



**WEST LEBANON REVITALIZATION ADVISORY
COMMITTEE
MARCH 23, 2021 - 5:30 PM
REMOTE VIA MICROSOFT TEAMS
LEBANONNH.GOV/LIVE**

1. Call to Order

- A. Review of meeting procedures and NH RSA 91-A "Right-to-Know" requirements.

2. Approval of Minutes

- A. March 9, 2021

3. Old Business

- A. Westboro property - recommendations for future uses
B. Streetscape - recommendations for priority improvements
C. Outreach efforts
D. Talk about future schedule

4. New Business

- A. Presentation re: New Business in West Lebanon (L. Stavis)

5. Other Business

- A. Master Plan Chapter 4 (WLCBD) actions and strategies and Visioning Study implementation strategies

6. Adjournment

The order of agenda items is subject to change.

Due to the current situation with the COVID-19 Pandemic, the City of Lebanon is offering its meetings via Microsoft Teams. Members of the public are encouraged to attend by going to 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 Microsoft Teams software or by phone. Please visit LebanonNH.gov/Live for full details.

THE AGENDA, IN ITS ENTIRETY IS AVAILABLE ON THE CITY'S WEBSITE AT [LEBANONNH.GOV](https://LebanonNH.gov)

1 DRAFT

2 CITY OF LEBANON
3 WEST LEBANON REVITALIZATION ADVISORY COMMITTEE
4 MINUTES, MARCH 9, 2021
5 REMOTE VIA MICROSOFT TEAMS
6 LebanonNH.gov/Live
7 5:30PM
8

9 MEMBERS PRESENT: Jim Winny (Chair, City Council Rep.); Chet Clem (Vice Chair);
10 Chris Lin; Dean Cashman; Graziella Parati; Gregorio Amaro;
11 Kevin Purcell (Economic Development Commission Rep.); Laurel
12 Stavis (Planning Board Rep.);
13

14 MEMBERS ABSENT: Lauren Groves;

15
16 STAFF PRESENT: David Brooks, Planning & Zoning Director;
17

18 -----
19
20 1. **CALL TO ORDER:** Chair Winny called the meeting to order at 5:32 pm
21

22 A. Review of meeting procedures and NH RSA 91-A "Right-to-Know" requirements.
23

24 Mr. Brooks shared the State directive and participation details for the online meeting in Microsoft
25 Teams. Chair Winny conducted a roll call and speakers identified themselves.
26

27 2. **APPROVAL OF MINUTES:**
28

29 A. February 23, 2021 and February 18, 2021 Westboro Subcommittee Minutes
30

31 ***A MOTION by Ms. Stavis to approve the February 23, 2021 and February 18, 2021***
32 ***Westboro Subcommittee Minutes as presented.***
33 ***Seconded by Mr. Clem.***
34

35 ***Roll Call Vote:***

36 ***Members voting in favor included: Mr. Clem, Mr. Lin, Ms. Parati, Mr. Amaro, Mr. Purcell,***
37 ***Ms. Stavis, Chair Winny.***

38 ***Members abstaining: Mr. Cashman.***

39 ****The Motion was approved (7-0-1)***
40

41 3. **OLD BUSINESS:**
42

43 A. Outreach Survey Update
44

45 Mr. Amaro provided an update on conversations with the Recreation Department about
46 conducting surveys. Suggestions included reaching out to specific affinity groups, making sure
47 the survey can be easily shared or printed, requesting zip code or location information from
48 respondents, and including questions about willingness to participate further. It was noted that
49 the City has an account with Survey Monkey, which can facilitate data analysis.
50

51 There was discussion about the types of questions that should be asked, the number and format
52 to be used, and the use of social media to share surveys and information more broadly.
53

54 C. West Lebanon Website (taken out of order)
55

1 Mr. Brooks summarized issues and concerns regarding the use of a private website versus the
2 City's official website to convey City or committee information. He noted the Committee already
3 has its own page on the City's website to convey information or share surveys along with using
4 LebNews and the City's social media accounts to reach the public. He noted there must be a clear
5 distinction between the City's page and private pages that may be created by community groups.
6

7 There was discussion about the City's requirements and expectations and how the committee
8 can achieve its goals within those constraints. It was suggested that the committee needs to have
9 an active and engaged social media presence to effectively do its work. It was noted that outside
10 websites would be welcome and encouraged to link to the City's webpage in order to spread
11 information and to expand the committee's social media presence, but the City normally does not
12 connect to outside pages. It was suggested that the committee needs a mechanism to share ideas
13 and maintain an ongoing community dialogue between meetings.
14

15 Chair Winny suggested having one or two members communicate further with Mr. Brooks and
16 others in the administration to learn more. Ms. Stavis offered to learn more about what the
17 committee can and cannot do relative to the website and social media.
18

19 **A. Outreach Survey Update (continued)**

20
21 Chair Winny reviewed questions previously asked from the Visioning charrette. There was
22 discussion about what the committee wants to learn from the survey that hasn't already been
23 asked. Chair Winny noted that several ideas including streetscape and parking improvements,
24 recreation opportunities, addressing Westboro Yard, and providing river access were all
25 frequently cited in the Visioning charrette, but he would like to learn more about how to prioritize
26 those ideas.
27

28 There was discussion about whether to ask for more ideas from the public or to ask what people
29 think about the ideas that have already been generated. It was suggested the committee should
30 focus on issues raised in the Visioning charrette and other past efforts, but they should also
31 update and notify people about new possibilities, such as impending changes in Westboro Yard.
32 Ms. Stavis said she sees streetscaping as a significant issue, but she's not convinced parking is
33 as big of a problem. It was noted that the Master Plan and Visioning charrette report are filled with
34 good ideas that people already agree upon. The committee should be figuring out how to execute
35 some of those ideas rather than searching for more ideas. The committee agreed that action
36 would generate enthusiasm.
37

38 Chair Winny summarized that the committee would bypass further survey efforts at this time and
39 select some potential ideas to push forward and build community consensus through action.
40

41 Ms. Stavis asked for clarification on what the City can help with and what the committee should
42 be doing itself. Mr. Brooks noted that the City has a role in the development review process and
43 the committee can assist with ensuring the zoning and regulations allow or incentivize uses that
44 are desired and inhibit uses that are not desired. The City has a significant role relative to capital
45 projects and the ongoing streetscape study will further develop ideas and should lead to capital
46 projects. The City and the community both have roles to play regarding the future of Westboro
47 Yard. He suggested the committee's primary role may be with outreach and communicating with
48 business and property owners to rally support for ideas and projects so the City can help move
49 them forward.
50

51 Mr. Brooks noted that there is approximately \$250,000 available to get started on some of the
52 projects highlighted in the Visioning charrette.
53

54 Chair Winny noted that one of the committee's specific tasks is to help decide what should happen
55 in Westboro Yard after the buildings are demolished. Mr. Brooks noted that the City would like to

1 submit an amended request to NHDOT seeking to lease more of the property that is not already
2 in use, but having a plan for future uses would help support and justify the request.

3
4 It was suggested using Westboro for green space as a starting point and expand from there.

5
6 Chair Winny suggested the committee should focus on Westboro for specific recommendations
7 and then focus on streetscape improvements for specific recommendations. He asked committee
8 members to be prepared to discuss the Master Plan and Visioning study ideas at the next meeting.

9
10 Mr. Brooks summarized recent conversations with NHDES regarding the existing contamination
11 and how it might impact potential uses of the site. He noted that it will be important to minimize
12 potential exposure to contaminants as more people are invited into the property for public use.

13
14 Mr. Amaro noted the committee needs to prioritize actions and decide which will have the greatest
15 impact and near-term benefit for West Lebanon Village. He suggested that if accessing the river
16 is important, there are portions of the riverfront that are already cleaned up and available for use.

17
18 There was discussion about the possibility of visiting the Westboro property to get a better view
19 and understanding of what is there and what might be possible.

20
21 Mr. Clem challenged members to identify actions and improvements that can be done between
22 meetings. He noted he had recently applied for a National Park Service support grant for the
23 greenway. Chair Winny noted he will be contacting property owners regarding the potential
24 parking plan. Ms. Stavis noted she will be preparing a brief history of the Northern Railroad. Mr.
25 Purcell offered to assist with communicating with Main Street property owners. Mr. Lin noted he
26 has spoken with several property owners and looked into developing a logo.

27 28 **B. Marketing and Outreach Ideas**

29
30 No discussion.

31 32 **4. NEW BUSINESS:**

33 34 **A. Process for Developing a Vision Statement**

35
36 No discussion.

37 38 **5. OTHER BUSINESS:**

39 40 **A. Master Plan Chapter 4 (WLCBD) Actions and Strategies and Visioning Study** 41 **Implementation Strategies**

42
43 Dan Winny noted that there is already a vision with a specific set of recommendations and actions.

44
45 Ms. Stavis asked about acquiring and planting new street trees. Mr. Brooks noted there is very
46 little room for adequate growth, but the ongoing streetscape study will help identify where new
47 street trees could be located. Billy Saine, Ward 3, noted that DPW is responsible for street tree
48 maintenance, which has been limited in the past. It was noted that proper tree selection, location,
49 and maintenance must be considered.

50
51 Chair Winny suggested further discussion of various topics at the next meeting, including outreach
52 efforts, potential plans for Westboro Yard, specific streetscape improvements, and discussion of
53 the committee's meeting schedule.

54 55 **6. ADJOURNMENT:**

1
2 **A MOTION by Ms. Stavis to adjourn the meeting.**
3 **Seconded by Mr. Purcell.**

4
5 **Roll Call Vote:**

6 **Members voting in favor included: Mr. Clem, Mr. Lin, Mr. Cashman, Ms. Parati, Mr. Amaro,**
7 **Ms. Stavis, Mr. Purcell, Chair Winny.**

8 ***The Motion was approved (8-0)**
9

10
11 The meeting was adjourned at 7:23 pm.
12
13

14 Respectfully submitted,
15 David Brooks
16 Planning & Zoning Director

Agenda
West Lebanon Revitalization Advisory Committee
March 23, 2021

Agenda Item #5A
Other Business

**Master Plan Chapter 4
(WLCBD) actions and
strategies and Visioning
Study implementation
strategies**

4. West Lebanon CBD		ACTIONS/EFFORTS COMPLETED	ACTIONS/EFFORTS UNDERWAY/PENDING	ACTIONS/EFFORTS TO CONSIDER	ACTIONS NOT LIKELY TO OCCUR/TABLED/OBSOLETE
OUTCOME 1: Promote revitalization of the West Lebanon CBD to improve the viability of its businesses and vitality of surrounding community.					
STRATEGIES					
4.1.S1	Support interested residents, business, and property owners to develop a vision and strategy for downtown revitalization.	2019 Visioning Charrette	WLRAC		
4.1.S2	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.			WLRAC Surveys and Outreach?	
4.1.S3	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.		2021 Streetscape Study;	Add'l Parking behind buildings?	
4.1.S4	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.		2021 Streetscape Study;	WL Greenway; connections to MRG	
4.1.S5	Maintain and promote the mixed use of buildings within the CBD to maximize use of space and provide a diversity of housing opportunities.	CBD Zoning already allows;		Add'l incentives?	
4.1.S6	Plan for the continued use of the former West Lebanon library building.	Sold and renovated for mixed use			
4.1.S7	Encourage the Heritage Commission to explore the creation of an Historic District in West Lebanon, with Maple Street and Crafts Avenue as its core.	Crafts Ave HDAF completed		Potential Character District?	
4.1.S8	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.		Heritage working on Dana House	Potential Historic or Character District?	
4.1.S9	Consider joining forces with downtown White River Junction to jointly promote the two downtowns, to more successfully compete with larger commercial areas.			UV Business Alliance involvement?	
4.1.S10	Restore riparian attributes and preserve aquifers.				
4.1.S11	Reorient downtown toward the river.			WL Greenway?; Potential parallel road?	
4.1.S12	Promote the redevelopment of the Westboro Rail Yard.		DOT bldg demolition scheduled Summer 2021	City proposal to lease portions of Westboro	
4.1.S13	Work to acquire all or part of the Westboro Rail Yard property from the State of New Hampshire for redevelopment.			City proposal to lease portions of Westboro	
4.1.S14	Implement plans for recreation facilities including boating access as described in the 1989 West Lebanon Downtown Study and the 1998 Recreational Facilities Master Plan.		Bridge St. Park reviewed for opportunities		Boating access at Bridge St Park is difficult
4.1.S15	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.			City proposal to lease portions of Westboro	Boating access at Bridge St Park is difficult
4.1.S16	Promote a sense of community in the West Lebanon CBD by providing improved recreational facilities and gathering places.	Kilton Library facility	2021 Streetscape Study;	Add'l REC facilities?	
4.1.S17	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.		2021 Streetscape Study;	WL Greenway; connections to MRG	

4.1.S18	Provide a safer and more pleasant environment for pedestrians in the West Lebanon CBD.		2021 Streetscape Study;		
4.1.S19	Consider separating sidewalks from the roadway with landscape buffers, and ensure that the sidewalk network and streetscape improvements are well maintained and interconnected.		2021 Streetscape Study;		
4.1.S20	Work to re-route or otherwise limit the amount of heavy truck traffic passing through the CBD.		Dry Bridge project access to Westboro;	Potential parallel road options?	
4.1.S21	Limit new curb cuts along South Main Street.		Dry Bridge project;		
4.1.S22	Provide sufficient centrally located public parking areas downtown.			Add'l Parking behind buildings?; shared parking agreements?	
4.1.S23	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.		2021 Streetscape Study;		
4.1.S24	Ensure that the new bridges on South Main Street and Bridge Street are well-designed and become assets to the West Lebanon CBD area.	Lyman Bridge completed	Dry Bridge project sched. 2022-24		
4.1.S25	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.	CBD Zoning already allows;		Add'l incentives? Amend zoning of areas adjacent to CBD?	
4.1.S26	Provide higher density housing while protecting the historical character and scale of the CBD.	CBD Zoning already allows;		Add'l incentives? Amend zoning of areas adjacent to CBD?	
4.1.S27	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.	Twin Pines Tracy Street - 2019;			
4.1.S28	Provide good sidewalks and separate bike/pedestrian paths to encourage safe use of these alternatives to driving from nearby neighborhoods to the WLCBD.		2021 Streetscape Study;	WL Greenway; connections to MRG	
4.1.S29	Explore incentives for creating housing opportunities on upper level floors of CBD businesses.	CBD Zoning already allows;		Add'l incentives?	
4.1.S30	Encourage accessory apartments and multiple-family dwellings in areas around the CBD.	Zoning already allows;		Add'l incentives? Amend zoning of areas adjacent to CBD?	
4.1.S31	Consider allowing taller mixed-use buildings within the CBD to offset the costs of code requirements while maintaining compatibility with existing residential uses.	CBD Zoning already allows;		Amendments similar to Lebanon Downtown?	
ACTIONS					
4.1.A1	Develop a site area implementation plan, including urban design components, as a starting point for revitalizing the West Lebanon CBD.	2019 Visioning Charrette	2021 Streetscape Study;	Zoning amendments similar to Lebanon Downtown?	
4.1.A2	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.	2019 Visioning Charrette		WLRAC Surveys and Outreach? Update 2008 Market Study?	

4.1.A3	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.			Amendments similar to Lebanon Downtown?	
4.1.A4	Investigate placing overhead utilities underground to improve the area's aesthetic appearance.		2021 Streetscape Study;		
4.1.A5	Investigate the New Hampshire Main Street Program to help revitalize downtown West Lebanon.			Learn from existing NH Main Street communities	Formal NH Main Street program no longer exists
4.1.A6	Investigate the potential of a business development tax credit program to encourage development and redevelopment within the West Lebanon CBD.	79-E and ERZ established		TIF District?	
4.1.A7	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.		DOT bldg demolition scheduled Summer 2021	City proposal to lease portions of Westboro Yard; Confirm use limitations due to contamination	
4.1.A8	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.			Add'l Parking behind buildings?	
4.1.A9	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.			Work with LPD	
4.1.A10	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.		2021 Streetscape Study;	WL Greenway; connections to MRG	
4.1.A11	Improve crosswalks, by considering curb extensions and raised, textured or colored crosswalks.		2021 Streetscape Study;		
4.1.A12	Provide benches, landscaping, and shade trees, and attractive, non-obtrusive lighting.		2021 Streetscape Study;		
4.1.A13	Develop a plan for traffic improvements in the West Lebanon CBD.		2021 Streetscape Study;	Potential parallel road?	
4.1.A14	Study potential impacts on traffic that may result from redevelopment/reuse of the Westboro Rail Yard.			Potential parallel road?	
4.1.A15	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.		2021 Streetscape Study;		
4.1.A16	Develop a plan for bikeways/pedestrian paths connecting neighborhoods to the CBD core.		2021 Streetscape Study;	WL Greenway; connections to MRG	
4.1.A17	Develop additional public parking in West Lebanon.		2021 Streetscape Study;	Add'l Parking behind buildings?; shared parking agreements?	

<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>	<u>Status Comments</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	- Removal of structures scheduled for Summer 2021 - City to request lease of unused portions of Westboro; - WLRAC & REC contributing recommendations for future uses;
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	- Dry Bridge project scheduled to bid Fall 2022; construction set for 2023-24;
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	- 2021 Streetscape Study underway; - Coordinate with DPW on street tree maintenance;
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	- 2021 Streetscape Study underway;
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	- 2021 Streetscape Study underway;
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	- WLRAC to communicate with property owners on potential interest to partner with City
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	- 2021 Streetscape Study underway;
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	- 2021 Streetscape Study underway;
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	- 2021 Streetscape Study underway;
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	- City has evaluated Bridge St. Park property for potential uses;
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	- WLRAC to review zoning and development regs to consider potential amendments and/or incentives;
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	- 79-E and ERZ designations in place; - Consider potential TIF district?
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	- WLRAC to review zoning and development regs to consider potential amendments and/or incentives;
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	- City can assist property owners, if needed, in developing shared parking agreements;
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	- Upper Valley Business Alliance involvement?