



**LEBANON HERITAGE COMMISSION
JANUARY 8, 2025 - 6:00 PM
MEETING ROOM 1, CITY HALL 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: 839 496 112#). If you have trouble accessing this meeting, please [email tim.corwin@lebanonnh.gov](mailto:tim.corwin@lebanonnh.gov).

2. Election of Officers

- A. Chair and Vice Chair

3. Approval of Minutes

- A. December 11, 2024

4. Public Review

- A. None

5. Study Items

- A. Landmark Properties
B. Strategic Plan Items
C. Dana House - archive/display case in City Hall

6. Other Business

7. Open to the Public

8. Future Agenda Items

9. Adjournment

The order of agenda items is subject to change.

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

**LEBANON HERITAGE COMMISSION
CITY COUNCIL CHAMBERS, CITY HALL OR
REMOTE VIA VIRTUAL PLATFORM
WEDNESDAY DECEMBER 11, 2024 6:00 PM**

MEMBERS PRESENT: Nicole Ford Burley (Chair and City Historian), Matt Smith (Vice Chair), Jeremy Rutter (Planning Board Rep.), Devin Wilkie (City Council Rep)

MEMBERS ABSENT: Karen Zook (Alt. Council Rep)

STAFF PRESENT: Catheryn Hembree (Associate Planner, Planning Department)

1. CALL TO ORDER

Chair Ford Burley called the meeting to order at 6:00pm. Ms. Hembree reviewed the City's meeting in-person and REMOTE attendance policies and procedures

2. APPROVAL OF MINUTES

November 13, 2024

Amendments Page X Line XX: Change

A MOTION was made by Matt Smith to approve the November 13, 2024 Heritage Commission Meeting minutes as amended. The Motion was seconded by Jeremy Rutter.

**** The Motion was approved (4-0).***

3. PUBLIC REVIEW

None

4. STUDY ITEMS

A. Further Review and Comments on 174 Hanover Street Ext, Planning Board Application, The Brickyard Project

Ms. Quinn Stuart (director of cultural resources for VHB) and Mr. Gil Alexio were present on behalf of the applicant. Ms. Stuart gave an overview of the history of the site and the most recent proposal to the Planning Board.

1 She said they worked with Monadnock Archeology to review the site. She said the infrastructure
2 dates to the early 20th century. She said the walk-through of the site revealed that anything below
3 the surface most likely has been altered and is not intact.

4 She said they found evidence of a quarry operation to the north of the site, but it was probably
5 small and short-lived. She said the structure called the Freeto House was probably never owned
6 by Freeto. She said the structure was purchased by the Chandlers and turned into cabins,
7 probably in the 1940s. She said more research is being done into the history of the buildings on
8 the site.

9
10 Ms. Stuart said plans are being made by the applicant to preserve the 2 ½ kilns that are still
11 standing on the site. She said the applicant also has expressed a level of commitment to
12 maintaining the kilns.

13
14 Mr. Rutter asked the Commission members what the Commission wants to be included in the
15 Conditions of Approval that will be discussed by the Planning Board.

16
17 The group discussed the following possible things to include in a condition of approval:

- 18 • Preservation of the kilns
- 19 • Maintenance of the kilns
- 20 • Any future changes to the kilns should be reviewed by a City committee or board

21
22 Chair Ford Burley noted that if a Condition of Approval that the kilns had to be maintained in
23 perpetuity was approved, the applicant would be required to submit changes for review and
24 obtain a permit to make the changes.

25
26 Mr. Rutter noted that the kilns were not designed to last very long and constantly need to be
27 rebuilt. He said it seems a bit perverse to require the applicant to stabilize and maintain buildings
28 that would be abandoned or rebuilt ordinarily. Mr. Alexio said they will do everything possible
29 to get an engineer report to determine what needs to be done to stabilize the kilns. He said he
30 cannot promise access by the public to the interior of the kilns until they understand what the
31 liability would be.

32
33 The group discussed the liability of having members of the public inside the kilns. Mr. Rutter
34 suggested a video could be taken of the interior during the stabilization (to give visitors the
35 impression of being inside), which could be added to the kiln signage. Ms. Stuart mentioned QR
36 codes for the signage have been suggested with links to additional historic information.

37
38 Mr. Smith noted that these kilns have been standing on this site and this project may be the last
39 chance to preserve any of them. Chair Ford Burley said the Commission will draft a Condition of
40 Approval to give to the Planning Board for consideration. Mr. Wilkie suggested language that
41 “reasonable efforts” regarding the maintenance of the kilns should be added to the Condition of
42 Approval.

43
44 Mr. Rutter said if no architectural plans exist on how the kilns were constructed, they should try
45 to document this during the rehabilitation, so the kilns could be replaced if need be in the future.

1 *A MOTION was made by Devin Wilkie to send language for a draft Condition of Approval for*
2 *this project to the Planning Board for consideration. The Motion was seconded by Matt Smith.*

3
4 ** The Motion was approved (4-0).*

5
6 **B. National Register Historic District Boundary Line Expansion**

7
8 The group reviewed the map of the Historic District boundary line expansion proposed
9 for the National Register application. Chair Ford Burley said the application will be
10 reviewed for approval by the City Council in February 2025, before it is submitted to
11 the NH DHR. She said she will add review of the application materials to the agenda for
12 the Heritage Commission meeting in January.

13
14 **5. OTHER BUSINESS**

15
16 **A. Proposed 2025 Heritage Commission Budget**

17
18 Ms. Hembree noted that the City currently has only two Landmark Designation plaques and
19 more will need to be ordered if other designations will be made in 2025. The group discussed the
20 cost of the plaques and decided to place a bulk order to save money on each plaque.

21
22 *A MOTION was made by Jeremy Rutter to purchase twenty-four (24) new plaques using the*
23 *available budget money in the Heritage Fund. The Motion was seconded by Matt Smith.*

24
25 ** The Motion was approved (4-0).*

26
27 The group discussed the rest of the budget expenditures, particularly the costs to maintain the
28 Dana House and Soldiers Memorial Building. They discussed the impact on these facilities if the
29 City cuts the budget and funds allocated for the maintenance of these structures are no longer
30 available. Mr. Smith suggested a letter be sent to the City Council that the Soldiers Memorial
31 Building and the collection within it should be prioritized over the Dana House.

32
33 *A MOTION was made by Jeremy Rutter to authorize Vice Chair Matt Smith to draft a letter to*
34 *the City Council in support of the preservation of the Soldiers Memorial Building,*
35 *preservation of the collection within the building, and the prioritization of the Soldiers*
36 *Memorial Building relative to Dana House. The Motion was seconded by Nicole Ford Burley.*

37
38 ** The Motion was approved (3-0, with Mr. Wilkie abstaining from the vote).*

39
40
41 *A MOTION was made by Devin Wilkie to extend the meeting to 7:40pm. The Motion was*
42 *seconded by Jeremy Rutter.*

43
44 ** The Motion was approved (4-0).*

45
46
47 **B. Rail Trail Signage**

1 Chair Ford Burley said she has written updated sign language related to East Lebanon.
2 She said they could discuss the draft language at a future meeting.
3

4 **C. Dartmouth Health – Sachem Village Connector**

5 Chair Ford Burley said she would like for the Heritage Commission to be involved in
6 projects like this one earlier in the development process to be able to recommend an
7 archeological survey. She shared a letter by Sustainable Lebanon that includes a note
8 related to the Native American population in the area of this proposed connector.
9

10 **D. Standing Reports from other Commissions / Boards**

11 Mr. Wilkie reported that the part of the Tunnel mural that depicts the history of
12 transportation in Lebanon (which was sponsored by the Heritage Commission) is
13 completed and looks fantastic.
14

15 **6. ADJOURNMENT**

16
17 Chair Ford Burley adjourned the meeting at 7:36pm.
18

19 Respectfully Submitted,
20 Paula Roux
21 Recording Secretary
22
23

9 | Historic Resources

9 | A Vision & Purpose

Lebanon's rich heritage will be made accessible to our citizens and young people through ongoing efforts to protect, research, study and communicate about the city's historic structures and documents. Both residents and visitors will be given a sense of the community's history, including the significance of those structures and documents, and the stories of the people involved in them.

The City of Lebanon will work to protect and preserve the distinctiveness of its historic and representative architecture, natural landscape and resources, homesteads of historic persons, historic structures, and properties of historic value. The city will also educate its residents and visitors about the city's many architectural and historic sites and resources to encourage the preservation of its history for generations to come. Finally, the city will preserve its historic legacy through careful planning and quality design by encouraging adaptive reuse of and respectful infill development around its historic buildings that are not used as museums and preserved historic sites.

9 | B Issues & Priorities

9 | B-1 Provide Adequate Protection for Historic Resources

As the city continues to grow and develop, there will be continued pressure for development or redevelopment that could result in the loss of historic structures or landscapes. Perhaps the most vulnerable to development pressure are the remaining historic farmsteads in the city's rural areas. Guiding development towards the already built-up parts of the city and away from rural lands can help preserve the remnants of Lebanon's historic agricultural landscapes. In the core developed areas, finding new uses for old buildings is one of the most effective ways to protect historic structures.

9 | B-2 Fostering Community Awareness & Appreciation

Historic buildings and heritage landscapes are critical components of Lebanon's community character and identity. In addition to the quality of life benefits, preserving historic resources can result in significant economic benefits for communities as historic sites draw tourists, historic restoration projects create jobs, and historic downtowns become thriving business districts. By creating more awareness of and appreciation for the historic resources in the city and the benefits associated with them, citizens will be more likely to support projects and programs aimed at protecting historic buildings and properties. Likewise, the private owners of historic buildings will be more likely to take pride in and properly maintain their property to preserve its historic character when they know more about its history and see that it is an asset that is valued by the community.

key points

- Convey Lebanon's rich heritage to residents and visitors by preserving and interpreting the historic resources that can tell the stories of the city and prior generations of residents.
- Encourage adaptive reuse of and respectful infill development around the city's historic buildings.

key points

- Protect Lebanon's historic resources as the city continues to grow and develop.
- Foster greater awareness of and appreciation for the benefits and opportunities created by Lebanon's historic resources.

key points

- Lebanon's landscape and natural features speak to the city's heritage.
- Several inventories of historic resources have been conducted in Lebanon resulting in the creation of the National Register listed Colburn Park Historic District, as well as recognition for many other structures.
- There are two organization focused on historic resources in Lebanon, the Lebanon Historical Society (a private nonprofit organization) and the Lebanon Heritage Commission (an appointed civic committee).
- Downtown revitalization efforts in Lebanon have been strengthened by appropriate rehabilitation and re-use of historic building that has preserved their character and given the structures a new life.



9|C

Existing Conditions & Trends

Lebanon has a long and rich history, which is reflected in numerous structures, natural areas, and roads. For example, the Kings Highway, ten rods wide, passed through Lebanon. Farmers roofing their homes on Poverty Lane heard shots fired during the Revolutionary War. Civil War soldiers from Lebanon and the surrounding areas traveled through Westboro Station on their way to war; their relics are housed in the Soldiers Memorial Building. Since the 1760s, proud stoic families have been born, raised, and died here. Tombstones stand as silent sentries to them.

9|C-1

Historic Natural Features

Before European settlement, the Squakheag Indians traveled the fishing waters of the Connecticut River and its tributaries, including the Mascoma River, which bears the name of the Squakheag Chief, Mascommah. From the time European settlers first came to the area, Lebanon's rivers have been utilized to create development opportunities and they are a central part of Lebanon's history. The Mascoma River made Lebanon a wealthy mill town for most of its first two centuries, and as recently as the 1950s. Several of these historic mills have been converted to present day uses, illustrating the benefits of adaptive re-use of historic structures. The dams still in the Mascoma River and its tributaries are also evidence of the city's industrial heritage.

Lebanon's agricultural heritage is still evident in the city's present-day landscape. Although many of these agrarian sites are no longer working farms, they represent a link to the historic past. Historic barns, colonial farmsteads and stone walls are but a few of the historic rural resources remaining in the city today.

9|C-2

Historic Inventories and Districts

The 1984 Historic Resources Survey, commissioned by the Upper Valley Lake Sunapee Regional Planning Commission, identified 530 historic structures within Lebanon. An additional survey for the West Lebanon village area was completed in 1997.

There are three listings on the National Register of Historic Places in Lebanon (the Colburn Park Historic District, the Spring Hill Farm, and the Stone Arch Underpass) and one listing on the New Hampshire State Register of Historic Places (the Dana House). Lebanon's Landmark Designation program was created to identify and aid in the protection of sites and structures of significant architectural and historical value in the City. As of 2009, 67 buildings and structures have been designated as Historic Landmarks.

The Colburn Park Historic District was established in 1996 and includes 19 contributing historic buildings and Colburn Park. The district is comprised of a concentration of architecturally interesting structures in a variety of styles from the 19th and 20th centuries. Unifying the diversity of these buildings is their common siting fronting Colburn Park.

9|C-3

Historical Organizations

The Lebanon Historical Society, a private, non-profit organization established in 1958, has been active in the collection of historical information pertaining to Lebanon's past. The society worked closely with one

of its members, Robert Leavitt, who also served as the City Historian from the position's creation in 1973 until his death in 2007. The Historical Society has a wealth of historical information and documentation - photographs, clippings, artifacts and other materials - cataloged, recorded and stored in its vault at the Marion Carter Homestead. The Lebanon Historical Society has developed a web site that provides a wealth of information on the City's history. The site is online at: <http://www.lebanonnhhistory.org>.

In 2006, the Lebanon Heritage Commission was created to supersede the city's Historic District Commission. The Heritage Commission is responsible for oversight of the Colburn Park Historic District, serves in an advisory role to the city, and provides stewardship for city-owned historic properties such as the Dana House in West Lebanon. The commission is also responsible for the dissemination of information regarding the city's historical resources and for conducting the landmark program. The designated City Historian is a regular member of the Heritage Commission.

For properties within the Colburn Park Historic District, the Heritage Commission assumed the powers granted by the Zoning Ordinance pertaining to the historic district. As set forth in RSA 674:44-a, the commission generally advocates for "the proper recognition, use, and protection of resources, tangible or intangible, primarily man-made, that are valued for their historic, cultural, aesthetic, or community significance within their natural, built, or cultural context." In 2007, the Heritage Commission took on the responsibilities of the city's Dana House Committee in order to oversee the renovation and restoration of the city's oldest surviving residence.

9 | C-4

Downtown Revitalization

The rehabilitation and adaptive use of various local structures has been critical to the visibility and acceptance of historic preservation. The rehabilitation of older buildings, frequently less expensive than new construction, benefits the tax base while giving older structures new life. A well-executed renovation project can act as a catalyst for similar work in the area, enhancing the downtown's overall image. However, structures remodeled in a manner not compatible with the historical character of the downtown can visually degrade the entire area. Structures that have found new use in Lebanon include:

- The former Woolworth Building, now an innovatively restored Lebanon College.
- The former Hotel Rogers, now senior citizen housing
- The Rivermill Complex.
- The Powerhouse Mall on Glen Road.
- The H.W. Carter and Sons Factory, which now houses the AVA Gallery.

9 | D

Future Challenges & Opportunities

9 | D-1

Protecting Historic Resources

Lebanon residents enjoy many aesthetic, cultural and economic benefits of the community's rich heritage by living in the midst of the reminders of the past. Parts of our nation's history that exist nowhere else in this

key points

- Lebanon residents enjoy many aesthetic, cultural and economic benefits of the community's rich heritage by living in the midst of the reminders of the past. These historic resources should be recognized, valued and protected so they are not lost as the city continues to grow and develop.
- The city's historical organizations should continue their coordinated efforts to identify historic resources, interpret the city's history, and seek funding for historic resource preservation projects.
- The city should continue to evaluate and consider creating a historic district in West Lebanon's Maple Street area.
- The city should continue to identify historic structures and sites for national, state and/or local recognition, and should continue efforts to restore city-owned historic buildings.
- The city should continue efforts to preserve historic transportation resources including historic and scenic roads, and railroad corridors and infrastructure.
- The city should continue efforts to preserve open space and protect rural character, which would also preserve the city's remaining heritage landscapes.
- The city should continue to support and sponsor opportunities that educate city residents, particularly youth, and visitors about the city's history.
- The city should pursue partnerships, funding opportunities, and other mechanisms for protecting historic resources.
- Lebanon's historic resources should be promoted for cultural and heritage tourism.

country can be found in Lebanon. However, many of these reminders have been lost to change, growth and development. Additional historic sites and resources will be lost if action is not taken. These losses will result from acts of omission rather than commission. The danger is not just in the loss of an historic landmark, but also in the gradual and pervasive erosion of historical character that happens with incremental changes to buildings and neighborhoods

In the absence of diligent stewardship on the part of the City of Lebanon and its citizens, the links to our community's treasured past will be lost forever. Future generations will never see, touch, walk through, enjoy, or cherish them; while some will be mentioned in books, the rest will be completely forgotten as the last of those who remember pass on. It is the City of Lebanon's obligation, therefore, to protect and preserve these precious symbols of the community's heritage, and to instill in its children a sense of pride and reverence that they will pass on for generations to come.

Successful preservation of the city's past heritage will only be accomplished if information and knowledge is passed on and valued. The city needs to remind its citizens of the rich history that surrounds the community. A recent example of the worthiness of this concept has been the statewide requirement to teach local history in the schools.

An historic preservation program provides an historical context for future planning and land use policies, particularly as these policies relate to urban design. Using past architectural styles as a benchmark, historic preservation gives residents an important connection and "sense of place" that fosters pride and encourages community involvement.

9|D-2

Historical Organizations

The Heritage Commission, as well as the numerous private organizations and citizens that have traditionally participated in promoting and preserving Lebanon's historic resources, should continue in their roles and with actions such as the development of interpretive signs, walking tours, publications and events with an historical focus.

Through its Heritage Commission, the city should complete an updated comprehensive Historic Resources survey of the city's historic buildings, and then periodically update that information. The members of both the Historical Society and Heritage Commission should meet periodically to keep each other informed of goals, accomplishments, and challenges, and to avoid duplication of effort. Furthermore, there may be opportunities for collaboration on certain projects of mutual interest.

The Lebanon Heritage Commission is currently pursuing Certified Local Government (CLG) status, which would make the city eligible to apply for matching grants for community preservation activities, such as surveys, educational projects, and preservation planning.

9|D-3

Historic Districts

The Heritage Commission is currently evaluating the possibility of creating new historic districts, including expanding the current district in Lebanon and creating a new one in West Lebanon's Maple Street area. In

order to prepare for this process, the commission should look at evaluating property for historic preservation. The commission also should produce a public information document on historic districts to raise public awareness of their value. The creation and administration of a local historic district is the most comprehensive preservation tool available to local governments under state law.

9|D-4 Historic Buildings

The city, with assistance from the Heritage Commission and the Historical Society, should continue to identify buildings that qualify for the State and/or National Registers of Historic Places and the city's Historic Landmark Designation Program.

The Dana House in West Lebanon currently is a primary preservation focus for the city. One of the Heritage Commission's hopes is to eventually develop a comprehensive list of the families who have lived in the house over its 250-year history. The commission is studying whether the Dana House will qualify for inclusion on the National Historical Register of Historic Places.

Another historic building that could be better utilized is the Soldiers' Memorial Building. The Soldiers' Memorial Building now serves as a memorial to veterans of all wars, and various veterans groups meet there. If the city wants to open this building more frequently for public visitation, ADA access and security issues may need to be addressed. Currently, the Soldiers' Memorial Building Advisory Board opens the building to the public only several days per year. The board is composed of volunteers and it is often difficult to find enough volunteers to open the building more often.

Lebanon has a wealth of old mill buildings, some of which have been renovated for reuse. The city could follow examples set by Manchester, New Hampshire and other mill towns in capitalizing on its mill history. Residents and visitors could learn more about the importance of that era through photo and interpretive displays, walks or lectures.

9|D-5 Historic Transportation Infrastructure

The city has a number of historic and scenic roads that are in danger of being degraded because of a lack of recognition and protection. What remains of the original roads that passed through and connected Lebanon with the rest of New England should be preserved. The remaining portions of these old roads, whether currently in use or not, deserve recognition and a permanent place in the community, possibly as preserved trails for the recreational use. The Lebanon Class VI Roads Committee and the Scenic Road designation process are two mechanisms capable of providing stewardship to these resources.

The Westboro Rail Yard located off of Main Street West Lebanon is considered one of the city's greatest assets. The preservation of the Westboro railroad lines and properties would be an important reminder of West Lebanon's heritage and the city should work with the state, the Claremont-Concord Railroad, and the citizens and businesses of West Lebanon to develop a viable plan for the site (see page * of this plan for a more complete discussion of future planning ideas for the railyard, including historic preservation and partnership opportunities).

An extension of the Rail-Trail from downtown Lebanon, along the Mascoma River, to West Lebanon could provide an alternative transportation link between a revitalized Westboro Yard and the remainder of the city. For this concept to come to fruition, however, the trail would need to co-exist safely with active rail use in part of the corridor.

9|D-6 Historic Open Space and Natural Resources

The city's scenic and agricultural lands play an important role in providing a link with history and a rural character that is disappearing. The city should continue pursuing conservation and preservation easements with willing landowners, and with the assistance of regional land trusts. The State of New Hampshire provides several historic preservation tools for barns and other historic agricultural structures. The designation of the Connecticut River Byway as a National Scenic Byway in 2005 creates additional grant funding opportunities for preserving historic properties and valuable farmland. Improving access to the Mascoma River would not only help revitalize the Central Business District, but could enable it to be better used as a living historical and recreational resource.

9|D-7 Historic Education

The success of preserving the city's heritage will only be accomplished if information and knowledge is passed on and promoted. The city needs to remind its citizens, particularly its youth, of the rich history that surrounds the community. Educational programs focused on local history and its preservation should be encouraged in both the community's schools and through city-sponsored recreational programs and public awareness activities. The city's historical organizations should work with the schools by providing historical resources and materials, involving long-time residents who can present information or be interviewed, and consulting with the schools on curriculum. This program need not be limited to a classroom, but can include education through participatory civic activities. The city can broaden public awareness of its historic resources in a variety of ways, including:

- Brochures describing local history, and including a map of notable structures.
- Walking tours of historic sites and structures.
- Oral history projects.
- Historic re-enactments on the Green.
- Photographs and murals in City Hall and other public and commercial buildings.
- Better utilization of historic buildings such as the Soldiers Memorial Building and Carter House for educational outreach purposes.
- Establishing an historical museum, preferably in one of the city's historic properties.

9|D-8 Historic Tools, Programs & Partnerships

Land and Community Heritage Investment Program (LCHIP), the New Hampshire Main Street Program, and Certified REHAB federal tax incentives, are examples of programs and tools that could benefit the city and private owners of historic buildings. Additionally, the city should make better use of local human re-

sources when making decisions that impact Lebanon's historic assets. This could be accomplished through an inter-board review process for city projects affecting historical resources. As development occurs, the city needs to weigh the importance of preserving our history out of respect for those who came before us and for the value it brings to us in our everyday lives

9 | D-9

Historic & Cultural Tourism

Historic and cultural resources account for a significant portion of the tourism spending in the state. As the travel and tourism industry becomes a larger segment of the regional economy, opportunities to promote heritage and cultural tourism should be explored. As Lebanon is on the Connecticut River Byway, there are opportunities to promote its cultural heritage through the Connecticut River Byway Council. In addition to creating new jobs and new businesses, well-managed tourism improves the quality of life and builds community pride. Cultural heritage travelers are an attractive market to target, as they tend to stay longer and spend more money, according to the National Trust. Perhaps the primary benefit of cultural heritage tourism is the preservation of a community's historic character. However, the largest challenge facing heritage tourism is ensuring that its success does not destroy what attracts visitors in the first place.

Outcomes & Strategies

GOAL 1 Protect Lebanon's historic resources as the city continues to grow and develop.		
1	Encourage local citizens to cooperate in preserving our cultural heritage.	1
2	Seek grant money to develop and restore areas of historic interest.	2
3	Work jointly with local individuals and organizations, as well as with those from other geographic areas, to provide a broader basis for funding for historic preservation projects.	3
4	Explore and support financing options for adaptive reuse of historic buildings.	4
5	Continue to consider the Land and Community Heritage Investment Program (LCHIP) and other sources of funding for critical historic preservation projects, if funding for this program continues.	5
6	Investigate the New Hampshire Main Street Program for assistance with Central Business District revitalization.	6
7	Consider utilizing the Connecticut River Byway Program to help promote the City's heritage.	7
8	Identify and adequately protect historic resources.	8
9	Continue evaluating the appropriateness of new historic districts, such as expanding the current District to include the neighborhood between School and Bank Streets, and a new district in the Maple Street and Main Street area of West Lebanon.	9
10	Continue to investigate historic preservation grant and tax incentive programs to save or restore barns and other agricultural outbuildings, including the new state law that enables local government to grant tax relief to landowners wishing to maintain and repair their agricultural buildings.	
11	Continue to support the Conservation Commission Class VI Roads Advisory Committee in their efforts to map all historic Class VI roads and identify their historic and current uses.	
12	Continue to support efforts to designate scenic and/or historic roads and recognize them with plaques.	
13	Support the Westboro Committee in its efforts to develop a plan for Westboro Yard.	
14	Support efforts to extend the Northern Rail Trail from downtown Lebanon to West Lebanon.	
15	Recognize the historic value of open space and natural resources.	
POLICY		ACTION
	Conduct oral history projects with long-time residents who wish to share their knowledge and experience.	1
	Continue to pursue obtaining status as a Certified Local Government.	2
	Continue identifying structures that qualify for the State and/or National Historic Register and the Historic Landmark Designation Programs.	3
	Continue preparing a complete historic resources survey for Lebanon, building on the 1984 partial survey carried out by the Upper Valley Lake Sunapee Regional Planning Commission.	4
	Continue efforts to nominate the Dana House for the National Register of Historic Places.	5
	Evaluate historic features along the railroad corridor in Lebanon and East Lebanon for preservation.	6
	Continue seeking conservation and preservation easements of sites with historic value with willing landowners.	7
	Work with the Conservation Commission to raise awareness among residents of the benefits of conservation easements.	8
	Preserve and plant street trees in the Historic District and Central Business Districts of both Lebanon and West Lebanon.	9

GOAL 2 Foster greater awareness of and appreciation for the benefits and opportunities created by Lebanon's historic resources.

1 Better utilize the Soldiers' Memorial Building, Carter House, and other historic buildings for educational outreach purposes, while ensuring their careful preservation. 2 Foster community appreciation and involvement through public education strategies, such as: brochures, walking tours, oral history projects, and displays/murals in public buildings. 3 Assist the City Historian in outreach efforts with schools. 4 Recognize the economic potential of historic resources. 5 Explore opportunities to promote heritage tourism, through historic walking tours, heritage festivals, and signage. 6 Consider developing interpretive educational materials and events focused on the city's mill history. 7 Continue to investigate and encourage ways to bring attention to our rivers and to use them as a source for history education.	POLICY	ACTION	Develop a plan for ADA access for all city-owned historic buildings whenever feasible.	1
			Develop educational and interpretive signs recognizing the Historic District and historic buildings.	2
			Establish an historical museum, preferably in one of the city's historic properties, to be operated by the Heritage Commission, the Historical Society, or both.	3
			Continue to write articles on community history for local newspapers.	4
			Develop a joint effort with the schools to help educate students about the City's history and historic resources (buildings, rivers, documents, and people) and involve students in heritage projects.	5
			Prepare a "white paper" and a publicity and property owner's packet on the benefits and value of historic districts, to raise public awareness of their importance.	6
			Continue restoring the Dana House in West Lebanon and develop plans to convert it to a museum.	7

Heritage Strategic Plan Items:

Strategic Objective 4.4	Action Plans	Key Performance Indicators
Celebrate the City's rich history and enhance the public's awareness of its history through multiple modalities.	Action Plan 4.4.1 Maintain the City's traditions with annual programs and signature events. Library RAP	KPI 4.4.1a Expand annual celebrations of the 4th of July, Halloween, holiday seasons, and Juneteenth to be more inclusive. DBI Library RAP KPI 4.4.1b Incorporate and be inspired by the history of Lebanon to create and install new public art. Arts & Culture Commission RAP KPI 4.4.1c - Develop one new program with the New England School of Arts by 2025. RAP
	Action Plan 4.4.2 Maintain and enhance historical aspects of facilities. Arts & Culture Commission Heritage Commission Lebanon Historical Society RAP	KPI 4.4.2a Restore Colburn Park fence by end of 2025. RAP KPI 4.4.2b Install historical markers/interpretive signs along the Mascoma River Greenway and Northern Rail Trail, beginning in 2025. Arts & Culture Commission Heritage Commission Lebanon Historical Society RAP

2024 Updates of 4.4.2

OS 4.4.2b Heritage Commission will identify locations, topics, images, and draft wording for signs. Be prepared for ordering and installation in 2025. Heritage Commission Planning RAP In progress
OS 4.4.2b Repurpose Dana House by finding a grant supported historically accurate reconstruction. Dana house efforts in 2024 include lead and asbestos testing and possible remediation. A Heritage Commission volunteer clean-up day will be held on 7 June 2024. The focus will be to get the base cleaning and remediation complete then to seek a future state which may include conversion into a rental property available for City and School District staff. Or Daycare Center. Rich Adams received quote for mediation. Heritage Commission Lebanon Historical Society

Strategic Objective 8.3	Action Plans	Key Performance Indicators
Work cooperatively with UVBA, the Corporate Council and others to enhance the business climate in the region.	Action Plan 8.3.1 Reliable and affordable high-speed internet (PLN) Planning	KPI 8.3.1 All residential properties in the City have access to high speed internet. Support efforts by other companies to provide a competitive HSI capability in the City. Planning
	Action Plan 8.3.2 Work collaboratively with UVBA, the Corporate Council and others to enhance the business climate. City Manager EDC	KPI 8.3.2 Provide microgrants to UVBA to market the region. City Manager
	Action Plan 8.3.3 Program to assist minority, LGBTQ+ and woman businesses (DEI) DEI EDC	KPI 8.3.3 DEI has a program operational by the end of 2024. City Manager DEI
	Action Plan 8.3.4 Work with Boards and Commissions on a regulation based, evidence supported, legally defensible decision process that generates regulatory certainty for all applicants. Planning Planning Board	KPI 8.3.4 Minimize adverse legal appeals of any Board or Commission decision. Conservation Commission Heritage Commission Planning Planning Board ZBA
	Action Plan 8.3.5 Provide small business resources at the Libraries by having programming, databases, and other resources available to people who own or are developing new businesses EDC Library UV Business Alliance	KPI 8.3.5A Increase collection materials and programming that support small businesses in Lebanon EDC Library UV Business Alliance
	Action Plan 8.3.6 Work collaboratively with UVBA and others to identify gaps and community and regional needs for potential recruitment and retention efforts. City Manager EDC UV Business Alliance	KPI 8.3.5B Collaborate with organizations such as the SBA, non profits, and local small business to assess and provide supportive materials and programming EDC Library UV Business Alliance KPI 8.3.6 Partner with UVBA to execute a regional Gap Analysis City Manager EDC UV Business Alliance

Strategic Objective 8.4	Action Plans	Key Performance Indicators
Coordinate regionally to enhance tourism opportunities in the Upper Valley	Action Plan 8.4.1 Partner w/ UVBA to promote tourism in the UV City Manager EDC Planning UV Business Alliance	KP1 8.4.1 Provide microgrants to UVBA to promote tourism in the UV. City Manager EDC Planning UV Business Alliance
	Action Plan 8.4.2 Enhance tourism relative to the City's historic sites, online map, photos, videos, and on site signage EDC Heritage Commission Planning UV Business Alliance	KP1 8.4.2 HC develops maps, photos, videos and site signage on the City's website and partners with UVBA to enhance public awareness of the City's history to attract tourism. Heritage Commission Planning UV Business Alliance

Status 2024
OS 8.4.2 HC developing a story board map about the Historic Mills of downtown Lebanon. Put off until 2025 Heritage Commission Planning Planning/GIS UV Business Alliance