



Action Plan for West Leb

A Presentation + Request to the Lebanon City Council

by the West Lebanon Revitalization Advisory Committee

December, 2021



1889 Illustration by George Norris

Maintaining Momentum, Taking Action

In 2020 the Lebanon City Council created the **West Lebanon Revitalization Advisory Committee** to assist in identifying next steps and determining priorities for the revitalization of downtown West Lebanon.

The **2021 demolition** of the former Westboro Rail Yard buildings represents a critical turning point for downtown West Leb to receive long-awaited and overdue attention, reinvestment, and revitalization.

The October 23, 2021 **West Leb Block Party** was a celebration of progress this year, and the hundreds of attendees represented the pent-up enthusiasm for a more active and community-oriented downtown.

The opportunities for West Lebanon Village are well studied and documented– most recently in the **West Lebanon Village Charrette Report** (April, 2020) – but despite many good ideas, progress to date has been stymied by a multitude of factors.

This **Action Plan for West Leb** draws from decades of existing studies by the City of Lebanon and other organizations, and identifies and prioritizes actionable improvements that can be made by the City of Lebanon towards achieving his long-standing goals. It is the Committee’s hope that we can **maintain momentum** and that 2022 offers the opportunity to take action towards achieving the well-documented priorities herein.

We respectfully request that the City Council provide the City Manager and City Staff with clear direction and sufficient resources to advance these goals and make tangible progress akin to efforts underway in downtown Lebanon.

Sincerely,

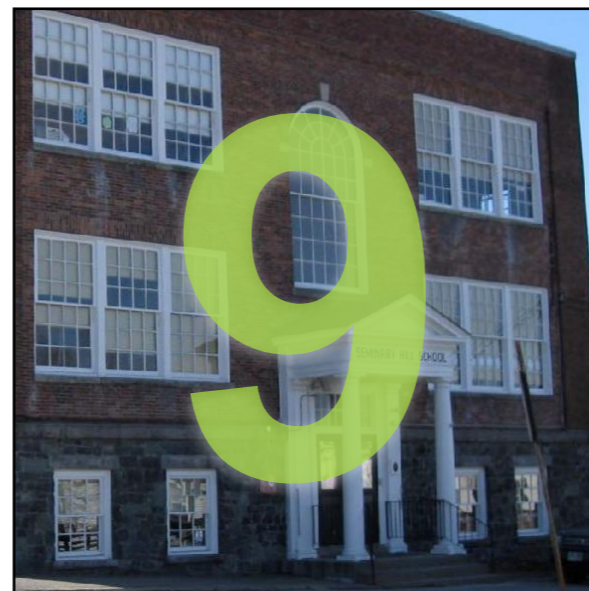
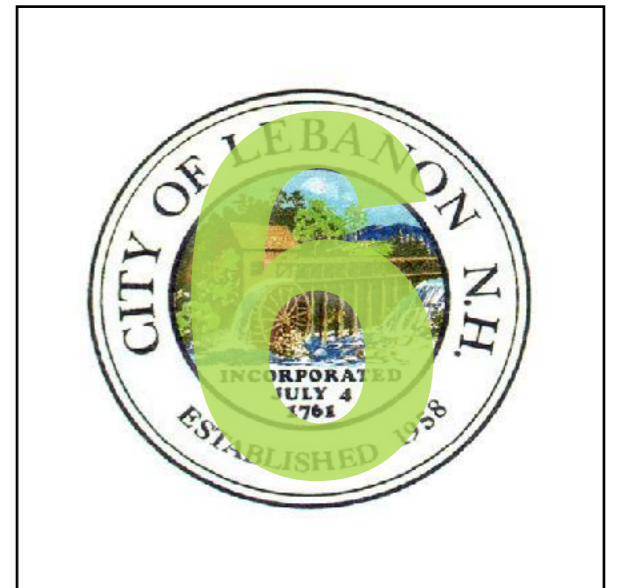
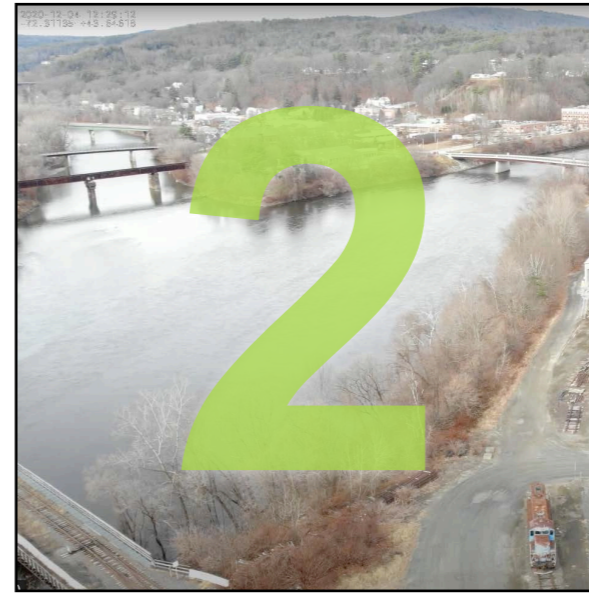
Members of the West Lebanon Revitalization Advisory Committee



Prioritizing Progress

1. Actionable Improvements
2. Reconnect to the Rivers
3. West Leb Greenway
4. Gateway Opportunities
5. Encourage Investment
6. Align Process w/ Progress
7. Prioritize People
8. Streetscape Upgrades
9. Utilize Municipal Assets
10. Maintain Momentum

*Imagining a green future for West Leb.
A vibrant village,
connected to the
rivers by trails.*



Prioritizing Past Plans

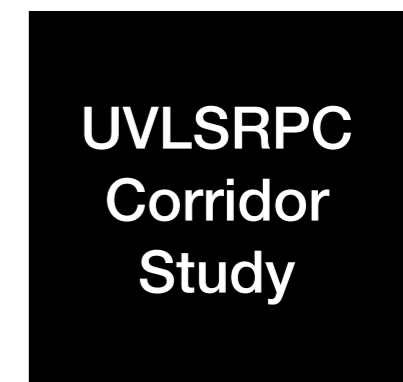
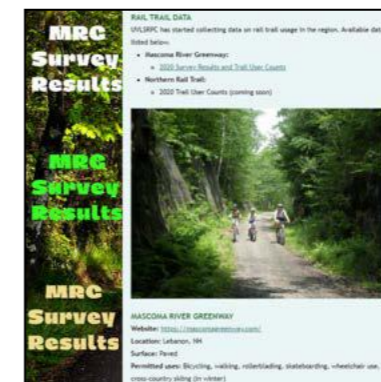
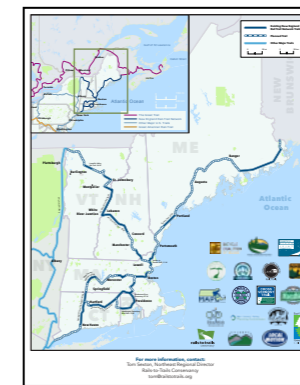
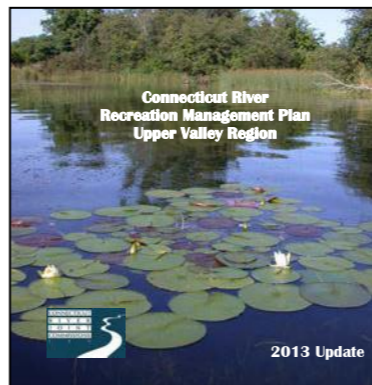
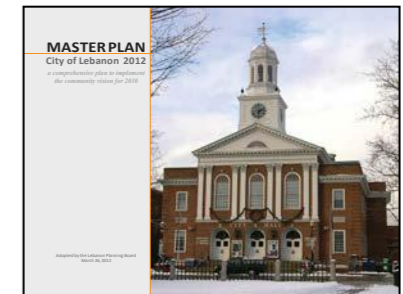
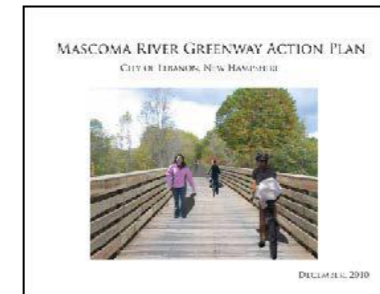
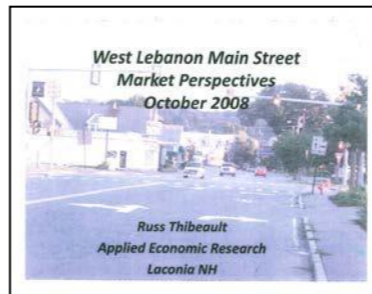
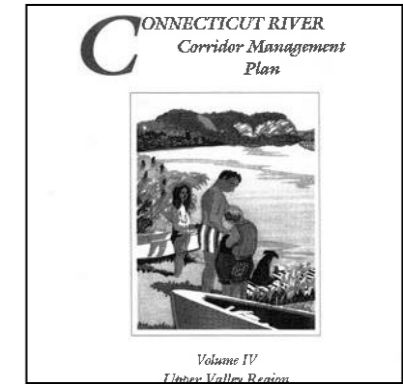
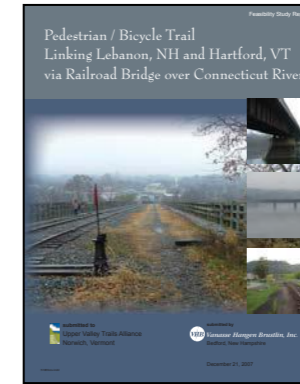
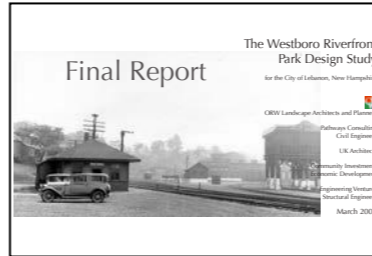
The opportunities for West Lebanon are well-studied. During the course of the Committee’s work, we have sought not to “reinvent the wheel” when we can capitalize on those past planning efforts, studies, and any resultant plans.

Throughout the Action Plan we have cross-referenced the many past efforts that have contributed to decades of ideation and initiatives, where additional information can be found.

For ease of reference a shorthand has been created:

KEY:

- 1997 CRC** - 1997 Connecticut River Corridor Management Plan
- 2004 WRP** - 2004 Westboro Riverfront Park Design Study
- 2007 PBT** - 2007 Pedestrian/Bicycle Trail Linking Lebanon, NH and Hartford, VT via Railroad Bridge over Connecticut River
- 2008 MP** - 2008 West Lebanon Main Street Market Perspectives
- 2010 MRG** - 2010 Mascoma River Greenway Action Plan
- 2012 LMP** - 2012 Lebanon Master Plan
- 2013 CRR** - 2013 Connecticut River Recreation Management Plan, Upper Valley Region
- 2018 NER** - 2018 New England Rail Trail
- 2019 TME** - 2019 Thayer MRG Extension Study
- 2020 WLV** - 2020 West Lebanon Village Visioning Charrette Final Report
- 2021 MSR** - 2021 MRG Survey Results
- 2021 RCS** - 2021 Upper Valley Lake Sunapee Regional Planning Corridor Study
- 2022 BPS** - 2022 Bike & Ped Study



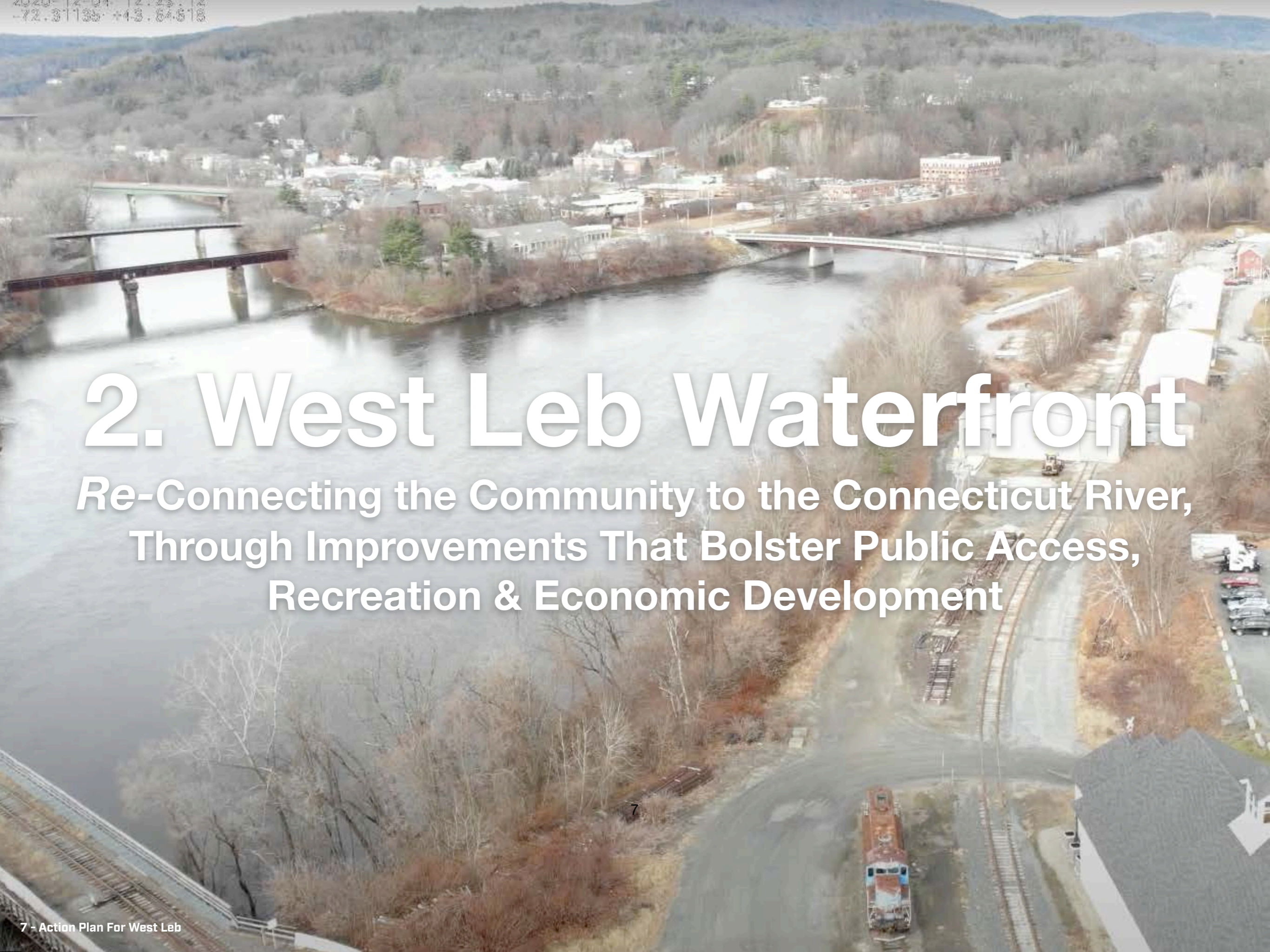
A scenic landscape featuring a river in the foreground, a grassy bank with several wooden picnic tables, and a background of rolling hills covered in trees with vibrant autumn foliage in shades of orange, yellow, and green. The sky is filled with large, dramatic clouds, some illuminated by a low sun, creating a soft, golden light. The overall atmosphere is peaceful and natural.

1. Actionable Improvements

Prioritize High-Impact, Visible Improvements That Can Be Accomplished While Larger Efforts Evolve.

1. Actionable Improvements - Top Goals for 2022 & Beyond

1. Achieve **Actionable Improvements** as soon as possible. Don't let big-item delays prevent small-step actions that create visible improvements, a sense of energy & momentum in downtown West Lebanon.
2. Secure land control of **Westboro Yard** to facilitate long-standing waterfront park and trail network goals, reconnect the downtown to the riverfront, and create a new identity for West Lebanon Village.
3. Prioritize the **West Lebanon Greenway** as a public waterfront resource that builds upon the success of the Mascoma River Greenway, serves to connect current and proposed
4. Make visible and welcoming **Northern Gateway Improvements** on Bridge Street as you enter West Lebanon, through a combination of Civic investment, waterfront improvements, and facilitating private (re)investment and (re)development while supporting long-standing local businesses.
5. Seek ways to **Encourage Investment** throughout West Lebanon by facilitating the projects that have been identified and reinforced by numerous planning efforts, and proactively collaborating with stakeholders to accomplish them.
6. **Align Processes With Progress** to be sure that the City is encouraging the changes in West Lebanon that the community desires. Address any systemic challenges/disconnects that prohibit or prevent progress, and seek new ways to accomplish long-standing goals if the current approach isn't working.
7. **Prioritize People** above vehicles in all decisions regarding infrastructure, land-use, and municipal spending to break the cycle of downtown West Lebanon being a "drive-through" downtown.
8. Create **Streetscape and Transportation** improvements segments that can be scheduled and accomplished quickly. Focus on the immediate execution of achievable projects, and defer any potentially contentious, cost-prohibitive, and/or land-control issues without sidetracking the entire project.
9. **Better Utilize** the City's limited existing Municipal Assets in 03784, through better utilization, programming, and future re-use.
10. **Maintain Momentum** of what the past decades of work have laid the groundwork for, and the progress seen in 2021 with the demolition of Westboro Yard.



2. West Leb Waterfront

*Re-Connecting the Community to the Connecticut River,
Through Improvements That Bolster Public Access,
Recreation & Economic Development*

2. Westboro Waterfront - Goals

1. Complete demolition of dilapidated Westboro Yard buildings.
2. Create waterfront park in City's lease area of Westboro Yard
3. Execute long-planned trail on existing waterfront sewer easement in Westboro Yard, to create critical section of West Lebanon Greenway and spur creation of future trail connections.
4. Advance West Lebanon Greenway [Chapter 3]
5. Improve Bridge Street Park at gateway to City [Chapter 4]
6. Pursue NH Shoreland Urban Exemption to facilitate improvements along the West Lebanon waterfront [Page 13]
7. Re-visit 2007 City of Lebanon/UV Trails Alliance study that analyzed possibilities for pedestrian connection across railroad bridge between downtown West Lebanon and downtown White River Junction, to seek the joint town synergies proposed in numerous past studies.

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.

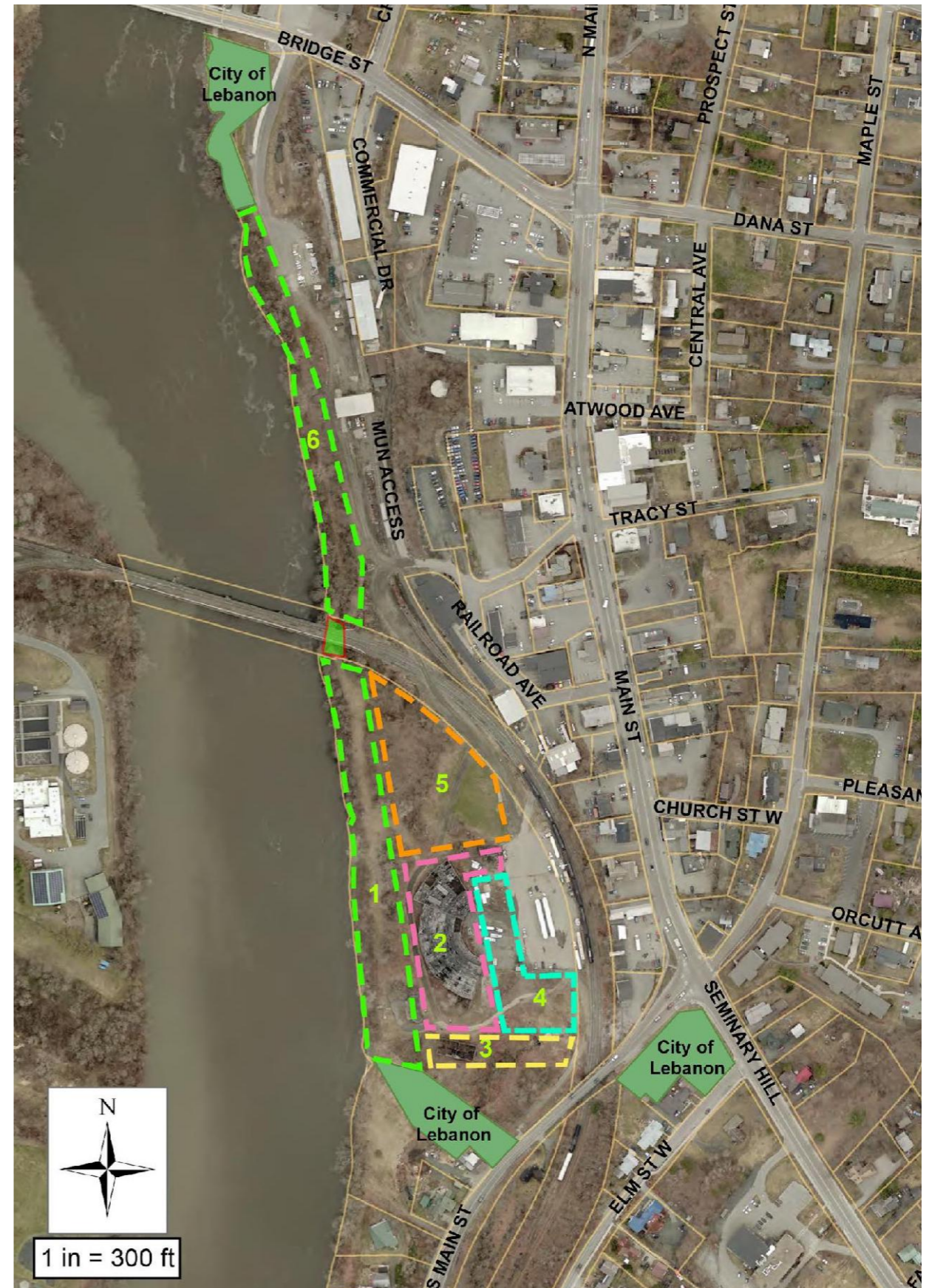


Transportation

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

2. Westboro Waterfront - Action Items

1. Complete lease for Westboro Yard and waterfront corridor (Sections 1,2,3,4,6) with NHDOT
 - 1.1. Seek short-term lease if the faster solution, to enable any land control that will allow planning and execution of trail and park to proceed.
 - 1.2. Advance 99-year lease through appropriate NH procedural requirements.
 - 1.3. Continue pursuit of #5 and Propane yard for future inclusion in long-term park planning.
2. Advance landscape design and necessary permitting for creation of waterfront park and trail, so it can be executed as soon as land control is established, and implement once funding is secured.
 - 2.1. Commit Planning Department resources towards advancing the design and permitting of trail and park improvements, even without full land control if necessary
 - 2.2. Shift the dialogue around the Westboro waterfront from “a think West Lebanon would like to have but we can’t for X reason, or because Y said no” to “we are executing on this long-standing plan and will continue to make improvements as obstacles are overcome.”
 - 2.3. Apply for Urban Exemption from NH Shoreland Protection to facilitate redevelopment of former rail yard and historically industrial riverfronts in Lebanon [Page 13]
3. Request that new owner of Rhymes Propane Facility relocate transfer facility given blast concerns and the impacts on Westboro Yard and downtown investment.
4. A proposed Recreational Use Statute is being advanced in the NH Legislature in 2022, with support from Sen. Sue Prentiss and Rep. Laurel Stavis, which would assist in addressing the liability concerns that the Rail bureau often cites as an obstruction to “Rail-with-Trail”
 - 4.1. This could assist in achieving the connection from the Mascoma River Greenway to Westboro and associated crossings, as outlined in the 2017 Thayer Study
5. Take action on Wilder Dam relicensing.



Westboro Park - Advance Park Design

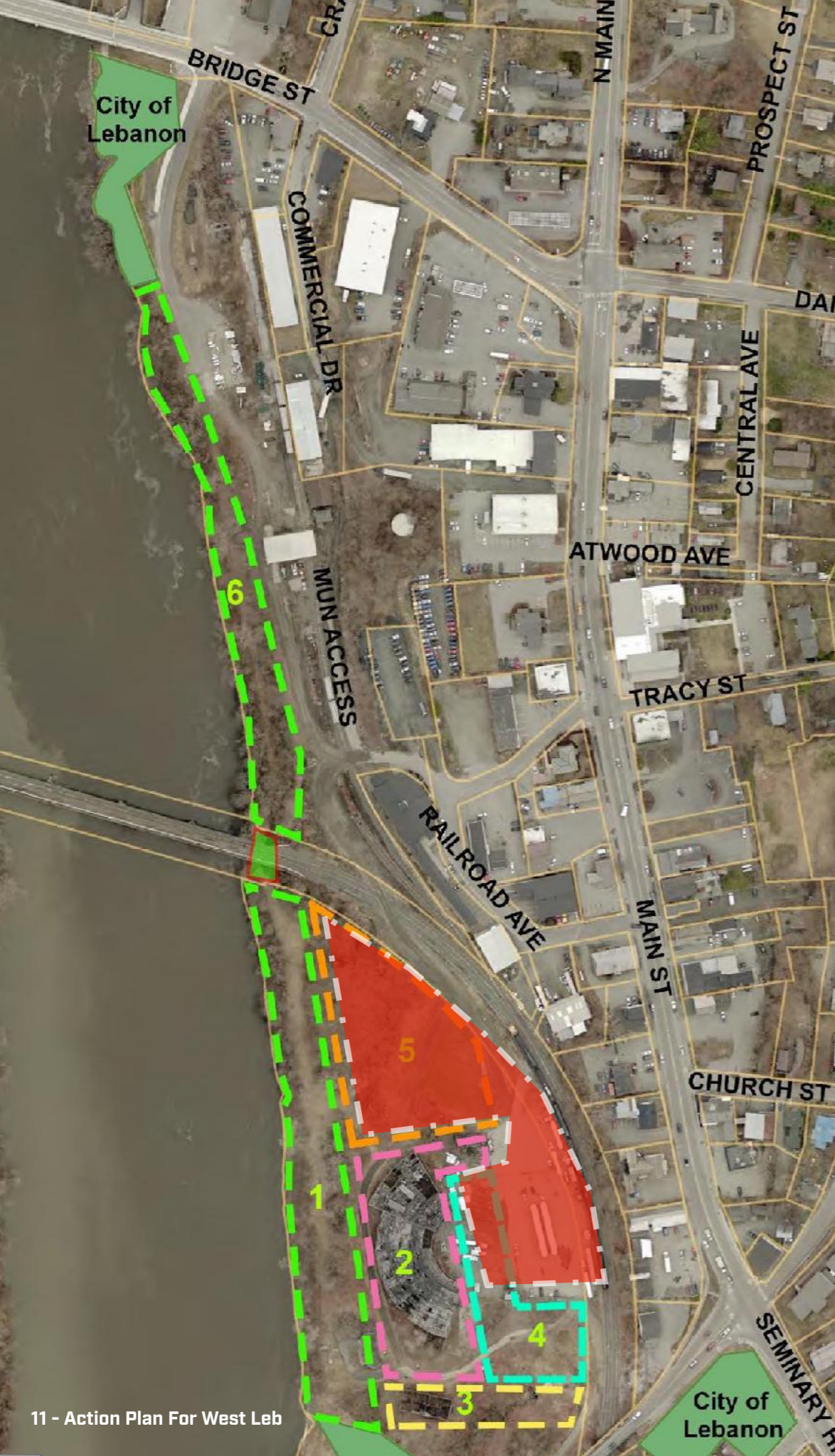
1. Commit planning resources towards advancing park design based on multiple past planning exercises.
2. Continue conversation with **Lebanon Rotary** about creation of waterfront music venue to celebrate 100 Years of Lebanon Rotary in Westboro Yard, utilizing the existing utilities in the former sewer/stormwater facility.
3. Minimize parking spaces and seek shared parking opportunities to maximize amount of land available for recreational use and open space.
4. Ensure that future expansion opportunities into Parcel #5 and Propane lot (not presently included in State's lease area, see map on page 9) are considered in long-term park design plan, even if not presently achievable.
5. Allow for future trail connections via potential "Rail With Trail" to MRG, and continuing along sewer easement down to Two Rivers Park and along contiguous conservation easements west of Route 12-A developments all the way down to municipal landfill [Page 19].



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



2021 Westboro Park Test-Fit
For illustrative purposes for WLRAC by Architect Dan Winny



Westboro Yard - Actionable Efforts From Decades of Study

- City of Lebanon and NHDOT negotiating lease agreement to provide City with control of its waterfront for the first time in over a century.
- Lease structure allows progress without taking title and associated risks/costs of Brownfield Redevelopment.
- Committee, Coalition + City pushed in 2021 to expand the Lease Area to include the entirety of the waterfront corridor to facilitate the **West Lebanon Greenway**. (Red = excluded for now)
- Intended Greenway route is atop an existing Sewer Line, creating an ideal corridor for a 12'-15' multi-purpose path along the Riverfront.
- Confirmed with City, NHDOT, and VHB (CoL Civil Engineering Consultant) that this route is doable, including preliminary engineering of underpass beneath RR bridge to WRJ.
- Lebanon Recreation, Arts & Parks actively engaged on the project, with vision of flexible recreational space.
- National Park Service and Upper Valley Trails Alliance are advancing Trail planning efforts under the NPS *Rivers, Trails & Conservation Assistance Program*.
- Received \$15,000 Rails-to-Trails Conservancy grant to assist in planning and execution, towards regional trail connections.





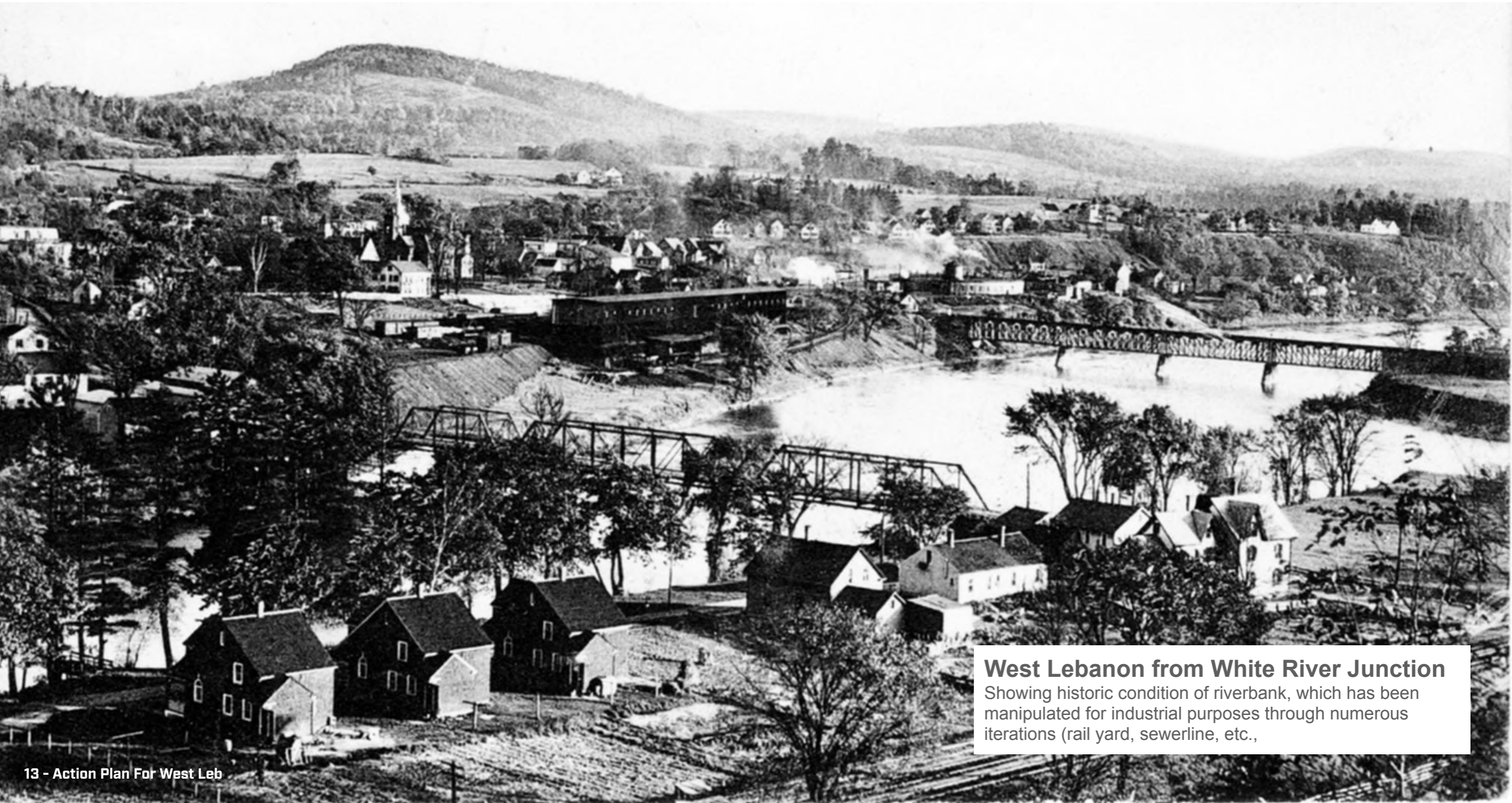
Wilder Dam - Powering the Future, Recreational Dollars Today

- Wilder Dam is presently undergoing relicensing before the Federal Energy Regulatory Commission, (FERC Docket 1982)
- 30-50 year operating license
- Required to address ecological, environmental, and recreational improvements and provide mitigation accordingly.
- Not presently proposing anything significant for recreational improvements at Wilder Dam.
- Could address improved recreation at dam property itself (portage, parking lots for Boston Lot, etc.)
- Opportunity to tie into broader transportation and trail network ideas, as included in the UVLSRPC corridor report, past planning studies, and in the forthcoming Bike & Ped Committee 2-year planning effort.
- Could assist in connecting the pieces of the puzzle of the trail network in terms of land-use and access
- Challenge the dam owner to commit a % of revenue generated by the dam to be directed towards local benefits in the form of recreational improvements.
- Take the opportunity of the FERC process to demand immediate actionable items that could pay long-term dividends to trail construction and maintenance.
- Opportunity to pursue renewable energy from the dam for local power needs, connected to Lebanon Community Power.



Urban Exemption: NH Shoreland Protection

- “Areas that have been granted an Urbanized Shoreland Exemption are exempt from the Shoreland Water Quality Protection Act”
- West Lebanon riverfront has historical context to meet criteria set forth in NH RSA 483-B:12
- Would enable redevelopment goals of Westboro Yard and West Lebanon Greenway by limiting time burden and costs of permitting, and facilitate re-activation of the manipulated riverfront for community purposes.
- Likely applicable elsewhere in the City of Lebanon along Connecticut and Mascoma rivers.



West Lebanon from White River Junction

Showing historic condition of riverbank, which has been manipulated for industrial purposes through numerous iterations (rail yard, sewerline, etc.,



3. West Leb Greenway

Continuing the Greenway Through West Leb, and Beyond

3. West Lebanon Greenway - Goals

- Echoes two of the Goals & Objectives in the West Lebanon Village Visioning Report.
- Since the 2004 Westboro Riverfront Park Design Study there has been an ever-growing library of relevant documentation that references the potential for the Greenway through West Lebanon. This ranges from the initial envisioning work to in-depth land-use and engineering analysis.
- Most recently, a 2020 Survey complete by the the Upper Valley Lake Sunapee Regional Planning Commission measured the use of the completed Mascoma River Greenway and confirmed the strong community support for the expansion of the Greenway into West Lebanon.
- The missing link of West Lebanon has also been referenced in Regional Planning efforts and the New England Rail-Trail Spine Network map, with West Lebanon to St. Johnsbury, VT representing a key missing piece.
- Proposed Greenway route is part of the Connecticut River Scenic Byway established by the federal government, and connects to the Connecticut River Bikeway.
- The corridor has been identified, access is being negotiated, and engineering for distinct segments is underway. Funding remains the missing link, as municipal budget and efforts have been targeted elsewhere.
- This is about more than outdoor recreation and transportation, it is an economic development and downtown revitalization opportunity for West Lebanon.

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.

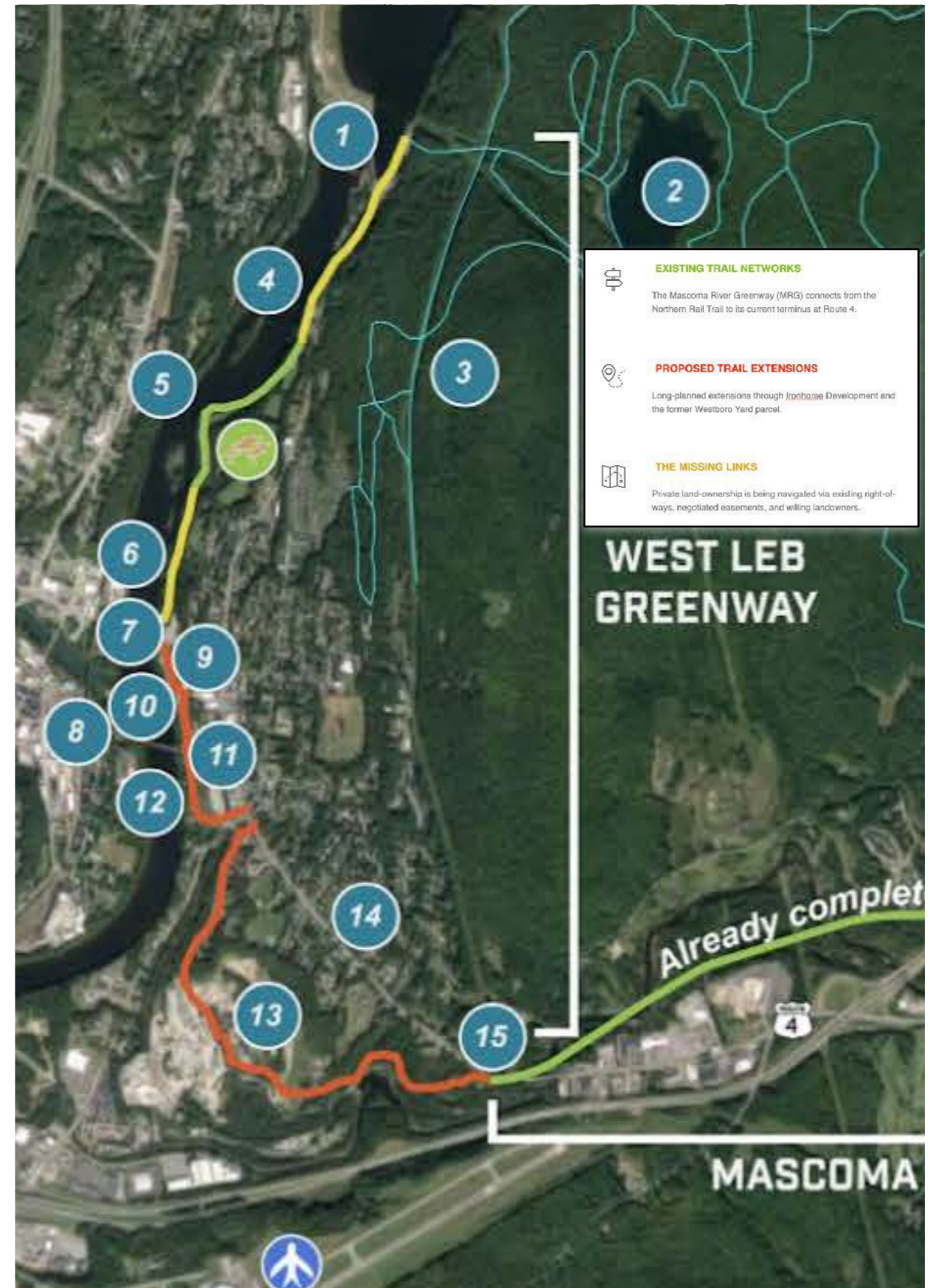


Prioritization

Identify projects and plans that prioritize investments in the Village

3. West Lebanon Greenway - Action Items

1. Complete lease for Westboro Yard and waterfront corridor with NHDOT.
2. Advance engineering of Westboro yard segment of WLG with VHB, including underpass beneath the RR bridge.
 - 2.1. NH Shoreland Urban Exemption may streamline this [Page 13]
3. Proactively engage landowners with proposed land-use changes that can increase land value, enable future economic development, and facilitate broader community trail goals [Chapter 5].
4. Establish the Greenway as the preferred alternative transportation route alongside West Lebanon Main Street and Route 10, to contribute towards larger, regional transportation plans.
 - 4.1. May open up potential transportation funding at the State and Federal level.
 - 4.2. Proposed streetscape improvements for Main Street does not have corridor width for dedicated Bike Lane.
 - 4.2.1. Currently Maple Street is shown as alternative walk/bicycle route.
 - 4.2.2. West Lebanon Greenway would be the preferred alternative, and would simultaneously make larger contribution to bike/ped infrastructure
 - 4.3. UVLSRPC Corridor Study and Lebanon Bike/Ped plan continue to build upon decades of community requests and study.
5. Support Rec Use Statute before NH Legislature in 2022.
6. Re-visit opportunity identified in 2007 Study to connect West Leb to White River Junction, Vt. via safe pedestrian passage across rail bridge.
7. Work with Greenway coalition members to advance plans and identify sources of potential funding, and tie to significant State and Federal funding priorities.



WEST LEBANON GREENWAY

Building A Coalition To Build A Trail

The West Lebanon Greenway has been discussed for 20+ years, since the Lebanon Rotary Club first identified the possibility of a “String of Pearls” approach to connecting the City’s parks and green spaces via a network of trails.

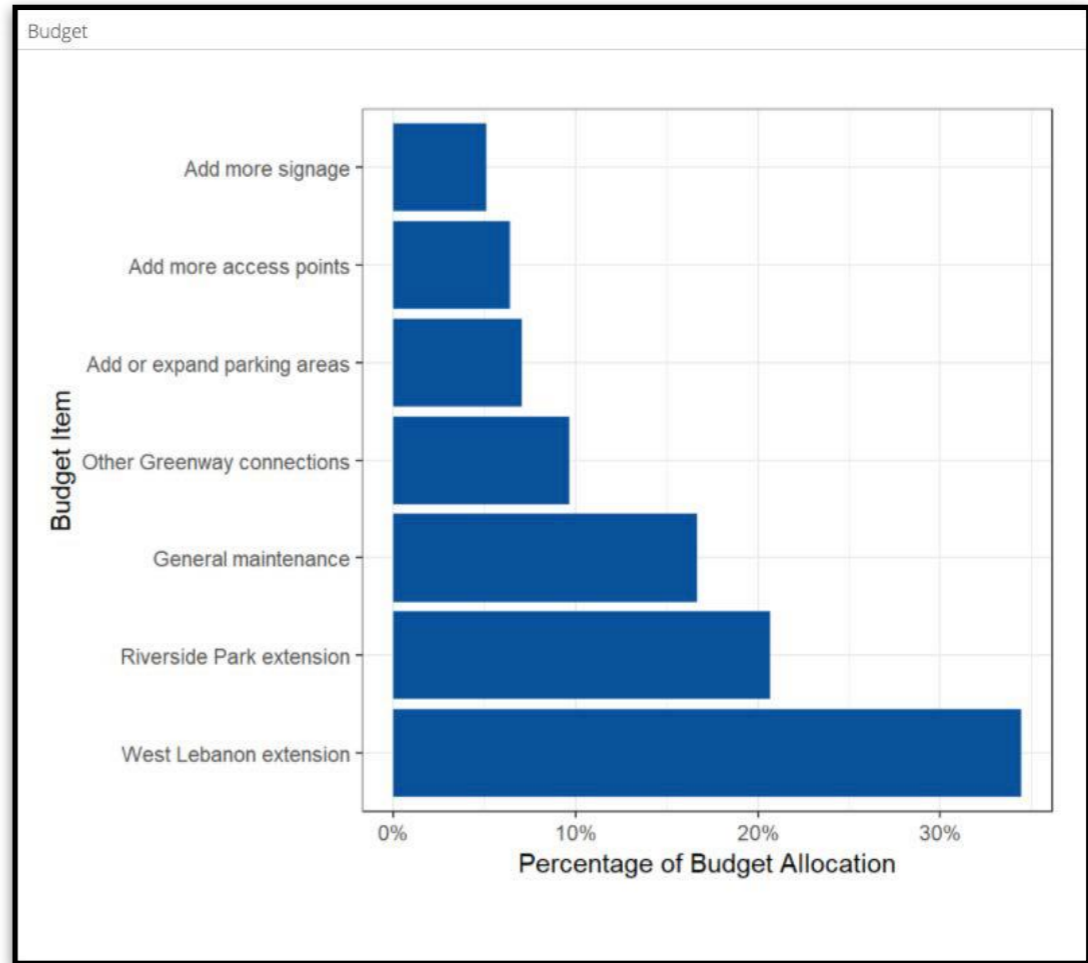
2022 offers a unique opportunity as the Westboro Rail Yard buildings have been demolished, the Wilder Dam is undergoing relicensing and considering recreational improvements, and the Downtown West Lebanon Revitalization Advisory Committee has identified the West Lebanon Greenway as a top priority for economic and recreational revitalization.

The Greenway project is informed by a growing Coalition of Upper Valley organizations, municipal leaders, businesses, and citizen groups who are working towards the shared-goal of regional recreational connectivity along the Connecticut River.



3. West Lebanon Greenway - Empirical Demand

A 2020 Survey completed by the the Upper Valley Lake Sunapee Regional Planning Commission (UVLSRPC) measured the use of the completed Mascoma River Greenway and confirmed the strong community support for the expansion of the Greenway into West Lebanon.



EXTEND THE GREENWAY TO WEST LEBANON

Identified as the **#1 Community Value** by potential budget allocation.



CITY AND UPPER VALLEY INTEREST & USERS

881 respondents demonstrated **local and regional** support for the trail.



LACK OF CONNECTION TO WEST LEBANON

Is the **#2 Destination Barrier** that discourages use by respondents.



SAFE/CAR-FREE PLACE FOR WALKING/BIKING

Is the **#1 Community Resource Value** per respondents.



ACCESS TO BOSTON LOT & LANDMARK TRAILS

Is the **#2 most Desired Access Location** per respondents.

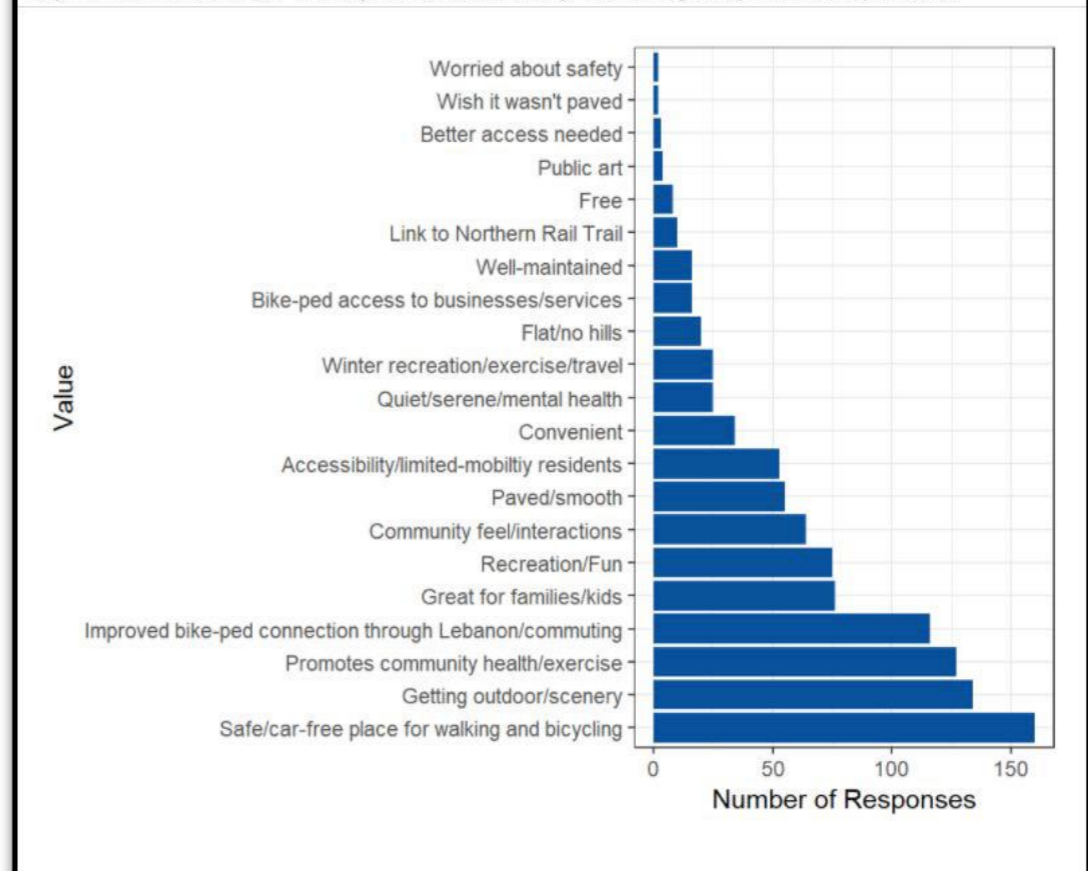


RELEVANT DATA FOR DOWNTOWN EFFORTS

Parking and Traffic studies do not capture this **potential market**.

Community Resource Values

Do you think the Mascoma River Greenway is a valuable community resource? Why or why not? Please explain below.



SOURCE: 2020 MRG Survey Dashboard

https://data.citibio.com/data/MRG_Survey_Aud_Court_Results.html

3. West Lebanon Greenway - Future Connections

1. As the City focusing on accomplishing improvements to Westboro Park and presently actionable segments of the West Lebanon Greenway, ensure that connections to other existing (and proposed) trails are considered.
2. In the past, conservation easements running along the Connecticut River behind the route 12-A shopping plaza have been secured. Although not entirely contiguous, it offers a significant opportunity for a future trail that could provide public access to a hidden and beautiful section of the river.
3. Trail crossing the Rail Bridge to White River Junction
4. Trail from Bridge Street to River Park.
5. Future Route 10 route included in the 2021 UVLSPC report.





4. Gateway Opportunities

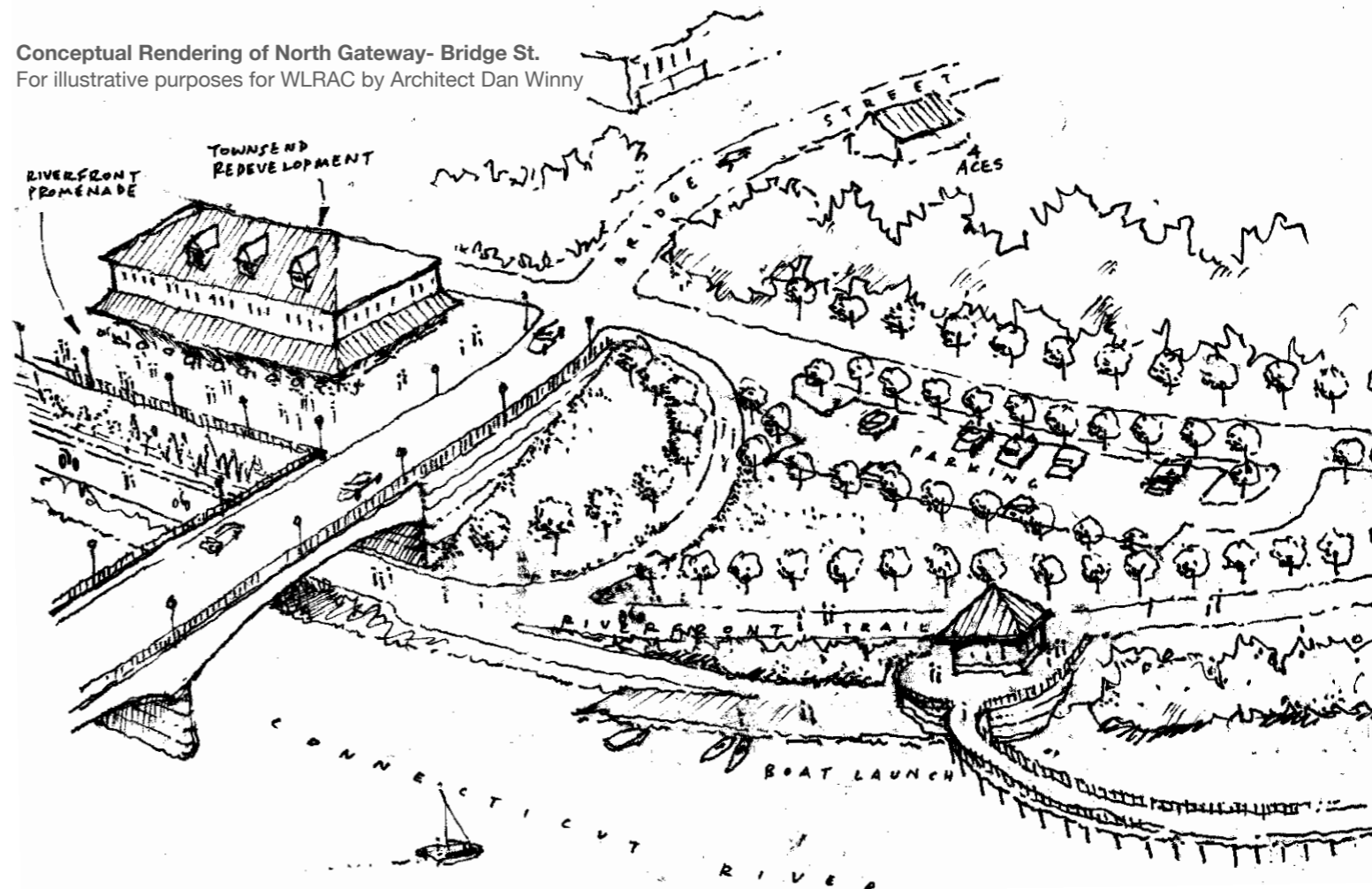
A Welcoming First-Impression

4. Gateway Opportunities - Goals

1. Create new Welcome to West Lebanon signage opportunity at Lyman Bridge
 - 1.1. Welcoming arrival to West Lebanon.
 - 1.2. Can double as Public Art and Greenway signage.
2. Prioritize improve Bridge Street Park as a publicly accessible “pocket park” and “Phase 1” of the West Lebanon Greenway. **[2020 WLW, Initiative 3.3]**
 - 2.1. Community-led efforts significantly cleaned up the park, removed graffiti, and cleared trash and overgrowth.
 - 2.2. Significant amounts of poison ivy and trash were removed from the park.
 - 2.3. Benches and tables led to increased visitation and productive uses of the public space.
 - 2.4. Allocate funds to Lebanon RAP to advance repairs, mitigation, and most importantly *further improvements* to this park.
3. Engage with abutting/nearby property owners and businesses on how to involve local business in future plans, to add vitality to the Gateway and support local businesses that remain stalwarts of West Leb
 - 3.1. e.g. Access from 4 Aces to the Park for additional outdoor seating and park-side dining.
 - 3.2. Include *Stateline Sports* in Greenway planning and any future (re)development considerations, given logical synergies of Sporting Goods store and outdoor recreation (e.g. trail-side services, Boat launch and canoe/kayak rental)
4. Ensure that existing and ongoing industrial uses in Westboro area can co-exist with increased public access and recreational goals, without prohibiting the success of either or continuing the paralysis of progress.

“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.”

2020 West Lebanon Village Charrette Report
North Gateway - Riverfront, Page 35



4. Gateway Opportunities - Welcome Signage

- Bridge Street Park is the City-owned parcel adjacent to the new Lyman Bridge between White River Jct. and West Lebanon.
- The parcel will serve as a Gateway to the City, a pocket park with public access to the Connecticut River, and as a key access point to the West Lebanon Greenway.
- The West Lebanon Revitalization Advisory Committee has further identified this area as a top priority, as has the City of Lebanon Rec, Arts & Parks Dept. which is focused on future signage, public art, and recreational opportunities.
- This opportunity was first identified in 2004 Westboro Park and 2007 UVTA Trail Feasibility studies as a “approximately 2-acre parcel where a City shared-use path Trailhead and Gateway Kiosk could be located.”
- Confirmed in the 2019 West Lebanon Village Charrette report as a priority for the “North Gateway – Riverfront,” specifically: “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”
- 2021 demolition of Westboro Rail Yard enables this project to move forwards.
- West Lebanon Greenway being planned with City of Lebanon, UV Trails Alliance, and National Park Service involvement.
- Recently awarded grant from Rails-to-Trails Conservancy, to advance West Lebanon Greenway and make connections to Mascoma River Greenway and other regional trail networks, and as a critical gap in broader 1,100 mile New England trail network.
- Welcome sign would be highly visible improvement, serve as a momentum-building indication of progress to come, and provide critical signage for the City, Greenway, and direct access to the Connecticut River.

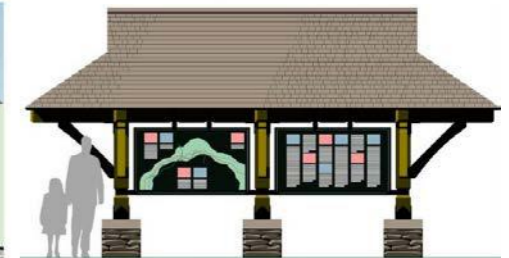


4. Gateway Opportunities - Bridge Street Park

- Bridge Street Park should be a *showcase* of what's to come with the broader Westboro Park and West Lebanon Greenway efforts.
- Visible improvements and investment send an important signal to the community, to decision makers determining outstanding land use questions, and to sources of potential funding for future improvements.
- City has owned this 2-acre parcel since 2012, but it has remained unimproved since the Lyman Bridge was completed in 2017.
- Plans for a park and potential boat launch have been considered in 2004, 2010, 2012, and 2019 planning studies.
- With Westboro Park plans advancing, Bridge Street Park is getting wrapped into broader Park and Greenway plans. WLRAC would like not to lose momentum, and instead transform Bridge Street Park into an example of what's to come in West Leb given its prominent visibility.

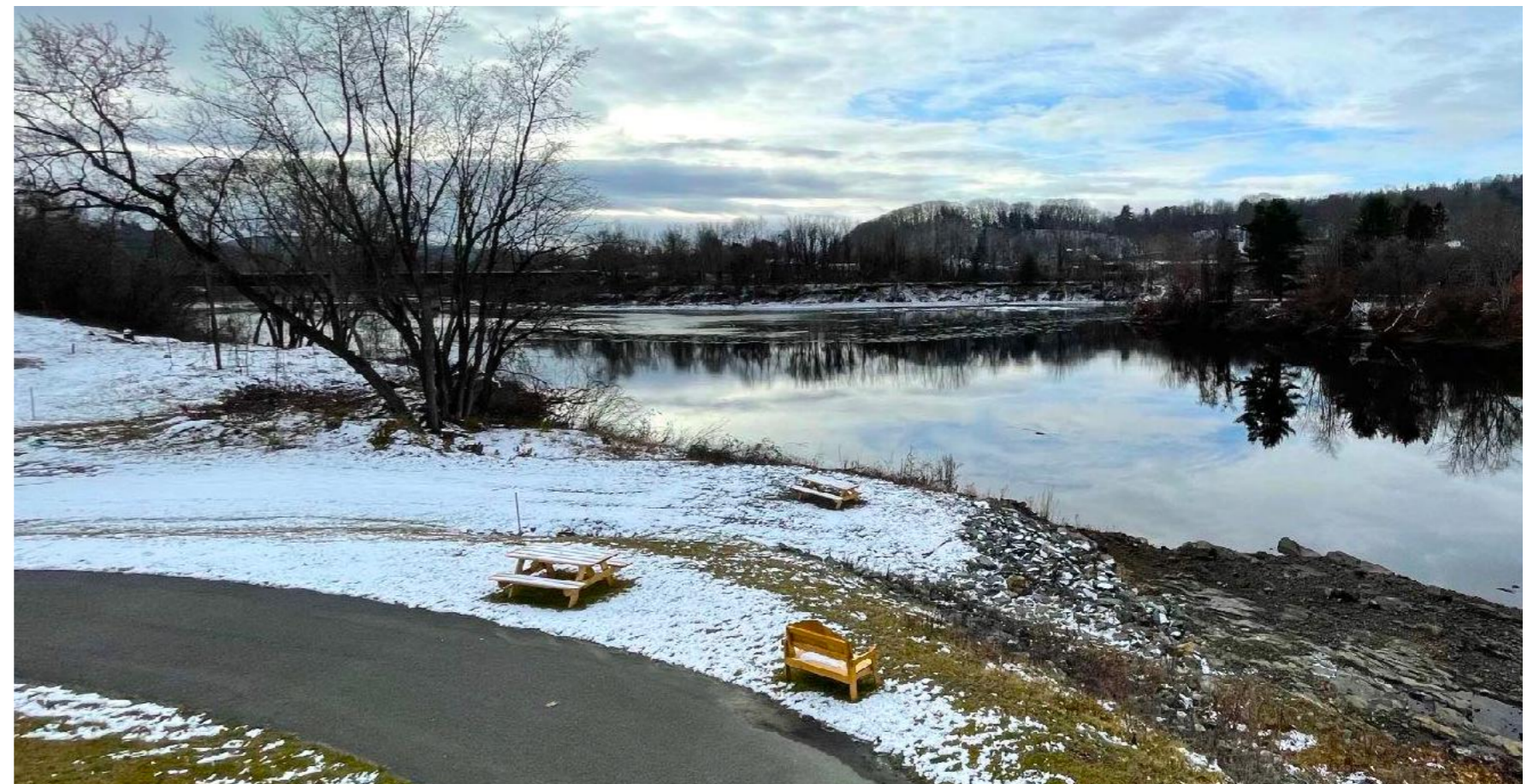


2004 Westboro Riverfront Park Design Study



Elevation of Trailhead Kiosk

2004 Westboro Park Study
Section thru Gateway Kiosk



View of Bridge Street Park and confluence of Connecticut and White Rivers
November, 2021

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.

2020 West Lebanon Charrette Report, Page 35

4. Case Study: Bridge Street Park



Actionable Improvements - Park Clean-up and Activation, 2021





5. Encourage Investment

Facilitate and encourage the kind of (re)development and (re)investment citizens want to see in downtown West Leb

5. Encourage Investment - Goals

1. Echoes two of the *Goals & Objectives* in the West Lebanon Village Visioning Report.
2. Understanding that the current built environment reflects the present economic realities for most of Main Street:
 - 2.1. Fractured ownership, small parcels, and limited redevelopment opportunities.
 - 2.2. Properties are underdeveloped and/or un-improved, reflecting present market.
 - 2.3. Challenges and costs of approvals– real or perceived– limit investment in improvements.
 - 2.4. Tax implications of sale can be prohibitive, leading to “Basis Stasis”
3. Can’t reasonably expect much improvement as long as the “No Action Alternative” remains the most logical economic decision for each landowner.
4. The City of Lebanon should proactively take steps towards encouraging (re)development in West Lebanon that aligns with the community input of the previous planning processes, and the espoused goals of the resultant studies and planning reports.
 - 4.1. Look qualitatively at the kind of projects we hope to encourage in West Leb.
 - 4.2. Review what *hasn’t* come to fruition in West Leb, and *why*.
 - 4.3. Address the Procedural and Regulatory challenges that impact these outcomes, and changes that can be made to facilitate future success (Section 5)
5. Seek ways to encourage and incentivize the kind of downtown improvements that can only be made by private property owners and businesses, given the lack of municipal properties in the downtown.
6. Prioritize “People Friendly” development, and overcome the “Drive-Through Downtown” of present condition.

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

5. Encourage Investment - Action Items

1. Analyze past proposed projects to determine why they did not come to fruition, and look to reform City policies or actions that are counterproductive.
2. Collaborate with Lebanon **Economic Development Committee** (EDC) on identifying ways to eliminate confusing and conflicting ordinances, and seek ways to streamline permitting and approvals.
3. Ensure that City policies, procedures, and staff are aligned with community desire to facilitate productive change and improvements in West Lebanon [Section 6].
4. Consider developing a **Proactive Assistance Program** (Planning Dept, Ombudsman, WLRAC?) to reach out to property owners, assist in identifying improvement opportunities, and navigating associated permitting and implementation.
5. Advertise availability of existing development initiatives, include 79-E and ERZs (**2020 WLVCB, 4.0.0**), and ensure that the full tool-kit is available for West Lebanon. [Page TK].
6. Create **Facade Grant Program** as proposed by Upper Valley Business Alliance, with 50/50 matching grant for improvements to the exterior of businesses located in the West Lebanon Downtown CBD [Section 6]. Encourage West Lebanon banks to allocate resources to this effort.
7. Review all existing Ordinances and seek to encourage pro-improvement policies that stimulate (re)development where strong community support and past studies call for it.
8. Ensure that Smart Growth, high Value Per Acre (Urban3 Presentation, October 2020), and other leading land use and development best practices are adopted- both in planning efforts and in practice.
9. In addition to higher profile development efforts (Downtown Lebanon TIF, Airport Park Development), ensure that local and Incremental Development receives sufficient opportunities and incentives.
10. Survey Main Street businesses and owners to determine what improvements could be accomplished quickly with municipal support.

“Collaborate with developers, property owners, and other stakeholders to stimulate complementary development in West Lebanon Village”

2020 West Lebanon Village Charrette Report
Implementation Strategy 4.0.F



5. Encourage Investment - Building The Next Era Of Downtown

- Seek to facilitate In-fill redevelopment that matches the past and present character of West Lebanon.
- The regional housing crisis has reached an acute stage, and the growing need for “Missing Middle” housing is apparent at the local, regional, state, and national level.
- There are wide-ranging benefits of developing housing within existing downtowns and areas served by water/sewer and transportation infrastructure.
- Adjust dimensional restrictions, parking requirements, etc. to better enable and encourage redevelopment that aligns with historic uses, downtown reinvestment, and Smart Growth best-practices



Rendering of In-fill Mixed-Use Development
by Architect Dan Winny, for the WLRAC

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.

2020 West Lebanon Village Visioning Final Report
Page 18, “Opportunities”



Historic Image of downtown West Lebanon
circa ??

“Downtown density with mixed-use buildings incorporating residential above street-level retail” is as much a reflection of West Lebanon’s past as it is a hope for future development.

5. Encourage Investment - What Hasn't Worked?

1. Past developments proposed for West Lebanon, including many that fit community goals, have not been realized.
2. Are the City's policies and procedures resulting in what the community wants to see happen in West Lebanon?
3. Important to look at why, determine the underlying reasons, and whether there are changes that could be made that would have led to successful outcomes in West Leb.
4. Allow these missed opportunities to inform plans and processes moving forwards, so as not to continue making the same mistakes.
5. Facilitate constructive conversations between all stakeholders (e.g. Planning Department, relevant Boards, Property Owners, etc.) to make informed changes and encourage productive outcomes that align with espoused goals of Lebanon Master Plan etc.
6. Aligns with conversation at Lebanon Economic Development Committee (EDC) meeting on December 8, 2021, with anticipated follow-up conversation in January, 2022.



Mascoma Bank Call Center
Originally proposed for behind West Leb branch
Now in White River Junction



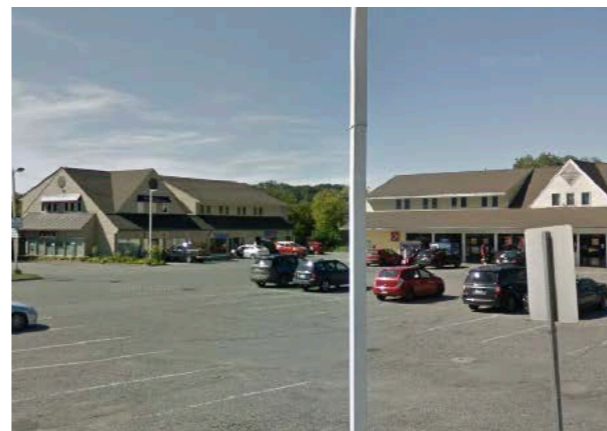
Blue Sparrow Kitchen
Originally considered for Railroad Avenue
Now in Norwich and Hanover



Tuckerbox
Originally considered for 14 Main Street
Now in White River Junction



River Park West Lebanon
Approved with strong community support in 2010.
Multiple delays.



N Main & Bridge Street
Conversion of 2nd floor to residential
Proposal abandoned



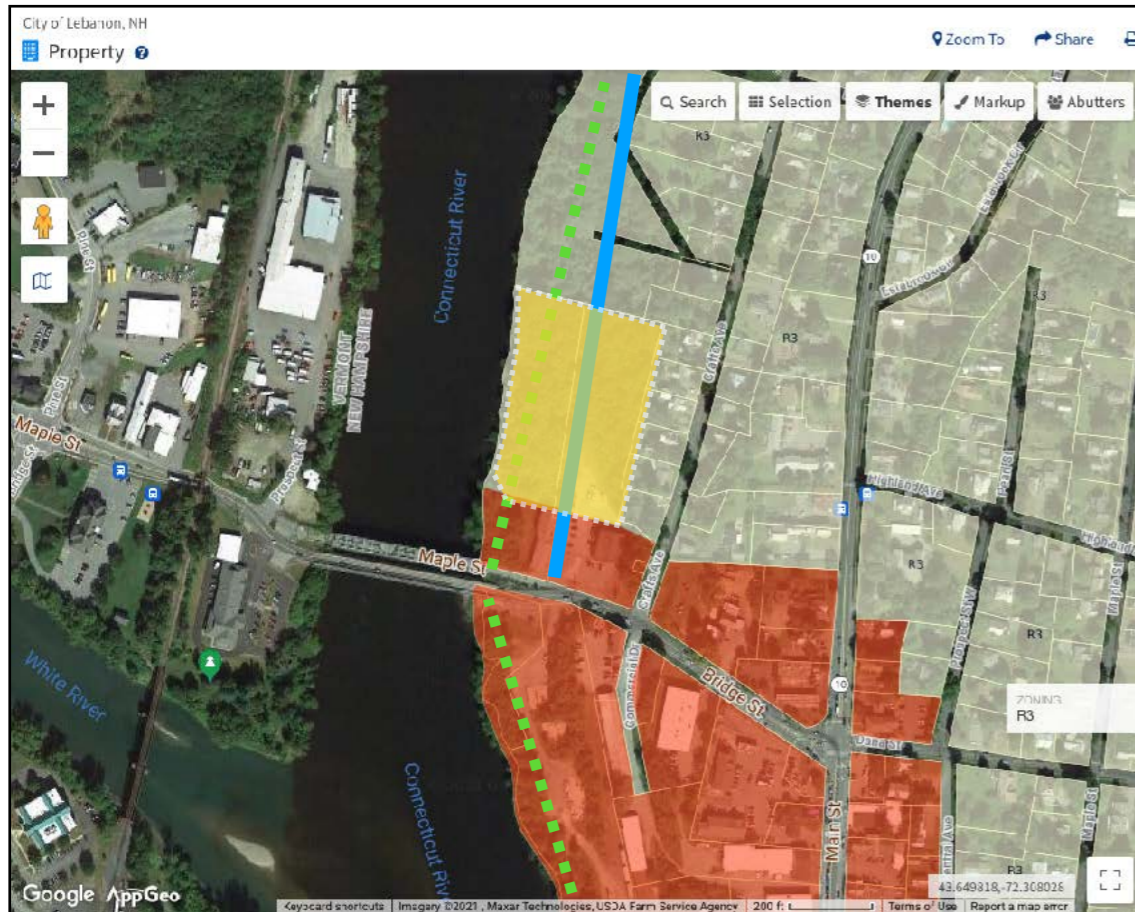
Street-front Mixed Use
Initial proposal by Twin Pines Housing
Relocated to Tracy Street

5. Encourage Investment - Case Study

- Opportunity for the City to proactively make Zoning changes that would enable future North Gateway redevelopment as proposed in 2019 Visioning
- Shifting zoning lines is a simple matter that could spark future redevelopment.
- Reflects previous requests of property owner during past zoning efforts and aligns with 2030 Future Land Use Map
- Enables extension of West Lebanon Greenway and connections to River Park and points north, if “Greenway” easement can be relocated to the riverfront to align with pedestrian underpass beneath Lyman Bridge.
- Creates a redevelopment footprint outside of the flood zone.



2020 West Lebanon Village Charrette Report. Page 39

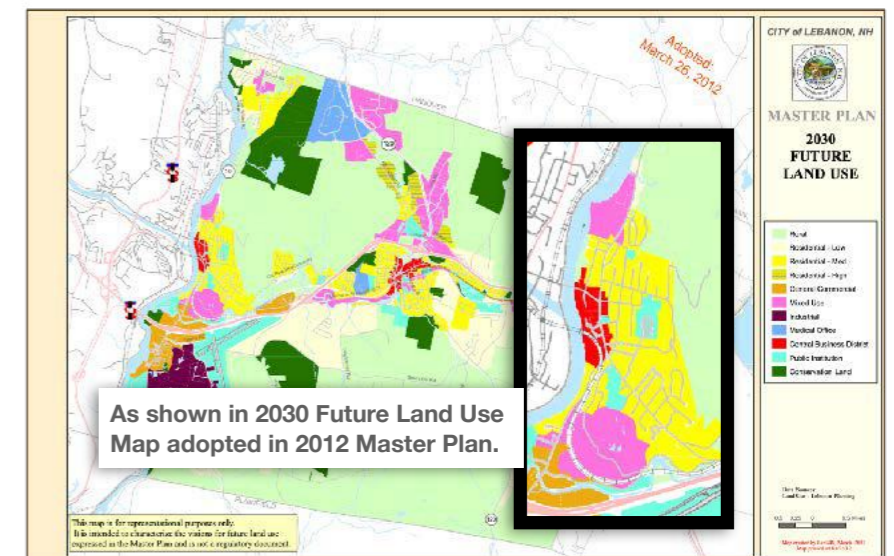


- Original “Greenway” easement.
- - - Proposed WL Greenway route

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.

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; - Develop design plans for proposed river access and other improvements;	TBD
3.3	Bridge Street Park & Boat Launch	Complete design, improvements, and programming for riverfront park	PLN, REC	1-5 Years	- Develop programming for the park space and boat launch; - Investigate possibility to allowing public access along utility easement area;	TBD





6. Align Process With Progress

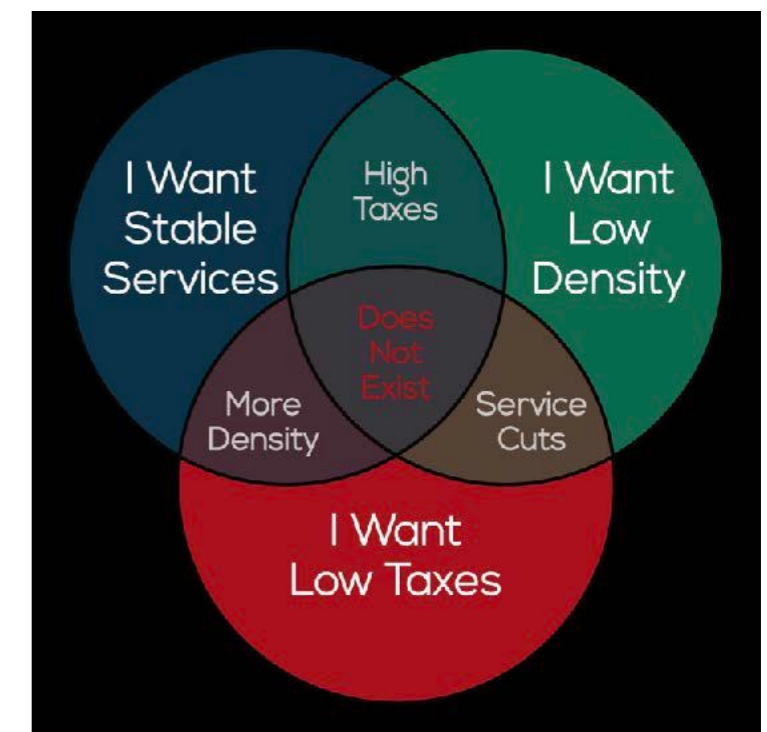
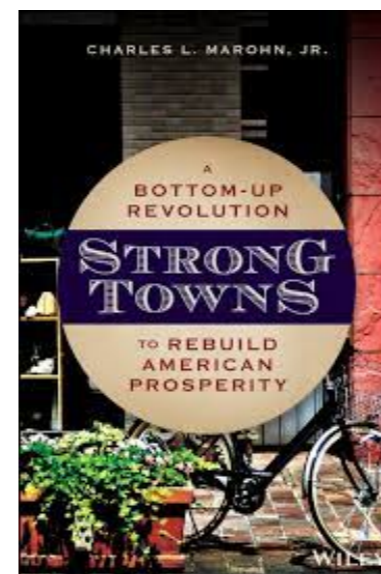
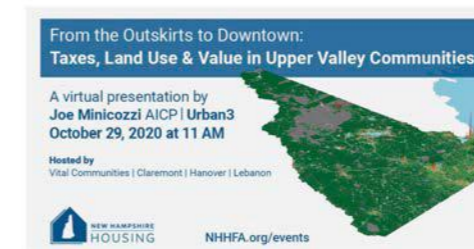
Proposed Changes to Achieve Community Goals

6. Review Zoning to Encourage Gradual Investment Opportunities

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

2020 West Lebanon Village Visioning Final Report
Page 49, "Implementation Strategies Matrix"

- Facilitate collaborative review of current zoning and regulations with property owners and seek ways to incentivize investment.
- Ensure that these efforts are aligned with key **Regional Planning Goals** (e.g. *Keys to the Valley*), recent **Smart Growth** studies (e.g. *Urban3: Value Per Acre*), and nationwide **Best Practices** and **Thought Leadership**.
- Address ongoing land use and procedural challenges that contribute to the disconnect between espoused goals and the regulatory reality.
 - e.g. How to accomplish "Missing Middle Housing" when there is not presently a residential zone in Lebanon that allows it as-of-right.
- Create an environment that support incremental development and improvements by all property owners and developers, not just "big projects."
- Identify the actionable (re)development opportunities (e.g. [Page 30](#)), and proactively ensure that Zoning etc. facilitates these developments instead of impeding them.



6. Incentivize Investment - Zoning Changes

A MOTION by Mr. Clem that the Planning Department consider applying all recent zoning updates that were done elsewhere in town in terms of downtown West Lebanon and other districts, with a starting point being that all those amendments be considered for West Lebanon, to create equity and consistency across the City when it comes to height, dimension, etc. in order to incentivize development equally across the City.

Seconded by Ms. Stavis.

June 8, 2021 Motion - 7-0 vote in favor
West Lebanon Revitalization Advisory Committee

SECTION 306 CENTRAL BUSINESS DISTRICT (CB).

306.1 Purpose.

The purpose of the CB District is to provide in-town areas for retail and service businesses, banks, offices and government facilities in West Lebanon. Other related commercial activities and higher density residential uses should be encouraged.

Example of Update Zoning Districts - Passed in 2019:

SECTION 307 LEBANON DOWNTOWN DISTRICT (LD).

307.1 Purpose. The purpose of the Lebanon Downtown District is to provide in-town areas for retail and service businesses, banks, offices, and government facilities in downtown Lebanon, and to encourage other related commercial activities and higher density residential uses. The district regulations are intended to promote an active pedestrian environment consistent with the mixed-use character of the district by providing for continuity of building setbacks and limiting parking in front yards to promote an environment that is safe for walking and biking.

SECTION 305A GENERAL COMMERCIAL ONE DISTRICT (GC-1).

305A.1 Purpose.

The purpose of the GC-1 District is to provide opportunities for a mix of commercial and multi-family residential uses within close proximity to regional employers, public transportation routes, and pedestrian and biking trails. The GC-1 District is intended to provide for uses that are compatible with the limited access design of Route 120, and which would tend to retain and enhance the existing character of the area. New multi-family housing is encouraged to provide convenient access to major centers of employment, to facilitate future economic growth along the Route 120 corridor, and to complement the existing array of services and amenities within walking or biking distance of the GC-1 District.

1. Primary intent of the unanimous motion was to “incentivize development equally,” providing West Lebanon with any zoning tools available to facilitate revitalization and new investment.
2. The (CB) district presently exists only in West Lebanon, with previous Downtown Lebanon CB district having been replaced with the Lebanon Downtown District (LD) in 2019.
3. Upon review and input, the initial proposal of applying the (LD) district does **NOT** work at this time given the unintentional conflicts created with current uses.
4. Instead, amend proposal to advance changes within the existing (CB) District that better align with the 2019 West Lebanon Visioning Report and goals identified by the WLRAC.
5. An opportunity to develop a new Purpose Statement that specifically reflects the existing and intended character of West Lebanon, and adopt dimensional changes accordingly, that better align the district with the community input and planning objectives that resulted from the **2019 West Lebanon Village Visioning** charrette and Final Report.
6. Per the June 8 motion, this draws from other zoning updates done elsewhere in the City– including the LD and GC-1 districts adopted by the City most recently in 2019– and aligns with the City’s 2012 Master Plan.
7. Paired with the procedural reforms, these changes will be a step towards broader efforts to incentivize investment and facilitate revitalization in West Lebanon.
8. This is a first, visible step towards aligning zoning with the intent of planning efforts, and can be supplemented with additional efforts in the future to facilitate investment and smart growth.

6. Amendments to CB District Zoning - January, 2022

PROPOSED

The purpose of the CB District is to facilitate smart growth and mixed-use development, other related commercial activities, and higher density residential uses that provide more life and opportunities for recreational and cultural offerings within the Village area with a mix of uses in new or redeveloped properties. These district regulations are flexible in order to invite reinvestment on existing parcels and simultaneously attract new developments to enable opportunities for economic development by capitalizing on the attractiveness of the Connecticut River. The CB District should promote an environment that is safe for walking and biking and provide for uses that are compatible with the limited access design of Route 10 and Route 4, and which would tend to retain and enhance the existing character of the area.

- Lebanon Master Plan, Chapter 2: Land Use
- Current Central Business District (Section 306), and Lebanon Downtown District (Section 307), purpose statements.
- 2020 West Lebanon Village Visioning Final Report, Page 7 “Development” Objective.
- 2020 West Lebanon Village Visioning Final Report, Page 42
- 2020 West Lebanon Village Visioning Final Report, Page 35
- Lebanon Downtown District, Section 307
- Lebanon GC-1 District, Section 305A

(CB) Dimensional Requirements

306.3 Table of Area, Dimensions and Coverage.

Minimum <i>Lot</i> Requirements					Maximum Limitations	
Area	Frontage	Front Yard	Side Yard	Rear Yard	Building Coverage	Height
3,000 square feet	50'	NONE	NONE	10' (*)	NONE	45'

*May be reduced or eliminated by **conditional use** permit.

(LD) Dimensional Requirements

307.3 Table of Dimensional Requirements.

Minimum <i>Lot</i> Requirements					Maximum Limitations	
Lot Area	Frontage	Front Yard	Side Yard	Rear Yard	Building Coverage	Building Height
3,000 square feet	40' (*)	NONE, except as may be required per Section 307.7	NONE, except as may be required per Section 307.7	10' (*), except as may be required per Section 307.7	NONE	55', except as may be permitted by conditional use permit per Section 307.8

*May be reduced by **conditional use** permit per Section 302.4.

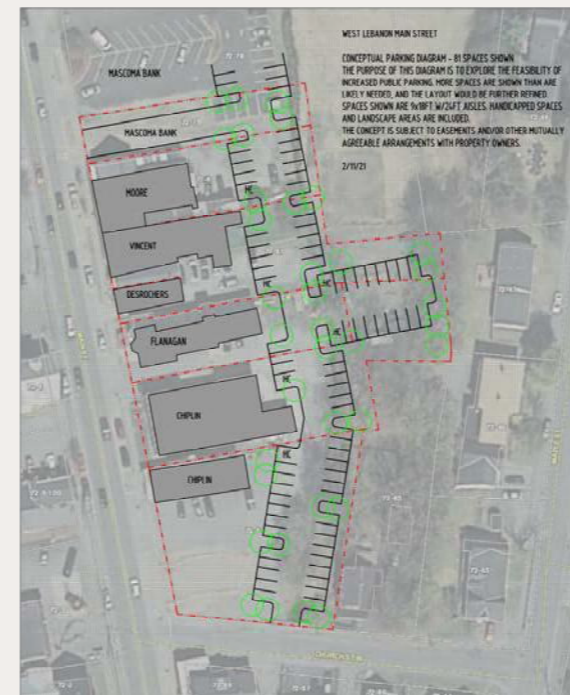
- Reduce Minimum Frontage from 50' to 40'
- Increase Maximum Height from 45' to 55'
- TBD: setbacks and height limits/bonuses akin to 307.7/307.8? Tied to convo re: perimeter issues with Zoning vs. Site Plan/Subdivision requirements?
 - Forthcoming memo resulting from 12/8/21 Economic Development conversation on this matter

6. Proactively Involve Property Owners

1. The City should approach and work with property owners to facilitate improvements and redevelopment opportunities that match planning objectives [Chapter 5].
2. Seek the win-win arrangements that benefit the property owner and the larger West Lebanon goals. Prescriptive ideas don't always match the priorities of landowners, and may have unintended/unknown impact on their own land use.
3. Even if conceptual in nature, a courtesy to involve the property owner prior to advancing plans or facilitating public discussion around future use of private property.
4. It is a poor use of limited planning capacity and funds to expend energy on projects that do not have at least conceptual buy-in of the property owners.
5. In March, 2021 we saw discussion of a joint parking lot behind Main Street businesses– which had been identified in the 2019 Visioning– caught impacted property owners off-guard when the illustration was covered by the [Valley News](#) without any advance consultation of the owners of the affected parcels.
6. As a result, there was objection and/or lack of consideration of the proposal by impacted property owners.
7. Similarly, the proposed roundabout at Bridge/Main/Dana street has been advanced showing impacts on private properties without proactive discussions with impacted owners.
8. Change the conversation to be more collaborative and solution-oriented, and seek the “Rising Tide” approach that benefits all parties. “Getting to Yes” should be the shared goal of all parties.
9. Find creative solutions that also create benefits and value for the affected property owners.

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.

West Lebanon Charrette Report, Page 32



VHB Streetscape and Roundabout Plans Proposed to WLRAC

6. Fully Adopt and Utilize Every Available Tool

1. There are a variety of economic challenges that contribute to the stasis of the downtown district [Page 26]. Some are unique to West Lebanon, but many are challenges found throughout the State and Nation.
2. The City should utilize all best practices and available programs available, and ensure that they are implemented in a manner most productive for West Leb.
3. For example, are we making full use of the 79-E program in West Leb?
 1. Adopted Lebanon policy has a focus on historic rehabilitation.
 2. NH RSA 79-E provides similar economic incentives for replacement of non-historic buildings.
 3. Given the realities in West Lebanon, is this program accomplishing all that it can to
4. Consider adopting the Vacant Building Registry being proposed by State Sen. Sue Prentiss.
5. Implement the Facade Improvement Grant [Section TK] proposed by the UVBA, and seek to make it as easy as possible for property and business owners to utilize.



7. Prioritizing People

Traffic, Parking, & Transportation

7. Prioritize People - Goals

1. Presently, West Lebanon is very automobile-oriented. As the City prioritizes new infrastructure investments the goal of prioritizing pedestrians and bicycles and creating a walkable downtown should play a central role in these decision.
2. Take Action! Tactical Urbanism approach to experiment with proposed streetscape improvements
 - 2.1. As was proposed by UVLSRPC for a grant application in 2021, that was not successful.
3. Address inequities with how NHDOT is prioritizing use of the Westboro Rail Yard, and preventing access to the waterfront and connective trails
 - 3.1. Pursue Rec Use Statute to address liability issues used as reason for preventing public access.
4. With the City of Lebanon paying ~25% of the Dry Bridge project, why is it being engineered to facilitate two active rail lines and without any consideration of the requested Rail-with-Trail opportunity to connect from the Mascoma River Greenway to Westboro Yard?
5. Address perception that West Lebanon does not get same attention to maintenance and improvements as downtown Lebanon.
 - 5.1. Make tangible/visible improvements to the existing conditions where possible.
6. Seek shared parking opportunities instead of incurring costs and land use for new parking.
 - 6.1. Westboro Yard Park
 - 6.2. Bridge Street Park

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

2020 West Lebanon Village Visioning Final Report
Page 7, "Goals & Objectives"



8. Streetscape & Transportation

Traffic, Parking, & Transportation

8. Streetscape & Transportation - Goals

1. The need for streetscape improvements in West Leb is well known and overdue, a documented need for decades– see 2008 report excerpt on [Page 41](#).
2. In keeping with Chapter 6, the goal should be Prioritizing People over Cars, which means ensuring walkability, making critical trail connections, and ensuring safe access.
3. Parking has always been perceived as a shortcoming in West Leb, although the 2017 Parking Utilization Study indicates that there are available spots throughout the day– just not necessarily publicly available.
 - 3.1. Before Parking Utilization study is repeated: what difference does data have on potential outcome and action steps?
 - 3.2. Idea of shared lot across multiple landowners didn't gain traction.
 - 3.3. Are there ways to incentivize shared-parking arrangements and/or public parking with current parking lot owners?
4. 2021 MOU between Advance Transit and River Park would relocate bus transfer station from Kilton Library to River Park, alleviating impacts on Library and downtown queuing.
5. Parking is a challenge for current retailers, and a known limitation on potential redevelopment.
 - 5.1. Parking minimums have been waived in the CBD and are discretionary on a case-by-case basis.
 - 5.2. Preventative for new retail uses, including the “coffee shop” that is a frequent community request.
6. In line with [Chapter 5](#) and [Chapter 6](#), can parking requirements be further relaxed to enable new businesses in the downtown?

WEST LEBANON VILLAGE OBJECTIVES:



Aesthetic Qualities

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



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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

8. Streetscape Improvements - Prioritizing Main Street Improvements


- The need for streetscape improvements in West Leb is well known and overdue, a documented need for decades (see 2008 report excerpt below).
- The current proposal that is inclusive of the Main/Bridge/Dana street roundabout has raised some concerns regarding land-control, need for expenditure, and prioritization of spending.
- Even with community support for the roundabout, it represents a price-tag that is well beyond funds that are currently allocated to West Lebanon and has not been funded within the CIP budget.
- WLRAC advocates for segmenting the project so as to advance the simpler, lower-cost improvements ASAP and independent of potential delays

Retailer Observations (Interviewed 10 retailers)

- Businesses are long-standing, generally there for 20 years or more.
- Are very satisfied with their location.
- Most prefer West Lebanon to Route 12A due to lighter traffic volumes and proximity to Hanover.
- But, heavy traffic (at times) and inadequate parking are seen as problems.
- Would like to see streetscape improvements, reuse of rail yard, a park, traffic quieting.
- Support trail and launch as well as public use and private use of RR buildings. Mixed use gets somewhat higher score. Generally would like SOMETHING to happen. "Any improvements are welcome."

2008 West Lebanon Main Street Market Perspectives
by Applied Economic Research



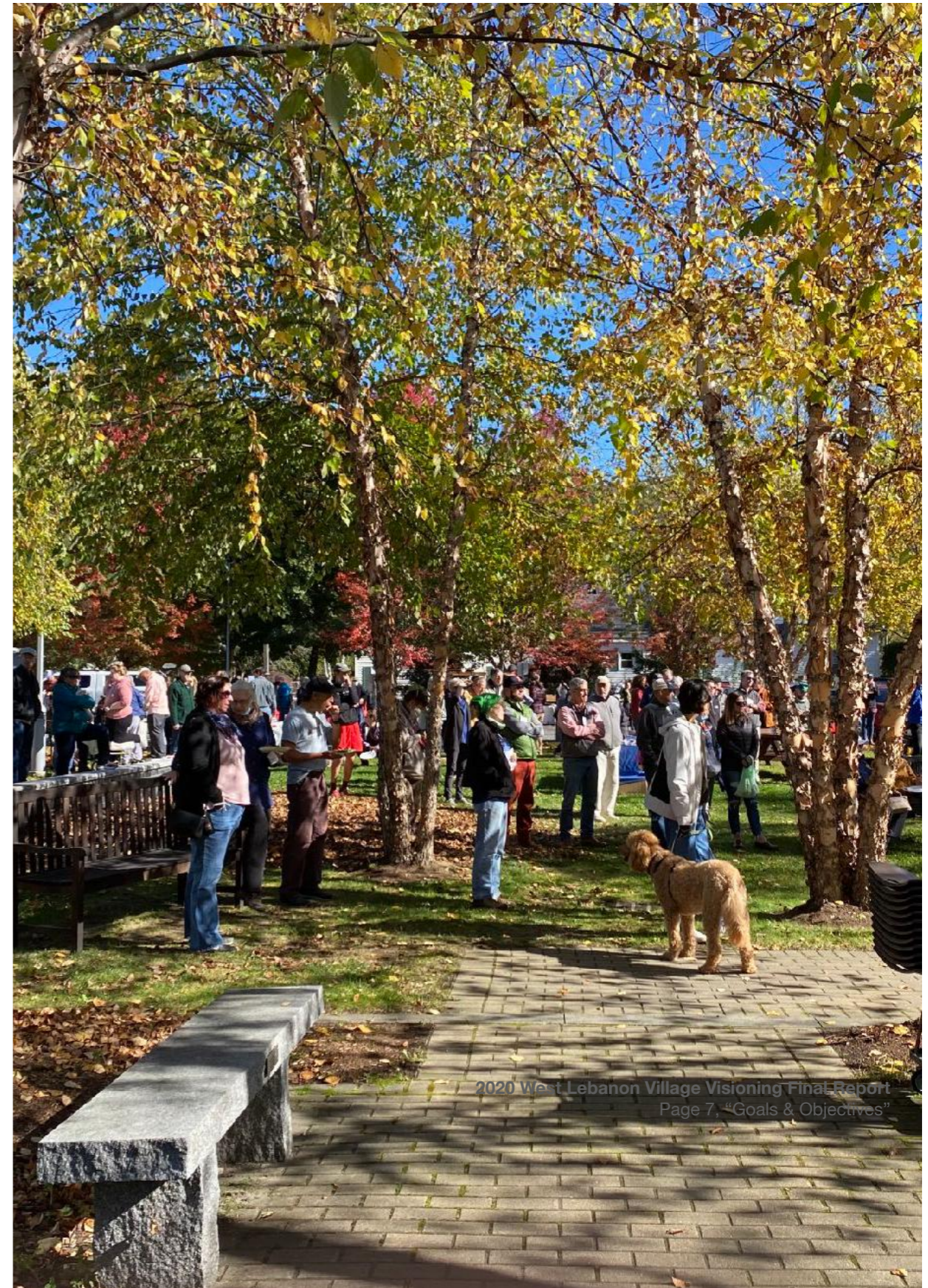


9. Utilize Municipal Assets

Maximizing the Use of What the City Has

9. Utilize Municipal Assets - Goals

1. Downtown Lebanon has seen the successful implementation of pop-up seating areas, movable flower planters, and Farmer's Markets/Music events in Colburn Park.
2. Although lacking a directly comparable municipal resource as the central park, West Lebanon's City-owned properties could be better utilized.
3. In addition to activating the Bridge Street Park and other waterfront opportunities [Section 1, 2, 3], there is an opportunity to make better use of the limited Municipal properties in West Lebanon.
4. Kilton Library is a fantastic resource that continues to make significant contributions to Civic Life in West Leb.
5. Seminary Hill School is greatly underutilized presently as office space and outdoor recreation space, with barriers to use that have thus far proven preventative.
6. During conversation regarding relocation of West Lebanon Fire Station, some discussion as to how to be reutilize that building to provide some missing activities downtown.
7. Bridge Street Park and Westboro Yard will create significant municipal space opportunities in the short-term and mid-term future, finally enabling the "String of Pearls" to continue into West Leb.



9. Utilize Municipal Assets - Action Items

1. Utilize the Kilton Library backyard to program a series of events akin to how Colburn Park is used.
 - 1.1. City support and collaboration with other organizations to facilitate uses similar to the West Leb Open House on October 23, 2020 that showcased how the space can be a community gathering place
 - 1.2. Potential partnerships with Kilton Library and Lebanon Opera House
2. Review use of Seminary Hill School and seek highest and best use possible of that facility.
 - 2.1. Underutilized presently as office space.
 - 2.2. Believe there are ongoing conversations between the City and SAU on future uses.
 - 2.3. With existing assembly space, gymnasium, and ADA access, would make ideal Community Center/ Lebanon Rec Department space that could be made available to the community, tied to other efforts in West Leb, and be a center of civic activity.
3. Consider 3 Seminary Hill parcel alongside future uses of Seminary Hill School, Dana House, and the Dry Bridge project.
 - 3.1. Was identified as a priority for the WLRAC, but never gained much traction/interest.
 - 3.2. Facilitate a creative, low-bar-to-entry “Request for Proposals” for the space.
 - 3.3. Site and topography appears not to support much redevelopment opportunity, but worth consideration for affordable housing?



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

A large-scale demolition site is shown, with a mountain in the background. The site is filled with debris and several pieces of heavy machinery, including excavators and a green crane. A large pile of dirt is visible in the foreground. The sky is overcast, and the overall scene is one of active construction or demolition work.

10. Maintain Momentum

Continuing Progress in 2022 and Beyond

10. Maintain Momentum - What's Next

1. The West Lebanon Revitalization Advisory Committee's charter expires on 12/31/2022. This report serves as the outcome of the year-long work.
 - 1.1. Is there a reason to keep the WLRAC going in 2022?
 - 1.2. Can it be held during normal business hours (e.g. Economic Development Committee) to reduce conflicts for members?
2. Proposal: An independent organization of property owners, business owners, and residents who work in an upbeat and positive way towards the goals outlined in this report and all previous and referenced reports.
 - 2.1. Work independently and without the bounds of the formal Committee process/procedures.
 - 2.2. Replacing the previous "West Lebanon Civic Association."
 - 2.3. Liaise as needed with the City of Lebanon Planning Dept. to facilitate these changes.
3. City Planning & Budget: There remains a lack of significant funding allocated to West Lebanon efforts, and a number of significant projects added to overdue investments.
4. To fund this plan, we will need to seek all available collaborations and partners:
 - 4.1. Continue coalition building for the Greenway
 - 4.2. Facilitate productive conversations with stakeholders as outlined herein.
 - 4.3. Seek State and Federal funding opportunities—especially with the present focus on infrastructure—taking advantage of the completed plans to execute when funding is available.

