



AGENDA
LEBANON CITY COUNCIL
WORK SESSION
TUESDAY, APRIL 26, 2022
5:30PM – 8:00PM
Council Chambers, City Hall or
REMOTE VIA VIRTUAL PLATFORM

1. ANNUAL WORK SESSION:
Presentation of Draft Outcomes & Work Plan
 - City Manager
 - Finance/ Assessing
 - City Clerk
 - Human Resources
 - Human Services
 - Fire
 - Planning

Meetings are open for in-person and remote attendance. Members of the public that wish to attend remotely may do so by going to LebanonNH.gov/Live where you will find instructions on how to enter the meeting. Members of the public will be able to participate and ask questions through the City's virtual platform or by phone. Please note: Should technical difficulties occur during the meeting that disrupts virtual or phone connection(s), the meeting will continue without remote access capabilities.



CITY MANAGER



HIGHLY EFFICIENT CUSTOMER-FOCUSED ORGANIZATION

(City Manager)

Strategies

- High Level Citizen Engagement in all aspects of City Business.
- Market and Recruit for Citizen Academy Participation.
- Innovative and Creative Problem Solving to Process Oriented Issues.
- Ease of Access to Public Documents to enhance transparency.
- Implementation of “Central Collections” (One-stop Payment Service).
- Review existing workflows, modify as needed and develop new workflows with an emphasis on expanding implementation of digital processes and maximizing the integration of human resources with technology.

2021 Accomplishments

- Team-based response to COVID-19 Pandemic.
- Implemented Guardian Tracking complaint tracking and corrective action software citywide.
- Implemented the Chief Innovation Officer position.
- Implemented the SeeClickFix public reporting software which integrates into our fixed asset management software (Beehive).
- Launched CivicClerk (New Agenda Center).
- Created and launched public form for filing complaints (Police & Employees/Officials).
- Paperless Initiative.

2022 Outcome Measures

1. Implement procurement software for all RFPs, RFQs and RFIs as well as contracts. All City contracts to be available for the public transparency.
2. Streamline permitting processes managed by the City Manager’s Office.
3. Lead the LEAN process to review and implement a digital payment process at the Solid Waste Facility.
4. Coordinate the downtown beautification pilot program.
5. Paperless initiative continues with the scanning of DPW records.

Looking Ahead (2023-2024)

1. Expand the beautification of public spaces program from the 2021 pilot project citywide.



EXPANDED CITYWIDE DIGITAL MEDIA, INNOVATION, AND PUBLIC INFORMATION PRESENCE

(City Manager – Digital Media and Innovation)

Strategies

- Promoting the City as a place to be.
- Building on making the Website the place for City-based news.
- Videos of all public meetings – indexed and searchable (CivicClerk).
- Production of How-to Media (ex. How-to Register to Vote) and public service videos.
- Production of Project-based Explanatory Videos.
- Enhanced Engagement with Publicly Available Records.
- Virtual City Hall (a Robust online presence to complete needed business).
- Digital Solutions for Work Processes to improve Citywide efficiency.
- Support of City Departments in achieving Digital Media & Public Information Efficiencies.

2021 Accomplishments

- Implemented a new Chatbot AI feature across the website to help residents and visitors find answers more quickly and to serve as a mechanism to inform the DMO team on community needs.
- Completed an overhaul of the Life in Lebanon section of the website.
- Launched Solid Waste Permit system including: a web app for scanning permits at the Solid Waste Facility; training for authorized agents and clerks; electronic form that allows residents to apply online; workflow processes in Laserfiche to allow staff to approve permits; onsite and offsite assistance for DPW staff; and public messaging campaign.
- Oversaw the installation of five Soofa signs across the city with the Digital Media team managing matters related to ongoing public messaging and technical maintenance.
- Purchased an ADA software package that will serve as tool to educate staff and help the city meet digital ADA compliance standards.
- Performed ongoing training for city staff in CivicClerk software as well as implementation of live streaming feature and simplification of Lebanon Live page to reduce staff workload.
- Initial soft launch of LebanonNH.gov/OpenRecords for board and committee agendas and minutes scanned by NEDocs.
- Maintained and oversaw 14 social media sites currently in use Citywide (Facebook, Twitter, Instagram, and YouTube).

- Maintained 15 different LebAlert Groups in use by all city departments.
- Continued curation and publication of LebNews email newsletter (currently emailed to over 1700 subscribers with a 46% open rate which exceeds industry standard).
- Oversaw Ask LebNH system to ensure questions are up-to-date and relevant to questions being asked.

2022 Outcome Measures

1. Implementation of Laserfiche for use by City departments; building workflows and business processes that will allow us to replace PDF forms with electronic forms that allow for task management and digital signatures.
2. Implementation of OpenGov procurement software for enhanced RFX process as well as contracts management.
3. Implementation of ADA software for website and training for staff tasked with website communications.
4. Implementation of BS&A Employee Tracker software to create a robust onboarding experience.
5. CivicClerk innovations for electronic voting, indexing, board management.
6. Implementation of DMO help desk tied into Cyber Services help desk to promote efficiency, performance tracking, and a one-stop help desk portal.
7. Migrate City Manager permits and forms to be managed by an electronic process powered by Laserfiche.

Looking Ahead (2023-2024)

1. Support the transition DPW and City Manager's Office into the Laserfiche records management system in 2023 and the Fire Department, Airport, Finance Department in 2024.
2. Explore and expand the use of business intelligence and artificial intelligence to promote citywide efficiency.
3. Identify where PDF forms are still in use and convert them to electronic forms to improve process.
4. Implement a payment process to accept online payments for basic services such as RV offloading fees, parking tickets, etc.
5. Create and publish informational videos and tutorials for public education as well as staff development.
6. Explore ways to incorporate the metaverse as a way to enhance employee onboarding and public access (i.e. offering tours of city facilities for new or prospective employees, virtual tours of facilities for open to the public, virtual meeting rooms, etc.)
7. Explore software solutions to efficiently manage Right to Know Requests.



LEGISLATIVE ADVOCACY

(City Manager/ City Council)

Strategies

- Work closely with the NH Municipal Association on legislation important to local government.
- Develop close relationships with the City's legislative delegation to the State Senate, House of Representatives, Executive Council and Governor.
- Develop close relationships with both US Senators and US House Representatives.
- Advocate for legislation at both levels of government regarding bills in the interest of the City and oppose those that are deleterious to its objectives.
- Advocate for or against administrative rules on behalf of the City.
- Work with other groups or governmental entities regarding collective support of or opposition to bills or administrative rules on behalf of the City.

2021 Accomplishments

- Advocated for bills which would provide more funding from the State to municipalities to reduce property taxes and achieve the objectives of the City.
- Worked closely with Congress Woman Kuster and Senators Shaheen and Hassan to craft various pieces of COVID-19 legislation.
- Worked with GOEFER at the State level regarding distribution and policy regarding the use of CARES Act funding.
- The NH Mayors Group worked with the Governor on COVID-19 issues and developed a strong advocacy group related to City issues in the state.
- Developed policy positions on key legislative issues in coordination with the NHMA.

2022 Outcome Measures

1. The City is a member of the Coalition Communities 2 regarding "donor towns" relative to education funding in the Statewide property tax to ensure the "donor town" concept is not placed into law.
2. The City leads the effort to prevent legislative efforts to roll back municipal aggregation and net metering laws.
3. Advocate for State Aid Grants for municipal water and sewer projects.
4. Advocate for further autonomy for local governments and oppose legislation that would restrict the autonomy of local government.

5. Act on the proposed NHMA policy positions and send a delegate to the policy conference.

Looking Ahead (2023-2024)

1. Continued advocacy for the legislative policy positions approved by the Council.



ENHANCED SUSTAINABLE ECONOMIC DEVELOPMENT

(City Manager)

Strategies

- Form Public-Private Partnerships.
- Form Public-Non-Profit Partnerships.
- Assess Regulatory Role in Guiding Growth and Development; Improve Efficiencies in Current System.
- Examine Buildout Potential of Non-Residential Areas to Identify Opportunities for More Intensive Redevelopment or Infill. (6.E.A5)
- Develop and Market a Proactive Strategy for Sustainable Economic Development that identifies the City's Economic Assets and what types of businesses should be encouraged. (6.E.A1)
- Increase City's Role in Promoting Sustainable Economic Development. (6.E.S1)
- Seek growth and development (redevelopment) that preserves or enhances Quality of Life. (6.E.S1)
- Implementation of the Downtown Visioning Plan to allow for re-development of the downtown core area.

2021 Accomplishments

- Developed partnership with the Upper Valley Business Alliance to market the City and the Upper Valley. The UV Local smartphone application was funded through ARPA funds and is fully operational.
- Continued the environmental clean-up to allow the redevelopment of 20 Spencer St. as an under-utilized site to allow for the development of workforce housing.
- Worked with the NH DOT and the NH Legislature to obtain State funding for the demolition of the structures in the Westboro Yard allowing for redevelopment of the area. The structures in the yard were demolished.
- Initiated the creation of the West Lebanon Revitalization Advisory Committee to study redevelopment and revitalization potentials in the CBD area of downtown West Lebanon to include the Westboro Yard.
- Closed a portion of Court Street and the parking area along West Park Street to allow for expanded outdoor seating for Three Tomatoes Trattoria and Salt hill Pub (COVID-19 Response).

2022 Outcome Measures

1. Development of Phase 1B of the Airport Technology Park completed which is allowing for industrial growth and as source of revenue for the

Lebanon Municipal Airport. This provides space for smaller companies to expand their high tech businesses with new manufacturing space.

2. Work cooperatively with NH BEA (Business & Economic Assistance) to market biotech business in the Upper Valley.
3. Continue work with UVBA to provide direct assistance to business in response to COVID-19 recovery.
4. Work with NH DOT to lease the Westboro Yard for recreational purposes to enhance the W. Lebanon downtown area.
5. Continue the process of redevelopment of the downtown area with emphasis on the municipal parking lots behind City Hall.

Looking Ahead (2023-2024)

1. Implement improvements and redevelopment of the W. Lebanon Downtown area to include the Westboro Yard and greenway extension into W. Lebanon.
2. Continue work with the UVBA and the associated MedTech Alliance to expand biotech company expansion in the City and Upper Valley.
3. Continue the process of redevelopment of the downtown area with emphasis on the municipal parking lots behind City Hall.



TRANSPARENT AND FISCALLY RESPONSIBLE ANNUAL BUDGET

(City Manager)

Strategies

- Expand Team-based Work Methods.
- Training Program for Succession Planning.
- Complete a Citywide Workflow Analysis.
- Seek New Revenue Streams.
- Review Potential for Expanding Operational Reserve Planning for Energy Related Matters.
- Review Procurement Policies (Best Value v. Low Bid; Life Cycle Costs).

2021 Accomplishments

- Revised Water Investment Fee to Water Development Fee to provide flexibility in spending revenue.
- Updated landfill disposal rates to better reflect current costs for waste management.
- Initiated negotiations for a PILOT agreement with Alice Peck Day Hospital (DHMC).

2022 Outcome Measures

1. Streamline the City's purchasing policies and implement a comprehensive revision of the present structure of Council and administrative policies.

Looking Ahead (2023-2024)

1. Continue with 3-year plan for projecting cost for operational needs; debt service capacity, etc.



CAREFUL, WELL BALANCED, COST-CONSCIOUS, CAPITAL IMPROVEMENT PLANNING

(City Manager)

Strategies

- Prioritize CIP Projects being mindful of the desire to balance between differing public functions.
- Optimize departmental collaboration to create a broad overview of infrastructure.
- Assess where projects may overlap with future private ventures; combine efforts where possible and develop partnerships.
- Review potential for Capital Reserve Planning.
- Assess value-added opportunities when planning capital projects.
- Implement and manage the City's debt levels.

2021 Accomplishments

- Implemented debt management policy/plan for the General Fund, Water Fund and Solid Waste Fund.
- Continued efforts to find viable locations for the City's fire stations.

2022 Outcome Measures

1. Develop and implement a debt management policy/plan for the Sewer Fund.
2. Utilization of ARPA funds and federal infrastructure funds to reduce the City's funding component for water, sewer, roadway and bridge projects.

Looking Ahead (2023-2024)

1. Continuation of Debt Management Plan and make refinements as necessary.



DIVERSITY, EQUITY AND INCLUSION

(City Manager)

Strategies

- Develop a core DEI team of City staff with representation from all departments of the City.
- Partner with the National League of Cities to provide training to staff, conduct a barrier analysis and develop a longer-term strategy.
- Work with the Diversity, Equity & Inclusion Commission to enhance the quality of life for all persons living and visiting the City.
- Develop relationships with the School District, Town of Hartford VT, DHMC, arts community, etc...

2021 Accomplishments

- First two training events for City staff for the NLC REAL (Race, Equity And Leadership) 100 training completed .
- City Council created the DEI Commission and appointed members.

2022 Outcome Measures

1. City Staff to complete NLC REAL 200 & 300 programs.
2. DEI Commission liaisons with School District, Hartford Committee on Racial Equity and Inclusion (HCOREI) and Lebanon Arts & Culture Commission.
3. Review of City policies, codes and Charter to amend gender terms to gender neutral terms.
4. Development of process for review of proposed policies, codes and Charter provisions through an equity lense framework.

Looking Ahead (2023-2024)

1. Selected City Staff to complete NLC REAL 400 program (2023).



CHILDCARE

(City Manager)

Strategies

- Partner with Vital Communities, the Corporate Council, Municipal Leaders Group, the Couch Foundation, the Early Childhood Education Association and others to respond to and address the childcare crisis in the Upper Valley.
- Implement policies, programs, incentives, and benefits that are family friendly regarding the City's workforce.
- Discover ways in which the City can assist non-profit and for-profit childcare providers in the City as well as the Upper Valley to enhance the affordability, quantity and quality of childcare services.

2021 Accomplishments

- Provided a key leadership role in the development and ongoing Vital Communities Childcare Steering Committee.
- Committed ARPA funds to the VC initiative over a three-year period to develop solutions to the childcare crisis.

2022 Outcome Measures

1. Co-facilitate the VC Childcare Facilities & Program Models Working Group and develop solutions.
2. Implemented a parental leave program for City staff.
3. Implemented a Dependent Care Flexible Spending Account program.

Looking Ahead (2023-2024)

1. Potential implementation of programs and processes that are developed from the VC childcare working groups.

FINANCE/ ASSESSING



FOCUS ON FISCAL SUSTAINABILITY & LONG-TERM FINANCIAL PLANNING

(FINANCE)

STRATEGIES

- Manage and monitor the City's cash flow, and maximize return on City's investments
- Support sustainable short- and long-range solvency objectives and practices
- Maintain the integrity of the City's accounting records
- Maintain an effective cash management system and provide prudent and safe investment of financial assets
- Ensure that service rates for Water Treatment and Distribution Fund, Sewage Collection and Disposal Fund, and Solid Waste Disposal Fund provide sufficient resources to cover budgeted and projected expenditures for these departments without overburdening the service users
- Manage the City's debt load to ensure ratios and debt limits are maintained

2021 ACCOMPLISHMENTS

- Short- and long-term implications of debt financing; management of bond proceeds
- Spendable fund balances consistent with Government Finance Officers Association (GFOA), State of NH recommended practices and consistent with City policies
- Researched and started implementation of a new financial cloud-based software
- Researched a debt management software
- Processed all Covid 19 funds
- Worked with City Manager and Human Resources Director to gain uniformity with three union contracts
- Implemented debt management plan and Council policy for the general fund, the water fund and the solid waste fund

2022 OUTCOME MEASURES

1. Establish procedures for accurately recording various department grants
2. Continue to oversee the administration of all grants (CDBG, State, Federal, etc.)
3. Researched debt management software
4. Update tax rate projections in subsequent years
5. Establish procedures for the new budget software
6. Develop the 2023 budget process
7. Implement debt management plan and amend the Council policy for the sewer fund
8. Implement debt management software

LOOKING AHEAD (2023-2024)

1. Continue to oversee the administration of all grants (CDBG, State, Federal, etc.)
2. Continue to review and update various financial policies
3. Implement a revaluation for residential/commercial properties based on statistics on property sales as they have increased substantially since last 2021 revaluation.



ACCURATE & EFFICIENT HANDLING OF FINANCIAL RESOURCES

(FINANCE)

STRATEGIES

- Provide accounts payable, accounts receivable, payroll, assessing, risk management, purchasing services and budgeting in a timely and effective manner to maximize revenue
- Provide oversight and training to various departments on the City's new software

2021 ACCOMPLISHMENTS

- Technical accounting oversight and guidance to City departments
- Processed almost 15,000 water/sewer/septage/backflow/hydrant/sprinkler bills
- Hired a new Deputy Finance Director, Alesia Williams 8/2/2021
- Researched and started implementing a new financial software. Live date was January 2022.

2022 OUTCOME MEASURES

1. Monitor and refine credit card use to improve efficient processing by departments
2. Implemented new Cloud-based financial software with most modules, Utility Billing will occur this year as well.
3. Cross train employees and share ideas about best practices to ensure efficiency
4. Assist DPW to develop online processes for future sale of landfill tickets to residents (to have more options to purchase tickets from)
5. Implemented BS&A financial software package

LOOKING AHEAD (2023-2024)

1. Continue to work with departments on credit card processing
2. Continue to provide training and support to departments on software modules, daily accounting functions, and assisting them in monitoring their respective departmental budgets
3. Continue to research new methods to increase efficiency



COMPLIANCE WITH FEDERAL, STATE & LOCAL POLICIES AND PRINCIPLES

(FINANCE)

STRATEGIES

- Maintain compliance with Generally Accepted Accounting Principles (GAAP), Federal and State of New Hampshire laws, rules, and regulations, City policies and procedures and Code of the City of Lebanon
- Preparation of annual financial statements and undergo an external audit with an unqualified audit opinion (auditor's judgment that the financial statements are appropriately presented, without any identified exceptions, and in compliance with GAAP).

2021 ACCOMPLISHMENTS

- Researched new financial software that was cloud based. Started implementation process
- Assimilate GFOA expenditure, revenue, and liability codes in conformance with the Bluebook standards in concurrence with our new software
- Technical accounting oversight and guidance to City departments 2020 Financial Audit was presented to City Council with unqualified opinion

2022 OUTCOME MEASURES

1. Attend conferences and workshops to stay up to date on changing rules and regulations



PUBLIC EDUCATION ABOUT ASSESSMENT FUNCTIONS AND ACTIVITIES

(ASSESSING)

STRATEGIES

- Keep the public aware of the actions of the Assessor's Office.
- Provide education on the overall Assessment Process, Community Program Offerings, and Real Estate Trends.

2021 ACCOMPLISHMENTS

- Provided information to the public via the Assessing page on the City's website and through the City's newsletter.
- Met with numerous taxpayers in the Assessing Office and explained the assessment process and the state statutes that govern the assessment process.
- Working with the Covid-19 restrictions we were able to physically visit 910 properties, to ensure accurate data
- Reviewed properties with solar, requested proper applications to update assessment files.
- Transition the Computer Assisted Mass Appraisal (CAMA) software from Patriot to Vision to assure data and property information transferred accurately.

2022 OUTCOME MEASURES

1. Provided information to the City Council regarding exemptions and credits.
2. City newsletter articles and website postings about the special tax programs for taxpayers, such as blind, veterans, and senior citizens

LOOKING AHEAD (2023-2024)

1. Statistical revaluation of all properties as they have increased substantially since last revaluation as the assessed values are outside of the guidelines established by state statutes, the Department of Revenue Administration, and the Assessing Standards Board, with the assessed value/sale ratio being outside of the accepted range of 90% to 110%.



EQUITABLE ASSESSMENTS MAINTAINED AT OR NEAR MARKET VALUE

(ASSESSING)

STRATEGIES

- Monitor the revaluation to ensure assessed values are within guidelines established by state statutes, the Department of Revenue Administration, and the Assessing Standards Board, with the assessed value/sale ratio being in the accepted range of 90% to 110%.

2021 ACCOMPLISHMENTS

- Even with the restraints of Covid-19, the department has continued the long-held practice of physically visiting properties annually, ensuring accurate data on the visited properties. This contributes to fair, equitable and accurate assessments. The department visited approximately 900 properties in 2021.
- Updated Elderly Exemption Income limits and Veterans Credit amounts.
- Transitioned the Computer Assisted Mass Appraisal (CAMA) software from Patriot to Vision.

2022 OUTCOME MEASURES

1. Continue to review and analyze sales.
2. Annual review of parcels.
3. Complete city-wide revaluation of all real property as required by state statute and state constitution.
4. Review properties enrolled in the current use program and request updated maps and applications.

LOOKING AHEAD (2023-2024)

1. Continue to review and analyze sales.
2. With the Covid-19 restrictions being slowly lifted or goal is to get back to annually reviewing of 20% of parcels.

CITY CLERK



INVENTORIED, CONSERVED, AND ACCESSIBLE PERMANENT RECORDS

(City Clerk)

Strategies

- Continue program to conserve the City's historic paper records; digitize and make them accessible to the public through Laserfiche. ([11.D-7](#))
- Continue to provide education and guidance to other departments on State record retention schedule and the digital records management system (Laserfiche).
- Identify ways to utilize existing technology, such as Laserfiche and CivicClerk, to assist with records management needs for all City departments.

2021 Accomplishments

- Digital Records Management System (Laserfiche) is still being implemented in stages. Scanning/digitizing of City Documents from Human Resources and Assessing are complete. Scanning of Planning Board documents such as building permits is complete; the large plans are in process and will be completed by the end of the 2nd Quarter. Funds secured for scanning/digitizing DPW documents into Laserfiche. Contract signed with Ricoh for this service.
- The Laserfiche Public Portal, is now populated with minutes and agenda packets from City Boards and Committees, including City Council.
- Laserfiche was utilized to implement the Solid Waste Permits.

2022 Outcome Measures

1. Continue populating the Public Portal. Planning documents have been scanned but are being manually moved by staff. We hope to be completed with this process by 2nd Quarter of 2023.
2. Scanning of DPW records, beginning with project files. Assess and perform quality control on scanned documents to ensure accuracy and searchability in system.
3. Continue staff training and provide continued support in Laserfiche.
4. Continue migration of records (digital and paper) into Laserfiche.
5. Continued transcription of Jewell Records (historical roadways) into a readable and searchable format.
6. Research and explore the best way to handle Finance and City Clerk's records.

Looking Ahead (2023-2024)

1. Continue transcription and digitizing of historical records, particularly pertaining to City owned property, roads, streets, and highways. These resources are valuable to the City but are currently in difficult-to-read formats.
2. Explore using Laserfiche to allow for candidate filings for Municipal Elections.
3. Continue planning and budgeting to move other departments files into Laserfiche.



EFFICIENT PROCESSING & PAYMENT SERVICES PROVIDED

(City Clerk)

Strategies

- Maintain adequate staffing levels & continued education and training to keep current on continually changing laws and procedures.
- Continue to foster a positive work environment to sustain high level customer service.
- Make best use of technology wherever possible.
- Educate public on motor vehicle regulations and requirements to increase efficiency for customers conducting business in the City Clerk's Department.
- Continued public education on importance of licensing dogs.
- Improve physical workspaces at minimal expense.
- Utilize City's Website to expand opportunities to conduct business online

2021 Accomplishments

- Customer usage and awareness of online services continues to increase. New software package includes an online digital dashboard for customers to use.
- Tax Collection function has been integrated into City Clerk's Office, increasing efficiency and customer service capabilities.
- Implementation and use of CivicClerk began for agendas, minutes and video recordings of City meetings. Livestreaming and recording function is improving.
- City Hall renovations have improved workspaces and created a more efficient space for customer service. We continue to look at ways to best utilize our space.

2022 Outcome Measures

1. Continue to increase staff development and understanding related to Tax Collecting and other City Clerk services. Deputy Tax Collector to attend four-year NH Certification training beginning this summer.
2. Begin using new property tax software.
3. Begin use of CivicClerk for board/committee appointment tracking.
4. Explore the vote tracking function in CivicClerk, to help track votes of City Council. This will be beneficial to our residents and staff support, when preparing minutes.
5. Continue to cross-train staff to allow more flexibility of day-to-day operations.

Looking Ahead (2023-2024)

1. Fully implement CivicClerk for use in electronic board/committee appointment tracking software and minutes preparation.
2. Research options and budget for implementing electronic filing system for recording and tracking of cemetery deeds.
3. Research options and budget for implementing software to help with 91-A requests.
4. Look for visual time tracking equipment for podium and council chambers wall to help efficiently manage the time of a speaker during public hearings.
5. Continue to evaluate processes and services to identify ways to increase efficiency.

HUMAN RESOURCES



ALIGN POLICIES, COMPENSATION & BENEFITS TO STRATEGIC GOALS, OPTIMIZING BEST HUMAN RESOURCES PRACTICES, COLLABORATION, AND COMMUNICATION (HUMAN RESOURCES)

Strategies

- Implement 360 Evaluation Program
- Revamp Talent Management Processes
- Administer BS&A Onboarding System
- Reconstruct Background Process
- Revise Separation Process
- Develop employee demographic data system
- Review, develop and update Human Resources Policies

2021 Accomplishments

- Completed Police & Fire Market Analysis
- Successfully Finalized Collective Bargaining Agreements Incorporating New Pay Scale for Police (Police, LPASE & AFSCME)
- Digitalized Personnel Records and Human Resources records; moved to Laserfiche
- Achieved Paperless Hiring Initiative
- Implemented Employer Sponsored Dependent Care Program
- Administered Parental Leave Program
- Assisted with Finalization of Employee Handbook Policies

2022 Outcome Measures

1. Implement HR/Finance Software System
2. Integrate Onboarding System with HR/Finance System
3. Finalize the Lebanon Permanent Firefighters Collective Bargaining Agreement
4. Implement Revamped Employee Background Processes
5. Establish 360 Degree Evaluation Program for the City Manager Position
6. Finalize Market Analysis Wages for AFSCME, LPASE, & Non-Union Positions
7. Updating Sexual Harassment Policy
8. Developing & Instituting FMSCA Compliance Drug Policy for CDL Employees

Looking Ahead (2023-2024)

1. Implement 360 Evaluation – Citywide
2. Develop and implement employee demographic data system

HUMAN SERVICES



HIGH FUNCTIONING, COLLABORATIVE, CUSTOMER FOCUSED GENERAL ASSISTANCE PROGRAM

(HUMAN SERVICES)

Strategies

- High performance, disciplined dispensing of temporary financial assistance to eligible Lebanon residents.
- Assist Lebanon residents with applications for state and federal benefits.
- Provide extensive case management services to some households.
- Legal compliance with applicable rules, guidelines, laws, and constitutional prerequisites.
- Collaborative work with other community organizations to ensure information, referral, and assistance are provided to community members in need of support to achieve self-sufficiency.

2021 Accomplishments

- 47 households provided with financial assistance totaling \$68,759.13.
- 4 additional households applied for assistance and did not qualify but were provided with information and referral.
- 39 additional households were referred to the NH Emergency Rental Assistance Program.
- 13 households received extensive case management services.
- Improved tracking of information and referral provided to callers and walk-ins who do not apply for assistance.
- Collaboration with community service partners remains strong—Human Services Director served on UV Strong Finance Committee and participated in UV Strong Housing Focus Group meetings and Partner meetings through June; HS Director facilitated 10 meetings for service providers/housing providers/concerned citizens focused on improving solutions to homelessness from a “housing first” perspective.

2022 Outcome Measures

1. Number of households who apply for and receive financial assistance.
2. Number of households who receive extensive case management services.
3. Tracking of information, referral, and assistance received by community members, residents, and applicants as a result of collaboration with other community organizations.

4. Participation in community partnerships to increase access to affordable housing and improve the safety net for our most vulnerable residents, including development of a year-round, low-barrier shelter and day program for those experiencing homelessness.
5. Become a NH Coordinated Entry Partner with hopes of improving access to housing for Lebanon residents who are experiencing homelessness.

Looking Ahead (2023-2024)

1. Engage in local and state-wide advocacy, education, and research for homeless planning and policy development.



FURTHER DEVELOP INTEGRATED COMMUNITY HEALTH SERVICES (HUMAN SERVICES)

Strategies

- Partner with Mobile Integrated Health Program to meet basic needs of Lebanon residents.
- Partner with West Central Behavioral Health to provide community mental health services.
- Work with outside agencies and regional communities to develop program for a Community Social Worker.

2021 Accomplishments

- Partnered with Fire Department and Upper Valley Community Nursing Program to develop and implement MIH Program.
- Partnered with West Central Behavioral Health on implementation of Mobile Crisis Response Team.
- Participated in 2021 Community Health Needs Assessment.

2022 Outcome Measures

1. Develop Community Social Worker Program.

Looking Ahead (2023-2024)

1. Launch Community Social Worker Program.

FIRE



"BEST IN CLASS" FIRE & EMERGENCY MEDICAL SERVICES (FIRE)

STRATEGIES

- Identify "Best Practices" for Fire & EMS Service (2.2.A3)
- Perform an in-depth risk assessment of the current fire and non-fire risks in the community (8.1.A1) (8.1.A5)
- Seek Grants to Reduce Direct Cost of Services to Residents
- Develop a Fire Department Staffing Plan to meet current and future demands for service (8.1.A5) (8.1.S5)
- Perform a comprehensive data analysis to ensure that current data collection criteria are relevant to meet the near term and future needs of the fire department
- Develop an incident tracking system tied to the City's GIS mapping system (2.2.A3)
- Perform an analysis of the City's Insurance Service Offices (ISO) Fire Public Classification Survey and identify areas to improve the City's ISO Rating (8.1.A6)
- Develop benchmarks for measuring emergency response (8.1.A4)
- Develop a Fire Department Succession and Training Plan
- Develop a Fire Department Standards of Cover
- Propose new ambulance billing fees at least every 2-years

2021 ACCOMPLISHMENTS

- COVID
 - Developed response procedures and personal protective equipment needs for response to COVID-19 Pandemic.
 - Vaccination Clinics – over 4000 staff hours
 - 1st Responder Clinics
 - Regional Clinics
 - State Fixed Site
 - Senior Congregate Housing
 - Coordinated the regional response to the COVID-19 Pandemic.
 - Assisted with the implementation and updates of a Citywide COVID Policy.
- Updated Fire Department Facilities Improvement Plan.
 - Reviewed several potential sites for relocation of fire stations.
- Upgraded the citywide vehicle intersection control system to GPS technology. 50% of this project was funded by DHMC.
- Reviewed and selected a new software vendor for Fire Department Station Management and Incident Reporting.
- Updated Ambulance Billing rates to be effective January 1, 2022.

2022 OUTCOME MEASURES

1. Department meets emergency response NFPA 1710 benchmarks 90% of the time.
2. 50% Reduction in turnout and response times to EMS calls.
3. 20% Increase in Ambulance Service receivables.
4. 50% reduction in fire incident report errors.

LOOKING AHEAD (2023-2024)

1. Succession and Training Plan implementation.
2. Implement Fire Department Facilities Improvement Plan.
3. Fire Department Accreditation within 4 years.



SAFETY & SECURITY OF LIFE AND PROPERTY FOR BUILDING CONSTRUCTION AND OCCUPANCY

(FIRE)

STRATEGIES

- Reduce Incidents of Non-emergency 911 Responses and False Alarm.
- Develop an impact analysis tool to determine the impacts to service delivery as a result of new construction. (8.1.S3)
- Develop a formal in school public education program. (8.1.A7)
- Develop a comprehensive inspection program for “high-hazard” occupancies.
- Complete a review of all local fire prevention codes and fee structures every 2-years.

2021 ACCOMPLISHMENTS

- Developed a Community Risk Reduction plan.
 - Timely LebAlerts were sent out targeting Halloween safety, winter fires, snow removal from roofs and around fire hydrants.
- Researched multiple vendors and platforms for a replacement records management system for department data. Selected a new records management system in December 2021.
- Developed a checklist for multi-family residential occupancies.

2022 OUTCOME MEASURES

1. Community risk reduction initiatives:
 - Increase social media public outreach safety messages to at least once per month.
 - Develop program to reduce trips and falls in the elderly population.
 - Develop a program to teach the public CPR.
 - Develop target hazard run response cards.
2. Implement the new record management system.
 - Follow up on existing documented violations and close out those that no longer exist with at least 50% being resolved prior to being imported to the new system.
 - Import into the new Fire Department Records Management System a complete list of all parcels of land within the city to facilitate more complete and accurate records.
 - Provide training to all users of the new records management system.
3. Code Enforcement
 - Develop formal procedures for tracking and following up on fire and life safety violations.
 - Investigate and schedule initial inspections within 5 business days of receipt of a complaint.
 - Violation report provided to owner within 7 days and conduct follow-up compliance inspections every 30-45 days.

- 50% of all documented violations corrected within 6-months or begin legal proceedings.

4. Review and update fire prevention fees.

LOOKING AHEAD (2022-2023)

1. Formulate a housing safety program to educate property owners and tenants on their rights and general fire safety rules and precautions.
2. Follow up and close out at least 50% of the remaining documented violations that existed prior to implementation of the new records management system.



HEIGHTENED EMERGENCY PREPAREDNESS (FIRE)

STRATEGIES

- Enhance the City's Local Emergency Preparedness Website and Communication Tools. (8.1.A7)
- Perform an in-depth risk assessment of the current fire and non-fire risks in the community. (8.1.A1) (8.1.A5)
- Provide advanced Incident Command Training to key city leadership.
- Implement Citywide Exercise and Training Program.

2021 ACCOMPLISHMENTS

- Trained key city staff in Advanced Incident Command.
- Coordinated the regional response to the COVID-19 Pandemic.
 - Assisted with the implementation of a Citywide Employee Screening and Quarantine Policy.
 - Provided Personal Protective Equipment and Sanitizing supplies to all city departments.
 - Implemented an employee COVID testing policy and local resource for testing.

2022 OUTCOME MEASURES

1. 100% of key city leadership trained in Advanced Incident Management
2. 1 – Tabletop Exercise for Key City Leadership
3. 1 – Full scale exercise for all city staff
4. Update the City's Hazard Mitigation Plan

LOOKING AHEAD (2023-2024)

1. Succession and Training Plan for ICS personnel
2. Development of an ICS general staff personnel roster and training plan



PROACTIVE COMMUNITY CARE

(FIRE)

STRATEGIES

- Identify “Best Practices” for Fire & EMS Service. (2.2.A3)
- Perform an in-depth risk assessment of the current fire and non-fire risks in the community. (8.1.A1) (8.1.A5)
- Leverage alternative funding sources for proactive community programs.

2021 ACCOMPLISHMENTS

- Developed a comprehensive operational plan for the implementation of a Mobile Integrated Healthcare program. This program is fully funded by DHMC.
- Integrated and enhanced the existing Community Nursing program. This program is partially funded by DHMC.
- On boarded a new Mobile Integrated Healthcare Firefighter-Paramedic.
- On boarded two part-time Community Nurses as City of Lebanon employees.
- January 1, 2021, through December 31, 2021, Community Nurses provided 622 patient encounters with 39 patients.
- September 9, 2021, the Community Paramedic began accepting referrals from that date until December 31, 2021. The Community Paramedic provided 19 patient encounters with 9 patients.

2022 OUTCOME MEASURES

1. Program Measures:
 - Number of patients admitted to the MIH program
 - Medication reconciliations completed
 - Home safety assessments completed
 - Care Transitions Interventions programs completed
 - Patients referred to social services
 - Patients sent to the hospital
 - Patients discharged from the MIH Program
2. Improved Patient Experience:
 - Patient Satisfaction with MIH Program
 - Patient Self-assessment of health status
3. Better Health Outcomes:
 - ED visits 6 months pre and post MIH engagement
 - ED visits within 30 days of hospital discharge
 - % of ED visits
4. Lower Cost of Care:
 - Ambulance dispatch 6 months pre and post MIH engagement
 - Hospital readmissions within 30 days of hospital discharge
 - % of hospital admissions/re-admissions
 - Length of hospital stay of MIH enrolled patients

5. Improved Staff Experience:

- Dartmouth Hitchcock Healthcare (DH-H) team satisfaction with MIH program
- Number of specific protocols and educational modules developed
- Lebanon Fire Department staff satisfaction
- Measure the strength of partnership between LFD and DH-H

LOOKING AHEAD (2023-2024)

- 1.** Partnerships with referring providers and other home health agencies will be solidified and the program can begin to grow beyond its initial birth.
- 2.** We will continue to develop relationships with community social service agencies as well as other providers.
- 3.** Assist our community partners and advocate for better access to mental health care.

PLANNING



PLAN FOR VIBRANT NEIGHBORHOODS INCLUDING OPPORTUNITIES FOR APPROPRIATE INFILL AND REDEVELOPMENT

(PLANNING & ZONING)

STRATEGIES

- Ensure that development of new multi-family units and conversion of single-family homes into multi-family homes takes into consideration the character of existing neighborhoods. (2.1.S5; 7.2.S1)
- Allow for appropriate infill and increased density within existing neighborhoods while preserving neighborhood character. (2.3.S1; 2.3.A1)
- Encourage diversification in neighborhoods. (7.1.S13; 7.1.S14; 7.1.S16; 7.2.S8)
- Encourage new housing to be located close to urban centers, employment areas, infrastructure, services, and transit and to positively contribute to existing neighborhoods. (2.2.S1; 7.1.A8; 7.1.S23; 7.1.S24)
- Protect the established residential neighborhoods around the central business district neighborhoods from out-of-character, incompatible or unattractive infill. (2.3.S2)
- Re-evaluate landscaping standards and establish criteria for building orientations and the location of parking lots to promote development that is aesthetically pleasing. (2.1.A3)
- Identify neighborhoods that have the characteristics suitable as redevelopment areas or pods and assess whether zoning changes are needed to allow for infill or redevelopment. (2.3.A1)
- Review and amend the City's Zoning Ordinance as needed to encourage more intensive redevelopment of existing residential and non-residential areas and to discourage development in undeveloped areas. (6.1.A7)
- Promote balanced land use that preserves the City's outlying rural character and directs development toward its urban and densely settled residential cores. (2.1.S1; 2.2.S1; 2.2.S2)
- Establish an Urban Services Boundary, clearly keyed to the Zoning Map and the Land Use Map that includes high-density residential, commercial, and industrial zones, as well as potential identified growth areas, while excluding the rural zones. (2.2.A1; 6.1.A8; 7.2.A5; 8.1.S19; 8.1.S20; 8.1.A26)

- Guide development into existing areas as designated in the Land Use chapter to protect outlying rural areas and open space lands. (5.1.S1; 7.2.A7)
- Identify the lands most suitable for future residential development where infrastructure exists or can be reasonably extended, in accordance with this plan's future land use map and natural resource goals. (2.2.A4)

2021 ACCOMPLISHMENTS

- Zoning amendments adopted by voters in March 2021 allowing increased building height with enhanced setbacks to enable parking under buildings to promote more compact development and avoid excessive disturbance of natural vegetation.
- Prepared amendments to Development Regulations to streamline the review process and to enable infill development proposals to facilitate the creation of new housing units through incremental development while protecting and preserving neighborhood character.

2022 OUTCOME MEASURES

1. Prepare amendments for Zoning Ordinance and Development Regulations to streamline the review process and enable infill development proposals, where appropriate, to facilitate the creation of new housing units through incremental development while protecting and preserving neighborhood character.
2. Prepare potential zoning amendments for Cottage Cluster developments on vacant or infill properties.
3. Analyze Residential and Rural Lands zoning districts to enable new development that is more reflective of existing conditions in various neighborhoods. (review and revise minimum lot area requirements in some neighborhoods, potential for new R-4 district for larger-lot, suburban style neighborhoods?)
4. Review Urban Services Boundary proposal with City Administration and DPW based on build-out analysis results and present to City Council for adoption.

LOOKING AHEAD (2023-2024)

1. Create a working group/task force to facilitate the review and update of the Housing Chapter (Ch. 7) of the Master Plan in 2023, incorporating any changes in direction resulting from City Council housing policy discussions.
2. Evaluate opportunities for providing density bonuses to incentivize workforce housing development, where appropriate and where infrastructure capacity exists.
3. Continue to evaluate existing zoning district uses and dimensional and parking requirements, and potential new districts in light of Master

Plan/Future Land Use Map recommendations and community input for opportunities for appropriate in fill and preservation of outlying rural areas.

4. Continue to guide development into existing areas as designated in the Land Use chapter to protect outlying rural areas and open space lands.

2

MAXIMIZE USE OF NATURAL RESOURCES INVENTORY (NRI) REPORT IN LAND USE, OPEN SPACE, RECREATION, AND NATURAL RESOURCE PLANNING (PLANNING & ZONING)

STRATEGIES

- Integrate the Lebanon NRI into the review of all development proposals. (2.4.A9)
- Guide new development away from wildlife habitat areas that have been identified in the NRI and Wildlife Corridor Crossing studies. (5.1.S2)
- Adopt relevant new ordinances and revise existing ordinances to reflect protection of selected resources identified in the Lebanon NRI report. (2.4.A8)
- Protect existing wildlife corridors, such as the one across Route 120 and Mt. Support Road, with guidance from wildlife biologists. (5.2.S22; 2.4.A11)
- Implement the zoning revision recommendations outlined in the City's NRI to protect and enhance the most critical natural resources and open spaces. (6.3.A1)
- Purchase easements or property for conservation, historic and/or cultural resource protection throughout the City, particularly in critical habitat areas as identified in both the NRI and Open Space Plan. (5.1.S5)
- Develop an open space plan that sets priorities for acquiring or otherwise protecting privately-held land from willing sellers/owners, establishes incentives for landowners to voluntarily place conservation easements on their land, and includes recommendations on the use of City-owned parcels. (2.4.A1; 5.1.A1)
- Explore the expansion of the Steep Slopes Overlay District applicability beyond RL-3 district. (5.2.A12)

2021 ACCOMPLISHMENTS

- Open Space Plan completed and adopted by Conservation Commission in November 2021, following review and comment by Planning Board (April 2021) and City Council (July 2021).
- Achieved greater-than-recommended protection for the wildlife corridor across Mt. Support Road working with development applicants, the Planning Board, Conservation Commission, and Dr. Rick Van de Poll.

- *Wild About Lebanon* series of outdoor events continued in coordination with Upper Valley Land Trust.
- Conservation Commission participated in Amphibian Crossing Program to encourage volunteers to monitor crossing hot-spots to count movements and assist with crossings.

2022 OUTCOME MEASURES

1. Work with Conservation Commission to review and update the Natural Resources chapter (Chapter 5) of the Master Plan.
2. Reference and incorporate Lebanon NRI, Wildlife Corridor Crossing Study, adopted Open Space Plan, and other resources explicitly into development regulations through work with Planning Board.
3. Continue to work on implementation of consultant recommendations for protection of key wildlife crossings and corridors as funding and project opportunities arise.
4. Pursue Aquatic Resource Mitigation (ARM) Fund Application for priority conservation project(s) through NHDES for appropriate projects.
5. Continue to evaluate and amend zoning districts, where appropriate, considering Master Plan/FLUM recommendations to permit development while protecting natural resources.
6. Expand exposure, board member and public education, and participation in the following Conservation Commission Programs:
 - *Wild About Lebanon* – an outdoor events series hosted in coordination with Upper Valley Land Trust, showcasing Lebanon’s conservation properties.
 - *Volunteer Stewardship Program* – An effort to connect interested resident volunteers with stewardship maintenance tasks and enhancement projects.
 - *Amphibian Crossing Program* – designed and hosted to encourage volunteers to monitor crossing hot-spots to count movements and assist with crossings.
 - *Land Conservation Program* – Continue to provide support for willing landowners interested in long-term protection of their land.

LOOKING AHEAD (2023-2024)

1. Evaluate need to adopt Road/Driveway length limitations based on Open Space Plan recommendations to avoid homes from being located on ridgelines.
2. Work with Recreation, Arts & Parks Department to evaluate need and opportunities for recreational facilities in the Mt. Support Road/DHMC area to support residential development, while protecting sensitive resources.
3. Work with Conservation Commission and seasonal Park Ranger regarding ongoing maintenance and upkeep of conservation properties.

4. Review potential need for and benefit of expanding Steep Slopes Overlay District.
5. Evaluate additional zoning protection initiatives, such as Aquifer and/or Source Water Protection overlays, as appropriate.
6. Evaluate creation of a Conservation zoning district for properties that are preserved by City or conservation organizations, or by request of individual landowners.
7. Work with DPW to utilize the 2015 RPC culvert evaluation study to identify potential vulnerabilities and to plan for rehabilitation efforts to allow continued use by area wildlife.

3

IMPLEMENT LAND USE POLICIES THAT RESULT IN MORE ENERGY-EFFICIENT BUILDINGS AND SUSTAINABLE DEVELOPMENT (PLANNING & ZONING)

STRATEGIES

- Encourage the use of energy conservation measures through site plan review, such as orienting buildings to take advantage of natural light and heat and providing vegetation for summer shading and wind buffers. (5.1.S14)
- Explore cottage or bungalow development strategies to promote, smaller, more energy-efficient, more affordable dwellings with limited size and footprint. (7.1.S15)
- Revise existing subdivision and site plan regulations to encourage or require more energy-efficient development. (13.1.A3)
- Encourage developers to site and design buildings to meet LEED certification or other energy sustainability guidelines. (7.2.S11)
- Maximize energy efficiency in municipal buildings and encourage efficiency in commercial and residential buildings. (13.1.SA; 13.1.SB)
- Adopt Energy Efficient Building Code policy (13.1.A2; 13.4.A1; 13.5.A1)

2021 ACCOMPLISHMENTS

- Completed annual update and progress reporting on local government operations (LGO) for GHG emissions using the 2019 baseline developed by UNH Sustainability Institute Fellow.
- Worked with Planning Board and Development Regulations Subcommittee to review amendments to development regulations to incorporate energy-efficiency measures.

2022 OUTCOME MEASURES

1. Work with Lebanon Energy Advisory Committee to review and update the Energy chapter (Chapter 13) of the Master Plan.
2. Complete annual update and progress reporting on local government operations (LGO) for GHG emissions using the 2019 baseline developed by UNH Sustainability Institute Fellow.
3. Research and learn from other communities to develop strategies and a list of specific actions and steps for the City to take to move toward

compliance with adopted climate action goals as recommended in the 2019 LGO GHG report.

4. Work with Planning Board and City Council to evaluate potential amendments to Zoning Ordinance and development regulations to incorporate energy efficiency recommendations and/or requirements, including EV and solar readiness and above-code certifications for larger developments.
5. Evaluate the potential benefits and outline a process for the City to adopt enhanced energy code requirements on an accelerated schedule from State Building Code and/or encourage commitment to above-code performance requirements through compliance with voluntary standards.
6. Evaluate opportunities for increased flexibility in the size and design of residential construction, including cottage-style development.
7. Continue to work with and support DPW on development of programs and policies for energy reduction and efficiency in city facilities.
8. Partner with Upper Valley Adaptation Workgroup on resiliency and sustainability planning and training.

LOOKING AHEAD (2023-2024)

1. Work with City Council and Planning Board to review and adopt enhanced energy code requirements and/or “stretch codes” and amendments to Zoning Ordinance and development regulations.
2. Develop proposal and application to UNH Sustainability Institute to engage UNH Fellow for a community-wide GHG emissions inventory as recommended in 2019 LGO GHG report. If application proposal is successful, assist UNH Fellow and engage public broadly for completion of community-wide GHG emissions inventory.



PLAN FOR MULTI-MODAL TRANSPORTATION

(PLANNING & ZONING)

STRATEGIES

- Encourage a diversity of transportation uses within the CBDs by improving roadway design, increasing incentives for mass transit use, and providing pedestrian and bicycle linkages. (3.1.S12; 3.1.A8; 9.4.S4)
- Encourage and support transportation alternatives to single-occupancy vehicles, including mass transit, pedestrian and bicycle paths and facilities, ride-sharing, etc. (5.1.S16; 9.2.S3)
- Develop facilities to allow for independent child mobility, such as separated bike paths. (9.4.A3; 9.4.S7)
- Identify bicycle routes off main streets in an effort to make transportation more accessible for riders. (3.1.S19; 9.4.S7)
- Create and improve bikeway linkages, such as extending the Northern Rail Trail/ Mascoma River Greenway to West Lebanon. (3.1.S18; 3.1.A12; 9.3.S1; 9.4.S7)
- Develop a citywide system of safe pedestrian paths, crosswalks, curb extensions, buffered sidewalks, bikeways, and bike lanes, which connect neighborhoods, recreational areas, and the CBDs. (3.1.S13; 3.1.S23; 3.1.A20; 4.1.S4; 4.1.S28; 4.1.A16; 4.1.A10; 9.4.S4; 9.4.S5)
- Encourage sidewalks, bike paths, parks, playgrounds, bus stops, walking paths and other pedestrian-oriented and traffic calming amenities as part of neighborhood planning, especially in underserved areas. (7.2.S2; 9.2.S10; 9.2.S6; 9.2.A5; 9.4.S4)
- Formalize standards for City and state road and bridge projects and the City's development regulations to control automobile traffic to allow safer pedestrian activity, addressing such issues as road widths, corner radii, signage and other specific design criteria, while ensuring adequate access by emergency vehicles. (7.2.A3; 9.1.A1; 9.4.A1; 10.1.S14)
- Coordinate with the Planning Board; Conservation Commission; Pedestrian and Bicycle Advisory Committee; and the Recreation, Arts, and Parks Department to develop a trails and ped/bike master plan and Complete Streets/Multi-modal implementation plans. (9.3.A1; 9.4.S2; 9.4.S4; 9.4.S7)
- Continue support of Advance Transit and promote new routes and expanded service, where appropriate. (13.6.A3)
- Continue to work with the UVTMA to market commuting options and engage employees in a behavior change campaign. (13.6.A14)

- Complete the Americans with Disabilities Act Transition Plan to ensure that public facilities meet ADA guidelines. (9.4.A2)

2021 ACCOMPLISHMENTS

- Initiated *Walk-Bike-Ride Leb* (WBRL) plan to implement Multi-modal/Complete Streets policies to create a safe, comfortable, and connected walking and bicycling network through the City.
- Completed Preliminary Design Phase for multi-use pathway along Lahaye Drive as part of Transportation Alternatives Program (TAP) grant.
- Worked with West Lebanon Revitalization Advisory Committee on Main Street Streetscape improvement plans and on Westboro "River Trail" feasibility study to connect Bridge Street and South Main Street upon receipt of lease and permission from NHDOT.
- Worked with Planning Board and Development Regulations Subcommittee to update development regulations to improve and enhance pedestrian, bicycle, and transit modes, including incorporating UVTMA Mobility Checklist, bicycle parking guidelines, and other site design requirements.
- Executed Bike Rodeo event to coincide with downtown tunnel reopening in partnership with Ped/Bike Advisory Committee, Police and Recreation, Arts & Parks Departments, SAU-88, CHaD, CCBA, and others.
- City-wide crosswalk inventory and needs map developed to inform streetlight upgrade project.
- Worked with Recreation, Arts & Parks Department and adjacent landowners to negotiate connections to Mascoma River Greenway.
- Supported and assisted UVLSRPC on the development of corridor transportation plans for Route 120 North, Route 12-A, and Route 4-A and others.
- Provided enhanced information and resource links on City website related to electric bikes, appropriate safety and visibility for pedestrians and bicyclists, etc.

2022 OUTCOME MEASURES

1. Complete *Walk-Bike-Ride Leb* plan for multi-modal/complete streets efforts.
2. Coordinate with DPW on preliminary design of Mt. Support Road/Lahaye Drive intersection improvements through Special Assessment District created in 2021, including design of multi-use path extension north of Lahaye Drive to fully connect new developments with DHMC.
3. Coordinate with Recreation, Arts, & Parks, WLRAC, Upper Valley Trails Alliance, and other stakeholders to continue and complete designs and

construction plans for West Lebanon River Trail project through Westboro Yard property upon receipt of lease and permission from NHDOT and NHDES.

4. Continue to develop and formalize connections to Mascoma River Greenway in coordination with Recreation, Arts & Parks Department, adjacent landowners, NHDOT, and other stakeholders as opportunities arise.
5. Complete Final Design phases for multi-use pathway along Lahaye Drive as part of TAP grant project and seek permission to bid project from NHDOT and potentially begin construction work in 2022.
6. Address pedestrian/bicyclist pathway design needs and funding with NHDOT for signalized crossing at Centerra Parkway to connect completed Altaria multi-use path and TAP project improvements.
7. Coordinate with and assist DPW, as needed, on completion of Miracle Mile phased sidewalk improvements.
8. Coordinate with and assist City Manager and DPW, as needed, on applications for state or federal funds for Mechanic Street sidewalk improvements.
9. Support Lebanon School District and Police Department evaluation of Safe Routes to School travel plan updates, including parking and circulation issues at LMS.
10. Support Advance Transit and UVTMA, including advocacy for transit service improvements in Route 120 corridor.
11. Update or improve on Bike Friendly Community Bronze Rating from May 2017 with new application in 2022.
12. Continue to work with NHDOT, UVLSRPC, DPW, and other stakeholders on Preliminary Engineering phase of Exit 18 Improvements project (Lebanon 29612).
13. Execute Bike Rodeo program in partnership with Ped/Bike Advisory Committee, Police and Recreation, Arts and Parks Departments, CHaD, CCBA, UVTMA, and others.

LOOKING AHEAD (2023-2024)

1. Create a working group/task force to assist with the review and update of the Transportation chapter (Ch. 9) of the Master Plan in 2024.
2. Utilize completed *Walk-Bike-Ride Leb* plan recommendations to support implementation of adopted Complete Streets Policy and to improve connectivity and mobility options City wide.
3. Complete TAP grant-funded multi-use path along Lahaye Drive upon receipt of authorization and funding from NHDOT.
4. Advance ADA Transition Plan working with DPW and other departments to ensure appropriate facility improvements are incorporated into all road/bridge/sidewalk projects.

5. Continue to partner with Advance Transit and development applicants, as opportunities arise, to implement improvements as recommended in 2010 Bus Stop Study.
6. Advocate for and assist with preferred alternative of Mascoma River Greenway extension and connections, including to and through West Lebanon.
7. Continue review of on- and off-street parking standards, including commuter parking/park-and-ride provisions.
8. Continue to organize and partner with stakeholders to execute the Bike Rodeo program, re-instate Bike-to-Work Day, and bike education programs.
9. Engage local schools to conduct Safe Routes to School Instructor Training through the Bike-Walk Alliance of NH.



SUPPORT PRESERVATION OF HISTORIC RESOURCES AND CHARACTER

(PLANNING & ZONING)

STRATEGIES

- Continue evaluating the appropriateness of new historic districts, such as expanding the current District to include the neighborhood between School and Bank Streets, and a new district in the Maple Street, Main Street, and Crafts Avenue areas of West Lebanon. (11.1.S8)
- Support the Westboro Committee in its efforts to develop a plan for Westboro Yard. (11.1.S12)
- Continue identifying structures that qualify for the State and/or National Historic Register and the Historic Landmark Designation Programs. (11.1.A3)
- Foster community appreciation and involvement through public education strategies, such as: brochures, walking tours, oral history projects, and displays/murals in public buildings. (11.2.S2)
- Continue restoring the Dana House in West Lebanon and develop plans to convert it to a museum. (11.2.A7)

2021 ACCOMPLISHMENTS

- Completed Certified Local Government (CLG) grant-funded update of the Colburn Park National Register Historic District documentation, including recommendations for expanding the National Register district boundaries.
- Updated heritage information displays in kiosk on Hanover Street pedestrian mall.

2022 OUTCOME MEASURES

1. Apply for 2022 CLG grant to work on Phase 2 of 2020 grant project to expand and formalize the Colburn Park National Register Historic District boundaries and to update local historic district regulations in Section 408 of zoning ordinance.
2. Work with historic preservation consultant to review and recommend amendments to Historic District regulations in ZO Section 408 to improve clarity and usefulness for applicants and for Heritage Commission members.
3. Support awareness and public education about Lebanon's diverse history and cultural environment through Heritage Commission outreach efforts.

4. Continue to work with Heritage Commission to develop plans for restoration and reuse of Dana House, including near-term asbestos and lead paint remediation needs, and identify potential funding streams for continued work.
5. Assist DPW, as necessary, with evaluation of Soldier's Memorial Building sculptures for rehabilitation and potential funding sources.
6. Work with Recreation, Arts, & Parks to review and assess preservation options for Colburn Park fencing.
7. Launch oral history project with Heritage Commission.
8. Seek opportunities for additional training and mentoring for Heritage Commission members.

LOOKING AHEAD (2023-2024)

1. Work with Heritage Commission to review and update Historic Resources chapter (Chapter 11) of the Master Plan in 2024.
2. Implementation of recommended management plans resulting from *Mills of Lebanon* study (CLG Round 5).
3. Consider applications for future CLG grant funding.
4. Evaluate Dana House readiness for LCHIP and other grant funding applications for continued restoration.
5. Seek opportunities for new historic site signage (e.g. mills, Northern Rail Trail, Colburn Park).
6. Coordinate with West Lebanon Revitalization Advisory Committee and other groups on future uses of Westboro Yard that respect and celebrate the history of West Lebanon upon receipt of lease and permission from NHDOT.



PROMOTE REVITALIZATION OF THE CENTRAL BUSINESS DISTRICTS

(PLANNING & ZONING)

DOWNTOWN LEBANON

STRATEGIES

- Continue work on implementation of 2016 Downtown Visioning Study.
- Develop zoning overlay district to address specific recommendations from Downtown Visioning Study. (3.1.S6; 3.1.S7; 3.1.S21)
- Create visually appealing gateways into the downtown areas. (3.1.A4)
- Provide improved and attractive streetscape amenities, such as movable planters, seating, adequate trash cans, and bicycle racks throughout the CBD. (3.1.A8)
- Upgrade appearance of the area directly behind buildings on the south side of the Mall facing Hanover Street, using the Downtown Lebanon Tax Increment Financing (TIF) district or other incentives. (3.1.A9; 3.1.A10)
- Continue to monitor the parking situation on a regular basis, with attention to the peak hours of usage, to ensure continued availability and consider rehiring a parking attendant. (3.1.A11)
- Continue the progress of revitalizing the City's two Central Business Districts. (6.1.S3)
- Work with civic associations to engage business owners and generate citizen interest and commitment to the downtown areas. (6.1.S4)

2021 ACCOMPLISHMENTS

- Zoning ordinance amended in January 2021 by Council vote to update and refine Lebanon Downtown (LD) district with complementary amendments to Site Plan Review Regulations adopted by Planning Board.
- Assisted DPW with preparation of infrastructure design plans for Spencer Street to complement and enable redevelopment projects based on recommendations from Downtown Visioning Study.
- Tunnel under pedestrian mall rehabilitation completed and reopened.

2022 OUTCOME MEASURES

1. Assist developer of 20 Spencer Street through development review and permitting process and with coordination with DPW regarding the environmental cleanup of property.
2. Continue to work with interested property owners on redevelopment and revitalization efforts in the Lebanon Downtown District, through

development review process, UVLSRPC's Brownfields Advisory Committee, and promotion of previously-adopted incentive programs (79-E and ERZs).

3. Complete downtown parking utilization study to continue to monitor usage and need as new development and uses occur in downtown Lebanon.
4. Work with Economic Development Commission and Downtown TIF Advisory Board to jointly review opportunities for potential redevelopment of downtown surface parking lots as envisioned in 2016 Visioning Study.
5. Prepare request for Urban Shoreland Exemption by NHDES/NHOPD.
6. Assist City Manager and Downtown TIF Advisory Board, as needed, with development of plans and projects utilizing TIF revenues generated by new downtown development.

LOOKING AHEAD (2023-2024)

1. Revisit designs from 2016 Visioning Study of transportation, traffic, and streetscape improvements for Hanover Street in anticipation of future capital project.
2. Evaluate opportunities for Wayfinding, Gateways, etc., including potential partnership with Recreation, Arts & Parks, Arts & Culture Commission, AVA Gallery, SAU#88, and local arts organizations for potential designs and landscaping.
3. Work with Economic Development Commission and Upper Valley Business Alliance to engage local lenders to consider possible creation of small-scale revolving loan fund programs to enable building façade improvements by willing property owners.

DOWNTOWN WEST LEBANON STRATEGIES

- Initiate West Lebanon Downtown Visioning project. (4.1.S1; 4.1.S3; 4.1.S4; 4.1.S5; 4.1.S9; 4.1.S11; 4.1.S16; 4.1.S17; 4.1.S18; 4.1.S19; 4.1.S20; 4.1.S22; 4.1.S23; 4.1.S25; 4.1.S26; 4.1.S27; 4.1.S28; 4.1.S29; 4.1.S30; 4.1.S31; 4.1.A1; 4.1.A2; 4.1.A3; 4.1.A4; 4.1.A5; 4.1.A8; 4.1.A10; 4.1.A11; 4.1.A12; 4.1.A13; 4.1.A15; 4.1.A16; 4.1.A17)
- Provide improved and attractive streetscape amenities, such as movable planters, seating, adequate trash cans, and bicycle racks throughout the CBD. (3.1.A8)
- Continue to monitor the parking situation on a regular basis, with attention to the peak hours of usage, to ensure continued availability and consider rehiring a parking attendant. (3.1.A11)
- Promote the redevelopment of the Westboro Rail Yard. (4.1.S12; 4.1.S13; 4.1.S14; 4.1.S15; 4.1.A7; 4.1.A14)
- Continue the progress of revitalizing the City's two Central Business Districts. (6.1.S3)

- Work with civic associations to engage business owners and generate citizen interest and commitment to the downtown areas. (6.1.S4)

2021 ACCOMPLISHMENTS

- Provided staff support and assistance West Lebanon Revitalization Advisory Committee to develop plans and priorities for redevelopment and revitalization of downtown West Lebanon prior to committee sunset date.
- Worked with engineering consultant and DPW to advance planning, design, and construction estimates for Main Street Streetscape improvements, including parking alternatives, and needed infrastructure upgrades.
- Worked with engineering consultant to study feasibility of “River Trail” path along Connecticut River, including design constraints under the railroad bridge, in anticipation of the City obtaining lease control and permission for improvements with Westboro Yard.
- Monitored NHDOT completion of demolition of dilapidated structures in Westboro Yard.

2022 OUTCOME MEASURES

1. Propose re-establishment of West Lebanon Revitalization Advisory Committee (WLRAC) as permanent committee to assist with prioritization and implementation of plans for West Lebanon and to assist with review and update of West Lebanon CBD chapter of Master Plan.
2. Continue to work with City Manager, WLRAC, and Recreation, Arts & Parks Department to support and advocate for long-term lease of portions of the Westboro Yard and to recommend potential uses of property upon gaining control.
3. Complete downtown parking utilization study to continue to monitor usage and need as new development and uses occur in downtown Lebanon.
4. Work with WLRAC, engineering consultant and DPW to undertake public engagement efforts, and to prepare final design, permitting, and construction cost estimates for Main Street Streetscape improvements.
5. Work with WLRAC, engineering consultant, Recreation, Arts, & Parks, UVBA, and other stakeholders to prepare final designs for multi-use path along river frontage of Westboro property in anticipation of lease control and permission from NHDOT, including passage under railroad bridge, as well as integration of improvements to Bridge Park property.
6. Work with WLRAC, UVLSRPC, and other stakeholders, to execute “pop-up” pilot program to test streetscape ideas recommended in West Lebanon Village Visioning report.

7. Continue to work WLRAC and Economic Development Commission to evaluate existing Central Business (CB) zoning and to recommend potential Zoning Ordinance amendments to achieve community design and economic development goals.
8. Continue to work with interested property owners on redevelopment and revitalization efforts in West Lebanon, through development review process, UVLSRPC's Brownfields Advisory Committee, and promotion of previously-adopted incentive programs (79-E and ERZs).

LOOKING AHEAD (2023-2024)

1. Work with WLRAC to review and update West Lebanon CBD chapter (Chapter 4) of the Master Plan in 2023.
2. Work with WLRAC and Economic Development Commission to evaluate opportunities for reuse or redevelopment of 3 Seminary Hill parcel.
3. Evaluate potential for West Lebanon TIF District, potentially including River Park and/or Iron Horse development sites.
4. Work with Economic Development Commission and Upper Valley Business Alliance to engage local lenders to consider possible creation of small-scale revolving loan fund programs to enable building façade improvements by willing property owners.
5. Evaluate opportunities for Wayfinding, Gateways, etc., including potential partnership with Recreation, Arts & Parks, Arts & Culture Commission, AVA Gallery, SAU#88, and local arts organizations for potential designs and landscaping.
6. Engage planners and developers in White River Junction, VT to better understand what is fueling recent surge in redevelopment there and how West Lebanon Village can facilitate and encourage complementary projects and improvements.
7. Look for opportunities to coordinate with Arts & Culture Commission, local arts organizations, Lebanon School District, and others to highlight the arts and support the creative economy in West Lebanon.



FOSTER THE DEVELOPMENT OF A BALANCED RANGE OF HOUSING TO ENHANCE THE VITALITY OF THE COMMUNITY

(PLANNING & ZONING)

STRATEGIES

- Ensure that a sufficient amount of land with high development potential is zoned for high-density residential use. (7.1.S2; 7.1.A7)
- Continue to consider the opinion and recommendations of regional planning agencies regarding increased housing development to meet the needs of the City's workforce in collaboration with surrounding communities as appropriate. (7.1.S4)
- Explore ways to cooperate with the Lebanon Housing Authority and other agencies to use City-owned land and explore opportunities to allow City land for low to moderate-income housing. (7.1.S17)
- Encourage diversification in neighborhoods. (7.1.S13; 7.1.S14; 7.1.S16; 7.2.S8)
- Provide incentives for private development of affordable/workforce housing, e.g. fee exemptions and/or density bonuses, where appropriate. (7.1.S11; 7.1.A6)
- Collaborate with employers, organizations and communities in the region on workforce housing initiatives as needed to sustain economic growth. (2.1.S9; 7.1.S5)
- Encourage new housing to be located close to urban centers, employment areas, infrastructure, services, and transit and to positively contribute to existing neighborhoods. (2.2.S1; 7.1.A8; 7.1.S23; 7.1.S24; 7.2.S4; 7.2.S5; 7.2.S6; 7.2.S7; 7.2.A6)
- Review the zoning ordinance to ensure that zoning definitions do not restrict non-traditional households or alternative living arrangements. (7.1.A9)
- Support the revitalization, infill, and increased mix of uses in existing non-residential, locations. (6.1.S5)
- Examine existing non-residential areas to identify opportunities for more intensive redevelopment or infill. (6.1.A5)
- Review and amend the City's Zoning Ordinance as needed to encourage more intensive redevelopment of existing residential and non-residential areas and to discourage development in undeveloped areas. (6.1.A7)

2021 ACCOMPLISHMENTS

- Participated in “Keys to the Valley” Regional Housing Needs assessment with UVLSRPC, and other partners.
- Assisted City Council with review and consideration of 79-E request for 1 Mechanic Street property for creation new residential units in Downtown Lebanon.
- Worked with City Manager to prepare presentation to City Council on housing availability and affordability information, including policy recommendations for use of RSA 79-E incentives.
- Worked with Planning Board to amend Subdivision Regulations to streamline the review process for larger residential complexes.

2022 OUTCOME MEASURES

1. Work with City Council and City Manager to develop policy positions on the role of the City relative to the development of housing.
2. Improve coordination and partnership opportunities with Lebanon Housing Authority to facilitate new housing development.
3. Prepare amendments for Zoning Ordinance and Development Regulations to streamline the review process and enable infill development proposals, where appropriate, to facilitate the creation of new housing units through incremental development while protecting and preserving neighborhood character.
4. Work on potential amendments to Zoning and Development Regulations for Cottage Cluster developments on vacant or infill properties.
5. Analyze Residential and Rural Lands zoning districts to enable new development that is more reflective of existing conditions in various neighborhoods. (review and revise minimum lot area requirements in some neighborhoods, potential for new R-4 district for larger-lot, suburban style neighborhoods?)
6. Continue to review “Keys to the Valley” Housing Needs assessment report and data and 2020 Census information and evaluate the need for appropriate policy and regulatory changes.
7. Participate and provide technical assistance on UVLSRPC’s Housing Needs Assessment and Fair Housing Equity Assessment.
8. Prepare proposals for expanding use of RSA 79-E to incentivize affordable housing development and/or rehabilitation of existing dwelling units as enabled by new legislation enacted in 2021.

LOOKING AHEAD (2023-2024)

1. Create a working group/task force to assist with the review and update of the Housing Chapter (Ch. 7) of the Master Plan in 2023.

2. Utilize working group/task force to evaluate expansion of Zoning Ordinance Section 507 (Bonuses for Certain Planned Development) to provide incentives for preferred development types and establish criteria for awarding bonuses and to review and propose zoning amendments for manufactured housing parks and projects based on successful, existing developments.
3. Look for opportunities to partner with DHMC, Dartmouth College, and other local employers, developers, and stakeholders to create additional housing, especially workforce housing, in both downtown districts and in employment areas.



STRENGTHEN ENFORCEMENT EFFORTS FOR CODES, ORDINANCES, AND DEVELOPMENT APPROVALS TO ENSURE PUBLIC HEALTH AND SAFETY

(PLANNING & ZONING)

STRATEGIES

- Protecting public health, safety and welfare is a basic role of government. The City fulfills that role through the provision of community services like police, fire, ambulance, road maintenance, code enforcement, and disaster response. (8 | C)
- The development review and enforcement process provides an opportunity to examine development proposals to ensure that they have been thoughtfully designed to avoid, minimize or mitigate impacts. (2 | D-3k)
- Actively monitor and enforce Zoning Ordinance, development regulations, and land use board decisions

2021 ACCOMPLISHMENTS

- Coordinated with Lebanon Fire Department, State Fire Marshal's Office, Building Inspectors, Zoning Administrator, and legal counsel to monitor and enforce applicable Building and Life Safety codes and local ordinances to ensure public health and safety.
- Retained Technical Services assistance for ~78 restaurant inspections to augment and coordinate with NH State Food Inspection Programs.
- Revised Building Permit fee structure to include additional fees for work commencing prior to issuance of Building Permit as allowed by ICC Codes as a disincentive to bypassing Building Code process.

2022 OUTCOME MEASURES

1. Continue to actively administer and enforce Building and Fire Codes, Zoning Ordinance, development regulations, and land use board approvals, including prosecuting violations as appropriate.
2. Retain Technical Services assistance for restaurant inspections to augment and coordinate with NH State Food Inspection Programs as appropriate.

LOOKING AHEAD (2023-2024)

1. Continue to enhance public health, safety, and welfare by actively administering and enforcing Building and Fire Codes, Zoning Ordinance, development regulations, and land use board approvals.
2. Work with City Administration, Health Officer, and Upper Valley Public Health organizations to investigate and understand roles the City may play relative to public health that are not already being filled by other community organizations)
3. Continue to retain Technical Services assistance for restaurant inspections to augment and coordinate with NH State Food Inspection Program.



SUPPORT AN ORGANIZED AND ACTIVE APPROACH BY THE CITY TO PROMOTING SUSTAINABLE ECONOMIC DEVELOPMENT

(PLANNING & ZONING)

STRATEGIES

- Encourage City government to take a more organized and active role in promoting sustainable economic development. (6.1.S1)
- Promote and retain high quality employment opportunities. (6.1.S2)
- Develop a proactive strategy for sustainable economic development that identifies the City's economic assets and what types of businesses Lebanon wishes to encourage. (6.1.A1; 6.1.A2)
- Seek a way for Lebanon Airport to pay for itself while better serving the needs of residents and businesses. (6.1.S6)
- Continue the progress of revitalizing the City's two Central Business Districts. (6.1.S3; 3.1.S1)
- Support the creation of downtown business organization to facilitate marketing, promotion, and other coordinated efforts. (3.1.S2)
- Collaborate with employers, organizations and communities in the region on workforce housing initiatives as needed to sustain economic growth. (2.1.S9)
- Encourage City government to coordinate with governing bodies of other nearby towns and digital services providers to improve high-speed digital services throughout the City and the region. (6.2.S.1; 6.2.S.2; 6.2.S.3; 6.2.A.2; 13.6.A.13)

2021 ACCOMPLISHMENTS

- Completed design and permitting phase of Airport TIF District infrastructure improvements, including wetland permitting, statutory road layout process for new road segment, and City Council acceptance of previously built segment of Airpark Road.
- Coordinated with existing and potential new internet service providers to identify Lebanon households not currently served by reliable, affordable, and adequate internet service and negotiated opportunities to provide services.

- Continued to participate with UVLSRPC Brownfields Assessment Program to advocate for identification, evaluation, and cleanup of Lebanon properties, including Kleen Laundry (Lebanon Woolen Mill).
- Developed guidance for City Council's consideration of 79-E applications to enable and incentivize workforce housing.
- Worked with interested property owners on redevelopment and revitalization efforts through development review process, UVLSRPC's Brownfields Advisory Committee, and promotion of previously-adopted incentive programs (79-E and ERZs).
- Coordinated with NH Business and Economic Affairs representatives to promote potential Lebanon sites for significant R&D site selection effort.

2022 OUTCOME MEASURES

1. Assist developer of 20 Spencer Street through development review and permitting process and with coordination with DPW regarding the environmental cleanup of property and the Spencer Street design and reconstruction effort.
2. Assist other developers (e.g. Village Market; Lebanon Woolen Mill, etc) through development review and permitting process;
3. Continue to work with internet service providers to ensure that Lebanon households are adequately served with reliable and affordable high-speed internet service.
4. Continue to assist applicants with Community Revitalization Tax Relief Incentive (RSA 79-E) program applications and with Economic Revitalization Zone applications.
5. Work with Economic Development Commission and Downtown TIF Advisory Board to evaluate potential for additional downtown redevelopment as envisioned by the 2016 Downtown Visioning Study, including city-owned surface parking lots.
6. Prepare proposals for expanding use of RSA 79-E to incentivize affordable housing development and/or rehabilitation of existing dwelling units as enabled by new legislation enacted in 2021.
7. Coordinate with City Manager, Economic Development Commission, and Upper Valley Business Alliance to support the Upper Valley MedTech Collaborative and promote Lebanon as a "BioReady community".

LOOKING AHEAD (2023-2024)

1. Work with Economic Development Commission to review and update the Economic Development chapter (Chapter 6) of the Master Plan in 2023.
2. Continue to work with City administration, Upper Valley Business Alliance, and NH Business and Economic Affairs to promote development opportunities, especially Med Tech, Bio Tech and High Tech industries,

within the City including in the downtown areas and the Airport TIF District.

3. Work with Economic Development Commission to prepare RFP to seek a partnership with potential developers for the development of the municipal parking areas in the Downtown area for mixed use pursuant to Downtown Visioning Study.
4. Work with West Lebanon Revitalization Advisory Committee and Economic Development Commission to prepare RFP for reuse or redevelopment of 3 Seminary Hill parcel.