



Lebanon DREAM Review

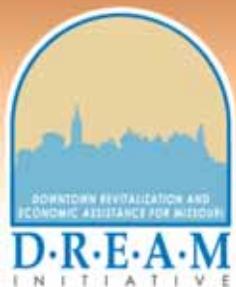
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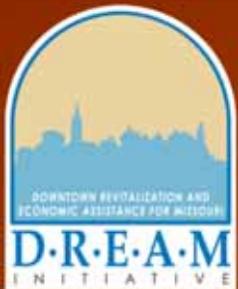


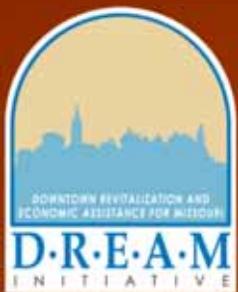
11/27/12

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DREAM Overview

Downtown Revitalization & Economic Assistance for Missouri

D.R.E.A.M. is a planning initiative that allows specific communities to receive technical assistance for their emerging Downtown revitalization. This should develop better projects, applications for funding, and communities that are more prepared to work with redevelopment opportunities and developers.

The goals of D.R.E.A.M. are the following:

1. Re-establish the properties in use in Downtown
2. Increase property tax values and sales tax opportunities
3. Re-establish a sense of place and cultural heritage in the heart of the community
4. Attract new private investment and jobs





Lebanon DREAM Boundary

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Lebanon DREAM Tasks

LEBANON DREAM

- ✓ Organizational Structure Review
- Land Use, Bldg. Infrastructure Survey (Mapping Booklet) ✓
- Focus Groups Survey Report ✓
- Community Phone Survey ✓
- Visitor Survey ✓
- Residential Demand Analysis ✓
- ✓ Building and Streetscape Design
- Marketing Assistance
- Financial Assistance Review ✓
- ✓ Retail Market Analysis
- Downtown Strategic Plan

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Land Use, Buildings, & Infrastructure

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January 2010

MAP REFERENCE HANDBOOK

LAND USE,
BUILDING
& INFRASTRUCTURE
SURVEY

Lebanon, Missouri



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Land Use, Buildings, & Infrastructure

- Building Design
- Design Control
 - Infill Buildings
 - Murals
 - Code Enforcement
- Maintain Vacant Space Inventory
- Wayfinding/Identity of Downtown



Focus Groups

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OCTOBER 2009

FOCUS GROUP SURVEY REPORT

FINAL SURVEY
FINDINGS & RESULTS

Lebanon, Missouri



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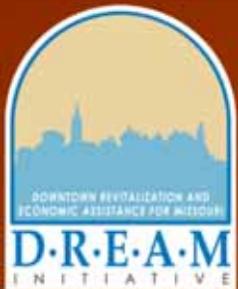
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Focus Groups

- City Department Heads
- DREAM Committee
- Longtime Residents
- Business Owners

Direction of Downtown
User Friendliness
Desires for Downtown

Organizational issues
Attitudes toward funding



Focus Groups - Direction

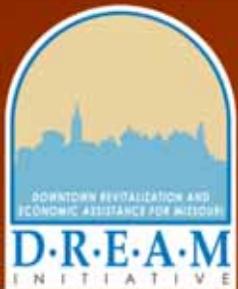
"I don't think it's moving at all. If it is, it's the wrong direction with the discount stores and the lower-end shopping."

"Second-hand shops do not invest any money into buildings, but often they are the only ones that can survive in Downtown."

"The old buildings need work."

"We need the money back in Commercial Street."

"It has to be businesses that aren't in direct competition with Wal-Mart. They have to have a niche market to survive."



Focus Groups - Direction

"It's stale and stagnant."

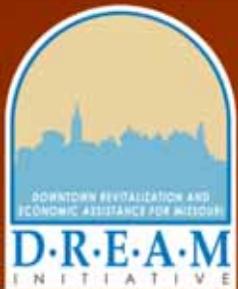
"There have been some storefronts updated. There's a new restaurant and some new shops."

"We have a plethora of used merchandise and hair care...and consignment shops."

"Used clothing, Dollar General, and Family Dollar. Nothing that shows any signs of a resurgence."

"There's one loft up there, but what's the draw?"

"Cheap rent. Property owners don't care as long as they get rent."



Focus Groups - Direction

“There has been a big impact on Downtown merchants by larger retailers. Doing business in Downtown has become quite a struggle for most merchants.”

“The jewelry store and Norman’s Bridal provide a regional draw.”

“We man the welcome center...time and again, people ask for a non-chain restaurant or place to shop.”

“Downtown is moving two steps forward, and one step back. It’s becoming more service than retail.”



Focus Groups – User Friendliness

- Not enough parking and it isn't convenient
- We need bathrooms and water fountains
- The trains cause congestion
- You can't access the buildings from the back
- Getting in and out of Downtown is hard
- There is not really any signage that says "Downtown Lebanon"
- Everything shuts down at 5 pm, unless there's a festival
- In the summer, there should be some late shopping nights combined with live music



Focus Groups – User Friendliness

- Turn Jefferson into a non-parking pedestrian mall
- We need to improve the rear of buildings along lots
- Add rear entrances and remove the parking on Commercial Street
- We need a “Welcome to Historic Downtown Lebanon” sign to attract traffic from Highway 5
- There isn’t anything that differentiates Downtown from Madison or 2nd, 3rd, or 4th streets along Highway 5

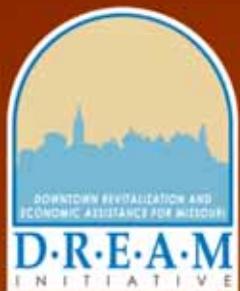


Focus Groups – User Friendliness

- Weekend business hours are shortened too
- Downtown doesn't advertise
- Need better retail mix, not second-hand stores
- Business owners and employees take close parking spaces

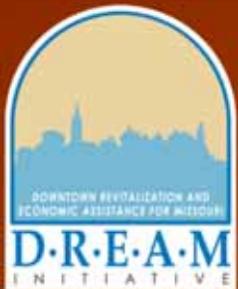
*Feuding with dollar stores

*Downtown Business District trying to get merchants to work together



Focus Groups - Desires

- Pedestrian mall on Commercial after 6 pm
- Improve parking/access to and from
- Improve rear of buildings
- Restore old buildings
- Restrooms/water fountains/benches
- Need people living Downtown
- Move the Farmer's Market across the tracks
- Restaurants are going to have to be able to serve alcohol with dinner
- Need more variety in entertainment and restaurants
- Improved/decorative street lighting



Focus Groups - Desires

- Maintain trees better/consider smaller trees
 - Maintain brick pavers better
 - Brick streets
 - Funding for building improvements
 - Bury the utilities/fix storm drainage
 - Pocket parks/picnic areas/landscaping
- Coffee shop, clothing, things open at night, candy store, grocery, restaurants, ice cream, bookstore, sporting goods, higher education, boutiques, bigger bakery, a microbrewery, and a theater.



Telephone Survey

DOWNTOWN
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ASSISTANCE FOR
MISSOURI

JANUARY 2010

COMMUNITY TELEPHONE SURVEY REPORT

Lebanon, Missouri



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Telephone Survey

- 300 interviews
- 65 questions / about 12 minutes
- Downtown primarily used for:
 - Government/Post office(68.8%)
 - Shopping (64.8%)
 - Conducting Business (62.8%)
 - Dining (43.0%)
- Entertainment options were the only aspect of Downtown Lebanon not viewed favorably by a majority.
- Most respondents (87.7%) felt that Downtown Lebanon should work to retain its historic character.



Telephone Survey

- Three types of businesses were a high priority for a majority of respondents:
 - Family or Casual Dining (64.0%)
 - Bookstore (52.0%)
 - Clothing Stores (52.0%)
- A majority of respondents place a high priority on Making the area more pedestrian-friendly (57.0%) and Improving building façades (53.7%).
- Respondents were mixed regarding the need for Downtown living space.
- A majority (53.0%) of respondents were willing to consider a new sales tax for Downtown development. However respondents were split evenly (48.7%) regarding a TIF district.



Telephone Survey

- Residents age 18-34 visited Downtown more for dining.
- Residents age 50-64 were least likely to view Downtown dining options favorably.
- Residents who have lived in Lebanon for 3-5 years were least likely to view preservation efforts and parking convenience favorably.
- Female respondents were more interested in adding clothing stores to Downtown.
- Newer residents (0-2 years) were more likely to see green space as a priority for improvement.



Visitor Survey

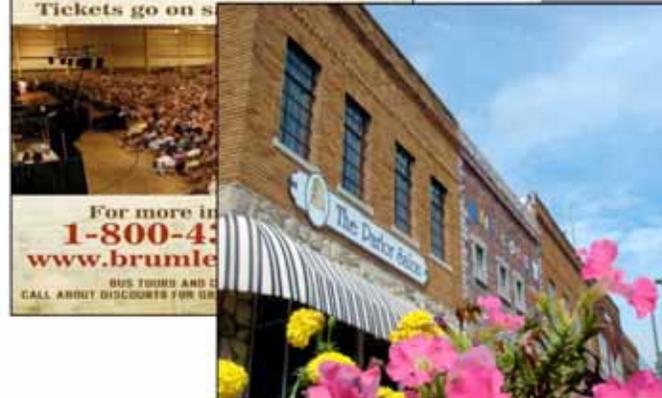
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NOVEMBER 2012

VISITOR SURVEY REPORT

FINAL SURVEY
FINDINGS & RESULTS

Lebanon, Missouri



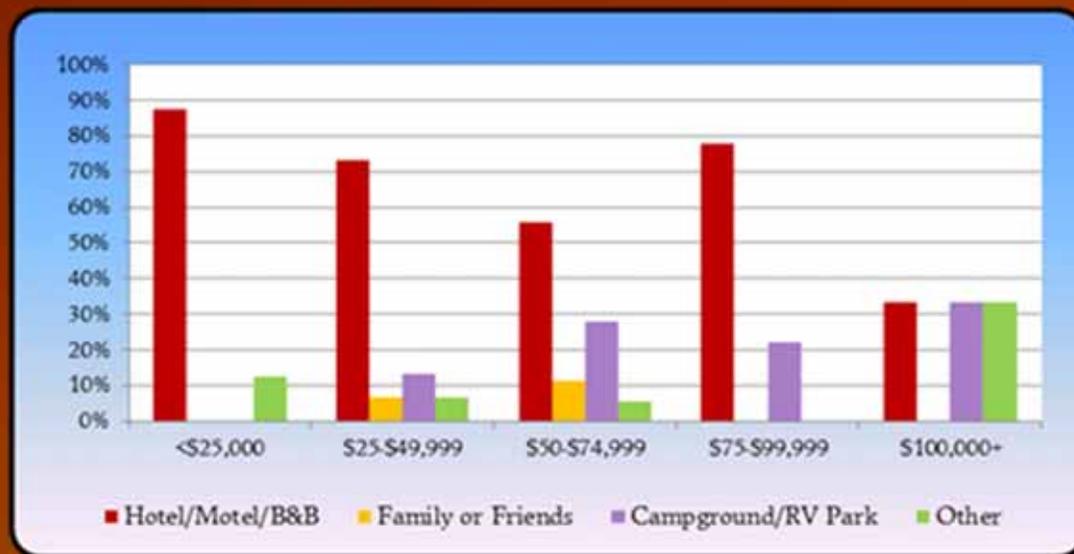
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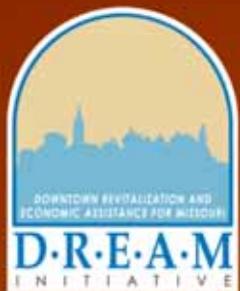
Visitor Survey

- These results were gathered primarily from the *Brumley Gospel Sing*. Therefore, the results speak to a very specific visitor.
- 81.4% visited Downtown before
- 14.2% visit more than once a month
- Older respondents tended to have other activities they were planning to do than just the special event they were attending
- Older respondents staying overnight considered a greater variety of lodging than did younger respondents



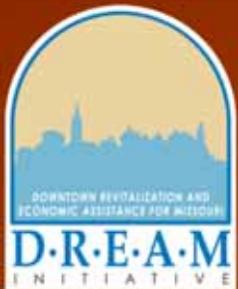
Visitor Survey

- Older respondents tended to visit a little more frequently
- Respondents who were traveling without children were more interested in dining options
- Respondents with children found Downtown a bit harder to navigate
- "Conducting business" or "nightlife/entertainment" were not reasons listed for visiting Downtown
- Older respondents didn't particularly find parking inconvenient, but also tended to list "more/better parking" as a needed improvement
- "Sports bar", "Bars/nightlife", and "Game room/arcade/pool hall" were not selected as entertainment opportunities at all



Visitor Survey

- When asked about business or physical improvements regarding Downtown Lebanon, most visitors answered “I Don’t Know” rather than a choice suggested by the survey.
- Older respondents tended to be concerned about building vacancies, lighting, signage, and benches/green space.
- Younger respondents tended to be concerned with historic building restoration, parking, and sidewalks.
- No respondents were concerned with rear building elevations or overhead utilities
- Older respondents anticipated spending more money
- Respondents without children tended to be older and wealthier than other visitors

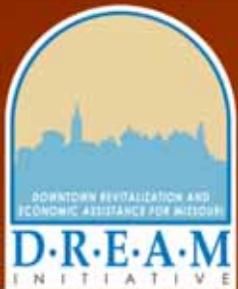
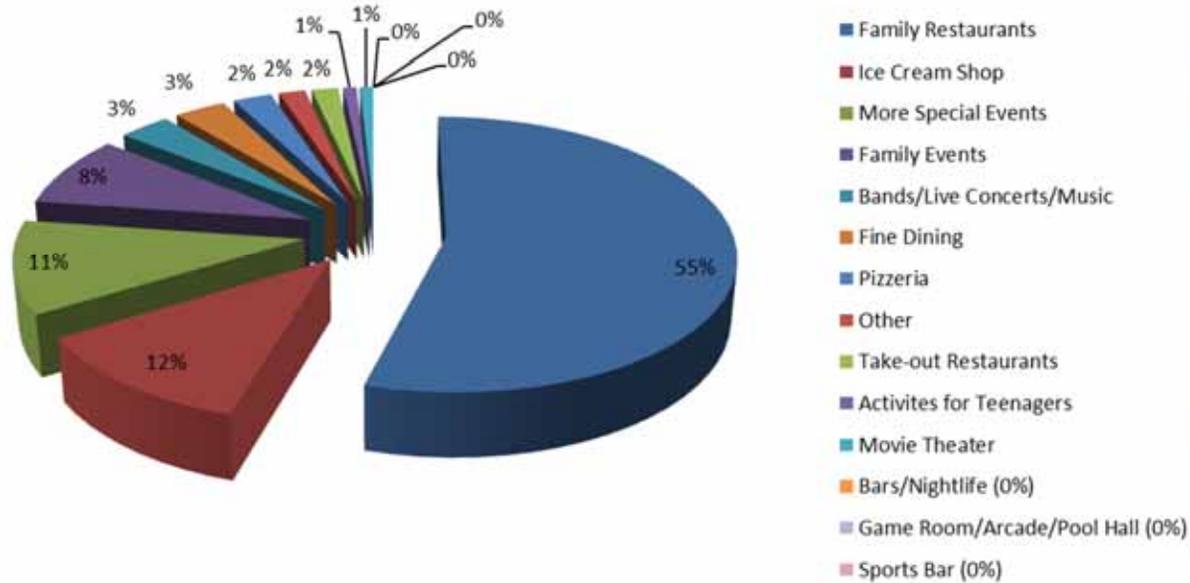


Visitor Survey

- Overall, visitors selected:

- Family restaurants (69.9%)
- Ice cream shop/soda fountain (15.1%)
- More special events (14.0%)
- Family events (10.8%)

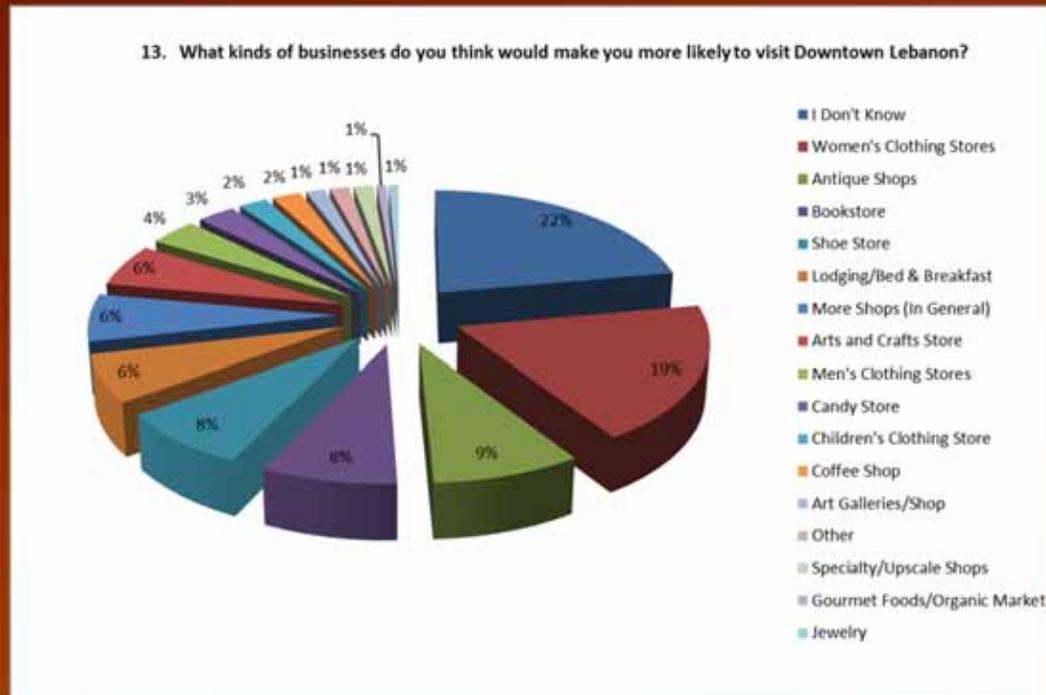
12. What kinds of restaurants or entertainment opportunities would make you more likely to visit Downtown Lebanon?



Visitor Survey

- Businesses visitors wanted to see included:

- Women's clothing stores (28.9%)
- Antique shops (13.3%)
- Bookstore (12.2%)
- Shoes (12.2%)
- Lodging (10.0%)
- More shops in general (10.0%)



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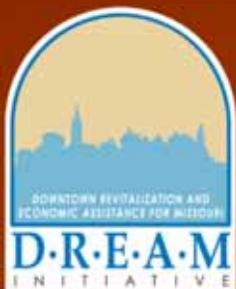
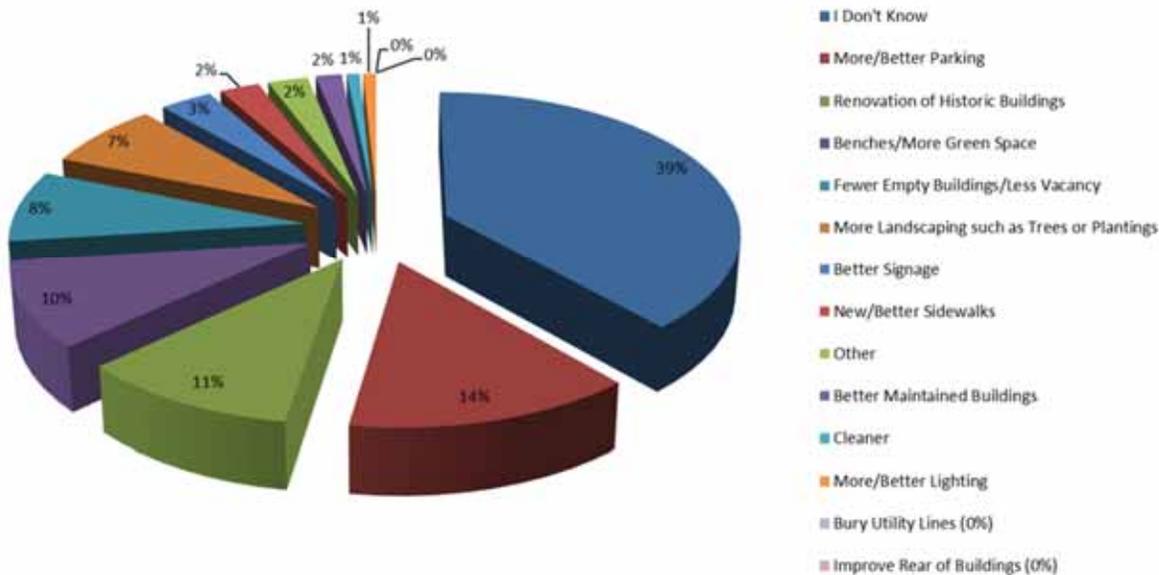
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Visitor Survey

- Improvements visitors wanted to see included:
 - More/better parking (19.1%)
 - Renovation of historic buildings (14.6%)
 - Benches/more green space (13.5%)
 - Fewer empty buildings/less vacancy (11.2%)
 - More landscaping (10.1%)

14. What other physical improvements do you think would make Downtown Lebanon more appealing?

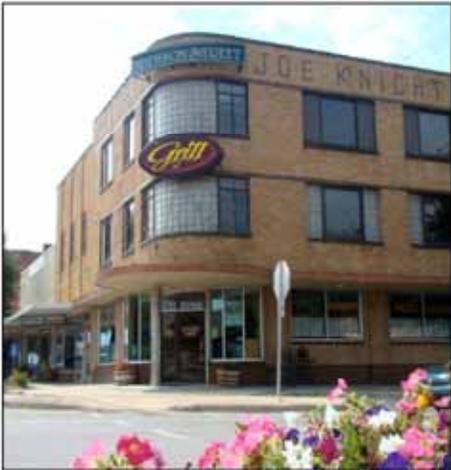


Residential Demand Analysis

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DECEMBER 2011

RESIDENTIAL DEMAND ANALYSIS



Lebanon, Missouri



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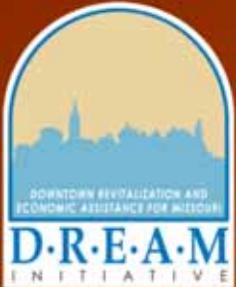
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Residential Market

- Demand for Market Rate: 54
- Demand for Affordable Senior: 30
- Demand in area for 85 Affordable Family. However, Downtown is usually not the best fit for family households with children
- Use upper-floor space
- Encourage active local developers
- Regulate vacant windows



Financial Assistance Review

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FINANCIAL ASSISTANCE REVIEW

DREAM STUDY AREA

CITY OF LEBANON, MISSOURI

JUNE 2010



Lebanon, Missouri



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Financial Assistance Review

- Reviewed funding mechanisms of TIF, EDS, CID, TDD
- Also review of existing SBD
- TIF could eventually generate over \$3 million, but starts very slowly...is dependent on projects and none are identified
- A 0.5% EDS could generate about \$1.4 million, of which 55% (over \$700,000) could be dedicated to Downtown ED activities
- CID: \$20,000 (0.5% sales) \$40,000 (1% sales)
 \$30,000 (\$0.50 prop) \$100,000 (\$1.50 prop)
- TDD: \$20,000 (0.5% sales) \$40,000 (1% sales)



Building and Streetscape Design Concepts



Lebanon, Missouri

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BUILDING AND
STREETSCAPE
CONCEPTS

NOVEMBER 2012

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Design Concepts (Buildings)

- Review maintenance and building codes, procedures, and policies
- Apply codes to all sides of a building
- Develop Downtown Guidelines
 - Existing Buildings (codes, maintenance)
 - New Construction
 - Business Signage
- Review zoning to discourage large single-family conversion into multi-family
- Provide rehabilitation and maintenance training, recognition for quality work, and permitting info



Building Design Concepts

98 N. Jefferson



- Replace wooden shingle roofing material with a standing seam metal roof.
- Limit exterior signage.



- Add vertical elements such as columns and window panes to strengthen the rhythm of the street.
- Add streetscape elements such as benches and trash receptacles to encourage pedestrian activity at this important Downtown intersection.
- Consider street trees with a smaller crown.

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Building Design Concepts

103 – 107 E. Commercial



- Remove metal covering.
- Remove metal awning. If the awning is to be replaced, it should be cloth and kept in good condition.
- Expose transom or upper floor windows.



- Restore masonry veneer with a contrasting, but complementary color scheme.
- Reestablish a simple cornice.
- Consider a faux lintel above the first-floor windows.
- Consider awnings on upper-floor windows.
- Add building lighting for interest.
- Install flush-mounted business signage of appropriate scale, design, and lighting in the sign band.
- Use painted window signage for brief additional messages.
- Add streetscape elements such as benches and planters.
- Consider street trees with a smaller crown.
- Reestablish upper-floor access.

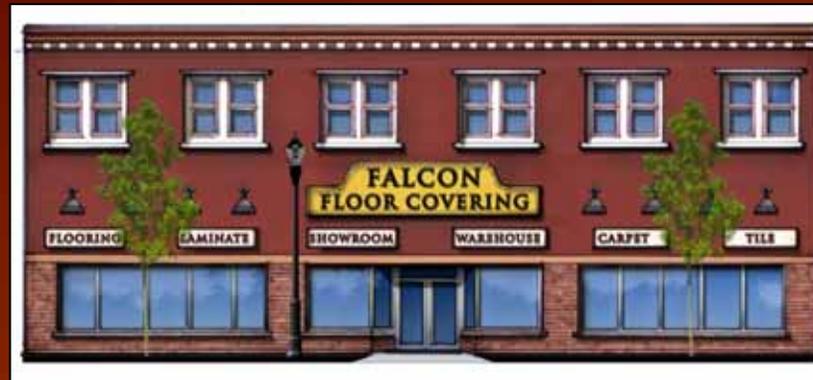


Building Design Concepts

109 E. Commercial



- Remove metal covering.
- Remove metal awning. If the awning is to be replaced, it should be cloth and kept in good condition.
- Expose transom or upper floor windows.



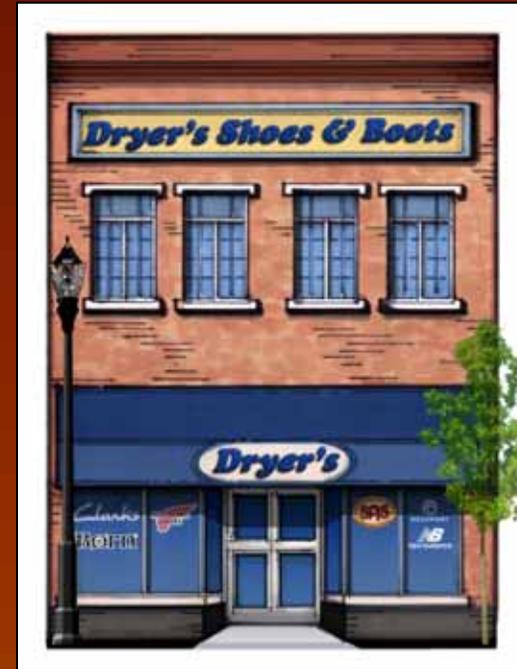
- Restore upper-floor windows. Awnings may be considered for upper-floor windows.
- Reestablish a simple cornice.
- Restore masonry veneer.
- Use an accent color that complements the showroom colors next door and the masonry color of the bulkheads and columns.
- Add building lighting for interest.
- Install flush-mounted business signage of appropriate scale, design, and lighting in the sign band.
- Business signage should be located above the main business entrance and only in appropriate locations that do not obstruct architectural details.
- The display windows can also be used for painted business signs.
- Add a bench or two along this long street frontage.
- Consider street trees with a smaller crown.



Building Design Concepts 115 W. Commercial



- Remove metal awning and replace with canvas awning.
- Include the name of the business on the front face of the canvas awning.
- Reestablish storefront:
 - Restore bulkheads.
 - Restore display windows.
 - Restore recessed entry door.
- Reduce oversized signage on upper-façade.
- Consider painted window signs for other brief advertising messages.
- Consider planters and other streetscape elements to help frame the entrance along the street.



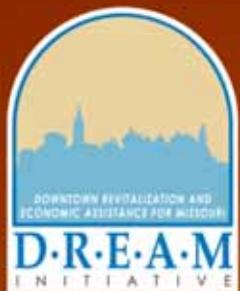
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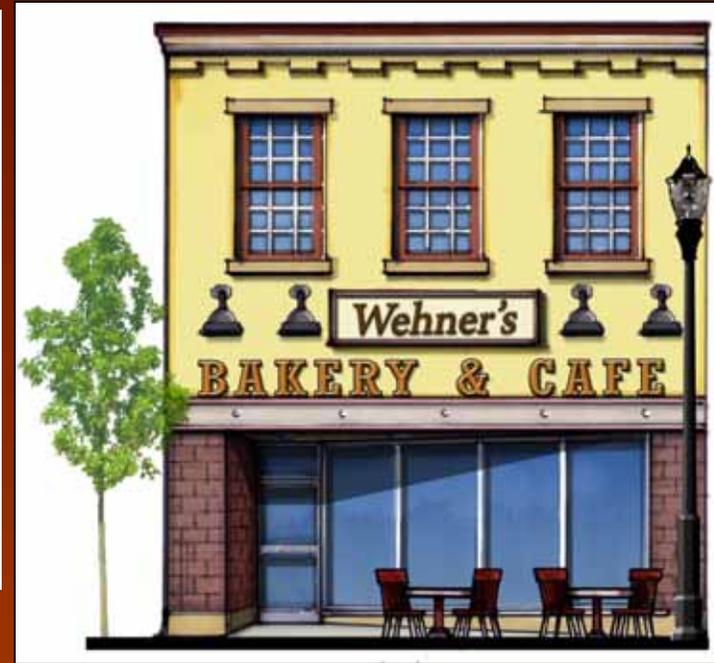


Building Design Concepts

101 N. Madison



- Remove metal covering.
- Expose and restore upper-floor windows. Consider awnings for these windows.
- Restore masonry veneer using complementary, but contrasting colors on building details.
- Add a cornice.
- Consider a faux lintel above the first-floor windows.
- Add building lighting for interest.
- Install flush-mounted business signage of appropriate scale and design in the sign band.
- The display windows can also be used for painted business signs.



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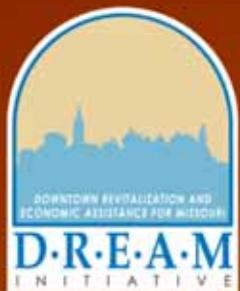
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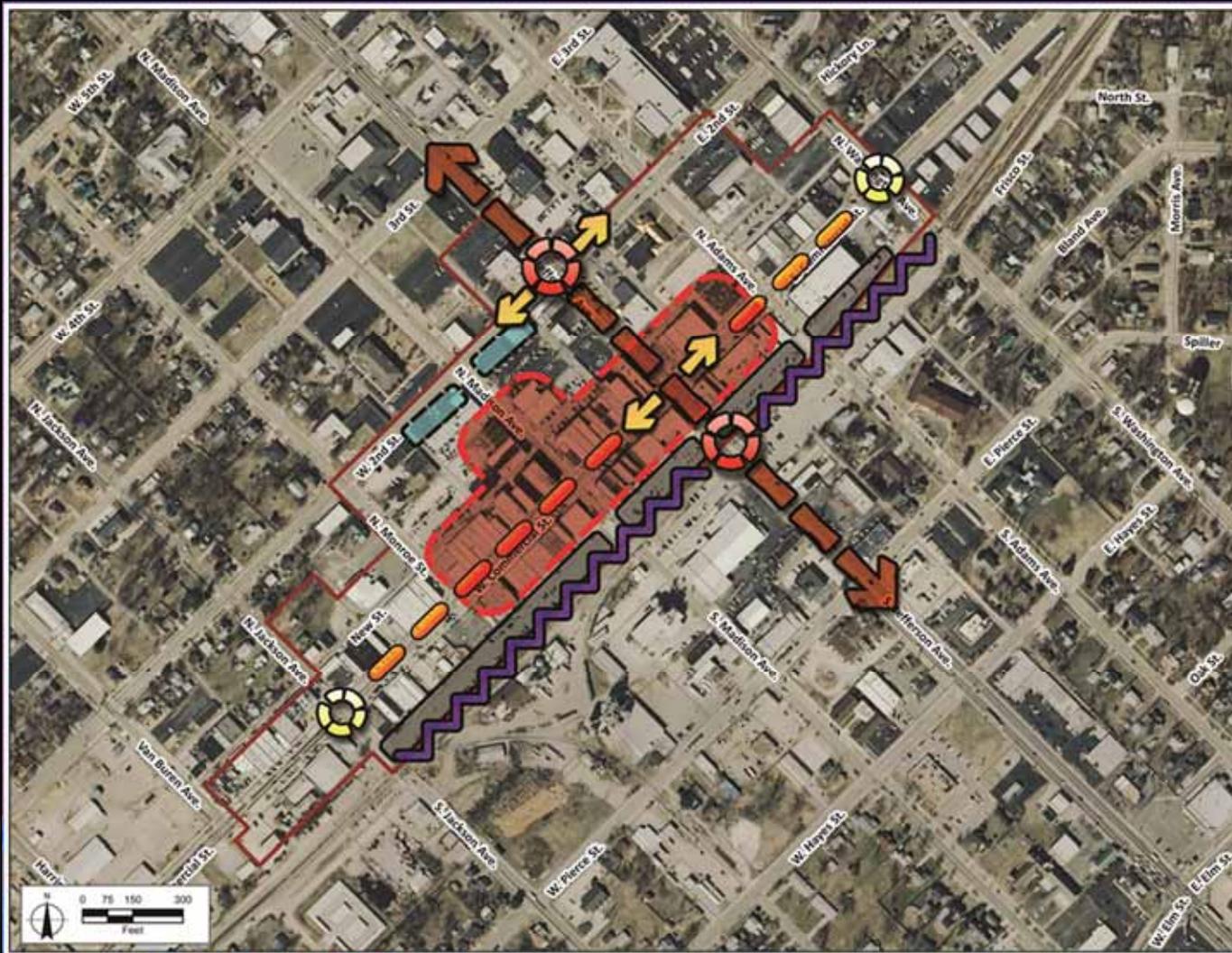
Design Concepts (Streetscape)

- Develop traffic calming measures for Jefferson
 - Medians (MODOT)
 - Crosswalk improvements
- Establish gateways to Downtown
 - Wayfinding/monument signs
 - Indicate City Hall, Courthouse, etc.
- Develop green space and plazas
 - Lebanon Commons Park
 - Farmer's Market
- Revitalize existing streetscape
 - Landscaping
 - New furnishings
 - Refurbish or replace barrel receptacles



Streetscape Projects

D



Site Analysis

Downtown Study Area
City of Lebanon, Missouri

Legend

- Study Area
- Arterial Downtown Gateway
- Local Downtown Gateway
- Major Arterial Road (State Hwy. 5)
- Major Retail Street
- Difficult Pedestrian Connectivity
- Utilitarian Edge
- Buildings in Poor Conditions
- Parking Lots
- Retail Core



Streetscape Projects



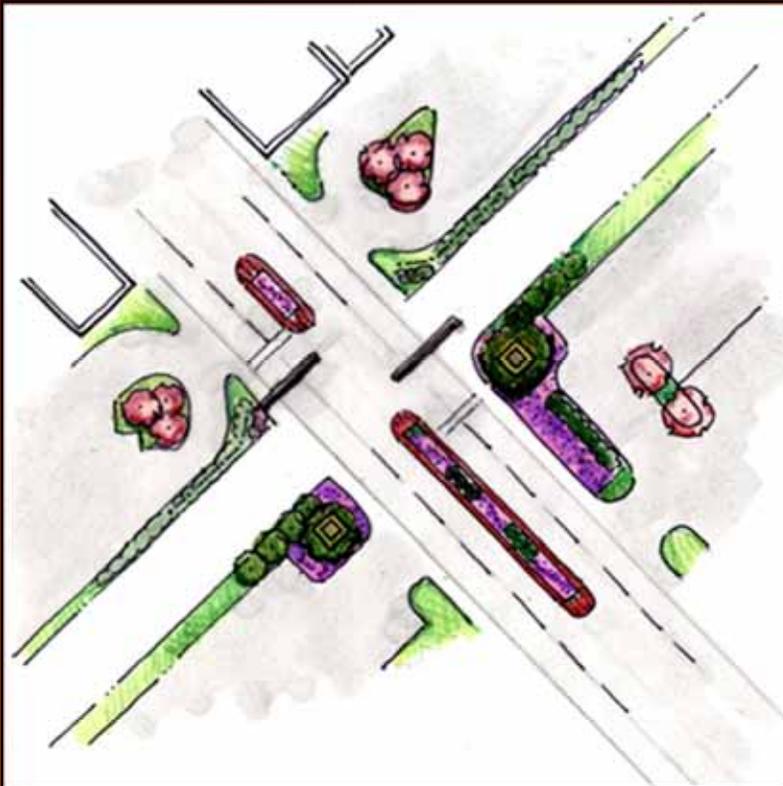
Farmer's Market

DREAM Boundary

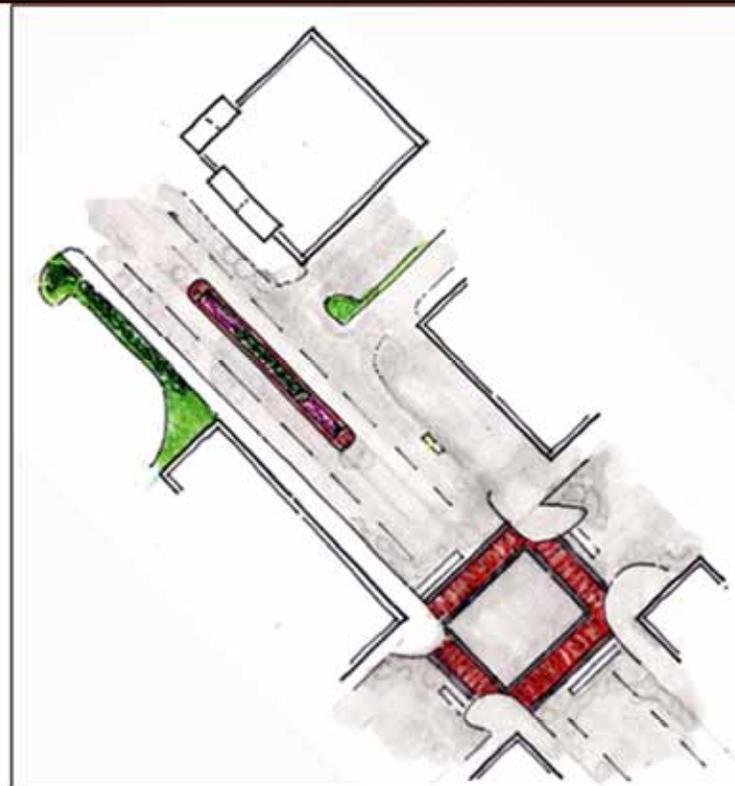
Lebanon Commons

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Streetscape Projects



- Potentially, medians could be installed at the rail crossing to help slow traffic and provide an easier pedestrian crosswalk
- The Gateway feature (following page) could be installed to alert motorists that they are entering Downtown
- Landscaping helps the area feel more full and restricted
- Will require MODOT approval and maintenance agreement



- Continue median idea past Commercial heading north
- Used brick-style or stamped concrete to highlight crosswalks at Commercial Street

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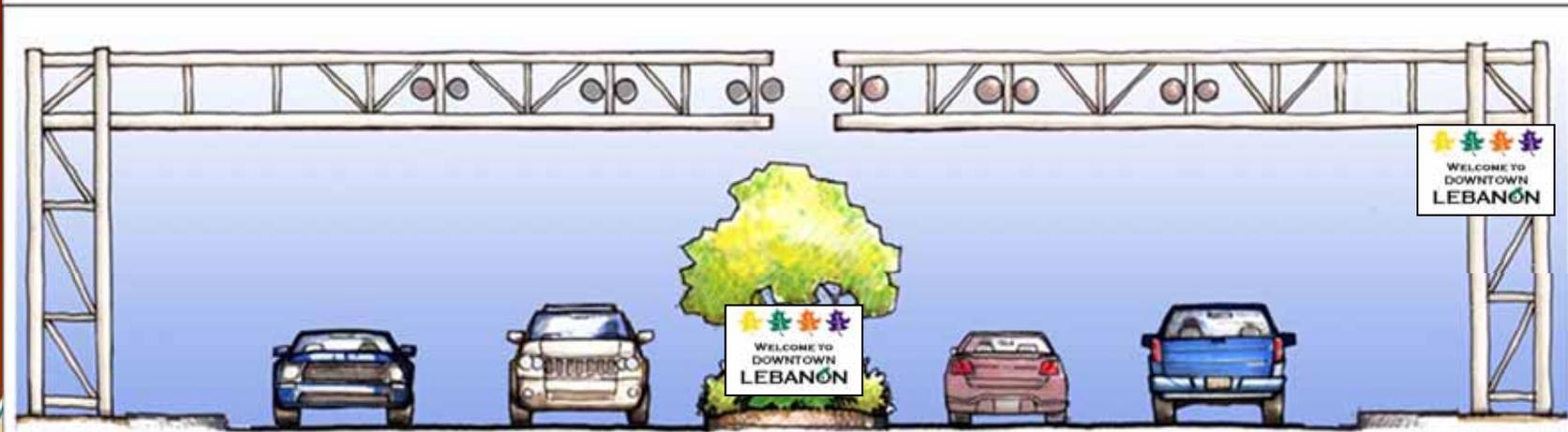
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Streetscape Projects



Existing approach along Jefferson Avenue.



- Work with BNSF Railroad to provide alternative or additional rail crossing gate structures to help identify the entrance to Downtown
- Install Gateway signage on these structures
- Landscape proposed median to assist with traffic calming upon passing through the gateway into Downtown

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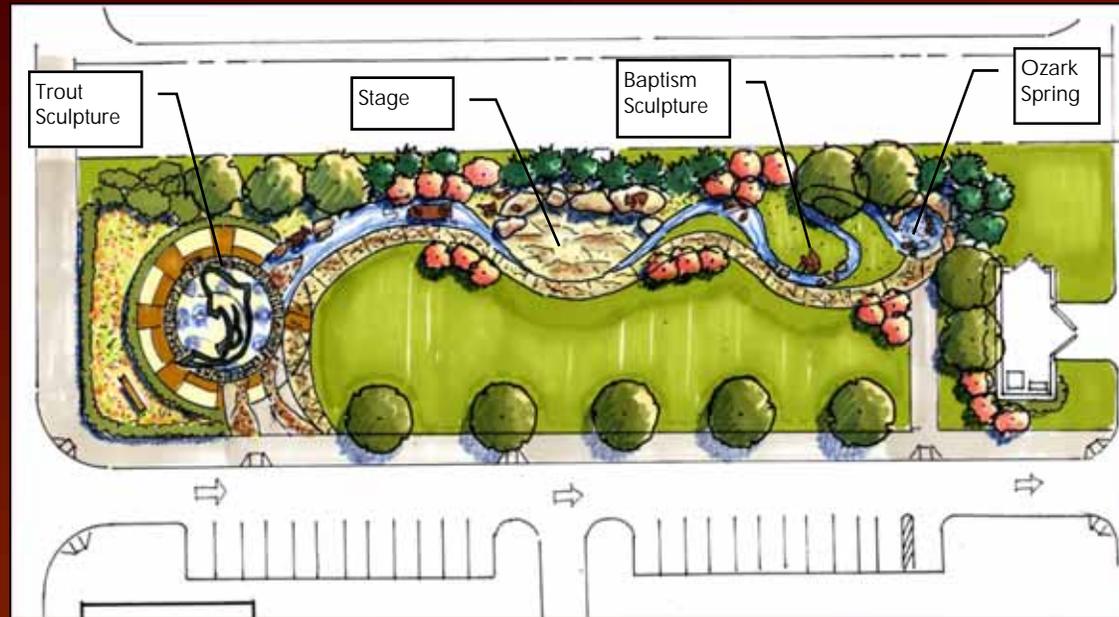
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Streetscape Projects



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Streetscape Projects



Existing Farmer's Market located on a parking lot just southeast of the BNSF rail line.



Existing public parking lot behind buildings that front on Commercial Street; just northwest of the BNSF rail line and the present location of the Farmer's Market.



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Streetscape Projects

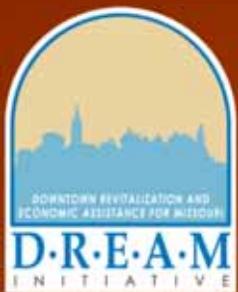
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- Consider relocating the market to the northwest parking lot, immediately behind the buildings that front on Commercial Street. This will connect the market more with Downtown and will help the Downtown businesses and the market.
- The structure will also add to the Downtown Gateway concept.
- When the Farmer's Market is not in use, the structure will serve as covered parking for nearby shops.

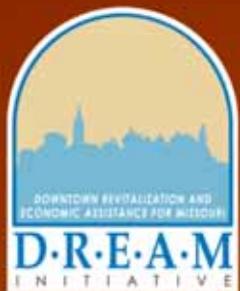
- The permanent farmer's market could replace the Lebanon Commons park and may be a more attainable project.
- The structure could also be repeated on the elongated parking lots near the rail line.

Retail Market



Next Steps

- Retail Market Analysis / Retail Expert Visit
 - Organizational
 - Marketing Assistance
 - Strategic Plan Kickoff



THANK YOU!

www.modream.org

