

# Lebanon Central Business District

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## Vision & Purpose

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Downtown Lebanon shall continue to be a vibrant part of the community - a crossroads where residents and visitors work, meet, shop, learn, participate in local governance, and share in a good quality of life and a firm sense of community and belonging. The City of Lebanon seeks to promote and enhance downtown Lebanon as a vital business, social and recreational center of the community while preserving its historic “small-town” atmosphere.

## Issues & Priorities

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### Downtown Revitalization

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The Lebanon Central Business District has numerous positive attributes that define this area as one of Lebanon’s greatest assets. However, the area remains in a process of transformation with a number of opportunities for improvement remaining. A coordinated planning effort involving the various stakeholders, articulating the scale, scope, and timing of proposed improvements should be a priority for the City.

## Existing Conditions & Trends

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### General Description

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Downtown Lebanon is located near the geographic center of the City approached by Route 120, Route 4 and I-89. The Lebanon Central Business District (CBD) is characterized by a great variety of mixed land uses in a dense area at a core node of the City. The CBD is an official zoning district covering approximately 105 acres that roughly correspond to what is generally perceived as the core of “downtown Lebanon.”

Since the mid-1980s, there has been substantial new construction and renovation in downtown Lebanon representing millions of dollars in private investment. Significant renovations have included:

- Whipple and Pulsifer Blocks and Lebanon College in the former Woolworth Building on the Mall.
- Citizens Bank building.
- Mascoma Savings Bank building.
- 1 Court Street.
- The Courtyard Pavilion.
- The AVA Gallery and CCBA.
- Rivermill Complex just beyond the CBD.
- Lebanon Village Marketplace, which provides the residents of the CBD with a nearby grocery store.

### key points | vision & purpose



- Enhance downtown’s role as a vibrant community center
- Preserve downtown’s historic, small-town character

### key points | issues & priorities



- Continue revitalization of the Lebanon Central Business District



lebanon central business district and surrounding neighborhoods

Downtown Lebanon has become a desirable location for many professional offices, including a large majority of the City's law firms and many accounting, medical, insurance, real estate, financial services and marketing offices. Numerous residences have been converted or renovated into offices such as 8 South Park Street and the Carriage House, and a number of other residences along School and Bank Street. The loss of housing in the CBD resulting from these conversions has been offset by new residential development such as the 20-unit Spencer Square and the 160-unit Emerson Gardens Apartments.

Retailing in downtown Lebanon is scattered around the Mall and in individual sites on the main arteries in and out of downtown. Virtually all of the retail and service businesses are locally-owned and operated or part of a small regional group. Some retailers have experienced a high rate of turnover. The eating establishments in the Mall continue to thrive and serve as anchors for the CBD.

The Mall is evolving into a place of service and cultural activities, including Lebanon College, music and dance studios, the DHMC Women's Center, and a Center for Healing Arts. Numerous social service agencies are located within the CBD. City government services continue to draw activity into the district. These services and cultural amenities are accessible to local residents without the need for an automobile. Proximity and concentration of services to surrounding residential neighborhoods and public transit allows more tasks and activities to be accomplished with significantly less vehicular use.

### 3|C-2 Surrounding Residential Neighborhoods

A significant percentage of the City's residents live within walking distance of the downtown in one of the large residential neighborhoods that surround the Lebanon CBD including: Spencer Street area, the Young Street area, the Green Street area, and the Church Street area.

The proximity of residential neighborhoods to the CBD supports downtown vitality and increases residents' quality of life. Neighborhood residents benefit from their proximity to the services and amenities within the CBD including the Carter Community CCBA, Senior Center, High School, Junior High School, elementary schools, and the pedestrian-oriented Colburn Park and Mall. Neighborhood residents create a customer base that many downtown businesses, particularly the small, local businesses, rely upon to remain profitable.

### 3|C-3 Downtown Design

Downtown Lebanon has many strengths and features that make it an attractive community center including the Colburn Park Historic District, the greatest concentration of pedestrian activity within the City, and the cultural and public service entities. However, there are aspects to the design of downtown Lebanon that discourage and inhibit its vitality.

There are no traffic lights within the CBD except for emergency vehicular and pedestrian use at the fire station. The circular flow around Colburn Park can be confusing, and there is a need to improve the design for safe vehicular, bicycle and pedestrian flow.

### 3|C-4 Cultural, Recreational & Natural Resources

Existing cultural and recreational activities within the CBD contribute greatly to the vitality of the community. They generate activity in the downtown, complement commercial and business activities, and bring people together socially in the heart of the community. These activities are beneficial in providing social outlets and community meeting places, a sense of community and civic participation, intellectual and artistic stimulation, and economic support to the City.

Cultural, historic and recreational (also see Chapters 10 and 11 of this plan) assets within or within walking distance of the CBD include:

- The renovated 850-seat Lebanon Opera House, which offers a variety of musical performances sponsored by various organizations. The Opera North Company, which stages performances in the Opera House, recently relocated to Lebanon from Hanover and is housed in the Citizens Bank building.
- Festivals, concerts and farmers' market in Colburn Park.
- The Lebanon Public Library.
- The Colburn Park Historic District.
- Lebanon Historical Society archives.
- Lebanon College.
- The Dance Studio.
- The AVA Gallery and Arts Center.
- The Mascoma River, which flows through the length of the CBD but is largely invisible to both vehicular and pedestrian traffic due to past and ongoing development patterns.
- Storrs Hill ski area and ski jump facility.
- Nature trails.
- Events in Colburn Park.
- The CCBA and Community Garden.

Having so many resources at a center of the community allows residents to enjoy leisure-time community activities near home, employees to exercise and relax before and after work, and all visitors to the downtown to experience an integrated sense of community. Lebanon has an opportunity to pro-actively guide and capitalize on our downtown's many and varied cultural and recreational offerings. With some investment in marketing and promotion, support for its existing businesses and assets, and selective recruiting, the CBD could become even more vibrant as a visitors' destination.

### 3|D **Future Challenges & Opportunities**

#### 3|D-1 Downtown Revitalization

There is little undeveloped land in the CBD, but the in-place infrastructure, available services, and familiarity among established clientele provide a cost-effective environment for economic development. The mixed-use

## key points | future challenges & opportunities

- Downtown revitalization efforts should focus on rehabilitating and fully occupying existing buildings, and increasing the density of existing sites through infill development.
- Establishing a critical mass of activity, including businesses that provide residents with basic goods and services, within the CBD will assure downtown's economic viability.
- Improvements are needed to enhance the design and appearance of downtown gateways, streetscapes and the Mall, including increasing awareness of and access to the Mascoma River.
- Increasing the walkability and bike-ability of downtown Lebanon is a priority for the City and will support efforts to reduce congestion within the CBD by encouraging alternatives to driving including public transit.
- Coordinated programming and marketing of the cultural amenities and natural resources available within or within walking distance of the CBD is needed to attract people downtown.
- Downtown vitality will be enhanced by increasing the number of people living within the CBD, including in the upper floors of mixed-use buildings.



sites, with substantial infrastructure already in place, will tend to cost the City less than similar new development located in outlying areas that would require new infrastructure and services.

Given that there is existing downtown building space available or under-utilized, it is not appropriate to rezone additional land as CBD. However, due to the existing character of the businesses on South Park Street, it may be desirable to include that area in the CBD. Within the CBD, the focus should be on continued build-out, redevelopment and intensification rather than the development of new properties that would compete with existing ones. Making better use of existing retail space in Lebanon's downtown areas was an issue repeatedly emphasized at the 1999 "Lebanon: A Look Ahead" Master Plan Forum.

Any new development within the CBD should be compatible with existing mixed uses. In general, mixed use of structures should be encouraged, such as combining commercial storefronts with upper-story residential units. Further, all planning for the CBD should keep in mind the importance of pedestrian linkages and the CBD's role as a service center for residents in the surrounding neighborhoods.

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### Economic Development

The key goal of economic development within the CBD should be to establish a critical mass of activity while reinforcing the mix of uses, improving public awareness of what downtown Lebanon has to offer both within the City and region, making downtown an attractive and convenient location to visit, and enhancing the competitive position of the CBD within the City and region. Critical mass results when a collection of retail and commercial establishments generate a level of customer traffic that attracts other businesses to locate in the area.

Within the CBD, the relocation of Lebanon College to the Mall, in particular, has increased the number of people coming downtown and is contributing to downtown vitality. Additionally, with the relocation of the Dance Studio, the renovation of the Lebanon Opera House and nearby AVA Gallery, the CBD has moved from a retail center to a social and cultural hub.

While this transformation is welcomed, there are significant potential benefits if basic commercial (grocery, pharmacy, hardware) and community (post office, City government, schools, day-care) services continue to be located within the CBD. Community-oriented services and shopping can meet the needs of the people who work and live in or near the downtown.

Existing businesses might benefit from the creation of a downtown business association that is supported by both the City and the Chamber of Commerce. This sort of coalition could facilitate marketing and promotion, design, and other initiatives to develop a more coordinated downtown business atmosphere.

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### Architecture, Landscape & Urban Design

By improving design and community facilities within the CBD and integrating natural features, such as the Mascoma River, which with increased visibility could become the focal point of the CBD, the City can help maintain and enhance the image of the CBD as a pleasant, convenient and attractive place for people to shop, do business, live, and engage in recreational and social pursuits.

**Gateways.** Opportunities exist to improve and enhance gateways to the CBD, and efforts should be taken to ensure that gateways are not further degraded by design changes or incompatible land uses. Gateways create a sense of arrival for those entering the CBD and a first impression of downtown that can be either welcoming or impersonal. There are four primary gateways into the CBD:

- **Hanover Street from Route 120.** This gateway sends a confusing message to visitors and their first view of Lebanon is of gas stations. As travelers drive down Hanover Street, the hodgepodge of different land uses fails to provide a consistent identity or sense of arrival. A welcoming tone could be set through appropriate signage introducing downtown Lebanon, trees and landscaping, and by providing visual access to the Mascoma River.
- **Mechanic Street, Bank Street and School Street.** These three entrances to the CBD reinforce the positive image of the Colburn Park area. The streets are lined with historic structures; there is appropriate signage; and the land uses are integrated.

**Streetscape Elements.** There are many visual improvements that could be made to the core CBD as well that would improve the already pleasant atmosphere.

The City of Lebanon was once known as the “City of Fountains”. The effort should continue to restore fountains as a characteristic of the City at the CBD’s gateways. There are currently fountains located at Campbell Street and North Park Street, in Colburn Park, and on the Mall. Infrastructure is in place for a fountain at the intersection of South Park and School Street.

Development of a master landscaping plan for public areas within and around the CBD was originally proposed in the 1993 Master Plan, but has not yet been undertaken. This plan would identify opportunities for street trees, shrubs, perennial beds, or public gardens. This plan could be developed in cooperation with the Lebanon Garden Club and downtown merchants, to whom the City owes great gratitude for their hard work. A regular program of street tree planting and maintenance would be one component of such a plan, and the City could make use of its membership in the Tree City USA program for assistance in setting up a tree planting and maintenance program.

Streetlights within the CBD should be replaced with fixtures that have a more historical character, which would add more definition to the downtown. In addition, the lights should meet or exceed the standards in the Site Plan Review regulations and current energy efficiency standards. Similarly, it would add definition to the district to have brown street signs in the CBD.

Throughout the CBD, buildings should be kept close to the street to maintain the “downtown” appearance, with entrances and uses at the street level that invite pedestrian activity. Improved and attractive streetscape amenities, such as movable planters, seating, and adequate trash cans also promote a friendly pedestrian environment.

**The Mall.** The original urban renewal design made an ambiguous statement as to the commercial and retail nature of the Mall area by routing traffic past the backs of buildings. The Mall itself has design flaws that created “chopped up” and unusable public spaces. The design flaws were partially corrected by renovations at the west end of the Mall and additional improvements made in the late-1990s.



the mall

More work could be done to upgrade the appearance of the area directly behind the buildings on the south side of the Mall facing Hanover Street. This sort of project could be funded through a Tax Increment Financing (TIF) district, which is a mechanism for allocating the additional tax revenues (generated as property values within a defined area increase due to new construction or rehabilitation) to public improvements within the district.

**Mascoma River.** The Mascoma River is perhaps the most unique and under-utilized resource in downtown Lebanon. Although the river runs directly through the heart of downtown, the buildings and public spaces do not establish functional or visual linkages to it.

The 1985 Lebanon Downtown Improvement Plan recommended the creation of a pedestrian recreational park along the Mascoma River through the CBD. The report noted the following: “In its current condition, the River provides an opportunity to lend greater visual and functional continuity to the downtown by establishing a continuous greenbelt and physical linkage between segmented sections of the CBD.” This recommendation has only recently begun to be implemented.

In 2005, the Carter Community Building Association (CCBA) commenced construction of a “river walk” along a portion of the Mascoma River. The City may want to investigate the feasibility of constructing a “river walk” through the CBD or it may want to consider other alternatives, such as increased pedestrian amenities, for example benches near the river, or improved visual access. A “river walk” in the CBD area could also connect with the Northern Rail Trail, which currently originates near the CCBA and extends east to the Enfield Town line and beyond, as well as the Mascoma River Greenway extending towards West Lebanon.

### 3|D-4 Transportation System

To reduce traffic congestion, enhance the community feel of the CBD, and increase safety, the City should encourage a diversity of modes of transportation by improving conditions for bicyclists and pedestrians, improving the flow of traffic, and creating incentives for people to use mass transit and other travel modes.

**Pedestrian and Bicycle Circulation.** Pedestrian and bicycle circulation can be improved by creating a network of pathways in and around the CBD, as well as connections to the surrounding residential neighborhoods. Improvement of bikeways as recreational and commuter corridors was an issue raised repeatedly by members of the public during the City’s previous, and the most recent, master planning processes, including during the 1999 and 2009 Master Plan public forums. Improved pedestrian and bicycle circulation is one of the core concepts listed on the first page of this plan and should be one of the City’s highest priorities.

Developing a citywide system of pedestrian paths, bikeways and bike lanes will encourage residents and employees living and working in or near the CBD to walk or bike more frequently, lessening the extent and impact of vehicular traffic and, as discussed elsewhere in this plan, creating recreational opportunities. It will also make walking into and around downtown safer and more pleasant for everyone, including people with disabilities, seniors and children. People should be able to move safely and conveniently throughout the City without the need for a car. Streets should be easy to cross, with signs and visible, well-placed crosswalks.

Recreational facilities and pedestrian and bike paths should also be created and enhanced in the Lebanon CBD. Upgrading and increasing recreational facilities, such as “pocket parks” and walking/bike paths will enhance the character of the CBD. Land should be banked for this use now, and should be coordinated with the most

recent recreation and pedestrian/bicycle plan, as amended by the Planning Board. Appropriate and attractive equipment and amenities, such as well-placed bicycle racks, would encourage greater bicycle use.

Linkages between various recreational areas in the CBD would encourage pedestrian and bicycle activity. There have been discussions about connecting Hanover Street to the CCBA property with a bicycle/pedestrian bridge over the Mascoma River. Easements and rights-of-way could be acquired linking the CBD to Storrs Hill and other recreational areas. Access to the Mascoma River could be improved through the development of a phased plan for a “river walk” along the Mascoma River as described above. Better linkages could also be created between existing trails and paths, such as extending the Rail Trail to West Lebanon.

**Park Street.** The circulation pattern in and around Colburn Park and the Lebanon Village Marketplace complex could be improved for pedestrians and bicyclists in general, and for people with disabilities, seniors and children in particular. The Park Street loop around Colburn Park is wide with poorly defined lanes, resulting in meandering vehicle paths that create confusion and hazardous conditions for pedestrians and drivers alike. To create a more pedestrian friendly environment, the following improvements to the Park Street loop are examples of what may be needed:

- Reducing the width of the traffic circle.
- Clearly marking travel lanes.
- “Squaring-off” the corners to create more of a 90-degree turn that would require traffic to slow.
- Providing additional on-street parking.
- Increasing the visibility of crosswalks through a change in surface treatment (ex. stamped concrete, brick pavers, painting the crosswalk a solid color, etc.). The visibility of these materials tends to slow down vehicles and highlight the pedestrian experience.
- Extending the curbs out at the crosswalks. Curb extensions around the crosswalks leading from the park to the Mall and to City Hall would better alert drivers to the presence of pedestrians and reduce the distance pedestrians have to travel to cross the road.

In addition, other traffic calming measures could be implemented around Colburn Park. For instance, planting shade trees could buffer homes and businesses from the street and slow traffic. Sidewalks could be widened and bicycle lanes added where safe and appropriate.

Crosswalks around Colburn Park and leading to both the Mall and the Lebanon Village Marketplace complex should be the first priorities for such treatment to enhance pedestrian safety. Pedestrian access should also be provided down Mechanic Street to improve linkages between that area’s residential neighborhoods and the CBD.

**Public Transit.** Use of public transit should be encouraged to decrease traffic congestion and parking demand in the CBD. Developing and improving amenities for public transit users, such as shelters, benches, and access to public rest rooms, could encourage increased usage. The City should build an appropriate off-road bus stop near Colburn Park, which is a major transfer point for the Advanced Transit system. The bus stop and related amenities could be incorporated into plans for other streetscape and roadway improvement projects.

The City should work with transit providers and developers to develop and maintain public transit facilities and amenities throughout Lebanon. There is also an opportunity to partner with area transit providers and the Upper Valley Transportation Management Association (UVTMA) to raise public awareness of public transit options.

**Parking.** Parking availability has been an ongoing issue in the CBD. A project to reorganize and add to the parking area behind City Hall has added roughly 200 more parking spaces. People are more likely to park behind stores if they can actually see their destination and there is a clear and visually pleasing pathway that leads them there. The overall design of the CBD could be improved to develop a greater visual linkage between businesses and parking areas. Parking in the Lebanon CBD should continue to be monitored on an annual basis, with attention to the peak hours of usage, to ensure continued availability.

This parking area is also used for commuters who take the bus from Court Street to their place of work or other destinations. This condition would be improved by creating a bus stop in a less congested location. To regulate the parking for short-term business and shopping visits the City should consider having a parking attendant.

### 3|D-5 Historic and Cultural Resources

Highlighting the City’s cultural, historic and recreational offerings through a central information kiosk, website and/or printed brochure (all of which would need to be maintained and kept up-to-date) is one initiative that would help support existing organizations and encourage additional businesses to locate here. Public art, such as a mural on a downtown building wall, a sculpture in the park, and new fountains, adds character to the CBD. This is important since Lebanon was once known as the “City of Fountains.” Events in Colburn Park contribute to a sense of community and bring people to the CBD. The City should continue to work with area merchants and organizations to develop and sponsor events and activities in Colburn Park as well as on the Mall throughout the year.

### 3|D-6 Housing

The Lebanon CBD has a mix of commercial, institutional, and civic and public uses, but a major land use within Lebanon’s Central Business District is housing. Having a concentration of housing in and around the CBD (infill and mixed use) contributes to the pedestrian scale of the community and the historic “small-town” feeling.

Some people are not as mobile as the general population. They may not have cars or be able to drive and thus may be dependent upon public transportation. Living within easy walking distance of the CBD core may greatly enhance their quality of life by allowing access to services, shopping, dining, recreational, and social opportunities. However, the physical area of the CBD and development opportunities within it are limited, so any new housing development within the CBD should be directed to the population groups who most need to be within easy walking distance of the City’s core.

The location of additional workforce and other housing opportunities in proximity to the professional, cultural, and service oriented uses that currently exist within the CBD, will foster the vibrancy of the downtown and a healthy local economy. Housing of this type can be developed in the upper floors of retail and professional buildings as well as in apartments accessory to primary single-family dwellings.

## OUTCOME 1 Continue revitalization of the Lebanon Central Business District.

### STRATEGIES

- 1 Support economic development in the CBD.
- 2 Support the creation of a downtown business association that facilitates business marketing, promotional and other coordinated efforts.
- 3 Encourage the business community's efforts to recruit appropriate businesses, such as a pharmacy, book store, or computer store, that will serve the needs of those who work or live in or near the CBD such as Lebanon College students, professionals, etc.
- 4 Support the Lebanon CBD supporting the infill, redevelopment, and expansion of uses in this district and by keeping government services downtown so that they remain accessible to residents and draw people downtown.
- 5 Encourage mixed use, increased densities, and infill development to maintain vitality and maximize use of space as well as promoting increased density of under-utilized or defunct properties with mixed uses.
- 6 Enhance the vitality of the Lebanon CBD with high quality community facilities, architecture, landscape, and urban design.
- 7 Support regulations that help to maintain the historic look and feel of the downtown, which may include architectural design standards and a design review board for buildings in the historic district.
- 8 Encourage the development of maps that show locations of businesses and services and recreational, historical, and cultural points of interest.
- 9 Support the development and distribution by the Chamber of Commerce of a unified calendar of events or a centrally placed, well maintained kiosk, publicizing recreational, cultural, civic, and historical events and programs in downtown Lebanon.
- 10 Encourage permanent and temporary placement of outdoor sculpture and art on public land and in indoor spaces. Share information and coordinate possible programming with AVA, the Art Department of the School District and other interested parties.
- 11 Support the establishment of walking tours of the City's historic district guided by the Heritage Commission.
- 12 Encourage a diversity of transportation uses within the CBD by improving roadway design, increasing incentives for mass transit use, and providing pedestrian and bicycle linkages.
- 13 Develop, over time, a citywide system of pedestrian paths, bikeways, and bike lanes, which connect neighborhoods, recreational areas, and the CBD.
- 14 Encourage private property owners along ideal and alternative routes to consider voluntary sale or donations of easements or rights-of-way or a right of first offer for when the land next comes up for sale.
- 15 Encourage pedestrian access along Mechanic Street in the NH DOT 10-year plan and CIP to improve linkages between that area's residential neighborhoods and the CBD.

### ACTIONS

- 1 Determine telecommunications technology demand and consider investing in upgrades to support high-tech firms that may want to relocate to the CBD.
- 2 Expand the CBD to include properties along South Park Street.
- 3 Explore relocating the CBD Advance Transit transfer point.
- 4 Create visually appealing gateways into the downtown areas at Bank Street, Hanover Street, School Street, and Mechanic Street with paintings, lighting, and signs.
- 5 Develop a landscaping plan for public areas within and around the CBD, identifying opportunities for native and specimen street trees, shrubs, and perennial beds, with the help of the Lebanon Garden Club. *(Refer to 1998 Saucier and Flynn landscaping plan for the CBD.)*
- 6 Engage in a regular program of street tree planting and maintenance in accordance with a landscaping master plan.
- 7 Continue with membership in the Tree City USA program for assistance in setting up a tree planting and maintenance program.
- 8 Provide improved and attractive streetscape amenities, such as movable planters, seating, adequate trash cans, and bicycle racks throughout the CBD.
- 9 Upgrade appearance of the area directly behind buildings on the south side of the Mall facing Hanover Street, and consider use of an alternative financing mechanism such as a Tax Increment Financing (TIF) district or tax incentives.
- 10 Improve the design of the municipal parking area to develop a greater visual linkage between parking and downtown businesses.
- 11 Continue to monitor the parking situation on an annual basis, with attention to the peak hours of usage, to ensure continued availability and consider rehiring a parking attendant.
- 12 Improve Mechanic Street with sidewalks and bike paths.
- 13 Replace street lighting with a more historic or traditional style light fixture.
- 14 Replace typical street signs with historic brown street signs.
- 15 Continue to work with area merchants, the Recreation Department, the Opera House and CCBA to develop, sponsor and promote activities such as street dances, a folk music series, arts & crafts fairs, and the farmers' market in Colburn Park and on the Mall.
- 16 Clearly demarcate the travel lanes around Colburn Park to distinguish them for drivers, and consider speed tables or colored asphalt before crosswalks and institute other traffic calming measures there to slow down traffic and increase pedestrian safety and comfort.

## OUTCOME 1

### Continue revitalization of the Lebanon Central Business District.

#### STRATEGIES

- 16 Look for opportunities to increase and upgrade recreational areas and facilities within the CBD, such as “pocket parks” and walking and biking paths.
- 17 Improve access to Mascoma River frontage, through development of a phased plan for a “river walk” along the Mascoma River as recommended in the 1993 Master Plan and 1985 Lebanon Downtown Improvement Plan.
- 18 Create and improve bikeway linkages, such as extending the Northern Rail Trail/Mascoma River Greenway to West Lebanon.
- 19 Identify bicycle routes off main streets in an effort to make transportation more accessible for riders, for example, a bike route from the Lebanon Mall Entrance through the major parking lot to Spencer Street to Elm Street.
- 20 Ensure that there is a diversity of housing in and around the Lebanon CBD.
- 21 Provide higher density housing while protecting the historical character and scale of the CBD.
- 22 Encourage and work with the Lebanon Housing Authority and other organizations working on housing issues to concentrate new housing for all ages, income categories, and physical abilities within or close to the CBD.
- 23 Provide good sidewalks and separate bike/pedestrian paths to encourage safe use of these alternatives to driving from nearby neighborhoods to the CBD.
- 24 Explore incentives for creating housing opportunities on upper level floors of CBD businesses, such as those in the Mall.
- 25 Encourage accessory apartments and multiple-family dwellings in areas around the CBD.
- 26 Focus on the Mascoma River and highlight it through urban design.
- 27 Take into consideration the visual incorporation of the river when the bridge on Hanover Street is redesigned.

#### ACTIONS

- 17 Improve visibility of crosswalk areas around Colburn Park through an alternative surface treatment (stamped concrete, pavers, brick, solid painted area, etc.), developing curb extensions, or similar measures
- 18 Work cooperatively with transit providers and developers to develop and improve amenities for transit users, such as shelters, benches, and access to public rest rooms at the CBD transfer point, when planning public facilities and roadway modifications.
- 19 Identify a pedestrian route from the CBD to Storrs Hill, utilizing existing sidewalks.
- 20 Develop a plan for bikeways/pedestrian paths connecting neighborhoods to CBD core.
- 21 Develop a plan for highlighting and making better use of the Mascoma River as a focal point for the CBD.