



**LEBANON CITY COUNCIL
APRIL 25, 2023 - 5:30 PM
WORK SESSION
COUNCIL CHAMBERS, CITY HALL OR
REMOTE VIA VIRTUAL PLATFORM
LEBANONNH.GOV/LIVE**

1. Meeting Access

To participate in this meeting, please [join live via Microsoft Teams](#) or call 929-229-5356 (access code: 455 690 140#). If you have trouble accessing this meeting, please [email Shaun Mulholland](#).

2. Annual Work Session

A. Presentation of Draft Strategic Plan Objectives

- High Performing Government
- Housing and Neighborhood
- Financial Stability and Efficiency
- Economic Vitality
- Social Health & Justice

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.

Presentation of Draft Strategic Plan Objectives

- **High Performing Government**
 - City Manager, City Clerk, Cyber Services, Public Works, Human Resources, Planning and Development
- **Housing and Neighborhood**
 - City Manager, Human Services, Planning and Development
- **Financial Stability and Efficiency**
 - City Manager, Finance
- **Economic Vitality**
 - City Manager, Planning and Development
- **Social Health and Justice**
 - City Manager, Human Resources, Human Services, Planning and Development, Library



High Performing Government



Summary of Strategic Objectives

- 1.1 Operate City government at a very high level of Transparency. To the extent possible government documents are available in digital formats through the City's website minimizing the need to make requests to staff.
- 1.2 Recruit, Develop, and Retain trained and qualified City staff.
- 1.3 Enhance process innovation using technology, data, and key performance objectives.
- 1.4 Advocate at the Regional, State, and Federal level.
- 1.5 Enhance the credibility of the City's government.
- 1.6 Enhance community engagement.

Timeline: 2024-2026

Responsible Groups

City Departments

City Clerk City Manager Cyber Services HR Library Planning

Boards and Committees

City Council DEI

Partners

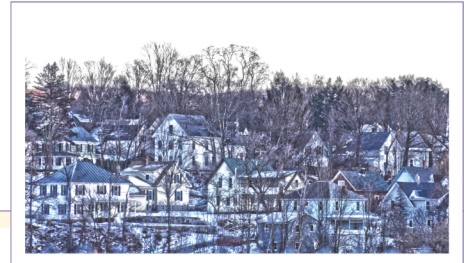
Vision Statement

The city government has to be responsive to the needs of its residents, businesses and partners. The delivery and/or the facilitation of the delivery of services is one of the cornerstones of effective local government. A responsive and effective city government does the following:

- **Transparency-** the decision making processes must be open and as accessible as possible to allow the public to participate. Government records need to be available, easily accessible and in a timely manner.
- **Ethics-** City officials and staff meet public expectations of very high ethical standards while conducting City business as well as in the pursuit of their personal lives. Ethical expectations directly relate to the credibility of the City in view that people have of it. City officials comply with statutory and regulatory requirements.
- **Problem Solving-** the expectation is that the City government is an organization that functions to identify and develop solutions to address problems and the needs of the community. Data driven decision making is operationalized when and where appropriate.
- **Teamwork-** highly effective organizations are those that can bring together the players to achieve the mission. Our team consists of elected officials, appointed officials, staff, volunteers, service providers and our partners who work together to drive and achieve success.
- **Communication-** an effective City government utilizes multiple modes of communication to inform residents including emergency messaging, how to information, education materials, opportunities and the activities of the organization. This must be timely, accurate, accessible and sufficient to keep the public informed.
- **Engaging-** the City takes proactive steps to engage the general public and key stakeholders in the development of public policy.
- **Efficiency-** the City utilizes management practices and process review procedures such as LEAN to reduce wasted time and money while at the same time enhance the quality of city services. City officials and staff operate in a culture of continuous quality improvement.
- **Technology-** the City utilizes technology to enhance the quality, accessibility, timeliness and efficiency of City services.
- **Innovation-** the City uses or develops innovative approaches to problem-solving and service delivery.
- **Human Capital-** the quality, skill base, experience and emotional intelligence of City officials is of very high quality. The City invests in training and staff development constantly enhancing the effectiveness of City staff. The City is "growing" leaders from within its ranks to perform higher level and leadership roles in the organization. The retention of qualified personnel is a key objective for City leaders.
- **Partnership-** City leaders value the importance of partnerships with other municipalities, the school district, the housing authority and the other levels of government. Working with the business community, non-profit entities and neighborhood groups is highly valued in solving problems and providing services to the community.
- **Leadership-** the City values and understands its leadership role in the Upper Valley and the State of New Hampshire from a political, economic and social perspective. It actively advocates and exercises that leadership role in service to the people of the City and the Upper Valley.



Housing and Neighborhoods



Summary of Strategic Objectives

- 2.1 Facilitate the Development/Redevelopment of Housing.
- 2.2 Work cooperatively to address Homelessness.
- 2.3 Revise Land Use Regulations to limit barriers to development/redevelopment while preserving neighborhood character.
- 2.4 Development of a comprehensive Citywide housing strategy.

Timeline: 2024-2026

Responsible Groups

City Departments

City Manager Human Services Library Planning

Boards and Committees

DBA Downtown TB CDC Heritage Commission Planning Board

Partners

Housing Authority LISTEN The Haven The County CAP Twin Pines Housing

Vision Statement

The City of Lebanon shall actively foster a diverse range of housing opportunities and choices for current and prospective residents, and will strive to promote the development of diverse, sustainable neighborhoods that reflect Lebanon's "small-town" character and distinctiveness.

The City of Lebanon shall encourage a range of housing options for all segments of the population. New housing development should contribute positively to existing neighborhoods and create safe and desirable new neighborhoods consistent with the other planning goals of the City as expressed in this Master Plan.

An inclusive community has a range of housing types to meet the needs of a diverse population. Those housing types include;

- Single Family
- Multi-Family (spanning duplexes to large apartment buildings)
- Elderly Housing
- Accessory Dwelling Units
- Manufactured Housing
- Temporary Housing - Homeless Shelters and Transitional Housing Units

The housing inventory of the City must include a mix to meet the affordability needs of its residents such that no more than 30% of combined household income is committed to housing. That mix of housing affordability includes;

- Market Rate Housing
- Workforce Housing
- Low Income Housing

[Chapter 7 of the City's Master Plan](#) is incorporated into this Strategic Plan.



Financial Stability and Efficiency



Summary of Strategic Objectives

- 3.1 Maintain a responsible debt management plan.
- 3.2 Maintain a long term strategy to stabilize the tax rate and user fees to avoid spikes in the rates
- 3.3 Advocate and seek funding at the State and Federal level to reduce the impact on property taxes and user fees.
- 3.4 Maintain adequate cash reserves to ensure cash flow, the ability to respond to emergencies and the resources to take advantage of opportunities.

Timeline: 2024-2026

Responsible Groups

City Departments

City Manager Finance Library

Boards and Committees

City Council

Partners

Vision Statement

The City strives to diversify its revenue streams to reduce the reliance upon the property tax as the primary source of revenue for general government operations. User fees have a direct relationship to the services provided and are commensurate with the actual cost of the services provided. The use of Unassigned Fund Balances in the General Fund as well as the enterprise funds is a strategy to minimize tax and fee rate spikes.

The Unassigned Fund Balance in the General Fund is healthy when it:

- is within a range of 19% to 24% of the current General Fund expenditure budget;
- provides a cash reserve to address emergencies;
- provides sufficient cash flow between semi-annual tax billings.

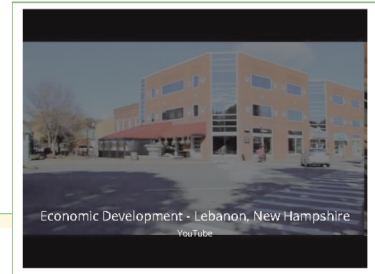
Financial planning is based on a long-term strategy to stabilize tax and user fee rates to minimize rate hikes. Planning for capital projects in the six-year Capital Improvements Plan that allows a more even spread of debt service payments where possible is utilized.

The City's debt load is maintained within the statutory requirements and the City Council's Debt Management policy for all funds.

The City utilizes federal, state, and private grant funding to offset the cost of capital and operating expenses. Additionally, the City advocates in partnership with other municipalities and the New Hampshire Municipal Association for more state funding to offset the impact to local property taxes. The City takes active steps to transition education funding from the statewide and local property tax to a more equitable cost share with other revenue sources.



Economic Vitality



Summary of Strategic Objectives

- 8.1 Facilitate a Sustainable and Resilient Economy.
- 8.2 Facilitate and develop partnerships to increase Early Childhood Education capacity and reduce cost.
- 8.3 Work cooperatively with UVBA, the Corporate Council and others to enhance the business climate in the region.
- 8.4 Coordinate regionally to enhance tourism opportunities in the Upper Valley.
- 8.5 Implement opportunities for redevelopment in the four core business districts of the City.

Timeline: 2024-2026

Responsible Groups

City Departments

City Manager Planning

Boards and Committees

Downtown TIF EDC Planning Board

Partners

UV Business Alliance UV Public Health Network Vital Communities

Vision Statement

The City is the economic hub of the Upper Valley. Most of the jobs in the region are located here in the City. The City is the host of a diversified and resilient economy. Traditionally the impacts of worldwide and national economic downturns impact the region to a lesser extent. The predominance of the medical sector, with Dartmouth Health being the largest employer in the region and the largest employer in the State, results in considerable supplemental and complimentary economic activity. The area has over 120 high-tech businesses, many of which are medtech and biotech companies. Many of these companies have a direct relationship or lineage from Dartmouth College and Dartmouth Health.

The region has the highest average salaries in the State. The Upper Valley economy is vibrant and resilient when it has the following:

- A trained workforce adequate to meet the needs of all employers;
- An innovative, creative, and entrepreneurial culture that drives and develops new ideas;
- A diversified commercial/industrial sector that includes small, medium, and large businesses;
- Adequate housing to meet the needs of the workforce needed for the economy;
- Adequate childcare and early childcare development to allow parents to work in the economy;
- Adequate public education and postsecondary education to develop and maintain a skilled workforce; and
- Vibrant and diversified retail, food, and general service sectors that meet the supporting needs of the Upper Valley.

The City's Master Plan addresses the larger vision statement relative to [Economic Development](#) located in Chapter 6.



Social Health and Justice



Summary of Strategic Objectives

- 9.1 Develop and implement a citywide Equity Plan.
- 9.2 Maintain the City's ADA Transition Plan.
- 9.3 Implement equity in all policies, codes, charter and in the delivery of City services.
- 9.4 Be a welcoming community to people of all cultures, races, skin color, national or ethnic origin, language, religions, gender identity or expression, sexual orientation, mental or physical ability, age, political opinion or activity, economic status, immigration status or housing status.
- 9.5 Develop the concept of Environmental Justice throughout the organization and the community.

Timeline: 2024-2026

Responsible Groups

City Departments

City Manager Human Services Legal Planning

Boards and Committees

City Council Nominations Commission DE LCAC Planning Board
Tree Advisory Board

Partners

Dartmouth Health UMass UV Business Alliance

Vision Statement

The City supports and upholds the federal and state constitutions.

The City resolves the following:

- Preserving the public trust and promoting community identity, civic pride, and quality of life for all residents, regardless of race, skin color, national or ethnic origin, age, sex, gender identity or expression, sexual orientation, mental or physical disability, religious or political opinion or activity, immigration status, socio-economic status, or housing status.
- The City takes a leading role in protecting civil liberties, promoting inclusiveness, and providing equal protection under the law to all persons in the City.
- A diverse population supports a resilient economy and fosters a high quality of life for its residents and visitors, in accordance with the City's Sustainability Principles.
- That while Free Speech is protected under the First Amendment; we can speak out against and discourage hate speech as contrary to our values.
- The City demonstrates its commitment to protecting its residents and visitors against discrimination on the basis of race, skin color, national or ethnic origin, age, sex, gender identity or expression, sexual orientation, mental or physical disability, immigration status, religious or political opinion or activity, socio-economic status, or housing status.
- The City takes a stand against ideologies of violence, hatred, and intolerance. The City denounces and rejects all ideologies based on discrimination, hatred, and intolerance, including racism, xenophobia, and homophobia, and condemns activities that promote these ideologies.
- The City is committed to fair and equal treatment of everyone in our community, including in housing, education, employment, and healthcare, and will strive to ensure all of our actions, policies, and operating procedures reflect this commitment.