

DOWNTOWN STRATEGIC PLAN

CITY OF LEBANON, MISSOURI

FEBRUARY 2015



CITY OF LEBANON



DOWNTOWN REVITALIZATION AND ECONOMIC ASSISTANCE
FOR MISSOURI (DREAM) PROGRAM SPONSORS:



Strength, Dignity, Quality of Life
MISSOURI HOUSING
DEVELOPMENT COMMISSION



PLANNING CONSULTANT:



DREAM INITIATIVE PROCESS

- Executive Summary.....Page 1
- Introduction.....Page 5
- Public Outreach.....Page 6
- Accomplishments.....Page 8

TASK SUMMARIES

- Organizational Structure.....Page 9
- Land Use, Buildings & Infrastructure Survey.....Page 10
- Community Surveys.....Page 14
- Building Design and Conditions.....Page 16
- Public Infrastructure.....Page 22
- Residential Market.....Page 24
- Retail Market.....Page 25
- Financial Mechanisms.....Page 27

PLAN ILLUSTRATIONS

- Implementation..... Page 29
- Farmer’s Market Concept..... Page 33
- Schedule of Recommendations.....Page 35

DREAM Initiative
Process



EXECUTIVE SUMMARY

The objective of the Downtown Revitalization and Economic Assistance for Missouri (DREAM) Initiative is to develop a strategic planning vision for Downtown Lebanon that leverages and expands existing resources to obtain additional public and private reinvestment in Downtown.

The DREAM planning process reviewed numerous issues related to the function, structure, and image of Downtown Lebanon. The process identified recommendations to address critical issues with the goal of implementing needed policies and programs, adjusting existing revitalization efforts, and developing sustainable plans for future improvements.

The DREAM Initiative process began with several assessments of existing conditions in Downtown. The information obtained from these assessments was used as the basis for various analyses and recommendations developed in each DREAM task as described in this plan. Other existing documents were reviewed during the DREAM process that were important to developing recommendations for Downtown Lebanon. The DREAM Strategic Plan is not intended to replace existing planning efforts, but rather to supplement this planning and function as a resource guide for City leaders as improvements are implemented. The Strategic Plan provides a multi-year vision promoting innovative, positive, and attainable change for Downtown Lebanon. Participants of the DREAM process, including citizens, property owners, business owners, civic leaders and City staff, expect the Strategic Plan to be the blueprint that will help transform Downtown Lebanon into a vibrant area in which people live, play, and work.

This Strategic Plan describes goals that have been developed throughout the DREAM process and suggests strategies to achieve those goals. The primary goals are listed in each section of the Plan, according to the DREAM task wherein they were developed. However, high-priority goals include:

Goal One: Improve Pedestrian Friendliness.

Comments during the DREAM public outreach and Community Surveys indicate a strong desire for pedestrian improvements to Downtown. Issues noted

included the need to refresh the existing streetscape, a lack of definition to Downtown; particularly along Jefferson Avenue/Highway 5, and Highway 5 dividing the business district.

The Lebanon Downtown Business District (LDBD) was formed with the goal of installing and maintaining Downtown infrastructure elements. The LDBD worked with the City to install the existing streetscape many years ago and is now assisting in the City's effort to update the streetscape elements. Recent efforts have improved Downtown lighting and complete reconstruction plans are underway as shown on page 23 of this Plan. The City has many improved pedestrian elements planned such as landscaping, mid-block crosswalks, and street furnishings.

As the City implements this reconstruction, the LDBD should be consulted on design questions to ensure an overall theme that will complement existing streetscape elements. Additionally, the LDBD should advance plans to provide landscaping along Highway 5, including unique signage and crosswalk elements that should help to calm traffic and make it easier for pedestrians to cross the highway. The intersection of Commercial Street and Highway 5 is the primary intersection in Downtown and should receive top priority for improvements.

Goal Two: Expand the Role of the LDBD in Downtown Revitalization Efforts.

The existing group of merchants, property owners, residents, and other individuals that comprise the LDBD have accomplished many initiatives for Downtown Lebanon; all under the guidance and leadership of City staff. While this situation has been effective, Downtown interests need to be encouraged to take a more active role in Downtown revitalization.

The existing activities of the LDBD are somewhat limited in that the funding collected by the business district must be used according to the business district ordinance and within its boundaries. However, the LDBD should seek to



A statue of Richard Parks Bland, long-term Missouri representative who dubbed Lebanon "The Monticello of the West", located at the Laclede County Courthouse.

develop events and programs that provide a benefit to all of Downtown. This will expand revitalization activities both in scope and in geography. If such an expansion is not possible under the current business district structure, the LDBD should consider adjustment. The LDBD might need to change its structure completely, form additional working committees, or help develop and affiliate with an organization, such as a Community Improvement District (CID), that has more flexibility. The City will need to encourage this process and allow the LDBD to pursue any changes, while maintaining full support.

Similarly, the Chamber and Lebanon Regional Economic Development Incorporation (REDI) should continue to support the LDBD. It is important that Downtown merchants and interests understand that the LDBD is not just a taxing body, but has broad support to be the lead Downtown revitalization group. The City, Chamber, Lebanon REDI, and LDBD should consider regular joint meetings or a retreat to review all the services provided for Downtown; or to help identify services that are not being provided. An impartial facilitator could help representatives from each group if needed.

Other organizational elements regarding funding are included in this Strategic Plan. The potential formation of a CID is not included as a primary goal due to the presence of the business district. However, information regarding a CID is discussed in the Financial Mechanisms section of this Plan.

Goal Three: Improve Downtown Building Conditions.

The existing conditions of Downtown buildings vary greatly. It is critical that the City works to improve ordinances, codes, and procedures to improve building conditions. Additionally, the City should seek interested and innovative developers willing to convert some of the Downtown warehouse and industrial space into mixed-use projects. Mixed-use projects can provide additional retail space, as well as Downtown living options that will provide a consumer market for nearby businesses.

The City should periodically review its procedures and policies to maintain effective inspection and follow-up procedures regarding code violations. As the City improves these features, the LDBD should work with Downtown property owners to connect them to contractors and help them understand the City's expectations. Fair enforcement of the codes for all owners will improve conditions throughout Lebanon.

Although there is only one current listing, several Downtown Lebanon buildings are historic in nature and should be considered for listing on the National Register of Historic Places. If listed, these buildings should be preserved using the Secretary of the Interior's Standards for Rehabilitation and it is important that surrounding development or redevelopment does not detract from their historic character. There have been some infill buildings constructed in Downtown Lebanon that do not complement the existing historic structures. The City should ensure some development standards are in place for future infill development.

There are also several buildings that were originally constructed for an industrial use and are now inappropriate in a downtown environment. These buildings are opportunities for developers to create mixed-use projects that reuse the existing structure. The City should seek to attract such developers and should allow for innovative design ideas regarding the conversions of old industrial buildings. An emphasis in these reuse projects should be on the creation of ground-floor retail space.

Goal Four: Develop Wayfinding.

During the DREAM process, discussions occurred regarding traffic, navigation, wayfinding, and better definition of Downtown. There are several activity locations, such as City and County municipal offices, not included in the DREAM boundary. A wayfinding system will improve navigation throughout Lebanon and assist with traffic along Highway 5.

The City should develop a wayfinding system, working with LDBD and the Chamber to create a design theme and identify needed routes to City attractions. Lebanon, being located along historic U.S. Route 66, has a vehicular-oriented culture that could be woven into the City through wayfinding elements. A color-coded scheme could be used near Interstate 44 to help motorists exiting the highway and could be extended into the various areas of the City, such as Downtown or the Mercy Hospital location South of the Interstate.

Goal Five: Strengthen Existing Businesses and Downtown Products Sold.

Lebanon enjoys a healthy mix of businesses and restaurants, although many are located southeast of Downtown nearer to Interstate 44. Downtown demonstrates positive retail aspects including a good amount of vehicular traffic. However, Downtown businesses tend to be at a competitive disadvantage with businesses nearer the Interstate. As noted by some participants during the DREAM Focus Group task, Downtown also has several stores providing low cost, low quality products. These factors, combined with strict City liquor codes that have only recently been adjusted, may have resulted in depressed sales being generated in Downtown Lebanon.

The City and LDBD should provide added attention to Downtown businesses by developing programs to enhance business aspects such as customer service. A seminar program for Downtown businesses could include the Chamber and Lebanon REDI; broadening the scope of the program to all City businesses. Such a seminar program should also include information on ways to provide higher-quality products that meet unmet retail demand as noted in the Retail Market section on page 25 of this Plan. These businesses include stores that sell products in the categories of: Electronics and Appliances; Health & Personal Care; Shoes; Office Supplies, Stationary, and Gifts; Home Furnishings; and Jewelry, Luggage, and Leather Goods.

The LDBD should work with the City and Lebanon REDI to develop a broader variety of stores in Downtown; again focusing on the types of retail businesses that demonstrate unmet retail demand. In addition to the retail products noted, Full-Service Restaurants, Drinking Places—Alcohol, and Specialty Food Services are demonstrating unmet demand. Downtown should focus on attracting these businesses to prime, ground-floor locations along Commercial Street, and Madison, Jefferson, and Adams Avenues. As Downtown pursues a funding mechanism such as the proposed CID, marketing promoting the businesses along these streets as the overall Downtown Lebanon retail destination should be developed.

Goal Six: Develop the Farmer’s Market Project.

Having completed the improvements to the streetscape and the proposed wayfinding signage, Downtown should focus on a larger project to providing a rallying point for Downtown revitalization. Successful completion of a large public project will solidify the LDBD as the lead Downtown organization, send a strong signal to developers and businesses regarding the commitment of the City to Downtown, and can be funded by the established business district and/or the proposed CID.

The entrance to Downtown on Jefferson Avenue/ Highway 5 is undefined and somewhat unattractive due to the BNSF rail line. The proposed Farmer’s Market structure will improve the space for the existing market and merchants, and enhance the main entryway into Downtown. The Farmer’s Market illustrations are shown in the Implementation section on pages 33 and 34 of this Plan. It should be noted that these illustrations were developed for present location of the market, but the structure concept is such that it could be located on



The entryway into Downtown Lebanon along Jefferson Avenue/Highway 5.

one of the other public parking lots on the northeast side of the rail line. There may be some site adjustments required for such a move. Additionally, the market structure could be repeated to frame the Downtown entryway on both sides of Jefferson Avenue/Highway 5.

Goal Seven: Encourage the Development of Downtown Residential Units.

During the DREAM process, the Missouri Housing Development Commission (MHDC) conducted a residential demand analysis for Lebanon. This analysis considered the entire City as a residential market, but provided an emphasis on how Downtown could meet any future residential demand. As noted in the Residential Market Section on page 24, The MHDC identified that there is potential demand for 55 market rate rental households and 30 affordable senior households over the next few years in the City of Lebanon. It is important to note that this is demand identified for the entire City of Lebanon, but that Downtown may be able to develop units to meet this demand. This strategy is reinforced by a sentiment expressed during the Focus Groups that there is too little residential use in Downtown.

City officials and staff should work to identify housing developers that may be interested in Downtown projects for existing vacant sites or rehabilitation of upper-floors in available buildings. Increasing the Downtown residential population will create a built-in market for retail businesses and a vibrant, safer, Downtown atmosphere. However, the City must insist on high-quality units to develop a strong, high-value rental market. The City should also encourage innovative living arrangements such as live-work uses, mixed-use buildings, and conversion of vacant industrial buildings.

The City should not encourage the conversion of large single-family homes into multi-family units or group homes. Many of the single-family homes surrounding Downtown are very stately and well-maintained. Allowing a conversion to multi-family units will not enhance the value of the property and typically will lead to inferior rental units.



Shop along Commercial Street in Downtown Lebanon.

INTRODUCTION

Through a partnership of state agencies that includes; the Missouri Development Finance Board (MDFB), Missouri Department of Economic Development (DED), and the Missouri Housing Development Commission (MHDC), the DREAM Initiative provides downtown-focused planning services over a multi-year period to designated Missouri communities. The State partners retained PGAV Planners, a professional planning and design firm headquartered in St. Louis, Missouri, to provide this planning.

These Missouri State agencies recognize that substantial improvements and investments have already been made in Downtown Lebanon. The purpose of the DREAM Initiative is to leverage local public and private improvements to sustain revitalization momentum. The goal of the DREAM Initiative is to revitalize downtown districts and put them back into productive use. The process provides planning assistance that culminates in a Downtown Strategic Plan. The initial assessment of the community serves as the foundation for developing the required tasks and analyses.

The City of Lebanon was designated as a DREAM community in 2008. The completed tasks for Lebanon included:

- Organizational Structure Review (2009-2010)
- Map Reference Handbook (January 2010)
- Focus Group’s (October 2009)
- Telephone Survey (January 2010)
- Visitor Survey (November 2012)
- Building and Streetscape Concepts (May 2013)
- Retail Market Analysis (September 2013)
- Residential Demand Analysis (December 2011)
- Financial Assistance Review (June 2010)
- Marketing Assistance (2014)
- This Downtown Strategic Plan (February 2015)

This strategic plan emphasizes the leveraging of existing local funding sources to obtain additional funding. Throughout the DREAM Initiative, ongoing project-specific support was provided by the State Partner Agencies and PGAV Planners.



Lebanon DREAM Study Area.

PUBLIC OUTREACH

Effective planning engages in meaningful discussion of important issues with the public. By encouraging and including public responses in the planning process, local officials can better support and initiate the necessary policy changes and projects to drive Downtown revitalization forward. The DREAM Initiative used a comprehensive approach to interact with local citizens and civic leaders. The intent of this public outreach was to uncover issues and perceptions regarding Downtown Lebanon. Public outreach meetings were also used as a venue to introduce and build support for future planning recommendations.

Interviews with Downtown stakeholders and open discussions with the public revealed an involved Downtown Lebanon business community. The existing Downtown organization, the Lebanon Downtown Business District (LDBD), provides numerous services to Downtown such as holiday lighting, maintenance, and parking lot improvements. Some Downtown merchants and property owners were concerned about, what they perceived as, a lack of unity regarding Downtown goals, and the City government has undergone several administration changes during the DREAM process; one of which resulted in a mayoral recall. Downtown provides the City with some attractive building architecture, an existing streetscape, and business and pedestrian activity.

The DREAM Initiative builds on public sentiment to develop sound planning recommendations and strategies that are inspired, and supported, by the public. These actions and projects are outlined in this Downtown Strategic Plan. The DREAM Initiative solicited public comments and engaged the community regarding Downtown Lebanon through several activities and methods, including:

- **Initial Assessment Meeting**

Lebanon was designated as a DREAM community in August of 2008, and an Initial Assessment Meeting was held on November 14, 2008. The meeting included representatives from the City staff, the City Council and elected officials, the LDBD, the Lebanon Area Chamber of Commerce, America's Heartland Economic Partnership (now Lebanon Regional

Economic Development, Inc. or Lebanon REDI) and many businesses. PGAV Planners staff and personnel from the DREAM partner agencies also attended. The City provided a presentation and tour of Downtown that helped to identify the DREAM planning tasks that would benefit Lebanon.

- **Focus Group Meetings**

In the summer of 2009, discussions of Downtown issues and ideas for improvements were facilitated with four focus groups: City Department Heads; the DREAM Committee; Longtime Residents; and Business Owners.

The group facilitators encouraged discussion centered around how Downtown is perceived, used, and challenged. The groups suggested ideas as to what public and private improvements can be made to enhance Downtown Lebanon.

- **Surveys**

In the fall of 2009, a telephone survey of residents asked respondents a series of questions about priorities for the improvement of Downtown. The survey tabulated three hundred (300) responses from a randomly selected, statistically representative sample of residents. From 2010 to early 2011, a visitor survey was conducted. Most of the survey responses were collected during the Brumley Gospel event, although some responses were collected from other City events and attractions. Volunteers and City staff gathered answers from respondents that did not have a Lebanon zip code, and this resulted in 99 responses.

Some of the results of these surveys are summarized in the Community Survey Section on page 14 of this Plan.



Attendees of the DREAM Kickoff Meeting for Downtown Lebanon.



Title slide from the DREAM Organizational Review Meeting in Lebanon.

- **Key Stakeholder Discussions**

Conversations were held with representatives of the City, LDBD, Lebanon REDI, Chamber, Laclede County, Downtown property and business owners, and other members of the community to discuss issues uncovered during outreach methods. Discussions occurred throughout the DREAM process and helped develop or influence the recommendations in each DREAM task.

- **Public Meetings**

Beginning with a DREAM Kickoff meeting in April of 2009, several public presentations and meetings were held to review progress on the DREAM Initiative work in Lebanon. Meetings were publicized in the local newspaper and promoted on the City website. Public meetings included:

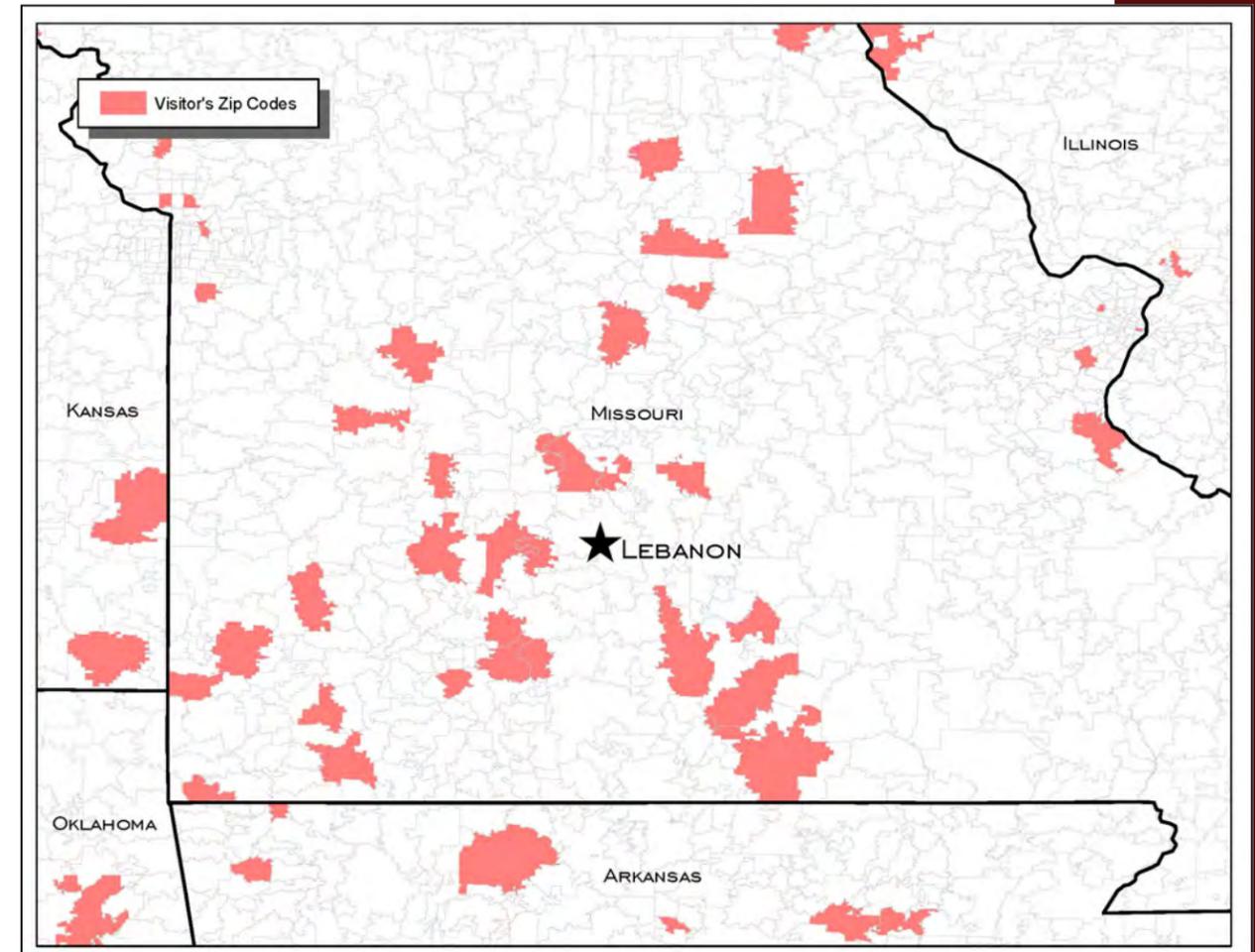
- DREAM Kickoff Meeting: April 16, 2009
- Organizational Needs Meeting: December 2, 2009
- Review Meeting: April 14, 2010
- Design Kickoff: September 14, 2010
- Revised Design Presentation: November 23, 2010
- Review Meeting: November 27, 2012
- Review Meeting/Plan Kickoff: January 30, 2014

- **Websites and Social Media**

The City of Lebanon and the Lebanon Chamber of Commerce host websites or have a social media presence through which they have promoted aspects of the DREAM Initiative, or provided links to DREAM reports. Additionally, the City Council and other City Committees have discussed DREAM documents and some of the minutes of these meetings are available on the City's website. The Lebanon Downtown Business District does not have a significant internet presence, but does meet monthly.

- **Education and Communication**

The DREAM Initiative process also included seminars to educate and inform the City staff and officials on issues pertaining to Downtown revitalization and planning. The seminars were conducted by the State Partner agencies, PGAV Planners, and other entities. Leading practitioners and specialists participated in these workshops, which were held in Jefferson City. Seminar topics included organizational structure, adaptive reuse, retail business development, historic preservation, building design and renovation, façade loans and incentive programs, and engaging public support and community organizations to lead downtown revitalization efforts.



Map of respondent zip codes from the DREAM Visitor Survey.

ACCOMPLISHMENTS

When the City of Lebanon was designated a DREAM Initiative community in August of 2008, the DREAM Initiative provided immediate benefits to Downtown. Positive news articles and increased awareness of Downtown Lebanon improved the City's ability to obtain State funding. Some recent accomplishments in the DREAM Study Area include:

- Completed Downtown lighting project at a total cost of \$230,000, with \$166,000 provided by a Green Street grant. Of the remaining funding, The LDBD contributed \$41,000 and the City \$23,000.
- Subsequent to the Downtown lighting project, the LDBD purchased new holiday lighting and decorations for the Downtown poles and trees.
- Have developed plans for the total reconstruction of Commercial Street at a cost of \$219,000.
- Recently attracted Sears to a large box vacancy along Commercial Street.
- Recent public improvements have attracted private investment that has resulted in a number of building rehabilitations along Commercial Street.

- The LDBD entered into an agreement to lease a portion of the parking area between Jefferson and Adams Streets to reestablish the twice weekly Farmer's Market.
- In July of 2012, the LDBD completed the purchase of new parking lots adjacent to the district boundary to allow for additional Downtown parking.
- The City of Lebanon was successful in obtaining the DREAM designation; a commitment of about \$224,000 from the Missouri Development Finance Board. Lebanon leveraged a 20% match over three years to obtain this funding and planning process.



The 2009 Downtown Lebanon Car Show.



ORGANIZATIONAL STRUCTURE

The DREAM Initiative included a review of the organizations with an active interest in Downtown Lebanon. The purpose of this task was to understand the roles and responsibilities of these organizations and their impact on Downtown. It became clear early in the analysis that the recommendations developed from this task would focus on the Lebanon Downtown Business District. Additionally, the City administration and one of the primary groups, the America’s Heartland Economic Partnership (AHEP) underwent significant changes during the DREAM process and is now Lebanon Regional Economic Development Inc. (Lebanon REDI). The City requested that work begin on other DREAM tasks and the organizational recommendations be included in this Plan, not in a separate report.

Strong efforts for Downtown revitalization have been advanced by the City and Lebanon Downtown Business District (LDBD). However, some focus group participants noted that Downtown isn’t promoted overall by any group and that the LDBD, being a Special Business District, is only focused on physical improvements within its boundary. The City of Lebanon and the LDBD have deployed a significant amount of resources to upgrade Downtown lighting and are in the process of improving the existing streetscape and subsurface infrastructure. The City has also worked to improve the liquor code regulations in recent years to allow restaurants the ability to serve alcohol. Other DREAM organizational recommendations include:

- **Expand the role of the LDBD**
This recommendation requires guidance and support by the City, Chamber, and Lebanon REDI to encourage the LDBD to fully step into the role of Downtown champion. The LDBD is a Special Business District, governed by a Board that oversees the use of the tax revenue generated. The LDBD uses this funding for infrastructure improvements and maintenance and business promotions within the district; which is slightly smaller than the DREAM Boundary. The LDBD members, and subsequent the tax revenues, are derived from the owners of the businesses and properties within the district.

Although a Special Business District, such as the LDBD, is limited to a geographic area and provides funding for specific improvements, the LDBD Board should work to expand its influence on all of Downtown. The LDBD should develop a committee structure to energize Downtown volunteers and expand the services it provides. The group has no formal location and currently operates few activities beyond the installation and care of Downtown improvements.

The City has worked to establish the LDBD as the Downtown group by dedicating staff assistance and other resources. However, this also has conditioned the LDBD to rely heavily on the City and may weaken the advocacy role of the group. The City should continue to play a role in the LDBD and continue to encourage the group to develop activities that it can “own.” The LDBD should also be encouraged to develop promotions for Downtown generally. While these promotions may benefit property owners that are not within the district, the overall benefit will directly impact the LDBD. This increase in LDBD activities will help the group demonstrate its necessity to Downtown Lebanon businesses, property owners, and the revitalization process.

As the LDBD Board plans for the future, an emphasis should be placed on expanding the district. This is an effort that has been discussed recently. Some Downtown property owners have expressed an interest in such an expansion and the Board, with assistance from the City, should be open to this idea. By developing a healthy volunteer structure and an expanded area, the LDBD will ensure that Downtown revitalization efforts continue into the future.



Title slide of an Organizational Review Meeting presentation.



Downtown Lebanon Building Conditions Map.

Exhibit 6-a Parking & Vacant Lots

Downtown Study Area
City of Lebanon, Missouri

Legend

- Parking Lot
- Vacant Lot
- Study Area



Map of parking and vacant lots in Downtown Lebanon.

Exhibit 6-d Off Street Parking Condition

Downtown Study Area
City of Lebanon, Missouri



Map of historic Districts in Downtown Lebanon.

COMMUNITY SURVEYS

The Community Survey process was conducted to uncover issues regarding Downtown and learn about the desires and needs of Lebanon’s residents. This task gathered data from community leaders, property and business owners, residents, and visitors. The resulting information was used throughout the DREAM process.

Focus Groups, a Community Telephone Survey, and a Visitor’s Survey were conducted. The process and results of each method are summarized below:

• **Focus Groups**

Four separate focus groups were conducted to engage stakeholders in open discussion regarding Downtown Lebanon. The groups consisted of City Department Heads, the Lebanon DREAM Committee, Longtime Residents, and Business Owners. In each of the groups, discussions included participants’ perceptions of Downtown’s strengths, constraints, and opportunities for development, as well as the groups’ priorities for improvement and desires for new businesses, infrastructure, and services.

Participants generally agreed that Downtown Lebanon is stagnant, perhaps moving slowly in the right direction. City Department Heads noted more business activity is needed; particularly on the north side of Jefferson Avenue. Many of the participants noted a concern about a possible excess of stores providing lower quality products or services such as dollar stores, consignment shops, used merchandise, and hair care. Some participants also noted concerns regarding the issues of limited business hours, a perceived lack of parking, and navigation to Downtown. Many felt that Downtown is indistinguishable from other commercial areas along Jefferson Avenue.

Participants suggested a variety of new businesses for Downtown. These suggestions focused on dining variety, boutique shops, and specialty

Food stores. The groups also felt that private investment should be made into the buildings, the street trees need to be smaller and more uniform, and upper-floor residences would develop a stronger Downtown market for businesses.

For the complete report, please see the Lebanon *Focus Group Survey Report* from October 2009.

• **Community Telephone Survey**

In the Fall of 2009, a phone survey was conducted of a random sample of Lebanon residents regarding their perceptions of Downtown. This type of survey is useful to obtain input from residents who may not attend or participate in a public meeting.

Key points from the Community Telephone Survey results, include:

- About 87% of respondents indicated they visit Downtown at least once a month.
- A majority of respondents indicated they often use Downtown for:
 - ◊ Government/Post Office
 - ◊ Shopping
 - ◊ Conducting Business
- Dining, special events, outdoor recreation, and entertainment were uses for Downtown that were indicated least often.
- Only one characteristic of Downtown Lebanon was rated poorly by over half of the respondents; entertainment options.
- Almost 88% of respondents felt it was important to retain Downtown’s historic character.



Excerpt of the discussion transcript from the Long Time Residents Focus Group found in the *Lebanon Focus Group Report*.

- A majority of the respondents indicated better restaurant variety, a bookstore, and clothing stores as business types they prioritized for Downtown.
- A majority of the respondents indicated making the area more pedestrian friendly and improving building façades as improvements they prioritized for Downtown.
- About 53% of the residents who responded indicated they would be likely to support a sales tax to fund Downtown improvements or economic development projects.
- Respondents were split evenly with 49% likely to support and 49% not likely to support Tax Increment Financing to fund improvements.
- Nightlife/entertainment, government/post office, and conducting business were each selected by fewer than 20% of the visitors that responded.
- About 84% of the respondents indicated they planned to stay overnight on their visit.
- About 90% of visitors found Downtown easy to navigate. Over 80% found parking convenient. Almost two-thirds found business hours convenient.
- Over two-thirds of visitors indicated they felt family restaurants would make them more likely to visit Downtown Lebanon.
- Over 35% of the visitors responding indicated that they were likely to spend over \$200 on this visit.

For the complete report, please see the Lebanon Community Telephone Survey Report from January 2010.

• **Visitor Survey**

In late 2010 and early 2011, City staff conducted a survey of visitors, primarily during the Brumley Gospel Sing, during which 99 responses were gathered. With most of the responses obtained during one event, the survey is limited in overall usefulness, but still provides an understanding about the perception of Downtown Lebanon. The responses of people residing within the Lebanon zip code were not tabulated. Key points from the survey responses, include:

- Over 80% of respondents had visited Downtown Lebanon before. However, less than 15% said they visit Downtown more than once a month.
- A majority of respondents indicated they use Downtown for:
 - ◊ Special Events
 - ◊ Dining
 - ◊ Shopping

For the complete report, please see the Lebanon Visitor Survey Report from November 2012.

	Top priority (5)	Total high priority (4-5)	3	Total low priority (1-2)	Other/don't know
	%	%	%	%	%
31. Family or casual style dining	37.3%	64.0%	21.7%	14.0%	0.3%
41. Bookstore	24.3%	52.0%	25.3%	22.0%	0.7%
38. Clothing stores	28.0%	52.0%	29.0%	18.7%	0.3%
39. Arcade or other attraction aimed at teenagers	29.3%	49.0%	22.3%	27.3%	1.3%
32. Fine Dining	23.0%	45.7%	26.7%	27.3%	0.3%
37. Movie theater	25.3%	42.0%	19.3%	37.7%	1.0%
34. Ice cream shop or soda fountain	20.3%	40.7%	30.3%	28.3%	0.7%
43. Performance theater	18.7%	38.0%	24.0%	36.7%	1.3%
44. Shoe store	19.7%	37.3%	29.7%	32.7%	0.3%
42. Coffee shop	17.7%	34.7%	30.3%	33.7%	1.3%
30. Lodging such as hotel, motel or bed and breakfast	16.3%	31.0%	24.3%	44.0%	0.7%
33. Upscale specialty shops	15.0%	30.7%	35.7%	32.7%	1.0%
35. Antique shops	11.7%	24.3%	26.0%	49.7%	0.0%
36. Art galleries and shops	9.3%	24.0%	32.0%	43.3%	0.7%
40. Bar/nightclubs	6.3%	12.0%	12.3%	73.0%	2.7%

Sample table from the Lebanon DREAM Community Telephone Survey.

BUILDING DESIGN AND CONDITIONS

The historic character of Downtown Lebanon buildings can be a distinctive feature that helps to provide the City with an identity. DREAM planning recommendations seek to leverage this intrinsic character for future revitalization efforts and initiatives.

Historic preservation plays an important role in Downtown revitalization. Downtown Lebanon includes several historic buildings that can be enhanced and protected by the adoption of building design standards. These design standards should apply to the historic buildings, but also to new construction on existing non-historic structures to help them complement the historic buildings. There are several examples in Downtown Lebanon where infill construction was built without concern for the existing historic nature of the area. This situation should also be considered in the development of Downtown design standards.

Property owners, businesses, City staff, residents, and visitors have all identified the preservation of Downtown Lebanon’s historic façades as a priority, as well as the improvement of building conditions. The DREAM Building and Streetscape Concepts report is intended to inspire Downtown leaders and private property owners to initiate activities that will address building conditions.

Several properties were chosen by the community to illustrate potential building improvements and infill construction. Pages 17 through 21 include illustrations of existing buildings at 98 N. Jefferson Avenue, 103-107 E. Commercial Street, 109 E. Commercial Street, 115 W. Commercial Street, and 101 N. Madison Avenue.

Recommendations to address issues regarding the condition of Downtown Lebanon buildings, include:

- **Continue to Improve Code Enforcement**
The City should continue to improve the process by which historical buildings are rehabilitated. The City should provide an extra focus on historic Downtown properties to ensure that the buildings are maintained and improved.

A maintenance enforcement effort should focus on inspection of historic buildings to help prevent minor issues from becoming major structural repairs. Masonry, vacant or broken windows, and unsafe awnings are areas where the LDBD and City can collaborate to encourage improved conditions. The LDBD can assist the City in these efforts by hosting informational seminars that help connect property owners with reputable contractors and seek to explain the issues and the expectations of the City staff. If a funding mechanism is developed for private building improvements, the LDBD should develop a policy that restricts or denies the funds available for owners of buildings that have a record of outstanding maintenance violations.

- **Adopt Building Standards for Downtown**
The City should develop building standards for Downtown Lebanon. As noted, these standards should apply to all new construction. Some recent new construction has not complemented the historic nature of existing buildings well. There are some property owners that have attempted to set an example with construction and restoration of their properties. There are also some opportunities on vacant lots where the City could encourage zero setbacks with parking in the rear of the building, as well as multi-story, mixed-use buildings.

The City should also review its zoning classification for Downtown to determine areas where Downtown issues can be better addressed. Aspects such as business signage, building materials, and building access, along with parking requirements and setbacks, are significantly different for Downtown construction than for highway construction.

More conceptual building design concepts based on Downtown Lebanon buildings are found in the DREAM *Building and Streetscape Concepts* Report from May 2013.



Examples of historic Downtown Lebanon buildings.

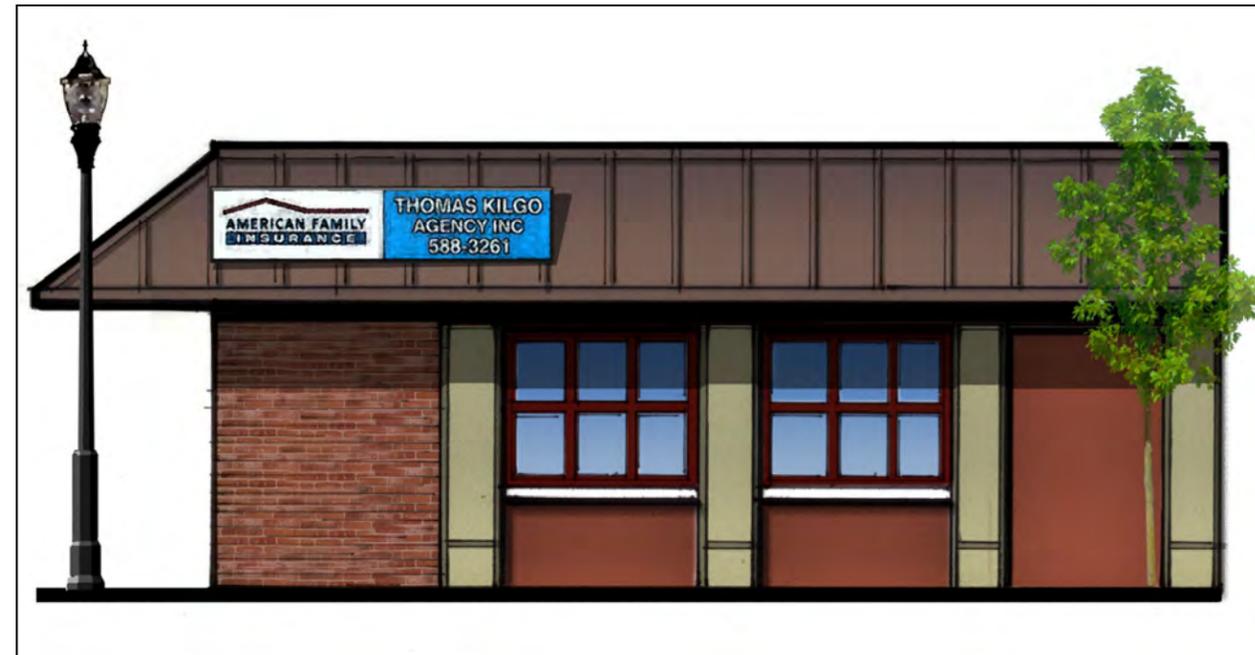
98 N. Jefferson Avenue

Existing Conditions



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

Proposed Improvements



- 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.

103—107 E. Commercial Street

Existing Conditions



- 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.

Proposed Improvements



- 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.

109 E. Commercial Street

Existing Conditions



- 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.

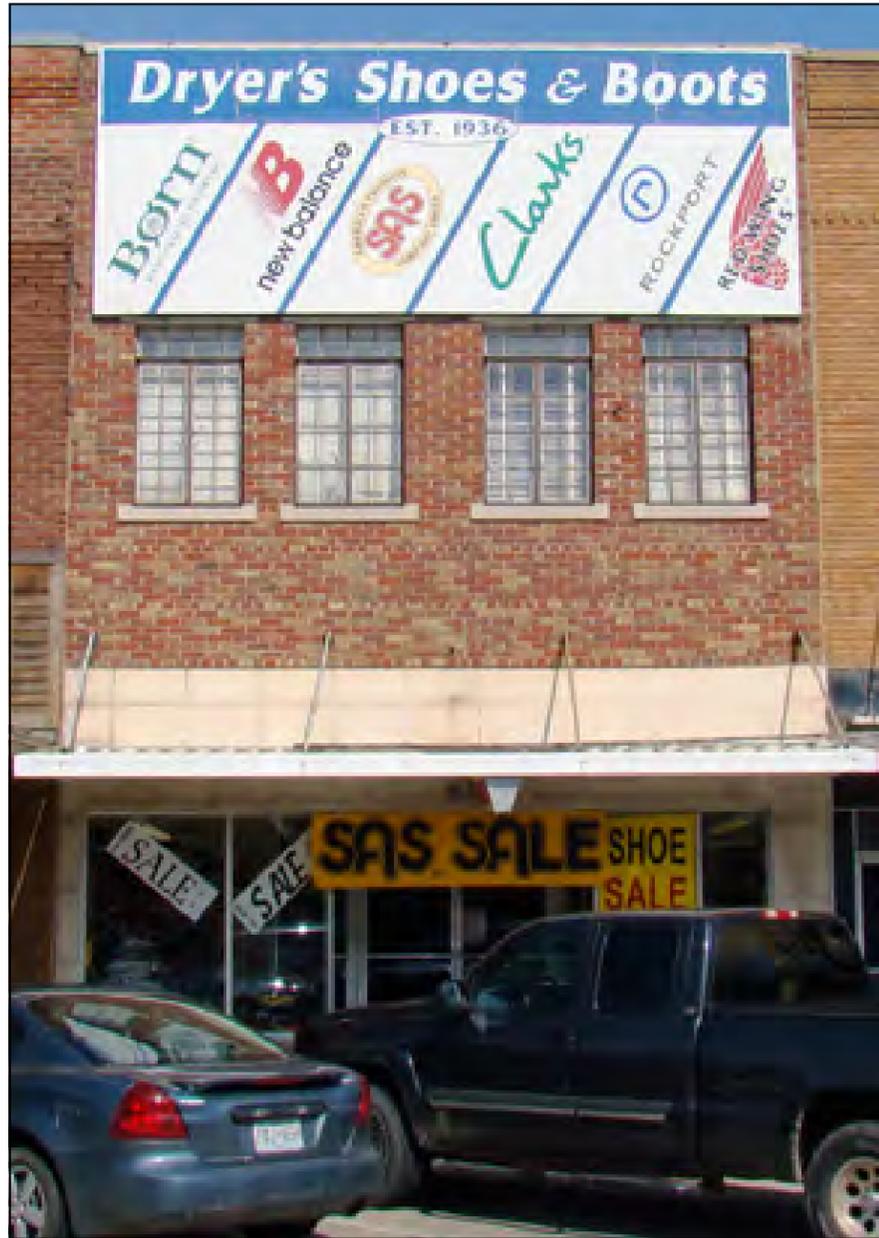
Proposed Improvements



- 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.

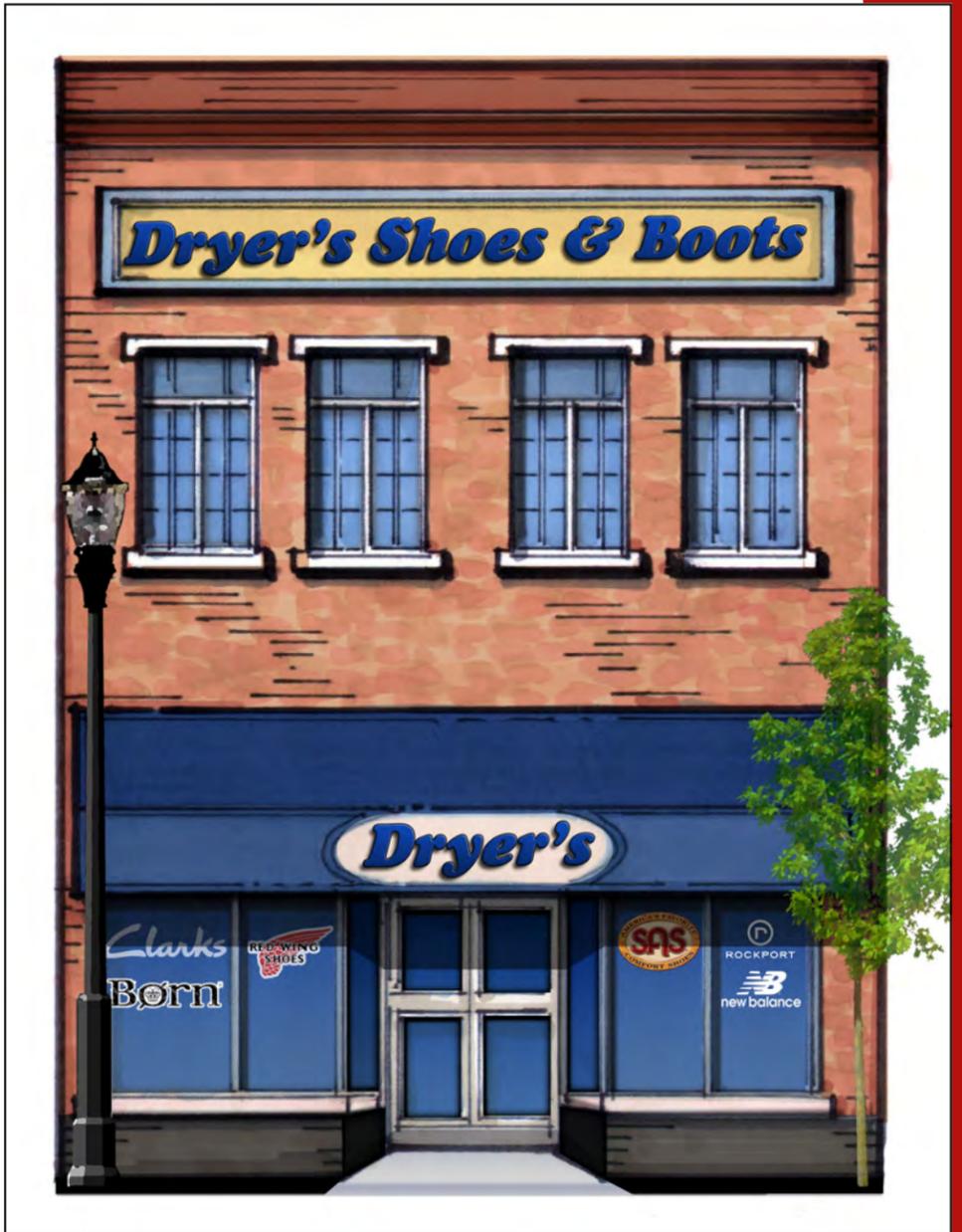
115 W. Commercial Street

Existing Conditions



- 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.

Proposed Improvements



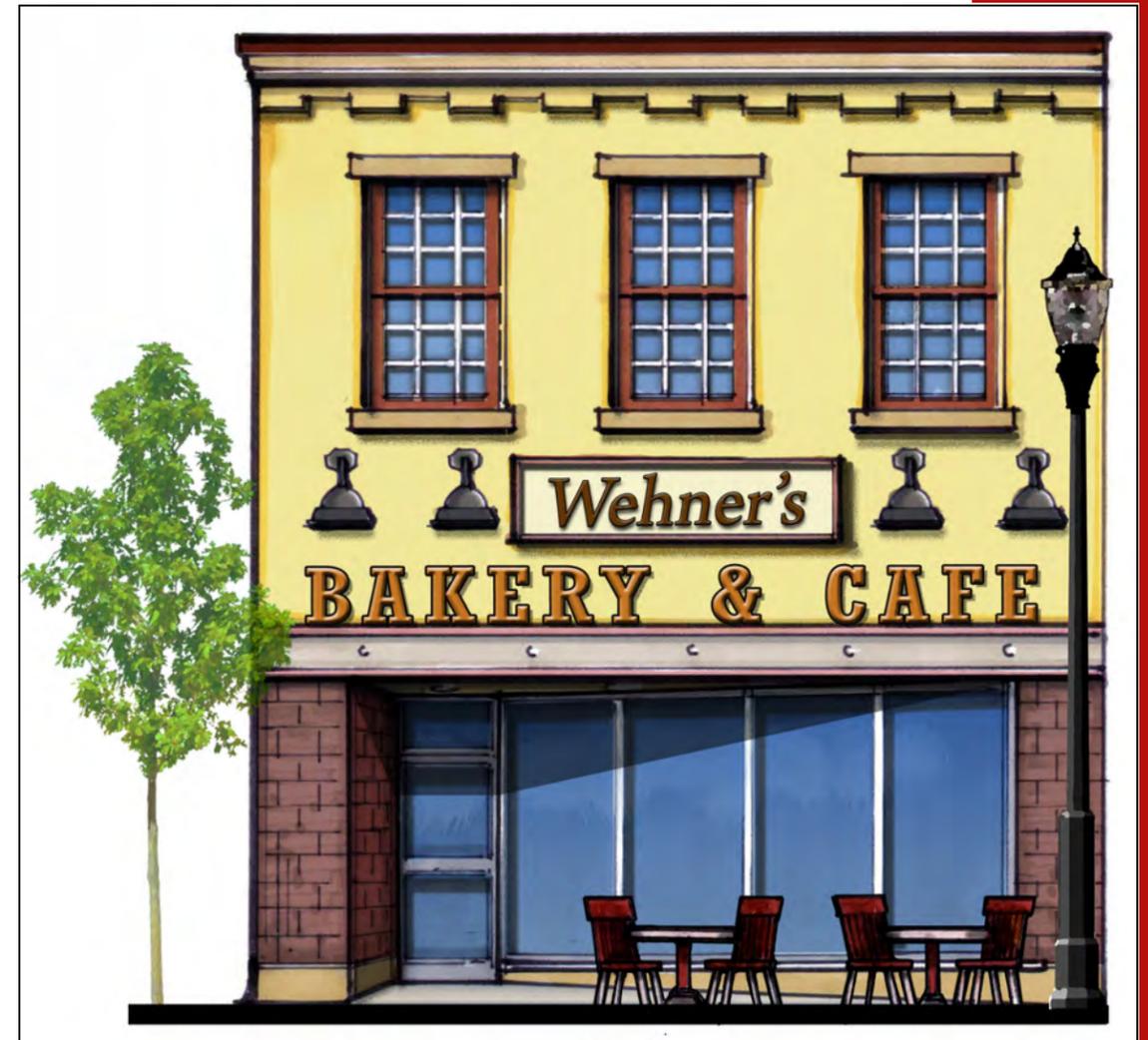
101 N. Madison Avenue

Existing Conditions



- 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.

Proposed Improvements



PUBLIC INFRASTRUCTURE

This section of the Strategic Plan provides recommendations regarding the streetscape, parking areas, utilities, and other physical public aspects of Downtown Lebanon. The intersections, gathering spaces, streets, and sidewalks comprise the outdoor “living room” of Downtown and enhancement to these elements is critical to attract private investors. The City will send a strong message that Downtown is important and holds great potential by improving and maintaining public elements.

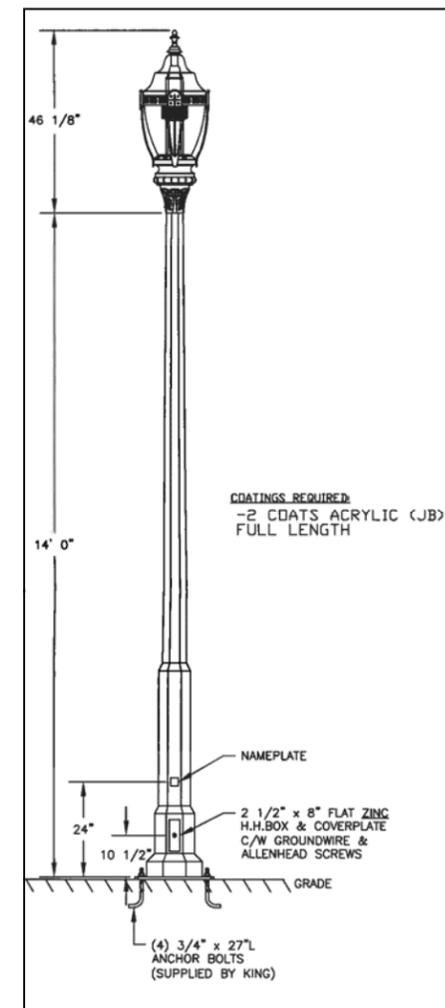
In Lebanon, this task resulted in a plan for a Farmer’s Market structure. Other concepts included improvements to the entrance of Downtown and wayfinding. However, the Market structure quickly became the focus of Downtown leaders. Illustrations of this project are shown in the Implementation Section on pages 33 and 34 of this Plan. The Farmer’s Market project and other streetscape concepts assisted the City and LDBD with designing recent improvements to lighting, sidewalks, and the Commercial Street renovation in Downtown. An examples of the lighting style is shown at right and examples of the plans for Commercial Street are on the following page.

Other recommendations to enhance the overall public environment, include:

- **Coordinate Public Improvements with an Overall, Complementary, Design Theme.**
Existing Downtown public improvements are functional, but dated, mismatched, and in need of maintenance. As noted, the City has recently made improvements to Downtown lighting and has plans for a reconstruction of Commercial Street, including many of the streetscape elements. The City, with the help of LDBD, should work to ensure that future improvements are complementary of this design scheme. Eventually, the City should work to expand this design to other streets in Downtown, particularly the cross streets of Madison and Adams. As future public improvements are designed, it is critical that new landscaping, lighting, and fixtures match or complement the elements currently planned.

Some comments gathered during public input indicate that residents and leaders are concerned with setting Downtown streets apart from other cross streets along Jefferson Avenue. Commercial and 2nd Streets could, more obviously, be the gateways into Downtown Lebanon. These intersections require design improvements that will be acceptable to the Missouri Department of Transportation, but should stand-out using decorative signage and pavement.

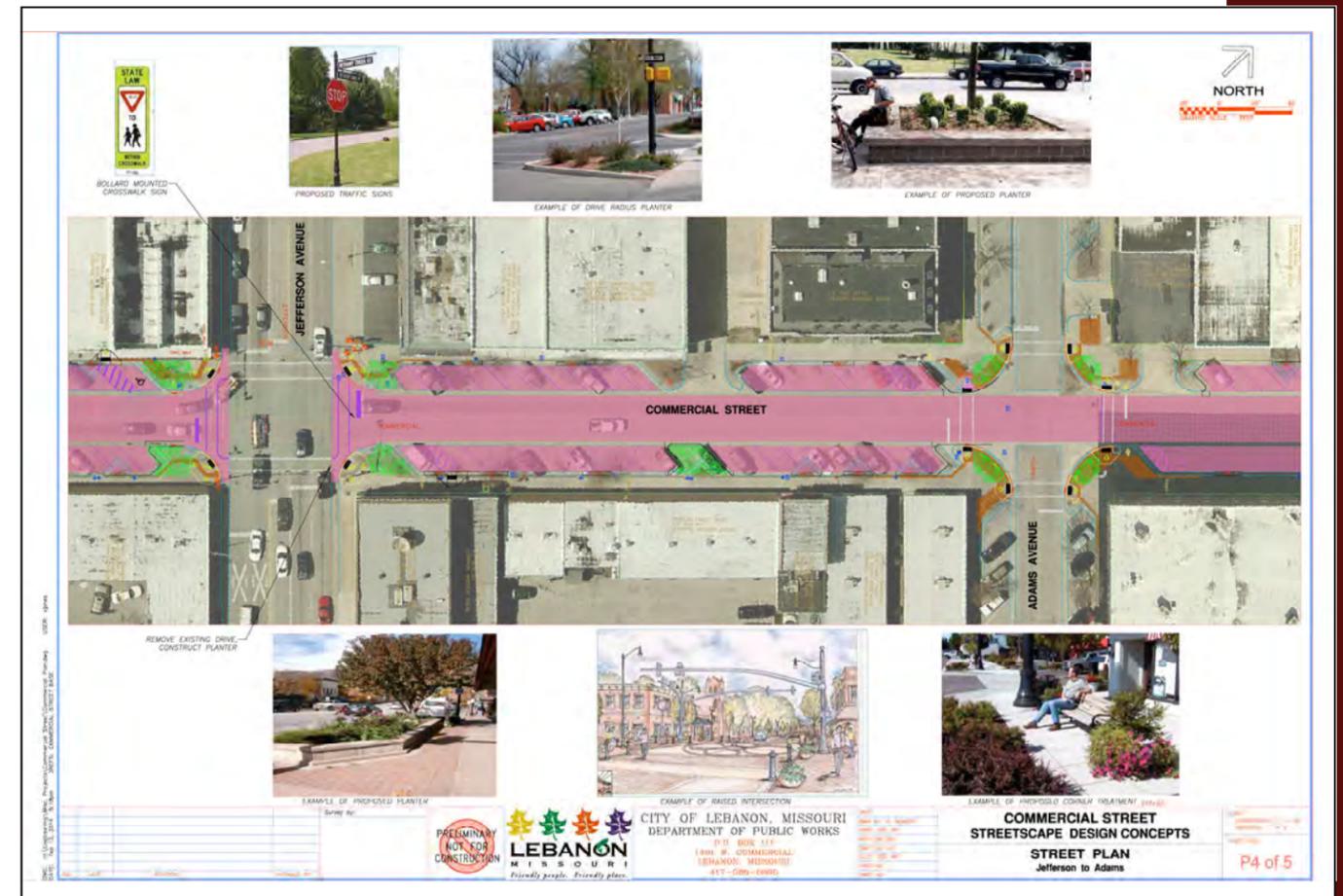
- **Develop a Wayfinding System.**
The City should work to develop wayfinding along Jefferson Avenue/Highway 5 that would provide direction to locations throughout the City. As Jefferson cuts through Lebanon, it passes a number of attractions that could benefit from a well-designed signage system. Activity centers such as the Route 66 Museum, City Hall, Post Office, Civic Center, and Laclede County Courthouse could be listed at their respective cross streets along with a generic “Downtown Business District” sign at Commercial and 2nd Streets. Signage to other attractions such as parks and schools could also be developed. All such signage should be in a uniform design theme. The LDBD could assist the City with the signage for Downtown attractions. However, the signage should extend along Jefferson Avenue from Interstate 44 to the northwest. This will impact traffic seeking Downtown, but also points beyond.
- **Develop Pedestrian Improvements.**
Several comments were received regarding the idea of developing improvements to encourage visitors and residents to gather, as well as ways to improve the connectivity of Commercial Street across Jefferson Avenue. However, these ideas are complicated by the linear layout of Downtown and the traffic flows on Jefferson Avenue. There is a concentration of building massing along Commercial Street, but few places for people to meet. In some cases, the parking behind the shops is being used as a gathering point.



The lighting style recently chosen for Downtown Lebanon.

The effort to establish activity centers will result in two pedestrian plazas or pocket parks; one along each of the East and West legs of Commercial Street. There are some locations with vacant lots that could accommodate such improvements. However, strategies to encourage pedestrians to cross Jefferson Avenue are likely limited to a focus on improvements to the crosswalk lighting and pavement. As the City proceeds with its plans to renovate Commercial Street, these amenities should be considered.

Other public infrastructure recommendations can be found in the Schedule of Recommendations on page 36 and in the *Building and Streetscape Concepts* from May 2013.



Examples illustrations from the City's plan for the reconstruction of Commercial Street in Downtown Lebanon.

RESIDENTIAL MARKET

The residential market surrounding Downtown Lebanon has a strategic relationship to Downtown. It is from these residences that businesses will draw customers and events will obtain attendees. Some visitors to Downtown may pass through these neighborhoods, but Jefferson Avenue is primarily commercial in nature. Additionally, Lebanon has many sizeable historic homes near Downtown. A strong residential market will help maintain property values.

DREAM provided an opportunity for the Missouri Housing Development Commission (MHDC) to review the residential market demand of the City. Recommendations were then developed to encourage Lebanon leaders to promote projects that can meet future housing demand and improve Downtown amenities. Lebanon residential recommendations include:

- **Encourage New, High-Quality Rental Units**

The residential demand analysis indicated there is potential demand for 55 market rate rental households and 30 affordable senior households over the next few years in the City of Lebanon. It is important to note that this is demand identified for the entire City of Lebanon, but that Downtown may be able to develop units to meet this demand. City officials and staff should work with the LDBD to identify housing developers that may be interested in Downtown projects for existing vacant sites or rehabilitation of upper-floors in available buildings.

Rental units are an important part of the housing cycle that will help maintain a vibrant atmosphere in Downtown. However, the City must insist on high-quality units to develop a strong, high-value rental market. The City should also encourage innovative living arrangements such as live-work uses and conversion of industrial buildings. Potential innovative housing project locations include the Allen Building located at N. Adams and E. Commercial Streets. The City has worked to get developers interested in the building, but with little success to date.

The City should not encourage the conversion of large single-family homes into multi-family units or group homes. Many of the single-family homes surrounding Downtown are very stately and well-maintained. Allowing a conversion to multi-family units will not enhance the value of the property and typically will lead to inferior rental units.

- **Continue to Maintain Lebanon Housing Units**

The City staff should continue to inspect and work with property owners regarding residential building conditions. There are a number of large, historic, single-family homes nearby Downtown whose property values can be harmed if quality of housing units is not maintained City-wide. The City should not encourage the conversion of large single-family homes into multi-family units. This type of conversion does not enhance the value of the property and typically leads to inferior rental units. There are few examples of this situation at present, but the City should monitor market forces to avoid conversion to the surrounding, stately, single-family homes.

- **Develop Added Downtown Amenities**

In addition to encouraging residential projects that can meet the housing demand identified by the MHDC analysis, the City and LDBD should work to improve Downtown living conditions. Enhancements to police enforcement, lighting, the business mix, building conditions, events, and the streetscape will encourage new Downtown Lebanon residents, but will also appeal to existing City residents and visitors of the areas attractions.

Complete information on the Lebanon housing market is found in the *DREAM Residential Demand Analysis* from December 2011.



The Allen Building located at the intersection of N. Adams and E. Commercial streets provides an opportunity for an innovative mixed-use development that could include residential uses on upper floors.

RETAIL MARKET

Retail development is an important and visible component of a successful downtown. The Retail Market Analysis undertaken as part of the DREAM Initiative identified challenges and opportunities of retail development, including an analysis of retail supply and demand in Lebanon. The Retail Analysis conducted in the summer of 2013 identified a total of about 380,000 square feet of first-floor commercial space in Downtown Lebanon. This space included:

- 1,700 square feet of residential (fully occupied)
- 6,000 square feet of restaurant (fully occupied)
- 121,700 square feet of retail (12,200 vacant)
- 219,800 square feet of office/svc. (20,200 vacant)
- 15,400 square feet of mixed-use (fully occupied)
- 16,900 square feet of Public/Inst. (fully occupied)

Overall, the above square footage indicates a low level of vacancy. Of the total occupied space, there is about 131,000 square feet of restaurant, retail, or mixed-use space generating sales taxes. Including the existing vacant space and residential uses, about 66% of Downtown space does not generate sales tax revenue.

At the time of the Retail Analysis, the existing occupied retail space was generating about \$76 in retail sales per occupied square foot and the existing restaurants were generating about \$79 per occupied square foot. Based on this data, if Downtown Lebanon could fill the 32,400 square feet of commercial vacancy with retail or restaurant uses, it could mean an increase of \$2.5 million in additional annual sales.

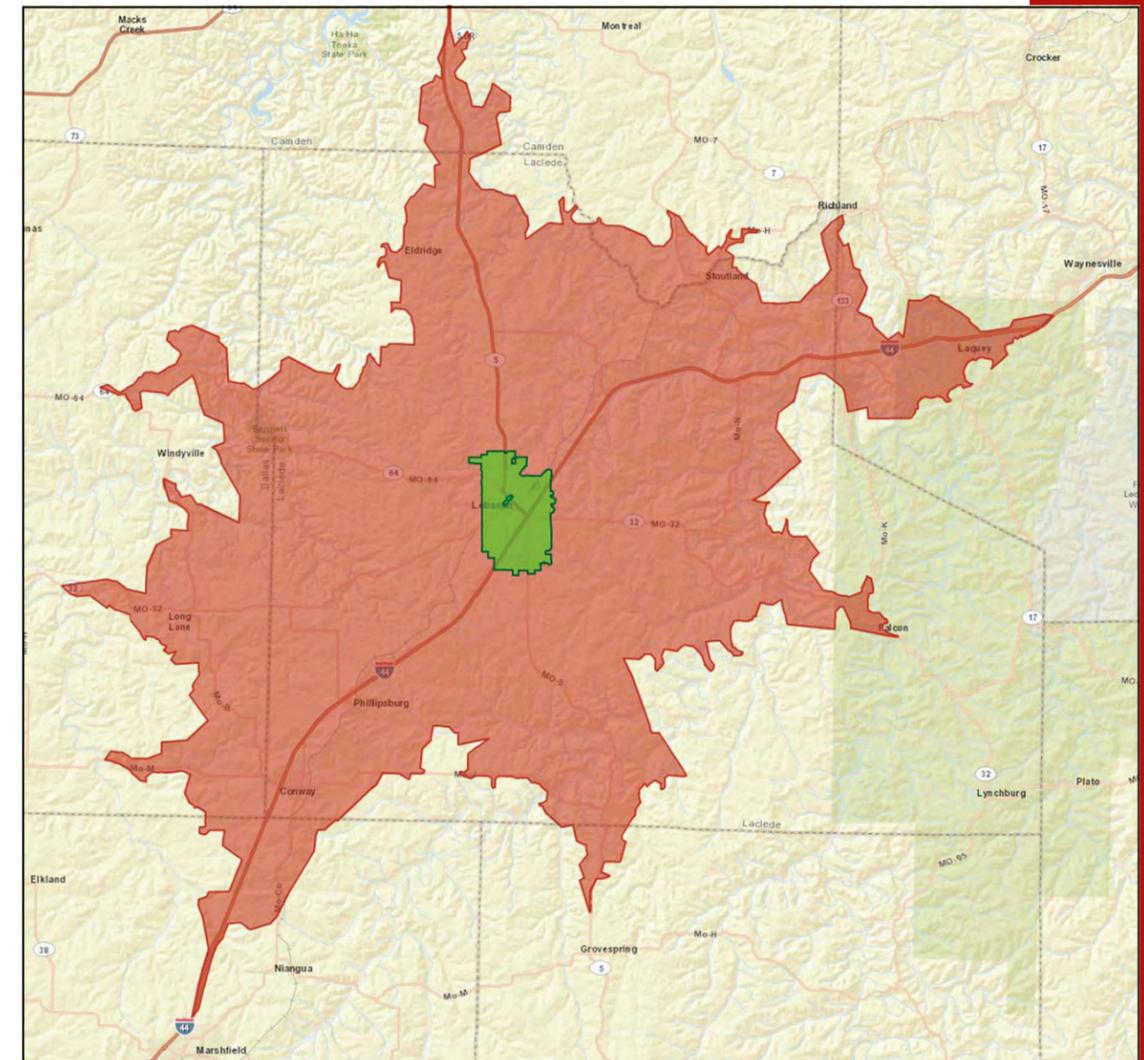
Retail demand is analyzed by examining retail spending data for households in a primary trade area (the City limits of Lebanon) and a secondary trade area (households within a 25-minute drive of Downtown Lebanon). A map of these trade areas is shown on this page. Comparing sales data to demand data provides a measure of the performance of the Downtown retail sector and identifies unmet retail demand that can be compared to specific categories of products. With this methodology, unmet demand was identified across retail sectors. Downtown leaders could create economic development policies to attract new stores offering these types of products, and/or encourage existing merchants to adapt their stores to add these types of products.

The retail analysis indicates that the amount of unmet retail demand could support an additional 250,000 square feet of retail/restaurant space. This amount is significantly more than the amount of space available and is likely due to fairly low sales per square feet averages being demonstrated in Downtown Lebanon. However, this situation does indicate that it is possible to add retail/restaurant space and serves to illustrate that retail demand potential exists for Downtown Lebanon to capture. The analysis indicates that a large amount of unmet retail demand exists for stores providing products in the categories of:

- Electronics and Appliances
- Full-Service Restaurants
- Health and Personal Care
- Shoes
- Office Supplies, Stationary, and Gifts
- Drinking Places—Alcoholic Beverages
- Special Food Services
- Home Furnishings
- Jewelry, Luggage, and Leather Goods

To complete the retail demand analysis, existing vacant locations were compared with potential store types. The results were illustrated in a Retail Opportunities Map, shown on page 26. Specific store types were proposed for each vacant location. However, this map provides just one possible solution to fill vacant space and is meant to encourage City leaders to consider the impacts of new businesses as they locate in Downtown.

As noted in the Residential Analysis, the Retail Analysis recommends a focus on increasing Downtown residential uses. There is only 1,700 square feet of Downtown residential use and it is fully occupied. Downtown is in close proximity to residential neighborhoods, but many consumers would still need to drive to Downtown in a vehicle; which may instead mean a trip to somewhere else in the community. A consumer market closer to Downtown will benefit Downtown businesses.



Downtown Lebanon Primary and Secondary Trade Areas.

The City should also work to decrease the amount of non-retail space in Downtown. There are currently many office and service businesses located in prime ground-floor retail locations in Downtown. The City should monitor this situation and attempt to adjust the business mix if possible; including encouraging offices to move to upper-floors or side streets.

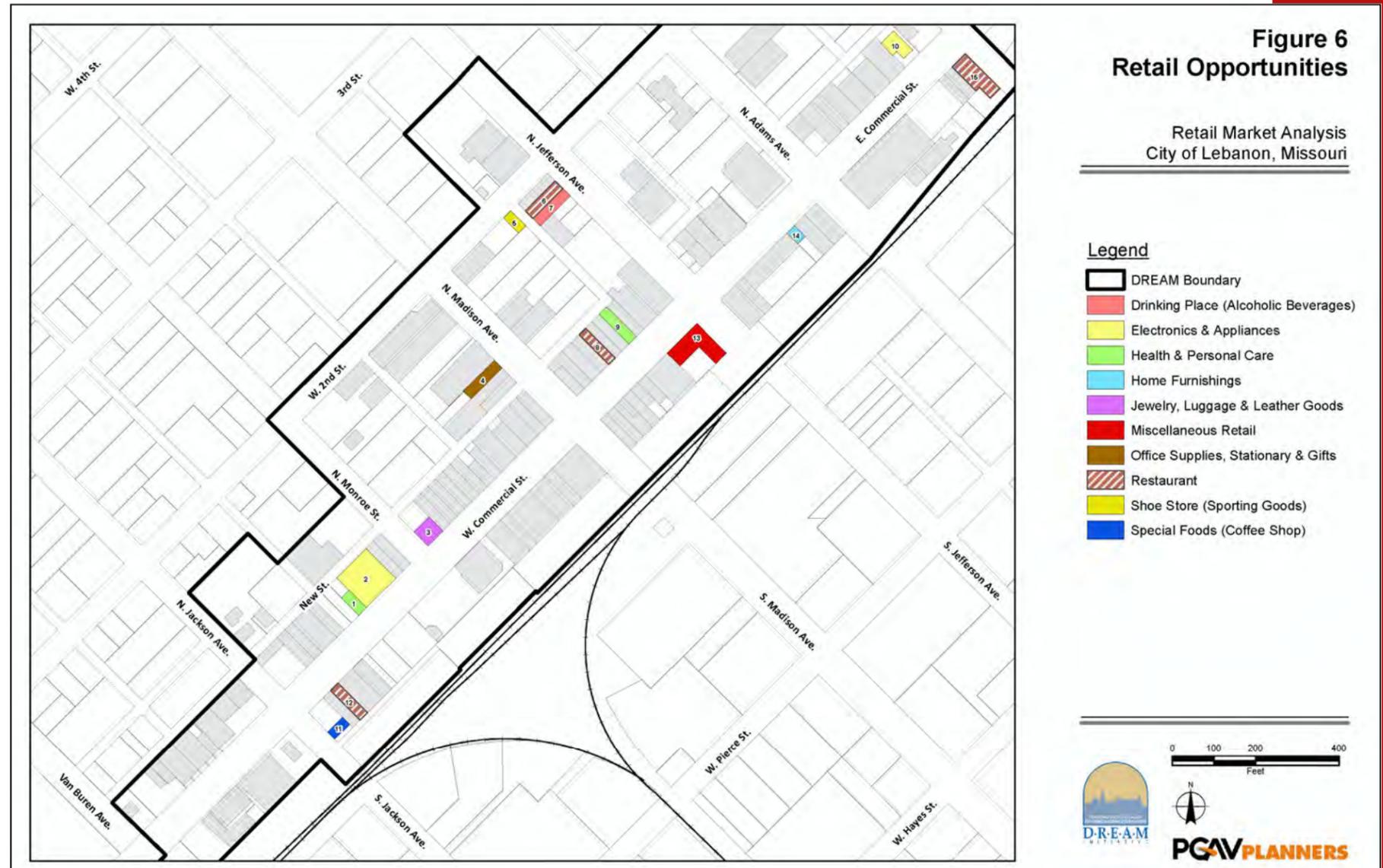
All of the recommendations for improving Downtown Lebanon’s retail sector are found in the Lebanon DREAM Retail Market Analysis Report from September 2013. In addition to increasing Downtown residential uses and monitoring the amount of available retail space, primary recommendations regarding Downtown retail include:

- **Strengthen Existing Businesses**

The LDBD is tightly focused on infrastructure improvements within its business district. However, the LDBD should explore ways to collaborate with Lebanon REDI, the City, and the Chamber to develop programs that will help existing Downtown businesses to better serve their customers. Information and techniques to deal with marketing, products, presentation, displays, customer service and expanded hours of operation are important for businesses to succeed. This strategy should be the first priority for the LDBD, above attraction efforts.

- **Improve Downtown Sales**

As noted, the average sales per square foot in Downtown Lebanon is fairly low for restaurants and retail uses. The City, LDBD, and Lebanon REDI should be aware of this situation and work to increase sales by encouraging merchants to expand their product lines, increase their marketing, and by reviewing policies that may inhibit Downtown business. In particular, the low average restaurant sales may be due to recent City codes restricting alcohol sales. Downtown restaurants are already at a disadvantage to restaurants located in the higher traffic areas of the City. Downtown can provide more atmosphere for a full-service restaurant, but such an establishment must be able to serve alcohol with a meal to be successful.



The Retail Opportunities Map from the Lebanon Retail Market Analysis.

FINANCIAL MECHANISMS

The Financial Assistance Review analyzed several funding mechanisms that are available to Downtown Lebanon for business development, and public or private investments. The intent of this DREAM task was to provide information on funding concepts for potential projects and programs, along with the preliminary financial data necessary to support the further exploration of these incentives. The LDBD is an existing financial mechanism focused on providing infrastructure improvements within the Business District. While this mechanism is important and significant to Downtown projects, the LDBD has some limitations on how and where the funding can be used.

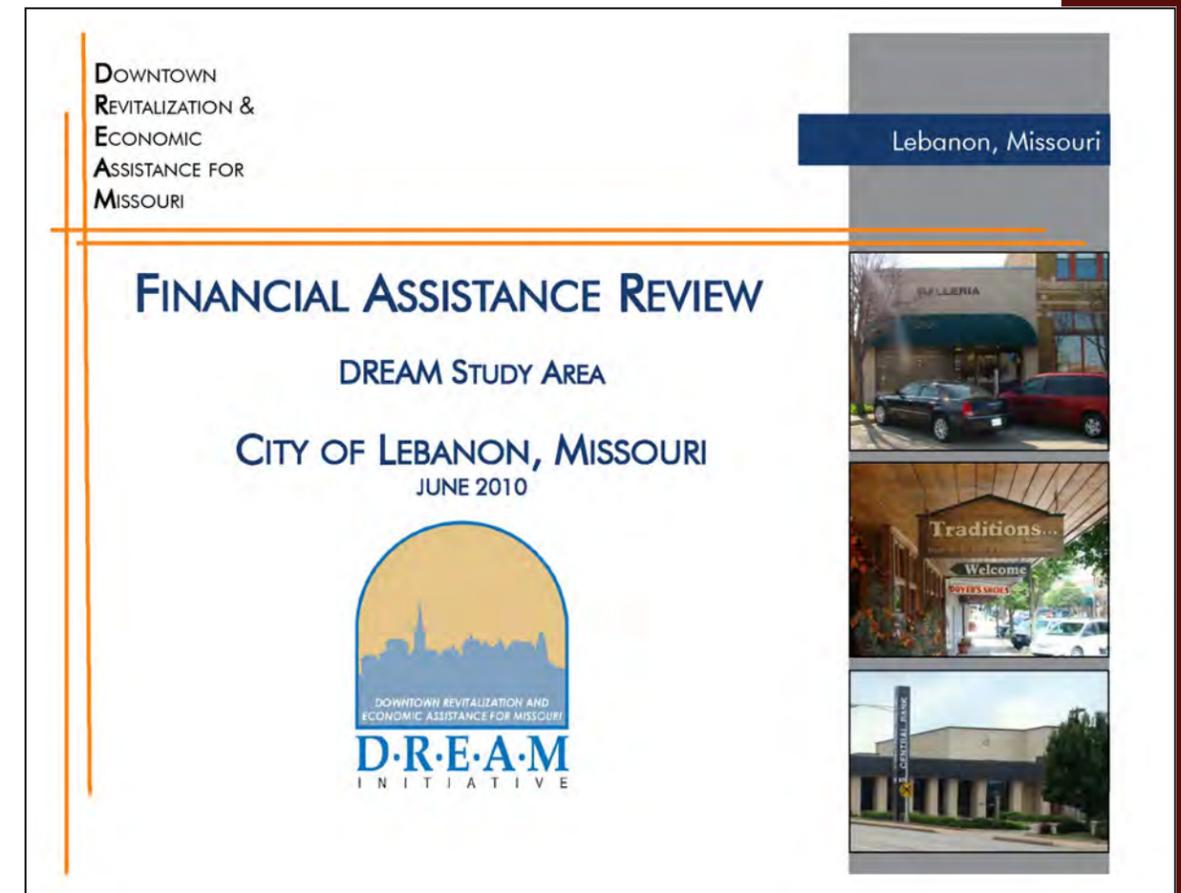
The DREAM Financial Assistance Review is focused on obtaining a stable and flexible funding source for Downtown projects and programs. Potential mechanisms focused primarily on a Community Improvement District (CID) and a Local Option Economic Development Sales Tax (EDS). Other financial tools reviewed included tax increment financing (TIF), historic tax credits, low income tax credits, and participation tax credits. While the review does not make definitive recommendations about which tools the City should establish, this Strategic Plan acknowledges that some specific funding source or sources should be explored to support ongoing Downtown revitalization efforts. The decision on which financial tools are to be used is determined, in part, by the nature of potential projects and the willingness of local officials and decision makers to engage in public-private partnerships. Regardless of the specific financing mechanism, the general goal of DREAM recommendations is to leverage public funds to attract private investment that leads to job creation, business growth, and an attractive Downtown. Information on a CID and an EDS, includes:

- **Community Improvement District (CID)**
With a CID, the municipality, in cooperation with property owners, can establish an additional sales tax within the District boundary, an additional property tax levy, or some combination of both. The Financial Assistance Review considered a CID for the DREAM Boundary as shown on page 5. The CID was

considered as an alternative to the LDBD to provide a more flexible funding source. The funds generated by a CID may be used for a variety of public facilities or improvements, and programs and services such as, business and tourism promotions, refuse collection, and maintenance of public facilities. A CID forms a new administrative board to oversee the district, much like the LDBD board. If a CID is to be pursued, the LDBD will need to provide the necessary public outreach to obtain petition signatures.

Based on historical tax data for Downtown, the Financial Assistance Review estimates that a one percent CID sales tax would generate about \$110,000 annually. The amount of this funding is anticipated to grow as Downtown revitalization efforts increase business density and sales and may reach over \$160,000. The CID could also be structured to levy a \$1.00 property tax assessment to generate another \$65,000 annually. A CID also carries an annual administration cost.

- **Local Option Economic Development Sales Tax (EDS)**
An additional sales tax, up to one-half of one percent, may be imposed by cities in the State of Missouri to fund economic development initiatives. This tax requires voter approval by referendum. An EDS is relevant to downtown revitalization because the statute provides the municipality with broad discretion in the use of revenues beyond limits on administrative spending and certain other requirements. This added tax can allow for allocating a portion of the revenue to assist in Downtown revitalization efforts as well as support other economic development projects.



Lebanon DREAM Financial Assistance Review.

The Financial Assistance Review projects EDS sales tax revenue for the City of Lebanon based on the assumption of a one-half of one percent sales tax, and a structure of not more than 25% for Administration and at least 20% for City-wide economic development activities such as:

- Land Acquisition
- Infrastructure for industrial or business parks
- Extension of streets
- Public Facilities directly related to economic development and job creation
- Providing matching dollars for state or federal grants

The remaining 55% could be dedicated to Downtown projects in the areas of:

- Marketing
- Providing grants or loans to companies for job training, equipment acquisition, site development, and infrastructure
- Training programs to prepare workers for advanced technologies and high skill jobs
- Legal and accounting expenses directly associated with the economic development planning and preparation process

Based on historical data, the financial review estimates that Lebanon could generate \$1.35 million in total annual tax revenue from an EDS; with potentially up to \$745,000 dedicated to Downtown economic development activities. This revenue would be expected to grow over time. The City could also borrow against this revenue by issuing bonds to fund a large project.

Raising the City sales tax must be weighed carefully and would require voter approval. As indicated in the Community Survey section on page 15, respondents to the telephone survey are somewhat evenly split regarding support for a new sales tax.

Any incentive mechanism will require support from Downtown and City leaders to clearly communicate that the benefits of a more vibrant Downtown with greater retail variety and visitor draw will far outweigh any loss of business due to a higher sales tax rate. Detailed statutory requirements and procedures regarding incentive tools available to Lebanon are provided in the *DREAM Financial Assistance Review* from June 2010.



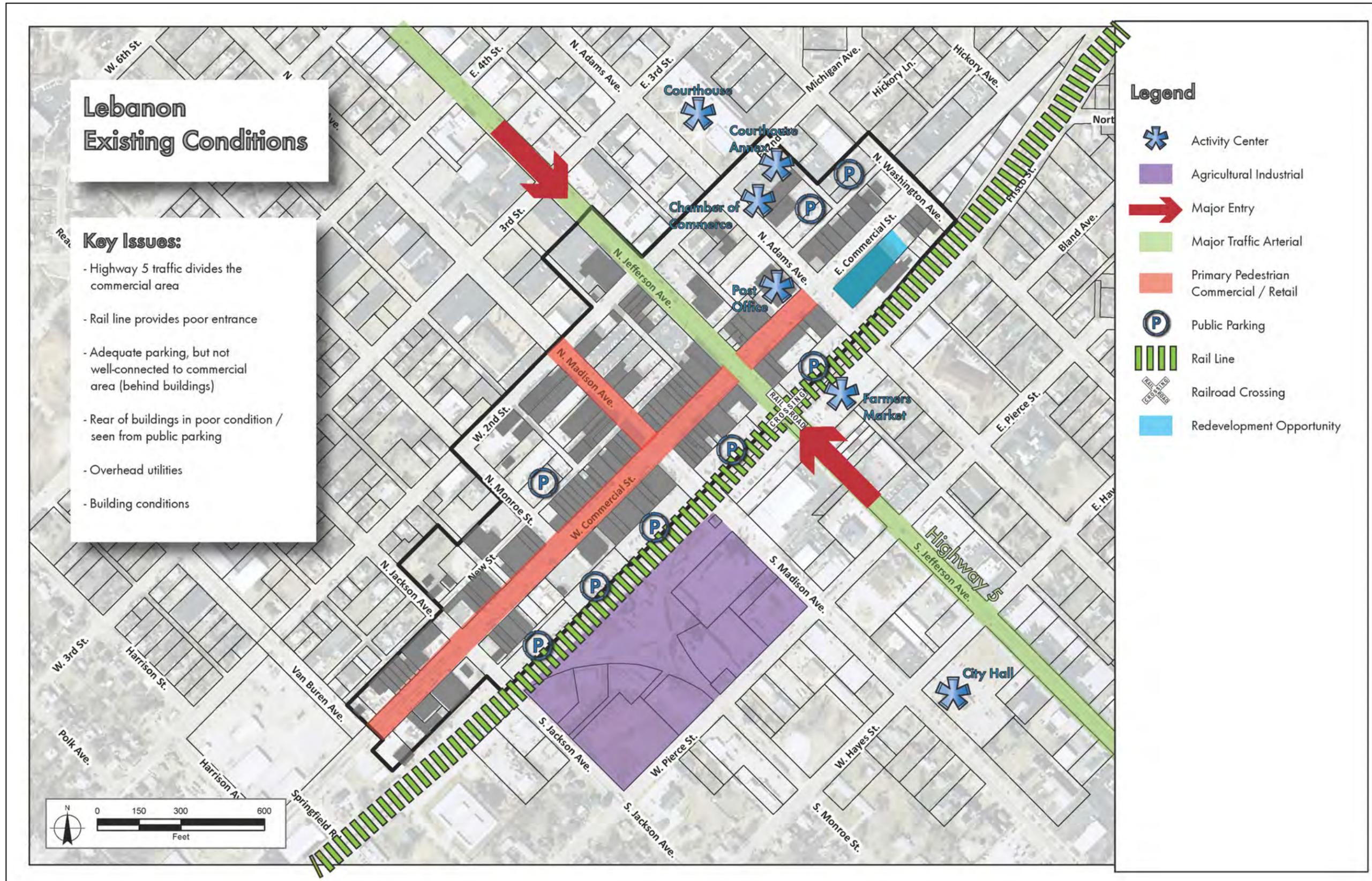
The benefits of any incentive district should be promoted. The above sign is found in the City of Kirksville, Missouri.

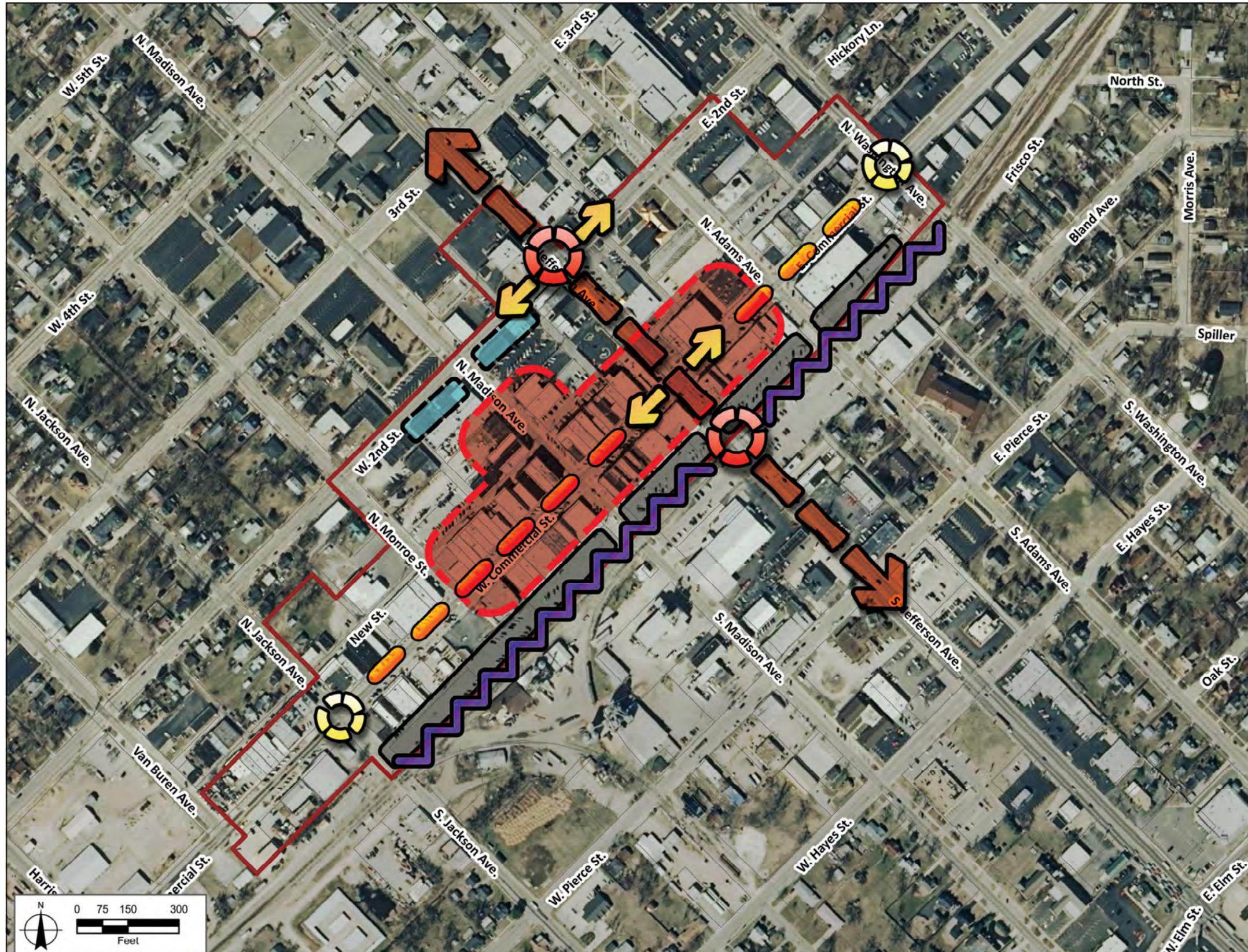


IMPLEMENTATION

The DREAM Initiative planning process involved a series of analytical and planning activities for Lebanon that have been outlined in the previous sections of this document. This Downtown Lebanon Strategic Plan ties together all of the recommendations from the various planning components with a set of key goals that will drive Downtown revitalization efforts.

Included in this section is concept mapping, illustrations for the proposed Farmer's Market project, and an implementation schedule. The concept mapping includes a map of existing conditions and issues noted during the DREAM process, a Site Analysis map, and a Proposed Public Improvement illustration.

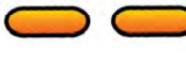




Site Analysis

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

Proposed Public Improvements



DREAM Boundary.

Farmer's Market.

FARMER'S MARKET CONCEPT

The proposed Farmer's Market pavilion could be built at the current market location as noted on the mapping on pages 30 through 32, or it could be moved to one of the Downtown parking lots on the northwest side of the rail line, behind the Commercial Street buildings. When the Farmer's Market is not being held, the structure will serve as covered parking. If the project is constructed along Jefferson Avenue/Highway 5, it can also serve as an entryway into Downtown to include landscaping and a gateway sign. Illustrations of this project are included on this page and the following page.

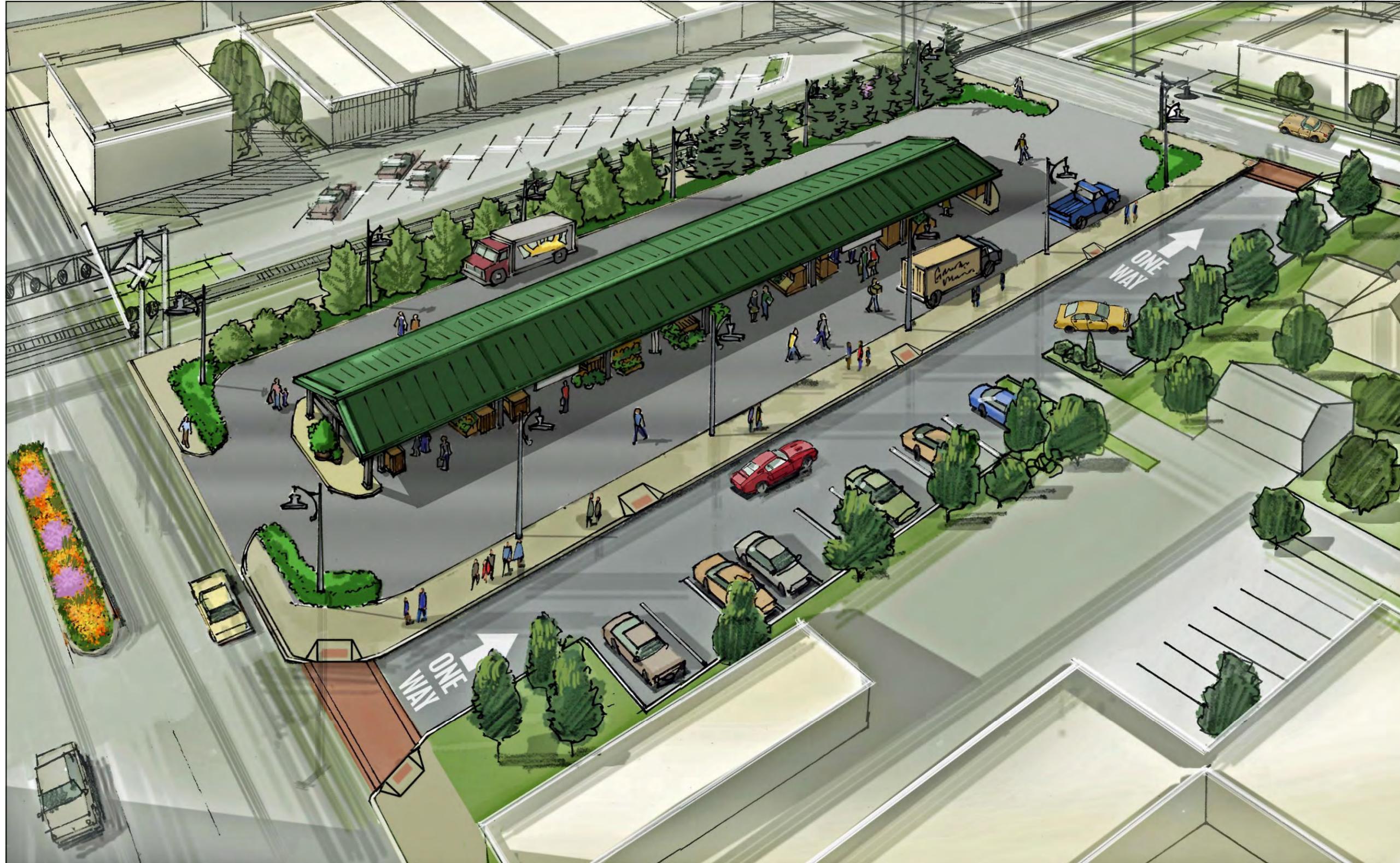


Existing Farmer's Market located on a parking lot just southeast of the BNSF rail line.



Potential market design.

Proposed Farmer's Market Site Plan Illustration.



Organizational Structure						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
1 Expand the role of the Lebanon Downtown Business District (LDBD).	The LDBD should be encourage to provide both a broader range of services and a broader service area. The Business District legislation may limit this ability. However, the LDBD should consider a committee structure or affiliation with a group that could provide this broader service level.	LDBD	City, Lebanon Regional Economic Development, Inc. (REDI), and Chamber	NOW	The LDBD has been in operation for years. The group has had success, but Downtown requires additional revitalization activities. Some adjustment of necessary roles regarding Downtown may be required.	
2 Hold a Downtown Lebanon retreat or joint meeting.	All groups should be brought together to discuss the services they are each providing for Downtown, the services they think Downtown needs that are not being provided, and the services they would each like to provide. The case for Main Street revitalization needs to be the focus of this meeting/all day retreat. The City can start this process, but make it clear that the leadership needs to emerge from the LDBD.	City	LDBD, Lebanon REDI, and Chamber	1st Quarter 2015	The point of the retreat should be to clearly define the LDBD mission, potential new responsibilities, and to encourage leaders to emerge that will agree to drive the organization with a lesser amount of involvement from the City staff.	
3 Develop a LDBD Annual Work Plan.	The LDBD should develop a work plan after the retreat or joint meeting is held. This plan will need some level of approval by the City as the City establishes the annual business district budget.	LDBD	City	2nd Quarter 2015	The group should also try to have broad representation on the Board. There may be other activities that the LDBD could initiate beyond infrastructure improvements.	
4 Hold a meeting regarding Downtown incentive use and potential changes or new mechanisms.	A financing mechanism and organization, such as the proposed CID, could provide services that have been identified as needed, but that the LDBD is unable to provide. The implementation of a CID is also a financial mechanism recommendation, but it is included here due to its impact on the Downtown organizational structure.	LDBD	City	3rd Quarter 2015	The LDBD should being these discussions, but at some point the City will need to officially launch the effort if a new mechanism is to be created. It is critical that funding be identified for Downtown and its organizations.	
5 Promote the benefits and projects that a proposed CID will provide.	The CID effort will require outreach and promotion to the Downtown property owners and residents. All voices must be given time to speak and concerns should be addressed.	LDBD		Into 2016 as necessary	This effort should provide for a reasonable public discourse. This will require adequate time and assistance from Downtown supporters.	
6 Periodically review responsibilities of the LDBD, and other involved organizations, regarding the efficient delivery of services to Downtown and its businesses, residents, and visitors.	There are several organizations with an interest in Downtown or that provide an activity or event in Downtown. With a strong LDBD, these groups should discuss how best to provide their services to Downtown businesses, residents, property owners, and visitors. The LDBD should lead this effort to keep the focus on Downtown Lebanon.	LDBD	City, Lebanon REDI, and Chamber	Ongoing	The LDBD should coordinate meetings that bring these groups together, discusses issues that are identified in Downtown, and seeks to apply each groups resources to the appropriate issues. Other topics should include membership policies, City response to Downtown issues, and identification of coming events.	

Land Use, Buildings & Infrastructure Survey						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
7 Improve the pedestrian-friendliness of Downtown.	Downtown Lebanon lacks definition, is divided by Jefferson Avenue/Highway 5 traffic, and has an aging streetscape. All of these situations area addressed separately under the Public Infrastructure section. However, it is important to understand that the overall pedestrian-friendliness of Downtown requires improvement.	City	LDBD	Ongoing	The City should continue to implement projects, such as the recent lighting project and the Commercial Street reconstruction project, that will improve various Downtown pedestrian amenities. The LDBD should be consulted where necessary to help maintain a common design theme throughout Downtown and with all public projects.	
8 Improve the entryway into Downtown.	This recommendation is also a public improvement. However, due to the Burlington Northern Santa Fe (BNSF) rail line and State Highway crossing, the improvements that the City may desired will require several levels of approvals and must be properly designed.	City	LDBD	1st Quarter 2016	It is likely that, without City input, the design of any improvements at this crossing will not include an emphasis on aesthetics. Additionally, the City can provide landscaping at nearby elements, such as at the proposed Farmer's Market structure, to improve the entryway. Again, the LDBD should lobby for improved and unified design elements.	
9 Develop strong connections between activity centers that are spread throughout the City; try to develop a "center."	Perhaps due to the history of Route 66 in Lebanon, the City is not very compact. There are a number of activity centers, but they are spread throughout Downtown or in other parts of the City.	City	Lebanon REDI	Ongoing	The City should be prepared to seize opportunities regarding public projects, such as the wayfinding system, that can help pull the City's attractions closer together. If possible, the City and Lebanon REDI should seek to locate new businesses in existing buildings, not in new construction on vacant property.	
10 The City should attract and encourage developers willing to tackle innovative adaptive reuse projects, upper-floor residential spaces, and infill development.	The City should aggressively search for these developers. There may be local firms or people capable of carrying out innovative construction, but the City will likely need to seek these firms and should develop marketing to showcase specific opportunities in Downtown.	City	LDBD	NOW	The City should include a representative of the LDBD in discussions with potential Downtown developers. Additionally, infill standards are needed to ensure high-quality, multi-story, mixed-use buildings are constructed.	
11 Maintain Information Regarding Downtown Development Sites and Vacant Buildings.	New private investors will be interested in vacancies, contact information, and planned projects. It is important for the LDBD to work with Lebanon REDI to develop this inventory, with help from the City to maintain the information for Downtown and tie it to available GIS data and websites.	Lebanon REDI	LDBD, City	2nd Quarter 2015	This recommendation will be useful to the City and the City should help maintain the information, while the LDBD gathers it for Lebanon REDI. A simple listing of size, location, and contact information can be provided on websites and social media. All information must be kept current and the sites and buildings somewhat 'qualified' that they are, indeed, for-sale or lease.	
12 Monitor building and infrastructure conditions.	The City should build upon the DREAM mapping to monitor the physical conditions of property and public infrastructure. Building and street complaints should be tracked and mapped to determine areas that require priority improvements and buildings that require a more aggressive approach by City code officials.	City		NOW	Mapping tools of these types can be invaluable to City Staff and allow a more efficient use of their time and the City's limited resources.	

Community Surveys						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
13 Work to improve the user-friendliness of Downtown.	The user-friendliness of Downtown was noted by focus group participants and telephone survey respondents as an issue. The City and LDBD will need to collaborate on initiatives and projects that address this issue. Several other recommendations will overlay this effort.	LDBD, City	Chamber	NOW	Specific concerns included business hours, a perceived lack of parking, and navigation and wayfinding. The City should tackle the issues of public infrastructure and these recommendations will be found in that section. The LDBD needs to address the issues with businesses and will be found in the Retail Market section. Both the City and LDBD should work to encourage property owners to improve their buildings and the Chamber should assist where applicable.	
14 Develop and conduct a visitor survey.	The LDBD only gathered responses for the DREAM visitor survey during the Brumley Gospel Sing. This provided a very narrow set of results. The LDBD needs to understand the visitor markets throughout the City and should try to identify the consumers to which Downtown appeals. The City and Chamber will also want to understand the overall Lebanon visitor market.	LDBD	City and Chamber	4th Quarter 2015	Such a survey instrument should be administered by volunteers at City events and attractions during the peak shopping season. The LDBD should develop the survey to ensure that there are Downtown-specific questions asked. Volunteers should then collect results anywhere in the City. Responses by people with a Lebanon zip code should be tabulated separately.	
15 Reconvene/expand the DREAM Focus Groups	The groups included city department heads; the Lebanon DREAM committee; long-time residents; and business owners. It is critical to revitalization efforts that these interested individuals are given future opportunities to volunteer and connect with Downtown activities.	LDBD		2nd Quarter 2015	By planning follow-up meetings, the groups can discuss achievements since the DREAM program began and note challenges for the future. An outside, impartial facilitator to conduct the sessions is best so individuals will feel free to speak about any topic.	
16 Conduct telephone or web survey of residents.	Revise the 2009 DREAM telephone survey questions regarding Downtown and conduct another survey to monitor changing attitudes of residents. This survey is for residents only and attempts to present a cross-section of various demographic aspects of the community through quota responses. Alternatively, a web survey could be developed.	LDBD	City, Chamber.	2nd Quarter 2015	The LDBD can follow the format previously used, but using a surveying firm and phone bank may also be required. Therefore an internet survey may be a more efficient route. The Chamber or City may wish to participate if some questions are expanded to include the community as a whole. The survey can be of interest to all of Lebanon's businesses as they seek to understand their largest consumer market; local residents.	
17 Communicate all survey results to Downtown groups, leaders, and businesses	The LDBD will need to understand the survey results and encourage appropriate actions by Downtown businesses and leaders. Any city-wide results will also be of interest to the Chamber and City.	LDBD	City, Chamber.	Ongoing	The LDBD and the Chamber can hold joint seminars or brainstorming sessions when significant amounts of information become available. It is critical that this information find its way to businesses that can capitalize on the results.	

Building Design and Conditions						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
18 Develop Downtown infill standards that will complement existing historic buildings.	Downtown Lebanon has one building on the National Register of Historic Places, but many buildings that may qualify to be listed. There are also opportunities for infill development amongst these historic buildings. There are also examples of poor infill construction that detracts from the historic nature of Downtown. The City should work with the LDBD to develop infill construction standards that will complement existing buildings. This is a critical step to take before any future construction occurs.	City	LDBD	3rd Quarter 2015	The City should review the guidelines required by the Secretary of the Interior's Standards for Rehabilitation. Suggestions for improvements to specific buildings are found in the DREAM building design concept report. The goal should be to make new construction complement existing buildings, not to build historic replicas.	
19 Promote the benefits and procedures of historic rehabilitation and property maintenance.	The LDBD should develop ways to promote historic rehabilitation. There is no local preservation commission, but there is a Laclede County Historical Society. This group may be helpful in pointing out the benefits of a historic property and may considering conducting research for Downtown property owners.	LDBD	City	Ongoing	Eventually, this effort should develop support for design standards. However the groups should be involved on an ongoing basis for research and programs such as the building improvement recognition program. The City will need to establish a Preservation Commission.	
20 Periodically review City building, maintenance, and nuisance codes, and inspection procedures.	The City will need to conduct and lead this review. It is important that procedures and follow-up efforts are reviewed. The LDBD could assist by connecting the City with the property owners and by helping to identify common issues. However, actual policy changes are controlled by the City.	City	LDBD	Ongoing	This effort will be critical as the City improves inspections and attempts to improve building conditions. Similarly, it will be important to develop an incentive to help property owners.	
21 Include new City procedures and policies in a seminar program designed to educate property owners regarding Building maintenance, contractors, and City expectations.	The LDBD should provide the buffer between the City Staff and Downtown property and business owners. It is important to convey the City's expectations, particularly with new procedures.	LDBD		4th Quarter 2015	This program can start soon to help the LDBD solidify itself as the lead Downtown organization. These seminar topics can also be included with the customer service topics in the retail section.	
22 Develop incentives for Downtown façades and other private building improvements.	The City should seek incentives to assist owners in the maintenance and improvement of buildings. Tools such as the proposed CID can fund a loan program for the repair of the public façade of buildings.	City	LDBD	After the establishment of a funding source	The City should develop an incentive and make receiving it conditional on adherence to design standards. This will also attract new businesses as owners can improve their property. Other public building elevations should also be considered for incentives.	
23 Develop private parking lot standards.	There are some sub-standard parking lots in Downtown Lebanon; some of them with a gravel surface. Additionally, some vacant lots are being used as off-street parking areas. The City should research and adopt surface standards to improve these lots over time. Gravel is not an acceptable parking lot surface.	City		1st Quarter 2016	Curbing should be included in these standards to help define the parking lot. Several businesses park in a yard area next to the street. Additionally, the City should be prepared to require parking of new infill development.	
24 Develop a building improvement recognition program.	The LDBD can develop this program to thank and provide public recognition for property owners who do an outstanding job with their property.	LDBD		1st Quarter 2015	This is a good program for an annual meeting and can be started immediately. There should be some eligibility standards regarding incentives used, adherence to design standards, etc. This program may not be something upon which the LDBD can use much funding; however, the program also doesn't require much funding.	

Public Infrastructure						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
25	Coordinate public improvements with the overall design and historic character of Downtown.	City officials and staff should continue to develop public projects, such as the planned Commercial Street reconstruction, in concert with the LDBD.	City	LDBD	Ongoing	The City should seek the input of the LDBD during Downtown project design, and attempt to move beyond installation of utilitarian only facilities to develop 'great spaces'. This coordination of all future public improvements is critical. This coordination will also give the LDBD time to notify Downtown property owners when City projects begin near their buildings.
26	Develop wayfinding signage.	This streetscape element can help with navigation and traffic, and also improves the perception of a lack of parking. Additionally wayfinding signage helps to identify Downtown as a district that is different from the rest of the community. Gateways signs are part of this system, but are discussed in a separate recommendation below. Additionally, defining Downtown is discussed below.	City	LDBD	3rd Quarter 2015	This project is eligible for funding by a mechanism such as the proposed CID. However, the project can be phased in a manner to be more economical and the City shouldn't wait to initiate it. The City should also discuss the design theme of this system with the LDBD.
27	Develop gateway signage/entryway elements.	Also noted in the Land-use, Buildings, and Infrastructure Survey, improving the entryway to Downtown is an important recommendation that ties into several other recommendations. Gateway signage, improvements to the Highway 5 crossing with the BNSF rail line, and the Farmer's Market structure are all public elements that will improve the entryway.	City	LDBD	NOW	While the City will need to develop these public infrastructure plans, the LDBD should be involved in design and should also work to bring the Missouri Department of Transportation and BNSF to various meetings regarding the Downtown entrance. This project should be phased and funding can come from the proposed CID. However meetings should occur now to improve collaboration.
28	Continue to improve the streetscape and help define Downtown along Jefferson Avenue/Highway 5.	The City's plan for the Commercial Street reconstruction is attractive and should be pursued. Recently the City has installed decorative lighting that has helped define Downtown. Other elements such as the proposed wayfinding or decorative street signs and banners should be pursued.	City		Ongoing	Landscaping and hanging baskets, along with the entryway and the other projects proposed should help significantly. The City needs to keep working toward these relatively small improvements that will combine to set-off Downtown from the rest of Lebanon.
29	Maintain all public infrastructure and facilities that provide a support structure for Downtown buildings.	Downtown revitalization efforts require significant public investments that serve as a catalyst for private involvement. How the City cares for Downtown sends message to the private sector development community. As an example, the Downtown high school murals that were allowed to deteriorate sends a message of neglect. The City needs to constantly send a message of support and reinvestment.	City	LDBD	Ongoing	The City and LDBD will provide ongoing projects and funding mechanisms to encourage investment in Downtown buildings. LDBD will seek interested developers and work with the City to secure the project specifics. Often a developer just needs a streamlined process to reduce the development costs. LDBD should also be able to mobilize volunteers to help the City maintain aspects of Downtown such as landscaping.

Residential Market						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
30	Encourage the development of new, high-quality, rental units in Downtown.	The City should work to identify developers that may be interested in existing sites or buildings for apartments and lofts. The LDBD can assist with gathering information and providing marketing assistance for these potential investors.	City	LDBD	Ongoing	The residential demand analysis projects unmet housing demand for 30 affordable senior and 55 market rate rental units over the next few years. These segments represent the primary residential markets for Downtown housing. It is important to note that this demand is anticipated throughout the City of Lebanon and Downtown has the opportunity to capture a portion of this demand. The City must ensure these units are high-quality, particularly in the Downtown setting.
31	Review zoning codes to consider if multi-family is an acceptable use in large houses that were originally single-family and if the codes present any barriers to Downtown residential development.	There are many stately single-family houses in Lebanon. The conversion of large houses to multi-family units is typically not a positive conversion.	City		NOW	Some of this converted housing is large and architecturally intricate, and not all is within the DREAM boundary. The City can adjust its zoning, which may cause some vacancies initially, to protect these properties and create opportunities for home ownership.
32	Develop added amenities such as pedestrian walkways and plazas to increase demand for Downtown living options.	Many of the activities of the City and LDBD will appeal to residents as well as visitors.	City	LDBD	Ongoing	Projects like the streetscape can be funded by the LDBD or the proposed CID and should help address parking and safety.
33	Encourage residential development on upper-floors of commercial buildings.	Upper-floors of commercial buildings, and potentially the reuse of some of the industrial buildings, will provide residents that are important to Downtown businesses and the City should encourage and seek this type of development. There are several opportunities for these loft-style units.	City		Ongoing	The City should attempt to attract developers interested in rehabilitating commercial property, providing mixed-use infill, or in adaptively reusing industrial buildings.

Retail Market						
Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources	
34	Periodically review the City's zoning code to ensure there are not obstacles to Downtown businesses (such as the issue with the liquor code).	This is a similar review as the building and sign code review. The City should ensure that its zoning is not creating an obstacle for Downtown, tax-generating, businesses.	City		NOW	Recent policy initiatives have occurred that have improved the ability for Downtown restaurants to serve alcohol. The City needs to ensure it isn't putting Downtown businesses at a severe disadvantage with other areas of the community.
35	Strengthen existing businesses.	Downtown Lebanon enjoys fairly strong occupancy rates. The Chamber and Lebanon REDI should focus resources to help improve existing businesses.	LDBD	Chamber and Lebanon REDI	1st Quarter 2015	The groups should partner to improved existing Lebanon businesses first, before attracting new businesses. Efforts such as the seminars noted below are needed along with marketing for Downtown as a unified shopping district. Additionally, branding for Downtown should be developed.
36	Improve Downtown sales.	Participants in the Focus Groups noted an excess of stores in Downtown Lebanon that are providing low-quality products or non-taxable services. This statement was supported by data in the Retail Market Analysis. Downtown should work to improve this situation.	LDBD	Chamber and Lebanon REDI	Ongoing	The LDBD should focus on programs, such as the business seminars, and include topics such as product differentiation, displays, and marketing to help businesses garner higher sales amounts and demand for better projects. The Chamber and Lebanon REDI are good sources for assistance.
37	Develop Downtown, business-oriented promotions to strengthen existing businesses.	The LDBD should provide an effort should to develop promotions for Downtown businesses. This activity may need to be funded by a new mechanism, such as the proposed CID.	LDBD		4th Quarter 2016	With a stable funding source, the LDBD should begin to promote Downtown overall. Promotions such as a Sidewalk Sales can be effective, as well as an advertising campaign.
38	Continually encourage Downtown businesses to adopt a user-friendly atmosphere that will encourage shoppers and patrons.	Downtown merchants need to be reminded that they inhabit the core of the City and represent an important aspect of the community. The LDBD can help prepare Downtown's businesses to be the best ambassadors to visitors as possible. It is possible that business issues that are common to other merchants in Lebanon or the region can be addressed, so the Chamber may be involved depending on the topics.	LDBD	Chamber	3rd Quarter 2015	The LDBD should develop a program of seminars to deliver important information to Downtown businesses regarding issues such as customer service, expanded business hours, retail marketing, store layout, and product care and placement. The focus needs to be on Downtown stores as much as possible.
39	Attract businesses to Downtown Lebanon that provide products and services that can meet future unmet retail demand.	When businesses are sought to fill vacancies, there are some specific retail categories, as identified in the DREAM Retail Market Analysis task, that have demonstrated unmet retail demand in the Downtown Lebanon trade area. Businesses that open or expand their product lines to include these categories make good targets for attraction to available Downtown buildings. Lebanon REDI and the LDBD should refine their economic development efforts for Downtown to businesses in these categories.	Lebanon REDI	LDBD	Ongoing	The businesses suggested for recruitment may be relocations from other areas within the City. Lebanon REDI should work with the LDBD to develop a retail recruitment team to search for businesses in these categories, generate the lead, and make contact with the prospect. Categories include: Electronics and Appliances, Full-Service Restaurants, Health and Personal Care, Shoes, Office Supplies, Stationary, and Gifts, Drinking Places - Alcoholic, Special Food Services, Home Furnishings, and Jewelry, Luggage, and Leather Goods.
40	Encourage infill retail development and adaptive reuse development to increase retail space available.	The retail analysis shows that unmet demand is greater than the amount of vacant retail space, or space that can be easily converted to retail, available in Downtown. The City should try to increase retail space.	City		Ongoing	Primarily a recommendation for the City, although, as previously noted, the LDBD should be involved when talking with potential Downtown developers. Mixed-use buildings should include retail space on the ground floor.
41	Cultivate local entrepreneurs.	This is another potential use for Downtown locations. Downtown could serve as an incubator for businesses starting out.	LDBD		1st Quarter 2017	The LDBD, or the proposed CID, could launch seminars for business start-ups. Ideal partners or sponsors for these sessions would be the local banks.

Financial Mechanisms

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources
------------	-----------------------------	-------------------	----------------	------------	-------------------------------

42	Broaden the ability of the LDBD to provide incentive funding for Downtown revitalization.	Similar to the organizational structure recommendation, the LDBD should consider if a business district structure is best to provide Downtown revitalization activities.	LDBD	City	NOW	The LDBD has been successful, but is limited in scope and geography. The LDBD and the City should consider if there are ways to increase the LDBD's effectiveness or if a new group should be formed, such as a CID in the following recommendation.
43	Establish a Downtown Community Improvement District (CID).	As noted in the Organizational Structure recommendations, a CID would provide a more flexible funding source than the LDBD. The City will initiate this incentive and pass the appropriate ordinances, but the LDBD will be instrumental in providing the needed public outreach. The revenues generated can also be used for public improvements, property acquisition, etc.	City	LDBD	Begin as guided by City	A CID can capture funding from property and sales taxes for a variety of services and projects. It may be possible for the LDBD to remain in place. A CID with sales and property tax could generate over \$200,000 annually. The process should begin as guided by the City, but will need to allow for proper outreach to communicate the benefits of the CID plan to local residents and merchants; a critical step.
44	Establish a Local Option Economic Development Sales Tax (EDS) in the City.	The City should consider an EDS of up to one-half of one percent to assist in Economic Development city-wide and dedicate a portion specifically to Downtown Economic Development efforts. Although this effort may be considered in place of a CID, the funding generated is not as flexible.	City	LDBD	Begin as guided by City	The proposed structure of an EDS dedicated to Downtown Economic Development could generate about \$745,000 annually for Downtown activities. The City can conduct economic development activities in other areas of the community and still provide marketing, grants, and training for Downtown businesses. The LDBD should assist with communicating information about the tax and specifically that there is no lack of business from an additional city-wide sales tax and that the benefits far outweigh any perceived drawbacks.
45	Promote Downtown projects that have been completed with incentive mechanisms funding.	Downtown needs to promote its successes. The City should allow for information to be compiled by the LDBD regarding funding for the public improvements to date. The LDBD is an advocate for Downtown and should provide flyers and potentially signage when there is a Downtown improvements completed, such as the recent lighting project.	LDBD	City	Ongoing	These are expenses that could be paid by the incentive mechanism funding as it is a promotion of Downtown.
46	Leverage local funds to obtain State and Federal funding for projects.	The City and the LDBD should remain vigilant regarding the leveraging of local sources of money, such as the business district funds, and/or the proposed CID or EDS, for State or Federal funding.	City	LDBD	Ongoing	As State and Federal funding declines, Downtown will need to rely on local funding sources. However, the City should still apply for any program into which projects and plans may fit. Plans are critical and if the City can show that the projects address a local need, grant opportunities should occur.

Other

Objectives	Project/Program/Action Item	Responsible Party	Support Groups	Time Frame	Tools, Techniques & Resources
------------	-----------------------------	-------------------	----------------	------------	-------------------------------

47	Develop the Farmer's Market.	The existing market is on the southwest side of the BNSF rail line on the north side of Jefferson Avenue/Highway 5. The market gets a significant amount of activity. This project is proposed as a simple shed-like structure and site improvements to include landscaping, market signage, and gateway signage to welcome people into Downtown.	City	LDBD	NOW	The market is on a public parking lot and this improvement would provided covered parking when not in use as a market. The City should proceed with the plans. The LDBD should promote the project, although at the existing location, it is not within the LDBD boundary. This is an indicator of the need to expand or adjust the LDBD.
----	------------------------------	---	------	------	-----	---



PGA PLANNERS