



UNIVERSITY *of* NEW HAMPSHIRE
COOPERATIVE EXTENSION

**Lebanon Master Plan Visioning Forum
Lebanon High School**

January 10, 2009
Lebanon High School

Lebanon Master Plan Visioning Forum

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Agenda - January 10, 2009 - Lebanon High School

Lebanon Master Plan Visioning Forum - 8:30am-3:00pm

- 8:30** **Welcome (Karen Liot Hill, Mayor)**
- Master Plan Background/work of Master Plan Steering Committee
(Stephanie Jackson, Chair of Lebanon Master Plan Steering Committee)**
- Overview of Today's Process (Michele Gagne, UNH Cooperative Extension)**
- 9:20** **Facilitated Small Group Work**
 Community Facilities, Utilities & Services
 Historic Resources
 Natural Resources
 Economic Development
 Housing
 Recreation, Parks & Cultural Resources and Civic Art
 Transportation
 Lebanon Central Business District
 West Lebanon Central Business District
 Land Use
- 11:15** **Small Group Report-outs**
- 12:00** **Morning Wrap-up (Stephanie Jackson and Ken Niemczyk, City Planner)**
- 12:15** **Lunch & Sign-up for Subcommittees**
- 1:00** **Facilitated Small Group Work**
 Overall Master Plan Vision
- 2:00** **Small Group Report-outs**
- 2:30** **Closing Remarks & Next Steps (Ken Niemczyk)**
- 3:00** **Adjourn**

LEBANON MASTER PLAN VISIONING
SMALL GROUP RECORDS

1. Community Facilities

Participants:

Steve	Silvre
Chris	Christopoulos
Susan	Almy
John	Garfield
Franklin	Gould

Leader: Charlie French; **Recorder:** Shawn Donovan

STRENGTHS

- CCBA
- CCB
- Libraries – Active Use
- City Hall – Concentrated downtown; convenient, not too much “red tape”; accessible staff
- AVA Gallery – Beautifully renovated
- Listen – High quality social service agency; high degree of support by residents
- High quality “urban services” – Fire protection; water supply/wastewater; public works/ landfill/ recycling
- Recreation Dept: Rail/trail, Storr’s Hills, Farmers’ Market, parks, diverse programs
- Police Dept
- Airport
- Superb rapid transit
- Lebanon is “hub of commerce and employment” in 2-state region
- Wonderful cooperation by businesses and institutions w/ community
- Good schools – staff & student body

WEAKNESSES

- CCBA – Open longer hours
- CCB – Not a green facility
- Libraries – older, inadequate
- Urban services – limited to core areas; (water; broadband; sewer); can be a strength also
- Concentrated social services – regional need met by Lebanon
- No curbside trash & recycling services
- Crammed city hall facilities
- Landfill – methane recovery; no electricity generation; running out of space
- Airport – drain on local tax ; private aircraft
- Lack of access to long distance public transit. Need better “park & ride” lots; limited hours of services (bus, rail, no connection by bus between Claremont & Lebanon)
- \$\$ drain of city resources since Lebanon is “hub of commerce & jobs”

LEBANON MASTER PLAN VISIONING
SMALL GROUP RECORDS

- Traffic congestion
- Land conversion
- Fire Dept – 50 yr old facility, needs expansion someday for admin needs. West Lebanon station “big problem”, too small, inadequate land, poor parking; well documented needs studies; better airport/Rt 12A facilities needed
- City services should be more focused on West Lebanon needs
- Lack of secondary access out airport area
- Generosity of businesses/public services
- Facilities are aged and inadequate in many cases

STRENGTH

- West Lebanon – 2 parcels available for re-development – Westboro Yards & Bayley Bros./Clem – multi-use
- Good infrastructure
- Potential Village Ctr
- CBD: Lebanon College; “Salt Hill”; Three Tomatoes; People working downtown

WEAKNESS

- West Lebanon – Lack of a Village Ctr.; inactivity at Westboro Yard; illegal use by some people in derelict buildings
- Unfocused public health programs
 - 1/3 not on city water – sewer systems
- City services driven by forces outside resident population
- High property taxes on residential property

FUTURE NEEDS – 20 yrs in future

- More compact development in community
- Moderate income housing needed not “McMansions”
- Conservation of the NH Landscape – habitat, agriculture, forests, open space, greenways, shore lands
- Insist on fiscal responsibility w/ all developments
 - Assess impacts of schools, roads, police, fire, etc.
- Adaptive re-use of older buildings and areas of city
 - West Lebanon village area – needs revitalization
 - Re-conceptualize Rt 12A commercial area
- Develop W. Lebanon Village Master Plan
- Connectivity of sidewalks, walking trails, class 6 roads, etc., throughout city – all areas of community
- Long term solid waste management plan
 - Easier recycling, more available
 - Aim for greater % of recycling
 - Methane recovery & electricity generation
- Feasibility study for options and costs of public services (trash collection & recycling)
- Insist on “green” energy efficient public facilities in all cases
- Transit – expand services; longer hours of operation; multi-modal center– inter-connection w/ all providers in region

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Vision

- ❖ Water & sewer facilities should not be extended beyond existing zones
- ❖ Multi-modal mobility goal for a city
 - Bus
 - Bikes
 - Sidewalks
 - Walking
 - Hiking
 - Green ways
- ❖ A vision for revitalization of W. Lebanon Village
- ❖ All future public & community facilities will be highly energy efficient
- ❖ Ensure a diverse community with diverse housing types
- ❖ Open spaces in city will be connected and preserved for future generations
- ❖ Sustainable solid waste solution
- ❖ Adaptive reuse of buildings in CBD

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2. Historic Resources

Participants:

Jim Ward
Tim McNamara
Jay Oscudal
Nilda Gomez
Chris Haidari

Leader: Alaya Morning; **Recorder:** Chris Haidari

STRENGTHS

- Unique/diverse
- Adaptive; historic district has been redeveloped
- People – still have stories
- Landmark homes
- Historic District
- Historic farms
- Few listings on National Registry of Historic Places
- Lebanon Green
- Historical stuff still abundant and visible
- Location – crossroad
- Residential & non-residential are historical

CHALLENGES

- School building upgrades
- Buildings not just to look at
- Change peoples' perception of what history is
- Weave buildings into social fabric
- What is intelligent reuse
- Economic feasibility
- Regulatory obstacles – HUGE
- Awareness and appreciation
- What is historic?
- Education
- Time
- How does gov't guide what is historic
- Landscape/ambiance/scale; “negative space” to consider atmosphere
- Community participation
- Not let history handicap architectural design
- Bridging historical and contemporary (tension between two)
- Downtown W. Lebanon

LEBANON MASTER PLAN VISIONING SMALL GROUP RECORDS

- Maintaining open space – economic viability
- How to influence historic
- Evaluate/highlight W. Lebanon’s historical buildings
- Pedestrian needs
- Managing traffic, bridges, trains, pedestrian, cars
- Preserving open space; also farms & barns
- Pride and awareness of history
- Identification and communication

FUTURE

- Mark homes with dates and historical use
- Adaptive reuse
- Have a clear vision/guidelines
- System to evaluate what’s worth preserving
- Map buildings and features, landmarks
- Historically sustainable environment
- Have established “cornerstones” of the community
- Maintain core area – most visible as cultural center
- Integration of social fabric
- Maintain flavor of what is Lebanon
- Integrate resources with people and people with resources
- Mixed use – historical look and use with contemporary use
- Keep farms – incentives
- Collection of recorded history stories
- City historian
- Create visual representation and creative forum

VISION

- ❖ Specific to Lebanon – what is unique and diverse
- ❖ Define what is a historic resource – systems to evaluate
- ❖ Expand vision beyond conservation & preservation
- ❖ Address visual appeal
- ❖ Emphasize importance of integration
 - Community – resource
 - Resource – community
 - Highlight social fabric
- ❖ Not just physical, also cultural
- ❖ Web based site – innovative approach to public access to historic resources – buildings and people
- ❖ Identify and preserve/enhance historic cornerstones

LEBANON MASTER PLAN VISIONING
SMALL GROUP RECORDS

- ❖ Emphasize historically sustainable environment
- ❖ Economic viability

LEBANON MASTER PLAN VISIONING
SMALL GROUP RECORDS

3. Conservation and Preservation of Natural Resources

Participants:

Larry LeClair
Lori Christopoulos
Peter Goodrich
Vanessa Acham
Eric Cole

Leader: Amanda Landry; **Recorder:** Dave Kovaka

STRENGTHS

- Good access to natural resources
- Good protected areas along waterways & for wildlife
- Plentiful natural resources
- Bicycle paths give good access to natural resources
- Pride in natural resources to the extent that it is expected
- Benefits of city life and country life--best of both worlds
- Access to nature--you can see the stars
- Abundant wildlife
- Living in what others only dream of

CHALLENGES

- Maintaining role of natural resources in conjunction with development
- Balancing protection of natural resources with landowner rights
- Devaluing land when natural resources are protected
- Assessing the economic value of natural resources
- Increasing vocabulary in assessing value of natural resources
- Increasing public awareness of issues relating to natural resources
- Fragmenting of ecosystems
- Taking access to natural resources for granted
- Remembering that decisions affect individual property rights financially and regulatory
- Compensating costs of all kinds to individuals for public goods
- Understanding role and responsibilities and duties of all including wildlife, people, future users.

FUTURE (what we want)

- There is a roadmap for conservation and development
- Property owners feel their rights are respected and they are partners in decision making
- Lebanon has an image as a destination for natural resources
- Lebanon is a role model for balance between development and conservation

LEBANON MASTER PLAN VISIONING
SMALL GROUP RECORDS

- Improved quality and quantity of recreation
- Maintain current balance of city culture and convenience with amenities of natural resources

Vision

- ❖ Add air as a natural resource with respect to carbon footprint
- ❖ Add vision and view with respect to amenity of seeing sky and nature (viewshed)
- ❖ Asset – which is comprised of public and private ownership,..... whose protection....
- ❖ We would like to iterate that the community includes landowner, resident, visitors and future users
- ❖ Generations while respecting landholders rights
- ❖ Definition/clarity around “open spaces” view shed is one of our resources???

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SMALL GROUP RECORDS

4. Economic Development

Participants:

Eleanor	Coffey
Patrick	Buccellato
Jake	Reder
Bobbi	Gross
Barbara	McIlroy
Martin	Downs

Leader: Judy Macnab; **Recorder:** Tom Cormen

STRENGTHS

- How well Rt. 120 has developed, especially compared to what could have been (preserved environment around the road)
- Centerra aesthetics
- DHMC/DMS – responsible for many \$\$ flowing through city, strong foundation
- Current planning & zoning ordinances produce good results
- Rt. 120 corridor suitable for development
- Controlled/smart growth
- Quality of life draws people to area
- Mixed used – housing, restaurant, commercial
- Solid industries (Timken, Hypertherm, etc.)
- Diverse mix of jobs and anchors
- Not all agreed with how diverse – DHMC dominates local employment
- Group did not come to consensus about definition of diversity.

CHALLENGES (12A)

- Getting traffic moving
- Should not discourage development
- Where to develop on 12A
- How to make 12A area more aesthetically pleasing?
- Older developments not built to current standards
- 12A pedestrian unfriendly
- Use existing buildings, recognize that economic development doesn't necessarily mean new bldgs. & roads.
- Improve Internet access
- Airport needs better flights
- Public transportation – limited hours
- More jobs in Lebanon than residents to fill them
- Money coming into many businesses doesn't stay in Lebanon
- More incubator space

LEBANON MASTER PLAN VISIONING SMALL GROUP RECORDS

- How do we continue to prosper without suffering negative impacts? How do we grow sustainably?
- More mixed use
- Attract business that has low environmental impacts and is sustainable
- Rural/agricultural development
- Coming to a consensus definition of economic diversity (define in survey)
- Consider environmental impacts of development (“smart growth”)

FUTURE

- Support agriculture, biotech, high tech, medicine, education – public & private pre-school thru post-grad
- Improve Internet access
- Maintain quality of life; career opportunities; cost of living
- Branding of Lebanon
- New construction reconfigurable/redeployable
- Redevelop existing bldgs/sites
- Tax neutral incentives to improve aesthetics of existing bldgs
- Take advantage of natural features such as rivers and mark accesses
- Smart growth (need to define “smart growth” in the survey that’s sent out)
- Airport
 - Supported by the people who use it
 - Shuttle to MHT?
 - Expand airport business park to add businesses that would use airport?
 - Study in relation to economic development/land use
- Add housing within walking distance (< 1mi) of DHMC
- Improve Mt. Support Rd. so that it can support housing
- Sustainable development (need to define)

Vision

- ❖ Create high-wage jobs
- ❖ Create more jobs
- ❖ Increase tax base
- ❖ Improve quality of life & environment, both for aesthetics and to maintain property values
- ❖ Encourage locally owned businesses

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5. Housing

Participants:

Don	Collins
Barbara	Slaiby
Brian	Clancy
Jean	Wulpern
Mary Jane	Thibodeau
Cliff	Desrosiers
Linda	Mason

Leader: Mark Baril **Recorder:** Mary Jane Thibodeau

STRENGTHS

- Good neighborhoods
 - Compact
 - Relationships
 - Walking areas
 - Community within neighborhood
- Diversity of housing – diverse people
- Affordable
- Location Upper Valley
- Historic buildings
- Well maintained
- Pride in image
- Mixed use zoning
- Walkable public transportation
- Aesthetically consistent – sensitive
- Assisted living housing/elderly
- Kids' activities
- Emerson Gardens location
- The Falls

CHALLENGES

- Supply and demand – costs of public transportation
- Reliance on property taxes too high
- Not affordable
- Lack of buildable land
- Fragmentation of neighborhoods
- Zoning promotes sprawl
- Can't build apartments

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- Unfinished housing developments
- Change market
- Bldg. houses in rural areas
- Ownership rights
- Water & sewer costs
- Rental \$\$ up
- Not much for young adults to do
- Emerson Gardens not rented
- Looks of apt. buildings (Emerson)
- Colors
- Developers can't be held to plans
- Fitting in aesthetically
- Scale – too big – new housing

FUTURE

- Maintain natural areas
- Open spaces
- Land use choices
- Downtown vitality
- Take advantage of Riverfront – W. Lebanon make attractive
- Create other town centers
- Keep small country setting
- Change tax structure
- Limit developed area to 30%
- Reduced property taxes
- Affordable to all
- Diversify
- Limit housing being built
- Public transportation to all houses
- Rebuild organizations between W. Lebanon and Main St.
- Add residential to 12A
- Use existing town centers
- Mixed use ????

Vision

- ❖ Access to well-maintained vital and affordable housing in Lebanon
- ❖ Diversity of housing types and diversity of neighborhoods
- ❖ Encourage variety of density
- ❖ Housing plan, land use plan and public transportation compliment each other

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6. Recreation, Parks, & Cultural Resources

Participants:

Paul Calandrella
Vicki Goodrick
Carolyn Crocker
Betty Ann Heestead

Leader: Don Dickey **Recorder:** Liz Schwartz

STRENGTHS

- Rail trail & volunteers
- Lebanon pool: lessons; busing/availability to great area – camps, etc., ; keep kids off the street; a place to be with good supervision
- CCB/CCBA
- Special Parks & Rec. events
 - Trips, Halloween, tree lighting, point to point (prog. Supper); town farm
- Storrs Hill Recreation Area
- Trail system (Goodwin Park) – year round
- Skiing
 - Public/pm skiing
 - Yr round jumping prog.
 - Racing team
 - City lessons
 - Certified ski patrol
 - Gathering place
 - Resource for training
- Glen Rd. playground & skate park; rotary club support
- Lebanon Green; concerts/plays
 - Playground
 - Mon night concerts
 - Thurs events
 - Farmers Mkt & concert
 - Yr. round
- Downtown Hub
- Elements knit together – business civic, recreation, art – all right there
 - Green Lebanon Opera House
 - CCBA, library, Salt Hill
 - Lebanon College, city offices
 - Fire station, all mall businesses
 - Public transportation, Roger’s House, Post Office, Fire Department
 - Lebanon Village Market
 - AVA, schools, craft fair
 - Alumni Parade/Day

LEBANON MASTER PLAN VISIONING SMALL GROUP RECORDS

- Natural Resources: Mascoma, Connecticut, White River environments – some accessibility
- Boston Lot
 - Trails – lake
- Conservation Land – Ice House Road
 - Recreation
 - Water quality
 - Eco system health
- Recreation Dept –
 - Sports program
 - Planned walk/hikes for children & adults
 - Summer camp
 - Pool
 - Fields – maintenance, etc.
- Public works supports and interacts well with Parks & Recreation – mutual relationship
- Newsletter/website – communicates programming
- Civic Art –
 - Lebanon Opera House
 - Fountain
 - Mall redo
 - Gardens

CHALLENGES

- Funding
- Volunteer needs
- Traffic/Parking/Safety
 - Commuting traffic
 - Affects “hub”
 - Becomes a rotary or conduit/corridor for traffic not using Park & Rec services
- Development
 - Fragments important community connections
 - Natural spaces
- Development/Growth
 - Competition for city resources
 - May take \$\$ from Parks & Recreation
- How does development impact the resources – the ripple effect
- Need for tax supported growth-consider art/beautification w/ development
- River access
 - 12A, Westboro Yd., ALL Rivers
 - Bypass impact on river recreation – ecosystem health
 - Consider aesthetics w/ permitting for building
- Recreation opportunities in W. Lebanon
- Connecting the 2 communities
 - Pedestrian/bike connections
- Collaboration/unification of Lebanon & W. Lebanon

LEBANON MASTER PLAN VISIONING
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- Meeting the recreation needs of the whole community
 - Kids, families, elderly
 - After school
 - Guidance
 - Need for more after school opportunities (non athletic)
- Maintaining the strengths of the CCBA within the greater community
- Continuing to support CCBA in order to meet community needs
- Carter Golf Course – maintaining this resource
- How to develop Westboro area for rec & cultural uses

FUTURE

- Outdoor pool & CCBA closer for accessibility for kids – consolidation
- Athletic fields for more sports – sailing/boating, etc., kayaking
- Complete rail trail to West Lebanon
 - Rail w/ trail
 - Or trail moved along river away from rail
- Safe connection from rural outlying areas into town – for all areas
 - Sidewalk/biking
 - Lighting
- Stakeholder collaboration
 - Schools, community, businesses, etc.
- Less traffic through “Hub”
- Commitment to capital improvements for areas like Storrs Hill
 - Staff, admin. facilities
 - Take burden off volunteers
 - Upkeep, future development, maintenance equipment
- A compliment of trail alliance/volunteer group
- Strengthen & support volunteer core w/ more support
- More incentives for rural land owners to keep land unposted
- Kilton Library built
 - w/ green space
- Westboro developed for
 - Cultural
 - Recreation
 - Water access
 - Connection
- String of pearls
 - Connection
- More community access @ AVA gallery
- Broader youth/community member
 - Cultural opportunities
 - Gardening
- Career/exposure for teens (beyond sports)
 - Apprenticing
 - Experiences

LEBANON MASTER PLAN VISIONING
SMALL GROUP RECORDS

- Mentoring
- Public Art
 - Increase visibility & awareness
- Community use & support of Lebanon Opera House
 - Create more opportunities for addition of civic art – including W. Lebanon

VISION

- ❖ Leisure time activities for all age groups
- ❖ Support of lifetime fitness and wellness activities
- ❖ Change wording of “TV time” to “screen time”
 - Active living
 - Social/community participating
 - Encouragement of play
- ❖ Money to support/maintain facilities to allow full participation in a full variety of areas.
- ❖ Sense of shared responsibility among all “citizens” of our community residents and businesses – every participant
- ❖ Foster interaction among people of all ages/generations
- ❖ Increase awareness of both rural and built environments
- ❖ Connection of all neighborhoods – physically and culturally
- ❖ Maintain and continue to support our unique strengths.

LEBANON MASTER PLAN VISIONING
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7. Transportation

Participants:

John Dawson
Pat McGovern
Donald B. Johnson
Mark Splaine
Ruth Stephenson

Leader: Georgia Barwick; **Recorder:** Ken Morley

STRENGTHS

- Advanced transit
 - Free
 - Diverse routes
 - Connects region
 - Bike accessible
 - Connects with wider system
 - Ride share
- City and 2 private employers contribute financial support
- Air transport- city owned
- Commercial bus and train transport
- Senior Center bus service
- Pedestrian traffic
 - Sidewalk expansion and snow removal
- Economic considerations of transport taken seriously by advanced transit and City Council
- Bike and pedestrian paths city committed to develop
- I-89 connects East and West Lebanon through Central Lebanon
- Creation of speed tables
- Left turn lanes added
- Maintenance: sand roads/sidewalks well maintained

CHALLENGES

- Traffic safety and calming design
 - Increasing traffic
 - Drivers less courteous
 - Colburn Park
 - Rt. 12-A
 - Rt. 120
- Advanced transit only 5 days/week-extend to Saturday and evening hours
- 12-A design currently contributes to “gridlock”
- Pedestrian and biker paths not connected

LEBANON MASTER PLAN VISIONING
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- Terrain is difficult
- Access to rail trail difficult
- Rail trail not continuous to West Lebanon
- Cost of air transport from Lebanon
- Limited customer base
- Limited contributor base for those who use should pay
- Lack of “park and ride”
- Make better use of advanced transit marketing subsidy
- Lack of transportation master plan

FUTURE

- Goal: one can get there from here by public/pedestrian/bike transport
- Trail connections to/from park and ride areas to major employers
- Maintain bike paths and trails through winter season
- Incentives for people to use public transport (expansion of such programs at home and college)
- Promote public/private partnerships
- Students should use provided transport (school bus)
- School district and public transportation need to work towards efficient cooperation
- Improve connectivity among schools and facilities such as CCB
- Encourage walking to and from schools
- Route 12-A
 - no left hand turns
 - roundabouts at either end
 - simple and less costly remedies to be considered first
 - speed monitors
 - NH-DOT should be more responsive to local issues additional access to high volume destinations
- drastic reduction in use of personal vehicles

VISION

- ❖ N.H. DOT needs to be more responsive to local needs
- ❖ Additional/alternative access via roads/sidewalks/trails to and from high volume destinations e.g., 12A, DHMC, LHS
- ❖ Vision statement should include:
 1. Connectivity between Lebanon and neighboring towns
 2. Public/private partnerships
 3. Sensitivity to all sub-groups – students, elderly, disabled
 4. All elements of public transportation

LEBANON MASTER PLAN VISIONING
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8. Land Use

Participants:

Pam	Booma
C. Peter	Zduncayk
Chris	Tyder
Janelle	Dawson
Lyndsay	Dearborn
Barbara	Whitman
Allyn	Ford

Leader: Nancy Berry; **Recorder:** Dan Nash

STRENGTHS

- Plenty of opportunities for public to be informed
- Allows for diverse uses
- Neighborhood meetings
- Recreation programs/land uses
- Trails and recreation facilities/Storrs Hill/Town Green/Colburn Park/Skateboard Park
- Open spaces
- Rail trail
- Farnum Hill
- Opportunities to escape “busy-ness”
- Purchase of LaBrun Meadows
- Preserving natural resources
- Golf Course (oxygen/trees/close to town)
- Needs to be saved
 - Topography- mountains and rivers
 - Farmer’s Markets
- Advantage of cultural center with advantage of rural area
- Safe place to live

CHALLENGES

- Changes to zoning must be clear
- Changes- need to know worst case (build-out) as homeowner
- Pressure to develop natural areas
- Pro-active effort to preserve large parcels
- Effects of rural development- traffic
- Balance between land use and open space
- Schools and locations
- Hunting areas- where are they? (dates of hunting season and when can walk safely)

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- Sharing information to new-comers
- New-comers desire to preserve old timers land (which they might want to sell)
- Energy resources will get tighter
- Ageing population can't afford Kendall or Harvest Hill
- Seeing both sides of issue (balance)
- Noise pollution
- Light pollution (upward)
- Limiting adverse impacts of development
- Generational values- re: lighting, density, etc
- Junction of transportation network
- Hub of region
- Development too fast
- Effects out of our control (commuters), costs borne by those who live here
- Being pro-active to change/not re-active
- Traffic density
- Balance between desires and what we know will happen
- Provide opportunities for those who wish to relocate here (desirable neighborhood)
- Fewer flat places for parks, etc

FUTURE

- Fix the schools/buildings
- No more "big box" stores
- Fix 12-A traffic
- Establish green spaces where development may go
- Green River corridors
- Ensure development does not bring adverse effects
- Protect water resources
- Provide workforce housing for young
- Jobs for tradesman (non-college grads)
- Affordable housing
- Transportation improvements
- Public transportation
- Ensure Lebanon remains affordable for aging population
- Develop communities with diverse age groups
- Energy efficient structures (might generate jobs)
- Forward thinking developers with energy efficient design
- Green roofs- trees, etc
- Embrace technology in future
- Preserve relationship with agricultural resources (farmer's market, farms, etc)
- Bicycle facilities- free bikes downtown
- Bike lanes
- Mechanic St. bike lanes/sidewalk

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VISION

- Maintain a healthy balance between development and the preservation of rural areas, green spaces and open spaces
- Green spaces – parks, trails, anything with gardens, trees, bushes, water's edges – become gathering places – very important
- Rural areas – meadows, farms

Balance between preserving/maintaining/creating green spaces including parks, fields, natural habitats and development (housing & commercial)

LEBANON MASTER PLAN VISIONING
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9. Lebanon Central Business District (CBD)

Participants:

Susan	Cole
Judy	Ryder
Leah	Koff
Karen	Page
Peter	Weitman

Leader: Ashlee Iber; **Recorder:** Gail Dahlstrom

STRENGTHS

- Green – walking distance & Jake’s, etc.
- Opera House
- Walk to everything
- Multi-task – e.g., post offices, bank, CCB
- Close to schools
- Fountains
- Open space on green
- Salt Hill, Three Tomatoes, etc.
- “Little Store”
- CCB opening more outdoor play & walking
- CCB taking care of kids after school
- AVA Gallery
- College rail trail
- Free and adequate parking (maybe some parking)-paid/meter for a short-term
- Auxiliary parking
- Bandstand & music
- Storrs Hill skiing
- Little League ball park
- Provides specific identity; a focus
- Senior citizen dwelling – inclusive
- Providers gathering place
- Grocery – walking distance, especially for elderly
- After school – library, CCB
- Pedestrian mall
- Old building kept in condition – City Hall
- Coordinate church activity possible (interdenominational)
- Churches provide space for community activities (e.g., concerts, Listen)
- Listen Center
- Farmer’s Market
- Ancient healing center yoga; women’s health center
- Traffic loop

LEBANON MASTER PLAN VISIONING
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CHALLENGES

- Turnover parking by Citizens Bank
- Non-residents to contribute to city infrastructure, examples: parking meters, charge for bus parking tickets
- Avoid becoming 12A – like
- Employees shuffling their cars, mis-using shorter term spaces
- Speeding around the green-safety, kids, elderly
- Challenging crosswalks, e.g., by library-add mid-lane median to encourage safety.
- Safety from unlawful activity. Greater police activity
- No real community center. There is no organized activities for kids past 6th grade. Currently hang out at the library.
- Attracting & keeping good sustainable businesses.
- Knowledge about and access from back parking to Ped Mall.
- Appearance. Dumpy now, especially down Mechanic Street
- Making buildings more energy efficient
- Maintain/preserve historic look/appeal of current buildings.
- Balance owner's rights & city's needs regarding appearance of buildings
- Poor appearance of some buildings brings down overall appearance of an area. Brings down business desirability.
- Continuous sidewalks (e.g., along Mechanic St., south of Green)
- Rundown status of downtown commercial buildings
- Being sensitive to natural resources (e.g., took down trees for sidewalk)
- Plowing for pedestrian-way is slow.

CURRENT FUTURE

- Not much to change current unique character.
- Mall death - businesses moving out.
- Traffic accidents around Green.
- Decreased safety for kids - more criminal activity.
- Lack of infrastructure because businesses & non-residents don't contribute
- Lose more green space & increase traffic to businesses.

IDEAL CHANGED FUTURE

- Affordable CCBA
- Adequate bike paths
- Adequate walking paths, downtown to schools
- Good quality schools @ all levels. Good quality, i.e., buildings & accessibility
- Greater accessibility between rail/trail & swimming pool complex. Pathway by the dam.
- Bakery & creamery
- Good breakfast place - needs adequate building & city infrastructure.

LEBANON MASTER PLAN VISIONING SMALL GROUP RECORDS

- Aesthetically pleasing & historically accurate renovations.
- Maintain high aesthetics level of new construction (e.g., Jakes)
- Storrs Hill sustainability
- Great Rec Dept. activities of affordable variety
- Rec Center for older kids
- Lebanon public beach on Mascoma Lake
- Method to partner with businesses to support Lebanon infrastructure.
- Moratorium on development until adequate payments between businesses & city
- Restructure City Council to identify business point person to negotiate contribution to city infrastructure/needs
- Reward citizens for allowing development in
- Constrain box stores in the area of 12A. Don't expand 12A to downtown. Target anywhere is okay
- Better coordination and cooperation between city and school district--integration
- Current situation doesn't meet community's needs.
- Find ways for businesses to contribute to city infrastructure.
- Encourage business that support and foster the goals of the city (e.g. business that support healthy population)
- Environmentally friendly businesses & buildings & overall community.

VISION THEMES

- Accessible – walking/bike, etc.
- Historic character
- Safety
- Environmental priority (incl. energy efficiency)
- Aesthetically sensitive/pleasing
- Recreation
- Self-contained - use the City without car and meet all needs.
- Preserve characteristics, including current balance/mix of services.
- Leb CBD
 - Preserve current characteristics: accessibility; historic character; combination of business, rec. arts; community gathering places
- Improve
 - Safety; environmental impact; revenue for city needs & infrastructure; aesthetics; safe activities for all ages; parking use

VISION

Preserve the current characteristics including:

- ❖ Accessibility
- ❖ Historic character
- ❖ Community gathering places
- ❖ Combination of business, recreation, arts

LEBANON MASTER PLAN VISIONING
SMALL GROUP RECORDS

Improve:

- ❖ Safety
- ❖ Environmental impact
- ❖ Building aesthetics
- ❖ Parking use
- ❖ Safe activities for all ages
- ❖ Increase revenue for City from businesses to meet our needs and sustain infrastructure.

LEBANON MASTER PLAN VISIONING
SMALL GROUP RECORDS

10. W. Lebanon – Central Business District (CBD)

Participants:

Georgia	Tuttle
Betty	Pardoe
Ron	Michaud
Stephanie	Jackson
Nancy	Archibald

Leader: Dan Reidy; **Recorder:** Colin Smith

STRENGTHS

- W. Lebanon strong sub community identity
- Creation of Kilton library and expectation to stimulate the CBD
- New business activity (e.g. W. Lebanon supply)
- Compact
- Easy to visualize/grasp scope
- Community schools
- A few necessary services
- High accessibility-state roads through district
- Easy access from neighborhoods
- Walkability to and within district
- Westboro yard: there is a vision for the future
- Westboro yard: single most important development opportunity in Lebanon
- Citizen interest and participation
- River access
- Easy parking
- Senior housing in CBD
- Planned transportation improvements
 - (e.g. 12A/exit 20, bridge over Connecticut on RT 4)
- Potential for high speed rail (Boston-Montreal)
- Transit Accessibility
- Great potential for W. Lebanon and CBD
- Preservation of historic buildings
 - (e.g. existing library)

CHALLENGES

- Current zoning is too restrictive
- Current economic situation hinders development
- Contamination in Westboro Yard
- Railroad bisecting Westboro Yard

LEBANON MASTER PLAN VISIONING SMALL GROUP RECORDS

- Multiple parties with interests in Westboro Yard
- Short term impacts due to bridge construction, I-89, Exit 20 construction
- NH-DOT bias towards rail transportation conflicts with local priorities
- How to make W. Lebanon CBD more of a destination
- Parking (lack of) would be a limiting factor
- Lack of diversity in retailers
- Lack of restaurants
- Infringement of CBD on adjacent residential neighborhood (specifically the east side of Main Street where CBD backs onto residential area)
- Limited visibility from the street of some businesses
- Commercial space is of limited quality- old buildings
- Stock difficult to reuse
- How do you draw reinvestment into W. Lebanon CBD
- What to do with:
 - Holy Redeemer (just outside CBD)
 - Seminary Hill School
 - Bailey Brothers
 - and other properties adjacent to CBD
- Traffic congestion (through traffic)? Afternoon peak and Saturdays
- Crime issues/personal security
- Achieving vibrant store fronts/village feel
- Use/reuse of historic buildings

FUTURE

- Implementing plans for Westboro Yard
- Completion of the “string of pearls”
- Construction of Kilton Library
- Continued business investment
- More small businesses
- “Magnet” restaurant to draw visitors
- Future development compatible with the adjacent neighborhoods
- Meets the need for a drug store
- Gathering places for every demographic group
- Renovation of existing storefronts
- Buildings with stores should have residences above (mixed use)
- More green, more trees
- More benches, places to gather in the streets
- Pocket parks
- Bus stops- maintain accessibility to transit
- Improve (and maintain) walkability
- Efficient parking that matches demand
- Parking shared across businesses
- Integrate public and private parking

LEBANON MASTER PLAN VISIONING
SMALL GROUP RECORDS

- Old W. Lebanon library -> preserved and actively used
- Preserve and use Sem Hill School Building
- Maintain Sem Hill School fields for recreation use
- Better planning cooperation between school district and city related to the future of Sem Hill School - government and the community
- Maintain neighborhood schools

VISION

- ❖ Reinforce a strong community identify for the CBD
- ❖ Final sentence of the vision should be first: “downtown W. Lebanon will be a vibrant village. A crossroads where residents and visitors work, meet, shop, and share in a good quality of life and a firm sense of community and belonging”
- ❖ Take advantage of current revitalization projects and plans
- ❖ We like most of what is in the current vision statement

LEBANON MASTER PLAN VISIONING
SMALL GROUP RECORDS

Overall Master Plan Vision Statement Themes

Preserving the quality of life

- Affordable and workforce housing
- Integration of land use, housing, transportation
- Partnerships/sharing responsibility
- Noise and light pollution management
- Environmentally sound construction
- Sensitivity of all ages and economic positions
- Economic vibrancy and resiliency
- Good access to health care
- Neighborhood identity/feel and neighborliness
- Pacing growth
- Historic context: integrate past with present in decision making
- Connectivity across strata
- Anticipating national/regional impacts
- Green and open space
- Connectivity and integration
- Preserving property owner rights
- Revitalizing or maintaining vitality of downtown centers
- Access to natural and recreation areas
- Sensation/take into account ripple effect of everything
- Property tax stabilization
- Balance when considering needs
- Self sufficiency – energy, agriculture

LEBANON MASTER PLAN VISIONING SMALL GROUP RECORDS

- Integration of educational and community goals
- Health and wellness of the population
- Agriculture/loss of prime land to sprawl (farms, orchards, community gardens, preserving good agricultural soils)
- Bring back things lost: gathering places, agriculture
- Airport, public transportation/multiple modes and connectivity
- Preserving local financial institutions – can finance local projects
- Develop small businesses and support of them
- Encouraging next generation to be involved in community

Sustainability

- Recognize existing resources, i.e, committees. Maintain/build on what we already have.
- Balance preservation and development
- Rt 12A – deal with issues associated with it
- Controlling congestion (traffic) and maintaining safety
- Affordability of financial aspects/impacts for sustaining future
- Using public/private partnerships to leverage resources
- Expand view of economic/resources to social infrastructure and natural resources
- Support for the arts and cultural activities
- West Lebanon should be a focus of boards (not just Lebanon); strong sense of resources there.
- Crime (public safety)
- Protect Rt 120 from being another 12A
- Address poverty and homelessness
- Move toward greater food self-sufficiency - support farms; protect farms; create community gardens
- Protect Rt 10 and Miracle Mile from becoming 12A

LEBANON MASTER PLAN VISIONING
SMALL GROUP RECORDS

- 12A more than a traffic issue
- DHMC – for good or ill
- Airport – financial drain
- W. Lebanon services in Lebanon not W. Lebanon
- Anticipating increase costs of community facilities and services
- Respect for geographic, ecological, community
- Support venues for after school and teen activities
- Connect W. Lebanon and Lebanon with rail trail and pedestrian bike connection
- Explore rail transportation to larger urban areas.
- Create meeting space in W. Lebanon to move meetings between Lebanon and W. Lebanon
- Create method for communication and coordinating Lebanon’s plan with surrounding communities
- Have Farmers Markets be year-round; alternate between Lebanon and W. Lebanon; use as a method of communication (formal and informal)
- Include local community hospital with DHMC in picture with health and fitness (obesity prevention) they are a big employer, a good partner
- Address landfill future
- Look at new development’s impact on physical environment and other exiting structures and impact on viewscapes
- MP include reference of healthiest population/health and wellness
- Capitalize on public/private partnership pathways - local area agencies
- Quality of life, assets, service providers
- Community and public health
- Sense of affordable housing meaning different things to different people - need classification
- Mascoma River from Hanover Street to before dam is a spectacular site where it merges with Conn. River – needs focus

LEBANON MASTER PLAN VISIONING
SMALL GROUP RECORDS

- Volunteerism and collaborative gov't at all levels
- Maintain architectural design of city
- Preserve connectivity across/among natural resources - recognize the system
- Make sure these are emphasized in MP
- Everything intersects and impacts everything else (look at each category of MP together with other categories)
- Regionalization with surrounding areas around Lebanon with Lebanon as center. What are Lebanon's implications to surrounding services (i.e., jails, transportation), etc.?
- Better transportation system to link opportunities surrounding Lebanon
- Encourage public participation through a mentoring system for new volunteers in processes and application of decision "living plan"
- Integration of schools in MP thinking about the future
- Daytime population is twice the night time population
- Impact of citizen participation – improve process and alter results make an ongoing process
- Energy efficiency and economics together; look at renovation that solves this – projects that are win-win-win sustainable MP/integration

Appendix A

Participants

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