

Downtown Master Plan

for the

City of Lebanon, Ohio



Brandstetter Carroll Inc.
Architects Engineers Planners

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Lebanon Downtown Master Plan

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Lebanon Downtown Master Plan

I. Introduction

A. Introduction

In the eyes of many residents of Ohio and the surrounding states, downtown Lebanon is considered to be a very successful downtown area. This success is the result of many factors, some of which include:

- The historic character of the area and it's architecture.
- A strong core of businesses with specialty, retail, antiques, collectibles, crafts, art gallery's and studios.
- A strong tourism base that is attracted by the mix of shops and the Golden Lamb.
- The historic train station which provides a unique opportunity in Lebanon.
- Low vacancy rates of the buildings.
- The community's rating as one of the top 10 antiquing locations by USA Today.
- A location that is close to both Cincinnati and Dayton, and ease of access from two interstate highways.
- A strong commitment of local businesses to the downtown areas.

The successes and strong features of Lebanon are not without their weaknesses, through community input from the City Council, Planning Commission and the merchants, several needs, issues and concerns were voiced. A few of these include:

- The need for tourism amenities to make the community a more welcome environment for tourists.
- The need for activities that take place after 5:00 p.m.
- A strong concern over the loss of historic structures.
- A perceived need for additional convenient parking.
- The need for a coordinated effort to plan, promote and market the downtown area.
- Much of the streetscape improvements were completed over 25 years ago and are beginning to show their age.

B. Why are Main Streets Important¹?

Main Street advocates are commonly asked by city governments and businesses, "Why should we invest in downtown?" In response, here are a few reasons why your downtown or neighborhood commercial district is an important and worthwhile investment in the economic health and quality of life in your community.

- Main Street is a symbol of community economic health, local quality of life, pride, and community history. These are all factors in industrial, commercial and professional recruitment.

¹ Adapted from the National Main Street Center web page.



- A vital Main Street retains and creates jobs, which also means a stronger tax base. Long-term revitalization establishes capable businesses that use public services and provide tax revenues for the community.
- Main Street is also a good incubator for new small businesses – the building blocks of a health economy. Strip centers and malls are often too expensive for new entrepreneurs.
- A vital Main Street area reduces sprawl by concentrating retail in one area and uses community resources wisely: infrastructure, tax dollars and land.
- A healthy Main Street core protects property values in surrounding residential neighborhoods.
- The traditional commercial district is an ideal location for independent businesses, which in turn:
 - Keep profits in town. Chain businesses send profits out of town.
 - Supports local families with family-owned businesses
 - Supports local community projects, such as ball teams and schools
- Provide an extremely stable economic foundation, as opposed to a few large businesses and chains with no ties to stay in the community
- A revitalized Main Street increases the community's options for goods and services: whether for basic staples, like clothing, food and professionals services or less traditional functions such as housing and entertainment.
- Main Street provides an important civic forum, where members of the community can congregate. Parades, special events and celebrations held there reinforce intangible sense of community. Private developments like malls can and do restrict free speech and access.
- Many Main Street districts become tourist attractions by virtue of the character of buildings, location, selection of unique businesses and events held there.

C. Purpose of this Study

The purpose of this study is to develop strategies to build upon the community's strengths and to reduce it's weaknesses with the result of strengthening the market position of Lebanon's merchants and businesses and to improve the economic vitality of the Lebanon area. It is important to develop these strategies while the market and business climate are favorable so that the downtown can continue to move forward and improve and to avoid any decline. Experience in other cities has shown that successful downtown improvement requires a carefully planned and incremental approach. There is no one feature or improvement that will drastically improve a downtown area, but



rather a combination of several improvements to build a strong downtown. Typically, downtown's performing similar types of Master Planning efforts are in a revitalization mode. In contrast, this plan for Lebanon is a Master Plan for continued success in the future.

In addition to the need to improve the downtown for the merchants and businesses, the City also has a critical need to evaluate the services it provides and the infrastructure necessary to provide those services. Currently there is a demand for more office space for City functions.

The primary goal of this study is to prepare an overall Comprehensive Plan to improve the appearance, function and economic vitality of downtown Lebanon. More specific objectives of this study include:

1. Plan for the expansion of municipal services.
2. Plan for the expansion of the central business district.
3. Maintain the historic character of the downtown area.
4. Provide tools to properly manage the growth of downtown.
5. Maintain the success of retail and improve the market position of downtown Lebanon businesses.

D. Study Area

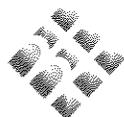
The study area for this project includes the Historic Central Business District with the addition of two blocks to the north between Broadway and Mechanic Streets. The majority of the district is bordered by Cherry Street to the east, the North Fork Creek to the west, and the vicinity of South Street, the railroad and Cincinnati Avenue to the south.

E. Study Limitations

This study was designed to provide a general investigation of the major issues that affect downtown improvement efforts in Lebanon. The main focus of this project is to investigate the economic and physical development potential of the downtown area and to provide recommendations for improvements. Many data sources were used along with field surveys to identify the study area's strengths and weaknesses. Public input, surveys and meetings with community leaders were also used to identify the strengths and weaknesses.

It is recognized that this plan represents a challenge to the City and downtown business persons in that some alternatives and recommendations will need to be investigated in more detail prior to final implementation. This plan provides a framework to build upon toward reaching the long-range goals.

The reader must also understand that this is a long-range plan. Some recommendations may be implemented in the near term whereas others may be accomplished several years in the future. The intent for the long-range goals will be to implement strategies



that will provide long-term win-win situations that fit within the long-range goals of the master planning effort.

F. Planning Process

The Planning Process involves a series of steps with a goal of developing a plan that is built around community consensus. The following are the phases of the project.

1. A public input process involving City Council and Planning Commission Workshops, merchants' workshop, merchants' surveys, and public input.
2. An analysis of existing conditions related to municipal facilities, parking, streetscape, downtown area redevelopment, residential area redevelopment and zoning code and design guidelines review.
3. Preparation and presentation of draft strategies to accomplish the visions identified in the previous phases.
4. Refinement of the draft strategies and recommendations following City Council and Planning Commission review.
5. Preparation of a Final Master Plan.

G. Lebanon as a "World Class City"

While the consultant was preparing a draft of this Master Plan, the City hired a new City Manager. Through City Council's process of the search and selection of James Patrick as the City Manager, he was given the charge of developing Lebanon as a "World Class City". The question then was "What makes a World Class City?" The Consultant and City staff discussed the significance of this designation and identified the key components that make a World Class City. The Consultant then further analyzed the key components and suggests that these are the elements that are common of the best cities in the world:

1. An identity that is attractive, unique and includes an historic character
2. Significant open space and green space
3. Strong retail environment
4. Dining, entertainment and cultural opportunities
5. Pedestrian activity
6. Residential living in the downtown
7. An easily accessible location
8. A strong organization through which diverse groups such as merchants, residents, public officials, Chamber of Commerce and consumer groups work together to promote and improve the downtown.

This Master Plan will discuss many of these factors and the strategies that Lebanon must accomplish to become a World Class City.



II. Parking and Traffic Circulation

A. Parking Analysis

The public input process through the surveys that were distributed to the merchants, as well as the workshops, indicated that a shortage of parking was a major concern if not one of the largest concerns of many of the downtown businesses and customers. Therefore, a parking analysis was performed to identify the existing parking conditions and to project the needed parking demand.

An inventory of each block was performed which counted all parking spaces and the findings are listed under "Supply" in Table No. 1 – Parking Demand Analysis. The inventory also revealed that there is some metered on-street parking in the Central Business District. All of the on-street parking is parallel parking. Municipal parking lots are mainly provided west of Broadway with the largest lot being the 93 space lot at the corner of Sycamore and Main Street. Other lots are located off Sycamore Street, the parking lot behind the City Building and spaces along South Street. There is also a 22 space lot on the north side of Mulberry Street. Many of the businesses provide parking in the rear of their businesses for employees and on-street spaces provide many of the spaces for downtown business users. All of the municipally owned lots allow all day parking with the exception of the lot behind City Hall which limits parking to two hours. A total of 1616 spaces are provided in this study area with 763 public spaces and 853 spaces on private lots.

Merchants have stated that the two hour limitation is not enough time for shoppers. The practice of ticketing tourists and shoppers is not a positive part of their visit to the community. Some merchants have indicated that they have offered to pay parking tickets for their customers but many of the merchants would never even find out about the tickets since the customers have already left their store and gone back to their cars. The amount of the fines and the maximum amount of stay in each parking space were major concerns of the merchants and many of the people visiting downtown and need to be addressed in this Master Plan. Since the start of this planning process, a committee has been established to review parking conditions and practices.

Table 1 – Parking Demand Analysis Summary provides a summary of the existing parking supply and the demand for parking in the downtown area. The supply portion was performed by counting spaces along the street and in the lots. The demand columns are a summary of Table 2 - Parking Analysis-Peak Parking Demand which is summarized in the next section.

1. Methodology for Projecting Parking Demand/Parking Model Approach

A parking demand analysis was generated for the four block downtown area using the parking model approach. This approach employs a mathematical equation as the model of real world parking demand. The equation is:



$$\begin{array}{r}
 \text{Existing floor space (in thousands of square feet for each building use in each block)} \\
 \times \\
 \text{Generation Rate (parking spaces/thousand square feet of same use)} \\
 = \\
 \text{Peak Parking Demand (\# of spaces/type of building use/block)}
 \end{array}$$

Generation rates for specific uses assume that peak parking demand occurs between 11:00 a.m. and 2:00 p.m. on weekdays. The existing floor space for the various uses was calculated from existing city base maps, aerial photographs and by field analysis. Table 2 – Parking Analysis: Peak Parking Demand presents these calculations for all uses in all four blocks of the downtown area. A sum total is then given for each block for the peak time parking spaces needed. Table No 1 lists a supply of parking, both on-street and off-street and a total for the our blocks. It then lists the demand for parking. The Effective Parking Demand makes the assumption that all spaces cannot be occupied all of the time since the driver must find a vacant space before it can be occupied. Therefore, five percent of the “parking need” is added to each block total.

Presently most of the upper floors of the retail establishments are used for storage, other non-retail uses or for residences. Therefore, the demand includes upper floor occupancy of these areas.

Figures 2 and 3, the Parking Analysis and Existing Demand Shared, indicate that the six blocks facing Broadway between South Street and Silver Street have the largest shortage of parking spaces. Figure 3 also indicates the nearest block with additional parking. This figure indicates that the three blocks located west of Sycamore Street and the one block east of the City Building provide parking spaces to make up some of the shortage. The overall analysis indicated that there is a shortage of 87 spaces downtown but that the shortage on some individual blocks was as high as 126 spaces as shown on the block between Broadway, Mechanic, Mulberry and Main Streets.



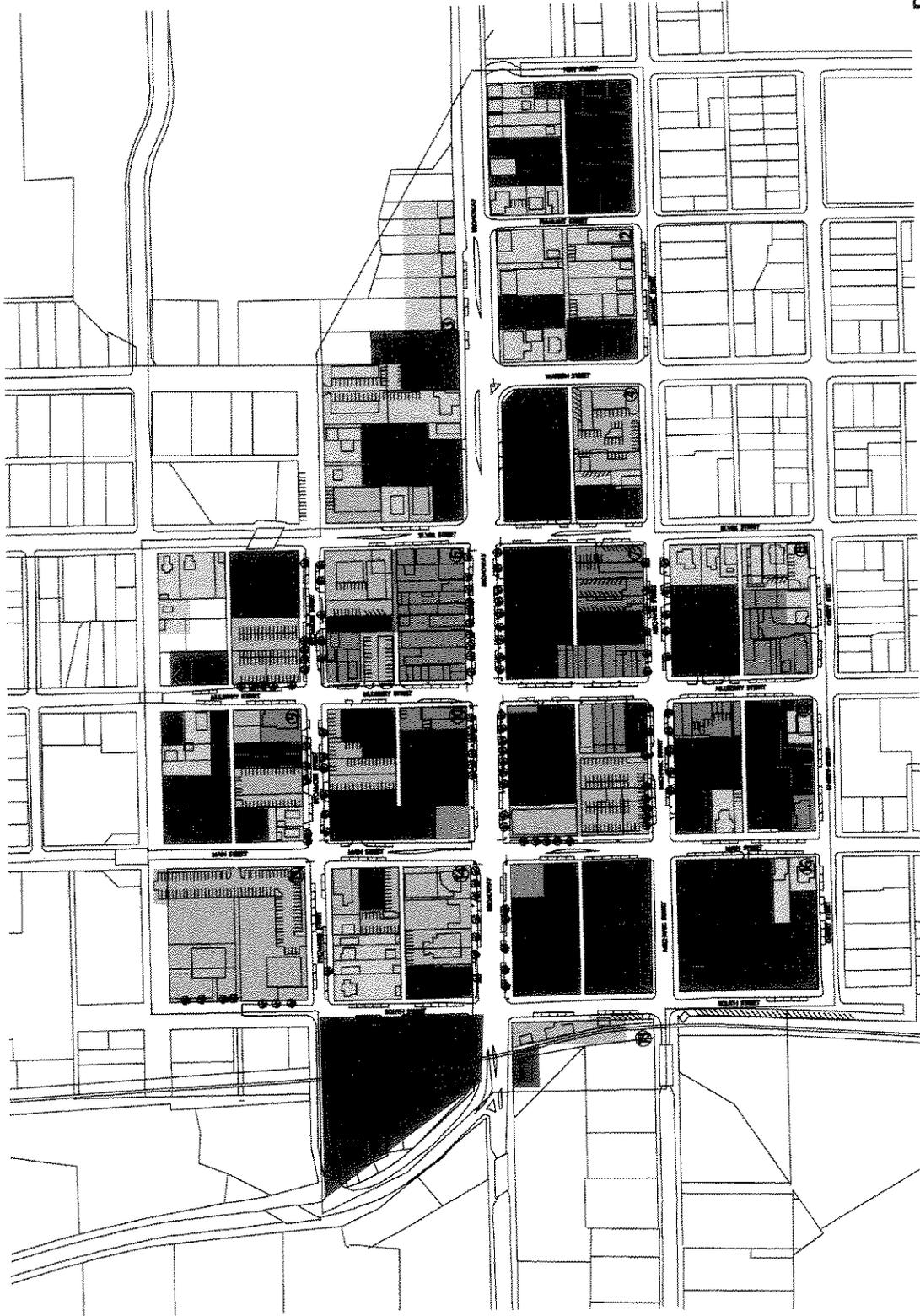
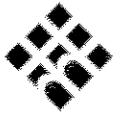


Figure 1
Existing Land Use
 Downtown Master Plan
 Lebanon, Ohio

Legend

- Commercial
- Residential
- Industrial
- Office
- Public Use
- Park
- Vicinity
- Public Use

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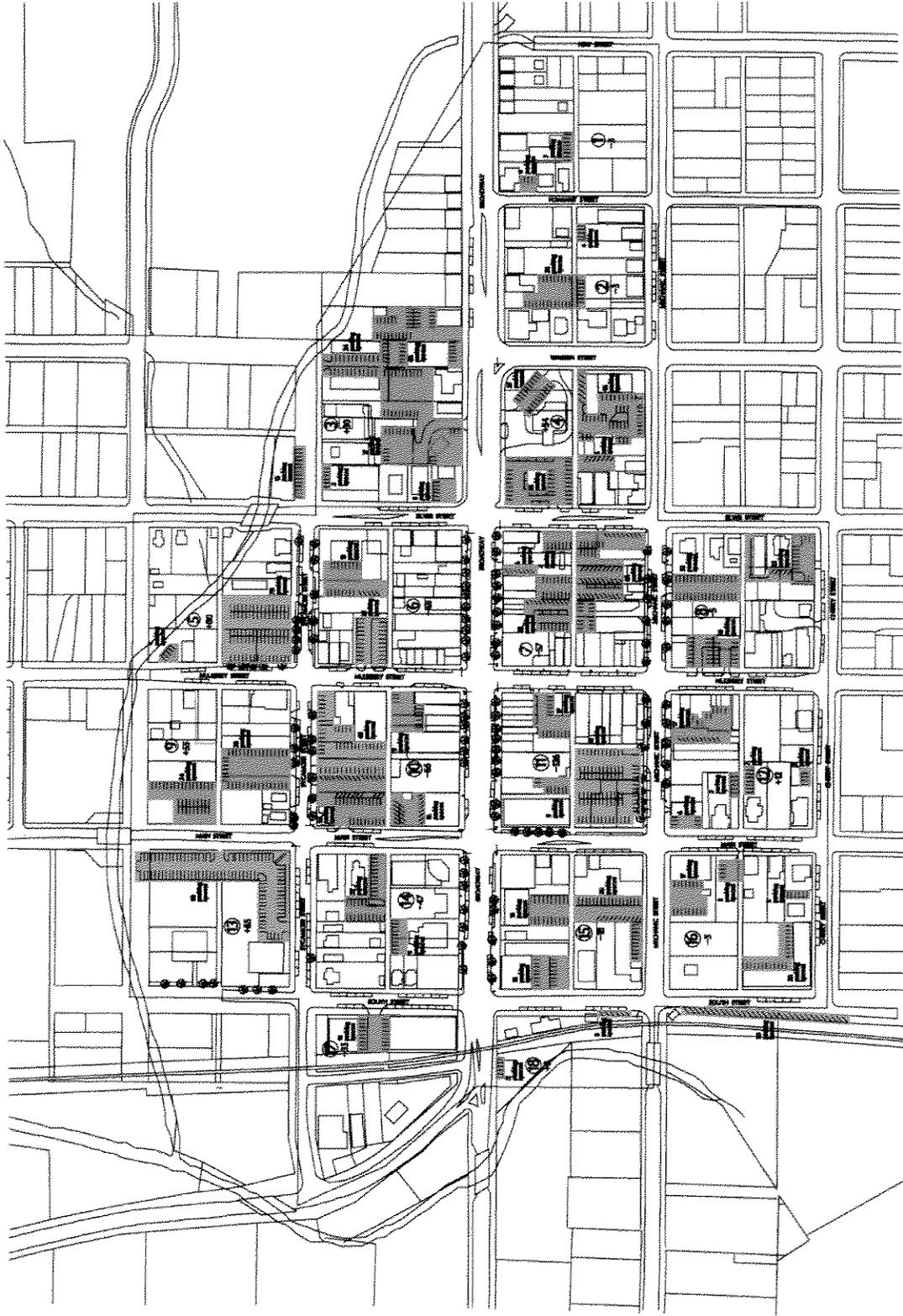


Figure 2
Parking Analysis
 Downtown Master Plan
 Lebanon, Ohio

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TABLE NO. 1 PARKING ANALYSIS: PARKING DEMAND ANALYSIS

Block	Supply			Demand including Upper Floors ¹			
	On Street	Off Street Public	Private	Total Parking Available	Parking Needed ²	Need +5% ³	Surplus or Deficit
1	0		11	11	13	14	-3
2	11		30	41	42	44	-3
3	12		130	142	107	112	30
4	8		108	116	59	62	54
5	19	75	4	98	17	18	80
6	35	22	19	76	118	124	-48
7	40		118	158	205	215	-57
8	26		83	109	109	114	-5
9	18		72	90	33	35	55
10	29	48	69	146	202	212	-66
11	31	83	26	140	254	266	-126
12	38		38	76	61	64	12
13	9	93		102	16	17	85
14	37		36	73	114	120	-47
15	19		71	90	103	108	-18
16	54	30	17	101	101	106	-5
17	11		16	27	57	60	-33
18	10	5	5	20	11	12	8
Total	407	356	853	1616	1622	1703	-87

¹ The quantities in this column reflect current conditions with the assumption that all floors are occupied.

² Parking needed at peak times which is assumed to be between 11:00 a.m. and 2:00 p.m.

³ Effective Parking Demand - Assumption that all spaces cannot be occupied all the time, since a driver must find a vacant space before it can be occupied. Therefore, 5% of the "parking needed" is added in this column.

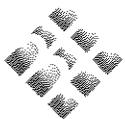


TABLE NO. 2

PARKING ANALYSIS: PEAK PARKING DEMAND

Block Number	Use	Sq-Ft ¹	Parking Spaces Generated/1000s.f. ²	Peak Time Parking Spaces Needed ³
1	Residential	25732	0.5	13
	Total Peak Time Parking Spaces Needed			13
	2	Residential	45345	0.5
2	Office	8600	2.2	19
	Total Peak Time Parking Spaces Needed			42
3	Residential	53636	0.5	27
	Office	12000	2.2	26
	Retail	7200	2	14
	Public Service-fire station	7054	2	14
	Public Service-community center	2800	3	8
	Motel	9684	1	10
	Auto Service	2600	3	8
	Total Peak Time Parking Spaces Needed			107
4	Residential	3034	0.5	2
	Office	6784	2.2	15
	Public Service-church	10492	1	10
	Public Service-restaurant	5600	3	17
	Public Service-bank	4900	3	15
	Total Peak Time Parking Spaces Needed			59
5	Office	1242	2.2	3
	Retail	4504	2	9
	Public Service-restaurant	1537	3	5
Total Peak Time Parking Spaces Needed			17	
6	Residential	24940	0.5	12
	Office	16251	2.2	35
	Retail	19195	2	38
	Hotel	8620	1	9
	Public Service-lodge	4280	2	8
	Public Service-police	8062	2	16
	Total Peak Time Parking Spaces Needed			118



TABLE NO. 2 PARKING ANALYSIS: PEAK PARKING DEMAND

Block Number	Use	Sq-Ft ¹	Parking Spaces Generated/1000s.f. ²	Peak Time Parking Spaces Needed ³
7	Residential	20398	0.5	10
	Office	61942	2.2	136
	Retail	25222	2	50
	Public Service-restaurant	2762	3	9
	Storage	604	N/A	N/A
	Vacant	1206	N/A	N/A
	Total Peak Time Parking Spaces Needed			
8	Residential	25549	0.5	12
	Office	39049	2.2	86
	Auto Service	3670	3	11
	Total Peak Time Parking Spaces Needed			
9	Residential	8585	0.5	4
	Retail	12162	2	24
	Public Service-lodge	2685	2	5
Total Peak Time Parking Spaces Needed				33
10	Residential	7632	0.5	4
	Office	9900	2.2	22
	Retail	37212	2	74
	Hotel	3900	1	39
	Storage	3462	N/A	N/A
	Public Service-restaurant	21584	3	63
Total Peak Time Parking Spaces Needed				202
11	Residential	11749	0.5	6
	Office	50874	2.2	112
	Retail	38553	2	77
	Public Service-restaurant	6438	3	19
	Storage	3477	N/A	N/A
	Public Service-temple	20142	2	40
Total Peak Time Parking Spaces Needed				254



TABLE NO. 2 PARKING ANALYSIS: PEAK PARKING DEMAND

Block Number	Use	Sq-Ft ¹	Parking Spaces Generated/1000s.f. ²	Peak Time Parking Spaces Needed ³
12	Residential	16089	0.5	8
	Office	5446	2.2	12
	Retail	17898	2	36
	Auto Service	1640	3	5
	Total Peak Time Parking Spaces Needed			
13	Office	7186	2.2	16
	Total Peak Time Parking Spaces Needed			
14	Residential	8078	0.5	4
	Office	3732	2.2	8
	Public Service-church	3490	1	3
	Public Service-library	18965	3.5	66
	Public Service-museum	32662	1	33
Total Peak Time Parking Spaces Needed				114
15	Retail	38130	2	76
	Office	12560	2.2	27
	Total Peak Time Parking Spaces Needed			
16	Residential	7327	0.5	4
	Retail	46363	2	93
	Storage	10916	N/A	N/A
	Auto Service	1167	3	4
Total Peak Time Parking Spaces Needed				101



TABLE NO. 2 PARKING ANALYSIS: PEAK PARKING DEMAND				
Block Number	Use	Sq-Ft ¹	Parking Spaces Generated/1000s.f. ²	Peak Time Parking Spaces Needed ³
17	Retail	25100	2	50
	Auto Service	2400	3	7
	Total Peak Time Parking Spaces Needed			57
18	Office	1200	2.2	3
	Public Service-train station	2250	3.5	8
	Total Peak Time Parking Spaces Needed			11

¹ Square footage calculated from existing city base maps and aerial photographs. Quantities are estimated.

² Parking generation rates from The Parking Handbook for Small Communities. Adjustments were made for local conditions. Peak parking demand is assumed to occur between 11:00 a.m. and 2:00

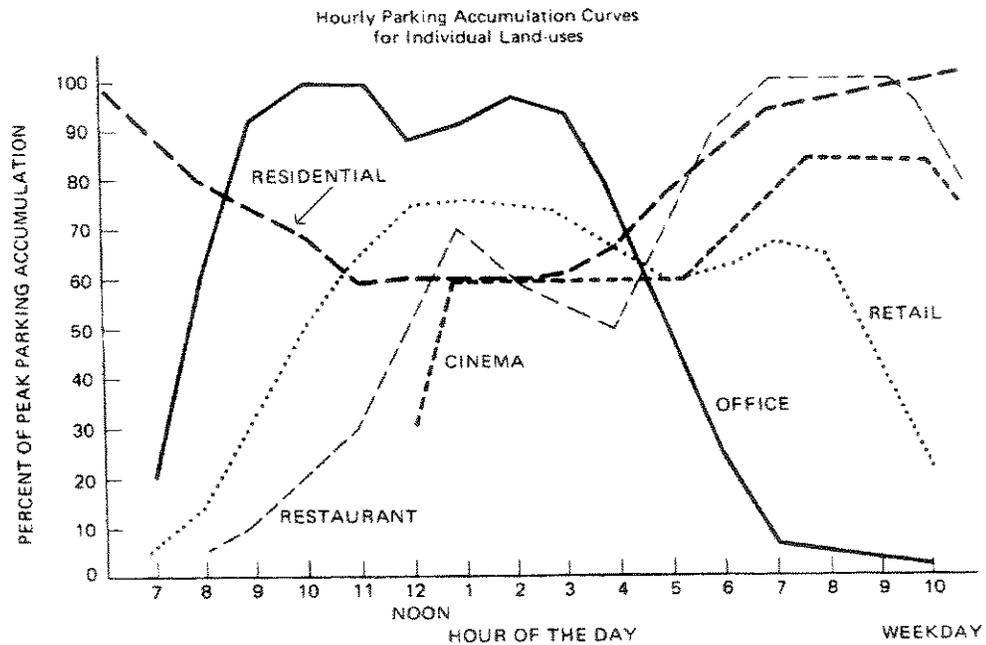
³ Assumes that the primary vehicle for each residence will be placed in a driveway or garage.

2. Strategies for Meeting Projected Demand with the Existing Facilities

One strategy to help meet the demand with the existing facilities is to encourage shared parking among the different downtown uses. Figure No. 3 – Shared Parking by Use illustrates the peak parking demand curves for various uses during the normal weekday. The different uses need to detect their corresponding peak or valley from other uses and then use that fact to encourage shared parking between the uses. One example of corresponding peak and valley that would apply to historic downtown Lebanon would be between religious and office uses. Another application that would also apply would be between office and banking uses with restaurant and entertainment uses. Figure 4 indicates that the peak for office use hours are during mid-day whereas this is the lowest time for residential and cinema uses. The restaurants will have a peak at lunch time and another at dinner time. This further emphasizes the need to have coordinated effort to make use of as many parking spaces that are available in the downtown area.



Figure No. 3 Shared Parking by Use



Source: Barton, Aschman and Associates, Shared Parking

Walking distance to the point of demand is one of the most critical elements to be considered in the selection of a parking site. Longer term parkers will walk further than short term parkers. The Parking Handbook for Small Communities cited a National Research Council study called "Parking Principals" table 2-11, page 15 which included a table of average walking distance in feet by purpose and population size. For cities with a population between 10,000 and 25,000 the average distance is 200 feet for shopping and personal business, 270 feet for work and long term parking and 190 feet for other uses. The acceptable and average walking distances in large, more urban cities is considerably higher because of the even larger shortage of spaces. The 200 foot distance for shopping and personal business indicates that parking should be confined to within the same or adjacent block if at all possible and points out even stronger the need to keep the on-street parking spaces available for short term users.

Another strategy is to share parking between the blocks. Ideally, employees from the businesses would park in the lots behind the buildings, especially in the municipally owned lots, and leave the on-street parking spaces available for customers. If the overall parking spaces throughout the entire downtown were shared, the parking shortage becomes more manageable. From discussions with some of the merchants in Lebanon, and a common practice in many cities is that some merchants will park on the street in front of their businesses all day. The value of that on-street parking space to the customers needs to be communicated to the downtown businesses so that this practice can be



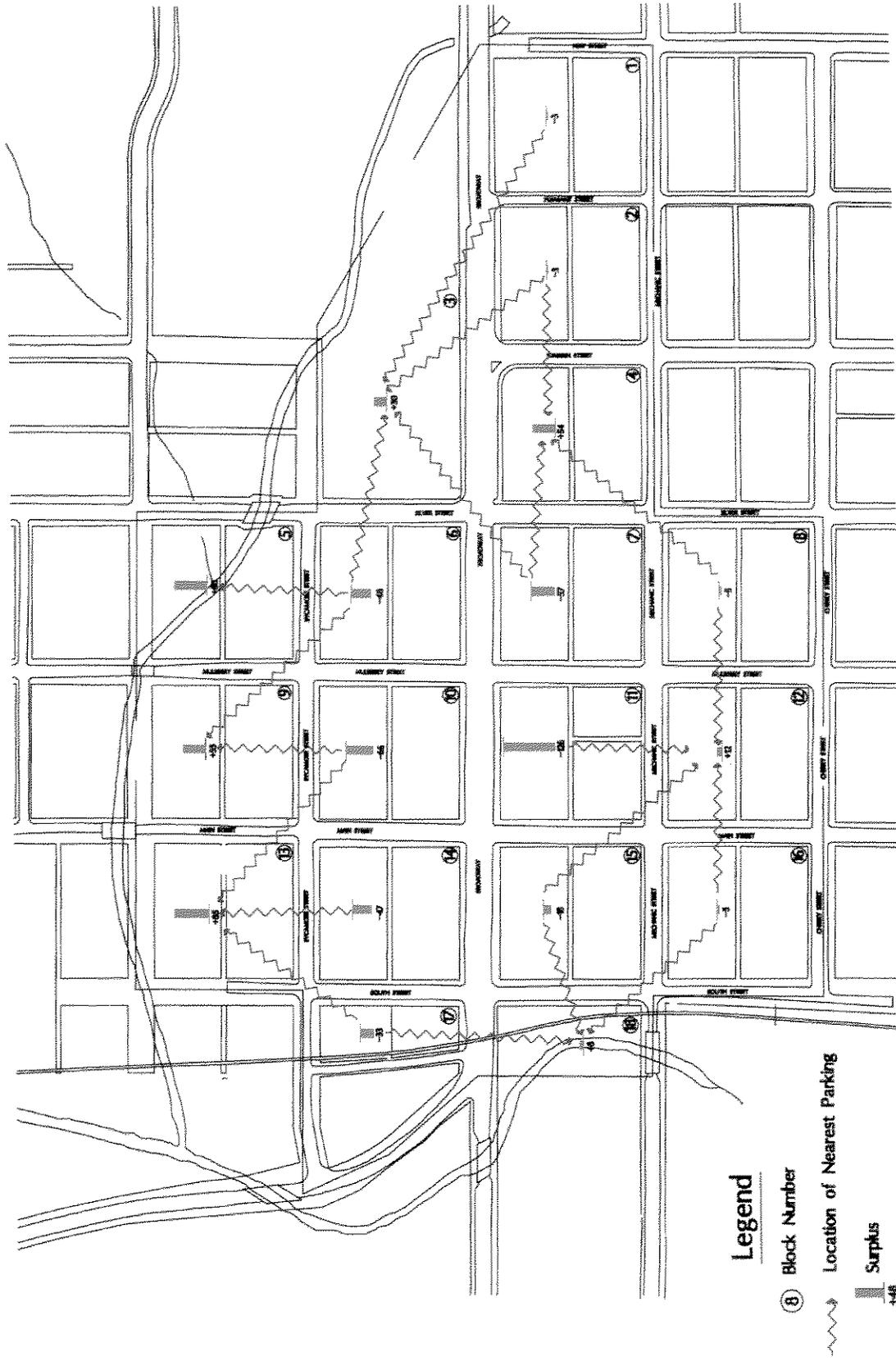


Figure 4
Existing Demand Shared
Downtown Master Plan
Lebanon, Ohio

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eliminated. The downtown property owners are the ones most likely to benefit from the promotion of parking for the convenience of their customers. The community of Corinth, Mississippi has developed a program of placing a dummy check placed on the windshields of cars parked in on-street spaces that are known to be downtown employees. This check states that the value of the space is \$17,000 in annual growth retail sales and asks employees not to park in on-street spaces in violation of the time limits. At the bottom of the check are the signatures of downtown employers who support the program. There are several other examples of subtle and not so subtle employee parking notices that have been used throughout the country.

The Parking Handbook for Small Communities by Elizabeth Jackson and Linda Glisson for the National Trust for Historic Preservation and Institute of Transportation Engineers identifies several parking strategies used in smaller communities throughout the United States. This document indicates that the number of cities utilizing on-street parking meters is declining, especially for communities under 15,000 people. Although this number is currently declining, it is based upon the attitude that businesses are losing customers to the shopping centers and malls with free parking. In reality, the cost of the parking is being passed on to customers through higher prices for the goods and services sold. There is no question that parking meters have improved the efficiency and effectiveness of enforcement. They have a psychological effect on motorists that reminds them of the time limit and the need to adhere to regulations. Frequently, the presence of meters is the only reminder that time limits are in effect and that they will be enforced, especially if parking signs are inadequate. It has also been determined in this study that the enforcement officers can review 250-300 metered spaces in one hour whereas they can cover only 125-175 spaces in areas without meters. This difference arises because non-metered districts require stricter enforcement and a higher degree of observation and vigilance. Many times when meters are removed, the community will need 33%-50% more personnel to achieve the same level of enforcement.

The change to free on-street parking would eliminate a valuable source of financing for general parking systems, maintenance, enforcement and promotion. Parking rates for on-street parking should be set high enough to encourage turnover and persuade long term parkers to use off street facilities. Parking fines are imposed to encourage motorists to obey parking restrictions by punishing them for violations. The study previously documented indicates that the average fine for a community the size of Lebanon would be approximately \$5. Many jurisdictions will double the fine if they remain unpaid for several days and quadruple if unpaid after 30 days. This procedure is effective because it provides incentive for the violator to pay the fine and adhere to parking regulations. The common concern in Lebanon is that two hours is not enough time for shopping. Some communities have implemented programs that will allow shoppers to take their tickets back to the merchants where they shopped and do not have to pay the fine. This procedure needs to be included in a user friendly way on the ticket itself or on a flyer that is included with the ticket in the downtown area so that the City does not have different parking tickets for the downtown areas and other



areas of the City. This method shows that the merchants are concerned about parking and care about their customers and it also encourages customers to repeat their trips to downtown Lebanon. These and all of the methods for implementing a parking program that includes a degree of enforcement must be supported by both the City and the merchants to work effectively.

These strategies could help in relieving the general perception that there is a large and unmanageable deficit of convenient parking in the downtown area. However, neither actually increases the actual number of parking spaces.

B. Traffic Circulation

One issue that was presented by both the merchants and the City Council and Planning Commission was the undesirable truck traffic going through the downtown area. As part of our "visioning" process many of the groups indicated that their future vision of Lebanon would be one of a truck by-pass around the downtown area. The City must be careful to keep the Lebanon area residents coming to the downtown area after the by-pass is built. Many communities with by-passes have identified the problem that some people stay in the suburban areas and come to the downtown area much less than prior to the by-pass.

C. Bicycle Circulation

The 1993 Parks and Recreation Master Plan for Lebanon and Turtlecreek Township summarized the previous efforts in planning a bikeway that would extend from the Countryside YMCA up to the downtown Lebanon area and into Harmon Park. Previous studies also indicated a future bicycle route which would follow the Scenic Railroad route and eventually to the Little Miami Scenic Bikeway. As part of this study we must encourage these efforts which would provide additional opportunities for visitors in the Lebanon area and potential for additional businesses to provide goods and services to these visitors. We also would strongly encourage the development of a greenway/bike/walk trail on the North Fork Creek which would connect the Harmon Park area to the downtown, schools and eventually into Colonial Park. Current plans are to develop a shared-use trail starting at Harmon Park, along South Street, east of the train station that extends to the east and south. The development of greenways and shared-use trails will provide desired green space and encourage residents and visitors to visit the downtown. With the proper length and scenic character of the trail, the trail itself could become a tourist and visitor attraction, much like the Little Miami Trail and the businesses along it in Loveland.



III. Zoning Ordinance Review

This section of the report provides a discussion of the City Ordinances that impact the Central Business District. These include the CBD (Central Business District Zone) Section 1137.17 and its associated Procedures for Architectural Review in Architectural Review Districts which is Part I and the Façade Guidelines which are Part II. These were both passed on April 24, 1990 as part of Ordinance 6375. The other Ordinance which will be discussed is the CBD Sign Regulation which is Article 1141.09.

A. CBD Zone

The Ordinance states “The purpose of the CBD zone is to accommodate and encourage further expansion and renewal of the historical business area of the City. A variety of business, institutional, public, quasi-public, cultural, residential and other related uses is encouraged in a planned and coordinated fashion in an effort to provide the mix of activities necessary to establish a truly vital urban environment. It is in recognition of the importance of a healthy and well developed downtown economy that these regulations are being enacted.” The Ordinance proceeds with a list of permitted uses, accessory uses and refers to the area and height regulations and other development controls. It is supplemented by the Procedures for Architectural Review in Architectural Review Districts which provides the procedure used to promote and protect the public health, safety and general welfare through this ordinance. It is supplemented by the design guidelines which provides a very detailed discussion of the desired architectural features that impact the historic character of the Central Business District. This text provides guidelines and tips related to masonry, siding, roofs, gutters and downspouts, windows, shutters, doors, porches and decks, painting, paint colors, site features, walls and fences, surface treatments, lighting, awnings, rear entrances, facades/store fronts and signs. It also includes a section on new construction and the appropriate materials and architectural design features which will complement the historic character that currently exists in the downtown area. Examples of the typical architectural features and styles are illustrated in the photographs at the end of this section.

Through the public input process including the City Council and Planning Commission meeting, merchant’s workshop and merchant surveys, there were some discussions of the appropriateness of some of the zoning ordinances. In the City Council and Planning Commission workshop it was noted that there are some businesses on second floors who are in need of additional signage for their businesses to be vital, which is not allowed in the current signage ordinance. This was also discussed in the merchant’s workshop. The merchants survey asked the question, “Are the City of Lebanon’s guidelines and review process for signs and façade renovations”, 20 responses were “too strict”, 3 were “too permissive”, 22 for an “effective tool for promoting attractive signs and storefronts” and “other” with 7 responses. Slightly more stated that it is an effective tool than it is too strict. Some of the written comments included the need for second story office signs, a desire for more banners and sidewalk signs and similar responses.

The Consultant reviewed other community’s historic commercial district guidelines and found that the elements that are included in Lebanon’s guidelines have very similar features and even found some of the same graphics among ordinances. The public



comments did not indicate an immediate need for any stronger or less strong ordinances. The ultimate goal is to maintain an attractive downtown area with historic character and that new construction would compliment the existing historic character. Therefore, the Consultant recommends that the City of Lebanon implement two strategies which would strongly help to improve the appearance of downtown. The first is to implement an Architectural Review Board. This board would report and make recommendations to the Planning Commission and would consist of some Planning Commission Members as well as representatives trained in architecture, historic preservation and related fields. The second strategy would be for either this group or a city staff member trained in architecture to assist downtown businesses in implementing the design guidelines through the planning process. We noted some persons hoping to develop or improve property that had good intentions but did not have the technical expertise necessary to follow the guidelines properly. Some assistance and a more proactive approach working with the businesses would result in a much better understanding of the design guidelines and better implementation of the intent of the guidelines. This would also relieve some of the burden currently on the Planning Commission.

B. Signage Ordinance

The references in the previous section in the public input meetings related to signage with the main comments relating to signage for second floor businesses. This would need to be a revision to the Signage Ordinance that would allow second floor small projecting signs and window signs to help identify the locations of second floor businesses.

C. Landscape Ordinance

During this planning process, the City adopted a Landscape Ordinance. In earlier drafts, the Consultant recommended that the City of Lebanon establish an ordinance in the downtown area that is primarily concerned with parking lots. The intent is to maintain the traditional mass-space pattern along the downtown streets through implementation of screening and trees. For example there are currently few trees around the Chili Company at Broadway and Silver Streets, but no walls or shrubs to block the view of cars. Another example in the downtown area is the municipal parking lot on Sycamore Street, behind the Golden Lamb where there is no landscaping in the interior of the parking lot or around the perimeter. This area would be much more attractive and contribute to the historic character more if there were trees, shrubs and some type of fences or walls in this area. A good example of parking lot landscaping is the municipal parking lot on Sycamore Street, north of Mulberry. There is a hedge along the perimeter of the lot, exterior and interior trees in the parking lot which provides for shade and helps to keep a more pleasant character in the area. A recommended ordinance would require perimeter shrubs, walls, trees and also interior landscaped islands to help break up the expanse of pavement that can be developed in the downtown area.





Photo 1 - Parking lots in need of screening.



Photo 2 - Parking lot in need of screening.





Photo 3 - Municipal parking lot on Mulberry Street. Entrance with walls, landscaping and parking signage is proposed.





Photo 5 - Good example of parking lot screening.

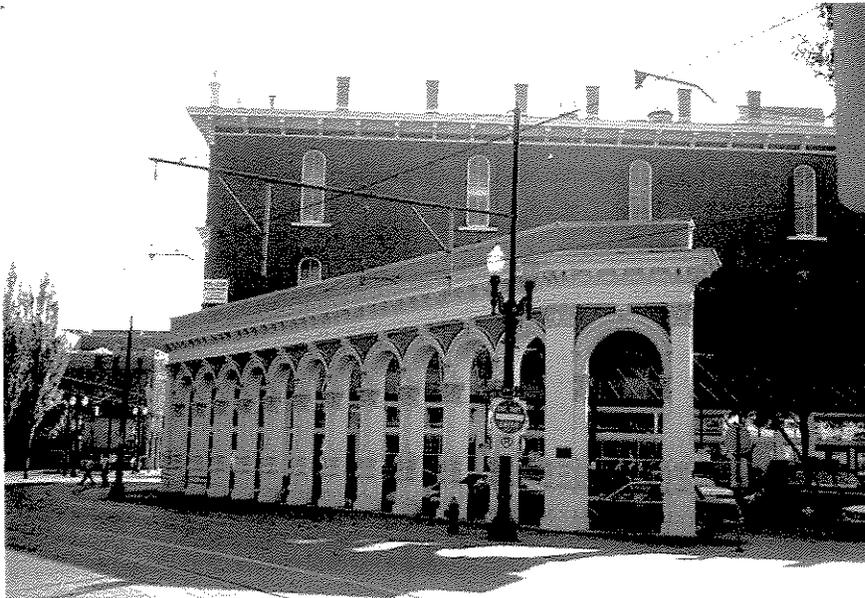


Photo 6 - Example of parking lot edge that maintains the façade at the street.



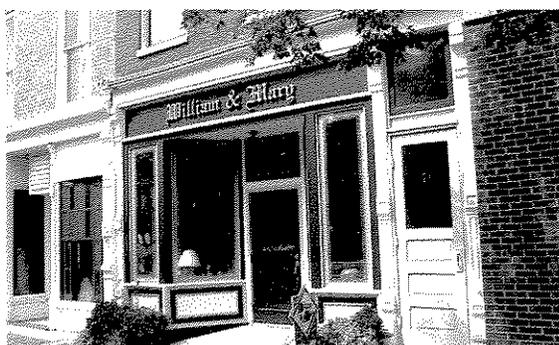


Figure 5 - Examples of typical architectural features and styles.





Figure 5 - Examples of typical architectural features and styles.



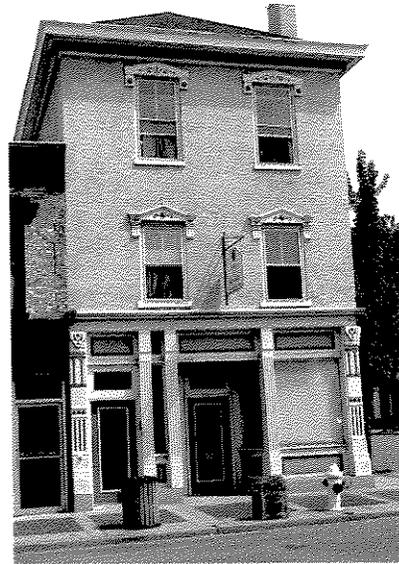
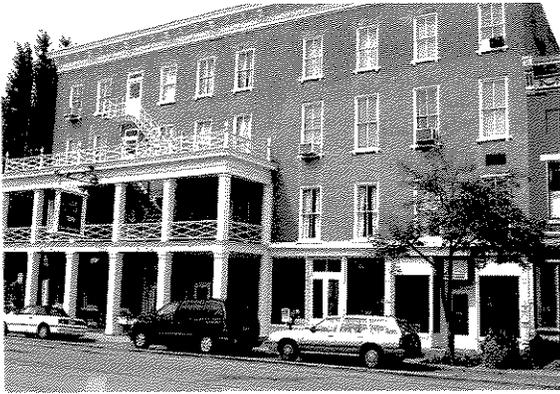


Figure 5 - Examples of typical architectural features and styles.



IV. Market Analysis

A. Methodology

An important part of this study is the development of a Regional Market Analysis of the City of Lebanon. The primary purpose of the analysis is to identify opportunities within this market place. It is understood that the customer base for many downtown Lebanon merchants is regional and covers several surrounding states. This analysis is not aimed at that market, but it does try to identify opportunities for goods and services needed in the local market area. Opportunity could take the form of expansion of existing businesses or the repositioning of the business to meet the changing base of customers. It could also mean the recruitment of a business or businesses identified by the analysis as having a good chance to succeed in the Lebanon Market.

The methodology for this market analysis is fixed location. In this approach the residential location of a customer is the most important variable. The analysis will include the following steps (1) determine the Lebanon trade areas; (2) quantify the population of the trade areas; (3) identify income levels; (4) identify demographic characteristics for the trade areas; (5) estimate the market demand; (6) identify how and why current demand is met; and (7) identify opportunities.

The trade areas analyzed in this study are (1) the area enclosed within a two mile radius of the intersection of Main Street and Broadway; (2) the area enclosed within a five mile radius around this same point; and (3) the area enclosed within a ten mile radius of the same point. The market trade areas are illustrated on Figure 6. The ten mile area extends to Springboro, Middletown, Monroe and encompasses Mason. The tables in this chapter and in Appendix B will compare the three study areas.

The reader should remember that the ten mile radius is inclusive of the five mile radius and the five mile radius is inclusive of the two mile radius. It could rightly be assumed that it is improbable that a complete ten mile radius could be considered a trade area for the City of Lebanon considering the proximity of the outer edge of these areas to Springboro, Middletown, Monroe and Mason but more of the market would extend into the northeast where there are no larger cities.

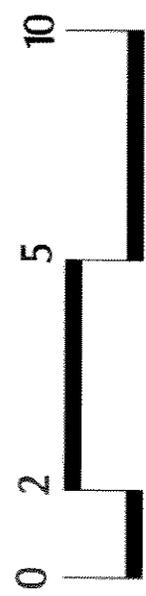
Statistical data was provided by the Claritas Company and included Claritas' annually updated estimates of population, household's income and age with other special Claritas estimates and projections. The statistics on consumer expenditures come from the Consumer Expenditure Index (CEX). The CEX is conducted by the Bureau of the Census and is based on a survey of some 40,000 households nationwide. The data tables from Claritas are included in Appendix B.



2 Mile Radius

5 Mile Radius

10 Mile Radius



SCALE IN MILES

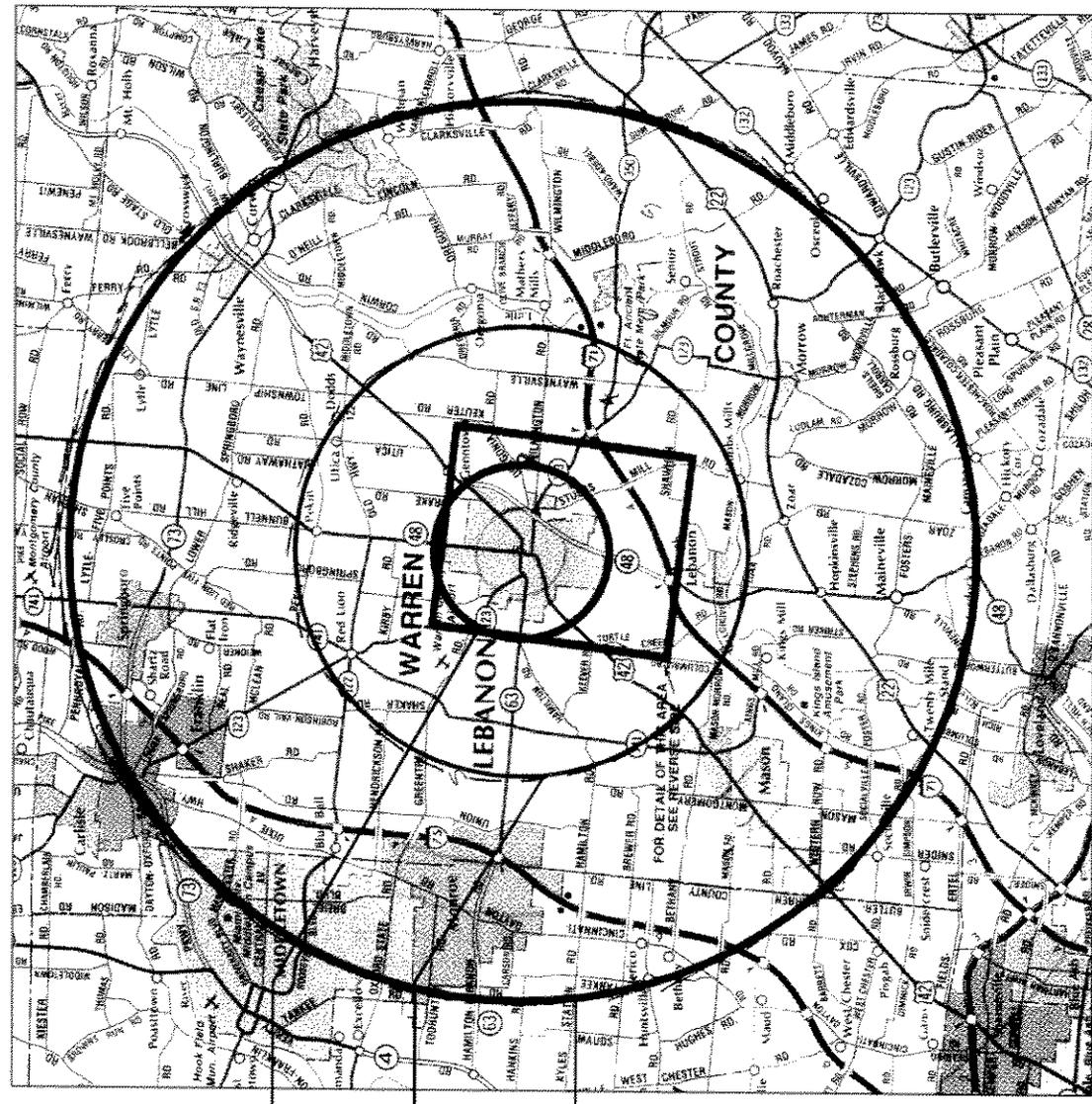


Fig. 6

Market Trade Areas

Downtown Master Plan
Lebanon, Ohio



Brandstetter Carroll Inc.
Architects Engineers Planners
Cincinnati Lexington Cleveland

B. Population and Income Levels of the Trade Area

1. Population Characteristics and Trends

Table 3 identifies the population totals and age groups for each of the market areas. Knowing the makeup and size of the population of the Lebanon area will help one to understand the makeup of the Lebanon consumer base. Table 3, 1998 Population by Age, presents the population of the three study areas based on 5 year cohort range steps. The table presents the actual number and percentage of the total for each range step for the three study areas. The table indicates that the population is growing in all three of the market areas with the highest percentage of growth between 1990 and 1998 in the immediate area of the two mile radius at a rate of 26.5%. As you go further out, the population growth decreases to a rate of 25.2% and 25.3%. This table also indicates that the number of households has increased by 30.5% in the period of 1990-1998 in the ten mile radius. The average household size is reducing from 2.49 in 1998 to an anticipated level of 2.45 in the year 2003 as indicated in Table 3. The average household size is considerably higher in the 10 mile ring as you get farther away from Lebanon.

The age tables in Appendix B indicate that the median age in the two and five mile ring is lower than the state median of 35.6 years of age and in the 36.1 median age in the ten mile ring is higher than the state median.

2. Income Levels

Household, family household and household wealth statistics for the three study areas were evaluated and analyzed. Tables B-3 to B-7 in Appendix B provide summaries of 1998 Household by Household Income, 1990 Households by 1989 Household Income, 1998 Family Households by Family Household Income, 1990 Family Households by 1989 Family Household Income, and 1998 Family Households by Household Wealth. Table 4, Income Summary, summarizes some of this information. These tables indicate that income has significantly increased from 1989 – 1998 with the two mile ring having the lowest per capita income in 1998 of \$17,807 as compared to \$22,572 in the ten mile radius. Similarly the numbers are lower in the two mile ring for the average household income, median household income and median family household income. All have significantly been raised since 1989.

A review of the 1990 occupation of employed people age 16 and over indicates the highest percentage in the area of professional services in all three zones with a number of 21% in the two mile ring, 19.1% in the five mile ring and 20.4% in the ten mile ring. Second place is manufacturing-durable goods, all other occupations are less than ten percent. The occupation tables indicate that the highest percentages in all three of the market areas are employed in the technician/sales/administrative support category with 31.5% in the two mile



radius, 29.9% in the five mile radius and 31.2% in the ten mile radius. Second place in each category is the managerial and professional specialists and in third place is operators/fabricators/laborer in all three rings.

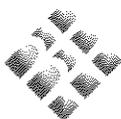
Other tables also indicate that the majority of people travel less than 20 miles to work in all three zones with the highest number with travel time of less than 10 minutes in the two mile radius, the highest number of 30-34 minutes in the five mile ring and the highest number in 20-29 minutes in the ten mile ring. Over 90% of people in all three of the rings travel less than 44 minutes to work, but there is a large diversity between under 10 minutes and 30-44 minutes indicating that quite a few individuals are traveling to work in all three rings.

C. Expenditure by Product and Selected Store

The analysis will now examine expenditures by selected products and selected store types. Table 5 – Expenditures by Selected Product Categories (in thousands of dollars) shows the total 1998 aggregate expenditures by product category made by the households living in the two, five and ten mile rings. It must also be noted that the figures do not specify that these expenditures were actually made at stores within that specified ring, only that the households in that region made expenditures of that aggregate amount for that particular product type.

Next to each category's 1998 aggregate amount is it's US Index number. The US Index information provided is a ratio of the average household expenditure for the particular study area compared to the average household expenditure for the United States total for the particular product category or store type. The number presented for the US Index in the market area report is the actual ratio multiplied by 100. Thus, the value of 100 means that the average for the study area is the same as the average for the US. A value above 100 means that the average for the study area is greater than the US average, a value below 100 means that the average for the study area is under the US average. The 1998 Expenditures by Selected Product Categories (in thousands of dollars) indicates all categories are over 100% of the U.S. Index in the ten mile ring, nearly all are above 98% in the five mile ring and most are in the 90% and above in the two mile ring. Categories in the 90-110% do not indicate a major trend. It is interesting to note that the lowest of all categories is domestic services at 84% of the U.S. Index in the two mile ring. The second lowest is prescription drugs at 92% followed by personal care services, girl's apparel, infants apparel, footwear, household textiles and lawn and garden supplies at 93%.

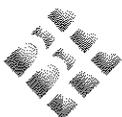
Table 6-1998 Expenditures by Select Store Type again indicates that all categories in the five and ten mile ring are above 100% of the U.S. Index with nearly all items in the ten mile ring being above 110%. Most items in the two mile ring are less than 100% and all are above 92%. The lowest is auto supply stores at 92%, followed by building material and supply stores at 93%, drug and proprietary stores and shoe stores 94%, and several others between 95 and 100%. The highest in the two mile radius is drinking places at 107%. Some of these types of goods and stores in the lower 90 percentile may indicate a demand for stores to sell these goods in downtown Lebanon. It would seem that with the higher percentages that are well above the U.S. Index in the areas further away from Lebanon, that the market area is relatively small and there is more competition as you get further away from Lebanon.



D. Conclusion

The fact that the expenditures by the residents living in the two, five and ten mile rings are near or exceeding the US Index indicates that residents are finding the goods and services that they need within the market area or surrounding area. In contrast, this Consultant has seen numbers in other markets in the state of Ohio that are considerably less than the US Index indicating a stronger demand for specific identified goods and services. The data indicates that there is more unmet demand closer to downtown Lebanon than in the surrounding area that is closer to other cities. Therefore, the market may not be good for the establishment of new businesses in the Lebanon market for additional goods and services. The input process from the merchants, City Council and the Planning Commission indicated a need for more restaurants and activities after 5:00 p.m. We recommend that City, Chamber of Commerce and other organizations further identify the types of goods and services that should be encouraged and recruited to locate in downtown Lebanon.

Lebanon Market Analysis:		2 Mile Radius	5 Mile Radius	10 Mile Radius
Population	2003 Total	15586	31152	153087
	1998 Total	13929	28025	138538
	1990 Total	11011	22392	110587
	1980 Total	10089	20871	96134
	% change 90-98	26.5	25.2	25.3
	% change 80-90	9.1	7.3	15.0
Households:	2003 Total	6248	11517	56713
	1998 Total	5468	10100	50356
	1990 Total	4189	7791	39118
	1980 Total	3720	6846	31729
	% change 90-98	30.5	29.6	28.7
	% change 80-90	12.6	13.8	23.3
Average HH size:	2003	2.45	2.55	2.61
	1998	2.49	2.60	2.65
	1990	2.57	2.69	2.72
1998 Group quarters population:		300	1724	5031
Families:	2003 Total	4443	8666	43666
	1998 Total	3929	7684	39126
	1990 Total	3067	6040	30824
	% change 90-98	28.1	27.2	26.9
Housing units:	2003 Total	6489	11980	59187
	1998 Total	5677	10505	52558
	1990 Total	4329	8066	40665



**TABLE 4
INCOME SUMMARY**

Lebanon Market Analysis: Income Summary		2 Mile Radius	5 Mile Radius	10 Mile Radius
Per capita inc.:	1998	\$17,807	\$18,797	\$22,572
	1989 (Census)	\$12,517	\$12,661	\$15,199
	% Change 89-98	42.3	48.5	48.5
Average hhd inc.:	1998	\$44,488	\$50,780	\$61,380
	1989 (Census)	\$32,592	\$35,711	\$42,569
	% Change 89-98	36.5	42.2	44.2
Medium hhd inc.:	1998	\$35,720	\$40,384	\$49,779
	1989 (Census)	\$27,424	\$30,548	\$36,493
	% Change 89-98	30.2	32.2	36.4
Medium Family HH inc.:	1998	\$41,905	\$47,082	\$56,818
	1989 (Census)	\$32,533	\$35,193	\$41,235
	% Change 89-98	28.8	33.8	37.8

**TABLE 5
1998 EXPENDITURES BY SELECTED PRODUCT CATEGORIES (in thousands of dollars)**

Lebanon Market Analysis: Selected Project Categories	2 Mile Radius		5 Mile Radius		10 Mile Radius	
	(\$000s)	US Index	(\$000s)	US Index	(\$000s)	US Index
Food at Home	\$21,050	95	\$41,108	101	\$213,872	105
Food Away from Home	\$14,343	99	\$28,644	107	\$157,389	118
Alcoholic Beverages at Home	\$1,328	97	\$2,550	101	\$13,560	107
Alcoholic Beverages from Home	\$1,122	118	\$2,140	122	\$11,711	134
Personal Care Products	\$2,064	98	\$4,067	105	\$21,947	113
Personal Care Services	\$1,588	94	\$3,175	102	\$17,193	111
Nonprescription Drugs	\$749	92	\$1,468	98	\$7,671	102
Women's Apparel	\$4,598	101	\$9,381	111	\$52,573	125
Men's Apparel	\$2,558	98	\$5,234	109	\$30,028	125
Girl's Apparel	\$456	94	\$924	103	\$5,072	114
Boy's Apparel	\$592	95	\$1,191	104	\$6,449	113
Infant's Apparel	\$460	94	\$895	99	\$4,741	106
Footwear (excl. infants)	\$1,867	94	\$3,723	101	\$20,372	111
Housekeeping Supplies	\$2,791	100	\$5,607	109	\$30,276	118
Lawn/Garden Supplies	\$431	93	\$902	106	\$5,045	119
Domestic Services	\$2,404	84	\$5,151	98	\$30,581	117
Household Textiles	\$777	94	\$1,613	105	\$9,142	120
Furniture	\$3,022	102	\$6,065	111	\$33,959	124
Floor Coverings	\$805	99	\$1,783	119	\$10,734	143
Major Appliances	\$1,150	96	\$2,312	104	\$12,513	113
Small Appliances & Housewares	\$727	96	\$1,488	106	\$8,371	120
TV, Radio, and Sound Equipment	\$4,000	100	\$7,933	107	\$43,465	118
Other Entertainment & Equipment	\$4,168	95	\$8,942	110	\$51,775	128
Transportation	\$38,965	98	\$80,340	109	\$445,717	121



TABLE 6
1998 EXPENDITURES BY SELECTED STORE TYPE (in thousands of dollars)

Lebanon Market Analysis: Selected Store Type	2 Mile Radius		5 Mile Radius		10 Mile Radius	
	(\$000s)	US Index	(\$000s)	US Index	(\$000s)	US Index
Building Material & Supply Stores	\$2,122	93	\$4,467	106	\$25,212	120
Hardware Stores	\$316	98	\$655	110	\$3,653	123
Retail Nursery/Lawn & Garden Supply	\$437	95	\$912	107	\$5,132	121
Auto Supply Stores	\$2,023	92	\$4,179	103	\$23,278	115
Galoline/Service Stations	\$9,874	99	\$19,890	107	\$106,774	116
Grocery Store	\$22,890	96	\$44,810	102	\$234,247	107
Drug & Proprietary Stores	\$3,808	94	\$7,610	101	\$41,037	110
Eating Places	\$14,300	99	\$28,550	107	\$157,047	118
Drinking Places	\$742	107	\$1,456	114	\$8,032	126
Department Stores (excl. leased)	\$10,037	97	\$20,510	107	\$114,644	120
Apparel Stores	\$4,269	98	\$8,698	109	\$48,899	122
Shoe Stores	\$1,121	94	\$2,239	102	\$12,284	112
Furniture	\$2,712	101	\$5,470	110	\$30,679	124
Home Furnishing Stores	\$1,378	96	\$2,947	111	\$17,241	131
Household Appliances Stores	\$616	95	\$1,255	105	\$6,936	116
Radio/TV/Computer/Music	\$2,232	96	\$4,543	106	\$25,629	120



V. Public Input

Three methods of public input were incorporated in the planning process for this project. These included a merchants workshop which was held on March 24, 1999, a meeting with the City Council and Planning Commission on April 6, 1999, and the completion of a detailed survey of downtown business that was completed by 51 different businesses and offices in the downtown area. In addition, many individuals attended the Planning Commission work sessions to refine and review the recommendations.

A. Merchants Workshop

The City of Lebanon Planning Department hand delivered 140 workshop invitations and surveys to the merchants and businesses of the downtown area. Detailed results are included in Appendix A. In this meeting, the Consultant asked several questions of the group. The first was "What are some of the positive features of downtown Lebanon and what makes it such a special place?" The next question was "What are some of the negative aspects of downtown Lebanon, what needs to be corrected?" The next question is one in which we asked the persons in attendance to pretend that it is 10 years in the future and that they are very pleased with the downtown improvement efforts that have been made in Lebanon. What has happened in the last 10 years to make Lebanon even more successful? The groups were then asked to record their responses on index cards and share them with the group. The main items fell in several categories as listed below. The numbers in parentheses indicate the priority of the group for that particular improvement or action.

Preservation and Land Use

- In 2010 there is a complete restoration of Historic Downtown Lebanon with shops, restaurants, homes, streetscape, lighting, accommodation hotels and parking. (1)
- Infill all land uses. (2)
- We have saved every house in the Historic Districts and today we still celebrate the Bicentennial of the square opened in 2002. (2)
- No historic buildings have been torn down. (3)
- The Chamber of Commerce is housed on Main Street in the old Detail Shop. (4)
- There are no chain stores located downtown. (8)

Cooperation

- The City, Chamber of Commerce, downtown merchants, and antique dealers are all doing joint marketing and plans for the downtown are shared with downtown investors and stake holders. (1)
- Active Merchants Association. (1a)
- The City supports and encourages small independents the same way they support large corporate businesses. (3)



Parking and Signage

- Better public signage. (1)
- Clearly marked parking meters, lots and hours. (4)
- The City's \$300,000 parking lot is now being used by City employees. (6)
- There is a parking plan. (7)
- Relocate the Municipal Court, especially due to the parking that it creates. (8)

Restrooms

- Clean and well marked public restrooms. (2)
- More public restrooms. (5)

Greenspace and Streetscape Improvements

- More greenspace and streetscape improvements. (3)
- There are courtyards and greenspace. (5)

Traffic

- A truck by-pass is developed. (4)
- Public transportation. (9)

Public Safety

- The police have a street patrol in the downtown. (5)

Activities and Tourism

- The City is an 1860's to 1880's era city with festivals that celebrate the history of the area, Civil War and period recreation. Similar to tall stacks in Cincinnati. (6)
- Increase activities for nighttime and tourism. (6)
- A convention center is located near the City. (7)

Following the visioning exercise, we asked the groups to identify the impediments or obstacles to making this vision become a reality. Some responses included funding, poor communication, the lack of a plan, difficulty in renovating some old structures and the different perspectives of the people in the downtown area. The specific responses to the obstacles to making the vision a reality are:



- Apathy.
- Lack of trust. There is a long lack of trust between the merchants and the City with comments that the City does not keep merchants and businesses informed of their plans for the downtown area.
- The lack of a plan.
- Need to stop the section 8 housing in the downtown area.
- The need for expansion of the downtown area with more variety.
- Enforcement of existing regulations regarding trash, signage, parking etc.
- The city employees park in the two hour lot, there needs to be an attitude change.
- Need a formal downtown association to get this organized.
- Communication between the many groups involved including the City, Chamber of Commerce, merchants and other groups.
- The City must place higher priority on the downtown area to make it thrive rather than on other locations.
- Festivals and events need a promoter for the downtown area.
- There is a lack of a plan for restrooms and a need for a central location.
- Need a landscape and horticulture plan for the downtown area to keep the appearance looking good.
- Hindrances to the truck by-pass are the non-Lebanon residents in the area where the by-pass would go that are opposed to more truck traffic in that area.
- An architecture/historical review board is needed that is separate from the Planning Commission. Currently this is done by the Planning Commission and they feel that there should be more professionals in both architecture and history on this board.

B. Planning Commission and City Council Workshop

A workshop of the City Council and Planning Commission was held on April 6, 1999. All members of the Council and Commission were in attendance except one person missing from the Planning Commission. Numerous downtown merchants were also in attendance as observers. The groups were asked the same questions as the merchants regarding what are the positive and negative features of downtown Lebanon. The detail



on these questions can be seen in Appendix A. The third question of the future vision for Lebanon in the year 2010 included the following items.

- **Traffic**
 - Main Street has been completed with an outer belt and West Street (trucks are prohibited). (1)
 - Completion of Main Street Project. (6)
 - Traffic pattern rearranged to relieve truck traffic. (8)

- **Downtown Activities**
 - Evening amenities and activities for both indoor and outdoor use. (2)
 - Expand and diversify activities downtown to meet community needs and promote after hour use of the CBD. (4)
 - Diversification of retail businesses in the downtown area. (5)

- **Historic character**
 - Maintain and improve guidelines to preserve the historic feel of the CBD. (1)
 - Maintain the historical nature of the CBD with emphasis on the Sortor block east of City Hall. (3)

- **Residential**
 - More residential living in the downtown area. (1)

- **Trails and Greenspace**
 - The flow and feel of downtown continues all the way to the amphitheater in Colonial Park. (1)
 - Walking trails in the downtown including natural areas and City scenes. Along the creek and connect to the bike trail. (2)
 - Maintain, expand and promote greenspace. (7)

- **Land Use**
 - Proper and planned use of all spaces in downtown area. (1)
 - Need for bathrooms.

- **Street Amenities**
 - Coordinated streetscape, signage and lighting throughout all blocks.
 - Map at the train station, City Hall or tourist center to direct visitors. (3)



- **Cooperation**
 - City government and the downtown are working together. (2)
- **City Facilities**
 - New court and police building. Move the court activities away from the central part of downtown because of the parking problems that it creates. (4)
- **Publicity**
 - Tons of publicity for tourism on national, regional and local scales.

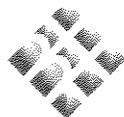
The group was then asked – What are the impediments or obstacles to making this vision become a reality? Some of their responses are:

- Dollars and funding.
- Poor communications need to be overcome.
- Lack of a plan currently.
- Some of the old structures are going to be very difficult to renovate in the downtown area.
- The different perspectives. Some people want total rehabilitation with no buildings removed and others realize the need to remove some old buildings that no investors have come forth.

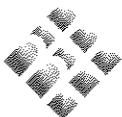
C. **Downtown Business Survey**

A survey with 26 questions was distributed to all the merchants in the study area. Fifty six businesses or occupants in the downtown area completed the surveys. The complete summary is included in Appendix A. The following are some of the conclusions from these surveys.

- More businesses that rent than owned responded.
- The majority of the responses indicated that they had been in business at their location over 5 years with almost half at the same location for over 10 years.
- The condition of most of the structures was “good” indicating that it needed no repair.



- Over half indicated that they have parking spaces dedicated to their business.
- Most businesses are located on the first floor with some on the second floor and very few on the third or other floors.
- When comparing the distance from which their customers come, nearly half said that they are from the region of southwest Ohio with the others split between neighborhoods, City and County.
- The busiest day of the week is by far Saturday with a response of 28, followed by Monday with 13 responses.
- The busiest time of day was typically early afternoon between 1:30 p.m. and 3:30 p.m. This was followed by late morning at 9:30 a.m. – Noon.
- Most stated that the clientele has not changed over the last five years.
- Well over half of the businesses stated that their businesses have improved over the last five years, with this result coming from advertising, referrals, marketing, population growth and word of mouth.
- When asked which stores or shopping areas do you consider to be your major competition, their responses varied including many of the Dayton and Cincinnati area suburbs and shopping centers in the area.
- 80% indicated that they did not feel there was a need for additional apartments or housing in the downtown area.
- Almost all stated that it was important for their businesses to be located in the downtown area.
- When asked to rank the importance of various methods to promote your store and attract customers, the largest response was word of mouth, followed by window displays, newspaper advertisement and direct mail. The types of promotions that were least used were television advertisements.
- When asked to rank several promotional activities and how beneficial they would be to their business, the most beneficial were events such as parades and festivals which is followed by merchandising promotions and group advertising. The least beneficial would be an outdoor flea market or farmers market.
- We then asked the merchants to rate several features of the downtown area as “good”, “fair” or “poor”. Those items with the highest rating of “good” included historic character, attractiveness of downtown, safety during the evenings, quality of goods sold, cleanliness and other factors. Those rated the most “poor” included the number of convenient parking spaces, smoothness of traffic flow, followed by several other factors.



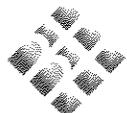
- We then asked the group to identify which of the factors were the most important for their business success with the largest response coming from the number of convenient parking spaces, followed by the attractiveness of the downtown and the smoothness of traffic flow.
- Just over half indicated that improving the storefront would not help to attract or retain customers.
- 84% indicated that they would be interested in joining other businesses to form a downtown association.
- The improvements that the group felt were the most needed included joint advertising, signage improvements, trees and other landscaping, storefront renovation, benches or seats, unified parking lots.
- Almost an equal number indicated that the current City of Lebanon guidelines and process for signage and façade renovations were too strict and also indicated that it was an effective tool for promoting attractive signs and storefronts. Very few thought that it was too permissive.
- In questions regarding parking issues, well over half indicated that fines and tickets were appropriate, meter rates were appropriate, meter time was appropriate and the convenience of parking was also appropriate.
- The next questions asked which were the major strong points, weak points and for other comments. These comments are included in Appendix A.

D. Analysis

The discussions of the positive and negative features of downtown Lebanon had several common items in the workshops between the merchants and the combined City Council and Planning Commission workshop. Some of the most common positive features included the historic characteristics, the benefits of residential land use nearby, the benefits of the festivals, the good location of the downtown area, the good mix of businesses, the ease of traffic circulation, the attractiveness of the downtown and the commitment of businesses to the downtown area. The discussions of the negative features also had some common characteristics such as the need for activities at night, the need for a stronger preservation effort and the need for more information signage.

The vision that was identified by the City Council/Planning Commission workshop and the merchants workshop also had several similar items, these common items included:

- Removal of truck traffic in the downtown area.
- More night time activities.



- The historic character is maintained.
- More green space in the downtown area.
- More accessible public restrooms.
- Better information signage.
- Better cooperation among the various entities.
- The streetscape is improved and enhanced.

There were also some differences in the visions of these two meetings. The City Council/Planning Commission vision included more residential living in the downtown area and stronger public relations campaign. Their vision also included more discussion of the relationship of the downtown to the surrounding areas, such as connections to Colonial Park, the creek and the bike trail. The vision established by the merchants was aimed primarily at the specific improvements that would enhance the retail and tourism market, such as their emphasis on the need for more parking, public restrooms and improving other features that make downtown an attractive area.

In the discussions of the obstacles to accomplishing the vision, both workshops emphasized the need for stronger communications between all entities, the need for a plan for the proposed improvements, additional funding and other factors. The City Council/Planning Commission session addressed one obstacle as the differing perspectives of some of the groups involved in the downtown improvement efforts. Whereas some people want total rehabilitation with no buildings removed and others realize the need to remove some old buildings that have not attracted investors for their improvement. This has become a key issue that has recently fostered much debate.

E. Conclusion

Several items were very common to the City Council, Planning Commission and the merchants. The items that we heard most frequently by all the groups included:

- The need to keep the historic character of the downtown area.
- Need to accommodate tourists.
- Need for activities after 5 p.m.
- Improvement of signage.
- Public restrooms for tourists.
- Upgrade of the streetscapes.



- Convenient parking spaces.
- Need for more restaurants.
- Need to promote the downtown area and it's businesses more.
- The need to remove the Municipal Court activity out of the City Hall building.



VI. Municipal Facilities Analysis

Individual interviews were conducted with the various departments occupying the existing Municipal Building. These departments included the Finance Department, Planning and Development, the Municipal Court, as well as the Police and Fire Departments. Interviews were conducted and comments are as noted below.

A. Finance Department

Ms. Debra Biggs is the head of the Finance Department. Ms. Biggs indicated that her official title is City Auditor, and that she has the Finance Department, Income Tax Department, and Utilities Department under her administration. There are eleven employees: three in finance, three in income tax, and five in utilities. Her Deputy Director is included as one of the three employees in The Income Tax Department. The Income Tax and Utilities Departments collect payments for each of their titled areas, and the Finance Department collects payments for all other areas of the City. The utilities collections are made in a single office at the front of the building. Ms. Biggs is responsible for the billing and collection of all payments within the City.

The Income Tax and Utilities Departments are combined in the same basic work area. There is a large counter where income tax payments are made. This counter also functions as the issue point for permits, including building permits, because the Building Department is located in the adjacent office. The Finance Department is in a separate room; however, Ms. Biggs indicated that there are times when a connection between the departments would be desirable. Mr. Biggs also identified that she has two employees who handle telecommunications collected at the electric billing office. Ideally, these two employees would be located with the remainder of the City employees at City Hall, rather than at a remote location. All of the billing is done at City Hall.

The public has complete access to all members of the department, and Ms. Biggs expressed a concern regarding security for both the collection agents and employees. Ms. Biggs indicated that she would need a counter with four or five openings, if all collections were to be made at a central location. Mr. Carroll questioned whether a drive-up window would be beneficial. Ms. Biggs indicated that there has been discussion in regard to this idea in the past, however, a plan for implementation has never been developed. This department has a great deal of interaction with the public, through the payment of invoices to the City.

The existing room that houses the computer operations for these three departments is too small. It is approximately 6'x8' and is completely filled with equipment. There are several items of equipment housed outside of the room, which ideally would be placed inside. Ms. Biggs indicated that she would like to have a larger space for equipment.

Regarding future employees, she indicated that the possibility of adding two employees within the next five years is reasonable.

Ms. Biggs also expressed a desire for a conference room, which would be lost if the Building Inspection Department moves into room 110. It was also noted that the state



auditors use the current conference room, and they are on site for a period of three to four months of the year. There was discussion in regard to relocating this activity to the second floor of the building.

B. Planning And Development

Douglas Johnson is the head of this department. He handles building and zoning items as the chief building/zoning official. Marty Kohler serves as City Planner and Barry Conway serves as the City Engineer. Mr. Johnson indicated that he is currently considering a proposal to relocate the building inspection department to conference room 110 and provide a separate counter for building inspection. This proposal would also relocate the City Auditor to the existing building inspection office and relocate the City Engineer to the auditor's office. This would effectively utilize the corridor as the split between the Planning and Development Departments and the Finance/Income Tax and Utilities Departments. The Planning, Building Inspection, and Engineering Departments work closely with each other and are proposed to be located within the same suite of offices, as part of the new plan. There are connections between the Building Inspection and the Utilities Department for permits and inspections. Mr. Johnson indicated that there are 30-50 customers per day in this department for permits and inspection reviews. Mr. Johnson indicated that there are several hundred residential building permits issued per year.

Mr. Johnson has one part-time and two full-time building/zoning inspectors under his direct supervision. The plumbing inspections are handled by Warren County, and the electrical inspections are handled by members of the City Electric Department. Plan review is performed on an outside contract basis with a registered architect. There are three clerical associates for each of the Building, Plumbing, and Electrical Departments. Mr. Kohler has one administrative assistant. Mr. Conway has one senior engineering technician and a senior technician/building inspector under his direct jurisdiction.

It was not anticipated that there would be a need for new or expanded areas for equipment. The senior engineering technician has the plotter in his office, and he is the employee who works most directly with the CADD system. Mr. Carroll raised a question in regard to GIS, and it was indicated that the senior engineering technician handles this area as well. Mr. Johnson indicated that the City is acquiring some new software to handle some mapping information that is available from Warren County.

In regard to anticipated future needs, Mr. Johnson indicated that the City has implemented some measures that will control growth, allowing a slower pace than in the recent past. Mr. Johnson noted that he has been able to hire an additional building inspector, engineer, and city planner within the last few years. Mr. Conway noted that there is some discussion about the possibility of having a project manager as an additional employee within the Engineering Department.

It was noted that there is a severe lack of storage space available for this department. There were storage items contained in literally every office and secretarial area of this department. Mr. Johnson noted that the proposed reconstruction plan for these departments is designed to fit within the existing area of the building. Mr. Carroll noted that there may be other solutions available. There was discussion in regard to the



potential relocation of the Municipal Court to a different facility, which would open up offices on the second floor. The basement was also discussed; however, there are severe water problems in the basement and clearance restrictions regarding the ceiling height. Some storage does currently takes place in the basement; however, there is a concern about the water tightness of the facility. There is a need for a conference room, which would service this department and be available for other departments.

C. Municipal Court

Brenda Morgan is the Clerk of Courts, and Belinda Hurley is in charge of the Probation Department. The Clerk of Courts office includes five full-time employees including Ms. Morgan. There is also one part-time employee. Court is conducted two days per week, and there is the possibility that as the caseload increases, this could be extended to three days per week. The Clerk of Courts also works with a civil referee in the large conference room on the second floor. The Clerk of Courts Office is open Monday through Friday, and the Municipal Court is held from 1:00 p.m. until 6:00 or 7:00 p.m., depending on the caseload. Two people are required to work at night in the Clerk of Courts Office, while Municipal Court is in session. The Clerk of Courts handles the booking, collection, and payment of fines, as well as the handling of all records for court cases. Ms. Morgan indicated that she has hired a temporary person that could become full-time as they grow into the job; however, there is no room for this full-time position within the Clerk of Courts area. The Clerk of Courts uses a storage area in the basement. However, this is not ideal because it is three stories below the clerk's office, and Ms. Morgan has a concern about the water tightness of the basement.

The Probation Department has three full-time employees including Ms. Hurley. The department supervises people who are placed on probation by the municipal court. The department performs background investigations and is in contact with approximately 75 clients per week. One secretary maintains the records of social service orders by judges, and two probation officers deal with the clients. Ms. Hurley noted that there is an increasing interaction with some of the victims, as well as an increasing amount of background investigation, which is done prior to sentencing. There is also increased activity with the Victim's Advocate. Ms. Hurley felt that the offices for the probation officers were acceptable; however, the secretary needs more space. The department handles approximately 300 people on probation, and Ms. Hurley indicated that she felt 75 clients per officer was a good caseload. Generally, clients see probation officers on a once-per-month basis; however, visits may be much more frequent, if the client needs additional contact. Ms. Hurley noted that the changing laws are increasing the demand for contact between the probation officer and their clients.

The Probation Department works closely with the Clerk of Courts and vice versa. Both departments also work closely with the Police Department. When questioned in regard to possibly merging with the Police Department into the same facility, both Mr. Hurley and Ms. Morgan felt that this would be advantageous for their departments. The Courtroom, Probation Office, and Clerk of Courts are all currently unsecured. Ms. Morgan noted that there is only one service window at the Clerk of Courts Office and that is all that her department can handle at one time, which leads to crowding and congestion within the lobby and corridors. The relationship between the departments (across the hall from each other) is acceptable to both departments. It was indicated



that there was no need for the departments to be combined. Ms. Hurley also indicated that she had an additional security concern in regard to access to her office by clients.

It was noted that the Bailiff works out of the Police Department. There is a good deal of video equipment which takes up space near the front of the courtroom. It was noted that the function of the City Council room combined with the Courtroom does not really work well for the Courtroom. The judge and attorneys are isolated from people, and the situation is not very secure. There was a brief discussion in regard to taking over the conference room for some of the court functions. Ms. Morgan noted that in the course of her department's work in the courtroom, they interact with several law departments throughout the area.

The Clerk of Courts has daily contact with the general public. There was discussion in regard to the location of a computer that would be available to the public, and more specifically, to lawyers, credit companies, etc. who ascertain background information of individuals, as well as information of upcoming court cases. Ideally, this site would be under control of the clerk of courts and would have general public access by permission only.

Currently, these departments share office equipment, such as copier and fax. Ms. Hurley noted that she would like to acquire a new printer, however, there is no room for one in the current configuration.

It was noted that the City has ordered equipment to conduct video arraignments from the Police Department. This is expected to alleviate the need for transportation of prisoners back and forth between the courtroom and their housing.

There is an additional need for storage in the courtroom area.

Both Ms. Hurley and Mr. Morgan reacted very positively to the suggestion of combining with the Police Department. It was noted that all departments have similar security concerns. Ms. Hurley noted that they have applied to the Supreme Court for a metal detector to be utilized as part of the court facility. It has not been determined how and where this equipment would be located outside the courtroom. Ms. Morgan noted that there is a letter on file from the Supreme Court noting a lack of compliance on the part of the City of Lebanon Municipal Court. It was not felt that there was any direct or desirable access between these departments and other City departments. Ms. Morgan noted that she would like to take over the existing conference room to be utilized for Clerk of Courts functions. She felt that this much space would properly accommodate the amount of workspace required between the two offices.

D. Police Department

Kenneth Burns is Police Chief and has been in this position since 1988. The Police Department has 32 employees, including 24 sworn officers. The City utilizes enhanced 911, which is performed within this department. This department encompasses the entire City of Lebanon.



Chief Burns noted that the City recently restored an old service station on South Street that is primarily intended to be a location for the downtown bicycle patrol. The facility is located at South and Mechanic Streets.

There was discussion in regard to inter-department relationships, and the only other City department relationship Chief Burns felt was important to his department was with the Municipal Court. The Sheriff's Department currently handles transportation of prisoners between court and the city building when prisoners are arraigned there. There is also interaction between the Police Department and the Probation Department and Clerk of Courts. Chief Burns indicated that he did not feel that there was any down side to combining the police and the municipal court functions.

The Police Department has a lot of public interaction, including walk-in traffic. Chief Burns indicated that the department handles 200 calls per shift, and after 5:00 p.m. handles all emergency phone calls for the City. The existing location of the police building on Silver Street is fine for access in and out of the building to other points within the City.

Chief Burns indicated that he has applied for three additional officers to be added to his staff. He expressed concern that they are running out of room in the current police facility. The original building was built in 1964 and was updated in 1974. Chief Burns noted that he currently has one communications officer on duty per shift, and this arrangement is beginning to fail. Chief Burns felt that another person could be added to the communications staff at any time. The existing building houses two bays of police equipment and two bays of fire equipment. Chief Burns felt that moving the fire equipment out of the facility and utilizing the remaining space could expand the department. At this time, there are no vehicles parked within the equipment bays. It is used for storage of bicycles and other Police Department apparatus.

Chief Burns indicated that the Police Department is willing to change with the growth patterns of the City of Lebanon. The department strives to be user friendly and to provide a good work environment. A substation for additional police officers in the outlying areas is possible, and it could be a one-man operation in rented or donated space. Chief Burns did not feel that an additional substation was desirable or necessary. Chief Burns noted that the downtown area is very viable and he felt that this was the best location for the Police Department.

E. Fire Department

Mike Hannigan is Chief of the Lebanon City Fire Department and is its only full-time employee. The department is responsible for all fire and emergency rescue operations within the City. The department also provides backup dispatch to the Police Department for operation of the 911 system. Chief Hannigan noted that the voters of Lebanon recently approved an increased budget for the Fire Department, and in October, a new employee will be hired as captain of the department. He currently has two part-time EMT employees, which cover operations Monday through Friday 6:00 a.m. to 6:00 p.m.; however, as of January 1, 2000, he will have emergency staff on duty full-time, 24 hours per day.



The department has no strong relationships with other departments, including the Police Department. They occasionally need information from building and finance; however, the computer network between the departments is generally adequate for this information.

The Fire Department interacts with the public through service calls, walk-ins, and building tours.

Chief Hannigan noted that they are currently out of space within the building, and he needs to add dormitory space to the second floor of the existing facility. In addition, Chief Hannigan expects to build a new substation by 2003. At that time, he will need to move his offices as part of the new station, rather than add additional space at the current facility. There is also the possibility of providing office space in the existing police facility, if that function is combined with the court system. Chief Hannigan indicated that he felt the proper place for his offices would be in the downtown corridor, however, he did not object to being located at a substation outside of the downtown area.

Currently, the Fire Department houses equipment in the four bays of their building, plus two bays in the old fire facility across the street.

F. Analysis

The existing Municipal Building does not currently provide enough space for any of the three primary departments that function within the building. There is discussion in regard to performing some minor relocation work within the building to relieve some of the crowding which exists, however, this would be a temporary resolution.

The City also has a serious security problem in regard to the operation of their daily functions. Currently, the building and all of its occupants are accessible to anyone who happens to walk into the Municipal Building. It is strongly recommended that the City consider measures to implement security controls to prohibit public access to the various departments within the City. This could be accomplished by creating an entrance lobby which would be accessible from the front door only. This lobby area could house a receptionist that could control access to the City staff, preventing unnecessary interruptions and also creating a more secure and efficient working environment.

There would need to be an accessible public counter in this lobby that would handle payments to the City and permits from the City. Staff members that handle this function could be located adjacent to the public access area. Staff members that don't require constant access to the public could be located further away from the service counter.

The receptionist would control access to all staff members, such as the City Manager, who would need to be located in an accessible area, but not in a direct public access area.

This, however, does not resolve the space issue. It appears that the best resolution would be to relocate the Municipal Court from this building into a separate facility, which would ideally be closely linked to the Police Department. This would free up additional



space on the second level of the building, to accommodate the space needs of the Finance Department, as well as the Building and Zoning Department. The vacated space would also allow for future growth.

The development of a new Municipal Court Building would be required somewhere in the downtown area, since it does not appear that the existing police building could handle the addition of the court functions or the space requirements for a Police Department expansion.

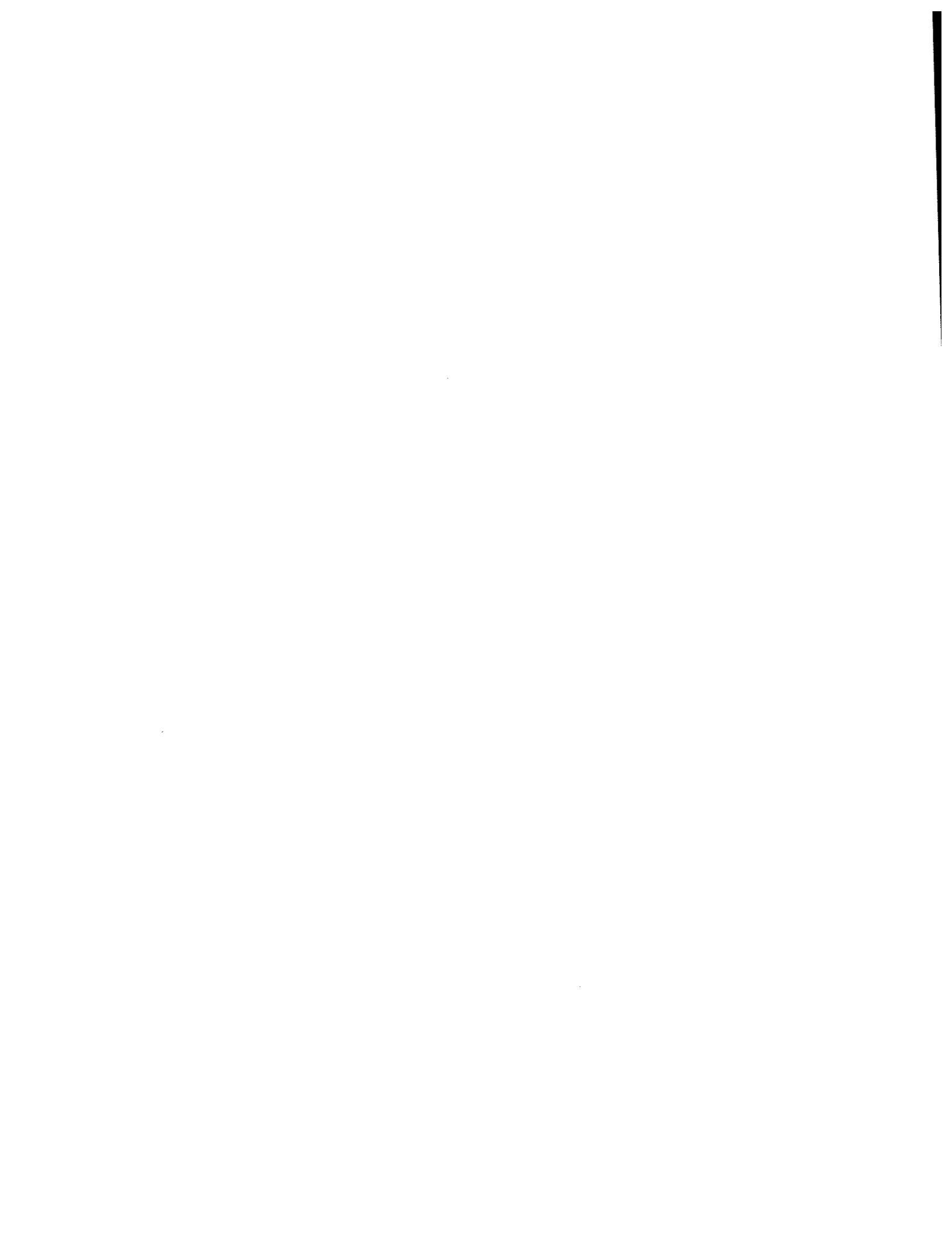
The recommended solution is to develop a separate Municipal Justice Center which would include the functions of the Municipal Court and the Police Department. These would be located in the north redevelopment area in the block bordered by North Broadway, Pleasant Street, Mechanic Street and New Street. The Justice Center would be located on the corner of Pleasant and Broadway with parking located around the building. Since there are no other municipal parking lots in this vicinity, the parking lot must be sized to accommodate all of the functions within the building.

This solution also helps alleviate the parking problem in the immediate area of City Hall by moving the Municipal Courts to this location.

Based upon the existing court functions and allowing for some expansion, we are estimating that an area of 8,500 sq. ft. would be required to relocate the Municipal Court to this location. In addition, the Police Department will require approximately 8,500 sq. ft. for a total building area of 17,000 sq. ft.

The Fire Department has acquired the old Deger-Novak building on Route 48. This will provide the second substation that the City requires, as well as provide a larger amount of additional office space for the Fire Department. This effectively fulfills the needs of the Fire Department for the next twenty years.





VII. Streetscape and Green Space Analysis

A. Existing Streetscape Conditions

Currently there are three levels of streetscape improvements in downtown Lebanon. The most developed is the main retail corridor which includes brick walks, street trees, period style lighting, benches and trash receptacles as shown in photograph 7. This occurs on Broadway from Main Street to Silver Street, on Mulberry Street from Mechanic Street, most of the way to Sycamore Street, and the new improvements that have been made in the summer of 1999 on Silver Street from Broadway to Mechanic Streets which is shown as photograph 8. This new block does not have the period style lighting. The majority of the brick sidewalk was installed approximately 25 years ago. Some portions have had to be replaced. The second level includes street trees and the historic style light fixtures but without the brick walks. This occurs on Broadway from South Street to Main Street, Mechanic Street from Main to Silver and on Sycamore Street from Main to Silver. The third type is basic concrete sidewalks which occur on the remainder of the downtown area. The State will be making improvements on Main Street in the near future. As Main Street is repaired, it should also include the historic style lights, street trees and the use of brick would be ideal in the block each direction east and west from Broadway.

B. Streetscape Expansion

Figure 7 – Downtown Recommendations Plan indicates several areas where the streetscape is to be expanded. One is from the northern gateway into the downtown area along Broadway to Silver Street. This currently has a very vehicular, open feel and could be made to look more pedestrian with the introduction of more shade trees into this area.

The Recommendations Plan indicates certain block faces which are recommended to have streetscapes upgraded. These are primarily to extend the existing streetscape to the redevelopment blocks to the east and west and also to extend the street trees from Silver Street north to the gateway into the downtown area. Upon entering from the north on Broadway, it currently feels more open and vehicular oriented until you reach Silver Street where it looks more pedestrian.

As the redevelopment blocks are completed, both east and west of the core area, then the streetscapes on Mechanic and Sycamore between South Street and Mulberry Streets should be upgraded to have brick sidewalks, street trees, historic style lights and the information signage that can also be found on the other streets along Broadway.

Many of the discussions in the public input process indicated that the character and attractiveness of the downtown area are some of its very special attributes. The expansion of the attractive character could help to spur further redevelopment in other areas of the downtown as well as make the downtown area more attractive.





Photo 7 - Example of typical, existing streetscape.

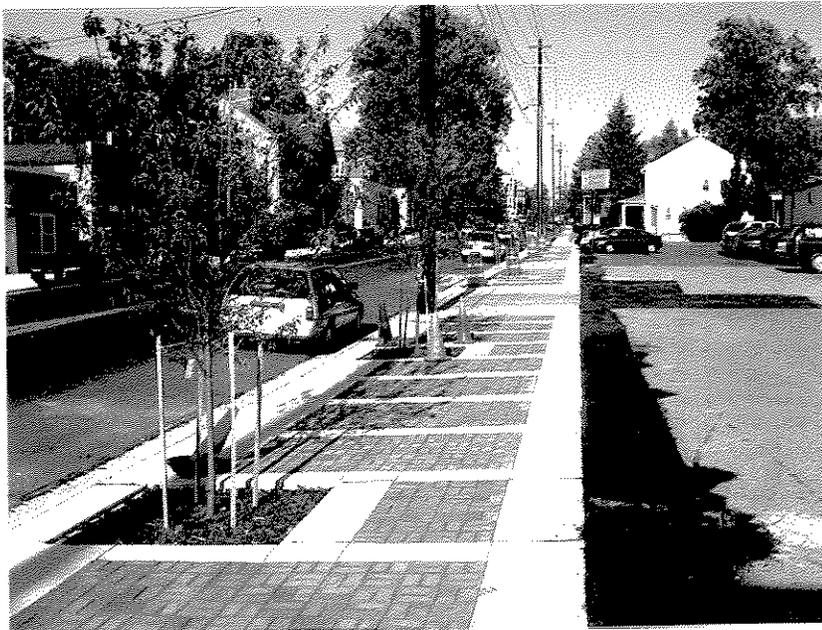


Photo 8 - Recent streetscape improvements on Silver Street.



C. Gateways

The recommendation plan indicates a gateway from the northern and southern entries on Broadway, and the east and west entrances on Main Street. The best opportunity for development of a gateway is on Broadway where there is open space adjacent to Berry Middle School and where greenspace is proposed at the new Municipal Justice Center. Adjacent to the downtown area there is a large open greenspace which could be developed into a park-like setting with the planting of trees, shrubs and flowers along with some signage and type of public art. These areas are shown in Photos 9 and 10. The use of public art in the downtown area could reinforce the unique character of downtown Lebanon and enhance its reputation with the arts community and the several galleries that are located downtown. We recommend that these be commissioned pieces that relate to the historic and retail nature of downtown Lebanon. A piece similar in character to the one shown in photograph no. 11 would be appropriate. One can be designed specific to Lebanon that utilizes some of the architectural details. This type of feature serves as an entrance feature and information sign. The panels can also be changed to promote upcoming events. This gateway at the northern end is the best opportunity for a larger piece whereas the other two gateways along Main Street are much more limited in space. There is space in front of the Eagles Club and in front of the municipal parking lot by the Water Department which provide opportunities for additional gateway features.

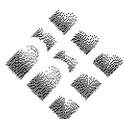
Another opportunity for expansion of the streetscape is in the medians along Broadway. Broadway is currently very wide and has painted median areas in the center. These median areas provide the opportunity for the introduction of additional trees, brick and landscape elements in the center of downtown and will help to reduce the scale of the wide street. An example of this is illustrated in Figure 8, which shows one way in which these medians could be treated. The City has previously discussed this possibility with the State Department of Transportation and has been told that this would be acceptable to the State. During the planning process, the Planning Commission decided to keep the painted islands in their current condition to better accommodate the community parades.

Figure 9 provides examples of gateways from other communities.

In Section III - Zoning Ordinance Review, we recommended the establishment of a landscape ordinance for the screening of parking lots. Figure 10 illustrates the impact of a brick wall and landscape screening at an existing parking lot.

D. Information Signage

In the public input workshops and the survey of the merchants, it became very clear that directional and informational signage is strongly needed. The purpose would be to direct visitors to the shopping district and retail areas, landmarks, public restrooms and mainly to the parking lots that are available to visitors. There are currently information maps located at the train station, by the Golden Lamb and at the municipal parking lot at Sycamore and Main. These should be updated as changes occur in the downtown area. We recommend that the City prepare a downtown wayfinding plan which will include a comprehensive review of the exact locations, text and style for the proposed signs.



They could be as simple as an additional arm off of the light poles with arrows to indicate the direction for parking areas and major landmarks (as shown on photograph 12) to a separate signage system on separate poles that would compliment the historic style light poles and the gateway features (as shown on photograph 13). The Recommendations Plan indicates potential location for these direction signs which will be aimed at providing information for both pedestrians and vehicles. The wayfinding sign program could be prepared in-house by current staff or contracted to a graphic arts firm. The use of the international symbol "P" for parking is acceptable at parking lots to indicate their locations.



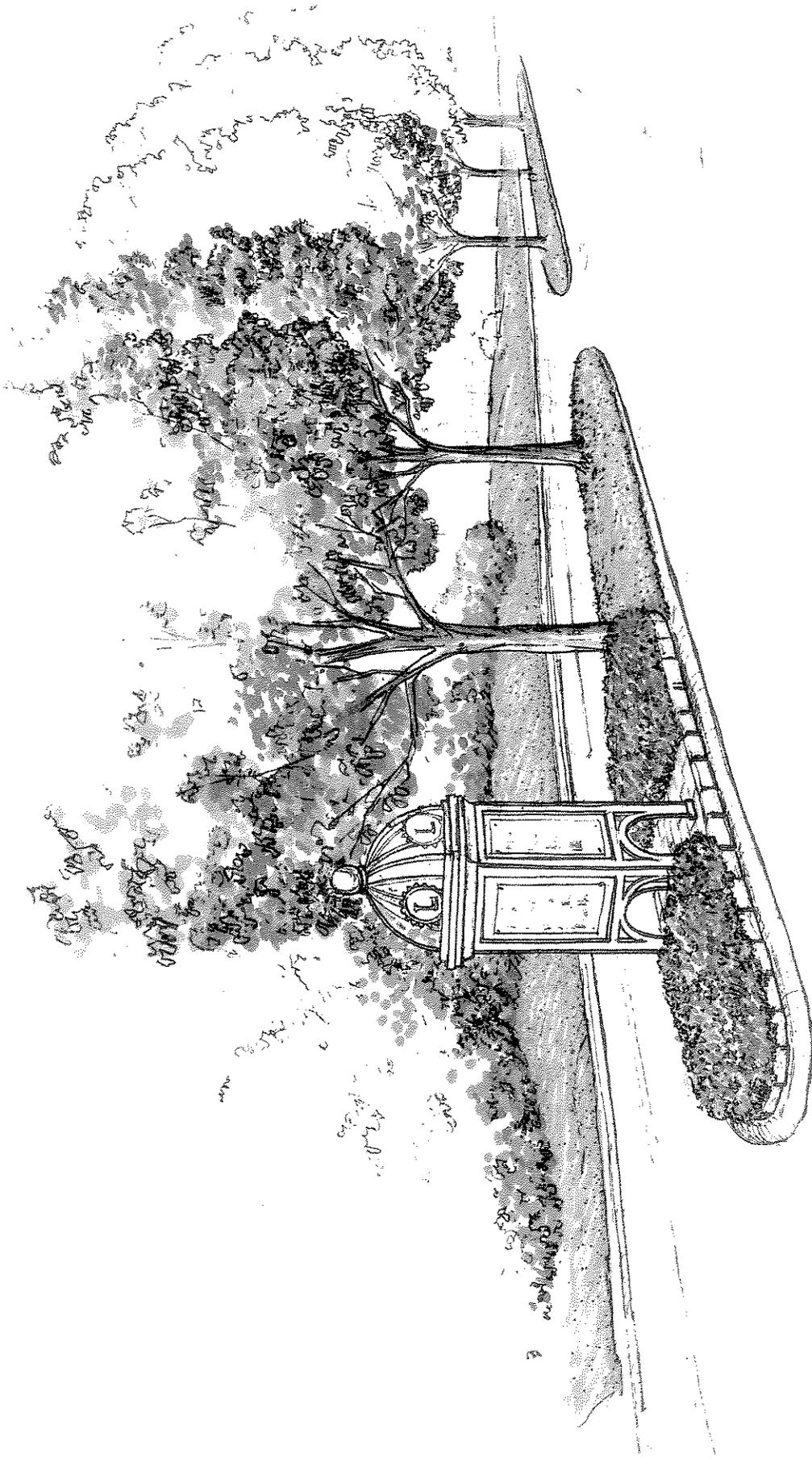


Figure 8

Streetscape Enhancement

Downtown Master Plan
Lebanon, Ohio

Brandstetter Carroll Inc.

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Cincinnati Lexington Cleveland





Photo 9 – Open space to be developed as the northern gateway.



Photo 10 – Median to be landscaped as the northern gateway.





Photo 11 – Suggested type of gateway feature.



Photo 12 – Example of direction/information signs on the light poles.





Photo 13 – Example of parking signage.



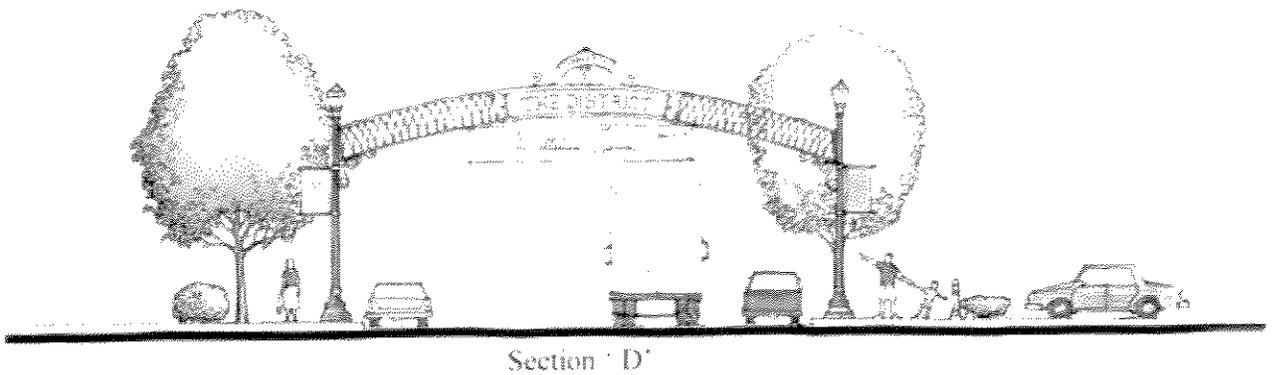
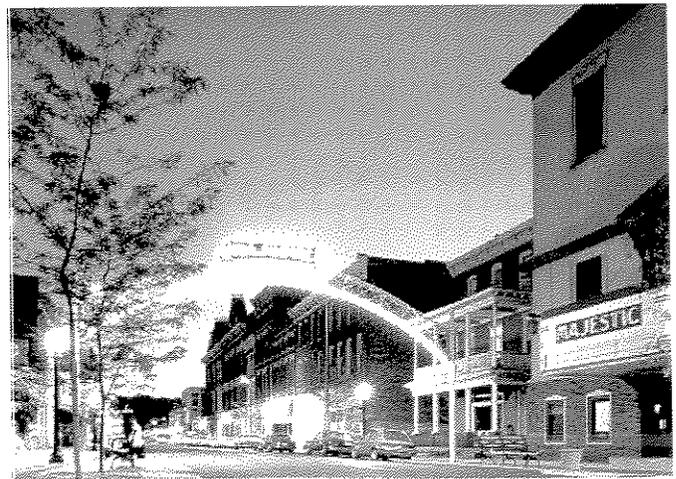


Figure 9 – Examples of gateway features





Parking Lot Screening

Figure 10

VIII. Goals and Strategies

A. Develop and Implement Strong and Effective CBD Organization.

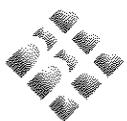
A strong organization through which diverse groups such as merchants, residents, public officials, Chamber of Commerce and consumer groups work together to promote and improve the downtown is essential to the future of the CBD.

1. Identify and organize a core group of community leaders (with a strong and long-range interest in improving the downtown area) who will work to facilitate the plan implementation in coordination with the City.
2. Form a Downtown Association that is dedicated to the long-range improvement effort for downtown. The downtown businesses, Chamber of Commerce, City Administration, Warren County Convention and Visitors Bureau and the Planning Commission and others would have representation on this Association.
3. Hire a Downtown Coordinator to assist in the development of, and administer the affairs of the Downtown Association.

Note: Communities with a Downtown Coordinator have proven to be more successful in their efforts than other communities. Committees of the Downtown Association can begin the necessary tasks with the help of City Staff in the short term. For the long term, we recommend the establishment of an individual to be a Downtown Coordinator. The Coordinator must understand how all of the features of the downtown work together to enhance or detract from it's image as a vital economic and civic center, an image that is critical to it's survival. This position can be funded through dues from a downtown association, fundraisers, Chamber of Commerce, government funds and/or grants.

The Downtown Coordinator must be able to converse with a diverse group of individuals. This person must be able to show how the pursuit of common interests through step by step improvements can work toward a long-term improvement effort. Finally, the Coordinator must act as a bridge between the private and public sector interests and economic development interests in the community since successful implementation of this plan will require strong support from both of these groups.

4. The City of Lebanon should become a member of Downtown Ohio Inc. and the National Main Street Network so that community leaders can learn from other community successes and failures and take advantage of the technical support, seminars and other information available from those organizations.
5. Create a strong retail environment by assisting existing businesses, recruiting new businesses, through expansion and diversification of the retail core.



6. Develop a downtown newsletter, web site, or use a portion of the City newsletter to inform area residents of the businesses, sales, events and improvement efforts in the downtown.

B. Maintain and Increase the CBD Attractiveness, Uniqueness and Historic Character.

Make downtown Lebanon a more attractive area so as to attract shoppers, tourists, and businesses and to provide a greater source for community pride.

1. Attractiveness

- a. Streetscape

- (1) Develop landscaped gateways into the downtown area to welcome visitors. These gateway areas should include landscaping, signage and signature features.
 - (2) Initiate a street tree-planting program for the northern entry to downtown from the northern gateway at Berry School to Silver Street.
 - (3) Improve the bridge and gateway into downtown from the south along Broadway.
 - (4) Expand the streetscape patterns with trees, historic style lights and brick pavers into some of the adjoining parks and neighborhood areas. The blocks that should be included in continuing the streetscape pattern of brick and concrete walks, historic style lights and trees include Main Street from Cherry to the North Fork of Turtle Creek, Mulberry from Cherry to Mechanic, Mechanic Street from South Street to Silver Street and Sycamore Street from Main Street to Mulberry and eventually extending to Silver Street. These areas are illustrated on Figure 7.
 - (5) Screen the parking lots with landscaping where possible. Some of the City lots are well landscaped, but several others have very little or no landscaping. Brick walls, decorative fences and hedges can be used along with trees to create a facade along the areas where parking is located to complete the storefront facade along the front of the block face. It is further recommended that the recently adopted landscape ordinance be enforced and included as part of the design guidelines for future parking lots.
 - (6) Upgrade the existing streetscape improvements in blocks where it currently exists.



- (7) Some of the existing street trees have been in place for several years. The average life span of urban trees is 12 to 15 years. At that time they begin to decline and the roots begin to push the sidewalk up in search for air and moisture. A phased approach to replacing the existing street trees should be master planned and implemented.
- (8) Add to and replace street furniture that is old, worn or broken.
- (9) Relocate all utilities currently overhead to underground.

2. Open/Green Space

- a. Create more accessible and better-utilized public open and green space downtown.
 - (1) Incorporate small open spaces within landscape planting areas in parking lot screening.
 - (2) Develop Christmas Tree Park into a pedestrian plaza with a fountain. This space could be used for public gatherings, as a rest area and as an attractive landmark in the center of town. (See Figure 11).
 - (3) Develop a pedestrian walkway/bikeway along the North Fork Creek, which will connect Colonial Park, downtown, Harmon Park, and all green spaces. In the downtown area this greenway should include a walking and bike path, rest areas, facilities for bike parking and overlooks of the North Fork Creek area. The development of a continuous walking or bike path along the creek will be difficult due to many road crossings. The cleaning of the creek area and development of urban parks along the creek will make a significant impact to the beauty of the downtown ensuring connectivity to city bike trail.
 - (4) As part of the East and West Redevelopment areas, include public green space and plaza space.



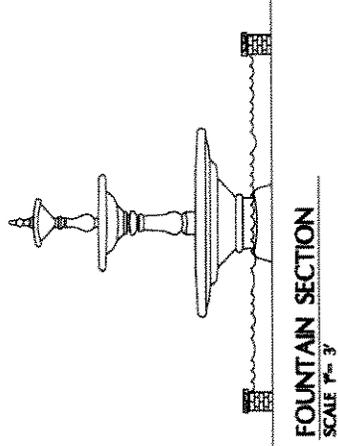
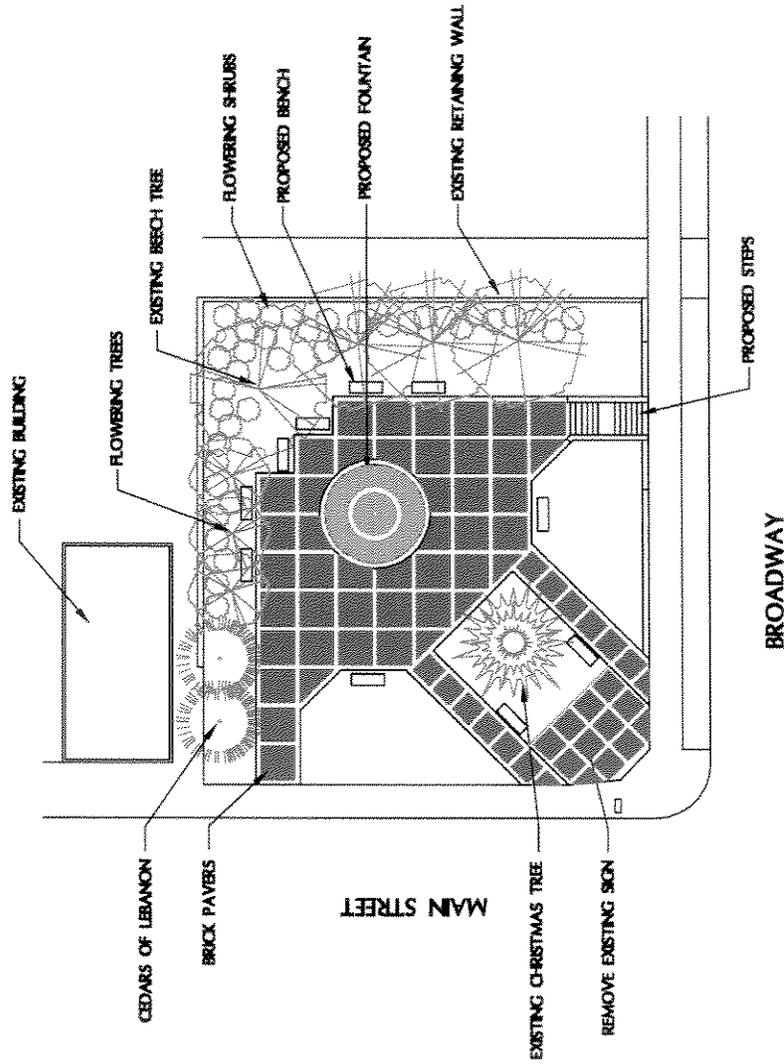
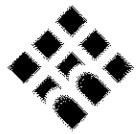


Figure 11

Christmas Tree Plaza

Downtown Master Plan
Lebanon, Ohio



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3. Uniqueness

- a. Maintain the quality and continually improve the existing festivals that are held in the downtown. Add new festivals and activities each year to keep the events fresh and exciting. The five elements that are a part of every successful promotion include music, food and drink, overlapping events, children's events and give-away items.
- b. Continue to promote the passenger rail service to increase tourism.
- c. Establish walking tours and identification of historic buildings throughout the downtown area to provide additional opportunities and reasons for tourists to visit the area.
- d. Develop and promote a farmer's market.
- e. Plan and promote more events and activities that take place in the Downtown area.
- f. A larger gazebo/bandshell could be developed since the one in the park adjacent to the Golden Lamb is small and does not allow enough room for larger performances. A concept plan for the East Redevelopment Area is included as Figure 13, which includes a bandshell.
- g. Develop and promote the opportunities for dining, entertainment and cultural activities and provide a wide variety of programming that will attract people to the downtown area, BOTH IN THE DAYTIME AND THE EVENING.

- (1) Note: A recent study indicated the development of a Cultural Arts Center is desirable. We suggest that this facility should have a strong tie to the downtown area. Other cultural activities should be developed in the downtown such as an art gallery, movie theater and other activities that would attract more people to the downtown area. One logical place for this development would be in the west redevelopment area in the block bordered by Main, Sycamore and Mulberry Streets. Currently there is a great deal of open space in this block and it is surrounded by municipal parking lots which would provide ample parking for evening activities that would take place in this vicinity. Recommended facilities in this development should include a theater which can be used by community theater and other groups, to show movies and for other performers as well as a café, coffee shop, art gallery, and an upscale book store. Another possible location is in Colonial Park.



4. Historic Character

- a. Encourage property owners to improve and maintain the contribution of the buildings to the historic character of downtown.
- b. Provide incentives to building owners to upgrade their storefronts through tax incentives, grants, awards, etc.
- c. Work with local banks to establish a low interest loan pool for storefront improvements.
- d. The City should, in cooperation with any future Architectural Review Board, take a proactive approach to assisting building owners and developers with their building appearances. Provide design and color selection assistance and prepare educational materials to inform them of the desired appearance.
- e. Identify noncontributing buildings within the Central Business District and the immediate adjacent area and work with the owners to develop an appearance that is more in character with the historic downtown area.
- f. Investigate the need for an Architectural Review Board to oversee and implement the design guidelines. Some of the members of the Review Board should have experience and/or a good working knowledge of historic architecture and restoration techniques. Board members should take advantage of training provided by state and national agencies.
- g. Expand the CBD and architectural review district limits to include the two blocks in the northern portion of the study area and the west side of Broadway to the North Fork of Turtle Creek.
- h. Insure that planned land use contributes to overall strength of the CBD.
- i. Redevelop the block bordered by Main, Mulberry, Mechanic and Cherry Streets by incorporating the existing historic structures if possible and providing a development which offers additional commercial and retail space along Mechanic and Mulberry Streets and also would provide additional parking and residential units. A Concept Plan is included as Figure 13.

C. Maintain/Increase CBD User Friendliness

Make downtown Lebanon a more welcome environment for visitors.



1. Traffic Flow

- a. Reduce the impact of the through truck traffic in the downtown area and improve overall traffic flow. COORDINATE WITH THE OHIO DEPARTMENT OF TRANSPORTATION AND THE LEBANON MASTER PLAN.
- b. Develop alternative methods to access the downtown area.
- c. Investigate methods for improving traffic flow in coordination with the Lebanon Master Plan with improvements such as left turn signals, turn lanes, etc.
- d. Make pedestrian street crossings safer and eliminate skateboarding on CBD streets and sidewalks.

2. Signage

- a. Provide clear signage to direct visitors to the municipal parking lots.
- b. Develop a series of informational and directional signage to direct visitors and others to the shopping areas, parks, public restrooms, information centers and other area attractions in the downtown area, ESPECIALLY THE SIDE STREETS.
- c. Review and refine the signage ordinance for 2nd floor businesses to strengthen the retail environment.

3. Parking

- a. Establish a committee with representatives of the City Administration, Police Department and merchants to review the current parking practices and enforcement procedures. The recommendations of this committee should focus on the goals of providing customer friendly and convenient parking close to the businesses and encourage long term parkers and employees to park in lots that are further away from Broadway. This committee should make reference to The Parking Handbook for Small Communities which was prepared by the National Main Street Center and the Institute of Transportation Engineers along with other resources which provide guidance and research regarding parking practices in smaller communities.
- b. Update the parking meters and continue to replace meters that do not work properly. Clear signs on the meters need to indicate hours of enforcement and parking policy.
- c. Improve the availability of parking for downtown business customers, employees and downtown residents.



- d. Review the current CBD parking requirements to ensure that the appropriate amounts of parking is provided for new and existing development.
 - e. Continuously look for opportunities to develop more parking on the east side of the study area.
4. Information Centers
- a. Develop a visitor information booth and public restrooms in the old Post Office. The restrooms and booth should be open during all normal shopping hours and evenings during events.
5. Restrooms
- a. Construct conveniently located public restrooms in the CBD area.

D. Consolidate/Upgrade Municipal Facilities

Provide the necessary municipal facilities for the City to function in an efficient manner in coordination with the Lebanon Master Plan.

1. Perform a detailed space program analysis for the Municipal Court and all City Departments.
2. Review use of outlying city owned buildings and real estate for current and future municipal services.
3. Relocate the Municipal Court functions out of City Hall and to a location off of Broadway, in coordination with Lebanon Master Plan.
4. Utilize the existing Municipal Court facility space in the existing City Hall for the expansion of other departments. Reorganize the interior spaces of the building to clearly separate the public space from office space and to combine related services.
5. Move "Visitor Center" to old Post Office.
6. The Fire Department will develop other facilities that will relieve some of the space concerns in the downtown Silver Street location.

E. Update CBD Infrastructure

Upgrade deteriorated water, sewer and storm sewer to modern specifications.



F. Other Items

1. Investigate options for the development of more upscale, owner occupied residential living in the downtown area.
2. Solicit proposals for developments in the East and West Redevelopment areas that include first floor retail space. As these structures are developed with the same spatial relationships and proportions as the established businesses throughout the downtown.



IX. Redevelopment Area Concepts

As part of the overall improvements to downtown Lebanon, several blocks have been recommended for redevelopment. The following is a discussion of each of those redevelopment areas. These areas are indicated in Figures 12 - 14.

A. West Redevelopment Area

The West Redevelopment Area is bordered by Main, Sycamore and Mulberry Streets. This block is close to the retail core of downtown Lebanon and provides the best potential for development because of the abundance of parking surrounding this block. The municipal parking lot at the Electric Administration Building area is located immediately across Main Street; there is a municipal parking lot directly across Sycamore Street and also across Mulberry Street. This area also compliments the existing evening and weekend usage of the Golden Lamb, which is immediately across the street. Immediately west of this area is the Ameristop retail location. Main Street in this area serves as a gateway into the downtown area. The area to the west is bordered by the North Fork of Turtle Creek.

Figure 12 indicates conceptual recommendations for the development of this block. The primary recommendations include the establishment of mixed use and owner occupied residential units along Sycamore Street, improvements to the existing structures on Mulberry Street on the western half of the block and demolition of the structures west of the alley. The area along Mulberry Street will be developed with other mixed use buildings, parking and a park and playground, which would extend to the creek with a greenway extending up the creek as part of the greenway system. Behind the mixed use area, the plan indicates parking and greenspace.

Along Main Street, the plan indicates landscaping and green space behind the existing homes as you enter the downtown from the west. Between the proposed mixed use buildings and existing buildings is a parking lot to be used by tenants and property owners in this block. Parking would also be developed on the alley and between the proposed buildings.

B. East Redevelopment Area

The recommendations for the East Redevelopment Area are indicated on Figure 13. This block is bordered by Mechanic, Main, Cherry and Mulberry Streets. This block serves as a transition between the retail and commercial core of the downtown and the residential area on Cherry Street. On the east half of Mulberry and on Cherry Street, the plan indicates land uses of retail and professional office space. The plan illustrates the development of organized parking lots, a bandshell and common greenspace in the interior of the block. A major feature will be the development of a bandshell in the block along Cherry Street. This will allow larger events than at the current gazebo adjacent to the Golden Lamb. Figure 13 illustrates the location of the bandshell along Cherry Street in the center of the block with the renovation of the 5-7 building. The bandshell should



have an attractive appearance on all sides and it should be designed in the historic character of the Historic Downtown Area. During events at the bandshell, the east portion of the parking lot can be closed to allow more room for participants. Both concepts show the development of a restroom and concession building adjacent to the parking lot on Mulberry Street. This structure could be designed to also function as a concession stand during events.

Along Mechanic Street, the plan illustrates the reuse of the Goodwill building as a community building and theater. A new parking lot will be developed south of the Goodwill Building.

As Main Street is redeveloped, it is recommended that the entire block have the concrete and brick sidewalks with historic style lights and street trees as is common now along Broadway and the rest of the retail corridor.

Across Mulberry Street from this block, the recommendations include the future expansion of retail, office space and owner occupied residential space in the existing parking lot areas. These would be developed after the redevelopment area block is completed and if there is a strong demand for additional retail space. In the meantime, that parking area would be landscaped with brick walls and trees to provide a more attractive setting for the retail use across Mulberry Street.

The plan indicates infill of a residential style structure on Main Street that could be used for retail, a gallery, professional office or residential use. The character should match those of the surrounding historic structures.

The development of all of the structures in this block should be in character with the similar uses in the downtown area.

One of the most controversial topics throughout this Master Planning process has been the status of the building at (5-7) South Cherry Street. The land uses in this area should be professional office or retail use. As more of the retail and office uses expand further to the east down Mulberry Street and the parking is developed in the rear, the market place and potential development for this property will be the ultimate determining factor whether it is economically feasible to renovate this existing structure. The Lebanon Conservancy has developed sketches indicating the potential appearance of this building if renovated.

After much debate, the Planning Commission recommends that the 5-7 South Cherry building be renovated. The Lebanon Conservancy has agreed to renovate the exterior of the building with the hope that someone will purchase the building and remodel the interior for office or retail use. In the meantime, one potential use is for storage of materials used at the bandshell for performances.

C. North Redevelopment Area

This area is currently not included in the Central Business District, but it is recommended that it should be included in the CBD. The area is bordered by Broadway to the west, New Street to the north, Mechanic Street to the east and Warren Street to the south.



The present alley cuts across this site in a north-south direction. Currently the City owns all of the property between Pleasant and New Streets along Mechanic Street. Figure 14, North Redevelopment Area, indicates the development of a Municipal Justice Center on this site. The plan indicates the location of the proposed building facing Broadway with landscaped buffer space along the road. The south end of the building would include the police functions and parking would be provided under the building for security and prisoner transfer. The plan indicates greenspace and buffer landscaping between Broadway and the parking lot and also between the parking lot and Mechanic Street.

The rest of the existing buildings in the block between Pleasant and Warren Streets should be maintained and kept with the exception of the apartment building at the corner of Pleasant and Mechanic Streets which does not contribute to the historic character and could be demolished and redeveloped with other residential style buildings.

D. Other Areas

The plans indicate four other areas that have potential for redevelopment. The first is on Mulberry Street between Mechanic and Cherry in an area that is currently used for parking. This would be a long-term expansion of the retail land use as other redevelopment areas are completed and if there is still a demand for additional retail space. The existing parking lots in this area are not in character with the rest of the retail corridor along Mulberry and the development of the appropriate style buildings and uses would compliment and extend the retail corridor along Mulberry.

The other recommended redevelopment block for the long term is located between Main Street, Mechanic and South Streets. Currently the SOG Distribution Facility is located along Main Street. This one story brick building is not in character with the other historic buildings along Main Street, which is a main corridor into the downtown area. Behind SOG is a parking lot and further down on Mechanic Street is a storage lot for construction and farm materials. With the development of the proposed bike trail extending from the east to the train station, the location of Harmon Park and the many visitors to the train station area, this area is somewhat of an eyesore as a main link between the downtown area, Harmon Park and the bike trail. Therefore, we recommend the long-term development of this area with retail buildings located on Main Street with office use and the appropriate parking located behind the building. With the slope on Mechanic Street, the buildings on Main Street could be two stories with one story facing Main Street and the second story being inground providing access to the parking below. This is also a potential area for the development of a parking garage if it is determined that more parking is needed in the future. The redevelopment of this block will help the Shoe Factory by providing more parking in the area and providing more reason for visitors to walk down into this area.

The final redevelopment area is the site of the old Chili Company on Broadway. With the proper type of development, this area is a logical extension of the pedestrian retail core on Broadway. Proposed buildings should follow the Historic District Guidelines with a style and character similar to the buildings on Broadway from Main to Silver Streets. Parking should be located in the rear of the buildings with the buildings at the edge of the sidewalk.



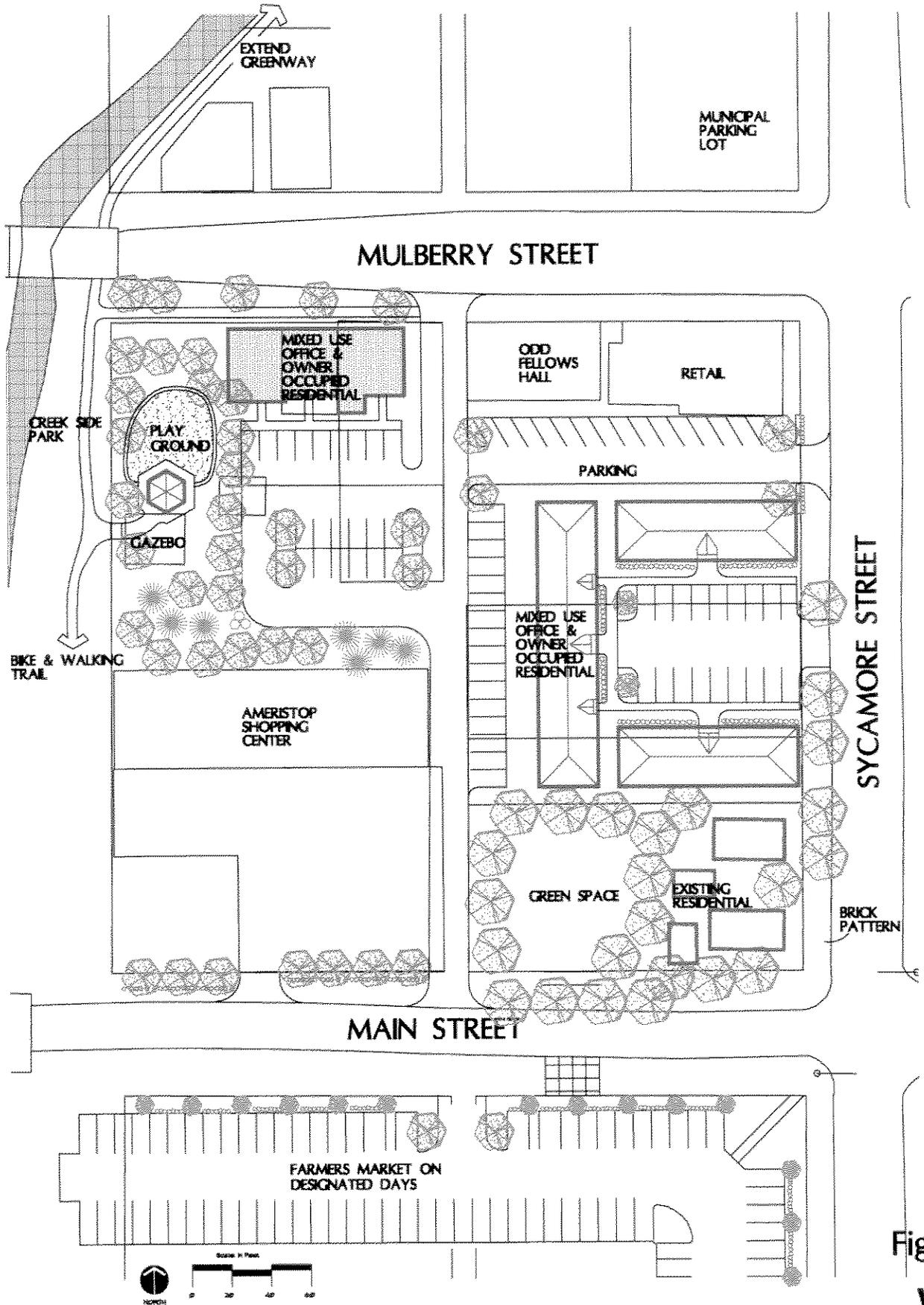
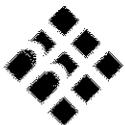


Figure 12

West Redevelopment Area

Downtown Master Plan
Lebanon, Ohio



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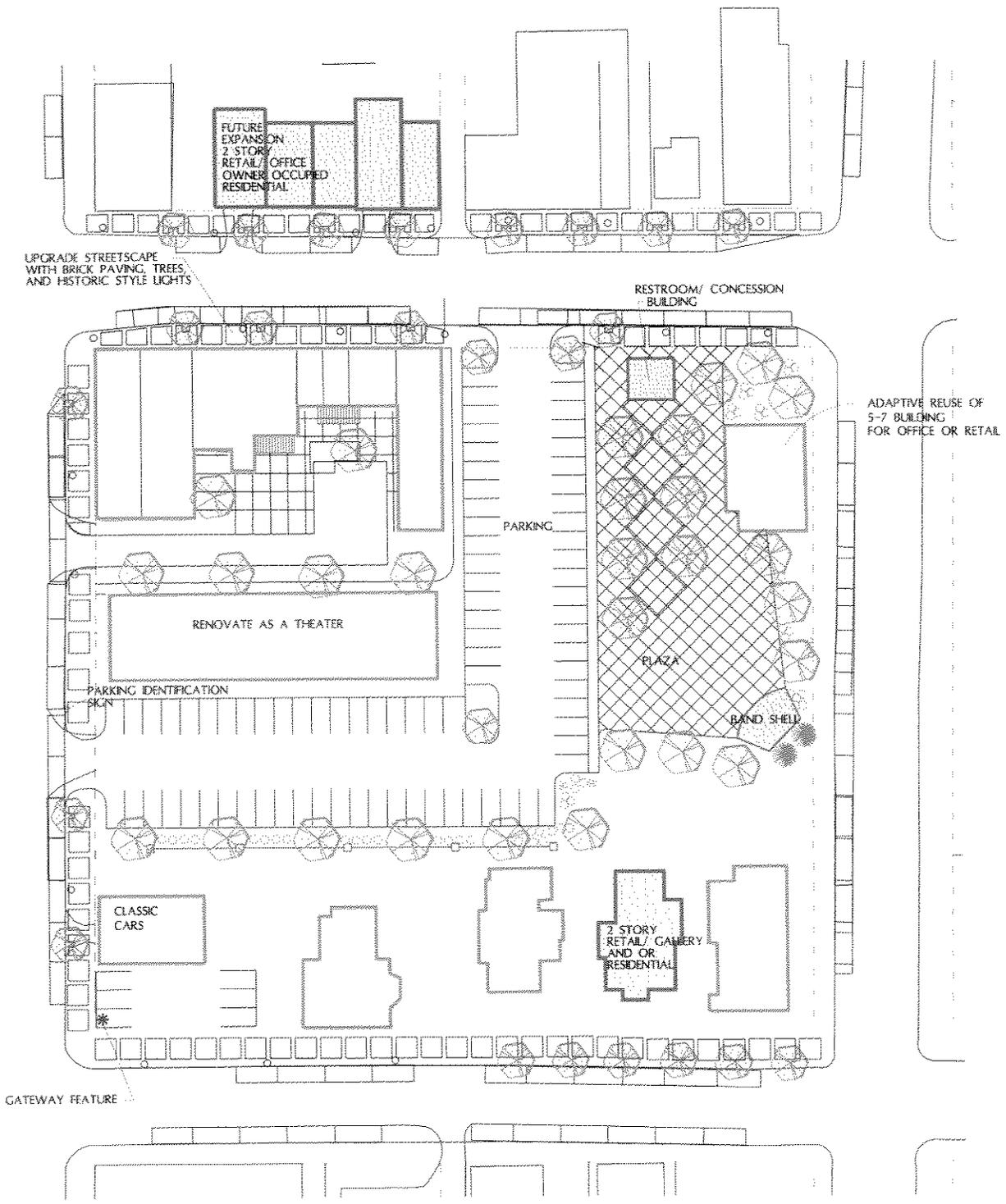


Figure 13

East Redevelopment Area

Downtown Master Plan
Lebanon, Ohio



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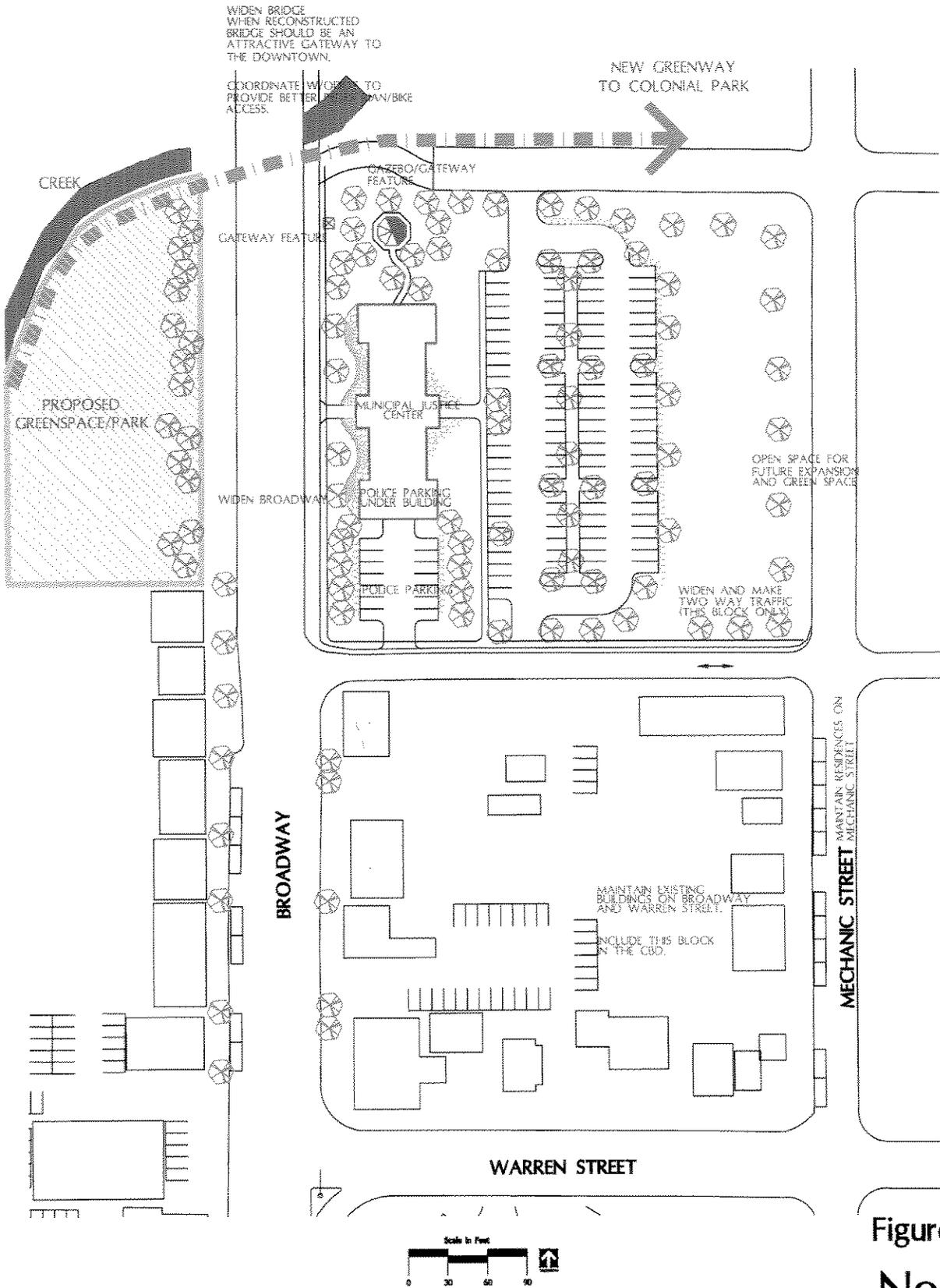


Figure 14

North Redevelopment Area

Downtown Master Plan
Lebanon, Ohio

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X. DOWNTOWN LEBANON ACTION PLAN

This Action Plan provides an expansion of the recommendations in Section VIII. The terms used in this Table are defined as follows:

- City = City of Lebanon
 - Chamber = Lebanon Chamber of Commerce
 - Association = Downtown Association, Task Force, Coordinator
 - Developer = Potential developer for Redevelopment Blocks
 - Owner = Private Property Owner
 - Conservancy = Lebanon Conservancy Foundation
 - TBD = To Be Determined
 - Short Term = Within 1 Year of Plan Adoption
 - Medium Term = 2 to 5 years
 - Long Term = 6 to 10 years
- All estimated costs are very preliminary and require updating as the scope of various projects are more defined.

No.	ACTION	Short Term	Medium Term	Long Term	Responsibility	Priority L/M/H	Est. Cost	Comments	Phasing
1.	DEVELOP AND IMPLEMENT STRONG AND EFFECTIVE CBD ORGANIZATION.								
	A strong organization through which diverse groups such as merchants, residents, public officials, Chamber of Commerce and consumer groups work together to promote and improve the Downtown is essential to the future of the CBD.								
1A	Identify and organize core group of community leaders to facilitate Plan Implementation.	✓			City Merchants Chamber	H	0		
1B.	Form a Downtown Association.	✓			Current Association, Conservancy, City, Chamber	H	\$1,000		
1C	Establish a Downtown Coordinator.	✓			City Chamber Association	H	\$35,000	In coordination with city budget and grants	
1D	Join Downtown Ohio Inc. and the National Main Street Network.	✓	✓		Association, Conservancy, City, Chamber	H	\$150		
1E	Create strong retail environment through expansion and diversification of retail core.		✓		Association Chamber	L			
1F	Develop a downtown newsletter, web site, or media publication.	✓	✓		City Association	H	\$5,000		
2.	MAINTAIN AND INCREASE THE CBD ATTRACTIVENESS, UNIQUENESS AND HISTORIC CHARACTER.								
	Make downtown Lebanon a more attractive area so as to attract shoppers, tourists and businesses and to provide a greater source for community pride.								



No.	ACTION	Short Term	Medium Term	Long Term	Responsibility	Priority L/M/H	Est. Cost	Comments	Phasing
2A	ATTRACTIVENESS								
	1. Streetscape								
	(a) Developed landscaped gateways.		✓		City	L	\$28,000		
	(b) Street trees along Broadway – north gateway to Silver Street	✓	✓		City	M	\$5,000	Need staff to maintain	1-4 yrs.
	(c) Improve the bridge and southern gateway on Broadway.		✓		City	L	\$300,000	Bridge repair is a high priority	
	(d) Expand Streetscape.		✓		City	L	±\$1,000,000	South St. in 2001 Main St. in 2002	
	(e) Screen City & private parking lots.		✓		City & Owner	M	\$50,000		
	(f) Upgrade the existing streetscape.		✓		City	M	\$100,000		
	(g) Phased replacement of street trees.	✓	✓	✓	City	M/H	\$5,000	Dead trees high priority	
	(h) Replace street furniture.	✓	✓	✓	City	L	\$8,000		
	(i) Relocate elec. utilities to underground.			✓	City	H			
	2. Open/Green Space								
	(a) Develop plantings & open spaces in parking lots		✓		City	L	\$100,000		
	(b) Develop pedestrian plaza with a fountain at Christmas Tree Park.		✓		City	L	\$200,000	Citizen action is currently in progress	
	(c) Develop a pedestrian walkway/bikeway along the creek.			✓	City	M	\$100,000		



No.	ACTION	Short Term	Medium Term	Long Term	Responsibility	Priority L/M/H	Est. Cost	Comments	Phasing
	(d) Develop public green space and plaza space in the redevelopment areas.		✓	✓	City & Developer	H/M	\$500,000	East area, North area, West area	
2B	UNIQUENESS								
	1. Maintain and improve quality of festivals.	✓	✓	✓	City Chamber Association	H	\$ 0		
	2. Continue to promote the passenger rail service to increase tourism.	✓			City	H	\$ 0	Annual maintenance plan needed	
	3. Establish walking tours and identify historic buildings.	✓	✓		Chamber Conservancy	H	\$1,000		
	4. Develop and promote a farmer's market		✓		City	M	\$1,000		
	5. Promote events and activities for downtown.	✓	✓	✓	Chamber Association	M	\$1,000		
	6. Develop a larger gazebo or bandstand	✓			City	H	\$150,000		
	7. Develop opportunities for dining, entertainment, & cultural activities.	✓	✓	✓	Chamber Association	M	\$ 0		
	8. Develop a Cultural Arts Center with ties to downtown.			✓	City	M	\$1,300,000		
2C	HISTORIC CHARACTER - Encourage property owners to improve and maintain buildings.								
	1. Provide incentives for storefront improvements.		✓	✓	City	H	\$0		
	2. Establish a low interest loan pool for building improvements.		✓	✓	Coordinator, City & Banks	M	\$0		
	3. Provide assistance regarding desired building appearance.	✓	✓	✓	City & Assn.	H	\$300	Ongoing	
	4. Identify buildings that do not contribute to historic character.	✓	✓	✓	City & Assn.	M	\$ 0	Identify -- short term organize -- med. term implement long term	1 yr. 2-5 yrs. 5-10 yrs.



No.	ACTION	Short Term	Medium Term	Long Term	Responsibility	Priority L/M/H	Est. Cost	Comments	Phasing
5.	Revise the historic ordinance to strengthen protection of historic structures and design for infill development		✓		City	M	\$0		
6.	Investigate need for an Architectural Review Board.		✓		City	M	\$0		
7.	Expand area of the Historic Architectural Guidelines.	✓			City	H	\$150		
8.	Review land use/reuse so infills contribute to overall strength of the CBD.		✓		City	M	\$0		
9.	Redevelop existing blocks to incorporate existing historic structures.	✓	✓	✓	City Developer	H	\$3,000	ST clean-up, MT-decide 5 N. Cherry, LT Park plan	
3.	MAINTAIN/INCREASE CBD USER FRIENDLINESS								
	Make downtown Lebanon a more welcome environment for visitors.								
3A	TRAFFIC FLOW								
1.	Coordinate with County, ODOT and Master Plan to reduce impact of truck traffic.	✓	✓		City	H	\$ 0	Major Focus with City Master Plan.	
2.	Develop alternate modes of transportation for access to the CBD		✓		City	L	TBD	Coordinate with Lebanon Master Plan and OKI.	
3.	Investigate methods for improving traffic flow at intersections		✓	✓	City	M	\$10,000		
4.	Strive to make downtown more "Pedestrian Friendly" by improving street crossings & eliminate skateboards	✓	✓	✓	City	H	\$1,000		
3B	SIGNAGE								
1.	Provide clear directional signage to municipal parking areas.	✓			City	H	\$1,000	Ongoing process in keeping with changes	



No.	ACTION	Short Term	Medium Term	Long Term	Responsibility	Priority L/M/H	Est. Cost	Comments	Phasing
2.	Develop informational and directional signage program.	✓			City	H	\$15,000		
3.	Review and refine sign requirements for 2 nd floor businesses		✓		City	M	\$0	Review with Chamber & Association	
3C	PARKING - Improve parking for CBD customers, employees and residents.								
1.	Establish a parking commission.	✓	2.		City	N/A	\$0	Already Formed	
2.	Update parking meters.	✓			City	H	\$30,000		
3.	Insure appropriate amount of parking with new development.	✓	✓	✓	City Association	M	\$40,000	Coordination with City Master Plan	
4.	Be continuously aware of need to develop more parking.	✓	✓	✓	City Association	M	\$0		
3D	INFORMATION CENTERS								
1.	Develop visitor information booth and public restrooms in old post office.	✓			City Chamber	H	\$30,000		
3E	RESTROOMS								
1.	Construct convenient restrooms	✓	✓		City	H	\$0		
(a)	Develop new restrooms in the parking lot on W. Mulberry St.	✓			City	H	\$90,000		
(b)	Consider new restrooms facilities as part of the east redevelopment block		✓		City	H	\$90,000		
4.	CONSOLIDATE/UPGRADE MUNICIPAL FACILITIES								
Provide the necessary municipal facilities for the City to function in an efficient manner in coordination with the Lebanon Master Plan.									
4A	Perform space analysis for Municipal Court and other City departments.	✓			City	H	\$0		



No.	ACTION	Short Term	Medium Term	Long Term	Responsibility	Priority L/M/H	Est. Cost	Comments	Phasing
4B	Review outlying city facilities for future services		✓		City	H	\$0		
4C	Relocate Municipal Court functions out of City Hall in coordination with Lebanon Master Plan	✓	✓	✓	City	H	\$ 0	Study Short Term, Coordinate with Master Plan Medium Term, Implementation Long Term	
4D	Reuse existing court space for other city office needs.		✓	✓	City	H	TBD		
4E	Move Visitor Center to the old Post Office	✓			City	H	\$ 0	Completed	
4F	Develop other facilities for Fire Station.		✓		City	M	TBD		
5.	UPDATE CBD INFRASTRUCTURE								
5A	Upgrade deteriorated infrastructure	✓	✓	✓	City	H	\$100,000		
6.	OTHER ITEMS								
6A	Investigate options for development of owner-occupied residences in CBD.		✓		Association	M	\$0		
6B	Solicit development proposals for the West Redevelopment area.	✓			City	H	\$300		





Appendix A
Public Input Summary

**DOWNTOWN MERCHANTS WORKSHOP SUMMARY
LEBANON DOWNTOWN MASTER PLAN
PROJECT NO. 99042**

BY: Patrick D. Hoagland

**BRANDSTETTER CARROLL INC
ARCHITECTS ENGINEERS PLANNERS**

March 24, 1999

The first public workshop for the Lebanon Downtown Master Plan was held on this date. Marty Kohler, of the City of Lebanon distributed approximately 140 invitations and surveys to the merchants and businesses in the downtown area. The results of the discussion at this meeting are as follows.

1. The group was asked – What are the positive features and opportunities that exist downtown and what makes Lebanon so special? The following are the responses:
 - The history of the area, especially historic architecture.
 - The beauty and cleanliness of the area including the streetscape improvements.
 - The good traffic patterns and parking in the downtown area.
 - Nice streetscape.
 - The Golden Lamb restaurant.
 - The museum and library.
 - Government and other services are located in the downtown area.
 - The banks have made a strong commitment to the downtown area to renovate their businesses rather than moving outside of the downtown area.
 - The antiques and specialty shops.
 - The friendliness of the people in Lebanon.
 - Location. This is probably one of the most important factors. The location between Dayton and Cincinnati and close to Interstate 71 and not too distant from Interstate 75 makes this an ideal location.
 - The business owner's commitment to the downtown area.
 - People living in the downtown area.
 - The eateries and ice cream shop.
 - The fact that it is a County Seat.
 - The wide streets.
 - The festivals in the downtown area, including Apple Fest and Christmas Fest.
 - Historic train.
 - The people in the downtown area and the owners of the businesses.
 - The uniqueness of the community.
 - There is a strong urban forum.
 - Some advertising of the community to far away places.

2. The group was then asked - What are the negative aspects of the downtown? What needs to be corrected? The following are some of the responses.



- No left turn arrows on the traffic signals on Main and Broadway which is sometimes difficult.
- Unavailable public restrooms in the downtown area.
- The loss of many historic buildings over the years.
- Lack of activity after 5:00 p.m.
- Getting employees that will work after 5:00 p.m. is difficult.
- Shopping outside of the CBD hurts the downtown area.
- There is no movie theater downtown.
- The decline in the number of people going to the Golden Lamb.
- The noise in the downtown area, especially from truck traffic and emergency vehicle sirens.
- The skateboards, bikes and roller blades in the downtown and the many groups of teenagers that just hang around.
- The lack of adequate information signage to direct people to businesses, parking lots and other locations.
- The trash on the streets. The businesses place their trash on the curb and sometimes it sits there all day.
- The Chamber of Commerce is not located on Main Street
- Vandalism in downtown.
- Need to empty the trashcans more often. Typically on the weekend they are not emptied on the weekends and remain full until Tuesday.
- Parking problems.
 - Need more than two hours for people that are shopping and eating downtown.
 - There is confusion over the time limit on the meters. Especially the 30 minute meters.
 - The parking fines seem to be unfair to people. If you park on the spot and do not put money in the meter you are charged \$1.00, but if you put money in the meter and then come back and put more money in the meter you can be fined up to \$5.00. Therefore, the person who does put money in the meter is charged more than the person who never puts any in.
 - Employees park in some of the prime spaces in the downtown area.
- The Chamber and the City do not advertise the downtown.
- Need to revise the signage guidelines. Some buildings that have been renovated, the second floors are not able to add additional signage for the businesses up-stairs.
- Need better lighting-the decorative historic style lights are very dull and do not provide adequate lighting in the downtown area.

3. We asked the group to divide into small groups and pretend that it is the year 2010. They are very pleased with the improvements that have taken place in Downtown Lebanon since the Master Plan was completed. What has happened to make downtown a success? How has the area changed? What does the downtown look like? The responses were then placed on cards and prioritized by groups and placed on the wall. The number in parenthesis indicates the priority of the group.



Preservation and Land Use

- In 2010 there is a complete restoration of Historic Downtown Lebanon with shops, restaurants, homes, streetscape, lighting, accommodation hotels and parking. (1)
-
- Infill all land uses. (2)
- We have saved every house in the Historic Districts and today we still celebrate the Bicentennial of the square opened in 2002. (2)
- No historic buildings have been torn down. (3)
- The Chamber of Commerce is housed on Main Street in the old Detail Shop. (4)
- There are no chain stores located downtown. (8)

Cooperation

- The City, Chamber of Commerce, downtown merchants, and antique dealers are all doing joint marketing and plans for the downtown are shared with downtown investors and stake holders. (1)
- Active Merchants Association. (1a)
- The City supports and encourages small independents the same way they support large corporate businesses. (3)

Parking and Signage

- Better public signage. (1)
- Clearly marked parking meters, lots and hours. (4)
- The City's \$300,000 parking lot is now being used by City employees. (6)
- There is a parking plan. (7)
- Relocate the Municipal Court, especially due to the parking that it creates. (8)

Restrooms

- Clean and well marked public restrooms. (2)
- More public restrooms. (5)

Greenspace and Streetscape Improvements

- More greenspace and streetscape improvements. (3)
- There are courtyards and greenspace. (5)

Traffic

- A truck by-pass is developed. (4)
- Public transportation. (9)

Public Safety

- The police have a street patrol in the downtown. (5)



Activities and Tourism

- The City is an 1860's to 1880's era city with festivals that celebrate the history of the area, Civil War and period recreation. Similar to tall stacks in Cincinnati.
 - Increase activities for nighttime and tourism. (6)
 - A convention center is located near the City. (7)
4. The entire group was then asked - What are the obstacles or hindrances to the success of this project in each of these areas? The responses are as follows.
- Apathy.
 - Lack of trust. There is a long lack of trust between the merchants and the City with comments that the City does not keep merchants and businesses informed of their plans for the downtown area.
 - The lack of a plan.
 - Need to stop the section 8 housing in the downtown area.
 - The need for expansion of the downtown area with more variety.
 - Enforcement of existing regulations regarding trash, signage, parking etc.
 - The city employees park in the two hour lot, there needs to be an attitude change.
 - Need a formal downtown association to get this organized.
 - Communication between the many groups involved including the City, Chamber of Commerce, merchants and other groups.
 - The City must place higher priority on the downtown area to make it thrive rather than on other locations.
 - For festivals and events they need a promoter for the downtown area.
 - There is a lack of a plan for restrooms and a need for a central location.
 - Need a landscape and horticulture plan for the downtown area to keep the appearance looking good.
 - Hindrances to the truck by-pass are the non-Lebanon residents in the area where the by-pass would go that are opposed to more truck traffic in that area.
 - An architecture/historical review board is needed that is separate from the Planning Commission. Currently this is done by the Planning Commission and they feel that there should be more professionals in both architecture and history on this board.

Patrick D. Hoagland

Date

PDH/lg



**MEETING SUMMARY
CITY COUNCIL AND PLANNING COMMISSION
LEBANON DOWNTOWN MASTER PLAN
PROJECT NO. 99042**

BY: Patrick D. Hoagland

**BRANDSTETTER CARROLL INC
ARCHITECTS ENGINEERS PLANNERS**

April 6, 1999

The first public workshop of the City Council and Planning Commission was held on this date. All members of both Commissions were in attendance with the exception of Alexandra Reynolds of the Planning Commission. The results of the discussion of this meeting are as follows.

2. The group was asked - What are the positive features and opportunities that exist downtown? What makes Lebanon so special? The following are their responses:
 - Historic preservation efforts.
 - Old and new buildings mix together.
 - The terrain around the downtown area.
 - Potential for restoration of more structures.
 - The character of the businesses in the area.
 - The diversity of businesses.
 - The width of Broadway.
 - The classic character of the downtown with the benches, historic style lights, and historic buildings.
 - It is a safe place to be.
 - Easy to get around.
 - The square grid system makes it easy also to get around and the lack of one-way streets.
 - It is a core to the residential area immediately surrounding downtown.
 - The ambiance and aesthetics.
 - The Chamber of Commerce is located downtown.
 - The festivals and events.



- A location in the region especially between Cincinnati and Dayton.
 - The key anchors of the downtown area including the banks, City Hall, The Golden Lamb and the many businesses.
 - The commitment to the downtown by the banks, merchants and other businesses.
 - The businesses buildings are more owner occupied than they had been previously.
 - The greenspace in the area.
 - Many people live near the downtown area.
 - The prior vision of former community leaders.
 - New buildings that have been developed to fit in with the others.
3. The group was then asked – What are the negative aspects of downtown? What needs to be corrected? The following are some of their responses:
- Lack of communication and miscommunications between the community and the City.
 - The lack of a plan for downtown.
 - The decline in some of the areas that are further out away from the central core.
 - The traffic on Main Street, especially the trucks.
 - The poor condition of some of the streets.
 - A need for more residential. Specifically up-scale types of residential. Some of the codes need to be changed to encourage more of this type of use.
 - More public information signage is needed to inform visitors of parking, restrooms and facility locations.
 - Need more activities downtown and more after hour's activities.
 - Need to do a better job of preserving the downtown area since there have been a lot of buildings lost over the years.
 - The need to expand to the north.
 - Need to make better use of some of the City owned land.
 - Need a connection to Colonial Park.



- Need gateways into the downtown area.
- Need some community congregation space in the central core.
- The poor sidewalk condition in some areas.
- The drainage problems in the downtown area.
- The conditions of the alleys.
- Some of the site distances are poor.

4. We asked the group to divide into two smaller groups and pretend that it is the year 2010. Pretend that you are very pleased with the improvements that have taken place in downtown Lebanon since the Master Plan was completed. What has happened to make downtown a success? How has the area changed? What does the downtown look like? The responses were then placed on cards and prioritized by groups and placed on the wall. The number in parenthesis indicates the priority of the group.

- **Traffic**

- Main Street has been completed with an outer belt and West Street (trucks are prohibited). (1)
- Completion of Main Street Project. (6)
- Traffic pattern rearranged to relieve truck traffic. (8)

- **Downtown Activities**

- Evening amenities and activities for both indoor and outdoor use. (2)
- Expand and diversify activities downtown to meet community needs and promote after hour use of the CBD. (4)
- Diversification of retail businesses in the downtown area. (5)

- **Historic character**

- Maintain and improve guidelines to preserve the historic feel of the CBD. (1)
- Maintain the historical nature of the CBD with emphasis on the Sortor block east of City Hall. (3)

- **Residential**

- More residential living in the downtown area. (1)

- **Trails and Greenspace**

- The flow and feel of downtown continues all the way to the amphitheater in Colonial Park. (1)



- Walking trails in the downtown including natural areas and City scenes. Along the creek and connect to the bike trail. (2)
- Maintain, expand and promote greenspace. (7)
- **Land Use**
 - Proper and planned use of all spaces in downtown area. (1)
 - Need for bathrooms.
- **Street Amenities**
 - Coordinated streetscape, signage and lighting throughout all blocks.
 - Map at the train station, City Hall or tourist center to direct visitors. (3)
- **Cooperation**
 - City government and the downtown are working together. (2)
- **City Facilities**
 - New court and police building. Move the court activities away from the central part of downtown because of the parking problems that it creates. (4)
- **Publicity**
 - Tons of publicity for tourism on national, regional and local scales.

5. The group was then asked – What are the impediments or obstacles to making this vision become a reality? Some of their responses are:

- Dollars and funding.
- Poor communications need to be overcome.
- Lack of a plan currently.
- Some of the old structures are going to be very difficult to renovate in the downtown area.
- The different perspectives. Some people want total rehabilitation with no buildings removed and others realize the need to remove some old because no investors have come forth.

Patrick D. Hoagland

Date

PDH/lg cc: Marty Kohier



LEBANON, OHIO



DOWNTOWN BUSINESS SURVEY

Brandstetter Carroll Inc. is working with the City of Lebanon in an effort to improve Downtown Lebanon. Your responses to these questions will be most beneficial in determining the types of improvements that will help the Downtown businesses. Thank you!

1.

Village Ice Cream Parlor Inc. 22 S. Broadway 513-932-6918 Sandra Fuston-Manager Restaurant-Food Service 10 full time – 20 part time First floor	Combo Investments 11 N. Mechanic 932-5922 John McComb – Owner Financial Management 2 employees First floor-200 sf, second 1200 sf	Liberty Western 23 W. Main St. 933-0900 Daniel Tormey-owner Retail clothing 4 employees First floor-1000 sf, second 200 sf.
Mulberry St. Antique 31 E. Mulberry 932-8383 Alexandra Reynolds-Co-op Member Antiques First floor-30x150 sf.	Jackson C. Hedges, Attorney at Law 24 N. Broadway 513-932-1836 Jackson C. Hedges, Attorney Law office-legal services 3 employees First floor 2500 sf., second-2500 sf	Matthew House 38 E. Mulberry 932-1956 Marilyn Haley-Owner Retail gift 3 employees First floor 2,000 sf
Clary Signs 33 W. Mulberry 932-0180 Bill Clary-owner Signs & truck lettering 1 employee First floor-2500 sf, second-750 sf,	The Garden Gate, Inc. 34 S. Broadway 932-8620 Margaret Clawson-Owner Retail sales-antiques & gifts 7 employees First floor-300 sf, basement-1000 sf.	American Red Cross 20 N. Mechanic Street, Rm #3 932-0162 Mary K. Donahue, Coordinator, Warren Co. Office Social Services-Education, Disaster insurance 1 full time, 1 part time, volunteers First floor-183 sf, occasional use of other areas.
Lebanon Citizens National Bank 2 N. Broadway 513-932-1414 James T. Gilmore, Asst. VP Bank 185 employees First, second & third floor	Golden Turtle Chocolate Factory 120 S. Broadway 932-1990 Ted & Joy Kossouji-Owners Premium boxed & bulk chocolate 6 employees First floor-6000 sf, basement-14000 sf.	Cali Pro Nails 933-3666 Be Tran-manager-owner Nail Salon 4 employees First floor
Millers Antique Market 201 S. Broadway Eileen Kinsley, Asst. Mgr. Antiques 14 employees First floor-14,000 sf.	Uniquities 27 W. Mulberry St. 934-5660 G. Miller-Owner Antiques 5 employees First floor-8000 sf.	Kay's Shoppe 24 S. Broadway 932-3831 Marianne Smedley, Owner-Pres. Women's Apparel 5 employees First floor



Oh Suzanna 16 S. Broadway 932-3605 Owner Retail 8 employees First floor 1500 sf	Dickens Book Shop 26 S. Broadway 932-7001 Gene Jestice Retail bookstore First floor-1400 sf.	Hunters Horn 35 E. Main St. 933-0111 Sue Hall-Owner Antique mall 4 employees First floor, second floor
Good Housekeeping Shop 9 N. Broadway 932-1881 Ken Retail Sales 5 employees First floor 5000 sf, second 4000 sf, basement 2000 sf.	Duning Real Estate PO Box 268 932-2871 Bill Duning, Partner Real estate ownership and mgmt. First floor 10,000 sf, second 10,000 sf.	Dakin Insurance Agency 24 E. Mulberry 932-4010 David Beckett, secretary/treasurer Insurance 8 employees First floor 1500 sf.
Cobblestone Cottage 33B West Mulberry 932-8972 Daniele Martin-co-owner Arts/crafts/gifts First floor	Dale Handley Drafting 9 South Mechanic St. 932-3253 Dale Handley, owner Structural and Misc. steel drafting 2 employees First floor 375 sf.	The Picket Fence 107 E. Mulberry St. 934-5252 Loretta Mohore-owner Antiques and collectibles mini mall First floor
Broadway Antique Mall 15-19 S. Broadway 932-1410 Robert Haines Antique mall 5 employees First floor 9300 sf.	Kaufman & Florence 144 E. Mulberry 932-1515 Wm. Kaufman, Partner Law Office 7 employees First floor 2000 sf., second 2000 sf.	Fella Bella Shoppe 28 S. Broadway 932-9936 Lois Bradford, Owner Retail-children's clothing/gifts 1 full time, 4 part time employees First floor 1,600 sf.
Dental Office 14 E. Silver 932-3821 Bill M. Bunce DMD Dental Office 5 employees First floor 2000 sf	Hedges Gallery of Insurance 46 N. Broadway 932-6914 Paul A. Weglage Insurance agency 7 employees First floor 2200 sf.	Lebanon Public Library 101 S. Broadway 932-BOOK Ray Nienaber, Director Library 21 employees First floor 9000 sf, second 2000 sf, basement 9000 sf.
Warren County Historical Society 105 S. Broadway 932-1817 Mary W. Payne, Director Museum 5 employees First, second and third floor 28,000 sf.	Hawkes Pharmacy 9 S. Broadway 932-7816 Jim Henderson Pharmacy-wellness center 11 employees first floor	Warren Co. Foundation 118 E. Main St. 934-1001 Inga Kimple, Ex. Assistant Community foundation 2 employees First, second floors 2000 sf.
Mark R. Bogen, Attorney 41 N. Broadway First and second floor	Goodwill Industries 10 South Mechanic Street 932-6856 Becky Creech, Manager Retail 7 employees First floor 6000 sf	Combs Travel 15 Cincinnati Ave. 932-1014 Anna Bryson, Branch Manager Travel agency 2 employees First floor



William & Alary Antiques 23 S. Broadway 932-4030 Mary Kaufman, Owner Retail 3 employees first floor 1400 sf, second 500 sf.	Gerhardt Tribal Art 33 N. Broadway 932-9946 Charles Gerhardt, Proprietor Tribal Art First floor 900 sf.	Aretz Designs Uniquely Yours 40 W. Mulberry St. 513-932-3361 Donna Traylor, Trustee Florist 1 employee first floor 1700 sf.
Buffalo Gallery 130 E. Main St. 513-932-0792 William V. Jordan, Owner Frame Shop and art gallery 2 employees first floor 1500 sf.	Hartsock's Awards & Engraving 22 S. Broadway 513-932-7004 Susan Alexander, Owner Awards and Engraving Services 1 employee first floor	Gerhardt Rug Gallery 65 S. Broadway 932-8115 Jep Gerhardt/Owner Oriental Rug Store 1 employee First floor 1100 sf.
Medicine Shoppe Pharmacy 19 N. Mechanic St. Michael A. Kemner 513-932-2911 first floor 2000 sf.	American Spice & Co. 10 S. Broadway 513-934-5671 Betty Maudlin/Owner Antique 2 employees first floor 900 sf.	Cedar City Florist & Tuxedo Rental & Sales 113-117 E. Mulberry St. 513-932-2916 Mike Yetter-Owner Florist & Tuxedo 4 ½ employees first floor 1300 sf., second floor 1300 s.f.
Lebanon Hair & Tanning Center 103 E. Mulberry 932-7851 Kelli Peters, Owner Hair & Tanning Saion 0 employees	The Gourmet on Broadway 20 N. Bradway 933-8377 M. Hirshbert, Owner Coffee shop/food First floor 900 sf.	Type-Tiques, Inc 20 S. Broadway 932-5020 Chris Ashe/Owner Retail-gift shop 4 employees first floor 700 sf.
H.M. Coyne Insurance Agency 25 Cincinnati Ave. 932-3796 Robert J. Anderson-Owner 2 employees & owner first floor 1000 sf.	Country Traditions on Main 30 W. Main St. 932-1140 John Chadwick-Owner Antiques 3 employees first floor 1500 sf.	Country Traditions 30 E. Mulberry 933-0811 John Chadwick – Owner Antiques 3 employees first floor 1200 s.f., second floor 1200 s.f., third floor 1200 s.f.
Brant's Inc (Hardware) 125-127 S. Mechanic Street 932-1060 Hardware, lawn & garden, Building supplies First floor 10,000 sf. Basement 10,000 sf.	Grigsby's Gallery 42 N. Broadway 934-3901 Roy & Jeanie Morgan Owners Collectibles 2 employees first floor 1200 second floor 600 sf.	Lebanon Monuments 19 N. Sycamore Street 932-5876 Rick Meyer-Manager Retail-Monuments 2 employees all floors
Rocking Horse Toys 2 S. Broadway 943-3848 Pat Cordon-Owner Toy Store 1 employee first floor 1200 sf.	Molehill Miniatures 119 East Main Street 932-6653 Linda L. Howson Dollhouses & Accessories, gifts 0 employees first floor 508 sf.	



2. Do you own or rent this location? (Circle Number)

- (1) Rent 32
- (2) Own 25

3. How long have you been in business at this location? (Circle Number)

- (1) Under 1 year 7
- (2) 1 to 4 years 10
- (3) 5 to 9 years 12
- (4) 10 to 15 years 13
- (5) Over 15 years 14

4. Age of structure occupied by this business: _____ Years.

5. What is the condition of the structure occupied by this business? (Circle Number)

- (1) Good (needs no repair) 31
- (2) Fair (needs minor repair) 22
- (3) Poor (has major problems) 0

6. The following questions will help to determine the parking needs downtown.

Do you have any parking spaces dedicated to your business? (1) Yes (2) No
 34 27

If Yes, how many? _____

Which floor is your business located on? (Circle Number) Also please list the square feet of each floor if you know it.

		Square Feet
(1)	First floor	39
(2)	Second floor	19
(3)	Third floor	3
(4)	Other (list)	5

7. From what area do the majority of your customer's come? (Circle Number)

- (1) Neighborhood (1 mile) 2
- (2) City (2-5 miles) 13
- (3) County (5-15 miles) 14
- (4) Region (Southwest Ohio) 29
- (5) Adjacent States 3

8. What is your busiest day of the week? (Circle Only One Number)

- (1) Monday 15
- (2) Tuesday 0
- (3) Wednesday 0
- (4) Thursday 2



- (5) Friday 5
- (6) Saturday 31
- (7) Sunday 1
- (8) What are your business hours? _____

9. What is your busiest time of day? (Circle Only One Number)

- (1) Early Morning (7:30-9:30 a.m.) 2
- (2) Late Morning (9:30 a.m.-12:00 p.m.) 11
- (3) Lunchtime (12:00-1:30 p.m.) 7
- (4) Early Afternoon (1:30 p.m.-3:30 p.m.) 23
- (5) Late Afternoon (3:30 p.m.-5:30 p.m.) 9
- (6) Evening (after 5:30 p.m.) 3
- (7) Other (specify) _____ 2

10. Is your clientele different now than it was five years ago? (Circle Number)

- (1) No 30
- (2) Yes 17

If "Yes", How?

- More tourists.
- Draw from further away.
- More competition.
- Increase in customer base.
- Wider range of age and economic groups.
- More customers from 10-30 miles around.
- More young families.
- Less farm trade, more institutional and industry.
- Willing to spend more if I have what they want.
- Better economics and age distribution.

11. Over the last five years has your business... (Circle Number)

- (1) Improved? 32
- (2) Declined? 6
- (3) Stayed About the Same? 11

-
- (1)
 - Recognition, expansion, advertising, uniqueness.
 - Referrals and recognition in the area.
 - Hard work and marketing.
 - More classes scheduled; added visibility of Red Cross in Warren Co.
 - New financial products.
 - Population growth of the area.



- Good reputation for selling wonderful antiques.
- Word of mouth.
- Economics.
- Great value.
- New people in the area.
- Much more inventory-long standing customers.
- New shop-establishing our customer base.

(2)

- Downtown and Lebanon are slowly deteriorating.
- Insufficient and misdirected advertising.
- One of several reasons – less traffic in town-fewer tours, special events.

(3)

- With retail business changing to antiques more competition, more restaurants in town.
- More foot traffic.

12. What stores or shopping areas do you consider to be your major competition?

- Restaurants
- Silver Spur & Boot Country
- Waynesville
- Centerville
- Cincinnati
- Harpers Point
- Kenwood
- Montgomery
- American Heart Association and other organizations teaching day care programs
- Other financial institutions
- Kroger
- Walmart
- Middletown
- Mason
- Hyde Park
- Other insurance agents
- Waynesville
- Nurserys
- Grocery florist
- Other florist
- Small World-Dayton
- Unicorn-Mount Cookout
- Mini Splendid-Covington
- Dayton Mall
- Kings Auto Mall



13. Do you feel there is a market demand for additional apartments or housing in the Downtown Area? (Circle Number)

- (1) Yes 9
- (2) No 41

14. Do you believe that it is important for your business to be located downtown? (Circle Number)

- (1) Yes 41
 - (2) No 5
-

(1)

- It would not look right in a mall.
- It is where I have always been.
- Some interest from people visiting Golden Lamb, ease of directions.
- Our customers come to enjoy the historic setting.
- Foot traffic.
- Convenient to public-easily located.
- Bank is an anchor to a strong downtown business community.
- Pedestrians and traffic.
- Well known.
- The quaint downtown and historic buildings are an attraction. Strip malls and modern structures on the outskirts are not.
- Antiques shops are downtown within walking distance of other shops.
- Proximity to LCNB and other financial institutions.
- Accessible, customers come specifically to shop us. No competition downtown.
- Clients like central location
- People do not look for a florist in the country.
- Local malls are built around groceries or discount stores.
- Cost of shopping center space is too expensive.
- Old world charm and character is why people come to town and great shopping.
- Accessible and easy to find and provides more exposure.
- To capture the tourist dollar.

(2)

- Location is not an important factor.
- It is not important for an insurance agent to be in downtown. Parking availability is important to clients.
- Antique buyers come to Lebanon for quaint look and for quality antiques.
- Could easily have in my home if zoning permitted.



15. Please rank the importance of the following methods to promote your store and attract customers? (Circle Number)

	<u>Most Important</u>	<u>Moderately Important</u>	<u>Slightly Important</u>	<u>Not Used</u>
Newspaper Advertisements	3 (5)	2 (23)	1 (9)	0 (14)
Radio Advertisements	3 (4)	2 (9)	1 (8)	0 (27)
Window Displays	3 (22)	2 (11)	1 (5)	0 (9)
Word-Of-Mouth	3 (46)	2 (2)	1 (1)	0 (0)
Direct Mail	3 (19)	2 (7)	1 (6)	0 (17)
Internet	3 (3)	2 (14)	1 (10)	0 (21)
Magazine Advertisements	3 (5)	2 (7)	1 (9)	0 (23)
Television Advertisements	3 (3)	2 (1)	1 (2)	0 (38)
Billboards	3 (8)	2 (7)	1 (1)	0 (29)
Other (specify) _____				

16. Please rank the following potential promotional activities on how beneficial they would be to your business? (Circle One Number)

	<u>Very Beneficial</u>	<u>Beneficial</u>	<u>Slightly Beneficial</u>	<u>Not Beneficial</u>
Events - Parades, festivals, etc.	3 (23)	2 (8)	1 (12)	0 (9)
Merchandising Promotions - sidewalk sales, Founder's Day, etc.	3 (13)	2 (4)	1 (3)	0 (14)
Group Advertising	3 (13)	2 (19)	1 (9)	0 (12)
Outdoor Flea Market	3(6)	2 (8)	1 (6)	0 (30)
Farmer's Market	3 (4)	2 (9)	1 (11)	0 (24)
Other (specify) _____				

17. How would you rate the Downtown Area for the following? (Circle your answer for each item.)

(1) Attractiveness of Downtown	Good 45	Fair 15	Poor 0
(2) Historic Character	Good 51	Fair 11	Poor 1
(3) Number of Eating Places	Good 26	Fair 25	Poor 6
(4) Cleanliness of Streets/Sidewalks	Good 31	Fair 17	Poor 7
(5) Comfortable Places to Sit Outside	Good 17	Fair 29	Poor 7
(6) Number of Convenient Parking Spaces	Good 10	Fair 28	Poor 15
(7) Convenience of Shopping Hours	Good 19	Fair 20	Poor 4



(8)	Friendliness of Sales People	Good 29	Fair 17	Poor 0
(9)	Safety During the Evenings	Good 42	Fair 7	Poor 1
(10)	Number of Events, Festivals, and Special Downtown Promotions	Good 25	Fair 21	Poor 5
(11)	Variety of Goods Sold	Good 23	Fair 24	Poor 6
(12)	Cost of Goods Sold	Good 28	Fair 21	Poor 2
(13)	Quality of Goods Sold	Good 36	Fair 12	Poor 0
(14)	Smoothness of Traffic Flow	Good 20	Fair 22	Poor 9

18. In the above question 17, please circle the numbers of the three (3) factors that are the most important for your business success.

- (1) 19
- (2) 14
- (3) 6
- (4) 3
- (5) 1
- (6) 32
- (7) 8
- (8) 8
- (9) 4
- (10) 11
- (11) 8
- (12) 2
- (13) 11
- (14) 14

19. Do you feel that improvement of your storefront would help to attract or retain customers?
(Circle Number)

- (1) Yes 27
- (2) No 26

If "Yes", what improvements would you like to make?

- Increased visibility and lighting.
- City should supply curbs and proper drainage of rainwater at pedestrian crossings.
- Flowers.
- More signs or attractive signs in front street.
- Repairs to porch.
- Repair bricks in sidewalks.
- Trim trees.
- Lighted awning with name and/or logo.
- Would like to be able to put up awnings without having to pay for building permits for the frames.
- Repair obvious damage, theme landscaping, sign that could be changed regularly.
- New carpeting by front door
- Maintain paint and add an awning across front.
- Better sign is needed.



- Sensible sign policy.
- Trim and doors need to be painted.
- Uniform paint and remove tacky awning.

20. Would you be interested in joining with the other businesses and individuals in your area to form a "Downtown Association"? The purpose of this group would be to improve business in Downtown. (Circle Number)

- (1) Yes 41
 (2) No 8

If "No", why not?

- The level of attitude of many in this group now is very bias and self serving.
- Not enough available time.
- I do it on my own.

21. Which of the following improvements do you feel are needed? (Circle Your Answer for Each Item)

(1)	Additional Lighting	Yes 23	No 25
(2)	Unified Parking Lots	Yes 26	No 16
(3)	More Parking	Yes 43	No 10
(4)	Benches or Seats	Yes 29	No 13
(5)	Trees and Other Sidewalk Landscaping	Yes 30	No 15
(6)	Historic Renovation	Yes 32	No 11
(7)	Downtown Promotion Workshop	Yes 26	No 11
(8)	Signage Improvements	Yes 33	No 14
(9)	Joint Advertising	Yes 34	No 12

3) The merchants have requested some sort of input regarding parking in the CBD for 14 years that I have had a shop. This has never happened. The following is a list of concerns and possible solutions that have been previously expressed regarding parking in downtown Lebanon by businesses, their customers and tourists:

- Meters often do not work. Meters are not clearly marked as to hours, etc.
- Parking lot signage. This would include signs which direct tourists to public parking.
- Lack of adequate parking for customers and tourists. We need to make sure that there will be parking available for customers and visitors when Main Street is torn up. This will disrupt normal traffic patterns. Currently, when the parking lot behind City Hall is full, cars tend to circle around the block looking for space. When Main St. is closed off, parking will be more difficult.
- Allocated parking for downtown employees. At present, because parking tickets are only \$1.00 and not given on many days, there is much bickering about parking. Most mornings, about 40 spaces in the lot behind city hall are taken by city hall employees. On court days often there is no parking for



customers of the businesses. Often times owners or employees of a business park in front of another business all day, everyday. This causes much dissention. A higher fine would discourage employees from taking all the most convenient parking.

- Rethinking the time limits on the available parking. Two hour limits are absolutely inadequate for shoppers and tourists.
- Possibility of all day parking pass available at City Hall on daily basis.
- My own opinion is that the lot behind City Hall should be metered, but the on street parking should be free with 3 hour limits. I think that an adequate total number of spaces exist, but some lots are not used at all. If we are to succeed as a tourist destination some of these concerns must be addressed.

22. Are the City of Lebanon’s guidelines and review process for signs and façade renovations: (Circle One)

(1)	Too Strict	20	
(2)	Too Permissive	3	
(3)	An effective tool for promoting attractive signs and store fronts.		22
(4)	Other. Specify	7	

- Need to allow signage for 2nd story offices.
- Banners and sidewalk signs could make it look festive versus stiff.
- Keep guidelines in accordance with historic mode.
- Review process is OK – guidelines are inadequate.
- Code book or more unified plan would be helpful.
- Not informed on current rules.
- Planning should meet more often, attitude is a problem.
- Should consider what is good for all of downtown, not for just a few.
- Too cumbersome and lengthy.
- Signs seem to be fine but usage of flat signs on buldings should not be considered part of your main sign.

23. Please indicate your opinion on the following parking issues. (Circle One)

Fines-tickets	Too high 4	Appropriate 25	Too low 14
Meter rates	Too high 8	Appropriate 34	Too low 3
Meter time	Too high 3	Appropriate 25	Too low 17
Convenience	Too high 1	Appropriate 22	Too low 17

24. What are the major strong points of Downtown Lebanon?

- Character-unique shops.
- Hometown atmosphere.
- Cleanliness.
- Safety.
- Historic character.
- Attractiveness.
- Historic buildings.



- Well kept wide streets.
- Historic attractions.
- Wide variety of quality shops.
- Reputation for fine quality antiques.
- Friendliness of the people.
- Maintenance of historic values.
- Convenience of location.
- Golden Lamb.
- Museum.
- Library.
- Aesthetic appeal.
- Antique shops.
- Attitude of shop owners.
- Small town appearance.
- Great character and desire to improve.
- Location to interstates is good without being intrusive.
- Small town feel.
- Central location.
- An attractive historic area.
- Very few empty buildings, clean attractive painted buildings. Lots of shoppers coming to town, safe. The old town charm and historic property.
- Historic buildings and great shops and antiques.
- The City has an excellent reputation for both it's historic buildings and it's quality antique and home accessory shops. More needs to be done to promote activity through more events and advertising to draw a wider customer base.
- The City has an excellent reputation for its historic buildings such as Golden Lamb, etc. and has an excellent reputation as a quality antique town.
- The historic buildings and antique shops that have filled the shops as other businesses have left so that there are not empty eyesores. The Golden Lamb is central also to tourist attraction.
- Clean, attractive storefronts.
- Variety of restaurants.

25. What are the most important weaknesses of Downtown Lebanon?

- Vacant lots.
- Lack of activities or use of in the evening.
- Destruction of buildings rather than preservation.
- Need more variety in shops and merchandise. Specialty shops/more landscaping and attractions.
- No public restrooms-open 7 days a week.
- Dirty sidewalks.
- Not enough eating places-especially breakfast.
- Too noisy-trucks and emergency vehicles should go around side streets.
- Not enough signage for parking.
- Merchant store hours are not uniform and not conducive to evening shopping.
- Merchants allowing staff to park in metered spaces and/or short term lots.
- Need more restaurants.



- Vandalism.
- Skateboards/roller blades.
- Post office was moved from downtown to a rundown high crime area.
- Trash receptacles not emptied in timely manner.
- Complete lack of communication and responsiveness from the City.
- Need better traffic lights.
- Lack of respect for historic flavor and character.
- Poorly planned parking.
- Too many antique stores. Need more actual retail and financial business to attract more variety of shoppers.
- Need more labeling of historic buildings.
- Lack of motel rooms.
- Lack of convention and meeting centers.
- Need better roads to I71 and I75.
- Retailers will not pull together.
- Road repair has been bad. It is too slow.
- Shop owners and employees abusing customer parking.
- Not enough financial incentive to walk to work, including City employees.
- Area around King's and north of Warren Street.
- Need for an organic or farmer's market.
- Lack of activities for at-risk kids.
- Would like to see more landscaping, use of greenspace.
- Too many employees forget basic rules of customer service.
- Sycamore/Main St. parking not popular.
- No cultural aspects.
- Lack of quality professional and volunteer leadership and vision.
- Telephones.
- Rent too high.
- Snow removal.
- Parking
- Parking area, sidewalks in some of the blocks need repair. The return of some traffic lights that have been removed.
- Not much promotion of town.
- Inadequate parking and ticketing.
- Lack of more City events to draw customers.
- Lack of advertising about Lebanon antique and accessory shops to draw people to Lebanon.
- Get a lot of customers who complain about parking. They say they can not shop all the shops in two hours and get tickets.
- Poor communication on part of City with Merchants.

26. We would appreciate any additional comments you have about the Downtown Area:

- Main Street should be all old fashioned street lamps.
- I believe in the historic value of our downtown and that it should remain with renovation not devastation and demolition. Lebanon is a wonderful place thanks to people who did not destroy. We are missing many wonderful buildings we can now ill afford to lose what we have left.



- We have tourists, but don't accommodate them well enough.
- Trash cans fill up in the summer by Saturday afternoon-need to be emptied more often.
- Do not put a convention center in the downtown area. If center is really needed, put it outside of this area.
- We would like more street lights. Police bicycle patrol was supposed to have started last year. It did not.
- Cameras should be placed at strategic locations. There should be more plain car police patrol of the downtown area.
- Merchants should be informed about the drastic increase in Section 8 housing. It continues at the current rate we will be forced to relocate.
- We would like to see a downtown Post Office Annex. (perhaps in the front room of the old post office.)
- We need more shops and businesses.
- Need a historic architectural master plan of downtown.
- This is the first time in 14 years that the City has shown any interest in the opinion of downtown business owners. To succeed we need to restructure the parking and we need public restrooms.
- Keep the historic beauty. Don't tear down-Restore. We are a very special and unique town. Our charm and beauty lie in the genuine historic atmosphere, let us work to keep, maintain, and restore our historic districts. If we lose the historic charm, we have lost Lebanon.
- The antique shops attract too many tourists who are only interested in browsing on weekends.
- The old office supply store needs to be cleaned up and rented to a business. These two storefronts are a disgrace. (Unfortunately they are very visible to everyone coming downtown.)
- There needs to be more enforcement of bicycle, skateboard and roller blade laws and of the loud music ordinance. There is a lack of snow removal from sidewalks and trash receptacles need to be emptied more often.
- Would like to see the corner of Cherry and Mulberry a place for additional parking and or public restrooms on this end of town. A good draw would be a public parking lot combined with restrooms and signage at corners directing people.
- The City needs to put billboards on I75 and I71 advertising tourist activities in Lebanon.
- I feel we have enough parking if the merchants and employees would not park in the business area.
- My greatest issue is with the metered parking. I feel the parking should be free and the lots should be for people doing business/shopping downtown. Giving parking tickets is not a way to encourage tourism and it is a very negative message to send to the Lebanon visitors/shoppers.
- Need meters along E. Silver Street between Broadway and Mechanic Street.
- If funding were available and by-pass were created through traffic would be a thing of the past and it would be nice to banish parallel parking and create pull-in parking. This would create more parking and become more historical in appearance.
- We have some very nice antique and gift shops, would like to see some different types of stores come in also, like a men's store, jewelry store, etc. I would like to see Lebanon as the kind of town that not only tourists but residents shop in, that



they walk around at night safely shopping, eating out, listening to music free events, lectures, etc.

- Except for a reasonable sign regulation, the City has no business in passing ordinances which allow for the regulation of color, façade design etc.
- A second look should be taken at the "Rule"/ordinance where new construction or renovation has to provide parking or pay into the fund.
- Take a second look at "The Square" Sycamore Main Mulberry alley and build your convention center where you have a wonderful new parking lot all ready in place across the street. You will only be disturbing two residents and one business. The center will be bordered by parking on three sides and one block from downtown.
- All major work contracts for the City should include hefty fines for work not finished on time.
- Parking is made difficult by meters and limited time areas.
- I think that what we have downtown is working well. Stores are doing well and traffic in downtown areas are good. There is enough living space in the downtown at this time. More space is available in buildings. The big problem would be parking. I realize you would create parking if you were to build, so do the same for the space we have now. The other question would be, why do we need this in downtown? There's nothing downtown people need anymore on a daily basis. Grocery, clothing, shoes etc. Lets take the area in the north Mechanic Street block and make them nice. Maybe the rest of the property owners will do the same.
- Do not need more housing in retail area. Need place for trash pick-up downtown.
- Do not tear down historic buildings for any reason, especially housing.
- Promote the shop owners and what they do
- Have more events.
- We need to have more unification as to shops hours of operation. All seem to have different hours and different days they are open or closed which confuses customers. Need more promotion in newspaper, billboards, events etc. to draw more customers to Lebanon. Waynesville seems to get much more traffic than Lebanon.
- Over the years various Council persons and City Hall have criticized the mix of businesses in Downtown Lebanon. For the most part, this criticism has shown a lack of understanding of the changes that have occurred because of the development of shopping malls and "big box retailers". Lebanon's merchants have worked hard to develop a niche as a specialty market. Last year Lebanon was named one of the "10 best places to go antiques" by USA Today. To compete in the current retail environment a small downtown must offer what cannot be found elsewhere. Our town succeeds because it appears to be a page out of America's small town past. Should we be so foolish as to invite chain retailers or restaurants into our CBD, it will irreparably harm this image.

Thank you for your time to complete this survey. Your comments will help us to improve Downtown Lebanon. Please also participate in the Downtown Workshop to be held on Wednesday, March 24, 1999 at 5:30 p.m. in the Council Room at City Hall.



Appendix B
Market Analysis Data

APPENDIX B – MARKET ANALYSIS DATA

TABLE B-1				
Lebanon Market Analysis:		2 Mile Radius	5 Mile Radius	10 Mile Radius
Population	2003 Total	15586	31152	153087
	1998 Total	13929	28025	138538
	1990 Total	11011	22392	110587
	1980 Total	10089	20871	96134
	% change 90-98	26.5	25.2	25.3
	% change 80-90	9.1	7.3	15.0
Households:	2003 Total	6248	11517	56713
	1998 Total	5468	10100	50356
	1990 Total	4189	7791	39118
	1980 Total	3720	6846	31729
	% change 90-98	30.5	29.6	28.7
	% change 80-90	12.6	13.8	23.3
Average HH size:	2003	2.45	2.55	2.61
	1998	2.49	2.60	2.65
	1990	2.57	2.69	2.72
1998 Group quarters population:		300	1724	5031
Families:	2003 Total	4443	8666	43666
	1998 Total	3929	7684	39126
	1990 Total	3067	6040	30824
	% change 90-98	28.1	27.2	26.9
Housing units:	2003 Total	6489	11980	59187
	1998 Total	5677	10505	52558
	1990 Total	4329	8066	40665



TABLE B-2
1998 POPULATION BY AGE

Lebanon Market Analysis: Age Cohort Levels	2 Mile Radius		5 Mile Radius		10 Mile Radius	
	Number	%	Number	%	Number	%
TOTAL	13929		28025		138538	
Under 5 Years	1125	8.1	1981	7.1	9678	7.0
5 to 9 Years	1171	8.4	2053	7.3	10087	7.3
10 to 14 Years	1072	7.7	1997	7.1	9698	7.0
15 to 19 Years	904	6.5	1815	6.5	9111	6.6
20 to 24 Years	748	5.4	1685	6.0	7882	5.7
25 to 29 Years	922	6.6	2034	7.3	9556	6.9
30 to 34 Years	1210	8.7	2358	8.4	10568	7.6
35 to 39 Years	1252	9.0	2450	8.7	12100	8.7
40 to 44 Years	1117	8.0	2221	7.9	11489	8.3
45 to 54 Years	1642	11.8	3484	12.4	19158	13.8
55 to 64 Years	1061	7.6	2335	8.3	12480	9.0
65 to 74 Years	848	6.1	1836	6.6	9436	6.8
75 to 84 Years	598	4.3	1167	4.2	5186	3.7
85 Years and Over	258	1.9	608	2.2	2090	1.5
Total Median Age (in years)	34.2	2	35.2		36.1	
Male Median Age (in years)	33.0		33.7		34.8	
Female Median Age (in years)	35.4		36.9		37.4	

TABLE B-3
1998 HOUSEHOLDS BY HOUSEHOLD INCOME

Lebanon Market Analysis: Household Income Levels	2 Mile Radius		5 Mile Radius		10 Mile Radius	
	Number	%	Number	%	Number	%
Total Number of Households	5468		10100		50356	
Under \$10,000	494	9.0	738	7.3	2934	5.8
\$10,000 to \$19,999	803	14.7	1298	12.9	4929	9.8
\$20,000 to \$24,999	404	7.4	699	6.9	3058	6.1
\$25,000 to \$29,999	439	8.0	754	7.5	3026	6.0
\$30,000 to \$34,999	521	9.5	787	7.8	3050	6.1
\$35,000 to \$49,999	1079	19.7	1869	18.5	8261	16.4
\$50,000 to \$74,999	1047	19.1	2206	21.8	12336	24.5
\$75,000 to \$99,999	403	7.4	893	8.8	6249	12.4
\$100,000 to \$149,999	199	3.6	609	6.0	4418	8.8



TABLE B-6
1990 FAMILY HOUSEHOLDS BY 1989 FAMILY HOUSEHOLD INCOME

Lebanon Market Analysis: Household Income Levels	2 Mile Radius		5 Mile Radius		10 Mile
	Number	%	Number	%	Number
Total Number of Households	3067		6040		30824
Under \$10,000	217	7.1	361	6.0	1413
\$10,000 to \$19,999	460	15.0	867	14.4	3474
\$20,000 to \$24,999	334	10.9	593	9.8	2269
\$25,000 to \$29,999	374	12.2	612	10.1	2393
\$30,000 to \$34,999	319	10.4	563	9.3	2617
\$35,000 to \$49,999	681	22.2	1462	24.2	7465
\$50,000 to \$74,999	485	15.8	1068	17.7	7283
\$75,000 to \$99,999	116	3.8	329	5.4	2382
\$100,000 to \$149,999	58	1.9	152	2.5	1024
\$150,000 and Over	17	0.6	28	0.5	500

TABLE B-7
1998 FAMILY HOUSEHOLDS HOUSEHOLD WEALTH

Lebanon Market Analysis: Household Wealth Levels	2 Mile Radius		5 Mile Radius		10 Mile
	Number	%	Number	%	Number
Total Number of Households	5460		10084		50303
Less than \$25,000	2354	43.1	3643	36.1	15320
\$25,000 to \$49,999	513	9.4	914	9.0	4355
\$50,000 to \$99,999	776	14.2	1500	14.9	7707
\$100,000 to \$249,999	1111	20.3	2344	23.2	12848
\$250,000 to \$499,999	484	8.9	1120	11.1	6580
\$500,000 and over	230	4.2	578	5.7	3547
Average Household Wealth					



**TABLE B-8
INCOME SUMMARY**

Lebanon Market Analysis: Income Summary		2 Mile Radius	5 Mile Radius	10 Mile Radius
Per capita inc.:	1998	\$17,807	\$18,797	\$22,572
	1989 (Census)	\$12,517	\$12,661	\$15,199
	% Change 89-98	42.3	48.5	48.5
Average hhd inc.:	1998	\$44,488	\$50,780	\$61,380
	1989 (Census)	\$32,592	\$35,711	\$42,569
	% Change 89-98	36.5	42.2	44.2
Medium hhd inc.:	1998	\$35,720	\$40,384	\$49,779
	1989 (Census)	\$27,424	\$30,548	\$36,493
	% Change 89-98	30.2	32.2	36.4
Medium Family HH inc.:	1998	\$41,905	\$47,082	\$56,818
	1989 (Census)	\$32,533	\$35,193	\$41,235
	% Change 89-98	28.8	33.8	37.8

**TABLE B-9
1990 INDUSTRY-EMPLOYED TOTAL EMPLOYMENT**

Lebanon Market Analysis: Industry Types	2 Mile Radius		5 Mile Radius		10 Mile Radius	
	Number	%	Number	%	Number	%
Industry employed pop. 16+:	5366		10444		53964	
Agriculture/Forestry/Fisheries	123	2.3	314	3.0	1059	2.0
Mining	8	0.1	8	0.1	61	0.1
Construction	338	6.3	690	6.6	3033	5.6
Manufacturing-Nondurables	270	5.0	724	6.9	4665	8.6
Manufacturing-Durables	685	12.8	1753	16.8	9638	17.9
Transportation	220	4.1	383	3.7	1888	3.5
Communications & Public Utilities	137	2.6	192	1.8	801	1.5
Wholesales Trade	276	5.1	578	5.5	3506	6.5
Retail Trade	1005	18.7	1831	17.5	9243	17.1
Finance/Insurance/Real Estate	354	6.6	606	5.8	2928	5.4
Business & Repair Services	207	3.9	384	3.7	2238	4.1
Personal Services	195	3.6	315	3.0	1416	2.6
Entertainment/Recreation	123	2.3	184	1.8	879	1.6
Professional/Related Services	1127	21.0	1991	19.1	11018	20.4
Public Administration	298	5.6	491	4.7	1591	2.9



TABLE B-10
1990 OCCUPATION: TOTAL NUMBER AND PERCENTAGES

Lebanon Market Analysis: Occupation Type	2 Mile Radius		5 Mile Radius		10 Mile Radius	
	Number	%	Number	%	Number	%
Occupation employed pop. 16+:	5368		10438		53979	
Managerial/Prof. Spec	1312	24.4	2300	22	14340	26.6
Tech./Sales/Admin. Support	1693	31.5	3117	29.9	16835	31.2
Service Occupation	745	13.9	1342	12.9	6305	11.7
Farming/Forestry/Fishing	127	2.4	264	2.5	877	1.6
Precision/Craft/Repair	677	12.6	1417	13.6	6422	11.9
Operator/Fabricators/Laborer	814	15.2	1998	19.1	9200	17

TABLE B-11
1998 EXPENDITURES BY SELECTED PRODUCT CATEGORIES (in thousands of dollars)

Lebanon Market Analysis: Selected Project Categories	2 Mile Radius		5 Mile Radius		10 Mile Radius	
	(\$000s)	US Index	(\$000s)	US Index	(\$000s)	US Index
Food at Home	\$21,050	95	\$41,108	101	\$213,872	105
Food Away from Home	\$14,343	99	\$28,644	107	\$157,389	118
Alcoholic Beverages at Home	\$1,328	97	\$2,550	101	\$13,560	107
Alcoholic Beverages from Home	\$1,122	118	\$2,140	122	\$11,711	134
Personal Care Products	\$2,064	98	\$4,067	105	\$21,947	113
Personal Care Services	\$1,588	94	\$3,175	102	\$17,193	111
Nonprescription Drugs	\$749	92	\$1,468	98	\$7,671	102
Women's Apparel	\$4,598	101	\$9,381	111	\$52,573	125
Men's Apparel	\$2,558	98	\$5,234	109	\$30,028	125
Girl's Apparel	\$456	94	\$924	103	\$5,072	114
Boy's Apparel	\$592	95	\$1,191	104	\$6,449	113
Infant's Apparel	\$460	94	\$895	99	\$4,741	106
Footwear (excl. infants)	\$1,867	94	\$3,723	101	\$20,372	111
Housekeeping Supplies	\$2,791	100	\$5,607	109	\$30,276	118
Lawn/Garden Supplies	\$431	93	\$902	106	\$5,045	119
Domestic Services	\$2,404	84	\$5,151	98	\$30,581	117
Household Textiles	\$777	94	\$1,613	105	\$9,142	120
Furniture	\$3,022	102	\$6,065	111	\$33,959	124
Floor Coverings	\$805	99	\$1,783	119	\$10,734	143
Major Appliances	\$1,150	96	\$2,312	104	\$12,513	113
Small Appliances & Housewares	\$727	96	\$1,488	106	\$8,371	120
TV, Radio, and Sound Equipment	\$4,000	100	\$7,933	107	\$43,465	118
Other Entertainment & Equipment	\$4,168	95	\$8,942	110	\$51,775	128
Transportation	\$38,965	98	\$80,340	109	\$445,717	121



TABLE B-12

1998 EXPENDITURES BY SELECTED STORE TYPE (in thousands of dollars)

Lebanon Market Analysis: Selected Store Type	2 Mile Radius		5 Mile Radius		10 Mile Radius	
	(\$000s)	US Index	(\$000s)	US Index	(\$000s)	US Index
Building Material & Supply Stores	\$2,122	93	\$4,467	106	\$25,212	120
Hardware Stores	\$316	98	\$655	110	\$3,653	123
Retail Nursery/Lawn & Garden Supply	\$437	95	\$912	107	\$5,132	121
Auto Supply Stores	\$2,023	92	\$4,179	103	\$23,278	115
Gasoline/Service Stations	\$9,874	99	\$19,890	107	\$106,774	116
Grocery Store	\$22,890	96	\$44,810	102	\$234,247	107
Drug & Proprietary Stores	\$3,808	94	\$7,610	101	\$41,037	110
Eating Places	\$14,300	99	\$28,550	107	\$157,047	118
Drinking Places	\$742	107	\$1,456	114	\$8,032	126
Department Stores (excl. leased)	\$10,037	97	\$20,510	107	\$114,644	120
Apparel Stores	\$4,269	98	\$8,698	109	\$48,899	122
Shoe Stores	\$1,121	94	\$2,239	102	\$12,284	112
Furniture	\$2,712	101	\$5,470	110	\$30,679	124
Home Furnishing Stores	\$1,378	96	\$2,947	111	\$17,241	131
Household Appliances Stores	\$616	95	\$1,255	105	\$6,936	116
Radio/TV/Computer/Music	\$2,232	96	\$4,543	106	\$25,629	120

TABLE B-13

1990 HOUSING UNITS BY OWNERSHIP (In total numbers & percentages)

Lebanon Market Analysis: Housing Units by Ownership	2 Mile Radius		5 Mile Radius		10 Mile Radius	
	Number	%	Number	%	Number	%
Total Housing Units	423		8,102		40,660	
Owner-Occupied Units	2,323	53.7	5,122	63.2	28,340	69.7
Renter-Occupied Units	1,861	43.0	2,711	33.5	10,783	26.5

