



**LEBANON PLANNING BOARD
JULY 25, 2022 - 6:30 PM
COUNCIL CHAMBERS, CITY HALL OR
REMOTE VIA VIRTUAL PLATFORM
LEBANONNH.GOV/LIVE**

-
- 1. Call to Order**
 - 2. Study Items**
 - A. Review and Discussion of Draft Strategic Plan
 - B. Surplus Property Determination: At the request of the City Manager, the Board will review whether the City-owned property at Old Etna Road (Tax Map 50, Lot 31) is surplus to City needs pursuant to the City's Real Property Transaction Policy.
 - C. Presentation by Sherry Boschert on Electric Vehicle (EV) charging needs and new development
 - D. Discussion re: possible zoning amendments to allow digital signs
 - 3. Other Business**
 - A. Minor Site Plan Committee jurisdiction
 - B. Discussion re: procedure for the denial of an application
 - C. Jolin Salazar-Kish, 8-10 & 14 Bank Street (Tax Map 92, Lots 125 & 124), zoned LD: Review of a minor alteration to an approved site plan (PB2019-39-SPR) per Section 9.2 of the Site Plan Review Regulations.
 - 4. Committee Reports**
 - A. **Planning Board Subcommittees:**
 - Planning Board Capital Improvement Program
 - Planning Board Development Regulations Update
 - B. **City Council Subcommittees:**
 - Class VI Roads Advisory Committee
 - Lebanon Energy Advisory Committee
 - C. **Other Subcommittees:**
 - City Council Representative
 - Heritage Commission
 - Pedestrian & Bicyclist Advisory Committee
 - Upper Valley Lake Sunapee Regional Planning Commission
 - UV SubCommittee of the Connecticut River Joint Commissions
 - Upper Valley Transportation Management Association
 - Mascoma River Local Advisory Committee
 - Steering Committee for the Implementation of the Master Plan
 - West Lebanon Revitalization Advisory Committee
 - Planning & Development Department – Task Status
 - 5. Approval of Minutes**

A. June 27, 2022

6. Adjournment

The order of agenda items is subject to change.

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.

**Agenda
July 25, 2022
Planning Board**

**Agenda Item #2A
Study Items**

Review and Discussion of Draft Strategic Plan

Should we consider a category related to "Community Facilities and Services"

CM
DPW
P
F
HS
HR
PLN
RAP
CS
Air
Lib
CLK
Fin

SOCIAL HEALTH & JUSTICE

Development of the City's Equity Plan (CM)

Expand partnerships with non-profits to serve people in need (LIB)

ADA Transition Plan (PLN)

ECONOMIC VITALITY

Provide key leadership role in the UN/State Childcare Initiatives (CM)

Build community/rec center that attracts visitors (RAP)

Ensure an adequate and safe supply of drinking water (DPW)

Work collaboratively with UNBA, the Corporate Council and others to enhance the business climate & tourism in the region (CM)

Ensure broadband internet service is provided throughout the City (CM)

Work with commercial realtors and developers to bring tenants to airport TIF (AIR)

Downtown Redevel't - 2D Spencer, Village Mkt, Kleen, Parking Lots (PLN)

Implement Downtown Visioning and WL Charrette Studies (PLN)

Parking Utilization Study (PLN)

Urban Shoreland Exemption (PLN)

West Lebanon CBD Zoning (PLN)

Review and Update Econ Dev Chapter of MP (PLN)

River Park / West Lebanon TIF (PLN)

Facade Grant Program (PLN)

Reliable and affordable high-speed internet (PLN)

Partner w/ UNBA to promote UN MedTech Collaborative (PLN)

FINANCIAL SUSTAINABILITY & EFFICIENCY

Urban Service District (PLN, DPW)

Maintain the City's Debt Management Plan (CM)

Increase library foundation contribution (LIB)

Maintain a long term strategy to stabilize tax and user fees and avoid spikes in rates (CM)

Continue to seek grant funding (DPW)

Continue implementation of recommendations from the energy audit at water and wastewater facilities (DPW)

TRANSPORTATION

Transit

Support regional transit service with AT and other entities (CM)

Mt. Support Rd corridor (PLN)

Multi-modal

Expansion and improvement of the Muscoma Greenway (RAP)

Master plan for Northern Rail Trail (RAP)

Complete and implement WBRL plan (PLN)

Partner w/ DPW on various sidewalk and MUP projects - Miracle Mile, Mechanic, Lahaye, Westboro (PLN)

Etna/Old Etna Rd ped improvements project (PLN)

Bike Friendly Community Rating (PLN)

Safe Routes to School (PLN)

Develop a sidewalk/multimodal paths preservation program (DPW)

Airport

Development of Plans to support infrastructure for electric powered aircraft (CM)

Apply for grants with FAA and NHDOT to ensure airport complies with design standards and maintains the airport to the standards (AIR)

Partner w/ DPW on various road improvement and streetscape projects - Mt Support, WL Main, Hanover St (PLN)

Exit 1B improvements project (PLN)

Roadway Infrastructure

Maintenance of the existing roadway, sidewalk and stormwater systems (DPW)

Redevelopment of existing roadways & intersections to enhance traffic flow, traffic safety and multi-modal use (DPW)

Partner w/ DPW on various road improvement and streetscape projects - Mt Support, WL Main, Hanover St (PLN)

Exit 1B improvements project (PLN)

RECREATION, ARTS & CULTURE

Improve access to historic local documents (LIB)

Build additional athletic fields (indoor and outdoor) and playgrounds. (RAP)

Absorb 5th/6th grade basketball (RAP)

Create new events in tunnel, Colburn, Westboro. (RAP)

Collaborate with Dartmouth College to build new park N. Leb. (RAP)

Partner with citizen action groups thru Friends Leb Rec to enhance parks (RAP)

Develop master plan for tunnel art (RAP)

Increase volume of public art (RAP)

Maintain and adapt programming that keeps citizens active, connected and engaged.(RAP)

Dana House Restoration (PLN)

Oral History Project w/ Heritage Comm (PLN)

Reuse of Westboro Yard (PLN)

PUBLIC SAFETY

Develop a public safety staffing plan (F)

Public Safety Facilities Plan Implementation (F)

Implement employee safety and wellness program (F)

Seek Fire Department Accreditation through the CPSE (F)

Take a proactive, innovative, data-driven approach to prevent and reduce crime and traffic accidents in the city (P)

Continue compliance and maintain accreditation with CALEA standards and best practices (P)

Continue assess staffing shortages and recruitment, and develop long-term vision with City Manager for staffing allocation (P)

Continue foot patrol and mountain bike patrol by officers in areas requiring high visibility to promote not only safety and security, but positive community interactions (P)

Enhanced enforcement efforts of Bldg Codes, Zoning and Dev't approvals (PLN)

Continue inspections and permitting of industrial wastewater dischargers (DPW)

Develop and emergency operations planning plan to ensure access to hospitals during all conditions (DPW)

PUBLIC HEALTH

WCH/Community Nurse (F)

Upper Valley PH (F)

General Assistance Program (HS)

Collaboration with service providers to strengthen safety net for vulnerable residents (HS)

Partner with WCBH to provide community mental health services through Mobile Crisis Response (HS)

Community Social Worker (HS)

Continue to offer Citizen Informational Programs & Classes when COVID restrictions allow to do so safely (R.A.D., Citizens Police Academy, K-9 Demos, Crime Prevention, etc. (P)

Continue partnerships with West Central Mobile Crisis Team (P)

Increase access to trails and parks, promoting exercise and healthy lifestyle. (RAP)

Restaurant Inspection program (PLN)

Role of Health Officer and coordination with UN Public Health organizations (PLN)

Ensure safe and proper disposal of wastes. (DPW/SW)

Ensure safe drinking water (DPW)

Ensure safe wastewater discharge (DPW)

ENVIRONMENT & SUSTAINABILITY

Conservation of Natural Resources

Create tree tour and education programs with Tree Advisory Board. (RAP)

Review and Update Natural Resources Chapter of MP (PLN)

Incorporate NRI, Wildlife Corridors, OSP into dev't regulations (PLN)

Implement Wildlife Corridor improvements (PLN)

Pursue ARM Funds for conservation (PLN)

Review need for Steep Slopes and Aquifer Protection Overlays (PLN)

Develop a curbside collection program to include recycling and food scrap collection (DPW/SW)

Develop a comprehensive source water protection plan(DPW)

WASTE MANAGEMENT

Ensure waste water is effectively treated to prevent negative environmental & public health impacts(DPW)

Manage landfill capacity in such a way to ensure longterm disposal of waste (DPW/SW)

As a community, focus on waste diversion; not simply ensuring landfill capacity (DPW/SW)

Provide Long range/cost effective disposal and recycling options (DPW/SW)

Energy

Partner with Liberty Utilities to plan for development of infrastructure for EVs (CM)

Review and Update Energy Chapter of MP (PLN)

Monitor GHG emissions (PLN)

Update ZO and Dev't Regs to require improved energy efficiency in new development (PLN)

Prepare Climate Action Plan (PLN)

Enhanced Building Code requirements (PLN)

Work with Cape Air and Energy and Facilities Manager to ready airport for electric aircraft (AIR)

Develop local micro-grids to ensure resiliency (DPW)

HOUSING & NEIGHBORHOODS

Enable Cottage Cluster Housing (PLN)

Review residential zoning districts (PLN)

Fire & Building Codes/Inspectional Services (F)

Community partnerships to increase options for emergency shelter and permanent, affordable housing (HS)

Develop metrics to better understand the impact to city services by development (F)

Review and Update Housing Chapter of MP (PLN)

Density bonus provisions (PLN)

CLG Grant projects (PLN)

Partner w/ LHA, TPHT, etc. (PLN)

Make City Properties available for dev't (PLN)

Expand 79-E program (PLN)

Review and Update West Lebanon CBD Chapter of MP (PLN)

Continue to collaborate with the Planning Department to assess and project the impact of new development on policing services (P)

Keep the City Manager and City Council apprised of the new impact on commercial and residential development that continues to have on police operations (P)

Utilized Problem Oriented Policing (POP) to identify community problems and implement interventions designed to solve the problem and improve the quality of life for residents, community members, and other stakeholders (P)

Public WiFi (CS)

HIGH PERFORMING GOVERNMENT

Transparency Initiative (CM)

Community engagement and communication (CM)

Community Education - Citizens Academy (CLK)

Digital people-first online services (CM)

Legislative Advocacy regarding municipal issues (CM)

ADA Compliance (CM)

Improve and streamline development review process (PLN)

Continue to provide appropriate training for board/committee members (PLN)

Migrating files to OneDrive and SarePoint for increased flexibility and collaboration (CS)

Implement and utilize technology to enhance service delivery and reduce cost (CM)

Attract, retain, engage, develop a competitive workforce (CM)

Maintain effective asset management program for infrastructure (DPW)

Remember to maintain a human connection with our residents (MM)

2020 STRATEGIC PLAN



Neighborhood Livability
& Social Health



Culture
& Recreation



Economic
Health



Environmental
Health



Safe
Community



Transportation
& Mobility



High Performing
Government



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Acknowledgements

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Introduction

The City of Fort Collins is a full-service municipal organization dedicated to providing world-class services to 170,000 residents, 8,000 businesses, and numerous institutional partners. Located sixty miles north of Denver, Fort Collins is home to Colorado State University (CSU), Otterbox, New Belgium Brewing, Odell Brewing and many high-tech employers and small businesses, as well as an active and engaged resident and business community. As both a community and city organization, Fort Collins is recognized for its quality of services and amenities, sustainable management practices, and a forward-thinking, innovative culture.

Fort Collins has a successful history of participatory community and organizational planning to guide decision-making, City policies, and the delivery of services. Alongside City Plan (Fort Collins' comprehensive plan) the Strategic Plan reflects the values of the community. While City Plan articulates a long-term community

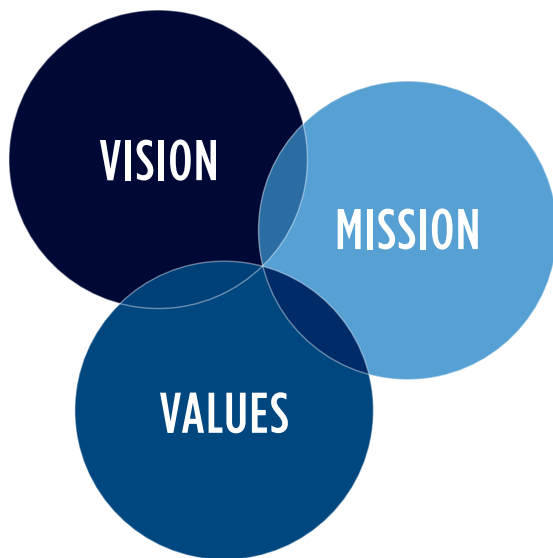
vision and growth framework, the Strategic Plan outlines short- and mid-term objectives, influences the City's budgeting process, and guides the implementation of the City's full range of services, including:

- **Police**
- **Fire Protection through a local authority**
- **Streets, Transportation and Transit infrastructure & operations**
- **Parks, Recreation, Natural Areas and Cultural facilities**
- **Planning, Engineering and Community services**
- **Sustainability Services – Economic Health, Environmental Services and Social Sustainability**
- **Utilities – Electric, Water, Wastewater and Stormwater**
- **Support Services – Leadership, Human Resources, Information Technology, Communication, Financial Services, City Clerk's Office, Facilities and Fleet Services, and Legal and Judicial Services**

The 2020 Strategic Plan outlines key objectives and strategies that link City Plan and the City's organizational priorities.



Vision, Mission & Values



VISION:

To Provide World-Class Municipal Services through Operational Excellence and a Culture of Innovation

MISSION:

Exceptional Service for an Exceptional Community

VALUES:

Collaboration - Excellence -
Integrity - Outstanding Service
Safety & Well-being - Stewardship

The City of Fort Collins is deeply committed to high-quality public service and cultivating an outstanding culture for its employees.

A strong focus on ethics, compliance with all regulations and laws, data-driven decision-making and continuous improvement are foundational to City practices and culture. As recognition of the organization's commitment to providing exceptional service, the City of Fort Collins was recently selected as a Malcolm Baldrige National Quality Award recipient.



The organization also aligns with the broader community values articulated in City Plan:

Livability – The City implements systems and processes to ensure consistent operations and development of new facilities and programs oriented toward enhancing quality of life. Decision-makers, employees and residents all have a hand in guiding resources toward amenities such as natural areas and parks, well-maintained infrastructure and safe neighborhoods. Livability also means working to address challenges around equitable access to services and creating communitywide opportunities for attainable housing and efficient transportation options.

Community – The City and decision-makers value honest dialogue and the input of employees and residents as fellow problem solvers. Participation and collaboration on how best to leverage community and City assets toward future opportunities and challenges is encouraged in decision-making and planning processes. The City also strives to create and demonstrate an inclusive environment representative of Fort Collins' growing diversity and changing demographics.

Sustainability – The City's dedication to providing exceptional service is a commitment for today and the future. Sustainability is deeply rooted in the organization and reflected in strategies to reduce climate impacts and improve community resilience, support the health of the economy through business retention and talent alignment, and embed considerations about equitable processes and outcomes in decision-making. The City's Triple Bottom Line Scan tool (TBL-S) assesses the economic, environmental and social factors of decisions to improve overall outcomes, ensure that one aspect does not dominate the decision-making process, and reduce impacts when trade-offs are unavoidable.

Guiding Themes & Principles

To achieve the City's mission, vision and values, the Strategic Plan is aligned and focused on continuous improvement in seven Key Outcome Areas:

- **Neighborhood Livability and Social Health**
- **Culture and Recreation**
- **Economic Health**
- **Environmental Health**
- **Safe Community**
- **Transportation and Mobility**
- **High Performing Government**

The City budget is also aligned across these seven areas, and revenue is allocated to support policies and initiatives that drive improvement in each outcome. Each Outcome Area includes specific objectives that define different focus areas. While each Outcome Area has unique characteristics, City investment in a single objective regularly impacts more than one outcome.

Major themes and areas of focus within the 2020 Strategic Plan, identified through community outreach and engagement or as a Council Priority, include:

1. Affordability

Improve access to a broad range of quality housing that is safe, accessible and affordable. Address the increasing cost of living in Fort Collins through diverse job opportunities and reduce the mismatch between available jobs and skills in the workforce.

2. Multimodal Transportation & Public Transit

Improve traffic flow and safety, the availability of transportation alternatives, and access to public transportation.

3. Equity, Inclusion and Diversity

Cultivate a safe and welcoming community focusing on equitable engagement, outcomes and service delivery for all, leading with race.

4. Environmental Sustainability

Identify and implement initiatives that achieve the City's environmental goals and objectives.

5. Community Vibrancy

Preserve the community's sense of place with a high value on natural areas, culture, recreation and park systems.



Fort Collins has long employed a Growth Management Area (GMA) to foster a compact community, provide physical separation from our Northern Colorado neighbors, and preserve and protect sensitive natural resources. As Fort Collins' strong employment and population growth continues and the community approaches the boundaries of the GMA, a shift

toward greater redevelopment and infill development is anticipated. The 2020 Strategic Plan themes and areas of focus highlight opportunities for continuing to implement the community's growth framework and community goals to increase the range of housing and transportation options, enhance community identity and create an inclusive environment.



Strategic Advantages & Challenges

The City has identified a number of advantages and challenges that could impact the implementation of Strategic Objectives described in this document. Advantages are those strengths and attributes that will enable the City to achieve objectives; challenges reflect attributes that could impair the ability to achieve objectives. Each of the challenges described below is reflected in one or more Strategic Objectives so that the challenges will be addressed in future budget proposals.

ADVANTAGES:

1. A supportive, engaged and innovative community
2. A culture of excellence and continuous improvement driven by the City's Vision, Mission and Values
3. Engaged and committed employees with a strong focus on customer service
4. Collaborative local partners, such as Poudre School District, CSU, local service providers and primary employers
5. Municipal ownership of four essential Utilities – Light & Power, Water, Wastewater and Stormwater
6. Strong revenue and City balance sheet, recently approved tax renewals, an Aaa Moody's credit rating and a diverse local economy

CHALLENGES:

1. Cost of living, including childcare and housing that is affordable and available to all income levels
2. Transportation and traffic issues related to trains, congestion and a high volume of single-occupancy vehicles
3. Balancing competing community desires and changing customer expectations within available resources
4. Embracing and cultivating diversity, equity and inclusion for all, leading with race
5. Attracting, retaining and developing high-quality employees
6. Aging infrastructure and growth-related needs
7. Aligning regional partners around a common set of priorities

The Strategic Objectives associated with each Key Outcome Area are described in the following tables. The Strategic Objectives are not listed in priority order and it should not be interpreted that a Strategic Objective early in the list is of a greater priority than one later in the list. Subsequent sections of this document include bullet details below each Strategic Objective to provide additional context for the objective and its importance.

Summary of Strategic Objectives



NEIGHBORHOOD LIVABILITY & SOCIAL HEALTH

- 1.1** Improve and increase availability and choice of quality housing that is affordable to a broad range of income levels.
- 1.2** Collaborate with other agencies to address poverty issues and other identified high-priority human service needs, and to make homelessness rare, short-lived and non-recurring.
- 1.3** Improve accessibility of City and community programs to low- and moderate-income residents and increase participation in services to eligible, income-qualified residents.
- 1.4** Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.
- 1.5** Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.
- 1.6** Align land use regulations and review procedures to guide development consistent with City Plan.
- 1.7** Develop options and assess the feasibility of the annexation of the Mulberry Corridor.
- 1.8** Preserve and enhance manufactured housing communities as a source of affordable housing and create a safe and equitable environment for residents.
- 1.9** Create and maintain a safe, healthy and resilient urban forest.



CULTURE & RECREATION

- 2.1** Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.
- 2.2** Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.
- 2.3** Create enhanced arts and culture participation opportunities for all residents and visitors.
- 2.4** Identify criteria, process and funding options to refresh neighborhood and community parks.
- 2.5** Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.



ECONOMIC HEALTH

- 3.1** Facilitate government and local partners to achieve effective regional economic resilience.
- 3.2** Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.
- 3.3** Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.
- 3.4** Foster infill and redevelopment opportunities consistent with City Plan policies.
- 3.5** Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.
- 3.6** Deploy and deliver reliable, high-speed internet services throughout the community.



ENVIRONMENTAL HEALTH

- 4.1** Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals.
- 4.2** Improve indoor and outdoor air quality.
- 4.3** Enhance efforts to achieve 2030 zero waste goals.
- 4.4** Provide a reliable, high-quality water supply.
- 4.5** Protect and enhance natural resources on City-owned properties and throughout the community.
- 4.6** Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.
- 4.7** Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and improving equitable access to nature.



SAFE COMMUNITY

- 5.1** Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.
- 5.2** Meet the expected level of core and specialized police services as the community grows.
- 5.3** Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services.
- 5.4** Continue to deploy comprehensive emergency preparedness and management strategies.
- 5.5** Address flooding risk for the protection of people, property and the environment.
- 5.6** Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.
- 5.7** Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.
- 5.8** Improve security at City facilities and properties.



TRANSPORTATION & MOBILITY

- 6.1** Improve safety for people using all modes of travel.
- 6.2** Manage traffic congestion and improve high-priority intersections for all users.
- 6.3** Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.
- 6.4** Support, enhance and accelerate I-25 improvements according to the multi-modal environmental impact statement.
- 6.5** Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations.
- 6.6** Manage parking supply and demand Downtown, along the MAX corridor and near Colorado State University.
- 6.7** Manage safety, congestion and quality of life impacts from train operations in Fort Collins.



HIGH PERFORMING GOVERNMENT

- 7.1** Provide world-class municipal services through operational excellence and a culture of innovation.
- 7.2** Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.
- 7.3** Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.
- 7.4** Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.
- 7.5** Foster a culture of safety, well-being, resilience and sustainability across the City organization.
- 7.6** Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.
- 7.7** Address long-term projected gap between available revenue and what is required to meet known and emerging needs.
- 7.8** Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.
- 7.9** Proactively influence policy and legislative development at all levels.





Neighborhood Livability & Social Health

Fort Collins provides a high-quality built environment, supports connected neighborhoods, seeks to advance equity and affordability, and fosters the social health of the community.

Fort Collins benefits from social connections and open communication. The City strives to provide equitable access to opportunities, services and resources, and to create an inclusive environment for all members of the community. The community takes pride in a friendly culture, celebrates differences and knows that better decisions occur when open dialogue about tough issues is encouraged.

The City is committed to creating a desirable urban environment that recognizes the importance of the form of the environment (e.g., community architecture, historic preservation and pedestrian-oriented environments) and preserving and protecting neighborhood character while ensuring a safe, beautiful and friendly experience for all residents and visitors. A top community priority is to address housing affordability

so that people of all income levels have housing options and the choice to live, work and play here in Fort Collins.

Fort Collins also has a growing and healthy urban tree canopy that creates a sense of place for community members and is inviting for visitors. These trees provide invaluable benefits to the built environment that will live on and add value to the community for generations to come.

The City recognizes the importance of neighborhoods and actively seeks to preserve and support their vibrancy while diligently enforcing property maintenance codes. As the City grows and redevelops, the vision continues to be an overall average increase in density that fosters efficient land use; supports a mix of housing types integrated with activity centers and diverse businesses; increases the safety and efficiency of public utilities, streets, facilities and services; and accommodates multiple modes of travel (including vehicle, bus, bike



and pedestrian). Development and growth are focused within the community's designated Growth Management Area to protect natural resources and the regional landscape, encourage infill redevelopment and human interaction, and maximize the efficient use of public infrastructure. Alternative transportation modes and access to key health and human service facilities are a priority.

Neighborhood Livability and Social Health also addresses challenges related to leading active lifestyles, and the accessibility of health and human service facilities for all segments of the community while protecting the character of neighborhoods. Neighborhood Livability and Social Health is related to human well-being and wellness,

and to opportunities for residents to work and socialize together, to be self-sufficient, and to live, work and travel within the community.

The lack of critical mental and behavioral health services in Larimer County has a direct impact on community residents, businesses and City services. Neighborhood Livability and Social Health must include providing appropriate facilities and services to support people experiencing homelessness with a goal of availability of long-term housing and services solutions. Simultaneously, enforcement efforts must continue to prevent illegal or aggressive behaviors that diminish the quality of life in neighborhoods and business areas.

Neighborhood Livability & Social Health includes:

- Vital and appealing transit-oriented activity centers and destinations throughout the city
- Addressing the impact of increasing poverty, as well as increasing concerns about housing affordability and homelessness
- Equitable access to City services, amenities and information for all neighborhoods
- Enforcement of laws to address aggressive behaviors that affect neighborhood quality
- Encouraging an inclusive, equitable community that embraces diversity
- Creating a distinctive and attractive community that is appealing to workers, visitors and residents and reflects community values
- Promoting the use of sustainable building and site design techniques
- Preserving historic resources and character-defining features that make Fort Collins unique
- Providing residents with opportunities to live healthy, safe and active lifestyles
- Reducing the impacts of our built environment on the natural environment
- Managing where and how the City grows in the future
- Encouraging the development of quality and affordable housing options for residents of all income levels
- Maintaining our unique character and sense of place
- Requiring adequate public facilities and infrastructure to serve existing development and new growth



Definition & Descriptions

1.1 **Improve and increase availability and choice of quality housing that is affordable to a broad range of income levels.**

- Since 2015, residents identified housing affordability as a high priority during community outreach sessions. In the 2019 Community Survey, only 12% of respondents felt positively about the availability of affordable quality housing. Fort Collins ranked 14 out of 19 Front Range jurisdictions surveyed for “availability of affordable quality housing.”
- The current rental market, with vacancy rates of less than 3%, is making it difficult for residents to live and work within Fort Collins.
- To support people with low income levels, the City is helping to create new affordable housing units with the goal of about 400 units per year, to reach the overarching goal of having 10% of all housing inventory as restricted affordable housing at City buildout.
- The Structure Plan in the 2019 adopted City Plan calls for improved housing options available to all City residents.

1.2 **Collaborate with other agencies to address poverty issues and other identified high-priority human service needs, and to make homelessness rare, short-lived and non-recurring.**

- The City’s core role has been, and continues to be, funding, policy development and partnerships for community human service agencies.
- Multiple public and private organizations work to address and improve social, environmental and economic issues within the community and the region.
- The social issues that human

service agencies address are wide-ranging, complex and systemic. A strategic, collaborative approach applied to the City’s engagement with these partners will ensure programmatic effectiveness and efficiencies, eliminate redundancy and identify underserved areas.

- Regional efforts to provide dedicated substance abuse and mental health facilities are being implemented.
- Approximately 430 residents experience recurring homelessness for six months or more at any given time in Fort Collins, and there continue to be gaps. Regional efforts are occurring to improve the systematic approach to make homelessness rare, short-lived and non-recurring.

1.3 **Improve accessibility of City and community programs to low- and moderate-income residents and increase participation in services to eligible, income-qualified residents.**

- As the cost of living in Fort Collins increases, low-income and moderate-income households are struggling to afford participation in City events and services.
- It is estimated that less than half of low-income households participate in the available reduced-fee and rebate programs for which they are eligible.
- A streamlined application process, with increased and focused marketing outreach, would improve customer service and likely increase participation.
- Despite increased marketing and outreach efforts, the number of participating households in the Grocery Rebate program declined from a high in 2015 and has been relatively flat since 2017.

1.4 Advance equity for all, leading with race, so that a person's identity or identities is not a predictor of outcomes.

- The City seeks to strengthen its understanding and ability to advance equitable outcomes for all community members.
- Although the City acknowledges there are inequitable outcomes experienced by Fort Collins residents, the City currently lacks a comprehensive data set and consistent approach to applying an equity lens.
- The impacts and disparities caused by racism are deep and pervasive, and addressing them at the systemic and institutional level also elevates equitable outcomes for all, including other marginalized identities.
- People of various identities experience discrimination and hate crimes in Fort Collins related to religious affiliation, culture, immigration status, housing status, gender expression and identity, sexual orientation, age, socioeconomic status, ability, veteran status, family status and more.
- The City, along with several major partner institutions and community-based organizations, is working together to address race-based oppression and disparities in a systemic manner.

1.5 Enhance the quality of life in neighborhoods, empower neighbors to solve problems, and foster respectful relations.

- Connected neighbors help identify neighborhood-level priorities and learn how to work together and/or with the City to address them.
- Quality of life improves when neighbors have an understanding of how to productively manage

conflict and allow for healthy disagreements.

- The maintenance of alleys in neighborhoods is an important component to functionality, appearance and safety. Optimization of alleys could create new or enhanced public spaces.
- Access to nature and green infrastructure improves the integration of natural habitat with urban spaces.
- Proactive, innovative and effective code compliance processes are important aspects of attractive neighborhoods.

1.6 Align land use regulations and review procedures to guide development consistent with City Plan.

- Fort Collins' population is expected to grow to 250,000 by 2040, which will drive significant construction throughout the community.
- Emphasis should be placed on preserving the iconic and architectural elements of the community, rather than preservation solely based on age.
- Neighborhood outreach and engagement helps the City to understand community expectations.
- While City Plan is reflective of specific policies included in the City's Climate Action Plan, additional changes are necessary to land use and development codes to further advance City Plan and Our Climate Future.

1.7 Develop options and assess the feasibility of the annexation of the Mulberry Corridor.

- The required enclave closed in 2018, opening the possibility of future annexation.
- The Mulberry annexation presents an opportunity to allow the



corridor to be redeveloped in accordance with City standards and plans. Large annexations require significant and targeted investment in resources and infrastructure, as well as thoughtful and deliberate phasing.

- Successful annexation of this corridor will require collaboration with Larimer County, non-City utilities, and Poudre Fire Authority.
- Robust engagement of City and County residents and businesses is necessary for an effective annexation.

1.8 Preserve and enhance manufactured housing communities as a source of affordable housing and create a safe and equitable environment for residents.

- Manufactured housing communities are a significant source of private, affordable housing and should be protected and enhanced.
- Many residents living in manufactured home communities do not enjoy the same rights and benefits (e.g., appreciation in value, tree trimming, etc.) as residents living in traditional multi-family and single-family neighborhoods.
- Connection to municipal resources and services improves manufactured housing community livability for residents, property managers and owners.
- Homeowner groups, affordable housing providers and support organizations need tools to purchase, rehabilitate and effectively manage manufactured housing communities.
- Approximately 10% of calls from emergency services originate from a manufactured housing community.

1.9 Create and maintain a safe, healthy and resilient urban forest.

- A safe and healthy urban forest requires a consistent pruning rotation for all trees.
- Tree replacement improves diversity and urban forest resilience, and creates a sense of place for the social well-being of current and future generations.
- Approximately 33% of the community's urban forest is at risk to the Emerald Ash Borer and all untreated ash trees will die.
- As development occurs, it is important to ensure existing trees are preserved and protected, tree removals are mitigated and replaced, and the canopy is designed for long-term sustainability and effectiveness.





Culture & Recreation

Fort Collins provides and maximizes access to diverse cultural and recreational amenities.

Cultural and recreational opportunities are elemental to Fort Collins' sense of place and help create a desirable community in which to live and play. Residents consistently place a high value on these programs and services, believing the City should continue its strong investment in these amenities. The City's park and trail systems are also highly valued and heavily used. The planned buildout of the trail system is a high priority for residents and will create further connectivity across Fort Collins and throughout Northern Colorado. Additionally, the City believes that connecting residents to nature is fundamental to a high quality of life.

Cultural and recreational facilities and programming provide residents opportunities to lead enriched and healthy lives and support overall community wellness. Arts and culture are enjoyed by residents and visitors alike. Similarly, parks, trails

and natural areas provide beautiful public spaces that foster physical activity and create opportunities for creativity, reflection and leisure. The quality of parks, trails and natural areas, as well as arts, culture and recreation programs and opportunities create a sense of pride among residents, while also drawing visitors and revenue into Fort Collins.

In many respects these amenities define and will continue to define the community. These amenities have a direct link to other Outcome Areas, most notably Environmental Health, Neighborhood Livability and Social Health, Transportation and Mobility, and Economic Health. The City focuses on the stewardship of these resources as a reflection of its residents' and visitors' values.



Providing diverse Culture and Recreation amenities includes:

- Ensuring the legacy of Fort Collins' parks, trails, natural areas, and cultural and recreational facilities for future generations
- Enhancing equitable access to cultural and recreation service offerings and facilities
- Providing a wide variety of high-quality recreation services and cultural opportunities
- Creating an interconnected regional and local trail network of parks and accessible recreational facilities
- Creating and preserving opportunities and spaces where residents can readily access nature
- Continuing a strong focus on exceptional natural resource stewardship and ecologically sound and sustainable operations

Definition & Descriptions

2.1 **Develop recreation and cultural programs that are diverse, inclusive and accessible, and that also drive attendance and cost recovery.**

- Existing diverse programs and opportunities can be bolstered with responsiveness to changing community desires.
- The City desires equitable access and a high degree of participation in all programs offered.
- Fee structures based on demand, program alternatives and affordability help improve program self-sufficiency.
- Indoor and outdoor facilities and programs need to address emerging trends and opportunities for all ages.
- Fort Collins currently lacks quality regional sports venues where competitive leagues can hold their state or regional tournaments.



2.2 Address critical park, recreation equipment and trail lifecycle and maintenance needs and continue the planned buildout of the system.

- Community outreach consistently indicates a strong desire to preserve and cultivate a sense of place and vibrancy as Fort Collins grows.
- Parks, trails and recreation opportunities are highly valued and utilized by residents. In 2019, 93% of residents visited a City park.
- As the City's parks and recreation facilities age and use increases, additional resources will be needed to make necessary improvements and updates to sustain current service levels, meet design standards, and maintain parks as highly valued neighborhood amenities.
- Alternatives and non-traditional approaches to help fund trail maintenance and/or accelerate completion of the trail system are necessary.

2.3 Create enhanced arts and culture participation opportunities for all residents and visitors.

- Through the Lincoln Center, the Gardens on Spring Creek, Fort Collins Museum of Discovery and other cultural services, the City provides programs and services to the community beyond traditional parks and recreation centers.
- The City's cultural heritage includes the community's agricultural roots, its strong commitment to enhancing access to nature, and preservation of open spaces.
- Artistic and cultural opportunities are essential to a vibrant and creative community; equitable participation and inclusion in those opportunities are core community values.



- The recently adopted FoCo Creates Master Plan calls for a destination arts and culture community, a well-networked and visible creative sector, educational opportunities and business support.
- The City intentionally leverages partnerships and philanthropy to support a growing and vibrant cultural and creative community.

2.4 Identify criteria, process and funding options to refresh neighborhood and community parks.

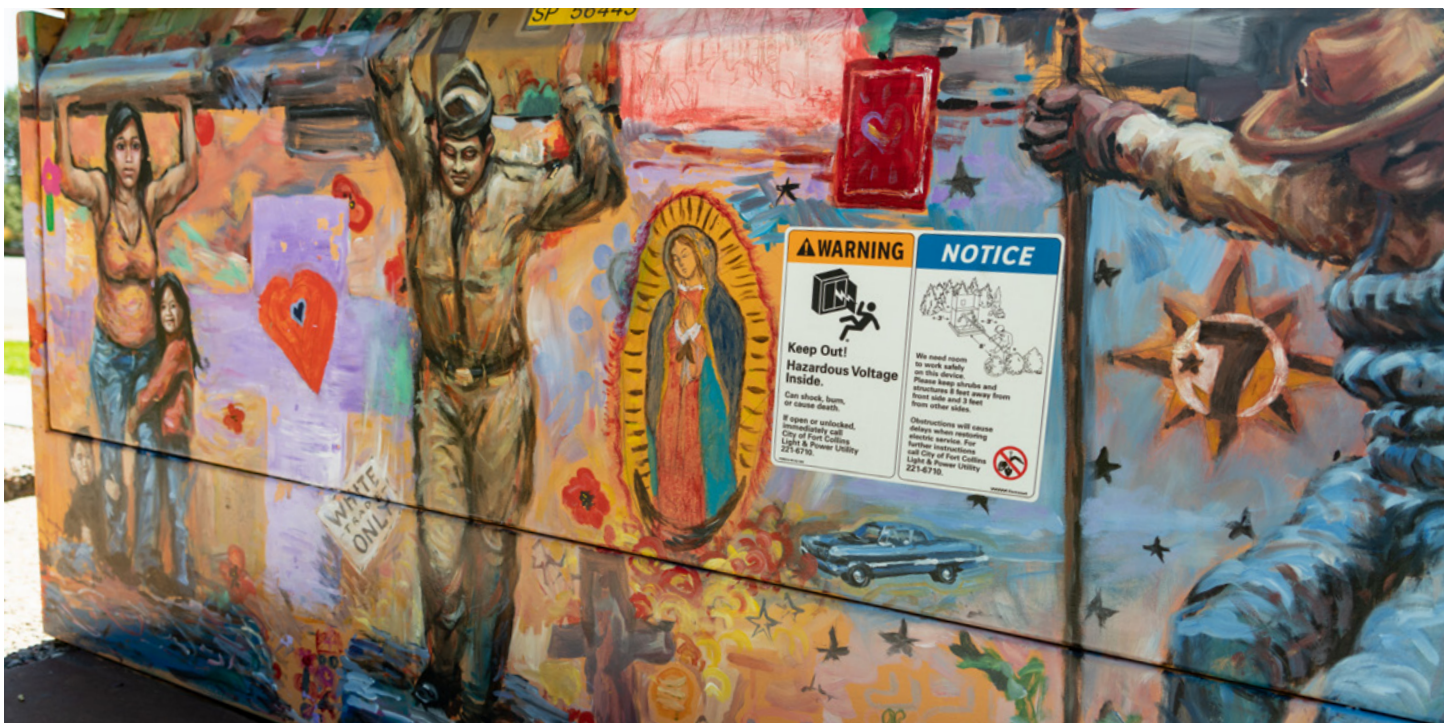
- Aging parks should periodically undergo a “refresh” or comprehensive upgrade to respond to new park standards and changing community expectations.
- As part of the Parks and Recreation Master Plan update occurring this year, a set of standards to inform potential refresh of parks will be developed.
- A park refresh goes beyond the standard lifecycle maintenance

of existing park assets, often improving access and responding to the needs of contemporary park users.

- The City’s parks system continues to age, and a dedicated funding source has not been identified to refresh parks.

2.5 Ensure safety and welfare in City parks, natural areas, trails, and cultural and recreation facilities for visitors and employees.

- New or growing safety issues have surfaced around increased illegal camping, bodily waste, drug use and other disruptive behaviors.
- Maintaining roadway median design and landscaping is an emerging challenge due to safety and staffing concerns.
- Perceptions of crowding and high speeds have grown due to increased trail use.
- An expanded geographic footprint for rangers results in less frequent patrols.





Economic Health

Fort Collins promotes a healthy, sustainable economy reflecting community values.

The City of Fort Collins benefits from a resilient local economy with strong existing businesses and industries combined with diverse and evolving job opportunities and business formation. We strive to create programs and resources that enable the local economy to withstand and lessen outside pressures, bounce back from downturns quickly, and potentially avoid the impact of regional, national and global economic forces. We take pride in our thriving local businesses, entrepreneurs, and inventors who create wealth and opportunity retained in our community.

The City is committed to understanding the numerous challenges facing our local economy, including continued competition from globalization, impacts on facilities and supply chains from climate change, shifting labor markets, and

evolving regional, national and global conditions. By engaging existing businesses and regional institutional partners to understand the impacts of these challenges the City can develop programs and policies encouraging the retention and expansion of existing small and medium-sized businesses. The ability for businesses and industries to start, sustain and renew within our community creates long-term resiliency.

The City works collaboratively with local and regional partners to create an environment that supports necessary conditions for economic vitality. Using available infill and redevelopment land to the highest and best use supports a strong and diverse economy. The City continues to evolve the strategies and programs that support the redevelopment of numerous emerging prospects.

The delivery of efficient and transparent City services coupled with strategic infrastructure investment supports economic



resilience. The City remains committed to continuously improving processes that impact our local businesses, including the development review and permitting process, regulatory environment, and delivery of affordable utilities.

Strategically investing in public infrastructure and community assets, such as the Northern Colorado Regional Airport, gigabit fiber internet service, and reliable water and energy services, enhances the local economy.

A healthy and resilient economy includes:

- Thriving and growing local, unique and creative businesses
- Engaging businesses to understand the numerous challenges they face
- Connecting and developing qualified workers with employers by aligning education and workforce resources to create opportunities for upward career and wage mobility
- Maintaining the City's position as a strong regional center with cultural, natural and community amenities
- Addressing abrupt and long-term climate changes increasing business risk to supply chains, infrastructure and facilities
- Encouraging investment and innovation to enable local businesses to start, sustain and renew through the use of technology and pilot projects supported by City as a Platform and Smart Cities
- Ensuring development and redevelopment opportunities can meet our employment-space needs
- Coordinating efforts among City, regional, state and federal programs to create a strong, resilient regional economic center
- Supporting an innovative, creative and entrepreneurial atmosphere
- Efficient and transparent City processes and services that address the needs of local businesses

Definition & Descriptions

3.1 Facilitate government and local partners to achieve effective regional economic resilience.

- The region has multiple organizations working to improve economic conditions. Coordinated and aligned efforts enhance economic resilience and support the City's commitment to business retention, expansion, incubation and attraction.
- Collaboration with partners is needed to create a unified regional vision for sustained economic growth.
- The Northern Colorado Regional Airport is an underutilized asset that has potential to increase regional economic competitiveness.
- Tourism generates \$275M of regional economic impact each year. The Tourism Destination Master Plan will identify ways to further enhance those impacts.
- The climate economy is an important driver of innovation and can be a significant contributor to economic opportunities.

3.2 Understand trends in the local labor market and work with key partners to grow diverse employment opportunities.

- Reduce identified barriers of workforce attraction and retention, including access and affordability of quality housing and childcare.
- Growth in the entrepreneurial and start-up ecosystem has barriers due to access to capital and inability to recruit targeted talent pools.
- 46% of Fort Collins/Loveland residents have a bachelor's degree or higher, while only 27% of jobs require a post-secondary degree.
- Although the overall supply of employment-zoned land appears sufficient to meet long-term demand, its readiness for development may constrain the community's ability to create employment opportunities.
- Educational partners such as Poudre School District, Colorado State University, and Front Range Community College are critical to advancing workforce training opportunities.
- Fort Collins is home to multiple corporate headquarters, which provide and generate employment opportunities and community wealth.

3.3 Systematically engage the business community with an emphasis on starting, sustaining and renewing businesses.

- There is an opportunity to identify and refine services for Fort Collins business customers by engaging businesses of all sizes and across all industries, including disadvantaged business enterprises (DBE), and women- and minority-owned businesses.
- Improvement in select current service delivery systems (e.g.,

Development Review, Permitting, etc.) is needed to provide efficient and transparent services to all business customers.

- As the community continues to grow and evolve, so does the number of private and public construction projects, which has the potential to be disruptive to businesses.
- 98% of businesses in Fort Collins are small businesses (100 employees or fewer) and a targeted engagement strategy is needed to meet their needs.
- Fort Collins residents and visitors enjoy a thriving nighttime economy, which includes restaurants, music venues and events.

3.4 Foster infill and redevelopment opportunities consistent with City Plan policies.

- Buildout within the City's development boundaries is expected over the next 20 to 30 years. Growth will be denser and taller than historical norms and additional infrastructure will be needed to support remaining open field development.
- Infill developments are met with significant community resistance to higher density and heights, requiring a high level of stakeholder engagement.
- Infill development should enhance and preserve the character of existing neighborhoods while allowing taller buildings in appropriate character sub-districts and maximizing compatibility through appropriate design.
- The Urban Renewal Authority is an important partner in achieving desired infill and redevelopment opportunities.
- Fort Collins has many unique features that need to be preserved and enhanced.
- Many employers have reported



that increasingly stringent land-use codes create barriers that add cost to business development and operations.

3.5 Invest in and maintain utility infrastructure and services while ensuring predictable utility rates.

- Affordable energy costs and high reliability provide an advantage in attracting and retaining energy-intensive industries. Maintaining the system reliability and cost advantage is important to retaining existing primary employers.
- Completion of total undergrounding of the electric distribution and transmission system will require additional resources, increased maintenance and replacement to maintain the current system reliability.
- New infrastructure is needed to deliver services to meet the needs of future growth in areas such as the Mulberry Corridor and northeast Fort Collins.
- Significant water infrastructure (water, wastewater and stormwater) improvements are planned but are not funded.
- Water storage capacity is needed to ensure water rights can be fully utilized to meet future demand and drought management needs.
- Rate structures across all utilities enable end-users to make effective cost and use decisions.

3.6 Deploy and deliver reliable, high-speed internet services throughout the community.

- Following voter approval and issuance of bonds, the buildout of the Connexion system is underway.
- The creation of this new internet utility service requires significant organizational effort and prioritization of activities during the start-up phase.

- High-speed internet service throughout the community will support economic vitality, quality of life, and governmental operations and will be leveraged to facilitate Smart City goals.





Environmental Health

Fort Collins promotes, protects and enhances a healthy and sustainable environment.

For decades, the City of Fort Collins has led the way in innovative and sustainable environmental programs, such as watershed stewardship, water conservation, low-impact development, stormwater management, urban tree canopy preservation, and energy policies. Additional examples include the City's natural areas system, Cache la Poudre River restoration, waste reduction programs, air quality and emissions policies, climate action planning, sustainable purchasing practices, and green building standards.

The City has set some of the most aspirational climate goals in the country, including carbon neutrality by 2050. Achieving the 2020 Climate Action and Energy Policy goals is largely within reach, and it is time to focus on the transformational strategies and policy solutions that will be needed to achieve the 2030 goals. Beginning in 2019, and continuing through 2020, the City is updating three plans: Climate Action Plan, Energy Policy, and the Road to

Zero Waste Plan. These combined planning processes are being conducted together to provide a streamlined engagement process for the community, where if a community member or business engages with one plan, they can impact all three. Collectively, these planning updates are called "Our Climate Future." This plan builds on Fort Collins' goals and leads with equity in both the update process and intended outcomes.

Fort Collins Utilities plays a critical role in environmental stewardship by protecting the watershed and meeting all regulatory standards, as do other utility districts that provide sanitary sewer and water service to Fort Collins residents. Fort Collins Utilities supports innovative programs that go beyond compliance, promoting energy and water conservation, efficiency and clean electricity sources.

The City's efforts to conserve natural areas are a core part of Fort Collins' identity and culture. The program has conserved 44,000 acres since its inception, and continues to conserve land while providing an increased emphasis on stewardship, such



as habitat restoration and visitor amenities. Current land conservation efforts are focused on local, foothills and community separator areas. With regional and global partners, Fort Collins is a leader in

implementing policies and programs that engender a more economically efficient, successful and resilient community, while reducing local climate change impacts.

A healthy and sustainable environment includes:

- Supporting climate action initiatives that will help Fort Collins become a carbon-neutral and resilient community
- Protecting and improving the quality of air, water and night skies
- A sustainable, high-quality water supply
- Conserving resources, including energy and water, and cultivating a healthy ecosystem
- Careful stewardship of, and access to, open lands and natural areas
- A comprehensive and connected system of natural areas and open lands
- Partnerships with local, regional, state and national affiliates to achieve desired goals and outcomes
- Integrating renewable energy technologies for the electric grid
- Solid waste reduction and diversion

Definition & Descriptions

4.1 Intensify efforts to improve resilience and to meet 2030 climate, energy and 100% renewable electricity goals.

- Most of the community's efforts have focused on achieving the short-term 2020 goals, i.e., a 20% reduction in carbon emissions below 2005 levels (Climate Action Plan) and improved efficiency to reach 2.5% annual electricity savings (Energy Policy).
- Results to date have largely been driven by increased renewable resources in the electric grid and efficiencies in home and business operations, while emissions have increased in transportation and natural gas use.
- The community's 2030 goals of an 80% reduction in emissions below 2005 levels and achieving a 100% renewable electricity system require a systems approach that prioritizes the most equitable and scalable solutions to achieve the goals.

- Climate change impacts are already here, and communities in the Intermountain West are particularly vulnerable to increased temperatures, reduced snowpack, threats to water quality, increased storm severity, natural hazards and threats to human health and safety.
- Eighty percent of residents support the City engaging in climate action, and in partnership with others, the City can support ways to engage and empower residents, businesses and institutions with opportunities for sustainable living practices

4.2 Improve indoor and outdoor air quality.

- Fort Collins, along with the Denver/North Front Range region, does not comply with EPA health-based standards for ozone, which comes from local sources such as gas and diesel vehicles, and regional sources such as oil and gas operations.

- Particle pollution like dust and smoke from construction and wood fires can create local nuisance issues and health concerns; visible air pollution (e.g., “brown cloud”) is worse than regional standards approximately one in four days each year.
- Oil and gas operations in and around Fort Collins contribute to elevated ozone levels, increased air toxic emissions, and habitat fragmentation that can harm environmental and human health. Additional strategies may be necessary to address localized and regional impacts.
- Surveys consistently indicate that one quarter of Fort Collins’ households report a member with a respiratory ailment.
- Studies show that people spend up to 90% of their time indoors, indoor air pollution is often much worse than outdoor air pollution, and 56% of Fort Collins homes test high for radon.
- Climate change may contribute to increased air quality risks, such as increased emissions from wildfires, and more high heat days that can contribute to ozone formation.

4.3 Enhance efforts to achieve 2030 zero waste goals.

- Although Fort Collins currently diverts about 57% of its waste stream, the Larimer County Landfill is forecast to reach capacity in 2024. Upon its closure, costs will rise for waste disposal in Fort Collins. Alternatives to landfilling will become increasingly important to help maintain affordability.
- Organics (woody debris, yard trimmings and food scraps) comprise 40% of the waste sent to local landfills and represent a vital opportunity to increase

waste diversion and reduce greenhouse gas (methane) emissions.

- A spectrum of approaches will be needed to meet community goals, including highest and best use of materials through a circular economy, source reduction, reuse, recycling and composting.
- The North Front Range Wasteshed Coalition (Fort Collins, Loveland, Larimer County and Estes Park) is working toward developing new infrastructure and policies to support responsible, cost-effective waste management and resource recovery in Northern Colorado.

4.4 Provide a reliable, high-quality water supply.

- The watershed acts as a primary water treatment facility, so monitoring and protecting the watershed and focusing on long-term storage capability is critical.
- Key local industries rely on a high-quality and reliable water resource.
- Balancing water supply and demand is necessary in the face of a changing climate and increasing population. While the City’s water consumption per capita has declined by approximately 32% since 2000, additional stress is placed on water resources due to growth, climate change and lack of storage.
- The regulatory environment related to emerging contaminants, including micro-plastic particulates, in drinking water and wastewater is evolving.
- The impact of higher costs to acquire water rights and store raw water poses a challenge to ensure adequate and affordable water resources for all water providers in the Growth Management Area.



4.5 Protect and enhance natural resources on City-owned properties and throughout the community.

- A focus on Nature in the City ensures that as the community grows to its build-out population, residents of all abilities have access to high-quality, natural spaces close to where they live and work. It is important for all people, such as those with visual or hearing impairments, to have inclusive experiences.
- Development review and regulations require minimum buffers, work to minimize impacts, protect the night sky, provide guidance, and require mitigation to conserve and enhance natural resources and wildlife habitats.

4.6 Sustain and improve the health of the Cache la Poudre River and all watersheds within the city.

- The Cache la Poudre River has multiple and, at times, competing demands from various users.
- The Cache la Poudre River is a natural amenity and ecosystem to be carefully nurtured and maintained.
- The City's urban streams have been degraded by agriculture and urban development.
- Maintaining river health is dependent on partnerships with local, regional and national organizations that focus on local and regional investments.
- Planned construction of Glade Reservoir by Northern Water in 2023 will impact the Poudre River and requires careful monitoring, mitigation and adaptive management.
- Increasing levels of plastic waste pollution, including macro-plastics (e.g., single-use plastics) and micro-plastics, creates ecological hazards.

4.7 Expand the Natural Areas land portfolio while simultaneously maintaining existing lands and improving equitable access to nature.

- Fort Collins enjoys a unique appeal due to open spaces, access to mountains, parks and trail systems, and an individual identity separate from neighboring communities.
- The City's open space lands and trail network are critical to reaching goals to increase responsible access to nature.
- As Natural Areas experience more visits, challenges arise including how best to address heavy use (e.g., parking and user conflict) and preserve the assets for future generations.
- Access to nature and green infrastructure improves the integration of natural habitat with urban spaces.
- Continue efforts to conserve and restore land that provides habitat and biological diversity, public access via trails, buffers that provide separation from neighboring communities, scenic vistas, opportunities for environmental education and watchable wildlife, and conservation of agricultural lands.





Safe Community

Fort Collins provides a safe place to live, work, learn and play.

The City of Fort Collins strives to be a safe and healthy place to live, work, learn and play. Safety and security are important aspects of a sustainable community as they help shape its appeal, viability, productivity and economic stability. The use of technology to improve prevention, investigative techniques and communication is important. Cybersecurity is a high priority in maintaining safety within our community.

Ensuring that Fort Collins is a safe community is addressed by many services and programs provided by the City and its partners. Residents often identify immediate actions from Police Services and Poudre Fire Authority as key contributors to their sense of safety. A safe community also includes a high-functioning Municipal Court and judicial system.

Reliable infrastructure, such as flood protection systems, and effective emergency preparedness, are critical to a safe community. Infrastructure is protected through best management practices and long-term planning.

Key components of community education include community policing, prevention and preparedness; fire prevention and awareness; and regulations and infrastructure investment. The City's Emergency Management system and many regional, state and federal partners work to minimize and effectively respond to emergency situations.





A safe and healthy community includes:

- A safe and welcoming city in which to live, work, learn and play
- Proactive and skilled police and fire services
- Safe, reliable and best practice floodplain management
- An active emergency management system focused on prevention, preparedness and recovery with key partnerships in place to effectively respond to emergency situations
- Mitigating risks posed by hazards to businesses and property
- Ensuring that hazard mitigation efforts and investments are made equitably

Definition & Descriptions

5.1 Improve overall community safety while continuing to increase the level of public trust and willingness to use emergency services.

- Local and regional coordination is essential to a safe community so that all emergency response teams are aligned and work collaboratively toward successful outcomes.
- Local, regional and federal resources should be maximized to address safety issues.
- An increasingly diverse community requires new communication strategies and non-traditional partnerships to effectively build trust and enable residents to understand the resources available to them to help keep their families safe.
- Partnerships continue to support key enforcement and education programs such as animal control, mental health, substance abuse, detoxification, victim assistance, youth programs, bike safety, county jail and programs to reduce repeat crimes.
- As Fort Collins grows, City policies must focus on ensuring that Police Services is able to remain innovative and adaptable to effectively meet community expectations for public safety.

5.2 Meet the expected level of core and specialized police services as the community grows.

- As the community continues to grow, the type and volume of crimes and community needs will change, requiring additional police resources and skills to maintain and increase community safety.
- The police industry is changing, with a greater number of calls requiring specialized training to deal with mental and behavioral health issues.
- The City is experiencing increased severity and pervasiveness of illegal drug-related incidences and human trafficking that are resulting in negative impacts on the community.
- The use of technology, such as body-worn cameras, and training related to the appropriate use of force helps maintain a high level of transparency and public credibility.
- To meet community expectations, Police Services needs to be nimble in responding to emerging needs, which include community policing, bike patrol, party enforcement and others.
- The fiscal challenge of increasing staffing levels in proportion to our growing population requires

intentional focus on reducing inefficiencies and building capacity within the current workforce.

5.3 Partner with Poudre Fire Authority to provide high-quality fire prevention, community risk reduction and emergency response services.

- When a fire breaks out, the goal is to contain it within the room of origin. To enhance public safety, the goal is to increase containment in the room of origin to 85%.
- Fast response time is crucial to containing fire. PFA's goal is to be on scene 80% of the time within 6 minutes and 20 seconds.
- Public awareness, including school programs, community outreach and social media campaigns, supports fire prevention.
- Development review services ensure that new construction, redevelopment and building activity are consistent with international and local codes.
- Our region has a history of wildfires that have a negative impact on our community and threaten private property, natural resources and water quality.
- The community's demand for Emergency Medical Services continues to grow rapidly, challenging PFA to address demand growth through alternative response models and public education. PFA has one of the highest rates of survival from cardiac arrest in the nation and is dedicated to improving these chances even more.

5.4 Continue to deploy comprehensive emergency preparedness and management strategies.

- The City's Emergency Operation Plan outlines the Citywide emergency mitigation, response and recovery plans for all hazards and calls for ongoing training for staff and volunteers to effectively execute the plan.
- Continuity of Operations (COOP) plans enable City departments to understand best practices and strategies to support operational needs and the highest level of service delivery during times of crisis.
- Emergency planning, preparation and training should leverage federal and state resources and be done in collaboration with regional efforts.
- In 2019, emergency management functions were moved into the City organization in collaboration with Poudre Fire Authority to improve the focus of City operations on community preparedness and enhance service delivery.
- While having robust communication methods, the City has some gaps in its communication plans and capabilities for non-English speakers and residents without access to technology like internet services.

5.5 Address flooding risk for the protection of people, property and the environment.

- Proper stormwater flow management is critical to the protection of people, property and the environment, especially within the 100-year floodplain.
- Approximately 1,100 structures are in the floodplain due to inadequate stormwater infrastructure.



- Reducing the flooding risk to private property and City infrastructure, as well as decreasing the number of flood-prone areas, will increase infill development opportunities.

5.6 Protect mission-critical physical and virtual infrastructure, in addition to privacy data, against increasing cybersecurity threats.

- Many City services are reliant on technology for the continuity of core operations, while improving the effectiveness and efficiency of City services.
- Cybersecurity continues to be increasingly important to the protection of the City's assets and information as well as the protection of customer privacy.
- Cyber audits and awareness training are a critical component of ensuring the City's ability to mitigate everchanging threats from new operational technologies and growing cybersecurity attacks.
- Understanding cybersecurity risks and threats, as well as learning how to detect them, is paramount for every employee to prevent negative impacts from malicious activity.

5.7 Reduce incidents of, and impacts from, disruptive and unwanted behaviors with creative approaches that balance compassion and consequences.

- There is a need for increased access to mental health and substance abuse resources.
- Fort Collins continues to experience an increase in disruptive behaviors, causing numerous challenges and frustration among visitors, business owners and residents.
- Police, Municipal Court, Natural Areas and Parks resources are

disproportionately consumed by transient issues, reducing the level of service provided to other residents.

- The negative impacts from illegal and unwanted behaviors continue to expand beyond the Downtown area and more broadly across our community.

5.8 Improve security at City facilities and properties.

- The City continues to experience an increase in security-related incidents happening at Municipal Court that require police assistance. Current space constraints do not allow for effective deployment of industry-standard security strategies for providing a safe and secure facility for customers and residents.
- Security controls for City facilities are managed by multiple systems, and best practices point to one centralized system as most effective, including the capability to integrate with camera and credentialing systems.
- Perception of safety of Transfort, Parks and Natural Areas has a high impact on residents' use and enjoyment of these services.
- Current lack of protocols to improve security at City facilities provides an opportunity for best-practice policies and associated staff training.



Transportation & Mobility

Fort Collins provides a transportation system that moves people and goods safely and efficiently while being accessible, reliable and convenient.

The transportation system is a key component for nearly all aspects of the City of Fort Collins. The system provides the connecting fabric among residences, employment, schools and shopping. It is critical for economic success and commerce, interconnected with land use, and impacts the Climate Action Plan and healthy living goals. It is also a key aspect of advancing City priorities around access and equity. The success of a high-quality and well-functioning multi-modal system is a community differentiator and reflected in quality-of-life performance measures.

The Transportation Master Plan, approved by City Council in 2019, describes six core components of a sustainable transportation network, all of which are intended to guide Fort Collins toward realizing the overall transportation vision over 20 years. These components provide a comprehensive framework

for assessing current network conditions and inform where Fort Collins can enhance its mobility programs and investments to achieve broader-reaching outcomes. These components were closely evaluated and used to inform the strategic objectives of this document as a method to focus on near-term actions. The six core components are:

- (1) Transportation Infrastructure – Planning a physical transportation network that supports multimodal travel.
- (2) Mobility & Travel Choices – Considering the role each transportation mode plays in shaping the Fort Collins mobility network.
- (3) Health & Equity – Ensuring the transportation network plays a key role in advancing social outcomes.
- (4) Innovation – Understanding emerging technologies and how new trends are influencing the movement of goods and people.
- (5) Safety – Eliminating serious injuries and fatalities on Fort Collins roadways.
- (6) Sustainability & Resiliency – Shifting transportation away from creating harmful environmental impacts toward being a resource for improving environmental outcomes.



A connected and mobile community includes:

- Integrated land use and transportation planning and investments
- Transportation facilities and networks that are reliable, affordable, efficient, connected and comfortable
- Capacity and systems for effective traffic flow and minimal congestion
- Programs that facilitate well-informed travel-behavior decisions
- Growing and leveraging changing transportation technologies

Definition & Descriptions

6.1 Improve safety for people using all modes of travel.

- The City has a goal to reduce traffic fatalities to zero (Vision Zero).
- Crashes have a negative impact of \$165 million annually in Fort Collins, borne primarily by the public at large.
- Appropriate programs, policies, educational resources and infrastructure improvements (e.g., accessible sidewalks, safety-conscious intersection design, and low-stress networks) work to reduce the overall number and severity of traffic accidents.
- Community awareness and education regarding collisions involving vulnerable road users including pedestrians, bicyclists and motorcyclists is a focus. School safety is a priority and requires community partnership.
- Quality infrastructure is necessary to improve safety, including safe, accessible, well-functioning, high-quality intersections, streets, bikeways, sidewalks and trails.

6.2 Manage traffic congestion and improve high-priority intersections for all users.

- Approximately half of Fort Collins residents commute out of Fort Collins and half of Fort Collins workers commute into Fort Collins from other communities.
- Specific infrastructure projects (such as intersections) to improve safety, efficiency and reliability can have significant positive impacts. Project identification is through a data-driven approach and existing prioritization studies that evaluate congestion relief and safety.
- Continued focus on efforts to increase bicycling throughout Fort Collins will have benefits to other modes of travel.
- Demand-management strategies can be effective in reducing traffic congestion and require a coordinated approach that evaluates the entire transportation system.
- Technology should be leveraged to maximize system capacity and efficiency.

6.3 Ensure equitable access to and expansion of all sustainable modes of travel, with emphasis on growing transit ridership.

- Currently, 74% of all trips in Fort Collins are people driving alone. A behavioral and cultural change is necessary to shift transportation modes.
- As the City approaches buildout, additional roadway expansion becomes less effective and more expensive. Creating opportunities for sustainable modes of travel for all people is a key piece of achieving mobility and quality of life outcomes. Special consideration should be given for transit-dependent populations.
- A fully functioning transit system requires a level of service that allows the rider to move throughout the community in a timely manner and works seamlessly with other modes of travel.
- The Transit Master Plan was updated in 2019 and calls for high-frequency transit and innovative approaches to expanding coverage to create additional high-productivity and accessible routes.
- Electrification of buses, the City's fleet, and the community vehicle fleet is an important piece of reducing transportation-related emissions and will require associated infrastructure.

6.4 Support, enhance and accelerate I-25 improvements according to the multi-modal environmental impact statement.

- Construction of managed lanes on I-25 is underway between Highway 14 and Highway 56.
- The remaining gap between Highway 56 and Highway 66 will require additional and creative partnerships with the state and federal governments.

- To date, regional partners (Larimer County, Weld County, Berthoud, Johnstown, Loveland, Timnath, Estes Park, Windsor and Wellington) and private-sector investors have contributed \$55 million toward the Colorado Department of Transportation project to add managed lanes.
- Due to limited highway capacity, multi-modal options such as commuter rail, transit, and other innovative regional solutions should be explored.
- Improvements to gateway interchanges and bridges, as well as pedestrian and bicycle access under I-25, are key design elements that will help enable regional alternative modes of transportation to safely cross the busy thoroughfare.

6.5 Maintain existing and aging transportation infrastructure and address missing facilities to meet community needs and expectations.

- The lack of transportation infrastructure in the northeast quadrant (some requiring significant investment) limits opportunities for affordable housing and business development that would meet the same quality and standards as the rest of the community.
- Street maintenance, high-functioning intersections, multi-modal facilities, and completion of the sidewalk network are a high priority for the community.
- The cost of infrastructure maintenance continues to increase rapidly along the Front Range.
- Desired aesthetic components (e.g., medians) and current design standards have an impact on project implementation and increase ongoing maintenance costs.



- The City has a significant number of bridges, culverts and irrigation ditch crossings that are in need of repair.

6.6 Manage parking supply and demand Downtown, along the MAX corridor and near Colorado State University.

- Parking at key locations maximizes the effectiveness of integrated transit, bicycle and pedestrian solutions.
- Access to convenient parking for people of all abilities is an important consideration.
- Successful implementation of transportation demand-management strategies should reduce automotive congestion and the increasing need for associated parking.
- Mobility hubs enhance last-mile access into neighborhoods from key parking locations and need consideration along future BRT corridors.
- Current pricing structures disincentivize parking in preferred long-term locations.

6.7 Manage safety, congestion and quality of life impacts from train operations in Fort Collins.

- Train horn noise causes significant impacts for residents and businesses in Fort Collins.
- Increasing frequency of long trains (up to three miles) causes severe traffic congestion and negatively impacts public safety.
- Lack of grade-separated crossings, particularly near the Burlington Northern Santa Fe Railroad switching yard in northeast Fort Collins, also causes significant congestion and negatively impacts neighborhood quality of life.





High Performing Government

Fort Collins exemplifies an efficient, innovative, transparent, effective and collaborative city government.

A high-performing government delivers services desired by the community through sound financial management; data-informed, transparent and collaborative decision-making; effective communication and efficient project management. To achieve this, the City attracts and employs diverse and competitive talent, retains its workforce through development and growth opportunities, and promotes intelligent risk-taking to address increasingly complex challenges.

The City's vision, mission and values are reinforced at every level of the organization and guide its culture. Exceptional customer service that is responsive to the needs of residents and businesses is crucial in every interaction among the City and all members of the community.

Public involvement and a transparent government are cornerstones of a high-performing community. The City values inclusive community engagement and involvement in the planning and decision-making

process. It also collaborates and problem-solves with adjacent municipalities, CSU, school districts, Larimer County, special districts, local organizations and interested individuals.

Key Citywide processes have been identified, including leadership, strategic planning, budgeting, organizational development and human resources that are aligned to develop an organization that listens to and engages the public, continuously delivers high-quality services to the community, facilitates high performance and generates trust in and transparency of City business.

The City of Fort Collins uses a systems approach to apply economic, environmental and social lenses to decision-making. The City is also committed to continuous improvement and performance excellence. Operational data and performance metrics, along with data from surveys, benchmarking, engagement events and face-to-face interactions, are key to decision-making and pursuing strategic opportunities for improvement. The City budget reflects community values, challenges and opportunities.

A high-performing government includes:

- Effective and efficient local governance where all community voices are valued
- Fiscal sustainability and transparency
- A collaborative and community-based approach to problem solving
- Core processes that are consistently used across the organization



- An organizational culture of continuous improvement in all areas
- A systems approach, driven by data, to effectively solve problems, creatively pursue opportunities for improvement and develop innovative solutions
- A workforce of talented people who care deeply about public service and trust
- Promoting lifelong learning, volunteerism and philanthropy
- Citywide strategies and standards for meaningful and inclusive involvement in governance and decision-making

Definition & Descriptions

7.1 **Provide world-class municipal services through operational excellence and a culture of innovation.**

- Delivering world-class services provides a platform for co-creation that enables residents, businesses and non-profit agencies to help enhance Fort Collins and solve challenging community issues.
- The City continues to implement systems and processes that improve services and resident satisfaction, as is consistent with the City's performance excellence journey.
- While the City strives to meet the needs of all community members, regulation, stewardship, voter-driven actions and other factors may dictate circumstances in which the City is unable to satisfy some residents and businesses.
- As the organization has increased service delivery to the community, internal support services are strained to keep pace.

7.2 **Maintain the public trust through a high performing board, as well as organizational transparency, legal and ethical behavior and regulatory compliance.**

- City Council and the organization place a strong value on maintaining public trust and have articulated high expectations

regarding transparency.

- In 2019, 65% of residents indicated the overall direction of the City was positive, which is above national and Front Range benchmarks.
- The City continues to focus on fostering a culture of ethical behavior and embedding core values into the culture to reinforce accountability.
- Oversight, coordination and collaboration are required for the City to comply with various federal and state laws, such as the Americans with Disabilities Act (ADA), Title VI and Fair Housing.
- State and federal regulatory environments are constantly changing. The City strives to be in front of and exceed many regulatory requirements.

7.3 **Improve effectiveness of community engagement with enhanced inclusion of all identities, languages and needs.**

- The City's Public Engagement Strategic Plan focuses on fostering an engaged community, equipping staff to successfully lead public engagement projects, prioritizing inclusivity, and ensuring accountability and excellence in community engagement.
- Fort Collins has a diverse mix of residents who desire meaningful



engagement, trust and regular communication with their local government. Cultural and language gaps, and limited time can be barriers to engagement.

- The City is seeing “engagement fatigue” with reduced participation in community outreach and stakeholders voicing concern about over-engagement and the pace and breadth of City initiatives.
- The City needs to continue to reimagine community engagement to reach the entire community in meaningful ways.

7.4 Attract, retain, engage, develop and reward a diverse and competitive workforce to meet the needs of the community now and in the future.

- Cost of living increases, anticipated retirement of City employees, and projected growth in the regional population increase the challenges in the region and for the City related to talent management.
- A competitive total compensation offering is essential to hire and retain talent.
- Investment to constantly develop and engage our employees is critical to ensure an agile workforce ready to meet the evolving needs of our community.
- A diverse workforce leads to increased innovation, productivity and creativity. The City organization has a need to develop diverse talent pools and increase representation in its leadership pipeline.
- The City relies heavily on a dedicated group of volunteers to assist the workforce in delivering world-class services. Opportunities exist to further leverage the talent of our volunteers.

7.5 Foster a culture of safety, well-being, resilience and sustainability across the City organization.

- The City’s safety culture is one of prevention, education, safe design principles and collaborative partnerships with City Wellness.
- The City’s Total Recordable Injury Rate (TRIR) and Days Away Restricted or Transferred (DART) case rates continued to improve over the past two years, but significant progress remains necessary to reach stated goals of being the safest workplace in America.
- The City offers a holistic approach to well-being for our workforce and their families by increasing engagement, impacting productivity and decreasing health care costs.
- The City views it as critical to lead by example in sustainability. The recently completed Municipal Sustainability and Adaptation Plan calls for focused effort in resiliency, public lands, water, waste, emissions and workforce to reach the 2050 goals.

7.6 Utilize technology, data, metrics and process improvements to innovate, guide decisions and enhance service delivery.

- As large data sets become more readily available for analysis, the City needs to evolve its business practices and partner with the community to make best use of that data.
- The City recognizes the need to identify and refine benchmarks, which help to determine world-class performance levels and targets from regional, national and global comparisons across industries.
- The City lacks a coordinated approach to fully integrate and



deploy advanced information and connected technologies (Internet of Things [IoT]) to help manage key infrastructure, public health and safety systems.

- Developing a systematic approach to “smart cities” thinking, including how to best utilize data and artificial intelligence (AI), can produce better outcomes for residents and businesses.
- In 2019, 13,500 hours of staff time was saved through performance improvement work led by the City’s FC Lean program. Additional opportunities remain in the organization.

7.7 Address long-term projected gap between available revenue and what is required to meet known and emerging needs.

- Increasing community demands, staffing required to provide services to a growing population, and inflationary costs are pressuring the City’s reserves as revenue growth slows compared to nearby communities.
- The 2019 Long Term Financial Plan indicates that long-term total expenses are expected to grow at 3%, while total revenues are expected to grow at 2.1%. The City has explored revenue diversification options and continues to evaluate potential causes and solutions.
- Various areas across the City lack funding for enhanced and replacement capital investments, including transit, Golf, Parks, transportation infrastructure, etc.

7.8 Maintain and protect assets and infrastructure to drive reliability, cost effectiveness, efficiency and improve the customer experience.

- As the City’s assets age, renewal and replacement are critical to maintaining service standards.
- The City owns and maintains 100 buildings. The average facility age is 38 years and critical mechanical components are reaching end of life and are inefficient.
- Tools and systems that support capacity planning and capital asset needs, monitor asset life and condition, and schedule repairs (based on optimal asset life cycle cost estimates) may improve the effectiveness of asset management.
- Virtual assets, such as software licensure and data, are also critical to delivering City services and require consistent cycles of replacement and maintenance.
- Lifecycle replacement gaps pose risk to the City’s ability to provide safe and quality experiences that meet resident expectations.

7.9 Proactively influence policy and legislative development at all levels.

- The City plays a critical role in influencing local, state and federal policy that impacts its ability to achieve Key Outcomes.
- Proactive influence of other government policy and legislation can help ensure a workable outcome for the City and its residents.
- Policy decisions at other levels of government result in sometimes burdensome compliance requirements that require additional human capital as well as funding solutions to ensure legal compliance.



APPENDIX A

Performance Measures

The City of Fort Collins is committed to being a data-driven organization.

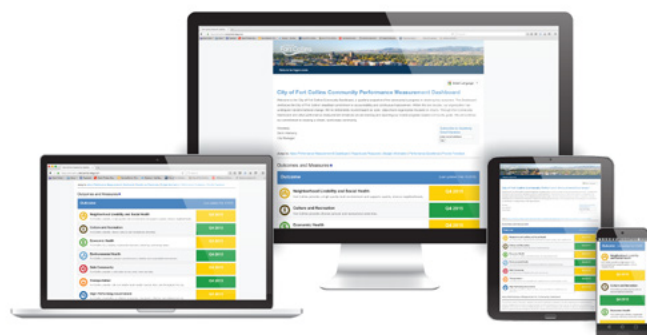
Using quantifiable data and analysis, the City tracks and measures success in achieving the Key Outcomes and Strategic Objectives defined in this plan. This includes identifying

appropriate metrics related to both Key Outcomes and Strategic Objectives, establishing appropriate targets for each of these metrics, tracking the actual performance of each metric over time, and regularly reviewing and discussing the performance.

Community Dashboard

The City's focus on tying metrics to specific Outcomes began in 2013. Staff, working with City Council, developed the Community Dashboard where each of the seven Outcome Areas has four to seven performance metrics that track, at a high level,

the City's progress in achieving the desired Outcome. Every measure on the dashboard is measured against a target. The Community Dashboard is updated quarterly and can be found online at fcgov.com/dashboard.





NEIGHBORHOOD LIVABILITY & SOCIAL HEALTH MEASURES

[Affordable Housing Inventory](#)

Affordable housing units house the City's lowest wage earners and are important to the sustainability of our community. Through policy and funding, the City would like to at least maintain and preferably increase the number of units available to consumers requiring this type of housing. Low income housing in Fort Collins is for people who earn 80% or less Area Median Income.

[Fort Collins' Housing Opportunity Index \(HOI\) compared to western states region HOI](#)

The Housing Opportunity Index (HOI) is defined as the share of homes sold in an area that would have been affordable to a family earning the local median income. The target is to be in the top third (66% or better) for the Western region of the United States.

[Response Time to Graffiti Removal](#)

This indicator measures the amount of time to respond to and abate both reported and unreported graffiti in the City. The goal is to have graffiti properly abated within two business days.

[Voluntary Code Compliance](#)

This metric tracks the percentage of voluntary compliance with nuisance code violations issued by the City of Fort Collins. Voluntary compliance is defined as violations corrected by the property owner or tenant.

[Voluntary Speed Compliance](#)

This monthly metric (averaged by quarter) measures speed compliance to 30 mph zones throughout the city. Speeding through neighborhoods can be a quality of life issue for many. Fort Collins is an outdoor activity centered city, with many of its residents frequently enjoying the outdoors in the neighborhoods. Speeding through neighborhoods, commonly a 30 mph zone, can be of concern, especially if near a school or an area with many children present. This metric measures the compliance rate to those 30 mph zones, and can assist with identifying areas for education and enforcement efforts.



CULTURE & RECREATION MEASURES

[Gardens on Spring Creek - Total Cumulative Participation](#)

The total number of participants at the Gardens on Spring Creek.

[Golf Courses - Total Cumulative Participation](#)

The total number of participants at all three City of Fort Collins Golf Courses.

[Lincoln Center - Total Cumulative Participation](#)

The total number visits and participation at the Lincoln Center.

[Museum of Discovery - Total Cumulative Participation](#)

The total number visits and participation at the Museum of Discovery.

[Natural Areas Programs - Cumulative Participation per Capita](#)

The participants per capita attending Natural Areas programs.

[Paved Trails - Cumulative Number of Visits](#)

The total number of people accessing and utilizing the City's paved trails system.

[Recreation Programs - Total Cumulative Participation](#)

The total number of participants in Recreation programs, events and facility visits.



ECONOMIC HEALTH MEASURES

Commercial Vacancy Rates

Percentage of vacant, leasable commercial space within the city. This is divided into three categories: Industrial, Office and Retail. The category with the worst vacancy rate is displayed and that is the value compared to our target.

Electric System Average Interruption Duration Index (SAIDI) in Minutes

The electric distribution System Average Interruption Duration Index (SAIDI) is a description of the length of time all customers would have been out of power if the total number of hours out of service in a year's time were to be shared, and it is typically measured in minutes. The number of outages as well as the time between the start of an outage and the restoration of electric service have a bearing on this number.

Local Unemployment Rate

Local unemployment rate is the percentage of the total labor force that is unemployed but actively seeking employment and willing to work. This includes persons actively looking for work in the prior 4 weeks by contacting an employer directly, having a job interview, sending out resumes or filling out applications.

Business Establishments per Capita (Larimer County)

This metric provides an understanding of business and job growth in the City. The total number of business establishments in Larimer County is divided by the current Larimer County population to understand job and business growth relative to population changes. The data reported is 2 Quarters in arrears due to the timing of receipt from Larimer County.





ENVIRONMENTAL HEALTH MEASURES

Community Electricity Use Per Capita (kWh/quarter)

This metric tracks electricity use (kWh) per capita. It is calculated by dividing the yearly community electricity use by that year's population. By tracking electricity use at a per capita level, changes in behavior, efficiency and other influencing factors are more visible than at the community level where population can mask these trends. Performance improves as electricity use per capita declines. Data is provided by Fort Collins Utilities.

Community Water Use per Capita

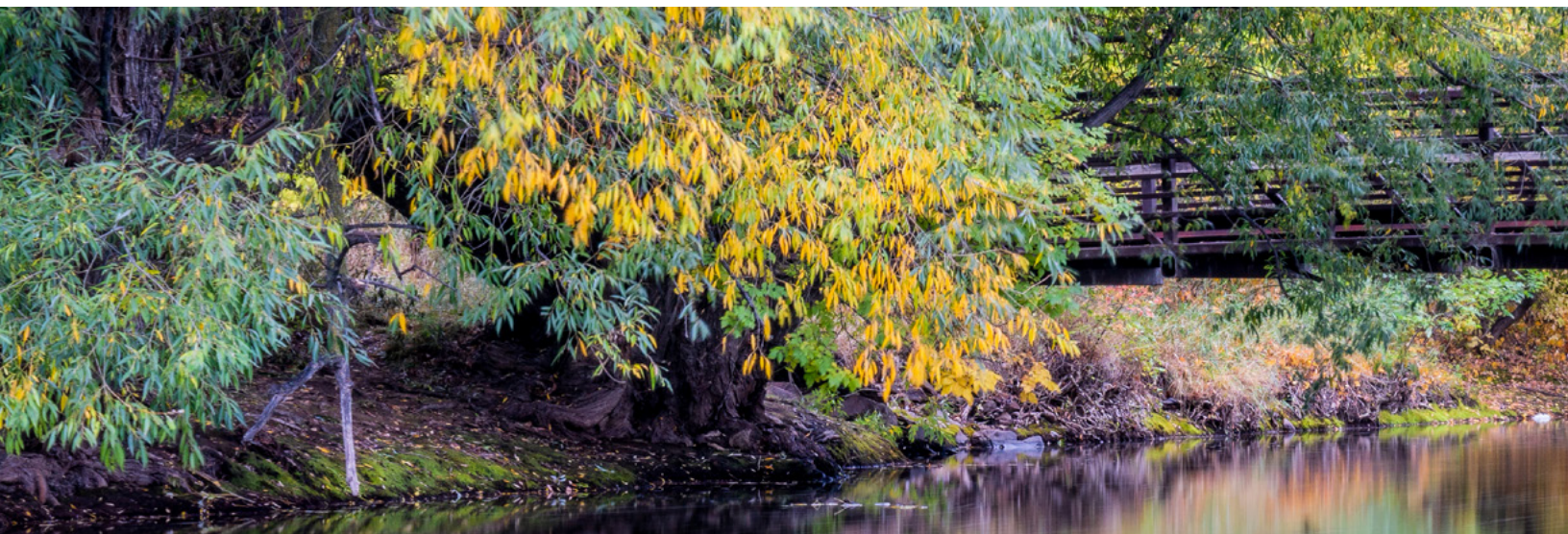
This metric tracks water use (gallons) per capita for each quarter, split by commercial and residential water use. It is calculated by taking the total water use in a quarter, divided by the number of days in the quarter and estimated population in the Fort Collins Utilities water service area. This metric is expected to fluctuate throughout the year, as water use increases during the summer months and is higher in hotter, drier years. Data is provided by Fort Collins Utilities.

Outdoor Air Quality Index (AQI)

The Air Quality Index (AQI) is used by the EPA to communicate daily air pollution and health implications. Shown are the number of days per quarter in which the ozone or PM2.5 AQI was categorized as "Unhealthy for Sensitive Groups," "Unhealthy" or "Very Unhealthy." The metric is a measure of the number of 'good' air quality days (as defined by EPA's Air Quality Index - AQI) in a quarter based on air quality monitoring data from Fort Collins. The AQI is calculated by EPA as a measure of local air quality and its effect on human health. The higher the AQI value, the greater the level of air pollution and the greater the health concern. 'Good' air quality corresponds to an AQI of 50 or less (on a scale of 0-500) and poses little or no risk of adverse health effects.

Wastewater Treatment Effectiveness Rate (%)

The utility's compliance with the effluent quality standards in effect for the Water Reclamation and Biosolids Facilities. The indicator is expressed as the percent of time each year that an individual wastewater treatment facility is in full compliance with applicable effluent quality requirements.





SAFE COMMUNITY MEASURES

Average Response Time to Police Priority 1 Calls

This measure represents the average response time to Police Priority 1 calls. Priority 1 calls make up less than 1% of the overall calls for service, however, these are the highest priority of call, one that is an immediate threat to life, a felony-in-progress call, or a call where a weapon is being used. This time is measured from the time the call is received to the time the officer arrives at the scene.

Drinking Water Compliance Rate (% Days)

Fort Collins Utilities compliance with the drinking water quality standards in effect for the Water Treatment Facility. The indicator is expressed as the percent of time each year that an individual water treatment facility is in full compliance with applicable drinking water quality requirements.

Number of Injury/Fatal Crashes

Injury/Fatal crashes is the number of reported public street crashes involving motor vehicles, bicyclists or pedestrians where someone was injured or killed.

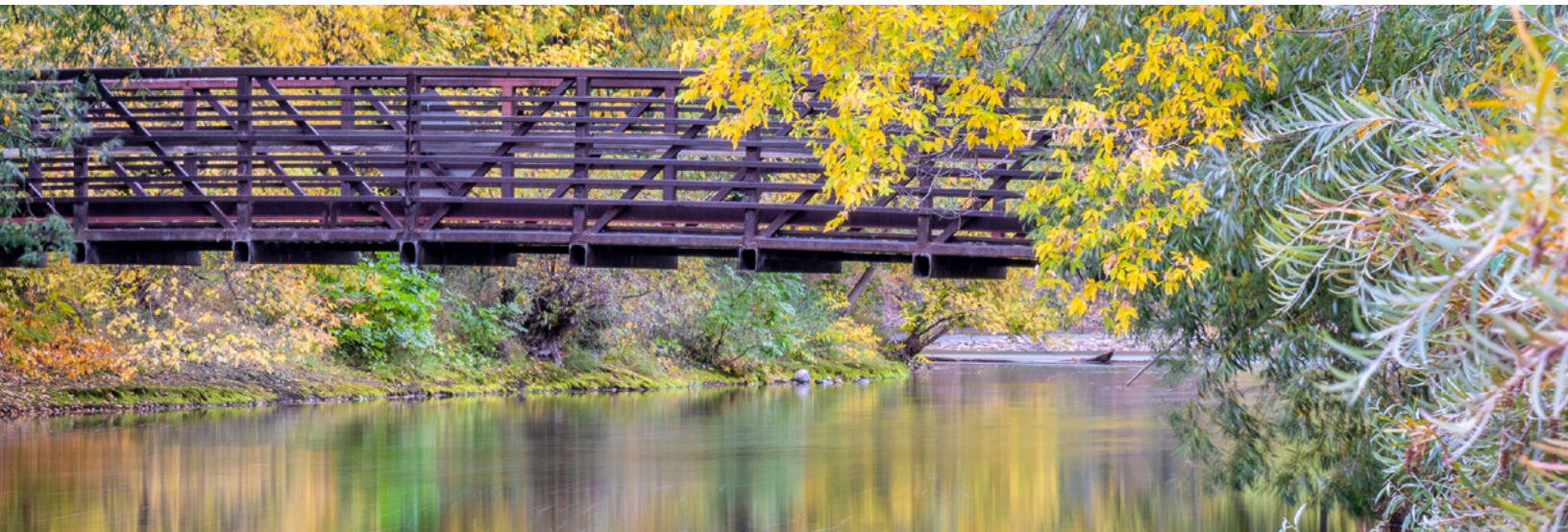
Part 1 Crimes in Fort Collins (per 1,000 population)

Part 1 crimes are defined by the FBI as

Aggravated Assault, Arson, Auto Theft, Burglary, Homicide, Rape, Robbery and Theft. Part 1 crimes are the common set of criminal offenses that law enforcement agencies across the county collect data and report statistics for on an annual basis.

Percent of Time Fire PFA Intercedes before Flashover (contained to room of origin)

This measure relates to the ability of on-scene firefighters and building sprinklers to prevent fire flashover and the spread of a structure fire.





TRANSPORTATION & MOBILITY MEASURES

Average Travel Speeds/Times on Arterial Streets

Traffic volume-weighted average travel times (in minutes/mile) on City arterial streets including Harmony, Horsetooth, Drake, Prospect, Mulberry, Taft Hill, Shields, College, Lemay and Timberline during the p.m. peak period on weekdays.

Cumulative Lane Miles of Roadway Pavement Improved

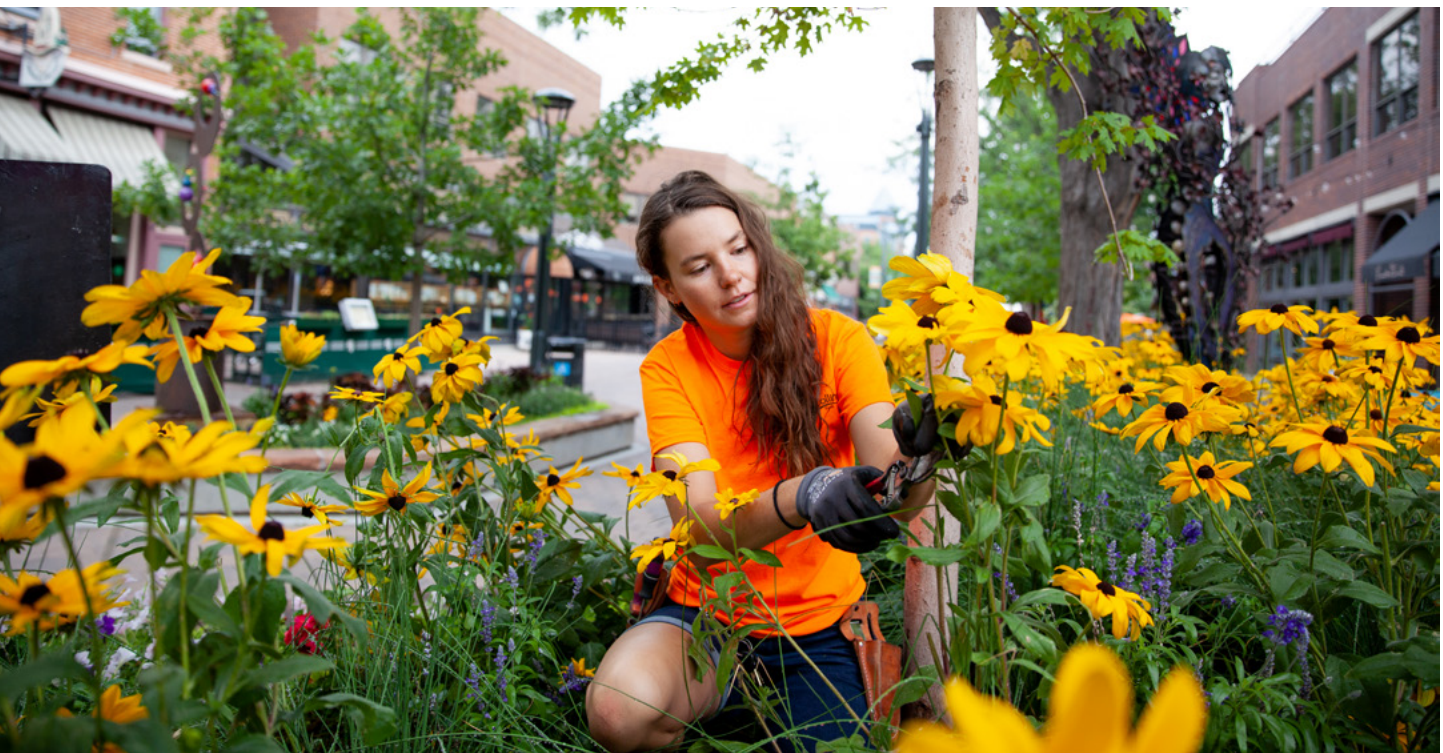
The number of lane miles improved displays the City's commitment to providing safe, well-maintained streets. Proper maintenance reduces future maintenance costs by extending the life of the pavement and maximizing our investments. Quarterly targets are set to provide information on our progress toward meeting our yearly goals. These targets vary from quarter to quarter due to weather limitations of the construction season. Achieving our yearly goals allows us to meet our overall street pavement condition Level of Service 'B' (LOS). The total number of lane miles improved annually increased significantly starting in 2011 due to the increased revenue dedicated to Street Maintenance and Repair in the Keep Fort Collins Great tax initiative in 2010.

Transfort Ridership (in thousands)

The total number of fixed route passenger boardings. The target is a 5% increase in fixed route ridership over the previous year. The graph shows the actual fixed route passenger boardings each quarter (in thousands).

Average # of Transfort riders per hour of operation

The average number of passengers who board a transit vehicle for every revenue hour of service that a vehicle is operating.





HIGH PERFORMING GOVERNMENT MEASURES

Accuracy of Cumulative Budgeted Expenses (\$ millions)

This metric covers the accuracy and precision of planned (budgeted) and actual expenditures. Expenditures include operating costs, such as personnel, insurance, consulting and supplies, as well as debt payments and capital equipment purchases. Not included are the costs of large capital projects that occur over several years and have a beginning and end.

Expenditures are separated into Governmental and Enterprise. Governmental expenditures are for those activities that are primarily supported by taxes and grants and to a much lesser degree from fees. Examples are Police, Streets Maintenance, Parks, Museum, Fire, etc. Alternatively, Enterprise expenditures related to activities that are accounted for like a business and are entirely supported by fees charged to users. These include Light and Power, Water, Wastewater, Storm Drainage and Golf.

Actual Cumulative Revenue Compared to Budget (\$ millions)

This metric covers differences from anticipated (budgeted) and actual revenue. Revenue includes taxes, fees, grants, fines, interest earnings, etc. Revenue is separated into Governmental and Enterprise depending on the activity it supports. Governmental revenues are typically taxes, grants and fines used to support police, streets, museum, fire and parks. Examples of Enterprise revenue are fees for energy, water, wastewater and golfing.

Average Response Time of Cases Submitted to Access Fort Collins

Total cases submitted online or via mobile application, including Councilmember and City Manager requests (SARs). Average Response Time is the average number of business days from when a case is submitted to when a staff response is sent.

City Employee Cumulative Turnover Rate

Turnover is a measure of the rate at which employees leave employment with the City. It includes classified and unclassified management employees and all separation reasons (layoffs, and voluntary and involuntary terminations). While turnover is typically measured annually, this report includes turnover reported on a year-to-date basis for each calendar year. The rate is calculated by dividing the total number of employees who separated year-to-date by the average headcount for that reporting period (quarters are cumulative).

City Employee Safety - Days Away Restricted or Transferred (DART) Rate YTD

The Days Away Restricted or Transferred (DART) rate calculation is based upon the number of work related injuries and illnesses severe enough to cause an employee to be temporarily reassigned or miss work completely in relation to the total number of employee hours worked. This is a nationally recognized standard safety metric. Current-year benchmarks are not available as they are published by the Bureau of Labor Statistics and have an approximate 18-month lag time.

City Employee Safety - Total Recordable Injury Rate (TRIR) YTD

The Total Recordable Injury Rate (TRIR) is a nationally recognized standard safety metric. It is based upon the total number of work related injury and illness cases reported that, generally speaking, required more than standard first aid treatment, as it relates to the total number of employee hours worked. Current-year benchmarks are not available as they are published by the Bureau of Labor Statistics and have an approximate 18-month lag time.



APPENDIX B

Long-Term Financial Plan

OVERVIEW

The City updates the Long-Term Financial Plan (LTFP) outlook every two years as part of the Strategic Planning Process. The objective is to highlight potential challenges and aid in philosophical decision-making on strategies that span the longer term (5-10+ years). These planning exercises then inform the biennial Budgeting for Outcomes (BFO) process through which specific services, programs and projects are funded.

The City enjoys a strong, diversified economic base, has done an excellent job in managing its expenditures and maintains a Aaa Moody's credit rating (affirmed in December 2019 and ranking in the top 3% nationally). The City maintains \$235 million in reserves (excluding Enterprise Funds) and manages an annual net City budget of approximately \$275 million (\$500 million including Enterprise Funds).

The LTFP outlook Baseline Scenario uses most likely outcomes, assuming current operating conditions and existing service delivery levels. Unidentified productivity increases, process improvements and technology savings, as well as revenue enhancements and potential financing alternatives, are not included in the baseline scenario. Additionally, no outlier impacts (severe recession, natural disaster, etc.) are assumed to happen. If one of these circumstances were to occur, potential drastic measures may need to be taken that are not built into the forecast scenarios.

BACKGROUND

During the last two Strategic Plan updates in 2016 and 2018, a key component of uncertainty was the potential for the Keep Fort Collins Great tax (KFCG) to expire during 2020. The potential loss of that revenue source (approximately \$32 million per year) would have put severe pressure on the City's finances. Fortunately, voters approved an equivalent tax amount (0.85% in total) in two pieces; adding 0.6% permanently to the core 2.25% General Fund tax rate and another 0.25% to the General Fund as a ten-year renewable tax in April 2019. However, even with the renewal, underlying projections during these prior plan updates indicated annual City expenditures could exceed annual revenues over the longer term (potentially reaching \$15 million per year by the year 2025).

OUTLOOK

The cost pressures over the long term from growth in expenditures outpacing growth in revenues continue in the 2020 LTFP update. The City is serving an increasing population base and expanding service offerings to meet community needs. To help address these increasing needs, the City has added approximately 25 full time equivalent (FTE) employees per year during the past four years. Supplements of additional resources to this existing workforce will be needed to meet future service requirements. Estimates of revenue growth from existing sources, while continuing to grow

annually since the general economic recovery started in 2010, have softened somewhat and are expected to grow at less than historical rates. New avenues of revenue will need to be explored.

The forecast includes the following primary revenue and expense drivers:
Primary Revenue Drivers

- Sales Tax – growth of 2.5% based on taxable sales historical average, lower growth than prior LTFP forecasts
- Use Tax – growth of 3.6%, similar to prior forecasts but from a lower base than prior LTFP forecasts
- Property Tax – growth of 5.0% based on 5-year average; considers steep property valuation increases from 2016-2019
- Capital Grants – very project-specific; tied to Consumer Price Index (CPI) growth at 2.7%
- Shared Revenues – County and State distributions, 1.2% growth (similar to historical rate for past 15 years)
- Cultural, Park, Recreation and Natural Areas Fees – average historical rate of 3.3%

PRIMARY EXPENSE DRIVERS

- Salaries and Wages – combined growth rate of 3.7%; includes CPI of 2.7 percent plus additional for projected FTE increases
- Benefits – combined growth rate of 4.7%; increase at 1% over CPI of 2.7 percent plus additional for projected FTE increases
- Professional and Technical – growth of 3.2%, correlated to CPI and sales tax
- Supplies and Other Purchased Services – 2.3% growth
- Infrastructure – 3.0% growth rate, correlated to sales and use tax

The 2020 LTFP Baseline Scenario (see Exhibit 1) shows our projected revenues, expenditures and future estimated fund balances. Long-term revenue is estimated to increase at an approximately 2% compound annual growth rate (CAGR). Meanwhile, expenditures are projected to grow at 3% CAGR. The projected gap between revenue and expenditures could reach \$35 to \$40 million per year by 2025.

The City is required to balance the budget during the biennial BFO process and cannot deficit spend beyond the utilization of existing available fund balances. As such, the decline in fund balance in Exhibit 1 and the gap between revenue and expenditures is illustrative of the tension the City will feel in trying to meet growing service level needs with a slower growing revenue stream.

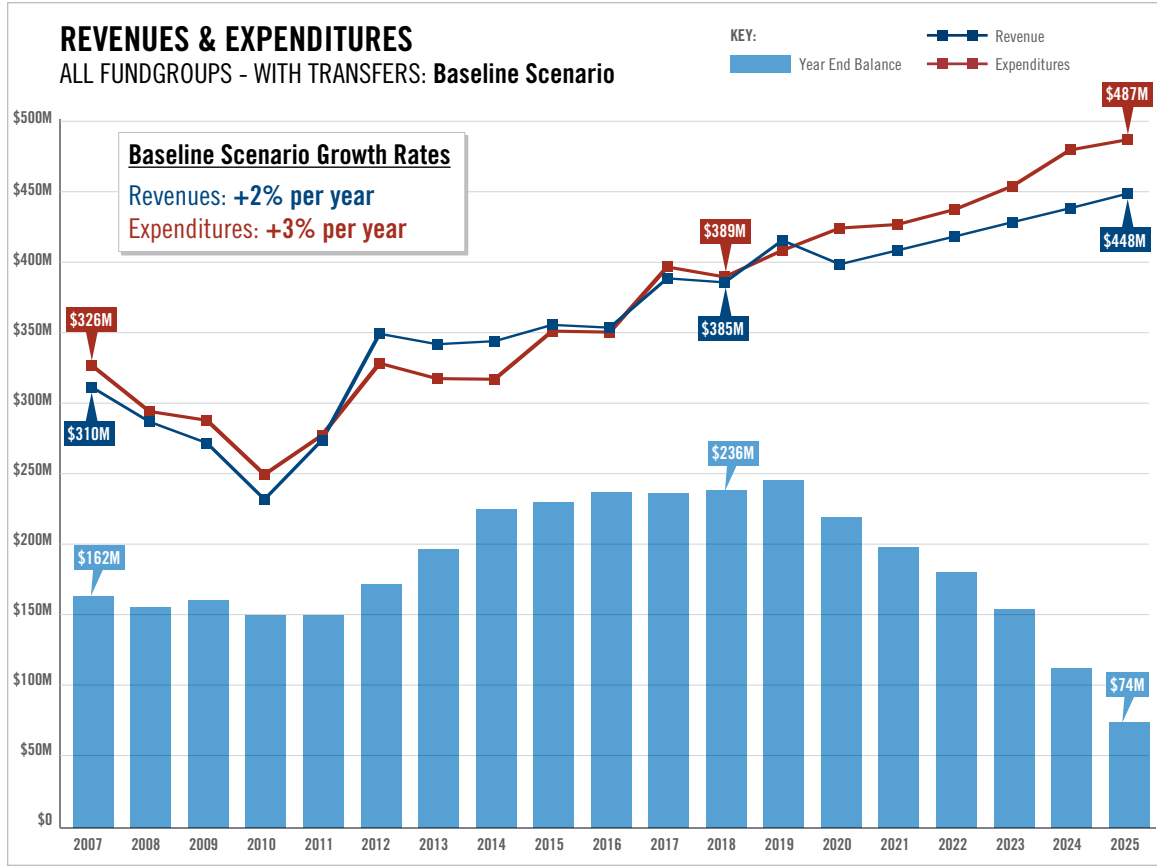
The City will need to evaluate all alternatives to shrink the gap between projected baseline expenditures and projected baseline revenues. The unidentified expenditure savings and potential revenue enhancements that are not included in the Baseline Scenario should be fully investigated and considered for all future BFO cycles. Scenario B – Gap Closure (see Exhibit 2) provides a view of what the City's finances look like under this environment. Long-term expenditure growth is limited to 2.25% per year (from 3%) and revenues are increased slightly to 2.25% as well (from 2%).

SUMMARY

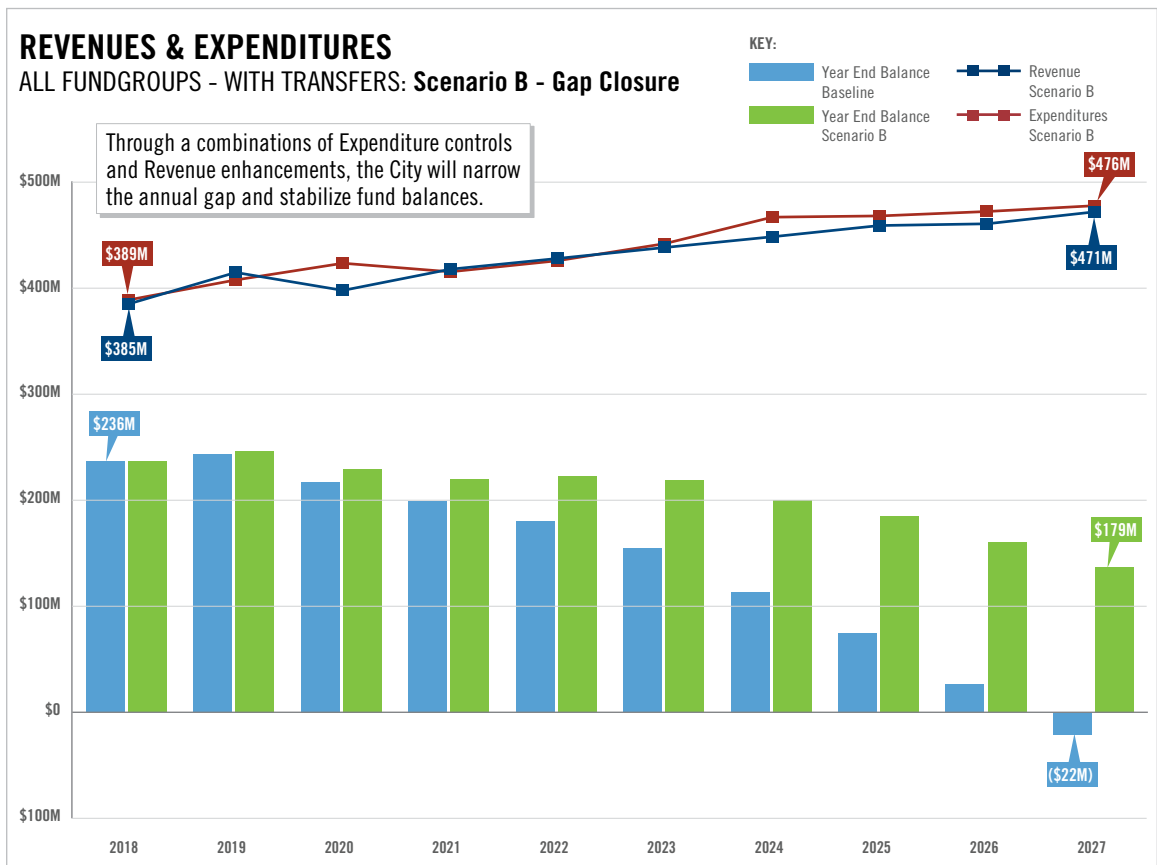
The City has a strong track record in prioritizing and managing its complex service delivery requirements in a prudent financial manner. As the cost pressures persist and revenue challenges continue, the City's proactive monitoring of and adjustments to the environment will be vital to maintaining this success.



c1



c2







APPENDIX C

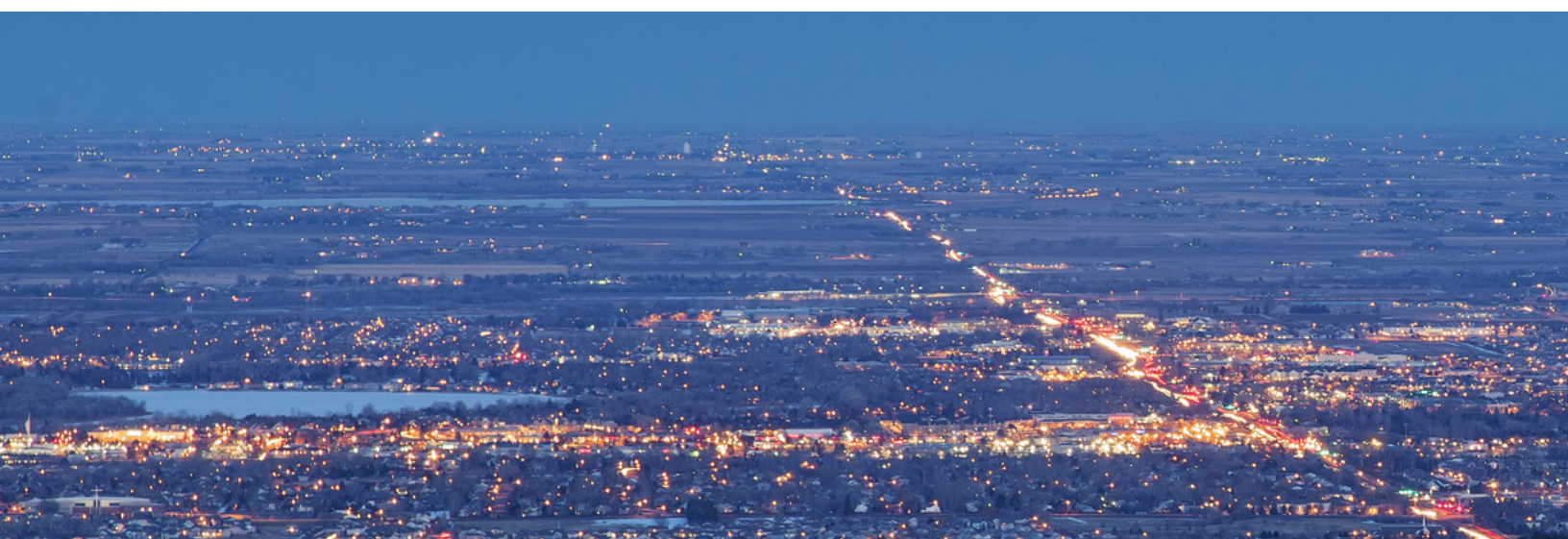
Glossary of Terms

- **BART - Budget Analysis and Reporting Tool:** Software developed internally by City staff for budgeting and reporting purposes.
- **BFO - Budgeting for Outcomes:** A system driven by goals and performance to provide information that relates budgeting to planning and outputs/results. Its purpose is to better align the services delivered by the City with the things that are most important to the community.
- **BFO Team:** One of seven cross-departmental teams that participate in the BFO process, articulate goals for each Outcome, provide direction to departments for developing budget Offers, rank Offers for funding, and evaluate performance of Offers.
- **BLT - Budget Leadership Team:** The City Manager and his/her executive team
- **CAP - Climate Action Plan**
- **City Plan:** Began in 1995 as a Comprehensive Plan that illustrates how the City and community envision Fort Collins in the next 25 years.
- **Community Dashboard:** A quarterly snapshot of the community's progress in attaining Key Outcomes. The Dashboard reinforces the City of Fort Collins' steadfast commitment to accountability and continuous improvement. Performance measurement initiatives are tracked and reported for overall progress toward community goals.
- **Continuity of Government:** Emergency management requirement and plans to maintain essential City functions during emergencies and disasters including governance, telecommunications, health and safety regulation, policing and utility services.
- **CPIO - Communications and Public Involvement Office:** City department charged with public information dissemination, communications strategies and public engagement in City services.
- **DART - Days Away Restricted or Transferred**
- **DDA - Downtown Development Authority**
- **ELT - Executive Leadership Team:** The City Manager and his/her executive team
- **FTE - Full time equivalent:** A full-time employee scheduled to work 40 hours per week is equivalent to 1.0 FTE.
- **Futures Committee:** The Futures Committee was formed to assist City Councilmembers in their decision-making process. The goal is to position the City in the distant future (30+ years) for achievable successes, integrating community desires with known fiscal, social and environmental data.
- **GEMS - Greenhouse Gas Emissions Management System**
- **GHG - Greenhouse Gas Emissions**
- **GMA - Growth Management Area**



- **GSC - Gardens on Spring Creek**
- **Home Rule:** A form of government under the control of local residents rather than state government; the City Charter and the ordinances adopted by Council under the Charter supersede any conflicting law of the state in matters of purely local concern. Statutory and constitutional provisions allow municipalities to exercise powers of local self-government, such as the administration and collection of local taxes.
- **HR - Human Resources**
- **ICMA - International City/County Management Association:** A trade organization for Council-Manager cities; a clearinghouse for information regarding cities, including the ICMA Center for Performance Excellence Program of comparative data regarding municipal services.
- **IGA - Intergovernmental Agreement**
- **ICS - Incident Command System:** A nationally-used, standardized emergency management organizational structure for single or multiple incidents that can cross organization or jurisdictional boundaries.
- **IT - Information Technology**
- **KFCG - Keep Fort Collins Great:** A ballot measure passed in November 2010 approving a 0.85 percent increase in the City sales and use tax rate.
- **Low to Moderate Income:** Households whose incomes are below 95 percent of the area median income (AMI), as determined by the U.S. Department of Housing and Urban Development (HUD), with adjustments for smaller or larger families.
- **Manufactured Housing:** A pre-constructed dwelling unit, meeting the construction standards of the US Department of Housing and Urban Development, which also includes mobile homes.
- **Master Plans:** Long-term vision documents in each service area.
- **MOD - Museum of Discovery**
- **NCEDC - Northern Colorado Economic Development Corporation**
- **O&M - Operations and Maintenance**
- **Outcome Measure:** The mathematical expression of the effect on customers, clients, the environment, or infrastructure that reflects the purpose.
- **PDCA - Plan, Do, Check, Act:** A continuous process-improvement methodology
- **PDT - Planning, Development and Transportation:** One of the largest Service Areas in the City of Fort Collins, PDT includes the following departments: Community Development and Neighborhood Services, Engineering, Traffic Operations, Transfort (Transit), Parking Services, Streets, and FC Moves (Transportation Planning).
- **PFA - Poudre Fire Authority**
- **Place-making:** A decision-making approach intended to preserve and enhance a vibrant community by optimizing its economy, environment and social values.
- **Plan Fort Collins:** The City's comprehensive community planning process that developed City Plan.
- **Performance Measure:** Measurement that reflects the service that is being provided and permits objective evaluation of the service program.

- **Plan Elements:** Existing plan elements and other related documents that are incorporated into City Plan.
- **Poverty Rate:** The Fort Collins poverty rate from the 2010 U.S. Census is 18%. This includes CSU and Front Range Community College student populations. Data is not collected to eliminate those student populations. Excluding 18- to 24-year-olds in the Fort Collins data reduces the local poverty rate to 10.3%, but that excludes a larger number of people than just the student populations.
- **Quality Measure:** The mathematical expression of how well the service, product or activity was delivered, based on characteristics important to the customers.
- **RAF - Recordable Accident Frequency**
- **Resilience:** The capacity to prepare our human and natural systems to respond and adapt to changes and disruptions of various scales that affect our ability to thrive.
- **Result:** The effect desired for the public, expressed as broad statements (also referred to as an outcome).
- **RFR - Request for Results:** Key input to the BFO process; developed by Results Teams to solicit Offers from departments to provide services to accomplish results that matter to residents.
- **SAIDI - Electric System Average Interruption Duration Index**
- **SARs - Service Area Requests**
- **Sense of Place:** Those characteristics that make an area special or unique as well as those that foster an authentic feeling of attachment or belonging.
- **Sustainability Assessment Tool:** A data-driven tool for evaluating the impact of actions on the economy, environment and society .

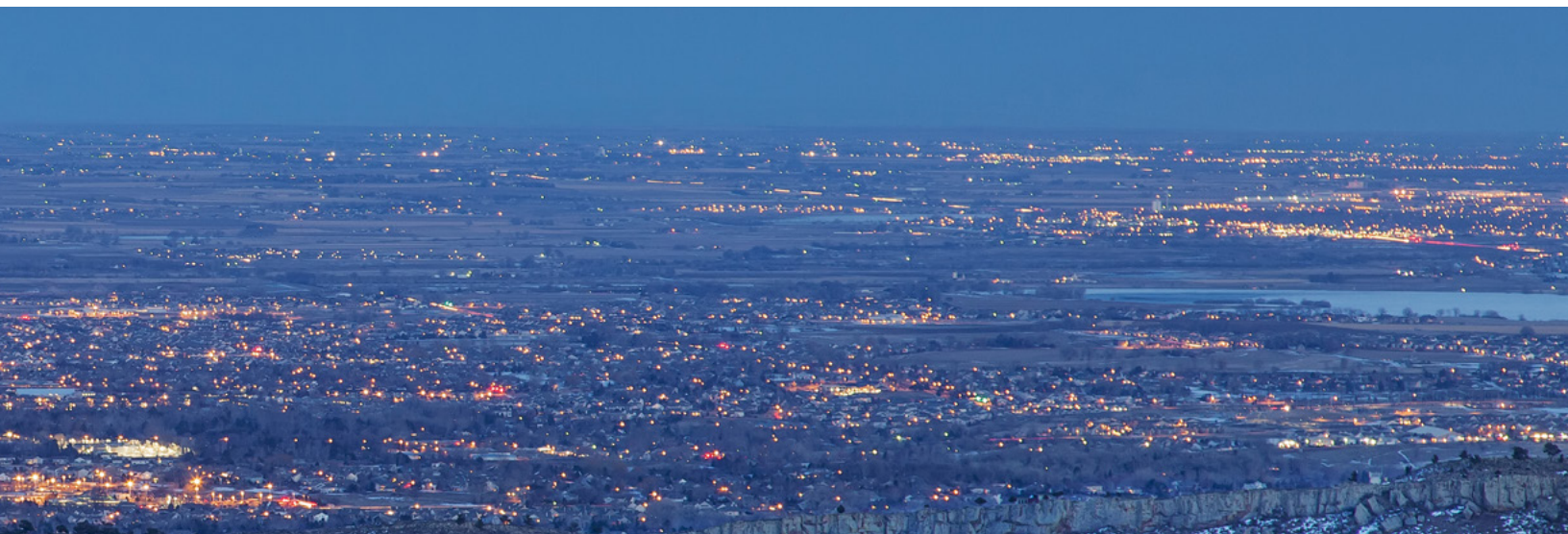




- **SIT - Strategic Issues Team:** A management team that includes all members of ELT plus other senior managers and internal service managers; meets monthly to provide input to ELT and transmit information to other staff.
- **Strategic Outcomes:** A result. The effect that residents want as a result of government programs and activities (e.g., safety is the result or outcome that residents want from police and fire programs or activities). Seven Key Outcomes make up the City of Fort Collins strategic planning and budgeting processes.
- **Strategic Objectives:** Fundamental issues the City must address. They give direction for accomplishing the mission, contain meaningful planning challenges, and result from organizational input analysis.
- **SP - Strategic Plan:** Based on identification and analysis of: (a) organizational inputs such as emerging trends and issues, financial information, and workforce trends; (b) community survey and

input information, which included extensive community outreach and the Community Survey; and (c) Council priorities and input. It is linked to City Plan and the Council-adopted master plans.

- **SPP - Strategic Planning Process**
- **TBL - Triple Bottom Line:** Triple Bottom Line analysis is a concept intended to take into consideration the social, economic and environmental aspects of any project, procedure or purchase.
- **Transportation Master Plan:** Long-term vision document that defines the long-term multimodal system that Fort Collins desires in the future and serves as a comprehensive reference guide regarding transportation issues.
- **URA - Urban Renewal Authority:** The Urban Renewal Authority identifies and revitalizes areas of Fort Collins deemed blighted and provides a funding mechanism to encourage redevelopment.





**Agenda
July 25, 2022
Planning Board**

**Agenda Item #2B
Other Business**

**Surplus Property
Determination:
Old Etna Road
(Tax Map 50, Lot 31)**



CITY MANAGER'S OFFICE
City of Lebanon, NH
51 North Park Street
Lebanon, NH 03766
(603) 448-4220 fax (603) 966-3122

TO: Relevant Boards/Committees/Commissions and City Staff
FROM: City Manager Shaun Mulholland
DATE: 7/12/2022
RE: **Determination of City Property as Surplus-Map 50-31**

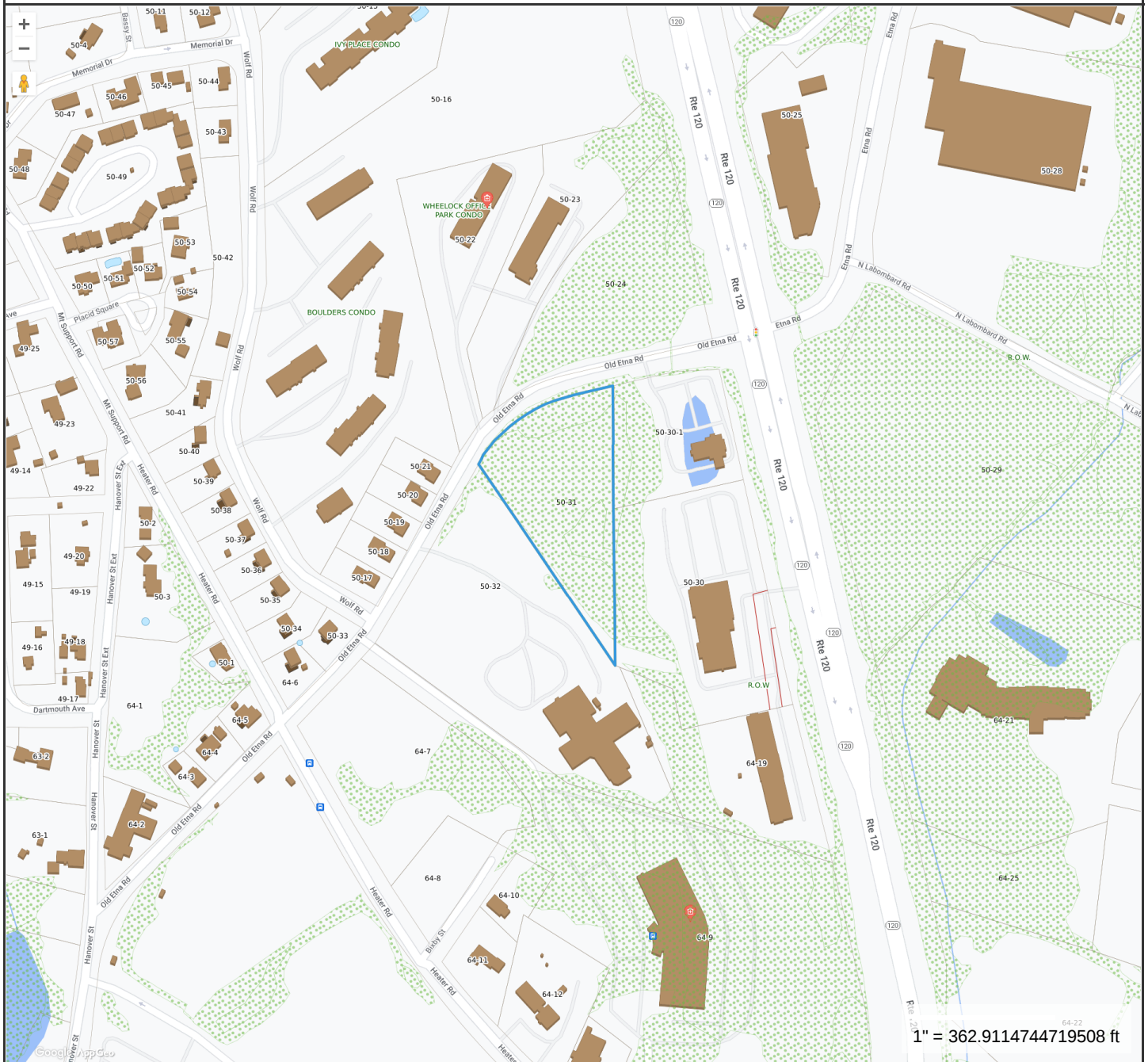
The City is the owner of the undeveloped property located off of Old Etna Rd. identified as Map 50, Lot 31. A determination is being made as to whether this property is surplus to the needs of the City in accordance with City Council policy *CC-102, Real Property Transactions*.

Your input is being sought relative to the determination of public benefit. This will aid in the determination as to whether the City should retain this property or make a determination of surplus at which point the Council may take action to dispose of the property if it chose to do so.

Please submit input to the extent you have any to me no later than August 31, 2022.

Cc: Planning Board
Conservation Commission
Fire Chief
Police Chief
DCM Public Services
RAP
Planning & Development
Lebanon School District

0 Old Etna Road (Tax Map 50, Lot 31)

**Property Information**

Property ID 50-31
Location 0 OLD ETNA RD
Owner CITY OF LEBANON



**MAP FOR REFERENCE ONLY
 NOT A LEGAL DOCUMENT**

City of Lebanon, NH makes no claims and no warranties, expressed or implied, concerning the validity or accuracy of the GIS data presented on this map.

Geometry updated 12/29/2021
 Data updated 11/18/2018

Print map scale is approximate.
 Critical layout or measurement
 activities should not be done using
 this resource.



City Of Lebanon, NH

Summary

Parcel ID 50-31
 Account # 831
 Property ID 402
 2020 Tax Rate
 Location Address OLD ETNA RD
 LEBANON
 Acres/Lots 0
 Zoning GC : General Commercial
 Neighborhood COMMERCIAL GOOD
 Property Usage CITY OF LEBANON (903)

Owners

[CITY OF LEBANON](#)
 51 NORTH PARK ST
 LEBANON NH 03766

Valuation

	2021	2020	2019
Assessed Land Value	\$188,100	\$188,100	\$178,300
+ Assessed Improvement Value	\$0	\$0	\$0
+ Assessed Misc Value	\$0	\$0	\$0
= Total Assessed Value	\$188,100	\$188,100	\$178,300

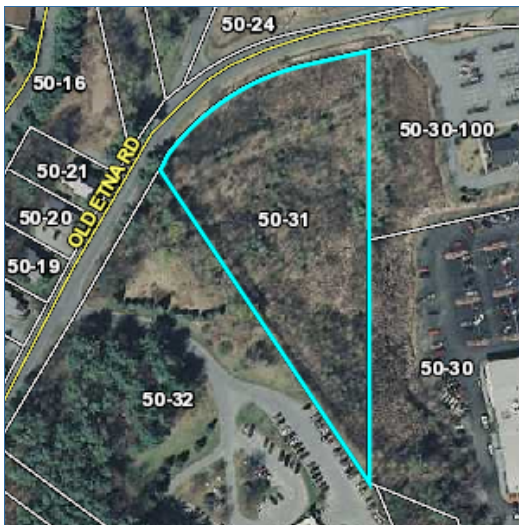
Land

Land Use	Number of Units	Unit Type	Land Type	Frontage	Depth	AgUse Value
MUNICIPAL (903)	65,340.00	SQUARE FEET	SITE	0	0	\$0
MUNICIPAL (903)	1.21	ACRES	SITE	0	0	\$0

Sales

Sale Date	Sale Price	Instrument	Instrument Number	Deed Book	Deed Page	Vacant or Improved	Grantee
10/13/1998	\$0			2363	0719	Vacant	
2/4/1993	\$0			2011	0478	Improved	

Map



No data available for the following modules: Buildings, Commercial Buildings, Yard Items, Photos, Sketches.

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City of Lebanon
New Hampshire

COUNCIL POLICY

Real Property Transactions

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SECTION 1.0: PURPOSE

To provide guidance by clarifying the circumstances, procedures and processes for disposing of or transferring interests in CITY owned real estate.

SECTION 2.0: SCOPE

Authority to implement changes to this Policy is delegated to the CITY MANAGER without prior notice if it is deemed to be in the best interest of the City of Lebanon. This Policy is available for public review and inspection.

SECTION 3.0: DEFINITIONS

NOTICE OR NOTICE OF SALE: means a brief description of the property, the hour, date and place of sale or disposition, and the location of the property, as well as other such information considered relevant by the CITY MANAGER.

PUBLIC AGENCY: includes the federal government or any federal department or agency, the state and all departments, agencies, boards and commissions of the state, counties, school districts, cities, towns, municipal corporations and any other political subdivisions of the State of New Hampshire.

PUBLIC PROPERTY OR PROPERTY: means real property which is owned by the CITY.

REAL PROPERTY: means real estate, and appurtenances thereto, over which the CITY has oversight responsibilities as provided by City Charter and State law.

REDEVELOPMENT AREA: an area of the City that has been designated by the City Council as having redevelopment potential where City properties, regardless of whether they are deemed surplus or have current uses by the City, may be redeveloped in a manner that meets certain goals and objectives of the City as expressed in its Master Plan and other public policies. Public uses and parcels, including public ways, may be reconfigured in such areas, including, but not necessarily, in conjunction with private property.



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SURPLUS PROPERTY: any real property no longer having practical use to the City of Lebanon.

TAX DEEDED PROPERTY: property taken due to non-payment of property taxes in accordance with RSA 80:38.

SECTION 4.0: PROCEDURES

4.1 DISPOSITION OF PROPERTY:

1. DEEMING PROPERTIES AS SURPLUS TO CITY NEEDS OR SUITABLE FOR REDEVELOPMENT

When a property is being considered for disposition, it must first be deemed surplus to CITY needs or suitable for redevelopment as part of a redevelopment area. To determine whether a property is surplus to CITY needs or suitable for redevelopment, the following shall take place:

A. If City property is being considered for redevelopment, the Council shall, by resolution, designate one or more specific redevelopment areas where the City may consider redevelopment proposals that may involve the reconfiguration of public and private property parcels and boundary lines and disposition of public property. The resolution may:

1. Broadly indicate the parameters the Council may consider in deciding if redevelopment and disposition of public property is appropriate and in the public interest, including how any public uses of such property may be alternatively accommodated, and may be by reference to a draft REQUEST FOR PROPOSALS (RFP);
2. Direct the City Manager to consider a public benefit determination pursuant to §4.1.2.A.4, "CONVEYANCE TO ADJOINING PROPERTY OWNER(S);" or
3. Direct the City Manager to consider and propose a conveyance to a Development Authority pursuant to §4.1.2.A.9 "CONVEY TO A DEVELOPMENT AUTHORITY."



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- B. Review and comment shall be solicited by the City Manager or his/her designee from all CITY departments; relevant boards, committees and commissions; and the Lebanon School District.
- C. A report shall be prepared for review by the City Council which contains the full assessment information and property card for each property along with all comments received from departments, boards, committees, commissions, and the School District.
- D. Upon review of all information, the City Council shall consider, and act upon by resolution, authorization for the City Manager to:
1. retain such property or properties for future use by the CITY; or
 2. convey such property or properties by deed through public auction, by advertised sealed bids, by other means specified herein, or in a manner as justice may require.

Authority to convey property or properties shall continue in effect for one year from the date of the action by the City Council unless otherwise provided.

2. DISPOSING OF PROPERTY

The City Council shall have the power to establish a minimum amount for which a property is to be sold and the terms and conditions of the sale. The disposal of any property or properties shall not be contrary to the public interest. The permanent disposition of property may be by SALE OR EXCHANGE and the partial or temporary disposition of property may be by EASEMENTS, LICENSES, AND LEASES. The sale of public property for redevelopment within a Tax Increment Financing District (TIFD) shall comply with any applicable Tax Increment Financing Plan (TIFP) adopted by the City pursuant to RSA 162-K:9.



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A. SALE OR EXCHANGE – Disposition through sale or exchange of property or properties shall be by Competitive Sealed Bids, Public Auctions, Request for Proposal (RFP), Conveyance to Adjoining Property Owner(s), Trade-in or Exchange, Conveyance to Another Public Agency, Conveyance to a Development Authority, or in a manner as justice may require, as follows:

1. COMPETITIVE SEALED BIDS

- a. A Request for Sale Bid Package shall be created that lists the property or properties offered for sale; designate location; and state the terms and conditions of sale and instructions to bidders including the place, date, and time set for bid opening.
- b. Notice of the sale should be given at least 10 days before the date set for opening bids.
- c. Notice shall be given by making the Request for Sale Bids publicly available through posting notice to the City's website and by newspaper advertisement. Notice may also be given by mailing a Request for Sale Bid Package to prospective bidders, including those bidders on lists that may be maintained for this purpose.
- d. Bids shall be opened publicly.
- e. Award shall be made in accordance with the provisions of the Request for Sale Bids to the highest responsive and responsible bidder, if the price offered by such bidder is acceptable to the City Council. Where such price is not acceptable, the City Council may reject the bids in whole or in part and negotiate the sale provided the negotiated sales price is higher than the highest responsive and responsible bidder's price, or bids may be resolicited.
- f. The sale shall be binding upon the CITY only upon award of the bid and delivery of the deed to the successful bidder after adoption of a City Council resolution approving the sale, and no other action of



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the CITY or its representatives shall be construed to vest any right, title or interest to or in the property in any person prior to the adoption of the resolution and delivery of the deed.

2. PUBLIC AUCTION

When appropriate, an experienced auctioneer should be used to cry the sale and assist in preparation of the sale. The solicitation to bidders should stipulate, at a minimum, all the terms and conditions of any sale; that a deposit may be required to participate in the bidding; that the purchaser must consummate the purchase within a stated time; and that the CITY retains the right to reject any and all bids.

3. REQUEST FOR PROPOSALS (RFPs)

The City may issue requests for proposals for the development or redevelopment of City property deemed surplus and/or suitable for redevelopment within Redevelopment Areas designated by the City Council. Such RFP process shall include the following:

- a. The RFP shall specify the criteria on which proposals will be evaluated and scored. Such criteria may include, but not be limited to, proposed purchase price or other consideration for the property interests to be conveyed, the proposed extent of redevelopment including the expected assessed property value upon completion, conformity with specified public policy goals consistent with the City's Master Plan and other guidance documents, the time frame for development, the experience and management and financial capability of the proposed development team.
- b. The Council shall designate an RFP review committee that shall score all complete and qualified RFP responses. The Council may designate itself as such review committee or may appoint such City Councilors, staff, other board and committee representatives, and citizens as it deems appropriate to such review committee. The



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review committee may recommend that the City Council proceed with a planned sale to the top scoring respondent that is deemed to provide the City with the best overall value to the City.

- c. The Council may accept the recommendation of the review committee or reject it and make no sale or start the process over.
- d. The Council may authorize the City Manager to negotiate certain terms and enter into a Purchase and Sale Agreement with the selected redeveloper that may specify certain milestones to be achieved prior to closing on a sale.

4. CONVEYANCE TO ADJOINING PROPERTY OWNER(S)

Upon recommendation of the City Manager, by resolution of the City Council, the City may sell or exchange any real property or interest therein to any person who owns an interest in the same real property or who owns an interest in adjoining real property. Sale or exchange shall require a determination by the City Manager that the public benefit will be served by uniting ownership of the CITY's real property or real property interest with the adjoining property. Such determination may consider, without limitation:

- a. The range of possible uses for the real property or interests;
- b. The proposed uses for the real property or interests by the proposed grantee;
- c. The size, configuration and other characteristics of the real property or interests;
- d. Existing or proposed restrictions upon the development or use of the real property or interests; and
- e. The value of the real property or interests.



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5. TRADE-IN, EXCHANGE, OR GRANT OUTRIGHT

By resolution of the City Council, the City may trade-in, exchange or grant outright real property after a determination is made that the trade-in or grant outright value is expected to exceed the value estimated to be obtained through the sale or other disposition of such property as evidenced by an appraisal.

6. CONVEY TO A PUBLIC AGENCY

By resolution of the City Council, the City may sell to a public agency any real property or interest therein. In the event of a real property interest other than a lease, the CITY shall obtain an appraisal of the property to be sold.

7. CONVEY TO A DEVELOPMENT AUTHORITY

By resolution of the City Council, the City may sell property within a development or redevelopment area to a developer or redeveloper pursuant to a development or redevelopment agreement (pursuant to NH RSA 205). The development or redevelopment agreement shall provide such covenants, conditions, and restrictions upon the property and other terms and requirements as the CITY COUNCIL determines to be in the public interest or necessary to carry out the purposes of the development or redevelopment plan.

8. AS JUSTICE MAY REQUIRE

By resolution of the City Council that the public interest would be served, disposal of property may be achieved by engaging a real estate agent or broker to list and sell the property, including a condition on the sale that the Buyer's obtain development approvals in advance.



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B. EASEMENTS, LICENSES, AND LEASES – Disposition through Easements, Licenses, and Leases shall be as follows:

1. UTILITY EASEMENTS

The City may grant to any utility company a nonexclusive easement upon, under or across public property (other than street right-of-way) for such utility company's facilities. Such easement shall be subject to such payments, provisions, and limitations as the CITY may impose.

a. Conditions: Grant shall be made by resolution of the City Council provided that:

i. The easement will not substantially interfere with CITY use of the property;

ii. That the benefit to the public of increasing availability of utilities by granting the easement outweighs any detriment to the CITY of imposing the easement upon the public property;

iii. That granting the easement is otherwise consistent with the interests of the CITY.

b. Along with other appropriate provisions, the instrument granting the easement shall specify the facility to be installed by the easement holder within the easement and shall provide that:

i. The acceptance of the easement shall impose upon the grantee the obligation to indemnify, defend, pay and hold the CITY harmless against any loss, claims, injury or other liabilities of any description arising out of the easement or use or misuse of the property pursuant to the easement; and

ii. The CITY shall have the right to require the easement holder to relocate any and all facilities from time to time to avoid conflicts or potential conflicts with existing or proposed improvements to



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CITY land. In the case of an easement which is described in this subsection and which is limited in use to providing utilities to CITY property, the easement may be granted administratively by the City Manager without resolution or other action by the City Council if the required findings are made by the City Manager, and if the easement document is approved as to form by an attorney for the CITY.

- iii. The conveyance of interest in abandoned or discontinued rights-of-way shall be governed by New Hampshire RSA Chapter 231 and/or any other appropriate and applicable State statute.

2. TEMPORARY LICENSES

The City Manager shall have the authority to enter into temporary licenses or similar agreements for the use of CITY owned property, including but not limited to, land, buildings, office space, rooms and other interior and exterior space, but not CITY rights-of-way. Such agreements shall be in a form approved by the attorney for the CITY and shall have a term of one (1) year or less. Such agreements shall contain a unilateral termination clause in favor of the CITY that does not require the CITY to give more than thirty (30) days' notice of cancellation.

3. LEASES

Any lease of CITY owned real property shall be reviewed and approved by the City Manager followed by a recommendation to the CITY COUNCIL accompanied by a determination that such action is consistent with adopted CITY plans and policies.

Any lease of CITY owned airport real property shall be reviewed and recommended by the Airport Manager and reviewed and approved by the City Manager followed by a recommendation to the City Council accompanied by a determination that such action is consistent with



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adopted CITY plans and policies including the Airport Master Plan and compliance with FAA regulations/requirements.

Any lease of CITY owned real property shall be approved by the City Council. The City Council may take one of three actions:

- a. Reject the lease as proposed and recommended by the City Manager;
- b. Grant preliminary approval and request that it be brought back before the City Council after the necessary land-use permits have been obtained; or
- c. Approve the lease as proposed and recommended by the City Manager with authorization for the City Manager to execute the necessary documents when all required land-use permits have been duly obtained. Land-use permits shall include appropriate review and action by all applicable land use boards (i.e. the Conservation Commission, Zoning Board, Planning Board, or Heritage Commission).
- d. After the execution of the lease documents, zoning/building permits are applied for and issued to the CITY with the lessee as the co-applicant. The lessee is responsible for the construction of the buildings in accordance with the CITY's adopted Site Plan Review and Building Code Regulations. When construction is completed in accordance with the Site Plan Review approval, and the Building Code/Permit, a Certificate of Occupancy is issued.
- e. In accordance with New Hampshire RSA Chapter 72:23, I(b), Real Estate and Personal Property Tax Exemption: *All leases and other agreements, the terms of which provide for the use or occupation by others of real or personal property owned by the state or a city, town, school district, or village district, entered into after July 1, 1979, shall provide for the payment of properly assessed real and*



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personal property taxes by the party using or occupying said property no later than the due date. All such leases and agreements shall include a provision that "failure of the lessee to pay the duly assessed personal and real estate taxes when due shall be cause to terminate said lease or agreement by the lessor." All such leases and agreements entered into on or after January 1, 1994, shall clearly state the lessee's obligations regarding the payment of both current and potential real and personal property taxes, and shall also state whether the lessee has an obligation to pay real and personal property taxes on structures or improvements added by the lessee. If the lessee using or occupying the property fails to pay the duly assessed personal and real estate taxes on the due date, the tax collector of the taxing district involved shall notify the lessor that the same remains unpaid. Upon receipt of said notification from the tax collector, the lessor shall terminate said lease or agreement and pay over to the tax collector from amounts received from said lease such sums as are necessary to satisfy the tax due.

3. Sale or lease proceeds in connection with the disposal of interest of CITY owned real property shall inure without restriction to the benefit of the Fund from which original acquisition was financed or upon which operational control and responsibility resides.
4. Net proceeds from the disposal or conveyance of interest in Airport real property acquired through Federal or State grants shall inure exclusively to the benefit of the Airport Fund for dedication to Airport operations, activities and capital requirements.
5. In the absence of City Council direction to the contrary, proceeds from the sale of Airport land shall be so reserved and accounted for to ensure that the corpus remains intact and that only interest accruing on such proceeds shall be utilized to finance Airport operations.



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4.2. TAX DEEDED PROPERTIES

It shall be the intent of the CITY to return all parcels acquired through the tax deeding process to the tax rolls except where the public's interest may be better served through retention of specific parcels.

Unless a former owner gives notice of intent to repurchase a tax deeded property in accordance with RSA 80:89, disposition of those properties acquired through tax deeding will take place when recommended by the City Manager after approval from the Council in accordance with this policy.

SECTION 5.0: REFERENCES (Charter/Code/State Statues)

C419:23 General Powers (Council)
C419:30 Powers and Duties of Manager
RSA 47:5 City Property
RSA 80:80 Transfer of Tax Lien

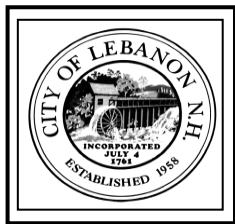
SECTION 6.0: POLICY & PROCEDURE REVISION HISTORY

	Section	Revisions	Date
Original Adoption			2/2/2000
Amendment	All	Re-Write of Policy	8/1/2018
Amendment	4.1.2.A	Amended Section	10/3/2018
Amendment	4.1.2.A.8	Added Section	10/3/2018
Amendment	5.0	Amended Reference	10/3/2018

**Agenda
July 25, 2022
Planning Board**

**Agenda Item #3C
Other Business**

**Jolin Salazar-Kish,
8-10 & 14 Bank Street
(Tax Map 92, Lots 125 & 124),
zoned LD:
Review of a minor alteration to
an approved site plan
PB2019-39-SPR**



CITY OF LEBANON ~ PLANNING & DEVELOPMENT

MEMORANDUM

TO: Planning Board

FROM: Planning and Development Department Staff

**RE: Multi-Family Development at 8-10 Bank Street (Tax Map 92, Lots 125 & 124)
Minor Alteration to Approved Site Plan (PB2019-39-SPR)**

DATE: July 19, 2022

This memorandum serves to inform the Planning Board of minor changes to the site plan for the multi-family development at 8-10 Bank Street, originally approved by the Board on January 11, 2021 (PB2019-39-SPR). The changes are the result of ADA requirements to provide accessible entrances. To address these requirements, the applicant has added ramps to the front of 14 Bank Street and to the rear of 10 Bank Street. Installation of the ramps necessitates other related site improvements including the construction of a retaining wall associated with the 14 Bank Street ramp, as well as minor modifications to the landscaping plan. The attached 5-sheet plan set includes an updated site plan and landscaping plan, renderings of 10 and 14 Bank Street depicting the ramps, and a revised detail sheet adding a detail for the retaining wall.

In accordance with Section 9.2 of the Site Plan Review Regulations, the Planning and Development Department is of the opinion that these changes can be considered a Minor Alteration and do not require further Planning Board review. In accordance with Section 9.2.C, any Board member, or any person aggrieved may make a written request for an approval under this section to be reviewed by the full Board.

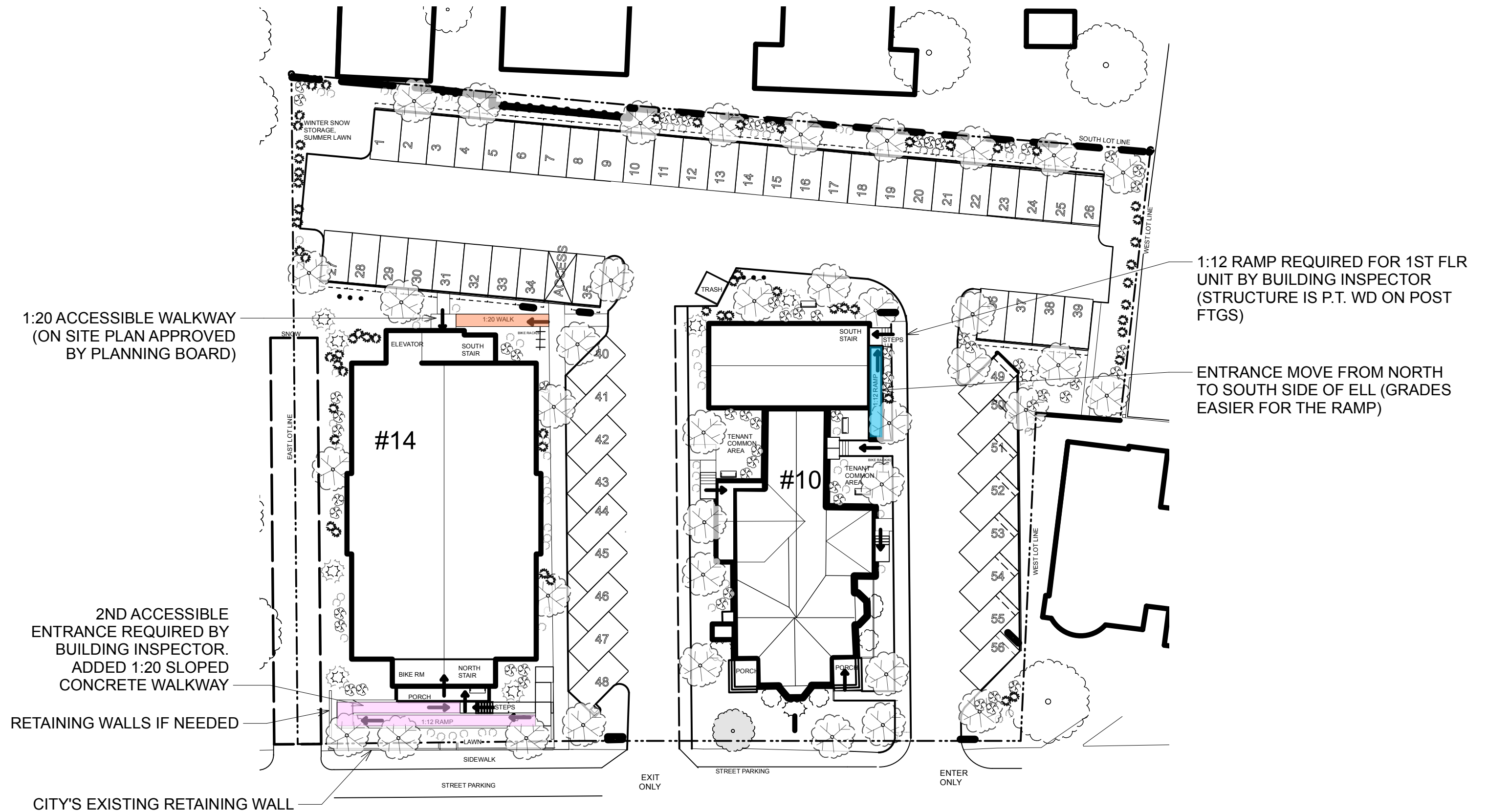
By way of further background, Section 9.2.A of the Site Plan Review Regulations allows the Planning Director to approve a "minor alteration" subsequent to final site plan approval, but prior to the issuance of a Certificate of Occupancy, provided that:

- (a) The alteration is not deemed to be a "material change". The term "material change" is defined in Article II as, "Any proposed alteration to a previously approved Site Plan and/or previously developed property, which necessitates or results in significant changes to access, parking, circulation, drainage, lighting, or required landscaping on the site." and
- (b) The alteration either (i) is "necessitated by unforeseen or unanticipated circumstances", or (ii) "constitutes a deviation from the plan which was constructed or installed as a result of a good-faith error, rather than negligence."

Section 9.2.B further provides that a change shall be deemed to be a minor alteration only if all of the following apply:

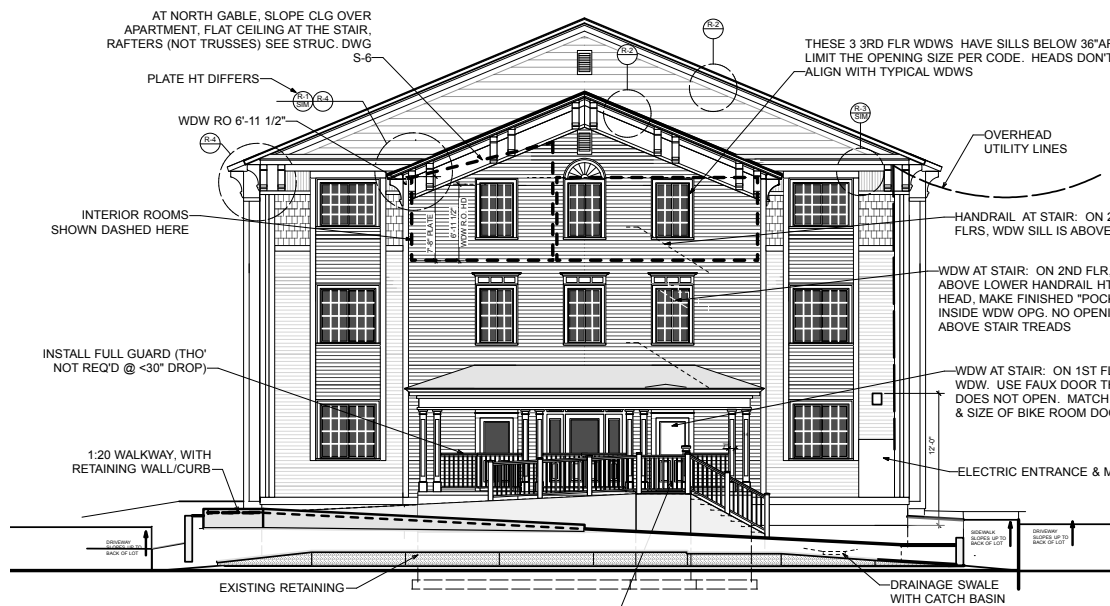
1. It is relatively minor, in light of the overall scope of the approval;
2. It does not result in a violation of any express condition of the approval, or of any zoning or other local, state, or federal regulatory provision; and,
3. The Planning Director concludes that no reasonable Board (or, as applicable, Minor Site Plan Committee) member could consider the change as grounds for reconsidering or altering any aspect of the Notice of Action.

cc: Jolin Kish and Sue Reed

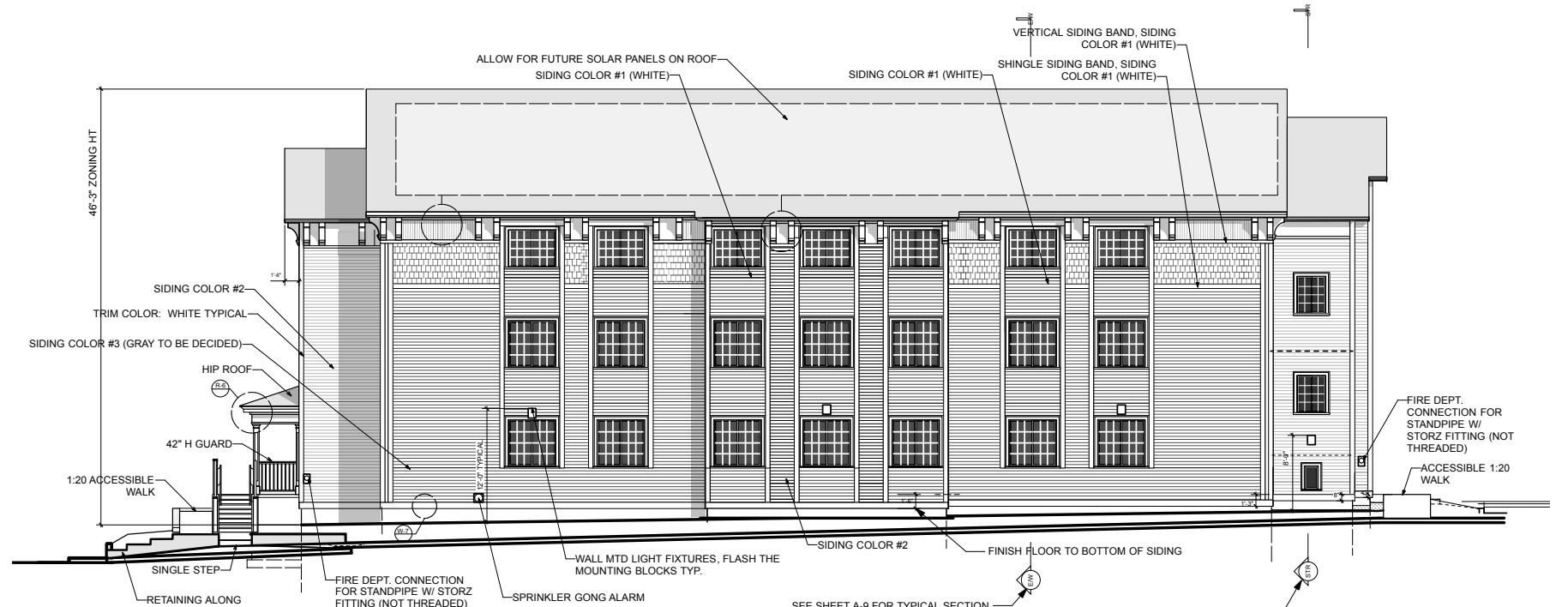


#14 BANK ST: UPDATE ON ACCESS WALKS & RAMP

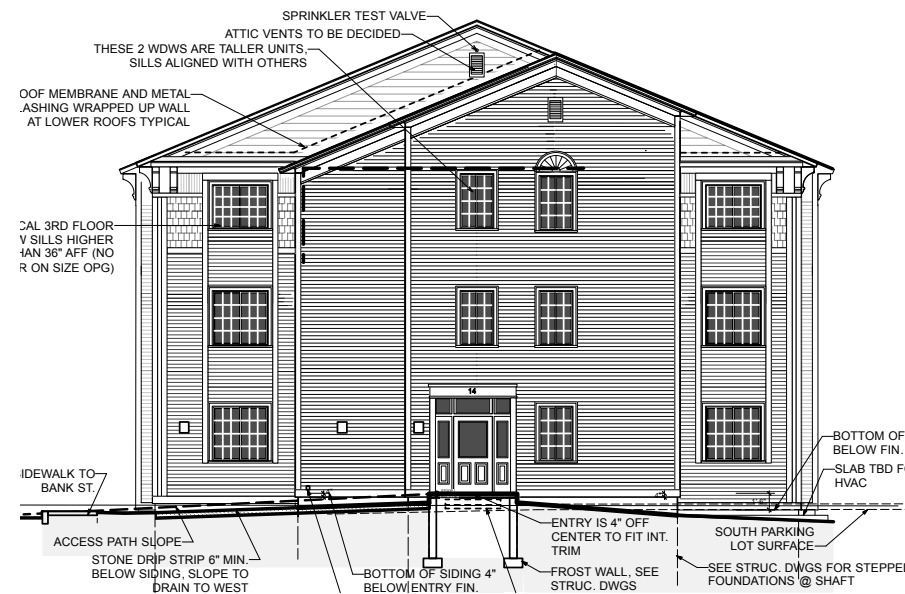
FOR 7/11/22 PLANNING BOARD MEETING
(REQUIRED BY BUILDING INSPECTOR)



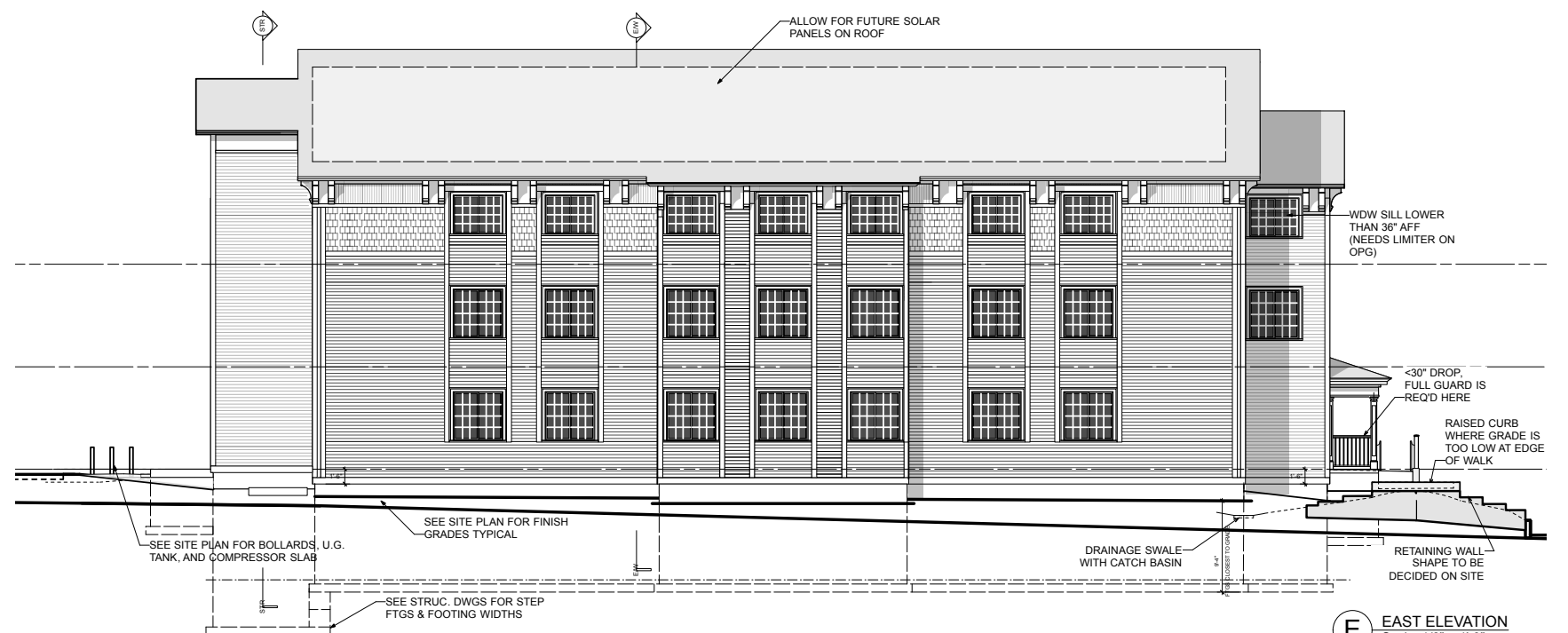
N NORTH ELEVATION
Scale: 1/8" = 1'-0"



W WEST ELEVATION
Scale: 1/8" = 1'-0"



S SOUTH ELEV. (CUT NEAR WALL)
Scale: 1/8" = 1'-0"



E EAST ELEVATION
Scale: 1/8" = 1'-0"



ELEVATIONS: 14 BANK STREET

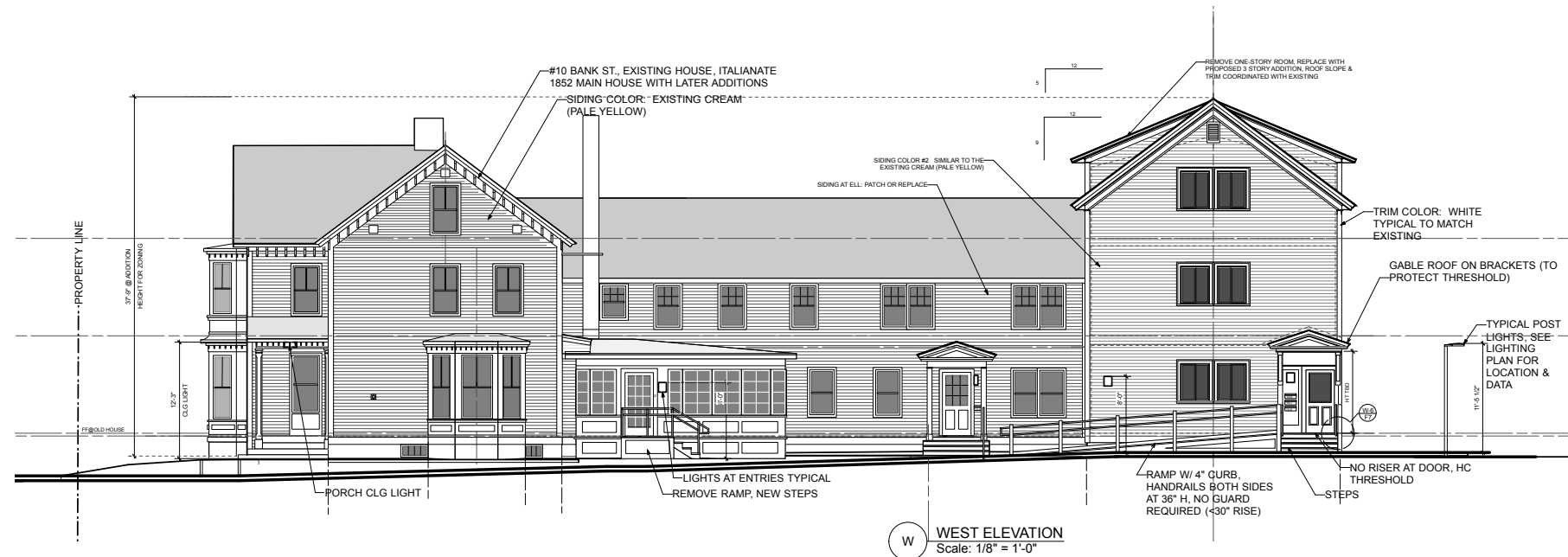
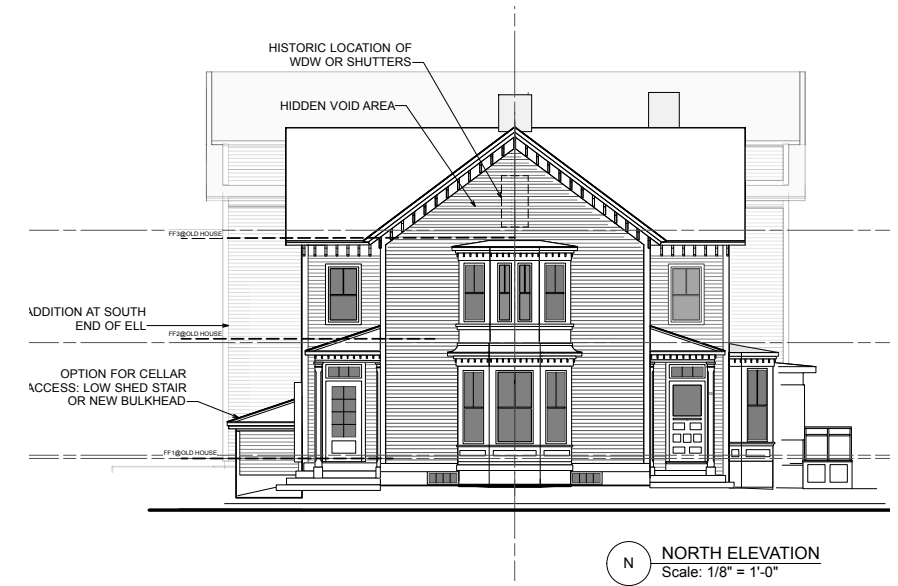
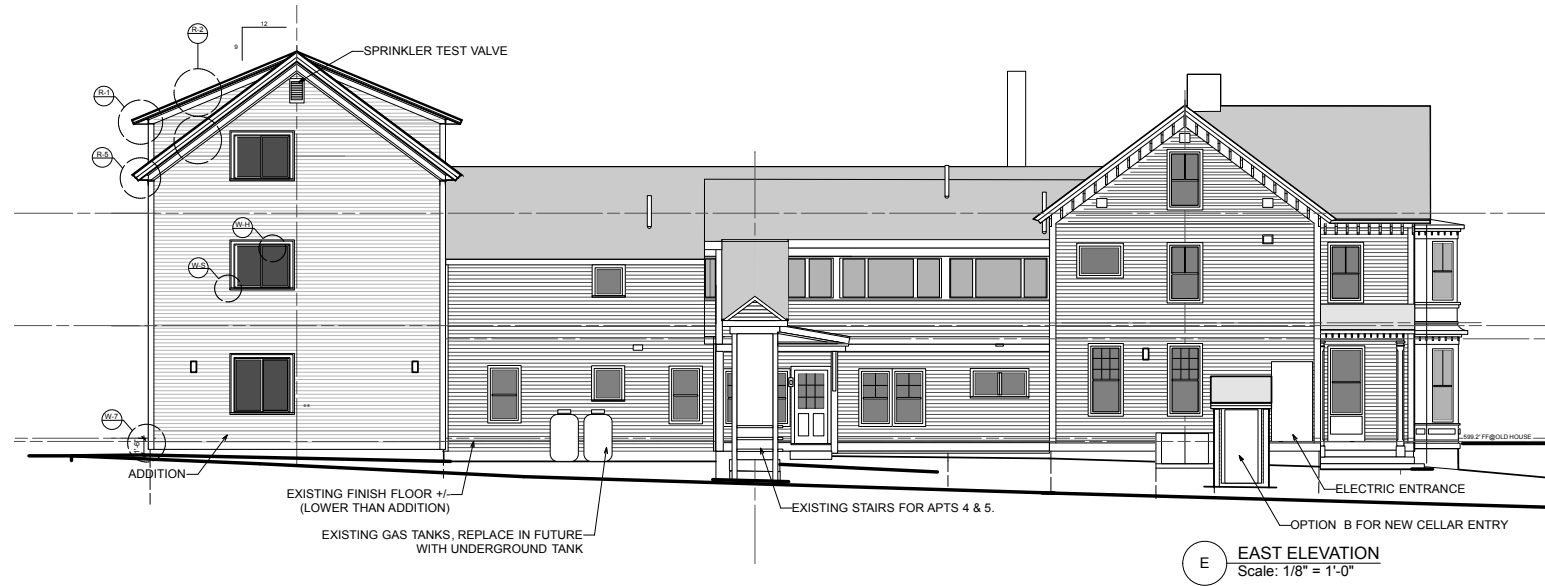
BANK STREET APARTMENTS, 10 & 14 BANK ST, LEBANON NH

OWNER/BUILDER: KISH CONSULTING & CONTRACTING,
JOLIN@KCCPROPERTIES.COM, 603-359-3158

ARCHITECT: SUE REED AIA AT KCC, SUE@KCCPROPERTIES.COM, 603-359-6525

10-13-21 PERMITTING

A-8



PROPOSED ELEVATIONS: 10 BANK ST.

BANK STREET APARTMENTS, 10 & 14 BANK ST, LEBANON NH

OWNER/BUILDER: KISH CONSULTING & CONTRACTING,

JOLIN@KCCPROPERTIES.COM, 603-359-3158

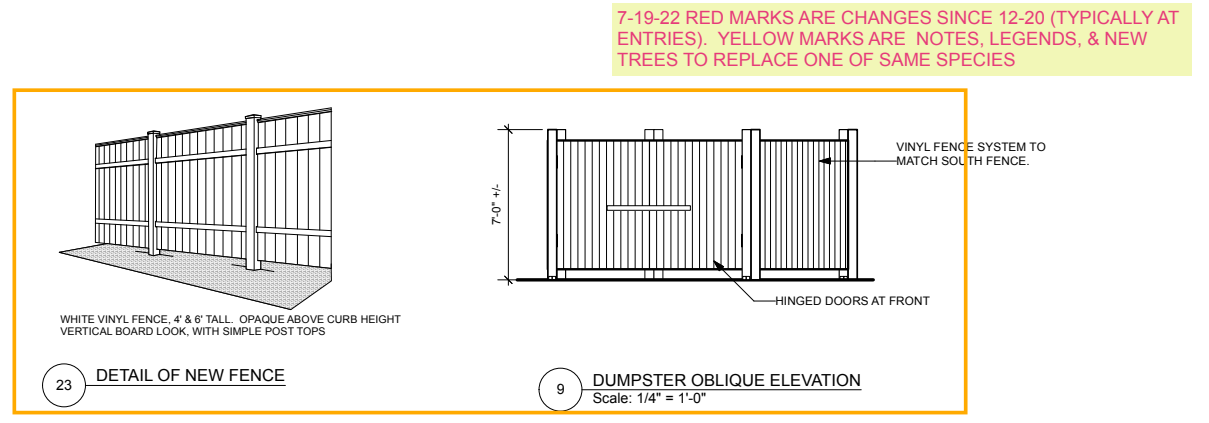
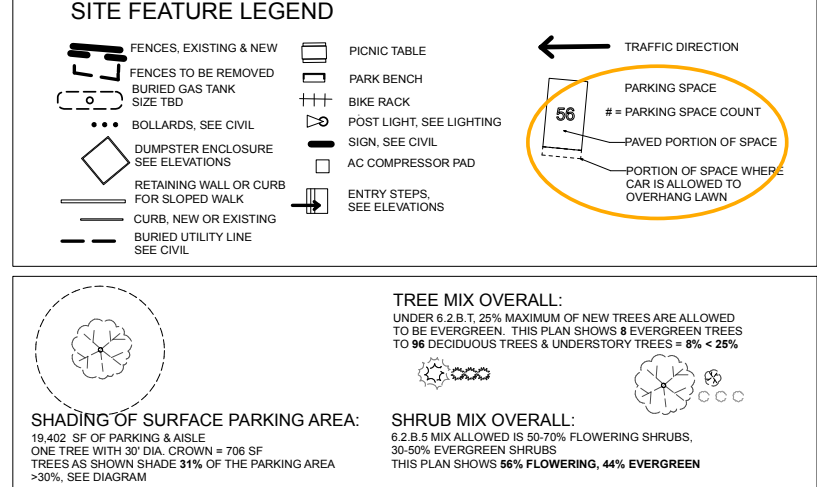
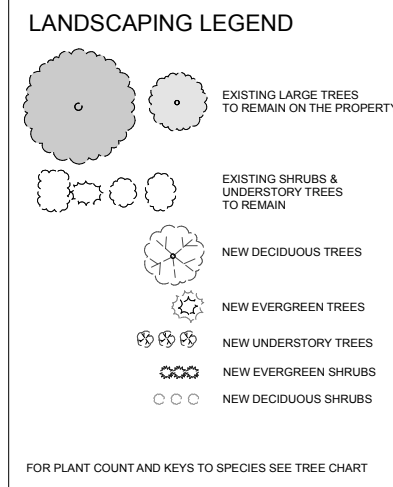
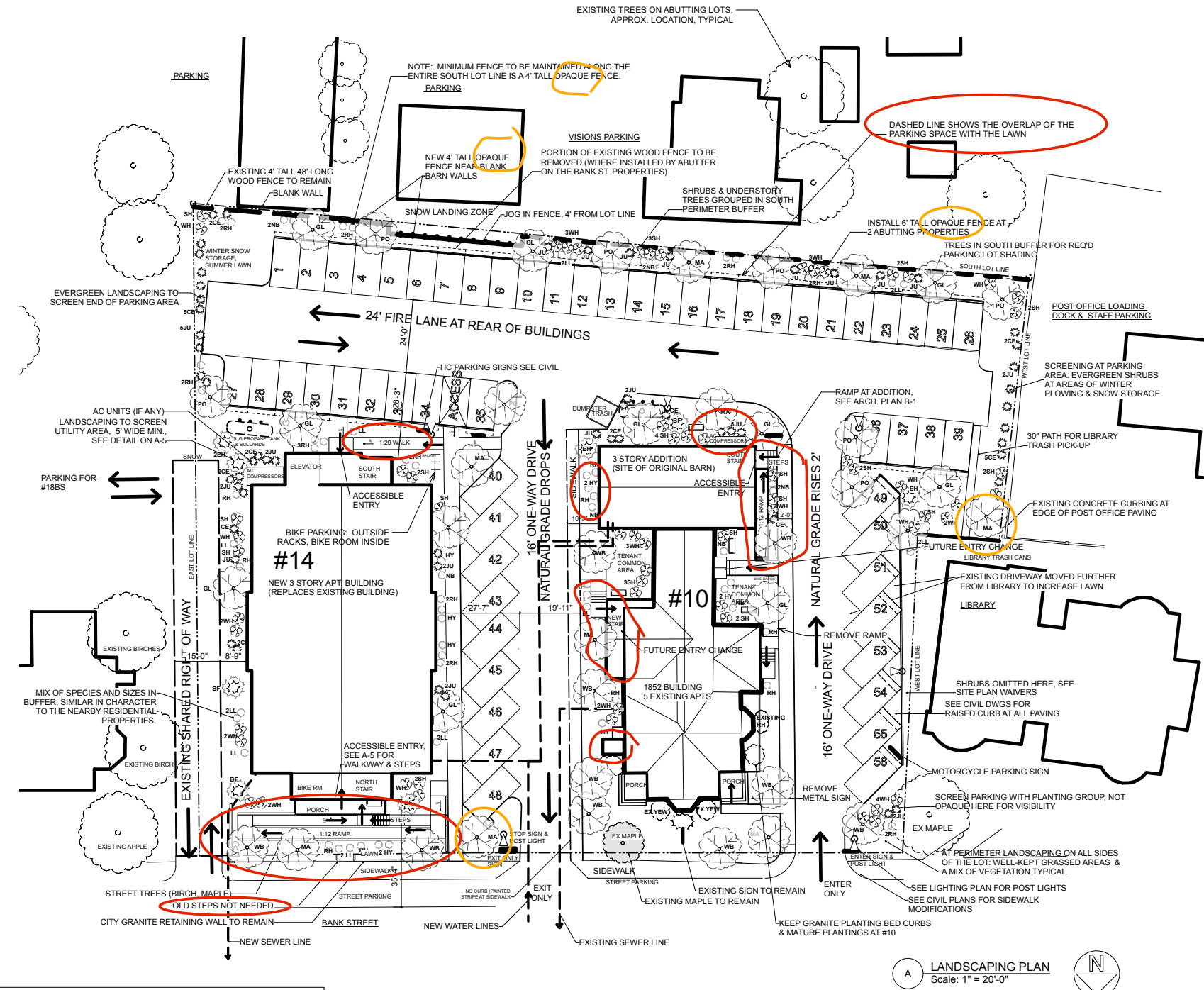
ARCHITECT: SUE REED AIA AT KCC, SUE@KCCPROPERTIES.COM, 603-359-6525

10-13-21 PERMITTING

B-6

EXISTING PLANTINGS ON LOT TO REMAIN			
TYPE	3-10" DIA.	11-20" DIA.	
Deciduous	1	0	maples
Evergreen	0	0	
General shrubs	7		foundation plantings at 10BS to remain

NEW LANDSCAPING PLANTS					
KEY	QTY	COMMON NAME	BOTANICAL NAME	SIZE	COLOR & NOTES
			DECIDUOUS TREES		
PO	8	Pin Oak	Quercus Palustris	mature, 70' tall, 45" wide plant 18" OC	russet in fall holds leaves in winter, fast growth
GL	10	Greenspire Linden	Tilia Cordata "Greenspire"	mature 50' tall, 30' wide plant 20"OC	needs sun yellow in fall
MA	10	Maple Autumn Blaze	Acer x freemanii "Jeffersred"	mature, 60' tall 60' wide	scarlet in fall fast growing, full sun
WB	10	White Birch	Betula papyrifera	mature 15' wide, 25' tall	white bark, yellow leaves in fall grows fast
			EVERGREEN TREES		
BF	4	Balsam Fir	Abies balsamea	mature 75' tall, 25' wide	grows slowly, full sun part of day dark green, pyramidal,
EH	4	Eastern Hemlock	Tsuga canadensis	mature 40-70' tall 30' high	dark green, OK in shade or sun
			UNDER STORY TREES & SHRUBS		
SH	30	Serviceberry (Shadbush)	Amelanchier variety to be decided	understory tree mature 35' wide, 70' tall (usually smaller)	white in early spring gold or red in fall informal tall shrubby tree OK in damp soil, needs sun
WH	30	Witch Hazel	Hamamelis virginiana	understory tree mature 20' wide, 20' tall	likes shade yellow flowers in late fall wide leaves
RH	30	PJM Rhododendron	Rhododendron x PJM	mature 3-4' wide 6' tall	spring light magenta fall burgundy, small leaves holds leaves in winter hardy hybrid
LL	18	Miss Kim Lilac	Syringa pubescens patula	mature 6' wide 7' tall	spring lavender, burgundy fall needs sun
NB	11	Common Ninebark	Physocarpus opulifolius	Mature 5' wide, 8'tall	Spring white flowers, 4" leaves fall yellow, winter ornamental bark likes sun & partial shade, hardy
HY	10	Cherry Explosion Hydrangea (or similar)	Hydrangea macrophylla "McKay"	mature 4' wide 4' tall	red/mauve flowers leaves burgundy in fall east or north side of buildings showy summer ornamental
JU	30	Juniper	Juniperus hinensis "San Jose"	mature 2' tall. 8' wide	prickly, low, hardy, salt tolerant likes sun, sage green
CE	25	Eastern White Cedar	Thuja occidentalis "Nigra"	shrub or tree mature 30' H, 10' wide	pyramidal, hardy, slow growth, can be pruned
			PLANTS		
Day-Lilies		mix			Quantities to be decided, near entries typical
Hosta		mix			



BANK STREET APARTMENTS
PROPOSED HOUSING REDEVELOPMENT AT 10 & 14 BANK ST, LEBANON NH
LANDSCAPE PLAN FOR BUILDING PERMIT

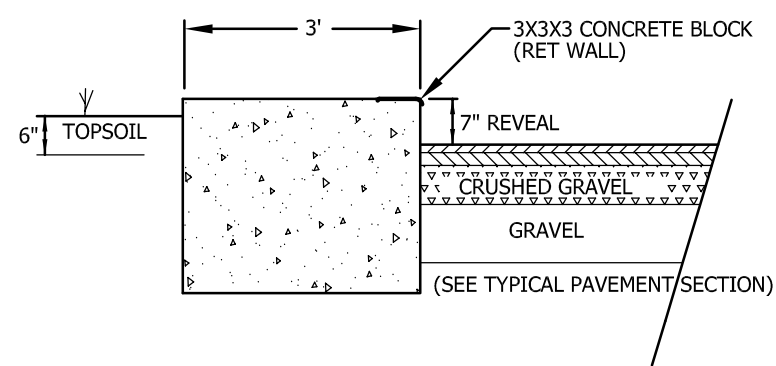
OWNER/BUILDER: KISH CONSULTING & CONTRACTING, JOLIN@KCCPROPERTIES.COM, 603-359-3158
ARCHITECT: SUE REED AIA AT KCC, SUE@KCCPROPERTIES.COM, 603-359-6525

10-13-2021
BLDG PERMITTING SET
6-22 FENCE & STEP NOTE
7-19-22 MARKED
CHANGES SINCE
12-28-20

L-1



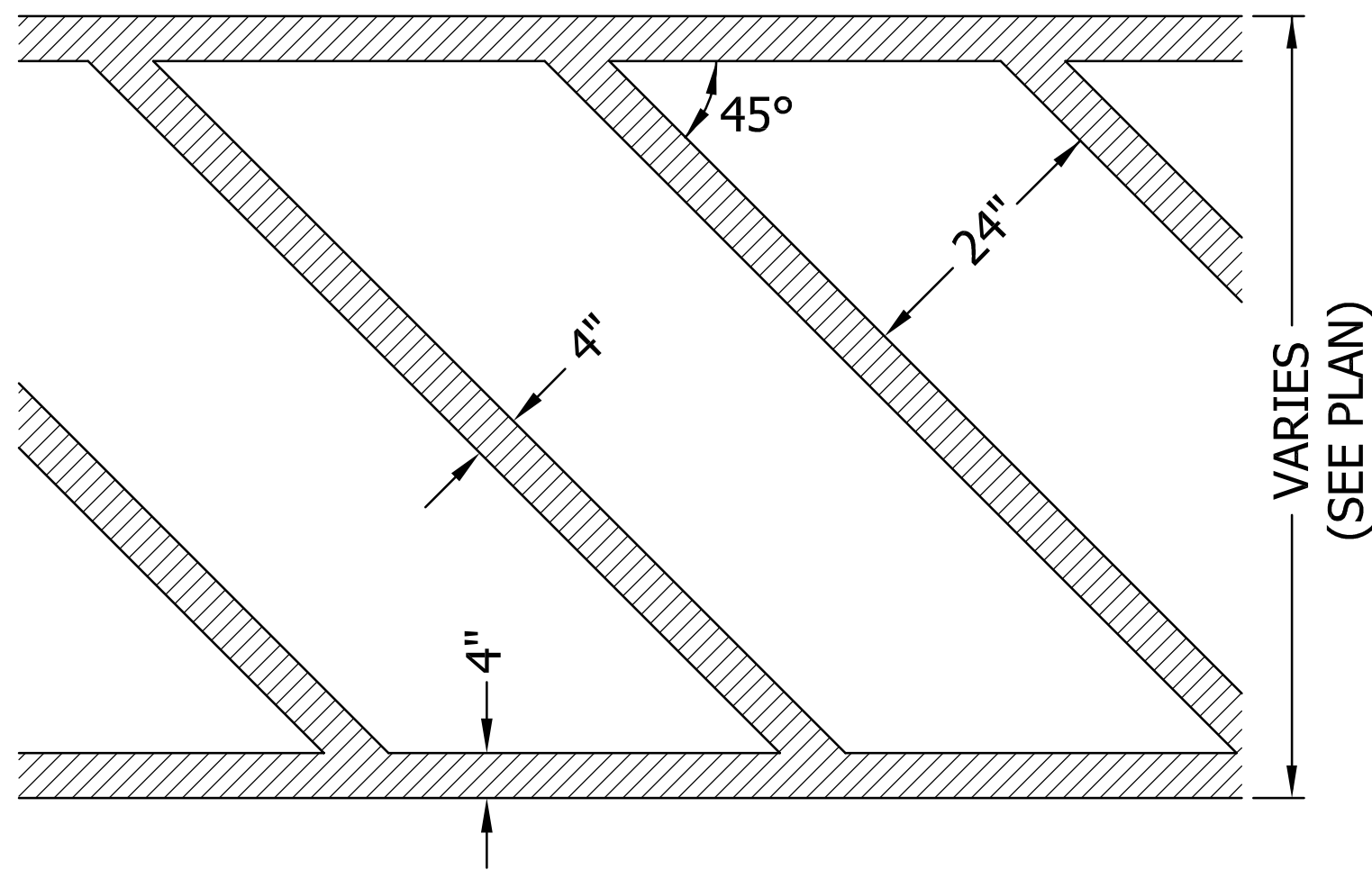
R7-8
Reserved Parking (Accessible)



NOTES:

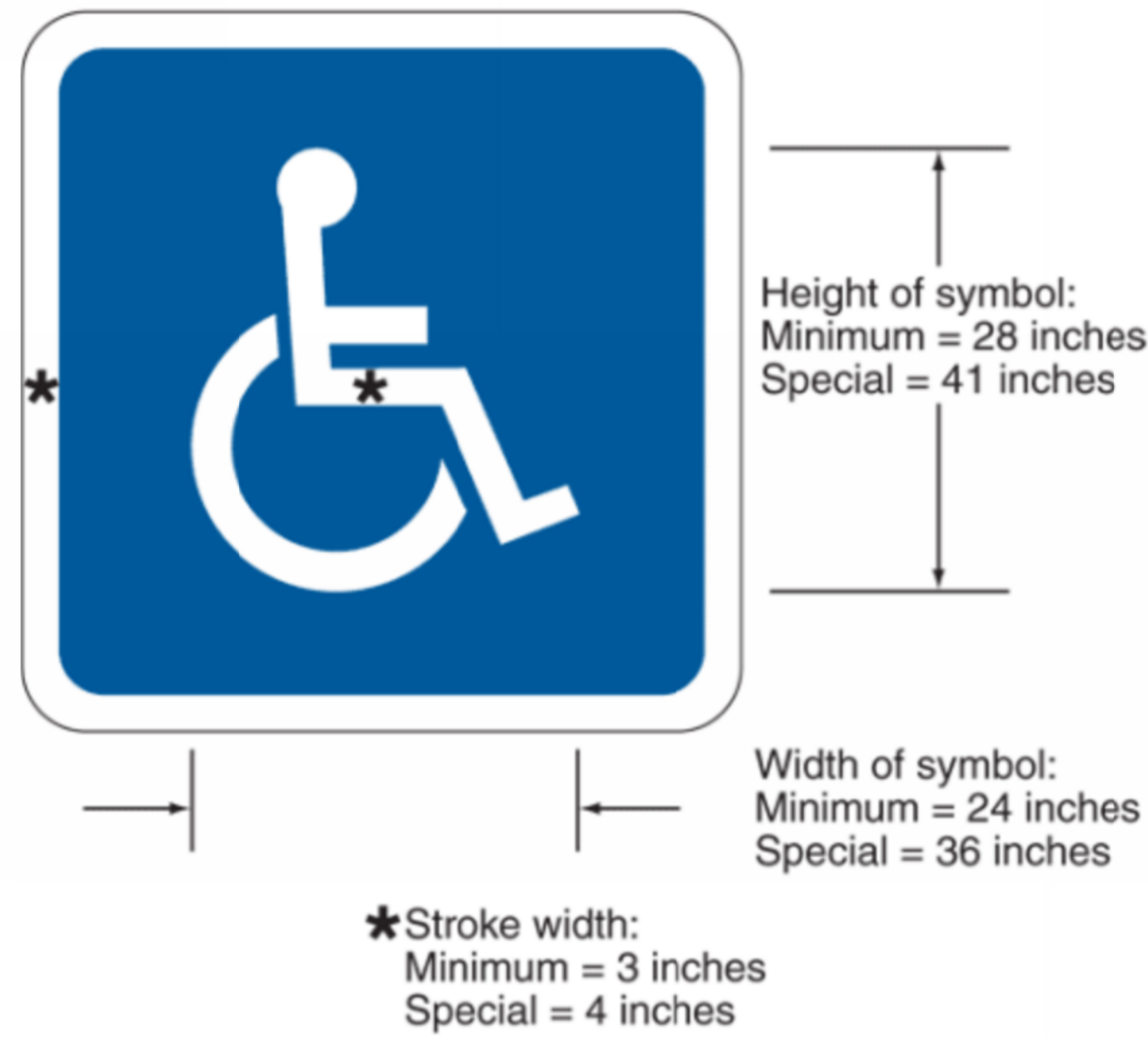
- 1.) ALL GRAVEL AND SUBGRADE TO BE COMPACTED TO 95% STANDARD PROCTOR.
- 2.) ALL MATERIAL USED SHALL COMPLY WITH NHDOT STANDARDS FOR HIGHWAY CONSTRUCTION.
- 3.) DETAIL ONLY TO BE UTILIZED IF SLOPE EASEMENT CANNOT BE OBTAINED.

TYPICAL RETAINING WALL SECTION, S.E. SECTION PARKING
N.T.S.



PAINT STRIPING DETAIL
N.T.S.

Figure 3B-22. International Symbol of Accessibility Parking Space Marking

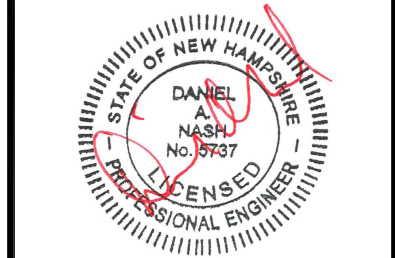


A blue square with the white International Symbol of Accessibility (MUTCD Figure 3B-22) can be painted in the space and must be between 24" wide x 28" high and 36" wide x 41" high. The "new" symbol of a "dynamic" figure in a wheelchair is not approved for use on signs or markings on public roads as both the FHWA and the Access Board still recognize the traditional symbol.

NO.	REVISIONS	DATE
3	RET WALL DETAIL	05/27/22
2	STAFF COMMENTS	1/20/20
1	STAFF COMMENTS	1/13/20

SITE DETAILS
FOR
BANK STREET APARTMENTS
IN
TOWN, STATE

ADVANCED GEOMATICS & DESIGN
105 BANK STREET - PO BOX 512
LEBANON, NEW HAMPSHIRE 03766
PHONE: (603) 448 6255
E-MAIL: advancedgeomatrics@comcast.net



SURVEYED: N/A
DESIGNED: DAN
DRAWN: KH
CHECKED: DAN
DATE: 12/19/19

BANK STREET
APARTMENTS

SITE
DETAILS

D-1A

© 2019
ADVANCED GEOMATICS & DESIGN
DWG: 19001\19001-DET

**Agenda
July 25, 2022
Planning Board**

**Agenda Item #5A
Approval of Minutes**

June 27, 2022

DRAFT

LEBANON PLANNING BOARD
Work Session
Monday, June 27, 2022, 6:30 PM
City Council Chambers, City Hall
or Remote Via Microsoft Teams
LebanonNH.gov/Live

MEMBERS PRESENT: Bruce Garland (Chair), Matthew Hall (Vice-Chair), Karen Zook (City Council Rep), Gregorio Amaro, Kim Chewning, Kathie Romano, Thomas Jasinski (Alternate), Cori Hirai (Alternate)

MEMBERS ABSENT: Tom Martz, Jeremy Rutter, Laurel Stavis

STAFF PRESENT: David Brooks (Planning Director), Tim Corwin (Senior Planner), Brian Vincent (City Engineer)

1. Call to Order

Chair Garland called the meeting to order at 6:31 PM.

Mr. Jasinski and Ms. Hirai were appointed to fill in for two of the absent regular members.

2. Public Hearing Items

A. Recreo, LLC, 2 Mascoma Street (Tax Map 91, Lots 254), zoned LD: Request for Site Plan Review to construct two (2) multi-family dwellings containing a total of 152 units together with parking, landscaping, utilities, and other associated site improvements. Applicant also requests Conditional Use Permits pursuant to (i) Section 307.3 of the Zoning Ordinance to allow a reduced minimum required rear yard, (ii) Section 307.8.A to allow an increase in the maximum permitted building height, and (iii) Section 307.9.B to allow parking spaces to be located within the front yard. PB2022-17-SPR - Continued from June 13, 2022

Tim Sidore of Recreo LLC, Jim Wasser of Studio Nexus, and Traffic Engineer Corey Mack appeared in support of the application.

Mr. Wasser reported on his communication with Chief Christopoulos of the Fire Department, who proposed a solution for the applicant to pave and stripe the parking lot to the rear of the fire station to control parking and provide an area reserved for the Fire Department staff.

Mr. Mack described a new assessment of the traffic pattern which was sent to the Planning Department.

Mr. Corwin explained two new proposed conditions of approval based on the Fire Department's recommendations. In addition, he noted additional proposed conditions regarding the phasing plan and drainage improvements. Jackie Menard's written comments were distributed to the Board members.

Mr. Vincent commented on the driveway access, noting that a single point of access is preferable. Mr. Hall inquired about the reasoning behind single access. Mr. Vincent stated that limited access is best practice and the most common, and the upper access on Hanover Street would be the better of the two.

1 Mr. Wasser stated that more study would be needed to determine the best access. Mr. Mack added that
2 truck access may require the additional access. Mr. Brooks suggested that two access points would be
3 needed initially.

4
5 Ms. Romano inquired if the relocation of the fire station would change the building arrangement. Mr.
6 Sidore confirmed that it would.

7
8 Ms. Chewing asked for an explanation of the traffic flow on the site. Mr. Wasser explained the access to
9 the parking garage and spaces along with the traffic flow.

10
11 Chair Garland invited questions regarding the waiver requests.

12
13 The parking for the project was discussed. Mr. Sidore explained the Water Street parking area agreement.
14 Mr. Wasser noted the lease agreement is for three years. Mr. Corwin noted that the CUP requires that
15 there must be a longer-term arrangement. Mr. Hall added that there is considerable public parking nearby.
16 Ms. Romano inquired about the numbered spaces and the parking garage. Mr. Sidore stated that they
17 would provide adequate parking for all tenants and functions on the property. Mr. Jasinski confirmed that
18 the parking must be settled before occupancy but inquired if there would be recourse if the parking
19 becomes an issue in the future. Ms. Romano inquired if the Board or Planning Department would monitor
20 the parking. Mr. Brooks asked about the parking process. Mr. Sidore stated that they issue parking passes
21 and assign spaces for the tenants. Mr. Brooks suggested that the applicant could provide data regarding
22 parking issues. Mr. Amaro inquired about what would happen if parking became metered, and work
23 schedules could have an impact. Mr. Sidore stated that other Recreo properties have spaces for people
24 who work on different shifts.

25
26 Mr. Wasser recapped the details of the waivers.

27
28 ***A MOTION by Matthew Hall*** that for the application of Recreo, LLC, PB2022-17-SPR, the Lebanon
29 Planning Board **APPROVE** a waiver from the following section of the Site Plan Review Regulations:

- 30
31
 - **Section 6.2.B.1** – *to allow less than the minimum required 15 ft. buffer at the southeastern corner*
32 *of the property between the buried propane tanks and the property line.*

33
34 ***Seconded by Kathie Romano***

35
36 Mr. Jasinski inquired about the reason for designing the propane tanks in this area. Mr. Wasser explained
37 why it would be the best location for the tanks.

38
39 ***The MOTION was approved (5-3), with Mr. Jasinski, Mr. Amaro, and Ms. Hirai voting against.***

40
41 ***A MOTION by Matthew Hall*** that for the application of Recreo, LLC, PB2022-17-SPR, the Lebanon
42 Planning Board **APPROVE** a waiver from the following section of the Site Plan Review Regulations:

- 43
44
 - **Section 6.2.B.4** – *requiring all trees to be planted a minimum of 8 ft. from any property line.*

45
46 ***The motion was seconded by Cori Hirai.***

47 ****The MOTION passed (7-1), with Gregorio Amaro voting against.***

48
49 ***A MOTION by Matthew Hall*** that for the application of Recreo, LLC, PB2022-17-SPR, the Lebanon
50 Planning Board **APPROVE** a waiver from the following section of the Site Plan Review Regulations:

- **Section 6.2.D.1** – landscaping around buildings requirements (with respect to the Village Market building).

The motion was seconded by Cori Hirai.

**The MOTION was approved (7-1), with Kim Chewning voting against.*

A MOTION by Matthew Hall that for the application of Recreo, LLC, PB2022-17-SPR, the Lebanon Planning Board **APPROVE** a waiver from the following section of the Site Plan Review Regulations:

- **Section 6.2.D.1** – landscaping around buildings requirements (with respect to multi-family building #2).

The motion was seconded by Kathie Romano.

Mr. Jasinski questioned the balance of a return on investment versus meeting the City requirements.

**The MOTION was approved (6-2), with Tom Jasinski and Kim Chewning voting against.*

A MOTION by Matthew Hall that for the application of Recreo, LLC, PB2022-17-SPR, the Lebanon Planning Board **APPROVE** a waiver from the following section of the Site Plan Review Regulations:

- **Section 6.5.E.8** – requiring parking lots with multiple drive aisles to be oriented perpendicular to the building to reduce the number of traffic aisles that a pedestrian must cross to reach the building.

The motion was seconded by Kathie Romano.

**The MOTION was approved (7-1), with Gregorio Amaro voting against.*

A MOTION by Matthew Hall that for the application of Recreo, LLC, PB2022-17-SPR, the Lebanon Planning Board **APPROVE** a waiver from the following section of the Site Plan Review Regulations:

- **Section 6.2.E.4** – requiring rows of parking longer than 100 feet to be dispersed every 100 feet or less by a landscaped bed.

The motion was seconded by Cori Hirai.

Kim Chewning asked about the impact of losing a parking space. Mr. Wasser stated that there is no minimum parking requirement in the LD.

**The MOTION was approved (5-3) with Tom Jasinski, Kim Chewning, and Gregorio Amaro voting against.*

A MOTION by Matthew Hall that for the application of Recreo, LLC, PB2022-17-SPR, the Lebanon Planning Board **APPROVE** a waiver from the following section of the Site Plan Review Regulations:

- **Section 6.2.E.1** – requiring landscaping to visually screen parking areas.

The motion as seconded by Kathie Romano.

**The MOTION was approved (5-3), with Mr. Jasinski, Ms. Chewning, and Mr. Amaro voting against.*

A MOTION by Matthew Hall that for the application of Recreo, LLC, PB2022-17-SPR, the Lebanon Planning Board **APPROVE** a waiver from the following section of the Site Plan Review Regulations:

- **Section 6.10.C.4.a** – requiring a landscaped buffer of at least 5 feet along the frontage of any accessory parking area and requiring that the buffer is designed to create an attractive streetscape and shall be provided through an appropriate combination of plantings, planters, benches, fences, public art, pedestrian-scale lighting, and low walls under four feet in height.

The motion was seconded by Kathie Romano.

Ms. Chewning inquired if the City must approve landscaping infringing on City property. Mr. Corwin stated that there is a proposed condition requiring an excavation permit.

Mr. Jasinski inquired if the City allows landscaping on City property. Mr. Vincent stated that he wouldn't object to the plantings, and he is the one who approves excavation permits. Ms. Romano asked about the maintenance of landscaping on City property. Mr. Vincent stated there are many different circumstances around the city. Mr. Corwin stated that a condition could be added.

****The MOTION was approved (7-1), with Mr. Jasinski voting against.***

Mr. Wasser explained the background of the CUP request per Section 307.3 of the Zoning Ordinance. Mr. Corwin noted that a CUP refers to something that is allowed.

Read by Matthew Hall:

On May 9, 2022, June 13, 2022, and June 27, 2022, at duly noticed meetings of the Lebanon Planning Board, there appeared Jim Wasser and Tim Sidore on behalf of Recreo, LLC, regarding 2 Mascoma Street (Tax Map 91, Lot 254), zoned LD, requesting a Conditional Use Permit per Section 307.3 of the Zoning Ordinance to allow a reduced minimum required rear yard. PB2022-17-SPR

I. FINDINGS OF FACT

Based on testimony given, application materials presented, and supporting documents submitted, the Planning Board makes the following findings of fact:

1. Recreo, LLC proposes to redevelop the property with the construction of two (2) new multi-family buildings containing a total of 152 dwelling units and proposes to construct the southernmost building 7 ft. from the rear lot line.
2. In the LD District, the minimum required rear yard of 10 ft. established per Section 307.3 may be reduced by conditional use permit per Section 302.4.
3. Pursuant to Section 307.3, the applicant requests a Conditional Use Permit to reduce the minimum required rear yard to 7 ft. and has submitted an Application for Conditional Use Permit Support Statement addressing the Section 302.4.D criteria.

II. CONCLUSIONS OF LAW

As a result of the above findings of fact and based on testimony given, application materials presented, and supporting documents submitted, the Planning Board concludes the following with respect to the Enhanced Performance Standards set forth in §302.4.D of the Zoning Ordinance:

1. The site **IS** suitable for the proposal. (§302.4.D.1)
2. The external impacts of the proposed use on abutting properties and the neighborhood **ARE** commensurate with the impacts of adjacent existing uses or other uses permitted in the zoning district. (§302.4.D.2)
3. The proposal **DOES** satisfy the criteria of Section 302.4.D.3:

The proposed layout and design of the site shall not be incompatible with the established character of the neighborhood and shall mitigate any external impacts on abutters, the neighborhood, and nearby public ways and infrastructure. This shall include, but not be limited to, the relationship of the building(s) to the street, the amount, location, and screening of off-street parking, the treatment of yards and setbacks, the buffering of adjacent properties, and provisions for vehicular and pedestrian access to and within the site.

4. The proposal **DOES** satisfy the criteria of Section 302.4.D.4:

The design of any new buildings or structures and the modification of existing buildings or structures on the site shall not be incompatible with the established character of the neighborhood. This shall include, but not be limited to, the scale, height, and massing of the building or structure, the roof line, locations of access, and visual compatibility with the area.

5. The proposal **DOES** satisfy the criteria of Section 302.4.D.5:

The proposed use and layout of the site, including all related development activities, shall to the greatest extent practicable preserve identified natural, cultural, historic, and scenic resources on the site and shall not degrade such identified resources on abutting properties. This shall include, but not be limited to, identified wetlands, floodplains, significant wildlife habitat and documented wildlife corridors, stonewalls, mature tree lines, identified historic buildings or sites, scenic views, and viewsheds.

III. DECISION

Now therefore be it resolved, the Planning Board, on this **27th day of June, 2022**, hereby **GRANTS** the request of Recreo, LLC for a Conditional Use Permit per Section 307.3, as set forth above and per testimony, plans, and materials submitted, and per the following conditions:

1. The Conditional Use Permit is contingent on approval of the site plan application of Recreo, LLC for 2 Mascoma Street (Tax Map 91, Lots 254), PB2022-23-SPR, currently pending before the Board.

The motion was seconded by Mr. Amaro.

Ms. Romano inquired about item #4, which refers to the height of the building. Mr. Corwin noted that this is about the entirety of Building #1 and its compatibility with the LD.

****The Conditional Use Permit was approved (5-3), with Ms. Chewning, Mr. Amaro, and Ms. Hirai voting against.***

The Board members discussed the issue of building height in the LD as it relates to this project. The elevations were reviewed and compared with other LD buildings. Mr. Brooks noted the comparable heights of the other large buildings across the street.

Kim Chewning questioned the number of units and inquired about the impact of a lesser number of units. Mr. Sidore noted that the Visioning Study asks for the density, and the project would not be financially viable. Ms. Hirai advocated for a rooftop space on Building #1 as an important amenity for people in efficiency apartments. Mr. Wasser noted that the setback of the top floor of the building mitigates the impact of the size of the building. Ms. Romano agreed with Ms. Hirai regarding the rooftop amenities

and noted that there is considerable space between the proposed buildings and the residential neighborhoods.

Read by Matthew Hall:

On May 9, 2022 and June 13, 2022, at duly noticed meetings of the Lebanon Planning Board, there appeared Jim Wasser and Tim Sidore on behalf of Recreo, LLC, regarding 2 Mascoma Street (Tax Map 91, Lot 254), zoned LD, requesting a Conditional Use Permit per Section 307.8.A of the Zoning Ordinance to allow an increase in the maximum permitted building height. PB2022-17-SPR

1. Recreo, LLC proposes to redevelop the property with the construction of two (2) new multi-family buildings containing a total of 152 dwelling units and proposes a height of 65 ft. for the northernmost building.
2. 55 ft. is the maximum building height in the LD District. However, per Section 307.8.A, the Planning Board may allow building height of up to 65 ft. by Conditional Use Permit per Section 302.4.D.
3. Pursuant to Section 307.8.A, the applicant requests a Conditional Use Permit to allow building #2 to have a height of 65 ft. and has submitted an Application for Conditional Use Permit Support Statement addressing the Section 302.4.D and Section 307.8.A criteria.
4. In order to grant the requested Conditional Use Permit, the Board must find the applicant's proposal satisfies the Enhanced Performance Standards set forth in Section 302.4.D as well as the specific requirements of Section 307.8.A.

II. CONCLUSIONS OF LAW

As a result of the above findings of fact and based on testimony given, application materials presented, and supporting documents submitted, the Planning Board concludes the following with respect to the Enhanced Performance Standards set forth in Section 302.4.D and Section 307.8.A of the Zoning Ordinance:

1. The site **IS** suitable for the proposal. (§302.4.D.1)
2. The external impacts of the proposed use on abutting properties and the neighborhood **ARE** commensurate with the impacts of adjacent existing uses or other uses permitted in the zoning district. (§302.4.D.2)
3. The proposal **DOES** satisfy the criteria of Section 302.4.D.3:
The proposed layout and design of the site shall not be incompatible with the established character of the neighborhood and shall mitigate any external impacts on abutters, the neighborhood, and nearby public ways and infrastructure. This shall include, but not be limited to, the relationship of the building(s) to the street, the amount, location, and screening of off-street parking, the treatment of yards and setbacks, the buffering of adjacent properties, and provisions for vehicular and pedestrian access to and within the site.
4. The proposal **DOES** satisfy the criteria of Section 302.4.D.4:
The design of any new buildings or structures and the modification of existing buildings or structures on the site shall not be incompatible with the established character of the neighborhood. This shall include, but not be limited to, the scale, height, and massing of the

building or structure, the roof line, locations of access, and visual compatibility with the area.

5. The proposal **DOES** satisfy the criteria of Section 302.4.D.5:
The proposed use and layout of the site, including all related development activities, shall to the greatest extent practicable preserve identified natural, cultural, historic, and scenic resources on the site and shall not degrade such identified resources on abutting properties. This shall include, but not be limited to, identified wetlands, floodplains, significant wildlife habitat and documented wildlife corridors, stonewalls, mature tree lines, identified historic buildings or sites, scenic views, and viewsheds.
6. The building front line of the top story **IS** set back at least ten (10) feet from the building front line of the story below when built within thirty feet of the front lot line. (Section 307.8.A.1)
7. The proposal **DOES** provide improvements to streetscapes, public ways, or public spaces that implement recommendations for downtown Lebanon in current plans, policies, or programs adopted by the City of Lebanon including but not limited to the Master Plan, Downtown Visioning Study, and the Capital Improvement Program. (Section 307.8.A.2)
8. The proposal **DOES** include a high-quality design with attention to architectural quality and detail, universal accessibility, and/or environmental sustainability. (Section 307.8.A.3)

III. DECISION

Now therefore be it resolved, the Planning Board, on this **27th day of June, 2022**, hereby **GRANTS** the request of Recreo, LLC for a Conditional Use Permit per Section 307.8.A, as set forth above and per testimony, plans, and materials submitted, and per the following conditions:

1. The Conditional Use Permit is contingent on approval of the site plan application of Recreo, LLC for 2 Mascoma Street (Tax Map 91, Lots 254), PB2022-23-SPR, currently pending before the Board.

The motion was seconded by Cori Hirai.

Mr. Jasinski stated that the amenities are good and could be on a lower building, but the massiveness of the building is still an issue.

The CUP was approved (5-3), with Mr. Jasinski, Ms. Chewning, and Mr. Amaro voting against.

Mr. Wasser explained the rationale for the final CUP per Section 307.9.B of the Zoning Ordinance.

Mr. Brooks inquired about the existing sign. Mr. Wasser stated it would be removed.

Read by Matthew Hall:

On May 9, 2022 and June 13, 2022, at duly noticed meetings of the Lebanon Planning Board, there appeared Jim Wasser and Tim Sidore on behalf of Recreo, LLC, regarding 2 Mascoma Street (Tax Map 91, Lot 254), zoned LD, requesting a Conditional Use Permit per Section 307.9.B of the Zoning Ordinance to allow parking spaces and a vehicular circulation drive to be located within the front yard. PB2022-17-SPR

1 **I. FINDINGS OF FACT**

2
3 Based on testimony given, application materials presented, and supporting documents submitted, the
4 Planning Board makes the following findings of fact:

5
6 1. Recreo, LLC proposes to redevelop the property with the construction of two (2) new multi-
7 family buildings containing a total of 152 dwelling units.

8
9 2. Section 307.9.B of the Zoning Ordinance prohibits parking areas and vehicular circulation areas
10 within the front yard. However, “[f]or improved surfaces in existence as of January 20, 2021, the
11 Planning Board may waive these requirements by conditional use permit pursuant to Section 302.4 if the
12 Board finds that there is no other location on the lot to provide parking.”

13
14 3. Pursuant to Section 307.9.B, the applicant requests a Conditional Use Permit to allow a 20 ft.
15 circulation drive and 8 parking spaces in the front yard and has submitted the attached Application for
16 Conditional Use Permit Support Statement addressing the Section 302.4.D and Section 307.9.B criteria.

17
18 4. In order to grant the requested Conditional Use Permit, the Board must find the applicant’s
19 proposal satisfies the Enhanced Performance Standards set forth in Section 302.4.D as well as the specific
20 requirements of Section 307.9.B.

21
22
23 **II. CONCLUSIONS OF LAW**

24
25 As a result of the above findings of fact and based on testimony given, application materials presented,
26 and supporting documents submitted, the Planning Board concludes the following with respect to the
27 Enhanced Performance Standards set forth in Section 302.4.D and Section 307.8.A of the Zoning
28 Ordinance:

29
30 1. The site **IS** suitable for the proposal. (§302.4.D.1)

31
32 2. The external impacts of the proposed use on abutting properties and the neighborhood **ARE**
33 commensurate with the impacts of adjacent existing uses or other uses permitted in the zoning
34 district. (§302.4.D.2)

35
36 3. The proposal **DOES** satisfy the criteria of Section 302.4.D.3:
37 *The proposed layout and design of the site shall not be incompatible with the established*
38 *character of the neighborhood and shall mitigate any external impacts on abutters, the*
39 *neighborhood, and nearby public ways and infrastructure. This shall include, but not be limited*
40 *to, the relationship of the building(s) to the street, the amount, location, and screening of off-*
41 *street parking, the treatment of yards and setbacks, the buffering of adjacent properties, and*
42 *provisions for vehicular and pedestrian access to and within the site.*

43
44 4. The proposal **DOES** satisfy the criteria of Section 302.4.D.4:
45 *The design of any new buildings or structures and the modification of existing buildings or*
46 *structures on the site shall not be incompatible with the established character of the*
47 *neighborhood. This shall include, but not be limited to, the scale, height, and massing of the*
48 *building or structure, the roof line, locations of access, and visual compatibility with the area.*

49
50 5. The proposal **DOES** satisfy the criteria of Section 302.4.D.5:

The proposed use and layout of the site, including all related development activities, shall to the greatest extent practicable preserve identified natural, cultural, historic, and scenic resources on the site and shall not degrade such identified resources on abutting properties. This shall include, but not be limited to, identified wetlands, floodplains, significant wildlife habitat and documented wildlife corridors, stonewalls, mature tree lines, identified historic buildings or sites, scenic views, and viewsheds.

6. The improved surface was in existence as of January 20, 2021, and there is no other location on the lot to provide parking. (Section 307.9.B)

III. DECISION

Now therefore be it resolved, the Planning Board, on this **27th day of June, 2022**, hereby **GRANTS** the request of Recreo, LLC for a Conditional Use Permit per Section 307.9.B, as set forth above and per testimony, plans, and materials submitted, and per the following conditions:

1. The Conditional Use Permit is contingent on approval of the site plan application of Recreo, LLC for 2 Mascoma Street (Tax Map 91, Lots 254), PB2022-23-SPR, currently pending before the Board.

The motion was seconded by Cori Hirai.

Mr. Hall inquired about the condition that there is no other location for parking. Mr. Corwin read the related Zoning Ordinance requirement. Mr. Hall stated that it is an unusual location, and the exception is merited.

The CUP was approved (7-1), with Mr. Jasinski voting against.

B. Recreo, LLC, Water Street Mill, LLC, and 21 Agua Street, LLC, regarding 2 Mascoma Street (Tax Map 91, Lot 254), 0 Water Street (Tax Map 91, Lot 255) and 21 Water Street (Tax Map 91, Lot 257), zoned LD: The applicants request a Conditional Use Permit pursuant to Section 607.5.A of the Zoning Ordinance to allow off-lot parking at 0 Water Street for the benefit of Recreo, LLC's proposed mixed use development at 2 Mascoma Street (PB2022-17-SPR), and to allow off-lot parking at 2 Mascoma Street and 21 Water Street for the benefit of the office building use at 10 Water Street (Tax Map 91, Lot 259). PB2022-22-CUP. - Continued from June 13, 2022

Read by Matthew Hall:

On May 9, 2022, June 13, 2022, and June 27, 2022, at duly noticed meetings of the Lebanon Planning Board, there appeared Jim Wasser and Tim Sidore on behalf of Recreo, LLC, Water Street Mill, LLC, and 21 Agua Street, LLC regarding 2 Mascoma Street (Tax Map 91, Lot 254), 0 Water Street (Tax Map 91, Lot 255) and 21 Water Street (Tax Map 91, Lot 257), zoned LD. The applicants request a Conditional Use Permit pursuant to Section 607.5.A of the Zoning Ordinance to allow off-lot parking at 0 Water Street for the benefit of Recreo, LLC's proposed mixed use development at 2 Mascoma Street (PB2022-17-SPR), and to allow off-lot parking at 2 Mascoma Street and 21 Water Street for the benefit of the office building use at 10 Water Street (Tax Map 91, Lot 259). PB2022-22-CUP

I. FINDINGS OF FACT

1 Based on testimony given, application materials presented, and supporting documents submitted, the
2 Planning Board makes the following findings of fact:

- 3
4 1. Recreo, LLC is the owner of 2 Mascoma Street, currently improved with two commercial buildings
5 (the former Village Market building and the Sunrise Buffet building). Recreo proposes a
6 redevelopment of the property, the application for which (PB2022-17-SPR) will be heard by the
7 Planning Board concurrently with this Conditional Use Permit application. The proposed
8 redevelopment includes the razing of the Sunrise Buffet and the construction of two (2) new multi-
9 family buildings containing a total of 152 dwelling units (148 studios and 4 one-bedrooms). The
10 proposed redevelopment will include a total of 99 on-site parking spaces for both the commercial uses
11 in the former Village Market building and the proposed multi-family dwellings.
12
- 13 2. Water Street Mill, LLC owns 0 Water Street which abuts 2 Mascoma Street to the west. 0 Water
14 Street is developed as a 100-space parking lot and is currently used as off-lot parking for the tenants
15 of 10 Water Street (Tax Map 91, Lot 259), located on the opposite side of Water Street. 10 Water
16 Street, which is also owned by Water Street Mill, LLC, is occupied by a mix of office tenants.
17
- 18 3. 21 Agua Street, LLC, is the owner of 21 Water Street which abuts 0 Water Street to the south. The
19 property is currently developed with a single-story multi-tenant commercial building with
20 surrounding gravel surface parking. The building contains four (4) dwelling units and a commercial
21 kitchen. According to the applicants' Conditional Use Permit Support Statement, the property
22 contains 25 parking spaces.
23
- 24 4. The applicants request a Conditional Use Permit pursuant to Section 607.5 of the Zoning Ordinance
25 to allow off-lot parking as follows:
26
 - 27 • Water Street Mill, LLC will lease the 100-space parking lot to Recreo, LLC for use by residents
28 of 2 Mascoma Street on the evenings and weekends.
 - 29
 - 30 • Recreo, LLC will lease 5 parking spaces at 2 Mascoma Street to Water Street Mill, LLC, for
31 weekday use by tenants of 10 Water Street.
32
 - 33 • 21 Agua Street, LLC will lease the 25 parking spaces at 21 Water Street to Water Street Mill,
34 LLC, for weekday use by tenants of 10 Water Street.
35
- 36 5. Per Section 607.4 of the Zoning Ordinance, the minimum parking requirements set forth in the Table
37 of Minimum Off-Street Parking Requirements do not apply in the LD District. Rather, parking
38 requirements in the LD District "shall be as required by the Planning Board through its Site Plan
39 Review of new uses or changes or expansion of use."
40
- 41 6. Normally, required parking shall be provided on the same lot as the use for which the parking is
42 required. However, Section 302.5 of the Zoning Ordinance allows parking areas to serve off-site uses
43 by conditional use permit in accordance with the requirements of Section 607.5 ("Off-Lot Parking").
44 Section 607.5.A provides that in the LD District, the Planning Board may approve private off-lot
45 parking by Conditional Use Permit.
46
- 47 7. In order to grant the requested Conditional Use Permit, the Board must find the applicants' proposal
48 satisfies the requirements of Section 607.5.A, which are in lieu of demonstrating compliance with the
49 Enhanced Performance Standards set forth in Section 302.4.D of the Zoning Ordinance.
50

51 II. CONCLUSIONS OF LAW

As a result of the above findings of fact and based on testimony given, application materials presented, and supporting documents submitted, the Planning Board concludes the following with respect to the criteria for set forth in §607.5.A of the Zoning Ordinance:

1. The minimum number of required off-street parking spaces as calculated per Section 607.4 **CANNOT BE** feasibly be accommodated on-site (§607.5.A.1)
2. The off-lot uses to be served are allowed uses in the zoning district in which the off-lot parking areas will be located. (§607.5.A.2)
3. The off-lot parking areas **ARE** in an appropriate location for the uses served by the parking and will not be detrimental to abutting properties. (§607.5.A.3)
4. Such parking arrangements **WILL BE** either permanently deeded and recorded or conveyed by an irrevocable 99-year lease or some other legal instrument, acceptable to an attorney representing the City, that will ensure that such parking arrangement will remain as long as the need exists. (§607.5.A.4)
5. The off-lot parking **WILL NOT** constitute a hazard to traffic or pedestrians. (§607.5.A.5)

III. **DECISION**

Now therefore be it resolved, the Planning Board, on this **27th day of June, 2022**, hereby **GRANTS** the request of Recreo, LLC, Water Street Mill, LLC, and 21 Agua Street, LLC for a Conditional Use Permit per Section 607.5.A, as set forth above and per testimony, plans, and materials submitted, and per the following conditions:

1. The applicants shall provide the Planning and Development Department with appropriate documentation in accordance with Section 607.5.A.4 of the Zoning Ordinance.
2. The Conditional Use Permit is contingent on approval of the site plan application of Recreo, LLC for 2 Mascoma Street (Tax Map 91, Lot 254), PB2022-17-SPR, currently pending before the Board.

The motion was seconded by Kathie Romano.

Mr. Jasinski asked for a change to the language regarding the 99-year lease for parking and suggested a condition. Mr. Corwin stated a slight change to the wording, and the other issues are addressed in the site plan approval conditions.

Ms. Romano inquired about the commercial tenant at 21 Water Street, which is owned by the applicant.

Mr. Corwin adjusted the wording.

Ms. Hirai inquired about building access from off-site parking and improving the potential connection between the two buildings. Mr. Wasser confirmed the route to the buildings and stated that the terrain makes alternative routes unsafe.

Mr. Jasinski suggested a condition for permitted parking and the reporting of data. Mr. Corwin stated that the Planning Staff would regularly be reviewing completed projects and confirmed that a condition could be added that the parking spaces be numbered and assigned.

The CUP was approved (8-0).

Chris Hidari, Ward 3, commented on removing current free parking for area residents who attend the farmers market or downtown businesses when the project's residents use alternative downtown parking.

Robin Carpenter, Ward 3, commented on the lease for parking and the changes in setbacks and ability to change it with a waiver. Mr. Carpenter suggested scaling back the project and cited the potential future issues from granting too many waivers and CUP's for a project that should not be approved.

Frank Mastro, Ward 2, commented on the parking and the lack of discussion about snow removal and future issues. He inquired about the reasoning behind the proposed height of the buildings and the actual generation of power from the solar panels. He suggested that the communication tower by the Fire Department may be affected by the height and composition of the buildings. Mr. Hall inquired if the tower issue should be explored. Mr. Brooks stated that the Fire Department reviewed the project. Mr. Vincent offered to investigate it.

Mary Ann Mastro, Ward 2, noted that the State Fire Marshall report has not been received and wondered if the project should be going forward without it. The Historic District character could be affected by the addition of the buildings.

A MOTION by Matthew Hall to extend the meeting to 9:45 PM.

The motion was seconded by Katie Romano.

****The MOTION was approved (8-0).***

Sherry Boschert, a LEAC member, encouraged the Planning Board and developers to install EV charging stations, noting that 30% of new vehicles are EV's, and a minimum of 11 chargers would be needed. It would be important that adequate conduit and chargers are provided.

Karen Liot-Hill, Ward 3, explained the numerous safety-valve measures built into the Zoning requirements, noting that it is not possible to include every possible circumstance in Zoning. The goal is to have less paved area, and the shared parking is important. The project will be an improvement to the site, and the efforts of the Planning Board are appropriate and appreciated.

Simone Whitecloud, online, inquired about the possibility for additional affordable housing and the lack of a gate.

Chair Garland ended the discussion and asked for a suggested meeting date. Mr. Brooks stated that the next meeting is on July 11, 2022, at 6:30 PM.

A MOTION by Kathie Romano to continue the hearing of Recreo, LLC, 2 Mascoma Street (Tax Map 91, Lots 254), zoned LD to July 11, 2022, at 6:30 PM.

The motion was seconded by Kim Chewning.

****The MOTION was approved (8-0).***

3. Committee Reports

A. Planning Board Subcommittees:

--Planning Board Capital Improvement Program (J. Rutter/C. Hirai/T. Jasinski/K. Chewning)

Mr. Brooks reported that Staff has been meeting with the departments and will be reaching out to the four subcommittee members soon.

--Planning Board Development Regulations Update (M. Hall/K. Romano/J. Rutter/ VACANT)

B. City Council Subcommittees:

--Class VI Roads Advisory Committee (VACANT)

--Lebanon Energy Advisory Committee (VACANT)

C. Other Subcommittees:

--City Council Representative (K. Zook/D. Whittlesey)

--Heritage Commission (J. Rutter)

--Pedestrian & Bicyclist Advisory Committee (G. Amaro)

--Upper Valley Lake Sunapee Regional Planning Commission (B. Garland)

--UV Subcommittee of the Connecticut River Joint Commissions (B. Garland)

--Upper Valley Transportation Management Association (VACANT)

--Mascoma River Local Advisory Committee (K. Romano)

Ms. Romano noted that Glen Road Dam is up for renewal.

--West Lebanon Revitalization Advisory Committee (L. Stavis)

--Planning & Development Department – Task Status (D. Brooks/ M. Goodwin/T. Corwin/R. Owens)

4. Other Business

A. Site Plan Review and Subdivision amendments procedure

Mr. Hall announced changes to the site plan committee. Individual members could work with Planning Staff to discuss edits to sections they are interested in, and then the comments would go to the subcommittee and later the whole Board. Mr. Corwin noted that the subcommittee would be a sounding board for the possible changes. Mr. Jasinski inquired about the schedule for the subcommittee. Mr. Corwin said it would be ongoing. The Board members can contact Mr. Corwin to inquire about topics being edited.

B. Minor Site Plan Committee jurisdiction

Chair Garland noted that the areas to discuss for assignment would be instances when buildings are being torn down and appeals are being considered. He invited the members to review the regulations to be sure they convey what the Planning Board wants them to state.

Ms. Hirai suggested that the Ped/Bike Committee's opinion of the Recreo project would be helpful.

5. Approval of Minutes

A. May 23, 2022

A MOTION by Matthew Hall to approve the Planning Board minutes of May 23, 2022, as presented. The motion was seconded by Kathie Romano.

****The MOTION was approved (8-0).***

7. Adjournment

*A MOTION by Matthew Hall to adjourn the meeting.
The motion was seconded by Kim Chewning.
The MOTION was approved (8-0).

The meeting was adjourned at 9:39 PM.

Respectfully Submitted,

Holly Howes

Recording Secretary