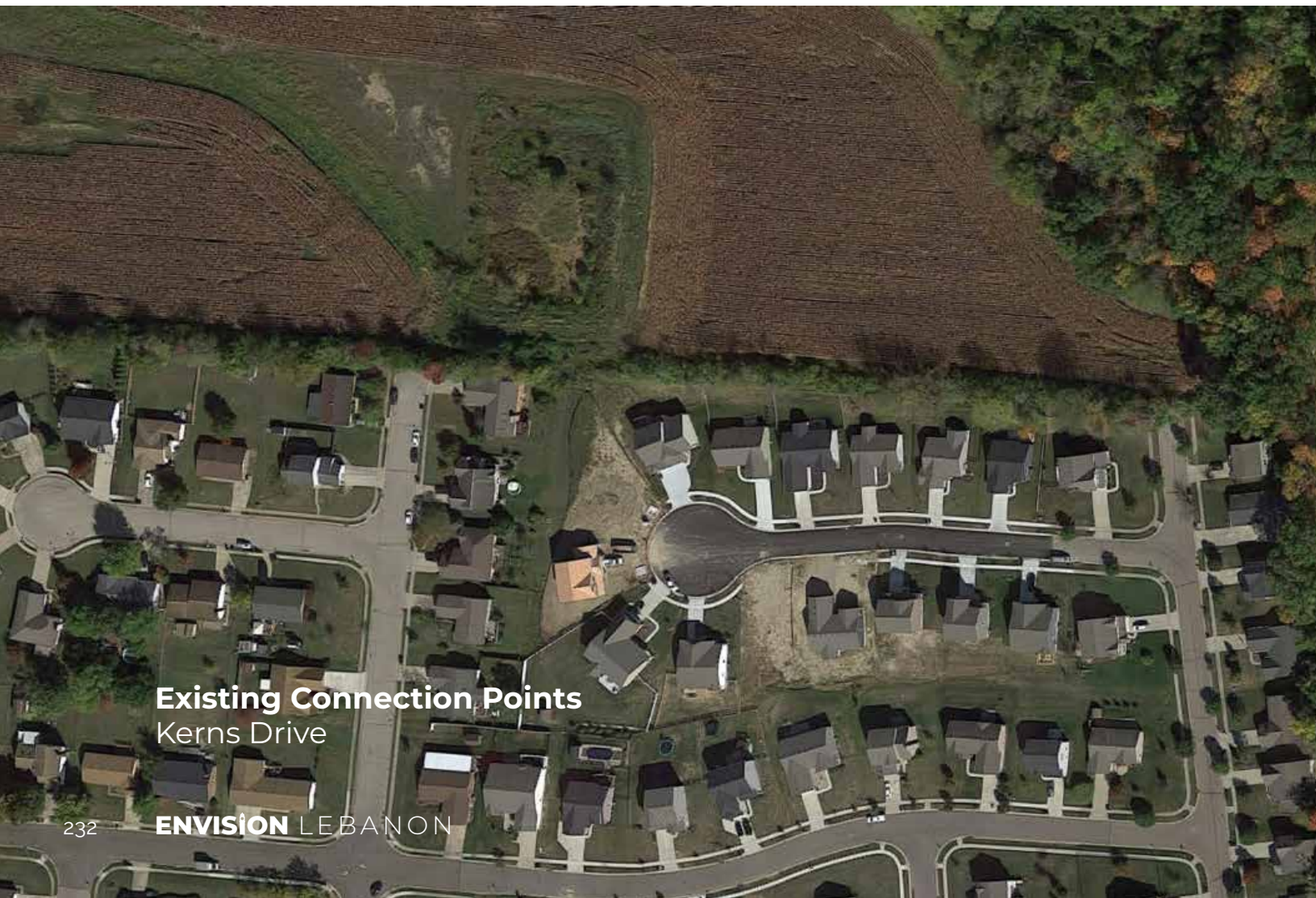


## LOCAL

Slow moving streets primarily in residential neighborhoods. Width and aesthetic deter through traffic enabling a safer place for pedestrians and cyclists.

**6.2 Promote roadway connections through public and private investment.** As the City is built out, connections to existing and proposed roadway networks will be promoted. These connections help alleviate congestion and provide additional circulation patterns.

**6.3 Coordinate with regional transportation entities on busy corridors.** As the regional road network feels pressure of additional congestion, the City will coordinate with regional transportation entities such as the Ohio Department of Transportation to identify future projects and improvements, addressing current issues. State Route 63 is identified as a priority corridor. A study should be initiated to determine future number of lanes, alternate routes, etc.



**Existing Connection Points**  
Kerns Drive





#### **6.4 Adopt a complete streets policy.**

Adopting a policy will help guide future decisions to prioritize space for safe cycling and walking, improve crossing facilities to better accommodate bicyclists and pedestrians. Many similar decisions have been incorporated into previous projects, adding a concrete policy will ensure consideration on all future projects. The complete streets policy will be integrated into the Engineer's Design & Construction Standards Manual.

### **COMPLETE STREETS**

Complete streets meet the needs of people in all forms of transportation: walking, cycling, driving, and taking transit. Complete streets aim to create safer interactions for all users, despite age or abilities. In some situations where road traffic is dominated by fast traveling vehicles, traffic calming measures can help to make an area more pedestrian friendly. Examples may include, curb bulbs, landscaped medians, on-street parking or narrowed travel lanes. Complete streets may look different in a rural context versus an urban one, assuming the design follows the same core principle.

### **TAKING COMPLETE STREETS FURTHER: VISION ZERO**

Vision Zero is an international road safety initiative that aims to achieve a road system with zero fatalities or serious injuries. Vision Zero policies target travel speed, road design, and pedestrian crossing enhancements to improve safety. The Vision Zero campaign has focused on major cities and a couple of states, and only a few cities in the United States have achieved official designation (none in Alabama). The State of North Carolina is one of two states to have implemented a Vision Zero initiative. Lebanon would benefit from working toward the organization's minimum criteria, which includes:

- A clear goal of eliminating traffic fatalities and severe injuries
- An official and public commitment from the mayor and/or city council to that goal
- A Vision Zero plan or strategy in place
- Engagement by key city departments (including police, transportation, and public health)

Resources are available at [visionzeronetwork.org](http://visionzeronetwork.org).

**6.5 Develop a streetscape improvement program.** Either as an update to the Engineer’s Design & Construction Standards Manual or as a stand-alone document. A city-wide streetscape improvement program will identify ways to reinforce and maintain standards through a phased improvement schedule. The program will also outline minimum standards. National resources such as the National Association of City Transportation Officials (NACTO) offer additional information. Elements that may be included in the program include: crosswalks, lighting, street furniture, landscaping, signage, stormwater management, safety improvements.

Best Practice: Downtown Streetscape and Public Realm Design Guide for Covington, Kentucky. This set of design guidelines was developed in partnership by city engineers, economic development, planning and forestry. They worked to establish minimum expectations for boards and councils to use to inform decisions in public and private streetscape projects. Information included hardscape material palette, site furniture and plant material including street trees.

**6.6 Utilize trial demonstration projects.** Demonstration or ‘pop-up’ projects will be utilized to test larger scale ideas in incremental fashion. Examples are painted crosswalks, planters, or temporary public art. They are designed to encourage people to work together, expand public participation, discover pieces that work and deliver public projects in a faster manner.



Examples:



*Downtown Streetscape and Public Realm Design Guide for Covington, Kentucky*





Best Practice: Pop-up or demonstration projects offer an opportunity to test permanent large-scale ideas. Examples of such projects are: temporary bike lanes, protected intersections, patio seating, crosswalks, parklets, plazas, benches, street trees and more. These projects typically involve community members working together to bring attention to overlooked places. AARP provides a Pop-Up Demonstration Tool Kit to offer a plan for those wishing to organize and implement an idea.



*Pop-up or Demonstration Projects*

**6.7 Continue to improve pedestrian safety, city-wide.** Expansion of improvements made downtown will be made in other portions of Lebanon. Further analysis and prioritization will take place to identify where rapid flash beacons or similar safety measures will be incorporated to increase pedestrian safety.

**6.8 Develop a bicycle safety education program.** Learning the rules of the road and the trails is imperative for riders of all ages and experience levels. An educational series or workshop will be developed to make bicycle users feel safer and educate drivers.



Best Practice: Delaware, Ohio Safety Town is conducted by the Delaware County Sheriff's Department. The program is a one-week summer camp which incorporates bicycle safety education for children in a safe and downsized environment.



*Safety Town, Delaware, Ohio*

**6.9 Include bicycle and pedestrian facilities in new roadway or improvement projects.** Routine repaving projects, major road reconstructions, and new roadways will include a pedestrian and bicycle component. Future roadways will place an emphasis on safety, be smooth enough for cycling, include accessibility details per ADA guidelines, and consider additions of signage and protected bicycle lanes where appropriate. Protected or separated lanes offer the highest degree of safety and comfort for riders of all skill levels, but are more expensive and use additional right-of-way.

### SHARROW

Shared lane marking. Symbol that combines a bicycle icon with an arrow that is painted on streets to encourage bicyclists to use the lane, and makes drivers aware of them.



### SIGNAGE

Similarly to sharrows, signage is used to make drivers aware of bicyclists. It can also help bicyclists navigate and guide them through bike routes.



### PROTECTED LANE

Feature a physical barrier that separates bicyclists from vehicles. These barriers can be parked cars, curbs, landscaping, posts, and more. This infrastructure reduces bike-related intersection crashes and injuries.



### MULTI-USE PATHS

Also known as shared-use paths or greenways, are paved trails located in or outside of street right-of-way and are intended only for non-motorized forms of transportation, including bicycling and walking. These paths are typically 8 to 12 feet wide and provide strong regional connections.

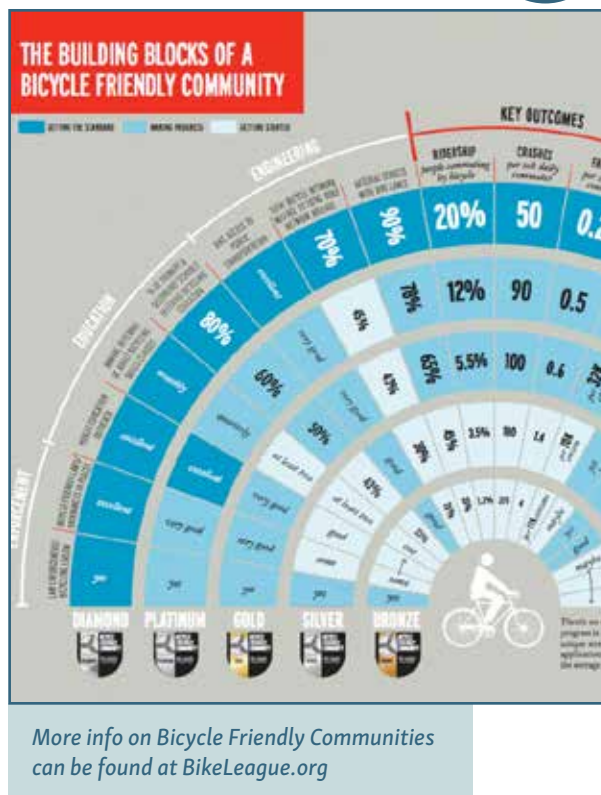
*See NACTO for more information.*







**6.10 Apply to become a Bicycle Friendly Community.** The League of American Bicyclists has developed a national Bicycle Friendly Community program to promote and reward communities who have achieved bicycle friendly recognition. By applying and striving for designation, the City is committing to improving engineering, education, encouragement, enforcement and evaluation efforts. The comprehensive questionnaire and application process will display the work done thus far but also provides a metric for which community members, council and others can measure progress.



## YELLOW SPRINGS

In 2018, Yellow Springs became the 17th community in Ohio to be recognized by the League of American Bicyclists. This was the first time a community of this size had been awarded a rating. Their application and subsequent 'Report Card', shown at right, identify strengths of the community as it relates to being bicycle friendly. More importantly, the Report Card identifies ways to improve, and therefore obtain a better rating. Key Steps to Silver are noted at the bottom and outline action items.

*Image from League of American Bicyclists*



## YELLOW SPRINGS, OH

TOTAL POPULATION: 3,680  
 POPULATION DENSITY: 883  
 # OF LOCAL BICYCLE FRIENDLY BUSINESSES: 0  
 # OF LOCAL BICYCLE FRIENDLY UNIVERSITIES: 0

### 10 BUILDING BLOCKS OF A BICYCLE FRIENDLY COMMUNITY

	Average Silver	Yellow Springs
High Speed Roads with Bike Facilities	37%	N/A
Total Bicycle Network Mileage to Total Road Network Mileage	45%	11%
Bicycle Education in Schools	GOOD	GOOD
Share of Transportation Budget Spent on Bicycling	12%	1%
Bike Month and Bike to Work Events	GOOD	NEEDS IMPROVEMENT
Active Bicycle Advocacy Group	YES	YES
Active Bicycle Advisory Committee	MEETS EVERY TWO MONTHS	NONE
Bicycle-Friendly Laws & Ordinances	SOME	NEEDS IMPROVEMENT
Bike Plan is Current and is Being Implemented	YES	UNDER DEVELOPMENT
Bike Program Staff to Population	1 PER 100K	1 PER 37K

### CATEGORY SCORES

<b>ENGINEERING</b> <i>Bicycle network and connectivity</i>	1.5 / 10
<b>EDUCATION</b> <i>Motorist awareness and bicycling skills</i>	2.6 / 10
<b>ENCOURAGEMENT</b> <i>Mainstreaming bicycling culture</i>	1.7 / 10
<b>ENFORCEMENT</b> <i>Promoting safety and protecting bicyclists' rights</i>	3.0 / 10
<b>EVALUATION &amp; PLANNING</b> <i>Setting targets and having a plan</i>	1.6 / 10

### KEY OUTCOMES

	Average Silver	Yellow Springs
<b>RIDERSHIP</b> <i>Percentage of Commuters who bike</i>	2.6%	3.87%
<b>SAFETY MEASURES CRASHES</b> <i>Crashes per 10k bicycle commuters</i>	523	299
<b>SAFETY MEASURES FATALITIES</b> <i>Fatalities per 10k bicycle commuters</i>	5.8	0

## KEY STEPS TO SILVER

- » Congratulations on adopting a Complete Streets policy! It is important to ensure a strong implementation and compliance process for this new policy going forward.
- » Develop community-wide Bicycle Parking Standards to ensure that APBP-compliant bicycle parking is available near urban activity centers.
- » Develop a network of bike boulevards/neighborhood greenways to take advantage of existing low-speed streets to encourage and optimize bicycle travel on low-stress corridors.
- » Expand the audience for educational programs to include high school students, college students, and new drivers.
- » Host a League Cycling Instructor (LCI) seminar to increase the number of local LCIs in your community.
- » Encourage more local businesses, agencies, and organizations to promote cycling to their employees and customers and to seek recognition through the national Bicycle Friendly Business program.
- » Develop a bike patrol unit to improve bicyclist/officer relations.
- » Increase the amount of staff time spent on improving conditions for people who bike and walk.
- » Create an official Bicycle & Pedestrian Advisory Committee (BPAC) to create a systematic method for ongoing citizen input into the development of important policies, plans, and projects.
- » Your application indicated that your community is currently creating a bicycle master plan. This is a great step to improving conditions for bicycling and institutionalizing processes for continual improvement. Your bike plan should build upon the other existing plans for your transit agency and parks system to create a safe, comfortable, and connected bicycle network.
- » Create a bicycle count program that utilizes several methods of data collection to create an understanding of current bicyclists and the effects of new facilities on bicycling in Yellow Springs.

### 6.11 Create Safe Routes to Schools and Safe Routes for All programs.



Both programs aim to enable and encourage people of all ages, including those with disabilities, to walk and bicycle to their destination. Funding will be sought out from the Ohio Department of Transportation to aid in programmatic and infrastructure needs in the community (similar funding sources include Transportation Alternatives Program, Surface Transportation Block Grant Program, Clean Ohio Trails Fund, and others).

Best Practice: The Ohio Department of Transportation provides materials and a set of instructions to help communities establish and run an SRTS program. The first step is to establish a School Travel Plan. More info on Ohio Safe Routes to Schools can be found at <https://bit.ly/3BLYh8u>.



Ohio Safe Routes to Schools







**6.12 Expand Lebanon Loop.** The City will work with Warren County Transit Service to expand Lebanon Loop bus service to the South, including additional employers. This expansion aligns with initial plans for the bus service and incorporates public feedback received. Transportation options for this workforce population and geographic portion of the City are limited, expansion of the Loop is important for circulation and workforce development.

**6.13 Develop a Glosser Richardson Road to SR 48 connection plan and funding strategy.** In order to address congestion and reduce traffic through the central core of Lebanon, a plan and funding strategy will be developed.





**"People in Lebanon like to work alongside each other to get impossible things done."**

- Envision Lebanon Participant



# 7. Building upon success



## CHAPTER ORGANIZATION

- Goal
- Objectives
- How to use the plan
- Actions
- Implementation Matrix

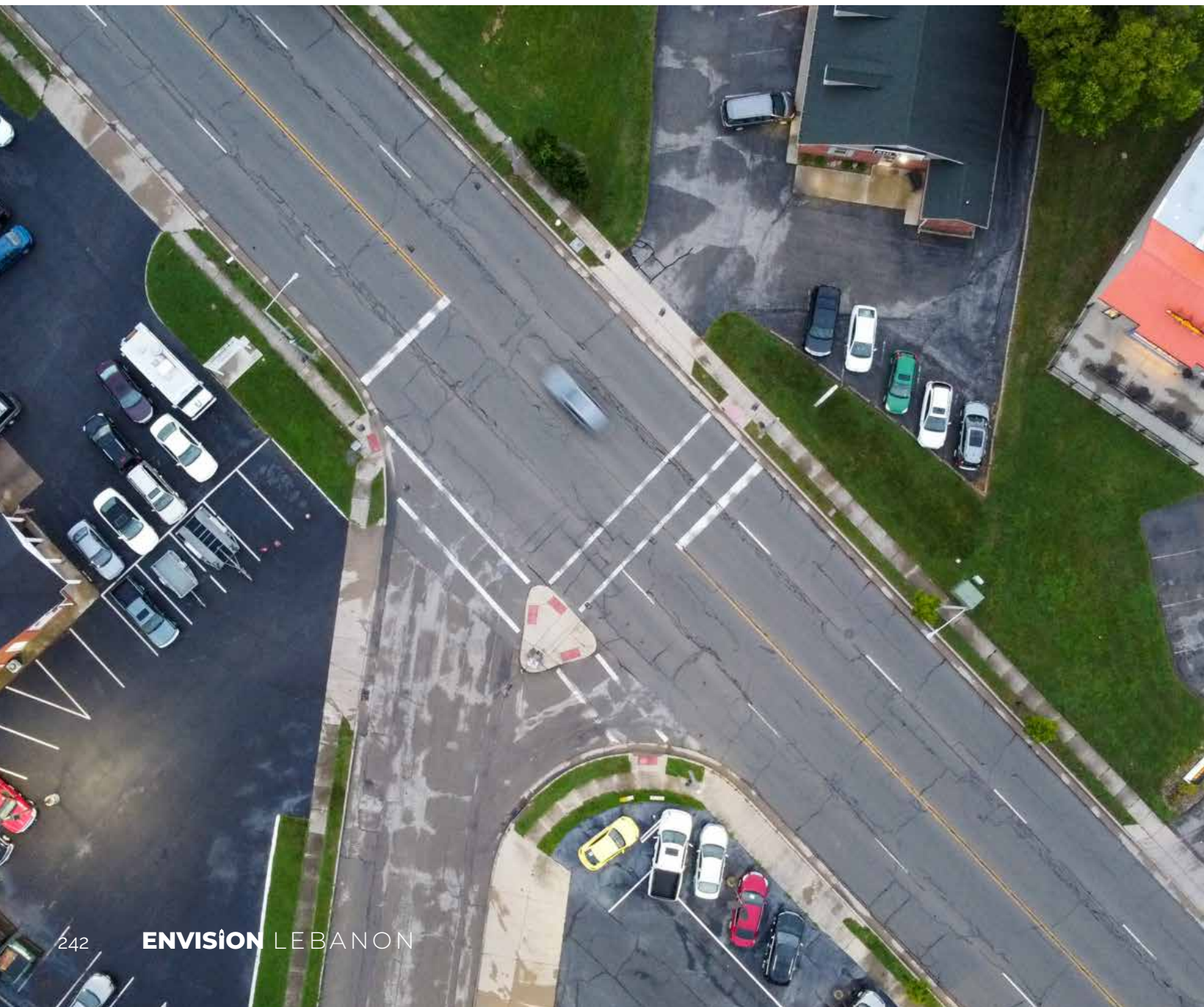
## GOAL

Realization of the community's vision drives decision making, prioritizing a commitment to action and collaboration.

## OBJECTIVES

- Monitor and share implementation progress
- Involve the community in implementation
- Promote awareness and understanding of the Plan
- Update the Plan as necessary

The Envision Lebanon Comprehensive Plan is a long-term policy guide and action agenda that will serve the community for the next 10-15 years. Implementation of this Plan will involve a host of parties, including City departments, boards and commissions, private businesses, and community residents. This chapter includes guidance on managing and using the Plan, and a summary of its actions (see Implementation Matrix) that assigns the anticipated timing and responsibilities to the designated party. While many of the actions have been outlined above, the City should also consider pursuing additional actions that would support its vision and goals and build upon the Plan's success.

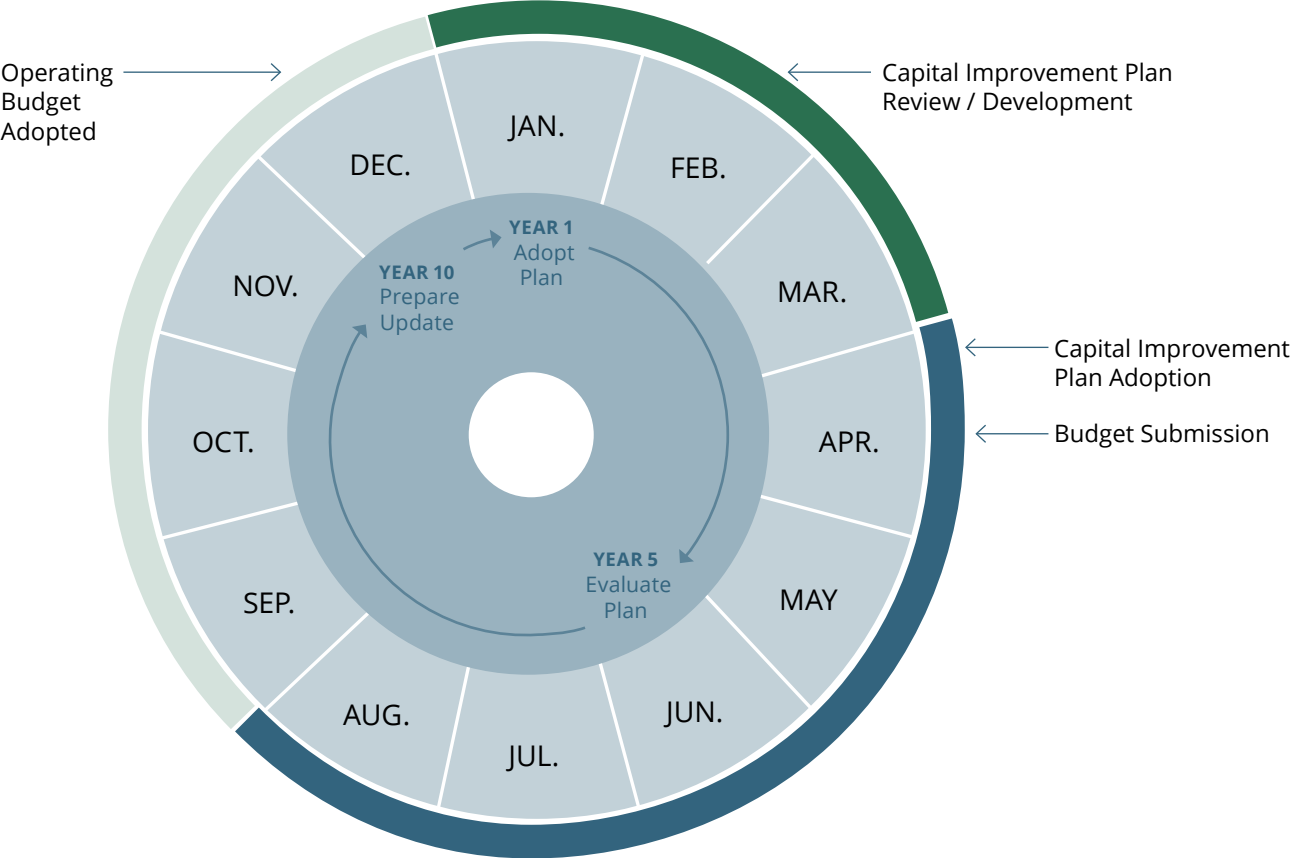




# HOW TO USE THE PLAN

Envision Lebanon is intended as a working document that is referenced daily to affect public and private decision making. It will take time, energy, and a high level of collaboration to achieve the 91 projects, policies, and programs outlined. This plan document will be ever evolving and require monitoring as actions are completed or progressed. Integration into the City's annual processes, tracking progress, and periodically updating will ensure the longevity of Envision Lebanon's vision.

## PLAN MANAGEMENT CYCLE



The Plan should be integrated into annual city processes, regularly tracked for progress, assessed for effectiveness, and updated periodically. The diagram above illustrates how it will occur.

- Capital Improvement Planning
- Annual Budgets
- Continuous Monitoring

## MONITORING

The Plan should be monitored on a regular basis for implementation effectiveness and relevance. It should be referenced annually in the development of departmental work programs, budgets and capital improvements planning. A formal review of Plan's accomplishments and relevancy should occur in five-year intervals.

## UPDATING

A major update of the Plan should be scheduled by elected officials at least every 10 years. In the interim, milestones may be reached which necessitate an update sooner. There may be circumstances which warrant formal amendments to the Plan. These should be made with careful consideration and compelling justification.



**Discussing planned improvements**  
Celebrate! Envision Lebanon Event



# Actions



The following projects, policies, and programs support the implementation goal: Realization of the community's vision drives decision making, prioritizing a commitment to action and collaboration.

**7.1 Interact with private implementation partners.**

Identify and engage various civic organizations, neighborhood groups, and businesses to assist with implementing Plan actions.

**7.2 Publish an annual report.**

An annual report serves as a communication tool to share the success and progress of implementation. Reporting out each year also serves as a moment to reflect and properly monitor plan status.

**7.3 Reference the Comprehensive Plan in Staff reports.**

Reports related to development applications, amendments, rezonings, policy recommendations, annual work programs and budgets will reference relevant Plan recommendations.

**7.4 Establish a plan review and update schedule.**

The City will anticipate the need to update the Plan every 10 years to ensure data and recommendations remain relevant. Additionally, the City will perform a more detailed audit or review of progress every five years which may result in minor updates or amendments based on implementation progress.

**7.5 Prepare an implementation evaluation.**

The City will review Envision Lebanon's accomplishments and effectiveness. This review will assess the Plan's actions by chapter. A simple summary report will be prepared and shared with relevant commissions and Council to highlight progress and identify necessary changes.

## IMPLEMENTATION MATRIX

The following table organizes the recommendations of all of the goals. The table is organized by goal and indicates the desirable timeframe and estimated costs for completion. The timeframes and estimated costs are defined by the following:

- **Ongoing:** continual tasks
- **Short Term:** within 1-4 years
- **Mid Term:** within 5-10 years
- **Long Term:** more than 10 years
- **\$:** Funds may already exist in capital budget or be easily accessible
- **\$\$:** Aid likely necessary through grants, untapped regional sources, and private partners
- **\$\$\$:** Major private partnerships or investment from government agencies needed



This icon identifies actions selected by the community as priority. Community members were asked to vote for their highest priorities when reviewing the draft actions.

### Protecting community character










CODE	ACTION TITLE	LEADING ORGANIZATION	TIMEFRAME	EST. COST	ASSOCIATED GOALS
2.1	<b>Continually review and update the Think! Downtown Master Plan</b>	Planning	Ongoing	\$	 
2.2	<b>Update and modernize the City's zoning and land development codes.</b>	Planning	Short Term	\$\$	
2.3	<b>Ensure new development takes into account quality and sense of place.</b>	Planning	Ongoing	\$	
2.4	<b>Analyze the impact of new development on congestion.</b>	Planning, Economic Development, Engineering	Ongoing	\$	
2.5	<b>Support the implementation of the City's area plans.</b>	Planning, Economic Development	Mid Term	\$\$	 



## Protecting community character

CODE	ACTION TITLE	LEADING ORGANIZATION	TIMEFRAME	EST. COST	ASSOCIATED GOALS
 2.A1	<b>Encourage infill residential on vacant properties</b>	Planning, Economic Development	Ongoing	\$	
2.A2	<b>Promote pedestrian connections between trail networks and Downtown.</b>	Planning, Parks and Recreation	Ongoing	\$	 
2.A3	<b>Support maintaining and modernizing aging homes within the area for existing residents.</b>	Planning	Ongoing	\$	
2.A4	<b>Improve development regulations to provide a transition between neighborhoods, commercial centers, and the Downtown district.</b>	Planning	Short Term	\$\$	 
2.A5	<b>Continue ongoing investment in Pleasant Square.</b>	Planning, Economic Development	Ongoing	\$	 
 2.B1	<b>Work with existing businesses to maximize their potential.</b>	Economic Development	Ongoing	\$	
2.B3	<b>Incentivize infill development and redevelopment on underutilized or vacant properties.</b>	Planning, Economic Development	Short Term	\$	 

## Protecting community character

CODE	ACTION TITLE	LEADING ORGANIZATION	TIMEFRAME	EST. COST	ASSOCIATED GOALS
2.B4	<b>Develop a gateway treatment between the commercial corridor and Downtown Lebanon.</b>	Planning	Short Term	\$\$	
2.B5	<b>Promote streetscape elements that enhance aesthetics and improve multi-modal safety.</b>	Planning, Engineering	Mid Term	\$	
2.B6	<b>Ensure major connections and extensions of the City trail network.</b>	Planning, Parks and Recreation, Engineering	Mid Term	\$\$	 
2.C1	<b>Consider roadway improvements by corridor sector.</b>	Engineering, Planning	Mid Term	\$\$	
2.C2	<b>Establish a tiered development strategy to provide a transition between the City and Township.</b>	Planning	Short Term	\$	
2.C3	<b>Create place-based Innovation Districts.</b>	Planning, Economic Development	Short Term	\$\$\$	 
2.C4	<b>Protect natural amenities such as tree canopies and blueways.</b>	Planning, Parks and Recreation	Ongoing	\$	
 2.C5	<b>Update zoning regulations to support conservation residential development.</b>	Planning	Mid Term	\$\$	 
2.D1	<b>Explore a trail connection between Columbus Avenue and Lebanon High School.</b>	Planning, Parks and Recreation, Engineering	Long Term	\$\$	 



## Protecting community character

CODE	ACTION TITLE	LEADING ORGANIZATION	TIMEFRAME	EST. COST	ASSOCIATED GOALS
2.D2	<b>Develop a master plan based on the Innovation District concept for the east side of SR 48.</b>	Planning, City Council	Mid Term	\$\$	
2.D3	<b>Issue a Request for Information (RFI) for prospective developers for the east side of SR 48.</b>	Planning, Economic Development	Short Term	\$	
2.D4	<b>Convene ongoing discussions with land and business operators in the area.</b>	Economic Development, Planning	Ongoing	\$	
2.D5	<b>Develop a marketing package for the Lebanon Innovation Districts highlighting the SR 48 I-71 opportunity area.</b>	Economic Development	Short Term	\$\$	
2.D6	<b>Preserve large areas (greater than two acre increments) of contiguous forest.</b>	Planning	Short Term	\$	
2.6	<b>Integrate community gateway signage.</b>	Planning	Short Term	\$\$	
2.7	<b>Develop a commercial redevelopment playbook.</b>	Planning, Economic Development	Mid Term	\$	
2.8	<b>Pursue strategic property acquisition.</b>	Planning	Ongoing	\$	
2.9	<b>Create an annexation policy.</b>	Planning	Short Term	\$	
2.10	<b>Prepare an annexation and growth plan.</b>	Planning	Mid Term	\$\$	

## Protecting community character

CODE	ACTION TITLE	LEADING ORGANIZATION	TIMEFRAME	EST. COST	ASSOCIATED GOALS
2.11	<b>Implement right-of-way enhancements along major corridors.</b>	Engineering, Planning	Mid Term	\$\$	
 2.12	<b>Conduct periodic land discussions with the School District and County.</b>	Planning, School District, Warren County	Ongoing	\$	
2.13	<b>Conduct a commercial property inventory.</b>	Economic Development	Mid Term	\$\$	
2.14	<b>Require the dedication of open space and trail connections.</b>	Planning, Parks and Recreation, Engineering	Short Term	\$	
2.15	<b>Provide a prospectus on industrial development opportunities.</b>	Economic Development	Short Term	\$	
2.16	<b>Establish a priority development sector map.</b>	Planning	Short Term	\$\$	
 2.17	<b>Maintain up-to-date historic preservation guidelines.</b>	Planning, Main Street Lebanon, Historical Society	Short Term	\$	
2.18	<b>Expand the Downtown Lebanon Facade Program.</b>	Planning	Short Term	\$	



## Ensuring economic vitality

CODE	ACTION TITLE	LEADING ORGANIZATION	TIMEFRAME	EST. COST	ASSOCIATED GOALS
 3.1	<b>Continue building a healthy, vibrant downtown.</b>	Planning, Economic Development, Main Street Lebanon, City Council	Ongoing	\$	
3.2	<b>Support infill development along key commercial corridors.</b>	Planning, Economic Development	Short Term	\$	
3.3	<b>Create an “Innovation District” that enables mixed-employment / mixed-use zoning to support innovation-based businesses and supportive amenities.</b>	Planning, City Council	Short Term	\$\$	
3.4	<b>Target potential annexation.</b>	Planning	Short Term	\$	
3.5	<b>Maintain two “pad-ready” sites for REDI recruitment.</b>	Economic Development, City Council	Short Term	\$	
3.6	<b>Establish a workforce strategy built around advocating for talent development and quality of place initiatives.</b>	Economic Development	Short Term	\$\$	
3.7	<b>Promote quality of place initiatives as vital to economic development and talent recruitment.</b>	Economic Development	Short Term	\$	
3.8	<b>Advocate for investment in paths, trails, outdoor facilities.</b>	Economic Development, Parks and Recreation	Short Term	\$	 
3.9	<b>Continue work with existing businesses on expansion and reinvestment plans.</b>	Economic Development	Ongoing	\$	

## Reinforcing neighborhoods

CODE	ACTION TITLE	LEADING ORGANIZATION	TIMEFRAME	EST. COST	ASSOCIATED GOALS
4.1	<b>Host an annual multidisciplinary housing advisory group meeting.</b>	Planning, City Council	Short Term	\$	
 4.2	<b>Encourage continued refinement of housing diversity.</b>	Planning	Ongoing	\$	
4.3	<b>Ensure diverse housing options are enabled through zoning.</b>	Planning	Ongoing	\$	
 4.4	<b>Develop residential appearance guidelines.</b>	Planning, Planning Commission	Short Term	\$\$	
4.5	<b>Establish development standards for “complete” neighborhood design.</b>	Planning	Mid Term	\$\$	
4.6	<b>Create a residential facade improvement program.</b>	Planning, Planning Commission	Mid Term	\$	
4.7	<b>Evaluate incentives for strategic housing development.</b>	Planning, Economic Development	Short Term	\$	
4.8	<b>Support senior housing and aging-in-place improvements.</b>	Planning, Warren County Health District	Short Term	\$	
4.9	<b>Align local policies with OKI’s Strategic Regional Policy Plan (How Do We GROW From Here?).</b>	Planning, OKI	Short Term	\$	
 4.10	<b>Establish a Neighborhood Liaison Program.</b>	Planning, City Council	Short Term	\$	



## Reinforcing neighborhoods

CODE	ACTION TITLE	LEADING ORGANIZATION	TIMEFRAME	EST. COST	ASSOCIATED GOALS
4.11	<b>Continue robust code enforcement.</b>	Planning	Ongoing	\$	
4.12	<b>Provide information to support renters.</b>	Planning, Communications Center	Short Term	\$	
4.13	<b>Research rental property strategies.</b>	Planning	Mid Term	\$	
4.14	<b>Encourage executive-style housing through targeted large lot zoning with amenity co-development.</b>	Planning	Ongoing	\$	
4.15	<b>Consider density in housing developments near the rural transition.</b>	Planning	Short Term	\$	

## Leveraging natural, recreational, and community amenities

CODE	ACTION TITLE	LEADING ORGANIZATION	TIMEFRAME	EST. COST	ASSOCIATED GOALS
5.1	<b>Form a Health and Wellness Strategy Guide.</b>	Planning, Warren County Health District, YMCA	Short Term	\$\$	
5.2	<b>Partner with the Warren County Health District, Countryside YMCA, mental health providers, the private sector and other partners.</b>	Planning, Warren County Health District, YMCA	Short Term	\$	
5.3	<b>Leverage incentives to businesses which offer employees discounted health memberships.</b>	Planning, Warren County Health District, YMCA	Short Term	\$	

## Leveraging natural, recreational, and community amenities

CODE	ACTION TITLE	LEADING ORGANIZATION	TIMEFRAME	EST. COST	ASSOCIATED GOALS
5.4	<b>Implement the 2020 Parks and Recreation Master Plan.</b>	Parks and Recreation	Long Term	\$\$\$	
5.5	<b>Encourage development which features greenspace as the central focus.</b>	Planning	Ongoing	\$	
5.6	<b>Identify new park locations.</b>	Parks and Recreation, Planning	Long Term	\$\$	
 5.7	<b>Extend the City's multi-use path network.</b>	Parks and Recreation, Engineering, Planning	Ongoing	\$\$	
5.8	<b>Maintain forest buffers along identified streams and tributaries.</b>	Planning	Ongoing	\$	
5.9	<b>Increase city-wide tree canopy and tree program budget.</b>	Planning	Short Term	\$	
5.10	<b>Create an age-friendly strategy.</b>	Planning, Warren County Health District	Mid Term	\$\$	

## Improving mobility options

CODE	ACTION TITLE	LEADING ORGANIZATION	TIMEFRAME	EST. COST	ASSOCIATED GOALS
6.1	<b>Update the City's Thoroughfare and Transportation Plan.</b>	Engineering, OKI, ODOT, Planning	Short Term	\$\$	
6.2	<b>Promote roadway connections through public and private investment.</b>	Engineering, OKI, ODOT, Planning	Ongoing	\$\$	



## Improving mobility options

CODE	ACTION TITLE	LEADING ORGANIZATION	TIMEFRAME	EST. COST	ASSOCIATED GOALS
6.3	<b>Coordinate with regional transportation entities on busy corridors.</b>	Engineering, OKI, ODOT, Planning	Short Term	\$\$	
6.4	<b>Adopt a complete streets policy.</b>	Engineering	Short Term	\$	
6.5	<b>Develop a streetscape improvement program.</b>	Engineering, Planning	Short Term	\$\$	
6.6	<b>Utilize trial demonstration projects.</b>	Planning	Ongoing	\$	
6.7	<b>Continue to improve pedestrian safety, city-wide.</b>	Engineering, Planning	Ongoing	\$	
6.8	<b>Develop a bicycle safety education program.</b>	YMCA, Planning	Short Term	\$	
6.9	<b>Include bicycle and pedestrian facilities in new roadway or improvement projects.</b>	Engineering, Planning	Ongoing	\$	
6.10	<b>Apply to become a Bicycle Friendly Community.</b>	Planning	Short Term	\$	
 6.11	<b>Create Safe Routes to Schools and Safe Routes for All programs.</b>	Planning, School District	Short Term	\$	 
6.12	<b>Expand Lebanon Loop.</b>	Warren County Transit Service, Planning	Long Term	\$\$	
6.13	<b>Develop a Glosser Richardson Road to SR 48 connection plan and funding strategy.</b>	Engineering, Planning	Mid Term	\$\$	

## Building upon success

CODE	ACTION TITLE	LEADING ORGANIZATION	TIMEFRAME	EST. COST	ASSOCIATED GOALS
7.1	<b>Interact with private implementation partners.</b>	Planning, Economic Development	Ongoing	\$	
7.2	<b>Publish an annual report.</b>	Planning	Short Term	\$	
7.3	<b>Reference the Comprehensive Plan in Staff reports.</b>	Planning, Planning Commission	Short Term	\$	
7.4	<b>Establish a plan review and update schedule.</b>	Planning	Mid Term	\$	
7.5	<b>Prepare an implementation evaluation.</b>	Planning	Short Term	\$	



# 8. Appendix



## CHAPTER CONTENTS

- Glossary of Terms
- Idea Gathering Workshop Engagement Report
- Celebrate! Envision Lebanon Engagement Report
- Conditions and Trends – Technical Analysis Volume 1
- Economic Analysis – Technical Analysis Volume 2
- Area Plans – Technical Analysis Volume 3



## GLOSSARY OF TERMS

Outlined below are definitions to technical terms or phrases used throughout the plan.

**Attached residential development.** A housing unit or group of housing units that share one or more common walls with other housing units. This general term could apply to various housing types such as duplexes or townhomes.

**Blight.** Unightly or rundown conditions pertaining to structures and site conditions of property. Areas characterized by blight are often designated for redevelopment.

**Building Form.** The configuration or shape of a building influenced by its massing, height, proportion, and scale relative to the surrounding context.

**Building Setback.** A required separation between a lot line and/or right-of-way line and a building or structure. The building setback varies by zoning district and may include a minimum, and in some cases, a maximum distance.

**Capital improvements.** Any building or infrastructure project that will be owned by a governmental unit and purchased or built with direct appropriations from the governmental unit, or with bonds backed by its full faith and credit, or in whole or in part, with federal or other public funds, or in any combination thereof. A project may include construction, installation, project management or supervision, project planning, engineering, or design, and the purchase of land or interests in land. (APD)

**Clear-cutting.** Removal of an entire stand of trees or vegetation (APD)

**Compact residential types.** Housing forms that may include single-family detached homes on smaller-than-typical suburban lots or attached residential development. These types may share common areas including but not limited to yard space and parking areas. See also “Missing Middle Housing.”

**Complete streets.** Streets designed and operated to enable safe use and support mobility for all users. The specific attributes of a “complete street” (such as lanes, lane widths, pedestrian and bike accommodations) may vary by the street’s intended purpose or surrounding context.

**Corridor.** A street or roadway identified as a principal link or gateway within the community. (APD)



**Critical mass.** The combination of development density and diversity of land uses including but not limited to residential, commercial, and office to establish a self-sufficient center of activity that supports market demand.

**Curvilinear, Street.** Local streets that deviate from straight alignment and change direction without sharp corners or bend. (APD)

**Density bonus.** The granting of the allowance of additional density in a development in exchange for the provision by the developer of other desirable amenities from a public perspective (e.g., public open spaces, art, landscaping, etc.) (APD)

**Disinvestment.** The withdrawal or removal of an investment.

**Duplex.** A building designed as a residence for two (2) families (Sec. 24-5)

**Experience venue.** A facility that offers the ability to host a variety of activities and events in a central location.

**Fiber network.** The comprehensive system of connected fiber optic communication lines throughout the city.

**Floodplain.** An area of low-lying ground adjacent to a river, stream, creek, or other waterway that is subject to flooding and is identified on the flood insurance rate map (FIRM) by the Federal Emergency Management Agency (FEMA).

**Gateway(s).** A point along a roadway at which a motorist or pedestrian gains a sense of having entered the city or a particular part of the city. This impression can be imparted through such things as signs, monuments, landscaping, a change in development character, or natural features. (APD)

**Green building.** Structures that incorporate the principles of sustainable design – design in which the impact of a building on the environment will be minimal over the lifetime of that building. Green buildings incorporate principles of energy and resource efficiency, practical applications of waste reduction and pollution prevention, good indoor air quality and natural light to promote occupant health and productivity, and transportation efficiency in design and construction. (APD)

**Green infrastructure.** A network of green space, low impact development, and nature conservation that connects to form an overall system that, through infiltration, evapotranspiration, and reuse, improves water quality and controls rainfall runoff rates on the site where it is generated.

**Greenway system.** A network of connected or linked linear parks, alternative transportation routes, or open space conservation areas that provide passive recreational opportunities, pedestrian and/or bicycle paths, and/or the conservation of open spaces or natural areas.

**Impact fees/service fee.** A fee levied on the developer or builder of a project by the government as compensation for otherwise unmitigated impacts the project will produce. (APD)

**Impervious surface limitations.** Maximum percentage requirements for site coverage for hardscape, non-pervious surfaces including but not limited to driveways, sidewalks, patios, buildings, or other similar ground coverage.

**Incentives.** An economic or regulatory method that has a tendency to incite determination or action from an individual, group, or organization.

**Infill development.** “The process of developing vacant or under-used parcels within existing urban areas that are already largely developed”.

**Innovation District.** A mixed-use, mixed-employment development zone that integrates with the surrounding community and supports a wide-range of businesses.

**Lift station.** A utility pumping station that moves wastewater from a lower elevation to a high elevation as part of the wastewater management network.

**Missing middle.** Coined by Daniel Parolek and described in detail at [missingmiddlehousing.com](http://missingmiddlehousing.com), “missing middle” describes “a range of multi-unit or clustered housing types compatible in scale with single-family homes that help meet the growing demand for walkable urban living.” These housing types, such as duplexes and townhomes, are generally more affordable than single-family homes and less densely populated than large, multi-unit apartment buildings.

**Mixed-use/mixed-use development.** The development of a tract of land or building or structure with two or more different uses such as but not limited to residential, office, retail, civic, or entertainment, in a compact urban form. (APD)

**Mixed-use, horizontal.** A group of buildings containing two or more different, but complimentary, land uses which are designed in an integrated and walkable configuration and may share site features such as public areas, open space, or parking. The buildings within a horizontal mixed-use area may be single use, or may have more than one use within them, and may be single story or multi-story. This term may also describe a building containing more than one compatible land uses that are separated by a shared, common wall or series of walls.

**Mixed-use, vertical.** A building or group of buildings containing two or more different land uses which are separated by a floor or series of floors that divides unique land uses on separate portions of a multistory building. This does not include single story buildings.

**Multimodal.** Allowing for the use or operation of different modes of transportation including but not limited to walking, biking, personal vehicle, and public transit.

**Neighborhood-scale.** Building design characteristics, massing, and size that complement the adjacent residential community and integrates into the surrounding context.



**Neo-traditional.** An approach to land use planning and urban design that promotes the building of neighborhoods with a mix of uses and housing types, architectural variety, a central public gathering place, interconnecting streets and alleys, and yards. The basic goal is integration of the activities of potential residents with work, shopping, recreation, and transit within walking distance. (APD)

**Nonconformities.** Lots, structures, uses of land and structures, or characteristics of use which were lawful before a Zoning Ordinance was enacted or amended, but would otherwise be prohibited, regulated, or restricted under the current terms of the ordinance.

**Off-Street Parking.** Parking on private property that is reserved for use by individual business and/or property owners and is not located within public right-of-way.

**On-Street Parking.** Public parking provided adjacent to a public street or alley intended for use by the community and regulated by local government entities.

**Open space.** A parcel of land and/or water reserved for the use and enjoyment of residents, tenants, and their guests. Roofed structures may be included within open space if they are intended for the recreational or other leisure use of residents. Open space shall not include public or private street right-of-way nor any part of a building lot which is intended for the private and exclusive use of individual owners.

**Pocket parks.** A small park integrated into a developed area that is accessible to the general public.

**Public realm.** All parts or areas of the built environment where people have free access. This includes right-of-way, parks, civic gathering spaces, or other similar areas. It does not include private open spaces, private property, private driveways, or sidewalks and bicycle paths on private property.

**Qualitative input.** Feedback provided by a resident, stakeholder, or elected official such as comments, thoughts, ideas, or reactions.

**Quantitative analysis.** A technique using mathematical and statistical modeling, measurement, and/or research to understand behavior.

**Quantitative research.** A process for collecting and analyzing numerical data to identify trends or conditions.

**Redevelopment.** Development that occurs by improving existing structures or by building where previous structures have been demolished.

**Revitalization.** Reestablishing the economic and social vitality of areas through infill, legislation, tax incentives, commercial development, etc. (APD)

**Right-of-way.** A general term denoting public ownership or interest in land, usually in a strip which has been acquired for or devoted to the use of a street or alley.

**Shared surface lots.** A parking area shared by adjacent property owners that is established through an agreement to reduce the number of parking spaces each property owner is required to provide on their individual property.

**Stakeholder.** One who is involved in or affected by a course of action.

**Stormwater.** Rain runoff, snow melt runoff, and surface runoff and drainage

**Streetscape.** An area that may either abut or be contained within a public or private street right-of-way that may contain sidewalks, street furniture, landscaping or trees, and similar features. (APD)

**Townhome.** A row of three (3) or more dwellings flush against each other at the sides or attached at the sides by party walls, on individual lots, each unit of which is designed as a separate permanent residence for one family.

**Transitional density/transitional height.** A neighborhood, block, or building that provides a change from one state of a higher density or taller condition to another of a smaller or shorter, connecting the two or more conditions in a gradual pattern.

**Triplex.** A building designed as a single structure, attached vertically and/or horizontally, containing three (3) separate living and housekeeping units, each of which is designed to be occupied as a separate permanent residence for one family, each of which has direct access to the outside or to a common corridor.

**Urban living.** The experience of residing in a dense, walkable area of a city with access to features typically available in more developed districts such as a city center or downtown.

**Wastewater.** Sanitary sewage consisting of liquids and solids constituting normal domestic sewage capable of being treated by the treatment facility which is contributed or discharged into the system.

**Wetland.** Those areas inundated and saturated by surface or groundwater at a frequency and duration sufficient to support, and that under normal circumstances do support a prevalence of vegetation typically adapted for life in saturated soil conditions, including marshes, swamps, bogs, and similar areas. (APD)

**Workforce housing.** Housing affordable to households earning between 60 and 120 percent of area median income (AMI). (Urban Land Institute)

**APD.** A Planner's Dictionary, American Planning Association