



**WEST LEBANON REVITALIZATION ADVISORY
COMMITTEE
OCTOBER 21, 2024 - 5:30 PM
KILTON LIBRARY, CONFERENCE ROOM OR
REMOTE VIA VIRTUAL PLATFORM
LEBANONNH.GOV/LIVE**

1. Call to Order

- A. To participate in this meeting, please [join live via Microsoft Teams](#) or call 929-229-5356 (access code: 784 410 05#). If you have trouble accessing this meeting, please [email nathan.reichert@lebanonnh.gov](mailto:nathan.reichert@lebanonnh.gov).

2. Approval of Minutes

- A. August 19, 2024

3. Study Items

- A. Discussion with City of Lebanon Engineers, Brian Vincent and Rod Finley: West Lebanon Dry Bridge, Main Street, Westboro Yard
[Drybridge Project Page](#)
[West Lebanon Revitalization Project Page](#)
- B. Review and Discuss: Strategic Plan, Master Plan and West Lebanon studies (*info: 2 attachments online and links below*)
[Strategic Plan Website Page](#)
[Chapter 12 of the Master Plan](#)
[Action Plan for West Lebanon](#)

4. New Business

5. Other Business

- A. Future Agenda Item Requests from the Committee

6. Adjournment

Meetings are open for in-person and remote attendance. Members of the public that wish to attend remotely may do so by going to [LebanonNH.gov/Live](https://lebanonnh.gov/live) where you will find instructions on how to enter the meeting. Members of the public will be able to participate and ask questions through the City's virtual platform or by phone. Please note: Should technical difficulties occur during the meeting that disrupts virtual or phone connection(s), the meeting will continue without remote access capabilities.

DRAFT

**WEST LEBANON REVITALIZATION ADVISORY COMMITTEE
SPECIAL MEETING MINUTES
CITY HALL COUNCIL CHAMBERS OR
Remote Via Virtual Platform
LebanonNH.gov/Live
August 19, 2024
5:30 PM**

MEMBERS PRESENT: Councilor Chris Simon, Laurel Stavis, James Mashal, Dan Nash,
Andrew Faunce

MEMBERS ABSENT: Kim Chewning, Jim Winny, Erik Endrulat

STAFF PRESENT: Nate Reichert (Director of Planning & Development)

1 **1. CALL TO ORDER – The meeting was called to order at 5:30 PM.**

2
3 **2. APPROVAL OF MINUTES:**

4
5 **A. July 15, 2024**

6
7 *Mr. Nash MOVED to approve the meeting minutes of July 15, 2024, as presented.*
8 *SECONDED by Ms. Stavis.*

9 ** The Vote on the MOTION was approved (4-0-1; with Mr. Nash abstaining).*

10
11 **4. NEW BUSINESS – The Committee addressed this agenda item at this time**

12
13 **A. Discussion with Lebanon School District Superintendent Amy Allen**

14
15 The Committee held a discussion with Superintendent Amy Allen.

16
17 Kevin Purcell, Ward 1, spoke highly of Mount Lebanon Elementary School.

18
19 The Committee discussed holding a joint tour and discussion of Seminary Hill School and Dana
20 House.

21
22 **B. Discussion with WaHG - West Lebanon and Hanover Greenway**

23
24 Kevin Purcell stated that WaHG came to be after comments made during the initial West
25 Lebanon Revitalization Committee. The Council unanimously supported the proposal to find
26 funding to create this pathway. The State's Department of Business & Economic Affairs has also
27 supported this project. This will benefit Hanover, Hartford, and Lebanon. The City Manager
28 asked DPW to determine a scope for the project in order to seek a feasibility study. Hanover has
29 committee to contributing 25% funding toward the feasibility study. Approximately \$46,000 will
30 need to be funded by the City, but there is not currently budget available for this. There are also

1 some grant funds available for the feasibility study, but these require matching funding. The
2 feasibility study will produce three options for the project. The request is for the Committee to
3 sign a letter of support.

4
5 Ms. Stavis expressed some concern regarding a number of projects that may come before DOT
6 and the nexus for these. Mr. Purcell explained that this will connect three communities and is
7 believed to be a benefit to any other projects. Mr. Reichert stated that the City was not grant
8 ready for this project. The Engineering Office has been involved in laying out potential alternate
9 pathways and working through the process. The Engineers have likely been speaking directly
10 with DOT regarding the projects.

11
12 ***Mr. Mashal MOVED to authorize the Chair to sign a letter endorsing the creation and***
13 ***development of the WaHG trail. SECONDED by Mr. Faunce.***

14 **** The Vote on the MOTION was approved (5-0-0).***

15 16 **3. OLD BUSINESS**

17 18 **A. Westboro Yard Update and Discussion**

19
20 Chair Smith stated that the Council recently heard that part of the project for the Dry Bridge
21 replacement hinges upon being able to build a temporary transfer station for salt. This will cost
22 approximately \$250,000. Due to contamination concerns, the State has stated that they will
23 complete the test pit to determine the proper location for the transfer station, but they have to
24 coordinate with other parties. This will have to be resolved before the project can move forward.

25
26 Ms. Stavis stated that this sounds like a farce. She plans to craft a bill which gives State agencies
27 a limited amount of time to respond to municipality's requests when funding is involved.

28 29 **B. Main Street Streetscape Project Update and Discussion**

30
31 Mr. Reichert explained that the project manager

32 33 **C. 'Dry Bridge' Replacement Project Update and Discussion**

34
35 Mr. Reichert explained that there has been a frustration regarding getting permissions for the
36 railroad beneath the bridge. This is a time-consuming, slow process.

37 38 **5. OTHER BUSINESS**

39 40 **A. Future Agenda Item Requests from the Committee**

41
42 Chair Simon asked all Committee members to review the Master Plan and Strategic Plan
43 documents regarding West Lebanon references, in order to have a discussion regarding which
44 items have been accomplished or are still in the works. This will help the Committee to
45 determine what it wants to accomplish. The 2019 inception of the Committee report should also
46 be reviewed.

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6. ADJOURNMENT:

*Mr. Mashal MOVED to adjourn the meeting at 6:55pm. SECONDED by Mr. Faunce.
* The Vote on the MOTION was approved (5-0-0).*

Respectfully submitted,
Kristan Patenaude
Recording Secretary



CITY OF LEBANON,
NEW HAMPSHIRE

City of Lebanon

Strategic Plan 2024-2027

From Master Plan to Municipal Action:
Lebanon's Strategic Path Forward

LebanonNH.gov/StrategicPlan



Photo by Deborah Baker

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This plan was developed from the input of numerous local residents, property owners, businesses, non-profits, organizations, elected officials, and city staff.



Statement from the City Manager



Shaun Mulholland

The City's Strategic Plan details the Council's goals and priorities. The plan brings together the collective efforts of our elected officials, City staff, and volunteer board members to implement the public policy we seek to achieve.

A handwritten signature in black ink that reads "Shaun Mulholland". The signature is fluid and cursive, with a stylized "S" and "M".



Your Lebanon City Council

This Strategic Plan is endorsed and overseen by your elected City Councilors, serving as a testament to our collective commitment to Lebanon's future.



Timothy J. McNamara
MAYOR-COUNCILOR AT-LARGE



Clifton Below
ASSISTANT MAYOR-WARD 3



Douglas Whittlesey
COUNCILOR-WARD 1



Chris Simon
COUNCILOR-WARD 1



Devin R. Wilkie
COUNCILOR-WARD 2



George Sykes
COUNCILOR-WARD 2



Karen Zook
COUNCILOR-WARD 3



Erling Heistad
COUNCILOR - AT-LARGE



Karen Liot Hill
COUNCILOR - AT-LARGE

Land Acknowledgement

"Every community owes its existence and vitality to generations from around the world who contributed their hopes, dreams, and energy to making the history that led to this moment. Some were brought here or removed against their will, some were drawn to leave their distant homes in the hope of a better life, and some have lived on this land for more generations than can be counted.

The City of Lebanon is situated upon ancestral and unceded lands of the Abenaki people, known as the Alnôbak in their own language. The land, known as Koas (place of the Pines), sits within the greater ancestral territory of the Abenaki and Wabanaki homeland, called Ndakinna. This acknowledgment reminds us of the significance of place, the continued existence of Abenaki people, and our commitment to building respectful relationships with those who call these lands home today."

This land acknowledgment statement was developed in consultation with a local Abenaki chief and the Lebanon Diversity, Equity, and Inclusion Commission.

How we got here.

The genesis of the Strategic Plan lies in its department-focused annual Outcomes and Work Plan, and its Master Plan.

Recognizing the need for a broader vision, City Manager Shaun Mulholland initiated brainstorming sessions in 2022 to transform the work plan into a comprehensive strategic plan. This endeavor, deeply collaborative in nature, involved extensive consultations with city departments, boards, and community stakeholders. With the City Council's endorsement in January 2023, the plan moved to a public feedback phase, ensuring our community's voice is integral to the plan's finalization. This Strategic Plan, now set to guide our city's operational and budgetary directions for the next three years, represents our collective commitment to Lebanon's progressive future.



Where we are going.

As we look to the next three years, the Strategic Plan charts a clear course for Lebanon's continued vitality and prosperity. Building on the insights and feedback from our community, we've identified ten functional areas, each with its own objectives, vision statements, and key performance indicators (KPIs).

These areas reflect the city's immediate priorities and our long-term aspirations. Each strategic objective area identifies the city departments, boards, and partners responsible for bringing these visions to life. With action items and timelines set for the next three years, we are poised to make tangible progress in each area. Furthermore, our commitment to transparency ensures that our community can track these advancements in real-time, fostering a sense of collective ownership and accountability.

As we move forward, the Strategic Plan serves as both our compass and roadmap, ensuring that every step we take aligns with our shared vision for Lebanon's bright and promising future.

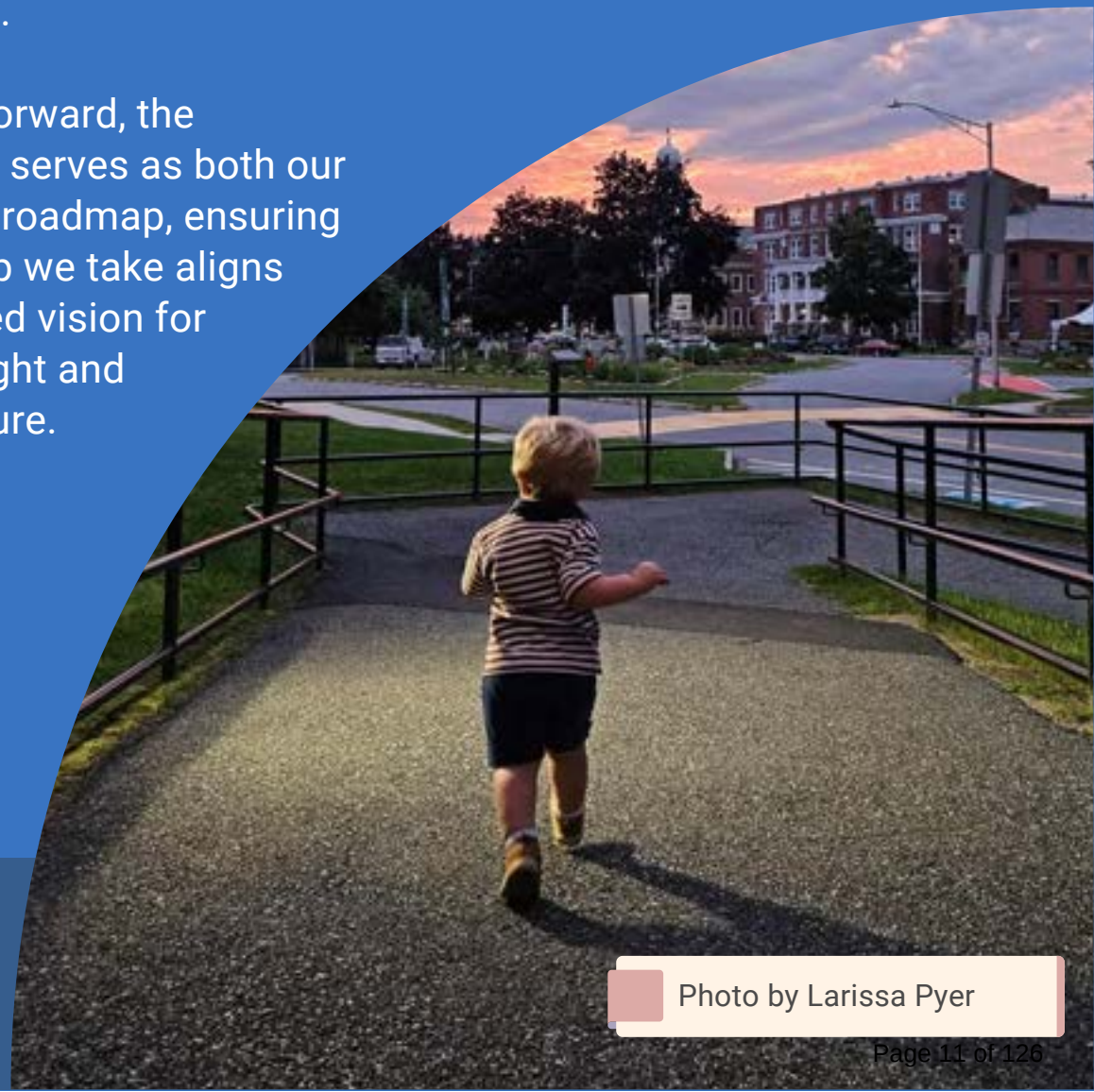


Photo by Larissa Pyer

Our Strategic Themes

- High Performing Government
- Housing and Neighborhood
- Financial Stability and Efficiency
- Recreation, Arts, and Parks
- Environment and Sustainability
- Public Safety
- Transportation
- Economic Vitality
- Social Health and Justice
- Public Health





High Performing Government

Strategic Objectives

- 1.1 Operate City government at a very high level of Transparency. To the extent possible government documents are available in digital formats through the City's website minimizing the need to make requests to staff.
- 1.2 Recruit, Develop, and Retain trained and qualified City staff.
- 1.3 Enhance process innovation using technology, data, and key performance objectives.
- 1.4 Advocate at the Regional, State, and Federal level.
- 1.5 Enhance the credibility of the City's government.
- 1.6 Enhance community engagement.

Responsible Groups

City Departments

- City Clerk
- City Manager
- Cyber Services
- Human Resources
- Library
- Planning and Development

Boards and Committees

- City Council
- Diversity, Equity, and Inclusion (DEI) Commission

Partners

- Hypertherm



High Performing Government

Vision Statement

The city government has to be responsive to the needs of its residents, businesses and partners. The delivery and/or the facilitation of the delivery of services is one of the cornerstones of effective local government. A responsive and effective city government does the following:

Transparency- the decision-making processes must be open and as accessible as possible to allow the public to participate. Government records need to be available, easily accessible, and in a timely manner.

Ethics- City officials and staff meet public expectations of very high ethical standards while representing the City. Ethical expectations directly relate to the credibility of the City and the view that people have of it. City officials comply with statutory and regulatory requirements.

Problem Solving- the expectation is that the City government is an organization that functions to identify and develop solutions to address problems and the needs of the community. Data-driven decision-making is operationalized when and where appropriate.

Teamwork- highly effective organizations are those that can bring together the players to achieve the mission. Our team consists of elected officials, appointed officials, staff, volunteers, service providers and our partners who work together to drive and achieve success.

Communication- an effective City government utilizes multiple modes of communication to inform residents, including emergency messaging, how-to information, education materials, opportunities, and the organization's activities. This must be timely, accurate, accessible, and sufficient to keep the public informed.

Engaging- the City takes proactive steps to engage the general public and key stakeholders in the development of public policy.

Efficiency- the City utilizes management practices and process review procedures such as LEAN to reduce wasted time and money while at the same time enhancing the quality of city services. City officials and staff operate in a culture of continuous quality improvement.

Technology- the City utilizes technology to enhance the quality, accessibility, timeliness and efficiency of City services.

Innovation- the City uses or develops innovative approaches to problem-solving and service delivery.



High Performing Government

Vision Statement (continued)

Human Capital- the quality, skill base, experience, and emotional intelligence of City officials is of very high quality. The City invests in training and staff development, constantly enhancing the effectiveness of City staff. The City is “growing” leaders from within its ranks to perform higher level and leadership roles in the organization. The retention of qualified personnel is a key objective for City leaders.

Partnership- City leaders value the importance of partnerships with other municipalities, the school district, the housing authority, and the other levels of government. Working with the business community, non-profit entities, and neighborhood groups is highly valued in solving problems and providing services to the community.

Leadership- the City values and understands its leadership role in the Upper Valley and the State of New Hampshire from a political, economic, and social perspective. It actively advocates and exercises that leadership role in service to the people of the City and the Upper Valley.





Housing and Neighborhoods

Strategic Objectives

- 2.1 Facilitate the healthy continuum of development/redevelopment of housing.
- 2.2 Work cooperatively to address homelessness.
- 2.3 Revise Land Use Regulations to limit barriers to development/redevelopment while nurturing neighborhood character.
- 2.4 Develop a comprehensive citywide housing strategy.
- 2.5 Develop policies and a plan to move new residential construction toward being zero carbon ready, being mindful of how collaboration with other stakeholders, planning regulations, zoning, and building codes might best support and encourage sustainable and affordable development such as through creative infill and construction of high-performance energy efficient buildings that can be run on renewable or zero-carbon energy.

Responsible Groups

City Departments

- City Manager
- Library
- Human Resources
- Planning and Development

Boards and Committees

- Diversity, Equity, and Inclusion (DEI) Commission
- Downtown TIF
- Economic Development Committee (EDC)
- Heritage Commission
- Planning Board

Partners

- Housing Authority
- Tri-County CAP
- LISTEN
- Twin Pines Housing
- The Haven





Housing and Neighborhoods

Vision Statement

The City of Lebanon shall actively foster a diverse range of housing opportunities and choices for current and prospective residents, and will strive to promote the development of diverse, sustainable neighborhoods that reflect Lebanon's "small-town" character and distinctiveness.

The City of Lebanon shall encourage a range of housing options for all segments of the population. New housing development should contribute positively to existing neighborhoods and create safe and desirable new neighborhoods consistent with the other planning goals of the City as expressed in this Master Plan.

An inclusive community has a range of housing types to meet the needs of a diverse population. Those housing types include:

- Single Family
- Multi-Family (spanning duplexes to large apartment buildings)
- Elderly Housing
- Accessory Dwelling Units
- Manufactured Housing
- Temporary Housing - Homeless Shelters and Transitional Housing Units

The housing inventory of the City must include a mix to meet the affordability needs of its residents such that no more than 30% of combined household income is committed to housing. That mix of housing affordability includes:

- Market Rate Housing
- Workforce Housing
- Low Income Housing

[Chapter 7 of the City's Master Plan](#) is incorporated into this Strategic Plan.

Access to safe shelter is a basic necessity for all people, the absence of which can result in severe health, social, and economic harms to both individuals and communities. The City of Lebanon shall seek to support its residents who have been afflicted by homelessness by establishing and facilitating the means by which the people of the City can prevent or overcome homelessness. The goal of the City is to ensure all residents have access to permanent, secure housing, and temporary housing is for many people a necessary step towards permanent housing and therefore a component of this goal.



Financial Stability and Efficiency

Strategic Objectives

- 3.1 Maintain a responsible debt management plan.
- 3.2 Maintain a long term strategy to stabilize the tax rate and user fees to avoid spikes in the rates
- 3.3 Advocate and seek funding at the State and Federal level to reduce the impact on property taxes and user fees.
Maintain adequate cash reserves to ensure cash flow, the ability to
- 3.4 respond to emergencies and the resources to take advantage of opportunities.

Responsible Groups

City Departments

- City Manager
- Finance
- Library

Boards and Committees

- City Council

Partners





Financial Stability and Efficiency

Vision Statement

The City strives to diversify its revenue streams to reduce the reliance upon the property tax as the primary source of revenue for general government operations. User fees have a direct relationship to the services provided and are commensurate with the actual cost of the services provided. The use of Unassigned Fund Balances in the General Fund as well as the enterprise funds is a strategy to minimize tax and fee rate spikes.

The Unassigned Fund Balance in the General Fund is healthy when it:

- is within a range of 19% to 24% of the current General Fund expenditure budget;
- provides a cash reserve to address emergencies;
- provides sufficient cash flow between semi-annual tax billings.

Financial planning is based on a long-term strategy to stabilize tax and user fee rates to minimize rate hikes. When possible, planning for capital projects in the six-year Capital Improvements Plan allows a more even spread of debt service payments.

The City's debt load is maintained within the statutory requirements and the City Council's Debt Management policy for all funds.

The City utilizes federal, state, and private grant funding to offset the cost of capital and operating expenses. Additionally, the City advocates in partnership with other municipalities and the New Hampshire Municipal Association for more state funding to offset the impact to local property taxes. The City takes active steps to transition education funding from the statewide and local property tax to a more equitable cost share with other revenue sources.





Recreation, Arts, and Parks

Strategic Objectives

- 4.1 Provide a wide array of cultural and recreational opportunities for residents across age and demographics groups in the City and in partnership with other entities in the Upper Valley.
- 4.2 Maintain and expand recreation infrastructure in the City including parks, athletic facilities, trails, and greenways.
- 4.3 Enhance the vitality of Arts & Culture in the City in cooperation with the arts community in the Upper Valley. This includes energizing the arts economy as well as opportunities for public art.
- 4.4 Celebrate the City's rich history and enhance the public's awareness of its history through multiple modalities.
- 4.5 Celebrate the City's diverse cultural makeup and vitality by providing/supporting opportunities allow the public to experience the diverse cultures in the Upper Valley.

Responsible Groups

Departments

- City Manager
- Library
- Planning and Development
- Recreation, Arts, and Parks

Boards and Committees

- Arts and Culture
- Conservation Commission
- Diversity, Equity, and Inclusion Commission (DEI)
- Downtown TIF
- Economic Development Committee (EDC)
- Heritage Commission
- West Lebanon Revitalization Committee (WLRC)

Partners

- AVA Art Gallery
- CCBA
- Lebanon Historical Society
- Lebanon Opera House
- Lebanon Outing Club
- Lebanon Youth Baseball
- UV Hockey Association
- UV Music Center



Recreation, Arts, and Parks

Vision Statement

Recreation

The City has a wide array of recreational opportunities available to its residents. Some programs are operated by the City while others are provided by not-for-profit entities and for-profit entities. A robust range of recreational opportunities has a positive impact on the physical and emotional health of our residents. The City's vision for Recreation is further outlined in Chapter 10: Recreation of the Master Plan.

Arts, Culture, and the Humanities

The City celebrates the arts, culture and the humanities in its various modalities. The City's recently created Arts and Culture Commission is the primary City body to advocate and advance the arts in the community. The City supports a vibrant partnership with a growing arts community to enhance opportunities for equitable participation and inclusion. The City continues to enhance opportunities for displays of art in public places to create a livelier living environment. The City's vision is further outlined in Chapter 12: Community Design and Civic Art of the Master Plan.

Parks

The City maintains parks in various parts of the City to enhance neighborhood environments and provide outdoor spaces for its residents to enjoy the outdoor world. Everything from athletic fields, the Storrs Hill Ski Area, the Mascoma River Greenway, the Northern Rail Trail and various nature trails and conservation areas provide a variety of opportunities to exercise and enjoy nature.

Libraries

Our vision is to be the hub of the community, a place where individuals of all ages and backgrounds can find the resources, technology, and support they need to achieve their goals and realize their full potential. We strive to create a dynamic and innovative library system that reflects the diverse needs and interests of our community and empowers everyone to lead fulfilling and meaningful lives.



Photo by Sarah Riley



Environment and Sustainability

Strategic Objectives

Waste Management

- 5.1 Enhance the City's waste management practices with the end goal of reducing the City's waste to zero non-renewal material.
- 5.2 Manage solid waste and wastewater to ensure public health, the protection of wildlife, the protection of plant life, and minimize the impact on the environment.
- 5.3 Ensure the City's waste management infrastructure systems will meet the City's needs today and into the future.

Energy

- 5.4 Reduce the GHG emissions produced by City government's activities by transitioning to 100% renewable energy or zero-carbon sources by 2050.
- 5.5 Encourage and support communitywide initiatives to transition the community to 100% renewable energy or zero-carbon sources by 2050 in alignment with the Energy Chapter of the City's Master Plan.

Conservation and Natural Resources

- 5.6 Enhance, support and implement measures to sustain the City's public and private forests. Implement urban forest management programs to address urban heat zones and aesthetics.
- 5.7 Maintain and highlight the City's conservation resources.
- 5.8 Protect the water resources within the City.
- 5.9 Protect the wildlife, aquatic organisms and plants from the impacts of human activity and climate change.





Environment and Sustainability

Responsible Groups

Departments

- Planning and Development
- Public Works
- Recreation, Arts, and Parks

Boards and Committees

- Conservation Commission
- Lebanon Energy Advisory Committee
- Planning Board
- Tree Advisory Board

Partners

- Sustainable Lebanon





Environment and Sustainability

Vision Statement

The City is proactive in sustainable environmental stewardship. [Lebanon's Principles of Sustainability](#) focus on seven principles. Principle #3 is Environmental Responsibility and Energy Efficiency.

Principle #3 – Environmental Responsibility and Energy Efficiency

Does the action:

- Sustain and enhance a healthy natural environment: air, water, soil, and ecosystems?
- Promote and reinforce a network ("green infrastructure") of protected open space and natural areas?
- Improve energy efficiency and reduce the City's carbon footprint?
- Engage the Lebanon community to conserve energy and adopt more sustainable technologies for heating, cooling, lighting, transportation, and so forth?

The functions of the City government will achieve the objective of reducing its greenhouse gas emissions 80% below 1990 levels by 2050. The City supports the Paris Climate Accord and the implementation of the goals of the Paris Climate Agreement.

Waste Management

The goal is to achieve zero waste. The City manages a number of waste materials from the City itself and the Upper Valley as a region. The goal is to recycle the materials where possible or dispose of the materials in an environmentally safe fashion that does not impair public health. As technological solutions become available, the City implements them to achieve the ultimate goal of eliminating waste.

Energy

The City's Master Plan outlines the City's policies regarding Energy in [Chapter 13](#). The City implements a number of strategies to reduce the amount of energy used in the community with a shift from energy that produces greenhouse gas emissions. This includes a shift to the use of electric-powered vehicles and electric-powered building heating sources. The City shifts to energy produced by solar, landfill gas, and other renewable sources.

Conservation and Natural Resources

The City's Master Plan outlines the City's policies regarding Natural Resources in [Chapter 5](#). The City has considerable conservation and natural resource assets that it maintains and protects.

Sustainable Development

The City continues to take initiatives through collaboration with the community and its land use regulations, planning, zoning, codes, and other policies to encourage new development and redevelopment to be highly sustainable in terms of the health of our environment and economy and the livability and affordability of our neighborhoods and community.



Public Safety

Strategic Objectives

- 6.1 Enhance emergency management capability regarding planning for, preparing for, responding to, recovery from, and mitigation of disasters.
- 6.2 Enhance Code Enforcement efforts.
- 6.3 Maintain a proactive Traffic Safety program.
- 6.4 Maintain a proactive Crime Prevention and Response program.
- 6.5 Maintain an effective Fire Prevention effort and Fire Suppression capability.
- 6.6 Enhance multi-modal transportation safety through prevention, education, enforcement and infrastructure improvements.
- 6.7 Enhance the City government's cyber security posture to minimize impact on city services. Enhance the police department's ability to prevent, investigate and prosecute cybercrimes that impact businesses and residents.

Responsible Groups

Departments

- Cyber Services
- Fire and Police
- Planning and Development
- Recreation, Arts, and Parks

Boards and Committees

- Pedestrian and Bicyclist Advisory Committee
- Planning Board

Partners

- UV Public Health Network
- WCBH
- WISE

Photo by James Lemire





Public Safety

Vision Statement

Public safety perceptions, whether real or perceived, impact how people feel and interact in the community. Public safety is not just about injury and crime prevention; it is about building a strong, cohesive, vibrant, participatory City. Individuals and families enjoy sustained quality of life, participation in work, leisure, social, cultural, artistic, and educational activities, and preservation of income and assets. A safe community embraces a methodology and infrastructure where all community sectors collaborate to safeguard citizens' well-being and property. Our vision of the City involves the following aspects.

Emergency Management: The City has a robust emergency management capability that adequately:

- foresees and plans for natural and human-made disasters;
- prepares for these events and provides advanced warning and guidance to residents, businesses, and other partners. This also includes training for and having the necessary equipment, facilities, supplies, and partnerships available to respond to disasters;
- responds to disasters to effectively reduce the risk to life and property;
- facilitates disaster recovery so the community can return to normal as soon as possible. This includes psychological recovery from the impacts of disasters;
- mitigation steps are taken in advance of and during disasters to reduce the impacts of known disasters that are likely to impact the City.

Code Enforcement: The City has adequate life safety codes that reduce the risk of injury or death as well as the protection of property. The City effectively educates the public regarding these regulations. The City takes a proactive step to address violations.

Domestic and Sexual Violence: The City in partnership with other entities leads efforts to protect and assist victims of sexual, domestic and gender based violence.

Cyber Security: The City's cyber infrastructure and protected information are secure from hacking, damage, or destruction and other disruptions.



Photo by City of Lebanon



Public Safety

Vision Statement (continued)

Crime Prevention and Response: The City takes proactive steps to reduce the amount of, severity of, and impacts of crime. Residents and visitors in the City have a quality of life and are able to pursue and obtain the fullest benefits from their domestic, social, and economic lives without fear or hindrance from crime and disorder. The City is able to respond to criminal incidents proactively, quickly, and effectively. The City is able to respond to hate crimes proactively, quickly, and effectively in coordination with the NH Department of Justice.

Traffic Safety: The City has a multi-pronged approach to addressing safety on City streets, sidewalks, greenways, and rail trails. Proactive steps are taken to minimize motor vehicle accidents as well as accidents involving bicycles and other wheeled vehicles. A number of strategies are used to enhance pedestrian safety with the goal of zero pedestrian accidents.

Fire Prevention and Suppression: The City implements strategies to prevent death, injuries and damage to property from the impacts of fire. The fire department has adequate resources and strategies to respond to fires to save lives and minimize damage to property.





Transportation

Strategic Objectives

Public Transit

- 7.1 Support the maintenance and expansion of public transportation availability and use in the Upper Valley.

Airport

- 7.2 Support efforts to maintain Essential Air Service
- 7.3 Support efforts to maintain general aviation.

Pedestrian and Bicycle Infrastructure

- 7.4 Maintain, enhance and expand the Mascoma Greenway, Northern Rail Trail and new connector segments to strengthen the multi-use recreational/transportation network.
- 7.5 Maintain, enhance, and expand the City's sidewalk network, connecting the segments to create a comprehensive network. Expand and maintain the links between interconnection points of transportation modes (sidewalks, trails, bus stops, etc.) to facilitate safe movement by users.

Roadway Infrastructure

- 7.6 Enhance the City's roadway infrastructure maintenance plan.
- 7.7 Enhance the City's roadway system to adequately manage present and projected traffic volumes.
- 7.8 Coordinate with NH DOT's efforts to enhance state transportation improvements in the City.



Photo by City of Lebanon



Transportation

Responsible Groups

Departments

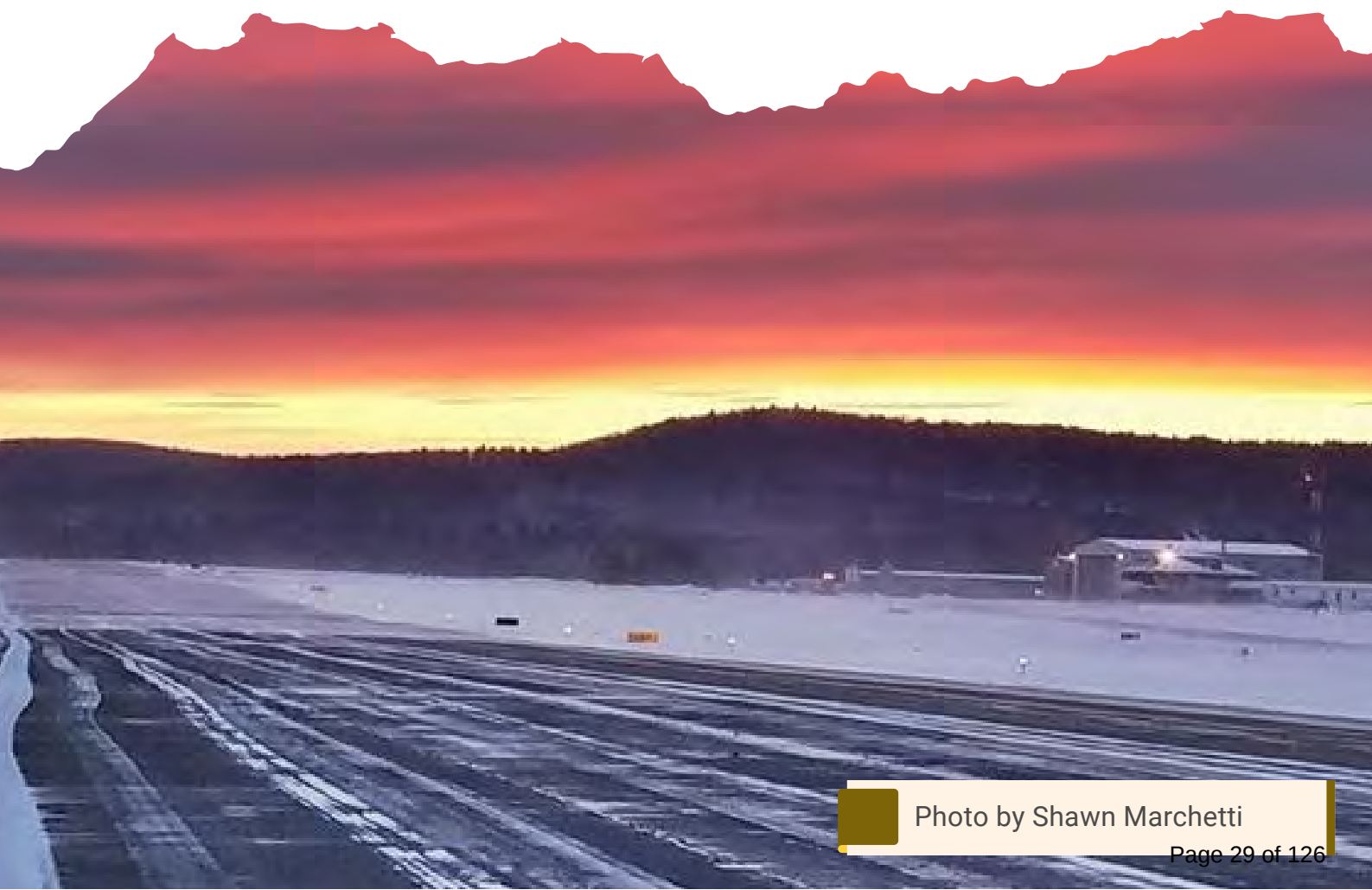
- Airport
- Planning and Dvelopment
- Public Works
- Recreation, Arts, and Parks

Boards and Committees

- Planning Board
- Pedestrian and Bicyclist
Advisory Board
- Tree Advisory Board

Partners

- Advance Transit





Transportation

Vision Statement

The City operates a multi-modal transportation system and partners with other entities to meet the transportation needs of the City within the context of the larger transportation network in the Upper Valley. The City's Master Plan further delineates the larger transportation goals located in [Chapter 9](#).

The City will continue to use innovative technologies and make infrastructure investments to ensure those systems are adequately maintained to ensure they function effectively and safely. The focus will be on the lifecycle maintenance of infrastructure and properly tracking the infrastructure through a fixed asset management system.

The City will continue with its Complete Streets strategy when reconstructing a street to include upgrading all of the assets within the street where appropriate.





Economic Vitality

Strategic Objectives

- 8.1 Facilitate a Vibrant, Sustainable and Resilient Economy that supports a high quality of life.
- 8.2 Facilitate and develop partnerships to increase Early Childhood Education capacity and reduce cost.
- 8.3 Work cooperatively with UVBA, the Corporate Council and others to enhance the business climate in the region.
- 8.4 Coordinate regionally to enhance tourism opportunities in the Upper Valley.
- 8.5 Implement opportunities for redevelopment in the four core business districts of the City.

Responsible Groups

Departments

- City Manager
- Planning and Development

Boards and Committees

- Downtown TIF
- Economic Development Committee (EDC)
- Planning Board
- West Lebanon Revitalization Committee (WLRC)

Partners

- UV Business Alliance
- UV Public Health Network
- Vital Communities



Economic Vitality

Vision Statement

The City is the economic hub of the Upper Valley. Most of the jobs in the region are located here in the City. The City is the host of a diversified and resilient economy. Traditionally the impacts of worldwide and national economic downturns impact the region to a lesser extent. The predominance of the medical sector, with Dartmouth Health being the largest employer in the region and the largest employer in the State, results in considerable supplemental and complimentary economic activity. The area has over 120 high-tech businesses, many of which are medtech and biotech companies. Many of these companies have a direct relationship or lineage from Dartmouth College and Dartmouth Health.

The region has the highest average salaries in the State. The Upper Valley economy is vibrant and resilient when it has the following:

- A trained workforce adequate to meet the needs of all employers;
- An innovative, creative, and entrepreneurial culture that drives and develops new ideas;
- A diversified commercial/industrial sector that includes small, medium, and large businesses that pay a living wage;
- High quality housing to meet the needs of the workforce needed for the economy;
- High quality childcare and early childcare development to allow parents to work in the economy;
- High quality public education and postsecondary education to develop and maintain a skilled workforce; and
- Vibrant and diversified retail, food, and general service sectors that meet the supporting needs of the Upper Valley.

The City's Master Plan addresses the larger vision statement relative to [Economic Development](#) located in Chapter 6.





Social Health and Justice

Strategic Objectives

- 9.1 Develop and implement a citywide Equity Plan.
- 9.2 Maintain the City's ADA Transition Plan.
- 9.3 Implement equity in all policies, codes, charter and in the delivery of City services.
- 9.4 Build a welcoming community to people of all cultures, races, skin color, national or ethnic origin, language, religions, gender identity or expression, sexual orientation, mental or physical ability, age, political opinion or activity, economic status, immigration status or housing status.
- 9.5 Develop the concept of Environmental Justice throughout the organization and the community.
- 9.6 Enhance connections and community well being.

Responsible Groups

Departments

- City Manager
- Human Resources
- Human Services
- Library
- Planning and Development

Boards and Committees

- City Council
- Conservation Commission
- Diversity, Equity, and Inclusion Commission
- Lebanon Energy Advisory Committee
- Planning Board
- Tree Advisory Board

Partners

- Dartmouth Health
- SAU88
- Sustainable Lebanon
- UV Business Alliance



Social Health and Justice

Vision Statement

The City supports and upholds the federal and state constitutions.

The City resolves the following:

- Preserving the public trust and promoting community identity, civic pride, and quality of life for all residents, regardless of race, skin color, national or ethnic origin, age, sex, gender identity or expression, sexual orientation, mental or physical disability, religious or political opinion or activity, immigration status, socio-economic status, or housing status.
- The City takes a leading role in protecting civil liberties, promoting inclusiveness, and providing equal protection under the law to all persons in the City.
- A diverse population supports a resilient economy and fosters a high quality of life for its residents and visitors, in accordance with the City's Sustainability Principles.
- That while Free Speech is protected under the First Amendment; we can speak out against and discourage hate speech as contrary to our values.

(continued)





Social Health and Justice

Vision Statement (continued)

- The City demonstrates its commitment to protecting its residents and visitors against discrimination on the basis of race, skin color, national or ethnic origin, age, sex, gender identity or expression, sexual orientation, mental or physical disability, immigration status, religious or political opinion or activity, socio-economic status, or housing status.
- The City takes a stand against ideologies of violence, hatred, and intolerance. The City denounces and rejects all ideologies based on discrimination, hatred, and intolerance, including racism, xenophobia, transphobia and homophobia, and condemns activities that promote these ideologies regardless of the targeted group.
- The City is committed to fair and equal treatment of everyone in our community, including in housing, education, employment, and healthcare, and will strive to ensure all of our actions, policies, and operating procedures reflect this commitment.





Public Health

Strategic Objectives

- 10.1 Continue partnership with West Central Behavioral Health to enhance Mental Health Care and Response.
- 10.2 Provide effective Mobile Integrated Health Care.
- 10.3 Provide high quality Emergency Medical response capability.
- 10.4 Maintain the partnership with the Upper Valley Public Health Network to respond to public health emergencies.
- 10.5 Continue partnerships to provide Medical and Dental Care for those who cannot afford it.
- 10.6 Enhance community engagement.
- 10.7 Conduct a needs assessment and determine the feasibility for a more comprehensive Public Health Plan at the city or regional level.

Responsible Groups

Departments

- City Manager
- Fire
- Human Services
- Planning and Development
- Police
- Public Works

Boards and Committees

- Joint Loss Committee

Partners

- Dartmouth Health
- Good Neighbor Health Clinic
- HIV HCV Resource Center
- Headrest
- UV Public Health Network
- Visiting Nurse NH and VT
- West Central Behavioral Health
- WISE

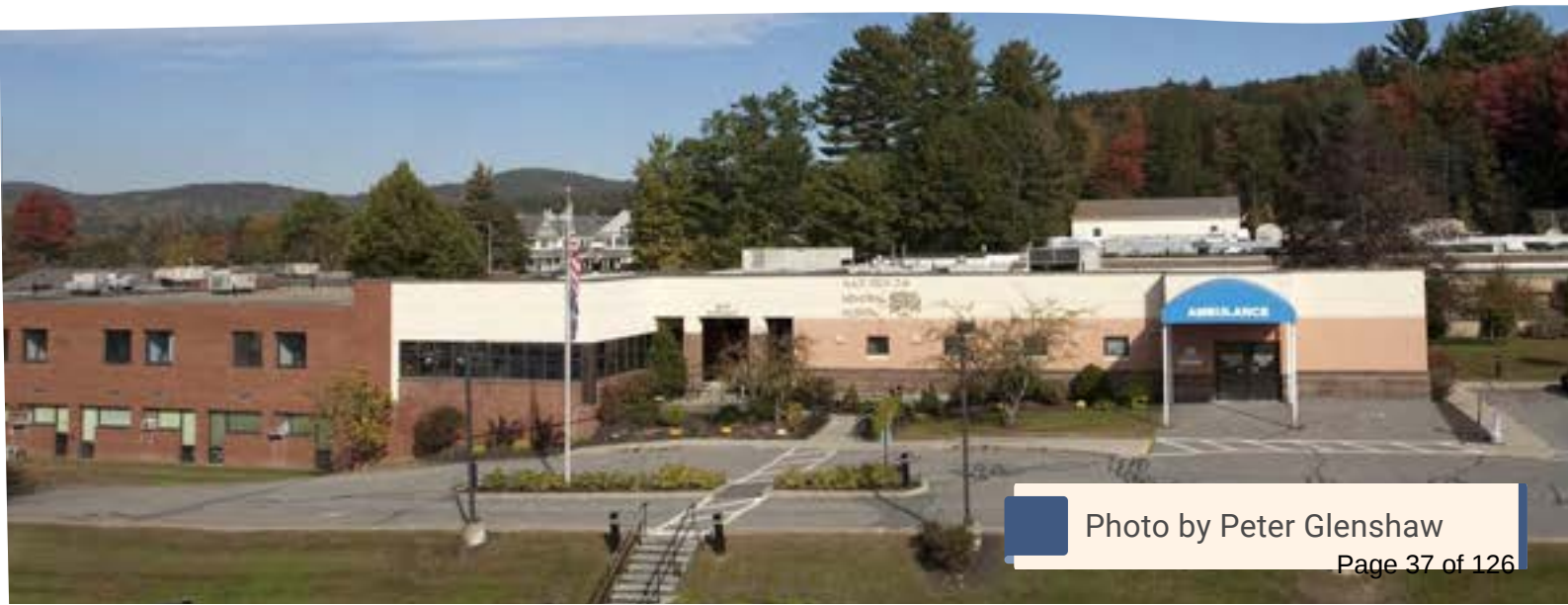
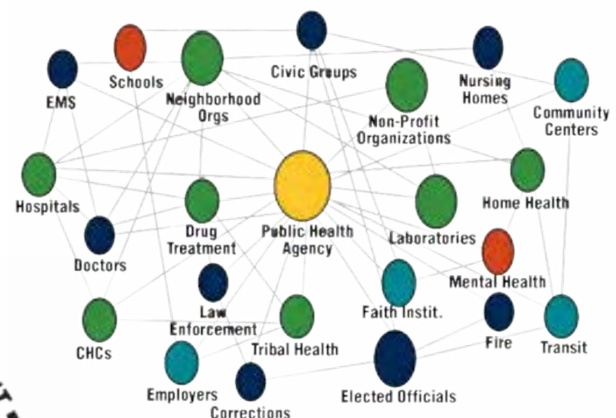


Public Health

Vision Statement

The goal of public health is to preserve the physical and mental health of those who reside in the City and those who visit it. Eliminating or minimizing the risk of disease and injury, as well as responding to and providing care to those who need it, are primary objectives of municipal governments. The City works in partnership with an array of state and federal agencies along with not-for-profit entities to meet the objectives of the Ten Essential Public Health Services as determined by the NH Dept. of Health and Human Services:

- Monitor Health
- Diagnose and Investigate
- Inform, Educate, and Empower
- Mobilize Community Partnerships
- Develop Policies
- Enforce Laws
- Link to Services
- Assure Competent Workforce
- Evaluate



Next Steps and Accountability

Moving forward, City of Lebanon councilors and staff are dedicated to ensuring the successful implementation and ongoing relevance of this Strategic Plan.

1. **Implementation:** Each department, board, and community partner identified in the plan is responsible for executing the action items within their purview.
2. **Monitoring:** Key Performance Indicators (KPIs) will serve as our yardstick for success. Regular reports will be presented to the City Council and made publicly available to track our progress.
3. **Public Engagement:** We value the voice of our community. Public forums will be held semi-annually to discuss the plan's progress and gather additional feedback.
4. **Transparency and Accountability:** In line with our commitment to openness, all updates to the plan will be accessible to the public. A dashboard will be developed to provide a real-time view of our progress, ensuring accountability and fostering community trust.
5. **Annual Review:** The Strategic Plan is a living document. An annual review will be conducted to update objectives, action items, and KPIs as needed.

By clearly defining these next steps and accountability measures, we aim to make the Strategic Plan not just a document, but a dynamic tool for transformative change in Lebanon.



Resources and Feedback

Your voice and engagement are vital to the success of our Strategic Plan. Here's how you can stay informed and involved:

Where to Find the Strategic Plan

- **Website:** LebanonNH.gov/StrategicPlan
- **In Print:** Printed copies are available for review at City Hall and our Lebanon Libraries.

Dashboard

To track our progress in real-time, visit our [Strategic Plan Dashboard](#).

Feedback Form

We value your input. Please share your thoughts and suggestions with the City Manager's Office using our [Contact Form](#).

Community Photos

Many of the photos featured in this Strategic Plan were generously contributed by our community members. To view more or to contribute your own, visit the [LebNH Photo Gallery](#) and [Photo Submission Page](#).

QR Code

For quick access to all the resources, scan this QR code with your smartphone camera and tap the web URL that appears on your screen.





West Lebanon Village Charrette Report

APRIL 2020



ACKNOWLEDGMENTS

The City of Lebanon would like to recognize and thank the residents, staff, and members of the public who, through their participation in our Visioning Charrette, online survey, and past surveys and studies, have all played a prominent role in providing the information and data necessary to prepare this Plan. Through the length of the study, they have contributed in many ways to help shape the vision, recommendations, and actions that are now presented to you.

ADVISORY COMMITTEE

Tim McNamara, Mayor

Shaun Mulholland, City Manager

Paula Maville, Deputy City Manager

David Brooks, Director of Planning & Zoning

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3	Vision Plan	21
4	Implementation Strategies	47

APPENDICES

- A** Pre-Charrette Survey
- B** Chapter 4, City of Lebanon
Master Plan, March 26, 2012



1 Project Overview

IMAGE: 1889 NORRIS BIRDSEYE VIEW OF WEST LEBANON

Introduction

The area that constitutes West Lebanon Village today was among the earliest locations of settlement in the region in the early 1760s and has been a focus of community ever since. Situated along the Connecticut River, West Lebanon Village has a rich history of agricultural heritage and as a transportation hub, first by water and roads, and then by rail. Long-time residents frequently cite this history and the strong sense of community- and neighborly-pride as part of what has made West Lebanon Village great historically.



**A VIEW OF MAIN STREET IN WEST
LEBANON, CIRCA 1905.**

COURTESY LEBANON HISTORICAL SOCIETY

During the past half century, due to the loss of businesses, the razing of some landmark structures, and in particular, the development and growth of highway-oriented retail plazas along Route 12A, the Village's historic fabric has experienced some fraying. Nevertheless, West Lebanon Village's role as a center for surrounding neighborhoods and key gateway location from the Town of Hanover and the State of Vermont remain strong incentives for revitalization.

The City's 2012 Master Plan includes a chapter focused on the West Lebanon Central Business District (Chapter 4). The Vision & Purpose expressed in the Master Plan for West Lebanon states:

“Downtown West Lebanon shall be a vibrant village - a crossroads where residents and visitors work, meet, shop, and share in a good quality of life and a firm sense of community and belonging. The City of Lebanon seeks to promote and enhance downtown West Lebanon as a historic center offering a “small-town” atmosphere, serving the commercial, service and recreational needs of residents in surrounding neighborhoods, and providing opportunities for professional and similar businesses seeking the benefits of a downtown location.”

C. 1915 VIEW OF THE FREIGHT HOUSE AND WESTBORO DEPOT, LOOKING NORTH (FROM 2003 WESTBORO RAIL YARD SURVEY)



The Master Plan's overall goal for West Lebanon Village is to "promote revitalization ... to improve the viability of its businesses and vitality of surrounding community" [Chapter 4, Outcome 1]. The first recommended strategy for achieving the outcome is to "support interested residents, business, and property owners to develop a vision and strategy for downtown revitalization." [Chapter 4, Outcome 1, Strategy 1]

In an effort to implement the Master Plan and renew revitalization discussions, the City of Lebanon and its consultant, VHB, hosted a two-day Visioning Charrette on October 18-19, 2019 to explore how Main Street and the surrounding area could be enriched through multimodal, placemaking, and economic development enhancements. Residents, property owners, and business owners with an interest in the future of West Lebanon Village were invited to take part in the charrette to collaborate on ideas that would help formulate a potential vision for the Main Street area of West Lebanon.

As part of a nation-wide trend in promoting downtowns as a significant community asset, the West Lebanon Village Vision study concentrates on the Village's Main Street and Gateway areas, broadly defined by the length of Main Street, portions of South Main and Bridge Streets, and parts of the Westboro Yard property along the Connecticut River (See Figure 1 for Study Area).

This report is a summary of the collaborative charrette process with members of the Lebanon community representing multiple perspectives and interests. It builds on previous studies, reaffirms the priorities of the West Lebanon chapter of the 2012 Master Plan, and begins to formulate tangible and quantifiable action plans for the City to implement in the future. The intent of the report is to identify short, mid, and long-term actions that will show up in future capital budgets, department work plans, and other implementation mechanisms in order to equip the City with a method for realizing an exceptional environment for future generations.



FIGURE 1. STUDY AREA

Focus Areas

When considering the challenges and opportunities along the length of Main Street, it is helpful to think of the study area as having three separate but primary focus areas. These separate focus areas acknowledge that the Village has distinct physical and land use components and unique challenges and opportunities in different portions of the study area. Dividing up the study area in this manner enables various projects and actions to move forward concurrently or separately as appropriate to achieve the community's goals. (See Figure 2 for Focus Areas).

- SOUTH GATEWAY-RIVERFRONT ●
- MAIN STREET-VILLAGE CORE ●
- NORTH GATEWAY-RIVERFRONT ●

FIGURE 2. FOCUS AREAS



For the Visioning Charrette, the overall study area was divided into the following focus areas:

SOUTH GATEWAY-RIVERFRONT

The South Gateway-Riverfront Area includes the South Main Street (Route 12A) and Seminary Hill Road (Routes 4 & 10) approaches to the Village, the intersection of Main St, South Main St, Maple St, and Seminary Hill, as well as a portion of the Westboro Yard property between South Main Street and the Connecticut River.

MAIN STREET-VILLAGE CORE

The Main Street-Village Core Area includes the intersection of Main and Tracy Street and the Railroad Avenue loop in the “Heart of the Village”.

NORTH GATEWAY-RIVERFRONT

The North Gateway-Riverfront Area includes the Bridge Street (Route 4) and North Main Street (Route 10) approaches to the Village, the intersection of Main, Bridge, North Main, and Dana Streets, and a city-owned parcel along the Connecticut River.

Working from the three focus areas, this report identifies nine planning framework ideas in which the City could focus its efforts in advancing projects and plans for West Lebanon Village. These planning framework ideas are a result of reviewing prior documents, touring the study area, input gained from the online survey, and the 2-day Visioning Charrette. While there are numerous projects and initiatives that the City could move forward with, these framework ideas were targeted as having the greatest potential to revitalize West Lebanon Village for the short, mid, and long-term.

Past Studies & Efforts

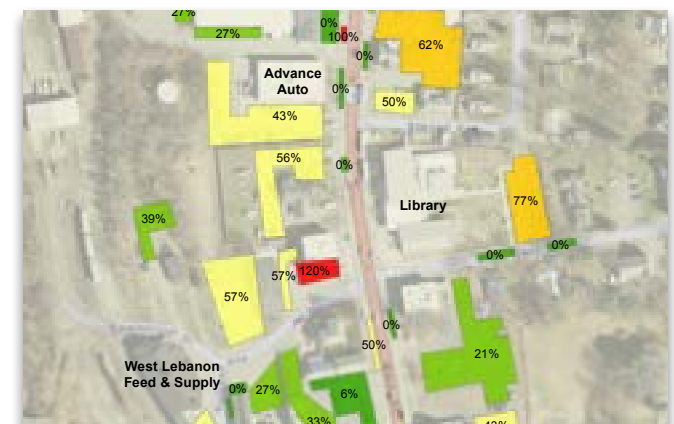
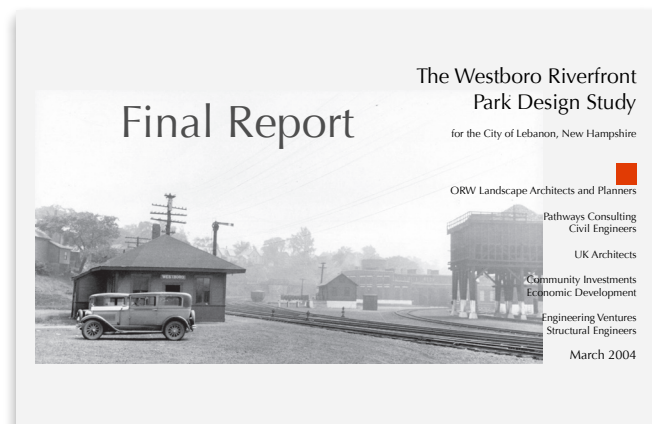
The City of Lebanon has previously undertaken many studies that provide foundational material for this report, ranging from a Riverfront Park Design Study (2004) to a Main Street Market Analysis (2008) to Parking Utilization Studies (2014 and 2017). These prior studies offer a diverse and thorough look at the unique issues in West Lebanon Village and constitute invaluable snapshots of different community aspects and perspectives. Each study serves as a framework and resource for present-day efforts to enhance the character of West Lebanon Village.

In addition to the studies, various surveys and analyses have been conducted over time at specific street

intersections or in relation to individual buildings. Many actors, institutions, and organizations have participated in formulating and conducting these surveys and other analyses of West Lebanon Village's unique characteristics and composition. Private consultants have also contributed unique advice on the topics of commercial market opportunities, transportation considerations, and recreation goals. When considering the research and information available in these studies, the challenge for the City will be deciding how best to capitalize on and utilize the findings. This report hopes to balance the maximization of existing material with the delivery of potential new ideas and directions.

(LEFT) COVER OF THE WESTBORO RIVERFRONT PARK DESIGN STUDY, 2004

(RIGHT) A PORTION OF THE WEST LEBANON PARKING OCCUPANCY-MIDDAY UTILIZATION STUDY, 2017



Goals & Objectives

The City of Lebanon, with the help of VHB, has prepared this Vision report to highlight prominent features throughout West Lebanon Village's Main Street and riverfront areas. The Vision report should serve as a guiding document for the revitalization of West Lebanon Village, providing the City with an approach to future projects that will invigorate and strengthen community character. The existing foundation of resources, community outreach, and collaborative efforts have revealed opportunities that can be considered immediately, as well as outlining longer-term interventions for addressing contemporary concerns and encouraging future development. Local organizations will be encouraged to partner with businesses, institutions, and city officials to help realize the goals and recommendations of this report and other efforts.

A collection of concepts has been formulated for various portions of West Lebanon Village. These concepts serve as broader, high-level categories that encompass a variety of strategies. Collectively, the hope is to encourage investments and interventions at varying scales that are adaptive and responsive to the unique conditions and circumstances of the focus area and surrounding environment. As each site and project proceeds independently, West Lebanon Village will be enriched through these urban design interventions and programming.

WEST LEBANON VILLAGE OBJECTIVES:



Aesthetic Qualities

Create a more appealing environment through streetscape improvements, including street trees, sitting areas, wider sidewalks, and accessibility improvements.



River Connection

Support the creation of walks or trails along and/or across the Connecticut River to celebrate and experience the river as a special part of West Lebanon.



Walkability

Enhance the pedestrian and bicyclist experience by upgrading infrastructure and expanding the network of sidewalks and bikeways to and within the Village.



Development

Provide more life and opportunities for recreational and cultural offerings within the Village area with a mix of uses in new or redeveloped properties along Main Street.



Traffic

Address traffic congestion and speeding concerns, particularly related to large vehicles and buses along Main Street.



Access

Encourage residents and visitors to utilize local amenities and facilities by providing additional publicly-available parking and by improving signage and wayfinding.



Prioritization

Identify projects and plans that prioritize investments in the Village

Process

Development of the West Lebanon Village Vision was structured around a two-day Visioning Charrette, which encouraged input from a variety of community perspectives. The preparation for and execution of the Visioning Charrette was a collaborative effort between the City's Planning & Development Department and the consultant team from VHB. From the outset, it was recognized that a significant amount of work had already been done to study many of the issues and opportunities that impact the West Lebanon Village area.

Early in the process, the consultant team and City Staff toured the study area to become familiar with the existing conditions of the Village and along the riverfront. In addition, leading up to the Visioning Charrette, the City created a project webpage to help disseminate information and engage the public to participate in the charrette. Part of the public engagement included an online survey to solicit public feedback and comments about a variety of topics to help gauge interest or support for several preliminary ideas. The survey garnered more than 250 responses over a roughly six-week period.

The two-day charrette itself included a variety of activities designed to involve participants in an open, iterative process of design and feedback cycles in order to provide a framework for creating a shared vision.

Highlights of the first day included a stakeholders meeting attended by more than 30 people to discuss current issues and opportunities; a guided walking tour of the study area; and a facilitated visioning session. The second day included an open house design session, interactive polling and small group discussions, and a final presentation of findings and ideas.

From the online survey and throughout the two-day charrette, several common themes emerged. There was consistent support for sprucing up the appearance of Main Street and making other improvements to make it safer and more appealing to spend time in the Village. Additionally, residents expressed a strong desire to address traffic congestion and parking issues within West Lebanon Village. Other common ideas included support for more parks and recreational spaces; better opportunities to view and access the Connecticut River; and the desire for a livelier community resulting from the development of a mix of uses, including restaurants, retail, and housing.

The following report is structured to present the issues and opportunities identified during the various charrette events and the ideas and concepts that resulted from the interactive discussions. Results from the online survey are available in Appendix A.

VISIONING CHARRETTE PHOTOS



**EXISTING
CONDITIONS
PHOTOS**







2 Issues, Challenges, Opportunities & Study/Focus Areas

IMAGE: 1889 NORRIS BIRDSEYE VIEW OF WEST LEBANON



Introduction

Throughout the Visioning Charrette process, City staff and the consultant met with and listened to the concerns expressed by residents, business owners, property owners, and other stakeholders. In many cases, the concerns expressed today mirror those identified in prior studies. This section summarizes the common Issues, Challenges, and Opportunities heard throughout the process and describes the current conditions in the study areas.

**STAKEHOLDER'S MEETING;
OCTOBER 18, 2019**

Issues & Opportunities

Within the study area are numerous constraints and opportunities that will play a significant role in planning for future development. Especially as the existing transportation network and the New Hampshire-owned Westboro Railyard define boundaries, the effort to work within the existing built environment represents a significant challenge that must be carefully considered.

EMERGING ISSUES & OPPORTUNITIES



Westboro Yard

Work with NHDOT and active rail operations to raze dilapidated buildings and find ways to allow public access to and use of the river and riverbank areas for recreation and open space.



Pedestrian/Bicyclist

Seek opportunities for greater connectivity between West Lebanon Village and surrounding neighborhoods and improved safety and accessibility along Main Street.



Streetscape

Encourage ongoing maintenance and upkeep of Main Street buildings and seek opportunities to add street trees, benches, and other character-enhancing improvements.



Housing

Ensure that zoning and development regulations allow for development of additional housing, especially multi-family for mixed ages and incomes.



Open Space/Parks/Recreation

Develop green spaces within West Lebanon Village, including pocket parks and playgrounds targeted toward younger children.



Economic Development

Revive the former West Lebanon Civic Association, or a successor organization, to promote improvements in West Lebanon Village and implement available incentives for new or re-development.



Transportation

Study the amount and location of parking and look for ways to change roadway design to slow traffic and improve overall safety.

Challenges

WESTBORO YARD

West Lebanon Village's proximity to the Connecticut River has long been one of its defining characteristics. Yet, due largely to the presence of active train tracks within the state-owned Westboro Yard, significant portions of the riverfront are inaccessible, making riverfront resources difficult to take advantage of. Although the City owns a small parcel with roughly 450 feet of river frontage just south of Bridge Street/Route 4, the parcel is not currently developed to encourage public use and enjoyment of the riverfront area. The City also maintains a utility easement along the entirety of the railyard property, but access is limited to maintenance and management of the public sewer main and is not open to the general public. Westboro Yard is also home to several highly-visible and historic, yet dilapidated, structures that give an impression of blight to the area that extends beyond the limits of the railyard.



VIEW OF WESTBORO YARD LOOKING NORTH FROM S. MAIN STREET

AESTHETICS

Themes of aesthetics extend into the Village area. Overhead wires, cluttered signage, and a lack of landscaping and vegetation contribute to an uninviting character along the roadway. Vacancy and limited maintenance have also taken a toll on the appearance of building stock in the study area.

TRAFFIC & PARKING

Roadways and intersections are problematic, as Main Street not only constitutes a local road but also serves as a segment of U.S. Route 4 and NH Route 10. More than 14,000 cars per day travel along Main Street, but most are just passing through on their way to other destinations rather than stopping to patronize the businesses and institutions within the Village. The area presently lacks cohesiveness that can help distinguish it as a thriving Village area, rather than a transportation corridor. While

parking overall appears to be adequate for the existing uses, much of it is privately-owned and not centrally located or available for general public use.

USES/ACTIVITY/WALKABILITY

Main Street maintains a variety of uses, but observations and studies have found the sidewalks and limited public spaces to be lacking in activity or content that encourages more attractive uses. Storefronts are interrupted by periodic lulls where vacant or underutilized buildings and parcels detract from the overall pedestrian quality, discouraging visitors or prolonged stays in areas that could otherwise be conducive to a variety of uses and activities. The conspicuous lack of evening and night-time uses and activities was noted in the online survey as well as during the two-day charrette.

Opportunities

In spite of its challenges, West Lebanon Village possesses a unique combination of features that creates an environment conducive to a variety of uses. The proximity to the Connecticut River provides chances for beautiful views from the riverbank and has the potential to allow for a host of water-related activities. The Village's historic ties to the railroad provides opportunities for branding and theme-based redevelopment for the community to consider.

KILTON PUBLIC LIBRARY

The Kilton Public Library, opened in 2010, serves an important function as a community center. Its location, along with other institutional and commercial uses, near the center of the Main Street study area provide an opportunity to define a new core for the traditional linear village.



KILTON PUBLIC LIBRARY

REDEVELOPMENT

West Lebanon Village currently features ample opportunities to redevelop single-use sites within the district into higher-density, mixed-use projects. The recent construction of 29 apartments on Tracy Street, which replaced two, dilapidated single-family structures is a good example of what might be possible in the Village. Such new or redevelopment, along with traffic calming, access management, streetscape and pedestrian improvements, and related amenities, would enhance the vitality and economic viability of the district.

BEAUTIFICATION

Main Street and many of the adjacent properties could be rehabilitated and beautified with the introduction of landscaping, trees, and green spaces, while still providing space for parking and new development. The owners of 75 Main Street recently overhauled the front façade as part of making other interior renovations, resulting in a much-improved streetscape appearance for the property.

WAYFINDING

Improved wayfinding will help visitors navigate the Village area, and also improve access to local amenities. Signage at key intersections, particularly the intersections of Seminary Hill (U.S. Route 4) and South Main Street (NH Route 12A), and Bridge Street (U.S. Route 4) and North Main Street (NH Route 10) can become welcoming ‘gateways’ announcing the arrival into the West Lebanon Village.

TRAFFIC SAFETY IMPROVEMENTS

Roadway and intersection improvements also have the potential to address safety and aesthetic concerns. As the Village area serves as a major transportation corridor, the ability to address traffic concerns and pedestrian safety through urban design interventions can create more attractive environments that encourage people to stay and wander about the Village rather than simply pass through.

Current Land Uses

The center of West Lebanon Village is a mixture of commercial, civic, and residential establishments that caters to a diverse population, but also makes planning for development and interventions a unique challenge that requires a holistic vision. Commercial activity has historically defined West Lebanon Village's downtown, though the area now struggles to compete with regional shopping plazas located about a mile south on Route 12A. Today, Main Street includes a range of commercial uses, such as restaurants, banks, local shops, offices, and numerous service establishments including auto sales, repair, and two convenience stores/gas stations.

A number of medium density residential streets surround and radiate outward from Main Street. A mixture of single-family homes, two to four-plex units, and apartment buildings allow for a much higher concentration of residents than compared to the peripheries of the Village, although parcel sizes are relatively small. Nestled within these neighborhoods are a collection of institutional

spaces including existing and former churches and schools. While the Mt. Lebanon Elementary School and the former Seminary Hill School facilities are located near the Village area, Main Street itself is significantly lacking in parks, plazas, or green spaces, which is regularly cited by residents as one of their biggest needs and preferences. Further, unlike downtown Lebanon, the City does not own vacant or open space parcels in downtown West Lebanon. Kilton Library and the West Lebanon Fire Station are the two civic institutions remaining in the study area.



3 Vision Plan

IMAGE: 1889 NORRIS BIRDSEYE VIEW OF WEST LEBANON

Introduction

As described above, the second day of the Charrette focused on advancing a vision for the West Lebanon Village based on the goals set forth in the City's Master Plan as refined and updated from the online survey results and the comments and activities of the first day. The following sections highlight the ideas and concepts that grew out of the visioning charrette process as depicted in the planning framework below.

- FUTURE WESTBORO OPPORTUNITIES 1.1
- SOUTH GATEWAY TRANSPORTATION IMPROVEMENTS 1.2
- SOUTH GATEWAY PLACEMAKING IMPROVEMENTS 1.3
- STREETSCAPE IMPROVEMENTS 2.1
- VILLAGE CORE IMPROVEMENTS 2.2
- RAILROAD AVENUE LOOP 2.3
- PARALLEL ROAD OPPORTUNITY 2.4
- NORTH GATEWAY IMPROVEMENTS 3.1
- BRIDGE STREET REDEVELOPMENT OPPORTUNITIES 3.2
- BRIDGE STREET PARK & BOAT LAUNCH 3.3





1.0 SOUTH GATEWAY - RIVERFRONT

Includes the South Main Street and Seminary Hill Road approaches to the village, the intersection of Main Street/ South Main Street/Maple Street/Seminary Hill, as well as a portion of the Westboro Yard property between South Main Street and the Connecticut River.

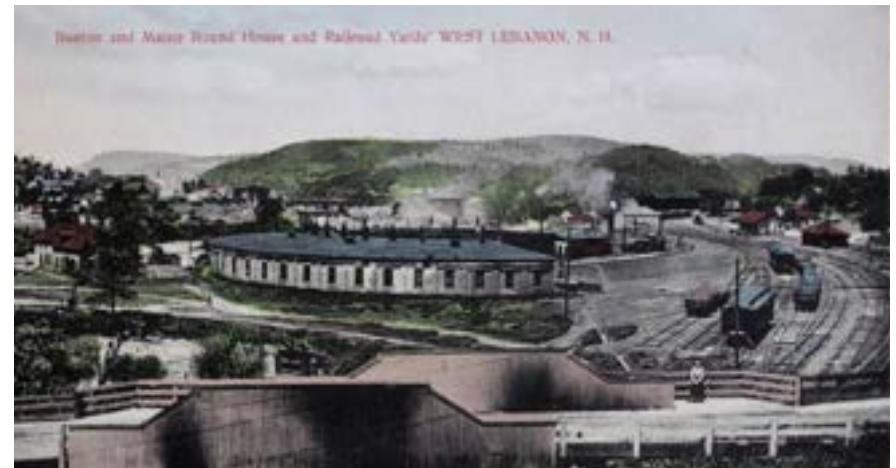
1.1 Future Westboro Opportunities

The desire for public open space, recreational areas, and connectivity to the Connecticut River in West Lebanon has been consistently expressed by City residents for decades. However, the ongoing active rail operations within the Westboro Rail yard has been a significant obstacle during that time.

Westboro Yard is owned by the State of New Hampshire and is managed by the NH Department of Transportation's Bureau of Rail & Transit as a moderately-functioning railyard. In recent years, the City has redoubled its efforts to urge NHDOT to raze several dilapidated structures at the southerly end of the property, which are considered a hindrance to the potential for reinvestment in West Lebanon. The State's adopted budget for the 2020-2021 biennium included funds for NHDOT to demolish the buildings and the City is closely monitoring the scheduling and execution of the project.

In addition, the City and State are coordinating jointly on the redesign and reconstruction of the bridge over the railroad tracks on South Main Street (Route 12A) known as the “Dry Bridge.” The City is working to ensure the design of the bridge facilitates access into the Westboro Yard by incorporating a vehicular roadway that will enable access without having to cross the rail tracks. This has been a requirement of NHDOT as a pre-condition of any further discussions about future use of the property.

In light of the ongoing efforts to clean up the dilapidated buildings and provide vehicular access, the City has submitted a request to NHDOT to enter into a long-term lease arrangement with the State for use and control of approximately 2.5 acres in the southerly part of the property (see Figure 3). If the State proceeds with the demolition of the derelict structures within Westboro Yard and if the City is successful in gaining control over the use of a portion of the property, there are numerous potential opportunities for creating public green space with river views for passive recreation. There may also be opportunities for more intense uses of property, including active recreation, parking, and/or the celebration of historic and cultural aspects of West Lebanon Village. Figure 3 depicts a rendering of a conceptual layout for the re-use of the southern part of the Westboro Yard. The concept includes access and parking improvements along with pathways and gardens, which could incorporate interpretive materials related to the historic railroad operations. Pathways within the property could also connect to a broader network of trails along the Connecticut River providing access and connections to this important resource.



(TOP) POSTCARD PHOTO OF WESTBORO YARD ROUNDHOUSE, CIRCA 1910

(BOTTOM) BIRDS EYE VIEW OF WESTBORO YARD ROUNDHOUSE, 2018

Access improvements into the property from South Main Street could also provide an alternate route for trucks to access an existing propane transloading facility in Westboro Yard, which could help reduce heavy truck traffic along Main Street itself.



AERIAL VIEW OF SOUTHERLY PORTION OF WESTBORO YARD, 2018;



FIGURE 3. CONCEPTUAL RENDERING OF A LAYOUT FOR THE RE-USE OF THE SOUTHERN PART OF THE WESTBORO YARD

1.2 South Gateway Transportation Improvements

The southerly approaches to Main Street could be significantly improved to create a greater sense of arrival into West Lebanon Village.

The “Dry Bridge” project discussed in Section 1.1 will also include geometric improvements to the intersection of South Main Street, Main Street, and Seminary Hill Road, which can be designed to establish a gateway and to provide for an improved pedestrian experience approaching and arriving in West Lebanon Village.

Since this joint City-State project is already underway and is programmed for construction in 2021, the Visioning Charrette did not address the South Gateway transportation improvement in any greater detail.



(TOP) SOUTH MAIN STREET NORTHBOUND APPROACH TO MAIN STREET INTERSECTION

(BOTTOM) SEMINARY HILL WESTBOUND APPROACH TO MAIN STREET INTERSECTION



(TOP) LOOKING NORTH ALONG MAIN STREET FROM SOUTH MAIN/ SEMINARY HILL INTERSECTION



(BOTTOM) VACANT OPPORTUNITY SITE AT INTERSECTION ELM STREET WEST AND SEMINARY HILL

1.3 South Gateway Placemaking Improvements

The City of Lebanon recently demolished an abandoned, tax-deeded structure just southeast of the Main Street, South Main Street, Seminary Hill Road intersection.

As a newly-created vacant lot with views toward Main Street and the Connecticut River, the parcel now represents an opportunity to enhance the experience of arrival in West Lebanon Village through the development of much-needed open space in the Village and to augment the gateway envisioned as part of the transportation improvements described in Section 1.2 above. The property also represents a potential branding opportunity through signage, landscaping, and other beautification as it sits prominently at the southerly gateway intersection in the Village.

Figure 4 depicts a rendering of a conceptual layout of public open space. The concept includes walking paths and sitting areas, which would gradually climb the hill and overlook the Main Street corridor stretching to the north. It is envisioned that, with the removal of the dilapidated structures in Westboro Yard, the property could have views of the Connecticut River and beyond to the west.

In lieu of using the parcel for public open space, the City could elect to sell and/or redevelop the property for a variety of potential uses. A high-quality redevelopment project, situated in a prominent location at the south end of the Main Street corridor, could still achieve many community goals with respect to creating a gateway and branding opportunities as well as economic development and revitalization.



AERIAL VIEW OF CITY-OWNED LAND ON SEMINARY HILL BETWEEN ELM STREET WEST AND SOUTH MAIN STREET (PRIOR TO DEMOLITION OF DILAPIDATED STRUCTURE), 2018



FIGURE 4. CONCEPTUAL RENDERING OF A PUBLIC SPACE LAYOUT



2.0 MAIN STREET - VILLAGE CORE

Includes the intersection of Main and Tracy Streets and the Railroad Avenue loop in the “Heart of the Village.”

Main Street in West Lebanon Village has historically been a centerpiece of activity for residents, businesses and visitors. With changes in the economy, the downtown has seen decreased activity and investment in the last few decades as people travel through the Village on their way to other places. A significant goal for this section of West Lebanon is to reinvigorate Main Street to make it a “hub of activity” again. This will require several strategic initiatives that will lead toward improvements that contribute to the vitality of the street and make it a place residents and visitors want to go to and spend time.

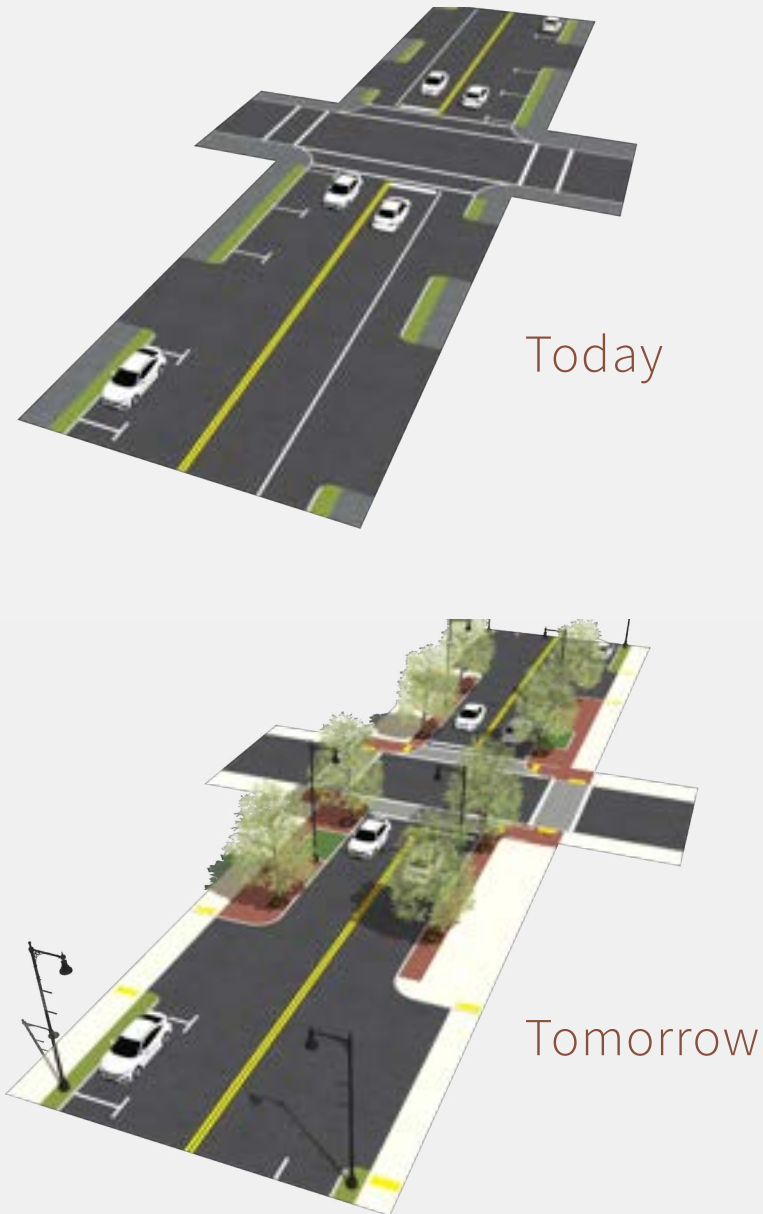
Projects anticipated along Main Street range from simple improvements such as adding landscaping and accessibility improvements, to more complex projects that will unlock the potential for the redevelopment of critical sites that have frontage on the street. Collectively these improvements and development projects will increase the vitality of street life and make Main Street a great civic place. Street trees and street furniture, coupled with sidewalk bump-outs and intersection upgrades, will dramatically improve the aesthetics, attractiveness, and safety of the Village core.

2.1 Streetscape Improvements

In the pre-charrette online survey, a “better streetscape” was the most frequently cited improvement that could make West Lebanon Village better.

A. Add Street Trees - The City has struggled to maintain street trees in West Lebanon Village in the past. Inadequate space and drainage have resulted in a number of trees along Main Street being removed and overhead wires have necessitated the significant pruning of others. The replanting and rehabilitation of street trees requires a comprehensive approach that concentrates efforts around major intersections and prominent downtown buildings. Preliminary work may require a close analysis of failed trees to not only identify previous issues, but also formulate an informed strategy for future implementation. The City could also benefit from a phasing strategy, where a handful of new trees are planted on an annual basis thereby maximizing their impact.

**EXAMPLE OF USING STREET TREES AND
STREETSCAPE IMPROVEMENTS TO HIGHLIGHT A
PROMINENT INTERSECTION**





EXAMPLE OF BUMP-OUT AND SIDEWALK EXTENSIONS FROM LITTLETON, NH

B. Create Bump-Outs - Bump-outs and sidewalk extensions are an effective way of calming local traffic and making pedestrian activity more safe. Coupling these bump-outs with decorative paving, new trees, and street furniture can further augment these public spaces and create an aesthetically pleasing environment that advances the character of West Lebanon Village.

C. Add Street Furniture - The development and creation of a comprehensive streetscape standard for West Lebanon Village would be a solid first step in improving the character of Main Street. The City should invest in implementing this standard throughout Main Street and its adjoining roadways, potentially partnering with local businesses and community organizations to fund, construct, and maintain these shared community amenities. Investment in the purchase, installation, and maintenance of street furniture is an opportunity for ongoing public-private partnerships that can build a street furniture inventory beyond minimum desired levels from public investment alone and continually enhance the pedestrian experience in the Village area.

In anticipation of future development projects, immediate improvements should be focused on key areas such as Kilton Library and the intersection of Main and Tracy Streets where the placement of additional seating and visually aesthetic components such as new planters and trees could cater to the largest number of pedestrians and cyclists.



EXAMPLE OF STREET FURNITURE, DECORATIVE STREET LIGHTING, AND BANNERS FROM ST. ALBANS, VT



EXAMPLE OF DECORATIVE STREETSCAPING FROM ST. ALBANS, VT

D. AVAILABILITY OF ON-SITE PARKING - The City should work closely with local property owners to investigate opportunities to locate additional parking behind existing properties, especially along the easterly side of Main Street (rear property lines closest to Maple Street). A coordinated plan to construct and connect parking areas behind buildings would provide greater opportunity and flexibility for streetscape and accessibility improvements within the right-of-way without losing needed parking in the Village area.

E. BUILDING/FACADE IMPROVEMENTS - The City should also work closely with local business and property owners to promote maintenance of existing buildings and façade improvements. One suggestion made during the charrette would be to encourage local banks to create low-interest or revolving loan funds for use by property owners interested in maintaining and upgrading existing structures.

F. WAYFINDING AND SIGNAGE - Main Street would benefit from a coordinated wayfinding and signage plan to help direct visitors to local businesses and parking, and also to facilitate the flow of pedestrian and vehicular traffic. Banners could hang from decorative streetlights, acting as visual cues and contributing to a collective Village aesthetic. The overall visitor experience would also be enhanced by signs that correspond with local parking patterns and kiosks that could also serve as welcome points.

2.2 Village Core Improvements

The type of future growth and improvements along Main Street will set a clear direction for the revitalization of West Lebanon Village. The intersection of Main Street with Tracy Street and Railroad Avenue, situated at roughly the midpoint of the corridor, represents an opportunity to redefine the core of West Lebanon. The Kilton Library, West Lebanon Fire Station, former West Lebanon library, and two bank properties could be leveraged to define a new “Heart of the Village.”

Figure 5 depicts a variety of conceptual streetscape improvements to beautify and enliven the core of Main Street. Partnerships with and amongst local property owners and institutions combined with enhancements to the existing public transit hub and additional streetscape improvements at the intersection could help establish a greater sense of place for all users to enjoy.



(TOP) EXISTING VIEW OF MAIN STREET AND TRACY STREET INTERSECTION;



(BOTTOM) FIGURE 5. CONCEPTUAL VIEW OF MAIN STREET AND TRACY STREET INTERSECTION FOLLOWING STREETScape IMPROVEMENTS;

**FIGURE 6. CONCEPTUAL LAYOUT OF
PARALLEL ROAD OPPORTUNITIES BETWEEN
RAILROAD AVENUE AND BRIDGE STREET**



2.3 Railroad Avenue Loop

The looping nature of Railroad Avenue and its elevation change from Main Street help set this area apart as a unique section of West Lebanon Village.

The success of West Lebanon Feed & Supply, which draws customers from around the region, presents an opportunity for additional economic development on adjacent, underutilized parcels. The City should evaluate access management and stormwater management techniques for this narrow roadway and explore opportunities for greater pedestrian connectivity to and from Main Street. As a remnant of the former Boston & Maine Railroad operation, Railroad Avenue also represents an opportunity for interpretation and celebration of the historic and cultural importance of the railroad to the development of West Lebanon Village.

2.4 Parallel Road Opportunity

In the longer-term future, Railroad Avenue could be used as one terminus of a possible roadway parallel to Main Street, connecting over to Bridge Street. A parallel road option could help alleviate congestion on Main Street itself and could provide an alternate route for heavy truck traffic accessing the railyard. Figure 6 depicts a variety of conceptual parallel road alignment options between Railroad Avenue and Bridge Street for long-term consideration. Such a route would require considerable coordination with the New Hampshire Bureau of Rail & Transit and other property owners, but could create additional road frontage and economic development opportunities closer to and overlooking the Connecticut River.

3.0 NORTH GATEWAY – RIVERFRONT

Includes the Bridge Street and North Main Street approaches to the Village, the intersection of Main Street/ Bridge Street/North Main Street/Dana Street, and a city-owned parcel along the Connecticut River.

The Bridge Street (Route 4) approach over the recently-reconstructed Lyman Bridge from Vermont represents a significant opportunity to establish a sense of arrival into both the State of New Hampshire and West Lebanon Village. Currently, this section of Bridge Street, with an unfinished riverfront parcel, older structures in need of upkeep, and limited signage, presents a rather poor first impression for drivers and pedestrians approaching the area.

The City should look for ways to upgrade this area with new, more-welcoming signage, opportunities for economic development, and by capitalizing on the attractiveness of the Connecticut River. The City could also utilize the physical connection to White River Junction to highlight the historic and cultural connections and synergies between the two river communities.



3.1 North Gateway Improvements

The intersection of Main Street with Bridge Street (Route 4) and North Main Street (Route 10) is another opportunity to establish an improved gateway and pedestrian experience in West Lebanon Village. The existing intersection consists of a large expanse of pavement that results in a poor first view of Main Street. The pedestrian crossings are long and uninviting, and slip lanes, intended to keep vehicles moving through the intersection, make it more dangerous for pedestrians and bicyclists.

The volume of traffic passing through the intersection causes frequent congestion and long vehicle queues that invite drivers to seek short-cut options around the intersection to the detriment of the surrounding neighborhoods.

The City should investigate geometric improvements, including the possibility of a roundabout, to keep vehicular traffic moving and to provide opportunities for gateway enhancements, such as landscaping and welcome signage in the middle. A roundabout could substantially improve the pedestrian experience by shortening crosswalks and slowing traffic. Figure 7 depicts a rendering of a conceptual layout of a roundabout and new development opportunities at the Main Street/Bridge Street intersection.

The auto-oriented development surrounding the intersection, including two current gas station-convenience stores and a former gas station, represent opportunities for economic development that would also help redefine the vision of Main Street as place for people and not just vehicles.

**(LEFT) BRIDGE STREET
EASTBOUND APPROACH TO
MAIN STREET INTERSECTION**



**(RIGHT) MAIN STREET
NORTHBOUND APPROACH TO
BRIDGE STREET INTERSECTION**





**AERIAL VIEW OF MAIN STREET, BRIDGE STREET,
NORTH MAIN STREET INTERSECTION, 2018**



**FIGURE 7. CONCEPTUAL RENDERING OF ROUNDABOUT AND DEVELOPMENT OPPORTUNITIES AT
THE MAIN STREET/BRIDGE STREET INTERSECTION**



(TOP) LOOKING WEST ALONG BRIDGE STREET NEAR CRAFTS AVENUE

**(BOTTOM) LOOKING EAST FROM LYMAN BRIDGE OVER CONNECTICUT RIVER
TOWARD WEST LEBANON**

3.2 Bridge Street Redevelopment Opportunities

The existing development along Bridge Street helps set a tone for West Lebanon Village as an auto-oriented area that is not capitalizing on its assets. Two properties immediately adjacent to the Lyman Bridge over the Connecticut River represent significant opportunities for more intense development, which could substantially alter the arrival experience and first impressions of pedestrians and drivers approaching from Vermont. The properties also represent an opportunity to create desirable mixed-use development with retail-commercial uses fronting Bridge Street and additional residential development overlooking the river.

Figure 8 depicts a rendering of conceptual redevelopment opportunities along Bridge Street near the Connecticut River. Recent new development along Prospect Street, just across the river in White River Junction, VT, represents a good model for potential redevelopment along Bridge Street.



**AERIAL VIEW OF BRIDGE STREET PARCELS
ADJACENT TO CONNECTICUT RIVER, 2018**



**FIGURE 8. CONCEPTUAL RENDERING OF REDEVELOPMENT OPPORTUNITIES ALONG BRIDGE
STREET NEAR THE CONNECTICUT RIVER**



(TOP) VIEW OF LYMAN BRIDGE FROM BOAT LAUNCH PARCEL



(BOTTOM) VIEW OF CONNECTICUT RIVER

3.3 Bridge Street Park & Boat Launch

In 2010, the City acquired just under 1 acre of property from the State of New Hampshire at the north end of Westboro Yard and just south of Bridge Street. The property was subsequently loaned back to the State to facilitate the construction of the new Lyman Bridge over the Connecticut River. Following the completion of the bridge project, the State agreed to restore the property by constructing a new access road from Bridge Street, with a parking area and a car-top boat launch site. Some, but not all, of the improvements were constructed and today the site is underutilized and poorly maintained.

This property, which the City already owns and controls, represents one of the best opportunities to reconnect to the Connecticut River in West Lebanon Village. As the location of a potential boat launch, the property is a significant recreation opportunity as one of very few public access points to the river below the Wilder Dam. Figure 9 depicts a rendering of a conceptual reconfiguration of Bridge Street Park improvements, including potential connections to other pathways along the Connecticut River.

The property is also an access point for an existing utility easement that runs along the river. The City should investigate the possibility of expanding the easement to enable public access to a walking trail along the river for which the City's Bridge Street property could serve as a trailhead access and parking location.

As one of the first properties encountered on the Route 4 approach from Vermont, the Bridge Street Park property also could be used for welcome signage and branding of West Lebanon Village.



**AERIAL VIEW OF CITY-OWNED, RIVERFRONT
PARCEL, 2018**



FIGURE 9. CONCEPTUAL RENDERING OF BRIDGE STREET PARK IMPROVEMENTS

4.0 ADDITIONAL CONSIDERATIONS

While much of the commercial and cultural activities in West Lebanon Village are oriented around Main Street, the interior neighborhoods adjacent to the Village core also constitute a significant population that would benefit from improvements to the area and would help support new and redeveloped uses along Main Street.

A. Civic oversight – Revive the former West Lebanon Civic Association, or a successor organization, to take a lead role in the development, promotion, and execution of plans and programming in West Lebanon Village. A civic association could also develop a strategy for recruiting the types of businesses that would complement the existing mix of uses, build on the area’s assets, and provide the services residents want and need. As noted in the City’s Master Plan “An active and coordinated group of stakeholders is needed to assist the City with planning and implementing revitalization efforts.” [4 | B-1]

B. Review zoning and encourage gradual investment opportunities – Located within the Central Business (CB) District, current zoning provides for a wide variety of potential uses with relatively limited dimensional requirements. The City should review the current zoning

requirements to ensure that uses and dimensions provide for desired and appropriate uses. The City should also investigate design standards to ensure that new buildings and redeveloped properties represent a benefit for West Lebanon Village. Regulations should be flexible in order to invite reinvestment on existing parcels and simultaneously attract new developments. The Planning and Development Department should work with the current property and business owners and other interested stakeholders to understand potential short-term improvements that may lead to the interim development.

C. Research potential funding sources – Most of the proposals outlined in this West Lebanon Village Vision report will require financial commitments from the community. The City should research potential funding sources including grants, such as the Transportation Alternatives Program (TAP) and Congestion Mitigation and Air Quality (CMAQ) programs managed through the NH Department of Transportation. Other potential sources could include capital improvement budgeting and public-private partnerships.

D. Evaluate existing and potential development

incentives – The State of New Hampshire enables municipalities to utilize relatively few development incentives. The City has already enacted two such incentive programs, including Economic Revitalization Zones (RSA 162-N) and the Community Revitalization Tax Relief Incentive program (RSA 79-E), both of which are applicable within West Lebanon Village. The City should actively advertise and promote the availability of these existing incentive programs to make sure property owners and business owners are aware of them. The City should also evaluate the potential to utilize Tax Increment Financing (TIF) to fund infrastructure and other improvements which would then catalyze further redevelopment in the area.

E. Formulate a plan for collaborative parking

requirements – While there is a widely-held belief that there is a significant shortage of parking in West Lebanon Village, parking utilization studies conducted in 2014 and 2017 both indicated that a substantial amount of parking is frequently unused. In addition, off-street parking requirements can sometimes constitute a significant burden for businesses,

especially due to the lack of developable space. The City should work with property owners to encourage a system of shared access parking arrangements amongst business owners to make the best use of existing resources.

F. Investigate potential “River Town” synergies with

White River Junction, VT – Both West Lebanon Village and White River Junction (in Hartford, VT) grew up along the banks of the Connecticut River and were heavily-influenced by railroad operations. While White River Junction is currently undergoing a renaissance in its downtown area focused largely around the creative economy, West Lebanon Village has not experienced the same recent resurgence. The City should investigate and understand what is triggering and enabling new development and redevelopment in White River Junction and seek to complement, rather than compete with, its Vermont neighbor. Joining forces with White River Junction would allow the two downtowns to be jointly promoted to more successfully compete with larger commercial areas nearby.

At the conclusion of the two-day Visioning Charrette, City staff and the consultants presented a summary of the event and unveiled the ideas and concepts derived from the iterative process. The presentation slides as well as a CATV video recording of the final presentation are available on the project webpage at LebanonNH.gov/WLVision. The completed West Lebanon Village Vision report will be presented to the City Council in Spring 2020, which will close out this initial phase of the Visioning process. Following the presentation and acceptance of the Vision report, the City and the community can turn its attention and resources toward implementation as highlighted in the following section.







4 Implementation Strategies

IMAGE: 1889 NORRIS BIRDSEYE VIEW OF WEST LEBANON

Implementation Strategies

It is anticipated that the ideas and recommendations included in this Vision report will take time to implement. As such, it is important that the recommendations retain a degree of flexibility that will enable the City, and those assisting with implementation, the ability to strategically move forward in ways that are beneficial towards seeking funding and leveraging investments. The following implementation matrix outlines each of the initiatives that are included in the Vision Plan. As illustrated, each initiative has a title, project description, champion, and timeframes.

As the City moves forward with evaluating and implementing aspects of the Vision report as well as the City's overall Master Plan, it will be important to track its progress. The implementation matrix should be updated

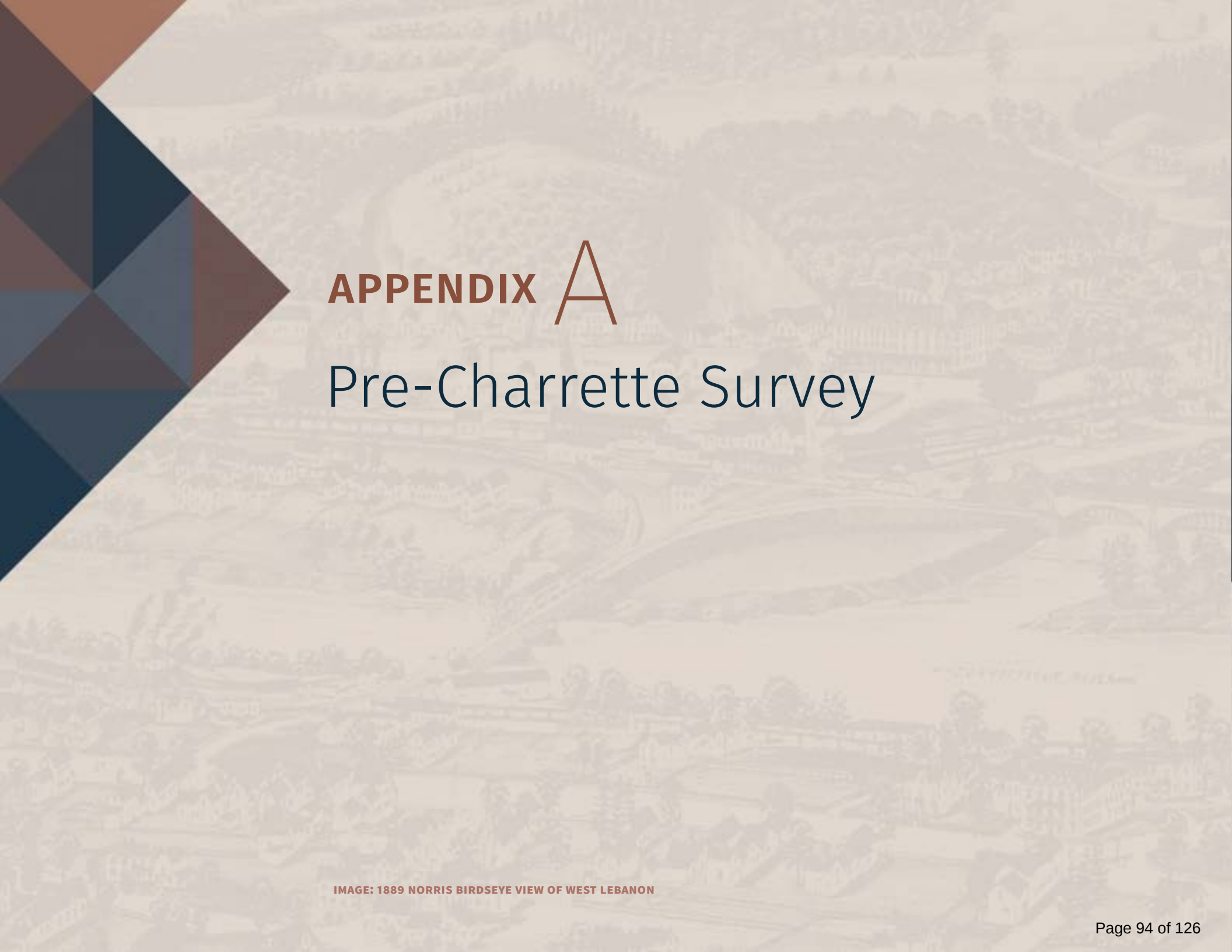
on a regular basis to expand on key actions, estimated costs, and other details as part of tracking progress made and to acknowledge that some actions may need to be modified as subsequent steps have been taken. The identification of funding sources and the opportunity to develop partnerships will also inform this report.

With these things in mind, it is envisioned that this implementation plan will become a living document that will position the City to be responsive to opportunities as they arise and be proactive about helping set a strategic direction on how West Lebanon Village will achieve its short, mid, and long-term vision.

<u>Initiative #</u>	<u>Title</u>	<u>Project Description</u>	<u>Champion(s)</u>	<u>Timeframe</u>	<u>Key Actions</u>	<u>Estimated Costs</u>
1.0	SOUTH GATEWAY - RIVERFRONT					
1.1	Future Westboro Opportunities	Remove dilapidated structures and clean up southern portion of Westboro Yard and evaluate re-use opportunities for potential public use	City Mgr (CM), Planning (PLN), Recreation (REC), Public Works (DPW)	1-5 Years; 5-10 Years	- Coordinate with NHDOT on removal of dilapidated structures; - Continue to pursue City control of southern portion of Westboro Yard; - Evaluate re-use and design opportunities Westboro parcel;	TBD
1.2	South Gateway Transportation Improvements	Complete Route 12A/So. Main Street 'Dry Bridge' replacement and Main/So. Main/Seminary Hill intersection improvements	DPW	1-5 Years	- Coordinate with NHDOT on completion of Route 12A/South Main Street project (Lebanon 13558A);	TBD
1.3	South Gateway Placemaking Improvements	Evaluate re-use opportunities on vacant city-owned parcel at 3 Seminary Hill Road	CM, PLN	5-10 Years	- Evaluate re-use and design opportunities at 3 Seminary Hill; - Ensure that any disposition or re-development contributes positively to the appearance and vitality of West Lebanon Village;	TBD
2.0	MAIN STREET - VILLAGE CORE					
2.1	Streetscape Improvements					
2.1.A	Add Street Trees	Develop a comprehensive approach for the planting and maintenance of street trees concentrating efforts around major intersections and prominent buildings	PLN, DPW	1-5 Years	- Assess previous issues with street tree planting and maintenance to inform a comprehensive strategy for future implementation; - Consider a phasing strategy with a handful of new trees planted annually;	TBD
2.1.B	Create Bump-outs	Plan for pedestrian safety improvements as part of any corridor-wide streetscape improvements	PLN, DPW	5-10 Years	- Plan for bumpouts and sidewalk extensions to manage local traffic and provide spaces of respite for pedestrian; - Include decorative paving and street furniture to augment public spaces;	TBD
2.1.C	Add Street Furniture	Develop a comprehensive streetscape standard for West Lebanon Village, including a plan for its implementation	PLN, DPW	5-10 Years	- Develop a comprehensive streetscape standard, including an inventory of existing street furniture, plans for investment and implementation; - Partner with local businesses, community organizations, and future developers to fund, install, and maintain shared community amenities; - Focus near-term improvements around the Kilton Library where placement of additional seating and visually aesthetic components, will have highest impact;	TBD
2.1.D	Availability of On-Site Parking	Explore potential to build expanded public parkings, especially behind building on the east side of Main Street	PLN	1-5 Years	- Work with property owners to develop a coordinated plan to construct and connect parking areas behind existing buildings;	TBD
2.1.E	Buildings and Façade Improvements	Encourage improvement and maintain of building facades	PLN	1-5 Years	- Work with lenders to create loan fund programs for building maintenance and improvement;	TBD
2.1.F	Wayfinding and Signage	Improve wayfinding and signage throughout Village area	PLN, DPW	5-10 Years	- Develop coordinated plans to improve wayfinding and signage throughout Village to enhance visitor experience and capitalize on major intersections; - Banners hung from decorative streetlights contribute to an improved aesthetic;	TBD

<u>Initiative #</u>	<u>Title</u>	<u>Project Description</u>	<u>Champion(s)</u>	<u>Timeframe</u>	<u>Key Actions</u>	<u>Estimated Costs</u>
2.2	Village Core Improvements	Highlight the intersection of Main and Tracy Streets with Railroad Avenue as the 'Heart of the Village'	PLN	5-10 Years	- Develop a comprehensive streetscape standard and focus near-term improvements around the Kilton Library for maximum impact;	TBD
2.3	Railroad Avenue Loop	Improve access and address drainage issues along Railroad Avenue	PLN	5-10 Years	- Develop plan for access improvements for pedestrians and bicyclists, while addressing drainage concerns; - Identify ways to highlight the history of Railroad Avenue as a unique sub-district in West Lebanon Village;	TBD
2.4	Parallel Road Opportunity	Explore the possibility of developing a direct roadway connection from Bridge Street to Railroad Avenue	PLN	10-20 Years	- Evaluate options for a parallel road along or within Westboro Yard from Bridge Street to Railroad Avenue to reduce heavy truck traffic on Main Street and to create new road frontage for redevelopment opportunities.	TBD
3.0	NORTH GATEWAY - RIVERFRONT					
3.1	North Gateway Improvements	Redesign intersection of Main, Bridge, and Dana Streets to improve traffic circulation and define entry to the Village	PLN, DPW	5-10 Years	- Investigate opportunities to improve traffic circulation and better define the northern gateway to the Village; - Encourage adjacent property owners to evaluate redevelopment opportunities;	TBD
3.2	Bridge Street Redevelopment Opportunities	Work with stakeholders to facilitate future redevelopment opportunities	PLN	10-20 Years	- Collaborate with property owners and Planning Board to formulate revisions to zoning and development regulations to facilitate future redevelopment;	TBD
3.3	Bridge Street Park & Boat Launch	Complete design, improvements, and programming for riverfront park	PLN, REC	1-5 Years	- Develop design plans for proposed river access and other improvements; - Develop programming for the park space and boat launch; - Investigate possibility to allowing public access along utility easement area;	TBD
4.0	ADDITIONAL CONSIDERATIONS					
4.0.A	Civic Oversight	Revive former West Lebanon Civic Association or a similar organization to promote West Lebanon Village	CM, PLN	1-5 Years	- Engage stakeholders to revive the West Lebanon Civic Association or a successor organization to take a lead role in the development and execution of plans and programs;	TBD
4.0.B	Review Zoning and Encourage Gradual Investment Opportunities	Ensure development regulations are adjustable to invite and enable reinvestment on existing parcels and attract new development	PLN	1-5 Years	- Collaborate with property owners, tenants, and other stakeholders to review regulations and formulate revisions, as appropriate; - Develop clear objectives to facilitate both short and long-term projects, including beautifying buildings along Main and Bridge Streets;	TBD
4.0.C	Research Potential Funding Sources	Explore grants and other potential funding sources for implementation efforts	PLN	1-5 Years	- Explore grants and other potential funding sources for different projects; - Evaluate potential for West Lebanon Village tax increment finance (TIF) district; - Encourage local lending institutions to create loan fund programs to help maintain and improve buildings.	TBD

<u>Initiative #</u>	<u>Title</u>	<u>Project Description</u>	<u>Champion(s)</u>	<u>Timeframe</u>	<u>Key Actions</u>	<u>Estimated Costs</u>
4.0.D	Evaluate Existing and Potential Development Incentives	Review the use of existing incentives and work with appropriate stakeholders to create or implement others.	PLN	1-5 Years	- Advertise availability of existing development incentives, including 79-E and ERZs; - Evaluate potential for West Lebanon Village tax increment finance (TIF) district; - Research opportunities to create or enact additional incentive programs;	TBD
4.0.E	Formulate a Plan for Collaborative Parking Requirements	Encourage a network of shared access parking arrangements among property and business owners	PLN	5-10 Years	- Encourage collaboration between property owners to create network of shared access parking arrangements; - Formulate a strategy that builds upon existing available public or private parking;	TBD
4.0.F	Investigate Potential 'River Town' Synergies with White River Junction, VT	Investigate what is triggering and enabling new development and redevelopment in White River Junction	CM, PLN	5-10 Years	- Meet with planners and developers from White River Junction to understand demands and conditions enabling new or redevelopment; - Collaborate with developers, property owners, and other stakeholders to stimulate complementary development in West Lebanon Village;	TBD

The background of the slide is a faded, sepia-toned aerial photograph of West Lebanon, New Hampshire, from 1889. The image shows a winding river, numerous buildings, and a bridge. In the top left corner, there is a geometric design consisting of several overlapping triangles in shades of blue, brown, and tan, forming a larger triangular shape pointing towards the center.

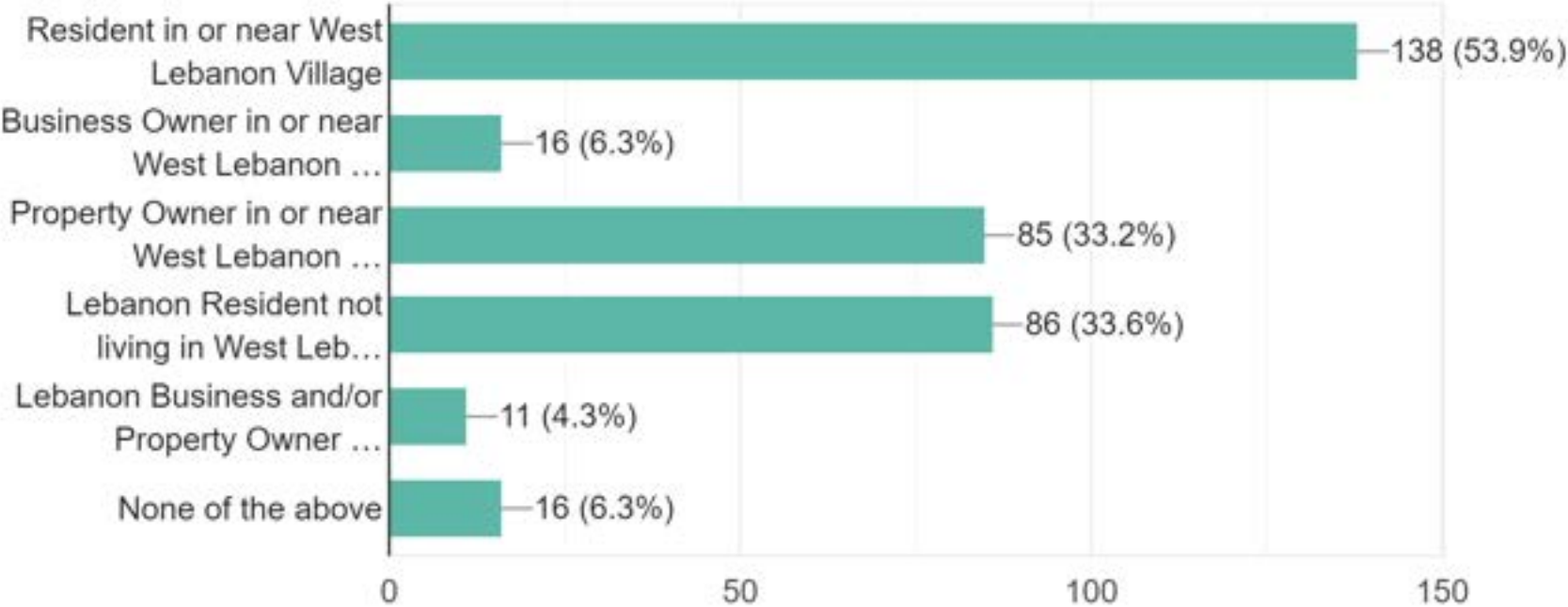
APPENDIX A

Pre-Charrette Survey

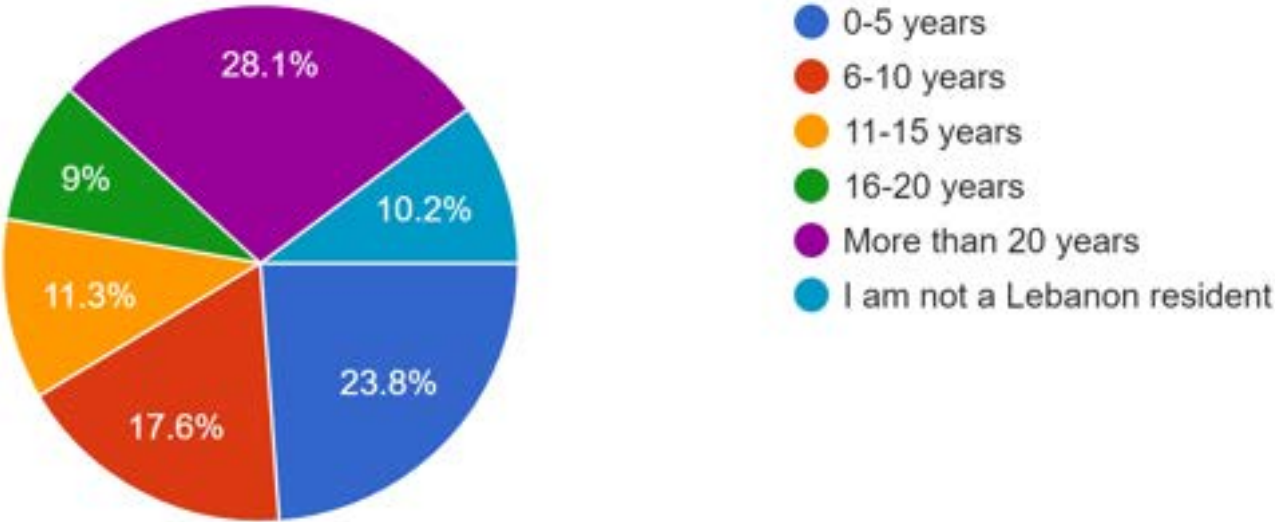
IMAGE: 1889 NORRIS BIRDSEYE VIEW OF WEST LEBANON

2019 West Lebanon Village Visioning Charrette
Multiple-Choice Survey Questions & Responses:

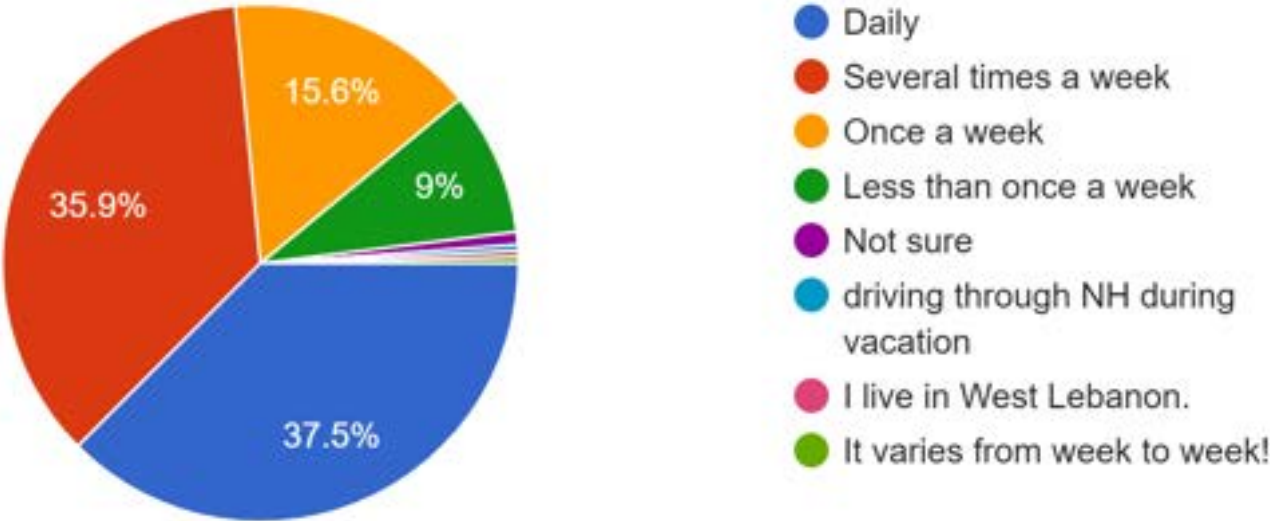
Choose all the options that describe you:
256 responses



How long have you lived in Lebanon?
256 responses

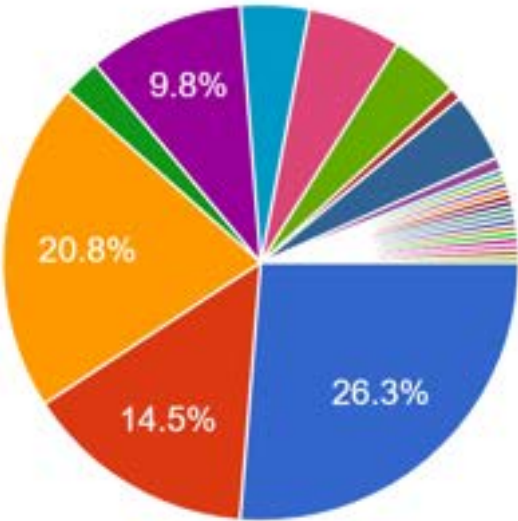


How often do you visit West Lebanon Village?
256 responses



When you visit West Lebanon Village, what is your **most** frequent reason for doing so?

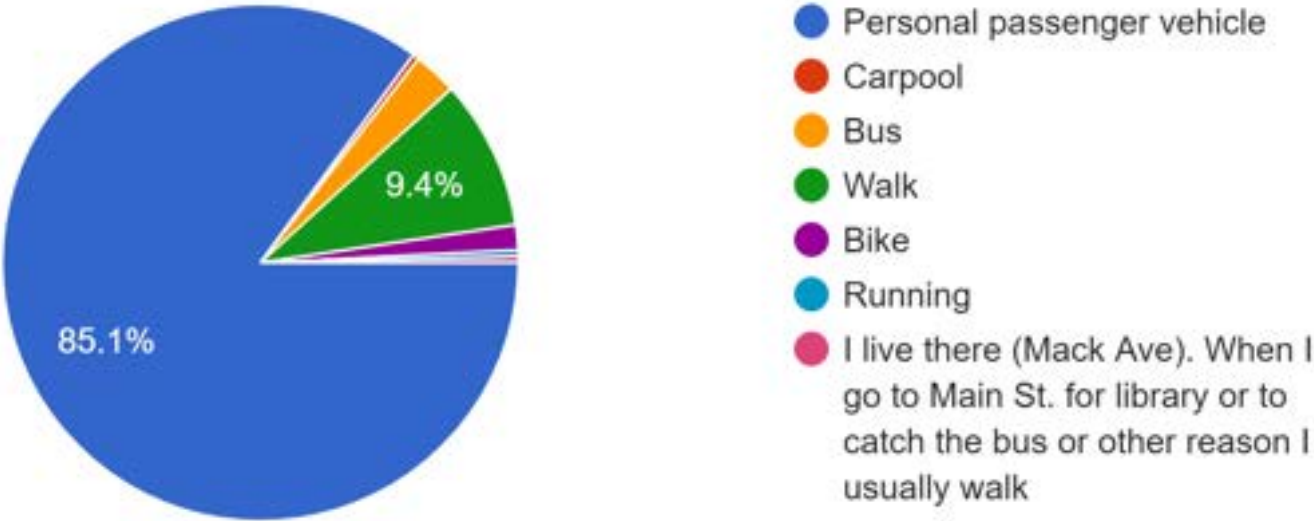
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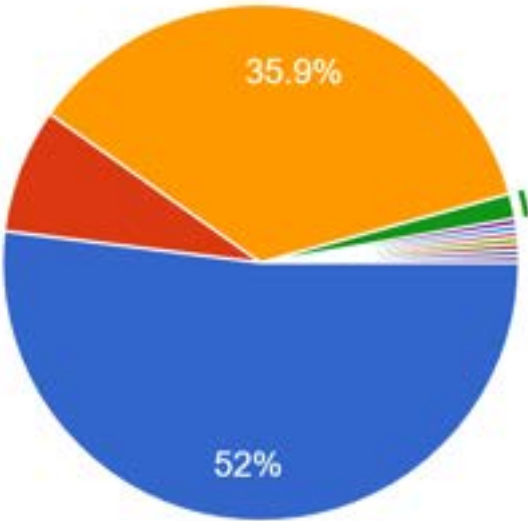
- Reside in West Lebanon Village
- Shopping
- Passing thru
- To visit Mount Lebanon School
- To visit Kilton Public Library
- Eating
- Working
- Business services (e.g. medic...
- Recreation (e.g. to access Co...
- To access 12A
- Not sure
- to view the area and take in a...
- En route east
- Property check
- travelling through
- Driving to Rte. 12A or elsewh...
- travel through
- I fall in between several of the...
- Volunteering at the Dayspring...
- Daily commute
- to visit people who live there
- buy gas, buy milk
- Bring kiddo back and forth to...
- visit family - parents, grew up...
- commuting through the village
- driving from my home thru the village to Leb Downtown or 12-A

When you visit West Lebanon Village, what mode of transportation are you most likely to use?

255 responses



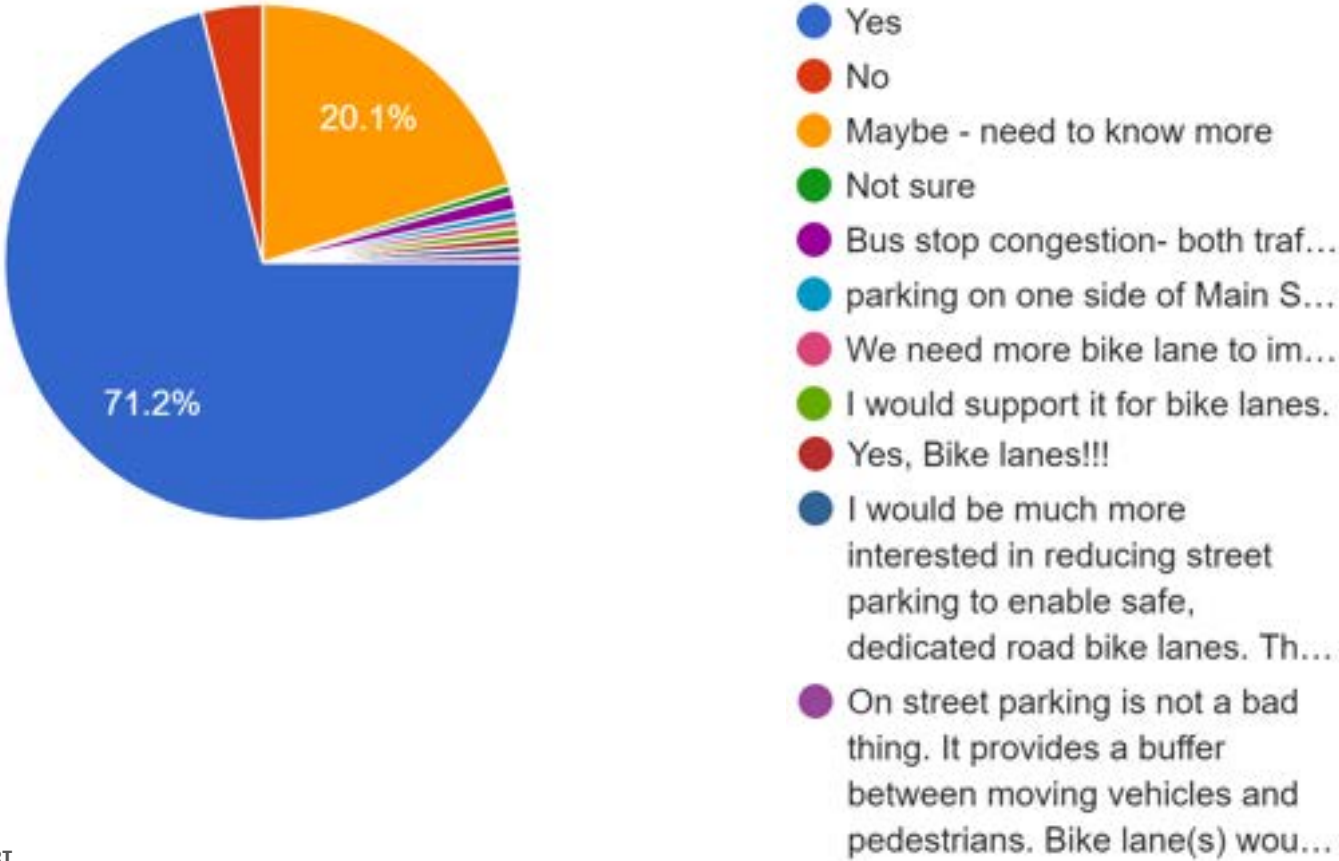
Would you support development of additional housing in West Lebanon Village if convenient parking could be provided?
256 responses



- Yes
- No
- Maybe - need to know more
- Not sure
- since I do not reside there ca...
- It really depends where it mig...
- Yes, but only if that parking is...
- No, because traffic congestio...
- Yes to housing, no to parking. Advance Transit serves this area, focus on bike routes an...
- I would support more single family homes but not apartment buildings.
- I support the development of multifamily housing in West Lebanon Village and would n...

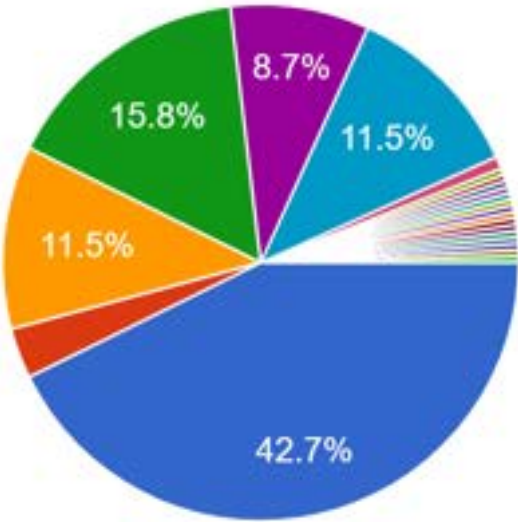
Would you support the relocation of on-street parking from one side of Main Street to another nearby location convenient to Main Street if doing so enabled safety and streetscape improvements, such as street trees, sitting areas, wider sidewalks, and accessibility improvements?

184 responses



Of the following choices, what do you view as the most important mobility issue within West Lebanon Village?

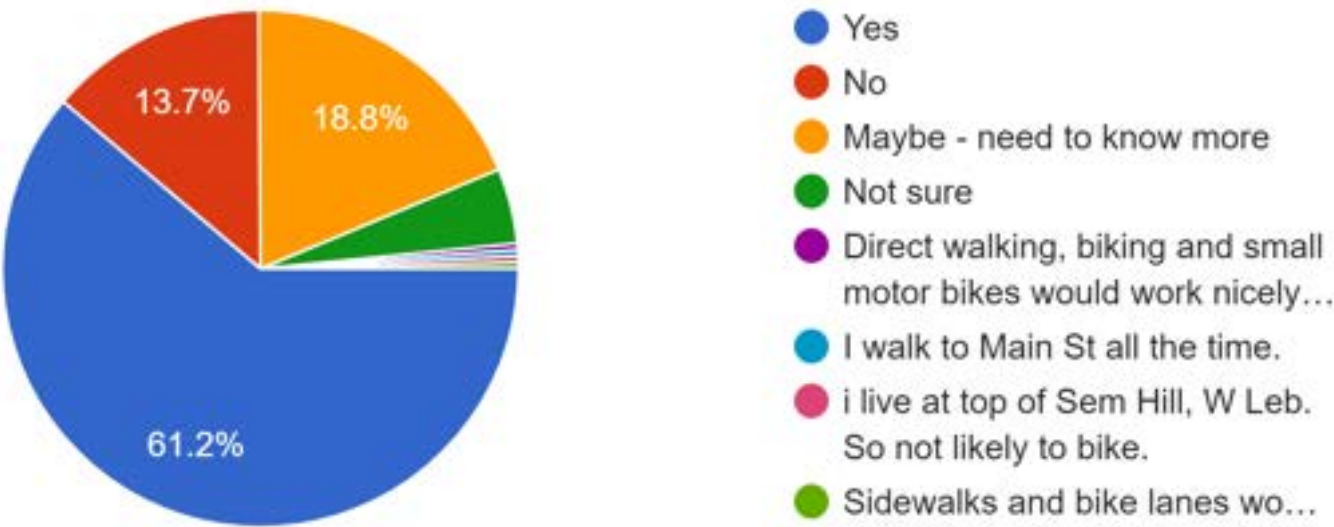
253 responses



- Traffic circulation (congestion,...
- Speeding
- Pedestrian Safety
- Lack of Public Parking
- Bicycle Accomodation
- Not sure
- none
- Cannot say as I do not live th...
- Traffic - too many cars, shoul...
- Traffic congestion
- Lack of public transit. No publ...
- Pedestrian and Bicycle appea...
- Congestion due to bus stop lo...
- Just clean it up. Nice curb an...
- bus traffic and confusion of g...
- pedestrian accessibility/univer...
- Lack of appealing businesses
- Quality pedestrian ways and curb appeal
- Condition of the streets - pot holes, neglect, etc.
- Poor road and side walk maintenance. Potholes, overg...
- I don't really see a mobility iss...
- Would love to see running/wa...

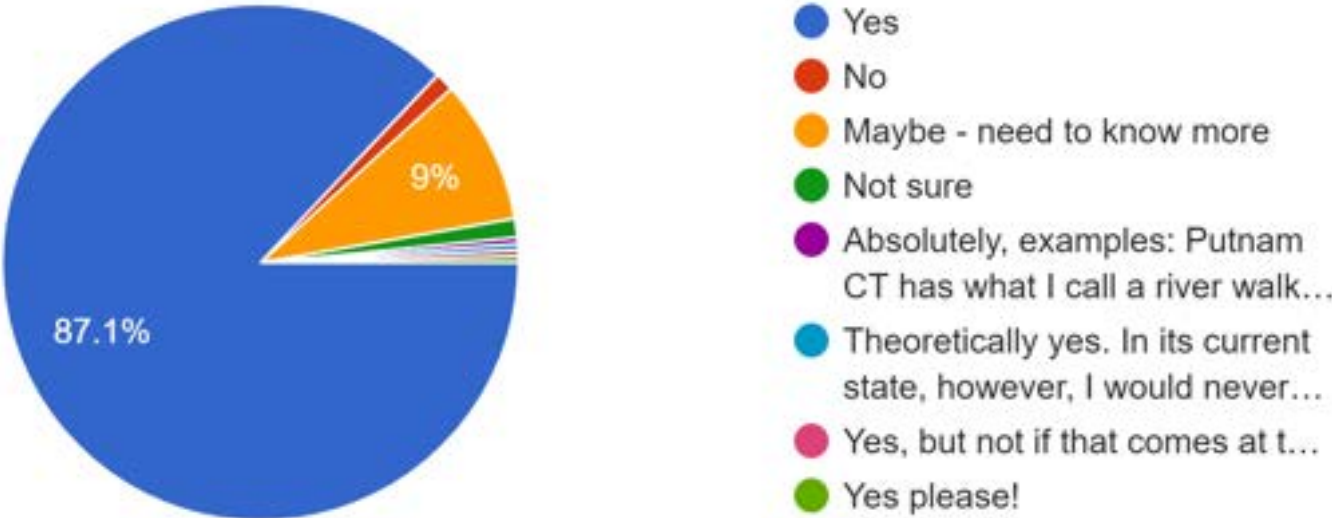
Would safer, more inviting and direct walking and biking connections between West Lebanon Village and adjacent neighborhoods make you more likely to walk or bike to West Lebanon area destinations?

255 responses



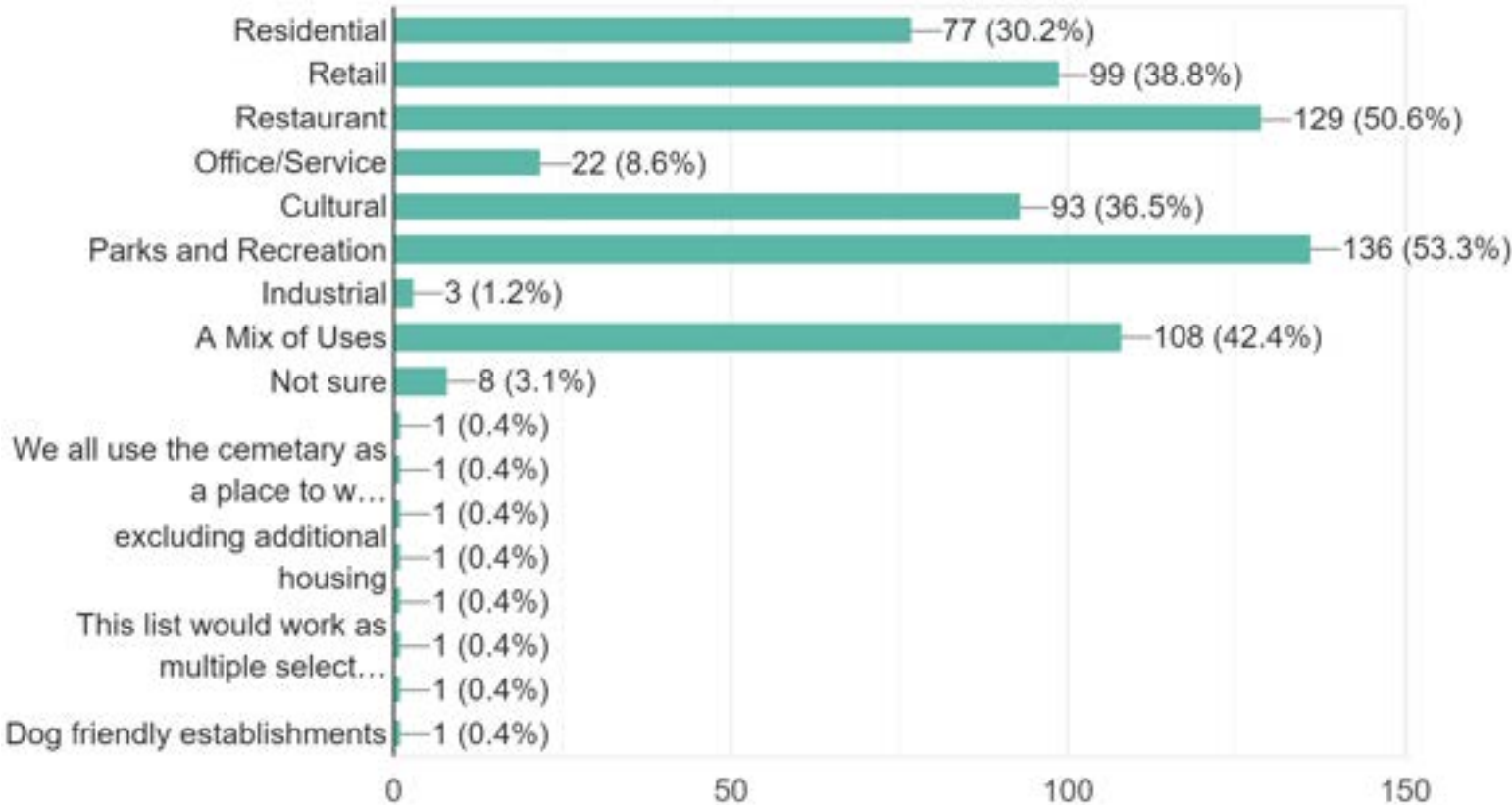
Would you support creating walks or trails along and/or across the Connecticut River, to celebrate and experience the river as a special part of West Lebanon?

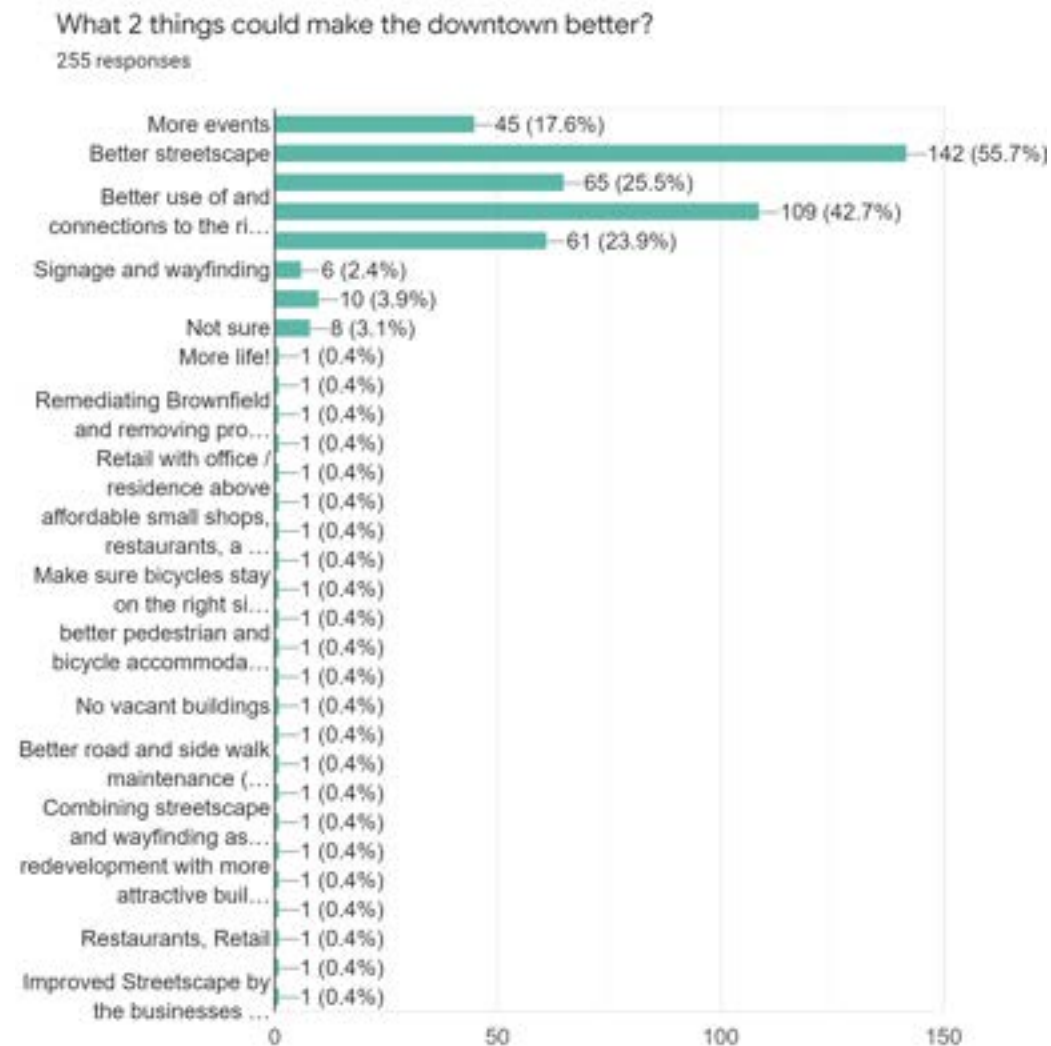
255 responses



Which of the following uses do you think should be expanded in West Lebanon Village?

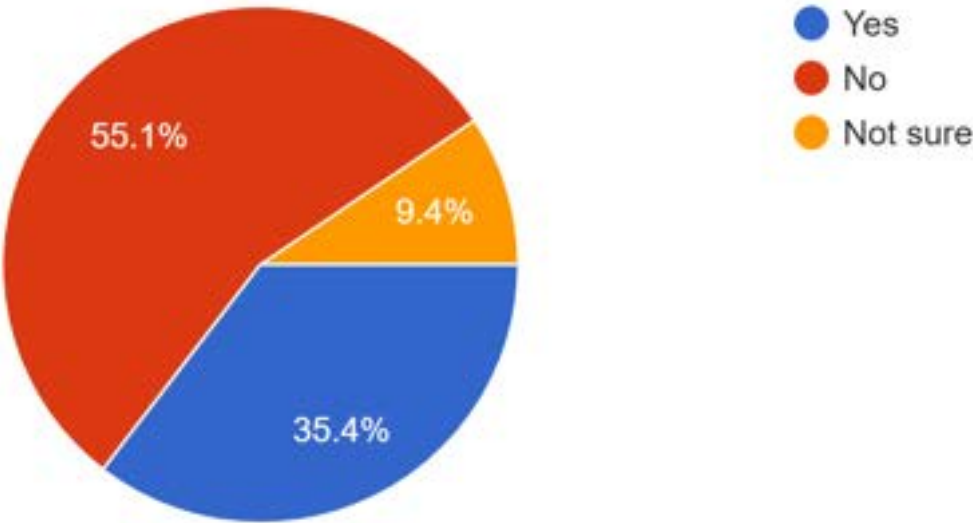
255 responses





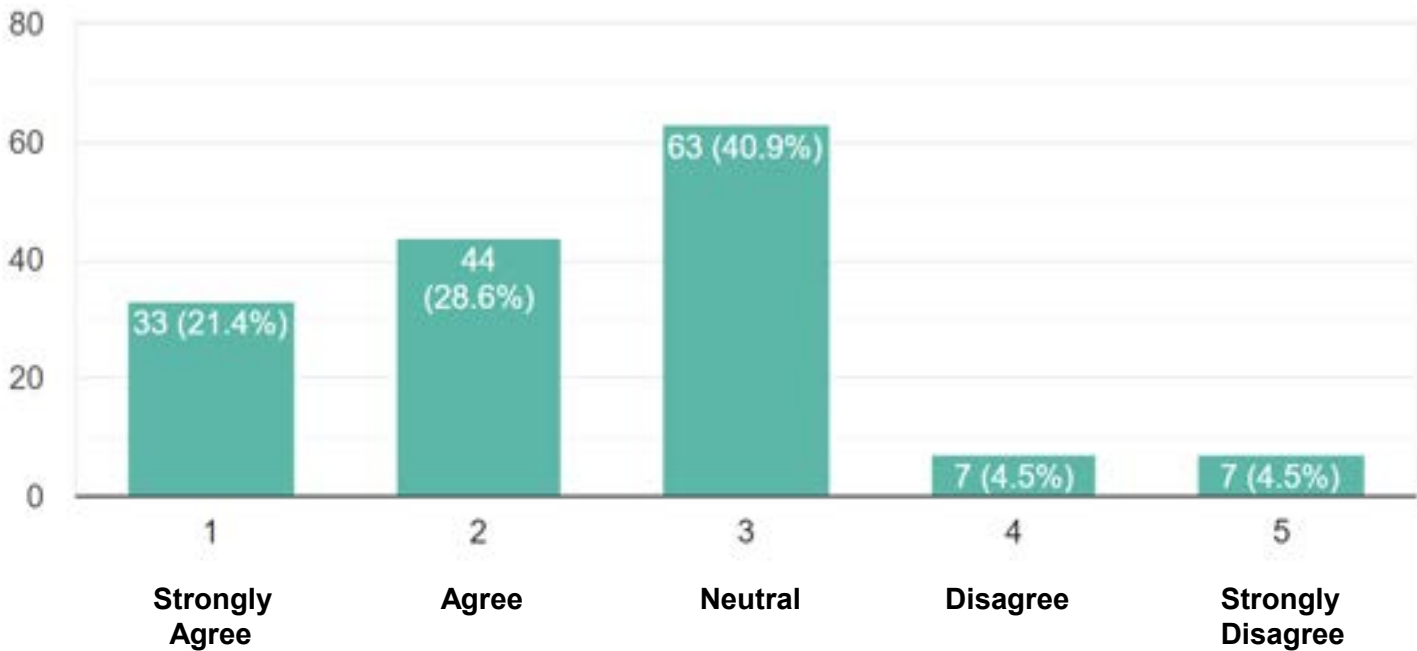
Are you aware of the 2012 Master Plan and the goals and actions recommended for the West Lebanon Central Business District?

254 responses



Do you agree or disagree with the Master Plan’s Vision statement for West Lebanon?

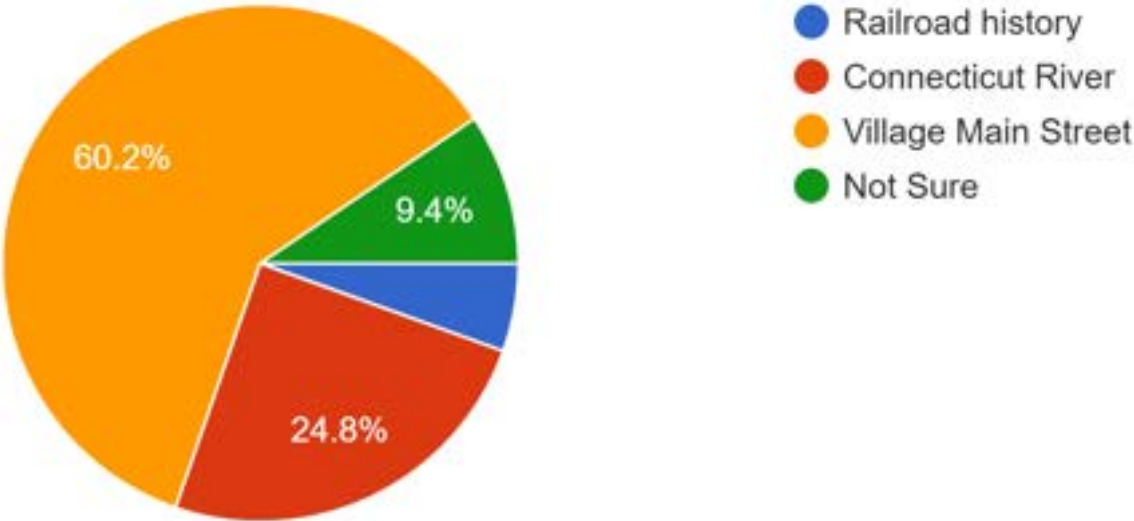
154 responses



Vision & Purpose

“Downtown West Lebanon shall be a vibrant village - a crossroads where residents and visitors work, meet, shop, and share in a good quality of life and a firm sense of community and belonging. The City of Lebanon seeks to promote and enhance downtown West Lebanon as a historic center offering a “small-town” atmosphere, serving the commercial, service and recreational needs of residents in surrounding neighborhoods, and providing opportunities for professional and similar businesses seeking the benefits of a downtown location.”

What do you think the image of West Lebanon Village should be in the future?
254 responses



2019 West Lebanon Village Visioning Charrette Open-Ended Survey Questions & Responses:

1. What do you think is the biggest opportunity to improve public areas (such as sidewalk and parks) in West Lebanon Village?

- More effective sidewalks, better streetscape, fewer buses, and street area parking lots that aren't really parking lots.
- Make everything easily accessible and improve traffic patterns
- More cool restaurants, small shops, sidewalk/building art, finish River Park, and make West Leb more inviting down town. Of course, we would like for Westboro to be gone and a park to be there, but that is out of our control at least for now.
- A common 'square' with shade and benches on Main St.
- Connection to (and extension of) the rail trail. The MR greenway is now an amazing asset for Lebanon. If connected to West Leb, and ideally even WRJ, it would provide even more benefits to the city. This final connection would make the trail more useful as a mode of transport, would expand recreational opportunities, and would improve safety for connecting to the trail at the western end. Even just an extension to the skate park would be a huge next step in the right direction.
- Redeveloping the railyard and opening the rail bridge as an official bike/ped connection to WRJ.
- Access to the riverfront, cleanup of the railyard without losing the footprint of historic buildings, providing public parking.
- Better connections and orientation towards the river.
- Better bus service to enable more non-driving access from Lebanon.
- Clear, accessible sidewalks, crossings and plantings would ease the run-down feel of the village.
- Developing the old rail yard.
- Too much attention to the railyard issues can stall community development. Enhancing the walking environment by fixing sidewalks and planting trees and gardens is easier than fixing the railyard situation. Look for open land such as the ball field north end of Maple, the vacant church near Atwood, the land around Seminary Hill School as opportunities for park and event space development. Can West Leb ever have a town green?
- Move bus hub away from library.
- Lose a few on-street parking areas and create some streetscaping opportunities. Provide areas where people can sit and enjoy being in the spaces provided to them.
- Safe pedestrian (incl. bike) access and routes.
- Sidewalks need buffers, reduce on street parking and narrow pavement area near crosswalks to make streets feel walkable. Partially remove on-street parking (most businesses appear to have adequate parking that is underutilized). Use this linear space to hold events with vendor tents such as farmers market, holiday sale, etc. Develop residential and downtown park space in the West Lebanon vicinity and pedestrian connectivity from parks to downtown. Aldrich Ave, Civic Field, Maple Street Little League Field, Boston Lot (via The Falls), and the Westboro property (CT River) would form a solid focus for developing park space connectivity.
- Clean up railroad yard, fix sidewalks, clean up/repair buildings along Main Street.
- Cleanup of Westboro Yard - link to MRG and CT River.
- Finishing the Mascoma River Greenway connection, Better signage at trailheads and more centralized online information about trails/outdoor facilities in the area. I can't even find whatever the "2010 Lebanon Trails Map is" on your website even with looking for it.
- Improved community, more attractive streetscape, more vibrance and less desolation.
- More walking trails which connect to the river, Boston Lot, and White River Junction.

- Make the rail yard into a park that accesses the river. It could be linked to Lebanon via the Mascoma greenway once railroad rights are obtained, making it a destination for both towns. Lots of hungry/thirsty bikers and joggers to patronize the businesses in the village! Mascoma Lake to the Connecticut River could be a vacation destination experience.
- I am at a loss!
- There really isn't any room in West Lebanon Village for parks.
- I think if the Westboro railyard becomes habitable again that that space could be a beautiful pedestrian only spot with shops along both sides and possibly taking advantage of the river front property as well. If not, I think a strong effort to make Main Street more pedestrian friendly by rerouting traffic, transferring street parking to a different location in order to allow for wider sidewalks with trees, greenery, and bike lanes would go a long way for the economic development of the village.
- Make the parks more intentional- like they are in White River Junction. Named parks, information about names/history, benches, clear boundaries, landscaping, etc.

2. What do you think is the biggest opportunity to improve traffic and transportation (such as circulation, parking, signage, pedestrian/bicyclist/transit improvements, etc.) in West Lebanon Village?

- More effective sidewalks, better streetscape, fewer buses, and street area parking lots that aren't really parking lots.
- Parking!!!!!!!
- Move the bus stop north of Main St. on route 10.
- Convert the signals (most notably NH-10 & Dana St/Bridge St) to use permissive/protected left turns and maintain the vehicle detection (this seems to pretend to be broken on Main St). The volumes don't warrant protected only phasing and allowing a permissive phase would be an inexpensive improvement that would greatly improve traffic flows.
- Make sure signal detection works! Allow permitted left turns (install flashing yellow arrows). Shorten curb cuts for pedestrian safety.
- Consolidate underutilized parking and use available space for public space (park or other gathering space) or affordable housing.
- Perhaps moving parking off the traveled way to behind the businesses.
- Relocate the bus stop to Central/Atwood Streets and improve Main Street traffic flow.
- Main Street is a highway, extremely unfortunate. Simply crossing that street even at corners is uncomfortable to unsafe. Red light on-demand pedestrian push-buttons at frequent intervals down Main Street, and stronger visuals for crossings might help. Enforcement of traffic laws is essential; I see cars running red lights all the time now, very dangerous. I like the bustle of people around the buses at Kilton and with the new apartment building opening I hope that pedestrians start to win the visibility battle.
- Public transit on weekends
- Building a connector road to link Bridge Street with Railroad Avenue along the back of Main Street properties. This could open the rear of some of the lots for additional "public" parking.
- Safer bike lanes/routes/signage/parking.
- Removing on-street parking to promote better utilization of private parking will increase flow by streamlining the roadway for thru and local traffic. On-street spaces create uncertainty for drivers and wider crossings for pedestrians. Relocating the major bus station there or creating a clear division for the bus lane on that section of road would also clean up the roadway and improve traffic flow. While likely not popular with residents and with some logistical difficulties, creating signage and roadway improvements for drivers to use Maple Street for travel to and from Hanover could solve many traffic issues by separating Hanover traffic from any traffic going to and from Vermont.
- Improve pedestrian/bicyclist areas, move the bus stop.
- Improve sidewalks. Be open to electric bikes. Have one big parking area rather than several.

- Not sure.
- Minor: Tracy St light timing/sensor. Traffic backs up there every workday, seemingly for poor timing/coordination as much as for actual volume. Better signage coming up to the 12A intersection about lanes. Major: If there was some kind of remotely reasonable bike path or even just roadway shoulder going past the dam, I would probably bike to my job in Hanover on a regular basis.
- Better movement through area.
- Road bike lanes which make road biking safer.
- Rail trail behind the Main Street traffic.
- It seems that the space allotted to driveways and parking entrances along Main St is much more than is necessary. Increasing the length of sidewalks and striping pavement for pedestrians and bicyclists would calm traffic and make the village more inviting.
- Parking garage. Better pullover areas for buses. Separate bike routes.
- Rerouting traffic so that people going to 12A, across the river, or on Rt 10 don't all converge at the same stop light, essentially having roads or bridges that branch off before the intersections to eliminate most of the congestion and promote better traffic flow.
- Better signage for alternative routes.

3. What do you think is the biggest economic development opportunity for West Lebanon Village?

- Small business development, places to eat, event venues, parks with river access and programming similar to farmers markets.
- Bring in ships and little restaurants/cafes like WRJ VT
- Finish River Park. That will bring so many more people into West Lebanon during the day, which will mean more restaurants, shops, etc., as people will go out to lunch, stop on their way home to grab something, etc. WRJ is running rings around us.
- Take away the apartment houses and put in a variety of shops/services
- Start with nice streetscaping and ped connections and then perhaps folks will want to spend time there and businesses will follow.
- Railyard waterfront.
- Developing the riverfront as a destination...park, restaurant, recreation, etc.
- Outdoor recreation connections. Formalize access to the river and Boston lot.
- Westboro rail yard and associated spaces.
- Better businesses to visit and shop.
- Restaurants and coffee shops. We need our own Lucky's. Thousands of cars pour thru from VT on Saturday morning, give 'em someplace to stop and spend money in the Village.
- Small retail, satellite police station or police presence
- Anything that gets people to come and stay. More shopping, more restaurants (open evening hours), etc.
- Updating businesses in the area; many are dated and not being renovated. Need more modern local businesses for personal everyday services, ideally no chains or franchises. Things like: bakery/café, gym/athletic studio, barber, anything with outdoor seating, bar/restaurants.
- Walking area/park along the river. Make the Village more pedestrian friendly. Clean up the railroad yard! This is a huge eyesore with it's burned buildings and overgrown vegetation. It is unsafe and makes West Lebanon Village look neglected. Why would a business want to invest there as it looks now?
- The surrounding area up Seminary Hill and to the side streets contains a lot of appealing housing, as does Maple Street. Meet the housing needs of middle-class people as well as those with very limited resources. Turn streets like Farman into one-way and give us a sidewalk.

Currently it is unsafe to drive there because of the speeders taking the turns. Local people near Main Street will support its economic development. Make it easier for all of us to walk there.

- A grocery store, a hardware store, a pharmacy: all reachable on foot.
- More opportunities for stores and restaurants and resources to the residents of the area.
- Dense housing within town, within road-biking, mountain-biking, and walking distances to big employers in Lebanon, White River Junction, Hanover, Centerra, DHMC. There is an affordable housing shortage for working folks in the Upper Valley (especially working people who don't earn a doctor's salary). I think "rural character" as a goal is best applied to protecting actual rural/wooded areas like Boston Lot, not the Main Streets of a town. The main and side streets within a town should have lots of small, not-too expensive-to-rent, well-kept up, apartments.
- Make it a destination - park, railroad museum, river access, events.
- Change regulations to allow taller buildings. Iron Horse Park was the best opportunity until the planning board killed it - maybe develop Westboro into an industrial park instead. The City would be wise to keep rail viable - don't kill it with a park.
- Cultural development, encourage social hubs to pop up, like restaurants, coffee shops, places that inspire creativity and social interaction. If there were places to hold events that supplemented these fixed areas of social interest (turning the rail yard into such a venue for concerts, festivals, etc. would be a great opportunity) it will make the Village a much more desirable location.
- Good restaurants and cafes. Yama is the only decent option. The vape shops and dusty businesses are not appealing. More modern architecture with hip cafe options, like Juel in WRJ and Piecemeal pies will be a draw. The library building is great- can you host more events there? Particularly for your professionals moving to the area from other parts of the country, lounges and light, airy restaurants and bars are more appealing than dark pubs and places that don't serve decent cocktails. Other types of amenities like a fitness club, multi-use spaces, other types of shops like bookshops, farm stands and a general store. Architectural diversity would also be very welcome.

4. What do you think is the biggest opportunity to improve and/or highlight the historic, natural, and cultural resources in West Lebanon Village?

- Identify historic buildings. Protect them from demolition. Reduce presence of car part stores, remove "Title Cash" signage from establishment no longer in business.
- Railroad preservation.
- Love the history of West Leb. Play on that with art around the town (sides of buildings, historic signage. Also, use the river to our benefit!
- Use/expand the old Lebanon Library.
- I am not particularly interested in this.
- Not sure.
- Preserving the railyard footprint, involving the library.
- Better connections to the river.
- Beyond the RR and river, I don't know what "historic, natural and cultural resources" are to be found in W Leb.
- Develop the old rail area with good shops and events.
- Programming in the Kilton and their backyard. The Kilton is a jewel, our librarians are such a strong resource.
- I think it needs to begin with actually identifying the historic, natural, and cultural resources available in West Lebanon. Once they have been identified then attention can be given to highlighting and improving.
- Thinking about West Leb village as an extension of the Mascoma River Greenway and connection to WRJ. Right now, it's a bottleneck between Leb, WRJ, West Leb, and the MRG, but it could be a vibrant central hub if it was safe to walk and bike there.

- Historic resources could be featured via the library, signage, events, and coordinating the Lebanon Historical Society with local schools. Partnering with the White River rail museum and preserving for exhibit the Westboro property would likely be the biggest opportunity to highlight railroad history. Natural resources would be highlighted by developing park spaces and connections to them (see parks section above). Cultural resources would be highlighted by developing a more vibrant and comfortable downtown (see all suggestions above)
- Create a small outdoor museum with plaques about the railroad once the yard is cleaned up and made into a park.
- Developing the riverfront. Saving Crafts Ave.
- Use of building (former High School) and land around and near it for indoor and outdoor events/recreation.
- Make it an inviting place for its residents and visitors to spend time in, not simply pass through...in its current state it is a bit of an eyesore without even a decent grocery store for its residents or attractions for visitors.
- Refurbishing the railroad buildings, lots of high quality, well maintained trails to Boston Lot and the river.
- Gain control of the rail yard.
- Have a park and/or restaurant on the river that can be accessed by foot from Main St. Then have a footpath behind the buildings, closer to the river, that connects that to the bridge into Vermont.
- Some historic buildings should be preserved, but not all of them. Preserving all historic buildings will impede re-development.
- Creating a bike path along the river that perhaps ran through downtown with little info boxes about the history of the village, the rail yard, and the importance of the river could be a nice way to integrate all three.
- Define what the village's historic identity is and brand it as such. Is it the railway or something else? WRJ has revitalized itself with the railway history, which was immediately clear. I still didn't know what the village history is, or why it would be a draw for anyone. There is an opportunity also to think of the White River and Connecticut and the bridges- is this a place to walk beautiful bridges? Something inspired like that.

5. What is your long-term vision for downtown West Lebanon Village?

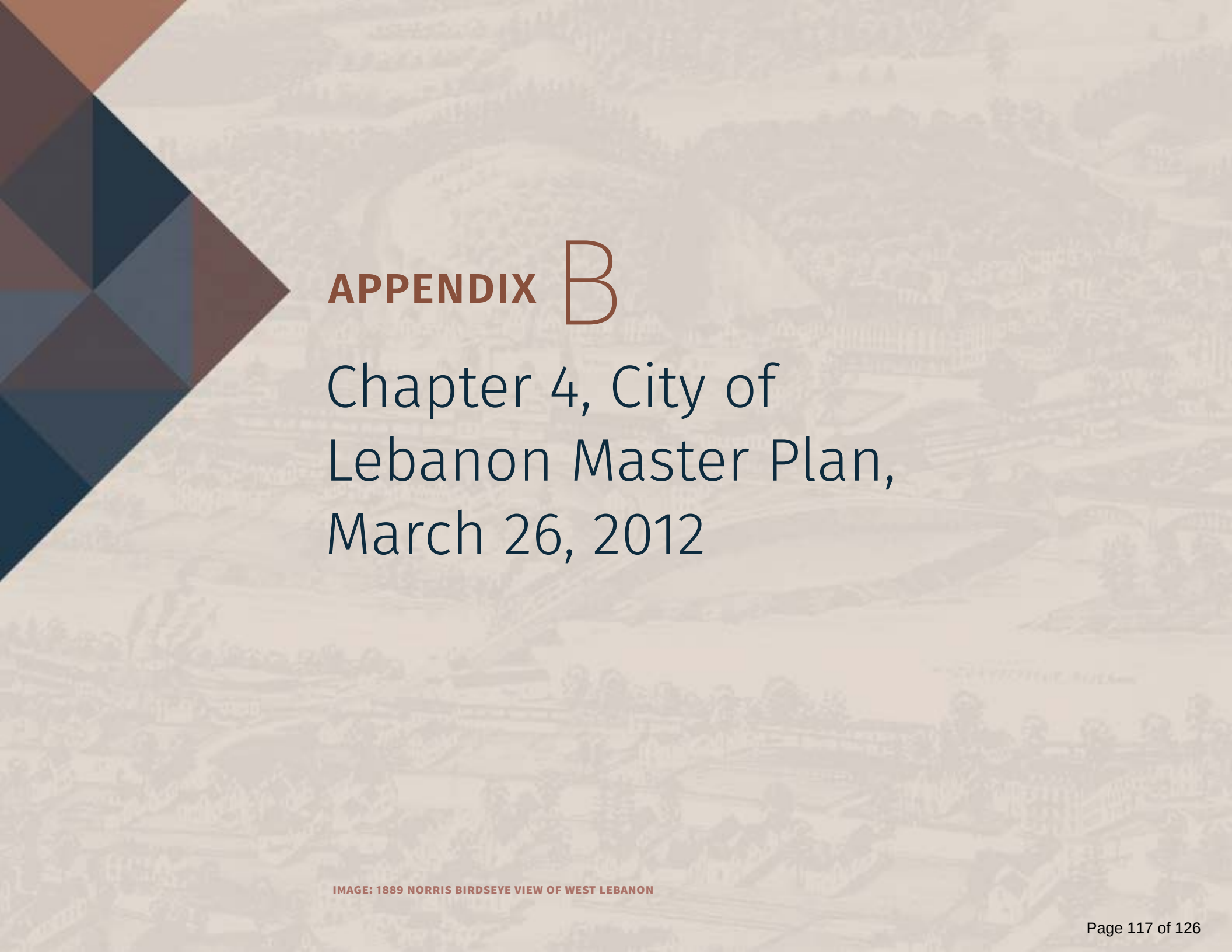
- West Lebanon is the first area of settlement in the city proper. It is at the confluence of three rivers and has a Main Street that still resembles its 19th century scale. It has a historic railyard, unfortunately neglected by the State, and a growing propane storage facility that will hamper development and pose risks to residents. These issues need to be solved before meaningful change can take place. The City should actively consider utilizing the Seminary Hill School for arts and performance events.
- I'd love to see a quaint Main Street with the old-fashioned look of small town USA with eclectic shops. Cafes and small owner businesses. I'd love to see lights throughout the whole Main Street during the holiday season. It would also be neat to have like a wedding venue, maybe down near the railroad.
- Great place to walk to for coffee with friends, grabbing a gift in a great gift shop, sitting outside on Main Street and eating lunch.
- A day-to-evening destination with food, shops, services, and easy traffic.
- A nice place to spend time, live, or pass through.
- A pleasant small village with a couple nice stores, a couple decent restaurants/bars, and a waterfront park.
- Walkable, vibrant, more residents, traffic-calmed, better connection to natural assets (river, trails).
- A healthy residential core which will spur economic development.
- Like other towns in NH through which traffic passes, there should be some green spaces for reflection, some reasons to slow down and see what one is passing through.
- Create an attractive area to visit.

- I want to comfortably walk down neighborhood streets from my home on Seminary Hill, have a cup of coffee and talk to neighbors. There are ten places like Yama where they greet me as I walk in and know I've been there before. This is happening around Colburn Park, lots of good stuff (the Leb Diner!) to imitate.
- To not have a "mall" of adult themed retail upon entering from Seminary Hill. To have a Main Street reminiscent of a quaint New England town. A Main Street for all ages to feel safe.
- A walkable area with a large variety of shops, services, and retail establishments. A destination rather than a pass-thru area.
- A vibrant community center desirable to live, eat, and shop.
- It could be an area to walk around in with a park along the river and cute shops/ restaurants along Main Street.
- It should be recognized as ideally located for access to Hanover, WRJ, Exit 20 shopping and Lebanon, and thus draw people looking to buy and fix homes as the aging population vacates some of the housing.
- Most needs could be met without use of a car.
- Downtown WRJ would be a nice model to try to become more like.
- That the city will improve its walkability attracting helpful retail and making it less of a depressing place for people to live and be in.
- A lively town center with interesting local businesses, and affordable-but-nice housing, within walking and biking distances to employers, surrounding residential areas, and beautiful natural areas.
- It will be a place people plan to go to because the quaint village is easily accessible by foot from the fabulous park where events occur regularly. Kids can safely get to the park and swim in the river. Kayakers can beach their boats and walk up to the park and restaurants. In the winter, the Kilton and restaurants/clubs will still be a draw, hosting lots of community activities.
- I'd love for it to be a place to go and spend half a day - having lunch, browsing a couple shops, going for a walk...
- A vibrant multi-use city center, not a "village". Look to White River.
- A thriving pedestrian friendly (or pedestrian only, like Church St. in Burlington) Main Street with shops that provide social spaces instead of simply utilitarian ones with the capacity to be the center of large social gatherings, festivals, and events would make revitalize the Village and make it more than a congested Main Street that one has to pass through in order to get where they're going.
- A clearly defined destination that includes a selection of good restaurants and cafes, walking options along the river/waterfront, a center for cultural activities (not limited to regional tastes) with a few reliable businesses and a great place to live.

6. What short-term actions (things that could happen in the next 1-2 years) do you think would help West Lebanon Village the most?

- West Lebanon is the first area of settlement in the city proper. It is at the confluence of three rivers and has a Main Street that still resembles its 19th century scale. It has a historic railyard, unfortunately neglected by the State, and a growing propane storage facility that will hamper development and pose risks to residents. These issues need to be solved before meaningful change can take place. The City should actively consider utilizing the Seminary Hill School for Arts and performance events.
- Get rid of the apartment buildings and rehab all rundown buildings.
- River Park proceeds, move the bus station so there aren't tons of people blocking the side walk there (plus the library is looking dingy, I guess from the buses sitting there), put lights up for Christmas and all year round, flowers in the summer along the street, have a coffee shop and an ice cream shop open for summer (I've even thought about asking McNamara's to bring their little building up in the summer to serve ice cream where the old post office used to be--picnic tables out.) Find a way to have a few events in West Lebanon (old school building auditorium), see if Clem would let us have a music event on the River Park land, have an outside art event (music and art) on the back lawn and driveway of Kilton Library (parking at the church).

- Zoning changes to get things started.
- Permissive lefts at signals, rail trail connection, and street trees.
- Not sure.
- Not yet certain.
- River and trail access improvements. Traffic calming. Consolidate parking to allow for more developable area or park space. Change land use regs to disincentivize excessive parking with new developments.
- Expanded bus service.
- I'm not an urban planner and don't understand the sequence of events. Is the sewer/storm water behemoth coming to W. Leb? If so, that's a huge opportunity to reconfigure the look of Main Street. Lighting can help. Evening destinations can help beyond just the library and the one restaurant there open in the evening.
- Improve traffic flow, attractive lighting, landscaping.
- Make all that traffic slows down and observes laws; fix the crumbling sidewalks.
- Rehab rundown buildings, move bus hub away from library.
- Increasing the attractiveness of the area (streetscaping, wayfinding, and enhancements for pedestrians).
- BIKE LANES and/or sharrows. The road is more than wide enough if you remove parking on one side (and those parking spaces are rarely even half full).
- If the rail bridge on 12A is replaced as planned and the adjacent Seminary Hill intersection update and the non-leased portion of the Westboro property is developed as planned that would be a huge benefit to the area's vehicular and pedestrian traffic. Removal of some on-street parking in favor of green space, benches, decorative streetlights, etc. would be a great help to the feel of the area. Holding a West Lebanon festival where the street is closed (detour via Maple). Could be a fall festival, winter carnival, summer cookout, etc. would begin to create more of a community feel for the neighborhood.
- Clean up the railroad yard or fix sidewalks and clean up some of the buildings.
- Extend Mascoma River Greenway there and encourage a cafe like Lucky's right in town.
- Cleanup of Westboro Yard.
- Improve sidewalks and landscaping, pocket parks, maybe a historical center, deviating some of the traffic from the Main Street cutting through...things that would make people take pride in their community and maybe, by extension, themselves and help them enjoy being there.
- Get rid of the gas tanks and allow traffic back there. It would decrease congestion on Main Street and encourage patronage of the rail yard businesses.
- Incentivize inviting development - restaurants, shops (no more auto parts stores or payday loans outfits!) and configurations (no more parking in front of buildings).
- Parking garage and allow for taller buildings - build up, not out.
- Reroute the traffic on Main Street, eliminate street parking, and green up Main Street so that it's more walkable.
- Get rid of the vape shops and attract better restaurants and retail options. Hold more events at the library (not limited to regional tastes- NE is great but there are people from all over the world living, working and studying here). Give out permits to open cafes and restaurants.

The background of the slide is a faded, sepia-toned aerial photograph of West Lebanon, New Hampshire, showing a river, fields, and buildings. On the left side, there is a large, stylized geometric graphic composed of several triangles in shades of blue, brown, and tan, arranged in a diamond-like pattern.

APPENDIX B

Chapter 4, City of Lebanon Master Plan, March 26, 2012

IMAGE: 1889 NORRIS BIRDSEYE VIEW OF WEST LEBANON

West Lebanon Central Business District

Vision & Purpose

Downtown West Lebanon shall be a vibrant village - a crossroads where residents and visitors work, meet, shop, and share in a good quality of life and a firm sense of community and belonging. The City of Lebanon seeks to promote and enhance downtown West Lebanon as a historic center offering a “small-town” atmosphere, serving the commercial, service and recreational needs of residents in surrounding neighborhoods, and providing opportunities for professional and similar businesses seeking the benefits of a downtown location.

Issues & Priorities

Downtown Revitalization

The area that is now the West Lebanon Central Business District developed as a linear village along the Connecticut River with what is now Route 4 as its main street. The village’s historic fabric has experienced considerable fraying during the past half century, but its role as a center for surrounding neighborhoods and key gateway location remain strong incentives for revitalization. There are ample opportunities to redevelop single-use sites within the district with higher-density, mixed-use projects. Such development, along with traffic calming, access management, streetscape and pedestrian improvements, and related amenities, would enhance the vitality and economic viability of the district. An active and coordinated group of stakeholders is needed to assist the City with planning and implementing revitalization efforts.

Existing Conditions & Trends

General Description

Currently, the West Lebanon Central Business District covers approximately 50 acres along Main Street from Seminary Hill to just north of Bridge Street, and from the Connecticut River east to an approximate boundary midway between Main Street and Maple Street. The pattern of commercial development within this area is primarily linear, occurring along both sides of Main Street.

Within this area, there is a fair amount of diversity as to the businesses and related services for local residents, some of which are expanding. However, some central lots continue to be vacant or under-utilized despite the CBD’s in-place infrastructure, available services, and familiarity among local and neighboring clientele, which provide a cost-effective environment for businesses to locate and grow.

The City re-zoned the 38-acre area to the north of the existing CBD, located between the Connecticut River and North Main Street, in 2010 and the Planning Board subsequently approved a mixed-use project in that area to include life sciences office and research space, service retail stores, single-family homes and rental housing.

key points | vision & purpose

- Enhance downtown West Lebanon’s role as a vibrant village
- Preserve West Lebanon’s historic and small-town character

key points | issues & priorities

- Promote revitalization of the West Lebanon CBD to improve the viability of its businesses and vitality of surrounding community



west lebanon CBD and surrounding neighborhoods

key points | existing conditions & trends

- West Lebanon CBD developed as a linear village, and has potential for redevelopment and infill at higher densities
- Historic, primarily single-family, residential neighborhoods extend outward from the CBD.
- The new Kilton library is a center for community activities and there are a number of recreation areas within walking distance of the CBD.
- West Lebanon's main street is a heavily traveled state highway and the CBD experiences traffic congestion at peak travel times.



kilton public library

4 | C-2

Surrounding Residential Neighborhoods

The residential areas adjacent to the West Lebanon CBD consist primarily of single-family homes, with a mix of two-family and multi-family buildings. Seminary Hill, Maple Street, North Main Street, Crafts Avenue, and South Main Street are all within walking distance of the downtown area. The Maple Street and Crafts Avenue residential areas have been considered for Historic District designation, which would preserve the area's historic characteristics and design elements. A historic resources inventory of a part of the West Lebanon Village area was completed in 1997 and should serve as a basis for ongoing historic preservation in the area.

4 | C-3

Cultural and Recreation Resources

The new Kilton Library located on Main Street has the opportunity to serve as a community center, helping to promote the revitalization of the West Lebanon.

Recreation areas near downtown West Lebanon include Civic Memorial Field behind Seminary Hill School, walking trails behind "The Falls" development on Route 10, and the Little League Park at Smith Field on Maple Street. Playgrounds at Mt. Lebanon and Seminary Hill schools also serve as recreation areas.

4 | C-4

Traffic

The traffic on Main Street, averaging 15,000 vehicles per day, is likely to be detrimental to some downtown businesses as the congestion can discourage and inhibit customers, but may be beneficial to others, as it relates to the number of travelers exposed to this area.

The peak commuting times and Saturdays are most problematic. Congestion is particularly a problem at the intersections of Seminary Hill Road/Route 12A/Maple Street and Main Street/Bridge Street/Dana Street. This congestion increases the conflict between vehicles parking in the West Lebanon CBD and those traveling through to Route 12A or Route 4 towards Lebanon. Extensive curb cuts along the roadway add to the problem.

4 | D

Future Challenges & Opportunities

4 | D-1

Downtown Revitalization

The revitalization of the West Lebanon Central Business District can flourish if there is a concerted effort among City officials, business owners, and residents to address community needs, traffic and parking concerns, and the preservation of historic assets, economic vitality, and small-town character. Continued rehabilitation, reuse of older buildings, and plans for new construction will improve the area for business uses. Additionally, the reopening of the Claremont-Concord Rail Line for freight service may open new economic opportunities in this area.

The focus should be on infill and redevelopment rather than developing new properties which would compete with existing commercially-zoned properties. Making better use of existing retail space in the City's downtown areas was an issue repeatedly emphasized at the January 2009 Master Plan Forum. A comprehensive inventory

of both vacant and under-utilized downtown buildings and sites would be a good first step in an overall strategy to increase infill and redevelopment.

Any new developments within the West Lebanon CBD should be compatible with existing uses and be attractive and complementary to the community's history. In general, mixed use should be encouraged, such as combining commercial storefronts with upper-story residential units. This will help maintain and expand housing opportunities in the downtown.

The current mix of businesses in the district could provide a more consistent identity or unified vision for the downtown. In order for the CBD to remain a viable downtown center, serving the needs of residents and attracting regular customers, a coordinated plan will be needed that assesses its economic viability and business market potential, preserves its historic features and appearance, and takes into account the many needs of local residents.

As there is a critical mass of residents of all ages who live within and just outside of the West Lebanon CBD, community-oriented services and shopping (such as civic services, grocery, restaurants, pharmacy, day care, or a farmers' market) should be encouraged to stay in or move to the West Lebanon CBD to meet the needs of the people who work and live in or near the downtown. School-aged children should specifically be included among those to be served by community facilities and commercial establishments. The proximity and concentration of different services to surrounding residential neighborhoods and public transit allow more tasks and activities to be accomplished with significantly less vehicular traffic generated. Providing additional recreation, park, or enhanced community center functions is essential to the vitality of this area, completing the symbiotic relationship between the existing businesses in the core, and the nearby residents.

The 1989 West Lebanon Downtown Study, prepared by the Upper Valley Lake Sunapee Council (now Regional Planning Commission) for the West Lebanon Downtown Study Committee may provide a good foundation for a plan for the West Lebanon CBD. The desired revitalization work cannot be done without a coordinated planning effort, involving businesses, the City, and residents, as well as the help of organizations and agencies. The New Hampshire Main Street Program, which is part of the National Trust for Historic Preservation, is one resource available to communities who are willing to make a commitment to downtown revitalization.

4 | D-2 Civic Oversight

The West Lebanon Civic Association was recently created to work with the City, the Chamber of Commerce, local businesses and other interested parties to develop a comprehensive plan for the West Lebanon CBD that addresses market potential, design, traffic, parking, and a host of other issues, as described within this chapter. The civic association could also develop a strategy for recruiting the types of businesses that would complement the existing mix, build on the area's assets, and provide the services residents want and need.

4 | D-3 Relationship with the Route 12A Commercial District

One key element to retaining the village identity and character of the West Lebanon CBD is to maintain the current transition area between the West Lebanon CBD and the Route 12A Commercial District. The current mix of residential and professional uses on South Main Street serve as an effective buffer and should be maintained

key points | future challenges & opportunities

- Downtown revitalization efforts should focus on redevelopment and infill at higher densities, and on maintaining stable businesses that provide neighborhood residents with basic goods and services.
- The recently created West Lebanon Civic Association should work with the City, the Chamber of Commerce, local businesses and other interested parties, is needed to develop a comprehensive plan for the West Lebanon CBD.
- To retain the village identity and character of the West Lebanon CBD, the current transition area between the West Lebanon CBD and the Route 12A Commercial District must be maintained.
- Given the proximity of the West Lebanon CBD and White River Junction to each other and to the river, both communities might benefit from coordinated planning and development strategies.
- There are opportunities to reestablish an attractive and functional streetscape in the West Lebanon CBD, which could be an important economic development tool.
- The Westboro Rail Yard property is perhaps the West Lebanon CBD's single greatest obstacle and its greatest opportunity, and its future redevelopment will have a major impact on the village.
- West Lebanon CBD needs a variety of improvements to its transportation infrastructure including: better traffic flow and circulation, increased access management, safe routes for pedestrian and bicyclists, additional parking, better public transit facilities to meet growing demand, and accommodations for renewed rail service.
- The preservation and re-use of historic structures within the CBD could be an integral piece of a downtown revitalization plan, and would strengthen community pride and identity.
- Areas adjacent to the West Lebanon CBD provide much needed workforce housing, and encouraging additional workforce housing opportunities in this area would benefit the village.

without introducing more commercial uses. Restricting commercial uses will also protect the potential aquifer site located in this area, which the City may need as a back-up water supply source (see 2001 Wright/Pierce Study). Maintaining a compact West Lebanon CBD with well-established boundaries, and a village scale and pattern of development, will help maintain its character and ensure a continued sense of community for West Lebanon residents and business owners.

4 | D-4

Relationship with White River Junction

The 1989 West Lebanon Downtown Study recommended that certain components of a downtown revitalization study might be more successful if they were addressed cooperatively between the White River Junction, Vermont and West Lebanon business districts. This observation remains true today, and perhaps even more relevant as White River Junction is planning for significant redevelopment of the under-utilized properties along Route 4 just across the river from the West Lebanon CBD. Given the proximity of both historic villages to each other and to the river, both communities might benefit from coordinated planning and development strategies, and be better positioned to successfully compete with other commercial areas. The 1989 study listed several examples of potential cooperation, including:

- Route 4/Bridge Street improvements
- Joint advertising and branding, such as “The River Towns”
- Creating a Railroad Bridge walkway

The 2007 study, *Pedestrian / Bicycle Trail Linking Lebanon and Hartford via the Railroad Bridge over the Connecticut River*, assessed the feasibility of a rails-with-trails connection between the two communities and concluded that a multi-use trail over the existing railroad bridge appeared feasible provided sufficient funding is available.

4 | D-5

Architecture, Landscape & Urban Design

Another component of a downtown revitalization plan addresses design improvements. There are opportunities to reestablish an attractive and functional streetscape in the West Lebanon CBD. Providing physical continuity along the street, signs and building facades in character with the village’s history, as well as appropriate landscaping can all improve the downtown streetscape. Design should not be overlooked as an important economic development tool. The City of Lebanon Heritage Commission could assist both the City and private enterprise to plan and evaluate new development for design that is compatible with the character of the City.

4 | D-6

Westboro Rail Yard

The Westboro Rail Yard property is perhaps the West Lebanon CBD’s single greatest obstacle and its greatest opportunity. The property, by itself, constitutes about 40 percent of the land in the district, so its future redevelopment will have a major impact on the village. In addition to its economic and transportation opportunities, the property contains river frontage, including an opportunity to complete a proposed Brownfield-to-Greenfield project on the north end of this property where the City of Lebanon has purchased three acres of property, for a community “green space” and river “car-top” boat launch.

Many of the existing buildings in the Westboro Yard are deteriorating, unsightly, and potentially unsafe. Although they are a physical reminder of West Lebanon's railroad heritage, residents and property owners have expressed the opinion that those buildings which cannot be restored for historic value should perhaps be condemned and demolished to prevent potential hazards and to improve the overall appearance of the downtown area.

The state leases the Westboro Yard to a private freight operator and the New Hampshire Department of Transportation has indicated its intention to maintain the rail uses on the property for the foreseeable future. However, continued active rail use and limited public access to the property and adjoining riverfront conflict with some of the stated goals of the community.

Many ideas for using the property have been expressed by the public, including commercial, residential, and/or recreational development. The idea for a riverfront park in West Lebanon and the residents' overall desire for more green space and parks have been discussed for many years. Also, there is still a potential to link with the riverfront and the railroad museum in White River Junction, Vermont for a bi-state park. All of these ideas should continue to be explored by the City Council's Westboro Yard committee in cooperation with residents, business owners, the state, and the railroad operator.

4 | D-7

Transportation Coordination

Traffic Management. If the City decides to continue building out Route 12A, the traffic impacts to West Lebanon CBD will need to be addressed in a comprehensive manner.

Any reactivation of uses of the Westboro Yard as described previously, could contribute to additional traffic. The railroad operator estimated that their plan to restore freight use would bring 3,600 trucks to the Westboro Yard per year, or about 10 per day. Opportunities to divert heavy truck traffic from Main Street should be evaluated to help minimize its negative impact on the roadways and the pedestrian experience. Even the creation of a riverfront park would generate increased traffic. A thorough study should be conducted on potential impacts to traffic of any future redevelopment of the Westboro Yard.

The City and state are in the process of designing a new bridge to replace the current one over the rail tracks near the intersection of Routes 4 and 12A. This is a complex and important intersection, both logistically and aesthetically, especially if the new design is to include access into the southern end of the Westboro Rail Yard. The state is also designing a new bridge over the Connecticut River to White River Junction, Vermont to replace the current bridge, which has been found to be structurally deficient. Care should be taken to ensure that these new bridges are an asset to the West Lebanon CBD, rather than just efficient arteries for through traffic.

Traffic flow must be accommodated and improved while drivers are encouraged to stop and do business, rather than just travel through the village to other commercial areas. Limiting new curb cuts and providing a centralized parking lot or parking garage downtown would limit the number of vehicles turning and entering in a number of locations along the street, and would likely decrease congestion. Synchronized traffic lights or solutions that do not require stoplights, such as a "roundabout" (a smaller and safer version of a rotary), might help relieve congestion.



main street, west lebanon



west lebanon transit stop

Public Transit. Use of public transit should be encouraged since multiple bus routes in the Advance Transit network meet at the Kilton Library site. Also, in response to very strong ridership, Advance Transit has begun a second bus on the “Red Route”, which provides more frequent bus service between the Route 12A plazas and downtown West Lebanon. Developing and improving amenities for public transit use, such as shelters, benches, trash barrels and access to public rest rooms, often encourages increased usage. These amenities can be developed when planning public facilities and roadway modifications. All of these alternatives should be explored in greater depth, perhaps as part of an overall downtown revitalization plan.

Pedestrians and Bicyclists. There are many fairly low-cost and measurable improvements that can be implemented to enhance both community character and business in the West Lebanon CBD. Still greatly needed in the West Lebanon CBD are pedestrian amenities, such as benches, sidewalks, landscaping, and bike paths for connection to adjacent neighborhoods. Pedestrian and bicycle circulation can be improved by creating a network of connecting pathways in and around the West Lebanon CBD, as well as connections to the surrounding residential neighborhoods, schools, and recreational areas. This is an issue that was repeatedly raised by members of the public during the master planning process. Developing a citywide system of pedestrian paths, bikeways and bike lanes, as well as bike racks, will encourage residents and employees living and working in or near the West Lebanon CBD to walk or bike more frequently, lessening the extent and impact of vehicular traffic, creating recreational opportunities, and bringing in more pedestrian business to the downtown.

The extension of the Northern Rail Trail/Mascoma River Greenway from the Lebanon CBD to the West Lebanon CBD (and on to the 12A commercial area and to White River Junction) would be extremely beneficial to provide linkages for pedestrians and bicyclists. Improved pedestrian and bicycle access from Lebanon to West Lebanon and White River Junction is an issue often raised at public meetings.

The Upper Valley Trails Alliance has created the Upper Valley Loop Trail, a continuous and safe bicycle route connecting Lebanon, Hanover, Norwich, and Hartford. The Westboro Rail Yard Bridge is one potential option for pedestrian and bicycle crossings to connect this trail. In addition, the new Route 4 bridge over the Connecticut River being designed by the state is expected to have improved bike lanes and a sidewalk which will improve the Loop Trail concept.

Curb extensions at crosswalk locations, raised and/or textured crosswalks, or segregated sidewalks with landscape buffers are all potential measures to improve pedestrian safety and provide a more pleasant experience for the pedestrian. In addition, crossing guards should be considered for the crosswalks near the Kilton Library site as a significant afternoon destination for school-aged children. The sidewalk network should be well maintained and interconnected, and provide benches, landscaping and shade trees, and attractive, non-obtrusive lighting. Although some of these measures can be implemented in the short-term, they should all be part of an overall revitalization plan, as described earlier in this chapter.

4 | D-8

Historic Resources

The Lebanon Historical Society also has a keen interest in the preservation of the Roundhouse, Sand House, and Bunk House in Westboro Rail Yard, if possible. The preservation of these structures would provide opportunities for heritage tourism. Additionally, the Heritage Commission will evaluate the possibility of creating a new historic district in West Lebanon’s Maple Street/Crafts Avenue residential area, which would recognize

and preserve the historic nature of these neighborhoods. The preservation and usage of all of these historic features could be an integral piece of a downtown revitalization plan, and support existing community pride and identity.

4 | D-9

Housing

Areas adjacent to the West Lebanon CBD provide much needed workforce housing. Residents of these areas contribute significantly to the financial well-being of businesses within the West Lebanon CBD, provide a continuing employee base for area businesses, and create a diverse and lively community. Appropriate housing that should be encouraged in or adjacent to the West Lebanon CBD including multi-family housing, upper-story apartments above retail or office storefronts, and accessory apartments. Co-locating compatible professional, residential, and commercial uses encourages people to live where they work, fostering a vibrant downtown and healthy local economy. Encouraging additional workforce housing opportunities in this area would benefit this area as well as the overall community of Lebanon.

Outcomes & Strategies

OUTCOME 1 Promote revitalization of the West Lebanon CBD to improve the viability of its businesses and vitality of surrounding community.

STRATEGIES

- 1 Support interested residents, business, and property owners to develop a vision and strategy for downtown revitalization.
- 2 Work to maintain or draw in governmental offices and social service agencies in the CBD as well as other community-oriented services and shops, such as groceries, cafes, and pharmacies.
- 3 Invest in the downtown by constructing and upgrading the infrastructure, such as including centrally located public parking, sidewalks, decorative street lighting, benches, public transit shelters, and parks, street trees, and other streetscape amenities.
- 4 Plan and develop, over time, a citywide system of pedestrian paths, bikeways, and bike lanes that connect neighborhoods, recreational areas, and the West Lebanon CBD.
- 5 Maintain and promote the mixed use of buildings within the CBD to maximize use of space and provide a diversity of housing opportunities.
- 6 Plan for the continued use of the former West Lebanon library building.
- 7 Encourage the Heritage Commission to explore the creation of an Historic District in West Lebanon, with Maple Street and Crafts Avenue as its core.
- 8 Encourage the Heritage Commission and Lebanon Historical Society partnership to preserve West Lebanon's many historic structures, including those that were identified in the West Lebanon Historic Resources Survey.
- 9 Consider joining forces with downtown White River Junction to jointly promote the two downtowns, to more successfully compete with larger commercial areas.
- 10 Restore riparian attributes and preserve aquifers.
- 11 Reorient downtown toward the river.
- 12 Promote the redevelopment of the Westboro Rail Yard.
- 13 Work to acquire all or part of the Westboro Rail Yard property from the State of New Hampshire for redevelopment.
- 14 Implement plans for recreation facilities including boating access as described in the 1989 West Lebanon Downtown Study and the 1998 Recreational Facilities Master Plan.
- 15 Continue negotiations with the state, Claremont-Concord, civic leaders, residents, and business owners to create a riverfront park, including boating access, while ensuring that the park is developed in an environmentally sensitive manner.
- 16 Promote a sense of community in the West Lebanon CBD by providing improved recreational facilities and gathering places.

ACTIONS

- 1 Develop a site area implementation plan, including urban design components, as a starting point for revitalizing the West Lebanon CBD.
- 2 Develop a marketing survey or similar tool, as part of an overall revitalization plan, to examine the area's existing strengths and determine the kinds of businesses, restaurants, and services that residents and visitors want and need.
- 3 Develop design guidelines for the downtown area such as appropriate signage, building front facades, and landscaping to ensure compatibility with the vision for the downtown. Provide these design guidelines to landowners and encourage their implementation.
- 4 Investigate placing overhead utilities underground to improve the area's aesthetic appearance.
- 5 Investigate the New Hampshire Main Street Program to help revitalize downtown West Lebanon.
- 6 Investigate the potential of a business development tax credit program to encourage development and redevelopment within the West Lebanon CBD.
- 7 Begin redevelopment of the Westboro Rail Yard by focusing on clean-up efforts including demolition of unsafe structures that cannot be restored for historic value and removal of contamination and other hazardous materials on the site.
- 8 Identify properties in the West Lebanon CBD for a centrally located park and/or community center facility, as well as pocket parks. Coordinate any land banking with the most recent recreation master plan and NRI report.
- 9 Increase the police presence in West Lebanon, possibly including bicycle or foot patrols, to provide a greater sense of safety and security for businesses and patrons.
- 10 Develop a plan for a safe, convenient, and attractive network of pedestrian paths, bikeways, and bike lanes, including connections to parks and transit stops, as well as bike racks.
- 11 Improve crosswalks, by considering curb extensions and raised, textured or colored crosswalks.
- 12 Provide benches, landscaping, and shade trees, and attractive, non-obtrusive lighting.
- 13 Develop a plan for traffic improvements in the West Lebanon CBD.
- 14 Study potential impacts on traffic that may result from redevelopment/reuse of the Westboro Rail Yard.
- 15 Develop and improve accessibility to and amenities for mass transit use, such as shelters, benches, and access to public rest rooms. These amenities can be developed when planning public facilities and roadway modifications.

OUTCOME 1

Promote revitalization of the West Lebanon CBD to improve the viability of its businesses and vitality of surrounding community.

STRATEGIES

ACTIONS

- 17 Promote linkages within the West Lebanon CBD as well as to other recreational areas and the Lebanon CBD, for pedestrian and bicycle activity, including both planning and subsequent development of an interconnected system of pedestrian and bicycle ways.
- 18 Provide a safer and more pleasant environment for pedestrians in the West Lebanon CBD.
- 19 Consider separating sidewalks from the roadway with landscape buffers, and ensure that the sidewalk network and streetscape improvements are well maintained and interconnected.
- 20 Work to re-route or otherwise limit the amount of heavy truck traffic passing through the CBD.
- 21 Limit new curb cuts along South Main Street.
- 22 Provide sufficient centrally located public parking areas downtown.
- 23 Consider improving traffic lights at the problematic intersections, including Seminary Hill/South Main St and Main St/Bridge St, and also consider roundabouts or other solutions, where appropriate.
- 24 Ensure that the new bridges on South Main Street and Bridge Street are well-designed and become assets to the West Lebanon CBD area.
- 25 Maintain a diversity of housing types in or adjacent to the CBD, including multi-family housing, upper-story apartments above retail storefronts, and accessory apartments, to provide needed housing and to foster a vibrant downtown with a healthy economy.
- 26 Provide higher density housing while protecting the historical character and scale of the CBD.
- 27 Encourage and work with the Lebanon Housing Authority and other organizations working on housing issues to concentrate new housing for all ages, income categories, and physical abilities within or close to the West Lebanon CBD.
- 28 Provide good sidewalks and separate bike/pedestrian paths to encourage safe use of these alternatives to driving from nearby neighborhoods to the WLCBD.
- 29 Explore incentives for creating housing opportunities on upper level floors of CBD businesses.
- 30 Encourage accessory apartments and multiple-family dwellings in areas around the CBD.
- 31 Consider allowing taller mixed-use buildings within the CBD to offset the costs of code requirements while maintaining compatibility with existing residential uses.

Develop a plan for bikeways/pedestrian paths connecting neighborhoods to the CBD core.

16

Develop additional public parking in West Lebanon.

17